INTERNATIONAL ASSOCIATION

IACM

FOR CONFLICT MANAGEMENT

Dublin | Ireland

July 7 - 10, 2019

iafcm.org

The 32nd Annual Meeting of the International Association for Conflict Management

THANK YOU, IACM CONFERENCE SPONSORS!

IACM would like to thank its conference sponsors. Each of their contributions and support of our organization and its conference is what enables us to provide you with the conference experience you desire, as well as having a tremendous impact in supporting our year-round operations.

ALL-CONFERENCE SPONSOR

Wharton
University of Pennsylvania

Thank you to Wharton, institution of our President, Maurice Schweitzer, for its phenomenal support of our organization this year. Wharton's and Maurice's efforts enabled IACM to get off to a fantastic start this year and we cannot show enough appreciation.

We also would like to thank our sponsors of the Awards Banquet at Guinness Storehouse – The Klein College of Media and Communication and the Fox School of Business of Temple University.

CMMI
CENTER FOR
Conflict Management & Media Impact
Klein College of Media and Communication
Temple University

TEMPLE UNIVERSITY

FOX SCHOOL OF BUSINESS

In addition, please thank the Dispute Resolution Research Center (DRRC), of the Kellogg School of Management, for the sponsorship of the *Connect & Collaborate* session and reception, the AC4 of Columbia University for their funding of eight (8) doctoral students via scholarships, and Johns Hopkins University for its contributing support.

Northwestern Kellogg | Dispute Resolution Research Center

JOHNS HOPKINS CAREY BUSINESS SCHOOL

AC4 | Advanced Consortium on Cooperation, Conflict, and Complexity
EARTH INSTITUTE | COLUMBIA UNIVERSITY

PRESIDENT MAURICE SCHWEITZER WELCOMES YOU TO IACM 2019!

Whether this is your first IACM conference or if you have been attending for years, we are delighted you're here.

As a quick visit to the IACM website will suggest, there is a lot going on! I want to highlight a few things that have been happening behind the scenes, and then share a quick overview about the state of IACM. For those of you interested in details—come to the Business Meeting—and better yet, get involved!

As you will see on the website, we have been hard at work adding content and functionality. I want to thank our executive director Brandon Charpied for leading changes across the organization, including the changes you'll see on our web site. I also want to give a shout-out to our past president Deb Cai for drafting our new constitution. This Jeffersonian work is essentially thankless, but it undergirds our organization and it is terrifically important. So thank you Deb!

And of course, the conference! I am terrifically excited about our program, and innovations to the program that our program chair, Brian Gunia, has introduced. Many of you have already signed-up for our new Connect and Collaborate session and expressed interest in our themed lunches, but just wait… there's more! Brian has carefully designed our program to create opportunities to exchanging ideas and build relationships. At the same time, Brian has navigated a sharp increase (36%) in submissions. (Thanks to all of you who submitted and reviewed submissions!) I also want to thank our local arrangements committee – Jen Parlamis, Andrea Schneider, and Brook Gazdag - for working with Brian and Brandon to support this conference.

I also want to say a few quick words about our NCMR publications. First, SiGNAL. If you are new to IACM (or have an aggressive spam filter), you may not know that SiGNAL is the official IACM newsletter. Under the tireless leadership of Jen Parlamis, we published three editions this past year, and we introduced podcasts! Yes, podcasts! If you haven't yet heard our podcasts about Trump's ability to negotiate or Brexit, you should!

The "other" IACM publication has also seen tremendous growth. Most you know Michael Gross, who is completing his term as the editor of NCMR. Under Michael's leadership, NCMR's submissions, NCMR's Impact Factor (passing 1.0 this past year), downloads, and media mentions have risen dramatically. We are deeply grateful for the hard work Michael and the entire editorial team have invested in developing NCMR. A lot of this work is difficult, so please thank Michael when you see him (and you can give him any extra drink tickets you might have). And… welcome Qi Wang, our new incoming NCMR editor!

I also want to thank our outgoing board members – Deborah Cai, Deanna Geddes, and Lindred Greer - for their service. This past year, we undertook a number of initiatives such as running a membership survey and developing a dashboard of key metrics (and actually getting those measures) to guide our future decisions. Thank you Deb, Deanna, and Lindy.

And as we look ahead, I want to welcome our incoming president, Zoe Barsness, and our incoming board members, Taya Cohen, our incoming president after Zoe, and our new board members Jimena Ramirez Marin and Tony Kong. If you're interested in getting involved, just let Zoe or Brandon know! As they gear up for Charleston, SC in 2020, and Thessaloniki, Greece in 2021, there will be many opportunities to get engaged.

Finally, I just want to make a final pitch to those of you returning to IACM. Please make an extra effort to reach out to new IACM'ers. We have more new attendees than usual, and the efforts you make to welcome our new members and junior scholars in particular, can make a big difference.

Thank you again for coming. I look forward to seeing you!

Maurice, IACM President

A WELCOME MESSAGE FROM BRIAN GUNIA, IACM 2019 PROGRAM CHAIR

Welcome to Dublin! I can promise you and your 350 colleagues an intellectually engaging, professionally valuable, and extremely enjoyable three days. By way of orientation, let me summarize our academic program, professional development opportunities, and packed social calendar, with thanks along the way to the many hands who made light the work.

First to the main attraction: our academic program. As a result of our 36% increase in submissions, the best way to describe it is "action-packed." Over the next three days, you'll have the chance to intellectually luxuriate in 225 presentations encompassing including 99 full paper presentations, a whopping 26 symposia and other novel sessions, 33 research reports (i.e., rapid fires), 31 discussion paper presentations, and 34 visual presentations (i.e., posters). All told, these sessions reflect the work of 472 unique authors, and their inclusion reflects the efforts of 276 voluntary reviewers. Thank you to the authors and reviewers alike!

As you can probably tell, we've made several notable changes to the academic program. First, we've endeavored to timestamp the individual presentations and align their timing as closely as possible across session types. Second, we're using the name "research reports" and running just one such session at a time. Third, to accommodate the increased number of submissions, we've added a new session type—discussion paper presentations—in which several groups of authors engage in concurrent roundtable discussions in the ballroom. Even if you're not presenting in this format, we hope you'll come by and see what they're all about. Fourth, we're using the name "visual presentations" and offering presenters the opportunity to discuss their posters both formally, after the Sunday night dinner, and informally, by hanging their posters in the four "conversation rooms" on the lower ground floor of the hotel. Fifth, we've included some truly unique sessions including paper sessions on sexual harassment and political psychology, symposia on humor and climate change, a Fellows Session focused on "brilliant blunders" (Monday 3:30-5 pm), a keynote discussion with Peter Cassells facilitated by Bruce Barry (Monday 5-6 pm), and the Lifetime Achievement Awards address by James A. Wall (Tuesday 5-5:45 pm). From the opening announcements at 6:00pm on Sunday through the conclusion of the academic program on Wednesday at noon, IACM 2019 is sure to satiate your intellectual appetite.

Importantly, this year's conference also features several new opportunities to enhance your professional development. First, our Connect & Collaborate session (Sunday 2-5 pm), generously sponsored by Kellogg's Dispute Resolution Research Center, offers an opportunity for PhD students and junior scholars to connect with peers and potential collaborators, discuss career milestones and challenges, engage with a panel of gurus, and continue the discussion in a post-session reception. Thanks so much to the organizers: Dan Druckman, Lindy Greer, and Zhaleh Semnani-Azad. Second, our Monday and Tuesday lunches will include themes—tables labeled with specific discussion topics to catalyze discussions among people with common interests. Third, our Meet the Editors session (Wednesday 10:30 am-12 pm) offers a unique opportunity to hear from and interact with current and recent editors at several of our leading journals. Thank you to the organizer, Nazli Bhatia.

Finally, IACM 2019 includes numerous opportunities to network. First, the location of the Sunday night dinner and all three lunches—an authentic Irish pub called Murray's down the street from the hotel—is ideally suited to mingling. Second and third, an all-conference reception sponsored by NCMR (Monday 6-7:15 pm) provides the perfect opportunity to gather before departing on an optional scavenger hunt on the way to dinner on your own. Fourth, our offsite awards dinner at the world-renowned Guinness Storehouse (Tuesday from 7:30 pm; transportation on your own) provides the perfect venue to honor our award-winners, all of whom are noted in this program—and many thanks to the members of our awards committees! Fifth, we have organized a diverse set of post-conference excursions and tours (e.g., to Belfast and the Irish Emigration Museum), offering the opportunity to continue your networking even after the conference ends. Thanks so much to our local arrangements committee: Brooke Gazdag, Jennifer Parlamis, and Andrea Schneider.

Are you ready for an exciting conference? I know I am. But first, let me offer one more set of thank you's: to our amazing executive director, Brandon Charpied, for his tireless efforts on behalf of IACM, and to our president, Maurice Schweitzer, for providing the clear and compelling vision needed to point our conference and organization forward. With that, *fáilte*!

Brian Gunia
Associate Professor, Johns Hopkins University
2019 IACM Program Chair

CONGRATULATIONS TO THE IACM 2019 LIFETIME ACHIEVEMENT AWARD RECIPIENT, JAMES A. WALL

Having hung up his academic spurs, Jim is currently the Curators' Distinguished Teaching Professor Emeritus at the University of Missouri, where he has taught for 40 years. Prior to that, he taught at Indiana University. He had the privilege of attending Davidson College where he received an A.B. (1967) in Economics. Moving north a few counties, he obtained an MBA (1969) and Ph.D. (1972) from the University of North Carolina. He has written two books, Negotiation (1985) and Bosses (1986) as well as some articles on negotiation and mediation. In IACM he served four years as the Executive Officer (1991-1994) as well as President (1995-1996) and was honored to be tapped as a Fellow in 2018. On the humanitarian front, Jim founded Malaria Fini, which furnishes mosquito nets to vulnerable individuals, worldwide. And he is the past president of Mobility World Wide, an organization that provides hand-driven carts to the leg-disabled. His wife, Judy, is a biochemist who tolerates most of his adventures.

IACM Board of Directors

Officers of the Association

Maurice Schweitzer
President

Zoe Barsness
President-Elect

Deborah Cai
Past-President

Deanna Geddes
Director At-Large

Lindred Greer
Director At-Large

Nir Halevy
Director At-Large

Laura Rees
Director At-Large

Ex-Officio Members of the Board

Poonam Arora
Treasurer

Brandon Charpied
Executive Director

Dan Druckman
Fellows Representative

Michael Gross
Editor-in-Chief, *NCMR*

Brian Gunia
Program Chair, IACM 2019

Jennifer Parlamis
Communications Chair

CONGRATULATIONS TO ALL OF THE 2019 AWARD WINNERS

Outstanding Dissertation Award (Completed in 2017 or 2018)
Yeonjeong Kim; *Special Elections Amendment Forecasting Unethical Behavior Using the Hidden Information Distribution and Evaluation (HIDE) Model*

Early Career Award
Juliana Schroeder

Outstanding Publication Award: Article or Book Chapter (Published in 2017)
Jessica A. Kennedy, Laura J. Kray, & Gillian Ku; *A Social-Cognitive Approach to Understanding Gender Differences in Negotiator Ethics: The Role of Moral Identity*

Best Conference Paper Award
Basima Tewfik, Timothy Kundro, & Philip Tetlock; *The Help-Decliner's Dilemma: How to Decline Requests for Help at Work without Hurting One's Image*

Best Conference Paper Awards: Student as a First Author
David Munguia Gomez & Emma Levine; *Preference Reversals in Equivalent Choices between Individuals and Policies that Affect Individuals*

Best Article Published in Negotiation & Conflict Management Research (Published in 2018)
Jason Pierce & Leigh Thompson; *Explaining Differences in Men and Women's Use of Unethical Tactics in Negotiations*

IACM Fellows Being Inducted
Bruce Barry, Donald Conlon, William Donohue, & Mara Olekalns

The IACM Fellows

Bruce Barry

Jeanne Brett

Peter Carnevale

Donald Conlon

William Donohue

Dan Druckman

Barbara Gray

Herbert Kelman

Roy Lewick

Mara Olekalns

Linda Putnam

Dean Pruitt

Evert Van de Vliert

James A. Wall, Jr.

I. William Zartman

THANK YOU TO OUR OUTGOING BOARD MEMBERS

With the conclusion of this year's conference, we will unfortunately also be bidding adieu to several of our board members. Please give your thanks and appreciation for these individuals who have contributed tirelessly to the well-being of our organization over the last several years. **Deborah Cai** (President, 2018) will be moving off the board as her term as Past-President concludes. Deb put forth tremendous work and effort in advancing IACM's internal operations and taking on the monumental task of major updates to our Constitution. **Deanna Geddes** and **Lindred Greer** will have fulfilled their terms as Directors At-Large, having provided forward thinking initiatives and increased collaborative efforts amongst the Board. **Brian Gunia**'s term as Program Chair will come to a close. Brian expertly executed a role that ultimately was even more successful than we had originally set out for with paper submissions and authorships increasing by 36% year-on-year. Brian took the increased workload and expectations in stride. Much of the tremendous experience you have here in Dublin is due to Brian's tireless efforts and attention to detail. **Michael Gross** will soon be stepping down as Editor-in-Chief of *Negotiation & Conflict Management Research*. Michael has led *NCMR* to new heights during his tenure with increased impact factors and prestige each and every year. The positive influences of Michael's tremendous efforts will continue to be benefited from for many years to come. Last, but certainly not least, we would like to thank our Local Arrangements Team of **Jennifer Parlamis**, **Andrea Schneider**, and **Brooke Shaughnessy**. While not board members in this role, their impact on this conference can be seen and felt through and through, from the locations of our meals and events, to our tours and excursions. If you come across these members while at the conference, please do take a moment out to thank them for their service to IACM.

OUR INCOMING BOARD MEMBERS

The considerable voids and significant shoes left to fill by those departing us will not be easy, but we're quite confident our incoming team is up to the task! Please congratulate the following incoming board members:

Taya Cohen (*Carnegie Mellon University*), **President-Elect**

Dejun Tony Kong (*University of Houston*), **Director At-Large**

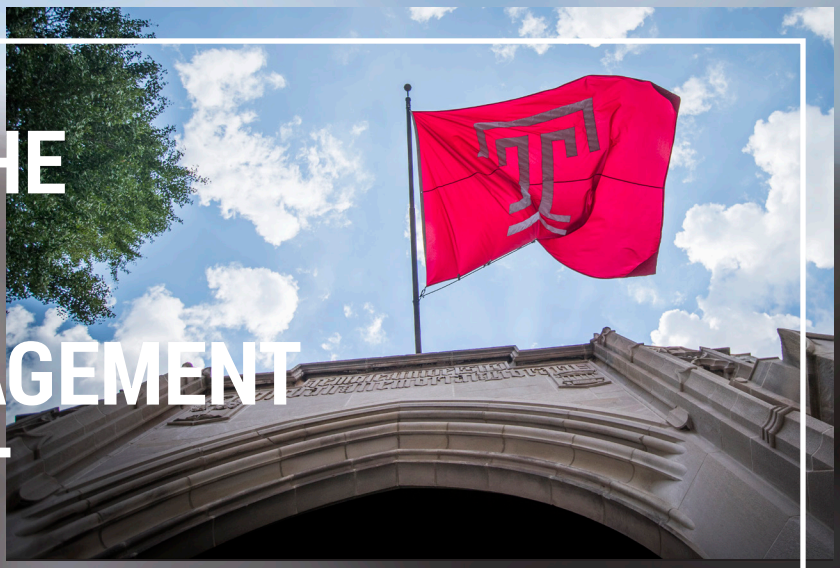
Jimena Ramirez Marin (*IESEG*), **Director At-Large**

Gregory Paul (*Kansas State University*), **IACM 2020 Program Chair**

Qi Wang (*Villanova University*), **NCMR Editor-in-Chief**

In accordance with our Constitution, Maurice Schweitzer will move from President to Past-President, while Zoe Barsness ascends from President-Elect to President.

ANNOUNCING THE CENTER FOR CONFLICT MANAGEMENT & MEDIA IMPACT



The mission of the **CENTER FOR CONFLICT MANAGEMENT AND MEDIA IMPACT (CMMI)** in the Klein College of Media and Communication at Temple University **IS THREEFOLD:**

ESTABLISH AND PROMOTE THE CMMI RESEARCH INSTITUTE conducting multi-method research in conflict dynamics and media impact; funding laboratory and field research from urban to international contexts; hosting visiting scholars and affiliated faculty from around the world; convening the Media and Social Conflict Scholarship Institute summer conference; and offering research opportunities, training and certification and internships for graduate and postdoctoral fellowships to undergraduate and graduate students at Klein College.

PROVIDE CONFLICT TRAINING AND AN EDUCATION LABORATORY producing curricula and training to serve the K-12 and higher education populations, the workplace, and the community on conflict management and media applications of research and learning platforms; and innovating online conflict management processes for technologically-based instructional design and delivery in conflict education.

CONNECT WITH GRADUATE PROGRAMS IN CONFLICT MANAGEMENT AT KLEIN COLLEGE including the new Master of Science in Conflict Management and Communication Program and an online graduate certificate in conflict management and dispute resolution.

CMMI

/TUKleinCollege

@TUKleinCollege

@TUKleinCollege

Klein College of Media and Communication

CMMI@temple.edu
215-204-3152

STUDY CONFLICT AND COMMUNICATION AT KLEIN COLLEGE

Master of Science in Conflict and Communication

The new MS in Conflict and Communication can be completed in **32 TO 35 CREDIT HOURS** and is accepting students for fall 2020. This master's degree will provide students with a strong social science, theory-driven approach to **STUDY AND RESEARCH THE INFLUENCE OF COMMUNICATION ON SOCIAL CONFLICT DEVELOPMENT, ESCALATION AND RESOLUTION.** Students will examine how communication processes create, reflect and address social conflicts across family, community and cultural contexts. They will also learn how to extend and apply communication theory as an analytic perspective on social identity (re)construction in times of conflict escalation.

The MS in Conflict and Communication prepares graduate students for the following:

- Generating cutting-edge research questions that drive and inform the study and practice of conflict and communication.
- Conducting independent research projects on conflict and communication questions on international and national trends in the study and practice of conflict and communication.
- Pursuing a solutions-based approach to conflict and communication through the study of restorative processes, especially in urban environments.

Certificate in Conflict Management and Dispute Resolution

The online graduate certificate in conflict management and dispute resolution is completed in **12 CREDIT HOURS,** making it an ideal program for mid-level career professionals working to **CREATE, PERFECT OR EVALUATE CONFLICT MANAGEMENT AND DISPUTE RESOLUTION IN THEIR FIELDS.** The certificate includes four online courses, each lasting seven weeks. Students are able to earn the certificate in **TWO OR THREE SEMESTERS WHILE WORKING FULL-TIME.** It can also serve as a gateway into the Master of Science in Communication Management Program.

The certificate comprises the following four courses:

- Cross-Cultural Leadership in Conflict and Crisis Management
- Cross-Cultural Leadership
- Designing Workplace Dispute Systems
- Third-Party Intervention Practices

/TUKleinCollege

@TUKleinCollege

@TUKleinCollege

Klein College of
Media and Communication

kleingraduate@temple.edu
215-204-8560

UNITED BY
THE DRIVE

Ariell Johnson '05
Amalgam Comics & Coffeehouse

James Sanders '12
Customers Bank

Yasmine Mustafa '07
ROAR for Good

Brian Sweeney '00
Thomas Jefferson University Hospitals

Rakia Reynolds '01
Skai Blue Media

Zahra Safa '14
PwC

Johanna Walters '00
Merrill Lynch

Jared Cannon '16
Simply Good Jars

Learn more about Fox alumni who are making the world a better place for themselves, the Fox School and society at large.

FOX.TEMPLE.EDU

FOX SCHOOL OF BUSINESS

Sunday, 7 July

9:00am – 11:30am	IACM Board Meeting (by Invitation Only) (Trinity 1)
2:00pm – 5:00pm	Connect & Collaborate Workshop (Sponsored by the DRRC at Northwestern Kellogg) (Swift)
5:00pm – 5:30pm	Connect & Collaborate Post-Workshop Reception (C&C Attendees Only, Sponsored by the DRRC at Northwestern Kellogg) (Ballroom)
5:30pm – 6:00pm	All-Conference Opening Reception (Ballroom)
6:00pm – 6:45pm	Welcoming Statements (Ballroom)
7:00pm – 9:00pm	Opening Ceremony Dinner (Murray's Pub)
9:00pm – 10:00pm	Visual Presentations (Murray's Pub)

Monday, 8 July

8:30am – 10:00am	Complex Conflicts (Ballroom)
	Culture (Ballroom)
	Emotions in Conflict and Social Decision Making (Swift)
	Dynamics of Intergroup Exposure: Novel Perspectives and Real-World Implications (Trinity 1)
	Conflict in Organizations (Trinity 2)
	Negotiation Processes in Organizations (O'Connell 1)
	Old and New Tensions in Gender Research: Understanding Fundamental Expectations of Female Negotiators (O'Connell 4)
10:00am – 10:30am	Coffee Break (Foyer)
10:30am – 12:00pm	Organizational Conflict & Culture (Ballroom)
	Ethics & Values (Ballroom)
	Status & Power (Ballroom)
	Culture (Trinity 1)
	Real-World Conflict (Trinity 2)
	Age, Generations, & Social Progress (O'Connell 1)
	Moving the Spotlight: New Applications for Mediation Education and Practice (O'Connell 4)
12:00pm – 1:30pm	Themed Lunch (Murray's Pub)

1:30pm – 3:00pm	Negotiation Processes & Outcomes (Ballroom)
	Task & Relationship Conflict (Ballroom)
	Stereotypes, Biases, & Discrimination (Ballroom)
	Mediation (Swift)
	Political Psychology (Trinity 1)
	Intra- and Intergroup Cooperation (Trinity 2)
	Conflict in Organizations (O'Connell 1)
	Ethics in Negotiation (O'Connell 4)
3:00pm – 3:30pm	Coffee Break (Foyer)
3:30pm – 5:00pm	The Fellows Session (Ballroom)
	Double-Edge Swords: Factors that Induce or Prohibit Prosocial and Ethical Behavior (Swift)
	Multi-Issue Negotiations (Trinity 1)
	Sexual Harassment & Sexual Assault (Trinity 2)
	Conflict in Organizational Context (O'Connell 1)
	Climate Change and Conflict: Motivational Approaches to Understanding Conflict Over Environmental Issues (O'Connell 4)
5:00pm – 6:00pm	Keynote Conversation with Peter Cassells (in Q&A by Bruce Barry) (Ballroom)
6:00pm – 7:15pm	All-Conference Reception Sponsored by NCMR (Ballroom)
6:30pm – 7:00pm	Scavenger Hunt Briefing & Departure (Swift)

Tuesday, 9 July

8:30am – 10:00am	Insights from Cross-Cultural Research on Intractable Conflicts in Ireland and Israel (Ballroom)
	Integrative Negotiation (Trinity 1)
	Unethical Behavior (Trinity 2)
	Peace & Peacemaking (O'Connell 1)
	Competition and Aggressive Behavior: Contextual and Perceptual Predictors of Competitive and Cooperative Decision-Making (O'Connell 4)
10:00am – 10:30am	Coffee Break (Foyer)
10:30am – 12:00pm	Using the Arts in Conflict Management (Ballroom)
	Voices, narratives, and identities in intergroup conflict (Swift)
	Communication (Trinity 1)
	Emotions & Emotional Intelligence (Trinity 2)
	Real-World Conflict (O'Connell 1)
	Negotiation via and with technology: Media Effects, AI, and beyond (O'Connell 4)
12:00pm – 1:30pm	Themed Lunch (Murray's Pub)

1:30pm – 3:00pm	Community Conversation: The Impact of Donald Trump's Presidency on Teaching Negotiation (Ballroom)
	Status & Power (Swift)
	Perceptions of Diversity and Discrimination (Trinity 1)
	Prosocial Behavior (Trinity 2)
	Ethics, Social Trends, & Organizations (O'Connell 1)
	New Developments in Conflict Framing (O'Connell 4)
3:00pm – 3:30pm	Coffee Break (Foyer)
3:30pm – 5:00pm	What the Youth Have to Say: Listening as Praxis (Ballroom)
	The Psychology of Humor (Swift)
	Policies & Current Politics (Trinity 1)
	Roundtable: Conflict Management and Media Impact (Trinity 2)
	Decision Making & Negotiation (O'Connell 1)
	What Does it Take to Live in Peace? Modeling and Measuring Sustainable Peace for Research and Policy (O'Connell 4)
5:00pm – 5:45pm	Lifetime Achievement Award Address Honoring James A. Wall (Ballroom)
5:45pm – 6:00pm	Annual Group Photograph
6:00pm – 7:15pm	Business Meeting (Swift)
7:30pm – 11:00pm	Awards Banquet at the Guinness Storehouse (Guinness Storehouse)

Wednesday, 10 July

8:30am – 10:00am	“Changing my Life, my Work – and the World?” - Designing research for impact of postgraduate academic training in mediation, conflict resolution and negotiation (Swift)
	Diversity and Discrimination in Organizations (Trinity 1)
	Distributive Negotiation (Trinity 2)
	Teaching Collaborative Governance (O'Connell 1)
	Managing Conflict through Communication (O'Connell 4)
10:00am – 10:30am	Coffee Break (Foyer)
10:30am – 12:00pm	Engaging Diversity and Political Tensions in a Complex Work Environment (Swift)
	Ethics & Trust (Trinity 2)
	Women in Negotiation & Organizations (O'Connell 1)
	Meet the Journal Editors (O'Connell 4)
12:00pm – 1:30pm	Lunch (Murray's Pub)
1:30pm – 4:00pm	IACM Board Meeting (by Invitation Only) (Swift)

IAGM

Opening Reception & Statements in The Gresham Ballroom

Join us in The Gresham's Ballroom for an opening conference reception from 5:30pm – 6:00pm, followed by our opening statements from 6:00pm – 6:45pm. Immediately afterwards, we will head to Murray's Pub, beside The Gresham, for our opening dinner and Visual Presentations.

Visual Presentations at Murray's Pub

Following dinner in Murray's Pub, enjoy some coffee or tea while conversing with our Visual Presentation authors. Visual presentations will be able to be discussed further throughout the conference in The Gresham's breakout rooms.

When the Gig Isn't Up: The Influence of Employment Arrangement and Psychological Contract Type on Effort and Performance Rachel Campagna; Jennifer Griffith

Factors Influencing Turning Points In Cross-Border Merger and Acquisition Negotiations Between Automobile Manufacturers Yadvinder Rana

The Intangible of the Tangible: Behavior and Outcomes in Negotiations About Value-Relevant Issues Carolin Schuster; Roman Trötschel; Johann Majer

The Ripple Effects of Shareholder Activism: Avoiding Conflicts Neighboring Firms Have Experienced Jennifer Lee; Guy Shani; Gerry McNamara

Ask-Bragging and Ask-Complaining: Feigning Interest In Others to Elicit Admiration and Sympathy Ryan Hauser; Alison Wood Brooks; Michael Norton

Threat or Savior? Exploring How Gender and Legitimate Power Influence Retaliation Against Moral Objectors Timothy Kundro; Nancy Rothbard

A Conflict Manager's Life Lens, the Intersection with Ethics, and Negotiation Pamela Kay Struss

From Shared Climate To Micro-Environments: An Alternative View Ray Friedman; Mara Olekalns

Transforming Relationships Between Israeli Settlers and West Bank Palestinians: **Assessing the Case of "Roots"** Ben Mollov; Chaim Lavie

Economic Capital and Social Capital In Integrative Negotiations Kai Zhang; Hong Zhang; Roman Troetschel

The Impact of Cognitive Biases On Integrative Negotiation Ann-Sophie de Pauw; Tiaan Smit

Blowback: Retaliating Against Anger Expressions In Group Decision Making and the Role of Gender Jack Zhang; William P. Bottom

Understanding and Managing the Motives to Initiate Negotiations Ilias Kapoutsis; Antonia Lampaki; Roger Volkema

Penchant For Passion: How Presentations of Work Passion Influence Employment Outcomes Andrea Freund; Margaret Neale

Improvisation Training Increases Negotiators' Creativity But Not Necessarily Their Outcomes F. Harinck; Valentin Ade, Kalaidos

When Extraversion and Agreeableness Help Claim Value: The Role of Personality, Gender, and Communication Medium In Multiparty Negotiations Jonathan Lee; Elizabeth Luckman; Daisung Jang; William Bottom

Turning Points at the Round Table Talks Dominika Bulska; Daniel Druckman; Łukasz Jochemczyk

The Power of Lost Alternatives In Negotiations Garrett Brady; Ena Inesi; Thomas Mussweiler

Impact of Language Choices On the Humanization of Stigmatized Groups Esther Uduehi; Maurice Schweitzer

Can Learning Off Work Facilitate Recovery and Resilience From Work Stress? Two Quasi-Experiments Yiwen Zhang

The Role of Deservingness In Coalition Formation Joeri Wissink; Ilja van Beest; Tila Pronk; Niels van de Ven

The Effect of Expectancy Violations About Conflict Styles On Negotiation Colleen Tolan; Deborah Cai

Marginal Unethicality: Transgressor and Victim Perspectives On The Unethicality of Additional Transgressions Julia Langdon; Daniel Effron; Jonathan Berman

Indigenous Workers and Conflict Management Chloe Addie; Wendi Adair

Cross-Cultural Adaptivity: An Examination of Conflict Resolution Instructional Strategies and Prescriptive Versus Elicitive Training Styles Elisabeth Mah; Lea Lynn Yen; Regina Kim; Peter Coleman

Role Negotiation: A Communicative Perspective Vernon Miller; Rose Hitt; Kevin Mahler; Eric Meiners; Jacqueline Mercier

Motivated Meritocracy: How the Advantaged Mobilize and Conceal Their Advantages L. Taylor Phillips; Olivia Foster-Gimbel

Topic Selection In Conversation Michael Yeomans; Alison Wood Brooks

Examining Conflict In Long-Term Care: Some Preliminary Findings Shannon Webb; Ken Rondeau; Terry Wagar

The Effects of Accountability In Intergenerational Conflicts Clara Schütte; Roman Trötschel; Johann Majer

Action Evaluation: Research Towards Building "Islands of Theory" About Success In the Field Jay Rothman; Deborah Sachare

Dynamic Resource Development: How Parties Exploit vs. Invest Into Common Resources Marie van Treek; Roman Trötschel; Johann Majer

Do Attributions Matter When Task Conflict Becomes Personal? The Relationship Between Team Task Conflict Attributions, Relationship Conflicts and Work-Sense of Coherence In Agile Software Development Teams Ariane Vetter; Albert Vollmer

A Case Study of Crisis Management: Pre-Negotiation In An Effort To Prevent A Second Korean War – Readiness Theory Perspective Amira Schiff; Alon Levkowitz

IACM

CONFERENCE DAILY NOTES | MONDAY, JULY 8, 2019

- Coffee & Conversation will take place at 10:00am and 3:00pm
- Lunch will take place from 12:00pm – 1:30pm at Murray's Pub, beside The Gresham
- Keynote Conversation with Peter Cassells (in Q&A with Bruce Barry) will take place at 5:00pm in the *Ballroom*
- The All-Conference Reception Sponsored by NCMR will take place from 6:00pm – 7:00pm in the *Ballroom*
- The Scavenger Hunt briefing and dispersal will take place at 6:30pm in *Swift*
- An Asterisk (*) Beside a Name Denotes an IACM 2019 Award Winner
- Visual presenters can discuss their posters further throughout the conference in our conversation rooms-Goldsmith, Hyde, Burke, Hamilton

Monday | 8:30am – 10:00am | July 8, 2019

Discussion Papers	*8:30 – 8:51*	*8:52 – 9:13*	*9:14 – 9:35*	*9:36 – 9:57*
Complex Conflicts *Ballroom*	**Failing to Seize Opportunities for Peace** Oded Adomi Leshem; Ruthie Pliskin; Eran Halperin	**From International Inter-Group Conflict to Similar Intra-Society Conflict - The Case of Arab-Jew Conflict** Rachelly Ashwall-Yakar; Oriana Abboud-Armaly; Ephraim Tabory; Victor Friedman	**Network Goal Analysis: A Tool for Assessing Complex Conflict Dynamics** Aimee Lace; James Westaby; Peter Coleman	**Petrotrin, OWTU and the Nation: Narrating and Negotiating Oil in An Industrial Conflict Complex** Godfrey A. Steele
Discussion Papers	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Culture *Ballroom*	**Toward Greater Inclusivity in ADR Soft Law Design: Tracing the Role of the UNCITRAL Regional Centre On the Development of Cross Border ADR** Shahla Ali	**The "Chosen" Business Practices: How Narratives of Jewish Practices Construct Advantages of Foreignness in China** Joshua Keller; Wen Shan	**An Examination of Cross-Cultural Preference for Apology Moderated by Locus of Control** Alexa Dewhirst; Wendi Adair	**A Cross-Cultural Understanding of the Role of Trust, Social Norms and Economic Context in Predicting Cooperation in Environmental Dilemmas** Eric Scalone; Stefan Hoeller; Tetsu Okumura; Anna Ramon; Poonam Arora
Emotions in Conflict and Social Decision Making *Swift*	*Symposium* Gerben van Kleef; Gert-Jan Lelieveld; Smadar Cohen-Chen; Jonathan Gratch			
Dynamics of Intergroup Exposure: Novel Perspectives and Real-World Implications *Trinity 1*	*Symposium* Franki Y. H. Kung; Melody M. Chao; Arianne Eason; Cheryl Kaiser; Jessica A. Sommerville; Alex Koch; Angela Dorrough; Andreas Glöckner; Roland Imhoff; Justin P. Brienza			
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Conflict in Organizations *Trinity 2*	**Task Conflict Among Top Managers and Firm Performance: The Moderating Effects of Information Exchange, Collaborative Behaviors, and Joint Decision Making** Kyoung Yong Kim; Leanne Atwater	**The Impact of Integrative Approach of Conflict Resolution Strategy on Employees' Job Satisfaction in The Business Alliance** Tsungting Chung; Hsianghan Huang	**Daily Conflict and Employee Well-Being: The Moderating Role of Conflict Detachment** Sonja Rispens	**Daily Conflict and Employee Well-Being: The Moderating Role of Conflict Detachment** Sonja Rispens
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Negotiation Processes in Organizations *O'Connell 1*	**The Effect of Hierarchical Rank on Norm Perception Accuracy** Emily Reit; Jennifer Dannals	**Dark Side of Negotiation: When Negotiating Undermines Organizational Productivity** Einav Hart; Rachel Campagna; Jared Curhan; Hillary Anger Elfenbein	**Rookies as Risk – The Relationship Between Professional Experience and Ethically Questionable Bargaining Tactics** Johann Majer; Conny Antoni; Moshe Banai	
Old and New Tensions in Gender Research: Understanding Fundamental Expectations of Female Negotiators *O'Connell 4*	*Symposium* McKenzie Rees; Robin Pinkley; Jessica Kennedy*; Mary-Hunter McDonnell; Nicole Stephens; Sora Jun; Stephanie Lin; Naomi Fa-Kaji; Nazli Bhatia; Zoe Barness; Julia Bear; Dustin J. Sleesman; Laura Kray*; Michael Rosenblum			

IAGM

Monday | 10:30am – 12:00pm | July 8, 2019

Discussion Papers	*10:30 – 10:51*	*10:52 – 11:13*	*11:14 – 11:35*	*11:36 – 11:57*
Organizational Conflict & Culture *Ballroom*	**What Is Honor? Broadening and Rebalancing How Cultures of Honor are Studied in Organizational Life** Laura Rees	**Intergenerational Hypocrisy: When an Organization's Past Erodes Legitimacy** Brian Lucas; Kieran O'Connor; Daniel Effron	**How Authorities Act to Manage Conflict and Foster Cooperation Through Control, Trustworthiness, and Fairness** Chris Long; Sim Sitkin; Laura B. Cardina	**Attracting Desirable Job Applicants Is Hard Work: Organizations that Endorse Hard Work as A Cultural Value Attract More Givers and More Women** Sooyun Baik; Selin Kesebir; Dan Cable
Discussion Papers	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	**11:36 – 11:57**
Ethics & Values *Ballroom*	**Helping the Organization but Harming Yourself: How and When Unethical Pro-Organizational Behavior Increases Work-to-Family Conflict** Xin Liu; Jackson Lu; Hongyu Zhang; Yahua Cai	**Dances with Thieves: How Stealing Ideas Vs. Money Influences How Coworkers Manage Conflict with a Thief** Lillien Ellis; Joshua Katz; Phoebe Strom	**Seeing Harm, Thinking "Humans": Perceptions of Harm Prompt Human-Driven Explanations** Naomi Fa-Kaji; Brian Lowery	**Additional Time for Discussion / Q&A**
Discussion Papers	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Status & Power *Ballroom*	**Negotiation and Gender: An Exploration in Virtual Reality** Gwendolin Sajons; Catherine Tinsley	**Do Jerks Get Ahead? The Consequences of Incivility for Social Rank** Jessica Kennedy*; Christine Porath; Alexandra Gerbasi	**The Preference for Second Rank** Emily Reit; Deborah Gruenfeld; Benoît Monin	**The Power in Helping Others: Helping Behaviors as Power Signals at the Workplace** Lily Chernyak-Hai; Daniel Heller
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Culture *Trinity 1*	**Scenarios for Labor Relations Dynamics** Maria Koutsovoulou; Sanda Kaufman; Miron Kaufman	**The Epistemic Motivation Approach to Expatriation: Host Cultural Knowledge, Leader-Member Conflict and Subordinate Performance** Jeanne Ho-Ying Fu; Ziguang Chen; Ringo Moon-Ho Ho; Chun To Luk	**The Future of Business Negotiations – Current Trends and New Perspectives on Negotiation Behavior** Patricia Oehlschläger; Sandra Haggenmüller; Markus Voeth; Uta Herbst	**International Negotiation Prototypes: the Impact of Culture** Enrique Ogliastri; Carlos Quintanilla; Sara Benetti
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Real-World Conflict *Trinity 2*	**Is the Ukraine Conflict Intractable? Is a Negotiated Resolution Possible?** P. Terrence Hopmann	**"We do Not Negotiate with Terrorists!"—But What Could We Expect?** Marc Mertes; Jens Mazei; Joachim Hüffmeier	**Opponent Modeling of the Taliban In Afghanistan's Emerging Peace Talks** Leo Klenner	**Using Collaboration to Transform Community Conflict to Resiliency** Laurel Singer; Connie Ozawa; Jennifer Allen
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Age, Generations & Social Progress *O'Connell 1*	**Equality for (Almost) All: Social Egalitarians Reject Sexism and Racism, But Not Ageism** Ashley Martin; Michael North	**Wunderkind Wisdom: Younger Advisers Discount Their Effectiveness** Ting Zhang; Michael North	**Time is on My Side: Inherited Privileges are Viewed as Equally Fair Across Generations** Elinor Flynn; Taylor Phillips	**The Illusion of Linear Social Progress** Julia Hur; Rachel Ruttan
Moving the Spotlight: New Applications for Mediation Education and Practice *O'Connell 4*	*Symposium* Jessica Jameson; Noam Ebner; Timea Tallodi; Jennifer Parlamis			

IAGM

Monday | 1:30pm – 3:00pm | July 8, 2019

Discussion Papers	1:30 – 1:51	1:52 – 2:13	2:14 – 2:35	2:36 – 2:57
Negotiation Processes & Outcomes *Ballroom*	**Why are Some Goals More Difficult to Achieve than Others? A Logical Perspective on Goal Achievement in Negotiation** Frieder Lempp	**A Linguistic Analysis of Intercultural Business Negotiations** Christel Blamberg; Robert Wilken; Hannah Martensen	**What Predicts Willingness to Negotiate Again? The Role of Collective Emotional Expressions and Cooperative Intentions** Tatiana Astray; Kevin Tasa	**Is Stress Helping or Hurting Negotiation Outcomes? An Evaluation of Social Motivation** Jimena Ramirez Marin; Adrian Barragan Diaz; Sinem Acar-Burcay
Discussion Papers	**1:30 – 1:51**	**1:52 – 2:13**	**2:14 – 2:35**	**2:36 – 2:57**
Task & Relationship Conflict *Ballroom*	**The Value of Respect: Theorising Cooperative and Conflictive Relationships** Jack Richard Williams	**Relationship Conflict and Creative Performance Behavior in a Leader-Follower Context** Ming-Hong Tsai	**Exploring the Curvilinear Relationship Between Task Conflict and Team Performance: The Roles of Expertise Disparity and Informal Network Strength** Eun Kyung Lee; Wonjoon Chung; Woonki Hong	**Intra-Team Conflict in the Nascent Venture Crucible: The Consequences of Misalignments and Conflict Management Processes** Amanda Weirup; Melissa Manwaring; Lakshmi Balachandra
Discussion Papers	**1:30 – 1:51**	**1:52 – 2:13**	**2:14 – 2:35**	**2:36 – 2:57**
Stereotypes, Biases, & Discrimination *Ballroom*	**Women Negotiating in STEM Professions** Beth Fisher-Yoshida; Kathleen Banzon	**Mitigating Accent Bias with Disclosure: How Disclosure Type and Agent Influence Nonnative Accent Evaluations and Decision Outcomes** Yunzi (Rae) Tan; Regina Kim	**How Might Female Stereotypes Benefit Organizations? CEO Gender Guides Perceptions and Moral Judgments of Organizations** Simone Tang; Edward Chang	
Paper Presentations	**1:30 – 1:51**	**1:52 – 2:13**	**2:14 – 2:35**	**2:36 – 2:57**
Mediation *Swift*	**A Matter of Feelings: Mediators' Perceptions of Emotion in Hierarchical Workplace Conflicts** Meriem Kalter; Katalien Bollen; Martin Euwema	**Mediation and Reframing in Civil Wars** Owen Frazer	**Micro Level Peace Agreements - How Neighbors Settle Disputes in Mediation** Lin Adrian; Solfrid Mykland Fjell	**The Changing Nature of International Mediation 2001 - 2021** Jose Pascal da Rocha
Paper Presentations	**1:30 – 1:51**	**1:52 – 2:13**	**2:14 – 2:35**	**2:36 – 2:57**
Political Psychology *Trinity 1*	**Bridging Political Divides by Focusing on Shared Moral Values** Chelsea Schein; Emily Kubin; Yochanan Bigman; Kurt Gray	**Discrediting the Imaginary Hypocrite: Thinking Counterfactually About Political Criticism Increases Judgments of Hypocrisy** Beth Anne Helgason; Daniel Effron	**You Can't Handle the Truth (But I Can)! The Unexpected Affective Consequences of Disagreement** Charles Dorison; Julia Minson	**Collectivism as a Moderator of the Link Between Political Ideology and Social Attitudes** Roxie Chuang; Heejung Kim
Paper Presentations	**1:30 – 1:51**	**1:52 – 2:13**	**2:14 – 2:35**	**2:36 – 2:57**
Intra- and Intergroup Cooperation *Trinity 2*	**Impact of Political Beliefs on Intergenerational Environmental Dilemmas** Gwendolyn Tedeschi; Eric Scalone; Poonam Arora	**Psychological Barriers to Resolving Intergroup Conflict: An Extensive Review and Consolidation of the Literature** William Friend; Deepak Malhotra	**Peer Punishment of Free Riders in Task Groups** Jin Wook Chang	**Negotiating with the Enemy: Team Negotiation, Mixed Trust, and Finding a Way Forward** Naomi Fa-Kaji; Nir Halevy
Paper Presentations	**1:30 – 1:51**	**1:52 – 2:13**	**2:14 – 2:35**	**2:36 – 2:57**
Conflict in Organizations *O'Connell 1*	**An International Comparison of Workplace Mediation Services (IRL/NZ)** Deirdre Curran; Alec Coakley; Ian Mc Andrew	**Employees' Territorial and Conflict Behaviours In Open-Plan Offices** Oluremi (Remi) Ayoko; Aurelia Connelly	**Intragroup Conflict is Probably More Functional Than You Think: Exploring the Benefits for Teams and Individuals** Xiaoran Hu; Randall Peterson	**Types of Ties: Do People Perceive the Fairness of Nepotistic Hiring Differently When the Hiring is Based on a Family, Friend or Acquaintance Tie?** Teodora Tomova Shakur; L. Taylor Phillips
Ethics in Negotiation *O'Connell 4*	*Symposium* Session Chair: Zhaleh Semnani-Azad | Brian Gunia; Maryam Kouchaki; Erik Helzer; Noam Ebner; Said Shafa			

Monday | 3:30pm – 5:00pm | July 8, 2019				
The Fellows Session *Ballroom*	*Symposium* Session Chairs: Peter Carnevale; Linda Putnam | James Wall*; Bruce Barry; Jeanne Brett; Don Conlon; Bill Donohue; Barbara Gray; Mara Olekalns			
Double-Edge Swords: Factors that Induce or Prohibit Prosocial and Ethical Behavior *Swift*	*Symposium* Sam Skowronek; Maurice Schweitzer; Alex van Zant; Laura Kray*; Jessica Kennedy*; Maryam Kouchaki; Samantha Kassirer; Nir Halevy; Shilaan Alzahawi; Jennifer Dannals; Rebecca Schaumberg; Nicholas Hays			
Paper Presentations	***3:30 – 3:51***	***3:52 – 4:13***	***4:14 – 4:35***	***4:36 – 4:57***
Multi-Issue Negotiations *Trinity 1*	**Indications for Biased Valuations and Mental Accounting in Multi-Issue Representative Negotiations** Adi Amit; Hillie Aaldering	**Mental Accounting in Negotiations: Cognitive Segregation and Integration as a Means to Solve the Puzzle of Multi-Issue Negotiations** Hong Zhang; Marco Warsitzka; Johann M. Majer; Kai Zhang; Roman Trötschel	**Does Expanding the Pie Spoil the Cake? How and Why the Number of Issues Affect Behaviors and Outcomes in Integrative Negotiation** Marco Warsitzka; Hong Zhang; Johann Martin Majer; David Demian Loschelder; Roman Trötschel	**Multiple Equivalent Simultaneous Offers Reduce the Negotiator Dilemma: How a Choice of First Offers Increases Individual and Joint Outcomes** Geoffrey Leonardelli; Jun Gu; Adam Galinsky
Paper Presentations	***3:30 – 3:51***	***3:52 – 4:13***	***4:14 – 4:35***	***4:36 – 4:57***
Sexual Harassment & Sexual Assault *Trinity 2*	**Connecting Functional Definitions of Workplace Harassment to Enacted Conflict Expression: An Analysis of Online Commentary Regarding Workplace Harassment Conflict** Jillian Yarbrough; Alison Berry	**Good Intentions Aren't Good Enough: Moral Courage in Opposing Sexual Harassment** Rachael Goodwin; Jesse Graham; Kristina Diekmann	**The Power of Silence: Using Sentiment Text Analysis to Examine Twitter Responses to Sexual Harassment Accounts** Michelle Chambers; Aida Mostafazadeh Davani; Rachael Goodwin; Samamtha Dodson; Leigh Yeh; Morteza Dehghani; Jesee Graham; Kristina Diekmann	**She Said, He Said – But Who Is Responsible? A Real-World Conceptual Replication Linking Moral Foundations and Attitudes Toward Sexual Assault Victims and Perpetrators** Samantha Dodson; Rachael Goodwin; Michelle K. Chambers; Jesse Graham; Kristina A. Diekmann
Paper Presentations	***3:30 – 3:51***	***3:52 – 4:13***	***4:14 – 4:35***	***4:36 – 4:57***
Conflict in Organizational Context *O'Connell 1*	**Real Life Conflicts in Family Business: The Experiences of Emerging Organizational Consultants** Helena Desivilya; Ariela Harel; Oshra Maimon Cymbalista; Meytal Masuri; Michal Perry	**Giving Information Technology a Check-Up: How HIT Shapes Conflict & Collaboration in Healthcare** Phoebe Strom; Ariel Avgar; Harry Katz	**Once Low Power, Always Low Outcomes? Analyzing Negotiations in Different Business Relationship Types Over Time** Maximilian Ortmann; Michael Merz; Uta Herbst	**Additional Time for Discussion / Q&A**
Climate Change and Conflict: Motivational Approaches to Understanding Conflict Over Environmental Issues *O'Connell 4*	*Symposium* Leaf van Boven; David Sherman; Adam Pearson; Kimberly Wade-Benzoni			

Keynote Conversation with Peter Cassells (in Q&A with Bruce Barry) | 5:00pm – 6:00pm | Ballroom

Bruce Barry will lead a Q&A session with Peter Cassells. Peter is the Executive Chair of the Edward M. Kennedy Centre for Conflict Intervention at Maynooth University. Learn more about Peter's career at https://www.dhr.ie/team/peter-cassells/.

IACM

CONFERENCE DAILY NOTES | TUESDAY, JULY 9

- Coffee & Conversation will take place at 10:00am and 3:00pm
- Lunch will take place from 12:00pm – 1:30pm at Murray's Pub, beside The Gresham
- The Lifetime Achievement Award Address will take place at 5:00pm in the Ballroom
- The Annual Group Photograph will be taken at 5:45pm (location to be determined)
- The Business Meeting will take place from 6:00pm – 7:15pm in Swift
- Access to a private self-guided tour of the Guinness Storehouse will begin at 6:30pm
- The Awards Banquet at the Guinness Storehouse will begin at 7:30pm
- An Asterisk (*) Beside a Name Denotes an IACM 2019 Award Winner
- Visual presenters can discuss their posters further throughout the conference in our conversation rooms-Goldsmith, Hyde, Burke, Hamilton

Tuesday | 8:30am – 10:00am | July 9, 2019

Insights from Cross-Cultural Research on Intractable Conflicts in Ireland and Israel *Ballroom*	*Symposium* Jessica Jameson; Ifat Maoz; Janice Barrett; Patrick Kinsella			
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Integrative Negotiation *Trinity 1*	**Dovish and Hawkish Influence in Distributive and Integrative Representative Negotiations** Hillie Aaldering; Shirli Kopelman	**Time for a Win-Win Deal: A Social Exchange Process Model for Negotiation** A.J. Corner; Nikolaos Dimotakis; Lisa Schurer Lambert; Leigh Anne Liu; Edward W Miles	**Respect Fosters Forming Creative Agreements** Jeffrey Loewenstein; Chao Wang	**Creativity in Multi-Party Negotiations** Jaelah S. van Tol; Eva Funcke; Wolfgang Steinel
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Unethical Behavior *Trinity 2*	**Lying to Appear Honest** Shoham Choshen-Hillel; Alex Shaw; Eugene Caruso	**Is the Cover-Up Worse Than the Crime? Exploring How Third-Party Group Membership Influences Punishment of Cover-Ups** Timothy Kundro*; Samir Nurmohamed	**Green with Envy: The Mitigating Role of Trust on Enviers' Post-Negotiation Cooperative Behaviors** Rachel Campagna	**Demeaning: Dehumanizing Others by Minimizing the Importance of Their Psychological Needs** Juliana Schroeder*; Nicholas Epley
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Peace & Peacemaking *O'Connell 1*	**Coercion and Concession: The Relation of Sanctions and Negotiations** Tobias W. Langenegger	**Humanitarian Negotiation Power: Bridging the Theory-Practice Gap** Rob Grace; Alain Lempereur	**Ripples of Hope and Understanding - The Role of Sharing Joint Experience and Collaboration Between Two Conflictual Identity-Groups in Israel** Rachelly Ashwall-Yakar; Ephraim Tabory; Revital Hami-Ziniman	**From 1600 Disagreements to None. A Behind-the-Scene Analysis of the COP 21 Multilateral Negotiation Process** Aurelien Colson
Competition and Aggressive Behavior: Contextual and Perceptual Predictors of Competitive and Cooperative Decision-Making *O'Connell 4*	*Symposium* Erika Kirgios; Sam Skowronek; Maurice Schweitzer; Lindred Greer; Siyu Yu; Nir Halevy; Jeremy Yip; Lisanne van Bunderen; Robert Böhm; Tamar Kugler			

IACM

Tuesday | 10:30am – 12:00pm | July 9, 2019

Using the Arts in Conflict Management *Ballroom*	*Novel Session* Michelle LeBaron; Nadja Alexander; Chris Honeyman; Sanda Kaufman; Rena Sharon			
Voices, Narratives, and Identities in Intergroup Conflict *Swift*	*Symposium* Ifat Maoz; Deborah Cai; Yiftach Ron; Clila Gerassi-Tishby; Ibrahim Hazbun; Tal Harel			
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Communication *Trinity 1*	**An Investigation of Life Dissatisfaction and Aggressive Communication** Rebecca Merkin	**Engineer Your Story for the Glory: Design Parameters of Storytelling and How They Affect Negotiation Outcomes** Anke Degenhart; Markus Voeth	**The Economic and Interpersonal Consequences of Deflecting Direct Questions** T Bradford Bitterly; Maurice Schweitzer	**Compensatory Jargon: Feeling Lower in Status Increases the Use of Jargon** Zachariah Brown; Eric Anicich; Adam Galinsky
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Emotions & Emotional Intelligence *Trinity 2*	**The Interpersonal Effect of Guilt Expressions on Cooperation: The Role of Social Perceptions** Nadhilla Melia; Ming-Hong Tsai	**Amidst Rational and Emotional: A Meta-Analysis of Discrete Emotions in Negotiations** Tina Dudenhoeffer; Anne Kranzbuehler; Alfred Zerres	**Understanding the Role of Self-Awareness in Conflict Management** Valon Murtezaj	**Too Busy to Feel Shame: Cognitive Job Demands Improve the Task Focus and Performance for the Highly Shame-Prone** Rebecca Schaumberg; Scott Wiltermuth
Research Reports	***10:30 – 10:37***	***10:37 – 10:44***	***10:44 – 10:51***	***10:52 – 10:59***
Real-World Conflict *O'Connell 1*	**The Influence of Belief in Offender Redeemability and Decision-Making Competence on Receptivity to Restorative Justice** Gregory Paul	**Negotiating Quartermasters: Preferred Negotiation Style and the Influence of Time Pressure, Uncertainty, Trust and the Constituency** Jorinde Voskes; Wolfgang Steinel; Herman Steensma	**Perceived Effects of the Climatic Change on the Pastoralism of The Gujjar and Bakarwals and Related Environmental Conflict in Kashmir Valley, India** Tufail Jarul	**The Consequences of Missed Opportunities in International Disputes: An Inaction Inertia Analysis of Negotiation Deadlocks** Noya Lishner-Levy; Lesley Terris; Orit Tykocinski
	10:59 – 11:06	***11:06 – 11:13***	***11:14 – 11:21***	***11:21 – 11:28***
	The Emotional Primacy of Team Structures: A Microdynamic Model of How Emotions Shape Team Structural Adaptation Maartje E. Schouten; Anna C Lennard; Yanjinlkham (Yanjaa) Shuumarjav	**A Social Lab Initiative: Organized Leadership and "Organic" Forms of Mediation** Joan Lopez; Beth Fisher-Yoshida	**A Culturally Sensitive Approach for The Inclusion of Women with Deaf and Hearing-Impaired Children in Bedouin Society** Kjerstin Pugh; Deborah Sachare	**Exploring Team Conflict Dynamics with An Agent-Based Model** Nancy Lewis; Christine Straw; Peter Coleman
	11:28 – 11:35	***11:36 – 11:43***	***11:43 – 11:50***	***11:50 – 12:00***
	Workplace Mediation: An Irish Study Treasa Kenny	**Fair Mediation with Tele-Operated Android Robots – An Experimental Study** Lin Adrian; Daniel Druckman; Michael Filzmoser; Malene Flensborg Damhold; Sabine T. Koeszegi; Nicolas Navarro Guerrero; Johanna Seibt; Catharina V. Smedegaard; Christina Vestergaard; Oliver Quick	**Common Ground and Degrees of Formality: Insights for Communication Research on Third Party Facilitation** Emma van Bijnen	**Opportunity for Q&A**
Negotiation via and with Technology: Media Effects, AI, and Beyond *O'Connell 4*	*Symposium* Noam Ebner; Ingmar Geiger; Roy Lewicki; Shira Mor; Jennifer Parlamis; Andrea Schneider			

IAGM

Tuesday | 1:30pm – 3:00pm | July 9, 2019

Community Conversation: The Impact of Donald Trump's Presidency on Teaching Negotiation *Ballroom*	*Symposium* Noam Ebner; Ilias Kapoutsis; Roy Lewicki; Melissa Manwaring; Andrea Schneider			
Paper Presentations	***1:30 – 1:51***	***1:52 – 2:13***	***2:14 – 2:35***	***2:36 – 2:57***
Status & Power *Swift*	**An Interdependence Advantage: Working Together Leads Groups from Working-Class Contexts to Outperform Groups from Middle-Class Contexts** Andrea Dittmann	**Why do High Status People Have Larger Social Networks? Belief in Status-Quality Coupling as a Driver of Network Broadening Behavior and Social Network Size** Jiyin Cao; Ned Smith	**You Don't Know Me: Status Incongruence Hurts Teams** Kyle Emich; Jamie Perry	**A Relational Account of Powerlessness: The Role of the Attachment System in Inaction** Jieun Pai; Jennifer Whitson; Junha Kim; Sujin Lee
Paper Presentations	***1:30 – 1:51***	***1:52 – 2:13***	***2:14 – 2:35***	***2:36 – 2:57***
Perceptions of Diversity and Discrimination *Trinity 1*	**Diversity and Conflict Management: A Self-Other Sensemaking Perspective** Yan Zhang; Leigh Anne Liu	**Asking White Americans About Personal Hardships Increases Willingness to Engage in Discussions of Racial Inequity** Olivia Foster-Gimbel; L. Taylor Phillips	**The Diversity-Morality Link** Sunyoung Kim; Katherine Phillips	**The Divergent Effects of Diversity Ideologies for Race and Gender Relations** Ashley Martin
Paper Presentations	***1:30 – 1:51***	***1:52 – 2:13***	***2:14 – 2:35***	***2:36 – 2:57***
Prosocial Behavior *Trinity 2*	**I Will Share with You Because You Are Kind: How Saying "Thank You" Pays Off in Repeated Zero-Sum Resource Allocation Exchanges** Dejun Tony Kong; Liuba Belkin	**Winning A Contest: The Effect of Contest Outcome on Prosocial Behavior** Adiel Moyal; Ilana Ritov	**Does Paying Back Pay Off? Effects of Reciprocity and Economic Outcomes on Trust Emergence in Negotiations** Dominik Sondern; Guido Hertel	**The Help-Decliner's Dilemma: How to Decline Requests for Help at Work Without Hurting One's Image** Basima Tewfik*; Timothy Kundro*; Philip Tetlock*
Research Reports	***1:30 –1:37***	***1:37 – 1:44***	***1:44 – 1:51***	***1:52 – 1:59***
Ethics, Social Trends, & Organizations *O'Connell 1*	**Leaders' Humor and Subordinate Perceptions in Chinese Context: Investigating the Pivotal Role of Relationship Harmony** Shu-Cheng Steve Chi; Inju Yang; Chih-Chieh Chu; Hsi-Fang Lai; Raymond A. Friedman	**Blinded by Passion: How Perceptions of Passion Shape Expectations and Evaluations of Others' Moral Behavior** Monica Gamez-Djokic; Maryam Kouchaki	**When and Why Allyship Backfires in The Pursuit of Workplace Equality** Andrew Carton; Karren Knowlton	**Fake-News Headlines Seem Less Unethical When Previously Encountered** Daniel A. Effron; Medha Raj
	1:59 – 2:06	***2:06 – 2:13***	***2:14 – 2:21***	***2:21 – 2:28***
	Putting the Pieces Back Together or Throwing Them Out? A Theory of Salvaging Workplace Relationships Following Ethical Transgressions Erin Frey; Evan Bruno; Gabrielle Adams	**Mimicry Plus Power is a Toxic Brew That Undermines Authenticity** Jaee Cho; Adam Galinsky; Sol Jee Lee	**The Effect of the Impostor Phenomenon and Self-Handicapping on Performance** Rebecca Badawy; Brooke Gazdag; Jeff Bentley	**Trust Through Control: How Managers' Efforts to Demonstrate Their Trustworthiness Moderate the Relationship Between Managerial Controls and Subordinate Trust** Chris Long
	2:28 – 2:35	**2:36 – 2:43**	**2:43 – 2:50**	**2:50 – 3:00**
	The Effect of Hurricanes on Psychological Experience of Conflicts Polly Kang; David Daniels; Maurice Schweitzer	**Moral Courage in Auditing: Characteristics of Ethical Accountants** Lily Morse; Taya Cohen	**Astrological Stereotypes and Discrimination in China** Jackson Lu; Xin Liu; Hui Liao; Adam Galinsky; Lei Wang	**Opportunity for Q&A**
New Developments in Conflict Framing *O'Connell 4*	*Symposium* Linda L. Putnam; Ryan Fuller; Boniface Michael; Greg Paul; Ian Borton; Noelle Aarts; Ann van Herzele; Barbara Gray; Jessica Jameson			

Tuesday | 3:30pm – 5:00pm | July 9, 2019

What the Youth Have to Say: Listening as Praxis *Ballroom*	*Symposium* Claudia Gonzalez; Joan Lopez			
The Psychology of Humor *Swift*	*Symposium* T Bradford Bitterly; Maurice Schweitzer; Alison Wood Brooks; Ovul Sezer; Michael Yeomans			
Paper Presentations	***3:30 – 3:51***	***3:52 – 4:13***	***4:14 – 4:35***	***4:36 – 4:57***
Policies & Current Politics *Trinity 1*	**The Costs of Autonomy: Decisional Autonomy Undermines Judgements of Experts** Samantha Kassirer; Emma Levine*; Celia Gaertig	**Concerns About Automation and Negative Sentiment Toward Immigration** Monica Gamez-Djokic; Adam Waytz	**Understanding Cooperation in a Populist Landscape** Jimena Gonzalez-Ramirez; Hillie Aaldering; Poonam Arora	**Preference Reversals in Equivalent Choices Between Individuals and Policies that Affect Individuals** David Munguia Gomez*; Emma Levine*
Conflict Management and Media Impact *Trinity 2*	*Roundtable* Tricia Jones; Deborah Cai; Quaiser Abdullah; Deanna Geddes; Jessica Jameson; Edward L Fink			
Research Reports	***3:30 –3:37***	***3:37 – 3:44***	***3:44 – 3:51***	***3:52 – 3:59***
Decision Making & Negotiation *O'Connell 1*	**When Negotiators with Honest Reputations Are Less (and More) Likely to Be Deceived** Simone Moran; Ilanit Siman Tov-Nachliel	**In High Offers I Trust: The Effect of First Offer Value on Economically Vulnerable Behaviors** Martha Jeong; Julia Minson; Francesca Gino	**When Concern for You and For Me Are in Conflict: Felt Gratitude and Escalation Bias in Relational Dilemmas** Dejun Tony Kong; Liuba Belkin	**Status and Idea Evaluation: Explaining the Bias in Favor of Men** Lillien Ellis; Jack Goncalo; Michelle Duguid
	3:59 – 4:06	***4:06 – 4:13***	***4:14 – 4:21***	***4:21 – 4:28***
	Does Closing A Package Close A Deal or Close a Door? Issue Packaging and Agenda Setting in Integrative Negotiations Hong Zhang; Johann M. Majer; Ingmar Geiger; Roman Trötschel	**How- and Why-Mindsets in Negotiations: How Asking "How" Versus Asking "Why" Impacts Negotiators' Behaviors and Outcomes** Roman Trötschel; Hong Zhang; Benjamin P. Höhne; Jeanne M. Brett	**The Gerrymandering of Attributes** Daniel Feiler; Jennifer Dannals	**Why Women Don't Ask: An Empirical Study Exploring the Underlying Mechanisms of Gender Differences in the Initiation of Negotiations** Katharina Kugler; Julia Reif; Felix Brodbeck
	4:28 – 4:35	***4:36 – 4:43***	***4:43 – 4:50***	***4:50 – 5:00***
	Political Skill at the Bargaining Table: Linking Social Competence to Negotiation Outcomes Kevin Tasa; Thomas O'Neill	**Gender and Identity Threat in Negotiations: The Role of Upward Counterfactuals** Brooke Gazdag; Alexandra Mislin	**Gain Without Pain: How to Make Optimal Negotiation Packages** Uta Herbst; Markus Voeth; Manuel Hefner; Ernestine Siebert	**Opportunity for Q&A**
What Does it Take to Live in Peace? Modeling and Measuring Sustainable Peace for Research and Policy *O'Connell 4*	*Symposium* Peter Coleman; Douglas Fry; Geneviève Souillac; Larry Liebovitch; Joshua Fisher; Allegra Chen-Carrel			

Lifetime Achievement Award Address | Ballroom | 5:00pm – 5:45pm

Please join us in honoring **Jim Wall** with the *Lifetime Achievement Award*. Jim will be giving an address to the Association upon receiving this award. The All-Conference Photo will immediately follow the Lifetime Achievement Award Address.

Annual Business Meeting of the Association | Ballroom | 6:00pm – 7:15pm

If you are interested in hearing what the past year has brought IACM and where we are headed, stick around for our business meeting before heading off to Guinness.

Awards Banquet at the World-Famous Guinness Storehouse in the Arrol Suite

Self-Guided Tours Begin at 7:30pm | Awards Banquet Begins at 8:00pm | Live Entertainment Begins at 9:00pm

Join us at our annual awards banquet where we honor attendees who have been selected for their outstanding contributions. Please proceed to make your way to the Guinness Storehouse, located at: *St James's Gate, Ushers, Dublin 8, Ireland*. If you opt to walk, it is an approximately 30-minute walk alongside the river taking you past many famous sites. Should you wish to get a ride, you can use Uber (which will bring you a Taxi in Ireland), download an app called MyTaxi (mytaxi.ie), or simply hail a cab from the street.

IACM

CONFERENCE DAILY NOTES | WEDNESDAY, JULY 10, 2019

- Coffee & Conversation will take place at 10:00am
- Lunch will take place from 12:00pm – 1:30pm at Murray's Pub, beside The Gresham
- The IACM Board Meeting (by Invitation Only) will take place from 1:30pm – 4:00pm (Location TBD)
- An Asterisk (*) Beside a Name Denotes an IACM 2019 Award Winner

Wednesday | 8:30am – 10:00am | July 10, 2019

"Changing My Life, My Work – and The World?" - Designing Research for Impact of Postgraduate Academic Training in Mediation, Conflict Resolution and Negotiation *Swift*	*Symposium* Lin Adrian; Ulla Gläßer			
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Diversity and Discrimination in Organizations *Trinity 1*	**Can an Hour of Online Diversity Training Promote Inclusive Attitudes and Behaviors at Work?** Edward Chang; Katherine Milkman; Dena Gromet; Robert Rebele; Cade Massey; Angela Duckworth; Adam Grant	**Leveraging Tension for Social Change in the Workplace: Social Identity and Activist Types** Allegra Chen-Carrel; Rebecca Bass; Danielle Coon; Keerthana Hirudayakanth; Diego Ramos-Ochoa	**Asymmetric Attributions to Discrimination: Why Benefitting from Discrimination Is Not Seen as Discriminatory** L Taylor Phillips; Sora Jun	**Negotiating Difference: Applying a Negotiation Lens to Diversity Management** Melissa Thomas-Hunt; Tiffany Galvin Green; Allison Elias
Paper Presentations	***8:30 – 8:51***	***8:52 – 9:13***	***9:14 – 9:35***	***9:36 – 9:57***
Distributive Negotiation *Trinity 2*	**No Numbers Needed - The Semantic Anchoring Effect** Marie-Christin Weber; Uta Herbst	**Ethical Decision-Making in Phantom Batna Situations** Shuqi Li; Donald Conlon	**How Time Is Used Strategically in Negotiation** Peter Carnevale	**Is the Buyer Really King? A Meta-Analysis on the Influence of Buyer and Seller Roles on Economic Negotiation Outcomes** Ingmar Geiger; Andreas Salmen; Alfred Zerres
Teaching Collaborative Governance *O'Connell 1*	*Workshop* Michael Kern; Laurel Singer; William Hall			
Managing Conflict Through Communication *O'Connell 4*	*Symposium* Nicole Abi-Esber; Einav Hart; Annabelle Roberts; Emma Levine*; Ovul Sezer; Eric Vanepps; Maurice Schweitzer; Grant Donnelly; Alison Wood Brooks; Lindred Greer; Alisa Yu; Preeti Srinavasan; Jared Curhan; Jennifer Overbeck; Yeri Cho; Teng Zhang; Yu Yang			

Wednesday | 10:30am – 12:00pm | July 10, 2019				
Engaging Diversity and Political Tensions in a Complex Work Environment *Swift*	*Symposium* Helena Desivilya; Victor Friedman; Daniella Arieli; Michal Raz; Oriana Abboud Armaly			
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Ethics & Trust *Trinity 2*	**I May Not Agree with You, But I Trust You: Caring About Social Issues Signals Integrity** Julian Zlatev	**Everyday Dilemmas: New Directions on The Judgment and Resolution of Benevolence-Integrity Dilemmas** Alexander Moore; David Munguia Gomez; Emma Levine*	**Fibbing About Your Feelings: When Feigning Happiness in The Face of Personal Distress Increases Trust** Kristina Wald; Emma Levine*	**Can't I Be Honest? Rebuilding Trust After an Integrity-Based Violation** Alexandra Mislin; Rachel Campagna
Paper Presentations	***10:30 – 10:51***	***10:52 – 11:13***	***11:14 – 11:35***	***11:36 – 11:57***
Women in Negotiation & Organizations *O'Connell 1*	**What Happens If Women do Ask? Gender and Negotiation in an Online Labor Market** Christy Koval; David Daniels	**Equal Investments with Unequal Returns: High Status Contacts Benefit Women's Status Attainment Less Than Men** Siyu Yu; Catherine Shea	**Reconceptualizing What and How Women Negotiate for Career Advancement** Hannah Riley Bowles; Thomason Bobbi; Julia Bear	**Mighty Women, Weak Men Or Vice Versa--Who Is Best at Expanding the Pie? A New Paradigm to Explore the Effects of Gender and Power on Integrative Negotiation** Wolfgang Steinel; Fieke Harinck
Meet the Editors *O'Connell 4*	*Symposium* Organizer: Nazli Bhatia, *Wharton School* Michael Gross, *Negotiation & Conflict Management Research* Lindred Greer, *Academy of Management Journal* Peter Kim, *Academy of Management Review* Bruce Barry, *Business Ethics Quarterly* Nir Halevy, *Journal of Personality and Social Psychology* Hillary Elfenbein, *Management Science* Scott Wiltermuth, *Organizational Behavior and Human Decision Processes* Maurice Schweitzer, *Organizational Behavior and Human Decision Processes*			

Sunday | July 7

Conference Registration is from 5:00pm – 7:00pm in the Ballroom Area

Sunday | 2:00PM - 5:00PM in Ballroom

Connect & Collaborate

Linda Putnam *University of California, Santa Barbara*
Bill Donohue *Michigan State University*
Roy Lewicki *The Ohio State University*
Barbara Louise Gray *Penn State University*
Bruce Barry *Vanderbilt University*
Donald Conlon *Michigan State University*
Dan Druckman *George Mason University*
Maryam Kouchaki *Northwestern University*
Brian Gunia *Johns Hopkins University*
Lindred Greer *Stanford University*
Gerben Van Kleef *University of Amsterdam*
Ray Friedman *Vanderbilt University*
Astrid Homan *University of Amsterdam*
Alison Wood-Brooks *Harvard Business School*
Zhaleh Semnani-Azad *Clarkson University*
Michael Gross *Colorado State University*

This year, IACM will host a new pre-conference consortium for PhD students and junior faculty to connect with each other and with mid-career and senior scholars. During this three-hour consortium, we will have two roundtable sessions. One will connect people with similar research interests to discuss burning research questions in those areas. Another will focus on questions about navigating careers (how to write a dissertation, get a job, manage the R&R process, develop mentor relationships). We will conclude with a panel of senior scholars who will answer any questions about both research AND career strategies. We look forward to a wonderful day of connecting, collaborating, and helping to develop relationships that will form the backbone of IACM going forward. Following the workshop, we will have an informal happy hour reception for participants and speakers.

This workshop and the reception that follows is sponsored by Northwestern Kellogg's ***Dispute Resolution Research Center (DRRC)***

Sunday | 5:00PM – 5:30PM in Ballroom

Connect & Collaborate Post-Workshop Reception (Sponsored by the DRRC)

This is a closed social open only to those that have registered to attend the Connect & Collaborate workshop.

Sunday | 5:30PM – 6:00PM in Ballroom

Opening Statements & Pre-Dinner All-Conference Social

After registering at the conference check-in desk, please join us for a brief social and opening remarks as we kick things off for IACM 2019 in Dublin! We will be departing The Gresham immediately afterward and making our way next door to Murray's Pub, the location of our opening dinner.

Sunday | 7:00PM - 9:00PM in Murray's Pub

Welcoming Dinner

Join us for our welcoming dinner in a traditional Irish pub, located just up the street from our host hotel, The Gresham.

Murray's Pub | 33-34 O'Connell Street Upper, Rotunda, Dublin, Ireland

Monday | July 8

Conference Registration is from 8:00am – 5:00pm in the Ballroom Area

8:30am – 10:00am Sessions

Complex Conflicts | Discussion Session

Monday | 8:30AM - 10:00AM in Ballroom

Failing to Seize Opportunities for Peace

Oded Adomi Leshem *Psychology of Intergroup Conflict and Reconciliation Lab, IDC Herzliya*
Ruthie Pliskin *Leiden University*
Eran Halperin *Psychology of Intergroup Conflict and Reconciliation Lab, IDC Herzliya*

Citizens mired in protracted ethnonational conflict live in challenging conditions that include frequent escalations of hostility and violence. In reaction to escalations, citizens may either support or oppose negotiating with the adversary. One factor that might impact support for negotiation is whether the rival party offers concrete opportunities to negotiate in order to de-escalate the conflict. Given the high toll of the conflict, one would assume that publics will push their government to reciprocate and accept the offer. Nevertheless, during protracted conflicts, negotiation proposals are oftentimes met with opposition. Utilizing an experimental setup conducted in the context of the Israeli-Palestinian conflict, we demonstrate that heuristic assumptions made as to whether the adversary's actions derive from intrinsic or situational factors explain why opposition for negotiations might increase even further when the adversary offers to negotiate. Results shed light on the complexities of negotiating in prolonged ethnonational conflicts.

From International Inter-Group Conflict to Similar Intra-Society Conflict - The Case of Arab-Jew Conflict

Rachelly Ashwall - Yakar *Bar-Ilan university*
Oriana Abboud-Armaly *Bar-Ilan university*
Ephraim Tabory *Bar-Ilan university*
Victor Friedman *Max Stern valley college*

The Jewish-Arab conflict has received much research attention in the conflict management literature. It is seen as conflict between two vastly different identity groups, leading to view it as intractable. Researchers and practitioners continue to deepen their understanding of the conflict, while assuming that the Jews and Arabs are two essentially different and conflicting entities.
Two conflict management and resolution researchers from Bar Ilan University, one is a Christian Arab and the other is a Jew, conducted different studies of intra-societal conflicts in their own societies. By looking jointly at their studies they have explored similarity aspects in both identity groups generally perceived as polarized:
Similar values were found among young Arabs and secular Jews versus the out-group religious-based and conservative values.
In both societies, participants showed a stigmatic attitude toward the unknown other.
identity perceived as threatened by the other side, yet, seeking for recognition without losing their separateness.

Network Goal Analysis: A Tool For Assessing Complex Conflict Dynamics

Aimee Lace *Teachers College, Columbia University*
James Westaby *Teachers College, Columbia University*
Peter Coleman *International Center for Cooperation and Conflict Resolution, Teachers College, Columbia University*

The purpose of this paper is to demonstrate the applications of dynamic network theory to conflict analysis and its implications for understanding complex webs of actors and planning interventions. This method and tool add value to traditional ways of analyzing conflict by incorporating goal-oriented network analysis. This argument will be made through demonstrating the application of dynamic network analysis (DNA) to a case, provisionally selected as the current sectarian tensions in Northern Ireland in light of Brexit. The methodology involves the completion of a network goal survey by an expert. The survey assesses social network roles present in the conflict system, as well as other aspects drawn from dynamic network theory. The Qualtrics-based survey systematically explores the relationships of each entity to one another and to the goal under examination. The results are represented visually and inform the planning of interventions.

Petrotrin, OWTU and the Nation: Narrating and Negotiating Oil In an Industrial Conflict Complex

Godfrey A. Steele, PhD *The Univ. of the West Indies, St. Augustine*

Media coverage of conflict and negotiation has the potential to frame, shape, and capture and influence the processes and outcomes of the interactions among parties. In a complex-conflict scenario, studying narratives of the conflict and negotiation processes and outcomes offer opportunities for re-examining the nature of complex conflicts, the life cycle of news coverage, and turning and settling points. When Petrotrin, a state-owned oil company in Trinidad and Tobago announced its closure in August 2018, several responses in the media reflected and generated conflict between the unprofitable company and the government balancing funding the company and securing the national interest, and the Oilfields Workers Trade Union representing workers' interests and the national patrimony in an industry with a 100-year history. Adopting a content-analytical approach of media coverage, this paper explores the emergent narratives and examines their relationship to the negotiation processes and outcomes in an industrial complex conflict management context.

Culture | Discussion Session

Monday | 8:30AM - 10:00AM in Ballroom

Toward Greater Inclusivity In ADR Soft Law Design: Tracing the Role of the UNCITRAL Regional Centre on the Development of Cross Border ADR

Shahla Ali *University of Hong Kong, Faculty of Law*

Expanding inclusivity in the design and development of global conflict resolution norms guiding the resolution of cross-border commercial disputes has become the focus of increased attention. In recent years, a rich body of work examining how 'legal norms are developed, conveyed and settled transnationally' has emerged, 'integrating both bottom-up and top-down analyses'. Calls for expanded representation at both the vertical (between global institutions and individual citizens) and horizontal (between states and international organisations) levels have been advanced with the aim of strengthening legitimacy through more effective participation. In response to such observations, this paper examines the role of the UNCITRAL Regional Centre for Asia and the Pacific in coordinating with private and public sector institutions in the development and application of global cross-border dispute settlement guidelines. It seeks to distil positive lessons learned from what may be described as 'decentralized transnational law engagement', elucidate regional dynamics, and glean best practices.

The "Chosen" Business Practices: How Narratives of Jewish Practices Construct Advantages of Foreignness in China

Joshua Keller *New South Wales University*
Wen Shan *Singapore University of Social Sciences*

We examine how domestic narratives construct positive, norm-deviant stereotypes of foreign managerial practices and its impact on perceived advantages of foreignness, using qualitative and quantitative studies of Chinese perceptions of Jewish/Israeli managerial practices as empirical support. In Study 1, we qualitatively examined perceptions of Jewish practices in Chinese books, social media and workshops, revealing that Jewish practices were perceived as positive and counter to Chinese norms (e.g., guanxi). In Study 2, we used a quantitative survey to confirm that the perceptions of Jewish practices as positive and norm-deviant were widely shared but Chinese had conflicting perceptions of their own business practices. In Study 3, the experimental results found that Chinese were more inclined to invest in firms with practices stereotyped as Jewish, but only for firms with Jewish founders or Chinese founders with Jewish cultural exposure. Implications for research on advantages of foreignness for foreign and domestic firms is discussed.

An Examination of Cross-Cultural Preference for Apology Moderated by Locus of Control

Alexa Dewhirst *University of Waterloo*
Wendi Adair *University of Waterloo*

Culture is composed of shared knowledge structures that transmit norms and values, prescribing the ways people perceive and react to their environments (Triandis, 1972). Businesses are interacting internationally and require sustained cross cultural relationships. A mismatch in information delivery style (direct or indirect) can exacerbate cross cultural conflict (Brett et al, 2014). Theory by Ren and Gray (2009) proposes that effective relationship restoration is a product of culture, the type of violation, and the restoration mechanism used. We extend their theory by proposing that the relationship between culture and effective apology is moderated by perceptions of locus of control. Locus of control is the perceptions of individual vs. environmental agency in determining outcomes (Maddux & Kim, 2011; Rotter, 1966). We propose that higher perceptions of situational attributes in conflict events signal the appropriateness of less direct apology, whereas higher perceptions of individual responsibility signal the appropriateness of more direct apology.

A Cross-Cultural Understanding of the Role of Trust, Social Norms and Economic Context In Predicting Cooperation In Environmental Dilemmas

Eric Scalone *Manhattan College*
Stefan Hoeller *Boston Consulting Group*
Tetsu Okumura *Shizuoka Institute of Science and Technology*
Anna Ramon *Manhattan College*
Poonam Arora *Manhattan College*

This research examines the influence of interactions between economic context, culture and specific trust on environmental dilemmas. In data collected across four cultures collectively representing the four combinations of high- or low-trust and loose or tight norms, participants were randomly assigned to one of three economic contexts (certain loss, certain gain, uncertain gain or loss). They then answered questions about generalized and specific trust prior to making a choice in an environmental dilemma which determined their earnings. Results showed specific trust, cultural norms and economic context were significant predictors of cooperation. Also, the three-way interaction between norms, specific trust and economic context was also a significant predictor. Although higher levels of specific trust elicit greater cooperation, the trust threshold is highest under certain loss and lowest under certain gain. Norm tightness also influences the trust threshold, where tight norms require greater specific trust for cooperation, making the interaction a three-way.

Monday | 8:30AM - 10:00AM in Swift

Emotions In Conflict and Social Decision Making | Symposium

Gerben van Kleef *University of Amsterdam*
Gert-Jan Lelieveld *Leiden University*
Smadar Cohen-Chen *University of Surrey*
Jonathan Gratch *University of Southern California*

Navigating social conflict is an inherently emotional endeavor. The divergent interests that lie at the heart of conflicts can give rise to intense emotions, which may in turn influence conflict development. Members of IACM have been at the forefront of scientific investigations of the role of emotions and moods in conflict, negotiation, and related forms of social decision making. By now, a burgeoning literature has emerged that documents how moods and emotions that may arise in the context of conflict and social decision making influence parties' cognitions and behaviors, and how such effects are modulated by individual and situational factors. Many important discoveries have been made, but important questions remain to be addressed. This symposium will showcase what we have learned from over thirty years of research, and highlight exciting new directions that promise to further advance the field.

Monday | 8:30AM - 10:00AM in Trinity 1

Dynamics of Intergroup Exposure: Novel Perspectives and Real-World Implications | Symposium

Franki Y. H. Kung *Purdue University*
Melody M. Chao *Hong Kong University of Science and Technology*
Arianne Eason *University of Washington at St. Louis*
Cheryl Kaiser *University of Washington*
Jessica A. Sommerville *University of Washington*
Alex Koch *University of Chicago*
Angela Dorrough *University of Chicago & University of Cologne*
Andreas Glöckner *University of Chicago & University of Cologne*
Roland Imhoff *Johannes Gutenberg University of Mainz*
Justin P. Brienza *Wilfrid Laurier University*

Intergroup exposure is common. Insights into its implications enhance our ability to manage intergroup relations, and yet they are mixed and not well understood. Gathering recent research that takes diverse approaches, this symposium presents three novel perspectives. They illuminate moderators that may address mixed findings in the literature and suggest critical implications at different levels in the real world. On a sociological level, Eason explores how people infer others' racial attitudes based on the target's situational affordance for intergroup exposure. On an interpersonal level, Koch investigates effects of nuanced dimensions of perceived similarity on intergroup trust and cooperation. On a personal level, Brienza argues that individuals' reasoning style determines the extent to which exposure to media reports of intergroup conflict would result in polarized attitudes. By unpacking the dynamic impact of intergroup exposure, this symposium provides new theoretical and practical insights into improving intergroup relations in the real world.

Conflict in Organizations | Paper Presentations

Monday | 8:30AM - 10:00AM in Trinity 2

Task Conflict Among Top Managers and Firm Performance: The Moderating Effects of Information Exchange, Collaborative Behaviors, and Joint Decision Making

Kyoung Yong Kim *City University of Hong Kong*
Leanne Atwater *University of Houston*

The relationship between conflict and effectiveness has been studied for decades, but theoretical reasoning and empirical testing have not yet been applied to conflict among top managers as it affects an organization's performance. In this study, we examined a curvilinear relationship between task conflict in management teams and organizational performance, as moderated by information exchange, collaborative behaviors, and joint decision making (or, inclusively, behavioral integration), which were influenced by CEO relational leadership. Using a field study of 555 top managers from 111 organizations in South Korea, we found that while task conflict, on average, was not associated with organizational performance, it can improve performance at a diminishing rate when information exchange, collaborative behaviors, or joint decision making is high. At a high level of task conflict, such positive effects disappeared. Additionally, we found that CEO relational leadership also moderated the conflict-organizational performance relationship indirectly through enhanced behavioral integration.

The Impact of Integrative Approach of Conflict Resolution Strategy On Employees' Job Satisfaction In the Business Alliance

Tsungting Chung *Graduate Institute of Business Administration, National Yunlin U of Science and Technology*
Hsianghan Huang *Graduate Institute of Business Administration, National Yunlin U of Science and Technology*

This study examines the relationship between interpersonal conflicts (task and relationship conflicts) and integrative approach of conflict resolution strategy on employees' job satisfaction of alliance companies. The main findings of this study are: 1. There is a positive relationship between task conflict and integrative approach, but a negative relationship between relationship conflict and integrative approach. 2. Employees' use of integrative approach to deal with conflicts in the workplace has a positive impact on their job satisfaction. However, how to use this approach effectively depends upon time and condition of the conflicts.

Although this study proves that integrative approach is a good method for dealing with conflicts, employees should select an appropriate method in accordance with specific situation to handle conflicts.

Daily Conflict and Employee Well-Being: The Moderating Role of Conflict Detachment

Sonja Rispens *Eindhoven University of Technology*

Work-related well-being is a desirable psychological state that aids employees to function and perform well in their jobs and contributes to organizational performance (Grant, et al., 2007). This study examines how daily conflict events at work are related to three indicators that have considerable impact on employee occupational well-being: negative affect, emotional exhaustion, and rumination. I hypothesize further that psychological conflict detachment is a cognitive strategy that buffers the negative consequences of daily conflict for well-being. Sixty-four Dutch employees from various professions provided questionnaire and daily survey measures during five consecutive workdays. The multi-level analyses results in general confirmed the hypotheses.

A Structural Equations Model of Social Intelligence, Conflict-Management Strategies, and Job Performance

Afzalur Rahim *Western Kentucky University*

This study presents a structural equations model for the relationships of social intelligence (SI), conflict-management strategies (CMS), and job performance (JP) of the employed students at an American university. SI is defined as the ability to be aware of relevant social situational contexts; to manage situational challenges effectively; to understand others' concerns and feelings; and to build and maintain positive relationships in social settings. The model for this study was tested with questionnaire data on SI collected at the beginning of a semester, on CMS data collected at the middle of a semester, and on job performance data collected from the respective student's supervisor at the end of a semester. Our data analyses with LISREL 9.20 suggest that employees' SI is positively associated with CMS (problem solving strategy, but not bargaining strategy), which in turn, positively influenced JP. The study's implications, directions for future research, and limitations are discussed.

Negotiation Processes in Organizations | Paper Presentations

Monday | 8:30AM - 10:00AM in O'Connell 1

The Effect of Hierarchical Rank on Norm Perception Accuracy

Emily Reit *Stanford University Graduate School of Business*
Jennifer Dannals *Tuck School of Business at Dartmouth College*

Possessing an accurate perception of descriptive norms can reduce team conflict and improve team performance. However, little work examines what factors affect individuals' accuracy in understanding relevant norms. The present research examines whether a factor generalizable across organizational contexts--hierarchical rank--affects norm perception accuracy. Two field surveys reveal that high ranking individuals (e.g., team supervisors) perceive descriptive social norms less accurately than their lower ranking team members. Further, we find no evidence that behavior differs by rank, suggesting that the inaccuracy does not stem from higher ranking individuals' failure to discount their own idiosyncratic behavior. Instead, a more plausible explanation might be that lower ranking individuals strategically misrepresent their behavior in the presence of their higher-ups, thereby skewing high ranking individuals' perceptions of reality. Collectively, this research implies that when team conflict results from disagreement over descriptive norms, higher ranking individuals might deserve more of the blame.

Dark Side of Negotiation: When Negotiating Undermines Organizational Productivity

Einav Hart *University of Pennsylvania*
Rachel Campagna *University of New Hampshire*
Jared Curhan *MIT*
Hillary Anger Elfenbein *Washington University in St. Louis*

Researchers and practitioners highly encourage job candidates to negotiate employment agreements. In our investigation, we challenge this unqualified advice to negotiate, and demonstrate that negotiation may have a detrimental impact on employees' implementation behavior and job tenure. We collected and analyzed archival employment data of Master of Business Administration program graduates, over a period of 13 years. Individuals who negotiated their job offer left their job approximately a year earlier than individuals who did not negotiate. We then show in an experimental study with random assignment to negotiated- versus non-negotiated agreements, that the negotiation process itself influences individuals' motivation and outcomes. Moreover, we demonstrate that negotiators report higher conflict and lower trust in their counterpart, compared to non-negotiators. This loss of relational capital mediates the detrimental impact of negotiation on post-agreement behavior. Taken together, our results suggest that negotiating affects long-term individual motivation and commitment, and impacts organizational outcomes.

Rookies As Risk – The Relationship Between Professional Experience and Ethically Questionable Bargaining Tactics

Johann Majer *Leuphana University*
Conny Antoni *University of Trier*
Moshe Banai *City University New York*
Roman Trötschel *Leuphana University*

Ethically questionable negotiation tactics can lead to short-term success, but, at the same time, pose high risks for long-term beneficial business relationships. We propose that experiences of relationships may shape parties' risk perceptions of unethical bargaining tactics. In this sense, we argue that the extent of parties' professional experience is highly relevant for how parties perceive reputational risks and, thus, ethical behavior at the bargaining table. The present research investigates the relationship of parties' professional experience and their willingness to take the risks of ethically questionable tactics. Beyond that, we provide new insights in how professional experience moderates the positive link between individualism and questionable bargaining tactics. We analyze a dataset of 207 individuals with professional experiences ranging from 1 to 50 years. Our findings highlight the key role that professional experience plays in reducing reputational risks. We discuss managerial implications.

Monday | 8:30AM - 10:00AM in O'Connell 4

Old and New Tensions In Gender Research: Understanding Fundamental Expectations of Female Negotiators | Symposium

McKenzie Rees *Southern Methodist University*
Robin Pinkley *Southern Methodist University*
Jessica Kennedy *Vanderbilt University*
Mary-Hunter McDonnell *University of Pennsylvania*
Nicole Stephens *Northwestern University*
Sora Jun *University of Texas, Dallas*
Stephanie Lin *Singapore Management University*
Naomi Fa-Kaji *Stanford University*
Nazli Bhatia *University of Pennsylvania*
Zoe Barness *University of Washington, Tacoma*
Julia Bear *Stony Brook University*
Dustin J. Sleesman *University of Delaware*
Laura Kray *University of California, Berkeley*
Michael Rosenblum *University of California, Berkeley*

Although much progress has been made, women still face conflict at work. With the heightened awareness of the challenges women face in the workplace, old challenges are resurfacing and new challenges are being introduced that can be better understood through research. This symposium adopts different approaches to explaining why women still obtain worse outcomes at work and in negotiation, relative to men. The first two presentations describe new forms of discriminatory treatment faced by women. The third presentation calls into question prior findings on backlash against female negotiators. The fourth presentation describes a gender difference in understanding charm that negatively impacts women's relative outcomes at the bargaining table. Through the presentation and discussion of four papers, we hope to 1) introduce new explanations for the lack of gender parity in workplace outcomes and to facilitate the reconciliation of these different approaches by finding unifying themes among them.

Monday | 10:00AM - 10:30AM in Foyer

Conversation & Coffee Break

Take a breather from the session you've attended to grab some coffee, tea, and a few snacks before heading back to another round of presentations.

10:30am – 12:00pm Sessions

Organizational Conflict & Culture | Discussion Session

Monday | 10:30AM - 12:00PM in Ballroom

What Is Honor? Broadening and Rebalancing How Cultures of Honor are Studied in Organizational Life

Laura Rees *University of Missouri-Kansas City*

This paper proposes to recast and revive the study of honor in organizational life by expanding and reframing how honor is conceptualized. I propose that honor, often considered as an explanation for violence, has suffered from empirical path dependence that has limited our understanding. I build on foundational prior work positing that honor is the tension and balance between a focus on the internal and the external for validation of one's sense of worth and standing in a social group to argue that honor is better conceptualized more broadly as a system of ethics individuals use to determine what is acceptable and moral in a given context. I propose that honor influences numerous individual and organizational behaviors and outcomes that are neglected by scholarship on honor but are likely to be observed in practice. I discuss several implications of this necessary rebalancing of honor research for theory, measurement, and practice.

Intergenerational Hypocrisy: When an Organization's Past Erodes Legitimacy

Brian Lucas *Cornell University*
Kieran O'Connor *University of Virginia*
Daniel Effron *London Business School*

Leaders whose stated and enacted values do not align (i.e., word-deed misalignment) face condemnation as hypocrites. Yet it is unclear whether organizations should strive to align their words and deeds across time. Unlike individuals, organizations often endure across multiple generations. Does intergenerational word-deed misalignment constitute hypocrisy in the public's eye? Across two studies we find evidence for an intergenerational hypocrisy effect. Organizations are perceived as hypocritical when their current and former leadership exhibit word-deed misalignment. These hypocrisy judgments are consequential for organization-level and leader-level outcomes. Intergenerational word-deed misalignment predicted perceived hypocrisy in both studies, which, in turn, predicted judgments of lower organizational legitimacy and increased protest intentions (Study 1) and lower leader moral character and higher leader punishment intentions (Study 2). These studies expand the theoretical scope of hypocrisy and have important implications for how leaders and organizations manage their reputations.

How Authorities Act to Manage Conflict and Foster Cooperation Through Control, Trustworthiness, and Fairness

Chris Long *St. John's University*
Sim Sitkin *Duke University*
Laura B. Cardinal *University of South Carolina*

In a departure from the dominant emphasis in the organizational literature on employee responses to managerial actions, this paper presents a theory describing fundamental mechanisms that managers use to increase subordinate cooperation. We specifically argue that managers' perceptions of subordinate non-compliance, which are perceived by managers as a form of superior-subordinate conflict, can stimulate two categories of concerns about their managerial authority: concerns about subordinate reliability and concerns about their perceived propriety. We then explain how managers attempt to address their concerns with efforts they make to implement controls, demonstrate their trustworthiness, and promote fairness. We conclude with a discussion about how our observations and theory refine and extend research on organizational control, trust, fairness, conflict, and leadership.

Attracting Desirable Job Applicants Is Hard Work: Organizations That Endorse Hard Work as a Cultural Value Attract More Givers and More Women

Sooyun Baik *London Business School*
Selin Kesebir *London Business School*
Dan Cable *London Business School*

Across three studies, we show that organizations endorsing hard work as a value attract more women and people with a stronger giver orientation toward their work. Study 1 finds that women are more likely to have a giver orientation than men, which explains their propensity to take on work tasks in which performance and rewards depend on hard work. Studies 2 and 3 show that organizations communicating an appreciation for hard work appeal more to people who prefer giving (over taking) at work, and these people are disproportionately women. Together, these studies suggest that when organizations want to attract women and employees with a giver orientation, they would benefit from emphasizing hard work as a value. This work highlights the importance of organizational recruitment messages, and raise the possibility that current organizational practices may not be optimal in attracting the most desirable employees.

Ethics & Values | Discussion Session

Monday | 10:30AM - 12:00PM in Ballroom

Helping The Organization But Harming Yourself: How and When Unethical Pro-Organizational Behavior Increases Work-To-Family Conflict

Xin Liu *Peking University*
Jackson Lu *MIT Sloan School of Management*
Hongyu Zhang *Central University of Finance and Economics*
Yahua Cai *Shanghai University of Finance and Economics*

Whereas prior research has focused on the antecedents of unethical pro- organizational behavior (UPB)—unethical behavior intended to benefit the organization—the current research is among the first to investigate the consequences of UPB. Building on affective events theory, we develop and test a theoretical model of how engaging in UPB at work increases employees' work-to-family conflict. Spotlighting the morally conflicting nature of UPB (unethical yet pro-organizational), we propose that engaging in UPB increases anxiety, especially for employees higher in moral attentiveness; in turn, this anxiety induced by UPB increases work-to-family conflict. A two-week experience sampling study of hairstylists supported our theoretical model: UPB had a significant indirect effect on work-to-family conflict via anxiety, and this effect was stronger for hairstylists higher in moral attentiveness. In sum, unethical behavior intended to benefit the organization may unintentionally harm the employee himself/herself.

Dances with Thieves: How Stealing Ideas vs. Money Influences How Coworkers Manage Conflict with a Thief

Lillien Ellis *Cornell University*
Joshua Katz *University of Illinois Urbana Champaign*
Phoebe Strom *Cornell University*

In a series of experimental studies, we explore the types of conflict management styles individuals adopt when engaged in conflict with a known (idea vs. money) thief. We find that when a counterpart has a reputation for stealing ideas, participants are more likely to adopt a competitive/dominating conflict management style, whereas when a thief has a reputation for stealing money, participants prefer an avoidance style. We show this is because individuals express a greater degree of certainty around what conflict looks like with an idea thief, resulting in a more dominating conflict management style. In contrast, when a thief has stolen money, participants report a greater degree of uncertainty concerning how conflict with their counterpart may unfold, increasing their preference for an avoidance conflict management style.

Seeing Harm, Thinking "humans": Perceptions of Harm Prompt Human-Driven Explanations

Naomi Fa-Kaji *Stanford University*
Brian Lowery *Stanford University*

We examine the causal attributions that people make for phenomena based on the resulting consequences and find that the more harmful the consequences are perceived to be, the more likely people are to believe that human-driven causes contributed to the phenomena in the first place. This seems to specific to human-driven explanations, rather than a search for explanations in general. Furthermore, we have tentative evidence that this process seems at least somewhat restricted to perceptions of harm, not of moral outcomes more generally as we do not find the same effects for perceived helpfulness. We propose possible mechanisms and outline a next study to test one of these mechanisms. Finally, we discuss possible downstream consequences of attributing harm to human involvement.

Status & Power | Discussion Session

Monday | 10:30AM - 12:00PM in Ballroom

Negotiation and Gender: An Exploration in Virtual Reality

Gwendolin Sajons *University of Basel*
Catherine Tinsley *Georgetown University*

Prior research has documented males walk away with more value than females when parties are advocating for themselves in a fixed pie (distributive negotiation) context. Despite this fairly stable result, unanswered is how much of any gender difference is due to party's own behavior (men and women making different opening offers, conceding at different rates) and how much is due to the other party's reaction towards different genders (men and women making different opening offers and conceding at different rates depending of the gender of their counterpart). Using a virtual reality setting where negotiators meet as avatars allows us to design a 2 (true gender) X 2 (assigned gender) study whereby we can disentangle processes and outcomes related to "true" gender (supply side effects) from those related to "assigned" gender (demand side effects), and measure how much each might contribute to gender differences in negotiation processes and outcomes.

Do Jerks Get Ahead? The Consequences of Incivility for Social Rank

Jessica Kennedy *Vanderbilt University*
Christine Porath *Georgetown*
Alexandra Gerbasi *University of Exeter*

We investigate the consequences of incivility for leaders' status and power. Across two studies, we find evidence that behaving uncivilly harms a leader's social standing. Compared to civil leaders, uncivil leaders were accorded lower social status by team members and observers. Study 1 observes the relation between incivility and status in a longitudinal data set collected from management consulting teams at three points in time. Study 2 utilizes an experimental design to further establish the causal effect of incivility and to demonstrate that dampened perceptions of integrity are one key mechanism underlying the loss of social standing. In Study 2, incivility harmed the social status of its targets, as well. We found no evidence that incivility demonstrates power. Overall, incivility causes a loss of social standing for leaders and targets alike, whereas civil individuals appear more suitable for powerful positions.

The Preference for Second Rank

Emily Reit *Stanford University Graduate School of Business*
Deborah Gruenfeld *Stanford University Graduate School of Business*
Benoît Monin *Stanford University Graduate School of Business, Stanford University Department of Psychology*

Social hierarchy research assumes that most people prefer to attain the highest social rank possible. Yet two studies shows that many people prefer to rank second—not first—on the dimensions of status and influence. In a field survey using project teams (Study 1), 64% of participants reported that they aspired to rank second. A similar pattern was observed in a lab setting (Study 2). When ranks only represented achievement, ranking first was the dominant preference. But in a group task context, where ranks carried role expectations, ranking second was the dominant preference, and this was true even when participants knew there was no one more qualified to rank first based on task competence. In contrast to the notion that rank preferences are monotonic, our findings suggest that oftentimes, individuals' upward motivation might end at the second rank. Implications for functional hierarchy and group performance are discussed.

The Power in Helping Others: Helping Behaviors as Power Signals at the Workplace

Lily Chernyak-Hai *School of Business Administration, Peres Academic Center*
Daniel Heller *Coller School of Management, Tel Aviv University*

Two experiments examined the effect of helping and its type (autonomy- vs. dependency-oriented) provided to a coworker on helper's perceived power and the willingness to afford the helper power. Underlying mechanism of benevolence-based trust was tested. Results supported the predicted effect on the helper's perceived power, as well as on power affordance. Although providing autonomy- vs. dependency-oriented help did not affect the helper's perceived power, it did increase willingness to afford power. In addition, benevolence-based trust was higher for helper who provided autonomy-oriented help and mediated the relationships between type of helping and power affordance. The findings shed light on a subtle pathway to signal power at the workplace, suggesting that those motivated to attain power can achieve it through teaching their peers how to solve the problem, rather than giving complete solutions.

Culture | Paper Presentations

Monday | 10:30AM - 12:00PM in Trinity 1

Scenarios for Labor Relations Dynamics

Maria Koutsovoulou *ESCP Europe*
Sanda Kaufman *Cleveland State University*
Miron Kaufman *Cleveland State University*

We examine complex labor relations negotiations in general, and in the specific context of France. Inspired by social identity theory and by the conflicts labor negotiators experience, we use a novel dynamic, hierarchical multiplex network model for interactions between labor relations actors and their effect on negotiation results. union members interact with each other at one multiplex level, and with their representatives who at a second level interact with management negotiators in a changing regulatory context. The model permits mapping of multiple interactions in time under different conditions. Parties can explore scenarios of expected results and develop negotiation strategies for them. We focus on labor relations in a major industrial company located in four European countries. Through interviews, surveys, and participatory observation of negotiations at the French site, we collected the data necessary to estimate the model parameters and generate scenarios of conflict trajectories and outcomes for this case.

The Epistemic Motivation Approach to Expatriation: Host Cultural Knowledge, Leader-Member Conflict and Subordinate Performance

Jeanne Ho-Ying Fu *The Hang Seng University of Hong Kong*
Ziguang Chen *City University of Hong Kong*
Ringo Moon-Ho Ho *Nanyang Technological University*
Chun To Luk *City University of Hong Kong*

Using the epistemic motivation approach, we explain when and why host cultural knowledge is critical for expats' conflict with their local subordinates. Expats who have high need for closure (NFC) but without proper host cultural knowledge are less able to resolve conflicts with their local subordinates, and this would in turn compromise subordinates' performance. We found support in a quasi-experiment with managers in China assuming the role of expats (Study 1), and a multi-wave multi-source field study with Taiwanese executive expatriates (Study 2). In Study 1, high NFC managers who were given knowledge of host cultural values showed higher motivation to minimize conflicts with the local subordinates in their decision making than those in the control conditions. In Study 2, subordinates performed better and reported less conflict with the high NFC expats when the expats had high host cultural knowledge. Implications concerning expatriate management and cross-cultural conflict resolution were discussed.

The Future of Business Negotiations – Current Trends and New Perspectives On Negotiation Behavior

Patricia Oehlschläger *Potsdam University*
Sandra Haggenmüller *University of Hohenheim*
Markus Voeth *University of Hohenheim*
Uta Herbst *Potsdam University*

Today's business world is driven by megatrends, affecting multiple aspects of future society, economy and technology. Their impacts can be expected for all areas in companies and therefore will most likely occur in business negotiations. Although several studies address future developments of different business divisions, the impact of megatrends on negotiations has, thus far, not been analyzed. To demonstrate possible impacts on negotiations, we designed a model including the four megatrends: digitalization, globalization, individualization and demographic change, which we expect to have main effects on specific negotiation aspects. We conducted an empirical study surveying practitioners to provide a first broad view of how megatrends impact business negotiations with the aim to encourage further investigation into this new research field and contribute to the development of new methods and topics. First results confirm our model, indicating that different aspects of negotiations are affected by particular megatrends.

International Negotiation Prototypes: The Impact of Culture

Enrique Ogliastri *IE University and INCAE Business School*
Carlos Quintanilla *INCAE Business School*
Sara Benetti *INCAE Business School*

Using latent class analysis, we analyze a sample of 2099 observations about the negotiation behaviors in 60 countries and find three negotiation prototypes. One negotiation prototype focuses on personal relationships, implements informal negotiation procedures, expresses affection, and uses a flexible agenda for multitasking management. The other prototype is formal, fact-focused, monochronic, risk-averse, and uses a business rationality of creating more economic value but disregards personal relationships. The third prototype is intermediate between the other two. Culture is a statistically significant predictor of negotiation prototypes, with Anglo-Germanic-North negotiators (dignity culture) predominantly formal, Confucian Asia (face culture) fairly divided between the formal and the other two prototypes, and Latin American and Middle Eastern negotiators (honor culture) mostly personal and emotional. We find Latin-European negotiators (mostly honor culture) more difficult to evaluate, with approximately half of them belonging to the intermediate negotiation cluster and the rest equally divided between formal and personal ones.

Real-World Conflict | Paper Presentations

Monday | 10:30AM - 12:00PM in Trinity 2

Is the Ukraine Conflict Intractable? Is a Negotiated Resolution Possible?

P. Terrence Hopmann *Johns Hopkins School of Advanced International Studies*

This paper analyzes the violent conflict in the Donbas region of eastern Ukraine and asks whether this conflict, which became violent in 2014, is becoming intractable. It considers seven characteristics of intractable conflicts: 1) duration and persistence, 2) identity denigration, 3) profitability, 4) absence of "ripeness," 5) solution polarization, 6) international embedding, and 7) existential threats. It concludes that a basic formula for an agreement already exists in the Minsk II protocol, signed in 2015; however, the failure of all parties to establish an effective cease-fire has prevented the implementation of that agreement or further negotiation on details of how the formula will be applied. It suggests how the monitoring and mediation efforts of the Organization for Security and Cooperation in Europe could lead to a resolution if appropriate negotiation and mediation techniques are applied with the active support of major states and international organizations.

"We do Not Negotiate with Terrorists!"— But what Could we Expect?

Marc Mertes *TU Dortmund University*
Jens Mazei *TU Dortmund University*
Joachim Hüffmeier *TU Dortmund University*

Terrorist hostage-takings confront authorities with the decision whether or not to concede to terrorist demands. It is often argued that concessions should not be made because terrorists are irrational and neither willing to nor capable of resolving conflict peacefully. We argue that these assumptions about terrorists are not empirically supported and that terrorists should be motivated to reach and uphold agreements to achieve their goals. We analyzed data from the ITERATE database (Mickolus et al., 2006) on terrorist hostage-takings that occurred between 1983 and 2005. Results showed that even a partial fulfilment of terrorist demands reduces the likelihood of casualties significantly. This effect is mediated by terrorist cooperation. Our study furthers the knowledge on the consequences of authority decision making in terrorist hostage-takings. Rather than advocating for negotiating with terrorists under all conditions, however, we argue that our findings may inform the decision whether or not concessions should be made.

Opponent Modeling of the Taliban In Afghanistan's Emerging Peace Talks

Leo Klenner *Johns Hopkins SAIS*

Terrorist groups can be modeled as rational actors that adapt the structure of their networks to perform reward maximizing actions in a given environment. In the current talk-and-fight environment of Afghanistan, the Taliban need to adapt their network to two domains, negotiations and combat. Opponent modeling can be used to understand how the Taliban concurrently optimize the structure of their network across both domains. Conceptually, it is first shown that negotiations have a different reward distribution – which yields a different optimal structure of the Taliban network – than combat. Empirically, it is validated that relevant changes in the structure of the network of the Taliban can be inferred from 2017-2018 data on Taliban attacks and Coalition airstrikes. Two alternative cases of a best response to these structural changes are provided that enable focused diplomatic engagement of the Taliban in the emerging Afghan peace talks.

Using Collaboration to Transforming Community Conflict to Resiliency

Laurel Singer *National Policy Consensus Center, Portland State University*
Connie Ozawa *Portland State University*
Jennifer Allen *Portland State University*

The rural community of Burns, Oregon received national attention in 2016 when an occupation of the federal refuge in the area by a band of self-proclaimed militia failed to escalate into the standoff they hoped for against federal government "tyranny". The community's resiliency in the face of such powerful agitation was ascribed to the culture of collaboration that had been established through the work of the High Desert Partnership (HDP), a partnership of diverse local, federal, and community entities, devoted to solving problems through "collaborative governance". Although collaborative approaches are increasingly being used to successfully address a wide range of community needs, what makes these efforts effective is not clearly understood. Researchers from Portland State University and the National Policy Consensus Center conducted an in-depth case study of the HDP and will share the lessons learned to inform theory and practice of resolving community based conflict and building community health.

Age, Generations, & Social Progress | Paper Presentations

Monday | 10:30AM - 12:00PM in O'Connell 1

Equality for (Almost) All: Social Egalitarians Reject Sexism and Racism, But Not Ageism

Ashley Martin *Stanford University*
Michael North *New York University*

Past research has assumed that social egalitarians reject group-based hierarchies and advocate for equal treatment of all groups. However, contrary to popular belief, we argue that social egalitarians are more likely to support ageism. Although facing their own forms of discrimination, older individuals are perceived as "blocking" younger people, and other unrepresented groups, from opportunities—which in turn, motivates egalitarians to actively discriminate against older adults. In four studies, we demonstrate that egalitarians endorse less prejudice towards—and show more support for—women and Blacks, but harbor more prejudice towards (Study 1a-b) and show less support for (Study 2-3) older individuals. Further, we isolate opportunity-blocking as a critical mediator, demonstrating that egalitarians believe that older individuals block more deserving groups from receiving necessary resources and support to get ahead (Study 3). Together, this research suggests that when it comes to egalitarianism, "equality for all" may only mean equality for some.

Wunderkind Wisdom: Younger Advisers Discount Their Effectiveness

Ting Zhang *Harvard Business School*
Michael North *NYU*

Common wisdom suggests that older is wiser. As a result, younger individuals rarely give advice to older individuals, even though opportunities abound when younger individuals have valuable advice based on their relative expertise. Across four studies (N=2,059), we explore the psychology of advisers when they are younger, but have more expertise, than their advisee. Younger advisers are more prone to underestimating their actual effectiveness (Study 1-2) and impact (Study 3) relative to peer and older advisers. These effects hold when advisers give general (Study 1) and specific advice (Studies 2-3). This perception-reality gap is driven by advisers' perceptions about their own competency in advising others and others' receptiveness to learning from them. Finally, we demonstrate a reflection-based intervention that mitigates advisers' misguided beliefs (Study 4). Taken together, the findings illustrate challenges individuals face when giving advice to someone older.

Time is on My Side: Inherited Privileges are Viewed as Equally Fair Across Generations

Elinor Flynn *New York University Stern School of Business*
Taylor Phillips *New York University Stern School of Business*

Although prior research has begun investigating privilege based upon status characteristics like race or gender, little consideration has been given to perceptions of privilege that is obtained through familial ties. Across three studies, we investigate perceptions of fairness and legitimacy of the transmission of privilege within families over time. Contrary to our expectations, we found that fairness and legitimacy judgments of inherited privilege were remarkably stable across time. That is, the temporal gap between the relative who established the privilege and the descendant benefitting from that privilege did not moderate perceptions of fairness or how deserving the recipient was. This held across several types of privilege, when time was stretched across hundreds of years, and in zero-sum contexts when another person stood to lose out to the target's unearned privilege.

The Illusion of Linear Social Progress

Julia Hur *New York University*
Rachel Ruttan *University of Toronto*

Things change, but the degree to which they have changed can be difficult to evaluate. We propose that people possess the belief that society has made, and will make, progress in a linear fashion toward social justice. Three sets of studies demonstrate that people consistently estimated society has made positive, linear progress toward social issues, such as racial diversity and gender equality over time. These estimates were often not aligned with reality, where data indicate that much progress has been made in a flat or stochastic form. Our results further rule out alternative explanations based on generalized optimism: Linear beliefs were specific to social issues, and were not contingent on people's preferences for social progress. The final study suggests that these linear-progress beliefs tend to inhibit the willingness to act on social issues, offering implications for policymakers encouraging change: Unless people understand societal change accurately, they may fail to act.

Monday | 10:30AM - 12:00PM in O'Connell 4

Moving the Spotlight: New Applications for Mediation Education and Practice | Symposium

Jessica Jameson *North Carolina State University*
Noam Ebner *Creighton University*
Timea Tallodi *University of Essex*
Jennifer Parlamis *University of San Francisco*

The presenters in this symposium have each been developing new approaches to mediation in classroom education, training, and/or practice. In their respective areas: mindfulness and communication; online dispute resolution; phenomenology; and conflict coaching, the presenters have moved the traditional (and somewhat static) spotlight of mediation education and practice to reveal new approaches and applications. The symposium will share these newly illuminated areas with participants, utilizing a variety of presentation formats, including interactive exercises. The symposium's goal is to share these topics with participants, while providing them with techniques they can take with them for immediate application in education, training, or practice. In addition, we hope that the theme of 'Moving the Spotlight' will result in participants sharing their own examples of novel approaches or innovative work.

Monday | 12:00PM - 1:30PM in Murray's Pub

Lunch

Join us at Murray's Pub, just a one-minute walk up the street from The Gresham. We will be hosting themed topic tables for those that wish to continue their discussions into lunch.

1:30pm – 3:00pm Sessions

Negotiation Processes & Outcomes | Discussion Session

Monday | 1:30PM - 3:00PM in Ballroom

Why are Some Goals More Difficult to Achieve than Others? A Logical Perspective on Goal Achievement in Negotiation

Frieder Lempp *IESEG School of Management*

Negotiating parties typically experience that some of their goals are asier to achieve than others. This may be due to external factors, such as the relative priority parties assign to their goals, or internal factors related to the properties of the goals themself. This article presents, and tests by means of a case study, a new measure of goal achievement based on the logical properties of goals. The measure provides a new theoretical explanation for why certain goals are more difficult to achieve than others. Further, it shows that the degree of information considered in a negotiation influences the expected probability of goal achievement. Practitioners can use the measure to evaluate goals when preparing for a negotiation. Using the example of an employment negotiation, the article illustrates how the measure can help negotiators to create realistic expectations about the chances that their goals will be achieved.

A Linguistic Analysis of Intercultural Business Negotiations

Christel Blamberg *ESCP Europe*
Robert Wilken *ESCP Europe*
Hannah Martensen *IUBH School of Business and Management*

Intercultural negotiations are at the core of increasingly global economic exchanges. One specific challenge is mastering a common language – mostly English, which is typically not the native language on both sides. Extant literature has focused on imbalanced levels of foreign language proficiency (FLP) and rather extreme communication constellations. We instead argue that not a lack of FLP, but rather subtle differences in foreign language are more insightful to better understand the outcome of intercultural negotiations. To that purpose, we will use computer-aided text analysis programs, enabling us to investigate large quantities of text-based language by comparing and counting words associated with predefined categories. A negotiation simulation conducted in a multi-cultural teaching environment will serve as our data basis, and the Linguistic Inquiry and Word Count will help us operationalize the negotiation process linguistically. We will compare predictive validity of the linguistic categories with those of more traditional process categories.

What Predicts Willingness to Negotiate Again? The Role of Collective Emotional Expressions and Cooperative Intentions

Tatiana Astray *Schulich School of Business, York University*
Kevin Tasa *Schulich School of Business, York University*

A social function view of emotions suggests that emotional expressions make negotiations easier to manage by providing information about intentions, priorities, limits, and likely future behaviors. We introduce the concept of the "positivity ratio" to the negotiation context, a measure of the collective emotional expressions, as important to mixed-motive negotiations between colleauges. We hypothesize that the positivity ratio will be pertinent to workplace negotiations. Study 1 and 2 provide initial evidence that the positivity ratio enhanced a counterpart's willingness to negotiate again but has no effect on attained outcomes. Study 2 shows that the positivity ratio is related to cooperative intentions and perceptions. A negotiator's pre-negotiation cooperative intentions predicted the positivity ratio during negotiations, while competitive intentions had no such effects. Further, the correlation between the positivity ratio and a counterpart's willingness to subsequently negotiate is mediated by the counterpart's perceptions that the negotiator was cooperative. Implications are discussed.

Is Stress Helping or Hurting Negotiation Outcomes? An Evaluation of Social Motivation.

JIMENA RAMIREZ MARIN *IESEG School of Management*
Adrian BARRAGAN DIAZ *IESEG School of Management*
Sinem Acar-Burcay *University of South-Eastern Norway*

Negotiators are often under stress and time pressure. Empirical evidence suggests that stress can both help and hurt negotiation outcomes. We suggest that by disentangling the effects of time pressure from the effects of stress and that considering the social motivation of the participants we can contribute to explain the relationship between stress and joint outcomes. Our research suggests that negotiators under stress 1) make more integrative offers (S1) 2) reach higher joint outcomes (S2) 3) and that social value orientation moderates the effect of stress on joint outcomes (S2). Our findings suggests that prosocials fare better under stress compared to proselves. We discuss the implications for the stress and time pressure on negotiation literature and provide practical implications for managers negotiating under stress.

Task & Relationship Conflict | Discussion Session

Monday | 1:30PM - 3:00PM in Ballroom

The Value of Respect: Theorising Cooperative and Conflictive Relationships

Jack Richard Williams *University of Zurich*

There is a common assumption that the deeper and more frequently two parties cooperate, the higher the level of respect will be between them. This paper challenges this assumption, instead arguing that respect can be just as high or low in a relationship of cooperation as it can be in one of conflict. To illustrate this, I develop a framework that plots parties' attitude of respect independently from their interactions. In doing so, I illustrate the framework's applicability from interpersonal relationships to those between groups both within and between political communities. Within the framework I also examine the role of non-interaction, as a separate relationship between conflict and cooperation, for conflict resolution and as a form of sanction. Finally, I discuss how respect can be asymmetrical both in cooperative and conflictive relationships and the necessity to remain respectful regardless of whether this is reciprocated or not.

Relationship Conflict and Creative Performance Behavior In a Leader-Follower Context

Ming-Hong Tsai *Singapore Management University*

Drawing on the literatures on conflict, leadership, and creativity, I investigated precursors of creative performance behavior in the workplace. The results of a three-wave survey demonstrated that leader-follower relationship conflict was negatively related to a follower's creative performance behavior via perceived leader openness. In addition, a follower's power distance orientation weakened the negative relationship between leader-follower relationship conflict and perceived leader openness. Furthermore, a follower's power distance orientation decreased the indirect, negative relationship between leader-follower relationship conflict and the follower's creative performance behavior via perceived leader openness. I discuss theoretical and practical implications and propose future research directions for conflict, leadership, team processes, and creativity in organizations.

Exploring the Curvilinear Relationship Between Task Conflict and Team Performance: The Roles of Expertise Disparity and Informal Network Strength

Eun Kyung Lee *La Trobe University*
Wonjoon Chung *The Hong Kong Polytechnic University*
Woonki Hong *Ulsan National Institute of Science and Technology*

Although conflict research suggests a curvilinear relationship between task conflict and team outcomes, the nature of the relationship between task conflict and team performance is yet fully understood. Drawing on contingency perspective, the authors hypothesize and test two untested contingencies – expertise disparity within teams and team's informal network strength – that the curvilinear relationship may change. Using a sample of 71 project teams, the authors find that the relationship between task conflict and team performance is curvilinear relationship when teams have high expertise disparity and low informal network strength but is slightly downward the when teams with high informal network strength. Theoretical and practical implications regarding the patterns of the relationship are discussed.

Intra-Team Conflict in the Nascent Venture Crucible: The Consequences of Misalignments and Conflict Management Processes

Amanda Weirup *Babson College*
Melissa Manwaring *Babson College*
Lakshmi Balachandra *Babson College*

Conflicts within nascent venture teams (NVTs) differ from those within established organizations due to the ambiguous, dynamic, high-risk context and the potential impact on both the team and the venture. Drawing on existing literature and content analysis of interview and survey data, we identify four types of conflicts that arise within NVTs: respective contributions and rewards, resource allocation, decision-making processes, and personality and values. We then map how these conflicts can yield positive or negative outcomes depending on the underlying misalignment and on how team members manage the conflicts. We propose that a mutual problem-solving approach to non-values-based conflicts yields the most positive outcomes, while other approaches (forcing, yielding, or avoiding) yield more negative outcomes, and values-based conflicts typically end negatively regardless of conflict management approach. We theorize that the nascent venture context both generates conflicts and magnifies their impact, making NVTs particularly susceptible to negative repercussions of conflict.

Stereotypes, Biases, & Discrimination | Discussion Session

Monday | 1:30PM - 3:00PM in Ballroom

Women Negotiating in STEM Professions

Beth Fisher-Yoshida *Columbia University*
Kathleen Banzon *Columbia University*

Women are prone to face gender discrimination in the workplace and this is even more pronounced for women working in the STEM professions, which have been historically male-dominated. This qualitative research study explores the influences that shape how women negotiate in STEM-related professions, the challenges they face, and the strategies and tactics they use as they navigate their way and manage their roles in these male-dominated environments. Context matters. This study looks at the role of the social and cultural narratives that mix with personal stories to create the internal narratives that shape how women negotiate. It also aims to discover what these findings and their implications might mean for the future of women in STEM.

Mitigating Accent Bias with Disclosure: How Disclosure Type and Agent Influence Nonnative Accent Evaluations and Decision Outcomes

Yunzi (Rae) Tan *University of Baltimore*
Regina Kim *IÉSEG School of Management*

In order to stay competitive in the increasingly global market, organizations in the U.S. are employing more foreign talent, or persons whose native language is not English. Despite the growing research that demonstrates bias, stigmatization, and discrimination against nonnative speakers, there remains a dearth of research on effective strategies and approaches to help nonnative speakers mitigate these challenges. In Study 1, we examine whether disclosing information about oneself (i.e., self-disclosure) would help nonnative speakers reduce native speakers' negative perceptions (i.e., perceived competence and warmth) and evaluations of them (i.e., likelihood of funding the speaker's start-up venture). In Study 2, we explore whether and how the agent disclosing the information (i.e., oneself versus another party) would differentially reduce native speakers' negative perceptions and evaluations of nonnative speakers.

How Might Female Stereotypes Benefit Organizations? CEO Gender Guides Perceptions and Moral Judgments of Organizations

Simone Tang *Cornell University*
Edward Chang *University of Pennsylvania*

Can the CEO gender influence people's moral judgments of the organization as a whole? We argue that it can. Drawing from the mind perception and gender stereotyping literatures, across four studies, people perceive an organization with a female CEO as having more experiential qualities (e.g., having capacity for emotions) than one with a male CEO, which subsequently increases how compassionate and socially responsible the organization seems. This effect confers advantages for organizations that commit moral transgressions: after corporate misconduct, if the organization appoints a new female CEO, rather than a male CEO, people judge it more positively and invest more money in it. However, there are also potential downsides to being perceived as more compassionate: consistent with expectancy violation theory, an organization that commits moral transgressions while the CEO is a woman, rather than a man, is punished more harshly. Theoretical and practical implications are discussed.

Mediation | Paper Presentations

Monday | 1:30PM - 3:00PM in Swift

A Matter of Feelings: Mediators' Perceptions of Emotion in Hierarchical Workplace Conflicts

Meriem Kalter *KU Leuven*
Katalien Bollen *KU Leuven*
Martin Euwema *KU Leuven*

For a mediator, it is crucial to recognize emotions correctly and act upon them. Particularly in hierarchical labor conflicts, this can be challenging. In this study, we investigate if subordinates and supervisors differ in their emotional experience during mediation and whether mediators perceive these emotions accurately. Data were collected through surveys of mediation participants and their mediators in real hierarchical labor conflicts in the Netherlands. As expected, subordinates experienced more negative emotions during the mediation than supervisors did. Positive emotions, however, were experienced to a similar extent by both supervisors and subordinates in mediation. The most striking result is that there was only a significant relationship between supervisors' emotions and mediator emotion perception, and this was true for both negative and positive emotions. Furthermore, mediators were more accurate in their perceptions of supervisors' negative emotions than their positive ones. The implications for mediation theory and practice are discussed.

Mediation and Reframing In Civil Wars

Owen Frazer *University of Birmingham / ETH Zurich*

Since the 1980s, the proportion of mediation attempts in civil wars has exceeded those in interstate armed conflicts (Gartner, 2012, p. 72). However, in civil war mediation research there is limited understanding of "how mediators actually mediate" (Svensson and Wallensteen, 2010, p. xi). Going beyond traditional bargaining approaches to civil war mediation, this paper draws on scholarship on framing in negotiations. It explains how mediators support negotiations by helping parties to reframe their understanding of the conflict. Through a dialogue between existing theory and empirical analysis of cases of civil war mediations since 1946, the paper proposes three causal mechanisms that explain how mediators contribute to negotiation progress through reframing: convergence on issue frames through agenda-setting, reframed relationships through facilitating positive face-to-face contact, and a collaborative view of the negotiation process through training and coaching.

Micro Level Peace Agreements - How Neighbors Settle Disputes in Mediation

Lin Adrian *University of Copenhagen*
Solfrid Mykland Fjell *The Land Consolidation Court in Bergen*

This study explores the content of 31 agreements reached in neighborhood mediation. Our preliminary analysis shows that the provisions of the agreements can be sorted into four main categories: 1) provisions pointing to a new beginning, 2) provisions outlining different conflict prevention measures, 3) provisions describing conflict management procedures, and 4) provisions regarding communication to outsiders. Overall, the agreements can be viewed as micro level peace agreements. They are relational rather than transactional in nature, and constitute a new kind of interpersonal contract. We discuss the implications of our study for the mediation process, and argue that insights from this study can apply to other conflict situations where the parties are interdependent in a similar manner, such as family disputes and conflicts over custody and visitation.

The Changing Nature of International Mediation 2001 - 2021

Jose Pascal da Rocha *Columbia University School of Professional Studies*

As warfare mutates from intra-state to infra-state, it was Clausewitz himself who created his own paradigmatic exit: War is a chameleon. From liberation movements who fought for a new socio-political agenda to fragmented rebel formations and individuals who fight for self-interests and preservation, mediators have still to adapt to the new realities. The real actors are invisible or fluid in shape and structure, and interventions tend to be mired by a lack of appropriate response mechanisms. The brewing sandstorms of new wars over a new world power dispensation without end will pose a tremendous challenge for mediators in years to come. This paper will contribute to the strengthening of mediation theory by arguing that international mediators need to not only operate with state-level instruments but also with local level cultural dialogue capacities (including early warning and early responses) and create safe spaces through integrated and complementarity approaches to interventions.

Political Psychology | Paper Presentations

Monday | 1:30PM - 3:00PM in Trinity 1

Bridging Political Divides by Focusing on Shared Moral Values

Chelsea Schein *The Wharton School of Business*
Emily Kubin *UNC, Chapel Hill*
Yochanan Bigman *UNC, Chapel Hill*
Kurt Gray *UNC, Chapel Hill*

Liberals and conservatives are becoming increasingly divided and there is initial evidence that this divide is taking a toll on workplace behaviors. In this paper we examine whether we can increase partisan's willingness to engage with political opponents by appealing to shared moral values. Studies 1 & 2 reveal a link between perceived moral similarity and people's willingness to engage with political opponents. Studies 3-5 test two simple moral-similarity-increasing experimental manipulations that decrease dehumanization of political opponents and increase people's willingness to engage and work with political opponents. Across these studies, highlighting moral similarity decreases dehumanization and increases willingness to engage with political opponents.

Discrediting the Imaginary Hypocrite: Thinking Counterfactually About Political Criticism Increases Judgments of Hypocrisy.

Beth Anne Helgason *London Business School*
Daniel Effron *London Business School*

This research demonstrates how counterfactual thinking can lead people to judge others' criticisms of their preferred political leaders as hypocritical. When motivated to dismiss others' criticisms, individuals don't require actual hypocritical behavior to perceive hypocrisy. It is enough that they can imagine a situation in which the critic would have criticized hypocritically. These counterfactual judgments of hypocrisy predict individuals' perceptions of the criticism as less legitimate, the commentator as less credible and trustworthy, and the favored politician as less deserving of criticism. Results emerged independently in three studies (two pre-registered; total N = 1,608), revealing how motivated reasoning influences not only individuals' judgments of what others have done, but also their judgments of what others would do if given the opportunity. We discuss implications for how counterfactual thinking can amplify conflict in partisan politics.

You Can't Handle the Truth (But I Can)! The Unexpected Affective Consequences of Disagreement

Charles Dorison *Harvard University*
Julia Minson *Harvard University*

Individuals in conflict make decisions based on how they expect themselves and others to feel as a consequence of their choices. Seven studies (N=2,598) draw on theory and research on naïve realism to document the unexpected affective consequences of disagreement. Study 1 provides rich, open-ended text data regarding affective forecasts of disagreement. Studies 2a-2c reveal that (1) disagreement is characterized by anger rather than fear and (2) individuals systematically over-estimate fear felt by counterparts. Studies 2a-2c also vary the time course (past vs. present vs. future), source (politician vs. acquaintance), and type (political vs. non-political) of disagreement. Studies 3-5 further investigate the over-estimation of fear in counterparts. Study 3 rules out an alternative explanation. Study 4 identifies a mediating mechanism (psychological certainty) and statistical moderator (argument strength). Finally, Study 5 documents a behavioral consequence (argument entry). The present studies extend our understanding of how faulty affective forecasts drive sub-optimal choices.

Collectivism as a Moderator of the Link Between Political Ideology and Social Attitudes

Roxie Chuang *University of California, Santa Barbara*
Heejung Kim *University of California, Santa Barbara*

Much conflict in our society derives from the divide in people's political beliefs, as it often predicts social attitudes. However, the strength of this relationship differs between people of different cultural value orientations. Four studies examined the interaction between political ideology and collectivism on social attitudes. Studies 1 and 2 examined people's xenophobic reactions to Ebola and terrorism threat. Overall, more conservative people were more xenophobic. However, political ideology predicted xenophobia less strongly among high than low collectivists. Study 3 examined support for pro-environmental policies. More conservative people showed less pro-environmental support, and political ideology predicted pro-environmental support less strongly among high than low collectivists. Study 4 manipulated people's collectivistic and individualistic tendencies and examined their xenophobic responses to Zika threat. Exploratory analysis suggested that individualism increased xenophobia among highly conservative participants, whereas collectivism did not. It hinted at the role of individualism accentuating ideological polarization whereas collectivism attenuating it.

Intra- Intergroup Cooperation | Paper Presentations

Monday | 1:30PM - 3:00PM in Trinity 2

Impact of Political Beliefs on Intergenerational Environmental Dilemmas

Gwendolyn Tedeschi *Manhattan College*
Eric Scalone *Manhattan College*
Poonam Arora *Manhattan College*

Today's environmental choices can result in positive or negative externalities ("benefits" and "burdens") for future generations. This research examines how individual choices in intergenerational environmental dilemmas are influenced by conservative economic beliefs (EC), environmental attitudes (NEP) and concern for future generations (Next). In two experimental studies, participants chose how much they would fish this season (leaving a future benefit) or how much they would spend to clean up (leaving a future burden). Independent of condition, EC, NEP and Next are all significantly correlated with each other suggesting underlying psychological connections among the three variables. Prediction of benefits by NEP is mediated by both Next and EC independently. For burdens, Next mediates the relationship between NEP and burdens and EC partially moderates the relationship between Next and burdens. Additional studies aim to understand the implications of these complex underlying relationships to develop interventions for enhancing cooperation in intergenerational environmental dilemmas.

Psychological Barriers to Resolving Intergroup Conflict: An Extensive Review and Consolidation of the Literature

William Friend *Brown University*
Deepak Malhotra *Harvard Business School*

This paper reviews almost 40 years of research on psychological barriers to intergroup conflict resolution and finds that scholars have identified 72 nominally different barriers that create or exacerbate intergroup conflict. In order to create a tractable list that would be more helpful to future scholars and practitioners, we consolidate this vast literature (e.g., by eliminating substantive and conceptual redundancies) to produce a list of 26 "unique" psychological barriers. We further organize this inventory of barriers with a framework that distinguishes between "cognitive", "affective", and "motivated" psychological barriers. We then shift our attention to the work of scholars who have attempted, experimentally, to attenuate psychological barriers in negotiation and conflict settings, and identify five primary methods for doing so. Finally, we discuss the implications of our review for future work in this field.

Peer Punishment of Free Riders in Task Groups

Jin Wook Chang *HEC Paris*

In the present research, we argue that peer punishment of free riders might take place as a result of coordination among non-free rider members and that, therefore, free rider punishment is more likely in groups in which members have a mechanism for coordinating activities among themselves. Specifically, we investigate the role of status differentiation among group members in facilitating coordination and thus engendering peer punishment of free riders. In two studies, we found that when there was a free rider in an interdependent task group, punishment of the free rider was more likely in groups in which members were differentiated in terms of status, especially by high-status members of these status-differentiated groups. We also found that high-status members of status-differentiated groups punished a free rider because they felt personally responsible for doing so and that they used social undermining behavior to punish free riders.

Negotiating with the Enemy: Team Negotiation, Mixed Trust, and Finding a Way Forward

Naomi Fa-Kaji *Stanford University*
Nir Halevy *Stanford University*

Intergroup negotiations in the context of conflict present an interesting paradox. On the one hand, intergroup conflict tends to be marked by low trust in the outgroup. On the other hand, negotiating only makes sense if there is some reasonable level of trust that the other side will uphold their end of the agreement. We propose that this paradox can be addressed via mixed trust – negotiators may be able to build partnerships across the table when they send groups of negotiators, rather than solo negotiators, and if individuals differentiate between trusted and distrusted outgroup members. Across three studies, we demonstrate that people are responsive to heterogeneity within the outgroup and are sensitive both to numerical composition as well as intragroup hierarchy. Our results suggest that one need not trust all members of the opposing group in order to view negotiation with the group as potentially worthwhile.

Conflict in Organizations | Paper Presentations

Monday | 1:30PM - 3:00PM in O'Connell 1

An International Comparison of Workplace Mediation Services (IRL/NZ)

Deirdre Curran *National University of Ireland Galway*
Alec Coakley *Kennedy Institute for Conflict Intervention, Maynooth University*
Ian Mc Andrew *University of Otago*

This paper presents new material from a research project exploring public provisions for workplace mediation across two national jurisdictions. Linking theory and practice the project draws on the work of Befort and Budd (2009) as its theoretical lens. They propose that the objectives of conflict management systems are a combination of efficiency, equity and voice and these objectives need to be balanced in order to ensure fairness and effectiveness.
The project methodology draws on the perspective of a wide range of stakeholders and both qualitative and quantitative methods are adopted to ensure sufficient depth and breadth of material.
Whilst existing structures and institutions of dispute resolution in the two countries bear similarities, differences in national culture, political ideology, economic and social contexts go some way to charting the distinct evolutionary path of the mediation services in each jurisdiction as this paper will illustrate and discuss.

Employees' Territorial and Conflict Behaviours in Open-Plan Offices

Oluremi (Remi) Ayoko *University of Queensland*
Aurelia Connelly *University of Queensland*

The connection between employees' territoriality and conflict behaviours in Open-Plan Offices (OPOs) is less understood. The current study examines the antecedents and consequences of territoriality and how it may elicit employees' conflict behaviours in the context of OPOs.
Data were collected from 233 workers located in OPOs in Australian organizations. In line with predictions, concerns over reduced privacy, personal control and identity in OPO were positively related to employees' engagement in territorial behaviours. Conflict emerged when territorial boundaries were intruded upon by other employees, and when co-workers perceived the territorial individual negatively. Additionally, territoriality (i.e. reactionary defences) mediated the link between OPO concerns and conflict (task, process). The implications of our results for theory and practice are discussed.

Intragroup Conflict is Probably More Functional Than You Think: Exploring The Benefits for Teams and Individuals.

Xiaoran Hu *London Business School*
Randall Peterson *London Business School*

This paper re-examine the premise that intragroup conflict is primarily negative. We aim to review and discuss recent developments in the group and conflict literature to understand the positive aspects of intragroup conflict. We first address the lack of definitional clarity around the meanings of intragroup conflict. We then review the theoretical models (e.g., contingency model) and moderating variables scholars have proposed to analyze the potential benefits of conflict (Jehn & Bendersky, 2003).Third, we anticipate reasons why intragroup conflict is oftentimes more constructive than existing research suggests. Finally, we build on this review of constructive intragroup conflict to identify future directions for research.

Types of Ties: Do People Perceive the Fairness of Nepotistic Hiring Differently When the Hiring is Based on a Family, Friend or Acquaintance Tie?

Teodora Tomova Shakur *NYU*
L. Taylor Phillips *NYU*

Nepotism is generally defined as using family influence to employ relatives (Jones, 2004) and, as such, is perceived as an unfair way of hiring. Yet, nepotistic hiring can be also based on non-family ties, such as a friendship or acquaintance (Bellow, 2003). We theorize that the type of tie in nepotistic hiring will affect perceptions of fairness. Specifically, we propose that people's beliefs about how others process information and how much information others access about the nepotee vary based on type of tie, which in turn affects fairness perceptions. In two studies (N=362), we find that the more biased people believe others are toward the tie, the less fair hiring the tie would be. Additionally, we demonstrate that the more information people believe others have about the tie, the fairer hiring the tie would be. Together, beliefs about information amount and biased information processing relate to fairness perceptions of nepotism.

Monday | 1:30PM - 3:00PM in O'Connell 4

Ethics In Negotiation | Symposium

Session Chair: Zhaleh Semnani-Azad, *Clarkson University*

Brian Gunia *Johns Hopkins University*
Maryam Kouchaki *Northwestern University*
Erik Helzer *Johns Hopkins University*
Noam Ebner *Creighton University*
Said Shafa *Melbourne Business School*

Monday | 3:00PM - 3:30PM in Foyer

Conversation & Coffee

Take a breather from the session you've attended to grab some coffee, tea, and a few snacks before heading back to another round of presentations.

3:30pm – 5:00pm Sessions

Monday | 3:30PM - 5:00PM in Swift

Double-Edge Swords: Factors That Induce or Prohibit Prosocial and Ethical Behavior | Symposium

Sam Skowronek *University of Pennsylvania*
Maurice Schweitzer *University of Pennsylvania*
Alex Van Zant *Rutgers University*
Laura Kray *University of California, Berkeley*
Jessica Kennedy *Vanderbilt University*
Maryam Kouchaki *Northwestern University*
Samantha Kassirer *Northwestern University*
Nir Halevy *Stanford University*
Shilaan Alzahawi *Stanford University*
Jennifer Dannals *Dartmouth College*
Rebecca Schaumberg *University of Pennsylvania*
Nicholas Hays *Michigan State University*

The present symposium will explore the tension between prosocial (and ethical) behavior and selfish (unethical) behavior across a variety of contexts (i.e., charitable giving, interpersonal contexts, work-place contexts, and negotiations). We explore how and when different states (e.g., environments that allow for more or less choice) and traits (e.g., strategic-thinking) may promote either type of behavior. Importantly, all of these papers provide novel investigations into how each specific factor that was previously thought to either promote or inhibit ethical behavior may, in fact, have the power to do both.

Monday | 3:30PM - 5:00PM in Ballroom

Fellows Session | Symposium

Organizers: Peter Carnevale, *University of Southern California*; **Linda Putnam,** *University of California, Santa Barbara*; **James Wall,** *University of Missouri*

Bruce Barry *Vanderbilt University*
Jeanne Brett *Northwestern Univeristy*
Don Conlon *Michigan State University*
Bill Donohue *Michigan State University*
Barbara Gray *Penn State University*
Mara Olekalns *Melbourne Business School*

This year's IACM Fellow's Panel has the theme "Brilliant Blunders," a notion that comes from astrophysicist and award-winning author Mario Livio in his book of the same title. From the Amazon site description of the book and reviews:

It tells a story of discovery and progress: how errors of thought and mistaken assumptions are bumps on the road to scientific discovery; that errors are part and parcel of science progress, not always despite them, but also through them. It tells a story that science works partly by feeding on past mistakes and that we (eventually) are happy to change our minds; our discipline is a deeply human activity. These are, essentially, lessons in humility. From Livio: Even the most impressive minds are not flawless; they merely pave the way for the next level of understanding.

Multi-Issue Negotiations | Paper Presentations

Monday | 3:30PM - 5:00PM in Trinity 1

Indications for Biased Valuations and Mental Accounting in Multi-Issue Representative Negotiations

Adi Amit *The Open University of Israel*
Hillie Aaldering *University of Amsterdam*

Constituents ratify agreements based on their subjective valuations. In two studies we show constituents' biased valuations of negotiated agreements with multiple issues. First, we find that achievements on less important issues cannot compensate for a loss on important issues, despite equivalent objective value. This is replicated in a second study, where we furthermore show that individuals classify issues based on importance, creating separate mental accounts for important and less important issues. Trades within the same account (concessions on important issues and compensation on other important issues or concessions on less important issues and compensation on less important issues) are valued more favorably than trades across accounts (conceding on an important issue for several less important ones of equal value or vice versa). Thus, mental accounting can explain the reluctance to accept compensations for a loss on an important issue, and re-categorizing mental accounts can potentially reduce this valuation bias.

Mental Accounting in Negotiations: Cognitive Segregation and Integration as a Means to Solve the Puzzle of Multi-Issue Negotiations

Hong Zhang *Leuphana University*
Marco Warsitzka *Leuphana University*
Johann M. Majer *Leuphana University*
Kai Zhang *Leuphana University*
Roman Trötschel *Leuphana University*

In the present research, we investigate how negotiators cognitively process proposals, counterproposals, and outcomes when a broad set of issues is negotiated simultaneously. Building on mental-accounting research, we predict that negotiators strive to reduce the complexity of multi-issue negotiations by mentally creating topical subsets of issues and evaluating the outcomes for these subsets in a segregated way. This mental-accounting process is predicted to be a double-edged sword: creating mental accounts on integrative issue subsets will help parties to reduce the complexity and explore trade-off opportunities; However, creating mental accounts on non-integrative issue subsets will impede the discovery of win-win opportunities. Across six studies, we investigated the impact of topical mental accounting in interactive negotiations: parties that created integrative (vs. non-integrative vs. comprehensive vs. minimal) mental accounts achieved higher outcomes. Further, an integrated outcome-editing approach was examined to help parties to overcome the impediments of non-integrative topical mental accounting.

Does Expanding the Pie Spoil the Cake? How and Why the Number of Issues Affect Behaviors and Outcomes in Integrative Negotiation

Marco Warsitzka *Leuphana Universität Lüneburg*
Hong Zhang *Leuphana Universität Lüneburg*
Johann Martin Majer *Leuphana Universität Lüneburg*
David Demian Loschelder *Leuphana Universität Lüneburg*
Roman Trötschel *Leuphana Universität Lüneburg*

How does adding issues affect integrative negotiations? There are two opposing positions in the literature: One emphasizes advantages of more issues because more issues increase opportunities for trade-offs. The other emphasizes disadvantages because more issues also increase complexity. In the present research, we reconcile these competing positions. In a laboratory experiment we found that 1.) given a constant integrative potential, parties negotiating on a high (vs. low) number of issues made more, but less integrative trade-offs (quantity vs. quality of trade-offs), reached lower joint profits (absolute outcomes) and less Pareto efficient agreements (relative outcomes); 2.) when more issues corresponded with a higher integrative potential parties negotiating on a high (vs. low) number of issues still made more, and less integrative trade-offs, but reached higher joint profits. Nonetheless, they ended up with less Pareto efficient agreements. Mediation analyses showed how negotiators' cognitive categorization processes accounted for these effects.

Multiple Equivalent Simultaneous Offers Reduce the Negotiator Dilemma: How a Choice of First Offers Increases Individual and Joint Outcomes

Geoffrey Leonardelli *University of Toronto*
Jun GU *Monash University*
Adam Galinsky *Columbia University*

The tension that negotiators face between claiming and creating value is particularly apparent when exchanging offers. We tested whether presenting a choice among first offers (Multiple Equivalent Simultaneous Offers; MESOs) reduces this negotiator dilemma and increases individual and joint economic outcomes by shaping the kinds of counteroffers recipients generate. Two experiments comparing MESOs to a single package-offer revealed two effects. First, MESOs produced stronger anchors: recipients generated counteroffers closer in position to the first offer, producing better proposals for the offerer, because recipients perceived MESOs as a more sincere attempt at reaching an agreement (agreement sincerity). Second, recipients generated more integrative counteroffers because MESOs exposed them to an economically more attractive starting point for themselves (initial recipient-value). Evidence also indicated some suppression between the two effects. Overall, MESOs reduced the negotiator dilemma for offerers, allowing them to claim and create, by also reducing the perception of dilemma for recipients.

Sexual Harassment & Sexual Assault | Paper Presentations

Monday | 3:30PM - 5:00PM in Trinity 2

Connecting Functional Definitions of Workplace Harassment to Enacted Conflict Expression: An Analysis of Online Commentary Regarding Workplace Harassment Conflict

Jillian Yarbrough *West Texas A&M University*
Alison Berry *West Texas A&M University*

This study aimed to examine online commentary about enacted workplace harassment conflict to determine the applicability of existing, functional definitions of workplace harassment in this new context. Online comments (N=721) were analyzed through an inductive thematic analysis to identify trends in women's commentary about harassment in the workplace. The analysis developed nine themes of content evident in women's discourse about workplace harassment as well as characteristics of each content theme. In combination with a review of previously established descriptions and definitions of workplace harassment from organizational and official sources in the United States, the study confirms that current, functional definitions of harassment closely relate to how women describe workplace harassment conflict in this new, mediated context. This confirmation provides a necessary bridge between functional definitions and women's experiences of workplace harassment. Additionally, this study provides a more grounded understanding of workplace harassment that assists in developing a foundation for problem-solving.

Good Intentions Aren't Good Enough: Moral Courage in Opposing Sexual Harassment

Rachael Goodwin *University of Utah*
Jesse Graham *University of Utah*
Kristina Diekmann *University of Utah*

People may intend to call out or report sexual harassment, but fail to do so when actually encountering it. We examine the differences between such intentions and behaviors and the role of moral courage in opposing sexual harassment. In a preregistered study, we first asked participants to assess their intentions to take action against the sexual harassment and then compared those intentions to their actual behaviors when a male group member sexually harassed a female group member in an online interaction. We found that, as predicted, participants were more likely to intend to report sexual harassment than actually report sexual harassment. Exploratory analyses indicated that agreeableness and fairness moral concerns positively predicted observers' sexual harassment reporting behaviors, while narcissism and moral concerns about loyalty were negatively related with such behaviors. Our results provide insights into the morally courageous processes involved in observers' direct intervention and reporting of sexual harassment.

The Power of Silence: Using Sentiment Text Analysis to Examine Twitter Responses to Sexual Harassment Accounts

Michelle Chambers *University of Utah*
Aida Mostafazadeh Davani *University of Southern California*
Rachael Goodwin *University of Utah*
Samamtha Dodson *University of Utah*
Leigh Yeh *University of Southern California*
Morteza Dehghani *University of Southern California*
Jesee Graham *University of Utah*
Kristina Diekmann *University of Utah*

This research explores how alleged sexual harassers are perceived when using apologies, denials, or reticence in responding to real sexual harassment allegations. Understanding which responses elicit greater negative responses has important conflict management implications (Sitkin & Bies, 1993). We build on prior research showing conflicting findings about the effectiveness of apologies and denials(Dunn & Cody, 2000; Ferrin, Kim, Cooper & Dirks, 2007), and add to the literature investigating reticence. Using a state of the art neural network approach to sentiment analysis, we analyzed 214,000 Twitter posts about 315 high-profile accusations of sexual misconduct. We found that reticence elicits less negative sentiment than apologies and denials. We also found that denials elicit less negative sentiment than apologies in responding to sexual harassment allegations. We discuss future opportunities for experimental research of this phenomenon and the implications this research may have for the #MeToo movement.

She Said, He Said – But Who is Responsible? A Real-World Conceptual Replication Linking Moral Foundations and Attitudes Toward Sexual Assault Victims and Perpetrators

Samantha Dodson *University of Utah*
Rachael Goodwin *University of Utah*
Michelle K. Chambers *University of Utah*
Jesse Graham *University of Utah*
Kristina A. Diekmann *University of Utah*

Niemi and Young (2016) found that increased endorsement of binding moral values predicted increased blame and responsibility attributed to victims. In two studies conceptually replicating these findings in a real-world context, we examine the role of moral values in perceptions towards Dr. Christine Blasey Ford and Judge Brett Kavanaugh during and following their testimonies before the Senate Judiciary Committee regarding allegations of sexual assault. Findings support the important role of moral foundations in understanding attitudes toward victims. Our studies contribute new findings which indicate that binding moral values also influence attributions of credibility and emotional reactions toward both victims and perpetrators (Balogh, Kite, Pickel, Canel, & Schroeder, 2003). We discuss the value of conceptual replications in sexual assault research and the implications of our findings in the context of the #MeToo Movement.

Conflict in Organizational Context | Paper Presentations

Monday | 3:30PM - 5:00PM in O'Connell 1

Real Life Conflicts in Family Business: The Experiences of Emerging Organizational Consultants

Helena Desivilya *The Max Stern Yezreel Valley College*
Ariela Harel *The Max Stern Yezreel Valley College*
Oshra Maimon Cymbalista *The Max Stern Yezreel Valley College*
Meytal Masuri *The Max Stern Yezreel Valley College*
Michal Perry *The Max Stern Yezreel Valley College*

This paper sheds light on real life conflict phenomenon in family business, focusing on experiences of emerging organizational consultants. It sheds light on their construal of the intervention dynamics, capturing the nature of relationships formed between the family business and the consultants, the construal of the consultant's role and their intervention strategies. The article stems from the practicum experiences of three former graduate students in Organizational Development and Consulting MA program. The study employed a qualitative interpretivist orientation, aiming to explicate social processes and construe social phenomenon through empirical data.
The findings show that consulting in FB inevitably involves encounters with real life intergenerational conflicts, especially affective discords and power struggles. The consultants' intervention strategies tend to mirror the avoidance tendencies of the organizational members. Reflection upon practice fosters contingent use of intervention strategies and indirect efforts to bridge the concerns of the two generations.

Giving Information Technology a Check Up: How Hit Shapes Conflict & Collaboration in Healthcare

Phoebe Strom *Cornell University*
Ariel Avgar *Cornell University*
Harry Katz *Cornell University*

This study explores how information and communication technology (ICT)—specifically health information technology (HIT)—affects employee conflict and collaboration. Using survey data, I demonstrate that—despite no improvement within units—HIT increases relational coordination between units. However, I also link degree of HIT adoption to higher levels of conflict within units; between units; between employees and their supervisors; and between employees and patients. Utilizing the distinctions between task, relationship, status, and process conflict, I delineate the differential impacts of HIT on the relationships of these stakeholder groups. My results point to how organizations—increasingly using ICT and HIT—must address employee interactions in order to best leverage these technologies. Additionally, my findings contribute to our current limited knowledge of conflict antecedents, emphasize the need to address conflict and collaboration as co-occurring phenomena, and underscore the benefits of assessing them in ways that add nuance to the traditional climate measure approach.

Once Low Power, Always Low Outcomes? Analyzing Negotiations in Different Business Relationship Types Over Time

Maximilian Ortmann *University of Potsdam*
Michael Merz *San José State University*
Uta Herbst *University of Potsdam*

Negotiations between companies often take place in business relationships as greater benefits for both parties are expected, compared to outcomes in discrete transactions. Besides economic payoffs, the reason is seen in increasing relational attributes like trust and cooperation. So far, research did not distinguish between different business relationships types – although business relationships often differ in power and dependences in practice. As different power constellations lead to different negotiation behavior and outcomes in discrete transactions, the same can be assumed for relationships. We aim at addressing this research gap by conducting two studies to analyze (1) how these relational attributes and outcomes are characterized in different power based relationship types and (2) how relational attributes and outcomes develop over time. As results show different characteristics developing unexpectedly different within relationship types, we discuss the importance of our findings for research and practice.

Human "Resources"? Objectification in Organizational Contexts

Peter Belmi *University of Virginia*
Juliana Schroeder *University of California, Berkeley*

People seem to behave differently when at work than not at work; for example, they seem less interested in making friends and use more transactional language ("networking" vs. "socializing"). These anecdotal examples hint at a broader psychological phenomenon: that people engage in more objectification—treating people akin to objects—in organizational (workplace) contexts than personal contexts. We predicted that objectification occurs more in organizational (vs. personal) contexts because people engage in more calculative and strategic thinking (e.g., computing the costs and benefits of interacting with someone). Furthermore, we predicted that organizations vary on how much they elicit such thinking, and that this variation can predict the extent to which people feel valued and want to stay in the organization. Four studies test these predictions, providing support for them. Together, these studies provide insight into how objectification can arise, where it occurs, and its consequences.

Monday | 3:30PM - 5:00PM in O'Connell 4

Climate Change and Conflict: Motivational Approaches to Understanding Conflict Over Environmental Issues | Symposium

Leaf Van Boven *University of Colorado Boulder*
David Sherman *University of California, Santa Barbara*
Adam Pearson *Pomona College*
Kimberly Wade-Benzoni *Duke University*

Climate change exacerbates social conflict between nations, within nations, across generations, and across individuals. This symposium examines how social conflict impedes enactment of climate policy and how policy makers and practitioners might manage such conflict. Van Boven examines how polarization in the US between Democratic and Republican citizens toward climate policy largely reflects false norms of partisan opposition. Sherman reviews the use of self-affirmation to reduce intergroup biases, which illustrates the role of self-threat in perpetuating conflict over climate policy. Pearson shows how salient economic inequality increases equity concerns to motivate efforts to combat climate change. Wade-Benzoni examines the inherent conflict between current and future generations in negotiating sustainability issues and shows that inducing legacy motivations increases concern for intergenerational beneficence. These papers illustrate the intertwined nature of conflict and climate change and draw on social psychological insights to suggest potential motivational approaches to reduce barriers to conflict resolution.

Monday | 5:00PM - 6:00PM in Ballroom

Keynote Conversation with Peter Cassells (in Q&A by Bruce Barry)

Join us in a discussion with **Peter Cassells** (Executive Chair of the Edward M Kennedy Institute for Conflict Intervention at Maynooth University), facilitated by **Bruce Barry**. From his work as the General Secretary of the Irish Congress of Trade Unions and his role as Executive Chairperson of the National Centre for Partnership & Performance, to his current role leading the Kennedy Institute, Peter Cassells brings with him a wealth of experience within Ireland and the European Union from which Bruce will take us through an exciting and lively discussion.

Monday | 6:00PM - 7:15PM in Ballroom

All-Conference Reception Sponsored by NCMR

Join us as we celebrate another fantastic year of *Negotiation & Conflict Management Research*, the official journal of IACM, and honor outgoing Editor-in-Chief Michael Gross for the fantastic work he has done during his time as our EIC!

Monday | 6:30PM - 10:00PM in Swift

Scavenger Hunt & Dinner on Your Own

What better way to explore Dublin than on a Scavenger Hunt? A briefing will be held, your clues will be provided, and your mission shall be accepted – be the first team to complete the hunt and win a prize! Be sure to have at least one person with a smart phone along the way, as you will need to send your photos to our IACM Facebook Group or hashtag them #IACM2019 on Twitter or Instagram! The hunt will end in the Temple Bar area so that you can grab a bite to eat with your team.

Tuesday | July 9

Conference Registration is from 8:00am – 5:00pm in the Ballroom Area

8:30am – 10:00am Sessions

Tuesday | 8:30AM - 10:00AM in Ballroom

Insights from Cross-Cultural Research on Intractable Conflicts in Ireland and Israel | Novel Session

Jessica Jameson *North Carolina State University*
Ifat Maoz *Hebrew University*
Janice Barrett *Lasell College*
Patrick Kinsella *Journalist*

This novel session offers a unique opportunity to hear about insights on conflict and its management that come from collaborations among local scholars and visiting scholars who travel abroad to learn with them and through immersion in another country. The participants on this panel include a Fulbright scholar who studies media coverage of conflict and spent time in Dublin, Ireland and a Lady Davis Fellow who studied conflict at Hebrew University in Jerusalem, Israel. Panelists also include the scholars they collaborated with in each location. This panel will discuss theoretical and research insights that resulted from their examination of intractable conflicts in each location as well as practical implications for international research collaborations.

Integrative Negotiation | Paper Presentations

Tuesday | 8:30AM - 10:00AM in Trinity 1

Dovish and Hawkish Influence in Distributive and Integrative Representative Negotiations

Hillie Aaldering *University of Amsterdam*
Shirli Kopelman *University of Michigan*

Negotiations between representatives are strongly influenced by constituency pressures. Dovish voices in the constituency can promote a collaborative and problem-solving approach, but can also open the door to exploitation in the negotiation. Two interactive dyadic-negotiation experiments investigate how dovish versus hawkish constituency voices affect representatives' outcomes in both integrative and distributive negotiations. Findings demonstrate that while representatives of hawkish constituencies claim more value, representatives of dovish constituencies reach higher outcomes in both tasks (Experiment 1). However, when confronted with a hawkish counterpart, the dovish representatives give in and reach lower outcomes (Experiment 2). We explore, but do not find consistent support for, the role of expected future interaction to reduce the effect of hawkish constituencies. Overall, findings suggest that pursuing dovish interests leads to higher outcomes, even in a distributive task, unless the counterpart has hawkish interests.

Time for a Win-Win Deal: A Social Exchange Process Model for Negotiation

A.J. Corner *University of Ottawa*
Nikolaos Dimotakis *University of Nebraska-Lincoln*
Lisa Schurer Lambert *Oklahoma State University*
Leigh Anne Liu *Georgia State University*
Edward W Miles *Georgia State University*

People negotiate every day in a multitude of contexts, yet scholars and practitioners still do not have a clear understanding of the dynamic interpersonal processes that constitute negotiation. Social exchange theory can provide important insights about how negotiators assess and react to their relationship with a counterparty, but this literature is poorly integrated into current negotiation research. We propose that present conceptualizations of negotiation processes can be improved by examining the social exchange contributions and receipts experienced by individual negotiators at different stages of their interaction with counterparties. The pattern of give and take, and negotiators' evaluations of the exchange quality and reciprocity present, are likely to predict individual perceptions of the relationship and subsequent negotiation outcomes. We argue for the deeper integration of the social exchange perspective in negotiation, and we put forward a process model for examining the ongoing interaction between negotiator exchange contributions and receipts.

Respect Fosters Forming Creative Agreements

Jeffrey Loewenstein *University of Illinois, Urbana-Champaign*
Chao Wang *University of Illinois, Urbana-Champaign*

Respecting one's counterpart in a negotiation might be the right thing to do both strategically and ethically. To respect one's counterpart in a negotiation means to believe that their interests are worthy of consideration and that they should not be treated as a means to one's own end. Thus, respect is directly theoretically linked to understanding and addressing all parties' interests, arguably the central concern of any negotiation. The studies in this paper provide an empirical link. Specifically, they offer evidence that in ambiguous negotiation situations, respect fosters listening to and making use of a counterpart's information to form creative agreements.

Creativity in Multi-Party Negotiations

Jaelah S. Van Tol *Leiden University*
Eva Funcke *Belastingdienst*
Wolfgang Steinel *Leiden University*

Reaching integrative agreements in negotiation is a challenging task (De Dreu & Nijstad, 2008; Wilson & Thompson, 2014). It requires the consideration one's own interests, as well as forming an understanding of the counterpart's interest, and inventing creative ways to satisfy both (Lewicki, Saunders & Barry, 2006). Maximizing collective benefit gets even more difficult, when more than two parties are involved in the negotiation, as strategic, social and procedural complexity increases (Bazerman, Curhan, Moore & Valley, 2000). The current project sets out to explore the role of creativity in multi-party negotiation. Results of a laboratory experiment (N = 160) suggested that social motive and power position affect negotiator's situated creativity: In cooperative groups, powerful team leader showed more flexible thinking than powerless group members, while in individualistic groups, powerful group leaders showed less flexible thinking than powerless group members.

Unethical Behavior | Paper Presentations

Tuesday | 8:30AM - 10:00AM in Trinity 2

Lying to Appear Honest

Shoham Choshen-Hillel *The Hebrew University*
Alex Shaw *The University of Chicago*
Eugene Caruso *UCLA*

People try to avoid appearing dishonest. Although efforts to avoid appearing dishonest can often reduce lying, we argue that, at times, the desire to appear honest can lead people to lie. We hypothesize that people may "lie to appear honest" in cases where the truth is highly favorable to them, such that telling the truth might make them appear dishonest to others. A series of studies provided robust evidence for our hypothesis. Lawyers, MTurk participants and university students indicated in response to realistic scenarios that they would under-report favorable outcomes to avoid appearing dishonest. Furthermore, in a behavioral game involving monetary prizes in the lab, participants who had a very large number of wins reported fewer wins; they lied and incurred a monetary cost to avoid looking like liars. We find that people's tendency to under-report is driven by their valid concern that others would think that they have over-reported.

Is the Cover-Up Worse than the Crime? Exploring How Third-Party Group Membership Influences Punishment of Cover-Ups

Timothy Kundro *Wharton*
Samir Nurmohamed

Although scholars have noted that transgressors may cover-up unethical actions in organizations, empirical research has traditionally treated cover-ups as commensurate with other unethical actions. In this article, we draw on attribution theory to suggest that individuals who cover-up unethical actions are punished more severely than those who only commit the baseline unethical action. Furthermore, we demonstrate that this effect holds irrespective if the transgressor covered up for their own unethical actions (personal cover-up) or the unethical actions of a group member (relational cover-up) (Study 1). In exploring boundary conditions, we incorporate theories of social identity to demonstrate that group membership moderates this relationship, such that in-group third-parties punish relational cover-ups less severely (Study 2). In a final study, we theorize and find support that in-group third parties are more likely to view a relational cover-up as loyal, thereby punishing the transgressor less severely (Study 3).

Green with Envy: The Mitigating Role of Trust on Enviers' Post-Negotiation Cooperative Behaviors

Rachel Campagna *University of New Hampshire*

In a negotiation, envy arises as a result from an unfavorable social comparison between a negotiator and the counterpart (e.g., colleague). Although traditional models of envy have examined individuals' self-image as the main underlying motive and reaction toward the envied counterpart, it has not considered alternatively considered whether the social relationship with the counterpart might also facilitate (i.e., moderate) future behaviors – factors critical to a successful negotiation. Across three studies we that demonstrate that envy decreased trust for the counterpart and negotiators exhibited lower post-negotiation cooperative behaviors. However, trust for the counterpart mitigated negotiators' reaction to envy via in their post-negotiation cooperative behaviors. This research introduces a notable contribution to the existing literature the role of emotion and trust on post-negotiation behaviors, by demonstrating an alternative model in predicting harmful, costly behaviors.

Demeaning: Dehumanizing Others by Minimizing the Importance of Their Psychological Needs

Juliana Schroeder *UC Berkeley*
Nicholas Epley *University of Chicago*

Four studies document a tendency to "demean" others' needs: believing that psychological needs—those requiring mental capacity, and hence more uniquely human (e.g., need for meaning)—are relatively less important to others than physical needs—those shared with non-human animals, and hence more animalistic (e.g., need for food). We propose that demeaning is a novel form of dehumanization focused on motives rather than traits. Supporting this prediction, demeaning was stronger when evaluating the needs of non-human animals (e.g., chimpanzees) and historically dehumanized groups (e.g., homeless people, drug addicts), and weaker when evaluating one's own and close friends' needs (Studies 1-3). Suggesting that demeaning is not only a bias but also an error, Study 4 charity donors believed that recipients' psychological needs were less important than their physical needs, but recipients reported the opposite. Demeaning is a unique facet of dehumanization reflecting a reliable and consequential understanding of others' minds.

Peace & Peacemaking | Paper Presentations

Tuesday | 8:30AM - 10:00AM in O'Connell 1

Coercion and Concession: The Relation of Sanctions and Negotiations

Tobias W. Langenegger *ETH Zurich*

Economic sanctions are a widely used tool in international politics to coerce another party into a more desired avenue of response. Together with negotiations, they form the corner stones of nonviolent international reaction to many geopolitical challenges. The present study analyses the relation between these two measures: sanctions and negotiations. The results show that different factors of the sanction mechanism can lead to conflict escalation. It is further argued that such an escalation can make a settlement more attractive and can lead to the acceptance of a negotiated solution, which was out of reach before. However, such an agreement can be substantially more expensive than previous negotiated agreements, which have not been accepted. The results further emphasize the importance of finding mechanisms to overcome escalation and stimulate timely negotiations.

Humanitarian Negotiation Power: Bridging the Theory-Practice Gap

Rob Grace *Harvard Humanitarian Initiative*
Alain Lempereur *Heller School for Social Policy and Management*

This paper analyzes the practice of humanitarian negotiation through the lens of negotiation scholarship. By doing so, this paper aims to take a step toward curing a persistent double blindness. On the one hand, many humanitarian practitioners—including actors engaged in relief and civilian protection activities for international non-governmental organizations, United Nations agencies, and the Red Cross/Red Crescent Movement—still do not acknowledge the importance of applying negotiation theory and learning to their work. On the other hand, many negotiation theorists overlook the value of examining humanitarian negotiation as an important avenue for further developing negotiation scholarship and questioning some of the deeply held views about negotiation success. Drawing on extensive semi-structured interviews conducted with 77 humanitarian workers about their negotiation experiences, this paper offers insights on how negotiation scholarship can inform humanitarian practice, and conversely, how the particular challenges and dilemmas of humanitarian work are important for further developing negotiation theories.

Ripples of Hope and Understanding - The Role of Sharing Joint Experience and Collaboration Between Two Conflictual Identity-Groups in Israel

Rachelly Ashwall-Yakar *Bar-Ilan University*
Ephraim Tabory *Bar-Ilan University*
Revital Hami-Ziniman *Bar-Ilan University*

Joint Learning Programs (JLP), is a major initiative aiming to reduce the intensity of identity-based conflict between Ultra-orthodox and secular Jews in Israel. Our study analyzes the impact of two JLP types: joint mediation training classes and confrontation-based learning programs. Study methodology includes observations, interviews and social media analysis.
The research questions focused on the roles of sharing joint experience and collaboration. The findings reveal two ways of sharing: "Internal sharing" and "External sharing". A ripple effect was found. Due to external sharing, JLPs have expanded to several educational institutions, including family members, friends and acquaintances of the study participants. Regarding collaboration, an average of 20% continued inter-sector collaboration beyond JLP, aiming to create positive impact on the inter-group identity-based conflict.
Conclusions indicate that both sharing and collaboration have significant role in creating expanding circles of hope and understanding among conflictual identity groups in Israel and in other fragile societies.

From 1600 Disagreements to None. A Behind-the-Scene Analysis of the COP 21 Multilateral Negotiation Process

AURELIEN COLSON *ESSEC BUSINESS SCHOOL*

In spite of a strict decision-making rule (consensus amongst 195 States) and an opening draft packed with disagreements (over 1,600), the COP 21 multilateral negotiation was successfully concluded on 12 December 2015.
The purpose of this paper is to analyse which process strategies and tactical choices helped achieve such a consensus. The author has conducted face-to-face and extensive interviews (n=14) with chief negotiators involved in the COP 21 process – including the Conference Chair himself.
This qualitative approach, bridging theory and practice, analyses concrete examples related to trust-building and procedural justice in international negotiations.

Tuesday | 8:30AM - 10:00AM in O'Connell 4

Competition and Aggressive Behavior: Contextual and Perceptual Predictors of Competitive and Cooperative Decision-Making | Symposium

Erika Kirgios *The Wharton School*
Sam Skowronek *The Wharton School*
Maurice Schweitzer *The Wharton School*
Lindred Greer *Stanford Graduate School of Business*
Siyu Yu *NYU Stern*
Nir Halevy *Stanford Graduate School of Business*
Jeremy Yip *Georgetown University McDonough School of Business*
Lisanne van Bunderen *University of Amsterdam*
Robert Böhm *School of Business and Economics, RWTH Aachen University*
Tamar Kugler *Eller College of Management, University of Arizona*

This symposium explores how features of competitive contexts determine whether people behave cooperatively or aggressively. In a series of four papers, we delve into features of decision-making contexts (e.g., incentives and leadership) and of individual cognition (e.g., perceptions of workplace hierarchies) that determine intra- and inter-group conduct. First, Böhm, Halevy, and Kugler find that choice architecture influences the decision to engage in competitive behavior, and when peaceful actions are presented as the default, rates of aggressive action fall significantly. Second, Kirgios, Skowronek, and Schweitzer show that when choosing teams under mixed competitive and cooperative incentives, they demonstrate a cooperation bias. Third, Yu, Greer, Halevy, and van Bunderen show that perceptions of workplace hierarchies as ladder shaped rather than pyramid shaped worsen intragroup relationships and group success. Finally, Yip, Schweitzer, and Halevy find that leader trash talk leads to intragroup organizational citizenship behaviors and increased group identification.

Tuesday | 10:00AM - 10:30AM in Foyer

Conversation & Coffee

Take a breather from the session you've attended to grab some coffee, tea, and a few snacks before heading back to another round of presentations.

10:30am – 12:00pm Sessions

Tuesday | 10:30AM - 12:00PM in Ballroom

Using the Arts in Conflict Management | Novel Session

Michelle LeBaron *University of British Columbia - Peter A. Allard School of Law*
Nadja Alexander *Singapore Management University*
Chris Honeyman *Convenor Conflict Management, Washington DC*
Sanda Kaufman *Cleveland State University's Levin College of Urban Affairs*
Rena Sharon *University of British Columbia - School of Music*

Conflict management is widely understood to be both art and science, yet both the research and the conscientious application of "arts" approaches have lagged behind efforts to improve the "science" aspects of the field. We propose, in a "novel format" session, to offer participants strategies for incorporating approaches from arts theory and research into conflict management processes in organisations and communities. Our approach will include, first, an overview of theory relevant to incorporating arts-inspired approaches in negotiation and dispute engagement. This will be followed by a demonstration of selected approaches from our own and selected colleagues' research and practice in using the arts in both conflict and training settings. We will then provide an experiential opportunity for participants to engage in some of the (shorter) prototypical activities in this domain; and finally, offer space for critical reflection, questions and dialogue.

Communication | Paper Presentations

Tuesday | 10:30AM - 12:00PM in Trinity 1

An Investigation of Life Dissatisfaction and Aggressive Communication

Rebecca Merkin *Baruch College CUNY*

This study examined whether peoples' general life dissatisfaction disposition impacts their communication in an aggressive way. Specifically, research on problematic relationships was extended by exploring the controversial link between global life dissatisfaction and aggressive communication such as anger, hostility, verbal aggression and teasing. Questionnaire surveys were employed to quantitatively test the relationship between negative life disposition and aggressive communication. The results of linear regression analysis indicated that persons who are more dissatisfied with life are also more likely to engage in aggressive communication by expressing higher levels of anger, hostility, verbal aggression, and teasing. This study provides researchers with a starting point for understanding one possible catalyst of aggressive communication patterns. Future research can attempt to improve perpetrators' life satisfaction to see whether such interventions help reduce perpetrators' further aggressive communicative acts towards future targets.

Engineer Your Story for the Glory: Design Parameters of Storytelling and How They Affect Negotiation Outcomes

Anke Degenhart *University of Hohenheim*
Markus Voeth *University of Hohenheim*

By now, companies have realized that negotiations have a determining influence on their success. To improve their business performance, they look for approaches to optimize their negotiation performance. Storytelling is one approach to enhance communication, which is the currency of every negotiation. Academics have proven that storytelling leads to better negotiation outcomes than factual communication. However, there are countless possible ways to design a story. It is still unclear how negotiators have to engineer stories to maximize their effectiveness. Narratology and other disciplines provide general information on story characteristics but negotiation-specific considerations are missing in the literature. To design particularly effective stories, negotiators need to know which parameters have the largest impacts. Our study combined expert interviews and a negotiation experiment to identify and examine the key parameters. One finding is that private stories gain a better individual negotiation outcome for the storyteller and even increase the recipient's negotiation satisfaction.

The Economic and Interpersonal Consequences of Deflecting Direct Questions

T Bradford Bitterly *University of Michigan*
Maurice Schweitzer *Wharton*

Direct, difficult questions 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 liking, for directly declining to answer the question. Across six 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. For disclosures central to trust, we show that deflection can lead to better economic and interpersonal outcomes than honest disclosure. Paradoxically, deflection works by requiring the initial question asker to answer a direct question, creating the same challenge for the asker that the respondent initially faced.

Compensatory Jargon: Feeling Lower in Status Increases The Use of Jargon

Zachariah Brown *Columbia Business School*
Eric Anicich *USC Marshall*
Adam Galinsky *Columbia Business School*

Across four studies, including both experimental and archival data, we provide support for the hypothesis that people follow or violate linguistic norms in order to manage listener impressions. Specifically, feeling lower in status will motivate an individual to use more jargon. We also establish that attention towards the evaluative judgement of the audience mediates this effect. When participants felt lower in status compared to others, they were more likely to cite the evaluative judgement or situational concerns as a reason behind their preference for jargon compared to those higher in status. These findings contribute to our understanding of how and why individuals use jargon and how linguistic norms are established, maintained and evolve over time.

Tuesday | 10:30AM - 12:00PM in Swift

Voices, Narratives, and Identities in Intergroup Conflict | Symposium

Ifat Maoz *Hebrew University*
Deborah Cai *Klein College of Media and Communication, Temple University*
Yiftach Ron *Hebrew University*
Clila Gerassi-Tishby *Hebrew University*
Ibrahim Hazbun *Hebrew University*
Tal Harel *Hebrew University*

This panel focuses on mechanisms, processes and platforms through which groups, embedded in asymmetric intergroup relationships, express their identities, narratives and agendas in intergroup conflict. The panelists discuss different and diverse socio-political settings that are characterized by asymmetry of power, by conflicting narratives and agendas, and by marginalization of groups and voices. The studies and theoretical approaches represented in this panel describe platforms, mechanisms and processes through which these groups in conflict sound their voices and attempt to present their identities and narratives. The panel spans a wide range of relevant theoretical and empirical approaches.

By employing these different scholarly approaches and perspectives we set out to understand more about how groups shape and sound their voices conflict and how, in turn, the voices, images, and agendas brought by groups can reconstruct, shape, perpetuate and sometimes deconstruct dominant discourse patterns in the public sphere.

Emotions & Emotional Intelligence | Paper Presentations

Tuesday | 10:30AM - 12:00PM in Trinity 2

The Interpersonal Effect of Guilt Expressions on Cooperation: The Role of Social Perceptions

Nadhilla Melia *Singapore Management University*
Ming-Hong Tsai *Singapore Management University*

We conducted two experiments to investigate the social perceptions that would arise regarding a transgressor who expresses guilt after he or she commits a social transgression, and how these would subsequently affect the cooperative behaviour of the victims of the transgression. Study 1 demonstrated that there was an indirect effect of a transgressor's guilt expression on a victim's cooperation via the victim's perception of the transgressor's cognitive empathy, but not via the victim's perception of the transgressor's perspective-taking. Study 2 replicated this finding in a different culture and with a different guilt message and further demonstrated that the victim's perception of the transgressor's affective empathy was also not a significant mediator. Our research suggests the mechanisms regarding the appeasement function of guilt and illustrates how relationships may be repaired after a social transgression by examining social transgressions from the perspective of the victim, rather than the transgressor.

Amidst Rational and Emotional: A Meta-Analysis of Discrete Emotions in Negotiations

Tina Dudenhoeffer *University of Amsterdam*
Anne Kranzbuehler *Delft University of Technology*
Alfred Zerres *University of Amsterdam*

A meta-analysis (146 studies) has been conducted about discrete emotions in negotiations, including 380 economic and relational negotiation outcomes. This paper is moving beyond anger and happiness, also including additional discrete emotions, which are naturally bound to occur in negotiation settings. At the same time, we are moving beyond the effects on negotiation outcomes in general, by spotlighting economic and relational outcomes separately. Additionally, specific moderators have been identified, which could strengthen or weaken these effects and shed more light on the underlying nuances in which these effects might differ. Lastly, our paper is making important links to the EASI model by van Kleef, which serves as an integral basis to understand emotions in social contexts.

Understanding the Role of Self-Awareness in Conflict Management

Valon Murtezaj *IESEG School of Management*

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 self-awareness as an emotional intelligence competence in conflict management negotiation processes. 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 self-awareness influences effective negotiation processes.

Too Busy to Feel Shame: Cognitive Job Demands Improve the Task Focus and Performance for the Highly Shame-Prone

Rebecca Schaumberg *University of Pennsylvania*
Scott WIltermuth *University of Southern California*

Research on moral emotions has shown repeatedly the maladaptive effects of shame. We identify characteristics of individuals' environments that minimize the undermining effects of shame, allowing those who are highly shame-prone to be more focused and to perform better. Drawing from the distraction theory of emotion regulation, we proposed that higher cognitive job demands down-regulate the negative self-focus associated with shame proneness, thus elevating the task performance of people who are more shame-prone. As predicted, higher cognitive job demands correlated positively with the patient satisfaction ratings for more (but not less) shame-prone physicians (Study 1) and the creative performance ratings for more (but not less) shame-prone participants (Study 2). A manipulation of cognitive job demands demonstrated their causal effect on more (but not less) shame-prone people's task focus (Study 3) and task performance (Study 4). We discuss the implications of these findings for the literature on moral emotions.

Real-World Conflict | Research Reports

Tuesday | 10:30AM - 12:00PM in O'Connell 1

The Influence of Belief In Offender Redeemability and Decision-Making Competence on Receptivity to Restorative Justice

Gregory Paul *Kansas State University*

Restorative justice (RJ) processes offer a way to address the material, emotional, and relational harm caused by wrongdoing. As practitioners aim to grow the use of RJ processes such as victim-offender conferencing (VOC) for both youth and adult cases, there are questions about people's receptivity or ripeness for such growth. The purpose of this study was to examine how beliefs people hold about youth and adults' redeemability and decision-making competence influence their perceptions of justice outcomes, their evaluation of VOCs' effectiveness and appropriateness, their support for the use of VOCs, and their willingness to participate in a VOC. The study's findings are useful for understanding the factors that shape people's justice goals as well as their support for RJ.

Negotiating Quartermasters: Preferred Negotiation Style and the Influence of Time Pressure, Uncertainty, Trust and The Constituency

Jorinde Voskes *Leiden University*
Wolfgang Steinel *Leiden University*
Herman Steensma *Leiden University*

Quartermasters (a term derived from military context) are professional managers that bring together parties and make preparations to organise something new. Quartermastering is a unique trade involving negotiation with various parties. To study quartermasters' negotiation behaviour and the influence of time pressure, the constituency, trust between the negotiators and uncertainty of the situation 58 quartermasters read scenarios based on real quartermastering cases and filled in a ten-item adapted version of the Dutch Test for Conflict Handling about their negotiation behaviour. Quartermasters generally preferred to use integrative negotiation behaviour. High time pressure led to less integrative negotiation. A demanding constituency increased forcing negotiation behaviour. High trust between the negotiating parties resulted in more integrative-, compromising- and yielding- and less forcing negotiation behaviour. In situations with high uncertainty quartermasters compromised more. Participants, via answers to open questions, suggested eighteen additional factors that could influence negotiations, these should be explored in future research.

Perceived Effects of the Climatic Change on the Pastoralism of the Gujjar and Bakarwals and Related Environmental Conflict In Kashmir Valley, India

Tufail Jarul *Jawaharlal Nehru University*

Significant discussion has been focused on possibility that climate change will displace large numbers of nomads from their nomadic way of life in the developing world, but few multivariate studies have addressed this issue. High Mountain areas in the arid environment are extremely sensitive indicators of sometimes only slight changes of precipitation and temperatures. This holds true especially for the under-researched mountain regions of Kashmir in the Himalayas. The paper observes that the situation has been exacerbated by phenomenon of climate change, whose dynamics tend to have been aggravating natural resource conflicts across the world. The study examined perceived effects of climate change on grazing land, livestock performance and examined coping strategies of the transhumants to climate change. It is therefore recommended that the pastoralists be trained in forage conservation techniques. They should also be encouraged to pool their resources to enjoy economics of scale by the extension workers.

The Consequences of Missed Opportunities in International Disputes: An Inaction Inertia Analysis of Negotiation Deadlocks

Noya Lishner-Levy *The Interdisciplinary Center (IDC) Herzliya*
Lesley Terris *The Interdisciplinary Center (IDC) Herzliya*
Orit Tykocinski *The Interdisciplinary Center (IDC) Herzliya*

To resolve political conflicts parties often turn to negotiations. Sometimes, however, the process fails to produce the desired outcomes. The current research focuses on deadlocks triggered by missed opportunities. The consequences of missed opportunities were studied extensively in psychology within the context of the inaction-inertia effect. Forgoing an attractive action opportunity creates vulnerability to regret and increases the likelihood of forgoing subsequent opportunities in the same action domain. By adopting a multi-step multi-issue dynamic decision task we extend the applicability of the inaction-inertia concept to the process of international negotiations. Using the new platform we demonstrate the classic inaction inertia effect in a political negotiation context. Having missed an attractive settlement offer, participants negotiated more rounds and were less likely to settle. We expect that the new methodology will help researchers and practitioners analyze and explain inertia induced deadlocks, and facilitate the development of interventions that expedite successful resolutions.

The Emotional Primacy of Team Structures: A Microdynamic Model of How Emotions Shape Team Structural Adaptation

Maartje E. Schouten *Iowa State University*
Anna C Lennard *Oklahoma State University*
Yanjinlkham (Yanjaa) Shuumarjav *Iowa State University*

Team structural dimensions (authority differentiation, skill differentiation, and temporal stability) are primarily considered as input or moderating variables. As teams have more control over their structure, we advance a conceptual model of how team member emotions shape and change these team structural dimensions.

A Social Lab Initiative: Organized Leadership and "Organic" Forms of Mediation

Joan Lopez *AC4--Columbia University*
Beth Fisher-Yoshida *AC4-Columbia University*

This research project looks to understand how a city (Medellin) that has experienced 40+ years of violent conflicts is not engulfed in complete chaos, or has entirely vanished? How, given the harsh conditions that youth are subjected to, some are making a difference and developing their talents and putting their work to the service of their community? Moreover, at least in the last forty years, social conflicts in this city have been dealt with at multiple levels: the level of organized leadership, and also at the level of individual informal, almost "organic", mediators who lack recognition. By identifying and trying to understand the mechanisms of how these forms of mediation function, this work calls attention to the varied ways social conflicts are mediated by those who experience them, and sheds light on the cultural and social dimensions that are implicit in the mediation and transformation of conflicts

A Culturally Sensitive Approach for the Inclusion of Women with Deaf and Hearing Impaired Children in Bedouin Society

Kjerstin Pugh *Columbia University*
Deborah Sachare *American Jewish Joint Distribution Committee*

Historically, Israel's Bedouin populations have existed with little visibility or representation. Within the Bedouin community there are higher than average rates of deafness and hearing impairment, which is viewed as a private and taboo. This stigma negatively impacts both the children with hearing impairments as well as their mothers, whose power and status within the family is diminished as a result. Recently, local NGOs are working in the Bedouin town of Hura to provide spoken language, parenting, and sign language classes. With the goal of improving access to special needs education, as well as gaining deeper insight into the barriers mothers of deaf and hearing impaired children face to overcome stigma, a survey will be conducted to better understand their experiences and insights and with this data, recommendations will be compiled to connect more mothers to resources using a conflict sensitive lens that will promote inclusion, sustainability, and destigmatization.

Exploring Team Conflict Dynamics with an Agent-Based Model

Nancy Lewis *ICCCR, Teachers College, Columbia University*
Christine Straw *ICCCR, Teachers College, Columbia University*
Peter Coleman *ICCCR, Teachers College, Columbia University*

Conflict is an ever-present part of organizational life, often negatively impacting organizational functioning and individual's wellbeing. Coleman, Kugler, Bui-Wrzosinka, Nowak and Vallacher's (2012) situated model of conflict in social relations is used as a framework to explore team members' conflict orientations and how they change over time. The situated model proposes that conflict orientations are evoked through various combinations of three key dimensions of social relations: type of interdependence, relative power, and degree of interdependence. Agent based modeling (ABM) is used to simulate repeated interactions between team members to explore the impact of initial perceptions across the three dimensions and the effect of adaptivity on shifts in conflict orientations and outcomes. This current project builds on the work of Coleman, Kugler, Mitchinson and Foster (2013) by examining adaptivity as a dynamic process across more than two team members.

Workplace Mediation: An Irish Study

Treasa Kenny *Edward M Kennedy Institute for Conflict Intervention, Maynooth University*

This abstract introduces new material from PhD research which maps the co-evolution (Porter, 2006:1) of the organisational field of workplace mediation at the macro, meso and micro levels through the experiences of workplace mediators. Building on a limited number of empirical studies the research has focused on tracing the interconnectedness of antecedents, processes and outcomes. This study is one of the first to explore workplace mediation through developing a theoretical framework based on the classical social sciences model of antecedents, processes and outcomes, with reference to Herrman et al.'s (2006) Comprehensive Model for mediation and Wall & Dunne's (2012) 'Mediation Paradigm' and makes important findings. This study has also made the context and cultural norms, in Ireland, clearer through delivering the first systematic review of workplace mediation which has been conducted in Ireland and internationally.

Fair Mediation with Tele-Operated Android Robots – An Experimental Study

Lin Adrian *University of Copenhagen*
Daniel Druckman *Georg Mason University*
Michael Filzmoser *Vienna University of Technology*
Malene Flensborg Damhold *Aarhus University*
Sabine T. Koeszegi *Vienna University of Technology*
Nicolas Navarro Guerrero *Aarhus University*
Johanna Seibt *Aarhus University*
Catharina V. Smedegaard *Aarhus University*
Christina Vestergaard *Aarhus University*
Oliver Quick *Aarhus University*

Differences in physical attributes, like gender, age, race, etc., between the mediator and the negotiators can reduce perceived fairness and challenge neutrality of the mediator and the mediation process. The use of tele-operated android robots in mediation could improve perceived fairness by masking physical attributes. This study investigates the effects of mediation via a Telenoid ™, a tele-operated android robot. Telenoid mediation is compared to face-to-face human mediation, the use of a mediation expert system and a control group that negotiates without mediation support. A total of 240 participants negotiate a high conflict demerger negotiation case under the different experimental conditions, those with mediation use the same mediation expert system as basis for the advice provided by system, human or Telenoid. We investigate the effects of these different experimental conditions on agreement rates and quality, acceptance of the mediation technology and especially the perceived fairness of the mediation procedure.

Common Ground and Degrees of Formality: Insights for Communication Research on Third Party Facilitation

Emma van Bijnen *Università della Svizzera italiana / University of Copenhagen*

Using an approach in which insights from argumentation (pragma-dialectics) are combined with insights from conflict resolution, this study presents the various ways in which the arsenal of communicative options to design common ground between disputants changes depending on the degree of formality of the resolution process. By means of extensive literature reviews of both fields, preliminary prototypes (i.e. ideal types) of mediation with varying degrees of process formality are constructed. By conducting semi-structured interviews with representative third party facilitators of the different prototypes, the preliminary prototypes and their descriptions are adjusted to provide functional insights that help build a framework that may be used in future empirical studies on discourse and argumentation in mediation.

Tuesday | 10:30AM - 12:00PM in O'Connell 4

Negotiation Via and With Technology: Media Effects, Ai, and Beyond | Symposium

Noam Ebner *Creighton University*
Ingmar Geiger *Aalen University*
Roy Lewicki *The Ohio State University*
Shira Mor
Jennifer Parlamis *University of San Fransisco*
Andrea Schneider *Marquette Universiry*

This symposium captures the state-of-the-art with regards to the negotiation field's research of negotiation via technology. This has largely focused on exploring and comparing 'media effects': How any given media affects negotiation processes carried out using it as a communication channel. The symposium explores these as well as methods for choosing between media platforms for negotiation. This is a a jump-off point for looking towards research on technology-assisted negotiation in the future, discussing a number of domains: Communication channels that have not yet had their media effects explored, the use of technology for decisionmaking and optimizing negotiation behavior and outcomes (rather than as an interparty communication channel), and opportunities for informing new industries developing negotiation-related software and hardware. Having mapped out the state of our knowledge, we hope to set the stage for the future, with the ambitious goal of drafting a new research agenda for this area of negotiation.

Tuesday | 12:00PM - 1:30PM in Murray's Pub

Lunch at Murray's Pub

Join us at Murray's Pub, just a one-minute walk up the street from The Gresham. We will be hosting themed topic tables for those that wish to continue their discussions into lunch.

1:30pm – 3:00pm Sessions

Tuesday | 1:30PM - 3:00PM in Ballroom

Community Conversation: The Impact of Donald Trump's Presidency on Teaching Negotiation | Symposium

Noam Ebner *Creighton University*
Ilias Kapoutsis *Athens University of Economics and Business*
Roy Lewicki *Ohio State University, Fisher College of Business*
Melissa Manwaring *Babson College*
Andrea Schneider *Marquette University School of Law*

Perhaps more than any other contemporary leader, Donald Trump has staked his identity on his self-proclaimed negotiation skills. Accordingly, negotiation instructors are likely to encounter questions and comments about Trump, whether they like it or not. This session builds on the January 2019 Negotiation Journal special issue about Trump's impact on the negotiation field. Using a hybrid symposium / discussion format, the organizers – all special issue contributors – will facilitate a conversation about the questions, challenges, and opportunities that Trump's negotiation behavior poses for negotiation teaching. After sharing observations about issues such as reconciling problem-solving negotiation advice with Trump's hard bargaining style, assessing Trump's negotiation effectiveness, and addressing truth and trust in an era of "alternative facts," the organizers will invite participant comments about their own experiences and concerns. Participants will leave with actionable ideas about how to constructively address Trump (and similar world leaders) in their negotiation teaching.

Status & Power | Paper Presentations

Tuesday | 1:30PM - 3:00PM in Swift

An Interdependence Advantage: Working Together Leads Groups from Working-Class Contexts to Outperform Groups from Middle-Class Contexts

Andrea Dittmann *Northwestern University*

The current research challenges a deficit model of social class differences, which assumes that people from working-class contexts have fewer skills than their middle-class counterparts. We theorize that one reason why people from working-class contexts often underperform is that standard U.S. measures of achievement assess people working individually. In contrast, we theorize that working together on measures of achievement will create a cultural match with the interdependent selves common among people from working-class contexts, therefore improving their performance and sense of fit. Three studies support our theorizing. Utilizing archival data on college student grades, Study 1 finds that groups with more students from working-class contexts perform better than those with fewer. Next, two experiments (Studies 2-3) show that working together (vs. individually) leads groups from working-class contexts to outperform groups from middle-class contexts, and individuals from working-class contexts to feel a greater sense of fit than individuals from middle-class contexts.

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

Jiyin Cao *Stony Brook University*
Ned Smith *Northwestern University*

Previous research has demonstrated that the size and reach of people's social networks tend to be positively related to their social status. We present a novel concept, belief in status-quality coupling (people's beliefs about the relationship between status and quality), to account for this relationship. Across five studies, we demonstrate that the positive association between social status and network-broadening behavior (and social network size) is contingent on the extent to which people believe that status is a reliable indicator of quality. High- and low- status people who viewed status and quality as tightly coupled differed in their network-broadening behaviors as well as in the size of social networks. The effect was largely driven by the perceived self-value and perceived receptivity of the networking target. Such differences were significantly weaker or nonexistent among equivalently high- and low-status people who viewed status as an unreliable indicator of quality.

You Don't Know Me: Status Incongruence Hurts Teams

Kyle Emich *University of Delaware*
Jamie Perry *Cornell University*

Status is traditionally viewed as emerging quickly and consensually among team members. Recent work has questioned this assumption based on the premise that people subjectively interpret status through cues that signal competence and worth. We build on this work by using theories of team heterogeneity and configurational emergence to suggest that status incongruence is common in teams and negatively impacts team processes and performance. To test this, we use a novel alignment approach empirically maintaining teams as sets of members who simultaneously assess their teammates' status and whose status is being assessed by their teammates. Results of one field study involving military cadet teams and one laboratory simulation find that status incongruence indeed hurts team processes and performance. Our results are discussed in terms of the roles subjective status perceptions and status incongruence play in team functioning and how viewing teams as subjective systems can lend insight into team processes.

A Relational Account of Powerlessness: The Role of the Attachment System in Inaction

Jieun Pai *University of California, Los Angeles*
Jennifer Whitson *University of California, Los Angeles*
Junha Kim *Ohio State University*
Sujin Lee *KAIST*

Although the literature has found widespread evidence for the effect of power on action, we lack a systematic understanding of why low powered individuals are less prone to action. Because power exists within social relationships, our research elucidates a relational underpinning of the link between powerlessness and inaction through the framework of attachment theory. We predicted that the experience of low power will trigger the attachment system, specifically anxious attachment, and that this increase in attachment anxiety would inhibit action. Using a nationally representative dataset and several experiments, we show that low power leads to inaction through attachment anxiety. We further provide interventions grounded in attachment theory which weaken the powerlessness-inaction link by providing attachment security from different sources, including one's family and manager.

Perceptions of Diversity and Discrimination | Paper Presentations

Tuesday | 1:30PM - 3:00PM in Trinity 1

Diversity and Conflict Management: A Self-Other Sensemaking Perspective

Yan Zhang *Peking University*
Leigh Anne Liu *Georgia State University*

We offer a sensemaking perspective on the relationship between diversity and conflict management, focusing on how individuals perceive the relatedness between the self and others. We propose that individuals' perception of relatedness between self and other is the fundamental cognitive mechanism regarding whether and how diversities influence individuals' attitudes and behaviors. We further use three cognitive dimensions to explain individuals' cognitive preference of self focus, other focus, dual focus, neither focus, and collective focus, and propose focus shift and transformation. Cognitive complexity and flexibility, and cultural looseness-tightness and multiple role-taking will affect focus shift and transformation. Those focus changes will contribute to integration conflicting management style for long-term collaboration in diverse organizations. We conclude with a discussion of how understanding self-other cognitive relatedness might offer insights on managing conflicts through capitalizing diversity at the individual, organizational, and country levels.

Asking White Americans About Personal Hardships Increases Willingness to Engage is Discussions of Racial Inequity

Olivia Foster-Gimbel *New York University Stern School of Business*
L. Taylor Phillips *New York University Stern School of Business*

How do White Americans discuss racial inequity? Advantaged group members deny the existence of privilege by claiming to suffer personal hardship (Phillips & Lowery, 2015). We explore how sharing or hearing about personal hardships impacts people's willingness to engage in discussions of privilege and belief in inequity. In Study 1 (N=259), White Americans learned they would discuss social issues with a partner. Those who were first asked about their hardships reported greater liking of their partner and greater belief in privilege than those in other conditions. In Study 2 (N=150), we show this effect is particularly strong for conservatives. In Study 3 (N=100), we show participants a response that denies privilege and either includes a hardship or does not. We find that increasing perceived hardships decreases third parties' subsequent belief in privilege. Our results show how personal hardships can ease racial conversations for Whites but may have potential downstream consequences.

The Diversity-Morality Link

Sunyoung Kim *IESEG*
Katherine Phillips *Columbia University*

I propose that attributions of an organization's morality are made by the demographic composition of the organization. Given the strong norms of equality and inclusion that have made Americans wary of appearing prejudiced, I propose that diversity is associated with ethics such that diverse groups are perceived to be more ethical and ethical groups to be more diverse. The results of three studies support these predictions: people perceived more ethical organizations to be more diverse than homogeneous in their composition; they cited diversity more as a rationale for their decision in times of ethical turmoil; and finally, they perceived diverse organizations to value ethics more than homogeneous organizations. Collectively, these results suggest that organizational diversity and perceptions of morality are tightly linked.

The Divergent Effects of Diversity Ideologies for Race and Gender Relations

Ashley Martin *Stanford University*

The present research compares the influence of diversity ideologies on race and gender relations. In contrast to research suggesting that multiculturalism (i.e., awareness) is more effective at reducing racial bias than colorblindness (i.e., blindness), I show that the opposite is true for gender. Using system justification theory, I show that diversity ideologies act upon distinct system-justifying rationales, where race-awareness exposes differences in opportunities, lessens denial of inequality, and diminishes support for the status quo. In contrast, gender-awareness highlights gender-roles and their biological underpinnings, legitimizes occupational segregation, and increases support for the status quo (Studies 1–2). Further, I show the downstream consequences for women and racial minorities' opportunities, where race-awareness increases support for policies that combat systemic inequality (i.e., affirmative action), whereas gender-awareness increases gender stereotyping in leadership (Study 3). I conclude by discussing the implications of these findings for improving intergroup relations and caution against holistic approaches to diversity.

Prosocial Behavior | Paper Presentations

Tuesday | 1:30PM - 3:00PM in Trinity 2

I Will Share With You Because You are Kind: How Saying "Thank You" Pays Off in Repeated Zero-Sum Resource Allocation Exchanges

Dejun Tony Kong *University of Houston*
Liuba Belkin *Lehigh University*

The current research examines how gratitude (vs. neutral) expression indirectly reinforces prosocial resource-allocation decisions in repeated zero-sum social exchanges. Drawing upon the emotion as social information (EASI) model, we found in three experiments that counterpart (recipient) gratitude (vs. neutral) expression regarding participants' (allocators') resource-allocation proposal in Exchange 1 evoked participants' perception of their counterpart's benevolence (when the proposal was accepted). Consistent with self-determination theory, participants' perception of their counterpart's benevolence led to their prosocial resource-allocation decision toward their counterpart in Exchange 2 due to their prosocial motivation, independently from and jointly with their obligatory motivation. Notably, in all experiments, participants' obligatory motivation attenuated the positive link between their prosocial motivation and prosocial resource-allocation decision in Exchange 2. Our findings highlight that expressing gratitude in repeated zero-sum social exchanges is a desirable strategy for shaping a counterpart's benevolence perception and motivating the counterpart to make a prosocial resource-allocation decision.

Winning a Contest: The Effect of Contest Outcome on Prosocial Behavior

Adiel Moyal *The Hebrew Univrsity of Jerusalem*
Ilana Ritov *The Hebrew Univrsity of Jerusalem*

Following previous research on various aspects of contests, we aim to explore how taking part in a contest affects subsequent behavior. We focus on whether the very experience of having just competed in a contest would have an impact on other-regarding decisions towards an individual who was not part of a preliminary contest. In addition, and in light of inconclusive results in the existing literature regarding the effect of contest outcome on subsequent prosociality, we reexamine this effect. In line with our hypothesis, participation in a contest was found to reduce prosociality. Additionally, we found that winning a contest reduced prosociality only when decisions were framed as "giving" decisions and not as "dividing" decisions. This finding suggests that the effect of contest outcome may depend on specific elements of the presented situations.

Does Paying Back Pay Off? Effects of Reciprocity and Economic Outcomes on Trust Emergence In Negotiations

Dominik Sondern *University of Münster (WWU)*
Guido Hertel *University of Münster (WWU)*

In two studies (n1 = 359; n2 = 455), we investigated the effects of reciprocal counterpart behavior and economic negotiation outcomes on interpersonal trust in dyadic negotiations. Moreover, counterparts' power was considered as moderating factor. Using an experimental vignette approach, participants in both studies read a negotiation scenario, and imagined having conducted this negotiation. As part of the scenarios, we manipulated (a) positive (high, low) and (b) negative reciprocal counterpart behavior (escalating, high, low), (c) the economic negotiation outcome (advantageous, equal, disadvantageous; only Study 2), and (d) counterpart's bargaining power (high, low; only Study 1). Results show that positive reciprocal counterpart behavior lead to higher trust in the counterpart, whereas escalating negative reciprocal counterpart behavior and disadvantageous economic outcomes reduced trust. However, this negative effect of escalating counterpart behavior was reduced when counterpart power was high. Implications of these results are relevant for sustainable trust development and long-term business relationships.

The Help-Decliner's Dilemma: How to Decline Requests for Help at Work Without Hurting One's Image

Basima Tewfik *The Wharton School, University of Pennsylvania*
Timothy Kundro *The Wharton School, University of Pennsylvania*
Philip Tetlock *The Wharton School, University of Pennsylvania*

Help-giving, defined as providing assistance or support to others, enhances the impression others have of oneself at work. Yet, some scholars have warned of the perils of engaging in help-giving. Agreeing to too many requests can result in overload, decreased well-being, and decreased task performance because individuals have limited time. As such, potential helpers may sometimes need to decline to the dismay of help-seekers. In this paper, we argue that help-decliners face a dilemma: How can they decline a request for help without besmirching the impression fellow organizational members have of them and subsequently diminishing those members' desire to interact with them in the future? We explore this help-decliner's dilemma across four studies, and find that the best way to decline is to defer fulfilling the request to the future. In doing so, we introduce a more balanced understanding of helping that accounts for the challenges help-decliners face.

Ethics, Social Trends, & Organizations | Research Reports

Tuesday | 1:30PM - 3:00PM in O'Connell 1

Leaders' Humor and Subordinate Perceptions in Chinese Context: Investigating The Pivotal Role of Relationship Harmony

Shu-Cheng Steve Chi *Department of Business Administration, National Taiwan University,*
Inju Yang *EDC Paris Business School*
Chih-Chieh Chu *Department of Business Administration, National Taiwan University*
Hsi-Fang Lai *Graduate School of Resources Management and Decision Science, National Defense University*
Raymond A. Friedman *Owen Graduate School of Management, Vanderbilt University*

This paper examines the relationship of Chinese leaders' humorous behaviors with subordinates' perceptions of leadership. We first conducted a qualitative study (Study 1) in Taiwan to explore participants' reactions to leaders' humor. In Study 2, we collected survey samples from Taiwan and the United States. Our data found support for the association between leaders' humor and perceptions of leaders' warmth and competence for Taiwanese respondents and partially for American ones. In Study 3, we collected a two-wave sample from Taiwan with one month interval. We found mediating effects of relationship harmony in addition to that of quality of leader-member exchange (LMX) in the relationship between leaders' humor and subordiante perceptions of leaders' warmth and competence. Our results challenge arguments from the Confucian philosophy that act of humor is a sign of intellectual shallowness and social informality, instead, it can bring harmonious relationships, resulting in subordinates' perceived warmth and competence.

Blinded By Passion: How Perceptions of Passion Shape Expectations and Evaluations of Others' Moral Behavior

Monica Gamez-Djokic *Northwestern University Kellogg School of Management*
Maryam Kouchaki *Northwestern University Kellogg School of Management*

In this paper, we investigate people's lay beliefs about the power of passion to influence moral behavior. Across six studies, we show that people are able to detect the type of passion another person exhibits (obsessive versus harmonious), which in turn, affects their expectations about a person's future moral behavior. Specifically, we demonstrate that being perceived as obsessively passionate about work lead to two main consequences for these individuals: (1) they were more likely to be expected to engage in unethical behavior compared to other types of passionate individuals (Studies 1a-1b), and (2) they were more likely to be selected for jobs that encourage unethical acts (Studies 2a-2b). Finally, we demonstrate that the differential treatment of obsessively passionate individuals is not reducible to perceptions of a lack of self-control but is driven by unique beliefs about passion (Studies 3a-3c).

When and Why Allyship Backfires in the Pursuit of Workplace Equality

Andrew Carton *University of Pennsylvania - The Wharton School*
Karren Knowlton *University of Pennsylvania - The Wharton School*

One way to understand how workplace discrimination can be counteracted is to study the role of allies — dominant group members who support minorities in the pursuit of workplace equality. Although considerable attention has been devoted to examining what motivates dominant group members to become allies, less is known about what happens once they begin the process of helping. In this conceptual article, we make two overriding theoretical arguments that challenge the conventional wisdom on workplace allies. First, those who purport to want to be allies sometimes fail to increase workplace equality because they (1) possess ulterior motives (a lack of benevolence), and/or (2) lack a sufficient understanding of the underpinnings of discrimination (a lack of competence). Second, even when offered counter-productive help, minorities still feel pressure to accept it. We conclude with a discussion of the various ways that this theory can direct future empirical work on these topics.

Fake-News Headlines Seem Less Unethical When Previously Encountered

Daniel A. Effron *London Business School*
Medha Raj *University of Southern California*

When a fake-news article "goes viral," a person may encounter it multiple times. Three experiments (two pre-registered; N = 1,685) suggest that people will perceive a fake news story as less unethical to spread if they have encountered the same story before, even if they recognize it as false. Participants rated a series of headlines, correctly labelled as inaccurate, a random subset of which they had been shown earlier in the experiment. The headlines seen earlier were rated as less unethical to publish than the headlines seen for the first time – and the more unethical participants found the headlines, the more inclined they were to promote them on social media. These effects were somewhat smaller when participants were induced to think deliberatively (vs. intuitively) about the headlines' ethicality, suggesting that repeating misinformation softens moral judgments by affecting intuitions. We discuss implications of these findings for understanding and combatting misinformation.

Putting the Pieces Back Together or Throwing Them Out? A Theory of Salvaging Workplace Relationships Following Ethical Transgressions

Erin Frey *University of Virginia*
Evan Bruno *University of Virginia*
Gabrielle Adams *University of Virginia*

How do parties involved in interpersonal ethical transgressions respond in the aftermath of the transgression? The literature offers conflicting answers. Research in ethics highlights how parties often avoid engagement with one another following a transgression, while relationship repair research assumes that parties want to reengage with one another to repair the relationship. To reconcile these conflicting perspectives, we present a theory of relationship salvaging that describes how parties involved in an interpersonal ethical transgression decide to reengage and continue the relationship. We show that whether and how parties decide to engage and salvage the relationship is driven by the needs that the party feels were threatened by the transgression, and by the engagement decision processes of other party. The complementarity of engagement decisions and methods then dictates whether the conditions for relationship repair will be created.

Mimicry Plus Power is a Toxic Brew That Undermines Authenticity

Jaee Cho *The Hong Kong University of Science & Technology*
Adam Galinsky *Columbia Business School*
Sol Jee Lee *The Hong Kong University of Science & Technology*

Past research has explored mimicary and its positive effects on relationships, performance, and negotiation, indicating that mimicry increased affection and trust toward the mimicker. Yet, how people experience being a mimicker and the cost of being one have not been fully documented. We conducted three experiments and one correlation study investigating the impact of mimicry on a mimicker's sense of authenticity and general world view. We found that mimicking reduced feelings of authenticity in social interactions (Study 1) and in negotiation contexts, especially for individuals who have a high sense of power (Study 2) or who were primed with high power (Studies 3 &4). In Study 4, we found that mimicking increased Machiavellianism through a reduced feeling of authenticity only for people in the high-power condition. Our findings suggest that utilizing mimicry may elicit backlash for mimickers with high power and may not be a good fit for all.

The Effect of the Impostor Phenomenon and Self-Handicapping on Performance

Rebecca Badawy *Youngstown State University*
Brooke Gazdag *LMU Munich*
Jeff Bentley *Cal State Long Beach*

Identity conflict can play a significant role in how individuals handle the tasks presented to them. Impostorism, or the feeling that one is a fake, is one example of identity conflict. We investigate the mediating effect of self-handicapping on the link between impostorism and task performance. Furthermore, we posit that impostor gender is likely to play a role in the degree to which impostorism affects performance. Testing our assumptions with a population of undergraduate students, we found that impostorism significantly correlated with trait self-handicapping in both sexes, yet only predicted lower overall course grades in males. In a more specific test, high impostor males exerted less effort (i.e., self-handicapped) and performed worse on the second exam in the class only when they performed poorly on the first exam. Low impostor males improved their score on the second exam when performing poorly on the first.

Trust Through Control: How Managers' Efforts to Demonstrate Their Trustworthiness Moderate the Relationship Between Managerial Controls and Subordinate Trust

Chris Long *St. John's University*

This paper presents research describing how the efforts managers make to demonstrate their trustworthiness (integrity, ability, benevolence) moderate the effects of managerial controls (output, process, social) on subordinate trust. When managers more actively demonstrate their trustworthiness, managers' control applications are more positively associated with subordinate trust. Our survey of managers and subordinates indicates three primary relationships: when managers more actively demonstrate their integrity, output controls more positively influence subordinate trust; when managers more actively demonstrate their benevolence, social controls more positively influence subordinate trust. In contrast to our predictions, when managers more actively demonstrate their ability, process controls more negatively influence subordinate trust. The paper concludes with a discussion about how these perspectives advance research on organizational control, organizational trust, and trust-control relationships.

The Effect of Hurricanes On Psychological Experience of Conflicts

Polly Kang *Wharton School*
David Daniels *Hong Kong University of Science and Technology*
Maurice Schweitzer *Wharton School*

Though prior conflict management scholarship has conceptualized conflict as a human triggered experience, we consider the role of nature, specifically hurricanes, in fomenting both interpersonal and intrapersonal conflict. In this paper, we consider how hurricanes affect individuals' experience of conflict and measure the psychological costs of both anticipating and experiencing a hurricane. We analyze anonymized data from a U.S.-based text-based crisis line to measure changes in topics and lengths in conversations by geographic region to assess both the direct psychological costs (e.g., the psychological costs incurred by people directly affected by the hurricane) and indirect psychological costs (e.g., the psychological costs incurred by people who do not directly experience the hurricane). We show that individuals text crisis lines for largely the same reasons during and outside hurricane timeframes. We also find that length of conversations increase during hurricane timeframes compared to outside hurricane timeframes—especially in areas near the hurricane.

Moral Courage in Auditing: Characteristics of Ethical Accountants

Lily Morse *Boston College*
Taya Cohen *Carnegie Mellon University*

The audit profession was created to provide external assurance that an organization's financial reports are free of material misstatements, yet conflicting pressures cause auditors to compromise professional standards of integrity. In this work, we incorporate social and personality psychology research to explain why some auditors resist temptations to behave unethically despite the potential negative consequences that may result, whereas others do not. We propose that auditors must have a high degree of moral courage to be effective. We zero in on moral courage by focusing on two traits from the HEXACO model of personality structure that capture distinct forms of prosocial behavior, honesty-humility and agreeableness. Across a laboratory experiment and survey of Certified Public Accountants (CPAs), we find that high levels of honesty-humility are associated with more honest auditing. Agreeableness is, at best, not reliably related to honest auditing and, at worst, associated with allowing more rather than less fraud.

Astrological Stereotypes and Discrimination in China

Jackson Lu *MIT Sloan School of Management*
Xin Liu *Peking University, Guanghua School of Management*
Hui Liao *University of Maryland, Robert H. Smith School of Business*
Adam Galinsky *Columbia Business School*
Lei Wang *Peking University*

A controversial debate in the social sciences is whether stereotypes are accurate and thus provide a "rational" basis for discrimination (i.e., statistical discrimination). Across 9 studies (N = 209,282), we further this debate by documenting a novel form of stereotyping and discrimination: one based on Western astrological signs. We revealed that astrological stereotypes are salient in China (but not in the United States), and likely originated from how astrological signs were translated into Chinese. In particular, Virgo is stereotyped to have a disagreeable personality. This stereotype led Chinese individuals to discriminate against Virgos in romantic dating and job recruitment. However, large-scale analyses found that astrological sign did not predict any personality dimensions, including agreeableness. Our research provides a clear demonstration that stereotypes can arise in the absence of real group differences and still produce discrimination. We urge policymakers to proscribe astrological discrimination—before astrological stereotypes unjustly become accurate over time.

Tuesday | 1:30PM - 3:00PM in O'Connell 4

New Developments in Conflict Framing | Symposium

Linda L. Putnam *University of California, Santa Barbara*
Ryan Fuller *California State University, Sacramento*
Boniface Michael *California State University, Sacramento*
Greg Paul *Kansas State University*
Ian Borton *Aquinas College*
Noelle Aarts *Radboud University Nijmegen*
Ann van Herzele *Instituut Bos-en Natuuronderzoek*
Barbara Gray *Pennsylvania State University*
Jessica Jameson *North Carolina State University*

This symposium focuses on new developments in conflict framing research. In particular, it centers on quantitative assessment of framing in workplace conflicts, sensemaking that highlights different perspectives in the restorative justice movement, and multi-level analyses of framing in environmental disputes. Each of the presentations also introduces new constructs for understanding conflict framing, including new types of framing, the language used by practitioners, the role of fault-lines in framing public disputes, and links between local and national levels of conflict framing.

Tuesday | 3:00PM - 3:30PM in Foyer

Conversation & Coffee

Take a breather from the session you've attended to grab some coffee, tea, and a few snacks before heading back to another round of presentations.

3:30pm – 5:00pm Sessions

Tuesday | 3:30PM - 5:00PM in Ballroom

What the Youth Have to Say: Listening as Praxis | Workshop

Claudia Gonzalez *Fundacion Mi Sangre*
Joan Lopez *AC4 Columbia University*

This workshop will explore and share findings on the relationship between the communications theory and method, "Coordinated Management of Meaning" (CMM), and the practice of conflict resolution in conflict ridden contexts. In my own work as a youth community leader in Medellin, Colombia I have used CMM to make sense of intractable conflicts and to come up with possible routes to manage, resolve, and transform conflicts in my community. CMM has also been useful in my work at Fundacion Mi Sangre to evaluate the impact of youth-led peace and community building initiatives. Thus, CMM not only serves as a semantics and communications theory, but also as an analytic tool in the field of conflict resolution, management, and transformation

Policies & Current Politics | Paper Presentations

Tuesday | 3:30PM - 5:00PM in Trinity 1

The Costs of Autonomy: Decisional Autonomy Undermines Judgements of Experts

Samantha Kassirer *Northwestern University*
Emma Levine *University of Chicago*
Celia Gaertig *University of Pennsylvania*

The debate over whether people ought to be guided paternalistically or given full decisional autonomy has been raging for centuries. However, in modern western societies, autonomy has become the gold standard, both in theory and in practice. The United States medical system, in particular, has increasingly prioritized patient autonomy, encouraging patients to come to their own decisions about their medical care. The present research examines the important question of how patients, and decision-makers in general, react to full decisional autonomy when making decisions under uncertainty. Across 6 experiments (N = 3,255) we find that decision-makers prefer advisors who offer paternalistic advice to advisors who grant them full decisional autonomy in a variety of domains. These results deepen our understanding of preferences for autonomy and paternalism, and challenge the benefits of recently adopted practices in medicine that prioritize autonomy. Decision-makers do not think that full decisional autonomy is the gold standard.

Concerns About Automation and Negative Sentiment Toward Immigration

Monica Gamez-Djokic *Northwestern University Kellogg School of Management*
Adam Waytz *Northwestern University Kellogg School of Management*

Across eleven studies, we examine how concerns about the rise of automation may be associated with attitudes and beliefs towards immigrants. Studies 1a-1g use archival data ranging from 1986 – 2017 across both the United States and Europe to demonstrate a robust association between concerns about automation and more hostile attitudes towards immigrants. Studies 2a, 2b, and 3 employ both correlational and experimental methods to demonstrate that when people are exposed to automation as an employment threat, people increase support for restrictive immigration policies. In addition, this association was mediated by perceptions of both realistic and symbolic intergroup threat. Finally, Study 4 experimentally demonstrates that automation may lead to more discriminatory behavior towards immigrants in the context of layoffs. Altogether, these results suggest that concerns about automation correspond to perceptions of threat and competition with immigrants, and consequent anti-immigration sentiment.

Understanding Cooperation in a Populist Landscape

Jimena Gonzalez-Ramirez *Manhattan College*
Hillie Aaldering *University of Amsterdam*
Poonam Arora *Manhattan College*

We examine the impact of populism – increasing identification with an ethnic majority and declining support of government policies – on universal and parochial cooperation. 192 participants, from the ethnic majority in the UK, were assigned to a pro- or anti-Brexit group based on actual preference, and allocated ten tokens across four options in an intergroup cooperation game (Aaldering et al., 2018): to benefit both pro-and anti-Brexit groups (universal cooperation), to benefit their group but not harm the outgroup (weak parochial), to benefit their group and harm the outgroup (strong parochial), to benefit only themselves (selfish). We find cosmopolitanism and government support (positively) and ethnic majority identification (negatively) to predict universal cooperation, while cosmopolitanism (negatively) and ethnic majority identification (positively) predict strong parochial cooperation. Thus, more nationalistic people are not only unwilling to join forces with out-groups, but are even willing to harm them.

Preference Reversals in Equivalent Choices Between Individuals and Policies That Affect Individuals

David Munguia Gomez *University of Chicago Booth School of Business*
Emma Levine *University of Chicago Booth School of Business*

Across three preregistered experiments (N = 1,596), we examine whether people make systematically different choices when choosing between individuals and policies. In an admissions context, we randomly assign participants to admit one of two individuals or select one of two policies. When choosing between individuals, people are significantly more likely to choose an applicant with higher achievement over a less privileged applicant, but people exhibit the opposite preference when deciding between policies with equivalent consequences. We document this preference reversal among real admissions officers and lay people, using within-subject and between-subject designs. We theorize that thinking about policies activates more abstract concepts than thinking about individual decisions, and we provide causal evidence that activating these concepts attenuates our effect. This research documents a new preference reversal in an important, real-world choice context, and has practical and theoretical implications for understanding why our choices so frequently violate our espoused policies.

When Negotiators with Honest Reputations are Less (and More) Likely to be Deceived

Simone Moran *Ben-Gurion University of the Negev*
Ilanit Siman Tov-Nachliel *Tel Aviv University*

The current research examines negotiators' deception behaviors towards unfamiliar counterparts with varying creditable reputations– specifically, proficient, friendly, and honest reputations. We primarily differentiate between honest and friendly reputations, which are both seemingly cooperative, and often tangled in the negotiation literature. Three experiments employing varied methods reveal that negotiators are less likely to deceive unfamiliar counterparts with honest compared to friendly (or proficient) reputations. This effect is mediated by greater anticipated feelings of guilt when deceiving presumably honest counterparts and is moderated by negotiators' a-priori deception tendencies. Importantly, we also find that honest reputations can backfire. When counterparts' honest reputations are incongruent with their inherent deception tendencies, they elicit increased deception and attain less efficient negotiation outcomes. These findings point to the advantage of having a candid honest negotiator reputation along with the risk of having a false one.

In High Offers I Trust: The Effect of First Offer Value on Economically Vulnerable Behaviors

Martha Jeong *Harvard Business School*
Julia Minson *Harvard University*
Francesca Gino *Harvard Business School*

Negotiation scholarship espouses the importance of opening a bargaining situation with an aggressive offer, given the power of first offers to shape concessionary behavior and final outcomes. In the present research, we identify an important countervailing force to the benefits of aggressive first offers. Namely, we find that negotiators who make more generous first offers are seen as more trustworthy by their counterparts. These perceptions of trustworthiness in turn lead offer recipients to engage in economically vulnerable behaviors, such as the disclosure of negative information. We find these effects across four studies in the field and laboratory, across a variety of contexts, and with real incentives. While negotiators recognize that engaging in vulnerable behaviors can be economically disadvantageous, neither first offer-makers nor recipients are able to predict that the value of the first offer will increase the likelihood of such behaviors.

When Concern for You and for Me Are in Conflict: Felt Gratitude and Escalation Bias in Relational Dilemmas

Dejun Tony Kong *University of Houston*
Liuba Belkin *Lehigh University*

Despite the documented socio-relational benefits of gratitude, this emotion can be a liability in certain interpersonal encounters. We examine whether experiencing gratitude in a relational dilemma, wherein individual relational concern and personal concern are in conflict with one another, will lead to escalation bias. Across four experiments (N = 815), we find that, in a relational dilemma, when feeling grateful (vs. neutral) toward a friend, individuals exhibit escalation bias because their high relational concern precedes and trumps their personal concern. This identified psychological mechanism is robust when we control for a range of dispositional, relational, motivational, emotional, and situational factors. The implications for the study of gratitude, escalation bias and interpersonal negotiations are discussed.

Status and Idea Evaluation: Explaining the Bias in Favor of Men

Lillien Ellis *Cornell University*
Jack Goncalo *University of Illinois, Urbana-Champaign, Gies College of Business*
Michelle Duguid *Cornell University*

In a series of experimental studies, we investigate the role of social status in the judgement of creators and their ideas. Previous work shows there is a significant bias in the favor of men during the idea evaluation process (Proudfoot, Kay & Zoval, 2015). The present work explores this bias in context of social status, which has frequently been identified as a defining feature of masculinity (e.g. Vandello et al., 2008). Across four experimental studies, we show that social status is a significant driver of creativity, as well as general workplace competency, evaluations. Further, we show that status, in fact, accounts for the bias towards men in creativity judgements.

Does Closing a Package Close a Deal or Close a Door? Issue Packaging and Agenda Setting in Integrative Negotiations

Hong Zhang *Leuphana University*
Johann M. Majer *Leuphana University*
Ingmar Geiger *Aalen University*
Roman Trötschel *Leuphana University*

The present research investigates when and why packaging multiple issues into smaller subsets helps achieving integrative agreements. We predict that subset issue packaging will help parties accomplish more mutually beneficial outcomes than negotiating all issues at the same time, albeit only when parties do not close the package (i.e., conclude with an agreement) before negotiating the next one. Two experiments tested these predictions. When parties packaged issues into smaller subsets and negotiated issue packages throughout the negotiations, they achieved higher economic outcomes than parties negotiating the entire set of issues together and parties packaging the issues only at the beginning or from the middle phase of the negotiation (Experiment 1). However, when parties had to reach an agreement on one issue package before proceeding with the next one, this issue-packaging advantage disappeared. Mediation analyses demonstrate that parties' integrative judgment accuracy and their logrolling behavior accounted for the issue-packaging effect sequentially.

How- and Why-Mindsets in Negotiations: How Asking "How" Versus Asking "Why" Impacts Negotiators' Behaviors and Outcomes

Roman Trötschel *Leuphana University*
Hong Zhang *Leuphana University*
Benjamin P. Höhne *Beuth University of Applied Sciences Berlin*
Jeanne M. Brett *Northwestern University*

The present research investigates negotiators' how- and why-mindsets as determinants for the achievement of integrative agreements in negotiation with divisible resources. We seek to demonstrate that asking "how" and "why" are both indispensable to discover integrative potential across sub-resources. Specifically, it is predicted that negotiators adopting both how- and why-mindsets will succeed to systematically use the trade-off opportunities among sub-resources, thereby increasing their joint profits. Three experiments were conducted to test these predictions. Parties having both how- and why-mindsets reached higher joint profits than parties only adopting a how-mindset or a why-mindset—both in face-to-face (Experiment 1) and computer-mediated negotiations (Experiment 2). Experiment 3 demonstrates that the beneficial effect of how- and why-mindset were also effective when they were induced by an implicit mindset priming procedure. Mediation analyses reveal that the integrative use of sub-resources accounted for the effect of how- and why-mindsets.

The Gerrymandering of Attributes

Daniel Feiler *Dartmouth College, Tuck School of Business*
Jennifer Dannals *Dartmouth College, Tuck School of Business*

Whether deciding which candidate to hire or which negotiated offer to prefer, individuals must often make decisions between alternatives that involve many attributes to be evaluated and weighed. Across multiple studies, we demonstrate that decision makers can be biased by the strategic and arbitrary grouping of attributes such that less preferable options can appear significantly more appealing, a process we call attribute gerrymandering. We apply insights from the political strategy of gerrymandering to the domain of interpersonal influence and examine how arbitrary groupings of attributes can influence preferences, even when holding constant the available information. We find that even when groupings have no unifying feature they influence choice. We discuss implications for negotiations, influence, and organizational decision making.

Why Women Don't Ask: An Empirical Study Exploring the Underlying Mechanisms of Gender Differences in the Initiation of Negotiations

Katharina Kugler *Ludwig-Maximilians-Universitaet Muenchen, Munich, Germany*
Julia Reif *Ludwig-Maximilians-Universitaet Muenchen, Munich, Germany*
Felix Brodbeck *Ludwig-Maximilians-Universitaet Muenchen, Munich, Germany*

Research has repeatedly found that women initiate fewer negotiations than men. To reduce gender differences and foster equal opportunities, it is important to understand the underlying mechanisms of gender differences in the initiation of negotiations. Drawing on a model of initiating negotiations and gender role theory, we focused on the following three cognitive-motivational mechanisms: perceptions of the negotiation-outcome's valence, expectations of being successful, and perceptions of negotiation's instrumentality. Conducting a quasi-experimental scenario study with N=255 individuals we found: Whereas women and men likewise value the negotiation outcome (contradicting our hypothesis), women have lower expectations of being successful in negotiations and lower perceptions of negotiation's instrumentality, two factors that reduce women's likelihood to initiate negotiations (supporting our hypothesis). The results provide starting points for attempts to reduce the gender difference. With this exploratory study we hope to stimulate further research exploring the question why women don't ask.

Political Skill at the Bargaining Table: Linking Social Competence to Negotiation Outcomes

Kevin Tasa *York University*
Thomas O'Neill *University of Calgary*

This study investigates whether a social competency measure called political skill relates to member effectiveness and team outcomes in negotiation teams. 263 MBA students were members of 84 teams negotiating a complex union-management simulation. Counterparts rated their opponents on several behaviors and results show that political skill predicted integrative behavior. At the team level, aggregate political skill predicted both subjective and objective negotiation outcomes. Contrary to the perception that political skill represents a dark side of human behavior, our results show that political skill is a positive and critical resource in team on team, mixed-motive negotiations.

Gender and Identity Threat in Negotiations: The Role of Upward Counterfactuals

Brooke Gazdag *LMU Munich*
Alexandra Mislin *American University*

Negotiations are categorized as a competitive context, with one winner and one loser. This categorization, both in practice and in research, has implications for gender roles and stereotypes (Kray & Thompson, 2004). We suggest an important factor in understanding some of the gender differences we observe is based on counterfactual thinking and its influence on identity threat. Specifically, we believe the direct connection between upward counterfactual thinking and identity threat is likely to be stronger for women than men. Results from an experience sampling study with professional negotiators support this assertion. Female negotiators are more likely to experience identity threat when they believe they could have reached a better agreement with their counterpart. These findings provide insights into how negotiators deal with their day to day negotiations.

Gain Without Pain: How to Make Optimal Negotiation Packages

Uta Herbst *University of Postdam*
Markus Voeth *University of Hohenheim*
Manuel Hefner *University of Hohenheim*
Ernestine Siebert *University of Potsdam*

In multi-issue negotiations, different issues can be negotiated separately or simultaneously in packages. Although some benefits of package strategies in negotiations have already been examined, recommendations on the concrete compilation of package offers remain rare. Whereas research on the optimal number and type of issues within an effective package exists, it remains questionable though, how package offers should be designed in detail to optimize negotiation outcomes. For example, it still has to be investigated if package offers should include only concessions or if negotiators should also lower their sights in regard to some issues, thereby making trade-offs. To pursue these questions on a theoretical and empirical base, we set up an experimental study to contrast different negotiation tactics with respect to concessions and demands within package offers. Moreover, our research focuses on the effects of different importance of issues within the package to derive specific recommendations for negotiation behavior respectively.

Tuesday | 3:30PM - 5:00PM in Trinity 2

Roundtable: Conflict Management and Media Impact | Roundtable

Tricia Jones *Temple University*
Deborah Cai *Temple University*
Quaiser Abdullah *Temple University*
Deanna Geddes *Temple University*
Jessica Jameson *North Carolina State University*
Edward L Fink *Temple University*

This roundtable is designed to engage a scholarly dialogue on the role of media in conflict. Very little research is available that addresses the relationship between media and social conflict, and there is even less theory that drives this type of research and practice. Much of the existing work on media and social conflict concentrates on content analyses of media coverage of protracted conflict (e.g., the Vietnam conflict, the Israeli/Palestinian conflict). Standard exemplars of the existing scholarship focus on what the media did and did not report and how this reporting influenced political systems or broad-based attitudes about the conflict. That work, while relevant, is further limited by its focus on conventional media in terms of print and broadcast journalism. The primary goal of this roundtable is to talk about how to advance conflict intervention practice through a more sophisticated understanding of how conflict is affected by media.

Tuesday | 3:30PM - 5:00PM in O'Connell 4

What Does it Take to Live in Peace? Modeling and Measuring Sustainable Peace for Research and Policy | Symposium

Peter Coleman *Teachers College, Columbia University*
Douglas Fry *University of Alabama, Birmingham*
Geneviève Souillac *Katholieke Universiteit Leuven*
Larry Liebovitch *Queens College, City University of New York*
Joshua Fisher *Advanced Consortium on Cooperation, Conflict, and Complexity*
Allegra Chen-Carrel *Advanced Consortium on Cooperation, Conflict, and Complexity*

The United Nations has struggled to reorganize its peacebuilding architecture around the goal of sustaining peace. Scientific research should play a crucial role in this process, but our understanding of sustainably peaceful societies is limited by the fact that most research emphasizes peacebuilding and peacekeeping in the context of conflict. In response, the Sustaining Peace Project was launched at the Earth Institute as a multi-disciplinary, science-practice-policy initiative focused on providing an evidence-based understanding of how peace can be sustained in societies for generations. Moving away from assumptions of linear causality, this project has used insights from complexity science to explore the dynamic and idiosyncratic ways factors interact to create sustainable peace in different societies around the globe. In this symposium, scholars from disciplines ranging from anthropology to mathematics will present the diverse methodology, growing evidence base, outputs and preliminary implications of this research for policymakers, researchers, and practitioners.

Tuesday | 3:30PM - 5:00PM in Swift

The Psychology of Humor | Symposium

T Bradford Bitterly *University of Michigan*
Maurice Schweitzer *Wharton*
Alison Wood Brooks *Harvard Business School*
Ovul Sezer *University of North Carolina at Chapel Hill*
Michael Yeomans *Harvard Business School*

Humor and laughter pervade interpersonal interactions. Although recent research has documented that humor and laughter significantly influence how colleagues perceive and interact with one another (e.g., Bitterly, Brooks, Schweitzer, 2017; Cooper, 2016), much about humor and laughter remain unexplored. Across four presentations, we explore the antecedents and effects of humor and laughter within organizations. Specifically, this symposium explores how inside jokes can increase feelings of closeness but can also induce feelings of social exclusion (Sezer, Bitterly, Brooks, Norton, & Schweitzer); how individuals prefer to review rather than to recommend humor (Yeomans); how power influences the use of humor (Bitterly); and how power differences drive gender differences in laughter (Bitterly, Brooks, Aaker, & Schweitzer). Together, these presentations will provide novel, interesting, and important insights on the psychology of humor and laughter.

Tuesday | 5:00PM - 5:45PM in

Lifetime Achievement Award Address

Join us as we honor James A. Wall with IACM's prestigious Lifetime Achievement Award. Stick around immediately afterward to partake in the annual group photograph.

Tuesday | 5:45PM - 6:00PM in

Annual Group Photograph

Let's keep the tradition going as we'll all huddle together so that we can add to our tremendous collection of conference group photos!

Tuesday | 6:00PM - 7:15PM in Swift

Annual Business Meeting of the Association

The annual business meeting, led by President Maurice Schweitzer, will discuss the state of the Association, advances we've made over the past year and continue to strive toward, a look at our future conference sites, and the official hand-off of the Presidency to President-Elect Zoe Barsness.

Tuesday | 7:30PM - 11:00PM in the Arrol Suite at the Guinness Storehouse

Awards Banquet at the Guinness Storehouse

IACM has booked the world-famous Guinness Storehouse for the evening! Upon arrival at 7:30pm, you will be able to take a self-guided tour through the first few floors of the Storehouse, to make purchases at the shop, and then proceed to the Arrol Suite where our dinner and awards banquet will take place. The evening will be MCd by Don Conlon. Following the awards and dessert, you will be treated to the popular local band, The Rattling Kind, who will play a mix of their own songs that reached the Irish Hits Charts to a collection of covers from Irish and UK bands that we all know and love. All the while, you can try your hand with the Guinness Storehouse staff in attempting to "Pour the Perfect Pint" of Guinness. It should be quite a memorable event!

Wednesday | July 10

8:30am – 10:00am Sessions

Wednesday | 8:30AM - 10:00AM in O'Connell 1

Teaching Collaborative Governance | Workshop

Michael Kern *Washington State University/University of Washington William D. Ruckelshaus Center*
Laurel Singer *Portland State University National Policy Consensus Center*
William Hall *Georgetown University*

Over the last decade, the term “collaborative governance” has received definition as it applies to facilitated/mediated, multiparty, consensus-seeking processes intended to resolve particular public policy challenges. This workshop will present, and build on, analysis of over 60 syllabi from courses at universities across the United States on collaborative governance and related topics. It will: 1) Explore how collaborative governance is being understood and taught at US universities; 2) Inform that instruction with US and international academic, practitioner, and “pracademic” perspectives, knowledge, and experience; and 3) Identify gaps and opportunities in current pedagogy. After a synopsis of common or notable curricular elements, the presenters will then describe as examples three graduate courses and an online certificate program relating to collaborative governance they have developed for four universities. The workshop will include moderated, interactive discussion among presenters and attendees, to promote an exchange of ideas and build on themes presented.

Wednesday | 8:30AM - 10:00AM in Swift

“Changing My Life, My Work – and the World?” - Designing Research for Impact of Postgraduate Academic Training In Mediation, Conflict Resolution and Negotiation | Novel Session

Lin Adrian *University of Copenhagen*
Ulla Gläßer *Europa-Universität Viadrina*

This novel format session is designed to introduce, discuss and develop further an evolving international research project on the multiple effects of university-based executive programs in the area of negotiation, mediation and conflict management. This session thus combines the presentation of two connected empirical studies with the exploration of future research design and potential research collaboration. In the first part of the session, the organizers (both academic directors of university executive master programs in mediation and conflict management) will present the findings of two studies on the impact of their programs on graduates, their workplace and society. In the second part of the session, participants are invited to critically reflect on the presented studies and discuss why (and whether) impact studies are relevant, what to measure and how to best do so. In addition, the session will explore future collaborative research on the subject.

Diversity and Discrimination in Organizations | Paper Presentations

Wednesday | 8:30AM - 10:00AM in Trinity 1

Can an Hour of Online Diversity Training Promote Inclusive Attitudes and Behaviors at Work?

Edward Chang *University of Pennsylvania*
Katherine Milkman *University of Pennsylvania*
Dena Gromet *University of Pennsylvania*
Robert Rebele *University of Pennsylvania*
Cade Massey *University of Pennsylvania*
Angela Duckworth *University of Pennsylvania*
Adam Grant *University of Pennsylvania*

We present results from a large (N=3,016) field experiment at a global organization testing whether a brief, science-based online diversity training can change attitudes and behaviors towards women in the workplace. Our pre-registered experiment included an active placebo control and measured participants' attitudes and real workplace decisions up to twenty weeks post-intervention. Among groups whose average untreated attitudes were relatively less supportive of women than other groups, our diversity training successfully produced attitude change but not behavior change. On the other hand, our diversity training successfully generated some behavior change among groups whose average untreated attitudes were already strongly supportive of women prior to training. This study extends our knowledge about the pathways to attitude and behavior change in the context of bias reduction. However, the results suggest that the one-off diversity trainings that are commonplace in organizations are unlikely to be stand-alone solutions for promoting equality in the workplace.

Leveraging Tension for Social Change in the Workplace: Social Identity and Activist Types

Allegra Chen-Carrel *Teachers College, Columbia University*
Rebecca Bass *Teachers College, Columbia University*
Danielle Coon *Teachers College, Columbia University*
Keerthana Hirudayakanth *Teachers College, Columbia University*
Diego Ramos-Ochoa *Teachers College, Columbia University*

Tension over issues of diversity and inclusion in workplaces is often debilitating and silencing. However, tension can also provide energy for change. In the current study, we explore how organizational activists, or people passionate about advancing diversity and inclusion in their workplaces, leverage tension in the pursuit of more equitable and just organizations. Based upon interviews and surveys with practitioners, we identify four types of activist profiles: healers, mediators, subversive resistors, and revolutionaries. In the current study, we propose to (1) use qualitative methods and latent cluster analysis to clarify these four distinct approaches and associated strategies, and (2) analyze how aspects of social identity such as race and gender may influence practitioners' preferred modes of leveraging tension. Ultimately, we hope to construct a tool which would allow people passionate about increasing diversity and inclusion in their organizations to reflect and consider different strategies for leveraging tension.

Asymmetric Attributions to Discrimination: Why Benefitting from Discrimination is Not Seen as Discriminatory

L Taylor Phillips *NYU Stern*
Sora Jun *UT Dallas*

Discriminatory decision-making continues to plague organizational life. While much of the research on this topic suggests that prejudice is at the root cause, we offer an overlooked, complementary explanation for its persistence: discriminatory decisions that are described as favoring candidates, compared to disfavoring candidates, are less likely to be recognized as discrimination. We theorize that this relative lack of recognition of discrimination is driven by positive perceptions of the decision-maker intent. We find evidence for our theory across an experience sampling study (Experiment 1) and a large-scale experiment (Experiment 2), covering a wide range of contexts including race, gender, citizenship status, and more. We additionally found even trained experts in HRM were less likely to recognize discrimination when described as favoring rather than disfavoring (Experiments 3a and 3b), and the framing of the same discriminatory decision affected potential job applicants' willingness to apply to work at the company (Experiment 4).

Negotiating Difference: Applying a Negotiation Lens to Diversity Management

Melissa Thomas-Hunt *Vanderbilt University*
Tiffany Galvin Green *Vanderbilt University*
Allison Elias *Vanderbilt University*

In this book we demonstrate how many negotiation, conflict resolution, and mediation concepts (i.e., fixed pie bias, framing effects, bargaining power, bundling multiple issues, using agents, preparing away from the table) along with newly conceptualized notions for garnering influence (building on interest-based theorizing and the power of framing) can help practitioners meet the challenges of diversity work. Drawing on both literature and examples from experienced professionals, we provide practitioners with a clear set of principles on how to navigate relationships inside and outside of their organizations to build trust and gain support for diversity initiatives.

Distributive Negotiation | Paper Presentations

Wednesday | 8:30AM - 10:00AM in Trinity 2

No Numbers Needed - The Semantic Anchoring Effect

Marie-Christin Weber *University of Potsdam*
Uta Herbst *University of Potsdam*

Anchoring exemplifies one of the most important and most studied behavioral negotiation strategies in research. Existing studies thus far focus exclusively on numerical first offers. However, situations arise in which a party wants to benefit from the first-mover advantage (which promises a better outcome for the anchoring party), but simultaneously—due to uncertainty, for example—cannot or does not want to reveal numbers. In such a situation, the party can rather use price directions and say, for example, that prices have risen since the previous year. This paper studies if and how semantic anchors, which do not incorporate numbers, influence the negotiation process and outcome. For this purpose, three studies were undertaken. The first two studies show the semantic anchoring effect in a scenario-based questionnaire. In a third study, a negotiation experiment is conducted, which discloses that the semantic anchor leads to better outcomes than a numerical anchor.

Ethical Decision-Making In Phantom BATNA Situations

Shuqi Li *Michigan State University*
Donald Conlon *Michigan State University*

We study the ethicality of decisions by negotiators in situations where they have to make a decision to accept or reject an offer in hand before hearing back about one or more other opportunities (i.e., a potential but uncertain best alternative to a negotiated agreement or “phantom BATNA”). It is unethical to frame a phantom BATNA as a certain BATNA, but doing so enhances negotiator power perceptions and generates better negotiation outcomes. The present two studies examine whether decisions to misrepresent phantom BATNA information are influenced by the negotiator’s likelihood of obtaining their alternative offer (Studies 1 & 2) and by the negotiator’s dispositional promotion versus prevention orientation (i.e., regulatory focus; Study 2). Study 1 involves qualitative coding of negotiation messages from an archival dataset. Study 2 is an experimental study that includes a job offer negotiation simulation.

How Time is Used Strategically in Negotiation

Peter Carnevale *University of Southern California*

Time is a fundamental element of negotiation; it can affect many aspects including basic negotiation processes and outcomes, choice of tactics, and basic psychological processes of emotion, cognition and motivation. Often time is a condition or situation faced by the negotiator (e.g., “I am under time pressure – I must sell my car today because I am leaving town tonight!”). Time can be strategic, used by negotiators to achieve an objective, typically an effort to evoke compliance, e.g., the exploding offer (“The job offer is only good until tomorrow at noon”). Some strategies of negotiation only occur with time (e.g, the black-hat/white-hat sequence). Time can be used for building integrative agreements as well as for other forms of cooperation in negotiation. “Timing,” knowing when to do something for an effect, is an important skill in negotiation. There are many aspects of time in negotiation that are ripe for empirical investigation.

Is the Buyer Really King? A Meta-Analysis on the Influence of Buyer and Seller Roles on Economic Negotiation Outcomes

Ingmar Geiger *Aalen University*
Andreas Salmen *Technische Universität Berlin*
Alfred Zerres *University of Amsterdam*

A prominent finding in negotiation research points towards a buyer advantage over the seller when it comes to individual negotiation outcomes. This general finding is also in line with common believes in practice that often see the buyer as “the king” in negotiations. In this meta-analysis (k = 285 effect sizes; n = 21,796 participants) we empirically review the existing evidence for such role effects. Surprisingly, and in contrast to the commonly held believe, we find that, on average, sellers outperform buyers. We further find in our moderator analysis that this average effect varies substantially and investigate under which conditions buyer or seller advantages exist. Effect sizes that are based on samples with experienced negotiators show a buyer advantage, whereas other samples do not. Further, negotiator goals, their power position and asymmetrical distributive stances could be identified as moderators.

Wednesday | 8:30AM - 10:00AM in O'Connell 4

Managing Conflict Through Communication | Symposium

Nicole Abi-Esber *Harvard University*
Einav Hart *University of Pennsylvania*
Annabelle Roberts *University of Chicago*
Emma Levine *University of Chicago*
Ovul Sezer *University of North Carolina, Chapel Hill*
Eric VanEpps *University of Utah*
Maurice Schweitzer *University of Pennsylvania*
Grant Donnelly *Ohio State University*
Alison Wood Brooks *Harvard University*
Lindred Greer *Stanford University*
Alisa Yu *Stanford University*
Preeti Srinavasan *Stanford University*
Jared Curhan *Massachusetts Institute of Technology*
Jennifer Overbeck *Melbourne Business School*
Yeri Cho *University of La Verne*
Teng Zhang *Penn State Harrisburg*
Yu Yang *Shanghai Tech University*

When do we decide to communicate, and what do we decide to say? This symposium on conflict and communication will illustrate several sub-optimal conversation phenomena, including hiding success, unwillingness to ask sensitive questions, and over apologizing. It will also highlight potential avenues for improving conversations, including increasing the frequency of pauses and the amount of silence, and keeping underlying tensions under wraps in situations where teams are highly aligned. Attendees will come away with a more nuanced understanding of why many common conversational strategies often fail to leave a good impression on others, and how to improve conversations—especially in times of conflict.

Wednesday | 10:00AM - 10:30AM in Foyer

Conversation & Coffee

Take a breather from the session you've attended to grab some coffee, tea, and a few snacks before heading back to another round of presentations.

10:30am – 12:00pm Sessions

Women in Negotiation & Organizations | Paper Presentations

Wednesday | 10:30AM - 12:00PM in O'Connell 1

What Happens if Women do Ask? Gender and Negotiation in an Online Labor Market

Christy Koval *Hong Kong University of Science and Technology*
David Daniels *Hong Kong University of Science and Technology*

Leading research on gender and negotiation states that women get less of what they want because "women don't ask." But what would happen if women did ask? We leverage a novel, unique field data set from an online labor marketplace in which all workers are required to propose a first offer when negotiating their hourly wages for freelance jobs. Controlling for many covariates including workers' first offers, we show that even when women do ask, they receive $2.55 (about 9.3%) lower hourly wages than men. Surprisingly, however, asking for more helps women 9.7% more than it helps men. Furthermore: (1) in female-typed occupations, these effects vanish; (2) men receive higher hourly wages if they demonstrate high abilities (high test scores), but women don't; (3) women are 38% more likely than men to reveal a "learning orientation" in their profile text, but they receive $4.44 lower hourly wages if they do.

Equal Investments with Unequal Returns: High Status Contacts Benefit Women's Status Attainment Less than Men

Siyu Yu *New York University*
Catherine Shea *Carnegie Mellon University*

Three multi-method studies examine individual status attainment as a function of the status of their social network contacts. Results demonstrate that women accrue significantly less status than men when they connect with higher status actors. Study 1 finds that professional women connected to high status network contacts are rated as lower in status in comparison to men. Study 2, a longitudinal study, find that the status of a woman's network contacts at Time 1 predicts her lowered status at Time 2 while this negative relationship does not exist for men. Study 3, an experimental study, finds that women (but not men) who connect with high status actors are seen as being lower in communality, which leads to lower status attainment. Results suggest that women connecting to high status contacts reap lower status benefits than men engaging in the same social networking tactics. Implications for working women and organizations are discussed.

Reconceptualizing What and How Women Negotiate for Career Advancement

Hannah Riley Bowles *Harvard Kennedy School*
Thomason Bobbi *Pepperdine Graziadio Business School*
Julia Bear *College of Business, Stony Brook University*

We propose a conceptual framework for the scope of the role of gender in career negotiations. Extant research emphasizes women's disadvantages relative to men in compensation negotiations. We present an inductive study of what and how women negotiate for career advancement, drawing on data from diverse samples of negotiation accounts by senior-executive, mid-level, and early-career professionals from the public, private, and non-profits sectors and six world regions. Integrating insights from six studies, we propose a more comprehensive perspective on what men and women negotiate for, including role development and work-family conflicts, as well as compensation. We also identify three distinct negotiating strategies—asking, bending, and shaping—that vary in the extent to which the negotiator conforms to, deviates from, or attempts to redefine organization norms. Our analyses suggest that the choice of negotiating strategy has implications for career progression, particularly for navigating of nontraditional career paths and claiming leadership.

Mighty Women, Weak Men or Vice Versa--Who Is Best at Expanding the Pie? A New Paradigm to Explore the Effects of Gender and Power on Integrative Negotiation

Wolfgang Steinel *Leiden University*
Fieke Harinck *Leiden University*

The interplay of power and gender in negotiations was investigated in two experiments (N = 126, and N = 148). In a new paradigm, negotiators could create extra value by solving optional issues besides mandatory issues. Results showed that power prevailed in the mandatory issues; more powerful parties claimed a larger part of the outcomes for the (distributive) mandatory issues than less powerful parties, regardless of the powerful party's gender. For the (integrative) optional issues, a different picture emerged. There, the power difference was irrelevant, and gender effects emerged. Powerful males still claimed more of the value created, but when powerful females negotiated with powerless males, the powerless males created more value and claimed more of it. The new paradigm helped to tear apart the effects of power and gender, and showed that creating value via adding additional issues to the negotiation table can also be studied experimentally and quantifiably.

Ethics & Trust | Paper Presentations

Wednesday* | *10:30AM - 12:00PM in Trinity 2

I May Not Agree with You, But I Trust You: Caring About Social Issues Signals Integrity

Julian Zlatev *Harvard University*

What characteristics of an individual signal trustworthiness to others? I propose that individuals who care about contentious social issues signal to observers that they have integrity and thus can be trusted. Critically, this signal conveys trustworthiness whether or not the target and the observer hold the same view on the issue. Five studies (N=3817) demonstrate the predicted effect of caring on integrity-based trust (Studies 1, 2, 3a-b, & 4)—even in cases of strong disagreement—across a variety of issues (Study 1) and when using behavioral outcomes with real stakes (Studies 3a-b). This effect largely results from a perception of low-caring targets as particularly untrustworthy (Study 2). Additionally, observers trusted targets with staunchly opposing views about an issue even though they simultaneously disliked them (Study 4). These findings have important implications for how people form impressions of others and speak to potential interventions to help mitigate the growing ideological divide.

Everyday Dilemmas: New Directions on the Judgment and Resolution of Benevolence-Integrity Dilemmas

Alexander Moore *University of Chicago*
David Munguia Gomez *University of Chicago*
Emma Levine *Emma Levine*

Many everyday dilemmas reflect a conflict between two moral motivations: the desire to adhere to universal principles (integrity) and the desire to improve the welfare of individuals in need (benevolence). In this article, we bridge research on moral judgment, trust, and organizational justice to introduce a framework that establishes three defining distinctions between benevolence and integrity. We use this framework to explain existing findings and generate novel predictions about the resolution and judgment of these benevolence-integrity dilemmas. Though ethical dilemmas have long been a focus of moral psychology research, existing research has relied on dramatic dilemmas that involve conflicts of utilitarianism and deontology, and failed to represent the ordinary, yet psychologically taxing dilemmas that we face every day. The present article fills this gap; thereby deepening our understanding of moral judgment and decision-making and providing practical insights on how decision-makers resolve moral conflict.

Fibbing About Your Feelings: When Feigning Happiness in the Face of Personal Distress Increases Trust

Kristina Wald *University of Chicago, Booth School of Business*
Emma Levine *University of Chicago, Booth School of Business*

Individuals who experience personal distress face a dilemma when they enter the workplace: should they authentically express their negative emotion when conversing with colleagues, or feign happiness? Across four experiments, using face-to-face interactions, as well as video and scenario-based stimuli, we explore the trust implications of emotional misrepresentation within everyday workplace conversations. In Studies 1 and 2, we find that individuals who feign happiness are more likely to get hired and are trusted more by others, despite also being perceived as more dishonest. In Study 3, we disentangle verbal and nonverbal emotional misrepresentation, and in Study 4, we document the moderating effect of personal versus professional context. This research deepens our understanding of emotion regulation, authenticity, and trust, by revealing the consequences of emotion regulation in mixed motive settings and demonstrating that emotional misrepresentation, unlike many other forms of misrepresentation, can increase trust.

Can't I Be Honest? Rebuilding Trust After an Integrity-Based Violation

Alexandra Misln *American University*
Rachel Campagna *University of New Hampshire*

Transgressions involving trust violations often occur in negotiations, leading to a breakdown in exchange and future interaction. When the violation is integrity-based, research has shown that denying culpability is the most effective path toward trust recovery; an apology admits culpability and supports the perception that the perpetrator has little integrity. Yet a dishonest response may not be ideal for all individuals and relationships, and we propose that the initially negative reaction to an apology may improve with time. We conduct two studies that examine whether apologies issued after an integrity-based trust violation in a negotiation between two parties rebuild trust after a two-day (Study 1) and two-week (Study 2) delay. Our results indicate that the impact of apologizing on the transgressor's perceived trustworthiness and victim's willingness to cooperate improves with time. Thus, our findings offer an alternative, more honest path to rebuilding integrity-based trust: apologize and give it some time.

Wednesday | 10:30AM - 12:00PM in Swift

Engaging Diversity and Political Tensions in a Complex Work Environment | Novel Session

Helena Desivilya *The Max Stern Yezreel Valley College*
Victor Friedman *The Max Stern Yezreel Valley College*
Daniella Arieli *The Max Stern Yezreel Valley College*
Michal Raz *The Hebrew University of Jerusalem and the Max Stern Yezreel Valley College*
Oriana Abboud Armaly *Bar-Ilan University and the Max Stern Yezreel Valley College*

The novel session will explore the perplexing experiences of academics working in the context of divided societies. It is designed as “in-house fishbowl” including participants who are academic staff at a college in Northern Israel. The fishbowl discussion will address our experiences in building a partnership among the academic staff, administrators and students designed to develop a framework to constructively cope with diversity and political tensions in a complex work environment. The fishbowl will begin with the participants describing their encounter at the interface of diversity and political tension, their experiences of these encounters, and what they have learned from them. Members of the audience will then be invited to join the fishbowl so that they can respond to the participants' remarks and share their own relevant experiences. The fishbowl discussion is relevant to educators, researchers and practitioners interested in approaches bridging theory and practice to engaging real life conflicts

Wednesday | 10:30AM - 12:00PM in O'Connell 4

Meet the Journal Editors | Symposium

Organizer: Nazli Bhatia *Wharton School*

Michael Gross *Negotiation & Conflict Management Research*
Lindred Greer *Academy of Management Journal*
Peter Kim *Academy of Management Review*
Bruce Barry *Business Ethics Quarterly*
Nir Halevy *Journal of Personality and Social Psychology*
Hillary Elfenbein *Management Science*
Scott Wiltermuth *Organizational Behavior and Human Decision Processes*
Maurice Schweitzer *Organizational Behavior and Human Decision Processes*

Come hear from a panel of some of the leading journals in industry as they discuss the current state and the future of publishing.

Wednesday | 12:00PM - 1:30PM in Murray's Pub

Lunch

If you pre-registered for an out-going lunch, please join us at Murray’s Pub as we gather one last time in closing out the conference.

Wednesday | 1:30PM - 4:00PM in Swift

IACM Board Meeting (by Invitation Only)

VISUAL PRESENTATION ABSTRACTS

Sunday | 9:00pm – 10:00pm in Murray's Pub

When the Gig isn't Up: The Influence of Employment Arrangement and Psychological Contract Type on Effort and Performance

Rachel Campagna *University of New Hampshire*
Jennifer Griffith *University of New Hampshire*

Millions of employees are now classified as gig workers and beneficial for both managers and employees. Yet, little research has addressed whether these work arrangements lead to differences in work outcomes when compared to traditional employment arrangements. Across three studies, we test whether employees' effort and performance differ based on their work arrangement and the relationship with their manager. Using trust and psychological contract theories, we found that gig workers, employed under transactional agreements, exerted less effort and had lower performance than traditional employees working under a relational contract when both groups trusted their manager. Following a trust violation, feelings of betrayal and anger created a stronger, negative reaction from traditional employees, which led to greater self-interested behaviors. Our findings enhance our understanding of how psychological contracts affect effort choices and performance of gig versus traditional workers and highlight the important role of trust for the manager in this relationship.

Factors Influencing Turning Points in Cross-Border Merger and Acquisition Negotiations Between Automobile Manufacturers

Yadvinder Rana *Catholic University, Milan*

The complexity generated by the possible number of interacting factors in international business negotiations renders theory development problematic; by integrating both the macro-strategic and the micro-behavioral paradigms of International Business negotiations analysis, the turning points framework allows to overcome the main limitations to complex negotiation analysis providing a conceptual causal model that describes the connection between negotiation process and outcomes.
The research question that we intend to address is: Which factors influence the occurrence and consequences of turning points in cross-border merger and acquisition negotiations between automobile manufacturers?
The analysis is based on a small-N comparative study aimed at identifying the factors that influence the occurrence of turning points and the causal relationships that exist among departures, precipitants and consequences based on the turning points framework.
It is anticipated that departures in cross-border merger and acquisition negotiations between automobile manufacturers are mainly generated by internal (both substantive and procedural) precipitants.

The Intangible of the Tangible: Behavior and Outcomes in Negotiations About Value-Relevant Issues

Carolin Schuster *Leuphana University Lüneburg*
Roman Trötschel *Leuphana University Lüneburg*
Johann Majer *Leuphana University Lüneburg*

Extending previous research on value conflicts, we examined negotiation behavior and outcomes in conflicts about issues that are linked to differently prioritized values, rather than issues reflecting incompatible values. We further examined whether information about the counterparty's priorities would exacerbate undesirable behaviors and outcome in value-relevant conflicts. In an online negotiation study (N = 171) and an interactive negotiation study (N = 324) we manipulated whether participants represented the same positions (i.e., more central/remote building sites) based on their companies' values (sustainability/tradition) or customer preferences (nightlife/seclusion). We also manipulated information about their counterparty's priorities (yes/no). We found consistent evidence for detrimental effects of value relevance on interest-consistent trade-offs, joint and individual payoff, and subjective evaluations of the negotiation. Information about priorities did not affect any outcomes, neither in the value-relevant, nor the value-irrelevant condition. Results are discussed with regard to practical implications for solving value-relevant conflicts.

The Ripple Effects of Shareholder Activism: Avoiding Conflicts Neighboring Firms Have Experienced

Jennifer Lee *Michigan State University*
Guy Shani *Michigan State University*
Gerry McNamara *Michigan State University*

Shareholder activism, where activist investors challenge the management of an organization, brings unwanted conflict and increased pressure for top managers of targeted firms (Gillan & Starks, 2000). To date, research has primarily examined how targeted firms respond to activist pressures and the consequences of activist campaigns on the targeted firms (Goranova & Ryan, 2014; Karpoff, 2001). We extend research on the topic of shareholder activism by looking beyond the targeted firm to consider how neighboring firms may react in order to avoid similar conflict. We develop theory about how and under what conditions non-targeted firms are likely to engage in conflict-preemption tactics to the activist conflict at neighboring firms. Our preliminary results provide support for our hypotheses but also indicate a pattern of preventative responses which are more nuanced and subtle than we had anticipated, though still consistent with our theory.

Ask-Bragging and Ask-Complaining: Feigning Interest in Others to Elicit Admiration and Sympathy

Ryan Hauser *Yale School of Management*
Alison Wood Brooks *Harvard Business School*
Michael Norton *Harvard Business School*

People often wish to share positive or negative information about themselves with others—they brag to elicit admiration and complain to elicit sympathy. We introduce pervasive and thinly-veiled disclosure strategies: ask-bragging and ask-complaining. In both cases, people ask their conversation partner a question ("How was your weekend?"). Then, in a subsequent turn of the conversation, the question-asker answers the question him or herself (whether the partner has asked the question back or not). Ask-brags and ask-complaints are viewed as adherences to social norms and erroneously believed by the asker to leave a better impression than overt disclosures. The strategies are commonly deployed, but are quite ineffective. Recipients realize that ask-braggarts and -complainers have little interest in their response, but are instead setting up their own disclosure ("Mine was amazing!" / "Mine was awful!")—and prefer people who straightforwardly brag or complain.

Threat or Savior? Exploring How Gender and Legitimate Power Influence Retaliation Against Moral Objectors

Timothy Kundro *Wharton*
Nancy Rothbard *Wharton*

While generally encouraged by organizations, organizational members do not always respond positively to moral objection. Since moral objection is an agentic behavior that violates communal role expectations, women may be particularly likely to face retaliation. While some research suggests that increases in legitimate power may shield women from retaliation, other scholars have suggested that legitimate power does little to protect women. We test these competing theoretical predictions by exploring and elucidating a negativity bias towards individuals who break communal role expectations -- derived either from their gender or legitimate power. In doing so, we demonstrate that while men who morally object face less retaliation as they increase in legitimate power, women are likely to face similar levels of retaliation regardless of their legitimate power. Additionally, we suggest and find that this is because moral objectors who violate communal expectations are viewed as threatening to the organization.

A Conflict Manager's Life Lens, the Intersection with Ethics, and Negotiation

Pamela Kay Struss *University of North Carolina Wilmington / School of Conflict Analysis and Resolution at George Mason University*

Like everyone else, conflict managers view their world through an individual "lens". That "life lens" intersects their personal ethical code and guides how they negotiate. A conflict manager's practice is also influenced by the plethora of ethical codes extant throughout the profession. Most practitioners' tools: mediation, facilitation and arbitration have professional codes of ethics prescribed by professional organizations. However, conflict managers all negotiate, and while articles on ethics in negotiation abound, formal ethical standards for negotiation are not set. Readers here will have an opportunity to reflect on their life lens, draft a personal ethical statement and assess how it affects their negotiation practice. A negotiator needs a personal ethical code to address the lack of a formal code. This paper will explore how a practitioner's life lens influences their personal code of ethics and intersects with professional codes.

From Shared Climate to Micro-Environments: An Alternative View

Ray Friedman *Vanderbilt University*
Mara Olekalns *Melbourne Business School*

Much of organizational behavior and conflict management research looks at how social context influences individuals' experiences and behaviors. An alternative view, that we develop in this paper, is that individuals can to some degree create their own contexts, and do so in a way which follows them across dyads, groups, and organizations. Because context is shaped by individuals, there may be multiple, different contexts within the same group, team, or organization. We call these person-specific "micro-environments." In this paper we introduce the concept of micro-environments, examine individual-level factors that make them more likely, and look at methodological and managerial implications.

Transforming Relationships Between Israeli Settlers and West Bank Palestinians: Assessing the Case of "Roots"

Ben Mollov *Bar Ilan University*
Chaim Lavie *Bar-Ilan University / Shaare Mishpat College*

Against the background of a preliminary assessment of a relatively new Israeli-Palestinian initiative known as "Roots", which has provided a framework for cooperation and relationship transformation to occur between Israeli settlers and neighboring West Bank Palestinians; this paper will present an advanced evaluation of a number of its key activities based on extensive qualitative and quantitative empirical data. Based on these findings the impact of this organization on both the micro and macro levels will be assessed with particular reference to prominent theories/approaches relevant to Israeli-Palestinian peace building.

Economic Capital and Social Capital in Integrative Negotiations

Kai Zhang *Leuphana University*
Hong Zhang *Leuphana University*
Roman Troetschel *Leuphana University*

To date, prior research has largely focused on economic outcomes in negotiations with less attention paid to social-capital outcomes. In this paper, we develop, from a contextual perspective, a conceptual model that highlights the duality of negotiation outcomes by identifying the determinants of both economic and social-capital outcomes. Building on the theoretical foundations of mental accounting in consumer and decision-making research, and on a recently introduced mental-accounting model of negotiation, we suggest that negotiators open up two different mental accounts to evaluate the economic vs. social-capital outcomes. Specifically, we propose that negotiators' focus on the two mental accounts is a contextually determined psychological process that underlies behavior and outcomes (i.e., economic and social-capital) in negotiations. To conclude, directions for future research for testing the model are discussed.

The Impact of Cognitive Biases on Integrative Negotiation

Ann-Sophie De Pauw *IESEG School of Management*
Tiaan Smit *Graduate School of Business, University of Cape Town*

This study investigates the impact of cognitive biases on integrative, value creating negotiation. An experimental study was conducted in which participants (n=100) executed a negotiation simulation with integrative potential and obtained individual and joint negotiation outcomes. Negotiation reports were coded for negotiators' use of fixed-pie bias, framing bias, egocentric bias and the value of their negotiation outcomes. Results indicate a significant positive impact of the cooperative and competitive framing bias, and the egocentric bias on joint negotiation outcomes. The fixed-pie bias has a significant positive effect on joint negotiation outcomes up to a certain point, after which more use of the fixed pie bias results in lower joint negotiation outcomes. Cooperative framing has a positive effect on individual negotiation outcomes. These results show that cognitive biases can have mixed effects on negotiators' outcomes, both preventing and assisting them in achieving high value integrative settlements.

Blowback: Retaliating Against Anger Expressions in Group Decision Making and the Role of Gender

Jack Zhang *Washington University in St. Louis*
William P. Bottom *Washington University in St. Louis*

Bridging the literature of group decision and negotiations, we studied anger expressions in decision-making groups and the influences of gender. In three experiments on groups with one agenda setter and three voters, we manipulated anger expressions by group members. We reached four major findings. 1) Expressing anger made the recipients demand more as agenda setters and less likely to vote "yes" as voters. This detrimental effect was labelled as the "blowback effect". 2) Gender played an important role in the process. In our studies, women used fewer anger expressions compared to men, but they expressed anger more authentically and reacted to others' anger expressions more competitively. 3) We proposed and tested a modified version of Emotion as Social Information model (EASI, van Kleef, 2007) to explain the mechanisms of the blowback effect. 4) We took efforts in uncovering the dynamics of expressing and reacting to anger in group decision making.

Understanding and Managing the Motives to Initiate Negotiations

Ilias Kapoutsis *Athens University of Economics and Business*
Antonia Lampaki *Athens University of Economics and Business*
Roger Volkema *American University*

Negotiation researchers have started to pay more attention to all the stages of the negotiation process, including the initial stage wherein individuals perceive situations as opportunities to negotiate and act on those perceptions. In this paper, we aim to identify and integrate different motives of individuals for engaging, making a suboptimal request, and/or optimizing a request. Thus, we demystify the landscape of negotiation initiation research and organize them into five sources of motivation: a) socialization/acculturation, b) role definition/responsibility, c) rationalization, d) vicarious inspiration, and e) personal characteristics/traits. We also highlight important, yet overlooked, issues, offer examples of the forms that these sources can take, discuss their impact on the three phases of initiation, and their interrelationships. Finally, we suggest practical ways to manage these motivations. This theoretical account will enrich our understanding about the beginning of a negotiation and will add to what we already know about the negotiation process.

Penchant for Passion: How Presentations of Work Passion Influence Employment Outcomes

Andrea Freund *Stanford Graduate School of Business*
Margaret Neale *Stanford Graduate School of Business*

Organizations frequently promote work passion as a valuable employee attribute, yet we have little knowledge of how expressions of that passion influence employment decisions. Examining work passion as an impression management technique, we investigate how evaluators respond to presentations of work passion from job candidates. We focus on two critical employment outcomes: hiring and salary decisions. Across three studies, we find that evaluators prefer to hire self-described passionate candidates over job candidates who use related impression management techniques, and that this preference is mediated by perceptions of intrinsic motivation. We find no evidence that this preference is associated with increased monetary rewards or that evaluators attempt to exploit passion through lower salary offers.

Improvisation Training Increases Negotiators' Creativity But Not Necessarily Their Outcomes

F. Harinck *Leiden University*
Valentin Ade *Kalaidos University of Applied Sciences*

This study was designed to investigate the effect of a short improvisation intervention on negotiation processes and outcomes. The expectation was that improvisation training, compared to a control condition in which participants engaged in jig-saw puzzling, would result in better negotiation agreements via higher levels of adaptability to new circumstances, better listening, or higher levels of creativity. Results showed that improvisation training increased participants' creativity and divergent thinking, compared to the control condition. The effects however, did not carry over to the negotiation; participants reached similar negotiation outcomes after an improvisation training or after puzzling, and also their (self-reported) negotiation behaviors did not differ between those groups. Possible explanations and future research are discussed.

When Extraversion and Agreeableness Help Claim Value: The Role of Personality, Gender, and Communication Medium In Multiparty Negotiations

Jonathan Lee *Washington University in St Louis*
Elizabeth Luckman *University of Illinois at Urbana-Champaign*
Daisung Jang *University of Queensland*
William Bottom *Washington University in St Louis*

Success in exercising power depends on individual characteristics as well as the context in which power is exercised. Across two multiparty negotiation studies, we examined how extraversion and agreeableness related to value claiming for players in structurally powerful roles. In Study 1, powerful players could not be excluded from a coalition. In this context, extraverted negotiators claimed more value. In Study 2, powerful players could be excluded from a coalition with a joint coalition of the less powerful players. In this context, agreeable negotiators were able to claim more value. Communicating over a computer interface, relative to face-to-face situations, benefited the powerful negotiators' ability to claim value by inhibiting coalitions forming between less powerful players. Across the two studies, there were no gender differences in value claimed. We discuss the importance of matching negotiators to the context in which they can best exercise their power.

Turning Points at the Round Table Talks

Dominika Bulska *University of Warsaw*
Daniel Druckman *George Mason University*
Łukasz Jochemczyk *University of Warsaw*

In the beginning of the last decade of the previous century the "wind of change" blew through Europe, leading to the fall of Communism and regime change in several Eastern-European countries. In most of them the process of negotiations between the previous communist government and the opposition took the form of round table talks. First of those talks happened in Poland between. In this paper our focus is on the negotiation process rather than broader historical trends, intricacies of politics, contagion effects, or the way that identities were transformed. The Round Table provides an opportunity to apply a turning points framework – that consists of three parts: precipitants, departures and consequences – used to analyze other historical cases alone or comparatively. The results of the analysis suggest that the nature of Round Table talks in Poland was extremely dynamic and that procedural events were the prevailing causes of abrupt departures.

The Power of Lost Alternatives in Negotiations

Garrett Brady *London Business School*
Ena Inesi *London Business School*
Thomas Mussweiler *London Business School*

Alternatives to a negotiated agreement remains one of the strongest tools of influence within a negotiation. Considering alternatives are not signed deals, they remain probabilities that can potentially be lost. We expand the conception and implication of alternatives by exploring the significance of lost alternatives on negotiation outcomes. We test the impact of lost alternatives by assessing dual mechanisms, sense of power and anchoring, across four studies: three online and one using face-to-face negotiations (N = 2,275). Across our studies, we find lost alternatives have a sustained impact on negotiation strategies and subsequent outcomes via anchoring and not sense of power. Specifically, the strength of the lost alternative anchors the negotiator such that losing a strong alternative positively influences negotiated outcomes and weak alternatives negatively. This effect is mediated by changes in negotiator's reservation price. The findings highlight the powerful impact alternatives have on negotiator strategies and outcomes.

Impact of Language Choices on the Humanization of Stigmatized Groups

Esther Uduehi *University of Pennsylvania*
Maurice Schweitzer *University of Pennsylvania*

Many academic journals, government agencies, and policy organizations across English-speaking countries advocate for person-first (e.g., person with autism) instead of identity-first (e.g., autistic person) labels. While people believe these language choices change perceptions, to the best of our knowledge, there is no empirical consensus on how perceptions of stigmatized groups are actually changed based on these different terminologies. Therefore, in this project we aim to explore how language choices impact the humanization of stigmatized groups. In two studies, we show that both person-first and identity-first language may lead to increased humanization depending on the stigmatized condition. Our findings may help guide policy and academic recommendations for informed support of both person- and identity-first language.

Can Learning Off Work Facilitate Recovery and Resilience from Work Stress? Two Quasi-Experiments

Yiwen Zhang *University of Hong Kong*

We designed and conducted two quasi-experiments with experience sampling measures to examine whether off-work learning activities may facilitate recovery and resilience from work stress. Based on theory that identify learning experience (learning something new and different from work) as an important aspect of recovery from work stress, our role enrichment perspective challenges the traditional conflict view in the work-school interface literature with an emphasis on fully-employed professionals.

The Role of Deservingness in Coalition Formation

Joeri Wissink *Department of social psychology, Tilburg University*
Ilja van Beest *Department of social psychology, Tilburg University*
Tila Pronk *Department of social psychology, Tilburg University*
Niels van de Ven *Department of marketing, Tilburg University*

A key observation in coalition formation research is that bargainers who have most resources are often excluded from coalitions; an observation dubbed the Strength-is-Weakness effect. In the presented research, we investigated whether the Strength-is-Weakness effect would decrease when bargainers earned their amount of resources through effort rather than received through random distribution—a manipulation we though would increase the perception that those with more resources would be deserving of inclusion in a coalition.

We tested this hypothesis using a 5(4-3-2) simple weighted majority game in which participants either received 4, 3, or 2 resources by chance or earned them through a real-effort slider task. Although our manipulation seemed to elicit a heightened feeling that those with more resources deserved inclusion, and more first offers to those with more resources, it did not lead to more actual inclusion.

The Effect of Expectancy Violations About Conflict Styles on Negotiation

Colleen Tolan *Temple University*
Deborah Cai *Temple University*

This study investigates the role of expectations about the other party's conflict style within negotiation by using expectancy violations theory to examine how negotiators change their tactics when their expectations are met or violated. Conflict styles are based on Pruitt and Rubin's (1986) dual concern model and are measured using the ROCI-II assessment. The proposed study tests whether negotiators presume their opponent will use a conflict style similar to their own and whether negotiators are more satisfied when using negotiation tactics that show high versus low other-concern, even when these tactics are contrary to their expectations for how the conflict will be handled by the other party. A pretest suggests negotiators presume a conflict style similar to their own and are more satisfied with a style motivated by high concern for the other's outcomes, even when this is contrary to their expectations for how the conflict will be handled.

Marginal Unethicality: Transgressor and Victim Perspectives on the Unethicality of Additional Transgressions

Julia Langdon *London Business School*
Daniel Effron *London Business School*
Jonathan Berman *London Business School*

The rise of social media has brought about an increase in the kinds of acts that can violate an individual's dignity. Once information exists in the public sphere persons, who willingly choose to partake, are violating the individual's privacy once more. For many, the more people that engage in a transgression, such as accessing someone's private photos, the less wrong it seems. But victims may not be quite so prepared to excuse a transgressor simply because others have already committed the same act. We examine transgressor and victim perspectives on what we term 'Marginal Unethicality'; judgments of the unethicality of an additional transgression, relative to previous ones. In three experiments we demonstrate that, as the number of previous transgressors increases, transgressors consider a new act as less problematic. Victims; however, consider the mitigating effect of previous transgressions to be significantly smaller, resulting in a greater perception of unethicality.

Indigenous Workers and Conflict Management

Chloe Addie *University of Waterloo*
Wendi Adair *University of Waterloo*

Indigenous peoples of Canada share values, culture, and worldviews which differ greatly from the general population, especially Caucasian Canadians. Though Indigenous peoples are a distinct cultural group, research on North American conflict management styles has thus far neglected to address Indigenous peoples. Based on the dual concern model, it is the aim of the current research to demonstrate Indigenous workers' conflict management preferences, and their distinction from Caucasian Canadian preferences. Additionally, this research may provide further support for the theory of holistic conflict resolution, wherein conflict management behaviour is theorized to be dynamic within situations. Moreover, differences between these groups may indicate that Indigenous peoples need to be considered differently in the workplace. As conflict management has been tied to employee satisfaction and retention, efforts to improve conflict management processes for Indigenous workers may positively impact the Canadian economy.

Cross-Cultural Adaptivity: An Examination of Conflict Resolution Instructional Strategies and Prescriptive Versus Elicitive Training Styles

Elisabeth Mah *Teachers College, Columbia University*
Lea Lynn Yen *Teachers College, Columbia University*
Regina Kim *IÉSEG School of Management*
Peter Coleman *Teachers College, Columbia University*

Scholarship on cross-cultural conflict management has offered the distinction between more prescriptive versus more elicitive approaches to intercultural conflict resolution training and intervention (Lederach, 1995; Weller, Martin, & Lederach, 2001). More prescriptive approaches privilege the information and strategies introduced by a conflict resolution expert in the training profession and tend to be more expedient and efficient. On the other hand, more elicitive approaches favor local contextual knowledge and expertise for addressing conflict and peace, which tends to be more situated and sustainable. Trainings in this approach are co-created by the instructor and the participants. This research seeks to identify the conditions and strategies that current cross-cultural conflict resolution instructors work in and utilize in their training interventions as a means to elucidate the extent to which culture affects process, technique, and the longevity of training effects.

Role Negotiation: A Communicative Perspective

Vernon Miller *Michigan State University*
Rose Hitt *Albany College of Pharmacy and Health Sciences*
Kevin Mahler *Autism Society of Nebraska*
Eric Meiners *Eastern Kentucky University*
Jacqueline Mercier *Michigan State University*

Four popular conceptualizations explore individual and contextual factors associated with role change efforts - job crafting, dyadic organizing, taking charge, or i-deals - largely overlook message exchange and interaction dynamics necessary for gaining managerial approval for role change. In failing to consider the interactive, negotiated aspects of role change, interaction, these popular conceptualizations fail to explain why some individuals are able to modify their roles and others are not. This manuscript critiques these conceptualizations, identifies how a communication perspective can enhance theoretical explanations of negotiated processes and differential outcomes, and sets forth propositions to guide future research.

Motivated Meritocracy: How the Advantaged Mobilize and Conceal Their Advantages

L Taylor Phillips *NYU Stern*
Olivia Foster-Gimbel *NYU Stern*

Here, we suggest the experience of unfair advantage pits two critical motives: the merit motive and the maintenance motive. Together, these motives lead people to mobilize their advantage in order to secure desired outcomes, but to conceal these advantages under the cloak of merit as they do so. Further, we theorize that meritocracy may inspire not only merit motives, but also outcome security concerns that underlie maintenance motives. Meritocracy drives people to desire personal evidence of merit, because it links effort and talent to self-regard. But it may also drive people to desire maintenance of privilege, in part because meritocracy is a system that allows for failure. Systems based on merit might suggest that deprivation is a real possibility, and that individuals must rely on themselves to secure outcomes. In turn, this may lead to behaviors that ultimately subvert the equity principle. We provide experimental evidence supporting our theory.

Topic Selection in Conversation

MIchael Yeomans *Harvard Business School*
Alison Wood Brooks *Harvard Business School*

Conversation among humans is ubiquitous, and often enjoyable. During every turn of every conversation, individuals decide: Should we stay on this topic or switch to a different one? Descriptively, how do people navigate this decision? Prescriptively, how should they? Across thousands of synchronous and asynchronous conversations in face-to-face and online settings with close others and strangers, we observe how people select topics in cooperative conversation. Compared to natural language processing algorithms, humans fall short in detecting others' interest in topics, they are overly reluctant to switch topics—with straightforward improvements (e.g., greater enjoyment of the conversation) that can be achieved by empowering people to switch topics more readily together.

Examining Conflict in Long-Term Care: Some Preliminary Findings

Shannon Webb *Fanshawe College, Queen's University*
Ken Rondeau *University of Alberta*
Terry Wagar *St. Mary's University*

This paper examines workplace conflict using data from a survey of long-term health care facilities (nursing homes) in Canada. Based on responses from more than 250 Directors of Nursing Care, we found that participants generally agreed that complaints from residents or their families was relatively low but nursing staff workplace conflict was a problem in some facilities.

Preliminary analyses suggest that lower levels of conflict are associated with a number of variables including a stronger clan (human resources) culture, a benevolent ethical climate (focus on the people at the workplace), all three measures of nursing staff intellectual capital (human capital, relational capital and organizational capital), a reasonable workload for nursing staff, and a lower vacancy rate for nursing jobs at the work site. Implications of the results will be discussed in more detail.

The Effects of Accountability in Intergenerational Conflicts

Clara Schütte *Leuphana University Lüneburg*
Roman Trötschel *Leuphana University Lüneburg*
Johann Majer *Leuphana University Lünerburg*

Decisions taken by present generations can change the lives of many generations more to come. However, present decision-makers often fail to act on behalf of future generations. Temporal variations of interests result in intergenerational conflicts which are often solved ineffectively. Besides the motivation to serve one's self-interest, negotiators are inclined to strive for fairness and moral correctness. Accountability elicits pressures to behave in accordance with what is socially approved or desired by group members. Prior research suggests that accountability can increase joint outcomes for present and future generations as parties of an intergenerational conflict. The current research project examines the effect of accountability in an intergenerational conflict, where a present decision maker can be made accountable for decision outcomes from future generations. By investigating in this domain, the current research offers a solution to enhance the consideration of future generations' interests in negotiations by means of accountability.

Action Evaluation: Research Towards Building "Islands of Theory" About Success in the Field

Jay Rothman *ARIA Group, Inc.*
Deborah Sachare *American Jewish Joint Distribution Committee*

By defining the field during its inception with the terminology of conflict “resolution,” founders set up unreasonable expectations as theorists have yet to clearly establish a unifying field theory for defining and evaluating success. In this chapter, we detail some of the dilemmas of our field saddled with “resolution” as its primary identifier. We are re-setting a long research agenda to systematically compare goal data by examining responses from participants across three projects between Israeli and Palestinian youth. Our initial findings show three overarching categories of success, that empirically emerge from the data of youth-oriented dialogue and action programs between Israelis and Palestinians (i.e. understanding, building common ground, and collective action). These findings help us to theorize about types of goals that have emerged across these projects, and enable us to build “islands of theory” about types of intervention strategies in such conflicts.

Dynamic Resource Development: How Parties Exploit vs. Invest into Common Resources

Marie van Treek *Leuphana University Lüneburg*
Roman Trötschel *Leuphana University Lüneburg*
Johann Majer *Leuphana University Lüneburg*

Common resources, such as water, constitute a cause of conflicts worldwide. Negotiations on resource ownership (exclusive vs. shared) are the indispensable decision-making processes that prevent escalation and enable prosperity. Two types of allocation negotiations taking into account consequences of immediate allocation decisions are introduced. In exploitation negotiations, parties negotiate on the allocation of immediate gains and emerging future losses (e.g. exploitation of a shared river and consequential revivification costs). In investment negotiations, parties negotiate on the allocation of immediate losses and emerging future gains (e.g. investments into a water saving system and consequentially improved water deposits). Although both negotiations are equal in sum from a mathematical viewpoint, prior research indicates that psychological processes are not, leading presumably to better outcomes in exploitation negotiations. By testing this prediction, the present research will enable an understanding of opportunities and challenges in finding efficient agreements in negotiations on dynamically developing common resources.

Do Attributions Matter When Task Conflict Becomes Personal? The Relationship Between Team Task Conflict Attributions, Relationship Conflicts and Work-Sense of Coherence in Agile Software Development Teams

Ariane Vetter *FHNW University of Applied Psychology*
Albert Vollmer *FHNW University of Applied Psychology*

Effects of conflicts types on well-being indicate that task conflict is only detrimental to well-being in the presence of relationship conflict. Task conflict is neither harmful nor conducive when relationship conflict is controlled. However, the two conflict types are normally correlated in teams and a number of studies show that task conflicts can spill over into relationship conflicts that negatively impact well-being. The co-existence of the two conflict types is explained by misattributions of task conflict as relationship conflict. Critically assessing current ideas may be experienced as a personal attack or as an indication of negative intention, such as asserting one's own interests. Such misattributions trigger negative emotions like anger and may induce escalating conflict spirals that result in relationship conflicts.
The purpose of this article is to investigate groups’ misattributions of task conflicts as relation-ship conflicts and their cross-level impacts on individuals’ work-sense of coherence (Work-SoC).

A Case Study of Crisis Management: Pre-Negotiation in an Effort to Prevent Second Korean War – Readiness Theory Perspective

Amira Schiff *Bar-Ilan University*
Alon Levkowitz *Beit Berel College and Bar-Ilan University*

In our paper we present an analysis of the de-escalation process of the crisis between North Korea and the United States (2017-2018). We use a readiness theory perspective to explore the pre-negotiations leading to the parties' decision to pursue a bilateral track of negotiations. We offer some analytical insights that may assist the parties in this intractable conflict in their future relations while helping parties in other interstate intractable conflicts, including third parties, to consider appropriate crisis management strategies. In our study we focus on the factors influencing the parties' decision to negotiate and on the role that third parties played in this process. Furthermore, by focusing on the causal effect of third-party engagement, the mechanisms through which it influences the results of the process, and its interplay with the other variables outlined by readiness theory, we wish to contribute to the refinement of readiness theory.

INTERNATIONAL ASSOCIATION FOR CONFLICT MANAGEMENT

IACM 2020 | July 12 - 15, 2020 | Charleston, South Carolina, USA

Hosted in Downtown Charleston at The Mills House & Historic Hibernian Hall

Submissions Accepted Starting October 15, 2019 | Program Chair: Gregory Paul