

Jeff Rubin, Robert Blake, will highlight upcoming IACM Conference

by Peter Carnevale, Linda Putnam and William Ross

Jeff Z. Rubin, author, scholar, and consultant, will be the keynote speaker of the upcoming IACM conference in Eugene, Oregon, June 12-15. Dr. Rubin is professor of Psychology at Tufts University, and Senior Fellow, Program on Negotiation at Harvard Law School. Among his many activities, Rubin is editor of *Negotiation Journal*. He has had numerous articles published, and is author of more than a dozen books on interpersonal and international conflict. His many scholarly books include: *The Social Psychology of Bargaining and Negotiation* (with Bert Brown), *Dynamics of Third Party Intervention: Kissinger in the Middle East* (editor), *Social Conflict: Escalation, Stalemate, Settlement* (with Dean Pruitt), *Culture and Negotiation*

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Eugene, Oregon Hosts IACM Tenth Anniversary Conference

by Peter Carnevale, Linda Putnam, and Dean Pruitt

The seventh annual international conference of the International Association for Conflict Management (IACM) will meet in Eugene, Oregon from June 12-15, 1994.

Peter Carnevale has organized an exciting program with more than 125 presentations. There will be formal paper sessions, round-table discussions, symposia, debates, and a poster session. Dr. Jeffrey Rubin of Tufts University and Harvard Law School will be the keynote speaker, and Dr. Robert Blake of Scientific Methods, Inc. will receive the 1994 IACM Life Time Achievement Award. Additional awards will also be presented in three categories, "Outstanding Book Award," "Outstanding Article Award," and "Outstanding Dissertation Award." These awards will be announced at the conference.

Dr. Dean Pruitt is planning a special luncheon in honor of the tenth anniversary of the IACM. All former IACM Presidents and future Presidents-Elect are invited to give a brief report of what was accomplished during their term of office, reflect upon the IACM's ten years, and describe their vision for the organization.

Other activities include the IACM Board meeting on Saturday, June 11th, an optional whitewater rafting trip down the MacKenzie River on Sunday, June 12th (there is a separate fee for this event), and a tour and reception at the lovely Hinman Winery on Monday, June 13.

Sunday evening is reserved for several informal study groups. One group that will meet is interested in how conflict management scholars can influence active conflicts. As you may know, this group formed at last year's conference in Belgium. Please contact Dr. Martin Euwema at the University of Utrecht, The Netherlands, (Fax: 011-31-30-531-619) for more information about this group. Additional information about this and the other study groups will be available Sunday afternoon and at a welcome reception to be held Sunday evening at the Valley River Inn.

The conference program will include paper sessions and symposia organized

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The President's Corner

by Linda Putnam, IACM President

In a time when regional and international disputes pervade our lives, we as members of IACM have a unique challenge before us. As the IACM grows into a full-fledged international and interdisciplinary association, we have an opportunity to exert influence on the research agendas and ultimately the practice of conflict management in a wide array of sectors. It is fitting that our Seventh Annual Conference at the Valley River Inn in Eugene, Oregon, June 12-15, extend our traditional boundaries to dispute scholars and practitioners in environmental conflict management. We are pleased to have several panels and a number of papers devoted to this arena of dispute management. Our background in conflict theory, negotiation, mediation, and collaboration are valuable tools for understanding the complexities of disputes in wildlife ecology, forestry, and land development. Please plan to attend this conference and to partake of the broad intellectual venue, the exciting atmosphere, and the warm camaraderie that IACM offers us.

We've had a busy year. Peter Carnevale is orchestrating an exciting program of speakers, paper presentations, and special events for our June conference (see his column in this issue). Sam Keltner is coordinating with Sylvia Moore and Pat Mohr at Lasells Stewart Conference Center to facilitate a smooth flow of registration, meals, lodging, and conference activities. Members of three Task Force committees are addressing problems and making recommendations to the IACM membership and Board. One of our immediate concerns is membership recruitment and retention. Tricia Jones and the Membership Task Force have designed a brochure that they will bring to Oregon for consideration by the Board and the general membership. This brochure contains information on the goals and purposes of IACM; a description of our interdisciplinary makeup; past accomplishments, key speakers, and past conference sites; and research topics and issues addressed at our meetings. Members of this Task Force are making recommendations for improving membership recruitment and retention. To facilitate membership retention, I have sent dues reminders to folks who have not renewed either their 1993 or 1994 dues.

Rod Kramer has chaired the Publications Committee, a Task Force designed to make recommendations on the type of publications we should sponsor through IACM membership, the timing of these publications, and the way we produce them. He will present a report to the Board and to the membership at our annual business meeting. At the IACM conference in Belgium, a Task Force

on IACM External Relations discussed ways the Association could network with the media, disseminate conflict management research to the general public, and reach out to policy makers. Based on their recommendations we are including media agencies in our conference planning. This Task Force will meet again in Oregon so plan to participate.

Finally, the 1994 IACM Conference will inaugurate our new awards. Awards will be given for (1) outstanding scholarly book published in 1992 or 1993, (2) outstanding doctoral dissertation for 1992 or 1993, and (3) best article or book chapter for 1992. We will also have awards for the best conference papers. I am grateful to Joe Folger, Don Conlon, and Dean Pruitt who chaired the subcommittees for these awards. These awards will become an annual recognition of the contributions of scholars in conflict management. To facilitate the goal of presenting annual awards, we need nominations each year in all three categories. We received ample nominations for the book award, but we need to publicize and to follow through with nominations for the best article and the outstanding doctoral dissertation.

We are delighted to continue the tradition of recognizing a researcher for IACM's Life Time Achievement Award. This year our scholar/practitioner is Robert R. Blake, author and originator of *The Managerial Grid*, the Blake and Mouton dimension and styles of conflict management and coauthor of *Managing Intergroup Conflict in Industry* and *Solving Costly Organizational Conflict*. Dr. Blake's work is recognized as the seminal theory for research on interpersonal conflict in organizations. Moreover, he has made major contributions to labor-management, line-staff, and other intergroup conflicts. At the Oregon conference, he will offer a presentation entitled, "Grid-Based Conflict Styles: Theory and Methodology." In addition, he will speak at the Award's banquet on Tuesday evening of the conference.

One of the joys of serving as President of IACM is the terrific support of the past and present officers and the loyal members. I appreciate the work that all of you have done and I look forward to the growth and continued maturity of IACM under the able leadership of Presidents-Elect Evert van de Vliet and Jim Wall.

One of the joys of serving as President of IACM is the terrific support of the past and present officers and the loyal members.

around a variety of themes including environmental conflict, communication in negotiation, organizational conflict, team negotiation, mediation, cognition and emotion in negotiation, the strategic use of information in negotiation, culture in conflict, and social justice in conflict resolution.

The program will feature several special events. On Monday morning, June 13, there will be a conference-wide symposium on "Constructive Conflict Management: An answer to Critical Social Problems?" organized by Susan Boardman and Sandra Horowitz. This will include presentations by Morton Deutsch, Jeffrey Rubin, Ron Fisher, Ken Kressel, Deborah Kolb, and Nadim Rouhana.

There also will be a special symposium on "Collaborative Efforts to Resolve Disputes over Energy Production and Conservation" with presentations by Phil Carver, Anne Eakin, Barbara Gray, Marc Hellman, Grant Tanner, and Amy Trost.

There will be a Showcase Poster Session on Monday afternoon, which will include approximately twenty interesting papers on a variety of topics including environmental conflict, culture in negotiation, and artificial intelligence applications to conflict resolution. Additionally, several individuals and companies will demonstrate the latest in conflict resolution multimedia software.

The program on Tuesday, June 14, will include a special symposium on "Grid-Based Conflict Styles: Theory and Methodology." This symposium will offer presentations by Linda Putnam, Deanna Womack, Afzal Rahim, Evert van de Vliert, and special commentary by Robert Blake.

Tuesday evening will have the annual IACM Awards Banquet, featuring a speech by Linda Putnam, IACM President, and presentation of conference awards and other awards. One highlight of the evening will be the presentation of the Life Time Achievement Award to Robert Blake, who will also offer a brief address.

The program concludes on Wednesday morning with additional lively paper presentations.

The conference site is the Valley River Inn (Tel: 503-687-0123), a four-star hotel located on the beautiful Willamette River in Eugene. Guest rooms, meeting facilities, and the restaurant each overlook excellent views.

Each of the spacious guest rooms has a balcony that overlooks either the garden area or the river. Conference rates for guest rooms overlooking the garden area are \$79, single, and \$94 double occupancy per night. Conference rates for guest rooms overlooking the scenic river are \$99, single, and \$114, double occupancy per night. The hotel is adjacent to a 12 mile path for biking, jogging, or walking along the Willamette River. Bicycle rentals are available. The hotel also offers a sauna and whirlpool, which are open 24 hours. The hotel has a free shuttle to the Eugene airport.

The site is near the Valley River Center, a shopping area with over 100 boutiques and specialty stores, and the Hult Center for the Performing Arts. In addition, there are a variety of activities one can enjoy in Eugene (see accompanying article). For those planning an extended vacation, Eugene is one and one-half hours from Florence, on the Oregon Pacific Coast where one can enjoy camping, fishing, hiking and other coastal attractions. The inn is also about one and one-half hours from the Cascade Mountain Range, where year-round skiing, fishing, camping, hiking, and horseback riding are available.

The conference registration fee is US \$125 for IACM members and US \$140 for nonmembers if registration fees are received before May 20, 1994. After that date, registration fees are \$25 higher. To register, please send a check payable to Oregon State University to Mrs. Pat Mohr, IACM Conference, c/o LaSells Stewart Center, 875 S.W. 26th Street, Corvallis, OR 97331-3102 USA. To guarantee with a credit card you may use one of the following methods: Tel: (503) 737-2402, Fax: (503) 737-3187, Internet e-mail: mohrp@ucs.orst.edu. Note that this fee does not include hotel rooms; you must telephone the Valley River Inn directly in order to secure a room for the conference.

For more information about the program (or if you wish to volunteer to be a session chair), contact Dr. Peter Carnevale, University of Illinois at Urbana-Champaign, Department of Psychology, 603 East Daniel, Champaign, IL 61820 USA. Tel: (217) 333-4899, Fax: (217) 244-5876, Internet e-mail: pcarneva@s.psych.uiuc.edu.

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Kim Buchholz and Kristin Larson at the University of Wisconsin at La Crosse assisted with the preparation of the content of this issue. The technical assistance of Christian Cook of Simply Graphics, West Salem, Wisconsin is also deeply appreciated.

IACM Member Describes Upcoming Academy of Management Program

Don Conlon, IACM board member and Program Chairman of the Conflict Management Division of the Academy of Management recently sent *Signal* a copy of the tentative program for the 1994 convention (the convention will be held in Dallas, Texas in August). Among the highlights of this program are the following sessions: a joint session with the Organizational Behavior Division on "Influence," a joint session with Human Resources on "Understanding Violence at Work," and a panel discussion on "The Interactive Effects of Outcomes and Procedures on Reactions to a Decision." A few of the other sessions include: "A Multilevel look at Organizational Fairness," "Relationship Issues in Conflict," "Mediation and Coalition Formation in Organizations," "Groups and Mentoring," and "Cognitive Issues in Negotiation."

Several IACM members are presenting papers and several others are Session Chairs or Discussants. All IACM members who are planning to attend the convention are encouraged to attend these sessions to learn about these research studies and to support fellow IACM members who are participants.

Jeff Rubin, Robert Blake highlight ...

from page 1

(with G. O. Faure), and *Negotiation Theory and Practice* (with J. W. Breslin).

Dr. Rubin is affiliated with numerous groups dedicated to understanding and reducing conflict. He is actively involved with the International Institute for Applied Systems Analysis.

Dr. Robert Blake, founder and past president of Scientific Methods, Inc., an international management consulting firm, has won the IACM's Life Time Achievement Award for 1994. Dr. Blake coauthored with Jane Mouton over twenty books on management, training, and organizational development - including the classic text, *Managing Intergroup Conflict in Industry*, published in 1964. He received his M.A. in 1941 from the University of Virginia and his Ph.D. in 1947 from the University of Texas. He has taught at the University of Reading in England and Harvard University in the U.S. In 1959, while working in the factories of a major corporation, Dr. Blake developed and subsequently published *The Managerial Grid* (1964).

Dr. Blake's work in conflict management also ties to his research and training with the Managerial Grid. Drawing from the Grid, Blake and Mouton presented a conceptual scheme comprised of two dimensions and five modes of conflict management: withdrawing, smoothing, compromising, forcing, and problem solving. This work became the foundation for a large number of empirical research studies on interpersonal conflict styles. Variations of Blake and Mouton's model appear in most textbooks or chapters on conflict management and books on managerial leadership.

In addition to his work on modes of conflict management, Dr. Blake has tested and implemented methods for reducing tensions and building relations in labor-management, line-staff, headquarters and field offices, and other organizational conflict situations. These techniques for constructive problem solving, presented in his 1984 book, *Solving Costly Organizational Conflicts* have been successfully implemented in many private and governmental organizations.

Dr. Blake's work has made a significant contribution to the research and practice of conflict management in organizations. We are pleased that he is the recipient of the 1994 Life Time Achievement Award and that he will attend the conference in Oregon. The Awards Committee consisted of Dean Pruitt, Dean Tjosvold, and Linda Putnam, past and current presidents of the association.

Calling all Papers!

The Hubert H. Humphrey Conflict and Change Center at the University of Minnesota – Twin Cities continues to house papers presented at the IACM conferences. In this way, the papers will be available in one location for use by future scholars and authors.

If you are presenting a paper at the upcoming IACM conference, please mail a copy of your manuscript to:

The Conflict and Change Center, Humphrey Center Room 248, University of Minnesota, 301 19th Avenue South, Minneapolis, MN 55455 USA. Tel: (612) 625-0362.

Things to do in Eugene In Addition to Attending the IACM Conference

by William Ross, Sam Keltner, and the Convention & Visitors Association of Lane County.

Eugene, Oregon is a community with a lot to offer! When visiting the city, try to discover some of the events that make Eugene a special place for its citizens. If you are planning an extended vacation, either before or after the IACM conference, here are a few of the area attractions that you may want to catch:

Theatre. There are six theatres in the Eugene area, ranging from volunteer community theatre groups (e.g., The Very Little Theatre Tel: 503-344-7751) to university productions (University of Oregon Theatre, Tel: 503-346-4191), to civic theatres (e.g., the Hult Center for the Performing Arts, Tel: 503-687-5000).

Dance. Eugene offers two dance companies – the Eugene Ballet Company (Tel: 503-485-3992) and the Eugene Jazz Company (Tel: 503-343-1101).

Music. In late June, Eugene hosts the annual Bach Festival, featuring acclaimed musicians from around the world (Tel: 503-346-5666). Performing on a regular basis are the Eugene Concert Choir (Tel: 503-343-7522), the Oregon Mozart Players (Tel: 503-345-6648), and the Traditional Jazz Society of Oregon (Tel: 503-746-1097). There may even be some of that Pacific Northwest "grunge" rock music someplace...

Museums. Eugene boasts six museums with another eight located within the county. These range from the University of Oregon Museum of Art (Tel: 503-346-3027) to the Fly Fishing Museum (Tel: 503-997-6102).

Shakespeare Festival. Only 180 miles to the South of Eugene is the world famous Oregon Shakespeare Festival in Ashland, Oregon. Ashland nestles in the foothills of the Siskiyou mountain range. Among the productions during June of 1994 the theatres of the festival will be playing *Hamlet*, *The Pool of Bethesda* by Cubitt, *You Can't Take It With You* by Hart and Kaufman: and *The Tales of the Lost Formicans* by Constance Congdon. For those who want to come early or stay after the conference this trip to Southern Oregon is a great opportunity. This company has become one of the world's outstanding theatre centers. Tickets may be secured through the conference facilitators at Oregon State University LaSells Center or directly from the Festival box office (Tel: 503-482-4331).

Outdoor Recreation. There are numerous opportunities for golfing (e.g., Laurelwood Golf Course, Tel: 503-484-GOLF), river rafting (including our own IACM whitewater rafting trip on Sunday, June 12th – check your conference registration materials), fishing, tennis, and hiking (e.g. Eugene Parks, Recreation, & Cultural Services, Tel: 503-687-5333) and sports (e.g., Eugene is home of the Eugene Emeralds Baseball team). For more information, contact the Eugene-Springfield Convention & Visitors Bureau (Tel: 1-800-547-5445). To the East of Eugene the Cascades rise to their majestic heights and will likely have ski runs still open in the upper reaches as well as camping and fishing. To the West is the Pacific coast where abound many recreational pleasures: fishing, beachcombing, aquarium visits, camping, hiking, dune buggy excursions and visiting the forests that rise over the beaches.

Shopping. For those who enjoy "Mall Hopping" adjoining the Valley River Inn there is a shopping mall with major department stores, specialty shops, restaurants, and the like.

Universities. A ten minute drive from the Valley River Inn will take you to the campus of the University of Oregon. A forty-five minute drive North will take you to the campus of Oregon State University in Corvallis.

IACM Elects New Officers

by Linda Putnam, IACM President

James Wall, Professor and Chair of the Department of Management at the University of Missouri, will assume the position of President-Elect of IACM at our annual conference in Oregon. Jim recently completed a three-year term as the Executive Officer of IACM and has been an active member since the inception of the Association. Tom Fiutak of the Conflict and Change Center at the University of Minnesota, is scheduled to take over the Executive Officer position.

Morton Deutsch and Martin Euwema were each elected to two-year positions of Board Members-at-Large. Morton Deutsch is Director of the International Center for Cooperation and Conflict Resolution at Teachers College, Columbia University and Martin Euwema is an assistant professor in the Department of Social and Organizational Psychology at Utrecht University, The Netherlands. Morton Deutsch and Martin Euwema will assume the positions vacated by Tricia Jones and Rod Kramer who complete their two-year terms in June as Board Members-At-Large. A special thanks to Dean Pruitt, Dean Tjosvold, and Rod Kramer who comprised the Nominating Committee. We had 129 ballots cast in the election. I am grateful to all the candidates who ran for office this year and to the members who submitted names to the Nominating Committee.

Internet, Telnet Offer a Variety of Services

by William Ross, Richard Rose, Susan Watters, and a Variety of Electronic Bulletin Board Services

Introducing Dispute-res

Dispute-res is a new computer bulletin board designed to facilitate communication and discussion among those doing research and teaching about dispute resolution, mediation, and bargaining. It is also used by practitioners involved in Alternative Dispute Resolution. Unlike some computer bulletin boards, Dispute-res is free to those who already have access to Internet.

To subscribe to Dispute-res, please send the following message to listserv@fatty.law.cornell.edu

subscribe dispute-res yourfirstname yourlastname

If you have problems subscribing, or desire more information, please contact: Dr. Janet Rifkin, Professor of Legal Studies, University of Massachusetts, Amherst, MA 01003.

Academy of Management Conflict Management Division Forms Network

IACM members who are also members of the Conflict Management Division within the Academy of Management may also wish to join this latter group's new electronic bulletin board service. Contact John Bunch (Fax: 913-532-7024; e-mail: bunch@business.cba.ksu.edu) for details about how to subscribe.

Introducing the First Electronic Journal of Law

Murdoch University School of Law has unveiled a new journal, *The Murdoch University Electronic Journal of Law*, available on Internet. This journal welcomes contributions dealing with recent cases, legal and scholarly research (including "excerpts from unfinished larger works"), and completed papers (which will be subject to peer review). For further information contact Professor Michael Pendelton, Co-Editor, School of Law, Murdoch University, Perth, WESTERN AUSTRALIA (e-mail: elaw@murdoch.edu.au).

How to Use Telnet to Obtain Government Information

For those with time, determination, and a computer link to telnet, it is possible to obtain access to a variety of U.S. government agency information and statistics (e.g., from the Department of Labor or the Equal Employment Opportunity Commission), White House press releases and propaganda, summaries of speeches, and information about pending legislation. Some of this might be of interest to you. Listed below are a few ways to get information from the government through telnet:

1. *The Capital Center Directory* - included in this is the Government Accounting Office Daybook, which lists reports on proposed legislation and governmental agency regulations. Note that much of this system is still "under construction" and you cannot use many of the bulletin boards without authorization. Still, much is available, and you can keep up with some of what's going on inside the Washington beltway. To login, type the following:

Telnet cap.gwu.edu

Login: *guest*

Password: *visitor*

From the main menu, select *government center*, then at the appropriate menus, select *federal government*, *legislative branch information*, *General Accounting Office*.

2. *Fed World* - This complex web of directories offers gateways into listings for a variety of government agencies, including the Department of Labor. You get to use your own username and password for this system. To login, type:

telnet fedworld.gov

Project Planned to Connect Federal Services

Finally, you should be aware that the General Services Administration and the Administrative Conference of the United States (ACUS) will soon begin a pilot project to connect a variety of electronic-mail services, including those of 22 federal agencies that work with disputes (such as the Federal Mediation and Conciliation Service) or are responsible for implementing the federal Alternative Dispute Resolution Act, and private groups, such as ConflictNet (discussed in the Fall, 1993 issue of *Signal*). For more information about this project, contact Deborah Laufer, Esq., ACUS, 2120 L Street NW., Suite 500, Washington, D.C. 20037 USA. Tel: (202) 254-7020.

Announcements

Community Mediation Group Forms

A group has recently formed to explore community mediation, calling itself the National Association for Community Mediation. Those interested in joining should contact Scott Bradley of the North Carolina Network, P. O. Box 241, Chapel Hill, NC 27514 USA.

United Nations Seeks Volunteer Trainers

The UN Volunteer Program seeks people with 3-4 years of professional experience to work on short term assignments (up to two years in length) as conflict resolution trainers and/or community facilitators in a wide range of countries. For information, contact: UN Volunteer Program (Attention: IIRU.s.), Palais des Nations, 1211 Geneva 10, SWITZERLAND. Fax: +41 22 788-58-54.

Nominations Sought for Media Stories About Conflict

The Conflict Resolution Center International, 2205 E. Carson Street, Pittsburgh, PA 15203-2107 USA, is seeking nominations of specific newspaper articles, television broadcasts, or radio news segments that contain accurate and positive coverage of disputes conflict management, or conflict resolution. Please send your nominations (along with a photocopy of the article or transcript, if possible) directly to the center.

Leavey Awards Nominations Sought

Nominations are being sought of faculty members and teachers to receive one of 20 Leavey Awards For Excellence in Private Enterprise Education. Awards of \$7,500 each are given annually to U.S. secondary, college, or university professors who "conceive and implement an innovative course, program, or project that develops among students, a deeper understanding and appreciation of the American private enterprise system." For information, contact: Awards Department, Freedoms Foundation at Valley Forge, Route 23, Valley Forge, PA 19481 USA. Tel: (215) 933-8825.

National Academy of Arbitrators Seeks Grant Applications

The National Academy of Arbitrators Research and Education Foundation provides funding for projects that enhance the understanding of arbitration. Funding is limited to \$10,000; funds cannot be used to pay salaries of researchers. For information, contact: Dana Eischen, Secretary-Treasurer, NAA Research & Education Foundation, 20 Thornwood Drive, Suite 107, Ithaca, NY 14850 USA.

New Book on Negotiation Stories Seeks Contributions

Professors Jeffrey Rubin of the U.S.A. and Guy Faure of France are seeking case histories of interesting negotiation episodes for a new book they are compiling. These stories may come from any setting (e.g., organizational disputes, schoolchildren negotiating over baseball cards) and any culture (e.g., negotiating a dowry in India). If you have a contribution (up to five typed pages in length), please submit it to either: Professor Guy Olivier Faure, 202, bd Saint Germain, F-75007 Paris, FRANCE, or Professor Jeffrey Z. Rubin, Department of Psychology, Tufts University, Medford, MA 02155 USA.

Journal Seeks Papers on Diversity

The International Journal of Public Administration, a refereed journal, seeks papers for a special issue on the theme, "Managing Diversity: New Challenges for Public Personnel Management in the 21st Century." Manuscripts should be approximately 25 pages in length and deal in some way with managing diversity in public sector organizations. Four copies should be submitted by May 30, 1994 to: Dr. Roy Shin, School of Public and Environmental Affairs, Indiana University, Bloomington, IN 47405 USA. Tel: (317) 855-5971.

Practitioner's Profiles:

James C. Melamed, J.D., Director, The Mediation Center, Eugene, Oregon USA

Dean Gottehrer, Regional Director, State of Alaska Ombudsmen, and President, U.S. Ombudsman Association.

Editor's Note: These are the first entries in a new column designed to facilitate communication between our members, who are primarily in academia, and practitioners who are working with various types of third party procedures. -W.H.R.

Mediation Center of Eugene Grows

by James C. Melamed, J.D.

The Mediation Center of Eugene, Oregon, under the direction of James C. Melamed, J.D., is a prime example of the growth of mediation and collaborative processes. Melamed, a mediating attorney and mediation trainer, established The Mediation Center in 1983.

Effective July 1, 1994, The Mediation Center is tripling its size and moving to new offices, including a training facility. The expanded center will include a group of four attorneys, three mental health professionals and an educator teamed together as "Mediation Center Associates." The associate group offers family, business and organizational mediation and facilitation services.

After successfully developing his own family, business and organizational mediation practice, Melamed was hired in 1987 as Executive Director of the 2,500 member Academy of Family Mediators. Melamed served as Academy Executive Director through April 1993, when he resumed his private mediation practice and trainings. Melamed was also the first President and Executive Director of the Oregon Mediation Association and has taught Negotiation and Mediation at the University of Oregon School of Law since 1989. Melamed has also served on the Oregon Dispute Resolution Commission since 1989 and, for the past two years, has been Chair of the Oregon Commission.

In his various roles, Melamed has seen mediation grow from a partially understood dispute resolution alternative to "mainstream dispute resolution." Melamed comments that: "It used to be that people did not know the difference between mediation and arbitration. Now, mediation is being recognized as a preferred initial dispute resolution alternative." The reason for this, according to Melamed, is that mediation works. "Approximately 70-80% of people reach agreement in mediation when presented with a quality opportunity to discuss resolution of their situation." Most compelling, according to Melamed, is that "mediated agreements are complied with at nearly twice the rate of attorney negotiated or judicially imposed arrangements."

Melamed notes that there is a "myth" in America of our having an adjudicatory dispute resolution system. The reality is that approximately 95% of both civil and criminal matters settle without trial. The tragic fact is that nearly half of those settlements are "on the courthouse steps," under the "duress of the impending trial." The only winners, according to Melamed, are attorneys who are paid to both prepare for trial and to be the exclusive negotiating agents for parties."

"We truly have a settlement system much more than an adjudicatory system," according to Melamed. "If we have a settlement system, then why not make it the best settlement system possible? If we create early opportunities for settlement discussion, the reality is that the great majority of people can expeditiously and economically work out their differences."

As indications for the growth of mediation, Melamed notes that membership in the Academy of Family Mediators, as well as other national mediation organizations, is growing at an annual 25% growth rate. At the Oregon Dispute Resolution Commission, Melamed has seen comprehensive community, court and public policy mediation programs develop over the past four years. The Oregon Mediation Association now has nearly 300 members. At the University of Oregon Law School, between 30-50 students regularly sign up for Melamed's Negotiation and Mediation class. For the first time, the law school will be offering this course both fall and spring semesters. The law school is also seeking funding for the establishment of a mediation clinic.

The Mediation Center's work has expanded to include a wide variety of cases, including divorce and other family matters, business formation and dissolution, ongoing business disputes, civil, commercial, and organizational matters. Melamed observes that mediative approaches are not only appropriate for "past-focused disputes," but also for "future focused transactions." He notes that many contentious situations include both the resolution of past difficulties and the development of superior future arrangements. In addition to working with private individuals, Melamed has worked with a number of nonprofit organizations, the University of Oregon, Lane Community College, and some businesses. Melamed tells how one worker's compensation insurer is now examining collaborative approaches in working with some of their highest claim situations, believing that accidents in the workplace are often an indication of overall lack of cohesion and agreement among workers.

Theoretically, The Mediation Center emphasizes assisting disputants to be at their best, rather than their worst, in resolving conflict. This includes a combination of techniques, including:

- managed sharing of perceptions of past difficulties,
- the establishment of a mutualized agenda of issues for joint problem-solving,
- the conversion of positions to interests and positive intentions,
- assisting participants to develop a complete information base for their discussions,
- helping participants to appreciate their efforts as a shared journey, rather than a traditional battle, and
- working with individuals according to their values and information processing styles.

When it comes down to it, he says that: "being an effective mediator means understanding how people work, individually and together." Academics are encouraged to vigorously pursue research in these areas as well as related topics, such as creativity, in order to increase our understanding, and ultimately mediator effectiveness. He continues:

The power of mediation comes from the fact that each participant has a complete veto over each and every provision of any settlement. That is a strong impetus for folks collaborating. It is incredible to participate in the development of solutions when people are effectively assisted to direct their full creative ability to the effort. Perhaps most satisfying of all is that the agreements are complied with and that, when adjustments are necessary, participants have established an effective working relationship that allows them to work out future difficulties.

While Melamed notes that there are wonderful benefits to mediation in terms of improving both individual and community "quality of life," he also observes that it is primarily economic considerations that are driving the development of mediation. "People, especially families, government and business, now recognize that mediation simply makes sense, financially and as a matter of personal experience. It is that simple." For further information, contact the Mediation Center at Tel: (503) 345-1456.

What do Ombudsmen Do?

by Dean Gottehrer

In a sentence, an ombudsman is a neutral third party who receives and investigates complaints about the administrative acts of government agencies. In 1809 the Swedish legislature provided for the appointment of a citizen protector to investigate citizen complaints against the government. The classical ombudsman is appointed by the legislative branch of a government to investigate the administrative acts of the executive branch – although some of us also have the power to investigate the administrative acts of the legislature and the judiciary.

Ombudsmen in the various states have slightly different powers. In Alaska, where I serve, we are not a form of Alternative Dispute Resolution (ADR) and we are not an alternative to the court system; we have no power to investigate judges. Nor are we an alternative to the union grievance system. Finally, we do not have the power to investigate elected officials.

The most prominent work we do is investigative. We look at complaints of misconduct, unfairness, unreasonableness, inefficiency, violations of law, and a host of other things that citizens complain about concerning the actions of state agencies. When we do full, formal investigations with findings on allegations and make them public, those investigations usually make headlines. In Alaska, we have the power to examine all state records, including virtually all confidential ones. We can subpoena witnesses or evidence from governmental or private parties.

Another important statutory function is to serve as the "complaint department" for the state government. Citizens who have problems with their government come to us for everything from solutions to information. In Alaska, the highest numbers of complaints are against agencies with high public contact – child protective services, welfare, inmates, child support enforcement, division of motor vehicles, etc. We attempt to help people process their concerns. Sometimes that means providing them with the information and know-how needed to talk to government employees about their problems and to get solutions rather than increased frustration. When citizens have exhausted the things they can do for themselves, we will accept their complaint and try to discover what is taking place, what actually happened, and perhaps offer suggestions to the agency or complainant as to what can be done to solve the problem.

A lot of what we do in the informal complaint department involves mediation and negotiation. We are not either side's advocate, but rather the neutral third party. We will occasionally suggest a particular course of action, but that is usually after hearing both sides and attempting to determine who is correct and what might best resolve the problem.

We have no power to arbitrate or to force agencies to do anything. I like to say that we have the powers of persuasion and publicity. We attempt to persuade agencies that any formal recommendations would be best for good government. If they are unpersuaded, we can – and occasionally do – make our reports public.

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Consortium Seeks Doctoral Candidates

Doctoral students who are interested in issues relating to conflict management may want to attend the Conflict Management Division's Doctoral Consortium, held in conjunction with the 1994 National Academy of Management Convention in Dallas, Texas USA. The consortium will be Saturday, August 13th, 1 p.m. to 9 p.m.

Faculty at the consortium will discuss the following topics: (1) conflict (including conflict management and third party intervention), (2) negotiation (including influence tactics, cognitive, linguistic, behavioral, and demographic factors that influence negotiation processes and outcomes), (3) justice (including the effects of distributive, procedural, and interactional justice on conflict management and negotiation), (4) diversity (including the effects of culture, race, and gender have on conflict management and negotiation), and (5) teams (including group dynamics and intergroup relations, self-managing work teams, and crossfunctional teams; their potential for both conflict and innovation).

The Consortium coordinator is Debra Shapiro. Faculty include: Peter Carnevale, Anne Donnellon, Deborah Kolb, Greg Northcraft, Maureen Scully, and David Thomas. Preference will be given to doctoral students who have demonstrated serious commitment to advancing the field and who are in the theorizing stage (as opposed to the data collection stage) of their dissertations.

Interested parties should send a letter of intent, letters of recommendation, and Curriculum Vitae to: Professor Deborah L. Shapiro, Coordinator, 1994 CMD Doctoral Consortium, University of North Carolina at Chapel Hill, Business School, Carroll Hall, CB #3490, Chapel Hill, NC 27599-3490 USA.

Upcoming Conferences

May 6-7, 1994. The Psychology of Industrial Relations under Changing Employment Conditions. Detroit, Michigan USA: Contact Dr. J. Barling, Tel: (613) 545-2499.

May 11-14, 1994. Interaction '94 Conference. Theme: "Conflict and Violence: Causes and Responses." Halifax, Nova Scotia CANADA. Contact: Bill Warters or Dean Peachey, Tel: (519) 885-0880.

May 19-22, 1994. National Multi-Cultural Institute Conference. Washington, D.C. USA. Tel: (202) 483-0700; Fax: (202) 483-5233.

June 2-4, 1994. National Mediation and Medical Ethics Conference. Albuquerque, New Mexico USA. Contact: Dr. Joan Gibson, Tel: (505) 277-8166.

June 3, 1994. Wisconsin Association of Mediators, Mediation Skills Training Seminar. Pewaukee, Wisconsin USA. Contact: Registration Office. Tel: (608) 262-7942; Fax: (608) 262-8516.

June 7-9, 1994. The Seventh National Labor-Management Conference. Washington, D.C. USA. Contact: Dr. Pam Gowland, Tel: (202) 737-2620.

June 9-10, 1994. Fourth National Grievance Mediation Seminar, sponsored by the U.S. Federal Mediation and Conciliation Service. Washington, D.C. USA. Contact: Dr. Melissa Cryder, Tel: (312) 503-0090.

June 9-11, 1994. Ministry of Reconciliation, Fourth Conference. Philadelphia/St. Davids, Pennsylvania USA. Tel: (708) 627-5310.

July 5-8, 1994. International Human Resource Management and Industrial Relations. Gold Coast AUSTRALIA. Contact: Conference Secretariat, Tel: +61-7-864-2523; Fax: +61-7-864-11313.

July 6-10, 1994. Eleventh World Meeting: International Society for Research on Aggression. Delray Beach, Florida USA. Contact: Deborah Richardson. Tel: (407) 367-3365; Fax: (407) 276-9364.

July 18-23. Academy of Family Mediators Annual Conference. Eugene, Oregon USA. Contact: Dr. Nancy Kaplan, Tel: 1-800-893-5383; Fax: (612) 525-8725.

July 25-30, 1994. Annual Organizational Development (O.D.) World Congress. Oxford University, Oxford, England UK. Contact: O.D. Institute, Tel: (216) 461-4333; Fax: (216) 729-9319.

Ombudsman ...

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Ombudsmen are found in several states and numerous governmental agencies. Alaska, Hawaii, Nebraska, Iowa, Puerto Rico, Guam, and the Panama Canal Zone have legislatively appointed ombudsmen. In New York State and Texas they are appointed by the Governor. A number of municipalities also have appointed ombudsmen. Ombudsmen also exist in several federal agencies and each state is required to have (1) long-term care ombudsmen to investigate complaints about long-term care facilities and (2) an ombudsman to help small businesses comply with recent provisions of the Clean Air Act that affect those businesses. Finally, ombudsmen are found in numerous Universities and in many private corporations.

The United States Ombudsman Association (USOA), of which I am president, is on record favoring the establishment of more ombudsmen offices on state, local, and federal levels. USOA will be organizing committees to further the creation of more ombudsmen offices around the country. If you are interested in trying to create such an office in your state or local government, we can provide model legislation and ordinances so that you do not have to "reinvent the wheel."

If anyone has questions, I will be happy to try to answer them. Please contact me at P.O. Box 102636, Anchorage, AK 99510-1839 USA, Tel: (907) 269-5290.

Resources, Books, Curriculum Materials, Etc.

- Those interested in community mediation may wish to see the *Mediation Handbook for Cities*, published by the Association of Metropolitan Municipalities, 3490 Lexington Ave. North, St. Paul, MN 55126 USA. Cost: \$20.00 (including shipping).
- Those interested in cross-cultural conflict might be interested in a new book by Michelle Duryea and J. Bruce Grundison, *Conflict and Culture: Research in Five Communities in Vancouver*. This book recounts interviews with members of Chinese, Vietnamese, Polish, South Asian, and Latin American immigrant communities regarding how conflicts have been traditionally resolved in those ethnic communities. The difficulties these communities face as they seek to adopt Canadian conflict resolution mores and methods are also described. Contact: University of Victoria Institute for Dispute Resolution, Begbie Bldg., Victoria, British Columbia, CANADA V8W 3H7. Canadian \$21.00, US \$18.00.
- *Culture and Negotiation: The Resolution of Water Disputes* (Edited by Guy Olivier Faure and Jeffrey Z. Rubin; published by Sage) deals with intercultural and international disputes over water resources, combining insights from both international relations and environmental conflict. The book offers both cases and analyses.
- The Washington Interest in Negotiation (WIN) Group has several detailed case studies dealing with intergovernmental negotiations (e.g., "Multilateral Negotiation of a Chemical Weapons Ban," "Promoting confidence and security in Europe: The Stockholm Conference on Disarmament, 1984-1986"). These are available for \$12.50 per case from Public Interest Publications, P.O. Box 229, Arlington, VA 22210 USA.
- A new directory, the *ADR Sourcebook of Southern California* lists a variety of third parties, including arbitrators, mediators, private judges, and special masters in the Los Angeles, USA area. For information, Tel: (213) 896-6468.
- A series of videos based on California peer mediation programs provides a useful training tool for secondary and school peer mediation programs. Contact: Sunburst Communications, 39 Washington Ave., P. O. Box 40, Pleasantville, NY 10570-0040 USA.
- Those interested in starting or researching elementary or secondary school dispute resolution programs may wish to examine training materials available from the National Association of Mediation in Education (NAME), 205 Hampshire House, University of Massachusetts, Amherst, MA 01003 USA. Tel: (413) 545-2462.
- *Racial/Ethnic Intergroup Disputing and Dispute Resolution in the United States: A Bibliography and Resource Guide* is available for \$10.00 for intervenors and researchers interested in this area. Contact Dr. Judith A. Kruger, P.O. Box 3, Collingswood, New Jersey 08108 USA.
- Pepperdine University School of Law Institute for Dispute Resolution has begun a newsletter, *Resolution*. Tel: (310) 456-4655 to subscribe or to learn about course offerings.
- Former U.S. President Jimmy Carter recently authored a book directed toward young people, discussing global mediation and conflict management, *Talking Peace: A vision for the New Generation* (Dutton's Childrens' Books).
- *Mediation Monthly* is a new newsletter for practitioners, published by the Mediation Corporation. Tel: 1-800-ADR-FIRM to subscribe or to learn about training program offerings.

The IACM is an international association, founded in 1984, to encourage research and training in the handling of all forms of social conflict. For annual dues of only \$15, IACM members receive a year's subscription to the newsletter, *Signal*, a membership directory, and an extensive list of member publications (useful for researching papers or identifying relevant readings when designing training programs or university courses, etc.). IACM membership also offers several benefits including discounts on subscriptions to *The International Journal of Conflict Management*, and *Negotiation Journal*, as well as a free lunch with the *Signal* editor if you're ever passing through La Crosse, WI (who says there's no such thing as a free lunch?). For information about membership, please contact Dr. Jim Wall, Executive Officer, University of Missouri-Columbia, Department of Management, Middlebush Hall, Columbia, MO 65211 USA. Tel: (314) 882-4561. Fax: (314) 882-0365.

Signals on the Horizon: The 1995 IACM Conference in Europe

by Evert van de Vliert, President-Elect

With Eugene, Oregon, still in front of us, the IACM Board is already thinking ahead about conference activities in the years to come. As announced, we have decided to meet outside of North America every other year. We have discussed and explored suggestions for the 1995 conference that included Australia, the Pacific Rim, South Africa, and Eastern Europe. Time and again, however, we were forced to conclude that, at least for the time being, Western Europe is the most realistic alternative to North America. As it stands, the following three European venues are especially suitable because we have members there who are willing to function as the Local Arrangement Coordinator: Copenhagen, Denmark (Coordinator: Sören Viemose), Athens, Greece (Coordinator: Andreas Nikolopoulos), and Seville, Spain (Coordinator: Lourdes Munduate). All three sites are possibilities and all have fine local arrangements coordinators.

The board most recently agreed that we should hold a conference in Copenhagen first, in 1995. There are several reasons for such a decision. First, we have a capable local arrangements person in Sören Viemose, who heads the consultancy firm "Amphion" in Copenhagen. He has been studying feasible sites in and near the city and will present a formal proposal to the IACM in Eugene. Second, Copenhagen appears to be conducive to holding the IACM conference in conjunction with other groups. My idea to initiate discussion and collaboration with other groups that are also trying to grapple with conflict phenomena has been well received by both our membership and some of the organizations that were approached. The International Peace Research Institute in Oslo (PRIO: Director Dr. Dan Smith) applauds conference cooperation and is interested in organizing some sessions or workshops at our conference; naturally, a Copenhagen site facilitates this due to its proximity to Oslo. Similarly, the leaders of the Ethnic Studies Network (ESN: Director Dr. John Darby), with its home base in Ulster, are enthusiastic about holding a meeting jointly with the IACM. Lastly, a "satellite arrangement" has been made with the organizers of the Sixth International Conference of Social Dilemmas (Coordinators: Drs. Wim Liebrand and Dave Messick); they plan to hold this group's meeting immediately after our conference in Copenhagen.

I am interested in your responses to both the proposed conference sites in Europe and the intended conference coalition in 1995. Please send your reactions to me, Dr. Evert van de Vliert, Department of Social and Organizational Psychology, University of Groningen, Grote Kruisstraat 2/1, 9712 TS Groningen, THE NETHERLANDS. Tel: +31 50 63 63 86. Fax: +31 50 63 63 04. e-mail: e.v.d.vliert@ppsw.rug.nl.

Calls for Papers

July 18-23, 1994. The World Congress of Sociology will hold a session entitled, "Mediation, Alternative Dispute Resolution, and Victim-Offender Reconciliation: New Models and Approaches." There is room for one or two additional paper presentations at this session. If you are interested in presenting a paper on this topic please submit your manuscript to Dr. Emilio Viano, DJLS/SPA, American University, Washington, DC 20016-8043 USA. Fax: 202-885-2907 **as soon as possible**. The conference will be held at Bielefeld, GERMANY.

August 10-13, 1994. The Human Resource Division within the Association of Management, meeting in Dallas, Texas USA (immediately prior to the Academy of Management meeting) has extended its call for papers to **May 18, 1994**. Please submit manuscripts to: Dr. William Y. Jang, Department of Organization and Management, San Jose State University, San Jose, CA 95192-0070 USA. Tel: (408) 924-3572, Fax: (408) 924-3555.

September 31-October 2, 1994. Organizational Studies Doctoral Student Conference. Seattle, Washington, USA. The focus of this conference is multi-disciplinary research papers authored by graduate students. Please submit papers by **May 20, 1994**. For more information, contact Peggy Sue Heath, Conference Chairwoman, Department of Management and Organization DJ-10, University of Washington, Seattle, WA 98195 USA. Tel: (206) 543-6706.

October 8-12, 1994. The Second European Conference on Peacemaking and Conflict Resolution., San Sebastian, SPAIN. Please submit papers by **May 31, 1994** to the Secretariat of the conference, Prim34, 1 DCHA. E-20006, San Sebastian, SPAIN. Tel: +34 43 - 47 26 30. Fax: +34 43 - 47 16 54.

November 1-3, 1994. North American Case Research Association. New Orleans, LA USA. Please submit case papers by **May 27, 1994**. Contact: Dick Eisenbeis. Tel: (719) 543-1431. Fax: (719) 549-2909.