



1994 Award Winners Announced at Conference

Recipients of the IACM Awards for 1994 were revealed at the tenth anniversary conference in Eugene Oregon. These included the Life Time Achievement Award, a Best Book Award, a Best Dissertation Award, and three Best Paper Awards from those presented at the conference.

Robert Blake received the Life Time Achievement Award for his pioneering work and prolific career in the field of Conflict Management. Dr. Blake received his Ph.D. in psychology from the University of Texas at Austin where he continued as a professor. In 1961 he co-founded Scientific Methods, Inc. with Dr. Jane S. Mouton, and in 1964 he left academia to pursue a career with this firm. He has served as consultant for governments, industries, and universities in 40 countries and instituted an early Organizational Development effort in a major corporation, Exxon.

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IACM Members Enjoy Tenth Anniversary Conference

The seventh annual international conference of the International Association for Conflict Management (IACM) was held in Eugene, Oregon, June 12-15, 1994. The conference celebrated the tenth anniversary of the organization and provided a number of fascinating speakers and exciting activities.

Jeffrey Rubin of Tufts University and the Program on Negotiation at Harvard Law School delivered a thought-provoking Keynote Address on "Interpersonal and International Conflict: Some Conceptual Bridges." [Note: A copy of this, and any other paper presented at the conference can be obtained from Dr. Tom Fiutak, Executive Officer, by calling (612) 625-3046]. Dr. Rubin came to the conference well-qualified to deliver the Keynote Address: He has published numerous articles, is author of more than a dozen books on interpersonal and international conflict, and is editor of *Negotiation Journal*.

Robert Blake received the 1994 Life Time Achievement award and delivered an all-conference address, reflecting upon his career and upon the usefulness of the Managerial Grid in understanding conflict (please see related article). Linda Putnam, IACM President for 1993-94 delivered an all-conference Presidential Address, "Challenging the Assumptions of Negotiation Theory" (which will appear in the October issue of *Negotiation Journal*).

Peter Carnevale, 1994 Program Chair, with the assistance of his Program Committee, put together an outstanding array of workshops, symposia and roundtable discussions. For example, the first night of the conference featured a workshop on the topic, "Children and Conflict" (please see related article). An all-conference Keynote Symposium on "Constructive Conflict Management" was held featuring participation by Susan Boardman, Sandra Horowitz, Morton Deutsch, Jeffrey Rubin, Ronald Fisher, Deborah Kolb and Nadim Rouhana. A special "Energy Conservation Disputes," symposium included not only researchers who study this type of dispute, but included the principals of one conflict as well (please see related article). There were also Roundtable Discussions exploring, "Gender Differences in Negotiation," "External Communications of the IACM," and "Future Directions for the *International Journal of Conflict Management*."

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The President's Corner

by Evert van de Vliert, IACM President

This column is important to prevent you from associating our dear IACM with a kind of "self-service intellectual snack bar." Instead, a much more appropriate metaphor would be the "market"-organized and staffed by our hard-working members. Once a year, an ever-fluctuating part of our membership gathers for a fascinating and companionable happening of intellectual give-and-take. We enormously appreciate the facilitating circumstances that this year's market superintendent, Peter Carnevale, and his co-workers, Sam Keltner, Gregg Walker, Sylvia Moore, and Pat Mohr, created for us in Eugene, Oregon. Our 1995 team, consisting of Carsten de Dreu, Laurie Weingart, and Soren Viemose, could not have wished for a better model for organizing the next conference in Copenhagen, Denmark.

The upcoming eighth IACM conference will be held in collaboration with the Ethnic Studies Network (ESN), which has its home base in Northern Ireland. The ESN, established in 1991, is an international and intercontinental forum especially for groups of scholars working within particular indigenous conflicts. Its aim is to encourage comparative and cooperative research. The premise is that those working in different plural societies share common problems and approaches. The ESN aims to explore these shared general and theoretical insights through the empirical study of conflict. The Network has about 300 members from a broad disciplinary and geographic range. The greatest number are political scientists, but all other social science disciplines are represented. We are happy to have ESN colleagues join us and we are looking forward to the joint conference.

Hopefully, the collaboration with the ESN marks the beginning of a broader process of global networking. To that end I have formed an *External Network Committee*, consisting of Linda Putnam (Chair), Dean Pruitt, and Debbie Kolb. This committee has the threefold task to list potential internationally operating partner associations, to set priorities and a time-path of building connections, and to make proposals for the design of these IACM-external organization liaisons. Other three-member committees, and task forces are as follows:

Publication Award Nominations (Chair: Deanna Womack, members: Christel Rutte, Russel Leng). This committee has the responsibility of generating nominations for the various publication awards (see below). These are then passed on to the Chairs of the respective committees for evaluation. This committee relieves the various publication awards committees of some of the pressure of generating nominations and frees them to spend most of their time evaluating nominations. Please let me encourage you: If you recall an outstanding book, book chapter, or journal article, please send a letter offering your nomination to: Dr. Deanna Womack, Department of Communications, Stonehill College, 320 Washington Street, North Easton, MA 02357, USA.

Outstanding 1993-1994 Applied Book Award (Chair: Joe Folger, members: Morton Deutsch, Willem Mastenbroek). This committee will solicit nominations through publicity in relevant outlets, process nominations that are received from the Publication Award Nominations Committee, evaluate the nominated books and make decisions, and present the Award(s), if any, at the upcoming IACM conference Awards Banquet.

Best 1993 Article/Book Chapter Award (Chair: Betsy Wesman, members: Ray Friedman, Robin Pinkley). This committee will solicit nominations through publicity in relevant outlets, process nominations that are received from the Publication Award Nominations Committee, evaluate the nominated articles or book chapters and make decisions, and present the Award(s), if any, at the upcoming IACM conference Awards Banquet.

Life Time Achievement Award Committee (Chair: Linda Putnam, members: Evert van de Vliert, Jim Wall). The purpose of this committee is to keep and update a list of nominees, to select a nominee for 1996, and to contact the winner to safeguard that this person attends the 1996 conference.

Election Nominations (Chair: Jim Wall, Members: Don Conlon, Martin Euwema). This committee invites and processes nominations from IACM members for candidates for President-Elect and Board Members-At-Large. If you have nominations, please send a letter to Dr. Jim Wall, University of Missouri-Columbia, Department of Management, Middlebush Hall, Columbia MO 65211 USA.

Finally, I have appointed several individuals to one-person assignments. So far, these are:

Signal Newsletter (Editor: William Ross);

IACM *Brochure* (Editor: Tricia Jones);

Press Releases (Martin Euwema);

IACM List Server (Moderator: Grant Savage);

In related news, the Publications Committee (Rod Kramer, Susan Brodt, Beta Mannix, and Kathleen Valley) has presented its

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IACM Board Meeting Produces Important Decisions

At the 1994 IACM Officer Board Meeting, several decisions were made that affect the membership. First, it was officially announced that Jim Wall had been elected to the position of President-Elect, and Morton Deutsch and Martin Euwema had been elected to the Board as Members-at-Large. To facilitate officer transitions, 1993-94 IACM President Linda Putnam distributed officer Job Descriptions. Also, Dr. Putnam announced that the Constitution had been ratified by the membership.

Tricia Jones distributed copies of a prospective IACM membership brochure. [Following suggestions at both the Board meeting and the general membership business meeting, Dr. Jones made minor modifications to the brochure, which is now available for your friends and colleagues who want information about how to become members].

The Publications Committee, composed of Drs. Susan Brodt, Rod Kramer, Beta Mannix, and Kathleen Valley, offered its report. This report included several important recommendations. All of the recommendations were taken under advisement by the Board.

First, the committee recommended that the IACM should continue publishing the *Membership Directory*. However, the *Directory* should include e-mail addresses and Fax numbers whenever possible.

Second, the organization should discontinue publishing the *Bibliography of Publications*, because many IACM members have access to this information through CD-ROM services found at many libraries or through on-line services. In its place, a new *Signal* column "Publications by Members" listing recent and forthcoming publications should be created.

Third, the Board should explore the possibility of publishing, on an *ad hoc* basis, edited volumes, similar to the volume that emerged from the first IACM conference, Rahim, A. (Ed., 1989) *Managing Conflict: An Interdisciplinary Approach*. Greenwood, CT: Praeger. That volume dealt with five themes: Organizational Conflict, Communication and Conflict, Negotiation, Mediation, and Integrating Perspectives. Future volumes should, if possible, deal with only one theme, and the editor who wants to create such a volume should submit a proposal to the IACM if the editor wants IACM endorsement (and possibly "seed" money). There was no recommendation that the IACM itself undertake to publish an annual research volume because of the existence of a number of journals that are willing to publish conflict-related articles.

Fourth, the committee recommended that the IACM seek stronger formal links with existing journals that publish conflict-related articles. It might be possible to secure discounts to some journals for IACM members.

Finally, the IACM should explore the possibility of creating a booklet describing graduate programs in the various conflict management disciplines. If you wish to help implement any of the suggestions of this committee, please contact Dr. Evert van de Vliert, IACM President, Department of Psychology, University of Groningen, Grote Kruisstraat 2/1 9712 TS Groningen, THE NETHERLANDS. Tel: +31 34 62 91627. Fax: +31 34 62 91250.

The Awards Committee announced the winners of the 1994 awards (see lead article). The members also distributed copies of the procedures and guidelines and announced that the 1995 book award would focus on "applied" works. Nominations from members for any of the awards are welcomed. Please contact Dr. Linda Putnam, Department of Speech Communication and Theatre Arts, Texas A & M University, College Station, TX 77843-4234, USA. Tel: (409) 845-5500. Fax: (409) 845-6594. Internet E-Mail: LPUTNAM@TAMU.EDU.

Dr. Jim Wall, outgoing Executive Officer, noted that the IACM continues to be healthy financially, with an income of US \$10,976.00 and expenses of US \$8,196.00 (from May 1, 1993 to May 1, 1994). The board also welcomed Dr. Tom Fiutak as the new Executive Officer.

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Signal is published twice yearly by the International Association for Conflict Management. Please send contributions to William H. Ross, Ph.D., Editor, Department of Management, University of Wisconsin at La Crosse, 1725 State Street, La Crosse, WI 54601, USA. Tel: (608) 785-8450. Fax: (608) 785-6700. Internet e-mail: ROSSCBA@UWLAX.EDU.

We wish to welcome a new Assistant Editor to the *Signal* staff. Tammy Brunette, a senior at the University of Wisconsin at La Crosse, is a double major in English and Business Administration. She will be working as part of an IACM internship throughout the 1994-1995 academic year. Kristin Larson and Jennifer Dagendesh 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.

Membership Brochures Available

by Tom Fiutak, Executive Officer

New Membership Brochures are ready! If you would like a few of these handsome tri-fold brochures to give to friends and colleagues who might be prospective members, let me know. We can also supply bundles of the brochures for organizations that want to encourage their members to join the IACM.

The IACM continues to grow. At last count we have 340 members, including 251 in the United States and 89 in other countries. However, we know that there are many practitioners and scholars with an interest in conflict who are not yet members. Please use the brochures to encourage them to join!

The relationship of the IACM to the Humphrey Conflict and Change Center at the University of Minnesota-Twin Cities continues to develop; not only does the Humphrey Center archive all of the papers from the 1994 conference, we also have many of the papers from previous conferences. In this way, papers will be available in one location for future use.

In other news, I would like to welcome two students who have internships helping the IACM: Laura Blissenbach is a graduate student in Criminology and Eric Willette is a graduate student at the Humphrey Institute for Public Affairs. They are eager to help supply you with brochures or copies of IACM papers. For more information about how we can help you, contact us at The Center for Urban and Regional Affairs, University of Minnesota, 248 Hubert H. Humphrey Conflict and Change Center, 301 19th Avenue South, Minneapolis, MN 55455. Tel: (612) 625-3046. ☐

Reports from 1994 IACM Conference

“Children and Conflict” Workshop

by Claudia Hale

Approximately eighteen scholars and practitioners who have a special interest in children and conflict gathered at the IACM meeting in Eugene to discuss this important topic and to share their work. The participants discussed the current status of research and practice relevant to children and conflict; the discussion focused on the need for applied research (particularly evaluation research) that will help improve practice in this area. Participants agreed on the need to target policy makers and practitioners, supplying information that will help improve the education of children about conflict and related social skills.

The group also identified several projects which it is currently pursuing. These include: (1) exploring the possibility of an edited volume focusing on teaching children conflict skills (contact Jackie Moorhead at the University of Denver for more information concerning this project), (2) preparing proposals for panels and workshops at a variety of upcoming conferences (including next year's IACM conference), and (3) developing an annotated bibliography focusing on research concerning children and conflict (contact Claudia Hale for additional information about this effort).

For more information about any of these projects, or, for additional details about the 1994 workshop, please contact Claudia Hale, Ph.D., School of Interpersonal Communication, Ohio University, Athens, OH 45701 USA. Tel: (614) 593-9168. Fax: (614) 593-4810. Internet: HALE@OUVAXA.CATS.OHIOU.EDU.

Symposium on Energy Combines Research, Practice

The symposium, “Collaborative Efforts to Resolve a Dispute Over Energy Production and Conservation: A Dialogue With The Parties” was probably a “first” for an IACM symposium. Unlike conventional symposia where researchers or practitioners discuss conflict management cases, this symposium brought several of the participants, as well as their facilitator and two researchers, to the conference for a lively discussion.

The conflict involved a 1993 multi-party environmental dispute between an energy utility, its industrial customers, and its regulators. State regulators had sought to encourage energy conservation by separating profits from energy sales (called “decoupling”); the utility did not support this decoupling effort for industrial customers. Industrial customers sought a solution that would provide them with the least expensive energy over the long run.

At the symposium, the parties (or their legal representatives) presented their respective perspectives on the history of the dispute, describing how negotiations progressed. Their mediator also described his facilitation efforts. Together, they discussed

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Upcoming Conferences

October 26-30, 1994. Society of Professionals in Dispute Resolution, Annual Conference. Theme: "Dispute Resolution Across Continents." Dallas, Texas, USA. Contact: Stephanie Jennings, Tel: (202) 783-7277; Fax: (202) 783-7281.

November 4, 1994. Appropriate Dispute Resolution Applications, Inc., "Building a Successful Mediation Practice." Palo Alto, CA, USA. Tel: (414) 328-2372; Fax: (415) 328-4049.

November 4-5, 1994. The Fourth Annual Interdisciplinary Graduate Student/Faculty Symposium. Theme: "Exploring the Challenges of Conflict: Issues and Alternatives in the 20th Century World." Northern Arizona University, Flagstaff, Arizona, USA. Contact: Matt Lindstrom, Co-Chair GSIS. Tel: (602) 779-5695.

November 14-18, 1994. Lombard Mennonite Peace Center. Mediation Skills Training. Elkhart, Illinois, USA. **Tel: (708) 627-5310.**

November 16-18, 1994. Wisconsin Association of Mediators. Theme: "Emerging Issues in Mediation." Madison, Wisconsin, USA. Contact: Jim Campbell. Tel: 1-800-442-7107.

January 6-8, 1995. Industrial Relations Research Association 47th Annual Meeting. Washington, D.C. Contact: IRRA office. Tel: (608) 262-2762. Fax: (608) 265-4591.

February 10-11, 1995. American Bar Association Symposium for Third Parties, Neutrals, and Advocates. Theme: "Dispute Resolution: Expanding the Boundaries." Miami, Florida, USA. Contact: Jennifer Dabson, ABA Section on Dispute Resolution. Tel: (202) 331-2607.

March 29 - April 1, 1995. Association for Business Simulation and Experiential Learning Conference. Theme: "Simulation & Experiential Learning Under NAFTA." San Antonio, Texas, USA. Contact: Diana Page, Tel: (904) 474-2133; Fax: (904) 474-2716.

April 6-8, 1995. The Association for Computing Machinery Special Interest Group on Computer Personnel Research. Theme: "Supporting Teams, Groups, and Learning Inside and Outside the IS Function." Nashville, Tennessee, USA. Contact: Lorne Olfman, Tel: (909) 621-8209; Fax: (909) 621-8564.

May 26-30, 1995. National Conference on Peacemaking and Conflict Resolution. Theme: "Working it Out: Creating Inclusive Social Structure." Minneapolis, Minnesota USA. Contact: Linda Baron, Tel: (703) 934-5141; Fax: (703) 934-5142 or Beth Roy, Tel: (415) 552-8680; Fax: (415) 863-3018.

May 31-June 4, 1995. The International Industrial Relations Association Tenth World Congress. Theme: "Learning From Each Other." Washington, D.C., USA. Contact: IIRA Registration, 19528 Amaranth Drive, Germantown, MD 20874.

June 24-26, 1995. Society for Case Research Summer Case Workshop. Colorado State University, Fort Collins, Colorado USA. Contact: Paula M. Saunders, Tel: (513) 873-3193 or 3047; Fax: (513) 873-3545.

September 13-16, 1995. The Society of Professionals in Dispute Resolution. Washington D.C., USA. Contact: Stephanie Jennings, Tel: (202) 783-7277; Fax: (202) 783-7281.

October 29-31, 1995. The Society for Case Research, Spring Conference. Chicago, Illinois, USA. Contact: Paula M. Saunders, Tel: (513) 873-3193 or 3047; Fax: (513) 873-3545.

July 18-20, 1996. Society for Case Research Summer Case Workshop. Indiana University-Purdue University, Fort Wayne, Indiana USA. Contact: Paula M. Saunders, Tel: (513) 873-3193 or 3047; Fax: (513) 873-3545. α

Officer Nominations Sought

Whom do you want to see as a future President of the IACM? Whom do you want to serve on the Executive Board, making the important decisions that affect your organization? If you have nominations, then now is the time to let us know! You may have recently received a form asking for your requests for officer nominations. If so, then please complete the form and return it. If you did not receive your form, then grab a piece of paper (or even a post card) and jot down the names of those individuals whom you would like to see serve as President-Elect and on the Executive Board as Members-at-Large, as well as your own name. All IACM members are eligible for these positions (subject to the constraints of the IACM constitution), but if YOU don't nominate them, they can't be considered! So take a moment, think of those members whom you know will do a fine job in officer positions, and mail in your nominations. Nominations should be sent to Dr. James Wall, University of Missouri at Columbia, Department of Management, 214 Middlebush Hall, Columbia, MO 65211 USA. Tel: (314) 882-7374. Fax: (314) 882-0365. α

Network Etiquette

Recommendations from other moderators suggest the following guidelines for IACM-L conversations:

(1) Please "sign" all messages. Sometimes on some systems the "return address" is not printed - without "signing" your messages some people will not know who you are.

(2) Include relevant portions of the message. Simply replying often leads to confusing subject lists for those who sent their e-mail from discussion groups to digest.

(3) Only quote the relevant portions of the message to which you are replying. Posting the entire message again is annoying and encourages people to unsubscribe!

(4) Watch the "tone" of your comments or replies. It is much easier to come across as nasty or sarcastic in this medium which is not moderated by voice tones, body language, etc.

(5) Abusive or obscene language or behavior will not be tolerated on this list, and will result in the removal of the offending individual from list privileges.

Watch this space for future information about an Internet archive for IACM discussions, papers, and other documents.

Grant Savage
Libby Michael
Eric Morse
Area of Management
Texas Tech University
Lubbock, TX 79409
806/742-3164 Off
806/742-2099 Fax

□

Welcome to IACM-L

Welkom! Bienvenue! Willkommen! Velkommen! Foon-ying! Broohim ha'ba'eem! Ahalan ve'Zahalan! Zdravstvoo'iteh! Kap! Irraisaimase! Bienvenido! Namastay!

IACM-L is the Internet discussion group of the International Association of Conflict Management. Presently, membership to this group is open only to active members of IACM. The purpose of this group is to foster communication and to serve as an information resource for conflict management scholars worldwide. To join the list simply send the following message SUBSCRIBE IACM-L YOURNAME to: LISTPROC@UNICORN.TTACS.TTU.EDU (leave the "subject" line blank).

The IACM-L is moderated by Grant Savage of Texas Tech University, with the valued assistance of Elizabeth "Libby" Michael and Eric Morse. This is a handy forum for the discussion of both research and pedagogical issues. Suitable topics include, but are not limited to:

- Requests for information. Do you need literature references or help on any conflict management-related issue? Ask your colleagues here!
- Discussions or debates. Discuss topics of interest to the members of the list (e.g. the impact of third-party interventions; the value of alternative dispute resolution; the assessment of conflict management styles).
- Theory development. Interested in exploring or extending theory? Try out your ideas before you receive that rejection notice from an editor.
- Research methods. Puzzled why anyone would want to learn nonlinear programming? Upset because your ethnographic research is such a mess? Share your concerns here.
- Notices for professional meetings. If you come across a notice for an interesting professional meeting for conflict management practitioners or academics, post a short (one screen, please) message about it.
- Postings for jobs. Anyone aware of job openings (practitioner or academic) in the conflict management area is encouraged to post this information (one screen, please).
- Calls for papers. Any calls for papers are especially encouraged. Again, please limit your posting to one screen of information.
- Book reviews. Read a good conflict management book lately? Share your opinions.
- Course design and syllabi. Share your educational ideas. Query your colleagues about what they do (and write the report that will secure your department's continued funding from the Dean).
- Teaching techniques. Know any surefire classroom activities that work with even the most jaded students? Share your concerns, gimmicks, and philosophy.

If you need to contact Grant, Libby, or Eric directly, their addresses are:

Grant: ODN23@TTACS.TTU.EDU
Libby: ONMEL@TTACS.TTU.EDU
Eric: OGEAM@TTACS.TTU.EDU

□

Electronic Signals

Campus Network Formed

Practitioners and researchers interested in conflict management on university and college campuses may be interested in a new internet listserver: the Campus Conflict Resolution Network (CCRN). To subscribe, send an internet e-mail message to: LISTSERV@ALPHA.ACAST.NOVA.EDU. Leave the "subject" line blank. The one-line message should read, "Subscribe CCRNET *Your first name Your last name.*" For more information about CCRNET, contact: Kevin Drumm, Nova Southeastern University, 3301 College Ave., Ft. Lauderdale, FL 33314. Tel: (305) 424-5758. Internet e-mail: DRUMMK@POLARIS.NOVA.EDU.

MetaDos Available

For those seeking a user-friendly computer program to assist with meta-analysis literature review projects, MetaDos, a public domain computer analysis program is available. If you supply the 3.5" diskette, this windows-type DOS program is available for only the cost of postage (52 cents). Contact: Dr. Joe Stauffer, Department of Management, Indiana State University, Terre Haute, IN 47809-5402. Internet e-mail: MFSTAUF@BEFAC.INDSTATE.EDU.

How do you find someone's e-mail address?

Ever wanted someone's e-mail address, but didn't know where to find it? Well, here's some possible help; internet has an e-mail address directory—it doesn't have everyone, but it does have many addresses. Here's how to use it: When you log onto your computer and you get to your system prompt, type *telnet mudhoney.micro.umn.edu*. You will be asked to give a user ID. Type: *netfind*. Then follow the instructions.

AG-HRnet Now Operational

For those interested in a new listserver dealing with agricultural Human Resources issues, including labor-management relations, mediation, and arbitration, AG-HRnet is now available.

To subscribe, use internet to send a message to LISTPROC@UCDAVIS.EDU. The "Subject" should be left blank. Send the following one-line message: *Subscribe AG-HRNET Your First Name Your Last Name.*

Legal Domain Network Forms

The Chicago-Kent College of Law and Villanova University School of Law have created "The Legal Domain Network." This uses USENET-type technology as a way to mirror listserver discussions of interest to the legal community. It can be accessed through GOPHER.KENTLAW.EDU or through [HTTP://WWW.KENTLAW.EDU/LAWNET/LAWNET.HTML](http://WWW.KENTLAW.EDU/LAWNET/LAWNET.HTML). For more information contact: Lawrence Donahue, Tel: (312) 906-5308. Internet e-mail: LDONAHUE@CHICAGOKENT.KENTLAW.EDU ☐

Announcements

Educator Award Offered

The Academy of Management seeks nominations for its 1994 Distinguished Educator Award. "Criteria for this award include excellence in one or more of the following: (1) developing doctoral students; (2) communicating knowledge in the sense of classroom effectiveness or other forums; (3) initiating pedagogical innovations [developing of effective methods, structures, and designs] for communicating knowledge."

To request nomination forms please contact: Dr. Barbara A. Gutek, Department of Management and Policy, University of Arizona, McClelland Hall #405, Tucson AZ 85721, USA. Tel: (602) 621-7632, Fax: (602) 621-4171.

Arbitrators Sought

The American Arbitration Association wants to increase its roster of ladies willing to serve on arbitration and mediation panels. Send recommendations (including self-recommendations) to: American Arbitration Association, Panels Dept., 140 W. 51st Street, New York, NY 10020-1203, USA.

Books Needed

The South Africa Books Project is seeking donations of books to distribute to South African mediation and dispute resolution libraries. Send book donations to: Richard Salem, US-South African Dispute Resolution Books Project, 1225 Oak Avenue, Evanston, IL 60202. Tel: 1-800-733-2521. ☐

Practitioner's Profile:

Gary J. Margolis, President of The Police Assoc., South Burlington Vermont Police Dept., South Burlington, VT USA

Conflict Management and Law Enforcement: A Community Policing Approach

by Gary J. Margolis

The face of policing in the United States is changing. We're entering a new era in law enforcement, one that is placing us back into the neighborhoods and on the streets that we have evolved away from. Rapid response, patrol cars, radios, computers - all tools that have increased our technical proficiency and de-personalized our services. It can be argued that we are coming full circle to the same method of problem solving that our early 19th century predecessors used "walking the beat." Officers back then knew their neighborhoods, who the people were, what they did, and what was important in their lives. Those officers, more than not, employed methods of resolution, ADR, etc.. What we are learning today is that to effectively meet the needs of our communities, police are having to adopt new methods of interaction; methods designed to increase community trust, communication, and proactive problem solving, in addition to much needed criminal interdiction. What this falls under is the umbrella philosophy of Community Policing.

When police officers respond to calls that are outside the realm of law violations, they need tools to bring about communication, understanding and solutions. My experience is that some of the most effective street officers use a mix of these skills to achieve a constructive resolution to traditionally "civil" problems. What I am doing is formalizing these skills into a training curriculum for recruits and frontline officers. I don't believe that the police can ever be "mediators" as the current definition exists - by nature we are not seen as neutral. When an officer responds to a call for assistance, their very presence in uniform removes them from any kind of neutral positioning. In this setting I see police as "Third Party Helpers," and this is the frame of reference from which I engage this training. What calls lend themselves to this kind of problem solving? Landlord/tenant disputes, neighbor disputes, roommate situations, some consumer issues, noise complaints, etc. The training addresses five areas: Initial Assessment, Skills, Resources, Follow-up and Reflection.

When an officer arrives on scene, or takes a complaint, s/he needs to assess the situation to determine several things: Is there a violation of law? Is there a safety issue for those involved (including the officer)? It is not the intent of this training for police officers to "mediate" domestic violence disputes or other calls of such serious nature. Are the parties to the dispute willing to enter into the process of finding collaborative solution? Is now the when to begin this process, or do the parties need time? Does the officer have the experience and skills to attempt to help the situation? Is it beyond their abilities? Answers to these questions determine if this approach is usable.

The Skills portion of the training is designed to provide the officer with the ability to set ground rules for the discussion, and maintain the facilitator role. Listening skills that emphasize neutrality and promote a safe environment for the parties to be heard are essential to the success of the process. Methodology for effective problem solving is built in to give the officer competence in involving/empowering both sides to the solution. Ownership is a key concept. If both sides are not clear that they are affecting the situation, the process is ineffective. It is easy for both parties to perceive they are being told what to do because of the authoritative nature of our role in society. Officers need to be sensitive to this and monitor their involvement; all parties involved must buy into the solution together for it to have meaning.

Officers should be tuned into what resources area available to all parties if the solution extends beyond the officers' efforts. They may be community mediation programs, counselors, other officers, etc.. Issues that arise here for community service coordinators are funds for such programs, their existence, what is offered to the public, and their costs. Officers should be aware of what is available and how to access it.

Follow-up and reflection tie strongly to evaluation. Contacting the disputants and inquiring on results, concerns, and the like build a strong relationship that reinforces the trust developed between the officer and the individuals. This trust will have tremendous impact on many areas of police intervention in the community. Citizens have increased confidence in their police departments and are quicker to call with information or concerns. Equally important, it gives the officers involved a feeling that they have improved the quality of life in the community they serve. This issue of improved quality of life sits at the heart of Community Policing theory and practice. Lastly, follow-up provides the officer a tool to evaluate and refine their own skills.

The not-so-far reaching implications for this training will be seen as the officers manage conflict in their personal lives, and their departments. In this respect, the training hopes to improve the quality of their lives as well. There are many more implications of the training to all levels of police management and administration. If anyone has questions, I will be happy to try to answer them. Please contact me at Tel: (802) 862-2237 or through internet e-mail: gmargoli@moose.uvm.edu. ☐

New Organization Intervenes in Basque Conflict

The Basque region of Spain has long had a conflict with the central government over whether the region should have more autonomy or even independence. A new organization, Elkarri, has been formed to help those involved in the Basque conflict to peacefully resolve their conflict. The organization has three characteristics that distinguish it from other "peace groups."

- (1) It is a grassroots organization emphasizing bottom-up, local participation, rather than top-down action.
- (2) It is independent from political parties and existing interest groups.
- (3) Because it is independent from existing interest groups, Elkarri leaders are willing to help each side recognize that both parties in the conflict are partly to blame for the escalation of the conflict and that both parties must make concessions in order to achieve a peaceful end to the conflict.

The emphasis is on dialogue between the parties at the grassroots level, rather than on pursuing a political or "strict law enforcement" type of solution. Elkarri provides a vehicle for ordinary people to become involved in resolving the polarization and violence through creating a culture of dialogue, consensus, and peaceful conflict resolution.

Elkarri leaders have identified the following as areas that heighten the conflict; any comprehensive attempt to resolve the question of Basque autonomy must address these areas:

- (1) *Political Confrontation*—Are Spanish laws democratic or are they flawed (in that the Basque people did not approve the Spanish Constitution in a 1978 referendum and are therefore forced to live under a constitution they did not ratify)?
- (2) *Violence*—Are those who have committed violence in the name of Basque independence to be treated as terrorists? Or patriots? Are those who committed violence on behalf of Spain to be considered loyal soldiers? Or oppressors?
- (3) *Social Orientation*—How do we reconcile the fact that most Spanish consider the Basque country to be a part of Spain, but that most Basque citizens do not identify Spain as their country?
- (4) *Economics*—Would the Basque region be better off socioeconomically if it were independent? What effect would independence have on the Spanish economy?
- (5) *Culture and Linguistics*—Should the Basque language have first priority in the province? Or does Spanish deserve priority?

Elkarri leaders believe that the organization can play a unique role in mediating the dispute through fostering discussion that leads to an agreement on the future of the Basque country. Further, Elkarri leaders believe that whatever proposals are negotiated should be presented to both the Basque people and the Spanish government for ratification.

For more information about the work and philosophy of this organization, write to: Elkarri, Poeta Lizardi Enparantza, 2 Entrp., 20400 Tolosa, Gipuzkoa, Euskal Herria, Spain. TEL: (34 43) 65-29-42. FAX: (34 43) 65-40-97. ☐

Listings Sought for New SIGNAL column

Consistent with the recommendations of the Publications Committee, beginning with the Spring, 1995 issue of SIGNAL, we will begin a column listing member publications. If you have a 1994 publication (journal article, magazine article, book chapter, or monograph) that you would like listed in this column, please send the listing (in the format of the American Psychological Association, if possible) to the Signal office. Don't be modest; people want to know what you and their other IACM colleagues are writing! Send your listings to: Dr. William Ross, SIGNAL Editor, Department of Management, North Hall, University of Wisconsin, 1725 State Street, La Crosse, WI 54601. Tel: (608) 785-8450. Fax: (608) 785-6700. Internet e-mail: ROSSCBA@UWLAX.EDU. ☐

New Publications by IACM Members

Kolb, D. & Associates. (1994). *When Talk Works: Profiles of Mediators*. Jossey-Bass Publishers, 350 Sansome Street, San Francisco, CA 94104, USA. Cost: US \$28.

Keltner, S. (1994). *The Management of Struggle: Elements of Dispute Resolution Through Negotiation, Mediation, and Arbitration*. Hampton Press, 23 Broadway, Suite 208, Cresskill, NJ 07626, USA. Cost: US \$23. ☐

Calls for Papers and Presentations

Books, Journals, etc.

The Department of Communication at University of Massachusetts is seeking papers on the practice of dispute mediation within the U.S. for an edited text. Manuscripts must be received by **January 15, 1995**. Contact: Leda M. Cooks, Department of Communication, 315 Machmer Hall, University of Massachusetts, Amherst, MA 01003 USA. Tel: (413)545-2895.

Environmental Cases Sought. The Program on Community Problem Solving is updating a report on how communities use interest-based negotiations to balance environmental and economic concerns and is seeking cases illustrating such a synergistic approach. If you have written environmental cases, or even know of such "success stories" and want these mentioned in this report, then please send a copy of your case to: Beth Delson, 4721 Linnean Ave. NW, Washington D.C. 20008 USA. Tel: (202) 364-6548. Fax: (202) 347-2161. Internet e-mail: BDELSON@IGC.APC.ORG.

Tourism Cases Wanted. If you have written a tourism or services case please send a copy to: Roy A. Cook, School of Business Administration, Fort Lewis College, 1000 Rim Drive, Durango, Colorado, 81301-3999 USA.

The Labor Center Reporter is calling for articles for the next issue. Deadline for article submissions is **as soon as possible**. Please submit copies and questions to: John Sladkus, Institute of Industrial Relations, 2521 Channing Way #5555, Berkeley, CA 9420-5555 USA. Fax: (510) 642-6432. Internet e-mail: SLADKUS@UCLINK.BERKELEY.EDU.

Applied Human Resource Management Research is seeking either empirical research or research review manuscript submissions dealing with applied topics. Paper should be written to interest both academics and practitioners. A blind review process is used. Contact: Michael Surette, Department of Psychology, University of Wisconsin, Platteville, WI 53818 USA. Tel: (608) 342-1723. Internet e-mail: SURRETTE@UWPLATT.EDU.

The European Journal of Industrial Relations is seeking empirical and theoretical manuscripts (preferably, in English) dealing with all aspects of European labor-management relations. Contact: Richard Hyman, Industrial Relations Research Unit, SIBS, University of Warwick, Coventry CV4 7AL, UK.

Organization, a new journal, seeks theoretical, empirical, review, and methodological articles related to topics of organizational sociology, organizational psychology, organizational behavior, and organizational theory. Proposals for special thematic issues are also considered. Contact: Bernie Folan, Sage Publications, 6 Bonhill Street, London EC2 4PU, UK. Tel: +44 (0) 71 374 0645 Extension 2208. Fax: +44 (0) 71 374 8741. Internet e-mail: FOLAN@SAGELTD.CO.UK.

Conferences:

March 22-25, 1995. The Southeastern Psychological Association, is seeking qualified participants for two symposia, "team-based work systems" and "violence in the workplace" for its upcoming conference in Savannah, Georgia USA. Contact **as soon as possible**: Ester Long, Department of Management, University of West Florida, 11000 University Parkway, Pennsylvania, Florida 32514 USA. Tel: (904) 474-2039.

April 7-9, 1995. The Society for the Advancement of Socio-Economics will hold the 7th International Conference on Socio-Economics. Please submit papers by **February 8, 1995** to: Society for the Advancement of Socio-Economics, University of New Mexico, 2808 Central Avenue SE, Albuquerque, NM 87106 USA. Tel: (505) 277-5081. Fax: (505) 277-4215. Internet e-mail: SASE@BOOTES.UNM.EDU.

May 21-23, 1995. The 10th Annual Meeting of the International, Interorganizational, Interdisciplinary Research/Study Team on Nonviolent Large Systems Change, George Williams College, Chicago USA, is calling for presentations. For more information contact **as soon as possible**: The O.D. Institute, 781 Beta Drive, Suite K, Cleveland, OH 44143 USA. Tel: (216) 461-4333. Fax: (216) 729-9319.

May 23-26, 1995. The 25th Annual Information Exchange, George Williams College, Chicago USA. Theme: "What is New in Organizational Development and Human Resource Management." If you are interested in making a presentation on this topic contact **as soon as possible**: The O.D. Institute, 781 Beta Drive, Suite K, Cleveland, OH 44143 USA. Tel: (216) 461-4333. Fax: (216) 729-9319.

June 11-14, 1995. The Second Annual International Conference on Emerging Union Structures. Stockholm, SWEDEN. Please submit papers by **January 1, 1995**. For more information contact: Magnus Sverke, The Swedish Institute for Work Life Research, Box 12670, S-112 93 Stockholm, SWEDEN. Tel: + 46 - 8 617 03 32. Fax: + 46 - 8653 17 50. Internet e-mail: MAGNUS_S@ALC.SE. □

Resources, Books, Curriculum Materials, Etc.

Williams, S. & Williams, S. (1994). *Being in the Middle by Being at the Edge: A Quaker Experience of Non-Official Political Mediation* describes the experience of Quakers who are working as mediators to help end the hostility in Northern Ireland. It is available from Ebor Press, York England YO3 9HS, UK. Price: £8.30.

Merry, S. E., & Milner, N. (Eds., 1993). *The Possibility of Popular Justice: A case Study of Community Mediation in the United States.* Ann Arbor, MI: The University of Michigan Press.

The National Association of Mediation in Education (NAME) carries a variety of environmental negotiation and mediation role playing exercises (e.g., "Selenium Contamination," and "The Greenway River Cleanup"). For more information, contact NAME, 205 Hampshire House, University of Massachusetts, Amherst, MA 01003 USA. Tel: (413) 545-2462; internet: NAME@ACAD.UMASS.EDU.

A U.S. government report entitled, *Fact finding report: Commission on the future of worker-management relations* (commonly called the "Dunlop Commission Report") is available without charge by calling (202) 219-9155.

A bibliography (with introductory essays) entitled, *Resolving Community Disputes: An Annotated Bibliography about Community Justice Centres*, about community justice centers in North America is available from the University of Victoria Institute for Dispute Resolution, P.O. Box 2400, Victoria, British Columbia, CANADA V8W 3H7. Tel: (604) 721-8777; Fax: (604) 721-6607. Cost (including tax & shipping): US \$11.25; Canadian \$14.65.

Proceedings from a summer conference on court-annexed mediation in Australia entitled, *National Best Practice Workshop on Court Connected Mediation* are available from Dr. Jennifer David, the Centre for Dispute Resolution, University of Technology - Sydney, P. O. Box 123 Boradway, NSW 2007 AUSTRALIA. Cost: Australian \$50.00. □

The Conflict Resolution Network has published some training materials based upon the Cornelius and Faire book *Everyone Can Win*. For a catalogue, contact: The Conflict Resolution Network, P.O. Box 1126, Chatswood, New South Wales 2057, AUSTRALIA. Tel: 02-419-8666.

Proceedings of the first Institute for Victims of Trauma and Institute for Victims of Terrorism conference, held in Egypt, are available. Contact: Dr. Leila Dane, 6801 Market Square Drive, McLean, VA 22101, USA or Gamal Abou El Azayem, El Azayem Psychiatric Center, P. O. Box 8180, Cario, Nasr City, EGYPT. Cost: US \$18.

Crowley, T. E. (1994). *Settle it Out of Court: How to Resolve Business and Personal Disputes using Mediation, Arbitration, and Negotiation.* Wiley Law Publications, Box 1777, Colorado Springs, CO 80901, USA. Cost: US \$25.

Fisher, R., Kopelman, E. & Schneider, A.K. (1994). *Beyond Machiavelli: Tools or Coping with Conflict.* Harvard University Press, 79 Garden Street, Cambridge, MA 02138, USA. Cost: US \$17.

Haynes, J. M. (1994). *The Fundamentals of Family Mediation.* State University of New York Press, State University Plaza, Albany, NY 12246-0001 USA. Cost: \$35.

Kottler, J. (1994). *Beyond Blame: A New Way of Resolving Conflicts in Relationships.* Jossey-Bass Publishers, 350 Sansome Street, San Francisco, CA 94104, USA. Cost: US \$20.

Peace Education Fund has published a training text, *Fighting Fair for Families* which is available in English, Spanish, French and Haitian Creole. Contact: Peace Education Fund, 2627 Biscayne Blvd, Miami, FL 33137-4532 USA. Cost: US \$13.

New Company Forms in Middle East

Impasse Middle East is a newly-formed professional firm designed to provide services to international business ventures in the Israeli-Jordanian region. These services include mediation and arbitration. The firm maintains a panel of dispute resolution experts. The firm is seeking to add dispute resolution professionals to this panel. If you are interested in more information about this business opportunity, contact: Dr. Gershon Baskin, Impasse Middle East, P.O. Box 51358, Jerusalem 91513, ISRAEL. Fax: (972-2) 274-383. Internet e-mail: IPCRI2ZEUS.DATASRV.CO.IL.IMPASSE MIDDLE EAST.

Dissertation Award Offered by APA

Division 49 (The Group Psychology and Group Psychotherapy Division) of the American Psychological Association (APA) offers a prize for the best dissertation on small group behavior completed during 1994. Applicants are invited to submit a five page, typed summary to Dr. Richard Moreland, Department of Psychology, University of Pittsburgh, Pittsburgh, PA 15260, USA, by March 31, 1995. □

IACM Members Identify Influential Books

At the June, 1994 IACM Business Meeting, members were asked to identify the books that most influenced their decision to work in the area of conflict management and most influenced their thinking within this field. We received numerous responses—too numerous, in fact, to print them all. Therefore, we are printing a random selection of responses, as told by our members in their own words, with only enough editing to put all of the responses in a similar format. [Note: Because these are printed as given, I do not verify the accuracy or completeness of the publication information]. You will probably marvel at the diversity of titles mentioned—our members come from a wide range of disciplines! Hopefully, you will discover in this list a few books that you will want to explore. Thanks to all who participated in this “nonscientific survey.” Happy reading! –The Editor

“Here are the books which most influenced my research in conflict management:

- (1) Raiffa, H. (1982). *The Art and Science of Negotiation*. Cambridge, Mass.: Harvard University Press.
- (2) Bazerman, M., & Neale, M. (1992). *Negotiating Rationally*. New York: Free Press.”
Linda Babcock, University of Chicago, USA.

“The following books were influential to me:

- (1) Raiffa, H. (1982). *The Art and Science of Negotiation*. Cambridge, Mass.: Harvard University Press. This text on negotiation neatly lays out the ‘rational’ approach to negotiation, and as such provides an excellent prescription to use in behavior decision theory investigations of negotiations.
- (2) Lind, E. A., & Tyler, T. (1988). *The Social Psychology of Procedural Justice*. NY: Plenum. This lays out the argument for the importance of understanding community and relationships in understanding conflict.
- (3) Metcalf, H. C., & Urwick, L. (Eds.) (1940). *Dynamic Administration: The Collected Papers of Mary Parker Follett*. New York: Harper. See the chapter on constructive conflict, where the whole concept of mutual gains is spelled out.”
Tom Tripp, Washington State University, USA.

“My two most influential books:

- (1) Gross, N., Mason, W. S., McEachern, A. W. (1957). *Explorations in Role Analysis*. NY: Wiley.
- (2) Blake, R. R., & Mouton, J. S. (1964). *The Managerial Grid*. Houston, TX: Gulf.
The first book deals with role conflict and presents a theory on role conflict resolution. Because the modes of conflict behavior in this theory –avoidance, choice A, choice B, and compromise –have much in common with the styles in the Managerial Grid, I then entered the field of social conflict via Blake and Mouton.”
Evert Van de Vliert, University of Groningen, NETHERLANDS

“I have read (and particularly appreciated):

- (1) Axelrod, R. M. (1984). *The Evolution of Cooperation*. NY: Basic Books.”
Barbara M. Gayle, University of Portland, USA.

“My most influential books include:

- (1) Walton, R. & McKersie, R. (1965). *A Behavioral Theory of Labor Negotiations*. NY: McGraw-Hill. This served as my introduction to the field, and I later learned it is still the best book around on negotiations.
- (2) Scott, J. (1976). *The Moral Economy of the Peasant*. New Haven, CT: Yale University Press.
- (3) Popkin, S. L. (1979). *The Rational Peasant*. Berkeley, CA: Univ. of California Press. The debate between Jim Scott and this book written in response to it (Samuel Popkin’s *The Rational Peasant*) helped me see the degree to which culture and community influence perceptions of justice, rather than just rational calculation.”
Ray Friedman, Vanderbilt University, USA.

“As for books that most influenced my thinking, I’d say there were three:

- (1) Katz, D., & Kahn, R. L. (1966). *The Social Psychology of Organizations*. NY: Wiley. This book set the stage by providing a framework for conceptualizing social psychological processes, including conflict and its management.
- (2) Rubin, J., & Brown, B. (1975). *The Social Psychology of Bargaining and Negotiation*. NY: Academic Press. This book laid out many of the important dependent and independent variables in the field. Thus, I had some details to add to my Katz and Kahn framework.
- (3) Schelling, T. (1960). *The strategy of conflict*. Cambridge, Mass.: Harvard University Press. This book had a motivational impact. It showed me that thinking about negotiation, conflict, and mediation was lots of fun.”
James Wall, University of Missouri, USA.

"As far as the books in conflict management that influenced me the most, I would have to identify the following:

- (1) Walton, R. & McKersie, R. (1965). *A Behavioral Theory of Labor Negotiations*. NY: McGraw-Hill. It provided a fundamental way of thinking about conflict resolution and in the process established an important theoretical cornerstone for a lot of subsequent research in the field.
 - (2) Pruitt, D. G. (1981). *Negotiation Behavior*. NY: Academic Press. This volume provided such a comprehensive review and framework of the negotiation literature at that point in time.
- Both books have had a significant effect on how I think about and study conflict and conflict resolution."
Rodney Lim, Tulane University, USA.

"The books that have influenced me most are:

- (1) Walton, R. & McKersie, R. (1965). *A Behavioral Theory of Labor Negotiations*. NY: McGraw-Hill.
- (2) Raiffa, H. (1982). *The Art and Science of Negotiation*. Cambridge, Mass.: Harvard University Press."
Leigh Thompson, University of Washington, USA.

"These [books] are not in order of preference...they were all important at different times and all still 'pack a punch.' They are, however, listed in the order of publication dates:

- (1) Chase, S. (1951). *Roads to Agreement: Successful Methods in the Science of Human Relations*. NY: Harper. This book was among the first I encountered which moved me to study methods of struggle management. Many of the concepts he developed have influenced my thinking and writing since that time. I consider this one of the seminal works of this period in conflict studies.
- (2) Jackson, E. (1952). *Meeting of Minds: A Way to Peace Through Mediation*. NY: McGraw-Hill. The United Nations and the American Friends Service Committee joined together to conduct an inquiry into the methods of bringing about peace. As a participant in those meetings, Jackson was stimulated by the similarity and differences between labor-management dispute resolution and the settlement of international disputes. The comparison aroused my interest in mediation which eventually led to my work with the Federal Mediation and Conciliation Service.
- (3) Sherif, M. (1953). *Groups in Harmony and Tension: An Integration of Studies on Intergroup Relations*. New York: Harper; and Sherif, M. (1966). *In Common Predicament: Social Psychology of Intergroup Conflict and Cooperation*. Boston: Houghton-Mifflin. These two books, taken together, had great influence on my work and on the whole field of conflict studies. I knew Moscovici at the University of Oklahoma where the seminal Robber's Cave Study was performed. We shared a number of ideas in our seminars together and the intellectual stimulation continued through his books. I have one of the few copies of the first report of the Robber's Cave project that I consider quite precious.
- (4) Coser, L. (1956). *The Functions of Social Conflict*. Glencoe: Free Press. This should be a basic reading for anyone interested in the field.
- (5) Douglas, A. (1962). *Industrial Peacemaking*. NY: Columbia University Press. This is one of the early books on dispute mediation in labor-management relations.
- (6) Boulding, K. (1962). *Conflict and Defense: A General Theory*. NY: Harper & Row. Boulding builds a general theory of games and relates it to problems of war and peace. This book was one of the basic texts I used in my early courses on conflict management."
Sam Keltner, Consulting Associates, Corvallis, Oregon, USA.

"Below are the books that have influenced my research:

- (1) Fisher, R., & Ury, W. (1981). *Getting to Yes*. Boston: Houghton-Mifflin. This book offers a truly readable and applicable approach for equitable negotiation. Many texts instruct the reader to be cooperative, yet few offer workable techniques for doing so. Fisher and Ury provide a nice template, with basic illustrations for engaging in fair negotiations. It is also excellent for classroom instruction.
- (2) Putnam, L. & Roloff, M. (1992). *Communication and Negotiation*. Newbury Park: Sage. This is one of the few edited books which provides a communication-based perspective to conflict and negotiation. Given the central role of communication to conflict interaction, this book offers a solid presentation of some of the contemporary research foci of communication scholars. The authors clearly identify the pivotal impact of communication on conflict and negotiation interaction."
Randy Rogan, Wake Forest University, USA.

Cont. on page 14

"The books that had the most impact...I would say:

- (1) Fisher, R., & Ury, W. (1981). *Getting to Yes*. Boston: Houghton-Mifflin.
- (2) Lax, D. A., & Sebenius, J. K. (1986). *The Manager as Negotiator*. NY: Free Press.
- (3) Allport, G. W. (1954). *The Nature of Prejudice*. Cambridge, Mass.: Addison-Wesley."
Rob Robinson, Harvard University, USA.

"The three books that most influenced me in my work in conflict management (excluding Fisher & Ury's *Getting to Yes*, because that is too easy) are:

- (1) Weick, K. (1979). *The Social Psychology of Organizing*. NY: Random House.
- (2) Powers, W. T. (1979). *Behavior: The Control of Perception*.
- (3) Ellison, R. (1952). *The Invisible Man*. NY: Random House.

The first two books shaped my way of viewing the relationships between perception and reality and between perception and behavior. The third compelled me to promise myself that whatever procedural justice, conflict, or labor relations research I did, it would have some application for alleviation of discrimination."

Elizabeth Wesman, Syracuse University, USA.

"The most influential book in the field of conflict management? I would have to say,

- (1) Sheppard, B., Lewicki, R., & Minton, J. (1992). *Organizational Justice: The Search for Fairness in the Workplace*. NY: Lexington. This book has been very influential for me in my research endeavors."
Debra Mesch, Indiana University, USA.

"Most influential books...hmmmm. That's a tough one. I'll throw out one:

- (1) Deutsch, M. (1973). *The Resolution of Conflict*. New Haven, CT: Yale University Press. This book delivers an elegant theoretical specification within a readable, contextually relevant style - for me, a model of how to do social science theory."

Bruce Barry, Vanderbilt University, USA.

[We will continue this article in the next issue of SIGNAL. Editor] ♣

Signals on the Horizon: The 1996 Conference in North America

The IACM officers are exploring possible North American sites for the 1996 conference. Possible conference sites that were discussed at the IACM Board meeting and general members' business meeting include: Ithaca, New York; Philadelphia, Pennsylvania; Baltimore, Maryland; Raleigh-Durham, North Carolina; and New Orleans, Louisiana. President-Elect Jim Wall has appointed various members living in or near each of those locations to explore these options.

For example, Trish Jones has been exploring facilities in the location of Philadelphia, Pennsylvania and reports that there are three options in the Philadelphia area. One possibility is Eagle Lodge, a top-of-the-line conference facility owned and operated by CIGNA corporation. It is on 300 acres of land five miles northwest of Philadelphia and can handle up to 250 participants. A second possibility is Sugarloaf Conference Center, also northwest of the city. This facility is used by Temple University for most of its international conferences. It has been recently renovated and the facilities are quite nice. It would be able to accommodate 150 participants. Temple University also has a center city campus that is often used for conferences. The facility is located one-half block from two very nice hotels that are usually used for accommodations for conference attendees. The facilities are functional and can handle 150 people well and the hotels can also handle the number of rooms that we would be needing.

As various members investigate these different locations, if you have suggestions, insights, or experiences (good or bad) with particular conference facilities, please let President-Elect Jim Wall know. Tel: (314) 882-4561. Fax: (314) 882-0365. Your information could be valuable in enabling him to guide the 1996 IACM conference to an optimal location! ♣



Dr. Robert Blake

where he and Dr. Mouton perfected their well-known Managerial Grid approach to organizational and leadership development (described in their book, *The Managerial Grid*). Dr. Blake is the author of numerous books on management, training, and conflict—including the classic, *Managing Intergroup Conflict In Industry* (1964).

In his wide-ranging address, Dr. Blake noted that conflict within organizations can be healthy. He observed that the company that is most at risk for failure is that company that has recently experienced great success. Success often results in a lack of discussion and a lack of healthy conflict because the decision makers assume that they already know the correct way to do things.

Other important awards were also presented. Dean Pruitt and Paul Olczak's paper, "A multimodal approach to seemingly intractable conflict" won the Best Theoretical Paper Presentation award. Lisa Bingham won the Best Applied Paper award for "Arbitration of Non-Union Employment Disputes: Is There a Bias?" Robert Robinson, Dacher Keltner, Andrew Ward, and Lee Ross won the Best Empirical Paper Presentation Award for their work, "Actual vs. Assumed Differences in Construal: 'Naive Realism' in Intergroup Perception and Conflict." Blair Sheppard, Roy Lewicki, and John Minton's (1992) book, *Organizational Justice* won the Book Award. Second place for the book award went to Dean Pruitt and Peter Carnevale for their book, *Negotiation and Social Conflict*. Finally, Carstens de Dreu's paper, "Gain and Loss Frames in Bilateral Negotiation," won the Best Dissertation Award (Evert van de Vliert, advisor, University of Groningen). Second place went to Sally White for her dissertation, "The Role of Causal Attributions in Social Decision Making" (Max Bazerman, advisor, Northwestern University). The Best Article Award went to Ray Friedman and Joel Poldoni for their 1992 article "Differentiation of Boundary Spanning Roles: Labor Negotiations and Implications for Role Conflict," *Administrative Science Quarterly*, 37, 28-47. Congratulations to all award recipients! ☐

Approximately twenty-five Concurrent Paper Sessions dealt with topics such as, "Teams and Groups in Conflict," "Justice and Social Conflict," "Environmental Conflict," "The Importance of Language in Negotiation," "Mediation of Social Conflict," "Grievance Procedures in Nonunion Organizations," and "The Strategic Use of Information in Negotiation."

Dean Pruitt organized a special luncheon in honor of the tenth anniversary of the IACM (called the Conflict Management Group when it was founded). All former IACM Presidents as well as the (then) current President and Presidents-Elect gave a brief report of what was accomplished during their terms of office and reflected upon the IACM's first ten years.

Finally, the conference featured a whitewater rafting trip down the MacKenzie River. This provided an opportunity for conference participants to apply their knowledge of power, coalition formation, and mediation as various rafts engaged in good-natured water battles. The Fundamental Attribution Error also received enormous empirical verification as various participants explained that the actions of others "forced" them to retaliate in the water battles. Even so, in the end all differences were set aside as participants applied Sherif's empirical work and pursued a superordinate goal—enjoying the IACM Social Hour.

In sum, "a fun time was had by all." Those attending the conference in Eugene, knew that they had seen and heard about the latest in conflict research and theory, renewed old friendships, and made new friends as well. However, if you missed the Eugene conference, you will have another opportunity: Next year's IACM conference will meet in picturesque Denmark! ☐

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. Tom Fiutak, Executive Officer, University of Minnesota - Twin Cities, Center for Urban & Regional Affairs, Hubert H. Humphrey Conflict & Change Center, Room 248, 301 19th Avenue South, Minneapolis, MN 55455. Tel: (612) 625-3046.

Have You Booked Your Flight For Denmark?

The Eighth International Association for Conflict Management (IACM) will meet at the Lo-Skolen, Helsingor (near Copenhagen), Denmark, June 11-14, 1995. Lo-Skolen is a union-owned conference and training center which offers numerous amenities, including modern meeting rooms and accommodations. It is situated close to the castle which inspired Shakespeare's famous play, Hamlet.

Dr. I. William Zartman from Johns Hopkins University will present a Keynote Address on international negotiation, and the 1995 Life Time Achievement Award will be presented to Dr. Robert McKersie from the Sloan School of Management at Massachusetts Institute of Technology.

Topic areas for the 1995 IACM conference reflect the broad interests of our membership and include environmental dispute resolution, organizational conflict, communication and decision processes in negotiation, mediation, arbitration, and international conflict. The conference will also be held in conjunction with the Second Conference of the Ethnic Studies Network, so IACM members will have the opportunity to attend sessions related to ethnic conflict and to meet those who are working in that area who may not normally attend IACM meetings.

The deadline for receipt of submissions is February 1, 1995. If you are interested in submitting a paper, then please consult the "1995 Call for Submissions" insert found in this newsletter. ☐

Presidents Corner... from page 2

final report. On the basis of their recommendations, the Board has decided to publish a *Membership Directory* with some improvements biannually, to discontinue the *IACM Member Bibliography of Publications* (because most members have access to computerized sources providing this information), and to have a new committee identify areas where there are needs for edited volumes. Who volunteers for this new *Book Publications Committee*? If you are interested, please contact me at the Department of Social and Organizational Psychology, University of Groningen, Grote Kruisstraat 2/1, 9712 TS Groningen, the NETHERLANDS. Telephone: + 31 50 63 63 86. Fax: +31 50 63 63 04. E-mail: E.VAN.DE.VLIERT@PPSW.RUG.NL ☐

Board Meeting... from page 3

Grant Savage has graciously agreed to serve as the moderator for a new IACM-L listserv. It was expected that the listserv would be available by October, 1994 (see related story, page 6).

Finally, the 1994 and 1995 conferences were discussed. Peter Carnevale, Program Chair, and Sam Keltner and Gregg Walker, Local Arrangements Coordinators, reflected upon the program. The other Board members commended them for their hard work. The 1995 conference will be held near Copenhagen, Denmark at a labor organization training facility; the total cost of registration, room, and meals is expected to be approximately \$650 per person. Carstens de Dreu and Laurie Weingart will serve as European and North American Program Chairs, respectively. Soren Viemose will serve as Local Arrangements Coordinator. The conference will also be held in conjunction with the Ethnic Studies Network. ☐

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what made this dispute amenable to mediation, stated the concerns of their respective constituents, and offered a general evaluation of both the negotiation process and the substance of their tentative agreement.

Panelists included: Phil Carver, Oregon Dept. of Energy; Anne Eakin, PacifiCorp Assistant Vice-President for Regulation; Marc Hellman, Oregon Public Utility Commissions; Grant Tanner, Attorney for several industrial customers; Arty Trost, Facilitator; as well as Barbara Gray and Gregg Walker, who led the discussion (the IACM thanks all those who took part).

Perhaps this symposium can be a model for symposia at future conferences. It is always instructive to hear from the parties themselves, rather than someone else's summary of a case. This format provides a unique way to combine theory, research, and practice in a complex, multi-party dispute. ☐

Fax Numbers, E-Mail Addresses Sought

Tom Fiutak, Executive Officer, is collecting Fax numbers as well as Internet, Bitnet, and other e-mail addresses of IACM members. Therefore, if you want your e-mail address listed in future editions of the *IACM Membership Directory*, it is important to provide this information. He can be reached at: Dr. Tom Fiutak, Center for Urban and Regional Affairs, University of Minnesota, 248 Hubert H. Humphrey Conflict and Change Center, 301 19th Avenue South, Minneapolis, MN 55455. Tel: (612) 625-3046 or (612) 625-0362. ☐