

Tenth IACM Conference Promises to be Largest Ever

by Donald Conlon, Program Chair

The tenth conference of the International Association for Conflict Management (IACM), to be held in Bonn, Germany, may be the largest conference we have ever had. Lores Mundante, my Program-Co Chair, and I had a terrific response to last Autumn's *Call for Papers* and I had no trouble filling the program from Sunday evening through Wednesday afternoon (June 15-18, 1997). In fact, most of the time we will be running four sessions concurrently.

In addition to being large, the program is also very diverse. We have 119 papers and a dozen symposia scheduled. Collectively, this totals approximately 180 presenters scheduled in a variety of formats: Paper Sessions, Symposia, Roundtable Discussions, Workshops, and the Poster Session. We have sessions scheduled that focus on conflicts in the Middle East, the former Yugoslavia, Africa, and the former states of the Soviet Union. On a less "global" level, we have

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Dean Pruitt to Receive Award



Dean Pruitt will receive the Life Time Achievement Award at the 1997 International Association for Conflict Management (IACM) conference in Bonn, Germany, where he will give a brief talk entitled, "What do we learn about conflict resolution from the Oslo Accords?". He will join the ranks of other luminaries such as Anatol Rappoport, Morton Deutsch, and Robert Blake who have achieved this award.

Dr. Pruitt is fully deserving of this award. He is a Distinguished Professor in the Department of Psychology at the State University of New York at Buffalo. He received his Bachelor's degree in psychology from Oberlin College and his Master's and Ph.D. degrees in psychology from Yale University; he also completed postdoctoral work in psychology at the University of Michigan and in international relations at Northwestern University.

During the late 1980s, Dr. Pruitt served as a valuable resource person for the fledgling IACM. He worked hard as our second President and was responsible for seeing that our organization had a set of written bylaws. He developed contacts with other conflict-related centers and groups, and expanded the use of IACM member committees where this seemed appropriate to encourage greater participation. He even edited this newsletter for a time when its first editor, Steven Musser, was ill.

The IACM award will not be the first given to Dr. Pruitt. In 1992 he received the Harold D. Lasswell Award for Distinguished Scientific Contribution to Political Psychology from the International Society of Political Psychology. In 1994 he was given a special Award for Significant Contribution to the Conflict Management Literature from the *International Journal of Conflict Management*, and in 1996, he received the Wilhelm Wundt Award from the New York State Psychological Association.

Dr. Pruitt is author or co-author of the following conflict-related books: *Negotiation behavior* (1981), *Social conflict: Escalation, stalemate, and settlement* (1994; winner of the Outstanding Book Award from the IACM), and *Negotiation in social conflict* (1993). He is editor or co-editor of other works, including: *Theory and research on the causes of war* (1969), and *Mediation research: The process and effectiveness of third-party intervention* (1989).

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The President's Corner

by Tricia Jones, IACM President



It's a little hard to believe, but nonetheless true – another season has passed and spring is here! In various parts of the world this new season heralds various changes in weather, dress, social and political events. But regardless of your geographical location, spring always awakens the realization that the IACM conference is around the corner.

Throughout the fall and winter, IACM members have been working diligently to insure that this year's conference, our 10th annual IACM conference, will be a success. The lion's share of the credit goes to our program chairs and local arrangements chair.

Program chairs, Don Conlon (University of Delaware) and Lourdes Munduate (University of Seville), have succeeded in putting together an exciting conference program on the conference theme of "Conflict and Social Transformation." The conference focuses on the increasing demand for constructive structures and processes of conflict management and the contributions of conflict theorists, researchers and practitioners as a response to that demand.

Working with the contact committee and other IACM members, they reviewed the large number of paper and panel submissions. The resulting conference will involve almost 120 presenters discussing their work and experiences in poster sessions, panels, plenary sessions, and workshops. One of the goals for this year's conference was to stimulate participation from regions that had not been as involved in previous conferences. Happily, this program reflects the achievement in that goal with significant participation from Africa and Latin America as well as Asia, North America and Europe.

We are also beginning a new "tradition" with this conference. In honor of the 10th Anniversary of the IACM conferences we are presenting the inaugural Past President's Panel. For those of us who were at the first IACM conference in 1987, in Fairfax, Virginia, we remember the excitement we felt hoping that this first experience at George Mason University would not be our last. Fortunately it wasn't. It was the beginning of a fine tradition of dialogue and camaraderie. And, we owe a debt of gratitude to the founder and first president of our organization, Afzal Rahim. Thus, we thought it appropriate that Afzal should be the first "past president" to share his ideas and current scholarship in the forum of our new tradition.

As you know, the conference will be held at the Gustav Stresemann Institute in Bonn, Germany, from June 15-18, 1997. Norbert Ropers (Berghof Research Center, Berlin) and his staff, headed by Renate Christaller, have arranged an exciting location, enjoyable outings, and comforting accommodations for us.

In addition to the intellectual pleasures afforded by the conference, Bonn and its environs provide us with a backdrop of beauty and history. In order to enjoy both, the conference staff has arranged for two social events as part of the conference. On Sunday, June 15, we will be taking a sightseeing tour of Köln (Cologne), the medieval city and its famous cathedral. We'll leave on Sunday afternoon and travel via bus to the city where we will embark on a walking tour of the historical old town with help from tour guides from StadtReisen Köln. On Monday, June 16, we have arranged for a beautiful cruise excursion on the river Rhine. On modern excursion boat chartered for the trip, IACM members will enjoy a gorgeous and leisurely cruise and dinner buffet to the town of Linz. Once at Linz you will have time for brief sightseeing before embarking on the downstream return trip to Bonn. Both of these trips have fees in addition to the regular conference fee, so make sure you include your registration for the sightseeing trip to Köln and the Rhine cruise when you return your conference registration materials. Of course, spouses and children are welcome!

We look forward to presenting our Lifetime Achievement Award to this year's recipient, Dean Pruitt, two-term past-President of IACM. Dean has certainly earned his place as a senior scholar in the areas of negotiation, mediation and social conflict.

In addition, we will present awards selected from our awards committees. As in years past, we will be presenting the Best Book Award, the Best Book Chapter/Article Award, and the Best Dissertation Award. At the business meeting we will learn the results of the officer elections and will discuss recommendations from the Jeff Rubin Memorial committee.

It will be a wonderful time! If you haven't registered, send your registration to Norbert Ropers at the Berghof Center (Altensteinstrasse 48a, D-14195 Berlin, Germany; phone +49-30-831-8090 or fax +49-30-831-5985). I look forward to seeing you all there! □

Numerous Symposia, Paper Sessions Highlight Upcoming Conference

by William Ross, with assistance by Donald Conlon, Loredes Mundante, and Tricia Jones.

The IACM continues to grow in both quality and in numbers as well over 100 paper presentations will be offered at this June's conference in Bonn. The keynote speaker will be Max van der Stoehl, the Organization for Security and Cooperation in Europe (OSCE) High Commissioner of National Minorities. He will speak on the work of his agency, which seeks to identify and promote the early resolution of ethnic tensions that endanger stability or peace in OSCE countries. Commissioner van der Stoehl previously served as the Minister of State from the Netherlands and has headed this commission from its inception. OSCE currently has 53 participating states including the United States, Canada, all major European countries, and the former Soviet Union. We are honored to have Commissioner van der Stoehl address the IACM.

In addition to the keynote presentation and individual paper presentations by IACM members, several multi-disciplinary symposia and theme-based sessions will be offered.

One such symposium, chaired by Jeanne Brett (Northwestern University, Evanston, Indiana, USA) will address the topic of "Culture and joint gains in negotiation." This symposium will examine integrative negotiations within the cultures of France, the U.S., Japan, Brazil, and Russia. However, cultural factors and conflict are not limited to this one session alone – most sessions feature research conducted in a variety of countries on the same topics, and when presented together, they bring cross-cultural factors to each paper session.

On a related theme, several sessions examine ethnic, national, and international conflicts. One such session examines "Conflict resolution in Africa." Another looks at "Conflicts in the former Soviet Union." Yet a third explores recent developments in the "Arab-Israeli Conflicts."

How does conflict management differ in health care organizations? This is the topic of a roundtable discussion organized by Ray Friedman (Vanderbilt University, Nashville, TN, USA). It will include papers dealing with hospital management and differences in how conflict is perceived and handled by administrators, physicians, and nurses. It promises to offer interesting insights into an underresearched area.

"Conflict Management Styles" is the theme of a symposium organized by M. Afzalur Rahim (Western Kentucky University, Bowling Green, KY, USA). This symposium features papers on styles of handling conflict and explores how such styles are related to culture, moral development, organizational hierarchy, the negotiation cycle, and U.S. school reform efforts.

A Symposium organized by Carsten de Dreu (University of Amsterdam, THE NETHERLANDS) will address, "Social value orientations." This symposium will focus on how social value orientations affect heuristics and strategy selection within negotiation and/or social dilemma situations. It features presenters from Australia, the Netherlands, and the United States.

How do children handle conflict? Are the methods similar across cultures? Are some approaches to conflict education more effective than others? These are the questions to be considered at a symposium entitled, "Children and conflict education: An international review" chaired by Sanda Kaufman (Cleveland State University, Cleveland, Ohio, USA). This symposium features presenters from Germany, Israel, and the U.S.

Other symposia deal with "Mediation in Europe" (Norbert Roberts, Berghof Research Center, Berlin, GERMANY, Moderator), and "Framing environmental disputes" (Sanda Kaufman, Cleveland State University, Cleveland, Ohio, USA, Moderator).

In addition to these symposia, there will be paper sessions dealing with "Trust," "Decision making within conflict and negotiations," "Managing conflict within organizations," "Coping with Violence," "Mediator behavior in a variety of contexts," "Urban Planning," "Emotions in negotiations" and "New Applications in procedural justice."

As you can see, there is something for everyone who is interested in conflict, negotiation, and third party procedures. So if you haven't yet registered for the conference, please contact the Berghoff Center at <http://www.b.shuttle.de/berghof/> today. □

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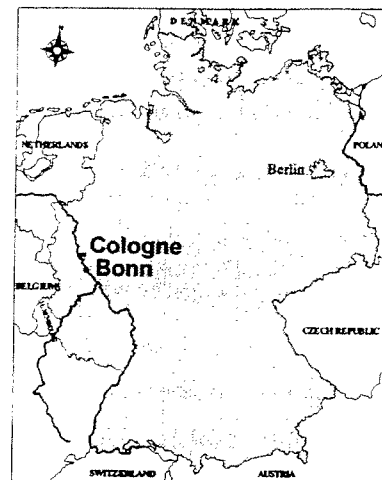
Carrie Miesbauer, Assistant Editor at the University of Wisconsin at La Crosse, and Sarah Pierce greatly assisted in the preparation of this issue. The technical expertise of Christian Cook of Simply Graphics, West Salem, Wisconsin [Tel: (608) 786-0199], is also deeply appreciated.

Fun Things to Do in Bonn

by Carrie Miesbauer

Believe it or not, the IACM conference is not the only thing Bonn has to offer. If you are planning an extended visit to the city, you may wish to consider some of the experiences this city (and the surrounding area) offer.

Bonn, nestled within the Rhine River Valley, sits in the western portion of Germany. Because it is only 95 miles (59 km) from France, 48 miles (30 km) from the Netherlands, and 44 miles (28 km) from Belgium, day trips are possible to these neighboring countries. Some of the largest cities in Germany are located within easy travel distance of Bonn: Münster, Essen, Dortmund, Duisburg, Düsseldorf, and Köln (Cologne) which is 17 miles (11 km) from Bonn. The many German villages and towns surrounding Bonn can take you into beautifully scenic countryside—the Seven Mountains rise east of the city, rolling river valleys abound... However, there is much to see, do, eat and experience in Bonn alone.



Bonn was capital of West Germany until German unification in 1990 when the official country capital was named as Berlin; however, the government has continued to operate from Bonn. Currently, all government operations are in the process of a complete move to Berlin. Koblenzer Strasse passes through the government district; many historical government (and other!) buildings, including the Rathaus (city hall) built in 1737 and the Münster, a cathedral built during the 1100's, can be viewed and visited along this street. The government section is just part of the "old section" of Bonn, which is located on the west bank of the Rhine River and includes the main shopping district and one of Bonn's largest marketplaces. There are marketplaces and marketsquares all over the city, offering a unique and quaint atmosphere. Flowers, trinkets, jewelery, clocks, souvenirs, food, fresh produce, and more can be bought, (and sometimes bartered – test your negotiation skills!) in these areas where only pedestrians are allowed. Nearby the old section of the city is the University of Bonn's main building, which was completed during the early 1700's as a palace for the princes.

One can find an array of restaurants, in price and food choices, plus unique establishments. Open-air restaurants and patios are popular summer establishments. One German custom to note is the size of meals. A typical German breakfast is very light, and the dinners are quite simple also; the noon-time meal is the biggest meal of the day. Beware of all the great cuisine and baked goods – you will not want to go home! Germany is famous for their wonderful bakery items and fresh breads, fine wines and cheeses, sausages, and of course, sauerkraut. Many museums host their own specialty cafes, like the Art Museum of Bonn. In this manner one can experience local and historic food, fact and fantasy, all at the same time (depending upon the museum, of course). There are museums abounding for all mediums and sciences.

Ready to exercise? The Botanical Gardens and Hofgarten Park (Court Garden) on University grounds offer aesthetic appeal as well as a pleasant walk and serene corners for relaxation. Hiking through the city offers rich, cultural experiences through observation, sites, and sounds. The city hosts many swimming areas and health spas; dance clubs allow for some vigorous activity too. Cycling is a popular Germany activity, so rent a bike and try it!

If the thought of continual walking just makes your feet hurt, think about just hopping on bus or train and riding! Public transportation in the form of busses and electric trains will take you almost anywhere; check out their respective stations for schedules, maps and routes. Bonn also lies on one of Germany's main railroad routes and is linked by the Autobahn (the super highway) to many cities. An international airport is located North of Bonn in Köln.

Perhaps "sounds to sooth" are more your tune. The Bonn Chamber Choir has some appearances planned. Concert halls abound with performances, and since June is the beginning of summer there will be the start of many outdoor concerts, especially in the parks. And there are always the various street musicians, playing for their own enjoyment and yours (and for your tips). Bonn is the birth city of one of many famous German musicians, Ludwig van Beethoven, born in 1770. Visitors are welcomed to the central city to visit his birth house (called the Beethoven-House and located at 20 Bonngasse) for a tour of history and beautiful music. A Beethoven music festival is held in May.

Some miscellaneous things you may appreciate knowing have to do with the weather. German summers are generally mild with moderate rainfall. Typically, around June in Bonn, temperatures should be in the range of 60-70° F (16-20° C). One nice thing to note is that the Rhine Valley is generally the warmest part of the country, and Bonn is right in the middle of the western portion of Germany and the River Valley.

Enjoy the Conference and all that Bonn has to offer. Aufweidersehen! ☐

IACM 1997 Conference: Who Are The Local Organizers?

by Gianni Scotto

The Local Arrangements for the 1997 conference are being coordinated by the staff of the Berghof Research Center for Constructive Conflict Management in Berlin. The conference is hosted by the Gustav-Stresemann-Institute in Bonn. For your information, here is some background information about each center:

The Berghof Research Center was created by the Berghof Foundation for Conflict Research, in 1971 by Prof. Georg Zundel. The work of the Berghof Research Center is aimed at identifying constructive procedures and models for dealing with ethno-political and socio-cultural conflicts in Europe, and at providing scientific analysis of, and support for, the practical application of such methods.

The main foci of the Center's work are: the contribution made by agents of civil society, the influence of social and psycho-social structures and mechanisms, and the importance of cultural factors and cultural change in politicized inter-group conflicts. The research aims both at analyzing the condition and characteristics of the long-term, macro- and micro-social processes involved in creating peace, and to assess the effectiveness of particular concepts and methods of intervention in current conflict resolution practice.

Most of the Center's work is conducted in the form of action-research projects undertaken in collaboration with individuals and institutions in the field, and with other academic bodies. The current research projects focus on the development of model workshops to be used in areas of ethnonational tension; on Conflict Cultures and Intercultural Mediation, with the development and testing of a procedure for dealing with intercultural conflicts; the investigation about and support of civil-society initiatives for resolving ethno-political conflicts in eastern Europe and in the European successor states of the Soviet Union. In addition to permanently employed staff (10 persons), one or two guest researchers from Eastern Europe and the Soviet successor states are welcomed for periods of up to 3 months at the Center, to research particular issues relating to peace-making and peace-building, or to plan practical initiatives in this area.

The Conference will be hosted by the Gustav-Stresemann-Institute in Bonn, named after Gustav Stresemann, statesman and bearer of the Nobel Peace Prize because of his services to European and international cooperation. The GSI is an independent further education establishment whose work aims at stimulating participation in community activities within Germany and at contributing towards European and international cooperation. The Institute organizes conferences and seminars on a wide range of socio-political issues, for groups of all educational, professional, vocational and social backgrounds. ▢

Awards Committee Seeks Nominations

by Roy J. Lewicki

As chair of the Nominating Committee of the Best Book and Best Paper/Chapter Awards, I would like to inform you that my committee is seeking any nominations you may have for either of these awards. For Best Book Award nominations, we are seeking any conflict-related book with a 1994, 1995, or 1996 publication date. For the Best Article/Book Chapter Award, we are seeking nominations of conflict-related articles with 1995 publication dates. Please forward all nominations to me at your earliest convenience. Thanks! Contact: Prof. Roy J. Lewicki, Fisher College of Business, The Ohio State University, 1775 College Road, Columbus, Ohio 43210 USA. Tel: (614) 292-0258. Fax: (614) 488-0546. E-mail: Lewicki.l@osu.edu ▢

IINCM Grants Available

The International Institute for Negotiation and Conflict Management (IINCM) was established in 1996 as an organisation dedicated to advancing the theory, teaching, and practice of conflict resolution. The IINCM wants to gather a comprehensive, integrated set of modular teaching materials on negotiation, conflict management, and dispute resolution. This collection of materials will be promoted to academics, teachers, and trainers. We will pay educators to develop specific teaching modules for this project. For more information, contact: Jon Kenfield, Chief Executive Officer, IINCM, P.O. Box 123 Broadway New South Wales 2007, AUSTRALIA. Tel: +61 2 921 230 44. Fax: +61 2 928 115 29. E-mail: iincm@law.uts.edu.au. More information and suggested titles for modules can be found on the internet at: <http://www.law.uts.edu.au/uts/iincm> ▢

Electronic Signals

Websites

Grant Young of the Research and Development unit of Saskatchewan Institute of Applied Science and Technology (SIASST), and the Department of Educational Administration, Faculty of Education, University of Saskatchewan, Saskatoon, CANADA is working on a project dealing with conflict management in post-secondary education. Here are some web-sites he has identified (plus a few others we discovered):

- Conflict Resolution Consortium Information Exchange: <http://csf.colorado.edu/conres/index.html>
- Conflict Resolution Consortium Home Page: <http://www.colorado.edu/conflict/index.html>
- Conflict Resolution/Peer Mediation: <http://www.coe.ufl.edu/CRPM/CRPMhome.html>
- Ethics and Standards: <http://www.adr.org/ethics.html>
- Global Peace and Conflict Studies at UC Irvine: <http://www.socsci.uci.edu/gpacs/>
- Glossary of Conflict-Related Terms: <http://sorrel.humboldt.edu/~isadr/glossary.html>
and <http://www.batnet.com/oikoumene/arbmed3.html>
- Peter Bloch's Website, with links to other related websites: <http://iypn.com/silence>
- Human Rights Centre, University of Ottawa, CANADA: <http://www.uottawa.ca/~hrrec/hrc.html>
- International Conflict Resolution Centre, Univ. of Melbourne, AUSTRALIA:
..... <http://www.psych.unimelb.edu.au/ICRC.html>
- Institute for Conflict Analysis & Resolution, George Mason Univ.: .. <http://www.gmu.edu/departments/ICAR/>
- Journal of Mediation, Conciliation, and Conflict Resolution: http://peace.martin.uidaho.edu/conflict_journal/conflict.html
- Peer Counseling: <http://www.islandnet.com/~rcarr/peer.html>
- Program on Negotiation, Harvard University: <http://www.law.harvard.edu/groups/pon/>
- University of Victoria Institute for Dispute Resolution: <http://dispute.resolution.uvic.ca/>
- Web Resources on Peace and Conflict Resolution: <http://www.pitt.edu/~ian/resource/conflict.htm>
- Center for Peacemaking & Conflict Studies, Fresno Pacific Univ.: ... <http://www.fresno.edu/pacs>
- American Arbitration Association: <http://www.adr.org/textonly.html>
- Center for Peacemaking and Conflict Studies: <http://www.fresno.edu/pacs/>
- Health Risk Factors for Adolescents: <http://education.indiana.edu/cas/adol/conflict.html>
- NCAIR Dispute Resolution Conference: <http://www.law.vill.edu/ncair/disres/>
- Non-adversarial Mediation: <http://www.batnet.com/oikoumene/arbmed3.html>
- Mediation Training Institute: <http://www.qni.com/~mti/menu.htm>
- Student Conflict Resolution and Discipline at MIT: <http://web.mit.edu/committees/conf-res/conf-res.html>
- National Conference on Peacemaking and Conflict Resolution: <http://www.gmu.edu/departments/NCPCR/>
- UND Conflict Resolution Centre: <http://www.und.nodak.edu/dept/crc/>
- The New Zealand Institute for Dispute Resolution: <http://www.vuw.ac.nz/~nzidr/>
- WSU Conflict Resolution Program: <http://www.wsu.edu:8080/~paqui/program.html>

If you have more contributions for this list, please send them to:

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Article on Web Challenges Stereotypes

Gregory Encina Billikopf has put an article on the Internet challenging the cultural stereotypes offered in the popular press.

He notes, "Some well meaning popular articles and presentations on cultural differences have a potential to do more harm than good. They present too many generalizations or quite a distorted view. Some often-heard generalizations about the Hispanic culture include: Hispanics need less personal space, make less eye contact, touch each other more in normal conversation, and are less likely to participate in a meeting. Generalizations are often dangerous, and especially when accompanied by recommendations such as: move closer when talking to Hispanics, make more physical contact, don't expect participation, and so on." It might be useful for your classes in this area. For the complete article see the Web site: <http://www.CNR.Berkeley.EDU/ucce50/7manual/7map08.htm>. Gregorio Billikopf Encina (Gregory Encina Billikopf), Univ. of California, 733 County Center 3, Modesto, CA 95355. Tel: (209) 525-6654. Fax: (209) 525-4969. E-mail: [e-mail: gebillikopf@ucdavis.edu](mailto:gebillikopf@ucdavis.edu)

Guides to Ethnic Conflict Available

The Initiative on Conflict Resolution and Ethnicity of the United Nations (INCORE) and the University of Ulster has just produced the first editions of INCORE guides to internet resources on conflict and ethnicity Russia, Chechnya, Tajikistan, and Afghanistan. They are available at <http://www.incore.ulst.ac.uk/cds/countries/>

Journal Establishes Website

The *Ohio State Journal on Dispute Resolution* offers a web page with links to other ADR-related internet sites, abstracts of recently-published articles in the journal, and an index of every article published in the journal. You can access this resource at: <http://www.acs.ohio-state.edu/units/law/jdr>

Law and Human Resources-related websites:

- U.S. Department of Labor: <gopher://marvel.loc.gov:70/11/federal/fedinfo/byagency/executive/labor>
- Information related to the U.S. Fair Labor Standards Act: <http://dol.gov/dol/asp/public/programs/handbook/flsa.htm>
- Society for Human Resource Management's HR Links Legal Issues and Resources:
..... <http://www.shrm.org/hrlinks/legal.htm>
- Americans with Disabilities Act (U.S.) Document Center: <http://janweb.icdi.wvu.edu/kinder>
- Labor Relations Alternatives: <http://www.globalone.net/lra/labor/unionl/htm>
- Lectric Law Library: <http://www.inter-law.com/temp.html>
- LAW Links: <http://www.counsel.com/>
- LAW Link (American Bar Association): <http://grover.abanet.org/lawlink/home.html>
- The National Institute for Occupational Safety and Health (NIOSH):
..... <http://www.cdc.gov/niosh/home//Page.html>
- OSHA: <http://www.osha.gov>
- National MultiCultural Institute: <http://www.nmci.org/nmci/>
- Industry Net: <http://www.industry.net/>
- Reuters Business Wire: <http://www.yahoo.com/headlines>
- HR Headquarters: hrhq.www.hrhq.com
- Code of U.S. Federal Regulations (CFR): <http://law.house.gov/cfr.htm> ☐

1997 Election of Officers

Peter Carnevale, IACM President-elect, announces this year's elections for IACM. The President position and 2 positions on the Board of Directors are open.

There are 3 candidates running for the President position. One of the chief responsibilities of the president is to lead the efforts for the annual conference. Another is to oversee the daily administration of the IACM.

Four candidates are also running for the 2 Board of Director positions. Those elected will assist in the operation of the IACM and typically chair various committees.

Results of the election will be announced at the Business Meeting at the conference in Bonn, and in the next newsletter. A short description of each candidate follow:

Presidential Candidates

- Barbara Gray –Professor of Organizational Behavior & Director of the Center for Research in Conflict & Negotiation at Pennsylvania State University. Barbara is also currently serving as consultant to U.S. Fish and Wildlife Service & the Pennsylvania Dept. of Environmental Protection. She is a trained mediator. She has served as a member of IACM's Program Committee & as Program & Division Chair of the Academy of Management's Conflict Management Division. Dr. Gray is a Visiting scholar at Katholieke Universiteit Leuven (Belgium) & at Harvard University. Research interests focus on: conflict & negotiation processes within teams, in multi-party settings, and in strategic alliances; currently studying impact of framing on negotiation outcomes & on intractable environmental disputes. She has authored two books, and over 40 articles. She received a Best Dissertation Award in 1979 and 3 IACM awards including Best Publication of 1994.
- Sanda Kaufman –Associate Professor of Planning & Public Administration at Levin College of Urban Affairs (Cleveland State University). Sanda holds a Ph.D. in Public Policy Analysis. She is a trained mediator. She has mediated small claims disputes, evaluated environmental mediation programs for Ohio Commission on Dispute Resolution, designed union/management dispute resolution system materials, trained housing court specialists in landlord/tenant dispute mediation, and co-designed & facilitated public participatory process of ranking environmental risks. Dr. Kaufman's research interests focus on: third party intervention in mediation in schools, neighborhood, environmental and confidentiality disputes, planning as third party intervention in land use change disputes, and various aspects of joint decision making. She has authored numerous refereed journal articles, published in many sources.
- Elizabeth C. (Betsy) Wesman–Professor of Human Resource Mgt, Collective Bargaining, and Conflict Mgt at Syracuse University School of Management. Betsy holds a Ph.D. in Human Resources/Industrial Relations. She serves as a part-time labor arbitrator. Her research interests focus on: areas of cross- cultural discrimination and she has been most recently involved in the study of multi-cultural employees' perceptions of procedural justice of an in-house grievance system. Dr. Wesman is also involved in a multi-national study of factors contributing to worker satisfaction. She has served on IACM executive board, was Local Arrangements Chair for June 1996 IACM conference in Ithaca, New York. She admits to actually enjoying being arrangements chair for the IACM: "It's an organization that makes service a pleasure, rather than a chore."

BOARD CANDIDATES

- Bruce Barry–Assistant professor in Organization Studies (negotiation, power & influence, leadership) at Owen Graduate School of Management at Vanderbilt University; Holds a Ph.D. in Organizational Behavior. Research interests focus on: topics involving interpersonal & group processes in organizations, including conflict & negotiation, social influence behavior, procedural justice, group dynamics. Dr. Barry's work has been published in many sources. He is a member of Editorial Board of the *Academy of Management Review*, a member of IACM since 1991; served as representative-at-large on Executive Committee of the Academy of Management's Conflict Mgt. Division. Bruce has also served on IACM's Best Article/Book Chapter selection committee.
- Susan Brodt–Teaches graduate business courses on managerial effectiveness, dynamics of bargaining & negotiation, plus a survey course & study tour of Latin America at Duke University's Fuqua School of Business; Has a MS in Statistics & Ph.D. in Psychology. Dr. Brodt has also has taught many executive education programs, seminars & specialized courses. Her research interests focus on: cognitive & social psychological barriers to effective management. Susan has recently researched dynamics of negotiation teams & their effects on intergroup conflict & negotiation; along with this work & her knowledge about Spain's & Latin America's cultures, she has great interest in global management & negotiating business relationships in a cultural context. Her research appears in many published sources. She has been involved with IACM

since 1990 when she presented research at the Vancouver conference; has served as conference program chair for the decision making track, has been member of publications committee, currently on contact committee for 1997 conference. Her goal for the IACM: Trying to increase involvement by conflict practitioners & researchers in Latin America.

- Karen (Etty) Jehn-Kraft General Foods Associate Professor of Management at The Wharton School at the University of Pennsylvania; Holds a Ph.D. in Management Research. Dr. Jehn's interests focus on: organizational conflict and diversity & ethical issues related to conflict. She has published in many sources. Etty won "best dissertation awards" from both the Academy of Management and the American Psychological Association; she has won other awards for her research design investigating conflict in bicultural mgt teams of US-Foreign joint ventures.
- Grant T. Savage-Associate Professor of Management & Health Organization Management at Texas Tech University; Ph.D. in Communication. Dr. Savage's research interests focus on: labor-management cooperation, decision-making in Quality of Work Life & Quality Circle programs; hospital joint venture & affiliation strategies with physicians & health care organizations; stake-holder mgt & negotiation within health care and airline industries (separately). He has developed an interactive model of negotiation strategy as well as strategic & ethical models for managing stakeholders. Grant has published 30+ articles & chapters in fields of communication, management, & healthcare management, co-authored 4 award-winning papers & 3 books. He has served as chair of Health Care Administration Division, Academy of Management, & as officer of Southwest Academy of Mgt; member of IACM since 1991. Moderator of the IACM discussion listserv.

If you are an IACM member and have not yet received a ballot, please contact Peter Carnevale at the Department of Psychology, University of Illinois at Urbana-Champaign, 621 E. Daniel Street, Champaign, IL 61820 USA. And if you have received a ballot, don't forget to vote! Soon! ☐

Doctoral Consortium seeks Participants

The Management Education and Development Division (MED) of the U.S. Academy of Management will host a Doctoral Consortium at the upcoming Academy of Management Convention in Boston, Mass., USA. It will meet August 9 from 12:30 to 6:30 p.m. This consortium is designed to help doctoral students improve their teaching effectiveness. Participants will hear from master educators, discuss a variety of teaching issues and meet other doctoral students interested in teaching. Discussion topics include:

- Creating an effective learning environment
- Developing learning objectives and grading criteria
- Using writing assignments and service projects to teach
- Managing difficult students in the classroom
- Using information technology in the classroom
- Improving your students' class contribution

The Consortium is open to all doctoral students who are at the beginning of their teaching careers. You need not be an MED division member to attend. You must pre-register to attend, but there is no registration fee. The deadline for applications is **May 30, 1997**. To apply, please submit:

- 1) A letter of application including your name, areas of teaching interest, stage in doctoral program, address, phone, fax, and e-mail address.
- 2) Your resume or curriculum vita.
- 3) One letter of recommendation from a faculty member in your doctoral program who is familiar with your teaching interests.

Send your application to:

Dr. Jill M. Purdy
University of Washington - Tacoma
917 Pacific Avenue, Suite 501
Tacoma, WA 98402
Tel: (206) 552-5635
Fax (206) 552-4424
email: jpurdy@u.washington.edu ☐

Resources, Books, Curriculum Materials, etc.

Films/Videos:

Dealing With Conflict and Communicating Non-Defensively from CRM Films (20 min. each; comes w/leader's guide) Both available for purchase: \$795; rental: \$195. Contact: CRM Films, 2215 Faraday Ave, Carlsbad, CA 92008-9919 USA. Tel: 1-800-421-0833. Fax: 619-931-5792

Mediation: Is It For You?, an 18min video from the American Bar Association (ABA), comes with a facilitator's guide & 16-pg handbook. \$79. Contact: ABA Publication Orders, Post Office Box 10892, Chicago, IL 60610-0892 USA. Tel: (312) 988-5522. Fax: (312) 988-5568

A public education video, **Mediation: It's Up To You**, is 23 min. long w/ Jay Folberg as narrator. Purchase: \$59.95. Contact: Academy of Family Mediators, 4 Militia Drive, Suite 6, Lexington, MA 02173 USA. Tel: (617) 674-2663. Fax: (617) 674-2690.

Mediation - An Introduction, is a 1996 video to be used by mediators, lawyers, trainers or educators. It introduces the concepts of interest-based (win-win) bargaining within a mediation procedure. It uses a dispute between a land developer and an environmental group. Purchase: US\$57.50 (Canadian\$80.20). Contact: MGI Film & Television, MacKenzie Group International, P.O. Box 218, Station "C", 1117 Queen Street West, Toronto, Ontario M6J 3P4 CANADA.

Partners: Bethlehem Steel and the United Steelworkers and Working Together: Saturn and the UAW from Merrimack Films. Different formats available (VHS, NTSC, PAL) for Purchase: \$225, or for Rent: \$60 (1-time use) or \$120 (3-day period). Contact: Merrimack Films, 22D Hollywood Ave, Hohokus, NJ 07423 USA. Tel: (201) 652-1989. Fax: (201) 652-1973. e-mail: tmcndy@aol.com.

The following videos, many including leader's guides, workbooks, and handouts, are available: **Basic Influencing Skills** (120 min. \$275 + \$14 for workbook), **Face to Face Communication Microskills for Managers** (80 min., \$285 + \$15 for text), **Conflict Prevention Skills For Correctional Officer Training** (60 min., \$150). Contact: Microtraining Associates, Inc., Box 9641, North Amherst, MA 01059-9641 USA. Tel: (413) 549-2630. Fax: 413-549-0212. □

Publications

Looking for documentation that Alternative Dispute Resolution (ADR) works? You may want to consider the following resources, compiled by Greg Brown and first reported on dispute-res:

- 1) Equal Employment Advisory Council/Labor Policy Association ADR Project - "ADR Use/Experience Survey." This is a useful resource for those selling ADR to organizations. Contact: Ann Reesman, EEAC/LPA 1015 Fifteenth Street, NW, Suite 1200, Washington, DC 20005. Contact: Tel: (202) 789-8650
- 2) Organization Resources Counselors, Inc. - "Survey on the Use of Alternative Dispute Resolution in Employment-related Disputes" Contact: Rory Mullet ORC Inc., Rockefeller Center 1211 Avenue of the Americas New York, NY 10036. Tel: (212) 719-3400.
- 3) U.S. Department of Labor booklet - "Working Together for Public Service." Available at <http://www.dol.gov/cgi-bin/consolid.pl/media+reports> or: [http://www.ilr.cornell.edu/library/e_archive/Labor Excellence/](http://www.ilr.cornell.edu/library/e_archive/Labor%20Excellence/). Contact: Edward Hilz. Tel: (202) 219-8595 ext. 165.
- 4) Ernst, D. J., & Stein, M. (1997). "Resolving Conflict Once and For All" Harmony House Publishers. Contact: Dennis Ernst. E-mail: rytesalot@netpointe.com.

Conference Honors Rubin

In October, 1996, conflict and negotiation scholars gathered at Harvard University to honor the late Jeffrey Rubin, IACM President-elect, who died in June 1995.

Rubin was an author whose contributions have had a significant impact on the study of negotiation and conflict. At the time of his death he was a professor at Tufts University and the Executive Director of the Program on Negotiation at Harvard Law School. He also started *Negotiation Journal*.

The conference was led by his colleagues Deborah M. Kolb and Marjorie C. Aaron. The sessions were organized around research interests of Dr. Rubin: culture and negotiation, teaching bargaining, international negotiation and mediation, and psychological traps and dilemmas. The conference was a fitting farewell to one who contributed so much to the inquiry and understanding of conflict and its resolution. □

Upcoming Conferences

Conferences

May 23-27, 1997. National Conference on Peacemaking and Conflict Resolution (NCPCR), "Peacemaking Journeys." Pittsburgh, Pennsylvania, USA. Contact: Linda Baron, NCPCR, 4400 University Dr, Fairfax, Virginia 22030-4444, USA. Tel: (203)993-2440. Fax: (703) 993-3070, E-mail: lbaron@gmu.edu

May 29-June 1, 1997. Sharing Power and Responsibility: The Transition to Pluralism. (12th Annual National Conference of the National MultiCultural Institute). Washington, DC, USA. Contact: National MultiCultural Institute, 3000 Conneticut Ave, NW, Suite 438, Washington, DC 20008-2556, USA. Tel: (202) 483-0700. Fax: (202) 483-5233. E-mail: nmci@nmci.org

May 30, 1997. Dispute Resolution in the World Trade Organization (WTO) Conference. Geneva SWITZERLAND. Contact: Nick May, Cameron May Ltd., 69-71 Bondway, London SW8 1SQ UK. Tel: +44 171 582 7567. Fax: +44 171 793 8353. E-mail: nickmay@dial.pipex.com.

June 1-4, 1997. Partnerships for a Peaceful Community (3rd National Violence Prevention Conference). Los Angeles, California, USA. Contact: Anthony Borbon, Violence Prevention Coalition of Greater Los Angeles, 313 N Figueroa St, Rm 127, Los Angeles, California 90012, USA. Fax: (213) 250-2594. E-mail: bseiss@dhs.co.la.ca.us

June 5-8, 1997. Peace Studies Association 9th Annual Conference. Washington, DC, USA. Contact: Simona Sharoni, American University, Washington Semester & World Capitals Programs, 4400 Massachusetts Ave, NW, Washington, DC 20016-8083, USA. Tel:(202) 895-4927. Fax:(202) 895-4960. E-mail: ssharon@american.edu

July 9-11, 1997. Mediation UK Annual Conference. Sheffield, United Kingdom. Contact: Jane Lord, Mediation UK, 82A Gloucester Rd, Bishopston Bristol BS7 8BN, England. Tel: +44 117 924 1234. Fax: +44 117 944 1387

July 9-12, 1997. Annual International Conference on Advances in Management. Rexdale, Ontario, CANADA. Contact: M. Afzalur Rahim, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103 USA. Tel: (502) 782-2601. E-mail: casm@gnn.com.

July 15-19, 1997. Academy of Family Mediators, "Family Mediation: Beyond Divorce." Cape Cod, Massachusetts, USA. Contact: AFM, 4 Militia Dr, Lexington, Massachusetts 021773, USA. Tel: (617) 674-2663. Fax: (617) 674-2690. E-mail: afmoffice@igc.apc.org

July 17-19, 1997. NAME Annual Conference, "Prejudice in Schools and Colleges: Resolving Conflicts and Respecting Differences." Irving, Texas, USA. Contact: National Association for Mediation in Education at NIDR, 1726 M Street, NW, Suite 500, Washington, DC 20036, USA. Fax: (202) 466-4769. E-mail: nidr@igc.apc.org

August 6-9, 1997. The Association of Management (AoM) and the International Association of Management (IAoM) 15th Annual joint conference. Montreal, Quebec, CANADA. Contact: Dr. Willem A. Hamel, AoM/IAoM Headquarters, P.O. Box 64841, Virginia Beach, Virginia 23464-0841 USA. Tel: (757) 482-2273. Fax: (757) 482-0325. E-mail: aomgt@ifi.net.

September 25-28, 1997. SPIDR (Society of Professionals in Dispute Resolution) Annual Conference. Orlando, Florida, USA. Contact: Janice Robertson, SPIDR, 815 15th St NW, Suite 530, Washington, DC 20005, USA. Fax: (202) 783-7281. E-mail: spidr@igc.apc.org

October 3-4, 1997. South Dakota International Business Conference. Rapid City, South Dakota USA. Contact: Doulas Ohmer, School of Business, Northern State University, 1200 S. Jay Street, Aberdeen, SD 57401 USA. Tel: (605) 626-2981. E-mail: ohmerd@wolf.northern.edu.

Training Sessions

June 4-7, 1997. Negotiation and Mediation, "A Systematic Approach." Northwestern University School of Law, Chicago, Illinois, USA. Contact: NITA Admissions, Notre Dame law School, 1602 No. Ironwood Dr., South Bend, Indiana 46435-1842, USA. Tel: (800) 225-6482. Fax: (219) 282-1263. E-mail: nita.1@nd.edu

June 9 & 10, 1997. Batters and the Domestic Assault of Women. Minneapolis, MN, USA. Contact: Specialized Training Services, 9606 Tierra Grande, suite 105, San Diego, California 92126, USA. Tel: (800) 848-1226 or (619) 695-1313. Fax: (619) 695-6599

June 26-27, 1997. Americans With Disabilities Act (ADA) Mediation. Louisville, Kentucky, USA. Contact: Mary Ellen Harned, Director, Institute for ADA Mediation, University of Louisville Labor-Management Center, 410 West Chestnut Street, Suite 100, Louisville, Kentucky 40202, USA. Tel: (502) 458-9675. Fax:(502) 595-2362. E-mail: info@accessada.win.net

June 28-July 2, 1997. Advanced Trial Skills. Boulder, Colorado, USA. Contact: NITA Admissions, Notre Dame law School, 1602 No. Ironwood Dr., South Bend, Indiana 46435-1842, USA. Tel: (800) 225-6482. Fax: (219) 282-1263. E-mail: nita.1@nd.edu □

Conflict Management Around the World

The first Iberoamerican Conference on the Peaceful Management of Conflict was held in October.

Ada Hernandez reported that several hundred academics and professionals working in peacemaking and conflict resolution participated at this (Spanish language) conference in Bogota COLUMBIA. The general theme dealt with peaceful and non-violent management of conflicts in Latin America. Specific sessions at the conference centered around four general topics: (1) The role of the institutions and infrastructure of civil society in the construction of peace, (2) the role of the military in a democratic society, (3) forms of participatory and non-violent conflict management, including "jueces de paz" (justice of peace) and community justice, the use of various third parties (e.g., religious leaders) and the effectiveness of various third party procedures, and (4) the role of the media in the construction of peace, and (5) conflict management processes in armed conflicts, focusing on reports from countries with recent armed conflicts such as Peru, Guatemala, El Salvador and Columbia. For more information about this conference, please contact Ada Hernandez or Father Javier Sanin at: CIAPTC-1, Facultad de Ciencias Politicas y Relaciones Internacionales, Pontificia Universidad Javeriana, Carrera 7 No. 40-62, edificio 9 oficina 102, SantaFe de Bogota, COLUMBIA. Tel: 571-288 4700 ext. 473. Fax: 571-288 0830. e-mail: ciaptc-1@javercol.javeriana.edu.co.

Peru seeks advice on implementing ADR procedures

by Oscar Schiappa-Pietra, PERU

Proyecto Piloto Centro de Conciliacin, carried out by a group of young lawyers from the Non-Governmental Organization (NGO) known as ISODE in the city of Huancayo, PERU is looking for sponsorship, advice, and all kinds of support to introduce Alternative Dispute Resolution (ADR) procedures among the local institutions. The project seeks to provide ADR opportunities for the local inhabitants (mainly Andean peasants) and prevent litigation. ADR has just recently been admitted to the court system by legislation, and the NGO ISODE has already signed an agreement with the local courts and public prosecutors in order to perform as the focal ADR provider in this beautiful Andean town located approximately 2,500 meters above sea level.

ISODE will require advice, training, and the development of a library of resource materials; the organization requires external funding of approximately US\$ 20,000 per year in order to operate a mediation and conciliation center on a permanent basis. To send books, reprints of articles, etc., contact: Mr. Walter Astete or Mr. Marco Gutarra. Tel: +511 6422-3530 (Spanish preferred), or send an e-mail to Oscar Schiappa-Pietra at: "schiappa@erols.com"@erols.com.

Conflict Management Techniques Reported at Men's Conference

by William Ross, USA

Intergroup conflict management techniques described at a men's religious conference? Yes, at last summer's Promise Keeper's men's conference in Chicago (where the theme was "Breaking Down the Walls"), a minister described how, as part of the preparation for majority-rule in South Africa, his and other churches brought antagonists together to discuss their viewpoints and how to overcome their political differences. The speaker observed that because many Whites had only heard the official news media under apartheid, they were genuinely unaware of some of the worst injustices that had occurred against Blacks and Coloureds (mixed-race individuals) in their own communities. By sharing stories in a non-confrontational format, each group's representatives could help the other groups understand their perspectives and their goals for the new society. Many of the techniques that were described would be familiar to professionals and scholars interested in resolving intergroup conflict. Other speakers discussed the problems in Rwanda, relations between ethnic Taiwanese and Nationalists who fled to Taiwan in the late 1940s, and racial reconciliation between Blacks and Whites in the United States.

U.S. Congress Reauthorizes ADR Law

On October 19th, 1997, President Clinton signed the Administrative Dispute Resolution Act of 1996. This law renewed the Administrative Dispute Resolution Act of 1990, which had expired in the fall of 1995. The original act had encouraged government agencies to use alternative dispute resolution procedures, such as mediation, ombudsmen, and arbitration, whenever it seemed a more appropriate forum than the court system.

The 1996 act expanded coverage of the 1990 law and made several other changes, such as (1) allowing binding arbitration for all federal agencies, and (2) eliminating any communication made in ADR proceedings from the disclosure rules of the Freedom of Information Act, thereby insuring the confidentiality of mediation proceedings. The net result of these changes should be an increased use of mediation and arbitration when disputes arise within the U.S. federal government.

Research Summary: A Joint Combination of Variables Affecting the Negotiation of People

by Rosa Carames, SPAIN

This research programme investigates the effects of personality on negotiation effectiveness. The present study which I wish to summarize is in line with those that have highlighted the fact that negotiation, as well as many other social behaviors, is partially determined by various individual characteristics that influence the individual's perception and appraisal of their physical and social environment and is also determined by the way in which they form beliefs that are structured and simplified about a given context (Carroll and Payne, 1991).

The present study stems from this approach and is linked to the 'negotiating effectiveness' model described by Mastenbroek (1987, 1991) and the Negotiating Effectiveness Test (abbreviated CEN in Spanish; cf. Rodriguez, 1990 and Carames & Rodriguez, 1995). Specifically, the aim of this study is to determine which of several personality and demographic variables would discriminate between subjects exhibiting high or low negotiating effectiveness. The variables under investigation are as follows: (1) abstract reasoning, (2) tendency toward conciliation, (3) self-esteem, (4) directiveness, (5) assertiveness, (6) achievement motive, (7) affiliation motive, (8) power motive, and (9) negotiating experience. A discriminant equation was used to determine which of these variables distinguished between effective and ineffective negotiators.

The findings are in agreement with the predictions of the Mastenbroek model. Thus, the data confirm that an effective negotiator has the ability to influence, to direct others, and also has social persistence. Further, these skills are represented by the direct relationship obtained between the power motive and assertiveness with negotiating effectiveness.

A further assumption of the negotiating effectiveness model is that training and practice will improve the negotiators' skills and consequently their effectiveness. Again the results are in agreement with this view, since the discriminant equation selected the experience variable as a direct predictor of negotiating effectiveness.

Finally, abstract reasoning capacity was also found to be positively related to negotiating effectiveness. This finding is in line with the predictions of the studies that we have reviewed. Therefore, a good capacity to transfer certain rules for evaluation and behaviour to different situations; i.e., greater intelligence, is a predisposition that favours the negotiating effectiveness of individuals and, at the same time, their learning (c.f. Campione, Brown, Ferrara, Jones, & Steinberg, 1985).

Pilisuk, Potter, Rapoport, & Winter (1965) report that abstract reasoning is directly linked to tolerance to ambiguity. According to the negotiating effectiveness model, ambiguity is an element inherent in all negotiating processes; therefore, abstract reasoning is a fundamental characteristic for negotiators, under conditions of uncertainty, to know how to carry out their task.

We believe that these variables, when combined with the subject's negotiating experience, should be taken into account in the selection, training, and improvement of subjects to engage in various types of negotiation.

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For additional information about this research study, contact: Dr. Roas Carames, Departamento de Psicologia Social y Basica, Universidad de Santiago de Compostela, Facultad de Psicologia, Campus Universitario, 15705 Santiago de Compostela (A Coruna), ESPANA (SPAIN). Tel: +34 81 56.31.00 (Ext. 13790). Fax: +34 81 52.15.81. □

Recent Publications by IACM members and their colleagues:

compiled by William Ross & Carrie Miesbauer

The following member publications appeared during the latter months of 1996 and during the first half of 1997:

- Arnold, Josh, & Carnevale, Peter** (1997). Preferences for dispute resolution procedures as a function of intentionality, consequences, expected future interaction, and power. *Journal of Applied Social Psychology*, 27, (5), 371.
- Bar-On, Daniel** (1996). Fear and Hope: Three generations of the Holocaust. *Contemporary Psychology*, 41, (11), 1124.
- Barry, Bruce** (1996). Communication aspects of dyadic social influence in organizations: A review and integration. *Communication Yearbook*, 19, 269.
- Barry, Bruce** (1997). Composition, process, and performance in self-managed groups: The role of personality. *Journal of Applied Psychology*, 82, (1), 62.
- Bercovitch, Jacob** (1996). Resolving international conflicts: The theory and practices of mediation. *International Studies Quarterly*, 40, (2), 314.
- Bigoness, William** (1996). A cross-national study of managerial values. *Journal of International Business Studies*, 27, (4), 739.
- Bingham, Lisa** (1996). The Administrative Dispute Resolution Act of 1990: How do we evaluate its success? *Journal of Public Administration Research & Theory*, 6, (3), 383.
- Bingham, Lisa** (1996). Emerging due process concerns in employment arbitration. *Labor Law Journal*, 47, (2), 108.
- Blount, Sally, & Hunt, Melissa T.** (1996). The price is right – or is it? A reference point model of two-party price negotiations. *Organizational Behavior & Human Decision Processes*, 68, (1), 1.
- Brett, Jeanne** (1996). Agency theory and variable pay compensation strategies. *Academy of Management Journal*, (3), 751.
- Bull-Kovera, Margaret, & Penrod, Steven** (1997). Identification of computer-generated facial composites. *Journal of Applied Psychology*, 82, (2) 235.
- Bush, A. C., & Martin, Marc.** (1996). The FCC's minority ownership policies. *Federal Communications Law Journal*, 48, 423.
- Clarke, J., & Stewart, Gordon** (1997). The siege of Fort Cumberland, 1776: An episode in the American Revolution. *William & Mary Quarterly*, 54, (2), 436.
- Conlon, Donald, & Ross, William H.** (1997). Appearances DO count: the effects of outcomes and explanations on disputant fairness judgments and supervisory evaluations. *The International Journal of Conflict Management*, 8, (1), 5-31.
- Daly, Joseph** (1996). Asset purchases from affiliates. *Banking Law Journal*, 113, (6) 601.
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- Donohue, William, & Roberto Anthony** (1996). An empirical examination of three models of integrative and distributive bargaining. *The International Journal of Conflict Management*, 7, (3), 209-229.
- Dyck, Bruno, Bruning, Nealia, & Driedger** (1996). Potential conflict, conflict stimulus, and organizational performance: An empirical test. *The International Journal of Conflict Management*, 7, (4), 295-313.
- Fijneman, Yvonne, & Leung, Kwok** (1996). Individualism-Collectivism: An empirical study of a conceptual issue. *Journal of Cross-Cultural Psychology*, 27, (4), 381.
- Fukushima, Osamu, & Ohbuchi, Ken** (1996). Antecedents and effects of multiple goals in conflict resolution. *The International Journal of Conflict Management*, 7, (3), 191-208.
- Gary, Faye & Moorhead, Jacqueline** (1996). Characteristics of troubled youths in a shelter. *Archives of Psychiatric Nursing*, 10, (1), 41.
- Gross, Robert** (1997). Defending a serious injury case: The brain model. *For the defense*, 39, (2) 27.
- Halpern, Jennifer, & Connelley, Debra** (1996). The playground negotiation case. *The International Journal of Conflict Management*, 7, (3), 247-274.
- Highhouse, S., & Paese, Paul** (1996). Contrast effects on strategic-issue framing. *Organizational Behavior & Human Decision Processes*, 69, (2), 95.
- Huber, Evelynne, & Stephens, John** (1997). The paradoxes of contemporary democracy: Formal, participatory, and social democracy. *Comparative Politics*, 29, (3), 323.
- Kelman, Herbert C.** (1997). Group processes in the resolution of international conflict: Experiences from the Israeli-Palestinian case. *The American Psychologist*, 52, (3) 212.
- King, Elizabeth** (1996). Education, work, and earnings of Peruvian women. *Economics of Education Review*, 15, (3), 213.
- Kressel, Ken** (1996). Determinants of successful and unsuccessful divorce negotiations. *Journal of Divorce & Remarriage*, 25, (1), 1.
- Kressel, Neil, & Bar-On Dan** (1997). Mass hate. *Aggressive Behavior*, 23, (2), 131.
- Kriesberg, Louis** (1996). Coordinating intermediary peace efforts. *Negotiation Journal*, 12, (4) 341.
- Leung, Kwok** (1996). Job satisfaction in joint venture hotels in China: An organizational justice analysis. *Journal of International Business Studies*, 27, (5), 947.

Liu, Ben (1996). Situational risk in organizational buying: A basis for adaptive selling. *Industrial Marketing Management*, 25, (5), 439.

McCabe, Douglas M. (1997). Alternative Dispute Resolution and employee voice in nonunion employment: An ethical analysis of organizational due process procedures and mechanisms. *Journal of Business Ethics*, 16, (3), 349.

MacDuff, Ian (1996). Resources, rights, and recognition: Negotiating history in Aoteroa/New Zealand. *Cultural Survival Quarterly*, 19, (3), 30.

Messick, David, & Moore, Don (1997). Ultimatum bargaining with a group: Underestimating the importance of the decision rule. *Organizational Behavior & Human Decision Processes*, 69, (2), 87.

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Porter, Thomas, & Lilly, Bryan (1996). The effects of conflict, trust, and task commitment on project team performance. *The International Journal of Conflict Management*, 7, (4), 361-376.

Posthuma, R. A., & Dworkin, James B. (1997). The joint employer, the NLRB, and the changing rights of contingent workers. *Labor Law Journal*, 48, (1), 19.

Rahim, M. Afzal (1997). Confirmatory factor analysis of the bases of leader power: First-order factor model and its invariance across groups. *Multivariate Behavioral Research*, 31, (4), 495.

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Robins, Lynn S., & Davis, Wayne (1997). A predictive model of student satisfaction with the medical school learning environment. *Academic Medicine*, 72, (2), 134.

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Savitsky, Kenneth, & Medvec, Victoria H. (1997). Remembering and regretting: The Zeigarnik Effect and the cognitive availability of regrettable actions and inactions. *Personality & Social Psychology Bulletin*, 23, (3), 248.

Smith, B. C., & Penrod, Steven (1996). Jurors' use of probabilistic evidence. *Law and Human Behavior*, 20, (1) 49.

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Note: Many of these publications were identified by searching computerized data bases. Some data bases only list publications by the name of the first author. Others only list the first page number. Therefore, you should use this list as a beginning point for locating articles that you want to read. You should not treat the citations as they appear in this column as complete bibliographic citations. We strive for accuracy, but are not responsible for errors. If you have conflict-related publications that IACM members should know of, please send the full citation to: rosscba@uwilax.edu

Can Mediation Produce Justice? A Restorative Justice Discussion for Mediators and Others by Marty Price, J.D.

Our mainstream criminal justice system is a system of retributive justice, a system of institutionalized vengeance. The system is based on the belief that justice is accomplished by assigning blame and administering pain, in other words, guilt and punishment. An eye for an eye. If you do the crime, you do the time. If you do the time, then you've paid your debt to society. Crime is defined as an act against the State (i.e., People of the State of Oregon vs. John Jones) and the prosecutor is the attorney for the State, rather than for the individual victim of the crime.

Because our society defines crime and justice in this manner, the victims of crimes often seek the harshest possible punishment for their offenders. Society tells them this will bring justice, but it often leaves them feeling empty and unsatisfied after getting what they sought. Vengeance does not address the other important needs of victims. It cannot restore their losses, answer their questions, relieve their fears, help them make sense of their tragedy or heal their wounds.

This punitive or retributive approach to justice has resulted in the United States becoming the largest jailer in the world (per capita), with a violent crime rate that is also second to no other industrialized nation. We "warehouse" offenders in institutions where the culture within rewards violence, meanness, deceit, manipulation and denial. Prisons rehabilitate relatively few offenders. Most offenders return to the community as individuals who are then even more antisocial than before they were incarcerated. The vast majority of offenders pass through the "revolving doors" of the criminal justice system repeatedly. It seems obvious to all that our system is broken and we don't know how to fix it.

A well-known anthropologist once said that human beings are the only species on earth that recognizes what is not working and then does more of the same. Politicians cry out for more and longer prison terms and the building of prisons has become a major growth industry. In some states, the punishment budget exceeds the education budget. Unless we stem this monumental draining of the public coffers, it is unlikely that there will ever be stable and adequate resources for the human services needed to address the societal roots of crime-poverty, injustice, illiteracy and unemployment.

Contrast a restorative justice approach that recognizes that crime is a violation of individual victims and communities, rather than a political entity. Instead of asking, "Who is guilty and how should he/she be punished?" restorative justice asks, "Who has been harmed, what losses did they suffer, and to whatever extent possible, how can we make them whole again?"

In addition to its focus upon restoring the losses of the individual victims of crime, restorative justice also recognizes the need to restore offenders to "right relationship" with their individual victims and with the community. Punishment alone is unlikely to restore the offender to becoming a contributing member of the community. Offenders must be given the opportunity to become meaningfully accountable to their victims and must become responsible for repairing the harm they have caused. (Merely receiving punishment is a passive act and requires no taking of any responsibility.) The traditional criminal justice system treats offenders as "throwaway people." Restorative justice recognizes that we must give offenders the opportunities to right their wrongs and to redeem themselves, in their own eyes and in the eyes of the community. If we do not provide those opportunities, the offenders, their next victims and the community will all pay the price.

Restorative justice takes its most familiar form in victim-offender mediation and reconciliation programs, often referred to as VORPs or VOMPs. (There are many other kinds of restorative responses to crime; see the Appendix to this article for illustrative examples.) VORPs/VOMPs bring offenders face-to-face with the victims of their crimes, with the assistance of a trained mediator. Crime is personalized as offenders learn the human consequences of their actions, and victims (who are largely ignored by the justice system) have the opportunity to speak their minds and their feelings to the one who most ought to hear them, contributing to the healing process of the victim. Victims get answers to the often haunting questions that only the offender can answer. The most commonly asked questions are, "Why did you do this to me? Was this my fault? Could I have prevented this? Were you stalking or watching me?" With their questions answered, victims commonly report a new feeling of peace of mind, even when the answers to their questions were even worse than they had feared. It seems to be better than not knowing the answers.

Offenders take meaningful responsibility for their actions by mediating a restitution agreement with the victim, to restore the victims' losses, in whatever ways that may be possible. Restitution may be monetary or symbolic; it may consist of work for the victim, community service or anything else that creates a sense of justice between the victim and the offender.

Victim-offender mediation programs have been mediating meaningful justice between crime victims and offenders for over twenty years; there are now over 200 VOMPs in the U.S. and Canada and about 500 in England, Germany, Scandinavia, Eastern Europe, Australia and New Zealand. Remarkably consistent statistics from a cross-section of the North American programs show that about two-thirds of the cases referred resulted in a face-to-face mediation meeting; over 95% of the cases mediated resulted in a written restitution agreement; over 90% of those restitution agreements are completed within one year. On the other hand,

the actual rate of payment of court-ordered restitution (nationally) is typically only from 20-30%. Why is there such a huge difference in restitution compliance? Offenders do not experience court-ordered restitution as a moral obligation. It seems like just one more fine being levied against them. When the restitution obligation is reached voluntarily and face-to-face, it is experienced by offenders in a very different way. Perhaps most important, after facing the victims of their crimes, offenders commit fewer and less serious offenses than offenders who are processed by the traditional juvenile or criminal justice system.

When a case is referred to a VOMP, a mediator contacts both the victim and the offender to arrange appointments for separate meetings with each. At the individual meetings, the mediator explains the program, answers questions and screens the case for its appropriateness for mediation. If the case is a suitable one and the victim and offender both agree to participate, they are prepared for a mediation session. The preparation may include homework assignments and sometimes there are additional preliminary meetings.

Mediation sessions, at their best, focus upon dialogue rather than upon reaching a restitution agreement, facilitating empathy and understanding between victim and offender. Before beginning the session, the mediator provides ground rules to assure safety and respect. The victim usually speaks first, telling the offender how the crime affected him/her and may ask questions of the offender. The offender may offer an explanation and/or an apology. The victim's losses are discussed.

Whatever agreements the victim and offender make will reflect justice that is meaningful to them, rather than being limited to the definitions of the law. In cross-state and cross-national studies, the overwhelming majority of participants, both victims and offenders, have reported in post mediation interviews and questionnaires that they obtained a just and satisfying result. Victims who have feared revictimization by the offender whom they have met in mediation typically report this fear is now gone.

In some circles, mediators discuss whether justice is an ethical goal for mediation. In the mediation of civil disputes, an outcome might be viewed as just (or not just), in reference to the likely outcome if the dispute were resolved in the legal arena. Some would say that the fairness of a mediated outcome must be evaluated relative to what could have been expected of an adversarial law-based result. Others would assert that one of the benefits of mediation is that it frees the parties from the constraints of legally-defined notions of justice, and allows them to create an agreement they find to be fair, irrespective of what a court might decide.

The discussion of justice as an ethical goal in mediation has much to do with our concept of neutrality in mediation. As we understand neutrality in the vast majority of conflict resolution settings (civil settings), it requires that the mediator will not agree with either party as to the issues of the dispute. The role of a "neutral" requires that the mediator in no way favor one disputant over another. The mediator does not take sides and does not make judgments of right or wrong as to the actions of the parties that led to the dispute. A mediator who is truly neutral will not, even subtly, steer the parties toward a result that meets the mediator's notion of a fair or just result.

The mediation of most crime situations, however, presents a unique set of circumstances for the mediator. When a crime has been committed, the same concept of neutrality is not appropriate. In the majority of juvenile/criminal cases, a wrong has been committed against a person. The parties come to victim-offender mediation as a wronged person and a wrongdoer. (As such, a power imbalance that is appropriate to the process is inherent in the process.) If a wrong had not been committed (in the majority of cases), these people would not have been referred to the program.

Restorative justice is about righting wrongs in a more healing and meaningful way. For these reasons, as well as to guard against the possibility of re-victimizing victims at the mediation session, programs seldom mediate with an offender unless the offender has admitted the wrongdoing at some level, or has been convicted of the offense. Absent an admission or a conviction, the individual is an "accused person" or a "defendant," but not an offender.

Sensitivity to the needs of crime victims requires the mediator to directly acknowledge the wrong to the victim. Victims need to hear, "You were wronged, this should not have happened to you, it's not your fault, you did not deserve this." Until the wrong has been acknowledged, many victims are unable to consider meeting with the offender. The process of facilitating meaningful accountability in offenders often requires the mediator to help offenders acknowledge their wrong and their responsibility for it. The mediator is neutral as to the individuals, respecting both and favoring neither. The mediator is there for the benefit of both victim and offender. But the mediator is not neutral as to the wrong. The victim-offender mediator's task is to facilitate the righting of a wrong, rather than the resolution of a dispute. It requires a different model of neutrality.

There are scenarios that some victim-offender mediation programs see which differ from what I have just described, in an important respect. The classic cases are the mutual assaults and the disputes between neighbors, which have led to police

involvement. In many of these cases, it is difficult to determine who is the victim and who is the offender. Sometimes, the distinction is based on no more than which of them called the police or filed the complaint. In these kinds of cases where there is not a clear wrongdoer, the mediator is presented with a dispute, rather than a wrong. In these cases, the appropriate model of neutrality is the traditional one. The victim-offender mediator must be able to "shift gears" according to the kind of case.

Victim-offender mediation requires specialized training beyond the basic skills of conflict resolution. Victim-offender mediators are trained to guide the process of separately preparing victims and offenders to come face-to-face in mediation. Mediators learn skills for working with trauma victims, for working with offenders and for working within the criminal justice system. Further advanced training is needed to work with crimes involving severe violence. Most victim-offender programs limit their service to juvenile offenses and crimes against property. But as a growing number of well established and highly experienced programs are finding that a face-to-face encounter can be invaluable in even the most heinous of crimes, many of those are gradually broadening their scope to include the mediation of carefully screened incidents of more serious crimes and crimes committed by adults.

Usually at the request of the victims, a number of programs have now mediated rapes and other violent assaults, and mediations have taken place between murderers and the families of their victims. Increasingly, mediation is being used to help repair the lives of surviving family members and offenders devastated by drunk-driving fatalities. In these most serious of crimes, the mediator works with the victims and offenders individually, in a preparatory process that typically requires many months or even a year or more, before victim and offender are ready to come face to face.

The victim-offender mediation process may be useful at any stage of the criminal justice process. With young offenders and first-time offenders, mediation may be a "diversion" from prosecution and an opportunity to avoid getting a juvenile or criminal record. In these cases, charges may be dismissed if the offender mediates an agreement with the victim and then completes the requirements of the agreement. After a guilty plea or a conviction, a judge may refer an offender to a victim-offender mediation program as a part of the court's sentence or as a term of probation. Victim-offender mediations have taken place in prisons; some have occurred after an offender has been released from prison. The impending release of an offender may motivate the victims to seek mediation.

In cases of severely violent crime, victim-offender mediation is not a substitute for punishment. In such cases, judges seldom reduce prison sentences as a result of mediation. However, in just the past few years, restorative justice programs have been receiving serious attention for their potential as an alternative to incarceration, as forward-thinking public officials acknowledge that we can no longer afford the costs, both human and economic, of locking up people who are not a danger to society.

Appendix

Restorative justice is not just victim-offender mediation. Restorative justice is not any particular program. It is a different paradigm—a philosophical framework for viewing issues of crime and justice. Other restorative justice responses to crime include family group conferencing, community sentencing circles, neighborhood accountability boards, reparative probation, and restitution and community service programs.

Many traditional community service programs, of the picking-up-litter-on-the-highway ilk, are punitive and humiliating, and thus further alienate offenders from the community. Based in part on the recognition that juvenile offenders commit antisocial acts because their social bonds have failed, one community developed an innovative "meaningful community service program" (as part of the Balanced and Restorative Justice Project of the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.) In this program, juvenile offenders were sentenced to work on supervised construction crews, where they built, from the ground up, a new domestic violence shelter and a shelter for the homeless. Other offenders worked on a "safer homes for senior citizens project," where they fixed locks, doors, windows, stairs, bannisters, etc., in the homes of the elderly.

In these programs, many participating youth had their first experiences of the satisfaction of doing good for others, of work competently and successfully done, of relating constructively to figures of authority, and of feeling themselves to have a stake in their community. Most of these offenders chose to continue working on their projects as volunteers, after they had "served their time." Very few of these youth have returned to the Juvenile Court for new offenses.

About the Author

Marty Price, J.D., a "recovering attorney" and social worker turned to mediator, is the founder and former director of the Victim Offender Reconciliation Program of Clackamas County (Oregon.) Price provides victim-offender mediation, consultation and training to courts, mediation programs and individuals, specializing in the mediation of drunk driving fatality cases and other crimes of severe violence. He may be contacted at: 2315 N.E. Mason Street, Portland, Oregon 97211, (503) 281-5085. E-mail: martyp@hevanet.com □

Which films do you use? – Part II

In the last issue we reported ideas for film or video clips from commercial or training films that are useful for negotiation classes or training seminars. Enclosed are a few more, for your pleasure. For more film ideas, see the Resources column on page 10.

–the Editor.

"Great ideas and one I have used with success on a limited basis:

1. The "if you don't haggle, I won't sell you the disguise" scene from Monty Python's *The Life of Brian* is a perennial negotiation favorite.
2. The "poison with the Sicilian" scene in *The Princess Bride* makes a wonderful complement to any discussion of game theory and Alternative Dispute Resolution (ADR). People these days are "wired for video," whether we like it or not, so this is an increasingly important and effective approach to teaching."

–John Rapp, Esq. Director, CLE, University of Washington School of Law. Seattle, Washington USA. E-mail: www.law.washington.edu/cle

"I use some movie and television illustrations with students at Pepperdine which are always a lot of fun.

1. Recently, there was a Seinfeld show which had a great little distributive bargaining scene at the beginning at the corner grocery store. Jason Alexander tried to get the grocery store clerk to negotiate the price of a fruit cup. Needless to say, he lost the negotiation but felt he got "something" for trying.
2. I also use a scene from *Fiddler on the Roof* where Tevya thinks he is going to see the butcher to sell him his milk cow. He find out that the butcher really wants Tevya to give his permission to ask Tevya's daughter to marry him. Good lead in for teaching communication, preconceived notions, jumping to conclusions, etc."

–Jeffrey Krivis, IGC. E-mail: jdrivis@igc.org

"I show a couple of things on mediation that are not the usual commercial or training films. One is put out by the state of New York for community mediation training. It is called *Mediation: A Better Way*. I borrow it from the Director, Office of Court Administration, P.O. Box 7039, Alfred E. Smith State Office Bldg., Albany, NY 12225. It is 30 minutes long. The first part of the film shows three different mediation sessions; the latter part of the film revisits the sessions with overlays of particular words that the mediator is using to show the technique that is used. I also used a segment from one of the television news magazine shows that used mediation to resolve a community dispute."

–Dudley Cahn, SUNY-New Platz. E-mail: cahnd@synewvm. ☐

Syllabi Sought

The National Institute for Dispute Resolution (NIDR) is soliciting syllabi from college and universities for an anthology of conflict resolution course syllabi. The anthology will be useful to new faculty developing their courses, to current faculty updating courses, and to prospective students comparing programs. Interested in submitting your syllabi? Send your fax number and name (with university affiliation) to: NIDR, Attention: Syllabi Anthology Project. Fax: (202) 466-4769. NIDR will fax you back the forms and instructions on how to participate. Please do not fax syllabi without first receiving the information sheets from NIDR. Sorry, NIDR cannot respond to telephone or e-mail inquiries. ☐

National Association of Manufacturers Begins ADR Center

The U.S.-based National Association of Manufacturers (NAM) and the CPR Institute for Dispute Resolution, a nonprofit institute, have established a Mediation Center for Business Disputes. The goal of the center is to reduce the amount of litigation between companies. NAM member companies with business disputes involving at least \$50,000 can pursue mediation through the Mediation Center. NAM has 14,000 member companies. ☐

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 US\$15.00, IACM members receive a year's subscription to the newsletter, *Signal*, a membership directory, and discounts on subscriptions to the *International Journal of Conflict Management*, *International Negotiation*, and *Negotiation Journal*. For information about membership, please contact Dr. Tom Futak, 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. E-mail: IACM@gold.tc.umn.edu.

SPIDR Offers Poster Research Session

Attention Dispute Resolution Researchers: The International Conference Program Committee of the Society of Professionals in Dispute Resolution (SPIDR), a practitioner organization, invites submissions for this year's Poster Research Session to be held Friday, September 26, 1997 during the annual conference in Orlando. This session will showcase completed and on-going research relevant to dispute resolution practitioners and policy makers. Research may be displayed through posters, videos, slides, and in discussion groups. Please send submissions and inquiries to the SPIDR International Office, attn Janice Robertson, 815 15th Street, NW, Suite 530, Washington, DC 20005. ☐

Conference... from page 1

sessions on topics as wide ranging as urban planning, the environment, health care, violence, intragroup conflict, and conflict education for children. Members will also offer many sessions on organizational conflict, conflict management styles, culture and negotiation, and mediation. In short, there is something for everyone on the program. Our presenters hail from six continents, and I am desperately searching for someone from Antarctica so that we can claim complete worldwide participation!

As usual, we will have our awards banquet on Tuesday night. Dean Pruitt will receive our Life Time Achievement award for his work on negotiation, mediation, and social conflict. Awards will also be given for best empirical paper, best theoretical paper, and best applied paper. Some of the scheduled merriment includes "Wine on the Rhine" (my title, not theirs!). On Monday night, a boat trip on the Rhine River which will include dinner on the boat plus a stop at the town of Linz for sightseeing. In addition, on Sunday afternoon there will be a tour of the city of Cologne. I am certain that there will be plenty of spontaneous merriment at the Gustav-Stresemann Institute, hosts of the conference, which includes several pubs and a bowling alley (!).

To receive a copy of the program feel free to contact me at the following e-mail address: Conlond@college.be.udel.edu. I would also like to express my appreciation to the Berghof Center for their active involvement in helping to plan local arrangements for the conference. Copies of the conference program are available from the Berghof Center's web page: Check out <http://www.b.shuttle.de/berghof/>

It should be a great conference. I look forward to seeing you all in Bonn! ☐

Pruitt... from page 1

Dr. Pruitt's major research and writing have been in the areas of conflict processes, negotiation, and mediation, and has published over 100 journal articles and book chapters. He is well-known for a series of experiments on the antecedents of integrative agreements, using the now-familiar three-appliance buyer-seller negotiation task that he developed. He also did two large field studies of community mediation, the results of which are summarized in a 1995 *Negotiation Journal* piece.

Most researchers would be content to rest on their achievements after a career only half as productive as this, but Dean Pruitt shows no sign of slowing down. His research continues to break new ground as he is currently investigating escalative responses to persistent annoyance (as described in a 1997 article by Mikolic, Parker, and Pruitt, appearing in the *Journal of Personality and Social Psychology*). He also recently completed a chapter on "Social Conflict" for the forthcoming edition of the *Handbook of Social Psychology*. ☐