

# SIGNAL



Fall/Winter 2001, Volume 17, No. 1

## IACM Officers and Board Members (2001-2002)

*Carsten De Dreu*, University of Amsterdam, President  
ao\_dedreu@macmail.psy.uva.nl

*Bruce Barry*, Vanderbilt University, President-Elect  
bruce.barry@owen.vanderbilt.edu

*Donald Conlon*, Michigan State University, Past-President  
conlon@msu.edu

*Judy McLean Parks*, Washington University, Executive Director  
mcleanparks@olin.wustl.edu

*Cathy Tinsley*, Georgetown University, 2002 Program Coordinator  
tinsleyc@georgetown.edu

*Terry Boles*, University of Iowa  
terry-boles@uiowa.edu

*Alain Lempereur*, ESSEC Business School  
lempereur@essec.fr

*Anne Lytle*, Australian Graduate School of Management  
alytle@agsm.edu.au

*Mara Olekalns*, University of Melbourne  
m.olekalns@mbs.unimelb.edu.au

*Jessica Katz Jameson*, North Carolina State University, Communications Director  
jameson@unity.ncsu.edu

## *IACM President Responds to September 11th*

### *Attacks on the US*, by Carsten K.W. De Dreu, IACM President

A few days before the US launched its missiles, a reporter from Brazil interviewed me in my capacity as IACM President about the terrorist attacks on September 11<sup>th</sup>. We talked about possible responses, about the concept of justice and freedom, and about the meaning of war and peace. Should the US government respond in kind, with violence, or should it respond in line with its own principle, that of bringing criminals to court and judging them on the basis of factual evidence? Has the meaning of freedom and of peace changed in the past few weeks, and will this change be temporary or permanent? Can this particular and extremely violent attack trigger new conflict, even in places where we do not expect it to erupt? Is revenge to be rejected under all conditions, or can it sometimes be an acceptable, even commendable reaction?

Among these interesting and important questions was a question about what the International Association for Conflict Management had to say about these events. I started by explaining that we are a virtual organization without offices and headquarters, that we have a newsletter and an annual conference, but that it isn't our goal to comment on these events, let alone provide advice. This question remained with me, and it made me think about the role of IACM in society. IACM brings together scholars interested in and concerned with conflict in the broadest sense of the word. While we have, among our members, political scientists and scholars publishing about international relations, the majority have their background in social psychology and organizational behavior. And while many of us sometimes apply scientific insights as mediators or as consultants, most of us are academic researchers in the first place. (Continued page 2)

### Table of Contents

IACM Responds.....1	Spotlight.....14
Awards.....3	Member Publications.....15
IACM Members Debate.....4	Position Announcement.....17
Rubin Award.....5	Signals on the Horizon.....18
Paris Conference.....6	Survey Results.....19
Rocky Mountains 2002.....7	CRInfo Database.....20
IFSAM Deadline.....8	Practitioner Profile.....21
Election Time.....9	Resources.....22
Research Results.....13	Editor's Note.....25

This view of IACM, one I believe I share with many members, implies that society should not expect too much immediate input from IACM. Rather, it should expect input in the long run, and in a more diffuse way, when our research articles and books communicate our new and combined insights about conflict. However, for this distal and diffuse input to be useful we also should ask the right questions. We need to focus our research on those aspects of conflict that are truly important and meaningful, not only in our research laboratories, but also in the outside world, where violence erupts and conflict results in death and disease. And the terrorist attacks that shocked the world trigger new questions that we have never given full attention, or that we stopped studying prematurely. For example, I wondered about the flip side of coalition formation and constituent pressure in conflict and negotiation. Have we looked at how the constituent parties respond and react? Do we know how constituents evaluate negotiator performance, and act upon it? Further, it occurred to me that we know so little about emotions in conflict settings, that in our work we rarely address feelings of revenge, of resentment, of anger, and of fear. Many of us have been influenced by rational choice models developed in economics and decision theory, and we have overlooked the fact that conflict drives and is driven by a mixture of emotions. So how does that work? Can we model this, and what do we know about emotions like resentment and the desire to retaliate? Or, what do we know about the social, communicative functions of emotions and emotional expressions?

In his treatise, “the Evolution of Cooperation,” Robert Axelrod wrote beautifully about the superiority of tit-for-tat behavior in conflict-laden settings—start with a cooperative move and respond in kind subsequently. Related work has addressed the topic of “noise,” that is, the fact that parties sometimes make a competitive move by mistake, in which case a tit-for-tat strategy would lead, inadvertently, to conflict escalation. Thus, forgiveness becomes an important concept, in that perhaps one should be able to forgive one competitive move by the opponent, allowing him or her to return to a more cooperative and peaceful interaction pattern.

Interesting thoughts that I took for granted until recent events triggered the question about which competitive moves can be ignored and which ones need to be reciprocated to prevent further damage.

I’m not claiming that the questions noted above are the most critical, the most understudied, or the only ones that deserve future research effort. On the contrary, there are many more, perhaps more important or more interesting issues to wonder about. The point is that this is where our core business is, and where we should expect input from IACM and its membership. As an academic society we should continue to raise questions and stimulate each other to study them in a systematic way. And we should continue to organize meetings and publish our research to communicate and share our insights so that we can ask new and better questions and ultimately help society to deal with its conflicts in a superior way.

It was a somewhat frustrating experience not being able to tell the reporter from Brazil how the world should respond, or what will happen. It was a comforting thought, however, that IACM brings together the scholars working hard and working together to better understand and predict conflict escalation, stalemate, and settlement. Let us, with even more energy, enthusiasm, and dedication, continue to exchange new research findings, inspire new questions, and promote the use of scientific knowledge to prevent and mitigate dysfunctional conflict while fostering the useful and functional.

---

## *And the award goes to...*

### **The IACM 2001 Life-Time Achievement Award**

I. William Zartman, Jacob Blaustein Professor of International Organization and Conflict Resolution, Director of African Studies, Johns Hopkins University

### **IACM 2001 Conference Awards**

#### **Outstanding Empirical Paper Award:**

Laura J. Kray, University of Arizona, Adam Galinsky, University of Utah, & Leigh Thompson, Northwestern University. Reversing the Gender Gap in Negotiations: An Exploration of Stereotype Regeneration

#### **Outstanding Theoretical Paper Award:**

Adrian Millar, University College Dublin. A Lacanian Psychoanalytic Interpretation of Conflict in Northern Ireland.

#### **Outstanding Applications Paper Award:**

Benjamin J. Broome, Arizona State University. Participatory Planning and Design in a Protracted Conflict Situation: Applications with Citizen Peace-building Groups in Cyprus

#### **Outstanding Graduate Student Paper Award:**

Wolfgang Steinel, University of Amsterdam, & Carsten K. W. De Dreu, University of Amsterdam. Tom Sawyer, Poker Face and Speaking Frankly: The Influence of Motivational Goals on Lying, Deception and Misrepresentation in Social Interaction

### **Organization Awards**

#### **Outstanding Book Award:**

Deborah M. Kolb & Judith Williams, *The Shadow Negotiation: How Women Can Master the Hidden Agendas that Determine Bargaining Success*. New York: Simon and Schuster. 2000.

#### **Outstanding Article Award:**

Michele Gelfand & Anu Realo, Individualism-Collectivism and Accountability in Intergroup Negotiations, published in *Journal of Applied Psychology*, 84, 721-736 in 1999.

#### **Outstanding Dissertation Award:**

Adam Golinsky, University of Utah, Perspective-taking: Debiasing Social Thought.

#### **Special Service Awards:**

**Bill Bottom**, for service as IACM's Executive Director 1998-2001

**Don Conlon**, for service as IACM President 2000-2001

**Dean Pruitt**, for service as the only IACM President to serve two terms (and to congratulate him on his recent retirement)

### **Call for Book Reviews in *IJCM***

IJCM needs reviews of conflict management-related books published within the last two years. Contact **Sanda Kaufman**, IJCM Book Review Editor, at [sanda@wolf.csuohio.edu](mailto:sanda@wolf.csuohio.edu) to ask for a specific book or to confirm that a book has not previously been reviewed. Book reviews should be about six pages in length and include a content description and critique based on the reviewer's expertise. This is an on-going need so feel free to contact Sanda with book review ideas at any time.

## ***IACM Members Debate Submission Guidelines, Sponsorship Fund, Membership Size, By Jessica Katz Jameson, Communications Director***

At the 2001 board and business meetings in Cergy, IACM members discussed some of the major issues facing the organization: revisions to the paper submission guidelines, development of a sponsorship fund to provide assistance for conference attendees, and membership size.

Board members agreed that the Call for Proposals intends to solicit new research projects that have not and will not be presented at other conferences, such as Academy of Management. Some members have complained that they have attended presentations heard the year before at other conferences. Board members admitted that the previous wording was ambiguous on this point as the Call only indicated that papers “should not be presented or accepted for presentation elsewhere.” This wording left a “loophole” for submitters who had submitted a paper to another conference, but had not yet heard whether it had been accepted. In order to maintain the spirit of IACM’s policy and prevent further confusion, greater clarification of the guideline was included in this year’s Call for Proposals for the 2002 conference in Park City, Utah. The current guidelines read “All IACM submissions should involve the presentation of new material, being sufficiently distinct from published works or from submissions to any other conferences.” In addition, we have included more detailed explanation of the criteria on the web site, where extended guidelines suggest:

“Sufficiently distinct,” in the case of theoretical or conceptual papers, means that the current IACM submission is either a new theoretical contribution, or a substantially different theoretical framework, involving different variables and causal links.

“Sufficiently distinct,” in the case of empirical work means that the current IACM submission: 1) examines different variables, 2) proposes a different causal model, 3) analyzes different data, or 4) explores how the theory and/or findings may be applied to a different substantive domain.

Papers currently in press, which will be published prior to the conference, are excluded from submission.

The IACM Board welcomes any comments on how well this revision achieves the goals of greater specificity and clarity. We also ask all members and program submitters to remember that submitting a proposal represents a commitment to attend the conference upon acceptance of the proposal. The number of “no-shows” has imposed difficulties on program chairs trying to juggle the large number of programs we have enjoyed in recent years. The Call now reminds us “All accepted papers must be presented.”

Also discussed at the board and business meetings was whether we should create a sponsorship fund designed to assist potential conference attendees who may require additional funding to attend an IACM conference. We discussed how much IACM should donate to such a fund, as well as the criteria for sponsorship recipients.

For the 2001 conference in Cergy, IACM sponsored 10 people at \$200.00 each. Criteria used included presentation of a paper, need, and having asked for assistance. For future conferences we agreed that submitters should apply for sponsorship when they submit their proposal. Criteria for sponsorship awards are still being discussed, but may include: 1) presentation of a paper, 2) quality of the proposal, 3) service to IACM, and/or 4) financial need. (Continued at top of next page)

While board members also discussed the appropriate size of the IACM's membership, no consensus was reached on this issue. There is a question of how large we want the organization to get, and whether we should be doing more to attract and keep new members (since membership tends to fluctuate depending on the location of our annual conference). We are interested in your opinions and suggestions regarding any or all of these important issues. Please send your comments to IACM President Carsten De Dreu at [ao\\_dedreu@macmail.psy.uva.nl](mailto:ao_dedreu@macmail.psy.uva.nl) or Communications Director Jessica Katz Jameson at [jameson@unity.ncsu.edu](mailto:jameson@unity.ncsu.edu).

---

## ***Call for Nominations for the Rubin Award***

Selection Committee members Carsten K.W. De Dreu (IACM President), Bruce Barry (IACM President-Elect), Don Conlon (IACM Past President), Keith Allred (Harvard Project on Negotiation), and Deborah Kolb (Harvard Project on Negotiation) invite nominations for the first Jeffrey Z. Rubin Theory-to-Practice Award, to be given at the 15<sup>th</sup> Annual IACM Conference in Park City, Utah, June 9-12, 2002. Please read the information below for the award criteria. The deadline for nominations is **January 15, 2002**. Nominations (including a statement of rationale and the materials noted below) should be sent by mail or e-mail to:

Carsten De Dreu  
University of Amsterdam  
Department of Psychology  
Roetersstraat 15  
1018 WB Amsterdam,  
The Netherlands  
Fax: +31 20 639 0531  
[ao\\_dedreu@macmail.psy.uva.nl](mailto:ao_dedreu@macmail.psy.uva.nl)

The Jeffrey Z. Rubin Theory-to-Practice Award is co-sponsored by the IACM and the Harvard Project on Negotiation (PON). The award will be given to a unique individual whose professional contributions emphasize their ability to move effectively and skillfully between theory and practice in their professional activities.

Jeffrey Z. Rubin, the noted social psychologist and former President of IACM, was noted for his exceptional ability to discover interesting and complex social phenomena. He studied these under controlled research conditions and presented findings and results back to student and professional audiences in an interesting and engaging manner. The Rubin Theory-to-Practice award seeks to spotlight and encourage those in the conflict management field whose research and practice work sustains this tradition.

The award will be given to an individual in the conflict management field who meets the following criteria:

- his/her research work demonstrates a strong competence in theory development and empirical research, but also displays the courage and sensitivity to tackle important, practical real world conflicts.
- s/he maintains a strong research profile but is also active in applying this work in teaching or professional practice.
- s/he is 10-15 years out from completion of their doctoral degree (i.e., at mid-career stage).

Candidates for the award may be self-nominated or nominated by a peer. Each nominee should prepare a packet of materials for consideration by the Selection Committee. This packet should contain: (Continued next page)

(Rubin Award continued...)

- a full professional vita
- a personal statement that presents the candidate's credentials and the way these credentials meet the key criteria of the award
- copies of 2-3 selected research articles or reports
- 2-3 nomination letters from the research and practice community, testifying to the impact of both the research and the practice components.

The award will consist of a plaque and a financial award and will be presented at the annual IACM meeting. The recipient will be asked to give a talk at the 15<sup>th</sup> annual conference on his/her approach to "theory to practice" and to write a paper based on that talk which, subject to editorial review, will appear in the *Negotiation Journal*.

## ***We will always have Paris,*** ***by Don Conlon, IACM Past-President***

One of my favorite movies is "Casablanca." Humphrey Bogart and Ingrid Bergman star as two people who love each other but who cannot be together, set against the backdrop of World War II. Bogie, who runs a bar in Casablanca, sends Bergman away, but not before reminding her of the past joyful times they have spent together: "We'll always have Paris." And so will we. IACM 2001 turned out to be a smashing success with 273 attendees and over 150 presentations. It was the largest meeting of the IACM ever, with close to 50 countries represented. It was truly a global event. I would like to thank Michele Gelfand, the Program Chair, Alain Lempereur, the Local Arrangements Chair, and Marion Polaud, the Conference Coordinator, for the amazing job they did putting the conference together.

The sessions were outstanding, the food was terrific, and the local arrangements personnel were extremely helpful. We hope you had as good a time as we did. When the four of us met on Wednesday afternoon, we agreed that we wished we could do it all over again. It was truly a pleasure working with each other and serving the IACM. If you have not yet visited the IACM website to see the photos of the conference, I encourage you to do so. Visit the website at [www.iacm-conflict.org](http://www.iacm-conflict.org) to find the photos of the conference. It certainly brings back warm memories for me.

I find myself wishing I had written this column right after the meeting when everything was fresh in my mind. I can still remember some of the little details though. I remember the IACM Board meeting at Alain's home (estate would be the better word - see the web site for recently added photos of the meeting). The opening toasts poolside at the hotel, the beautiful buffet dinner Sunday night with loads of seafood, and the terrific poster session and wine tasting. I remember meeting so many people who had never been to IACM before. I remember how thrilled I was to meet Bill Zartman, our lifetime achievement award winner, and Geert Hofstede, our keynote speaker, and in each case being so impressed with how down to earth these people were, and how easy it was to talk to them. They are wonderful ambassadors for our field and for their respective countries. I remember exciting sessions on conflict, and I remember the cheese served at lunch and dinner. If ever a conference fed both the mind and the body, it was this one.

Thanks to everyone who attended the 2001 meeting in Cergy. You all helped make the conference a success. I look forward to seeing you again in Park City, Utah in 2002.

***IACM in the Rocky Mountains in 2002***, by Cathy Tinsley, Program Chair, Ronda Callister and Tina Diekmann, Local Arrangements Chairs

Get out your cameras and outdoor appreciation gear as you pack your presentations and newest conflict ideas and head out to the 15<sup>th</sup> Annual IACM Conference in Park City, Utah! The conference will be held June 9-12, 2002 in the scenic mountains above Salt Lake City, Utah near the ski and year-round resort village of Park City. The conference will be held in the beautiful facilities of the Grand Summit Resort Hotel at the base of The Canyons Ski Resort.

This year's conference will feature symposia designed to help foster an interdisciplinary approach to studying negotiation, conflict, and dispute resolution. There is a special track that is devoted to understanding paradigm differences, and how each discipline's underlying assumptions about conflict and its resolution might differ. For example, how do scholars from psychology versus economics versus law define conflict and successful resolution? Do these differences complement each other, and what can each perspective learn from the other? As well, there is a special track on human rights issues designed to foster discussion on the effects of global economic policies and practices. How do free trade policies interact and conflict with notions of global justice and what is the role of business and other non governmental organizations in zones of conflict?

The IACM 2002 call for proposals is now available on the IACM website—[www.iacm-conflict.org](http://www.iacm-conflict.org). In keeping with the open spirit of IACM, scholars and practitioners are encouraged to submit a wide range of proposals including: papers,

symposia, debates, roundtable discussions, workshops, exhibits, and other innovative session formats. There is a wide range of “general content areas” (see the Call for Submissions) so that submissions in the general areas of: negotiations, decision making, communication, public sector conflict, culture and conflict, social justice, third party intervention, environmental and public resource conflict, inter-group conflict, and organizational conflict are all welcome. As well, innovative sessions and symposia that highlight dialogues between theory and practice are encouraged. To this end, we greatly appreciate submissions regarding teaching and training in the field of conflict resolution, such as submissions that address which models and materials have been most useful and why these applications have been successful.

The deadline for submissions is **February 1, 2002**—mark your calendars now! And consistent with recent years, submissions and reviews will take place through electronic mail (email submissions to: [IACM2002@msb.edu](mailto:IACM2002@msb.edu)). While surface mail submissions will still be considered, please try to do all submissions electronically as this is more efficient for everyone, and will help us to make decisions about the conference content earlier. Please see the Call for Submissions for guidelines on sending proposals. For any questions about content matter or ideas for novel proposals, do not hesitate to email the program chair, Cathy Tinsley, at [IACM2002@msb.edu](mailto:IACM2002@msb.edu).

In addition to all of the great papers, symposia, workshops, and stimulating intellectual discussions that go on at IACM, we have several exciting activities planned. On Sunday you can tour the Utah Olympic Park where a luncheon will be provided. This is the site of the ski jumping, luge, bobsled, and skeleton venues during the 2002 Winter Olympics. In addition to standing at the starting gates for each of these events, we will be able to see practice sessions by world-class athletes. (Continued next page...)

On Monday evening you will enjoy an authentic Western-style Chuck Wagon dinner (so bring your overalls and cowboy gear). There are also many great activities nearby – such as taking a gondola to the top of the mountains where you can hike or simply relax for lunch while admiring the view. You can bike along the scenic rails-to-trails locations, or shop in the quaint, artsy village of Park City. Remember we will be at almost 7,000 feet elevation and the evenings will be cool, so don't forget a warm jacket. For more information please visit the conference web site at:

[www.business.utah.edu/iacm2002](http://www.business.utah.edu/iacm2002)

We anticipate a fabulous conference—intellectually rich and scenically beautiful with a host of diverse entertainment possibilities. We look forward to seeing all of you, Park City, June 9-12—be there!

## ***IFSAM Deadline 1<sup>st</sup> December,***

*by Larry Crump*

The International Federation of Scholarly Associations of Management (IFSAM) 2002 conference deadline is approaching. Papers are due on 1<sup>st</sup> December for the July 10-13, 2002 conference.

The Gold Coast Australia venue will be a long journey for many but the sub-tropical setting will be well worth the flight. IFSAM 2002 will not be an expensive conference if spending U.S. dollars, Euros or various other currencies, as the exchange rate has never been more favourable.

See the IFSAM 2002 conference web site at: <http://www.gu.edu.au/ifsam> or Contact Larry Crump at [L.Crump@mailbox.gu.edu.au](mailto:L.Crump@mailbox.gu.edu.au) or Mara Olekalns at [m.olekalns@mbs.unimelb.edu.au](mailto:m.olekalns@mbs.unimelb.edu.au) for additional information about IFSAM 2002 and the Negotiation and Conflict Management academic stream.

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\$25.00 (US \$15.00 for students), members receive a year's subscription to the newsletter, *Signal*, a membership directory, discounts on subscriptions to the *International Journal of Conflict Management*, *International Negotiation*, and *Negotiation Journal*, PLUS the opportunity to hang out with some really great people at least once a year. For information about membership, please see our website at [www.iacm-conflict.org](http://www.iacm-conflict.org) or contact **Dr. Judi McLean Parks**, IACM Executive Director, John M. Olin School of Business, Washington University, Campus Box 1133, One Brookings Drive, St. Louis, MO 63130 USA. Tel: (314) 935-6351, fax: (314) 935-6359. E-mail: [IACM@mail.olin.wustl.edu](mailto:IACM@mail.olin.wustl.edu).

## ***It's Election Time for IACM Officers – Please Vote!***

Once again it is time to vote for IACM officers. Each year we choose a new president-elect, who will serve for one year in that capacity, followed by one year as president. We also choose each year two new members of the IACM Board, each of whom serves a two-year term.

Please read the following candidate information and send your votes for one president-elect and two board members to the current IACM president-elect, Bruce Barry. You can cast your ballot in one of several ways:

- send Bruce an e-mail (write “elections” in the subject line)
- send a fax
- mail an (anonymous) letter

However you do it, please send your vote to Bruce by **December 15, 2001**. Here is his contact information:

Bruce Barry  
email: bruce.barry@owen.vanderbilt.edu  
Owen Graduate School of Management  
Vanderbilt University  
Nashville, TN 37203 USA  
fax: 615-343-7177

Remember to vote for one candidate for President-elect, and for two candidates for the Board. Your vote matters. Results will be announced after the first of the year. New officers assume their roles at the board meeting that immediately precedes the 2002 IACM conference.

Thank you for your participation in this important process for the organization.

### **Candidates for IACM President-Elect (vote for 1)**

#### **Sanda Kaufman**

Sanda Kaufman is Professor of Planning and Public Administration at the Levin College of Urban Affairs, Cleveland State University. She holds degrees in Public Policy Analysis (Ph. D., Carnegie Mellon's Heinz School of Public Policy and Management, 1985), Architecture and City and Regional Planning (B. Arch. 1975 and M.S.1977, Technion, Israel Institute of Technology). At the Levin College she teaches courses in quantitative reasoning, conflict management and strategic planning. Her peers selected her as Cleveland State University's best teacher for 1999.

Kaufman engages in research, practice, and evaluation of conflict management and third party intervention in public, organizational, environmental, and school disputes. She has planned and facilitated public committee meetings for Northeast Ohio's Regional Environmental Priorities Project, a consensus-building process for ranking the region's environmental risks. She has trained Cleveland Housing Court mediators and has facilitated community meetings. Currently, she is co-facilitating with the Consensus Building Institute an EPA pilot project to reduce the risks from air toxins in two Cleveland neighborhoods. For the past two years she has been a member of a multi-university research consortium funded by the Hewlett foundation to explore the role of framing in intractable environmental disputes. Her articles have been published in the *Journal of Conflict Resolution*, the *Negotiation Journal*, the *International Journal for Conflict Management*, *Fractals*, the *Journal of Planning, Education and Research* (JPER) and the *Journal of Architecture Planning and Research*.

Kaufman has been an active member of IACM since its founding, and she has served on its board and on several of its committees.

She has attended all IACM conferences, for which she has organized tracks, panels and symposia. She is Book Review editor for the *International Journal for Conflict Management* (IJCM). She is also regional representative on the Executive Committee of the Association of Collegiate Schools of Planning, and track chair for its annual conference. She is a member of the editorial boards of *IJCM*, *JPER*, and *Conflict Resolution Quarterly*.

Kaufman would like to engage IACM in enhancing the research-practice link through conference activities that facilitate mutual learning and enrich both conflict research and practice through the exchanges of ideas, information and findings.

### **Laurie R. Weingart**

Laurie R. Weingart is an associate professor of organizational behavior at the Graduate School of Industrial Administration (GSIA) at Carnegie Mellon University in Pittsburgh, Pennsylvania. She holds a BS from the University of Illinois, Champaign-Urbana in Industrial Psychology, and a MS and Ph.D. in Organizational Behavior from the J.L. Kellogg Graduate School of Management at Northwestern University. At GSIA, Laurie teaches MBA courses on negotiation and organizational behavior. She also teaches conflict management to students enrolled in an interdisciplinary course on integrated product development with colleagues from mechanical engineering and industrial design at Carnegie Mellon.

Her research interests include the examination of communication and dynamic processes in groups. Specifically, her research focuses on conflict management in work groups and the tactical behavior and cognitive processes of negotiators in both dyads and groups. She is also known for her research on group processes more generally. Her research has been published in the *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Journal of Experimental Social Psychology*,

*Cognitive Science*, *International Journal of Conflict Management*, and *Research in Organizational Behavior*, among others. Her research has been funded by both the NSF and industry grants. She has won awards for both her research and teaching. Her current research examines conflict and negotiation in cross-functional product development teams. In addition, she continues work examining social motives in negotiating groups.

Laurie has been an active member of the IACM since 1991. She served as Program Co-chair for the 1995 Conference of the International Association for Conflict Management in Elsinore, Denmark, and was elected to their Board of Directors from 1995-1997. Laurie is currently in her last year of a 5-year term in leadership positions within the Conflict Management Division of the Academy of Management. Notably, she served as Program Chair in 1998-1999 and Division Chair in 2000-2001. She has served as an associate editor of the *International Journal of Conflict Management* and serves on the editorial board of *Group Dynamics*. In addition, she is an ad-hoc reviewer for multiple journals, including *Organizational Behavior and Human Decision Processes*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, and *Organization Science*, among others. Finally, she serves on the Board of Directors for the Pittsburgh I Have a Dream Foundation.

## Candidates for IACM Board (vote for 2)

### William A. Donohue

William Donohue is currently a Distinguished Professor of Communication at Michigan State University. He received his Ph.D. in 1976 from The Ohio State University in Communication. Dr. Donohue has published over 50 articles in national and international communication journals and authored over 70 conference papers. He has won numerous awards from several associations for his research and teaching.

His most recent conflict-focused publications address relational issues in international negotiations and seek to learn the ways in which disputants negotiate relational parameters as a means of seeking more constructive outcomes. Dr. Donohue is also working in the area of adolescent violence prevention through the development of an assessment tool called CADY (Community Asset Development for Youth).

Dr. Donohue has also published four books in the area of conflict, communication, negotiation and mediation. His book, *Communication, Marital Dispute and Divorce Mediation* pulls together several studies of the communication strategies mediators use to manage disputes. His co-authored book, *Managing Interpersonal Conflict*, is a practical, hands-on tool for people to use in managing conflicts in their routine interpersonal contacts. Donohue has been involved in IACM from its inception.

### Robin L. Pinkley

Robin Pinkley is Associate Professor of Strategy and Entrepreneurship and the Director of the American Airlines Center for Labor Relations and Conflict Resolution at the Edwin L. Cox School of Business, Southern Methodist University. She was Chairman of the Organizational Behavior and Business Policy Department in the Cox School of Business from 1997 until 2000.

Pinkley was previously a Visiting Professor of Organizational Behavior at the J. L. Kellogg Graduate School of Management, Northwestern University. She received a Ph.D. in Social Psychology from the University of North Carolina at Chapel Hill. In addition, Pinkley is founder of the M2M Center for Strategic Negotiation.

Pinkley has been an active member of IACM and the Conflict Management Division of the Academy of Management since 1989. During this time she has served as Member at Large, Program Chair and Chairman of the Conflict Management Division of the Academy of Management. She has also served as the North American Chairperson of the Organizational Conflict Track of IACM. Pinkley was an Associate Editor of the *International Journal of Conflict Management* and is currently an ad-hoc reviewer for the *Academy of Management Journal*, *Academy of Management Review*, *Organizational Behavior and Human Decision Processes*, *Administrative Science Quarterly*, and the *Journal of Personality and Social Psychology*.

Pinkley's research focuses on the implications of a "gain-gain" as opposed to a "win-win" approach to negotiation, the potential sources and consequences of negotiator power, the implication of "fair" as an outcome heuristic and the strategic application of anchors and accounts in negotiation (i.e., Value context theory). Her work concerning negotiation and managerial conflict intervention has appeared in the *Academy of Management Journal*, *Academy of Management Review*, *Organizational Behavior and Human Decision Processes*, *Journal of Applied Psychology*, *Journal of Experimental Social Psychology*, *Personality and Social Psychology Bulletin*, *Journal of Social and Clinical Psychology*, and *The International Journal of Conflict Management*. She has also co-authored (with Greg Northcraft) the book "Get Paid What You're Worth: The Expert Negotiators' Guide to Salary and Compensation."

Pinkley's research has earned her a Best Paper Award for the Conflict Management Division of the Academy of Management, the Edwin L. Cox Outstanding Researcher Award, a Corrigan Fellowship, a Dorothy Cullum Fellowship and a Marilyn & Leo F. Corrigan Junior Faculty Endowment. She also received Southern Methodist University's Golden Mustang Award for her innovative teaching.

### **Elizabeth C. Wesman**

Betsy holds a Bachelor's Degree from Smith College, a Master's Degree from Northwestern University and a Ph.D. from the New York State School of Industrial and Labor Relations at Cornell University. Between her Master's Degree and Ph.D., Betsy taught economics for five years at LeMoyne College in Syracuse, New York. Following receipt of her doctorate, she taught Labor Relations, Human Resources, Compensation, Conflict Management, and Staffing for 20 years at the Syracuse University School of Management, becoming Professor Emerita in 2000. Her areas of research and publication included employment discrimination, the effectiveness of organizational dissenters, and alternative approaches to EEOC dispute resolution.

Although allegedly retired from research and teaching, Betsy is co-recipient of a National Endowment for the Humanities grant to teach justice, cultural acceptance and citizenship to third graders in a multiracial school district. She and her co-recipients have developed a full-year integrated teaching curriculum which is being pilot tested this academic year. They hope eventually to publish it for general use among elementary schools.

During her time as a professor, Betsy also began to develop her labor arbitration practice. She now practices labor arbitration full time, in addition to teaching occasional workshops in labor arbitration. She was recently elected to membership in the National Academy of Arbitrators.

In her leisure time Betsy is a competitive barrel racer with one regional championship in her class, and she has qualified for the National Barrel Horse Association and New York State Horse Council championships two years in a row.

Betsy has been a member of the IACM for about 10 years. She has previously served on the Board, as a frequent reviewer for program papers, and as Arrangements Chair for the 1994 Annual Conference at Cornell University. "I have found the IACM to be the most intellectually stimulating (and fun!) group of academic/practitioners of any organization to which I have ever belonged. I would very much enjoy an opportunity to be of further service by participating in the Board."

---

## ***Quick and Convenient Access to Research Results***, by Cathy Tinsley

Our colleagues in economics, finance, and related fields have had for some time now an online system and network for posting and sharing working papers. This system, called Social Sciences Research Network (SSRN) is now expanding to include other social sciences, and we in fields of conflict and negotiation are starting to delineate our corner of the system. A consortium of scholars led by Harvard's Program on Negotiation (PON) and including members of the Academy of Management's Conflict Management Division and IACM have been working to get this system up and running. By early 2002 we hope to have in place the means for all of us to post and share working papers and abstracts through this system.

SSRN is a network that was developed for rapid worldwide dissemination of social science research. It is composed of a number of specialized research networks in each of the social sciences (economics, law, management, etc.) For negotiations and conflict resolution (which is part of the management network), the field has been categorized into the following sub-areas, called abstracting journals or "AJ": two-party negotiations, negotiation processes and communications, decision making, justice, multi-party negotiations, third party intervention, conflict and dispute resolution, culture and conflict, and negotiation applications.

As a user, one can search the SSRN eLibrary which consists of two parts: an Abstract Database containing abstracts on over 32,500 scholarly working papers and forthcoming papers and an Electronic Paper Collection currently containing over 16,100 downloadable full text documents in Adobe Acrobat pdf format. Here you can learn about the newest research in your area of choice.

In addition to simply browsing the SSRN eLibrary, you can view the current top ten documents (those with the most hits) or search the eLibrary for papers by title, author, or journal/topic. Moreover, you can get regular email updates for your content areas of choice.

As an author, you are encouraged to post abstracts and full text copies of your current working papers to all of the specialized areas in which your manuscript fits. For example, a study on managerial third party decisions across cultures might be posted to three areas—decision-making, third party intervention, and culture and conflict. For accepted submissions to the 15<sup>th</sup> annual IACM conference in 2002, authors will be notified directly of SSRN and encouraged to submit their abstract and full text working paper to a special "IACMconference2002" AJ. SSRN also publishes detailed author contact information including email addresses for authors of each paper. This way readers can communicate directly with authors and other subscribers concerning their own and others' research. SSRN's database now represents a rich and up-to-date professional directory with full contact information for over 21,000 authors in its fields of interest.

## ***Spotlight on IACM Members***

### ***Catherine Byrne***

I was awarded a fellowship this past summer to attend the Solomon Asch Center for the Study of Ethnopolitical Conflict 10 Week Summer Institute at the University of Pennsylvania in Philadelphia. I was also awarded a SPSSI Clara Mayo Grant for my pre-dissertation research on “Excuses and Justifications for Political Acts of Violence: Their Impact on Reconciliation in South Africa.”

### ***Barbara Gray, Linda Putnam, Roy Lewicki, Sanda Kaufman***

The Consortium on the Framing of Intractable Environmental Conflicts has received a \$300,000 grant from the Hewlett-Packard Foundation to continue research on the framing of intractable environmental conflicts. IACM Members involved in this project include Barbara Gray, Ralph Hanke, Linda Putnam, Roy Lewicki, Michael Elliott, and Sanda Kaufman.

The Consortium has a new book coming out on the first phase of this research called, [Making Sense of Intractable Environmental Conflict](#), which should be available from Island Press in Spring 2002.

### ***Helena De-Sevilia***

I have received a grant from the Abraham Fund for the project, “Jewish-Arab Cooperation in Confronting Violence in Schools.” I also received a grant from the ministry of justice to conduct a formative evaluation of two community meditation centers in Northern Israel.

### ***Eytan Gilboa***

In recent years I have been working on a project exploring the effect mass communication, particularly global communication, is having on the conduct of diplomacy and international negotiation. This is a highly multidisciplinary project as it combines contributions from communication, international relations, and political science. In the first phase of the project, I have developed new theoretical frameworks and conceptual models to analyze interactions between media and contemporary diplomacy. Those were published in journals including *International Negotiation* and *Communication Theory*. In the second phase, I intend to develop an integrated theory of mass communication and international negotiation through extensive application of models to major case studies. I will pursue elements of this research at the Joan Shorenstein Center on the Press, Politics and Public Policy at Harvard’s Kennedy School of Government, where I have won the Shorenstein Research Fellowship. (gilboa@hait.ac.il).

### ***Roy J. Lewicki***

I was selected Editor of the *Academy of Management Learning and Education*, a new journal devoted to the scholarship of teaching and changes and shifts in management education.

### ***Ray Friedman***

In October, I launched the Vanderbilt Negotiation Project, a web-based negotiation journal designed to collect data world wide from practicing negotiation. Carsten De Dreu of the University of Amsterdam and I designed this site. Visit [www.vanderbilt.edu/negotiation](http://www.vanderbilt.edu/negotiation)

Please send information for the next SIGNAL issue’s “Spotlight” to Communications Director, Jessica Katz Jameson at jameson@unity.ncsu.edu

## ***Member Publications***, Compiled by Catherine Rhyne, NC State University

### **In Press**

Atkin, C. K., Smith, S. W., Roberto, A. J., Fediuk, T., and Wagner, T. "Correlates of Verbally Aggressive Communication in Adolescents." *Journal of Applied Communication Research*. (In Press)

Billikopf-Encina, G. "Contributions of Caucusing and Pre-Caucusing to Mediation." *A Research and Applications Journal*. (In Press)

De-Sevilia, H. "Promoting Coexistence by Means of Conflict Education: The MACBE Model." *The Journal of Social Issues: Improving Arab-Jewish Relations in Israel: Theory and Practice in Coexistence Education Programs*. (In Press)

Gelfand, M. J., Nishii, L. H., Holcombe, K., Dyer, N., Ohbuchi, K., & Fukumo, M. (in press). Cultural influences on cognitive representations of conflict: Interpretations of conflict episodes in the U.S. and Japan. *Journal of Applied Psychology*.

Hoffman, A. J., Riley, H., Troast, J. G., and Bazerman, M. H. "Overcoming Cognitive and Institutional Barriers to Cooperation." *American Behavioral Scientist*. (In Press)

Meyer, G., Roberto A. J., and Atkin, C. K. "A Radio-Based Approach to Promoting Gun Safety: Process and Outcome Evaluation Implications and Insights." *Health Communication*. (In Press)

Murnighan, J. K., and Mowen, J. C. *The Art of High-Stakes Decision-Making: Tough Calls in a Speed-Driven World*. (In Press)

Roberto, A. J., Meyer, G., Johnson, A. J., Atkin, C. K., and Smith, P. K. "Promoting Gun-Trigger Lock Use: Insights and Implications from a Radio-Based Health Communication Intervention." *Journal of Applied Communication Research*. (In Press)

Valley, K., Thompson, L. L., Gibbons, R. and Bazerman, M. H. "How Communication Improves Efficiency in Bargaining Games." *Games and Economic Behavior*. (In Press)

Wade-Benzoni, K. A., Hoffman, A. J., Thompson, L. L., Moore, D., Gillespie, J., and Bazerman, M. H. "Contextualizing Environmental Negotiations: Uncovering Barriers to Efficient Agreements." *Academy of Management Review*. (In Press)

Wade-Benzoni, K. A., Okumura, T., Brett, J. M., Moore, D. A., Tenbrunsel, A. E., and Bazerman, M. H. "Cognitions and Behavior in Asymmetric Social Dilemmas." *Journal of Applied Psychology*. (In Press)

Troast, J., Hoffman, A., Riley, H., and Bazerman, M.H. "Institutions as Barriers and Enablers to Negotiated Agreements: Institutional Entrepreneurship and the Plum Creek Habitat Conservation Plan." *Organizations Policy, and the Natural Environment: Institutional and Strategic Perspectives*. (In Press)

## Recent Article Publications

Adair, W., Okumura, T., & Brett, J. M. (2001). Negotiation behavior when cultures collide: The U.S. and Japan. *Journal of Applied Psychology*, 86(3), 371-385.

Blount, S. and Janicik, G. "When Plans Change: Examining How People Evaluate Timing Changes in Work Organizations." *Academy of Management Review*.

Colquitt, Jason, Conlon, Don, Wesson, Mike, Porter, Christopher, and Yee, K. "Justice at the Millenium: A Meta-Analytic review of 25 years of Organizational Justice Research." *Journal of Applied Psychology*, Vol. 86, 425-445.

Galinsky, A. D., & Moskowitz, G. B. (2000). "Perspective-taking: Decreasing stereotype expression, stereotype accessibility, and in-group Favoritism." *Journal of Personality and Social Psychology*, 78, 708-724.

Gelfand, M. J. & McCusker, C. (2001). Metaphor and the cultural construction of negotiation: A paradigm for theory and research. In M. Gannon & K. L. Newman (Eds.) *Handbook of cross-cultural management*. New York: Blackwell.

Gilboa, E. (2000). Mass Communication and Diplomacy: A Theoretical Framework. *Communication Theory*, 10 (3), 275-309. (Won the 2001 Best Article Award of the International Communication Association).

Gilboa, E. (2001). Diplomacy in the Media Age: Three Models of Uses and Effects. *Diplomacy and Statecraft*, 12 (2), 1-28.

Gross, M.A., and Guerrero, L.K., "Managing Conflict Appropriately and Effectively: An Application of the Competence Model to Rahim's Organizational Conflict Styles." *International Journal of Conflict Management*, Vol. 11, 200-226.

Mollica, Kelly, and Gray, Barbara. "When Lay-off Survivors Become Lay-off Victims: Propensity to Litigate." *Human Resource Planning*, Vol. 24, 22-32.

Ohbuchi, K., Suzuki, M. and Hayashi, Y. "Conflict Management and Organizational Attitudes among Japanese: Individual and Group Goals and Justice." *Asian Journal of Social Psychology*, Vol. 4, 93-101.

Takaku, S., Weiner, B. and Ohbuchi, K. "A Cross-Cultural Examination of the Effects of Apology and Perspective Taking on Forgiveness." *Journal of Language and Social Psychology*, Vol. 20, 144-166.

## Recently Published Books

Bazerman, M. H., Baron, J., and Shonk, K. *Influence in Action: A Student Handbook*.

Gilboa, E. (2001). Diplomacy in The Age of Global Communication. In Ben-Zvi, A. and Klienman, A. (Eds.), *Global Politics*, pp.21-38. London: Frank Cass.

## Upcoming Book Chapters

Barry, B. "Influence Tactics in Organizations From a Social Expectancy Perspective." *The Use and Abuse of Power*, 14-40.

---

## ***Position Announcement***

***Cal State University, Dominguez Hills***

Associate or Full Professor, Behavioral Science Graduate Program [BSGP] effective August 2002. Tenure-track appointment. BSGP administers Masters degrees in Gerontology and in Negotiation and Conflict Management. Between 100 and 125 earned masters degrees are awarded each year, approximately half to students who have completed their degrees by interactive Internet television without ever having to come to the campus, a program rated by *Forbes* magazine among the twenty best distance learning programs in the United States. Additional information can be obtained from David Churchman, 310.243.3770 or [dchurchman@csudh.edu](mailto:dchurchman@csudh.edu)

Doctorate required in one of the social sciences or a closely related field. Candidate should be prepared to teach in and coordinate master's option. Knowledge of one or more among family, labor, organizational, public policy, and international conflict management. Knowledge of a broad range of theoretical approaches to understanding conflict. Practical knowledge of arbitration, mediation or negotiation. Demonstrated record of or potential for excellent teaching and scholarship. Willingness to teach evenings and weekends, and on interactive television. Desirable qualifications: Familiarity with gerontology issues with expertise in at least one of the following areas: aging process, community services, health and long-term care, retirement planning, and social policy.

Broad liberal arts education with strengths in areas such as humanities, languages, and natural sciences. Knowledge of computer applications and modeling. For the rank of Full Professor, experience administering graduate programs.

Applicants should submit a letter of interest, curriculum vitae or resume, unofficial graduate transcripts (if doctorate was received after December 1996), and the phone number and postal and e-mail addresses of three people willing to provide references. Applicants should indicate in the letter what aspects of conflict management and/or gerontology most interests them both with regard to teaching and scholarship.

Review of applications will begin 28 January 2002 and continue until the position is filled.

CSUDH is strongly committed to achieving excellence through intellectual diversity. AA/EEO.

## *Signals on the Horizon*

by Bruce Barry, IACM President-Elect  
(bruce.barry@owen.vanderbilt.edu)

Following the stunning events of September 11, and with the story of its aftermath yet to be written, it is clear that the study of conflict and dispute resolution has never been more important. But while the *raison d'être* of IACM may be compelling to an unprecedented degree, we still must struggle to “matter”—to have an impact on theory and practice that genuinely affects how people think about conflict management. Doing that means, at least in part, carrying the organization forward. It was an honor to learn last year that I was elected to follow Carsten De Dreu as IACM President next summer. Now, though, the feeling is more like “humbled”—overwhelmed, really, that in these bizarre and difficult times of global angst and upheaval I would even pretend to be able to lead an organization called the International Association for Conflict Management.

But move ahead we must. As president-elect this year, my principal responsibility is to select a venue, appoint a program chair, and identify a local arrangements team for the 2003 conference. In keeping with the pattern of IACM's geographic migration over the last decade, 2003 is slated to be a year in which the conference is held outside North America. All previous conferences held outside North America since the organization's inception have been held in Europe (Belgium, The Netherlands, Denmark, Germany, Spain, France – am I leaving any out?).

In recent years, however, there has been a rising volume of voices within the organization urging us to look beyond simply western Europe for venues outside North America. There are multiple reasons why this is worth serious consideration. One is the fact that other parts of the world, including central Europe, the Middle East, and Asia/Pacific, are well represented in our membership rolls.

A second is the feeling that there are conflict scholars and practitioners in other parts of the world who are unable to travel half the globe every year to join us, but who would be drawn into our organizational orbit with a regionally situated conference. A third perspective comes from those who wonder how we can lay claim to being a truly “international” society as long as we confine the venue for our principal activity—the annual conference—to a limited set of geographic options.

My view is that these arguments for broadening the geography of our annual meeting are all compelling. At the same time, responsible stewardship of the organization and its future means we have to balance our wish for new venues with the practical aspects of running a conference that will draw enough participants to be successful and allow the organization to remain healthy and viable. The good news is that right now the financial and membership infrastructure of the organization is healthy, having had in recent years a string of particularly successful conferences. On the other hand, the events of September 11 make this a difficult time to ponder and plan a far-flung international conference in an unfamiliar (for the organization) location, knowing as we do that many are currently apprehensive about international travel—and more importantly, having utterly no way of knowing what the mood or political climate will be in the year 2003.

Having said all of that, and having engaged in a process of consultation on these matters with current and recent members of the IACM Board, I believe the time is right to seriously entertain conference venues outside of Europe and North America. I do not yet have an announcement to make on the conference site for 2003. What I can say, as this edition of *Signal* goes to press, is that we are fortunate to have willing and able local arrangements teams pulling together exploratory proposals for the 2003 conference in three different countries on three continents: Australia, Turkey, and Ireland.

(Continued next page...)

Ultimately, the decision on where to situate the conference is based on a constellation of factors having to do with the specific meeting and lodging arrangements available in a possible place, the extent of support available from local universities or other institutions, the appeal of special conference events, and of course, the costs involved in pulling it off. The venue for 2003 should be announced in the first quarter of 2002. I appreciate your patience and welcome your input.

---

## ***Members Surveyed on SIGNAL, Web Site Use***

*By Catherine Rhyne and Jessica Katz Jameson*

We recently distributed an on-line survey requesting your thoughts on the transition of our newsletter, SIGNAL to the online format. Thank you to those who took the time to respond so that we can improve our publication and better serve our members.

Out of 300 current members, only 45 responded to our online survey questionnaire. To our great concern, we found that of those 45 respondents, over half (53.3%) were unaware that the SIGNAL Newsletter is available on the web, and 64% said they had not read the publication. Of those who had read the newsletter, 58.8% found that it was very easy to access, 23.5% found it somewhat easy, 5.9% found it somewhat difficult, and 11.8% found it very difficult.

50% of respondents said they were more likely to read the newsletter online, 22.2% said they would print it out, and 27.7% of respondents do both.

72% of respondents said that they use other forms of online media, and 27.9% do not.

Surprisingly, most respondents (66.7%) said that they visit the IACM Website only 1-5 times per year. 22.2% of members never visit the site, 6.7% visit 6-10 times per year, and only 4.4% visit the site more than ten times per year.

The main reason respondents said that they visit the IACM Website is for conference information and calls for submissions. Respondents said they would be motivated to visit the site if member contact information were posted. 86-90% of respondents said they were comfortable allowing their name, affiliation, title, and email address to be listed on the site.

The results of this limited sample suggests several things:

1. The site is a very useful and easily accessible source.
2. We need to do a better job spreading the word about SIGNAL and encouraging people to read it.
3. We should consider adding member contact information to our web site, and will probably be in touch with members soon to see if we can get this process started.

## ***CRInfo database customized for IACM as www.crinfo.org/iacm,***

*by Christopher Honeyman and Heidi Burgess*

Did you know that the massive CRInfo database about conflict resolution has been customized for the interests of IACM members? For that matter, is this resource “news to you” altogether?

CRInfo is a free service, funded by the Hewlett Foundation, which uses the Internet to make quality conflict resolution information much more accessible to scholars, students, formal and informal intermediaries, journalists, disputants, and the general public. Far beyond being “just another web site,” CRInfo is a clearinghouse which provides links to and information about almost 13,000 other resources: Web sites, scholars, books, articles, organizations, programs, events, job and career opportunities, education and training programs, and lists of practitioners working in the field — including a special list of 125 particularly experienced practitioners and scholars who are willing to provide advice on new research (see [www.crinfo.org/guide](http://www.crinfo.org/guide)). This information is particularly useful to people with research deadlines to meet and with courses to teach, and it includes a great deal of information that’s more up to date than any library can be. For instance, in the environment prevailing since the September 11 attacks, teachers of conflict management may find particularly useful CRInfo’s daily news feed, which automatically searches for and posts major stories in 15 categories. All CRInfo material is searchable with a variety of browse and search tools, ranging from simple searches to a “Power Search System” and full-text searching of over 7,000 Web pages. Since this project is foundation-funded, all of the information is available for free.

The customized version is [www.crinfo.org/iacm](http://www.crinfo.org/iacm) and is designed to put near the “front page” the materials most likely to be most used by IACM members. But you need not accept it as is; we are actively seeking your input into further improvements, and are willing to revise the IACM version at any time.

### What CRInfo includes

Using CRInfo, you can easily find the most relevant sources among

- 7,000 content-rich web pages (with more being added every week).
- 4,000 books and articles
- 2,000 nonprofit conflict resolution organizations, together with a growing list of projects and programs being pursued by these organizations. Many of these have internship and other opportunities open to students. Links to listings of hundreds of commercial (for-profit) service providers are also available.
- a daily “breaking news” section
- events (primarily conferences) as well as links to lists of nonprofit and commercial training programs.
- lists of scholars, trainers, and service providers – numbering hundreds of people overall.

### Searching and Browsing

You can search and browse the CRInfo site in a variety of ways. The browse system uses a set of nested menus, similar to those used by Yahoo. Alternatively, you can use one of two direct search systems. The first system, called “catalog search,” searches the titles, authors, organization names, descriptions, and keywords of web sites, print resources, organizations, programs, events, and people as the information has been entered by the CRInfo staff. (Continued next page...)

The second search system, called “robot search,” sends a computer robot out to search the full text of all of the pages in the Web resources database. (While the “robot” search returns more comprehensive results, the personal attention of trained staff on defining “catalog” entries means those results are usually more focused, and hence the catalog search often has a higher proportion of “good hits.”) Both the catalog search and the robot search have “power” versions that allow experienced users to specify what they are seeking more exactly than is possible by simply typing a string of words in the search boxes.

#### Other Topical Editions and Newsletters:

In addition to the IACM edition and the main edition (which organizes the material towards “generic” conflict resolution user interests) you and your students can access other special topical editions which contain all the resources of the main edition, but highlight articles on special topics. Different editions focus on business, interpersonal, intergroup, international, and environmental/public policy conflicts, and legal ADR (alternative dispute resolution). Other components of CRInfo accessible through each edition, but in differing order of priorities according to the edition you choose, include information about jobs and careers, education and training opportunities, and online discussions.

For more information, please go to [www.crininfo.org/iacm](http://www.crininfo.org/iacm) or contact the project co-directors, Guy Burgess and Heidi Burgess, at [burgess@crinfo.org](mailto:burgess@crinfo.org).

---

## ***Practitioner Profile:***

***Repairing The Harm***, by Karen Kolberg, University of Wisconsin, La Crosse

A family comes home one night to find that their house has been broken into. Many things begin to go through their minds like, what should be done next and how will they even begin to cope with what has happened. Months pass, the burglar is caught, but the family still doesn't feel safe in their own home. How will they ever be able to overcome this ordeal and get on with their lives?

One solution that has proved to be beneficial to many families in this situation is victim mediation and counseling. The Coulee Region Mediation & Restorative Justice Program (Coulee Region MARJ) located in La Crosse, Wisconsin is just one of these organizations that helps children and adults that have been victimized in some way. This particular form of mediation became more prevalent in communities in the 1970's and continues to grow today. This particular organization began in 1986 and as the years have passed the mediators have seen the community of Coulee Region grow closer.

The process begins by the offender being referred to the organization. A judge, a caseworker, the D.A. office, or a parole officer can refer offenders, and in rare cases the offender may even recommend themselves for the program. It is important to know that participation in this organization is completely voluntary and the offender or victim may not always comply.

After the referral has been made the Coulee Region MARJ determines if the client is appropriate for the program. If the client does meet the criteria they are then assigned a trained mediator. The mediator will then contact the victim and the offender both separately and explain the program and the importance of participation. If the victim and offender agree to meet the mediator will set up a time.

(Continued next page...)

In this meeting the case is discussed, restitution is negotiated and a contract is signed and a written summary are sent to the referring agency. This process encourages the offenders to take responsibility for their behavior and participate with their victim on how to make things right.

According to an interview with Sue Weise, the offenders and victims have a wide spread of ages, and the Coulee Region MARJ works with both the young and old. The crimes can range from being bullied at school to homicide. No matter the severity of the crime, all of the situations are taken very seriously. The results vary from case to case and can range from a simple apology to community service along with a jail sentence.

Other services that the Coulee Region MARJ offers are Small Group Conferencing and Educational Groups. Small Group Conferencing uses a small group forum in which all concerned parties can discuss the incidents that occur and have part in the productive resolution. The forum includes the young offender, their parents/guardians, and others affected or involved by the offender's actions. The conference can involve up to thirty people and a trained mediator facilitates it.

Educational groups also involve juveniles and the mediation services provides educational and skill-building groups for the individuals. They get skills training in communication skills, anger management, decision-making, and problem-solving skills.

Sue Weise also commented on further research she would like to be seen in this area of mediation. She would really like to see more research done in the area of victim satisfaction with mediation. It is really important to see if the victim feels as if justice has been done. And since the area has only been around since the 1970's much can be done in the way of research for this area.

---

## ***Announcement***

I am a Professor of Management Information Systems at Drexel University in Philadelphia, Pennsylvania, USA. I have been conducting research for over a year on the concept of TRUST in technology by users, specifically information systems technology.

The research under investigation explores what one means when he/she indicates a trust in the inanimate technological entity. In particular, the research attempts to determine if what constitutes trust differs based on geographical region or culture. Fukayama (1995) suggests that what constitutes trust in interpersonal scenarios differs depending upon culture. An element of this research is whether trust in the information systems technology also differs. A secondary exploration investigates how an individual builds trust in the information system technology. This research stream focuses on what factors influence an individual's trust building process and how trust is built.

I am seeking to expand my research to test the preliminary results in settings/cultures/contexts, beyond that of the United States.

I am looking for anyone in a corporate or academic setting that could assist me in providing access to international corporations/organizations for data collection. I would welcome joint publication of results for those who have a similar scholarly interest.

If you are interested, or if you can help me link to a person, institution or corporations that might be interested in permitting data collection/access, please contact me by email at [lippert@drexel.edu](mailto:lippert@drexel.edu).

OR... if anyone has access to a LIST that connects research institutions all over the world, please forward link this message... e.g. \*.\*.edu.

Susan K. Lippert, Ph.D.  
Drexel University  
Philadelphia, PA, USA  
[lippert@drexel.edu](mailto:lippert@drexel.edu)

Please contact me for an abstract of the research.

## *Tips for reading Signal on-line (using Acrobat Reader)*

For those who are seeing the electronic version of *Signal* for the first time we thought we would continue to include tips for using Acrobat Reader. (Of course, once you successfully download *Signal* you can print it out and read it the old-fashioned way if you prefer!) We hope the following tips will facilitate your adjustment to the on-line format. Please contact **Jessica Katz Jameson** ([jameson@unity.ncsu.edu](mailto:jameson@unity.ncsu.edu)) with any comments or feedback on reading *Signal* on-line.

\*Table of contents - when the file is first opened, you will see a table of contents on the left side. This is a useful way to quickly scan the contents and immediately move to articles of interest. You can hide the table of contents by dragging the vertical divider to the left, which will free up a lot of screen space and make *Signal* easier to read. We recommend that you display the bookmarks to move around the document quickly, then hide them to read a column.

\*Moving between pages - the easiest way to do this is to use your page up/page down keys or the arrows. This is generally easier than using the mouse.

\*Page-view buttons - there are three buttons that resemble sheets of paper that enable you to look at an entire page. They offer quick access to three different zoom levels if you want, for example, to see how long an article is before you start reading it. Once you have oriented yourself, you should use the zoom tool to magnify the area you wish to read.

\*The zoom tool - this is the magnifying glass button in the upper left of the screen, next to the "hand" button. When you click and drag with the mouse over the text you want to read it fills the entire screen and makes the text much easier to read.

\*The hand tool - this is next to the zoom tool and allows you to pick up and move text around on your screen. It takes a little getting used to but can make movement within and between columns easier than using the scroll bars.

\*The text tool - Use the text tool to copy materials out of the newsletter. In Reader version 3 this button has an a-b-c in a box, in version 4 it has a capital T on its face. After clicking this button drag on the text and right mouse click to get a menu. Note that the text in the newsletter is unlocked so you can copy conference dates, e-mails, and URLs, etc. and paste them into your favorite application.

---

## *Announcements*

### **Academy of Management 2002 Special Call: Collaborative Research, Context, and Knowledge Creation**

The Research Methods (RMD), Management & Organizational Cognition (MOC) and Organization Development & Change (ODC) Divisions are pleased to announce a special forum for the Academy of Management Meeting in Denver, CO, August 9-14, 2002 addressing knowledge creation and the context of collaborative research. Our purpose is to promote inquiries and conversations about context, ways of being, and ways of relating that mutually engage academics and practitioners in creating useful knowledge for both managers and scholars. Papers, symposia, etc. are welcomed from all management disciplines and diverse perspectives. We especially invite practitioners to participate in this Call. Contact Dan Twomey, (973) 443-8802, <mailto:dtwomey@mailbox.fdu.edu>. Additional information and a threaded discussion for this Call are available at [CHRMS.org](http://CHRMS.org). Submission guidelines are available at the AoM web site <http://www.aom.pace.edu/>. Also you may wish to contact the Program Chairs of the three sponsoring divisions: Tojo Thatchenkery, RMD, [joseph@gmu.edu](mailto:joseph@gmu.edu); Pamela Barr, MOC, [mgtpsb@langate.gsu.edu](mailto:mgtpsb@langate.gsu.edu); or Chris Worley, ODC, [chris.worley@pepperdine.edu](mailto:chris.worley@pepperdine.edu). (Continued next page...)

## **Graduate Research Fellowship Program**

The Program on Negotiation at Harvard Law School is accepting applications for the Graduate Research Fellowship program for fall 2002. The fellowships are designed for students from any discipline, who are writing dissertations related to alternative dispute resolution. The fellowships are for one academic year, are residential, and carry a stipend. The program offers an opportunity to work with the many Boston area faculty members and students in the field. Fellows participate in many activities of the Program on Negotiation. Applications are due January 1, 2002. For more details about the fellowship program and application procedures, see the website: <http://www.pon.harvard.edu/>.

## **Research/Study Team On Nonviolent Change - Call for Presentations**

You are invited to make a presentation at The 17th Annual Meeting of the international, interdisciplinary Research/Study Team on Nonviolent Large Systems Change being held May 19-21, 2002 at the Palwaukee Inn and Conference Center in Wheeling, Illinois, 8 miles North of Chicago's O'Hare Airport in Greater Chicago. We are looking for individuals and organizations that are interested in finding nonviolent ways to solve conflict. We expect that volunteers for the O.D. consulting team to Northern Ireland and organizers from Northern Ireland will be there to discuss a nonviolent peacemaking plan for Northern Ireland. Registration for this meeting is free as a contribution from The O.D. Institute towards building a world more at peace. A room with three meals cost about US\$125 per day in a single and \$85/person/day in a double. Please contact the Palwaukee Inn 1-800/537-8423 or 847/537-9100 for room reservations. For more details on the meeting, please contact Dr. Donald W. Cole, RODC, E-mail: [DonWCole@aol.com](mailto:DonWCole@aol.com) or <http://members.aol.com/odinst>.

## **IO - OB Graduate Student Conference**

The University of South Florida is hosting the 23rd Annual IO-OB Graduate Student Conference to be held March 1-3, 2002. All graduate students in IO, OB, HR and business programs across the country are invited. We have several exciting things planned, including student presentations on Friday, over 40 professionals speaking on Saturday, and a closing by Denise Rousseau on Sunday. Other keynotes include Walter C. Borman and Angelo DeNisi. For more information, please visit our website at <http://www.ioob.org/>

***Resources for Conflict Management***, compiled by Karen Kolberg, University of Wisconsin, La Crosse

- BNA Editorial Staff.** (2000). *Grievance guide*. 10<sup>th</sup> Edition. BNA Books. US\$55.
- Carrell, M., & Heavrin, C.** (2000). *Labor relations and collective bargaining: Cases, practices and law*. Prentice Hall. US\$94.
- Cloke, K., & Cloke, K.** (2001). *Mediating dangerously: The frontiers of conflict resolution*. John Wiley & Sons. US\$36.
- Deutsch, M., & Coleman, P.** (2000). *The handbook of conflict resolution: Theory and practice*. Jossey-Bass. US\$70.
- Dukes, E., Pisolism, M., Stephens, J., & Stephenson, J.** (2001). *Reaching for higher ground in conflict resolution: Tools for powerful groups and communities*. John Wiley & Sons. US\$38.
- Feldacker, B.** (2000). *Labor guide to labor laws*. Prentice Hall. US\$70.60.
- Horn, N., & Horton, J.** (2001). *Non-judicial dispute settlement in international financial transactions: Studies in transactional economic law*. Kluwer Law International. US\$130.
- Ilardo, J., & Rothman, C.** (2001). *Are your parents driving you crazy? How to resolve the most common dilemmas with aging parents*. Vanderwyk & Burnham. US\$14.95.
- Juenger, F.** (2001). *Selected essays on the conflict of laws: Transnational classics in international law*. Transnational Pub. US\$125.
- Katsh, E., Rifkin, J., & Katsh, E.** (2001). *Online dispute resolution: Resolving conflicts in cyberspace*. Jossey-Bass. US\$35.
- Kushner, H.** (2001). *Living a life that matters: Resolving conflict between conscience and success*. Knopf. US\$13.20.
- Mayer, B.** (2000). *The dynamics of conflict resolution: A practitioner's guide*. Jossey-Bass. US\$38.
- Stephenson, D.** (2001). *Arbitration practice in construction contracts*. 5<sup>th</sup> Edition. Blackwell Science Inc. US\$66.95.
- Stoppi, M.** (2001). *Commercial arbitration in the Caribbean: A practical guide*. University Press of the West Indies. US\$44.95.
- Trommler, F., & Shore, E.** (2001). *The german-american encounter: Conflict and cooperation between two cultures, 1800-2000*. Berhahn Books. US\$72.

---

***Editor's note***, Jessica Katz Jameson

I want to thank all the IACM members who responded to our requests for information about your recent publications and research. Also thanks to the IACM officers and everyone else who contributed to this edition of *Signal*. I would like to acknowledge the hard work of **Catherine Rhyne**, a technical writing student at North Carolina State University. Catherine deserves all credit for *Signal's* new look and she helped IACM save money by doing the newsletter layout without outside assistance. Catherine also handled proofing and member correspondence for this issue of *Signal*.

Thanks also go to **Karen Kolberg**, a senior communication studies major at University of Wisconsin who contributed a number of columns including the practitioner profile. If there is information you would like to see included in the future or if you have contributions for future issues, please send them to **Dr. Jessica Katz Jameson**, IACM Communications Director, Department of Communication, North Carolina State University, Campus Box 8104, Raleigh, NC 27695-8104, USA. Tel: (919) 513-1477. Fax: (919) 515-9456. E-mail: jameson@unity.ncsu.edu. *Signal* is published twice yearly by the *International Association for Conflict Management* and is available on the IACM web site at [www.iacm-conflict.org](http://www.iacm-conflict.org).