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**PRESIDENT'S CORNER, BY TERRY BOLES, 2004  
IACM PRESIDENT**

Since taking over the reins of IACM from Laurie Weingart at Pittsburgh in June of this year, it has been a very busy time for me and the Board. Not only have we been working on issues related to our conference activities, but we have also spent considerable time working on issues related to the association's journal, IJCM. In this column I want to update you on all these activities and also take this opportunity to thank you for showing your confidence in me by electing me as your President. I am doing my best to deserve that confidence and it helps that I am working with such a capable and committed Board. Most of the work of the association goes on behind the scenes, and you should all be aware of how hard your Board works to keep the association vibrant.

Looking Back: Comments on the Pittsburgh Conference

The Pittsburgh conference was a smashing success. The hotel, meeting rooms, programs, outings, food, and service were all outstanding. The Fallingwater and white water rafting tours were both hits, as was the exquisite dinner in the History Center. Congratulations to Laurie Weingart, Linda Moya (local arrangements chair), and Zoe Barsness (program chair) for putting together such a wonderful conference. I know my experience there completely changed my (uninformed) attitude toward Pittsburgh, as I imagine it did for many others. Laurie and her team did a great PR job for the city. The only lament was that we had a beautiful view of the baseball stadium from the hotel, but the Pirates weren't playing at home.

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In addition to the column on p. 5 of SIGNAL, Zoe Barsness has posted information about the IACM 2004 conference on the website at: <http://www.andrew.cmu.edu/org/IACM2004/>. Abstracts and/or papers can be found at <http://www.ssrn.com/link/IACM-2004.html>. Thanks to Zoe for getting all these documents on-line.

The Pittsburgh conference was a celebration of the 20<sup>th</sup> year of IACM as an association. It also marked the first meeting of the Advisory Council. Dan Druckman was elected as the Council president and was instrumental in getting the Council established. The members of the Council are listed on our web page (as well as p. 8 of SIGNAL); they include past presidents and lifetime award winners. We thank them for their continued support of IACM and for serving as a sounding board for the association. They have already been active in submitting suggestions for the Lifetime Achievement Award (more on that under next year's conference). One of the suggestions from the Advisory Council was that the association should appoint a Historian as an ex-officio officer. I agree that it is important to preserve our institutional memory now that we are 20 years old. I'm still looking for someone to fill this position – volunteers or suggestions?

### Thanks

We need to thank the board members who have completed their terms and left the board in June. First, thanks are due to Bruce Barry who completed his three-year commitment in the Presidency, and who put in tremendous effort to improve the association during those years. Second, two board members, Robin Pinkley and Bill Donohue, completed their terms on the board. We thank them for their service, and the slate for next year's officers suggests both are willing to serve again!

Although their duties didn't end with the Pittsburgh conference, I'd also like to thank Don Gibson, our Executive Officer, and Jessica Katz Jameson, our Communications Officer, for keeping us in check and informed respectively.

### Looking Ahead: IACM 2005 in Seville Spain, June 12-15

If you were at the Pittsburgh meeting then you likely saw the promotional video on Seville. I visited Seville early this year and had no trouble deciding that it will be a great location for our next international conference. Part of what made this decision easy was the work that had already been done by the three local arrangements co-chairs: Lourdes Munduate, Miguel Dorado, and Francisco (Kiko) Medina, all from the Psychology Department at the University of Seville. They were wonderful hosts; we visited the hotel, the conference site, possible sites for outings, and ate great tapas!

I'll leave the promotional details for the conference to the local arrangement chairs in our Spring issue of Signal. However I will encourage you to mark your calendars and plan a summer holiday around the IACM conference. Spain is a great country to visit. Seville has a very modern airport – accessible from most major cities in Europe. We've negotiated very good rates at a beautiful and spacious conference hotel (115 € for a single, 130€ for a double, 150€ for a triple and 180€ for a quadruple room); now we need to remain hopeful that the US dollar holds it own against the euro. The sessions will be held in a state of the art executive conference facility that has been donated to us by Fundación El Monte. Two different groups of association members have already planned mini-conferences both before and after IACM in Seville, so it is definitely the place to be!

*continued on page 3*

The Program chair for the conference is Bianca Beersma from the Psychology Department at the University of Amsterdam. Bianca has been an active member of IACM for many years and will put together a great program. She has distributed the call for papers widely in the US and in Europe (see the call at <http://www.iacm-conflict.org/conferences/2005/IACM2005CallForSubmissions.pdf>). The submission deadline for the conference is February 14, 2005. I hope you are already working on the paper, symposium, or workshop that you'd like to present at the conference. If you are interested in working on the program committee by reviewing submissions, please contact Bianca at: [iacm@img.uva.nl](mailto:iacm@img.uva.nl).

Three association awards will be given at the 2005 conference. These include the outstanding article award (articles or chapters published in 2003 are eligible), which is chaired by board member Susan Brodt; the outstanding dissertation award (dissertations completed in 2003-2004), chaired by board member Peter Kim; and the Lifetime Achievement Award, which I will chair. If you are interested in serving on either the article or dissertation award committees please contact Susan or Peter, I'm sure they will welcome your help (see calls for nominations, p 18). The Lifetime Achievement Award committee is composed of the past, current, and president-elect (Laurie Weingart, Terry Boles and Ray Friedman). We welcome your nominations for the lifetime achievement award.

I would like to acknowledge a generous donation by the DRRC at Northwestern University toward our conference expenses. As mentioned earlier we have also received a gift-in-kind of conference facilities from the Fundación El Monte in Seville.

#### Transitions: Changes at IJCM

The International Journal of Conflict Management, which has been the official publication of IACM, has undergone a change of ownership. Due to a contract dispute between the publisher, Information Age Publishing (IAP), and the prior owner and founder of the journal, Afzal Rahim of the Center for Advanced Studies in Management (the Center), ownership of the journal has reverted back to Dr. Rahim and the Center.

I would like the membership to know that your board worked tirelessly to help these two parties resolve their dispute, but they were unable to reach agreement. IACM had a detailed contract with IAP and that contract gave us the right to resign as an editorial board if the journal changed ownership. The board voted to invoke that right. We had a good working relationship with George Johnson at IAP and we would like to thank him for working with us the past 18 months.

The board considered many options about how to proceed, from getting out of the journal business completely, to seeking to start our own journal with a new publisher; both of which received considerable support. We decided, however, that working with the Center would be the best way to fulfill our commitment to the authors and reviewers in the pipeline and to ensure that their work gets published. We also valued the affiliation between IACM and IJCM.

Thus, the editor, Judi McLean Parks, and the IACM board agreed to negotiate a new contract with the Center and to continue to serve as editors as long as we were assured the same editorial control over the publication as we had in our contract with IAP. With the help of our legal advisor we developed a contract similar to the one we had with IAP to begin our negotiations with the Center. Unfortunately, the Center has advised us that they do not want to enter into a contractual agreement with IACM and the editorial board. Thus, it is with regret that I must inform the membership that the relationship between IACM and IJCM has come to an end.

If you currently have a paper in the pipeline or are serving as a reviewer you will receive a letter from Judi McLean Parks about the status of your paper. We are legally obligated to send to Afzal Rahim and the Center all the papers currently in the pipeline. Those who wish to continue to publish in IJCM will need to be in contact with the Center. Dr. Rahim has told us that the Center will publish the 2004 issues that have been edited by Judi McLean Parks. Thus, IACM acting in good faith has forwarded all membership subscriptions for 2004 to the Center; which we believe obliges the Center to publish the 4 issues for 2004.

I would like to thank Advisory Council member Dean Pruitt for his work as a mediator and advisor to the board, and Council President Dan Druckman for his input as well. We are indebted to Greg Weingart, Esq. of the Eckert Seamans law firm in Pittsburgh, who has worked with us on a pro bono basis in trying to settle the former dispute and in drafting the new contract. Past-president Laurie Weingart, president-elect Ray Friedman, our Executive Director Don Gibson, and the other members of the IACM board (Maurice Schweitzer, Wendi Adair, Peter Kim and Susan Brodt) have also contributed considerable time and effort in dealing with these issues and I am thank them for their input and sage advice.

I would especially like to acknowledge the tremendous work of our editor Judi McLean-Parks over the last 2 years. Under her stewardship the quality and viability of the journal was improved substantially as were the quality and quantity of submissions received. The IJCM editorial board also extended considerable effort to provide timely reviews to the authors. We believe we are a great team and we are reluctant to waste these talented efforts. Over the next few months the board will look into other options for beginning a new IACM journal. It will take time to develop the prestige we desire but in the end the board feels that having control over our own publication is in the best interest of the Association.

I know that this news will come as a disappointment to many people, I can only assure you that your board, as your elected representatives, did everything possible to consider all perspectives and we feel, given that so many circumstances were out of our control, that we have made the right decision.

#### A Final Thought

Finally, thank you to all the IACM members who continue to contribute your time, research, and expertise to make this association a vibrant network of conflict scholars and practitioners. We look forward to receiving your conference submissions and seeing you in Seville in 2005!



### **IT'S ELECTION TIME! BY RAY FRIEDMAN, 2004 IACM PRESIDENT-ELECT**

Please go to <http://wpweb2k.tepper.cmu.edu/iacmelection/> to vote for 2005 IACM Officers and Board Members. This URL will provide you with the full slate of candidates, their bios, and instructions for on-line voting. We have two great candidates for IACM President, Bill Donohue from Michigan State University, and Robin Pinkley from Southern Methodist University. I am very happy that both are willing to run. In addition, there are four people running for two spots on the IACM board. Please visit the voting site and vote by **December 15th!** [Editor's note: The site is password protected so you will need the username and password provided in the previous email from Communications Officer, Jessica Katz Jameson, to vote. If you no longer have the password, please contact Jessica at [jameson@ncsu.edu](mailto:jameson@ncsu.edu)]

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**PITTSBURGH CONFERENCE A GRAND SUCCESS, BY ZOE BARSNESS, 2004 IACM PROGRAM CHAIR, AND LINDA MOYA, 2004 IACM LOCAL ARRANGEMENTS CHAIR**

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On June 6<sup>th</sup>, 2004 many old and many new IACM friends and colleagues gathered for our annual conference in Pittsburgh, Pennsylvania. The conference was a smashing success. The events kicked into high gear immediately. On Sunday, hearts were pumping as a large group braved class I through class IV rapids while rafting down the Youghiogheny (pronounced “Yuck-a-gain-ee”) River. A few daring souls even went solo, risking life and limb on kayaks. Despite chilly waters, a feisty water fight or two, and some unplanned dunks in the river, a good time was had by all. Others, wise enough to know this crew and its propensity for mischief, avoided water fights entirely. Instead they enjoyed a guided woodland hike, exploring the region at Bear Run Nature Preserve, the woods surrounding Fallingwater, Frank Lloyd Wright’s recently restored masterpiece of residential architecture. The hike explored the region’s geology and indigenous plants and completed with a tour of the unusual and beautiful house. On Sunday evening all gathered at the Renaissance Pittsburgh Hotel, our conference venue, for the welcome banquet in the Symphony Ballroom, followed by wine, dessert and conversation in the foyer, and lively interaction with our poster presenters in the Jimmy Stewart Room.

Monday morning, conference sessions started. Parallel sessions addressing key conflict topics such as emotion, framing, power, mediation, gender and culture, and perspective-taking, kept all engrossed in learning and discussion throughout the day. On Monday evening we trolleyed over to the Senator John Heinz Pittsburgh Regional History Center for a tasting buffet consisting of cuisine from a stir-fry station, a pasta station, a turkey carving station, and a pastry buffet. The evening included a lively evening of jazz, dance, and good conversation. A grateful thank you goes to the Carnegie Bosch Institute whose generous contribution enabled such a grand event. On Tuesday, parallel sessions continued, and undoubtedly many new research ideas and collaborations were born. On Tuesday evening, we celebrated the excellence of our members at the annual awards dinner (see SIGNAL, pgs. 6 –7). The Symphony Ballroom was decked out in formal black and white décor for this special event. It will be hard to top the quiet elegance and central location of the Renaissance Hotel in Pittsburgh. It’s not often that our group actually has the opportunity to “take over” a whole hotel!

With respect to the program, we had a larger number of submissions than usual this year at 116. After reviewing the papers, the program committee’s expectations were high and they weren’t disappointed. Tuesday’s and Wednesday’s parallel sessions covered such topics as: group negotiation, shame, temper, perceptions, intergenerational conflict, role of a third party, information sharing, and culture and technology. 161 participants traveled from (get ready..) Australia, Belgium, Canada, China, Denmark, France, Germany, Israel, Japan, Netherlands, Norway, Spain, Trinidad and Tobago, United Kingdom and the USA to take part in a wonderfully diverse array of 34 panels, symposia, and workshops. As always, new attendees remarked on the well-attended sessions and friendly, fun-loving crowd. Thanks to all who planned, reviewed, and presented for making the 2004 conference a resounding success. We couldn’t have done it without you!

For photos of all the fun, go to <http://www.iacm-conflict.org/conferences/2004/photos.html>



**CONGRATULATIONS TO THE 2004 IACM AWARD RECIPIENTS!**

Jeffrey Z. Rubin Theory-to-Practice Award:  
**Tricia S. Jones**  
 Temple University

Outstanding Book Award:  
**Roy J. Lewicki, Barbara Gray, Michael Elliott**  
 Ohio State University, Penn State University, Georgia Tech  
*Making Sense of Intractable Environmental Conflicts:  
 Concepts and Cases*  
 Island Press, Washington DC, 2003

Outstanding Article Award:  
**Michele Gelfand, Marianne Higgins, Lisa Nishii, Jana Raver,  
 Alexandria Dominguez, Fumio Murakami, Susumu Yamaguchi, Midori Toyama**  
 University of Maryland  
 Culture and Egocentric Perceptions  
 of Fairness in Conflict and Negotiation  
*Journal of Applied Psychology*  
 Vol. 87, pp. 833-845, 2002

**WANT TO SEE THE IACM 2004  
 CONFERENCE PAPERS?**

If you are a member of IACM, you have automatically been subscribed to The International Association of Conflict Management (IACM) 2004 17th Annual Conference Abstracting Journal. You have probably been receiving emails from Program Chair Zoe Barsness, as the SSRN journal is being sent to all participants in the Conference as well as any others who have subscribed to it. There is no charge for the journal. To browse all abstracts and electronic documents given at the conference, please visit <http://www.ssrn.com/link/IACM-2004.html> For any questions about the Conference Abstracting Journal, please contact Zoe Barsness, [zib@u.washington.edu](mailto:zib@u.washington.edu).

**NEW BOOKS ON CONFLICT MANAGEMENT,**

Encina, Gregorio Billikopf, (2004). *Helping Others Resolve Differences: Empowering Stakeholders*. California: The Regents of the University of California.

Fisher, Erik A. and Sharp, Steven W. (2004). *The Art of Managing Everyday Conflict: Understanding Emotions and Power Struggles*. Westport, CT: Greenwood Publishing.

Mayer, Bernard S. (2004). *Beyond Neutrality: Confronting the Crisis in Conflict Resolution*. Indianapolis, IN: Wiley Publishing.

McCorkle, Suzanne and Reese, Melanie J. (2004). *Mediation Theory and Practice*. Upper Saddle River, NJ: Allyn & Bacon.

**ELECTRONIC SIGNALS**

[www.iveybusinessjournal.com](http://www.iveybusinessjournal.com)  
*The Ivey Business Journal online is the Canadian equivalent of the Harvard Business Journal. It has an applied/practice focus and provides for comment and exchanges on articles, with authors and others*

REMINDER!  
<http://www.crimfo.org/>  
*The **Conflict Resolution Information Source** provides links to online information databases on a multitude of topics for teaching, research, and practice in the conflict management field. CRInfo is available on the IACM website, along with a special IACM portal created with the interests of our members in mind. Just click the "Links and Resources" tab on the far left column of the IACM homepage and then click "CRInfo" or "IACM Portal at CRInfo" under "Conflict Resources."*

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## CONGRATULATIONS TO THE 2004 IACM CONFERENCE PAPER AWARD RECIPIENTS!

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Outstanding Empirical Paper:

**Becky Nesbit, Tina Nabatchi, Lisa Bingham**  
Indiana University

Disputants' Perceptions of Interactional Justice:  
Comparing How Employees and Supervisors Interact in Mediation

Outstanding Theory Paper:

**Ronda Roberts Callister, Deanna Geddes**  
Utah State University, Temple University

Crossing the Line: A Dual Threshold Model of Expressing Anger in Organizations

Outstanding Applied Paper:

**Jessica Katz Jameson, Jeanne T. Johnson**  
North Carolina State University

Bridging Dispute System Design Theory and Practice: The Case of Unity Hospital

Outstanding Student Paper:

**Gerben A. Van Kleef, Wolfgang Steinel, Daan Van Knippenberg, Michael A. Hogg,  
Alicia Svensson**

University of Amsterdam

Group Member Prototypicality and Intergroup Negotiation:  
How One's Standing in the Group Affects Negotiation Behavior

### UPCOMING CONFERENCES, COMPILED BY CAROLINE DION, NC STATE UNIVERSITY

#### **February 25 – 27, 2005**

The International Conference on Environmental,  
Cultural, Economic, and Social Sustainability  
East-West Center, Hawaii  
<http://www.SustainabilityConference.com>

#### **May 12 - 22, 2005**

13<sup>th</sup> Annual International Conference on Conflict  
Resolution  
St. Petersburg, Russia  
<http://www.ahpweb.org/cbi/icr.html>

#### **May 19 - 21, 2005**

Annual Conference: "Eliminating Barriers for Minorities  
in the Field of Alternative Dispute Resolution"  
Columbus, OH  
[http://chronicle.com/cgi2-bin/taxis/events/  
searchevents](http://chronicle.com/cgi2-bin/taxis/events/searchevents)

#### **June 13 – 16, 2005**

4<sup>th</sup> Annual Hawaii International Conference on Social  
Sciences  
Honolulu, HI  
<http://www.hicsocial.org>

#### **July 19 – 22, 2005**

The Fifth International Conference on Knowledge,  
Culture, and Change in Organizations  
Rhodes, Greece  
<http://www.ManagementConference.com>

#### **Sept. 28 – Oct. 1, 2005**

Ohio Commission on Dispute Resolution  
Second Annual Conference on Conflict Resolution  
Education  
Columbus, OH  
<http://disputeresolution.ohio.gov/schools.html>

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## IACM ADVISORY COUNCIL FORMED, BY DANIEL DRUCKMAN, 2005 IACM ADVISORY COUNCIL CHAIR

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The IACM Board of Directors decided to create an Advisory Council comprised of members who were presidents of the Associations with at least five years post-presidential service or winners of the IACM Lifetime Achievement Award. It was felt that this collection of members comprise a notable set of leaders and scholars in our field whose input into the organization is very much needed. Spearheaded by past-president Bruce Barry and myself, the Council consists of the following members:

Peter Carnevale  
Dan Druckman (Chair)  
Barbara Gray  
Tricia Jones  
Herbert Kelman  
Roy Lewicki  
Dean Pruitt  
Linda Putnam  
Afzal Rahim  
Dean Tjosvold  
Jim Wall

At its inaugural meeting in Pittsburgh, the Council identified a variety of functions that it would perform, including the following:

Addressing long-term directions for the Association;  
nominations for Association awards (lifetime, mid-career, books/ articles) and officers;  
suggestions for keynote speakers and featured events at annual meetings;  
networking with Associations in allied fields;  
input on meeting sites and themes for annual or regional conferences, and  
guidance on any issues with which the elected Board requests assistance.

In addition to these functions, the group chose a chair and agreed to meet each year at the annual association meeting. Since the Pittsburgh meeting, Council members conferred on a set of guidelines for the Lifetime Achievement Award and developed sketches for nominated candidates. The decision for this award will be made by the current president (Terry Boles), past-president (Laurie Weingart), and president-elect (Ray Friedman). The award will be presented by Terry at the 2005 meeting in Seville. Council members are also suggesting nominees for president-elect. This has been a rewarding experience for us to date with considerable promise as a vehicle for continuous involvement of our senior members well into the future. We look forward also to welcoming new past presidents and lifetime award recipients. And, speaking personally, it's fun to have a mechanism (or excuse) for communicating periodically with our valued colleagues. Who knows, this may be the "start of something grand!"

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**FROM THE EXECUTIVE DIRECTOR'S DESK, BY DONALD GIBSON,  
IACM EXECUTIVE OFFICER**

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The year 2004 has been a good one for IACM from a membership perspective. Our paid memberships for 2003 totaled 163. As of October 4 of this year, we have 253 members, including 151 faculty members, 71 students, and 31 professionals. This represents a 55% increase! We have also continued our international presence as an organization. Our current membership represents 25 different countries, including large groups from the U.S., the Netherlands, Canada, and Australia, but also members from the Republic of China, Japan, Israel, Ireland, and Trinidad and Tobago. In 2003, 69% of our membership hailed from North America, while 17% came from Europe. In 2004 (so far), 73% come from North America and 18% from Europe.

As the Treasurer of this organization, I can also say that IACM is financially sound. From September 2003 (when I started as Treasurer) to the Conference (June 1, 2004) we had expenses of \$3,496.97 and income of \$10,228.28. We have total assets of approximately \$70,000 that allow us to enter into agreements for our conferences (especially our international conferences) with a degree of confidence that we can cover expenses that may arise unexpectedly.

A reminder to our members: last year we urged members to join for the calendar year (January to December, 2005) rather than joining as part of the registration to our annual conference in June. While memberships will certainly be welcomed in June, we are now on a calendar year membership schedule.

Remember, renewing your membership is easy: simply go to our website: <http://www.iacm-conflict.org/> and click on "Membership." Renewals for 2005 will begin on January 1, 2005.

As always, I urge you to encourage colleagues and friends to consider membership in IACM.



<b>FACULTY JOB ANNOUNCEMENT</b>
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Department of Operations and Information Management Wharton School University of Pennsylvania USA
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The OPIM department at the Wharton School combines research in decision-making, information technology, information strategy, operations management and operations research. We are selectively seeking faculty whose interdisciplinary research combines these diverse areas, or whose research combines one of these areas with another research area within the Wharton School or the University of Pennsylvania more generally. Rank is open. Applications consisting only of a vita with names of references and a one-page research statement can be sent to [opimrecruiting@opim.wharton.upenn.edu](mailto:opimrecruiting@opim.wharton.upenn.edu) before December 15, 2004. The department will begin reviewing applications on December 1, 2004. Further materials (including papers and letters of recommendation) will be requested only from selected candidates. The University of Pennsylvania is an "EOE."

Minorities/ Females/ Individuals with Disabilities/ Veterans are encouraged to apply.

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**RECENT MEMBER PUBLICATIONS, COMPILED BY CAROLINE DION,  
NC STATE UNIVERSITY**

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**Books:**

Encina, Gregorio Billikopf, (2004). *Helping Others Resolve Differences: Empowering Stakeholders*. California: The Regents of the University of California.

**Book Chapters:**

De Dreu, C.K.W. (2004). Motivation in negotiation: a social psychological analysis. In Gelfand, M.J. & Brett, J.M. (Eds.), *The Handbook of negotiation and culture* (pp. 114 - 135). Stanford, CA: Stanford University Press.

De Dreu, C.K.W., & Van Kleef, G.A. (2004). Power, social categorization, and social motivation in negotiation: Implications for managers and organizational leaders. In Van Knippenberg, D. and Hogg, M.A. (Eds.), *Leadership and power* (pp.153-168). London, UK: Sage.

**Journals:**

Daly, J.P., Pouders, R.W., & Kabanoff, B. (2004). The effects of initial differences in firms' espoused values on their postmerger performance. *Journal of Applied Behavioral Science*, 40, 3, 323-343.

De Dreu, C.K.W., Van Dierendonck, D., & Dijkstra, M.T. (2004). Looking back, looking ahead: Conflict at work and individual health and well-being. *International Journal of Conflict Management*, 15, 1 - 18.

De Dreu, C.K.W. & Van Kleef, G.A. (2004). The influence of power on the information search, impression formation, and demands in negotiation. *Journal of Experimental Social Psychology*, 40, 303-319.

Goldman, B. (2003). The application of referent cognitions theory to legal-claiming by terminated workers: The role of organizational justice and anger. *Journal of Management*, 29(5), 705-728.

Gross, M. A., Guerrero, L. K., & Alberts, J. K. (2004). Perceptions of conflict strategy and communication competence in task oriented dyads. *Journal of Applied Communication Research*, 32(3), 249-270.

Harinck, F., & De Dreu, C.K.W. (in press). Negotiating values or resources: The moderating impact of time pressure. *European Journal of Social Psychology*.

Phillips, K. W., Mannix, E., Neale, M., & Gruenfeld, D. (2004). Diverse groups and information sharing: The effects of congruent ties. *Journal of Experimental Social Psychology*, 40, 497-510.

Pullman, M. E., & Gross, M. A. (2004). Ability of experience design elements to elicit emotions and loyalty behaviors. *Decision Sciences*, 35(3), 551-578.

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## RECENT MEMBER PUBLICATIONS (CONT.)

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Stamato, L. (2004). The new age of negotiation. *Ivey Business Journal*, 68(6), 1-6.

Steinel, W., & De Dreu, C. K. W. (2004). Social motives and strategic misrepresentation in social decision making. *Journal of Personality and Social Psychology*, 86, 419-434.

Van Kleef, G.A., De Dreu, C.K.W., & Manstead, A.S.R. (2004). The interpersonal effects of anger and happiness in negotiations. *Journal of Personality and Social Psychology*, 86, 57-76.

Van Kleef, G.A., De Dreu, C.K.W., & Manstead, A.S.R. (in press). The social effects of emotions in negotiation: a motivated information processing account. *Journal of Personality and Social Psychology*.

Van Knippenberg, D., De Dreu, C.K.W., & Homan, A.C. (in press). Towards an integrative theory of organizational diversity and group performance: the categorization-elaboration model. *Journal of Applied Psychology*.



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## SPOTLIGHT ON IACM MEMBERS, COMPILED BY CAROLINE DION, NC STATE UNIVERSITY

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**Tom Futak**, lecturer at the University of Minnesota's Department of Educational Policy and Administration, has been developing a conflict management segment with the World Bank as part of their Strategic Communication plan for the past year. His work has taken him to Tanzania, Bangkok, New Delhi, and Washington, D.C. He also facilitated a three-day mediation last year in Cotobato, Mindanao that included members of the Philippine Army, the Moro Islamic Liberation Movement, the Lumad, and several non-governmental organizations.

**Barry Goldman**, Associate Professor at the University of Arizona's Eller College of Management, was the recipient of the Best Paper for 2003 awarded by the *Journal of Management*. His research on the role of organizational justice and anger was recently published in the *Journal of Management* and his work is discussed extensively in the Dalai Lama's new book, [The Art of Happiness at Work](#).

**Michael Gross**, Assistant Professor of Management at Colorado State University, is the recent recipient of the Bartels & Co. CPAs, LLC Junior Faculty Research Fellowship.

**Jessica Katz Jameson**, Assistant Professor of Communication at North Carolina State University, received the University's College of Humanities and Social Sciences 2003-2004 Outstanding Junior Faculty Award. She was also recently invited by the North Carolina Office of State Personnel to give a presentation on "The Dollars and Sense of Mediation" to encourage agency leaders throughout the state of North Carolina to adopt a new employee mediation program as part of the employee grievance process.



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**PRACTITIONER PROFILE: ELIZABETH WESMAN, BY CAROLINE DION, NC STATE UNIVERSITY**

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In 2001, Elizabeth (Betsy) Wesman was accepted into the National Academy of Arbitrators, a professional non-profit organization comprised of the most elite arbitrators in the nation. But this is just one of the many honors awarded to Betsy for her lifelong commitment to the practice of arbitration.

Now a full-time labor management arbitrator, Betsy retired from teaching at the Syracuse University School of Management in 2000. Betsy and her husband then moved down to Hendersonville, North Carolina, where she has since practiced arbitration as an independent consultant. Betsy finds satisfaction in the field of arbitration knowing she can truly “put to work” all that she learned in her years of academics. Betsy thrives on the discipline of arbitration, requiring objectivity, accountability, and a respect for processes. In more than 25 years of practicing arbitration, Betsy has learned that conflicts always run deeper than that which is exposed on a surface level. Every case has a bigger picture, a deeper story. Every situation has a human side, and this serves as a big motivator for Betsy in her work.

Betsy puts her experience and expertise to use in more than just the professional environment. In 2000, Betsy and her sister-in-law, Ellen Lederer, took on a two-year project at the Daniel Webster magnet school in New Rochelle, New York. Together, the two created a new method of teaching conflict management and procedural justice to third graders. Instead of the typical lesson plans, Betsy and Ellen created a mock trial in which Cinderella decided to sue her wicked stepmother for back wages. Not only did the third graders love this learning environment, but the teachers did as well. The notebook compiling all of the work and efforts of Betsy and Ellen is still in use today as a teaching guide to continue educating third graders on conflict management and resolution. Betsy and Ellen were awarded a grant by the National Endowment for Humanities in 2002 for their tremendous accomplishments in revolutionizing the educational practices in the school.

Betsy continues to fulfill her passion for teaching by conducting various training sessions on collective bargaining and arbitration for labor management and employees. Betsy notes that these training sessions are one of her favorite practices in working in the field of arbitration.

In her “spare” time, Betsy has become an avid horseback rider. Betsy and her Hanoverian Thoroughbred, *Ozzy*, are currently practicing combined training – a combination of stadium jumping and dressage.

Betsy says she has truly found happiness in her life. She is doing what she loves to do, whether it’s practicing labor management arbitration, teaching training sessions, working with children to enhance their education, traveling the world with her husband, or spending quality time with her favorite four-legged thoroughbred. Betsy will tell you, the most important thing in life is to realize your passions, pursue them, and live life to its fullest. With all that she has accomplished, Betsy still wonders where life will take her when she grows up.



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## MEMBER CONTRIBUTION: CONFLICT COACHING FOR THE WORKPLACE, BY CINNIE NOBLE, CENERGY™ COACHING AND NOBLE SOLUTIONS, INC.

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*Note: This article was originally published in Compass, Vol.17, No.1., a publication of Peer Resources.*

Conflict is costly to organizations. Low morale and productivity, stress, illness, absenteeism, litigation due to unnecessary disputes and so on, all contribute to workplaces that breed destructive interactions. Besides the adverse impact conflict has on the bottom line, it also reflects poorly on the organization's reputation, its place in the community, its leaders, and the pride of everyone else who works within its doors. Many organizations tend to react to conflict, rather than consider preventative measures and other ways to shift their culture to be conflict competent. In this regard, conflict coaching is emerging as a viable and proactive mechanism.

### **Conflict Coaching**

Conflict coaching is a unique niche which unites the fields of coaching and dispute resolution. Its premise is essentially that it is possible to remove the toxic effects of conflict and to create opportunities to grow relationships and work environments from differences that do arise. The main objectives of this specialized process are to coach participants to:

- o identify their goals for managing conflict effectively
- o reflect on the ways they react and contribute to conflict
- o consider and develop alternate ways to approach conflict
- o shift unhelpful reactions to conflict to constructive responses
- o improve language and communication skills in order to interact and address conflictual situations more effectively
- o reduce the harmful impact of conflict on themselves and others

One-on-one conflict coaching is a powerful tool. Coaching sessions average one hour per week for whatever duration may be needed and are conducted by telephone, face-to-face or electronically. During these sessions, the focus is on each individual's conflict management goals and needs. For instance, conflict coaching may be used to help people who find themselves constantly engaged in unproductive conflict. These clients examine the patterns, themes, and elements of conflict that adversely affect them and others. They are coached to replace habitual conflict conduct to behaviour that is aimed at preventing unnecessary disputes and resolving the ones that do arise, in collaborative and mutually satisfying ways.

*continued on page 14*

Conflict coaching may also be dispute specific. In these instances, the participants focus on a particular dispute that is adversely affecting their job and working relationships. Coaching in these cases guides the person to conduct a structured analysis of the dispute, to gain insights about their conflict conduct, and to engage in a problem-solving dialogue with the ‘other person’. Whether for general conflict traits or specific disputes, the intent of conflict coaching is to help clients transform the way they “do” conflict.

For both general and dispute-specific coaching, various tools and techniques may be incorporated, including the use of conflict assessment instruments. One of these tools is the Conflict Dynamics Profile™. Among other things, this unique 360° developmental tool helps people to understand how they respond to conflict and how they are perceived to do so, by their peers, direct reports and boss. The results provide a basis for coaching people to shift destructive reactions to conflict, to constructive responses and other related aspects with respect to improving conflict management.

### **Other Mechanisms**

In addition to one-on-one coaching, many organizations also integrate other mechanisms for enhancing and sustaining conflict management skills. Examples include communication workshops, mediation training, negotiation training, team coaching, etc. The combined use of training coaching also provides a variety of venues to appeal to the variety of ways people learn and change.

### **Summary**

Conflict coaching provides people with an individualized approach to dispute and conflict management and achieves a number of important objectives. Among other things, conflict coaching provides a practical and results-oriented forum for making changes in how people interact with others when and before conflict arises. This process helps people whose effectiveness and work performance suffer due to the lack of conflict competence. Besides the personal and professional gains, modelling effective conflict management also has an important impact on other staff and the organization itself. Clients of course, also benefit from organizations whose staff are conflict competent and whose culture conveys this attribute.

*Cinnie Noble, C.M., B.S.W., LL.B., LL.M. (ADR), is a social worker, lawyer-mediator and coach. She is the founder of **CINERGY™** Coaching and Noble Solutions Inc., a full service conflict management firm which includes training people to coach in the area of conflict management. Cinnie is trained to deliver the Conflict Dynamics Profile™. Phone: 416-686-4247; Toll-free: 1-866-33-LOGON; Email: [cinnie@cinergycoaching.com](mailto:cinnie@cinergycoaching.com); Websites: [www.cinergycoaching.com](http://www.cinergycoaching.com) and [www.noblesolutions.net](http://www.noblesolutions.net).*



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## CALL FOR PAPERS

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### *Academy of Management Review* Special Topic Forum

Repairing Relationships Within and Between Organizations

**Due Date: September 7, 2005**

**Guest Editors:**

Kurt T. Dirks, Washington University in St. Louis

Roy J. Lewicki, The Ohio State University

Akbar Zaheer, University of Minnesota

### **BACKGROUND**

How can relationships be repaired after being damaged? The problem is not new, but it has been made increasingly salient with reports of companies damaging relationships with employees by offering and hiding executive perks (e.g., American Airlines), with firms damaging the trust of shareholders and customers by using questionable accounting practices (e.g., WorldCom, Freddie Mac), and with once-venerated institutions involved in situations that cause constituents to question their trust in the organization and their relationship with it (e.g., religious institutions, media companies, governments, military academies). More common, albeit less spectacular, incidents also arise in relationships between coworkers, leaders and subordinates, or departments for reasons such as conflicting goals, organizational changes and different values or cultures. For example, Robinson and Rousseau (1994) reported that over half of their respondents felt that their relationship with the employer had been violated. Recognizing the economic, social, and emotional costs of damaged relationships and reputations, leaders frequently declare the importance of repairing them and pledge continuing efforts to do so. At the same time, however, there is an acknowledgement that repairing relationships and restoring reputations is a challenging problem.

Organizational researchers can help address this challenge by providing frameworks and research-based knowledge that systematically identify factors, actions, processes, and contexts that could help repair damaged reputations and relationships. Scholars from a variety of theoretical perspectives have long studied the causes and benefits of maintaining positive relationships, and more recently have investigated the antecedents and the costs of damaged relationships. Although there has been a smoldering interest in the problem of repairing relationships, there has been no concerted effort, and little by way of conceptual foundations or theoretical frameworks, that would stimulate research and facilitate analysis in this area. Accordingly, the goals of this Special Topics Forum are to (a) stimulate scholarly interest in issues around repairing damaged relationships and promote new lines of research from the relevant literatures, (b) build a conceptual foundation for studying relationship repair within and between organizations that will facilitate analysis and empirical inquiry of the problem, and (c) provide develop frameworks and research-based knowledge that will ultimately help inform practice.

*continued on page 16*

To achieve these objectives the forum is seeking manuscripts that draw on theoretical perspectives from organizational behavior and theory, strategic management, psychology, sociology, economics, anthropology, communication, and political science, among others. Theories may be focused on a single level (individual, group, organizational, network, institutional) or on multiple levels (e.g., studying how repairing relationships between organizations involve simultaneously dealing with individual-, organizational- and institutional-level factors). The broad domain of the forum is intended to help to build a body of theory that identifies common principles of repair, yet recognizes the unique aspects that arise across a range of relationships and organizations.

Examples of relevant issues include, but are not limited to, the following:

- Repairing a reputation of an organization, institution, or leader that has been damaged in the eyes of stakeholders (employees, customers, stockholders, the public, etc.)
- Overcoming a cycle of conflict, distrust, or revenge
- Rebuilding trust in interpersonal, intergroup, or interorganizational relationships
- Negotiating in the aftermath of a damaged relationship (e.g., interpersonal, labor-management, inter-organizational)
- Repairing damaged relationships in social networks
- The role of cultural, demographic, or value differences in repairing relationships
- Processes or contexts that facilitate forgiveness and reconciliation in work relations
- The repair of relationships with employees following layoffs, restructuring, or major changes who experience feelings of injustice or perceive broken trust
- Alternatives for managing a relationship that has been damaged and methods for determining which alternative is appropriate (e.g., repairing the relationship, ending the relationship, instituting formal or informal controls)
- Repairing relationships involving alternative exchange principles (e.g., market-based, authority-based, equality-based, communal-based).
- Temporal stages and processes involved in repairing relationships and reputations
- Responding to violations of psychological contracts

## SUBMISSIONS

To be considered for publication in this Special Topic Forum, manuscripts must be received by September 7, 2005. There are two ways to send the manuscript to *AMR*. The ***strongly preferred*** way is by e-mail attachment. To do so, simply attach a copy of the Microsoft Word file to an email and send it to [briefamr@tulane.edu](mailto:briefamr@tulane.edu). *Alternatively*, you may submit your manuscript on a 3.5 floppy disk or CD by mail or express delivery. Please include with the disk a cover letter indicating your postal address, e-mail address, and telephone number. Details concerning *AMR's* procedures and evaluation criteria are printed in all issues of the journal in a section titled *Information to Contributors*. Instructions for manuscript preparation are provided in the *Style Guide for Authors*, printed in each January issue of the journal. Authors must consult both documents and follow them when submitting manuscripts.

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**CALL FOR PAPERS / ABSTRACTS / SUBMISSIONS**

***4th Annual Hawaii International Conference on Social Sciences***

June 13 - 16, 2005  
 Waikiki Beach Marriott Hotel, Honolulu Hawaii, USA  
<http://www.hicsocial.org>

**Submission Deadline: February 1, 2005**

Sponsored by:

East West Council for Education  
 Asia-Pacific Research Institute of Peking University  
 University of Louisville - Center for Sustainable Urban Neighborhoods

The Hawaii International Conference on Social Sciences encourages the following types of papers/ abstracts/ submissions for any of the listed areas:

- Research Papers - Completed papers.
- Abstracts - Abstracts of completed or proposed research.
- Student Papers - Research by students.
- Work-in-Progress Reports or Proposals for future projects.
- Reports on issues related to teaching.

For more information about submissions see:  
[http://www.hicsocial.org/cfp\\_ss.htm](http://www.hicsocial.org/cfp_ss.htm)

**IACM INFORMATION**

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 *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 <http://www.iacm-conflict.org/> or contact Dr. Donald E. Gibson, Executive Officer, IACM, Charles F. Dolan School of Business, Fairfield University, North Benson Road, Fairfield, CT 06430-5195, [iacm@mail.fairfield.edu](mailto:iacm@mail.fairfield.edu)

**CALL FOR COMMITTEE MEMBERS, BY SUSAN BRODT, 2005 IACM BOARD MEMBER**

Are you interested in getting involved? I am putting together the committee to review articles for the 2005 Best Article Award, which will be given at the conference in Seville, Spain next June. Articles under consideration this year include those published in 2003. The committee's work will take place during April 2005, when we will review nominated articles as well as articles culled from journals. Please email me <[sbrodt@business.queensu.ca](mailto:sbrodt@business.queensu.ca)> if you want to join the committee. Please note that if you serve on the committee, your papers are not eligible for the award.

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## CALL FOR BEST ARTICLE AWARD NOMINATIONS, BY SUSAN BRODT, 2005 IACM ARTICLE AWARD CHAIR

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Have you read an article recently that really impressed you? Perhaps it changed your thinking, your research, or your practice of conflict management? In a nutshell, it was a great article. Each year, IACM celebrates the publication of an article that advances conflict management theory and practice. We are now taking nominations for the 2005 Best Article award. To be eligible, articles must have been published in the 2003 calendar year, and may have an empirical, theoretical, or practical focus. Book chapters will also be considered.

To nominate an article for this award, please e-mail or send a copy of the article to me at the following address:

Susan Brodt, Chair  
IACM 2005 Best Article Award Committee  
Queen's School of Business  
320 Goodes Hall  
Queen's University  
Kingston, Ontario  
Canada K7L 3N6

E-mail: [sbrodt@business.queensu.ca](mailto:sbrodt@business.queensu.ca)

**The deadline for submission is April 1, 2005. Electronic submissions are preferred because I will be distributing articles electronically to committee members for review. Please email me if you have any questions. I look forward to receiving your nominations. See you in Seville!**

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## CALL FOR DISSERTATION AWARD NOMINATIONS, BY PETER KIM, 2005 IACM DISSERTATION AWARD CHAIR

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Each year, IACM seeks applications from freshly minted Ph.D.s in our field for the Dissertation of the Year Award. If you successfully defended your dissertation within the 2003 or 2004 calendar year, you are eligible to apply. We encourage those eligible to apply, since relatively few Ph.D.s are granted each year in our area and the chances of winning are quite good.

To apply for the Dissertation of the Year Award, submit a 10-page (excluding tables and references), double-spaced abstract of your dissertation to me at the following address:

Peter Kim  
Department of Management & Organization  
Bridge Hall 307F  
University of Southern California  
Los Angeles, CA 90089-1421

[kimpeter@usc.edu](mailto:kimpeter@usc.edu)

**The deadline for submission is April 1, 2005. Your application must be submitted to me through e-mail so they can be distributed to the other reviewers in this format. Abstracts that exceed the 10-page limit (excluding references and tables) will not be accepted, so please keep it short.**

Four reviewers will independently rank order these applications. If only one person applies, we will hold the dissertation for one year and put it in the next year's pool. Applicants are encouraged to give the committee a thorough understanding of the theory, methods, and results of the dissertation. Please e-mail me if you have any questions, and best of luck. I'll look forward to seeing you in Seville.

**EDITOR'S NOTE, BY JESSICA KATZ JAMESON, IACM COMMUNICATIONS OFFICER**

Once again I want to thank all the IACM members who responded to our requests for information about your recent publications, activities, and research. Also thanks to the IACM officers, our longtime friend Betsy Wesman, and everyone else who contributed to this edition of *Signal*. I would like to especially acknowledge the hard work of **Caroline Dion**, a senior in Communication at North Carolina State University, who coordinated all incoming information and columns, re-typed when necessary, proofread, and formatted the final document. I greatly appreciated Caroline's resourcefulness and proficiency during a semester that was even more hectic than usual for me! If there is information you would like to see included in *Signal* or on our web site, if you have contributions for future issues, or (aaack!) complaints, please send them to:

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*Signal* is published twice yearly by the *International Association for Conflict Management* and is available on the IACM web site at <http://www.iacm-conflict.org/>.

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**SIGNALS ON THE HORIZON, BY RAY FRIEDMAN, 2005 IACM PRESIDENT-ELECT**

I am pleased to announce that our 2006 conference will take place in Montreal, Canada! Montreal will be a great city to visit. It is in North America, yet has a distinctive European flair, a mixture of languages, great food, and wonderful architecture. It should also be relatively easy travel for our members throughout the world. I am very grateful that Terri Lituchy from Concordia University and Karen Harlos from McGill University have agreed to serve as local arrangement chairs, with help also being provided (from a distance) by Steve Weiss from York University. I am also happy to announce that the program chair for the 2006 conference will be Maurice Schweitzer, from the Wharton Business School at the University of Pennsylvania. Thanks so much to Terri, Karen, Steve, and Maurice! I will keep everyone posted as we finalize the arrangements.

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