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Montreal Welcomes IACM (2006)



IACM Local Organizing Committee (2005-2006)

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The 19th IACM conference took place in a unique Canadian city. From June 25th to June 28th, Montreal, Quebec, showed off for over 200 attendees (the largest IACM conference ever) with excellent weather and as much excitement out on the streets as inside the conference hotel. With the fervor and frenzy of a Grand Prix and Saint Jean Baptiste weekend scheduled at the same time as the conference and the annual Montreal Jazz Festival and Just for Laughs Festival days away, attendees were treated to the sights, smells, and sounds of a city renowned for its *joie de vivre*.

The Board met all day Saturday and then dined downtown. Negotiating St. Catherine Street's foot traffic is fun anytime, but on a warm June evening with million dollar cars on view off Crescent Street, this was a walk-back-to-the-hotel to remember.

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IACM Listserve

*By Gregorio Billikopf, University of California, Davis
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The purpose of IACMs list serve is to promote discussion and information exchange among members of the Association. The list serve is intended to provide a forum for debating and receiving feedback about research, promoting awareness of upcoming publications, conferences and calls-for-papers, and as a general resource for obtaining hard-to-find information. You can share your comments, opinions, concerns or questions and get better acquainted with other IACM members, or you can simply "listen in" to conversations.

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2007 IACM CONFERENCE

Budapest, Hungary ~ July 1-4

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The next morning several of us kept on walking, this time on a tour of Old Montreal which passed by an amazing fire and water-breathing sculpture by Quebec icon Riopelle and the World Trade Centre Montréal. The latter is a complex with exceptional architecture boasting a section of the Berlin Wall. While some members were strolling around town however, the more energetic participants were up in the Laurentian Mountains canoeing and biking. Later Sunday evening, attendees enjoyed jazz music with dinner and wine tasting inside the hotel which was a huge success.

On Monday evening, a group drove away from Montreal to visit an authentic *cabane a sucre* (sugar shack) which introduces visitors to Quebec's rural traditions, including playing the spoons!

The excellent quality conference program (see article by Maurice Schweitzer on page 3) is evident by the awards presented at the awards dinner. The Tuesday night awards dinner also included another Montreal favorite—comedy. Three local stand-up comedians gave us a taste of the *Just for Laughs Comedy Festival*.

IACM Listserve (continued from page 1)

We have grown from a steady group of about 6 individuals to 45 when I was not looking. That is great news. By subscribing to IACM listserv you need not be concerned about being overwhelmed with E-mails. In the mid 1990s, with the novelty of E-mail, electronic lists provided much discussion and debate. These days lists are often quiet in contrast, but still provide excellent opportunities for conversation. IACM members are encouraged to sign up and send messages to the list for continued collegial communications. Instructions on how to join are found at <http://www.cnr.berkeley.edu/ucce50/ag-labor/iacm-forum.htm>

Conference Award Winners

Best Empirical Conference Paper: Roderick Swaab, Vicki Medvec, and Daniel Diermeier, *Communication and media negotiation*.

Best (First-Authored) Student Conference Paper: Astrid Homan, Daan van Knippenberg, Gerben van Kleef, and Carsten De Dreu, *Breaking down faultlines by valuing diversity: The effects of diversity beliefs on the functioning of diverse work groups*.

Best Applied Conference Paper: Carsten Tripscha, Bill Donohue and Daniel Druckman, *Forward/backward contextual frames surrounding the Israeli-Palestinian Oslo I accords*.

Best Theoretical Conference Paper: Peter J. Carnevale, *The structure of integrative agreement: The agreement circumplex*.

Best Academic Paper Published in 2004: Kim, P., Ferrin, D., Cooper, C., & Dirks, K. (2004). Removing the Shadow of Suspicion: The Effects of Apology versus Denial for Repairing Competence-Versus Integrity-Based Trust Violations. *Journal of Applied Psychology*, 89, 104-118.

Best Book Published 2004/2005: Daniel Druckman, *Doing Research: Methods of Inquiry for Conflict Analysis*. Sage Publication.

Rubin Theory-to-Practice Award: Lisa Blomgren Bingham, School of Public and Environmental Affairs, Indiana University. A description of Lisa's work is in the Spring 2006 SIGNAL.

Service Awards: Ray Friedman, Karen Harlos, Jessica Jameson, and Terri Lituchy were recognized for their service to IACM.

We are looking forward to the conference in Budapest next year!

Additional information about IACM 2006 on pages 3 and 4.

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 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. Paul Taylor, Communications Officer, IACM, School of Psychology, Eleanor Rathbone Building, The University of Liverpool, Liverpool, UK. L69 7ZA, or pjtaylor@liv.ac.uk



Recapitulation of the 2006 IACM Conference in Montreal, Canada

By Maurice Schweitzer, 2006 Program Chair, University of Pennsylvania, schweitz@wharton.upenn.edu

The 2006 IACM conference was a great success. The conference drew scholars from around the globe for one of our most lively and best attended IACM conferences ever.

The program reflected the vibrant community of scholars that we are. Many of the topics in the program reflect continued growth in important research areas, such as cross-cultural negotiation, mediation, and judgment. There has also been an explosion of interest in topics reflected in the program such as emotion, power, trust, and reputations. Though our field has grown, IACM remains a central hub for sharing new advances, ranging from Peter Carnevale's new agreement circumplex to Roderick Swaab, Vicki Medvec, and Daniel Diermeier's empirical results exploring the role of communication media in negotiation.

The conference also succeeded in fostering interaction among scholars. The conference started-off with the traditional poster and wine-tasting event, but the local arrangements chairs, Terri Lituchy and Karen Harlos, really "kicked it up" a notch. Not only did the posters draw attention to a range of hot topics from Israeli-Arab conflict management to gender and cross-cultural issues, but the set of available wines was impressive both in terms of its variety and quantity. The wines featured Canadian specialties including an 11% alcohol apple wine, a local specialty of Montreal.

Other social activities included the walking tour of Montreal and the bike-canoe trip. Both events were terrific, though unlike the white water rafting trip during the Pittsburg conference (in which notables, such as Cathy Tinsley fell out of the raft), there were unfortunately, no capsizes to report.

The conference included a reprise of the grad student and guru session. And the local arrangements chairs were able to kick this interaction up a notch in the sugar shack outing. This outing included an incomprehensible sugar shack tour, a hearty meal during which diners were exhorted to drown their food with maple syrup, and the

all important line dancing. I encourage both attendees and non-attendees of the conference to view the on-line dance photos.

The highlight of the conference ... was the keynote address ... *The First Kiss: Conflict, Reconciliation, and Negotiation in Animals* ... terrific insights about conflict behavior ...

The highlight of the conference, however, was the keynote address. This address brought everyone together to hear Frans de Waal deliver: *The First Kiss: Conflict, Reconciliation, and Negotiation in Animals*. This talk included terrific insights about conflict behavior in our animal cousins, and Frans de Waal displayed video footage and photos of monkey and apes behaving in ways and in positions easy to recognize in the undergraduate populations we so often study. Frans de Waal's talk offered new perspectives on issues central to conflict management, including food sharing, gender differences, fairness perceptions, and coalition formation.

The success of this conference reflected a great deal of hard work. Most of this work was borne by the local arrangements chairs, Terri Lituchy and Karen Harlos. I would like to thank them as well as Ray Friedman and Don Gibson for keeping us on track. I would also like to thank Gabe Silvasi for leading our charge into the 21st century with our first web-based submission system, and Leah Karasik, my assistant, for managing the mechanics of the program and fielding a shockingly wide range of e-mail correspondence.

See you next year in Budapest!

PRESIDENT'S CORNER

Robin L Pinkley, Southern Methodist University
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The Present: Current Events and Work In Progress

Thank you for the honor of serving as your 2006-2007 IACM President and the opportunity to build on the important work done by so many of you, for so long—20 years to be precise. Although the idea to form IACM was first discussed at the Academy of Management meeting in 1984, the association (then called the *Conflict Management Group*) did not hold its first conference (the *Conference in Management Conflict*) until June 23-25, 1987 in beautiful Fairfax, Virginia.

In addition to the competitive papers, symposium, and workshops selected for presentation at that first conference, 18 distinguished professionals were nominated to present invited papers including: Kathleen Allison, Max Bazerman, Morton Deutsch, Roger Fisher, Margaret Herrman, Pradip Khandwala, Senator Mark Matsunaga, Henry Mintzberg, Gareth Morgan, David Nickson, Dean Pruitt, S. M. Saiyadain, Thomas Schelling, Lawrence Susskind, Jai Sinha, Howard Raiffa, Kenneth Thomas, and Richard Walton; three of whom have since received IACM's Lifetime Achievement Award, which attests to the enduring impact of their work (see page 7 for the call for nominations for the 2007 Lifetime Achievement Award).

Also of interest is the fact that our association was first launched when Richard Cosier and Dean Tjosvold completed the membership form that resulted in a total membership of 86 scholars and practitioners in 1987 and our current membership of 296. What unites us all across these 20 years and 25 countries is our steadfast commitment to the mission, so boldly stated in our original 1984 constitution which states:

“The purpose of the Association is to provide a forum for scholars and practitioners from all disciplines interested in the study of social conflict and conflict resolution at all levels of society. This includes the study of negotiation and third party intervention in interpersonal, intergroup, organizational, and international conflict. The Association is multidisciplinary, and exists to foster an exchange of information and ideas about social conflict. To fulfill this purpose, the Association shall have the following activities: 1) Conduct an annual conference of the members; 2) Publish a newsletter, membership directory, journal, and other publications; 3) Recognize, via awards, meritorious contributions to theory, research and practice that corresponds with IACM content areas; 4) Conduct other activities considered beneficial by the Board and other members of the Association to further the scientific analysis of social conflict.”

Although you will be asked to vote on the revision of our constitution (last revised in 1993) during the elections for our 2007 Board (I revised the constitution [with the valuable input of Ray Friedman, Bill Donohue, Daniel Druckman, Peter Carnevale, and other IACM Board members] with an eye toward: 1) mirroring the practices, procedures, guidelines, and Board Member

responsibilities currently in place; 2) reformatting to reduce redundancy, improve clarity and increase flow; and 3) operationalizing regulations and procedures concerning Board elections and the selection and responsibilities associated with our **SIGNAL** Editor, Communication Officer, NCMR Editor, Program Chair, Conference Arrangements Chair, and Executive Officer roles), this original mission statement stands as proud and true today as it did in 1984. It does so I think, because of the vast importance and practical relevance of our work, strengthened by the strong unity of our ever growing membership.

In the 2001 Fall/Winter edition of the Signal Newsletter, our then President Carsten de Dreu wrote that “a few days before the US launched its missiles, a reporter from Brazil interviewed (him) in (his) capacity as IACM President about the terrorist attacks on September 11th. (They) talked about possible responses, about the concept of justice and freedom, and about the meaning of war and peace. . . Among the important and interesting questions was a question about what the International Association for Conflict Management had to say about these events. (He) started by explaining that we are a virtual organization without offices and headquarters, that we have a newsletter and annual conference, but that it isn't our goal to comment on these events, let alone advice. He then went on to say that “This view of IACM, one (he) believe(d) (he) shared 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 defuse way, when our research articles and books communicate our new and combined insights about conflict.”

Although history has taught me to trust in most everything our wise colleague, has written, I must respectfully disagree with him here. I believe that the world can and should expect immediate input from IACM and its members. Like any science, ours is a developing one; but like any *practical* science (e.g., medicine), the world can not - will not - wait for us to announce that ours is a “pure” one. In fact, much good can be and is done now. In support of this assertion, I quote Kurt Lewin who said “there is nothing as practical as a good theory” personified by the inception of our Jeffrey Z. Rubin Theory-to-Practice award. So carry on dear friends, carry on . . .

As the blast from the past described above reminds us, we have a long and varied history. At this years board meeting, the importance of retaining this history for purposes of posterity and efficiency (none of us like reinventing the wheel and so we need a formal mechanism for passing forms, policies, procedures and lessons learned from one generation of members to the next) was raised and the decision was made to create an official IACM web-library to house, organize and provide access to our archives. Today, these archives reside in boxes, folders, hard drives and other sundry, albeit less savory containers throughout the world. Should you be in possession of such items, please contact our Historian, Dean Pruitt (our thanks to Dean for taking on this important and work intensive role) who will determine which items belong on this site or Paul Taylor (thanks also to Paul Taylor who has become our “go to” guy when the rest of us recognize our relative incompetence) who has volunteered to search for related items and create the site.

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PRESIDENT'S CORNER

(Continued from page 3)

The Past: Montreal Conference and Words of Thanks

The most pleasant job entrusted to me as IACM President is that of thanking those who have worked so hard on behalf of all of us. Although all of you have contributed in some capacity or another (thank you), foremost on my list of those to thank, is my predecessor, Ray Friedman. Beyond his excellent stewardship and many contributions to the success of the 2006 conference in Montreal, Ray brokered the relationship between IACM and Blackwell Publishing to launch our new *Negotiation and Conflict Management Research Journal* (NCMR) together with our journal Editor, Judi McLean Parks, the committee charged with evaluating and selecting the journal publisher (Roy Lewicki [Chair], Wendi Adair, Terry Boles, Linda Putnam, and Maurice Schweitzer), and the folks at Blackwell Publishing. I want to thank each of them for the many hours they dedicated to this process.

Although Ray worked at every phase of the Publisher selection process, his greatest contribution (and a mighty contribution it was) was in carefully crafting and re-crafting a contract (with the very generous, pro-bono legal assistance of Greg Weingart) that aligns our interests with that of the Publisher, increases their commitment and marketing efforts, insures our control of the journal content, and reduces our financial risk. Of course, Ray's biggest challenge was to select and roll-out a new IACM logo. Despite a valiant attempt to find a logo representative of our mission and acceptable to our membership, the objective turned to be more elusive than anticipated. As a consequence, Ray wisely charged a committee of creative individuals with this task, including Peter Carnevale (Chair), Michael Gross, Shirli Kopelman, Terri Lituchy, Linda Putnam, and Gerber van Kleef. Thanks to each of you for your continued efforts.

After working with Jessica Katz-Jameson to plan and implement our upcoming 2007 conference, I gained a true appreciation of the Herculean-efforts required of the Local Arrangements Chairs. In all honesty, I have come to the conclusion that we have done a disservice to all of those who have served in this capacity during the last 19 years. Regardless, Terri Lituchy and Karen Harlos fulfilled their roles as Local Arrangements Co-Chairs with grace, efficiency, and little complaint, as did the very funny, Maurice Schweitzer in his role as Program Chair. Beyond the fun and learning experienced by all, in Montreal (hey that rhymes), I want to thank Terri, Karen, and Maurice for their continual and patient council as Jessica and I try to replicate their success.

Several other people put their finger print on IACM in the last year and deserve special thanks. First among them is Don Gibson, who is stepping down as Executive Officer to take on the Program Chair mantle. While serving as Executive Officer, Don added a credit card payment system (which helped with membership), diversified our financial portfolio (resulting in over \$12,000 in gains over the last two years), presided over a steady 3-year increase in membership (aiding our ability to monitor the database and send

out e-mails), and dealt with a steady stream of incoming member inquiries. Yo' the man Don.

I also want to thank Don Gibson, Paul Taylor (in his capacity as Communications Officer); Michael Gross (in his capacity as our **SIGNAL** Newsletter Editor; and LaurieAnn L. Ray (in her capacity as our **SIGNAL** Newsletter Assistant Editor) responsible for this edition; for the significant advances made over the last three years in streamlining the membership process, integrating it into the website, and coordinating a linked database. George Billikopf also deserves thanks for creating and maintaining our list serve and Laurie Weingart and Jeff Easter both deserve our gratitude for obtaining permission for us to use the Carnegie Mellon University system for managing our electronic election process. Few of you know that Laurie generously funded this system herself until I caught on this year. Because of each of you, we now have an efficient, informative, people-friendly system that allows us to function and interact with our membership.

Thank you also to Susan Brodt and Peter Kim for their Board leadership over the past two years (we miss you already) and to our other Board members: Corinne Bendersky, Fieke Harinck, Tetsushi Okumura, and Wolfgang Steinel for their continued contributions. Special thanks to our most dedicated members – our Advisory Council (Daniel Druckman [Chair], Peter Carnevale, Don Conlon, Barbara Gray, Tricia Jones, Herbert Kelman, Roy Lewicki, Dean Pruitt, Linda Putnam, Dean Tjosvold, James Wall, and

William Zartman, for their marvelous insights and never ending dedication.

Finally, my personal thanks to Terry Boles, Laurie Weingart and Michele Gelfand for their good council and joint voice of reason.

The Future: July 1 – 4, 2007, Budapest Conference

Turning to plans concerning our 2007 conference, it seems only fitting to commemorate two decades of association meeting, greeting, publishing, speaking, awarding, thinking and occasional drinking by holding our 20th IACM Conference in a city sacked more often than John Elway of the Denver Bronco's–Budapest, Hungary. Following in Bruce Barry's intimidating footsteps (IACM 2003 conference in Melbourne, Australia), we look beyond North America, Canada, and Western Europe (see below for a list of previous conference locations), and spread our wings into Eastern Europe.

- 1987 – Fairfax, Virginia (USA)
- 1989 – Athens, Georgia (USA)
- 1990 – Vancouver, British Columbia (Canada)
- 1991 – Den Dolder (the Netherlands)
- 1992 – Minneapolis, Minnesota (USA)
- 1993 – Hengelhof (Belgium)
- 1994 – Eugene, Oregon (USA)
- 1995 – Lo-Skolen (Denmark)
- 1996 – Ithaca, New York (USA)

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PRESIDENT'S CORNER

(Continued from page 4)

- 1997 – Bonn (Germany)
- 1998 – College Park, Maryland (USA)
- 1999 – San Sebastian-Donostia (Spain)
- 2000 – St. Louis, Missouri (USA)
- 2001 – Cergy (France)
- 2002 – Park City, Utah (USA)
- 2003 – Melbourne (Australia)
- 2004 – Pittsburg, Pennsylvania (USA)
- 2005 – Seville (Spain)
- 2006 – Montreal (Canada)
- 2007 – Budapest (Hungary)
- 2008 – Chicago, Illinois (USA)

In the Autumn issue of NUVO magazine (an upscale fashion, food, and travel magazine published in Canada and sent by way of Karen Harlos), the title magazines “Sentimental Traveler” gave his review of Budapest “*Don’t Tell Your Friends: Budapest, old city and new, both fabulous*” says it all. Quite a statement given that Budapest is a true “study of social conflict and conflict resolution at all levels of society” (consistent with our mission statement) due to its history of occupation by invaders, oppressors, and ambitious war mongers, including the Mongols, Habsburgs, Turks, and Nazis. Perhaps most shocking is the fact that the Hungarian people did not gain full control of Budapest until 1989, which explains their intolerance for government corruption. This history of strife and survival stands in stark contrast to its surreal beauty and rich opulence.

The conference will be held at the five-star **Le Meridien Budapest Hotel**, a Starwood Hotel, member of the Leading Hotels of the World. The only hotel in Hungary accredited with the Five Star Diamond Award [the symbol of excellence of the American Academy of Hospitality Sciences] and is ideally located in the heart of the capital on a lovely tree lined street. When you enter this small, luxurious hotel, built in the late 19th century, you will find yourself in an elegant lobby decorated with Persian rugs, satin drapes, antique furniture, and a front desk guarded by a pair of Egyptian statues.

The Le Meridien consists of 218 art-deco guest rooms and suites, a glass-domed restaurant specializing in a heritage of French and Hungarian flavors, a sofa studded bar that remains open until 1:00



AM, 8 meeting rooms (we will be the only conference using these facilities during our stay) and fully equipped business center with high-speed Internet access, printers, fax machines, and secretarial support. This fine hotel also boasts a complete fitness center with indoor swimming pool, spa tub, sauna, steam room, tanning salon, array of spa services (including aromatherapy and hot stone massage) and health food bar, for those not tempted by the rich afternoon tea for which Budapest is famous.



Despite the quality of the Le Meridien Hotel, we have been able to negotiate a rate that would compare favorably (heck, if we aren't able to do it, who can?) to European hotels of far less quality (3 and 4 star hotels). I am pleased to report a discounted rate of 130 euros (about \$164 US dollars) for a single room and 150 euros (about \$150 euros) for a double room. Flights to Budapest (direct flights are available on some carriers from New York City, but flights from other US cities require a change in planes in London, Frankfurt, or Zurich) generally cost the same as flights to any major Western European City.



Together our conference team (Conference Implementation Chair - Jessica Katz-Jameson, Program Chair - Don Gibson, and Executive Officer - Shirli Kopelman) are working together to create a conference rich in information and excitement. Other plans for the conference include a selection of Sunday afternoon excursions (i.e., brunch at Hungary's top rated restaurant, city tour and competitive scavenger hunt, or a borozos (wine) and sorozos (beer) tasting tour; Monday night dinner in a converted Monastery followed by a moonlit dessert cruise down the Danube; Tuesday night awards ceremony in a Hungarian landmark. Experience has taught me that only one variable accounts for most of the variance in conference quality and that is the people who attend it - so I am counting on YOU.

Lifetime Achievement Award: Call for Nominations

By Robin Pinkley, IACM President
rpinkley@cox.smu.edu

Selection committee members Robin Pinkley (IACM President), Ray Friedman (Past President) and Bill Donohue (President-elect) invite nominations for the 12th Lifetime Achievement Award (LTAA) to be given at the IACM annual conference in Budapest, Hungary, July 1-4, 2007.

The LTAA is awarded every other year (alternating with the Jeffery Z. Rubin Theory-to-Practice Award) to an individual whose life's work has spanned decades and made outstanding contributions to the science and practice of conflict management. Nominees should be boundary scanners, whose rich history of theoretical and empirical work has made a significant and enduring impact across disciplines and the artificially imposed boundaries of theory and practice.

The award recipient will receive a commemorative plaque, a waiver of all conference registration fees, and coverage of his/her flight and hotel room fees. The recipient will be asked to give a short talk concerning the most enduring contributions of his or her life's work and to write a paper based on the talk for publication, subject to editorial review in the IACM sponsored journal, *Negotiation and Conflict Management Research*.

Candidates for the award may be self-nominated or nominated by a peer. Nominations should include a brief statement regarding how the candidate meets the award criteria and a full professional vita.

The deadline for nominations is December 1, 2006. Nominations (including the materials noted above) should be emailed to rpinkley@mail.cox.smu.edu or mailed to:

Professor Robin L. Pinkley
Edwin L. Cox School of Business
Southern Methodist University
Fax #: (214)768-4099
rpinkley@mail.cox.smu.edu

IACM Historical Materials Needed

By Dean Pruitt, George Mason University
dean@pruittfamily.com

As many of you know, I was appointed IACM Historian at the Montreal meetings. I am now actively looking for historical material on IACM. I have most of the programs and proceedings though would be happy to obtain any in electronic form that have not been fully posted on the IACM website. I have all of the issues of **SIGNAL**.

What I need now are the following: photos from prior conferences (a general photo was taken at each one), officer lists, membership directories, Board and business meeting agendas and minutes, financial reports, committee memberships and minutes, names and citations of awardees, IACM stationery, brochures and other publications, lists of attendees at meetings, and all correspondence including e-mail messages.

The one thing I don't want is conference papers. Much of what you send me will be photocopied and kept in an accessible archive. The rest will be stored in a university library.

Please e-mail me dean@pruittfamily.com with information about anything you have that pertains to the history of IACM. IACM has given me a budget for shipping and photocopying material. Hence, I can reimburse you for mailing and can copy and return anything you need back.

FUN FACT:



The "moose viewing capitol of the world" is located in the foothills west of Fort Collins, CO.

Negotiation & Conflict Management Research (NMCR)

Call for Papers



Negotiation and Conflict Management Research (NCMR) is the official journal of the International Association for Conflict Management. *NCMR* publishes fundamental research that focuses on theory and research on conflict and conflict management across levels, including organizational conflict, interpersonal conflict and inter-group conflict, and across a range of domains including environmental conflict, crisis negotiations, political conflict and cross-cultural conflict, as well as formal and informal third party intervention, including mediation and arbitration. The journal welcomes full-length theory and empirical papers, as well as shorter “research notes” appropriate for single study empirical papers. Diverse methods and approaches are also welcome. More specifically, we seek to publish papers that:

- initiate, extend, validate or redirect a line of inquiry;
- provide a theoretically driven review and integration of an important research area
- draw upon and integrate perspectives from multiple disciplines;
- provide new empirical findings;
- make theoretical contributions;
- employ diverse methods;

In addition, *NCMR* seeks to provide high quality and timely feedback to scholars, and provide scholars with individualized mentoring through our mentoring program, where early career scholars can be mentored and receive feedback on their manuscripts prior to submitting their work for review. In addition, we seek to reward scholarship with our annual “Best Paper” award.

For additional information visit <http://www.iacm-conflict.org/nmcr/>

PRACTITIONER PROFILE

Claus Iwersen, Loejt Kirkeby, Denmark

By Todd Berlier, Colorado State University, toddberlier@msn.com

Photo by Thomas Tolstrup



Many people in the world become mediators through traditional venues: completing a degree and then pursuing the career. Claus Iwersen began his career in far different manner. He first became interested in mediation, when his wife, who was working for the German General Consulate, asked for her vacation pay. After having to have professionals resolve the conflict on her behalf, Mr. Iwersen was struck by the idea, that, “For the first time I met the idea that a case often is not about the very case—that was surprising and motivating. (It was about) her own dignity and integrity in relation to the employer who thought himself allowed to do anything.”

Claus Iwersen, didn't *get* educated in conflict management, but educated himself. His was a path of the experience of trying to find a better way; but to hear his well articulated opinions and positions; one would expect him to be a professor at a university on the subject. In his position, Mr. Iwersen is always able to keep the individual in mind and the number one priority: “through negotiation I have been able to make a difference for colleagues and groups at workplaces—negotiating dismissals, employees' rights, etc.—it is of great importance on a personal level to the persons involved. When a negotiation is successful, you receive very large and personal gratitude, whether we had our demands fulfilled or not. The important (thing) is, that the effort and negotiation was seen as professional and satisfactory, which means that all possibilities are used, and it can be concluded that a better result was not obtainable.”

He first began his career as a journalist at the Danish regional newspaper, *JydskeVestkysten* in 1987 after completing his apprenticeship at the *Der Nordschleswiger* newspaper, paper for the German minority in southern Denmark. In 1992 he was elected shop steward representing 140 journalists, again employed at *JydskeVestkysten*. In Denmark the employee is responsible for his or her relationship with management. Mr. Iwersen explains it as, “This means that the employee is responsible for his own working conditions. As a young journalist the importance of someone taking responsibility for this situation and challenging the employer occurred to me. Therefore I put myself up as a shop steward. I always try to motivate the employers to be responsible—to me a pillar in democracy is the obligation to act on your possibility to influence the democratic process.”

Eventually he became the Editor of Editions of the same newspaper he began his career, and since 1999 he has been employed in The

Danish Union of Journalists as a Consultant where he is responsible for most aspects of negotiations. He teaches negotiation skills to the current shop stewards, any interested union member in negotiation skills, primarily wage bargaining, heading collective bargaining negotiations and assisting the shop stewards when they need help resolving a conflict.

In Denmark, conflict management and mediation are still a burgeoning method for resolving conflict. “To us mediation is quite a new way to solve problems. Only recently have we begun to seriously discuss making it part of our instruments and offers to members and workplaces,” Mr. Iwersen states. While it may be new to Mr. Iwersen and his industry, his words may as well have come from a textbook, “I work with the concept ‘constructive negotiations’ and I often see the new participants being very astonished about the calm and professional way in which the negotiations concerning difficult or emotional topics are carried out. It is my experience that good relations to the opposite part, a sincere interest in their needs and bringing in a lot of good proposals matching both parts requirements, might be the key to a good negotiation.”

Without a vast array of resources at his fingertips, Mr. Iwersen manages to “make a lot of efforts to evaluate the large sequences of negotiation. Here we stick to the good experiences which are implied in the next negotiations. I believe we carry out our negotiations and trainings at a rather advanced level, attempting to be a learning organization.” But after participating in an IACM meeting, Mr. Iwersen concluded that, “for the first time I found relevant theoretical material, confirming what we are already doing or providing me with new knowledge to expand my qualifications.” In his position, Claus Iwersen has found what most of us dream, “I have great freedom to define my way to work.”

PRACTITIONER PROFILE

Martin Lang, Dublin, Ireland

By Todd Berlier, Colorado State University, toddberlier@msn.com

In all of the Practitioner Profile's, conducted by the **SIGNAL** staff in the last year, a common thread reappears, the people that are "in the trenches," repeatedly tell us of the difficulty in changing the minds of those they work for and with about the value of conflict management through alternative dispute resolution.

Martin Lang is no exception: "The biggest challenge is being the evangelizer in my approach in bringing the message of mediation to an industry which for many years has ignored the procedure." Like most, Martin has had to do research and financial studies to prove to his industry, that the ADR and mediation approach to resolving conflict, are the better alternative.

From an early stage in his career, Martin realized that in the construction business, more so than in most businesses, contracts "were structured in such a way that led to an adversarial approach by all the parties involved...conflict and dispute were almost parts of the fabric of such contracts." Through his desire to end the status quo, which was fraught with hostility, Martin worked to understand the underlying problems so that he may find ways to solve disputes amiably. Through his work, Martin states that one of the defining moments in his career came when he "discovered that at the heart of our disputes lay issues that could through training and awareness be addressed."

"As a result of my experience in dealing with such conflict and the successful application of mediation in these disputes has led me to believe that it is an ideal vehicle for dispute resolution in the construction industry and indeed an ideal vehicle and procedure to resolve many disputes that our industry encounters on a day-to-day basis."

Currently, Martin Lang is the Senior Executive Officer Construction Industry Federation (CIF) in the Tendering & Contracting Department in Dublin, Ireland. In this position, Martin acts on behalf of the CIF President in relation to the nomination and selection of mediators, conciliators and arbitrators. "I mediate in contractual construction disputes between main contractors, sub-contractors and clients and

I am the certified trainer in delivery of conflict and dispute management procedures."



He started the Conflict and Dispute Management Avoidance Training Program at CIF and through that program has managed to resolve about 80% of all disputes brought before him: 65 construction mediations, conciliations and facilitations since 1994.

Martin is currently Liaison Committee CIF Representative, Vice Chairman LC National Dispute Management Panel and Member, CIF Disputes Management Panel Administrator and Member, SMETS / CIOB Tutor and Course Developer including courses on conflict and dispute management, CIF Senior Executive MBCA , CECA, ICPA, CIF Representative Forum for the Construction Industry, CIF Representative New Government Contracts Committee, a regular contributor to a number publications in relation to construction industry matters including conflict and dispute avoidance and management.

Martin is also a member of the Chartered Institute of Arbitrators, a Chartered Institute of Arbitrators Accredited Mediator, and a member of the International Association of Conflict Management. Martin and his wife, Ann, enjoy a happy marriage. They have three beautiful children, Stuart, Ian, and Julie.

20th Annual IACM Conference

Budapest, Hungary ~ July 1-4, 2007



CONFERENCE ACTIVITIES:

Sunday

- Hotel check in
- Brunch at famous Gundel's Restaurant
- Choose between three afternoon excursions:
 1. Luxury/Relaxation Excursion*
 2. City Sightseeing Excursion*
 3. Hungarian Wine & Beer Tasting Excursion*
- Welcome cocktails and dinner
- Poster session/Wine and Palika tasting

* Visit <http://www.iacm-conflict.org/> for more information.

Monday Conference Activities

- Dinner at theatrically themed Rivalda Cafe & Restaurant on Castle Hill
- Evening desert and Champaigne cruise on the Danube River

Tuesday Conference Activities

- Cocktail reception in the courtyard of the Hungarian Agricultural Museum
- Awards dinner at Vajdahunyad Castle in City Park

CONFERENCE LOCATION:



Le Méridien Budapest

Erzsebet Ter 9-10 · Budapest 1051 · Hungary

Phone: (36)(1) 429 5500

<http://www.starwoodhotels.com/lemeridien/>

Volunteers Needed to help with Budapest Conference!

Jessica Katz-Jameson, Conference Implementation Chair
North Carolina State University
jameson@unity.ncsu.edu

I want to extend a heartfelt *THANK YOU* to everyone who volunteered to help with the Budapest conference through their responses to our recent survey. Our current volunteers include: *Katerina Bezrukova, Deborah Cai, Rachel Campagna, Larry Crump, Bill Donohue, Emmy Irobi, Juergen Nautz, Mara Olekalns, Claudine SchWeber, Wolfgang Steinel, Helena Syna Desivilya*. I also want to thank those who signed on to help earlier, including *Marge Druckman, Michele Gelfand, and Anne Lytle*.

If you have not heard from me yet, you will be hearing from me shortly as we begin to put committees together and identify committee chairs. Mara, who has fabulous experience from the Melbourne conference, has graciously agreed to Chair the committee responsible for the Monday night dinner. If anyone is willing to work with Mara on that event, please let me know immediately. While Robin has already handled many of the arrangements, we still need some help with the Tuesday night dinner and awards banquet, coordination of pre-conference excursions, and other details.

If you are willing to volunteer your time in any way, large or small, please contact me at jameson@ncsu.edu. Thanks again to all the fabulous IACM members who completed our recent survey.

I look forward to seeing everyone in Budapest next July!

CALL FOR SUBMISSIONS
20th Annual Conference of the
International Association for Conflict Management
July 1-4, 2007
Budapest, Hungary
Submission Deadline: February 2, 2007

The International Association for Conflict Management (IACM) was founded to encourage scholars and practitioners to develop and disseminate theory, research, and experience useful for understanding and improving conflict management in organizational, societal, family, and international settings. We invite papers as well as proposals for symposia for the 2007 meeting of IACM to be held in Budapest, Hungary.

NOTE: Dates for the 2007 IACM Conference have changed from June 24-27 to July 1-4.

TYPES OF SUBMISSIONS

You are invited to submit a paper, symposium or workshop. Submissions should present new material, distinct from published works, works that will be published before the conference, or from submissions to any other conference. For questions regarding eligibility please see detailed submission criteria at www.iacm-conflict.org or contact the program chair. We encourage innovative sessions or papers involving dialogues between: theory and practice, different content areas, different conflict paradigms (game theory, decision-analysis, political science, psychology, etc.), or multiple cultures.

Individual Presentations: Presentations can be submitted as either full length papers or extended abstracts.

Papers: Papers are limited to 30 TOTAL PAGES (including title page, abstract, references, tables, and figures) and should be formatted according to guidelines set forth in the latest edition of the *Publication Manual* of the American Psychological Association. Papers should contain Introduction, Method, Results and Discussion sections. Incomplete papers are not acceptable. Papers that do not fit logically with other papers to form a cohesive session or papers that would benefit from more time or face-to-face discussion will be scheduled in showcase poster sessions.

Extended Abstracts: Extended abstracts must include at least 1000 WORDS. It is essential that abstracts provide sufficient information for review. Extended abstracts will not be considered for conference awards.

Symposia/Debates/Roundtables:

Symposia: Symposia are focused sessions in which participants present their views on a common issue.

Debates: Debates typically include a moderator and two teams of one or two speakers each.

Roundtable: Roundtable discussions typically involve a moderator/facilitator and a panel consisting of participants from a variety of different traditions or perspectives on an issue.

Symposia, Debates, and Roundtable submissions should describe the focal issue (3 PAGE LIMIT), the qualifications and expected contributions of each participant, and include a statement from each participant declaring their intention to register for and attend the conference.

Workshops: Workshops are highly interactive, specialized sessions that focus on sharing new techniques or approaches related to teaching, research, and/or practice. There is limited space on the program for workshops. A workshop proposal should explain its relevance to IACM; articulate the session's goals, give details on the format to be used, indicate constraints on time and the number of participants, and describe the relevant qualifications of those who intend to conduct the workshop.

Novel Session Formats: We encourage proposals for innovative or experimental conference sessions that do not fit any of the categories described above. This may include, for example, a proposed conversation hour, wherein one or two people with expertise in an area of interest to IACM give a short presentation, and then solicit questions from the audience.

Submission Deadline:
February 2, 2007

SUBMISSION PROCEDURES

Requirements: All submissions MUST INCLUDE a signed statement from each participant specifying:

- 1) the person(s) responsible for presenting the submission;
- 2) a promise that each presenter will register and attend the conference should their submission be accepted;
- 3) their willingness to present at the time and date scheduled by the Program Chair; and
- 4) their willingness to present in the format (paper presentation or poster session) specified by the Program Chair.

After notification from the Program Chair, the submitter is responsible for notifying co-authors and other session participants about the acceptance/rejection decision and information concerning session location, timing and format.

Submit Papers: The deadline for submission is **February 1, 2007**. Any papers submitted late will receive only limited reviews, and will be eligible only for the poster session if there is space available. These papers will not be eligible for awards. Papers should be submitted through the IACM website: www.iacm-conflict.org

AWARDS & PROCEEDINGS

Outstanding contributions to the program will be acknowledged with presentation of awards and plaques in the following categories: Outstanding Empirical Paper, Outstanding Theoretical Paper, Outstanding Applications Paper, and Outstanding Graduate Student Paper (defined as a paper on which a current graduate student is first author).

Abstracts of papers, symposia, roundtables and debates presented at the conference will be included in the Conference Abstracts Proceedings.

PROGRAM CONTENT AREAS

Research, Theory, and Practice in:

Negotiation: Conflict settlements; concession bargaining; integrative agreements; negotiation teams; relationships; negotiator emotions; power and influence.

Decision Processes: Decision making of negotiators, mediators, and arbitrators; biases and heuristics; negotiator rationality; learning; implementation of decisions.

Communication: Verbal and nonverbal behavior in conflict; interaction analysis of communication behavior in negotiation; effects of communication styles; technology as a component of conflict.

Conflict in the Public Sector: Role of conflict in public policy processes; conflict relating to ethics and values; law and social conflict; public sector labor-management relations.

Culture and Conflict: Cultural dimensions of conflict, including within-culture dimensions as well as cross-cultural comparisons.

Social Justice: Alternative dispute resolution (ADR) systems; procedural and distributive justice; legal issues and dispute resolution; impact of dispute resolution procedures on society.

Third Party Intervention: Techniques, strategies, tactics, and outcomes of mediation; forms of mediation and arbitration; influence of third party behavior on disputants; organizational grievance procedures.

Environmental and Public Resource Conflict: Natural resource and environmental conflict; role of third parties in environmental conflicts; economic and political dimensions of resource disputes.

International and Inter-group Conflict: Ethnic and regional conflicts; development of group biases; conflict escalation; international and inter-group conflict prevention and resolution; deterrence and third parties.

Organizational Conflict: The causes, effects, and measurement of conflict in organizational settings; interpersonal, intra- and inter-group conflict; power; diversity; styles of handling conflicts; moderators and effects of conflict; research methodologies for studying organizational conflict.

IACM 2007 PROGRAM CHAIR

Donald E. Gibson, Fairfield University
Dolan School of Business, Management Department
dgibson@mail.fairfield.edu

LOCAL ARRANGEMENTS CO-CHAIRS

Planning Chair:

Robin L. Pinkley, Southern Methodist University
Cox School of Business, Strategy and Entrepreneurship
rpinkley@mail.cox.smu.edu

Implementation Chair:

Jessica Jameson, North Carolina State University
Department of Communication
jameson@ncsu.edu

CONFERENCE HOTEL

Le Meridian Budapest

<http://www.starwoodhotels.com/lemeridien>

IACM INFORMATION/MEMBERSHIP

For membership information and updates regarding the association and the conference, please see the IACM website:

<http://www.starwoodhotels.com/lemeridien>

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From the Executive Officer's Desk...



By Shirli Kopelman, University of Michigan, www.shirlikopelman.com

Greetings, IACM members. As the new executive director, I look forward to working with all of you to ensure that our vibrant community continues to flourish and grow. First, we owe a big thanks to Don Gibson for the great job he has done over the last three years as executive director. He did such a great job, in fact, that his role has been divided into two positions. Paul Taylor will manage and update our membership list as part of his role as the communications officer, while I will oversee the financial angle as IACM's executive director. We received both domains in good health and perfect order.

As you know, Don is not exactly taking a breather; he has just changed hats having accepted the role of program chair for the 2007 conference in Budapest. I'm particularly excited about the international basis of our membership, as global reach and identity is critical to our ability to have an impact. Our work as researchers, educators, and practitioners is ever so relevant both in developing theory and in translating it into action. With the launch of our new journal (NMCR) and our upcoming conference in Budapest, it promises to be an awesome year.

From the Communication Officer's Desk...

by Paul Taylor, The University of Liverpool, UK, Pjtaylor@liverpool.ac.uk

It will come as no surprise to many of you that IACM has continued to grow in 2006. As of 6 October, we stand at 296 members, including 184 faculty members, 55 professionals, and 55 students. 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.

IACM is also expanding in the ways it tries to support the interaction among members. Over the last 12 months, our website has had an average of 253 visits a week from people in 178 countries! This has prompted us to spend further time developing our web presence. We plan to improve News feeds to keep members up to date, to develop our section on award winning papers and their subsequent impacts, and we have begun collating historical documents to create an online IACM history. Moreover, the IACM List serve is a growing resource to many who want to connect with other experts in their area, and the new style SIGNAL, with its pages of resources and reviews, will not have escaped anybody's attention (thanks to Michael Gross and his team).

IACM Special Interest Items

A special issue of *American Behavioral Scientist*

From Barbara Gray, Pennsylvania State University, b9g@psu.edu

A special issue of *American Behavioral Scientist* entitled *Intractable Conflict: New perspective on the causes and conditions for change* is scheduled to appear in November or December of 2006. The issue is edited by Peter Coleman, Barbara Gray, and Linda Putnam. It contains an introduction and six articles that cover conflicts involving Northern Ireland, Israelis and Palestinians, and tribal wars in Uganda. Several theoretical perspectives on causes of intractability (including dynamic modeling, collective memory, ethos of conflict, and institutional theory) and on intervention strategies are also explored. Authors represented in the issue include: Daniel Bar-Tal, Peter Coleman, Robin Vallacher, Audrej Nowak & Lan Biu-Wrzosinska, Ifat Moaz & Roy J. Eidelson, Lorelle Jabs, Daniel Lieberfeld, and Dean Pruitt.

News Reporting and Its Impact on Conflict

From Linda Putnam, Texas A&M University, lputnam@tamu.edu

The Center for the Study of Conflict, Law, and the Media at the University of Missouri hosted a conference on *News Reporting and Its Impact on Conflict* on September 15-16, 2006 in Columbia, MO. Presentations focused on communication and the messages of conflict; media coverage and effects on conflict; media, conflict and democracy; and media and international conflict. Abstracts of presentations, references on media and conflict, participant bios, and the conference program appears on the web site: <http://www.csclm.org/conference>.

IACM Advisory Council Update

By *Daniel Druckman, George Mason University*, dandruckman@yahoo.com

The IACM advisory council was created by the Board in 2004. Members consist of past presidents with five years of post-presidential service and Lifetime Achievement Award winners. This collection of colleagues comprises a notable set of scholars whose contributions are valued by the organization. The council held its third meeting in Montreal. We welcomed Don Conlon as the newest member.

Among the topics discussed at the meeting were the following:

- Development of the Association's new Journal, "Negotiation and Conflict Management Research;"
- the creation of an historical archive;
- re-visiting the mid-career award
- criteria for the Lifetime Achievement award
- an advisory council panel at the 2007 meeting in Budapest
- location of the 2008 meeting, and
- fund-raising issues.

With the help of the Journal's editor, Judi McLean Parks, we discussed the many facets of organizing and sustaining a new publication. Topics included the selection of associate editors, responsibilities of Journal board members, dissemination, the review process, the mentoring program, and special theme issues. Council members expressed enthusiasm for the undertaking and a willingness to contribute state-of-the-art articles to the early issues. The widespread enthusiasm for the Journal among the Association's membership bodes well for its future. A hearty thanks went to the Council members (Roy Lewicki and Linda Putnam) who negotiated the arrangement with the publisher and to Judi for pulling this all together.

Council member Dean Pruitt will work with IACM Communications Officer Paul Taylor to create an electronic archive of historical materials that have accumulated through the years. These include records of past meetings and presentations, invited speakers, activities, and correspondences from past presidents. This should be a useful resource for all members. Newer members will be able to develop an understanding of how the Association evolved; our veteran members will be reminded, and can reminisce, about events that they may have participated in.

A suggestion was made to consider the possibility of adding another mid-career award. It would complement the Rubin theory-to-practice award by honoring a colleague who has made substantial contributions to scholarship by mid-career. This would be an award for research rather than for creating bridges between theory and practice. A lively discussion ensued and we agreed to continue addressing the matter at next year's meeting in Budapest.

Council members also discussed criteria for the Lifetime Achievement Award. The discussion led to an attempt to define key terms in the Association's statement about the award. These terms or phrases included: "life's work that has spanned decades," "outstanding contributions," "boundary spanners," "a rich history of theoretical and empirical work," and "enduring impact across disciplines and the artificially imposed boundaries of theory and practice." The definitions were accompanied with examples of the careers of previous recipients of this honor. Further discussion of these criteria can be found in Robin Pinkley's column in this issue.

The idea of an Advisory Council panel for the Budapest conference was also floated. A few themes include reflections about the state of the field, trends in current conflict management/resolution research, and the contributions made by IACM to the development and nurturing of research and practice. Several members agreed that these would be good discussion topics but also thought that a pre-conference workshop on professional socialization (for graduate students and recent Ph.Ds) would also be useful. A step in this direction was taken in the "graduate students and guru" sessions organized by Cheryl Rivers and Dan Druckman in Spain and Montreal. We look forward to more events of this sort at future meetings.

Further discussion about conferences centered on the location of the 2008 meeting and issues of fund-raising. President-elect Bill Donohue joined us to address the North American location/venue. A number of interesting—if not exotic—locations were suggested before agreeing that Chicago would work best. Bill's mid-west roots and current home suggest Chicago for sentimental reasons. More importantly, however, the willingness on the part of Kellogg's dispute resolution program to serve as a local arrangement committee is too good an offer to refuse. Plans are well underway for an early July meeting at a hotel on the Chicago river.

My suggestion of a larger intellectual presence at annual meetings for our presidents met with some measure of resistance from both the current and former presidents at our meeting. To them, the thought of yet another task would overload an already full plate of responsibilities. The largest concern expressed was the challenge (or bourdon) of raising funds for the annual conference. Institutional support from home and local universities is rarely enough to pull off our conference—certainly not in the style of such recent venues as Paris, Park City, Melbourne, Seville, and Montreal. Although the discussion created the impression that help may be on the way, this will be a continuing topic on the agenda of future meetings. Indeed, we look forward to our July 4th meeting in Budapest. More than just a "free lunch," we enjoy these opportunities to be of service to one of our favorite professional organizations. Onward.

SPECIAL REPORT

Why Saying “Sorry” is the Hardest Thing to Do

By Greg Paul, Texas A&M University, gregdpaul@gmail.com

“I’m sorry.” On the surface, it seems so easy to say. From a young age, we’re taught that we should apologize to people we hurt because it’s the polite and correct thing to do. However, for any number of reasons, as we grow older, we look forward to apologizing with as much fondness as our next trip to the dentist – not much. Truly, apologizing can’t be that hard...can it? Apologies serve a number of purposes, from seeking peace to staving off punishment to soothing one’s conscience. Yet, for all the good apologies do (such as restoring relationships and paving the way for forgiveness), disputants rarely employ apologies. A variety of cultural and situational tensions play an important part in whether or not people will apologize.

Cultural norms play a large role in shaping how and if people will apologize. Researchers, for instance, have observed significant differences in how Japanese and American individuals apologize. Whereas Japanese are more elaborate and direct when apologizing, Americans offer less direct and shorter apologies, preferring to explain rather than apologize. Likewise, in contrast to Japanese who often ask how they can compensate the injured party, Americans ask *if* the injured party wants compensation. Researchers account for these differences by pointing to differences in cultural norms (such as individual vs. relationship-centered orientations). How might this self- vs. other-centering play out? On the one hand, if the transgressor was more concerned with the self, he or she might avoid the shameful dilemma of apologizing. On the other hand, if the person values the relationship more than self, an apology is more likely to be forthcoming. In addition to self and other orientation, a variety of other cultural norms, such as prominence of face concerns, are important when considering likelihood of apologizing. For example, giving an apologizing is very threatening to self-face because the person is admitting wrongdoing. However, if the other party is attentive to the apologizer’s face needs, saying “I’m sorry” should not be as threatening. In all, cultural norms and values influence the use and the interpretation of apologizing.

Aside from the general cultural norms, the specific situation in which a transgression takes place and an apology is requested can create tensions. For example, in the legal arena, lawyers and insurance companies discourage the use of apologies because they represent an admission of guilt. Even

the threat of litigation is enough to ward off an apology, or any phrase that sounds akin to a *mea culpa*. In such an adversarial legal system, individuals rarely apologize, even if they want to do so. Lisa Tyler, for instance, gives a nice discussion of this apologetic dilemma in her discussion of the Exxon Valdez disaster. Even though executives may have wanted to issue an apology, they knew that they could not because of the legal implications linked to admitting wrongdoing. Even on a smaller scale, such as an intra-organizational conflict, giving an apology may be a rare occurrence. Superiors may not feel as if they need to apologize to subordinates by virtue of their ranking in the hierarchy. Peers may not feel as if they need to apologize to each other because they are equals. Organizational norms may have been established that apologies are unnecessary or that people should just “suck it up” and correct their own mistakes. Undoubtedly, situational factors play large roles in the likelihood of using an apologizing.

So what can we do to encourage the use of apologies? First, we can attempt to understand how what we say encourages or discourages others from apologizing. Do our conflict frames have any effect on whether or not the other person will apologize? My research reveals that it does. Apologizing is not only a psychological phenomenon; it is deeply rooted in communication as well. Second, we need to understand that cultural constraints surround the use of apologies. We need to ascertain which cultural dimensions and forces influence the likelihood of using apologies? Finally, we need to understand what goes into making a good and satisfactory apology. Should we just say “sorry”? Should we ask for forgiveness? Should we offer compensation? Are some types of apology more effective than others? Much more can and should be said about what goes into constructing and giving a satisfactory and effective apology.

Saying “I’m sorry” is much more difficult than it sounds. Intertwined with external and internal tensions, it is no wonder that many people cringe at the thought of having to apologize. Yet, for all of its awkwardness and humility, apologies are integral to the constructive management of conflict. We would do well to continue to explore apologies so that we can discern how to manage cultural and personal hurdles and encourage their more frequent use.

Call for nominations for the 2007 Best Article Award for a paper published in 2005

By Corinne Bendersky, University of California, Los Angeles, corinne.bendersky@anderson.ucla.edu

Have you read an article recently that really impressed you? Perhaps it changed your thinking, your research or your practice of conflict management? Each year, the IACM celebrates the publication of an article that advances conflict management theory and practice. We are now taking nominations for the 2007 Best Article award. To be eligible, articles must have been published in the 2005 calendar year and may have an empirical, theoretical or practical focus.

To nominate a paper for this award, please email a full text copy of the paper to Corinne Bendersky at: corinne.bendersky@anderson.ucla.edu

The deadline for nominations is December 31, 2006. I am only accepting electronic submissions this year, so if you cannot find a full-text version, send me the full citation and I will have it scanned in for circulation to the committee members for review. I look forward to receiving your nominations.

Feel free to email me if you have any questions.

See you in Budapest!

Call for Dissertation Award Nominations

By Wolfgang Steinel, Leiden University, The Netherlands, wsteinel@fsw.leidenuniv.nl

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 2005 or 2006 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 email address: wsteinel@fsw.leidenuniv.nl.

The deadline for submission is April 1, 2007. Please submit your application electronically via email as an MS Word attachment, 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. Please contact me if I do not confirm receipt of your email within a week!

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 Budapest.

CALL FOR ELECTED OFFICER NOMINATIONS

President-Elect and Representative-at-Large 2007

By William Donohue, Michigan State University, donohue@msu.edu

Representative-at-Large:

FIRST YEAR: Representatives-at-Large attend three consecutive board meetings. At the board meeting which occurs during the conference that follows their election, they are nonvoting members (Reps are voting members during their second and third board meetings), since their official appointment begins at the end of that conference. One 1st year Rep will Chair the Dissertation Award Committee or the Best Book/Book Chapter Award Committee (these awards are awarded on a rotating basis) and the other the Best Published Article Award (which is awarded annually). These awards are announced during the second conference of the Reps appointment.

- 1) This role involves assembling two committees of three to four people (each Rep will Chair one Committee) who represent the IACM membership (ideally, with at least one non-U.S member) and are charged to evaluate submissions for: 1) Dissertation of the Year Award or the best Article/Book Award and 2) Best Published Article Award. Each committee should attend to the following deadlines:
 - a) Submissions should be solicited in the fall/winter issue of the Signal Newsletter.
 - b) The list of nominations should be generated by members of IACM and the Award committee and submitted to the committee Chair by April 1.
 - c) The complete list should be forwarded to the rest of the committee, along with some standardized evaluation form.
 - d) Final decisions should be made by May 1.
- 2) In the case of the Dissertation Award, the chair will solicit 10 page dissertation abstracts (excluding tables and references) from those who have successfully defended their dissertation within the eligible time frame (e.g., for the 2007 award, one must have successfully defended the dissertation within the 2005 or 2006 calendar year). The first page of the abstracts should include the title of the dissertation and the authors' names and affiliations and the second page should include the title of the dissertation **without** the authors' names or affiliations (i.e., to allow for blind reviews). The first page should be removed and retained by the committee chair before

the abstracts are forwarded to the rest of the committee, along with some standardized evaluation form.

- 3) In the case of the Best Book/Book Chapter Award, the chair should solicit copies of the books that members would like to nominate for the award. The chair of this committee should also charge the committee to review those books that have been published during the eligible time frame to generate a comprehensive list of viable nominees. The Book Award covers a two year span (the two years that proceed the year in which it is awarded) each time it is awarded (e.g., for the 2006 award, books must be published within the 2004 or 2005 calendar year).
- 4) In the case of the Best Published Article Award, the Chair should solicit copies of the articles that members would like to nominate for the award. The chair of this committee should also charge the committee to review those articles that have been published during the eligible time frame to generate a comprehensive list of viable nominees. The Best Published Article Award covers a one year time frame (articles published two years before the award year) each time it is awarded (e.g., for the 2006 award, articles must be published within the 2004 calendar year?).

SECOND YEAR: Serves as an advisor and supporter to the Editor of the IACM journal.

- 1) The role of second year board members is likely to crystallize around efforts to support an existing journal. These efforts may take the following form, subject to the President's and journal Editor's approval:
- 2) Selecting the best IACM journal article(s) for an award at the annual conference.
- 3) Promoting submissions and subscriptions of the journal.
- 4) Assisting the editor to develop the board.
- 5) Potentially serving as a special issue editor.

President-Elect:

The person selected will serve as the President-Elect from June 2007 – June 2008, President from June 2008 – 2009 and Past President from 2009 – 2010. As a result, this person will serve a three year term. Nominees must be able to fulfill the following responsibilities:

1. Work with the Board of Directors to appoint the Conference Program Chair and the Conference Local Arrangement Coordinators (if one is used) for the annual conference to be held during the President-Elect's term of office.
2. Run the nomination and election process for the President-Elect and 2 new Board-Members At-Large.
 - a. Solicit nominations at the annual business meeting, in the Fall newsletter and through email in September.
 - b. The President-Elect should obtain a full slate of candidates from those nominated by November 1 and complete the election by December 1.
 - c. Oversee the election process, including mail ballot and submission of biographies by nominees (note: we do this all on-line now through Laurie Weingart and Carnegie Mellon University), as well as, a follow-up email to the membership regarding the results of the election.
2. Solicit options and investigate alternatives for selecting the site for the annual conference to be held during the President-Elect's term of office.
3. Oversee selection of the conference hotel, catering for three meals a day, dinner venues and locations, program location and facilities, events, trips, gift bags, conference information, etc.
4. Serve as Acting President in the absence of the President. If the President cannot or does not perform his or her duties, the President-Elect should work with a committee of Past Presidents (immediate and 1 year removed) to carry out the Presidential duties.
4. Appoint Executive Officer, Newsletter Editor, Communications Officer, (if these positions are vacant), Program Chair and Local Arrangements Chair (for the conference that the President oversees) in consultation with the board for appropriate years of appointment.
5. Oversee production and deadlines for the fall newsletter in September and the spring newsletter in March and write presidential columns.
6. Appoint the chairs and oversee the operations of all standing and special committees, including Memberships, Awards, and Publications.
6. Oversee the planning of the annual conference, including the preparation of brochures (with the Program Chair and/or the Local Arrangements Chair) budgets (with the Local Arrangements Chair), and all other conference related arrangements.
7. Oversee Call for Papers preliminary version submitted by the Program Chair in June (and introduced during the business meeting proceeding the conference for which that individual will plan the conference) and a second Call for Papers in early September (and in the fall newsletter).
8. Oversee production and distribution of publications (e.g., Membership Directory, Bibliography of Member Publications, etc. (with Signal Editor and Communications Officer)
9. Present Presidential Address at annual conference (optional).
10. Conduct strategic planning for the organization. Think ahead and plan future events.
11. Stay abreast of the IACM budget and authorize and sign off on all budget expenditures. Any expenditure in excess of \$1000 must be approved by two out of three of the following officers: Past President, President, and/or the Executive Officer.
12. Oversee the Journal and work with the Editor in an advisory capacity.
13. Oversee the election of the journal Editor (if this position is unoccupied).

President:

The person elected as President- Elect in 2006 will serve as the President from June 2007 – 2008 and Past President from 2008 – 2009. As a result, this person will serve a three year term. Nominees must be able to fulfill the following responsibilities:

1. Oversee the election of officers (the nomination and election process is run by the President-Elect).
2. Work with the association to achieve its purposes, consistent with the Constitution.
3. Convene and preside over meetings of the Board of Directors and the annual Business Meeting (to be held during the annual conference). Prepare agendas for these meetings (coordinate with the President-Elect regarding the last part of the meeting).

Nominations (including self-nominations) will be accepted until February 1. Send nominations by email to:

William Donohue
 Department of Communication
 Michigan State University
donohue@msu.edu

TEACHING SIGNALS

Empowering Business Undergraduates through a Negotiation Course

By Deanna Geddes, Temple University, geddes@temple.edu



I have taught an undergraduate course on “Power, Influence, and Negotiation” at Temple University for the past 16 years. This is a popular business elective, part of a three-course “People First” management certificate program, and a required class for our Human Resource Management majors.

Throughout the semester, I attempt to increase student self awareness and abilities with regard to negotiation, as well as increase their confidence engaging in conflict management processes. Key to this is teaching them about **power**. Specifically, I emphasize the many sources of power and empowerment they already have or can access in order to address challenging situations and negotiations at work—including those significant to their professional advancement.

Most of my students are juniors or seniors, and work at least part time (many full-time) while completing their degrees. Often they waitress, bartend, work in a family business or at an hourly job they’ve held since high school. One surprisingly consistent attribute of these students over the years is their belief that they possess little if any power when it comes to negotiating compensation and benefits for their first post-graduation job. I briefly discuss below some of the ways successfully used to increase student perceptions of their potential power in this particular and other future business negotiations.

First, in a simple, enjoyable right/left brain exercise, students are asked to draw an image of how they personally view power. Often what emerges is the dollar sign (power from financial resources), a clenched fist (power from physical strength), a door that says ‘Boss’ (legitimate power from positions), etc. They work with a partner, discussing their own views of feeling powerful and powerless. Often a key ingredient for feeling powerful that emerges is being well prepared. This concept is reinforced as I mention how much more comfortable and successful they feel in meetings and classes for which they have adequately prepared to participate. The extension to negotiation preparation and success becomes obvious.

Next, we discuss classic views of power based on the bureaucratic model (French and Raven, 1959), as well as the strategic-contingency model of power (Salancik & Pfeffer, 1977), power’s relationship to dependency, and power paradoxes (Bacharach and Lawler, 1986). Students are most familiar with notions of legitimate, coercive, reward and expert power—assets many find currently elusive to them. More novel and surprising are concepts of referent and informational power, contingent and shifting power bases, dependency (power in providing a valued and timely resource), and the power of alternatives. This last point is further emphasized

later in the course with a BATNA exercise, “The Flourtown Farms Case” (see Geddes, 2002).

We add to this burgeoning view of their own potential negotiation power by discussing “non-traditional” bases of power, including a list of options provided by Christine Hogan (1991) such as power of self knowledge, networking, associations, individual flexibility, communication, intuition, persistence, humor, etc. They complete an exercise in which they use 30 cards, each with a different base of power, and sort them as they contemplate a conflict at work or home they need to address. They sort the cards into stacks identifying the potential power bases as useful, not useful, and not sure. They then discuss the situation with a partner to further identify potentially beneficial and available sources of power/resources/strength that may help resolve the problematic situation.

After about 30 minutes or so of discussing and processing numerous bases of potential power from which they can draw, students start feeling more confident regarding future negotiations. They no longer hold limiting views of power tied to notions of possessing a certain power “trait” or holding a particular position at work—the latter often a consequence of overemphasizing French and Raven’s traditional power bases.

I end discussions by suggesting the “power of potential.” Here we discuss how employers hire students because they believe—based on resumes, recommendations, and interviews—these individuals have the potential to be a great asset to the company. Students begin to see they may have more power at this one moment than at any other time in their employment. Sometimes I point out that in my own field, academics looking for their first job as assistant professors possess this same power base, and hopefully use it to negotiate a strong starting salary.

For both my overconfident (and often naive) students and those less confident, the week examining power becomes an eye-opening experience. Power is further emphasized in two more class assignments, in which they do a power base analysis for their own upcoming negotiation and that of an actual client for whom they construct a Negotiation Action Plan. Their power bases are further enhanced through in-class salary negotiation role plays, access to interview coaches at our Center for Student Professional Development, and invitations to join student professional organizations that offer a host of “empowering” networking and internship opportunities.

Preparing to leave the relatively safe environment of college and seek their fortunes through a worthwhile profession is a stressful,

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TEACHING SIGNALS

How to Change Your Mind...

Even if you do not plan to do it...

By Michael H.G. Hoffmann, Georgia Institute of Technology, michael.hoffmann@pubpolicy.gatech.edu



If you have a three or four year old child, you can make an interesting observation. When you ask the kid to count as far as it can, it might come to 13 before it gets difficult. But ask it to count Lego bricks and it might come without any difficulties to 20 (cf. Hasemann). “Knowing” and “knowing” seem to be two very different things. If “knowing the numbers between 1 to 20” means having a “mental model” of these numbers, then it is impossible to explain this observation. Either you have got this model, and you are able to count in both situations equally well, or you haven’t got it.

In cognitive and educational sciences, observations like this one have led to the distinction between *implicit* and *explicit* knowledge, and to the assumption that what we know implicitly is always “ahead of explicit knowledge” (Reber). We can cope with things without having any explicit plan how to do this. For learning theories, the assumption that we develop implicit knowledge in doing things before we are able to explicate this knowledge opens up the possibility to overcome the otherwise inexplicable leap from knowledge of level x to knowledge of level $x+1$.

In conflict management, assuming a priority of implicit knowledge might be, at the same time, both a reason for desperation and for hope. On the one hand, we can expect that people are *doing* things time and again without being able to explicate fully *what* they are doing—what seems to imply that they are not able to *reflect* on it either; on the other hand, however, they might as well be able to do things that are far beyond of what anyone would expect. They can *learn*. For that, however, *doing* something seems to be more important than just listening and talking.

At this point, even a benevolent reader might suspect that what I am going to propose here is counting Lego bricks as a new strategy of conflict management. Not exactly so—but I would argue that certain activities can indeed be used to overcome “brainlock” situations in negotiations, that is situations in which people’s thinking and feeling is so “locked up” that they “cannot move forward” (Janove); they are unable to listen and to learn, unable to “change their mind.” In those situations, an activity that negotiators can engage in is Logical Argument Mapping (LAM), a method I describe in more detail in the recent issue of *The International Journal of Conflict Management* (16/4, 2005, still “forthcoming”). The basic idea is simple: to challenge people to provide reasons for their claims. Since this has to be done by means of a graphical representation system—either on a piece of paper or on a computer, but according to certain rules and conventions—people get involved in a very concrete activity. Instead of talking always along the same, stereotyped lines they are forced, first of all, to

slow down; forced to be *explicit*; and to explicate what they never thought of as a part of their own thinking and feeling.

The trick is to trigger two processes. First, *any* conflict map stakeholders produce and can look at in negotiations helps to clarify and to structure a conflict situation in a way that the real sticking points—and their relations to each other—become visible and a possible object for reflection. In a collaborative setting, any representation helps to cope with complexity, to focus attention by “putting something in the middle,” to stimulate creativity and self-reflexivity, to initiate negotiation of meanings and the justification of assumptions, to explore the multi-perspectivity of a problem, and to maintain structure, coherence, and progress. This is far from guaranteeing conflict resolution, but it opens up at least a *process*.

The second process Logical Argument Mapping is supposed to trigger—again in an “open end” manner—is based on a very specific feature of this tool. Since any argument of the form “A, therefore B” can be turned into a *logical* argument simply by adding the universal statement “If A, then B,” people who are challenged to complete their arguments in this way will suddenly see that the validity—and relevance—of those arguments always depend on two very different things: on the one hand, on the presupposed truth of their premises and, on the other, on the presupposed truth of a universal statement like “If A, then B.” Let’s take somebody who says “I have every right to destroy the infrastructure of your country since you started the aggressions.” In Logical Argument Mapping, this person would not only be challenged to defend the claim that the opponent started the aggressions, but also to state explicitly the general rule: “If somebody starts aggressions, the defender has every right to destroy this country’s infrastructure.” The point here is not so much that such a universal statement might be false; the point is that adding it to an argument map *visualizes* necessarily a part of the arguer’s implicit knowledge. Because the fact that this person provides just this reason is either absolutely arbitrary, or it is based on an implicit assumption like the one formulated above in form of a general rule. Visualizing those implicit assumptions is the first step to get access to them. And getting access to those implicit patterns of thinking and feeling is a precondition to reflect on them, to criticize and to defend them in an ongoing process of argumentation.

The distinction between formulating a simple reason for a claim and formulating a general rule that justifies the *relation* between reason and claim is decisive in Logical Argument Mapping because

SABBATICAL SIGNAL

Negotiating a Sabbatical when your School doesn't have Sabbaticals

By *Bruce Barry, Vanderbilt University*, Bruce.Barry@owen.vanderbilt.edu

Twelve years out of graduate school, I figured it was time for a sabbatical. But wait: We don't have sabbaticals at my school. Actually we do have them at my university—they're called "research leaves," and they aren't an entitlement; you have to apply for one. But they are available only in some colleges of the university, but not others, at the discretion of individual deans. At the business school, where my main appointment is, we've never had them. Apparently the b-school deans over the years didn't see the value, and once you go for so long without them, there is a real barrier to entry: Imagine, if the dean announced we now could apply for research leaves, how many faculty would be lining up for one saying it's long overdue.

But I wanted one anyway, partly for sanity but mainly to work on a research project leading to a book that would never see fruition without a stretch of uninterrupted time to work on it. So I told my dean at the time (who is not the current dean) I want a leave even though we don't have them. He was sympathetic in the sense that he saw the value and was willing to work with me to make it happen. But at the same time he was keenly aware that we don't have them, and he wasn't in the mood to reverse course on that, so he wasn't ready to agree to something that would amount to a shift in the school's basic policy toward faculty leaves.

This hatched a tricky negotiation, a classic example of one that had to be integrative rather than distributive, but also one where I would probably have to make some significant concessions. One of my key interests was transparency: I was not interested in negotiating a deal where the risk of precedent is avoided through confidentiality. My colleagues would, of course, know that I was on leave, and in fact assuming it worked out I wanted them to know, and even be a bit envious, in order to serve the deeper-level interest of building support for a change in the school's approach to leaves. I also wanted transparency because I don't enjoy playing political and professional footsie with my colleagues. If someone asked me "so what's the deal with your leave – how did you arrange it and what are the terms?" I wanted to be able to answer openly and honestly. It isn't uncommon for faculty to strike private deals of various kinds with deans and department heads, but for this I didn't want the secrecy and intrigue.

Another key interest of mine in this negotiation was that the leave be taken under the auspices of the university's formal research leave policy as described in our institution's *Faculty Manual*. This was important for both instrumental and political reasons. The instrumental advantage is that faculty at Vanderbilt on research leave can apply for a competitive support grant that will make up a portion of salary lost from being on leave (for example, if doing a full-year leave at half pay). So it was important to have

an institutionally "official" leave so that I'd be eligible to apply for that grant. Also, I saw it as important to have genuine leave status so that there would be no uncertainty about what the leave meant in terms of escaping service and other obligations—that it would look and feel just like a research leave elsewhere in the university. Lastly—the political objective—I wanted it to be structured as a official leave in order to create the precedent of a real live sabbatical at the business school, again as a possible way to build future interest in these things.

Normally a leave is either a half year at full pay or a full year at half pay, and I definitely wanted a year in order to make serious progress on my project. I knew I would have to accept something less than the "normal" arrangement to arrive at a deal with the precedent- and policy-conscious dean. Early on, I came to the realization that this would have to involve some teaching buried inside the leave. So the negotiating interests that came out of that realization were (1) make that teaching as comfortable and time-constrained as possible, (2) make clear that except for the teaching, I am not here and on leave, even during the interval when I am teaching, and (3) try to build some other sweetener out into the deal to make up for having to teach while "on leave."

In the end, we achieved a mutually satisfying agreement. I was able to achieve my interests: The teaching was narrowly contained in one 7-week stretch, involving courses that were familiar and comfortable; the status of my leave, even while teaching, was clear to all parties concerned; and through a maneuver involving compensation for administrative work I'd been doing I was able to wrangle partial summer funding into the deal even though summer would be included in the period of leave. I agreed to half-salary for the year—the usual deal. I also achieved my key interests in transparency—no confidentiality requirement—and in having the leave be an official university research leave, making me eligible to apply (successfully, it turned out) for the supplementary research grant. The dean, I imagine, was not aware that the grant program existed; no b-school professor had ever applied for one, much less received one. In our negotiation I didn't mention it as a strategic matter, plus there's no guarantee you'll get one any.

The dean appeared to fulfill his interests. He was able to grant a leave to a (presumably productive) faculty member who wanted one, without creating a precedent that would put the dean's office in an uncomfortable position later. The key courses that needed to be covered were covered, and with no need to hire a visitor or adjunct to cover my teaching, he saved half of a tenured faculty member's salary during a tight budget year.

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TEACHING SIGNALS

Empowering Business Undergraduates through a Negotiation Course

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even frightening experience for many students. By helping our undergraduates appreciate the many resources and bases of power they already possess or can obtain through adequate discovery and preparation, we not only increase negotiation confidence and success, we enhance their professional progression.

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Old Town in Fort Collins takes on a magical air during the winter season when draped in snow and bright lights.

TEACHING SIGNALS

Empowering Business Undergraduates through a Negotiation Course

(Continued from page 21)

it opens up two entirely different ways to continue a debate. While the former refers to what has been *explicitly* proposed, the latter refers to *implicit conditions* of this proposal. Since both have to be *visualized* to make it a possible object of reflection, and since it must be possible to *defend* both by further arguments, Logical Argument Mapping presupposes a two-dimensional space that is in principle infinite. Since there is no linearity in the process, only mapping can lead to what all this is about: a dialectical process of *doing* and *reflecting* that opens up the possibility to change our mind—even if we would never plan to do so.

SABBATICAL SIGNAL

Negotiating a Sabbatical when your School doesn't have Sabbaticals

(Continued from page 22)

My leave ran from mid-2004 to mid-2005, with the teaching window occurring in the second half of the fall semester. I didn't leave Nashville for an extended period—the romantic notion of a year at Oxford wearing patched tweed or some such isn't terribly likely given the modern reality of a dual-professional marriage with child, and all that involves. But I did sneak away to spend a month at a university in Australia, and later in the year a winter month in a house rented cheaply off-season in a beach town. Most of the rest of the time, in Nashville, I almost never went to the office on campus, and I have to say I immensely enjoyed being able to tell friends and colleagues I would run into at my satellite office (the wireless-enabled neighborhood coffeehouse) that "I'm on leave."

My goal during the year of leave was to move the project, on freedom of speech in and around the workplace, from backburner to frontburner to table. I'd hoped to end the year with a journal article ready for submission and a book proposal ready to shop around to publishers. Now, a bit over a year past the leave's conclusion, I can report that the article is in press, and the book is completed and will be published next spring. Neither would have happened without the sabbatical opportunity.

One further thing: About midway through that winter month during my leave in a beach town, my laptop crashed and I had to ship it back to the tech dudes at my university for repairs, leaving me laptopless for about a week. After the initial shock and rootlessness of the unexpectedly unplugged life wore off, I found myself spending a wonderful week alone and offline reading all these books I had brought with me for the project and taking notes with a pen thingee. It turned out to be highly beneficial for the project—I probably would never have read as much and as thoroughly—but also for the psyche. I promised myself that from that point on I would spend one week each month offline. And I'm going to keep that promise—maybe starting next month. Or the one after.

GRANT SIGNAL

A Few Tips on Writing and Managing Grants



By *Ronda Roberts Callister, Principal Investigator NSF ADVANCE grant, Utah State University, ronda.callister@gmail.com*

In September 2003 our team was awarded a \$3 million five-year National Science Foundation ADVANCE Institutional Transformation Grant. The purpose of this grant is to create change at the university where it is awarded so that significant improvements occur in the recruitment and advancement of women faculty in STEM fields (science, technology, engineering and math).

SIGNAL editor Michael Gross asked me to write about my grant experience even though the topic of the grant does not focus specifically on conflict or negotiation. What follows are a few thoughts about selecting, applying for and managing grants.

Grants and Research Interests. The ideal when looking for grants is to find a fit with current research interests. This is often not easy. I was recruited into this project by others and had to give long and careful thought to decide if this was what I wanted to do. I eventually concluded that this was an opportunity to make a difference at my university and learn a lot along the way even though it meant a significant change in the research stream that I had planned for myself and a significant investment in becoming familiar with new research literature. My experience is that obtaining grants may require some adjustment in research direction. Prior to writing a grant there should be a careful decision about whether or not the outcomes are likely to be worthwhile.

The ideal when looking for grants is to find a fit with current research interests.

Writing the Grant. Initially, I had no experience with grant writing for federal agencies but there were two factors that helped. First, one of my colleagues had worked for NSF when the first ADVANCE round was funded. She had information about the weaknesses of earlier applications. Our challenge then was to read the successful proposals from the first round, then develop new creative ideas that the program officer and reviewers might be interested in funding. Second, once we had a reasonable proposal, I was able to find a few people on campus that had a history of grant writing success to read our proposal. Their advice was almost identical: rewrite the proposal so that the format exactly parallels the requirements in the Request for Proposals (RFP). The purpose of this is to make it easier for reviewers to see that all the components of the RFP have been included in the proposal

Contact with the Program Officer. Many experienced grant writers regularly travel to Washington D.C. to meet with program directors

to learn more specifics and share their ideas. Program directors vary in the amount of information they are willing to share. The program director I worked with actively wanted to improve the quality of the proposals she received. Every time I called to ask her a question she gave me additional valuable information. So I began thinking of questions, to try to obtain more of these helpful hints. With each suggestion we adjusted our proposal and it improved our chances of success.

A Slow Process. The time between submission and funding may be longer than expected. In our case it took a full year from submission to formally receive the award and funding. Then prior to actually starting the work and collecting data we needed to hire

The time between submission and funding may be longer than expected.

staff including: professional program director, administrative assistants, and graduate students. As a result we were much slower spending the money than expected – not a bad problem. But at the end of the year there were concerns about how much of the budget we could carry over and was it possible “encumber” or commit the extra funds. Although we did not have one at first, an experienced grant accountant can be invaluable because grant accounting can involve a steep learning curve.

Career Timing. A grant of this size and time span has a huge administrative aspect including: coordination, meetings, emails and phone calls. Grants are also “back-end loaded” – meaning substantial upfront work, set up time, and data collection, with publications emerging towards the end or following grant completion. Therefore it might be risky for junior and even mid-career faculty to undertake a lengthy project especially in fields such as management where grants are typically not expected.

Despite the challenges of grant writing and managing, my conclusion is that it has been a worthwhile experience. At this point I would make the same choice again.

Despite ... challenges ... a worthwhile experience.

SIGNAL FEATURE

Member Spotlight



New Co-director for the Forecasting Principles Site

Conflictforecasting.com page master Kesten C. Green has joined Scott Armstrong as a co-director of forecastingprinciples.com. There are many opportunities for developing the site and Scott needed help. With Scott in the US and Kesten down under (he lives in New Zealand, and is associated with the Business and Economic Forecasting Unit at Monash University), the sun will not set on the directors of this site. Feel free to contact Kesten with suggestions.

In June 2006, the Editors of the *International Journal of Forecasting* announced the Best Paper Awards, based on assessments by the Board of Editors.

Congratulations!

Best Paper Award 2002-2003 went to Kesten Green of Monash University, Australia, for the paper:

K.C. Green (2002). Forecasting decisions in conflict situations: A comparison of game theory, role-playing, and unaided judgement, *International Journal of Forecasting*, 18, 321-344. [Full Text](#)

Kesten's extension of this paper was one of the **Top 25 Hottest Articles in the *International Journal of Forecasting*** during the September quarter 2005. See:

Green, K.C. (2005). Game theory, simulated interaction, and unaided judgment for forecasting decisions in conflicts, *International Journal of Forecasting*, 21, 463-47. [Full Text](#)

Another extension addresses the use of expert judgment to predict what will happen in conflicts. It is due to appear in *Interfaces* later this year with commentary. See:

Green, K.C. & Armstrong, J.S. (2006). Value of expertise for forecasting decisions in conflicts, *Interfaces*. [Full Text](#)

AOM Conflict Management Division's Best Empirical Paper Award 2006 went to:

Bendersky, C., Long, C., & Morrill, C. (2006). Fair control: Complementarities between managerial controls and employees' fairness evaluations. Presented at the 2006 Academy of Management Meetings, Conflict Management Division, Atlanta, Georgia.

Herbert C. Kelman Receives 2006 Morton Deutsch Award from APA

Professor Herbert C. Kelman has received the 2006 Morton Deutsch Award from the Society for the Study of Peace, Conflict, and Violence: Peace Psychology Division of the American Psychological Association (APA). Kelman, the Richard Clarke Cabot Professor of Social Ethics, Emeritus, and co-chair of the Middle East Seminar at Harvard University, was recognized for his "past and continuing contributions to the integration of theory and practice in the field of conflict resolution, peacemaking, and peacebuilding." The award was announced on August 12 at the APA's annual convention in New Orleans.

Engaged for more than 30 years in efforts toward the resolution of the Israeli-Palestinian conflict, Professor Kelman is a pioneer in the development of interactive problem solving, an unofficial third-party approach to the resolution of international and intercommunal conflicts. His major publications include *International Behavior: A Social-Psychological Analysis* (editor; 1965), *A Time to Speak: On Human Values and Social Research* (1968), and *Crimes of Obedience: Toward a Social Psychology of Authority and Responsibility* (with V. Lee Hamilton; 1989).

Michele Gelfand presented research on Capitol Hill as a Representative of NSF in June

Here is a link and description from the federation of the event with photos: http://www.thefederationonline.org/events/Other/2006_CNSF.php

The Nature, Emergence, and Outcomes of Aggression in Work Groups

Jana L. Raver received a Federal Research Grant for her work on: The nature, emergence, and outcomes of aggression in work groups. General Research Grant, *Social Sciences and Humanities Research Council (SSHRC) of Canada*. [NOTE: SSHRC is the Canadian equivalent of the NSF in the U.S.]

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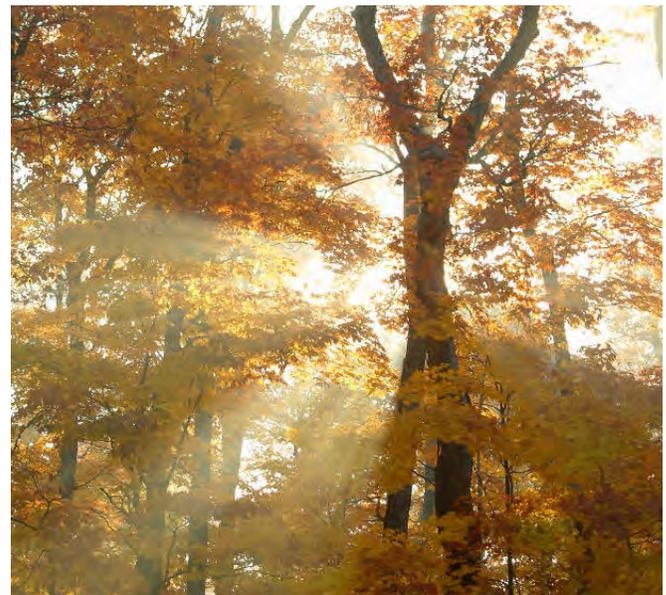
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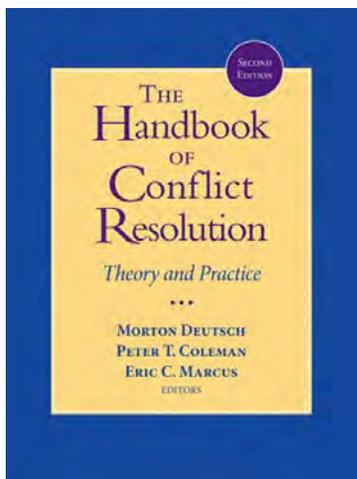
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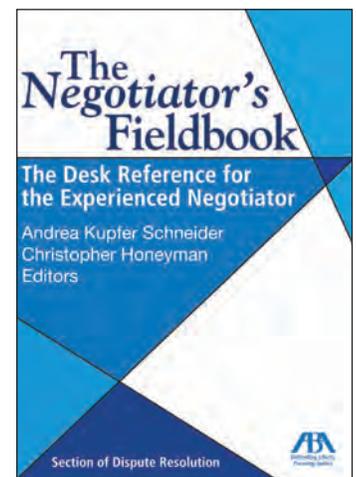
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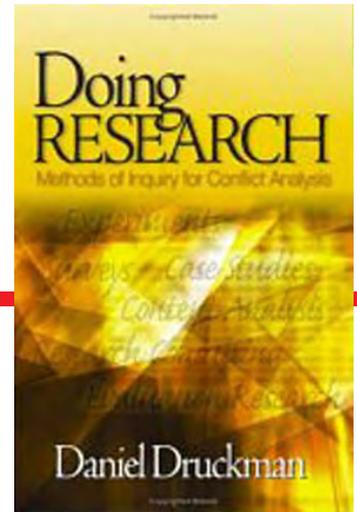
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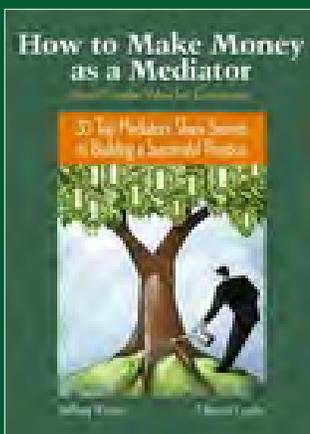
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SIGNALS ON THE HORIZON



By William Donohue, President-Elect, Michigan State University, donohue@msu.edu

I am deep in the process of planning our 2008 conference. I have selected the Renaissance Hotel in Chicago which is a four-star hotel at the corner of Wacker and State Streets on the river at the northern end of the theatre district in Chicago. The guest rooms are spectacular, the rates are well under \$200 per night, and the conference facilities are all on one floor and very conveniently located in the hotel. The food is also excellent, and we will plan some exciting events. Our friends at Northwestern will be helping to organize the conference so their insider information will insure a good time. I believe that this venue will work very well for us. The website is: <http://marriott.com/property/propertypage/chisr> so check it out.

The date of the conference in 2008 is July 6-9. For our U.S. friends, this is the traditional July 4th weekend, suggesting that bringing the family to Chicago for the myriad activities presents and interesting vacation opportunity. The hotel has kindly consented to extend the low rates before and after the conference for those interested in bringing the family. The rooms are quite large with spectacular views so bringing the family is certainly an option. Chicago hotels are usually not very busy during this weekend hence our low rates.

Since we will be in Chicago we have many options for fun adventures. There are several interesting dinner cruises that take boaters along the Lake Michigan shore. Chicago also boasts excellent theatre, and jazz clubs that might attract our crowd. If you have had any exciting Chicago adventures that you think might attract our group, please let me know and we'll look into it.

The other significant element of the conference for me is selecting a keynote speaker. We will not have a Lifetime Award winner in 2008 since that award will be given next year. A number of names have been bantered about and I would be most interested in your thoughts about potential invitees. For example, some folks have asked me to consider John Gottman who is well known for his research in marital conflict. Are there others you might like to invite? Please let me know.

That's it for now. Stay tuned for more exciting news about Chicago in 2008.

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Editor's Column

By Michael Gross, Colorado State University

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Well everyone is back from the summer and into the thick of things for another academic year. Because everyone is so busy I especially appreciate the contributions to **SIGNAL** from our members and the time and energy our colleagues put into writing these columns. We have excellent features including recaps of our conference in Montreal, information from our President Robin Pinkley, our upcoming conference in Budapest, news about our members, lots and lots of calls, and professional resources for our perusal and endeavors among many other items. I thank all of the IACM Board Members for their columns! Again we have several special features this time from Bruce Barry, Ronda Callister, Deanna Geddes, Michael Hoffman, and Greg Paul. Check out their columns on taking a sabbatical, managing a grant, teaching, and on apology. Thanks also to my support team, Laurie Ann Ray, Assistant Editor with technology expertise extraordinaire for her aesthetic and design talents, and Todd Berlier, our MBA/Veterinarian program graduate student for his features on two of our IACM members. I don't think it can be repeated enough: Great thanks go to Terri Lituchy, Karen Harlos, and Maurice Schweitzer for their work in Montreal.

As I write this note, we are into our second fall session of "wintry conditions" here in Fort Collins. I am told that the weather forecasters save the word "snow" for when winter actually arrives. Here in northern Colorado, in the fall, it snows a few inches and melts away after a day or two hence, "wintry conditions" in the forecast. My evening walks in the foothills will now require snow shoes from time to time and a warm jacket. That is until late December when a sub-zero jacket, gloves, and snow boots will be in order.

Another sign of the approaching season is when the moose that hangs out nearby returns to North Park "the moose viewing capitol of the world" in the foothills to the west of us. Now...I know she's not *my* moose...but she stops by and sees me when she's in town and she hangs around for the summer! While I am looking forward to the change in seasons...I already miss my moose! Will she be back? I may not see her presence until next summer (after we get back from Budapest, of course!). A friend recently gave me a copy of *The Fort Collins Guide to Neighborhood Moose* to help increase my knowledge of moose behavior and how to effectively keep my distance.

Until the spring, enjoy the fall and winter!

P.S.

Please notify the **SIGNAL** staff of any corrections or omissions so we can make necessary revisions. We appreciate your feedback.

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