



From Boston 2010 to Istanbul 2011: Where East Meets West



PRESIDENT'S CORNER

By Dan Druckman, President, iacm.druckman@yahoo.com

Just as the refrain from the Broadway show *Oklahoma* goes:

*I'm just a 'guy' who cain't say no,
I'm in a terrible fix*

And so it was when I accepted Michele Gelfand's invitation to run for the 2010-2011 Association President. With regard to "cain't say no," IACM (unlike many other professional associations) has captured my senses, 'hook, line, and sinker.' Why so? Above all, it is because of the membership. Our colleagues are committed to the idea of IACM as a separate organization of conflict researchers and practitioners from many disciplines. There is no other organization like this: conflict divisions of large organizations -- such as the Academy of Management, the American Political Science Association, and the International Studies Associations -- are discipline specific, do not have a journal, and meet only in the context of the Association's annual conference.

Our members are among the best scholars and practitioners in

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Boston 2010 Report

By Jana L. Raver, 2010 Program Chair,
raver@business.queensu.ca

The 2010 IACM conference took place in beautiful Boston, which proved to be an excellent setting for scholarly presentations and discussions, in addition to being a great location for experiencing local sites and food (see page 5 for a report on the local arrangements).

The scholarly program was bigger and better than ever, thanks to the high number of excellent submissions that we received (174 in total!). We expanded the showcase poster session and also expanded the number of papers per session to accommodate as many submissions as possible, and to maintain the IACM tradition of inclusiveness. This created a program very full of insightful contributions from scholars around the world. In total, we had 93 papers presented in paper sessions, 36 papers in our poster session, 10 symposia, 3 roundtables, 1 panel session, 1 workshop, and 1 novel session. Our presenters and their co-authors came from 26 nations, which attests to the truly global nature of IACM and our annual conference.

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PRESIDENT'S CORNER

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the field of conflict management as well as from their parent disciplines. For these reasons, our conferences are stimulating from beginning to end. I always walk away from our meetings with new, and often counterintuitive, insights, many of which are incorporated in my class lectures and discussions. I also discover colleagues working on interesting projects from a variety of disciplines: fruitful collaborations with Mara Olekalns, Bill Donohue, Larry Crump, Tsungting Chung, Sabine Koeszegi, and Heidi Ittner developed from meetings at IACM. Equally important is our perennial staff of volunteers, drawn from the membership, to keep the train moving from day to day and for organizing and implementing the annual conferences held in a different location of the world each year. A growing organization – now at a record number of members – attests to the popularity of the topic and the organization. It is an exciting time to serve the association as an officer.

The opportunity to hold our next meeting in Istanbul was another reason for saying yes. In addition to my own ties to Sabanci University, Istanbul provides the right mix of exotic venue, history, and universities with conflict programs for an excellent meeting. Highlights will include keynote addresses by a former Turkish deputy foreign minister who led negotiating delegations, the current foreign minister, welcoming addresses by two university presidents, special panels on conflict in the region (both historical and current), our lifetime achievement award recipient, and panels on the many topics listed in the call for submissions. Not just something for everyone but plenty for each attendee. Further, we are arranging more bang for the registration buck with dinners each evening of the conference: Sunday's welcoming dinner at the hotel, Monday's dinner with entertainment at Koc University, and Tuesday's awards banquet at the beautiful Sabanci Museum. Add to these events optional tours on Sunday along with an opportunity to take a Wednesday evening cruise on the Bosphorus and we will have a conference that you will not want to miss and will not forget. All of this is being planned by our program chair (Corinne Bendersky) and a local arrangements committee from the sponsoring institutions (Ezra Cuhadar, Arzu Kibris, Nimet Beriker, Resat Beyer, Michael Mousseau). Keep up to date with developments by checking the conference web page periodically at [www.iacm-](http://www.iacm-conflict.org)

[conflict.org](http://www.iacm-conflict.org).

On the “terrible fix,” the realities of governing set in quickly with the election results. The list of responsibilities was (and is) daunting. Striking a balance between knowing where the train should be going – the vision thing – and keeping the train running -- managing the day-to-day operations -- is challenging. Ensuring that IACM fulfills its mission as a forum for inter-disciplinary exchange and collaboration on issues concerning conflict at all levels is essential. So too is achieving a mix of contributions that include exploring sources of conflict and developing insights into its management or resolution. To the extent that we continue to serve these goals, our membership will agree that we provide added value to their scholarly or practical careers. And, the accelerating membership figures combined with increased attendance at our meetings attest to achieving these objectives.

Then there are the “small” matters of recruiting office holders and sponsors. With the invaluable help from the executive director's office (Shirli and Shelly), these tasks have been achieved. The trick to a successful meeting is dedication and know how on the part of a program chair and local arrangements committee. Istanbul could not be in better hands! Add to this an experienced treasurer (Don Gibson), a responsible communications officer (Cheryl Rivers), and a sophisticated web master (Wolfgang Steinel) and we are doing just fine. The challenge of attracting sponsors for our meeting was a worry in June (at the Boston meeting); it is less so in November. Scholarships made available by the Advanced Consortium for Cooperation, Conflict, and Complexity at Columbia and from Kellogg's Dispute Resolution Research Center will make it easier for graduate students to attend the conference. Welcome support from the Anderson School at UCLA is very much appreciated, as is the generous support from our sponsoring universities in Istanbul. Thanks also go to the University of Michigan's Ross School of Business for invaluable administrative support. (See the ever-changing sponsors' page on the web site.) But, then, there is the shadow

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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 \$50.00 (US \$15.00 for students), members receive:

- A subscription to the *Negotiation and Conflict Management Research*
- Discounts on subscriptions to the journal *International Negotiation* and the *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. Cheryl Rivers, Communications Officer, IACM, Department of Management, University of Otago, New Zealand, at cheryl.rivers@otago.ac.nz

President's Corner



(President's Corner continued from page 2)

of the future. Changes at the helm of NCMR and Signal loom large. Mara Olekalns, Etty Jehn, and the Steeles will be hard acts to follow. But, they have created a standard of quality and set in motion procedures that should make it easier for those who follow. Not to worry: As always our membership will rise to these challenges.

My experience to date leads to a revision in the refrain from *Oklahoma*:

I am a guy who can say *yes*.
I'm *not* in a terrible fix (yet)
... thanks to the community
known as IACM.



Dan Druckman, President

A Word of Many Thanks

Michele J. Gelfand, IACM Past President

I want to extend my heartfelt gratitude to IACM for a wonderful year as your President. This year I was fortunate to work with so many inspiring and dedicated people, both on the IACM board and beyond.

I am indebted to Hannah Riley Bowles and Owen Andrews and the amazing local arrangements team (Bobbi Thomason, Marsha Frazier, Donna Kalikow, Luiza Pellerin, Paulina Perepelkin, Susan Hackley, and Lisa Witzler) for helping to put together a fabulous conference in Boston. Together, after a thousand emails and countless conference calls, they managed to pull together one of the most well attended and beautifully hosted IACM conferences yet. See page 5 for a review of local arrangements.

I want to thank our co-sponsors the Center for Public Leadership at the JFK School of Government and the Program of Negotiation at the Harvard Law School, without whom the conference would not be possible. Many thanks to Queens University School of Business, the Sloan School of Management at MIT, the DRRC at Kellogg School of Management, the University of Maryland START Center and Department of Psychology, NCMR, and the Ross School of Business for their generous contributions to the conference—they are much appreciated. It was also a great pleasure to work

closely this year with Sally Rubin, Jeffrey Rubin's daughter, who put together a video of her father that celebrates his contributions to the field and IACM.

Many thanks go out to Jana Raver, our past IACM program chair, for the outstanding program she put together. And for her never ending 'can do' attitude, even with difficult tasks such as managing the very arduous SSRN process (see pages 1, 4 for a review of the program).

I also want to personally thank Shirli Kopelman (aka, my IACM hero) for all that she has done to keep us financially secure and to help us innovate in so many areas. With the generous support of the University of Michigan, we developed a new website for IACM (see <http://ensian.cms.si.umich.edu/>) to put a new face on this great association. Keep your eyes out this year for the official launching of the site.

Many thanks to outgoing communication director, Paul Taylor, for all of his hard work, to Godfrey and Linda Steele for their wonderful and stimulating SIGNAL newsletters, to Mara Olekalns and Etty Jehn for their tireless work for our beloved NCMR, and to our hardworking board members, Bianca Beersma, Sanda Kaufman, Astrid Homan and Matthew Cronin.

Finally, most of all, I want to thank all of you for entrusting me with the role of IACM President this past year. It was a great honor to serve you and this great Association.



Past President
Michele Gelfand

NOTE: All images published in this issue of **SIGNAL** were obtained from the Microsoft clipart library unless otherwise noted. Photographs of individuals and sights were kindly supplied by individuals and promotional sites.

Boston 2010 Report

(Boston 2010 Report continued from page 1)

Amongst many great papers, there were several that stood out and were deserving of conference paper awards. Evaluating the papers and choosing winners was difficult, and I would like to thank the following 2010 Conference Paper Awards Committee members for their contributions: Wendi Adair (University of Waterloo), Corinne Bendersky (University of California, Los Angeles), Ray Friedman (Vanderbilt University), and Oliver Sheldon (Rutgers University). The conference paper award winners were as follows:

The Outstanding Graduate Student Paper Award went to Alison Wood (University of Pennsylvania) and Maurice Schweitzer (University of Pennsylvania) for their paper, "Can Nervous Nelly Negotiate? How Anxiety Causes Negotiators to Exit Early and Make Steep Concessions"

The Outstanding Theoretical Paper Award went to Ashley Brown (Massachusetts Institute of Technology) and Jared Curhan (Massachusetts Institute of Technology) for their paper, "The Other Edge of the Sword: Parallel and Divergent Effects on Objective and Subjective Value in Negotiation"

The Outstanding Applications Paper Award went to Beth Fisher-Yoshida (Columbia University) for her paper, "Coordinated Management of Meaning (CMM) as Reflective Practice for Conflict Resolution Practitioners"

The Outstanding Empirical Paper went to Wolfgang Steinel (Leiden University), Lukas Koning (Leiden University), and Sonja Utz (VU University Amsterdam) for their paper, "The Good, the Bad and the Ugly Thing to Do When Sharing Information: Revealing, Concealing and Lying Depend on Social Motivation, Distribution and Importance of Information"

If you missed this year's conference or would just like to read a paper that interested you, you can find papers on the 2010 program in our conference proceedings online. As in recent years, the IACM conference proceedings are located in the



Social Science Research Network (SSRN) database. IACM members have been receiving weekly electronic journal issues from SSRN since July, which highlight a few 2010 conference papers in each issue. However, the full set of papers can also be accessed directly via this website: <http://www.ssrn.com/link/IACM-2010.html>. Please note that the easiest way to locate a paper on our SSRN site is to choose the "sort by abstract title" option (on the left, below SSRN eLibrary statistics), and then locate the paper of interest alphabetically by its title. You can also use the SSRN database search tools available at the top of the page.

Finally, I want to thank all of the presenters and their co-authors for submitting and sharing their research and ideas during our conference. From the feedback I received during and after the conference, I know that many of you fostered new collaborations and were inspired to pursue new ideas based upon your participation in this year's conference. This is one of the primary goals of our annual get-together and I was delighted and thankful to hear that so many of you found the conference to be a success in this regard. For those of you who did not present your work in 2010, I encourage you to submit a paper or an interactive session for the 2011 conference in Istanbul!

Thank you to everyone who made the conference a great success. I look forward to seeing you in Istanbul in 2011!

2011 Istanbul Conference

Date: Sun, 07/03/2011 (All day) - Wed, 07/06/2011 (All day)

Location: Istanbul Turkey

Official Conference Website:

<http://www.bus.umich.edu/Conferences/IACM-2011>

We are looking forward to a terrific conference in Istanbul, July 3-6 2011. For more information click on the conference website (see above).

See also page 20 for a message from Dan Druckman, IACM President, and information on the hotel and the special rate.

Thanks for Coming to Boston!



Hannah Riley Bowles, Faculty Chair, IACM 2010 Local Arrangements Committee
Owen Andrews, IACM 2010 Implementation Chair

Two hundred and fifty registered participants—an IACM record—came to Boston in June 2010 for our twenty-third annual meeting. Thanks to the professionalism of our co-hosts at the Harvard Kennedy School's Center for Public Leadership and the Program on Negotiation at Harvard Law School, the conference logistics went off virtually without a hitch. We managed to reduce the conference registration fees by more than 20 percent, compared to recent conferences, yet provide a comparable level of service and atmosphere and come in below budget!



Lobster, lobster, lobster moves...

The conference itself got off to a rousing start with an opening reception and poster session, followed by dinner and a performance by MIT's a capella singing group, the Logarithms. "The Logs" entertained conference participants with their singing and showed off their skillful conflict management moves by staging an intragroup conflict over their final song choice.

Even the weather cooperated! Those who joined us on Friday night at the Museum of Science dined al fresco on lobster along the banks of the Charles River, with a warm summer breeze and flanking views of the Boston and Cambridge skylines at sunset. It was a little hot for those who toured historic Boston on foot or by Duck Tour, but entertaining and informative guides made it worth the sweat.

Finally, we express our appreciation to Harvard Business School for hosting a gracious awards dinner on their campus. We were all touched by the tribute to Jeffrey Rubin, and inspired by the ideas presented by David Johnson, this year's winner of the Rubin Award. See <http://www.iacm-conflict.org/2010/> for a listing of all of our "Best" paper and publication award winners! You'll want to read their work. Photos from the conference, including a great group photo, are also at that link.

Thank you to the conference participants, staff, and IACM leadership for making the Boston meeting such a success!



Left to right: David Johnson, Jill Rubin, Carol Rubin, Dan Druckman, Michele Gelfand



CALL FOR SUBMISSIONS 24th Annual Conference of the International Association for Conflict Management, July 3-6, 2011 Istanbul, Turkey

By Corinne Bendersky, 2011 Program Chair, UCLA Anderson School of Management, cbenders@anderson.ucla.edu

Submission Deadline: February 11, 2011, 5:00 p.m. PST

The International Association for Conflict Management (IACM) was founded to encourage scholars and practitioners to develop and disseminate theory, research, and experience that are useful for understanding and improving conflict management in organizational, societal, family, and international settings. We invite papers as well as proposals for symposia and workshops for the 2011 meeting of IACM to be held in Istanbul, Turkey.

Program Chair

Corinne Bendersky, UCLA Anderson School of Management, cbenders@anderson.ucla.edu

Faculty Chair, Local Arrangements Committee

Esra Cuhadar, Bilkent University, Ankara, Turkey, esracg@bilkent.edu.tr

TYPES OF SUBMISSIONS

You are invited to submit a paper, symposium or workshop. Submissions should present new material, distinct from published works (including those that will appear in-print before the conference) and presentations at other conferences. Submissions should be consistent with one or more of the general content areas listed below. We encourage a broad range of topic areas, and priority is given to those with clear relevance to conflict and conflict management research. We encourage innovative submissions that highlight dialogues between theory and practice, different cultures, different content areas, and different disciplines.

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. Papers that do not fit logically with others or would benefit from more time or a face-to-face discussion will be scheduled in showcase poster sessions.

Extended Abstracts: Extended abstracts must include at least 1000 WORDS and contain sufficient information for review. Every effort will be made to include favorably-reviewed abstracts into the conference program, but *priority will be given to full papers*. Extended abstracts will not be considered for awards.

Multi-Presenter Submissions:

Symposia/Debates/Roundtables: Symposia are focused sessions in which participants present their views on a common issue. Debates typically include a moderator and two teams of one or two speakers each. 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 include a THREE PAGE MAXIMUM statement describing the focal issue and the qualifications of each participant. It should also include ONE PAGE for each participant describing their expected contributions and a statement 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 THREE PAGE MAXIMUM 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. We welcome creative formats for either short workshops (1.5 hours) during the conference or longer workshops before or after the conference.

Novel Session Formats: We greatly encourage proposals for innovative or experimental conference sessions that do not fit any of the categories described above.



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By Corinne Bendersky, 2011 Program Chair, UCLA Anderson School of Management, cbenders@anderson.ucla.edu

PROGRAM CONTENT AREAS

Conflict Frames and Dimensions
Conflict Research Methods
Cultural Dimensions of Conflict
Emotions and Conflict
Environmental and Public Resource Conflict
Ethnic, Religious and Regional Conflicts
Decision Processes in Conflict
Diversity and Identity in Conflict
Games and Social Dilemmas
Individuals in Conflict (i.e., individual differences and cognitions)
Intergovernmental Conflict
Intra- and Inter-Group Conflict
Law and Social Conflict
Negotiation Processes
Organizational and Workplace Conflict
Peacemaking, Peacekeeping, and Peacebuilding
Power and Status in Conflict
Relational and Family Conflict
Social and Organizational Justice
Third Party Intervention and Alternative Dispute Resolution
Technology or Communication Media for Managing Conflicts
Terrorism
Trust and Conflict
Verbal and Nonverbal Communication in Conflict

SUBMISSION PROCEDURES

All submitters will be asked to verify and indicate in the online submission: (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; (4) their willingness to present in the format (paper presentation or poster session) specified by the Program Chair; (5) up to three keywords from the above list that will be used to help assign reviewers; and (6) if the first author is a graduate student.

All submitters will be asked to review papers for the conference program. At the time of submission, submitters who will not be available to review papers will have an opportunity to nominate a co-author.

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: Submissions will not be accepted after February 11, 2011 at 5:00 p.m. Pacific Standard (California) time. The online submission portal will open by mid-January (please check the IACM website for updates). Papers should be submitted through the IACM website: www.iacm-conflict.org.

STUDENT SCHOLARSHIPS

There will be several scholarships available to assist with travel or registration costs for students. The Dispute Resolution Research Center at the Kellogg School of Management, Northwestern University will sponsor five student scholarships. In addition,



CALL FOR SUBMISSIONS 24th Annual Conference of the International Association for Conflict Management, July 3-6, 2011 Istanbul, Turkey

By Corinne Bendersky, 2011 Program Chair, UCLA Anderson School of Management, cbenders@anderson.ucla.edu

the Columbia University Advanced Consortium on Conflict (AC⁴) is offering five scholarships for U.S. citizens or permanent resident students from historically underrepresented groups, broadly defined as including, but not limited to, ethnicity, race, or disability. The AC⁴ is offering an additional five scholarships for students from developing countries. These students do not need to be studying in their home country.

The following criteria will be used in allocating these scholarships:

graduate student as solo or first author on an accepted paper (not poster)

preference will be given to first-time attendees and/or graduate students who have not previously received a scholarship

preference will be given to highly rated papers

Authors who are interested in being considered for any of these student scholarships should submit their papers to the conference through the normal submissions procedure by February 11, 2011. In addition, you should indicate your interest in being considered for one (and only one) of the scholarships when prompted on the submissions website. You will then receive detailed application instructions. All recipients will be honored with a certificate at the awards ceremony.

AWARDS AND PROCEEDINGS

Awards will be given for papers that make outstanding empirical, theoretical, and practical contributions to the field -- as well as the best paper with a graduate student as sole or first author.

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

CONFERENCE SITE AND ACCOMMODATIONS

The Conference will take place at the Ceylan Intercontinental in Istanbul, Turkey. Sabanci University in Istanbul, Koc University in Istanbul and Bilkent University in Ankara are co-hosting the conference. The conference facilities will include PowerPoint projection capability. For additional details on the conference site and accommodations, please visit: www.iacm-conflict.org.

INFORMATION / MEMBERSHIP

For membership information and updates regarding the association and the conference, please see the IACM website: <http://www.iacm-conflict.org>.

IACM OFFICERS AND BOARD 2010-2011

Dan Druckman	President, George Mason University and University of Southern Queensland
Martin Euwema	President Elect, Leuven University
Michele Gelfand	Past President, University of Maryland
Astrid Homan	Board Member (2009 – 2011), University of Amsterdam
Matthew Cronin	Board Member (2009 – 2011), George Mason University
William Bottom	Board Member (2010 – 2012), Washington University, St. Louis
Peter Coleman	Board Member (2010 – 2012), Columbia University

IACM 2011 LOCAL ARRANGEMENTS COMMITTEE

Esra Cuhadar	Bilkent University, Ankara, Turkey
Nimet Beriker	Sabanci University, Istanbul, Turkey
Arzu Kibris	Sabanci University, Istanbul, Turkey
Michael Mousseau	Koc University, Istanbul, Turkey
Resat Bayer	Koc University, Istanbul, Turkey
Belgin San Akca	Koc University, Istanbul, Turkey
Stephanie Subocz	Event planning consultant, Boston, MA



Lifetime Achievement Award: Linda L. Putnam

International Association for Conflict Management, July, 2011 Istanbul, Turkey

Daniel Druckman (President), Martin Euwema (President-Elect), and Michele Gelfand (Past President) (Lifetime Achievement Award Committee)

LINDA L. PUTNAM by Dan Druckman

I am pleased to announce that this year's recipient of the Lifetime Achievement Award is Linda L. Putnam. The committee was pleased to review the extraordinary careers of a number of our colleagues, each deserving of recognition by our Association. Linda will receive the award at the Istanbul conference where she will present the highlights of her productive career. A brief sketch follows.

Linda L. Putnam joined the Department of Communication at Santa Barbara in August 2007 after serving as a Regent's Professor and as the George T. and Gladys H. Abell Professor of Communication at Texas A&M University. At Texas A&M, she was also Department Head (1993-1998) and Director of the Program on Conflict and Dispute Resolution in the Bush School of Government and Public Service (1998-2003).

Prior to her appointment at Texas A&M, Dr. Putnam was a faculty member in the Department of Communication at Purdue University (1977-1993). She received her Ph.D. in Communication from the University of Minnesota in 1977. Her research focuses on negotiation and conflict management in organizations, discourse studies in organizations, and gender and negotiation. Her early research centered on communication strategies and tactics in teacher's bargaining. This early work also examined arguments, narratives, and rituals in labor negotiations.

Her research on gender applied a feminist lens to rethinking organizational theories and traditional bargaining and her discourse work in organizations highlighted the contradictions and dialectics that emerged in formal negotiations and organizational communication. Her recent research analyzes conflict framing in multiparty environmental disputes. Please join me in congratulating Linda on receiving this very special honor.

Obituary: Past LAA Winner Elise Boulding passes (adapted from obituary provided by Dean Pruitt)

Elise Boulding died on June 24, 2010 in Needham, MA. Hailed as a "matriarch" of the twentieth century peace research movement, she was sociologist emeritus from Dartmouth College and from the University of Colorado and in on the ground floor in the movements of peace, women's studies and futures and played pivotal roles in each. Her writings on the role of the family, women, spirituality and international non-governmental organizations have offered activists and educators new ways of conceiving the tasks inherent in making peace. Beginning with her late husband, economist and Quaker poet Kenneth Boulding and later on her own, she went on to build a life that encompassed research, writing and teaching, networking and building communities of learning. Dr. Boulding is the author of over 300 publications and was nominated for the Nobel Peace Prize in 1990. Her theoretical work on the role of the family in educating toward social change, and the role women have played in peacemaking, together with her ideas on transnational networks and their relationship to global understanding are considered seminal contributions to twentieth century peace education thought. Prior to her scholarly career, which formally began for her at age fifty after receiving her doctorate from the University of Michigan, Dr. Boulding was making major contributions in other areas, most notably as a peace educator and prominent Quaker and as a leader in the Women's International League for Peace and Freedom (WILPF), rising up to be International Chair.

She was a founder of the International Peace Research Association and later became its International Secretary-General. She was a co-founder the Consortium on Peace, Research, Education and Development. An active opponent of the Vietnam War, Dr. Boulding ran for Congress in the 1960s on a Peace Platform in Ann Arbor, Michigan. She taught sociology and women's studies at the University of Colorado, where she helped to found the peace studies program. She later taught sociology and helped to found the peace studies program at Dartmouth College. She took key leadership positions in the American and International Sociological Associations, worked on climate change, population, and arms control with the American Association for the Advancement of Science, was engaged with the American Futures Society, the World Policy Institute, the United Nations University in Tokyo, consultative work with UNESCO, and was appointed by President Jimmy Carter as the only woman to the Commission to establish the U.S. Institute of Peace. She was on the boards of several peace organizations. Prior to retiring from Dartmouth College, she was a Senior Fellow of the Dickey Center for International Understanding at that university. In 1993 Dr. Boulding represented Quakers at the inaugural gathering of the global Interfaith Peace Council.

From the Desks of... The Communication Officer and The Executive Director



*Cheryl Rivers, Communication Officer, University of Otago, cheryl.rivers@otago.ac.nz and
Shirli Kopelman, Executive Officer, University of Michigan, shirli@umich.edu*

It is an exciting time to be on the (expanding!) executive team of the IACM. We are being joined by Don Gibson as our new Treasurer and soon we will have a new website (better and brighter) that Michele Gelfand and Shirli launched as a pilot and we showed the membership during the business meeting in Boston. Wolfgang Steinel has volunteered to share his expertise to strategically develop the website.

Our financial situation is good and membership numbers are nudging 400, while our broader community that includes friends & affiliates of the IACM is nearly 500 people.

Shirli and I are both very grateful for the able assistance of Shelly Whitmer who works with Shirli at Ross School of Business and has taken over many of the fiddly administrative tasks. We would also like to acknowledge the assistance of one of Cheryl's colleagues at Otago University, Nancy Bennington, who has updated the website with conference photos and notices as they have come out. Please do not hesitate to contact us if you have any queries or questions about being an IACM member. We are here to serve (as they say)!

Thanks,
Cheryl and Shirli

BEST BOOK IN 2008-2009 AWARD

At its annual conference, the International Association for Conflict Management awards a book that has made an outstanding contribution to the field.

We are delighted that **Multiparty Negotiation, Four-Volume Set**, edited by Lawrence E. Susskind and Larry Crump, received the award for Outstanding Book published in 2008-2009 at the 23rd IACM Conference, held in Boston in June.

This four-volume collection brings together 100 classic works and cutting-edge papers from such diverse fields as law to environmental studies and international relations to organization studies.

MEMBER SPOTLIGHT



Q & A with Don Gibson

Cheryl Rivers, Dunedin, New Zealand.

As part of the efforts of the current Board to make IACM even more efficient and effective, in August this year, Don Gibson was appointed to be our new treasurer. Don is a Professor of Management and Chair of the Management Department at Fairfield University, Connecticut (which is in the top right of the U.S. if your U.S. geography is a bit wanting – I had to look it up and found this map).



You may know Don from previous roles. He has been a member of the IACM since 1995 and served as the Executive Director from 2003-2006, when the role was a combination of overseeing/managing the funds, communications officer, and being responsible for memberships (is he super human?). Other roles included being Program Chair for the Budapest Conference in 2007. Then again, you may not have ever heard of Don and be wondering “who is Don Gibson?” and so I did a bit of questioning of the man who (are you ready for this?) will oversee IACM's finances and work with the president to develop yearly budget (both a general budget and a conference budget), make financial reports available to the board and present the budgets to the full board for approval. The treasurer will work with the IACM Admin manager and track all financial transactions as well as work with a profes-

sional accountant to complete tax returns.

My questions were, as you will see, penetrating and difficult. Fortunately, Don was up to the challenge....

Q) On your faculty webpage it says that you used to work in international TV and motion picture distribution for Lorimar Productions in Los Angeles. That sounds like FUN. What motivated the move from that to doing a PhD? What were you thinking?

It was a lot of fun. The people working in entertainment companies are terrific—creative, energetic, and crazy. It's also really stressful, and after awhile, I wasn't sure I wanted to devote my life to getting Dallas, Falcon Crest, Knots Landing and Alf (remember that one?!) to their destinations on time. Entertainment companies are also notoriously poorly managed, and I became more interested in how people could be managed more effectively. That prompted me to seek a PhD in Management at UCLA.

Q) You research managing anger in the workplace – what precipitated your interest in that area? Were you caught up in a workplace where you had to deal with angry people?

I think we often end up studying areas of our lives that we think we could use some—shall we say—enhancement? I had to deal with lots of angry people at Lorimar, and became fairly angry myself. I wanted to understand why this was happening and how I might be able to help myself and others express their anger more effectively.

Q) What is your number one tip for managing anger in a University department?

Serve wine at faculty meetings.

MEMBER SPOTLIGHT



Q) What is the most challenging (or intriguing) moment you've had in a classroom with MBAs or executives? What happened / how did you handle it?

I was all set to teach a leadership case to a room of 60 mid-level executives of a consulting firm, when the CEO decided to speak first. Talking to a group eager to understand how they could succeed in the company, the CEO proceeded to talk about "great uncertainty" and the need to "drastically refigure the business strategy" and make "surgical cuts" in management! He then left the room. The room was silent, a pall over everyone's hopes and aspirations. It was my turn to teach the case. What fun.

Q) Tell me about that mythical beast of work-life balance – what are the best bits of your 'work' and what are the best bits about your '(non-work) life'?

The best bits of work are when a group of students really gets it, and wants to engage in issues we all think are important...when the students start to share the classroom with me, rather than assuming I will fill them with knowledge. It's also when I'm in the zone in writing and I don't notice when 3 hours has gone by.

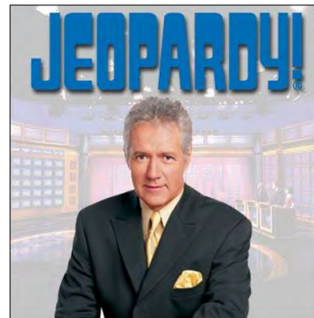
The best bits of non-work life are playing with my kids.

Q) What's a favourite book that you would recommend to IACM members to read? What is it about that book that 'grabs' you?

I'm reading Moby Dick at the moment. It's terrific. Everyone should read it (Okay, it's taken me almost a year). The conflict between Ahab and the whale is heroic and personal all at the same time.

The Stieg Larsson trilogy is an excellent beach read. There's nobody quite like Salander.

Q) On the premise that everyone should have a hero (or heroine) who is yours and why are they your hero/heroine?



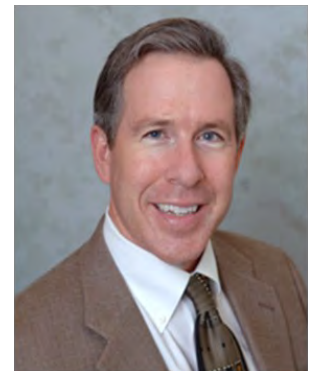
I'm a big fan of Alex Trebek. I've always, somewhat secretly, wanted to be a game show host.

Q) If you had the chance to advise Barack Obama on something of your choosing and you knew he would follow your advice – what advice would you give him?

Avoid health care. It's the new third rail.

Q) If you could go and do whatever you wanted (to live the dream as it were), with no financial limitations and no relational or workplace repercussions, what would you do?

Live in Paris.



MEMBER SPOTLIGHT



Marlone Henderson was awarded the following grant from the National Science Foundation: National Science Foundation Grant 1023611: The Positive and Negative Impact of Distance on Negotiation

Shaul Salvi and colleagues won the International Confederation for the Advancement of Behavioral Economics and Economic Psychology (ICABEEP) 2010 Best Student Paper award, September 2010 for the paper 'Shalvi, S., Dana, J., Handgraaf, M.J.J & De Dreu, C.K.W. Justified Ethicality: Observing Desired Counterfactuals Modifies Ethical Perceptions and Behavior.' This award is given in the annual joint meeting of *International Association for Research in Economic Psychology* (IAREP) and the *Society for the Advancement of Behavioral Economics* (SABE).

Gerben Van Kleef and colleagues 2010 – Most Influential Paper Award (2002-2005) of the Academy of Management (Conflict Management Division) for Van Kleef, G. A., De Dreu, C. K. W., & Manstead, A. S. R. (2004), "The interpersonal effects of anger and happiness in negotiations," published in the *Journal of Personality and Social Psychology*.

Roy Lewicki and colleagues were winners of the Article of the Year Award, Organizational Communications Division, National Communication Association, 2009 for Brumans, B.H.J.M., L.L. Putnam, B. Gray, R. Hanke, R.J. Lewicki and C. Wiethoff. (2008). Making sense of intractable multiparty conflict: A study of framing in four environmental disputes. *Communication Monographs*, 75, 1, 25-51.

Laurie Weingart was named the Carnegie Bosch Chair of Organizational Behavior and Theory. The ceremony took place on Sept 15, 2010 at Carnegie Mellon University.

SIGNAL Website

Dear All,

On behalf of Paul Taylor, Shirli Kopelman, Gary Graca (our web designer) and I, we have redesigned the IACM website and it is ready for you to view! See <http://ensian.cms.si.umich.edu>. We redesigned it based on an examination of other associations' websites and we changed the structure and added new places for content. This of course is just a draft, we would love your input at the board meeting and we will need to add content and have a mechanism to keep it updated. There are still some bugs to be worked out too (on the key words page in particular).

Best,

Michele

Albert Vollmer

The research project "CCI - Constructive Controversy for Innovation" was granted by the Innovation Promotion Agency of the Swiss Federal Office for Professional Education and Technology (OPET) in Switzerland (project no 11457.3 PFES-ES). It began in Sept 2010 and lasts for 24 months. Project leader Dr. Albert Vollmer, ETH Zurich, Swiss Federal Institute of Technology, Co-project leader Prof. Michael Dick, FHNW, University of Applied Science Northwestern Switzerland. The aim of the project is to analyze the practice of five companies from the service sector concerning their conflict management in innovation projects, and to introduce and evaluate the constructive controversy concept. Contact: Albert Vollmer (avollmer@ethz.ch, <http://www.pda.ethz.ch/people/Oberassistenten/avollmer>).



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(Continued on page 14)

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(Continued from page 14)

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 negotiation and conflict management research

 INTERNATIONAL ASSOCIATION
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 FOR CONFLICT MANAGEMENT

Notes from the NCMR editors Mara Olekalns and Etty Jehn: and Call for Papers

Negotiation and Conflict Management Research (NCMR) is the official journal of the International Association for Conflict Management.

The first 2010 issue of NCMR marked its transition from the founding editor, Judi McLean Parks, to the next generation of editors – Karen Jehn and Mara Olekalns. As the incoming editors, we shared our vision of NCMR and what we hoped to achieve during our editorial term, 2010 – 2012.

The new editorial board has expanded to include a number of Associate Editors, with Bruce Barry, Martin Euwema, Sonja Rispens and Paul Taylor joining us for the next 3 years. We have also added several new members to the editorial board. And this brings us to our central theme, diversity. Both IACM, and its journal, NCMR highly value diversity in many ways. In reviewing our editorial board, we have worked hard to ensure diversity across countries, areas of interest and methodological approaches. We want to reflect the diversity that is evident in IACM's membership – we never want potential authors to feel their work won't fit because it doesn't have the right methodological approach or the topic is not quite right. So, to create an inclusive and diverse journal, we have expanded NCMR's mission statement:

"NCMR publishes fundamental research that focuses on theory and research on negotiation 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. We also consider related issues such as power and trust issues, ethical behavior, decision-making processes, emotions and affect, communication, and distributive and procedural justice. This is by no means a comprehensive list of the topics that we believe will be of interest to our readers. Rather, it signals how diverse submissions can be.

The journal welcomes both theory and 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, and employ diverse methods."





negotiation and conflict management research

INTERNATIONAL ASSOCIATION
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*From the NCMR editors
Mara Olekalns and Etty Jehn: and Call for Papers*

As editors we have a number of goals in addition to publishing high-quality articles. First, we have moved to an easy-to-manage online system for authors and reviewers that we will support. We hope that this will lead to success in our second goal, which is a fast turn around for authors.

Second, we want to increase the visibility of the research reported in NCMR. NCMR is now abstracted in PsycLit and we are working with Wiley-Blackwell to ensure that NCMR is listed in citation indices.

Finally, we want to bring you cutting-edge research in the field. To do this, we planned two special issues. The first appeared in 2010 and focused on asymmetric perceptions in negotiations and conflict edited by Sherry Thatcher and Katherine Phillips. The second, to appear in 2011, is on justice and will be edited by Don Conlon.

In our last issue, we replaced the Editor's Desk with short state-of-the-art commentaries from leading researchers in the domain of conflict management. These commentaries hopefully inspired researchers to move into domains that are understudied with a need for future theoretical development and empirical testing. We hope that these, along with our other goals, will encourage new research, more submissions and thorough reading of the journal.

Our goal is to continue building the reputation of NCMR. We want it to reflect the strength and diversity of IACM's membership and present this to a broader audience. With the help of our authors, we believe this journal can become the leading journal in the field of negotiation and conflict management. Help us make it happen!

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

In current issue

Volume 3, Number 4, November 2010

Introduction

Beauty is in the eye of the beholder: How asymmetric perceptions color our experience

Introduction to the Special Issue

Sherry M.B. Thatcher, Katherine W. Phillips

Articles

The View from Above and Below: The Effects of Power and Interdependence Asymmetries on Conflict Dynamics and Outcomes in Organizations

Peter T. Coleman, Katharina Kugler, Adam Mitchinson, Christine Chung, Naira Musallam

Task Conflict, Problem Solving, and Yielding:

Effects on Cognition and Performance in Functionally Diverse Innovation Teams

Laurie Weingart, Gergana Todorova, Matthew Cronin,

Crooked conflicts: The Effects of Conflict Asymmetry In Mediation

Karen A. Jehn, Joyce Rupert, Aukje Nauta, Seth van den Bossche

Did I do that? Group Positioning and Asymmetry in Attributional Bias

Brice Corgnet, Brian Gunia

Asymmetry in Perceptions of Trustworthiness: It's Not You; It's Me

Jacqueline Z. Bergman, Erika E. Small, Shawn M. Bergman, Joan R. Rentsch

***Call for Papers: Special issue on Justice.
Deadline March 21 2011. See page 19.***




Call for Papers

Special Issue: Justice, Conflict, and Negotiations

DEADLINE FOR SUBMISSIONS: MARCH 21, 2011

Guest Editor: Donald E. Conlon, Michigan State University

Much of the early research on justice (particularly distributive and procedural justice) was conducted in dispute resolution or conflict management settings. However, recent work on justice has not focused on dispute resolution settings and has instead focused on justice in a variety of other contexts (e.g., HRM contexts such as performance appraisal or employee selection, consumer behavior contexts such as pricing fairness and customer loyalty programs). As a result, we have learned a lot about justice, including many new forms of justice, but this knowledge has not been systematically applied to negotiation, conflict, or dispute resolution settings. ***This call for papers hopes to result in a special issue of NCMR that links our more developed understanding of different forms of justice to negotiation or conflict management contexts.***

The variety of justice forms that might be applied to negotiation or conflict settings includes (but is certainly not limited to):

Distributive justice
Interactional justice
Informational justice
Restorative justice

Procedural justice
Interpersonal justice
Retributive justice
Compensatory justice

The variety of conflict management or dispute resolution settings could include (and is certainly not limited to):

Interpersonal or intergroup negotiation
Arbitration
Ultimatum bargaining contexts
Appeal procedures
Adjudication

Mediation
Hybrid procedures (e.g., Med-Arb)
Grievance procedures
Other legal or quasi-legal procedures
Collective bargaining

We hope that the articles in this special issue will present a rich picture of how the many different forms of justice might influence not only the direct parties in a conflict setting (e.g., plaintiff, defendant, negotiators) but also other potential parties in conflict or dispute resolution settings (e.g., negotiating representatives, agents, constituents, judges/third parties, juries, observers, stakeholders). We also encourage work that considers justice as an independent variable or a mediating variable that might predict or explain negotiation-related outcomes such as impasse rates, outcome quality, time to settlement, compliance with agreements, other attitudes such as "trust", etc.

For further information, please contact the guest editor: Donald Conlon (conlon@bus.msu.edu)

Submission Instructions:

Please submit manuscripts online at <http://mc.manuscriptcentral.com/ncmr> by March 21, 2011. When submitting please be sure to click on the "Special Issue" submission link.



Recommend an *NCMR* subscription to your library today!

Enter a subscription to *Negotiation & Conflict Management Research*, Volume 1, 2008:

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Membership in the International Association for Conflict Management (IACM) includes a subscription to *NCMR*. For more information, visit <http://www.iacm-conflict.org/>

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CONFERENCES, RESEARCH, WORKSHOPS & GRANTS

Dispute Resolution Research Center Post Doctoral Fellowship

This fellowship is a two-year position. Applicants must have completed a Ph.D. in a social science discipline prior to beginning the fellowship, and should have a research, rather than a clinical focus. Fellows will participate in Kellogg's internship program for the negotiations course, and then will be assigned to teach 3 sections of the course per year. Fellows are also invited to join in the ongoing research of faculty associated with the Center, audit courses, and participate in the Center's scholarly and applied seminars and workshops. For additional information please visit http://www.kellogg.northwestern.edu/drrc/post_doctoral.htm

Applications are reviewed once annually. The deadline for applications is February 11, 2011. Awards will be announced around April 8, 2011. Inquiries and applications should be directed to the number and address listed below.

Nancy McLaughlin

Dispute Resolution research Center
Kellogg School of Management
Northwestern University
2001 Sheridan Road, Jacobs Hall 371
Evanston, IL 60208-2001
Phone: 847-467-6873 Fax: 847-467-5700
n-mclaughlin@kellogg.northwestern.edu

IACM GOES TO ISTANBUL, TURKEY IN 2011

We are looking forward to a terrific conference in Istanbul, July 3-6 2011. Our host hotel, the Ceylan InterContinental in the Taksim area, is one of the best in Istanbul. Special convention rates extended several days before and after the conference combine with a choice location (and views) to make this meeting a memorable experience (see the hotel link for reservations).

Program chair Corinne Bendersky will be developing a variety of session topics and formats, including fascinating keynote addresses and special panels. Our local arrangements committee from Sabanci, Koc, and Bilkent Universities has a menu of activities in store for us including tours of the old city, Topkapi Palace, a Bosphorus boat trip, a beautiful setting for the awards banquet and more.

There will be something special at IACM/Istanbul for everybody. Stay tuned to the conference page as the details unfold in the months ahead. If you go to one meeting this year, make it IACM. If you go to several meetings, be sure that IACM is one of them. I cannot wait to see all of you in the magical city -- where East meets West -- next summer.

Dan Druckman
IACM President



The Conference hotel will be the [Intercontinental Ceylan](#).

The special room rate of 140 euros with breakfast is guaranteed from June 30- July 9, 2011. This rate is available for all participants who book by May 18, 2011. More information will be posted on the conference website soon.

CONFERENCES, RESEARCH, WORKSHOPS & GRANTS

IACM GOES TO ISTANBUL IN 2011



**Submissions are due by February 11 2011
5:00 p.m. Pacific Standard Time via the IACM website
www.iacm-conflict.org**

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Editors' Note

By Godfrey Steele & Linda Steele, The University of the West Indies, St. Augustine, Trinidad steele_signal@sta.uwi.edu

In this issue we report on our 2010 Conference in Boston and encourage you to say yes to 2011 in Istanbul, Turkey. Please see the President's Corner by Dan Druckman who tells us why he's a guy who can say yes (pages 1-3). Program Chair Jana Raver reviews the Boston 2010 program (pages 1, 4). Hannah Riley Bowles and Owen Andrews recap highlights of the local arrangements in Boston (page 6).

Corinne Bendersky, the 2011 Program Chair issues the IACM 24th Annual Conference Call with a submission deadline of February 11 at 5 pm PST (pages 7-8).

This issue of **SIGNAL** also includes updates from our new Communication Officer, Cheryl Rivers and Executive Director, Shirli Kopelman (see page 12).

We also spotlight members in an interview with Don Gibson (pages 11-12) and highlight other member activities and achievements (page 13). Members' publications appear on pages 14-15. Our journal, NCMR, announces a special issue on justice, conflict and negotiation (page 18). The date for submissions is March 21 2011. We thank all of you for your time, attention, and contribution to our newsletter.

Thanks once more to Shirli Kopelman and Cheryl Rivers for providing resource support, issuing calls and publishing SIGNAL online. We are pleased to continue our work with you in maintaining the fine **SIGNAL** traditions and high standards achieved for 25 volumes (see: <http://www.iacm-conflict.org/SIGNAL/>). We welcome ideas and feedback from our membership, officers and Board of Directors as we embark on planning volume 26, issue 2.

As we come to the end of our term of service as editors in the next issue in Spring/Summer 2011, we invite you to submit nominations for a new SIGNAL Editor to Dan Druckman.

We would welcome members' submissions of spotlight news, achievements, awards and grants, and new publications by February 18 2011.

Godfrey Steele and Linda Steele, **SIGNAL** Editors