

**SPECIAL POINTS OF INTEREST:**

- ▶ Call for volunteers
- ▶ Stellenbosch 2012 Conference
- ▶ Stories from the Field
- ▶ 2013 Elections
- ▶ Call for submission IACM 2013



*Leymah Gbowee, Noble Peace Prize Laureate from Liberia, Addresses IACM in Stellenbosch South Africa.*

**WENDI L. ADAIR // PRESIDENT 2013**

## President's Corner

**At the helm of a non-profit volunteer organization:  
Steering IACM to growth and sustainability**



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**A**s IACM President, I have the privilege of doing more than just planning our annual conference. Over a three-year term (as President-elect, President and past-President), I have the opportunity to work with a motivated and creative team of IACM officers to change, improve, and grow our organization. Many of our past presidents and officers have made a notable impact, gently steering IACM towards the organization we know today. Some of the courses successfully navigated by your IACM board members since I have been an IACM member include 1) creating our association journal, NCMR, 2) bringing conference submissions and registration on-line, and 3) giving Signal a new format and expanded content. All these initiatives are the product of the efforts of IACM members who were willing to serve and improve our organization. And, they are all products of purely volunteer efforts, because IACM is a volunteer organization.

As a volunteer organization, we rely on occasional or regular volunteers for our operations. As a volunteer organization, we are characterized by autonomy from the state, self-governance through an unpaid board, and a not-for-profit orientation. In the following paragraphs, I will introduce you to the volunteer efforts that go on behind the scenes at IACM. You may be thinking, why is Wendi wasting her semi-annual message on a boring organizational chart? Because I believe that many of our members don't know how many volunteers it takes to run IACM and how much we need you to be active to maintain and boost the viability of our organization. If you have ever asked yourself, "Why are the same people always on the election ballot?" "Why doesn't anyone ask me to run for office?" then please read on as I try to answer those questions and, hopefully, motivate you to become a more active IACM member.

I have been an active IACM member since 1998, but I only truly realized that IACM is a volunteer organization in 2010 when I became IACM President-elect. Each year, our President-elect seeks

**“Volunteer organizations like IACM need consistent support from members to maintain their viability.”**

out members willing to run in our annual elections for Board Representative-at-Large and President. Likewise, the current President is often searching for volunteers for many other essential IACM roles, such as NCMR Editor, Signal Editor, Communications Director, etc. Until I found myself looking for member volunteers, I never fully realized or appreciated that our organization only exists due to the volunteer efforts of our members. When I calculated that over the past 3 years, only 3% of IACM members approached to run for office were willing to do so, I realized that there may be many members who are not aware of all the volunteer opportunities or members who haven't been approached and are not sure how to become involved. Hence, the following paragraphs include information and opportunities for you as IACM members to get involved and help steer your organization. Our team of volunteer member-leaders is a fun, dedicated, and sometimes eccentric group of members committed to maintaining the organizational health and viability of IACM. Joining the team is a great opportunity to network, connect, and give back to your organization.

IACM was created and exists solely for the benefit of its members, so let's briefly visit the many ways you personally may benefit from the existence of IACM, the many ways you identify with IACM as an organization, why you should volunteer for IACM, and how to volunteer for IACM. How do members benefit from and identify with IACM? We all benefit from the IACM annual conference by presenting our research (strengthening our writing, building our CV, and for the lucky few, getting awards), getting feedback from colleagues, networking with colleagues and clients, promoting the work of our students, and having a great time with friends. We also benefit from the promotion of our field through the IACM journal, NCMR. Semi-annually you receive the IACM Signal newsletter which, along with our website, provides information on job openings, journal special issues, conferences, new publications, and more. Finally, IACM offers you an opportunity to contribute to different communities and societies and walk-the-talk of conflict management. Through all these activities, we all identify with IACM as our professional association as well as our group of colleagues and friends.

Why volunteer for IACM? Our volunteer organization is a public good. Like many public goods dilemmas, it is easy to assume that IACM will always be there because

other members are willing to run the organization. But this perspective is both short-sighted and self-interested. Volunteer organizations need consistent support from members to maintain their viability. Leadership positions rotate on a regular basis and need a regular flow of members willing to take on responsibility.

What are some ways to volunteer for IACM? Your organization needs volunteers in many leadership capacities including:

Elected positions (voting board members):

- President (3-year term as President-elect, President, then past-President)
- Representative-at-Large (2-year term)

Nominated positions (self-nominations welcomed and encouraged):

- Executive Director (3-5 year term)
- Communications Director (3-year term)
- Signal Editor (3-year term)
- NCMR Editor (3-year term)
- Conference Program Chair (1 year)
- Conference Local Arrangements Chair (1 year)
- Photographer (ongoing)
- Financial Investments Oversight (ongoing)
- Regional Representatives (2-3 year term, currently seeking regional reps to promote IACM in your area of the world, see below for more information)
- Advisory Council Chair (3-year term)

How to volunteer for IACM: The easiest way to volunteer for IACM is to let a current member of the leadership team know you are interested. However, there are several myths floating around that may be preventing members from speaking up, so let me briefly dispel some of those myths.

**MYTH #1** *I can't be IACM president or take on a critical leadership role because my university won't give me a course release or a stipend to hire an assistant.*

Yes you can! I don't receive either, and in my survey of the past 5 Presidents, none of us asked for or received a course release or a stipend for serving as IACM President or in one of our critical leadership roles.

This is simply a myth. If a past IACM President or NCMR Editor received a course release or stipend, this was an exception. It is not the norm.

## MYTH #2 *You can't serve IACM unless someone invites you.*

We are always looking for volunteers. The President-elect may not know you! We solicit volunteers and nominations for officers twice a year. We always welcome self-nominations. Please volunteer. We will welcome you with open arms.

## MYTH #3 *You can't help with the conference if you are at a public school and your Dean won't give any money to sponsor the conference.*

The IACM conference will proceed each year with the same general prices, meals, and accommodations you are accustomed to, regardless of whether the conference team is able to raise sponsorship money. We greatly appreciate efforts of conference planning teams to raise external funds from Universities or local businesses to help defray conference costs. However, we have put on many affordable annual conferences without generous university or corporate donations through careful planning and negotiating. It is simply a myth that the conference team must include someone at a Tier 1 U.S. business school or has to raise \$20,000 to put on the conference.

## MYTH #4 *Only people with a Kellogg connection get elected as IACM President.*

I thought I would do the research on this one. I was able to get data about 24 of the 27 past and current IACM Presidents, regarding their PhD institution, Post Doc positions, and faculty positions. Of those 24, only three had a Kellogg PhD and one did a Post Doc at Kellogg. Considering that Kellogg graduates a lot of PhD students and hosts many Post Docs in negotiation and conflict management, the presence of only four Kellogg connections among 24 IACM Presidents is quite small and certainly does not suggest any systematic bias.

## MYTH #5 *Members should wait for the right time to serve IACM. It isn't good to volunteer if you have a busy year coming up.*

Every year is a busy year. We all have multiple courses, clients, writing commitments, graduate students, courses to teach, etc. The good thing about volunteering is that the energy of the leadership and management team fires up some extra energy in you (and who doesn't want that?) Volunteer organizations are run by busy people

like you and me who are willing to make the time in their busy lives to discover the value in giving back to their organization. Who knows, maybe if you volunteer for IACM you will end up being even more productive across the board. Not to mention that you will have a lot of fun as part of our leadership team!

## MYTH #6 *All of the positions are filled. There are no openings.*

Many of our IACM leaders have been serving in their respective roles for many, many years and would welcome handing the role over to another volunteer member. So if there is an existing position that sounds interesting, please let us know. We also have volunteers rotating and positions opening on an annual basis, so anytime is a good time to speak up.

Currently we are looking for five to six IACM Regional Representatives. This is a new initiative designed to help increase global representation in our organization and at our annual meetings. Regional Representatives will be responsible for promoting IACM in their area of the world through such activities as sending out conference information to universities and conflict management organizations that might not be aware of IACM, organizing region-specific panels for a conference, or writing a column on conflict management in their region of the world for Signal. Sound interesting? Please let us know.

Last, we welcome suggestions for innovative roles that aren't currently part of our leadership team. We never had a Conference Photographer until one member with a talent for photography spoke up and volunteered to take on this position. Do you have a talent or interest that you think could benefit our organization? If so, please let us know. Now that you are all motivated to help us out and be part of our great leadership team, please email me ([wladair@uwaterloo.ca](mailto:wladair@uwaterloo.ca)) and tell me what role interests you. Steering a ship is not a one-person job. IACM is a vibrant community and a healthy volunteer organization that welcomes member contributions to maintain our course. I would love to hear from you.

Wendi Adair,  
IACM President

**"Currently we are looking for 5-6 IACM Regional Representatives. This will help to increase global representation in our organization and annual meetings."**



# Stellenbosch, South Africa Conference 2012

## *Working on conflict: The after-party*

IACM celebrated the 25th annual conference this year. And indeed, it was quite a celebration! Those who joined certainly will remember the Pan-African awards dinner. I have not seen at any prior conference, participants jumping to the dance floor that eagerly, massively, and continuously. Excursions, from Robben Island, to the townships and scenic routes, contributed to a better understanding of the historical and contemporary conflict dynamics in South Africa. We had a really rich program, both in terms of quality and quantity, and attendance (228 participants) well exceeded our expectations.

We enjoyed an interdisciplinary and challenging program. Personally, I was very happy with our three key note speakers. Starting with Judge Arthur Chaskalson, who shared insightful views and experiences on the development of the new South African constitution—highly complex negotiation process. Listening to him, I was struck by the total absence of ego. Here, we met a truly wise elderman, sharing challenges, without any need to express his own impressive role in these processes. Two more keynotes by two young women followed. Ellen Giebels inspired us with her work on hostage negotiations, and more so, with her strong appeal to be really engaged in your field work. Ellen demonstrated why she was this year's IACM Rubin Award winner. Research is not simply 'being' in the field, observing. It is working together with people, to help them understand what is going on in violent conflicts. And through this engagement helping people at the same time, learning and building academic knowledge.

The charisma of Leymah Gbowee really engaged the IACM community. Her direct, no-nonsense, activist approach, and critical

attitude to both academics and policy-makers, was provocative and inspiring. Her Q & A session was amusing and to the point. We felt honored with her presence. If you have not seen or read it, I can only highly recommend 'Pray the devil back to hell', as a documentary, and her biography 'Mighty be our powers'. A very inspiring book, showing what peace building really means in practice. Peter Coleman, at the Q&A, sharing 'Leymah, you are my hero!', I am sure he reflected the feeling of many, and certainly mine. The afterparty of this conference might be worth mentioning. I would like to highlight two — of the many aspects, expressing the importance of organizing IACM conferences in the way we have done for so many years.

**"We do face challenges in developing further, and most of all, IACM has still a huge potential to be explored further."**

First, bridging between academic and practitioner worlds.

- Leymah Gbowee's new initiative (AGLI: African Girls Leadership Initiative) and IACM cooperate to provide scholarships for African girls who have leadership potential, however lack the means to follow education. This is highly needed! The University of Leuven has started a new fund following up on our IACM initiative, to develop these scholarships to a large scale, and in a sustainable way. We link this with the network of European Research Universities. And we hope that many will join. The University of Seville also shares in this initiative. Realizing the huge financial and organizational problems nowadays in Spain, this is highly admirable.

- IACM-participants have been performing community work in South Africa, before and after the conference. I know some participants felt IACM still was and is a 'white, elite group of people'. This is true in many ways. Academics are, almost by definition, elite. As elites we have to take responsibilities. And I was impressed by the initiatives of quite a few of the participants who worked for one or two weeks, or shorter, with local, less, privileged communities. And continue to do so. Throughout the entire conference, IACM 2012 hosted a special track on mediation, provided by academics as well as outstanding mediators. This track was organized in close cooperation with the new Association for Mediation Education. This has been a really fruitful exchange of practices and people, and starting point of new forms of collaboration, in research and in teaching. I would like to express once more my deep gratitude to the conference team: Lindy, Ozum, Hillie, and Shaul on the program side, and David, Sunelle, Barney, and last but certainly not least, Katalien, on the local arrangements side. Also Shirli and Shelly, together the IACM backbone, were key to the success of this organization. Thanks a lot!

Lessons learned are many. I realized IACM has a strong culture, with its own traditions, particularly visible at the annual conferences. We do have quite a strong in-group, and at the same time are an open community, welcoming new people, new cultures. We do face ongoing challenges to develop further; and most of all, IACM has a huge potential to be explored further. I can only encourage you to put some of your energy into this network, to discover and exploit this potential.



# Hosting the Stellenbosch 2012 Conference



It was a great honour for the Africa Centre for Dispute Settlement (ACDS) at the University of Stellenbosch Business School to act as host of the 2012 IACM annual conference, the first of its kind on the African continent.

The local arrangements committee consisted of Katalien Bollen, department of psychology at the Catholic University of Leuven; Professor Barney Jordaan, head of the ACDS and Sunelle Hanekom, administrator at the ACDS since January 2012 (and prior to that Alexandra de Beer). The team worked in close cooperation with Martin Euwema, 2012 president of IACM and Lindy Greer as program chair. While we were not able to attract corporate sponsorships, we were able to attract financial sponsors such as ESSEC, James Wall, and Schouten Nelissen University. Also the AC4 (Columbia), DRRC (Northwestern) and ACCORD provided substantial scholarships, for which we are, and remain, grateful. The University of Stellenbosch made in-kind contributions, including marketing and provision of conference packages, while other universities (Amsterdam, Vlerick, Leuven) contributed valuable staff time.

Every effort was made to turn the conference into an all-African (and not exclusively South African) event. To this end, the support of bodies such as the African Mediation Association (AFMA) and ACCORD was obtained. AFMA represents mediation bodies in Nigeria, South Africa, Egypt, Ghana, Kenya, Uganda, and Senegal. ACCORD (the African Centre for the Constructive Resolution of Disputes) is a South African based civil society organisation working throughout Africa to bring creative African solutions to the challenges posed by conflict on the continent. We also introduced day passes, at regular and reduced fees to encourage local professionals and students to join IACM.

Attendance exceeded our expectations, with more than 228 people from over 20 countries attending. A successful event, in a beautiful setting was rounded off with a great party at the awards dinner.

Apart from the comfort of a first-class conference venue, guests also experienced a touch of the friendliness

and spirit of Africa. The choice to stay at a residential conference venue also was made deliberately.

In this way, we offered an opportunity for networking and reducing the risks of early and easy withdrawal from the conference. Outside of the conference, participants and their families had time to explore the beauty of the Cape Winelands, visit game reserves, Robben Island, and go on 'township' tours. Some also did volunteer work with NPO's in township areas.

Finally, the programme was unique in that it included a special mediation track. This served to attract local practitioner interest over and above the academic interest that the conference generated. The local organising committee learnt some valuable lessons:

- A.** it is critical for there to be good coordination between members of the committee in the country where the event is to be held and committee members who are situated abroad;
- B.** members of the committee at local level need to have a keen eye for detail and must have good organisation and negotiation skills;
- C.** conferences of this nature can have a more lasting value than merely promoting 'academic tourism' by linking aspects of the conference to local challenges. This can be done in several ways, e.g.:
  - \* focusing the theme of the conference on issues that are of local, as well as, broader significance
  - \* organising community interactions/activities prior to or after the conference
  - \* using venues and service providers that are committed to sustainable business and other practices
  - \* using socially responsible local service providers, e.g. for the production of conference name tags, provision of entertainment

**"Every effort was made to turn the conference into an all-African (and not exclusively South African) event."**

# Stellenbosch, South Africa 2012

## Conference Highlights



As a manager regulatory and public affairs of the Netherlands Mediation Institute — which is the independent quality institute of mediation in my country — one of my responsibilities is to keep up with the (international) developments on mediation. On a regular basis I see ADR conferences coming by. It was the conference of IACM with the theme “From fear to a common future: 25 years of conflict management” that immediately draw my attention. Not only because the conference would be held in the beautiful country of South Africa — which I think, given its history, is the place for a conference on conflict management — but above all because of the mission and goals of the IACM.

Nine days before the start of the conference I went to Stellenbosch to see something of the area of and to experience a bit of South Africa before the conference. I stayed in the heart of the picturesque and beautiful village of Stellenbosch. From here I took some tours. One memorable experience during my first week was my visit of Kayamandi, a township just outside Stellenbosch, with a population of about 30,000 people, who came from the rural areas of South Africa (and even other African countries) in search of work and a better future for themselves and their families. My guide was born and bred in Kayamandi and she gave me an insider’s look at the life of a township resident. She took me on a stroll to meet local entrepreneurs and talked about community development in the township. I met the wonderful people of Kayamandi as we walked through the area and I was welcomed into their homes. Despite the extreme poverty, I recognized the vitality and inner strength of the community as they build new houses and help each other in the spirit of Ubuntu: African neighbourliness (which was a topic of one of the sessions on the conference). I experienced a lot of joy and hope in Kayamandi

and it was this visit and feeling that made a big impression on me during my stay in South Africa.

One day before the conference I moved to Spier Estate, the conference venue just outside Stellenbosch in the middle of the wine fields. It was a stunning place; the decor featured a vibrant style with strong colours and textures and a collection of art that explored contemporary South African culture. I had an enormous room with a huge fire, so I was very comfortable while I finalized my presentation. I was also impressed by the sustainability of Spier. They also do a good job of employing lots of local people. I also went on the conference tours to Robben island and to the township Khayelitsha. Both tours were very impressive. It took me a while to recover from the things I saw, heard and felt.

I gave my presentation on the first day of the conference; it was about the implementation of mediation in the Netherlands. The past 15 years mediation has developed strongly in my country. In my presentation I described the elements that were important for development, which are: the existence of an independent national quality institute for mediation which also promotes mediation, the public policies regarding mediation, our mediation referral system, and our cultural nature (consensus-oriented).

I found that what made the conference program so inspiring was the interaction between practitioners on the one hand and the theorists and researchers on the other hand. I heard that it was the first time that there was a special track on mediation in the program. As a representative of a mediation institute it was very interesting to learn about mediation developments in other countries. I also remember the last round-table session of the mediation track in which

we talked about mediation in the future; challenges for 2020 with participants from Russia, South Africa, USA, France, Spain, Italy, the Netherlands, etc. We explored the challenges for mediation, in terms of research, policy, and practices for the coming years. Together we set up a top ten of issues to be studied more for the coming years to 2020. Because of this session we are still in touch with each other.

One of the most memorable experiences with regard to professional learning was the keynote given by 2011 Nobel Peace Prize Laureate Leymah Gbowee. Not only because of her story and challenging questions, but also because of the way she spoke. Another memorable experience from a social point of view was the gala dinner that we had in Moyo restaurant (outside in a big tent with candles all over the place). I never went to a conference where the participants were having such a good time together and here we ended up on the dance floor. It was so great meeting new colleagues at the conference.

To conclude, it was a very special and impressive conference in South Africa because of the interesting program, the conference venue, meeting new colleagues, hearing inspirational stories, and especially seeing something of this beautiful, diverse and confronting rainbow nation, where I learned a lot about different ways of dealing with conflicts. The keyfob we received as conference participants and which was made by local handicrafts women, is attached to my key chain. Every day it reminds me of the strength and hope of the people in South Africa.

*Esther Gathier is Manager Regulatory & Public Affairs at the Netherlands Mediation Institute, and a mediator.*

# Stellenbosch, South Africa 2012 Conference Highlights



Cape Town welcomed me to its winter with the sun rising over dewy grape vines, crisp air scented with the smoke of burning wood stoves, ruby wine, a view of the wavy current that marks the mixing of the Atlantic and Indian Ocean at the Cape of Good Hope and the staggering majesty of Table Mountain, which buttresses its cosmopolitan cityscape.

I'd travelled from New York City, where I work as Assistant Director at Columbia University's Advanced Consortium on Cooperation, Conflict and Complexity (AC4) to attend the 25th Annual International Association of Conflict Management Conference at the Spier Estate in Stellenbosch. The keynote address was delivered by 2011 Nobel Laureate Leymah Gbowee. Ms. Gbowee spoke about war in her home country with a cadence so gracefully hopeful and urgent that her message electrified the audience; jolting all of us to our feet in the way that only the recognition of injustice can.

Ms. Gbowee stressed to the audience, many of whom were basic researchers studying conflict and peace in the laboratory, to not forget about the human element of conflict resolution. She argues that while the Truth and Reconciliation Committee in South Africa is considered successful, such processes are not applicable to every post conflict setting in Africa. Peace, Ms. Gbowee argues, is not delivered or sustained through a checklist, but rather achieved by a non-linear process of healing relationships, humanity, and dignity.

"Why does Africa always have to be rushed?" she asked us. It seems hard to not rush reconciliation and reconstruction, though, when Cape Town continues to confront the tremors of the deep brutality, denial of basic human needs, and slavery that seized the country during Apartheid. The stark inequality of townships of patchworked corrugated tin and scrap wood casts a dark shadow on the crisp architecture of the wealthy.

Despite her status as international advisor and hero, Ms. Gbowee's edicts have not yet been enacted by

decision makers. I thought back to the classic paper *Her Place at the Table: A Consideration of Gender Issues in Negotiation* (1991) and wondered: Is Ms. Gbowee's perspective dismissed by peace institutions typically operated by members of high power groups because she represents a uniquely feminine way of thinking about conflict and negotiation? The authors, Kolb and Coolidge, argue that women tend to frame and conduct negotiations in a way that is different than the dominant cultural framework of conflict resolution. Thus, the female voice is either ignored or diluted. This highlights the tension that Ms. Gbowee illuminates; a lack of balance between the relational elements of conflict resolution and political models of diplomacy and institution building.

Ms. Gbowee is fighting for the right of women to sit at the peace-making table with men. With each stride, she carries her community with her — in the foreground. "Take me out of the community and you've taken everything from me" she says.

On the IACM sponsored trip to Robben Island my colleagues and I crested along the choppy Atlantic in a small ferry packed with black South African high school students whose laughter mixed with the salty air. When we disembarked the ferry, the students boarded the bus which takes visitors around the island. The side of the bus read "The journey's never long when freedom is the destination." In that moment, I was acutely aware of my own privilege — my skin color, my nationality, and this opportunity to contribute to the scholarly discourse that continues to address injustice.

*Christianna Gozzi is the Assistant Director at the Advanced Consortium on Cooperation, Conflict and Complexity (AC4) at Columbia's Earth Institute.*



**"Ms. Gbowee spoke about war in her home country with a cadence so gracefully hopeful and urgent that her message electrified the audience."**

# Stellenbosch, South Africa 2012 Conference Highlights



This year's conference took us to Stellenbosch, South Africa. This is a new country, with big ideas and wild stories. It was the perfect backdrop to our conference as we attempted to engage with conflict in the 'real world'. But it was hard to ignore the reality outside the front door. South Africa remains one of the most deeply divided countries on earth. Local people tell us that the gap between rich and poor has actually grown since



**"The most moving stories are told on Robben Island. These stories need to be told, and the world needs to listen."**

the end of apartheid: little wonder, then, that the security industry is pervasive. Extensive Europeanstyle houses proclaim 'armed response' on the front gate, while a few kilometres away shanty towns look as if they were built on a rubbish dump.

And yet this feels like a remarkably optimistic place. Again and again we hear people talking about 'the transition'. Local mediators have fascinating stories to tell of helping to negotiate strikes, or riots, or even funerals. These stories speak of a preparedness to tackle the big stuff, of stepping up to the plate when the nation was in crisis.

The most moving stories, however, are told on Robben Island (used by the apartheid regime to incarcerate black and other non-white political prisoners). It is a bleak place but we are grateful to step onto dry land after 45 minutes of yawling and rolling on the waves of two oceans. Our guide had spent five years in the prison. He describes for us the daily indignities, the seemingly trivial layers of inhumanity, like a daily allowance of 1oz fat for 'coloureds' and 1/2oz for 'bantus'. He shows us the dormitories, the cells, the punishment block and the exercise yard (where Nelson Mandela was given non-prison clothes for a morning in 1966, for a Daily Express photo-shoot, only to have then removed again straight after). I ask our guide how

he feels about telling us these stories. 'At first it was very difficult', he said, 'but now it's easier, like a kind of healing,' and he puts his hand to his chest.

I sensed a strange familiarity about his manner, the way he spoke in such a matter-of-fact fashion about terrible things that most of us wish had never happened to anyone. He was quiet, unemotional, and unflinching. As I walked back to the boat it came to me. He reminded me of some mediation clients. When I worked in family mediation I listened to tens or hundreds of stories like this, as victims of domestic violence (mostly, but not entirely, women) recounted the events that had led them to leave. Sometimes they cried, but mostly they were like this man, matter-of-fact and unemotional. The stories just had to be told.

Stories can't be told to no-one. The listeners play a crucial part. We are welcomed to Robben Island by a little community of former prisoners, and even some guards ('they were the good guys' says our guide). I'm sure that the reason we are made so welcome on that island and in this country is this: if no-one hears the stories, no healing comes. These stories need to be told, and the world needs to listen. By extension, anyone who has experienced trauma needs to tell their story, in their own way, at a time of their choosing, to a listener they trust.

Mediators are uniquely privileged. We are invited into people's lives at their lowest moments. Sometimes they choose to tell us very little. That's their prerogative. But when they disclose something important we owe it to them, and the wider world, to listen with all our might. In doing so, we honour their stories and allow healing to come. Thus the past does not have the last word.

That must be the hope for South Africa. We are meaning-making creatures, and the people in this amazing place are working as hard as they can to make sense of the senseless. They need the rest of us to listen.

*Charlie Irvine is a practising mediator and Visiting Professor at University of Strathclyde,*



# 2012 IACM Awards Stellenbosch, South Africa

## Outstanding Awards

### 2012 Jeffrey Z Rubin Theory-to-Practice Award

Ellen Giebels

### Outstanding Article of the Year Award

*The Effects of Conflict Asymmetry on Work Group and Individual Outcomes*

Karen A. Jehn, Sonja Rispens, and Sherry M.B. Thatcher,  
Academy of Management Journal, 53, 596-616, 2010.

### Best Book of the Year Award

*Evaluating Peace Operations*

Paul F. Diehl and Daniel Druckman 2010. Boulder, CO: Lynne Rienner Publishers.



## Conference Awards

### Best Empirical Conference Paper

*The Effectiveness of a Mediation Program in Symmetrical versus Asymmetrical Neighbor-to-Neighbor Conflicts*

Elze G. Ufkes, Ellen Giebels, Sabine Otten, Karen van der Zee

### Runner-up Best Empirical Conference Paper

*Whatever it Takes: The Effects of Rivalry on Unethical Behavior*

Gavin Kilduff, Adam Galinsky, Edoardo Gallo, James Reade

### Best Graduate Student Conference Paper

*Before the Game Even Begins: Outgroup's Representative as a Determinant of Ingroup's Perceptions and Decisions in Intergroup Negotiations*

Catia Teixeira, Stephanie Demoulin, Vincent Yzerbyt

### Runner-up Best Graduate Student Conference Paper:

*Watch Your Tone! Paralanguage Communicating Negotiation Approach Across Culture*

Zhaleh Semnani-Azad, Wendi Adair

### Best Theoretical Conference Paper

*Managing Differences to Reduce Conflicts and Maximize Performance: The Leadership Effectiveness and Diversity (LEAD) Model*

Astrid Homan

### Runner-up Best Theoretical Conference Paper

*The Rise and Fall of Subgroups and Conflict in Teams: Faultline Activation and Deactivation*

Martijn van der Kamp, Karen Jehn, Brian Vincent Tjemke

### Best Applied Conference Paper

*Harnessing Pluralism: Mechanisms for Building Robust Collaboration at Atlas, CERN*

Raghu Garud, Barbara Gray, Philipp Tuerstcher

### Runner-up Best Applied Conference Paper

*Context, Process, and Failure: The Derailed Mediation Efforts on the Final Status of Kosovo*

Georgios Kolliarakis

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## IACM-DRRC Student Scholarship Awards



**Hillie Aaldering, University of Amsterdam**

*Interest (Mis)Alignment in Representative Negotiations*

**Tijs Besieux, KU Leuven**

*Linking Transformational Leadership and Customer Satisfaction: The Mediation of Team Conflict and Team Cohesion*

**Stijn Decoster, KU Leuven**

*Followers' Reactions to Self-serving Leaders: The Influence of the Organization's Ethical Climate*

**Ann Sophie De Pauw, Vlerick Leuven Gent Management School**

*Parochial Cooperation and Social Value Orientation in Crossed-groups Social Dilemmas*

**Meriem Kalter, KU Leuven/Hogeschool Utrecht**

*How Can a Mediator Deal with Power Differences in Labour Conflicts?*

**Cátia Pinto Teixeira, Université catholique de Louvain**

*Before the Game Even Begins: Outgroup's Representative as a Determinant of Ingroup's Perceptions and Decisions in Intergroup Negotiations*

**Muhammad Riaz Khan, Institute of Management Sciences, Pakistan**

*Horizontal & Vertical Individualism – Collectivism and Conflict Management Styles: A Pakistani Sub-Cultural Model*

**Shiva Taghavi, HEC Paris**

*Work Is an Act of Worship: The Effect of Religious Thoughts on Work Attitude and Behavior*

**Tracy Xiong, University of Waterloo**

*The Relationship Between Multicultural Experience and Team Creativity*

**Reina Zenelaj, Epoka University**

*EU/US and Turkey as Mediators in Bosnia: A Comparative Case Study*

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## IACM-AC4 Student Scholarship Awards



**Nithin Coca**

School of International and Public Affairs  
Columbia University  
International Affairs

**Shira Mor**

Columbia Business School  
Organizational Behavior

**Abdusabur Abdusamadov**

University of Missouri-Columbia  
Sociology

**Timothy Adujo Obaje**

University of KwaZulu-Natal  
Policy and Development Studies

**Coletha Ngrwa**

Katholieke Universiteit Leuven  
Higher Education

**Ozum Saygi**

University of Amsterdam, Netherlands  
Organizational Psychology

**Mohd Tufail**

Jawaharlal Nehru University, New Delhi, India  
Regional Development

# Stellenbosch, South Africa 2012

## Overview of Conference Program

The 2012 IACM conference in South Africa received 221 submissions – including full papers, extended abstracts, symposia, roundtables, panels, workshops, and novel sessions. Compared to past years, this is a high number of submissions (i.e. 43% above 2009, 39% above 2010, although 20% lower than 2011). After cancellations, the final program included 188 oral presentations, and 21 symposia/panels/workshops, and 25 posters. Papers from different research backgrounds (political science, social psychology, law,

etc) were programmed together in common thematic sessions, and these sessions were placed within specific theme tracks that ran throughout the course of the conference and had their own specific conference room. Highlights of the final program included high-profile keynote speakers (Judge Arthur Chaskalson, Leymah Gbowee, Ellen Giebels), a well-attended special mediation track, and a number of interesting paper sessions including cutting edge research presentations and interactive practitioner-oriented sessions.

**“Highlights included high profile keynote speakers, a well attended special mediation track, and a number of interesting paper sessions.”**











*Conference Photos by Wolfgang Steinel.*



# Negotiation and Conflict Management Research Update

*Negotiation and Conflict Management Research* (NCMR), the official journal of IACM, will move completely online this coming January for the first issue of 2013. In an arrangement made last year with Wiley, NCMR's publisher. Although I confess I had some initial qualms about moving to an online journal, conversations with Wiley led me to believe that the quality of online publishing has greatly improved and the reputation of the journal will continue to be just as strong as ever. The production staff at Wiley is committed to working with us at NCMR to promote the journal and to continue to produce a high-quality publication.

Last year, when Mara Olekalns and Karen Jehn were serving as co-editors of the journal, they worked with Wiley to submit the necessary documents to consider the journal for inclusion in Thomson Reuters (formerly ISI) Web of Knowledge Journal Citation Reports (JCR). We are still waiting to learn the outcome of this request, which should come sometime in Spring 2013. The journal has many strengths, and we're hopeful it will be ranked with JCR soon.

In 2013, the first two issues will be filled with articles that have been accepted for publication but have been waiting in queue for inclusion in upcoming issues. We've moved the special issues to later in 2013 to reduce the time to publication for articles already accepted. The second two issues of 2013 are special issues; one guest edited by Jana Raver, on counterproductive work behavior, and the other edited by Lindy Greer, on power, status and conflict.

As we look ahead to 2014, we are lining up two more special issues. The first special issue will be guest edited by Bill Donohue, former IACM president, and will address extortionate negotiation — or bargaining for human life — which includes topics such as kidnappings, piracy, hostages, genocide. The call for submissions will be sent out soon, but the likely deadline for submissions will be around May 2013. So begin considering what manuscripts could be prepared for this issue.

In addition, I would like to invite requests to serve as guest editor of a special issue of NCMR that would honor the work of Roger Fisher. If you are interested in guest editing this issue, please send me a proposal by December 1 that includes your vision for this issue. I hope to invite a guest editor by January so that we can move forward on preparing the call for submissions for this issue, which likely would be published in late 2014.

As a reminder to all of our IACM scholars, please continue to include citations from NCMR published articles in your research. The reputation of the journal will be strengthened the more citations from NCMR are included in our published research.

Should you have any questions about the journal, please write to me or to Jennifer Midberry, who is working with me as NCMR's editorial assistant, at [ncmr@temple.edu](mailto:ncmr@temple.edu). We hope you will continue to submit your research to NCMR. We're here to serve you and to serve IACM as caretakers of the association's journal.



**"NCMR will move completely online this coming January for the first issue of 2013."**



## Updates from the Executive Office



Here is something you probably didn't know. Analysis of the IACM members register shows we have members in 36 countries, across most continents (we're still waiting for an intrepid IACMer to go to Antarctica). You have colleagues in Africa, America (Central, North, and South), Asia (East and Central), Europe, and the Middle East. The conferences held in Turkey in 2011 and South Africa in 2012 helped attract new members and enhance the international fabric of your organization. As we seek to further broaden the global network of IACM scholars and practitioners, we are thinking of ways to enable other forms of communication.

Obviously, the ideal is to continue meeting face-to-face at our annual conference, where we can forge connections and exchange our ideas so we can develop our thinking. Even when you are stuck in your office, you can stay connected through our website — keep your eyes open for new features and more dynamic content! When did you last look at the updated research and practice spotlight on the home page? If you would like to promote your own work through this venue we are happy to hear from you — send one of us an email. The website also features updates from members about job postings or research funding. In the next few months, we will have more and more information about the upcoming 2013 conference. And, of course, you can peruse all past Signal Newsletters (an amazing archive of IACM history), see past conference programs, and view group photos. If you haven't developed an IACM website habit — start one now. Pick a regular day to look at the latest news on [www.iacm-conflict.org](http://www.iacm-conflict.org).

A third way to connect with your IACM colleagues, available all year round, is through our group on Facebook. It is open only to IACM members and you can informally chat, upload your personal photos from conferences, and view the wonderful collection of photos that Wolfgang Steinel (our IACM conference photographer) has already uploaded and read your colleagues comments.

We need your help to get everyone on the new Facebook group! Please check if you have been added by a friend (the group currently has 57 members), and if so, take a few minutes to add your IACM colleagues to the group. The group is set up such that members need to be approved by an administrator (in our case, our amazing Shelly Whitmer at the University of Michigan). We hope we can get to 80% of the membership through networking (then we will creatively figure out a way to invite everyone).

Finally, please contact us to share your inspiring IACM stories or experiences. We would love to flavor the IACM website with more professional yet personal content.

Thank you for the opportunity to serve IACM — we love this community!

**"Pick a regular day  
when you take a look  
at the latest news on  
[www.iacm-conflict.org](http://www.iacm-conflict.org)."**

## Arthur Chaskalson

**JUDGE ARTHUR CHASKALSON** died at the age of 81 in Johannesburg on Saturday, December 1, 2013. IACM members were privileged to meet him this past summer at our conference in Stellenbosch, South Africa. He was one of our esteemed keynote speakers. Below is a brief bio of his career.

After many years of being an active anti-apartheid activist, as well as a world-renowned legal specialist, Arthur Chaskalson was appointed by former President Nelson Mandela, as the first President of the Constitutional Court of South Africa in 1994. This achievement was followed seven years later by his appointment to the position of Chief Justice of South Africa. Upon his retirement in 2005, President Mbeki hailed Justice Chaskalson as having been instrumental in constituting a “democracy at work” in South Africa. His many local achievements include his admission to the Johannesburg Bar in 1956, at which time he was counsel for members of the liberation movement, most famously in the Rivonia treason trial. He

was Chairperson of the Johannesburg Bar, served as Vice-chairperson of the General Council of the Bar of South Africa, and was a member of the National Council of Lawyers for Human Rights from 1980 to 1991. From 1990 to 1994 he was consultant to the ANC on constitutional issues. He is a member of the Academy of Science of South Africa and was selected as one of four members of the Permanent Court of Arbitration of South Africa in 1999. He has been an honorary member of the Johannesburg Bar since 2002. Internationally, his achievements include being vice-chairperson of the International Legal Aid Division of the International Bar Association from 1983 to 1993. Chaskalson was consultant to the Namibian Constituent Assembly for the drafting of the Constitution of Namibia in 1989 and 1990. In 2001, he was appointed by the UN as an ad hoc judge of the Criminal Tribunal for the former Yugoslavia. Justice Chaskalson has received a number of honorary doctorates, and awards for the promotion of human rights from Lawyers

for Human Rights in South Africa, as well as from the

Jewish Board of Deputies. In 2002 he was awarded the Supreme Counsellor of the Baobab, a national honour, for his service to the nation in constitutionalism, human rights and democracy.

The major achievement that Chaskalson will always be associated with is the restoration of the credibility of the judiciary, as well as instituting and maintaining respect for the independence of the Constitutional Court. Since 1994, the Constitutional Court has been responsible for many controversial, yet groundbreaking judgments. Of these, the abolition of capital punishment and the provision of antiretroviral care for pregnant women stand out. Judge Chaskalson was formative in building a new legal order for post-apartheid South Africa, based on the foundational constitutional values of human dignity, equality and freedom.



## Roger Fisher

**ROGER D. FISHER**, a Harvard law professor who was a co-author of the 1981 best seller “Getting to Yes: Negotiating Agreement Without Giving In” and whose expertise in resolving conflicts led to a role in drafting the Camp David accords between Egypt and Israel and in ending apartheid in South Africa, died on 25th October in Hanover, N.H. He was 90 years old.

Over his career, Professor Fisher eagerly brought his optimistic can-do brand of problem solving to a broad array of conflicts across the globe, from the hostage crisis in Iran to the civil war in El Salvador. His

emphasis was always on addressing the mutual interests of the disputing parties instead of what separated them. As he often told his students, “Peace is not a piece of paper, but a way of dealing with conflict when it arises.”

It did not matter to Professor Fisher whether the warring parties reached out to him or not; he would assume they needed his help. “Most of the time he was not invited. He would invite himself,” his son Elliott Fisher said. “Our sense growing up was that he would read the newspaper and think, ‘Oh, shoot, there is something to fix.’

“Getting to Yes,” which he wrote with Mr. Patton and

William Ury, has sold millions of copies and been translated into 36 languages, and has been used by leaders in business and government. Professor Fisher also wrote other books and cofounded the Harvard Negotiation Project, which teaches conflict resolution skills to students and to international parties in the midst of a dispute.

(Source: New York Times, August 27th 2012)







## Why am I pursuing a PhD?

It was 2007, and I was working on my Master's thesis, when I first met Etty Jehn, my current PhD supervisor. Although she is one of the most exciting and well-respected people I had ever met, she asked me to do one of the most boring things I could imagine; start a PhD. study. Right after the boring process of writing a master's thesis, strategy consulting was way more sexy and had far more appeal. But Etty is quite a persistent person; we kept in touch, and by late 2011, I couldn't wait to start as a PhD. student in Melbourne. So what happened? How did I come to choose to do one of the most boring things most people can image?

I always thought to do a PhD 'some day'; although I really enjoyed my time in consultancy, after two years I missed the intellectual stimulation that academia has to offer. It was actually on 'some day' that my colleague

Dennis asked me the question: "Martijn, why don't you start a PhD. now?" I replied I was too busy now and it would be too hard to combine with consulting. Then Dennis said: "Would that be different in, let's say, ten years? It made me think.. Wife?.. Kids?.. I would still be busy.. Mortgage?.. Not long after this conversation, Etty told me that she was moving to Australia and that there would a possibility for me to apply in Melbourne. "Are you willing to leave your Dutch life?" is what she asked and "You bet!" is what I replied. The rest is history. This PhD program provides the opportunity to work with the most exciting and well-respected people I know, on a topic that provides me the intellectual complexity and stimulation I seek, and, moreover, is located in a place where I can develop and enjoy myself tremendously – the Melbourne Business School in Australia.

Now, two years down the track. My journey already exceeds my best expectations! I chose and shaped my own topic: Subgroup formation and conflict in strategic alliances. Doing coursework on a PhD. level, working on state-of-the-art research, and presenting it to peers at international conferences like IACM is equally satisfying to the work I do with people in organizations to improve their daily work outcomes and well-being.

I suppose I am not the only one who likes to live an exciting life. Therefore I would advise everyone to look for the more exciting stuff the world has to offer, grab those opportunities. Enjoy life's little surprises as they come, and accept the occasional boring moments that are essential parts in them.

*Martijn is a PhD. candidate at the Melbourne Business School (MBS), Australia.*



## Power Distance in the Classroom

What do your students call you? Dr. Last Name? Professor LastName? Mister? Ma'am? Your first name? The answer may depend on in which country you teach. When I am teaching in the United States or Canada, my undergraduate students call me Doctor or Professor Lituchy. The graduate students usually call me Terri. When I was teaching in California, a couple of students actually called me DUDE! (I was not happy about that). Friends teaching in the south have told me they are often called, Ma'am. They are more formal there.

The United States and Canada are fairly low power distance countries; and many of us are okay with students calling us by our first names. A friend, who taught in Ireland, said all of the students called her by her first name from the first day – a low power distance culture.

However, this would not be acceptable in high power distance countries. I am currently teaching in Barbados, students here call me ma'am. I am trying to get them to call me Doctor or Professor Lituchy instead. When I was teaching in Mexico, the students called me Doctora, Professora, Senora, Lituchy. Yes, THREE titles before my name! In Japan, the title for a teacher is "Sensei". To further show their respect for the status difference between faculty and students. The students would exit the room by walking out backwards and bowing. This is so the professor does not see their backside, a sign of disrespect. Another colleague who taught in Thailand said that the students there entered and exited the room on their knees. Thailand is very high on power distance.

Interesting things to know when you are teaching and also when involved in international conflict research! For example, knowing if your opponent is from a high or low power distance country, you will know if you should call them by their title or if using their first name is okay. This will help develop the relationship and trust. Understanding power distance can also help you determine whom you should send to the negotiation table. You do not want to send someone of low status if power distance is high.

*Terri Lituchy is now a professor of International Business at The University of the West Indies in Barbados. She has recently co-edited two books: "Gender and the Dysfunctional Workplace" (Elgar Publishing) and "Management in Africa: Macro and Micro Perspectives" (Routledge).*

# Resolving Differences in Family-Owned Businesses

Family businesses are notoriously light in their use of bureaucracy. It is one of their appealing characteristics, and an aspect of their speed and flexibility in problem solving. Their informality and intimacy makes elaborate decision-making methods unnecessary. However, it is a common failing of all growing businesses that they do not recognize how growth is changing them. They are like a child who stays in short pants even when they're splitting at the seams.<sup>1</sup>

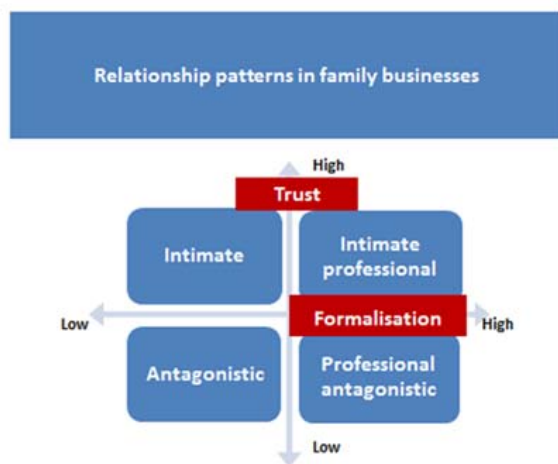
It is indeed an ironic aspect of family-owned businesses that the self-same characteristics that can give them a competitive advantage are also the factors that contribute to the high levels of destructive conflict that often occur in them. In particular, while their general lack of bureaucracy (formalized rules and systems) can create an atmosphere of informality and also facilitate quick decision making, it can also be an obstacle to the introduction of good corporate governance. Similarly, although close family ties in family-owned businesses can contribute to high levels of trust and cooperation, those very same ties can add emotional fuel to the fire when conflicts arise.

For many businesses, including family-owned ones, emphasis on good corporate governance requires a culture shift and results in increasing formalization, or "bureaucratization," of a business. Culturally, the need for transparency, succession planning, and adherence to ethical business principles runs counter to the secrecy, nepotism, and lack of board independence one finds in many family-owned businesses. Further, the introduction of formalized systems, policies, and procedures can negatively affect levels of trust in the organization, if it is not managed well.

From a conflict perspective, several factors distinguish family businesses from other businesses. As stated at the outset, perhaps ironically, the same features that can make family relationships lasting and strong and promotive of a healthy business can also create mistrust and produce dysfunctional governance. Such factors include the following, which is not an exhaustive list:<sup>2</sup>

- Co-ownership by a kinship group means that there is no rigid divide between work and family. Those involved are bound together not only by business but also through emotional, social, economic, and legal relationships. When conflict arises, it can threaten one or more of these relationships.
- Decision-making (and dispute-resolution) authority is initially vested in the founder, who makes decisions based on his or her authority and ownership of the business. But new generations do not enjoy the same authority among each other, which leads to contestation.
- Teamwork is required between kin and non-kin. If relationships among "insiders" and between them and "outsiders" are not healthy, decision making becomes difficult.
- Lines between ownership, management, and control are blurred.
- Differences often go beyond business conflict because of the intertwined business and personal relationships. Sibling rivalry, especially in the absence of a clear succession strategy, is a key contributor to conflict. Conflicts in the business can affect family relations in the same way that conflicts between members of the family can have an adverse effect on the smooth running of the business.
- There is sometimes a clash between the "old" culture of the founders and new values and norms that later generations want to import.
- The power division is usually different from that in other businesses. Apart from the power of the founder (who may no longer be active in the business), the presence of passive shareholders (other family members) means that power is often fragmented and therefore difficult to manage.
- Those involved in the challenges of keeping the business afloat are sometimes not appreciated by noninvolved family members (passive shareholders), which causes resentment. Unequal access to information about the business among family members who work in it and those who don't further magnifies this factor.
- Leaders are expected not only to manage the business but also to deal sensitively and generously with family concerns. They are caught in the dual pressures of assuring competitive survival of the business while also maintaining family harmony.

In light of these factors, those assisting in the resolution of disputes in family-owned businesses need to be alert to what makes family businesses different from other commercial enterprises. It is necessary to understand the different relationship patterns that exist in these businesses in order to administer the best treatment. As in most relationships, the nature and quality of relations in family businesses are to a large degree dependent on two factors: the level of trust between members of the family directly or indirectly involved in the business and the level of formality, or bureaucratization, of the business. Trust, in this context, refers to the level of communication, transparency, credibility, and collaboration between the various stakeholders in the family-owned business. Formalization refers to the extent to which the relationships between the stakeholders are governed by clear rules and policies, such as shareholders agreements, succession plans, and so on.<sup>3</sup>



**1. Intimate**—characterized by high levels of trust and low levels of formality. On the positive side, differences tend to be resolved early, and high levels of collaboration occur. The absence of formalized systems and processes tends to be an obstacle in a business environment that is becoming increasingly regulated. There is a danger that the introduction of policies, rules, and systems can affect trust levels, leading to a professional antagonistic culture (see below), if not managed with care.

**2. Antagonistic**—the culmination of low trust and low levels of formality. When trust is low, the absence of clear policies, procedures, and agreements on how to manage the business and the differences within it merely aggravates the conflicts. Legal action, or family warfare, tends to be the only process available to the parties.

**3. Professional antagonistic**—signifying a situation where rules, policies, and agreements are in place, yet trust levels are low, which results in a rule- and compliance-driven, formalistic environment. The business tends to lose the advantage of being a closely knit, family-orientated concern, but it also tends to operate in a more professional way. Conflicts are generally dealt with through formal, agreed procedures.

**4. Intimate professional**—a situation where the business has in place policies, agreements, and procedures that are necessary for its effective operation and governance. Relationships between the key stakeholders are generally characterized by high levels of trust and collaborative decision making and dispute resolution. Conflicts are dealt with proactively, and a high premium is placed on conflict prevention.

In summary, although good governance requires (and for good reason) that policies, procedures, and agreements are formalized, their introduction may have an adverse impact on trust if the process of formalization is not managed properly. Instead of merely adopting standard-form policies and procedures from other organizations, it is advisable for family-owned businesses—possibly with the aid of a reputable business consultant—to develop and design policies and procedures that are appropriate to their own circumstances. These policies should also be adaptable, to change as the business and the family continue to grow and evolve.

To avoid losing their key competitive advantages, family businesses need to ensure that there are adequate systems and rules in place not only to resolve conflicts and disputes but also to prevent conflict from happening in the first place. Preventive measures (e.g., establishing family councils, agreement on deadlock-breaking mechanisms, rules of succession, etc.) are obviously important. Where disputes do arise, however, mediation (sometimes co-mediation) offers the disputing parties the best opportunity to resolve disputes while repairing relationships that might have been damaged or broken as a result of an internal conflict.

*Barney Jordaan holds an LLD degree and is a Distinguished Professor at the University of Stellenbosch Business School, South Africa, where he also heads the Africa Centre for Dispute Settlement. A lawyer by training, Jordaan has been active as a mediator and arbitrator since 1989.*

1. Grant Gordon and Nigel Nicholson, *Family Wars: Classic conflicts in family business and how to deal with them* (London and Philadelphia: Kogan Page, 2008): 243.

2. See, for example, C. E. Aronoff and J. L. Ward, "Run the business like a business," *Nation's Business* 95, 83, no. 11 (1995): 49–51; J. M. Haynes and T. M. Usdin, "Resolving family business disputes through mediation," *Family Business Review* 10, no. 2 (1997): 115–127.

3. For an application of trust and formalization in the context of workplace relations generally, see J. Purcell, "Mapping management styles in employee relations," *Journal of Management Studies* 24, no. 5 (1987): 533–548.

# Members Vote for Future IACM President



**ANNE L. LYTLE** received her Bachelor's of Science Degree from Cornell University in the field of Neurobiology and Behaviour, and both her MS and PhD in Organizational Behaviour with a specialization in Negotiation and Dispute Resolution from the Kellogg Graduate School of Management, Northwestern University. Her research interest in the

role of culture in negotiation, conflict, and organisational decision-making led her to serve as a faculty member in the School of Business and Management at the Hong Kong University where she served as a consultant to the United Nations in South-East Asia, a principal investigator for the Hong Kong government to explore negotiation and conflict processes across the Asia Pacific, and designed research and education programs on encouraging creativity and independent thinking in the Asian cultural context. For almost ten years, Dr. Lytle was a member of the Organisational Behaviour faculty at the Australian Graduate School of Management, acting as Director and presenter for the core MBA leadership course, five popular executive programs, and a variety of customised corporate programs.

Currently, Dr. Lytle is an adjunct faculty member at the Melbourne Business School at the University of Melbourne and the Director of Lytle and Associates Pty Ltd, which provides consulting and training to public, private, and non-profit organisations specializing in negotiation, conflict management, emotional intelligence, leadership, and managing people for high performance.

As a member of IACM since 1989, IACM has been an incredibly important part of my professional and personal life. Here I find not only life-long friends and colleagues, but people who want to make a difference in making the world a better place. It is this mission that I would like to focus on most — continuing to find new ways that all of us, regardless of intellectual tradition, position or focus, can come together and add value to each other. I would like to carry on the great work of our past leaders who have taken IACM to new places to spread our membership wider, and who have looked to find each one of us new inspiration in achieving our own unique purpose through our research or practice.



**SHERRY M.B. THATCHER** is a Professor of Business Administration and a Moore Business Partnership Foundation Fellow in the Management Department of the Darla Moore School of Business at the University of South Carolina. Her research revolves around teams and includes the study of intragroup conflict as it relates to diversity faultlines, identity,

and the effects of computer-mediated communication. She has authored numerous scholarly publications in these areas, including articles in the *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Organization Science*, *International Journal of Conflict Management*, *Journal of Management*, *Decision Support Systems*, *Negotiation Conflict and Management Research*, and *Group Decision and Negotiation*. Her recent *Academy of Management Journal* paper on conflict asymmetry (with co-authors Karen Jehn and Sonja Rispen) was awarded best paper of the year in 2011 from the International Association of Conflict Management. Her research has been funded by both private and public organizations, including the National Science Foundation. She has previously served as an associate editor for a special issue of *Negotiation Conflict and Management Research* on the topic of asymmetry. She currently serves on the editorial boards of *Academy of Management Review* and *Small Group Research*.

For a conference focused on conflict management, IACM welcomes an incredibly diverse range of researchers and topic areas that enhance our understanding of conflict and conflict management. IACM has been an important part of my career as a springboard for new research projects, as well as a place to receive meaningful feedback on developing ideas. As a PhD student, the supportive and developmental nature of the IACM conference was a great place for me to present my work and receive valuable, and encouraging, feedback. Furthermore, the size and international orientation of the association allows for meaningful interactions that engage and push forward our thinking. As someone who has lived in a number of different countries and works with co-authors from a number of disciplines and countries, I would emphasize the need to continue to bring in voices from related disciplines and different geographical regions. The theories and methods used to understand conflict and conflict management will only be enriched by including these different voices in our conversations.



# Members Vote for Two Upcoming Representatives-at-Large



**ILJA VAN BEEST** is a professor of social psychology at Tilburg University. The IACM conference has been his choice for most of his academic career. He highly

values how the conference brings together both scientists and practitioners and would be honored to help maintain the high standards of the IACM as representative-at-large. His research focuses on coalition formation, negotiation, social exclusion, and symptom attribution. The general theme of his research on coalition formation and negotiation is that selfinterested behavior is fuelled by fairness concerns. A provocative finding in this line of research is that players form fair coalitions that do not maximize their individual payoffs rather than unfair coalitions that do maximize their individual payoffs. His research on social exclusion aims to understand why people are hurt when ostracized and how victims cope. An intriguing finding in this line of research is that ostracized individuals are hurt even when this is financially beneficial. A dominant theme in his research on symptom attribution is that people are likely to attribute negative physical states to their illness even if this is objectively not the case. For example, children with asthma that are put under stress may misattribute their stress to having an asthma attack. He is currently associate editor of two journals, *Social Influence and Group Processes* and *Intergroup Relations*. His dissertation was chosen to be the best dissertation of the year by the Dutch association of social psychology. His work on symptom attribution was awarded the Ig-Nobel Prize for Medicine. He was one of the authors who contributed to a popular book about social science awarded the Silver Slate Pencil for best children's book of the Netherlands.



**MICHAEL A. GROSS** is an associate professor in the Department of Management at Colorado State University. He earned his PhD at Arizona State University. His current research

interests focus on conflict with managing experience design, trust and trust repair, conflict and verbal aggression, and personality and abusive supervision.

He has published in a variety of journals including *Decision Sciences*, *Journal of Organizational Behavior*, *Journal of Management Inquiry*, the *International Journal of Conflict Management*, *Management Communication Quarterly*, *Journal of Applied Communication Research*, and the *Journal of Management Education*. He serves on five editorial review boards.

Michael teaches negotiation and conflict management at the undergraduate level and in the graduate and executive programs, as well as courses in organizational behavior and human resource management. In 2012, 2011, 2009 and in 2006 he was named a Dean's Scholar for excellence in research at the College of Business at CSU. From 2005-2008 he served as the editor of *SIGNAL* (our official newsletter). Michael has also served on the IACM Logo Committee, the Best Dissertation Committee, the Best Published Article Committee (twice), and the Best Conference Student Paper Committee. He has also received a 2008 Exemplary Service Award, a 2007 Outstanding Service Award (both from IACM) and a 2007 Reviewer Award from Negotiation and Conflict Management Research.



**MATTHEW W. MCCARTER** is Wang-Fradkin Assistant Professor and Assistant Professor of Management in the Argyros School of Business at Chapman University. He is also a research

associate at the Economic Science Institute and received the 2012 Ascendant Scholar Award from the Western Academy of Management. Matthew's research interest is the study of social dilemmas, cooperation, competition, coordination, relationship repair at various levels of organization. In particular he focuses on how cooperation is fostered in organizational settings where individuals may otherwise be motivated to do so. He bridges scholarly conversations by teaming with scholars across a variety of fields; e.g., organizational behavior, operations management, managerial economics, strategic management, experimental economics, quantitative psychology, social psychology, and geography to study strategies that organizations may employ to increase effective decision making, trust, and pro-social behavior in a variety of business ventures; e.g., alliances, supply chains, public-private partnerships, work teams, and communities. His work provides remedies for a variety of resource management issues, such as avoiding blackouts with shared energy grids, encouraging international funding for green initiatives, and fostering voluntary cooperation to sustain environmental and organizational resources. His research is published in a variety of scholarly outlets, including the *Academy of Management Review*, *Organizational Behavior and Human Decision Processes*, *Journal of Operations Management*, *Journal of Business Logistics*, and *Group Processes and Intergroup Relations*. Matthew earned his B.S. in management from Brigham Young University at Provo, Utah and received a PhD in business administration from the College of Business at the University of Illinois at Urbana-Champaign.

## Seeking Collaborators for Myanmar Project

**D**ecades of isolation and repression in Burma (Myanmar) is giving way to fragile hope. The progress of the reform process is staggering and highly encouraging, yet new freedoms have not been delivered to many of Myanmar's people. A central challenge that threatens the entire reform process is the need for comprehensive peace agreements between the government and the nation's multiple ethnic minority groups.

The government has signed ceasefire agreements with ten of the 11 ethnic armed groups, yet ongoing violence in Rakhine and Kachin states, fracturing of some ethnic groups, and delay in translating ceasefires to comprehensive peace agreements reveals the significant challenges that lie ahead. Careful international engagement is necessary to support positive movement.

For the last three months Columbia University has been conducting a systemic conflict assessment in Myanmar, focusing on the active peace conflict in Kachin state. The study intends to develop a holistic picture of the actors, issues, and contingencies at play in the peace process and to produce actionable recommendations for peace process actors to move forward the dialogue process to the 2015 elections.

We have applied for funding to scale up this work and are looking for contributors with a background in complexity and systems approaches to conflict and/or experience in Myanmar. The project is being lead by IACM Board Member Dr. Peter Coleman and several research colleagues. Please direct any enquiries to Stephen Gray at [sbg13@columbia.edu](mailto:sbg13@columbia.edu).

### CALL FOR NOMINATIONS

## IACM Awards - Call for Nominations

### Call for Nominations for the IACM Lifetime Achievement Award

The Lifetime Achievement Award (LAA) recognizes important contributions over the span of a career, particularly to those colleagues who have spanned disciplinary boundaries in their scholarship. To see past award winners go to <http://www.iacm-conflict.org/iacm-awards>. To nominate a colleague please contact Wendi Adair [wladair@uwaterloo.ca](mailto:wladair@uwaterloo.ca). The deadline for nominations is March 1, 2013. The winner will receive the award at the 2013 IACM conference in Tacoma, Washington.

### Call for Nominations for the IACM Outstanding Article or Book Chapter Award

On behalf of IACM, Vidar Schei invites scholars to nominate papers for the IACM outstanding published article award. This award honors the authors of a published article or book chapter that advances conflict management theory and practice. To be eligible, articles must have been published in the 2011 calendar year and may have an empirical, theoretical, or practical focus. To nominate a paper for this award, email a full-text copy of the paper to Vidar Schei [vidar.schei@nhh.no](mailto:vidar.schei@nhh.no). The deadline for nominations is March 1, 2013. The winner will receive the award at the 2013 IACM conference in Tacoma, Washington.

### Call for Nominations for the IACM Outstanding Dissertation Award

On behalf of IACM, Ashleigh Shelby Rosette invites recent graduates of doctoral programs to apply for the Outstanding Dissertation Award. The IACM Outstanding Dissertation Award is given to the applicant whose dissertation makes an excellent contribution to the field of conflict management (generally defined). To be eligible, the dissertation must be completed between January 1, 2011 and December 31, 2012. To apply for the Dissertation Award (or to nominate a deserving recent graduate), please submit a 10-page, double-spaced abstract of the dissertation (excluding tables, figures, and references) to Ashleigh Shelby Rosette at [arosette@duke.edu](mailto:arosette@duke.edu). Please include the dissertation defense date on the title page. The deadline for nominations is March 1, 2013. The winner will receive the award at the 2013 IACM conference in Tacoma, Washington.

## CM Division Professional Development Workshops (PDW)

The Conflict Management Division is soliciting proposals for professional development workshops (PDWs) at the 2013 Academy of Management meetings in Orlando, Florida. Workshops are an opportunity to be innovative, explore cutting edge ideas, share expertise and best practice, and to engage in stimulating discussions. PDWs can take a variety of forms including roundtables, workshops, town hall meetings, and debates. They can revolve around substantive issues, focus on “state of the art” research or teaching, or on practice relating to conflict. Workshops should be interactive and interesting to CM members but also have some broad appeal to multiple divisions.

The theme for the conference is “Capitalism in Question”. For a complete description of the conference theme go to <http://annualmeeting.aomonline.org/2013/>.

Proposals reflecting this theme are particularly welcome, but you should not be limited by this theme. Workshops will be scheduled between 8:00 AM and 8:00 PM on Friday, August 9 and Saturday, August 10. The submission website is <http://submissions.aomonline.org/2013>.

### Critical dates

**November 6, 2012** Submission website opens

**January 15, 2013** Submission deadline for submission  
**5:00 PM EST**

If you have any questions, or wish to discuss your ideas before submitting, please feel free to contact Mara Olekalns, PDW Chair, [mara.olekalns@gmail.com](mailto:mara.olekalns@gmail.com), before December 7th, 2012. We encourage early submissions.



## CM Division Papers, Symposium, and Reviewers

Please submit your paper or symposium to the Conflict Management Division. The submission web site is now open: <http://submissions.aomonline.org/2013> The submission deadline for papers and symposia is **January 15, 2013, 5:00 PM EST (New York Time)**.

Additionally, information regarding the submission process can be found at: <http://aom.org/annualmeeting/submission/scholarly/process/> and at <http://aom.org/annualmeeting/>

You are invited to sign up and review for the 73rd Annual Meeting August 9-12, 2013 in Orlando, Florida. Volunteering as a reviewer for our division helps to ensure the quality of our program and for you to receive constructive feedback on your own submissions as well. The review period is from January 13, 2013 through February 21, 2013.

To sign up, please visit <http://review.aomonline.org/>. Reviewers are advised to carefully review the reviewer guidelines and procedures on the 2013 Annual Meeting website. Please let me know if you have any questions.

Thank you in advance –

*Michael Gross*

*2013 Program Chair, Conflict Management Division, Academy of Management*

## IACM CALL FOR CONFERENCE SUBMISSIONS

### **26th Annual Conference of the IACM**

**June 30-July 3, 2013 Tacoma, Washington, USA**

We invite papers as well as proposals for symposia and workshops for the 2013 meeting of IACM to be held in Tacoma, Washington.

**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; Mediation; Negotiation Processes; Organizational and Workplace Conflict; Power and Status in Conflict; Peacemaking, Peacekeeping, and Peace Building; 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.

**METHODOLOGICAL APPROACHES IN PROGRAM:** Archival Research; Case Study; Field Study; Laboratory Study; Meta-Analysis; Multi-Method /Hybrid Research; Novel methods of conflict intervention; Qualitative Research.

**PROGRAM CHAIR:** Sonja Rispens, Eindhoven University of Technology,  
**s.rispens@tue.nl**

For detailed information please visit our website:

**[http://iacm-conflict.org/Conference\\_Call\\_for\\_Submissions](http://iacm-conflict.org/Conference_Call_for_Submissions)**

Note that the submission deadline is February 8, 2013, 5:00 p.m. US Eastern Standard Time



# IACM Board 2012

## ELECTED POSITIONS

### Martin Euwema

President  
(2012 Conference in Cape Town,  
South Africa)  
Leuven University  
Belgium

### Wendi Adair

President-Elect  
(2013 Conference in Tacoma WA, USA)  
University of Waterloo  
Canada

### Karen (Ett) Jehn

Incoming President  
(2014 Conference TBD)  
Melbourne Business School  
Australia

### Dan Druckman

Past President  
(2011 Conference in Istanbul, Turkey)  
George Mason University USA  
and University of Southern  
Queensland, Australia

### William Bottom

Board Member at Large (2010-2012)  
Washington University  
St. Louis, USA

### Peter Coleman

Board Member at Large (2010-2012)  
Columbia University, USA

### David Johnson

Board Member at Large (2011-2013)  
University of Minnesota, USA

### Jana Raver

Board Member at Large (2011-2013)  
Queen's University, Canada

### Ashleigh Shelby Rosette

Incoming Board Member at Large  
(2012-2014)  
Fuqua School of Business  
Duke University, USA

### Vidar Schei

Incoming Board Member at Large  
(2012-2014)  
NHH Norwegian School of Economics  
Norway

## NOMINATED POSITIONS

### Shirli Kopelman

Executive Director  
Ross School of Business at the  
University of Michigan, USA

### Cheryl Rivers

Communications Director  
Victoria University of Wellington  
New Zealand

### Mara Olekalns

NCMR Editor  
Melbourne Business School  
Australia

### Karen (Ett) Jehn

NCMR Editor  
Melbourne Business School  
Australia

### Deborah Cai

Incoming NCMR Editor  
Temple University, USA

### Lindy Greer

Program Chair (2012 Conference)  
Amsterdam University  
Netherlands

### Katelien Bollen

Local Arrangements Chair  
(2012 Conference)  
Leuven University  
Belgium

### Barney Jordaan

Local Arrangements Chair  
(2012 Conference), Africa Centre  
for Dispute Settlement, University  
of Stellenbosch, South Africa

### Sunelle Handekom

Local Arrangements Team  
(2012 Conference), Africa Centre  
for Dispute Settlement, University  
of Stellenbosch, South Africa

### Sonja Rispens

Incoming Program Chair  
(2013 Conference)  
Eindhoven University of Technology  
Netherlands

### Zoe Barsness

Incoming Local Arrangements Team  
(2013 Conference)  
University of Washington Tacoma  
USA

### Jill Purdy

Incoming Local Arrangements Team  
(2013 Conference)  
University of Washington Tacoma  
USA

### Meriem Kalter

Signal Editor  
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NEST Consulting  
Israel

### Wolfgang Steinel

Photographer  
Leiden University  
Netherlands

### Dan Druckman

Chair of IACM Advisory Board  
George Mason University  
USA and University of Southern  
Queensland, Australia

## Administrative Team

### Shelly Whitmer

Administrative Manager  
Ross School of Business at the  
University of Michigan, USA



#### NEW BOOK

## Just Released



### **Top ten steps for empowering employee representatives in the new European industrial relations**

By Lourdes Munduate, Martin Euwema, & Patricia Elgoibar

How should the employee representatives be empowered to negotiate flexible, fair and innovative labour relations? This was the central question addressed in the study carried out by the New European Industrial Relations (NEIRE) network, in which researchers from eight European countries conducted three different field studies (questionnaires, interviews, and panels) with employee representatives and other field experts. The participating countries represent different industrial relations traditions in Europe. These countries are: Belgium, Denmark, Estonia, Germany, the Netherlands, Portugal, Spain, and the United Kingdom.

<http://www.amazon.com/empowering-respresentatives-industrial-relations-ebook/dp/B008YJHQ9C>

#### MERIE M KALTER

## Editor's Note



Hello everybody! Last year was the first time I attended an IACM conference and I was pleasantly surprised by all the enthusiasm and by the warm welcome of the IACM community. The conference in South Africa was a wonderful experience and I'm already looking forward to seeing everybody again at the next conference in Tacoma. One of the things I really liked was the interaction with colleagues from all over the world. It was great to hear people telling about their passion and discussing conflict in theory and practice.

Fortunately, the conference isn't the only opportunity to let colleagues know what's on your mind. SIGNAL, our newsletter, is also a medium you can use to let people know what interests you in the field of conflict management. You can reach out to colleagues for collaboration, let them know what your latest publications are, make announcements, write a piece about your work and more. SIGNAL is an opportunity to promote yourself and a good way to share thoughts and ideas. So please feel welcome to contribute to SIGNAL and share news with our IACM community.

If you are interested in making a contribution, please email the information to [meriem.kalter@hu.nl](mailto:meriem.kalter@hu.nl) before the deadline of March 14. We are looking forward to placing your piece!