

## SPECIAL POINTS OF INTEREST:

- ▶ **Tacoma 2013: In Words and Pictures**
- ▶ **Resolving Environmental Conflicts Collaboratively**
- ▶ **Teaching Negotiation in the Online World**
- ▶ **Who to Vote for? IACM Election Candidates**
- ▶ **PhD Students Around the Globe**

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## ▶ Introducing IACM's Regional Representatives

Regional representatives are now helping to spread the message of IACM across the globe. In China, Africa and Europe we welcome to the team: Andrea Caputo, Patricia Elgoibar, Barney Jordaan and Rong Kang.

*See page 22 for more info.*

**KAREN (ETTY) JEHN // PRESIDENT 2014**



## The Benefit of IACM for Doctoral Students, Early and Mid-Career Folks, and All Members

**W**hen I started going to IACM meetings over 20 years ago as a PhD student, my newly starting academic life was transformed. I had been to Academy meetings and was overwhelmed with the huge number of people and sessions, despite the welcoming atmosphere of the Conflict Management Division (which continues to this day!). IACM was clearly the place for me. As a PhD student, I was able to present work in progress and get good feedback on it without being terrified. However, I was a bit apprehensive seeing all the big conflict and negotiation names in the conference listing. But the atmosphere of collegiality and academic rigor, as well as the welcome comments of practitioners, hooked me. I believe I have only missed a conference or two in all these 20 plus years.

Given the wonderful experience I had as PhD student and new member, I wanted to see if that feeling still existed so I asked a number of current and past PhD students what IACM meant to them. Overwhelmingly, the main benefit was the “network of individuals who I’m able to share ideas with.” This PhD student was also thankful for the conference extending her knowledge of conflict to beyond just the group and organizational level, but to also consider societal and political issues. Another student commented that the diverse people and backgrounds that attend IACM, and its accessible manner, makes it easy to make “connections across countries, levels, and disciplines.” This is the hallmark of IACM, for all members, I hope, not just PhD students. Many students gave praise to the guru session that helped them make links to established and esteemed academics where they could get advice and comments on their dissertation ideas. I hope this continues (hint,

hint!). So please encourage your PhD students to attend IACM, attend the guru session (attend yourself as well!), and to submit papers.

I have also heard from a number of the new members who attended our most recent conferences and the comments are similar. The welcoming nature of IACM, the small group feel of sessions, and the stellar level of comments they received at presentations will keep them coming back.

As I moved into the early stages of my career, IACM was just as important for me or even more so. The conversations I was able to have with other people at the same stage (agonizing over tenure) and with senior faculty who had excellent advice, made the conference of utmost importance to me and my career. I gave many presentations myself and with colleagues at this stage and the critical comments and interest I received kept me on the right track. Going full circle, later in my career my involvement has been mostly through my PhD students which has given them the validation and helpful comments needed to keep them moving forward. And of course, I played multiple organizational roles at IACM to keep me involved (Rep at Large, Program Chair, President). I would highly suggest this. I was untenured when I did the Rep at Large position, newly tenured when I took on the Program Chair role, and now as a Full Professor am happy to be serving my time as President of IACM. Being involved in all of these positions at different stages of my career has given me, I believe, visibility, connections, and access to decision making about the future of IACM. It is what you make of it, and that can be so much.

One of my first IACM conferences as a PhD student was in the Netherlands and as a tribute to that experience I wanted to take the IACM membership to this very academically fruitful and beautiful land.

IACM 2014 will be held in Leiden, the Netherlands (a short ride from Amsterdam Schiphol Airport) from July 4th to the 7th. Leiden is a beautiful place to stay. The old city, that dates back to Roman times and that houses one of the oldest Universities in Northern Europe (Leiden University), is defined by many canals, bridges, church spires, narrow alleys, and historical facades. Vibrant student life, pubs, theaters, loads of museums, monuments and historic places offer plenty of distraction for the after-hours. We will be at an excellent conference hotel near the beach, a couple of miles outside of Leiden. The hotel offers exhaustive business and leisure facilities, including several bars and restaurants, gymnasium, sauna, solarium, whirlpool, heated swimming pool, tennis courts, squash courts and a children's playground. Other useful services include bicycle hire, or shuttle busses to Leiden and Schiphol airport. We will be surrounded by Holland's famous flower fields, woodlands, wild dunes and the sandy beaches of the North Sea.

The program, to be organized by Remi Ayoko, will have some special features and is sure to be a hit. One of the highlights of the IACM program in 2014 will be the promotion of qualitative research into conflict and negotiation. While quantitative methods of studying conflict have provided us with a great deal of understanding about conflict and negotiation in organizations and regions, the development and utilization of qualitative methodologies and analytical tools should avail us with rich sources of new insight and discovery into family, organizational, and societal conflicts. These new discoveries may be important for future research questions and directions in the study of conflict. So, start finalizing your papers for submission to the 2014 IACM conference. There is a plan to showcase quality theoretical, qualitative, and quantitative studies in conflict and negotiation from both organizational researchers and practitioners of all levels. See you in Leiden!

## Editor's Note



Welcome to the second issue of Signal in 2013 and the first issue under our new, expanded editorial team. The editorship of Signal has been absorbed into my role as Communications Director and I am grateful to have the assistance of Beth Fisher-Yoshida, Terri Lituchy and Meriem Kalter working to source articles and Shelly Whitmer and Shirli Kopelman's team at University of Michigan doing the professional layout. Thanks also to Wolfgang Steinel for providing many of the photos of Tacoma.

This issue has embraced the traditions of Signals past and includes the round-up of the IACM conference in Tacoma run in the Northern Summer. I knew little of Tacoma or Washington State before I went to the conference and what immediately struck me, as I looked from my hotel window and again when I toured Mt Rainier, was that Tacoma is set in a truly breathtakingly beautiful natural environment. Inspired by the beauty of Washington State and the emphasis on maintaining the environment there, this issue of Signal includes stories about environmental collaboration and conflict resolution.

One of the many challenges at the conference is choosing which session to attend. One session I was determined to get to was on teaching negotiation online, because the idea of doing so both intrigued and terrified me. The organizers of those sessions have contributed an article in this Signal and part II will appear in the next issue, early next year.

We may have broken a record with the length of this issue of Signal. There are lots of other stories for you to read written by and about our members. A name that you may know is *Shelly Whitmer*. I know her pretty well but I thought it was worth asking her a few questions so you can find out a bit behind the name. We also feature stories on three folk starting their journeys in academia who reflect on the PhD, as well as, introducing you to our four regional representatives. If you are an IACM member you will soon receive an invitation to vote in our annual elections. Your choices for our President, to organize our 2016 conference, and two new members for our Board are also profiled in this issue.

Enough from me – there is much, much more that I haven't mentioned here including the regular updates from our Executive Director, Shirli Kopelman and from our NCMR Editor, Deborah Cai. I enjoyed working with all our contributors to put together this issue of Signal. Thank you to all of them! I hope you will enjoy reading the fruits of their labors.

## Reflections on Tacoma



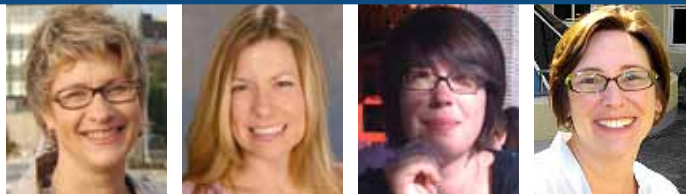
*Sonja Rispens, Jill Purdy, Zoe Barsness, and Wendi Adair (left to right).*

Tacoma may have seemed like a surprising choice for the IACM conference given our recent history of meetings in major urban centers. But this small city on the shores of Puget Sound has big connections to conflict management. Learning from a painful history where race riots in 1885 forced the entire Chinese population to leave the city, Tacoma has evolved into a city that welcomes diversity and a center for conflict resolution. Tacomans, including early 20th century labor organizer Ralph Chaplin and 1960s civil rights mediator Bill Lincoln, have pioneered peaceful resolutions to social and economic conflicts. The city is now home to the Center for Urban Waters, a collaboration between business, government, and academics that promotes research, policy development and application of environmental solutions that improve water quality.

This history, combined with support from local institutions such as the Milgard School of Business, the Ruckelshaus Center, and the Pierce County Dispute Resolution Center, made Tacoma a natural choice.

We welcomed 196 conference attendees to Tacoma with spectacular sunny weather, and those arriving early were able to enjoy an outing to watch the Tacoma Rainiers team play baseball, create art at a glass blowing studio, tour Seattle, or hike at Mt. Rainier. Despite the lure of the sunshine, the exciting conference program encouraged us to stay inside (and not just to see the Hotel Murano's world-class art glass collection).

This year 156 submissions—including full papers, extended abstracts, symposia, roundtables, workshops and novel sessions were accepted for presentation in



*Debbie and Roy Lewicki*

Tacoma, from 182 submissions. The program included a special mediation track, a number of interesting symposia and roundtables on Environmental Conflict, and many cutting edge research presentations and interactive practitioner-oriented sessions. We want to take the opportunity to thank all reviewers again for helping us to create such high-quality sessions. Additionally, we honored longtime IACM member and former President Roy Lewicki as this year's recipient of the IACM 2013 Lifetime Achievement Award. Roy and his wife, Debbie gave an endearing performance in which Roy was interviewed about the choices he made in life and career. This session was really inspirational, especially for all young researchers!

Continuing IACM's tradition of connecting with our location, the Tacoma conference offered several sessions focused on conflict management in the U.S. Pacific Northwest that are elaborated on in this issue of *Signal*. A session sponsored by the William D Ruckelshaus Center provided participants with insights into public policy conflicts in the area. Another session introduced pioneers of environmental collaboration and conflict resolution discussed the development of the field since

it began forty years ago with a river dam dispute in Washington State. Keynote speaker Martha Kongsgaard awed us with inspiring words and dazzling pictures that highlight the critical importance of ongoing efforts to create sustainable relationships with the natural world.

A highlight of the conference was the awards dinner held at the Museum of Glass. It was a glorious evening that began with cocktails on the outdoor terrace where attendees could enjoy an impressive glass sculpture water fountain while savoring a stunning view of Mount Rainier. Awards were presented as IACMers enjoyed a convivial South American themed dinner, and the evening closed with dessert in the hot shop watching regional artists blow glass. Another highlight was our opening night poster session with the most incredible dessert buffet imaginable.

We extend a sincere thank you to all the members of our IACM Board of Directors, Review Board, Advisory Board, Administrative Team, and Volunteer Team for your efforts throughout the year and during our 2013 conference.



# Environmental Collaboration and Conflict Resolution in the USA: Reflecting on the First 40 Years ... and Opportunities for Research

## Looking Back

Environmental collaboration and conflict resolution (ECCR) emerged in the early 1970s. Following on the heels of the young environmental movement, some in the United States began experimenting with new forms of conflict management to foster collaboration and resolve disputes relating to environmental issues and projects. From 1973 to 1974, in what is widely regarded as the first such experiment, Gerald “Jerry” Cormick and Jane McCarthy, mediators from the University of Washington, assisted a group of negotiators representing residents, farmers, environmental groups, and government agencies to develop recommendations for a flood control project on the Snoqualmie River in Washington State. This site is a mere 60 miles (95km) northeast of the IACM 2013 Conference venue in Tacoma.

ECCR is situated in what John Dryzek calls “democratic pragmatism,” a discourse which promotes the active engagement of the public in environmental problem solving, in contrast to leaving decisions exclusively to government officials—“administrative rationalism”—or market-based mechanisms—“economic rationalism.”<sup>1</sup> ECCR is an umbrella term for a diverse set of practices, such as mediation, facilitation, community-based collaboration, and consensus-building. It is common for a neutral third party, such as a mediator or facilitator, to be involved in assisting parties with negotiations or in conducting dialogues among stakeholders regarding a particular environmental issue.

There have been two main periods in the history of ECCR in North America. The first, from the 1970s to the 1980s, featured the *ad hoc* use of ECCR in situations that seemed appropriate to those immediately involved. Third party practitioners transitioned from other fields of practice, such as labor mediation, and foundation

grants provided support in the early cases. It was during this time that the first private sector ECCR firms were established and the first case study literature appeared.

The second period of ECCR, since the 1980s, has witnessed increased institutionalization through early entrepreneurial efforts in government agencies, federal policy and legislation promoting the practice, and dedicated government offices. Other evidence of institutionalization has included periodic national ECCR conferences, required annual reporting on ECCR involving federal agencies, and a federal roster of practitioners that currently has more than 200 registered members. The use of ECCR has grown considerably in four decades. Today, the U.S. federal government reports more than 400 ECCR cases each year, which does not include the myriad activities that involve only other levels of government or the private sector.

## ECCR at IACM 2013

At the IACM 2013 conference, Jerry Cormick, Betsy Daniels of Triangle Associates and Michael Kern of the William D. Ruckelshaus Center, and I all led a panel session reflecting on the past 40 years of ECCR practice and potential topics for further research through the lenses of our respective private practitioner, academic, and governmental institutions. With the audience, we considered the changes that have occurred since those early days when ECCR was a new public policy experiment. We acknowledged the trend toward institutionalization, which is perhaps inevitable as a field of practice matures, and its attendant benefits (including greater support for ECCR among government agencies) as well as potential downsides (such as a loss of some flexibility in organizing and conducting ECCR processes and the challenges of neutrality in a fee-for-service industry). Another important change is that

<sup>1</sup> Dryzek, J. S. (2013). *The politics of the earth: environmental discourses* (3rd ed.). Oxford, New York: Oxford University Press



agreements now take much longer to reach, which perhaps parallels the extension of timeframes for environmental decision making generally. The length and detail of agreement documents have also grown considerably. Early agreements reached through ECCR tended to be only several pages long; now they can be hundreds of pages long due to legal language and terms.

The practice of ECCR itself is also different. There is an increasing trend away from an exclusive focus on formal mediation and dispute resolution toward “upstream,” facilitated forms of collaborative governance, stakeholder groups, and public involvement. All of these “upstream” efforts engage interests at an earlier phase of their relationship, hopefully before perspectives on a given issue becomes rigid, and inform public decisions as they are being developed. The practitioner community is also now much more concerned with how ECCR is conducted. This interest extends to greater analysis and evaluation of the process and training intended to inculcate key skills.

Another important change to ECCR practice is funding. Two decades ago, many cases were supported by a single source, often a foundation, with limited interest in the substantive outcome. Today, ECCR practice has become a fee-for-service enterprise; it is common for government agencies and other parties to hire ECCR practitioners as they would any other contractor. This sometimes raises questions about the ability of mediators and facilitators to act independently from their sponsors, though most practitioners assiduously protect their reputation for impartiality.

The panelists’ presentations highlighted features that our particular ECCR institutions — private sector, academic, and government — have in common. All of our organizations provide a range of ECCR services, directly or indirectly, including such activities as conflict coaching, situation assessments, mediation, facilitation, and training.

Betsy Daniels described Triangle Associates’ history as the first for-profit ECCR firm and explained the shift to “upstream” collaborative governance cases that are more common today than 40 years ago. She

also highlighted one of her company’s recent cases involving tribal and federal water quality interests in Idaho. Betsy also spoke to the importance of designing a process to promote parties’ openness and creativity. Michael Kern shared three ECCR cases sponsored by the Ruckelshaus Center in Washington State, described its project intake criteria, and noted the Center’s focus on situations where there is something unique about academic involvement that makes a successful outcome more likely. Jerry Cormick’s truly unique perspective on the early practice of ECCR, included how he transitioned from work on labor and race issues and served as a mediator on the Snoqualmie case and other cases in that era. I described the role of the U.S. Environmental Protection Agency’s Conflict Prevention and Resolution Center in supporting ECCR, including our mission contract for third party practitioners and related services, and noted some of the benefits the agency gains from such processes. We agreed one important difference among the three types of organization is the degree to which neutral third parties operating from each would be perceived as sufficiently independent, impartial, and credible in a given situation.

### Looking Forward

Toward the end of the session, we devoted attention to opportunities for research related to ECCR. Despite 40 years of practice and thousands of cases, there is a general lack of research on ECCR. Methodologically, the literature is dominated by descriptive case studies, with many being decades old. There are also a handful of large-N studies, whose subjects are cases or parties involved in ECCR. Their focus tends to be on participant satisfaction with elements of the process, on the role of mediators and facilitators, and to some extent on outcomes, such as whether or not an agreement was reached.

A decade ago, Kirk Emerson, Tina Nabatachi, Rosemary O’Leary, and John Stephens noted several methodological challenges that may complicate research in this area. One is that many of those researching ECCR are themselves third party practitioners, leading to potential bias in their studies. A second issue is that ECCR cases are heterogeneous, making them difficult to categorize for analytical purposes. In some instances it can be

daunting to even isolate ECCR from related serial and parallel decision making processes for study. Third, confidentiality is a common ground rule for participants in ECCR, which limits both mediators' and parties' ability and willingness to share information with researchers. Finally, and in part because of confidentiality, data is often available on ECCR cases only after they conclude.<sup>2</sup> These challenges are still with us today and continue to invite creative efforts to overcome them.

Our panel identified several potential avenues to expand the body of research on ECCR. There is a great need to collect more stories about the practice. These could be analytical case studies in their own right, but they also could provide data for comparative studies of various sorts. Methodologically, the field would benefit from research based on direct observation of cases occurring in real-time. While many ECCR cases are confidential, some are open to the public, affording direct access to researchers.

Three interesting research questions we surfaced connect with the changes that have occurred in ECCR over the past 40 years:

- To what extent does the length of a written agreement reached through ECCR affect its implementation?
- How do “upstream” ECCR cases—those where the parties have relatively new relationships and/or have incorporated collaborative governance and conflict resolutions principles and expertise early in the process—compare to “downstream” cases—where parties have older relationships and/or have incorporated collaborative methodology and expertise only once a conflict is in full throttle?
- Does the type of institutional sponsor of an ECCR case or institutional setting of the third party practitioner impact the conduct of the negotiation or its outcome?

Other comparative questions in the ECCR field include the following:

- How do the roles played by neutral third parties, negotiators, and other actors compare in ECCR cases?
- In what ways is ECCR similar to or different from practices in other domains? What are the impacts on a negotiation when environmental issues are at stake, as opposed to other types of issues?

What are the tangible outcomes of ECCR—environmental and economic effects, for example—and how do they compare to those from decisions reached through other processes?

Jerry, Betsy, Michael, and I were delighted to share our experiences about ECCR at the IACM 2013 Conference in Tacoma. We hope that our conversation and the ideas for further study we generated will inspire further research in this area.

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<sup>2</sup> Emerson, K., Nabatchi, T., O'Leary, R., & Stephens, J. (2003). The challenges of environmental conflict resolution. In R. O'Leary & L. Bingham (Eds.), *The promise and performance of environmental conflict resolution* (pp. 3-26). Washington, DC: Resources for the Future.





# Fostering Collaborative Solutions to Environmental Conflicts on the Ground: The William D. Ruckelshaus Center

As the field of public policy conflict resolution or collaborative governance has developed in the United States over the past four decades, programs and centers have been established at universities across the country that are dedicated to this approach to addressing policy challenges. One such example is the William D. Ruckelshaus Center.

The Center is named for its founder and Advisory Board Chair, William D. (Bill) Ruckelshaus, and is devoted to his approach to collaborative problem solving. Bill Ruckelshaus was the first and fifth head of the US Environmental Protection Agency, earned an international reputation for integrity and courage for his role in the Watergate scandal, and has been a leader of many collaborative policy initiatives over the year, such as the US Oceans Commission, President's Council on Sustainable Development, US/Canada Salmon Treaty, Shared Strategy for Salmon Recovery in Puget Sound, Puget Sound Partnership, and most recently, Washington State Governor's Blue Ribbon Commission on Ocean Acidification.

The Center is a joint effort of Washington's two research universities — the University of Washington (UW) and Washington State University (WSU) — and was developed in response to requests from community leaders. Building on the unique strengths of the two institutions, the Center is dedicated to assisting public, private, tribal, non-profit and other community leaders in their efforts to build consensus and resolve conflicts around difficult public policy issues.

The Center responds where involvement by the universities adds value and makes the prospects for a successful outcome more likely. This can be because the universities are seen by the involved parties as an acceptable convener where others are not; due to subject matter expertise; in situations where university science is trusted as more neutral and objective than other sources; and, for the ability to include case studies, students and learning. The Center's services are drawn

from the "toolkit" of conflict resolution/collaborative policy making:

- Providing a neutral and safe forum for parties to define and resolve issues.
- Conducting situation assessments to determine the most productive means of addressing the issues.
- Providing facilitation, mediation, dispute resolution, project management, strategic planning and other services that help parties reach consensus and resolve issues.
- Performing applied research and fact-finding.
- Providing structure and ready access to existing information important in helping parties work together to resolve complex policy issues.
- Providing knowledge, training and infrastructure development to improve the collaborative problem-solving capacity of the parties and institutions.
- Hosting or co-hosting policy discussions.

## Project Success

The Center has been involved in a wide range of projects designed to address significant policy challenges in the State of Washington and the Pacific Northwest on issues ranging from natural resource management, economic development, land use, health care, agriculture, municipal governance, and others. Recent examples of environmental collaborations include:

- *Flood reduction program in the Chehalis Basin (southwest Washington).* The Center has been helping a Governor-appointed work group, and others in the Basin, break through many decades of stalemate. For the first time in over a century of catastrophic floods and decades of study, there is broad agreement for the next steps to reduce flood damage, enhance salmon populations, and support the prosperity of communities in the Basin. This is an issue that has resisted resolution since the 1940s.

- *Columbia River salmon assessment.* The National Oceanic and Atmospheric Administration's National Marine Fisheries Service (NOAA Fisheries) has asked the Ruckelshaus Center—in partnership with the Oregon Consensus Program at Portland State University—to conduct a situation assessment of regional views about salmon and steelhead recovery in the Columbia River Basin over the long term. The centers have assembled an assessment team featuring practitioner and academic expertise from Washington, Oregon and Idaho.

- *Columbia River Gorge Commission.* The Columbia River Gorge is a recognized international treasure. The Center and Oregon Consensus have been helping the Columbia River Gorge Commission (a unique interstate compact agency authorized by Congress and Washington and Oregon legislatures) identify common ground and increase their capacity to work collaboratively on resource protection and community development. The centers' assessment, released in 2012, has been used by the Commission and its staff as a blueprint for strengthening collaboration. Now it is prioritizing and tackling the issues identified.

- *Spokane River Toxics Task Force.* This task force, including federal, state, and tribal governments, private industries, and environmental organizations has adopted an innovative approach to reduce polychlorinated biphenyls (PCBs) in the Spokane River. The Task Force expressed a strong preference for a university-based provider of facilitation and coordination services, and asked the Center to play those roles. The Task Force is now initiating a planning process for making measurable progress.

- *Voluntary Stewardship Program.* After almost 20 years of court and legislative battles over applying Washington's growth management regulations on farmland, the Governor and Legislature called for a solution based on voluntary, incentive-driven approaches. The Center was designated to provide fact-finding, facilitation, mediation and coordination. After years of hard work, the parties reached agreement and drafted legislation that passed the Legislature by

large margins. Twenty-eight of 39 counties have elected to participate in the resulting program, which is being piloted on both sides of the state.

### **The Unique Value of Universities in ECCR**

The Center was founded on the belief that collaborative approaches offer the best opportunity for addressing many of the most complex policy challenges we face (what academics call “wicked problems”), and that universities can play a unique role in fostering those collaborative approaches. The Center's experiences in the projects described above—and in many others—have reinforced those core beliefs for its Advisory Board, staff and university hosts. The Center is also involved in the University Network for Collaborative Governance (UNCG), a network of university-based centers and programs fostering collaborative policy making. Through UNCG, the Center is learning that it is becoming more common across the United States for decision-makers, stakeholders and citizens to see universities as a tool for solving complex problems and resolving intractable conflicts.

Read more about the Center at:

**[www.ruckelshauscenter.wsu.edu](http://www.ruckelshauscenter.wsu.edu)**

*Michael Kern is the Director of the William D. Ruckelshaus Center. He has a Master of Public Administration degree from the University of Washington's Evans School of Public Affairs, and over 20 years of experience in helping diverse groups reach common ground on public policy issues in the State of Washington and the Pacific Northwest. Prior to joining the Ruckelshaus Center, he was a Senior Associate at Triangle Associates Inc. in Seattle, providing facilitation, mediation, public involvement, strategic planning, project management and other services. He has also provided these services at non-profit organizations, academic institutions and as a sole practitioner for the North Cascades Initiative, Hatchery Reform Project, Hanford Openness Workshops and other projects.*

# Martha Kongsgaard: Working in Puget Sound



Martha Kongsgaard works in the world of policy, the intersection between government and people. As chair of the Leadership Council of the Puget Sound Partnership, she knew she understood this world. What she wasn't sure about was the world the IACM conference participants inhabited. So before she came to give the Keynote Address at IACM in July, she did a little research to learn more about the types of people who would be attending. She did her homework and read some of the publications of our members and took a deeper dive into conflict management and negotiation. She soon realized that there were a lot of similarities in our work, the approaches we take, although on the surface it may not initially appear that way.

Martha focused on a couple of concepts, that she considered points of synergy. One is that of partnership. In the world of policy there are many in governing positions that are not completely in touch with their constituencies. Martha illustrated this point with a story about a recent experience she had accompanying a policy maker to visit with some local farmers. There were significant amounts of money earmarked for the population of a certain region in the northwest and these funds were not being used. There was frustration on both sides and one simple conversation between a politician and a senior farming couple resolved it. The politician thought he was doing right for his constituents by allocating monies for a certain initiative, when in actuality; it was not meaningful to the local farming community. A visit to a farm and a conversation clarified the real needs of the local community and the money was reallocated. We cannot underestimate the power of communication.

A second concept Martha found synergy on was transformation. In the world of conflict management, conflict resolution and peace building, we want to

transform perspectives and behavior away from a conflict orientation. For Martha, this transformation is realized when people and policymakers transform their relationships with natural resources and the environment. The common ground here is people. Environmental work is explicit in science, what we would call the hard sciences or physical sciences. Our work connected to IACM focuses on the social sciences.

The interface between the two is where we find opportunities to transform habits that work well socially, while protecting and preserving the environment and our natural resources.

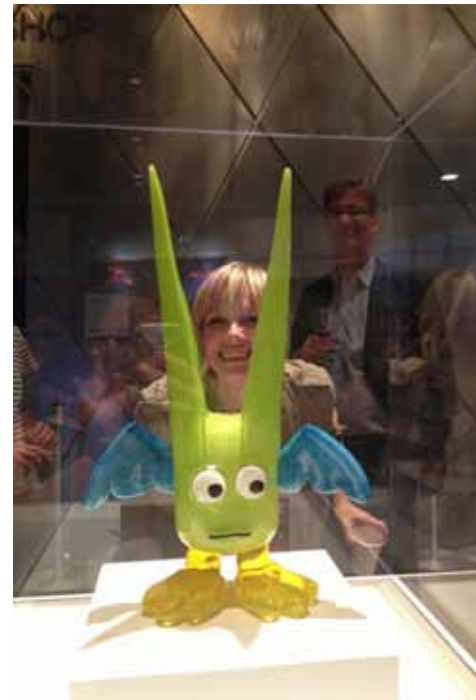
A third point of synergy is empathy. From Martha's point of view, the role of government is doing justice. To her this means people carrying out government work need to have empathy and compassion and they can demonstrate this by entering into dialogue with open ears to better understand.

In her experience over the years, working in policy, at the interface of government, people and the environment, she has found that people love where they live. They care about clean air and clean water, and this is all based in loving and caring about the natural resources in their environment.

In the northwest part of the U.S., where Martha resides and does her work, there are many Native American Indian tribes who have treaties with the government. Listening and really hearing what people say is critical to gaining trust. The concept that we are all part of the government and that the government is here to listen to the people, is practiced and evidenced in the quality of the conversations and the relationships that are built. As long as we recognize the interdependence of government, people and the environment, and we have people knowledgeable and skilled in facilitating these dialogues, there is hope for a better, interconnected world.













## IACM 2013 – Reflections from a First-timer

The IACM conference in Tacoma, Washington inspired me to continue pursuing my interests in conflict prevention, stability operations and peace-making. Without doubt, it was one of the best planned, orchestrated, relevant and informative conferences in which I've participated. The topic selections were enticing, making it difficult to choose which ones to attend. Nevertheless, I boldly circled my selections in the program and was pleased with all of them. My only regret was not being able to attend all of them. Additionally, the Hotel Murano and Glass Museum were wisely chosen and exceptional venues for the conference. Over the course of the conference I traveled the halls of the Murano to survey the stunning glass artwork by local artists. Bravo to all who were involved in putting this conference together and performing that frenetic behind-the-scenes hard work to make this conference exceptionally worthwhile. Finally and perhaps most importantly; I felt welcomed and included. The genuine kindness and hospitality of those I met motivate me to attend this conference next year in the Netherlands.

The IACM conference provided me with an invaluable opportunity to meet and talk with knowledgeable people in the field of conflict management and become aware of a variety of perspectives as I further develop my understanding of the depth and breadth of this complex subject. Not a day passed throughout the conference that I did not learn new things or see an issue in a different light. There were many excellent thought-provoking and thoughtful presentations and I cannot possibly mention all of them in this limited space, but a few examples that captured my interest were...

- Hengchen Dai, Katherine Milkman and Jason Rits poster reminded me of the numerous times I vowed to start a new workout regimen on new year's day, the first day of this week or maybe the first day of next week with their poster display "The fresh start effect: Breaking points in life motivate virtuous behavior." And, Jian-Dong Zhang, Joseph Gasper and Leigh Anne Lie reminded me of my work with the Iraqi Army with their poster display on "Why collectivist culture promotes deception in negotiation".
- The presentation by Ariel Avgar and Eric Neuman on Intra-team Conflicts, specifically: "Blind spots and mirages: A study of conflict accuracy in work teams" intrigued me because it explored the nature of conflict as defined by the beholder. How often have we been involved in a conflict with another person who has no idea a conflict exists? Note: This would be the right time for all spouses (male and female) to sheepishly raise your hand.
- Cultural Dimensions of Conflict: This session reinforced my personal experiences in Iraq, Kuwait, Afghanistan and Japan. Each presentation was spot-on.
- The assertion of Friedman, Hong and Simons that behavioral integrity (word-deed consistency) varies widely between cultures is noteworthy and accurate from my experiences. I believe the converse is also true; where demand for behavioral integrity is weak, violations are more accepted as a matter of fact.
- My hat's off to Yang, O'Connor and Tinsely for their presentation on the mis-education of the global negotiator. Many organizations — including the military — base their cultural education on broad stereotypes and learning just enough to meet that organization's specific needs. This one-sided, myopic perspective is doomed to fail.



- The presentations on Honor and Conflict captured the difficulty of understanding the “logic” of honor and shame societies. Miscalculations can have adverse, if not deadly consequences.
- The session on Mediation and/or Intervention best summarized my personal interests. How do we suspend civil war hostilities long enough to allow governance and civil society to gain a foot hold? When is mediation appropriate and when is intervention appropriate? Who and why should any external entity seek to mediate or intervene? What are the costs of either? What are the costs of doing neither? These are extremely difficult policy questions to answer.

Examples are plentiful and each is different. Syria has most of the headlines today, but the civil wars in places like the Democratic Republic of the Congo, Sudan, Mali, Libya, Egypt, Iraq, Pakistan, Yemen and Afghanistan rage on, almost unnoticed.

So what led me to the IACM and this conference? Last fall I found myself reflecting on what I would like to do in my post-post retirement years. As a reserve soldier I have spent considerable time in conflict-ridden locales such as Bosnia, Iraq and Afghanistan; and, as a civilian fire chief I have dealt with numerous intra/inter-governmental political battles and contentious labor issues. For better or worse, I have lots of practical experience in conflict management but unfortunately very little academic underpinning. I retired in 2008 from the US Army Reserves and subsequently retired from my civilian fire service career in early 2011. Soon thereafter I became a US military contractor advising the Iraqi army in establishing and operating an armored vehicle maintenance depot. This brief opportunity to work with government officials of a post-conflict country, combined with my other experiences, provided the impetus for wanting to develop my understanding of the relationships between conflict, governance and social issues.

In the latter half of 2011, a fortuitous twist of events brought me back on active military duty. After another deployment to Afghanistan, I began a doctoral program in public administration and returned to US Central Command headquarters where I have been working as a Chief of Operations of our Joint Operations Center for the past 13 months. In this position I lead a team that monitors and reports on the security situations in 20 countries and the status of US and Coalition forces throughout the Middle East and Central Asia. In short, on daily basis we watch and report on the horrendous violence, destruction and political upheavals in the Middle East, North Africa and Central Asia.

I look forward to seeing all of you next year for another great conference. Until then, best wishes for health and happiness!



## IACM 2013 – Why I keep coming back

This year, I had my personal IACM conference anniversary — it was the fifth time I took part. Reason enough not only to think about this conference but also the other conferences. When thinking of highlights one may think of things like the program (always interesting), the people (all nice), the awards dinner (crazy when the dance floor is open), the food (this year I had the most delicious salmon ever), the pre- and post-programs (always interesting), the venue (almost always more than beautiful), or whatever. All these things and many more are, without a doubt, important ingredients of a good conference — and were evident at Kyoto, Boston, Istanbul, Stellenbosch and Tacoma (and, for sure, in Leiden next year). But the quality of the IACM conference lies, in my opinion, at a deeper layer than that. My experience is that this conference has its strength in what I would like to call IAMC-ATMOSPHERE. The atmosphere which I mean is not something diffuse or intangible. It is rather something which can be experienced easily.

One aspect of the IAMC-ATMOSPHERE is the scope which covers theory, research, and practice. This is reflected in different ways. One way is the type of discussion forum. It is obvious that the most contributions are held in paper sessions, and most of them can be classified as fundamental research. But there are increasingly formats in which aspects of conflict research “in the field” are addressed. In workshops, symposia, or round tables, for example, practical skills can be acquired (e.g. online teaching in mediation, or intervention techniques); practitioners can present their experience; or bridges between researchers and practitioners can be built; cases are examined, theoretical questions are raised, or challenges of teaching conflict management are discussed. Another way that reflects the scope of theory, research, and practice are the NCMR journal or awards system which both support contributions to theory, research, and application. This indicates that the dialogue between researchers and practitioners is not only proclaimed but realized in different manners. The question arises if we need a kind of meta-dialogue about transdisciplinarity in which we could think about the collaboration between research and practice, and not to forget the third parties, and how this

collaboration should be designed in order not only to be effective but also to be an area for joint learning.

Another aspect of the IAMC-ATMOSPHERE is what can be called “subject-oriented collectivization”. When I came to my first conference in 2009, I knew many of the scholars, almost all from reading their work. The step from bibliography to saying “hello” or shaking hands seemed quite a challenge. And actually it was. But I was lucky enough to have an idea about how to get in touch to a well-established name: the subject we share. Talking about an idea, asking a relevant question helps to raise the interest and to start a serious talk which is much beyond small-talk. It is great that the Grad Students & Gurus sessions are held to support this. But I generally have been experiencing a kind of easiness to get access to all IACMers be they students or lifetime achievement award laureates (and I can tell you that this is not the case in every scientific community!).

I even was lucky to establish friendships. Friendship cannot be over-estimated. But what I really appreciate is friendship which is at the same moment dedicated to a shared subject. This kind of collectivization is what, in my experience, constitutes the IAMC-ATMOSPHERE.

The transdisciplinary, subject-oriented collectivization is what I have been experiencing at all IACM conferences and what, as I think, constitutes the IAMC-ATMOSPHERE. And this is fundamental way of knowledge creation — or simply: of science. I am looking forward to Leiden.

***Professor Dr. Albert Vollmer** is a work and organizational psychologist and lecturer at the University of Applied Sciences and Arts Northwestern Switzerland, School of Applied Psychology. He earned his doctor's degree at the University of Zurich. He is dedicated to teaching, further education, and research. He is the director of a Master of Advanced Studies in Business Psychology. His research interests are new forms of working and co-operation in the context of organizations as well as of inter-organizational networks. Topics are co-ordination and co-operation, conflict, knowledge, and innovation. Currently, he is the President of the Swiss Society of Work and Organizational Psychology.*

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# IACM 2013 Awards Ceremony

## IACM Association Awards

### **Lifetime Achievement Award**

Roy Lewicki, the Irving Abramowitz Memorial Professor of Business Ethics at the Ohio State Max M. Fisher College of Business was awarded the IACM 2013 Lifetime Achievement Award.

### **Best Published Paper in 2011**

Brian Gunia, Jeanne Brett, Amit Nandkeolyar and Dishan Kamdar: *Paying a price: Culture, trust and negotiation consequences*. Journal of Applied Psychology, 2011, 96, 4, 774-789.

### **Best Dissertation 2011 – 2012**

Alison Woods Brooks: *Worry at work: How state anxiety influences negotiations, advice, reappraisal, and performance*.

### **NCMR Best Paper Award 2012**

Susan Crotty and Jeanne Brett: *Fusing creativity: Cultural metacognition and teamwork in multicultural teams*. Negotiation and Conflict Management Research, 5, 2, 210 -234.

## IACM 2013 Conference Paper Awards

### **Best Applied Paper**

Barry Goldman, Matthew Pearsall and Debra Shapiro: *When is mediating employee grievances chosen vs. rejected as a dispute-resolution procedure: An anticipatory justice-perspective*.

### **Best Empirical Paper**

Corinne Bendersky and Nicholas Hays: *When status conflicts harm and help group performance: Considering the (in)congruence of latent and manifest status conflicts*.

### **Best Theory Paper**

Rachel Campagna, Alexandra Mislin, and William Bottom: *A theory of negotiation outcomes and implementation behavior*.

### **Best Student Paper**

Jens Mazei, Lena Bilke, Philipp Alexander Freund, Guido Hertel, Joachim Hüffmeier and Alice F. Stuhlmacher: *Gender Differences in Negotiation Outcomes: A Meta-Analysis on Main and Moderator Effects*.

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## IACM Student Scholarship Conference Travel Awards



**Stijn Decoster** // *KU Leuven, Belgium*

**David Loschelder** // *University of Trier, Germany*

**Zhaleh Semnani-Azad** // *University of Waterloo, Canada*

**Said Shafa** // *Leiden University, Netherlands*

**Martijn van der Kamp** // *Melbourne Business School, Australia*

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## IACM-DRRC Student Scholarship Awards



**Shahin Berenji** // *UCLA, USA*

**Shannon Callahan** // *UC-Davis, USA*

**Jin Wook Chang** // *Carnegie Mellon University, USA*

**Longzhu Dong** // *University of Wisconsin-Milwaukee, USA*

**Benjamin Hoehne** // *Leuphana University, Lueneburg, Germany*

**Silja Kotte** // *Kassel University, Germany*

**Joost Leunissen** // *Rotterdam School of Management, Netherlands*

**Emma Edelman Levine** // *University of Pennsylvania, USA*

**Laura McClendon** // *Sullivan University, USA*

**Elizabeth Salmon** // *University of Maryland, USA*

**Rich Stowell** // *University of Utah, USA*

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## IACM-AC4 Student Scholarship Awards



**Feng Bai** // *University of Toronto, Canada*

**Murillo Dias** // *Ecole Supérieure de Commerce, France*

**Roudabeh Kishi** // *University of Maryland, USA*

**Huojun Sun** // *University of Bologna, Italy*

**Aliya Tskhay** // *Doshisha University, Japan*





## Advanced Consortium for Cooperation, Conflict and Complexity (AC4) IACM Fellowships — A strengthening relationship



*Feng Bai, Murillo Dias, Beth Yoshida-Fisher from AC4, Aliya Tskhay, Roudabeh Kishi, Huojun Sun, Aliya Tskhay from left to right.*

The AC4 at Columbia University in the City of New York is entering its fifth year of existence, although the faculty, institutes, centers and programs that make up AC4 have been around at Columbia University for much longer. The basic concept behind the development of AC4 was to create a space where interdisciplinary work tackling the complex problems in conflict, violence, peace and sustainability can be addressed. We do this through a variety of activities in education, research and practice and provide seed money to students and faculty to foster more of this work.

IACM is an organization that has many shared members and values with AC4. We consider IACM at the forefront of work in the area of improving conflict management in a variety of contexts, including, schools, communities, families, organizations and in the international environment. We also recognized that there are many students around the globe who are doing wonderful work and have the aspirations of doing so much more, yet are

unable to fund themselves to attend IACM conferences. We are committed to continuing to develop junior scholars and practitioners and that is why we decided to partner with IACM to offer scholarships for these junior scholars and practitioners to be able to attend IACM conferences, present at them, and network to forge deeper relationships with others in the field.

There are two categories of scholarships we named in order to increase the diversity of the membership of IACM and to hear from a wider variety of voices. These categories are AC4 Scholarships for Students from Historically Underrepresented Groups and AC4 Scholarships for Students from Developing Countries. We have been so pleased and excited to be able to do this and we have been meeting wonderful people who have hope and aspirations to make this a better world. We will continue on this journey and look forward to meeting those who win these AC4 scholarships and will present at the 2014 IACM conference.

# Teaching Negotiation Online

## Part 1: Challenges and Opportunities

Higher education is in the midst of a rapid evolution, as technology offers enhanced possibilities for education in the classroom and from a distance. In this article, and in a second installment to be published in the next issue of *SIGNAL*, we discuss online teaching broadly and how it applies to teaching negotiation specifically. By “online” we mean teaching some significant portion of a course utilizing the communication and information technology offered by the World Wide Web. This includes exclusively online or hybrid (partially in-class) formats. If taught exclusively online, courses may be synchronous (all students present on the internet at the same time) or asynchronous (students log onto the internet and complete the course at their leisure).

The growing trend of interest in online teaching in our field has led to entire graduate programs focusing on negotiation and dispute resolution being offered in online or hybrid online/residential modalities. Even law schools, perhaps the slowest adopters of distance education in the United States due to American Bar Association (ABA) limitations, are showing increased interest in this area in anticipation of a gradual relaxation of these restrictions. Indeed, just a few months ago the ABA once again increased the number of credit hours allowed to be studied online in a JD degree from twelve to fifteen. This trend is further demonstrated by the attention paid to the topic at IACM conferences. After three papers touched on the topic of online teaching in Istanbul in 2011, we gave two entire sessions: a symposium and a workshop, on the topic at the 2013 Tacoma conference. Each session attracted a significant number of participants who expressed a great deal of interest and curiosity in teaching negotiation online.

The sessions at the Tacoma conference aimed

to overcome several fundamental obstacles facing those teachers who seek to move to online course delivery. First, while there is a large body of literature pertaining to online education, there is little guidance available to teachers wishing to design and conduct online courses on negotiation specifically. The Tacoma sessions provided some of that guidance. In addition, the panelists touched on two additional perceived obstacles: instructors’ personal ambivalence about teaching online and pedagogical factors related to how existing teaching practices will work in an online format.

Personal causes of ambivalence often pertain to an instructor’s preferred approach to teaching and perceptions of the institution’s capacity for effective online delivery. Instructors may prefer face-to-face interaction with students, are concerned about a loss of academic freedoms and fear the strange and unknown online medium. There may also be a perception that online teaching in general is an ineffective, inefficient and lazy way to impart knowledge. Additionally, faculty may not have a choice as to whether or not they teach an online course — some may have been ‘voluntold’ (a combination of being volunteered and told) to teach online. These preferences and concerns may go hand-in-hand with organizational factors such as a distrust of the institution and its intentions regarding the wellbeing of faculty, a history of failed or poorly implemented initiatives, the technological capacity of the institution to effectively manage online delivery, and organizational politics in general.

While faculty may not be able to influence the organizational factors that contribute to ambivalence, they can engage in behaviors that impact personal causes of ambivalence. In brief, instructors’ personal concerns may be

addressed in a variety of ways. For instance, fear of the unknown online environment may be reduced by instructors participating in training workshops designed to deliver hands-on experiences in the use of technology. These workshops may be offered by their home institutions, at conferences, like IACM, or be found online. In addition, faculty may wish to examine the empirical data supporting the efficacy, efficiency and robustness of online teaching when compared to in-class teaching. Finally, an exercise in benchmarking other notable institutions that offer online negotiation courses and programs may serve as inspiration and further alleviate some of the personal obstacles to teaching negotiation online.

The second set of obstacles relates to pedagogy. Negotiation — and to a large extent, other related conflict-focused topics — has its own established pedagogy. Instructors rely, to a large extent, on methods strongly favoring close, in-person, attention and interaction; teacher-student and student-student engagement and personal reflection premised on an experiential learning model. Instructors are often concerned that the online venue cannot support this approach. More than anything else, instructors are concerned that teaching negotiation online challenges effective use of the field’s most commonly used teaching method: role-play and simulation-games. Some instructors are skeptical that they can manage, observe and provide meaningful feedback on students’ simulations while teaching online. Indeed, this is an important question requiring careful attention as well as creativity.

In brief, there are many methods suitable for conducting simulations at-a-distance, and teachers can choose from a menu of



possibilities based on teaching goals, time constraints, student experience, and so forth. Simulations can be conducted through audio channels (e.g., on the phone, over Skype), video channels (e.g., Skype, Google Hangouts or a web conferencing platform licensed by the university), or text channels (e.g., email, threaded discussion forums). There are also a variety of ways to debrief and provide feedback after students have conducted their simulations, which may also include any of those three media categories. Once teachers realize that while teaching face-to-face, the number of students and limited classroom time only permits them to view a very small part of their student's negotiation, the somewhat limited view they might encounter in online simulations seems less of a deal breaker.

We'll note, that not only can simulations be effectively conducted at a distance, they can also provide for learning experiences difficult to provide in a classroom. Enterprising teachers from different countries can team up to assign their students a joint email negotiation simulation, providing an authentic cross-cultural learning experience. Teachers in the same country can do the same, providing students the experience of negotiating with people they do not know at all. Negotiating at-a-distance, students can practice negotiating through information technology, a skill transferrable to the interactions they are certain to encounter in their professional contexts. Additionally, negotiating through asynchronous media such as email or posts in a discussion forum allow for a slowed-down, deliberate pace, so that students can track the exchange of moves and countermoves, thoughtfully consider their next move, and intentionally practice the skills and the tools that the course aims to impart.

The most important thing that instructors who are considering teaching online can keep in mind is this: you are not alone, and there is no need to reinvent the wheel. Many other teachers in the field are currently considering or beginning an online evolution, and there are experienced negotiation teachers who have successfully taught their own courses online and have figured out answers to some of the questions that are sure to be on your mind. We hope that in time, this will develop into a field of research in which online negotiation teachers—as negotiation teachers are wont to do—conduct active research into the pedagogy of their teaching.

Until then, and in order to hasten this development, a community of online negotiation instructors can serve to provide guidance, materials and expertise to all those interested/involved in developing online courses and units. Interested in joining such a network? Feel free to contact Jennifer Parlamis (jparlamis@usfca.edu) or Noam Ebner (noamebner@creighton.edu) for additional information, and to check out the site we're building for the network at <https://sites.google.com/a/usfca.edu/teaching-negotiation-online/>

*Lorianne Mitchell is an Assistant Professor of Management in the College of Business and Technology at East Tennessee State University. She has incorporated technology in the classroom over her decade plus academic career, and has prepared several hybrid and online sections of both graduate and undergraduate courses. Lorianne received her Ph.D. in Industrial and Organizational Psychology from the Graduate School and University Center of the City University of New York. Her varied research interests include emotions in organizations, management education, online teaching, and organizational change*

*Jennifer Parlamis is an Assistant Professor in the School of Management at the University of San Francisco. Jennifer earned a B.A. in psychology from Georgetown University and a Ph.D. in Social and Organizational Psychology from Teachers College, Columbia University. She is Director of the Master of Science in Organization Development program at the University of San Francisco. Jennifer's research interests include emotions in conflict and negotiation and the role of technology in negotiations.*

*Roy J. Lewicki is the Irving Abramowitz Professor of Management and Human Resources Emeritus at the Max M. Fisher College of Business, The Ohio State University. He has a Ph.D. in Social Psychology from Columbia University. Prof. Lewicki maintains research and teaching interests in the fields of negotiation, conflict management and dispute resolution, trust development, managerial leadership, organizational justice and ethical decision making.*

*Noam Ebner is an Associate Professor at Creighton University's School of Law's Werner Institute, where he chairs the online graduate program in Negotiation and Dispute Resolution. Previously, he has taught and trained in the fields of mediation and negotiation in a dozen countries around the world, as well as practicing as an attorney and a mediator. Noam's research interests include negotiation pedagogy, trust and its role in dispute resolution, and negotiation and mediation processes conducted online. He is co-editor (together with James Coben and Christopher Honeyman) of *Assessing Our Students, Assessing Ourselves; Vol.3 in The Rethinking Negotiation Teaching Project* published by DRI Press.*

# Regional Representatives

The Board of the IACM is delighted that four members have volunteered to serve as IACM Regional Representatives for a three year term from January 2014.

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**THE REPRESENTATIVES AND THEIR REGIONS ACROSS THE WORLD ARE:**

**Andrea Caputo:** Italy & South Central Europe

**Patricia Elgoibar:** Spain & Western Europe

**Barney Jordaan:** Sub-Saharan Africa

**Rong Kang:** China and East Asia  
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Their role will be to promote the IACM in their region at regional conferences, inviting target groups to the IACM conference and inviting them to submit to NCMR and our website with a view to increasing active membership from each region. You will see posts from them on our website too and may see regional panels at the annual conference. Each of our new regional representatives introduces themselves below.



**Andrea Caputo**

Italy and South  
Central Europe

Hello! My name is Andrea and I have recently been appointed as an Assistant Professor in Business Administration at the

Princess Sumaya University for Technology — King Talal Business School in Amman, Jordan. I hold a Ph.D. in Economics and Organization of Firms from the University of Rome “Tor Vergata”, and after I graduated, I volunteered as a Research and Teaching Fellow at the same institution. My research interests cover conflict management, negotiation and decision-making, strategy and organization, sustainability and non-profit management, governance and evaluation; while my consulting activity focuses on strategic services for startups, SMEs, non-profits and NGOs.

I had the honor of being a Visiting Scholar at The George Washington School of Business in Washington D.C. for more than a year in 2011 and my research interest in conflict management was piqued. During my time there I got to know the IACM thanks to talks with Matt Cronin from George Mason University who strongly advised me to join what he called a “family” rather than a “professional association”. Right after that meeting I decided to join IACM and since joining, I realized he was right to describe as he did.

At the beginning of 2013, after graduating, and reading

the call for volunteers in the Signal newsletter I decided to contact Wendi Adair to inform her that I was available to help with IACM; and here I am now.

Being a regional representative for Italy & South Europe is an honor for me and a great opportunity. I believe the academic and professional community in my region would really benefit from IACM community and activities. I will do my best to spread the voice and to promote IACM.



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**Patricia Elgoibar**

Spain & Western Europe

Life teaches us that a peaceful relationship does not happen when conflicts are avoided but when there is the will and ability to solve them. When I matured

enough to discover this, understanding and learning conflict management became my personal motivation. It is both much needed and complex, and therefore interesting and challenging! Conflict started to be my professional endeavor with the help and support of Martin Euwema, Lourdes Munduate and Francisco Medina — my PhD supervisors and friends. They trusted me to join in their research projects and invited me to IACM, which has been a real privilege for me.

My research focuses on conflict behavior in the industrial relations context. I am part of the New European Industrial Relations (NEIRE) research project: we explore



conflict management between workers' representatives and managers' representatives to create constructive social dialogue. Culture plays a significant role in industrial relations and so we created a group of partners from 11 European countries cooperating toward the common goal of our NEIRE project. This research group is a clear and positive example of fruitful cooperation between partners in different contexts. Also, I am especially interested in merging the social needs with academic research and NEIRE gives me the opportunity to integrate practice and theory.

I've always had an interest in travelling, meeting new people and understanding other cultures. As we say in the Basque Country: "Txapela buruan, ibili munduan" which could be translated as: "With a beret on your head, travel the world". My passion together with various circumstances has led me to live in different European countries. I am Basque and studied in a German college, and got to know this culture very well. After graduating in Business from the University Complutense in Spain, my first work experience was in London. I then went on to do a master in Human Resources at the University of Seville, where I stepped into the research world. My next move was to Belgium for my PhD in Organizational Psychology at the University of Leuven — in a joint degree with the University of Seville. Nowadays I live in Paris, where I work as Associate Professor at IESEG School of Management.

I believe that the cultural diversity of IACM is an important added value for our organization and by working together, we increase the quality of our research. Therefore, I will do my best to contribute to this diversity as regional representative for Spain and Western Europe. On one side I will promote IACM in these countries and on the other I will invite new members and research works on conflict to IACM. I feel very honored to be selected for this role. Thank you and looking forward to meeting you in our next conference at Leiden!



**Barney Jordaan**  
Sub-Saharan Africa

I need to start with a confession: I am a lawyer by profession. However, I believe that I've become something of a 'reformed' or 'rehabilitated' lawyer, having realized that although the law can be an instrument for

progress and the protection of fundamental socio-economic and human rights, it only rarely delivers real justice to parties engaged in inter-personal, marital, family or business disputes. After qualifying as an attorney and teaching employment law at Stellenbosch University for several years, I am now a 'pracademic', i.e. I teach and I practice (or the other way around, I am never sure). I hold the position of 'professor extraordinaire' at the Graduate School of Business of Stellenbosch University (my wife constantly and unkindly reminds me that there is nothing 'extraordinary' about it — it is simply USB's way reminding me of my increasing absent-mindedness). I teach negotiation, conflict management and mediation on the MBA and executive education programs. I also have the privilege of teaching negotiation at the Graduate School of Business of the University of Cape Town and internationally at the Vlerick Business School in Belgium and the University of Nova Garcia in Slovenia.

My intellectual passion is the Africa Centre for Dispute Settlement at the USB, which I started as a pet project with a colleague in 2008, under the serene and wonderful patronage of Archbishop Emeritus Desmond Tutu. The Centre is an African hub for research, development and teaching of dispute settlement theory and practice. It started as a labor of love on the side and has grown exponentially in its reach, network and influence, both in Africa and beyond thanks to the dedication of the staff and volunteers who invest their time and 'sweat' equity into its projects. The ACDS served as the host of the 2012 IACM Conference in South Africa. The Centre also acts as the secretariat of the African Mediation Association, an Africa-wide network of dispute resolution theorists and practitioners.

As well as putting bread on the table, one also practices what one preaches. I am a director and co-founder of a leading consulting firm with offices in Cape Town and Johannesburg that advises corporates on negotiation strategy and preparation, business re-organisation and restructuring, workplace relations, conflict prevention and resolution, and collaborative business practice.

What can I bring to the regional representative role? I believe that my experience in the field of conflict management and resolution as well as the networks I have built up in Africa through the vehicle of the ACDS could benefit the cause and work of the IACM. Apart from that, a new challenge is like a new lease on life!



**Rong Kang**

China and East Asia

I am an Associate Professor in School of Economics and Management at Northwest University in Xi'an, China.

My city, in the western part of China is famous for the Terracotta Warriors and Horses. I got my BA, ME, and PhD from Northwest University, and am teaching global marketing and negotiation. I was a visiting scholar in Warsaw School of Economics (SGH) 15 years ago; and a Fulbright visiting researcher in Marshall School of Business at USC 4 years ago.

In 2000, Peking University initiated a program called "Educating educators" in MBA fields. Along with nine other teachers from the western provinces, I joined in the BiMBA program for a semester, and it was here that I experienced teaching negotiation by using simulation cases. The nature of such cases, based on asymmetric information, attracted me immediately. Afterwards, I started to compose simple negotiation cases and use them in my class.

I had a chance to apply for the Fulbright program in 2009, and I chose the topic of negotiation case and case teaching. I went to USC and met Prof. Peter Carnevale, whom I would like to thank. It is also he who introduced me to IACM, as well as much of the valuable research in the field of negotiation. I also learned much about teaching negotiation by joining in his class, and taking part in the simulation with other young students, which all benefited my teaching a lot.

When I came back from the U.S. in 2010, I started teaching negotiation to different audiences. The courses have been welcomed. I introduced the teaching from the western world while thinking about the traditional wisdom on negotiation. Facing so many real cases of conflicts and negotiations, I believe studying on negotiation is very important direction, as it can help people understand more about conflicts, avoid extreme behavior and enjoy a better life in terms of mental health. So when I saw IACM's call for local representatives, I applied. I hope to have this opportunity to exchange with famous scholars in the field of conflict management, promote research and teaching on negotiation in my area.





## Executive Office Updates

**IACM** is one amazing community! My vision, since taking on the role of Executive Director in 2006, has been to maintain the wonderful association of colleagues and friends, while ensuring the financial stability, fiduciary responsibilities, and developing organizational processes and infrastructure that will make it easier to volunteer to leadership positions and participate as an IACM member. In partnerships with many members on a variety of projects, these small steps are making an impact and together we are building long-lasting foundations for IACM and growing as an association, as scholars, and as practitioners.

What's new in IACM? Take a moment to admire our current Signal. We designed a new template last year. As you might imagine, we got a professional designer to help formulate the new look, but our executive team (Communications & Executive Directors and Administrative Manager) prioritized this as the IACM development project of the year. We spent many hours sorting through the Signal Archives and brainstorming how the Signal Newsletter can play a role to capture the spirit and serve as a historical archive for IACM, while providing lively and interesting information exchange between members. We are grateful to Meriem Kalter, who valiantly volunteered as a brand new IACM member to help generate content and revitalize the Signal Newsletter. Going forward, Cheryl Rivers, among her many contributions as IACM Communications Director is also our Signal Editor. I'd like to thank Cheryl and the Signal Team for this wonderful accomplishment.

We have made great progress this year on our online social media! Following our call in the last issue of Signal, we are happy to inform you that since December of 2011 when we only had 59 members on our Facebook Group (open to IACM members only) by December 29th we made it to 96, and interestingly, the post announcing this on Facebook was viewed by 103 members! Following our efforts during the conference, we are now at 177 members! This virtual space is a place where you can

communicate directly with fellow IACM members by posting messages, as well as view conference photos. The direct link is <https://www.facebook.com/groups/IACMconflict/> but only members can see the group, who is in it, and what members post.

Moreover, you may have heard tweets from the Tacoma conference! Deb Cai is tweeting on behalf of IACM and NCMR. We are developing a network on LinkedIn that any professional can join (not only IACM members), and we have a Page on Facebook <https://www.facebook.com/negotiacm> where we post general announcements that steer people to the IACM website — we are currently at 175 Likes. If you haven't yet, go online and Like this page.

In other association news, we have a new option to renew IACM membership for 5-years (efficient for those who simply forget). Our new online tool for voting in elections increased participation rates from 43% to 52% - please note that only paid members can vote so make sure you are up to date for 2013. You will be able to vote in our upcoming elections and your membership fees enable us to run the day-to-day operations of IACM. Membership will also provide you access to read articles in our now exclusively online NCMR journal. We hope to have a record high number of members who have paid the annual fee in 2013 (\$15 for students; \$50 for faculty/professionals/practitioners or \$250 for five years). If you are not sure whether you are up to date on your annual membership dues, do not hesitate to contact our IACM Administrative Manager, Shelly Whitmer, who supports the executive office, managing day-to-day operations such as membership, financials, and website updates. Don't forget to bookmark and visit the IACM website to view recent news announcements, which include job openings and calls for submission. Finally, the latest new feature on the beautiful new IACM website is a list of books — many have been written by IACM members. Check it all out at: <http://www.iacm-conflict.org/>



# Negotiation and Conflict Management Research – Notes from the Editor

The team at NCMR rounded off 2013 by publishing our fourth issue of Volume 6. Guest edited by Corinne Bendersky and Lindy Greer, this is a special issue on Power and Status in Conflict and Negotiation Research. It follows another special issue (Vol. 6, issue 3) released in August, which was guest edited by Jana Raver, with four research articles on Counter-Productive Work Behavior (CWB). These issues round out another year of outstanding research on negotiation and conflict management. Thanks to all of you who have submitted manuscripts and to all of you who have reviewed articles this year for our journal.

At the annual conference in Tacoma, the NCMR board meeting highlighted a number of the journal's accomplishments. The annual publisher's report for 2012, which was released in May by Wiley Publishers, noted that NCMR renewed 100% of its subscriptions, which is above the industry average of 94%. Full text downloads of NCMR articles increased from 2011 to 2012 by 24%, which suggests more people are seeking out NCMR articles. In 2012, NCMR published 27 articles, written by researchers from 10 countries, with an average turnaround time from acceptance to publication of 50 days. Overall NCMR revenues were up by 7.5%. And the number of libraries accessing NCMR via EBSCO continued to increase, from 343 to 486. Overall, the journal is in good shape!

## Helping our Impact Factor

We announced in the previous edition of signal that NCMR has been accepted for coverage in the Social Sciences Citation Index and Current Contents: Social & Behavioral Sciences. Although indexing will begin with the 2011 volume (Vol. 4), the first impact factors for NCMR will be released in the middle of 2014. So we can look forward to receiving this news! In the meantime, everyone can help boost the quality of the journal by making sure you cite NCMR articles in your research.

## Upcoming Special Editions

Calls for Papers have been issued for two special issues to be published in Volume 7 (2014). Bill Donohue will guest edit an issue on Extortionate Negotiations. Cheryl

Rivers and Roger Volkema will co-edit an issue on Ethics in Negotiation. Check out the Call for papers for these special issues in the back pages of this issue of signal.

## Notable Research in 2012

At the awards dinner in Tacoma, the recipients of the annual "Best Article of the Year" award, given to the top article published in NCMR during 2012, was given to Susan Crotty and Jeanne Brett (2012, pp. 210-234) for their article, *Fusing creativity: Cultural metacognition and teamwork in multicultural teams*. Be sure to read Susan and Jeanne's comments about this article in this issue of signal.

Here I would like to recognize the other articles that rose to the top in the selection process for this award. Four other articles were in the running for best article. These four articles are described here in order of their publication (earliest to latest).

*In Trust and treason: Social network structure as a source of flexibility in peace negotiations*, Jannie Lilja (2012, pp. 96-125) looks at how the social network structures of rebels can provide negotiation flexibility. Lilja analyzed negotiations in Sri Lanka and Indonesia between rebel groups. The study was based on interviews with 50 participants in two entrenched conflict cases, and it demonstrates the usefulness of social network analysis for studying conflict processes.

Kalle Siira's (2012, pp. 182-209) article, *Conceptualizing managerial influence in organizational conflict—A qualitative examination*, addressed the question of how managers influence conflict interactions within their organizations. Using a Social Complexity Perspective (SCP), Siira studied the conflict interactions of 30 managers across 22 organizations in Finland. The research provides an excellent qualitative synthesis resulting in a typology of themes and practical advice to managers dealing with conflict.

The article by Mark Duchesne (2012, pp. 269-288), *What's in a name? The representation of terrorism using political organization names*, provides another approach to studying terrorism by distinguishing between violent



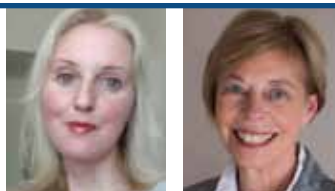
and non-violent organizations. Using representation theory, this article compared students in their preferences regarding organizations that use terms in their names that represent characteristics of terrorist organizations. Implications provide insight about violent intent and support for group-based violence.

The article by Sheryl Prentice, Paul Taylor, Paul Rayson, and Ellen Giebels (2012, pp. 289- 306), *Differentiating the act from ideology: Evidence from messages for and against violent extremism*, explored messages that discouraged terrorism. This paper used a novel text-analysis method to compare 250 counter-extremism messages and 250 extremist messages. This paper stood out especially for the implications of its findings for countering terrorism.

Overall, the quality of all the articles published in 2012 was impressive. These four articles, along with Crotty and Brett's award-winning article, demonstrate the significant conflict and negotiation research that is published in NCMR.

### IACM on TWITTER

In related media news, as of the Seattle conference, IACM has a Twitter account (@IACM\_conflict). For all of you who tweet, be sure to follow us at @IACM\_conflict. Our association twitter feed is also a great place to advertise accomplishments and research of IACM members. We're continuing to develop a wide reach into other conflict associations and related academic sites so that IACM and NCMR news reaches a much broader conflict and negotiation audience. So follow us on Twitter, and tweet your updates and other relevant news stories and information with #NCMR and #IACM\_conflict to be retweeted. And if you are not on Twitter, send your updates and information, with "Tweet" in the subject line, to **NCMR@temple.edu**.



## Behind the research – Best NCMR Article 2012

### *Fusing creativity: Cultural metacognition and teamwork in multicultural teams.*

Our study was motivated by an interest in both determining whether we could measure the fusion model (Janssens & Brett, 2006) in real-world multicultural teams, but also in examining how cultural meta-cognition (Earley & Ang, 2003) played a role in facilitating fusion teamwork. Of the four types of cultural intelligence, cultural meta-cognition involves perceiving and adapting to cultural differences, and we thought this might be particularly important for fusion teamwork. We chose to test our hypotheses using multi-level modeling in 246 members of 37 multicultural teams to allow us to determine if cultural metacognition at the individual level predicted fusion versus subgroup dominance (roughly the opposite of fusion teamwork) and also to determine that these results did not rise from self report or simple affect for the team. In line with our hypotheses, across teams, higher numbers of highly culturally meta-cognitive team members were more likely to report fusion teamwork.

These results have important practical and theoretical implications. From a theoretical standpoint, we address the need for more process-oriented research in multicultural teams identified in Stahl et al. (2010)'s recent meta-analysis. For practitioners – the results are two-fold but perhaps not so simple: First, stack your teams with highly-culturally cognitive team members. Second, work hard to facilitate fusion in the team. What might that mean in the everyday business world? Barring screening for cultural meta-cognition, future research can examine how to increase such skills, thus facilitating fusion. In the interim, team leaders should work to adopt norms and practices within the team and organization at large that foster an environment conducive to fusion; i.e. one where cultural differences are viewed as assets rather than deviations from a unitary “company culture.”

## Who is Shelly Whitmer?



Shelly Whitmer is our IACM Administrative Manager, based at the Ross School of Business at the University of Michigan. The members of IACM Board, the organising committees of the IACM conference and the executive office volunteers of IACM all know Shelly pretty well – she is our problem solver extraordinaire! Shelly is the ultimate “behind the scenes” person and given her intrinsic role in the organization, you might want to know a bit more about her. So, I thought I would ask her some questions...

### **So what exactly do you do for IACM?**

I update and maintain the membership database, update content on the website, create and manage the conference submission and registration portal, manage the financial transactions of the organization, reconcile the IACM account, assist with conference preparations, process student scholarship payments, and maintain the archives.

On all these projects, I work in collaboration with Shirli Kopelman, the IACM Executive Director. In fact, our offices are across the hall from one another, and we both have our doors open most of the day, so rather than email we can quickly connect and move projects forward.

As well as maintaining the current organizational infrastructure, every year, we choose an IACM development project. For example, last year we turned our attention to the Signal Newsletter. Shirli and I worked with a professional copy editor to develop a new look and template for the newsletter, and developed a process that enables the Signal Editor to focus on content. In previous years we have worked with the Ross School of Business web developers, offering the 2010 IACM Conference as a pilot for an online conference registration and paper submission portal. We now annually enjoy the fruits of that pilot project and the program chair and reviewers can



manage paper submissions online, and the local arrangements team can collect registration information and payments (which I coordinate and process). Our aim is to simplify organizational processes to maximize efficiency for the IACM leaders so it is easier to volunteer and to give maximum benefits to our membership.

I'm learning all the time, and that is one reason I so enjoy what I do for IACM. We are slowly, yet consistently, building this organization. It's exciting.

**That sounds like quite a lot! How do you fit it in with your full time job at the University of Michigan?**

Yes, it is quite a bit of work and I enjoy it. And I love traveling to the conferences and getting to know IACM members from around the world. IACM has a small piece of my day at the University of Michigan, and many more evening and weekend hours.

**What IS your job in the Ross Business School?**

I am the Department Administrator for Finance and Management & Organizations. I support the Area Chairs for these two academic departments. Some of my tasks are assisting with teaching schedules; departmental meetings, contract renewals, and promotions; weekly seminars; faculty recruiting; financial operations, and web management – just to name a few.

**So lots of IACM members are academics, and we work with administrators a lot. Sometimes really well, sometimes not so well. What's your advice to your average business school academic on how to work effectively with their support team?**

Communication is the key. I have developed a great rapport with my Area Chairs, as well as the faculty in my departments. Enjoying what you do is also important. I love my job and both of my departments. The faculty treats me very well and I feel more like a partner in my departments than a support staff.

**Were you always a university administrator? Do you like it? How did you get into the role?**

I started out at the University of Michigan 18 years ago in the Department of Mathematics. It was a great entry into the academic environment. After 2.5 years,

I moved to the Ross School of Business as an Academic Secretary. I have been at this school for 15.5 years and have been promoted twice. I love working here and absolutely enjoy working with the faculty.

**Dream job – no limitations about earning an income or having to have the training. What is it?**

Not sure that I really thought about my “dream job”, but more about my dream location to live and work. I love California. I travelled with my husband for many, many years to California for his job and just fell in love with the Monterey area. I'm also quite partial to San Francisco. There is just something about being on the coast that is very soothing and relaxing. I grew up in Michigan, living on a lake for 17 years and became very fond of being out on the water. Maybe we will retire in California. But since you are the one asking, and I'm in an IACM mode of thinking, perhaps we could consider New Zealand or Australia!

**Where in Michigan do you live? Is that where you're from? Favorite place you would recommend to go for an out-of-towner visiting?**

I am from and still live in Ann Arbor, Michigan and a huge Wolverine fan...GO BLUE!!! There are a lot of great places in Ann Arbor and if someone was visiting during fall, I would recommend going to a football game (American football). But, one of my favorite places to visit in Michigan is Mackinaw Island.

**One of the things that you have done for the IACM over the past couple of years is come to our conferences and help out on the registration desk. So – here is your chance to influence future presidents on where they should hold the conference: what are your top three choices?**

Well, first I must say that South Africa is the best place I have visited (thanks Martin!) so far in my life. I feel very fortunate to be a part of this organization and to have had the opportunity to travel with everyone. Places I would love to recommend would be Brazil, Italy, and London (in England; not Ontario, which is only a few hours' drive from Ann Arbor).

# Candidates for IACM President (2016 conference)



**JESSICA KATZ JAMESON** is an Associate Professor of Communication at North Carolina State University where she teaches graduate and undergraduate courses in Organizational Communication, Conflict Management, and Nonprofit Leadership. Jessica has also served as an adjunct professor at the North Carolina Central University Law School since 2007, teaching Theories of Conflict to students in the ADR Certificate program.

Her research focuses on organizational and group conflict, mediation and dispute system design, and conflict in non-profit and healthcare contexts. Jessica has authored numerous scholarly publications in these areas, including articles in *Conflict Resolution Quarterly*, *The Harvard International Journal of Press/Politics*, *Health Communication*, *International Journal of Conflict Management*, *International Journal of Strategic Communication*, *Negotiation Journal*, and *The Western Journal of Communication*. Her work is also featured in several books, such as the *Sage Handbook of Communication & Conflict* (2013).

Jessica serves on the editorial boards of *Negotiation and Conflict Management Research*, the *International Journal of Conflict Management*, and *Partnerships, A Journal of Service-Learning and Civic Engagement*.

Jessica has been an active member of IACM since 1996, serving as the Signal Editor & Communications Officer from 2001-2005 and Local Arrangements Chair for the 2007 Conference in Budapest, Hungary. She has also been an active leader in the Peace and Conflict Communication Division of the National Communication Association, serving as Program Chair from 2003-2006, and currently serving a 3-year term as Representative to the Legislative Assembly. She is also currently Chair of the Awards Committee for the Group Communication Division of NCA.

## Comments from Jessica:

As a Communication scholar my research focuses on the emergence of conflict and its management through human interaction. The theoretical underpinnings of my work are inherently interdisciplinary, coming from communication, organizational behavior, psychology, and sociology (to name a few). Since Graduate School, the IACM community has been central to my academic life. IACMers have helped me collect dissertation data, read and reviewed academic papers, and supported my candidacy for tenure and promotion. Previous IACM leaders have shown confidence in me by placing me in positions of leadership, either as Communications Officer and Signal Editor or making Local Arrangements for our 2007 conference in Budapest. I credit IACM for many of my career successes and appreciate the openness to my research and scholarship. If elected President, I hope to continue the tradition of fostering an interdisciplinary environment and attracting new members from Communication and other underrepresented disciplines to our community. Just as I have received invaluable mentoring and partnership from IACM, I would like to facilitate even more interaction and conversation among people from diverse disciplines, ideologies, and methodologies. This would be a wonderful opportunity to once again give back to an organization that has meant so much to me over the past 17 years.



**DAVID W. JOHNSON** is an Emeritus Professor of Educational Psychology at the University of Minnesota where he is Co-Director of the Cooperative Learning Center and Chair of the Cooperative Learning Institute. He received his M.A. and doctoral degrees from Columbia University in 1964 and 1966 respectively.

David's research has focused on social interdependence (cooperation and competition), constructive controversy, integrative negotiations and peer mediation, ethnic relations, peace psychology, and experiential learning. He has authored over 500 research articles and book chapters. He is the author of over 50 books, including *Reaching Out: Interpersonal Effectiveness and Self-Actualization* (now in its 11th edition) and *Joining Together: Group Theory and Skills* (also, in its 11th edition). He is a past-editor of the *American Educational Research Journal*.

He held the Emma M. Birkmaier Professorship in Educational Leadership at the University of Minnesota from 1994 to 1997 and the Libra Endowed Chair for Visiting Professor at the University of Maine in 1996-1997. Among his many professional awards are the Gordon Allport Award for outstanding research on intergroup relationships from Division Nine of the American Psychological Association (1981), the Helen Plants Award presented by the American Society for Engineering Education (1984), the National Research Award in Social Studies (1986), the Professional Advancement Award for Outstanding Research from the Association for Specialists in Group Work (Division of American Association for Counseling and Development) (1988), the American Psychological Association's 2003 Award for Distinguished Contributions of Applications of Psychology to Education and Practice. In 2007 he received (with his brother Roger) the Brock International Prize in Education administered by the College of Liberal Studies at the University of Oklahoma. In 2008 he received the Distinguished Contributions to Research in Education Award from the American Education Research Association. In 2010 he received the Jeffrey Rubin Theory To Practice Award, awarded by the International Association for Conflict Management and the Program on Negotiation at the Harvard Law School. In 2011 he received the A. M. Wellner Lifetime Achievement Award from the National Register of Health Service Providers in Psychology.

For the past 45 years Dr. Johnson has served as an organizational consultant to schools and businesses throughout the world. He is a practicing psychotherapist. He has traveled in over 84 countries.

# Members vote for two Representatives-at-Large



**TAYA R. COHEN** is an Assistant Professor of Organizational Behavior and Theory at the Tepper School of Business at Carnegie Mellon University. She earned a B.A. in Psychology from the

Pennsylvania State University, and an M.A. and Ph.D. in Social Psychology from the University of North Carolina at Chapel Hill. Taya joined the faculty at the Tepper School in August 2010, after spending two years at the Kellogg School of Management at Northwestern University, where she was a Visiting Assistant Professor & Postdoctoral Fellow in the Dispute Resolution Research Center.

Taya investigates how personality and situational factors influence unethical behavior, conflict, negotiation, and intergroup relations. She uses multiple methods in her research, reflecting her interdisciplinary background in social/personality psychology, quantitative psychology, and organizational behavior. The two main themes of her research are: (1) understanding the role of moral character traits in inhibiting selfish and unethical behaviors in the workplace; and (2) understanding why interactions between groups are characterized by more competition, greed, and distrust compared to interactions between individuals. She has published peer-reviewed articles on these topics in leading psychology and management journals, including the *Journal of Personality and Social Psychology*, *Journal of Experimental Social Psychology*, *Personality and Social Psychology Bulletin*, *Current Directions in Psychological Science*, *Perspectives on Psychological Science*, *Organizational Behavior and Human Decision Processes*, *Journal of Business Ethics*.



**AURÉLIEN COLSON** is an Associate Professor of Political Science and Negotiation at ESSEC Business School in France. He discovered IACM in 2001 at the conference held in

Paris, and has since then considered IACM as the key academic hub for conflict and negotiation research. As a board member, he would be honored to help IACM grow as a community and expand its outreach, towards scientists from various disciplines and also practitioners, e.g. diplomats and policy makers.

Aurélien's research focuses on secrecy and transparency in decision-making systems, European diplomacy, and post-conflict mediation. His research is published in peer-reviewed journals, and was awarded in 2008 a Grand Prix from the French Académie des sciences morales et politiques. He authored, co-authored or edited six books on negotiation and mediation which have been translated into ten languages. His latest publication is a book co-edited with Daniel Druckman and William Donohue, *International Negotiation: Foundations, Models, and Philosophies*. *Christophe Dupont (2013)*. This book inaugurates a new series titled *Careers in Negotiation and Conflict Management Research*; it aims to honor outstanding scholars who have opened original paths in uncharted areas of our field.

Aurélien is involved in disseminating negotiation research results into the diplomatic community. He coordinates negotiation training programs for the European Commission (since 2008), the French ministry of Foreign Affairs (since 2009), and the European External Action Service (since 2010).

He has also been involved in post-conflict facilitation in Africa. He was elected in 2010 and re-elected in 2012 to the Steering Committee of the European Peacebuilding Liaison Office (EPLO, Brussels), which gathers the main peace-related NGOs in Europe. He also serves on the Advisory Board of the European

Institute for Peace Project. He has also served as advisor to the French Prime Minister (1998-2002).

In 2008 Aurélien was appointed director of ESSEC's Institute for Research and Education on Negotiation (IRENE Paris & Singapore). Through research, post-conflict fieldwork, and capacity building programs (in 65 countries to date), IRENE has developed as a center of expertise in international negotiation, conflict resolution, and the societal impact of corporations on fragile communities. IRENE has sponsored IACM conferences since 2012.

Aurélien holds a PhD in political science (University Paris-Descartes, France) and a PhD in international relations (University of Kent, UK). As a Fellow from the British Council, he received a master in international conflict analysis (Kent). He got an MBA at ESSEC Business School. In 2002 he was awarded a Marshall Memorial Fellowship by the German Marshall Fund of the USA.

Aurélien is married to Fabienne, and the father of two sons. He is fluent in French and English. He loves playing the piano & the cello, cooking, and sharing a bottle of wine with friends.



**BRIAN C. GUNIA** is an Assistant Professor at the Johns Hopkins Carey Business School. He holds a PhD in management and organizations from Northwestern University.

Brian's research focuses on negotiation, ethical decision-making, and organizational failure. He is currently investigating people's reactions to the act of taking blame. Brian's research has been published in several academic journals including the *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Experimental Social Psychology*, *Personality and Social Psychology Bulletin*, and *Annual Review of Psychology*. His research has also been featured in several popular media outlets including *The Economist*, *Wall Street Journal*, and *Forbes*.

Brian's research received the 2013 IACM Best Paper Award, the 2011 Best Student Paper Awards from both IACM and the AOM Conflict Management Division, and the Center for Creative Leadership's Kenneth Clark Award. Brian has also received several teaching awards including the 2013 Johns Hopkins EMBA Leadership and Management Teaching Award. In 2013, Brian founded the Johns Hopkins Business in Government Initiative, which provides a vehicle for translating between organizational research and national government.



**JENNIFER PARLAMIS** is an Assistant Professor in the Department of Organization, Leadership and Communication at the University of San Francisco. Jennifer earned her B.S. in

psychology from Georgetown University and her Ph.D. in social/organizational psychology from Teacher's College at Columbia University. She spent a year as a post-doctoral fellow at Columbia Business School. Jennifer studies the impact of communication medium on negotiation outcomes as well as the role of emotions in conflict situations and negotiations. Recently, negotiation pedagogy has become a primary interest of hers. Specifically, Jennifer has co-authored a paper comparing in-person and online teaching of negotiation, forthcoming in *Negotiation Journal*, as well as conducted workshops on designing negotiation courses for an online environment.

Jennifer teaches negotiation and conflict management in the Organization Development, MBA, and EMBA programs at the University of San Francisco as well as courses in research methods and statistics and team facilitation and group dynamics. Jennifer received a teaching commendation from the Dean of Columbia Business School and in 2013 was nominated by students at USF for her commitment to teaching excellence.

Attending the IACM conference has been a priority for Jennifer throughout her academic career. She most appreciates the intimate size of IACM as well as the high quality of presentations and informal discussions. Several of her most valued and meaningful collaborations have emerged from conversations over dinner at IACM.

In addition to teaching and research, Jennifer enjoys traveling, playing tennis, hiking on Mt. Tamalpais, and spending time with her husband and three kids.



# Why I Am Pursuing a PhD

I am not enrolled in a PhD program at present, but have been analyzing my options and gathering information. My main field of interest is negotiation in the international environment, having studied and worked my entire career in an international business environment. I have seen numerous conflict and failures that I suspect are due, in part, to a lack of comprehensive preparation and research, specifically in gaining a better understanding of the cross-cultural background, combined with related lack of basic skills in negotiation.

Although a large part of my previous research from my MBA research and my practical work experience post-MBA involved very distant cultures (as described by most academic measurements), I have noticed, in more recent experiences, similar issues arising in situations involving in 'closer' cultural situations. The problem seems much more prevalent in small and medium business, however, large business do not appear to be immune. Most recently my experience as a mentor with at a Mentor Program set up by the Luxembourg government (largely based on pioneering work done in Quebec, Canada) as well as working with several businesses in issues ranging from their international business development to acceptance in the mentoring program presentations has revealed similar conflict issues.

I expect (and hope) to identify a PhD program that will provide me with in-depth study material to gain better insights in the problems and develop techniques that will allow me to contribute to solutions. I hope to learn techniques that can be useful in both academic and real world environments, specifically those related to trade, business and possibly M&A activity specifically. Being driven by curiosity, eager and able to learn a wide range set of materials should provide the background for further research.

I have developed some understanding of academic requirements from publishing articles based on my MBA research and presenting at international conferences as well as co-authoring some case studies for a textbook on entrepreneurship. During my career, I have acquired a sufficient understanding of how to exchange of ideas and study materials in mutually beneficial way, one of the underpinning strengths of an academic paper exchange.

My ultimate goals are to be able to contribute to a better understanding and a higher degree of efficiency by passing on my knowledge to a next generation, while also providing a set of tools to a real world environment at the highest academic level possible. Teaching is one of the objectives that I hope the PhD will help provide. However, I believe that a combination of workshop and seminars may enable future generations to gain more from research and understanding of the issues while contributing to the academic research into the issues surrounding the wide field of negotiation and conflict resolution.

*Ludo Segers holds a BA with double major in German and Economics (with distinction) and an MBA with double concentration in International Management and International Finance (Concordia University, Montreal, Canada). He has lectured in the Department of Management Studies at Concordia University, Canada and is a guest lecturer in International Business at Memorial University in Canada. Most recently, Ludo has been an inward investment advisor with a UK Regional Development Agency and a mentor at the Luxembourg Mentoring program in the GD Luxembourg.*





# Why I am Pursuing a PhD

The pursuit of passion and purpose is a journey consisting of life stages, life experiences, mentors, protégés, innate curiosity, and choices. My choice to pursue a PhD in Management, specifically International Management Studies, can be narrowed down to three main objectives:

- To become a professor
- To make sense of former workplace experiences and explore unanswered questions to workplace phenomena
- To delegitimize previous reference points

I have made the choice to pursue a career of scholarship and research, leveraging my experience as a strategic human resources practitioner to become an effective researcher and educator. I believe my calling is to create and disseminate knowledge for the benefit of social justice in organizations and workplace equality. Because work can be a mental and emotionally debilitating experience for so many people, my aim is to advance employee and organization health, well-being and effectiveness through research and teaching.

My initial inclination to pursue doctoral studies in management occurred while completing a Master's in Business Administration at the University of Florida. I took a course in Organizational Behavior and immediately became intrigued with the complexity of how individuals and groups affect and are affected by organizations. After a few years as a human resources manager at a multi-national consumer products firm, I observed first-hand how these complexities manifest, how individuals make sense of their experiences, and how individuals use organizations as a platform to launch a search for significance.

I worked in an environment where change was constant, resources were scarce (tangible and intangible), innovation was outpaced by

competition, and employee morale was cyclical. With more stringent performance measures and expectations, issues with knowledge-sharing surfaced due to intra-departmental competitiveness, stress, and role ambiguity. The role of HR was to coach and build the capability of managers to enable the business to achieve optimal results while keeping employees motivated, empowered, engaged, and productive. Barriers were removed by influencing and modifying policy to reflect the changing needs and demands of the workforce and the business environment. Mediation and conflict resolution were necessary to promote team effectiveness, while also "objectively" evaluating leadership effectiveness and the overall health of the organization. HR was the moral compass of the organization and the facilitators of principled decision-making. These experiences and insights motivated me to undertake doctoral study in business administration (specifically management).

Prior to my graduate studies at the University of Florida, I never had any desire to pursue a career in academia. I simply didn't know that option was available to me. I was a first generation college student, and the goal was to go to college and get a "good" job. I accomplished the first half of that goal, but when it was hard to find a good enough job to pay the bills with my communications undergraduate degree, I decided to pursue the MBA to increase my earning potential, thus landing the "good" job. One of my professors opened my eyes to the possibilities of an academic career, but because of my previous reference points, that career journey felt impossible for me. Several years later, I attended the PhD Project conference in Chicago, IL. After listening to the journeys of other PhD students and faculty members that I could relate to, I started to finally believe that an academic career was

possible. It evolved from a passing, unbelievable interest to a dream that I am pursuing whole-heartedly. My academic journey began at Texas Tech University, and has continued at the University of Texas at Dallas. I am very grateful to all of my professors thus far who have helped shape my research interests and who continue to support my academic pursuits.

## Research Agenda

After a couple of semesters studying Organization Theory, Research Methods, Organizational Behavior/Human Resources, Strategic Management, Decision Making, and emerging research trends in management, my research interests evolved into a mission and a cause. On one hand, I desire to provide meaning to workplace phenomena and explore social anomalies in organizations. Professionally speaking, social anomalies are the counter-intuitive findings that make research interesting and worth exploring.

On the other hand, I want to combat social injustice experienced through differentiated treatment, subtle incivilities in organizational settings, and workplace discrimination; thereby improving the well-being and effectiveness of individuals, organizations and society-at-large. With these goals in mind, I am interested in advancing and developing theories in diversity and leadership, including supervisor-subordinate relationships, organization justice, and the outcomes of stress and emotions.

## Career Goals & Aspirations

My ultimate goal is to become an academic scholar and professor of management. I aspire to produce quality research and help prepare the minds of future business and organization leaders as a professor, and serve in the ultimate role of mentorship, thus fulfilling my personal mission.



# Why I Pursued my PhD

I always had an enquiring mind and found it easy to tap different sources of information. Growing up in Trinidad and Tobago, I had a love for the sciences and the arts which was well supported. I was allowed to creative risks and that encouragement to take risk became well ingrained in me so that creating, using and even improving knowledge is natural part of me and what doctoral studies are all about.

I had an eclectic bent and was drawn toward business, psychology and executive development. During the years I spent living, studying, working and especially volunteering with homeless people in New York City, I had many chances to test out ideas. I faced situations where failure wasn't an option because of the delicate people issues that required both creative responses and compassion. From these experiences I gained insights into myself and others. Most of all, it gave me the opportunity to figure out what drives me the most. I discovered what drives me the most is seeing people succeed in a just way, and this was my default position when thinking about issues.

While I was completing my business degree, I discovered that my passion was with developing people and I was tempted to do a double major in counseling and business at Regent University because I was told that I lacked certain competencies and work experiences to transition properly into such a leadership development role. However, time and life circumstances didn't permit that option. By the time I graduated and was seeking opportunities in leadership development, I was not very successful and so felt deficient to really function as a leadership development professional.

When I was doing consulting work in the DC metro areas, I truly felt the need to develop further and address the deficiency. I knew I lacked the language of the profession and the required pedagogical posture so I enrolled in Johns Hopkins University's master's degree in organizational counseling program. I graduated in 2008. Completing that degree gave me the confidence to pursue my passion to help develop people for their life's role and their leadership capabilities. My clinical and organiza-

tional counseling internship further affirmed that I had found my passion. In part, this was the reason for enrolling in the doctoral degree program in human resource development at the University of Minnesota because I knew the doctoral degree would provide a very broad knowledge base and gives me license and credence to venture into areas of leadership development with greater confidence. The degree provided me with the environment where I could think outside of the box and seek innovative solutions.

We are all functioning in a globally interconnected environment which calls for leaders who are: a) multifaceted; b) flexible; and, c) adaptable. What that means is that those who create the knowledge that facilitate that kind of learning and development must themselves be able to adopt the necessary posture to make what they produce relevant. In other words, they must become scholar-practitioners and be able to switch roles, not only to understand, but to function competently in their leadership development roles. Given this requirement, I see myself as a practitioner who believes in doing practical things for scholarly reasons and engaging in scholarly activities to improve what practitioners do. Therefore, I will call myself a scholar-practitioner. I was never able to articulate this so nicely until I did my doctoral studies. All I knew is as a person engaged in organizational work I always used scholarly language to explain complex situations in organizations in very practical ways to limit resistance to recommendations.

*Earl A. Harewood holds a PhD in Human Resources Development from the University of Minnesota with Career Development and Assessment as a supporting areas, M.S. in Organizational Counseling from Johns Hopkins University, MBA in Organizational Change and Development and B.A. Accounting from Queens College. He lectures part-time for Heriot Watt and Australian Business Institute Learning Centers housed at the School of Higher Education in Trinidad and is a member of the Academy of Management, International Leadership Association and the Academy of Human Resources Development.*

# IACM CALL FOR CONFERENCE SUBMISSIONS

**27th Annual Conference of the IACM**  
**July 4-July 7, 2014 Leiden, The Netherlands**

We invite papers as well as proposals for symposia and workshops for the 2014 meeting of IACM to be held in Leiden, The Netherlands.

**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, Physical Work Environment and Conflict, Games and Social Dilemmas, 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:** Archival Research, Case Study, Field Study, Laboratory Study, Meta-Analysis, Multi-Method /Hybrid Research and Novel methods of conflict intervention. One of the highlights of the IACM program in 2014 will be the promotion of qualitative research into conflict and negotiation. Doctoral students studying conflict and negotiation using qualitative methods are especially encouraged to submit their papers. We plan to show case quality qualitative and quantitative research from both academics and practitioners. Please note that an author may not submit more than 3 papers where he/she is the lead author.

**PROGRAM CHAIR:** Remi Ayoko, UQ Business School The University of Queensland  
**r.ayoko@business.uq.edu.au**

For detailed information please visit our website: <http://www.iacm-conflict.org>

*Note that the submission deadline is February 7, 2014, 5:00 p.m. US Eastern Standard Time*

# Leiden — a city with lots on offer

The 2014 conference team is looking forward to welcoming you to Leiden for the 27th Annual Conference of the IACM. What will we offer you, and why should you come to Leiden next year?



First of all, Leiden is a beautiful place to stay. The old city dates back to Roman times and houses one of the oldest Universities in Northern Europe. Leiden is defined by many canals, bridges, church spires, narrow alleys, and historical facades. Vibrant student life, pubs, theaters, loads of museums, monuments and historic places offer plenty of distraction after-hours or if you arrive early for the conference.

Some less well-known facts... Leiden is the birthplace of the Master of light and shadow: Rembrandt. Leiden is also the provenance of two nations! It was in Leiden that the Dutch independence war against the Spanish crown started in 1574. For American members of the IACM, Leiden is of interest because it was from here that the Pilgrims set off in 1620 to start the first permanent settlement in the New World. Leiden is the birthplace of the two nations that make up a large portion of the membership of the IACM: the Dutch and the American nations!

Our conference venue is an excellent hotel near the beach, a couple of miles outside Leiden. The hotel offers a huge array of business and leisure facilities: several bars and restaurants, gym, sauna, solarium, whirlpool, heated swimming pool, tennis courts, squash courts

and a children's playground. They also offer bike hire and shuttle busses to Leiden and to Schiphol airport. Surrounded by Holland's famous flower fields, woodlands, wild dunes and the sandy beaches of the North Sea, this place is both family-friendly and offers a private location for our Annual Meeting. After the conference it will be easy to reach nearby cities with pubs, clubs and energetic nightlife.

The social events of the conference will take place near the hotel. You will be able to visit windmills, take a boat tour through the canals, take a bike tour, taste Dutch specialties such as cheese or Jenever (gin), stroll through the cobblestone streets of the historic city of Leiden and visit the Pieterskerk, where the Pilgrim Fathers last prayed before setting sail for the New World. You may want to visit one of the oldest Botanical Gardens in Europe, or even have dinner there.

Lastly, be assured it is easy to get to Leiden. A mere 15 minutes from Amsterdam Airport (Schiphol), Leiden has excellent train connections to Amsterdam and other European cities such as London, Brussels or Paris.

We hope that we have convinced you that we will have a great IACM conference at Leiden. We are looking forward to seeing you next year!

## NCMR Call for Papers

### Special Issue on Extortionate Negotiations

**GUEST EDITOR:** William A. Donohue, Department of Communication, Michigan State University

Extortionate negotiations occur when innocent captives are used to extort some outcome from a specific target. The most common extortionate interactions take the form of hostage negotiations, kidnappings, or piracy. They are unique negotiations for two reasons. First, neither party can walk away until the threat to harm has been eliminated. In more conventional negotiations, e.g., business deals, parties can choose to simply walk away and pursue some other deal or nothing at all. That option does not exist when human lives are in the balance. Second, these negotiations typically play out in the center of some kind of personal or political crisis that is often very public. The taking of hostages usually creates a media circus which generally adds a confounding layer of complexity to these negotiations. In a word, these extortionate negotiations are often a mess.

The messiness of these extortionate transactions provides an exciting opportunity to learn more about negotiation theory and research. For example, although there is some research on the impact of external media events on secret negotiations, these interactions are not well

documented. Related to the negotiations themselves, often times the people holding hostages will have them negotiate with the targets as a means of making it more difficult for the targets to say no to the hostage takers' demands. What does this dynamic do to the power structure in a negotiation? There are also many different kinds of extortionate transactions many of which are inter-culturally bound. What can these interactions tell us about the role of culture in negotiation?

There are many scholars working in the area of extortionate transactions in some form. I would like to invite these individuals to provide theory papers, empirical studies, or qualitative explorations of specific incidents that help us better understand how to deal with these challenges in the context of a global economy that is expanding rapidly. If you are interested in submitting a paper, I am happy to review ideas with you, explore opportunities, and even provide transcripts if you need them. But, please do not hesitate to email me at [Donohue@msu.edu](mailto:Donohue@msu.edu) with your ideas and we can craft something revealing about this important communication context.

The deadline for submission will be **December 1, 2013**.

Authors should submit their papers to Manuscript Central for the journal at <http://mc.manuscriptcentral.com/ncmr> and you will be prompted to note that it is for a special issue. We look forward to receiving your submissions.

### Special Issue on Ethics in Negotiation and Conflict Management

**GUEST EDITOR:** Cheryl Rivers and Roger Volkema

What does it mean to be ethical in negotiation and conflict contexts? Are there different categories or levels of ethical behavior, which change as a negotiation or conflict unfolds? Do our ethics make us behave differently in team-based endeavors than in individual negotiations? To what extent are individuals capable of recognizing unethical behavior in themselves and others, within and across cultures? How do individuals manage (and mismanage) unethical tendencies and behavior?

Ethics touch our personal and professional lives daily, and relate to all of our research in negotiation and conflict in one way or another—from game-theoretic studies to multi-issue negotiation simulations to analyses of interventions in international crises. Yet despite a significant increase

in research on the above mentioned questions and related areas of inquiry, scholars argue that ethics in negotiation and conflict management remains a critical area in need of further investigation and understanding.

This call for a special issue on ethics is an invitation to provide research (quantitative or qualitative investigations), theoretical models, or commentary on ethics in negotiation and conflict management, across interpersonal, organizational, cross-cultural, or international levels.

If you are interested in submitting a paper, please feel free to contact Cheryl Rivers ([cheryl.rivers@vuw.ac.nz](mailto:cheryl.rivers@vuw.ac.nz)) or Roger Volkema ([volkema@iag.puc-rio.br](mailto:volkema@iag.puc-rio.br)) to discuss possibilities or propose ideas.

The deadline for submissions is **January 31, 2014**.

Authors should submit their papers to Manuscript Central for the journal at <http://mc.manuscriptcentral.com/ncmr> and you will be prompted to note that it is for a special issue. We look forward to receiving your submissions.



## IACM Awards – Call for Nominations

### 2014 Rubin Theory-to-Practice Award

The Jeffrey Z. Rubin Theory-to-Practice Award honors individuals who bridge theory and practice, and either change practice or inspire theory by their work. It is co-sponsored by the IACM and The Program on Negotiation at Harvard Law School (PON). It is awarded to individuals whose professional contributions emphasize their skills in moving effectively between theory and practice in their professional activities. Jeffrey Z. Rubin, the well-known social psychologist, former President of IACM, and director of the Harvard Program on Negotiation, was noted for his work on interesting and complex conflict management issues. He conducted rigorous research that had important practical implications and translated findings in a manner that was accessible to both student and professional audiences. The IACM/PON Rubin Theory-to-Practice award seeks to spotlight and encourage those in the conflict management field whose research and practice sustains this tradition.

Please mail your nominations by **January 1, 2014**, to Etty Jehn, President of IACM at K.Jehn@mbs.edu. You can nominate others, or yourself. A CV and letter of motivation would be helpful concerning why you think this person deserves the award.

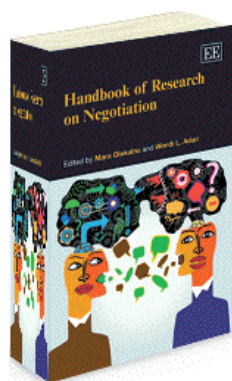
### IACM Outstanding Article or Book Chapter Published in 2012

On behalf of IACM, Michael Gross invites scholars to nominate papers for the 2014 IACM best published paper 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 2012 calendar year and may have an empirical, theoretical, or practical focus. To nominate a paper for this award, please email a full-text copy of the paper to Michael Gross at michael.gross@business.colostate.edu. The deadline for nominations is **March 1, 2014**. The winner will receive the award at the 2014 conference in Leiden, The Netherlands.

### IACM Outstanding Book (2012 -2013) in Negotiation and Conflict Resolution

This year we will be giving the award for the most outstanding book in negotiation and conflict resolution at the conference in the Netherlands. Books contributing to theory (original or refinements)/research (including methods)/practice (including evaluations) — or the nexus between these categories — in the broad field of Conflict Management and Resolution (including both domestic and international conflict) will be considered. The relevant years for this award are books published in 2012 or 2013. Please send your nominations to Ilja van Beest. Self-nominations are welcome. Please provide a one to two page statement that describes the contribution made by the book and the reasons why it is deserving of this recognition. **March 1 2014** is the deadline to submit a nomination. Submissions can be sent to i.vanbeest@tilburguniversity.edu. The winner will receive the award at the 2014 conference in Leiden, The Netherlands.

## Just Released

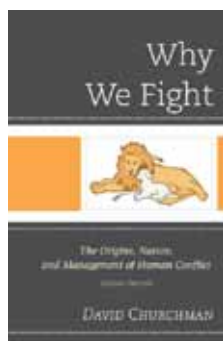


### Why We Fight

By David Churchman  
University Press of America (2013)

This book draws on 24 academic disciplines to provide a multidisciplinary analysis of some one hundred theories that attempt to explain the origins, nature, and management of individual, intellectual, moral, interpersonal, organizational, community, political, and international conflicts. It suggests six criteria for distinguishing good from bad theory and discusses how existing theories may be used and improved.

<http://www.iacm-conflict.org/Publications/Books>



### Handbook of Research on Negotiation

Mara Olekalns and Wendi L. Adair (Editors)  
Edward Elgar Publishing Inc. (2013)

This Handbook features IACM member authors and combines a review of negotiation research with state-of-the-art commentary on the future of negotiation theory and research.

Leading international scholars give insight into both the factors known to shape negotiation and the questions that we need to answer as we strive to deepen our understanding of the negotiation process. This Handbook provides analyses of the negotiation process from four distinct perspectives: negotiators' cognition and emotion, social processes and social inferences, communication processes, and complex negotiations, covering trade, peace, environment, and crisis negotiations.

Providing an introduction to key topics in negotiation, written by leading researchers in the field, the book will prove insightful for undergraduate students. It also incorporates an excellent summary of past research as well as highlights new directions negotiation research might take which will be valuable for postgraduate students and academics wishing to expand their knowledge on the subject.

Contributors: W.L. Adair, S. Aslani, L.Y. Belkin, J.M. Brett, W. Cai, L. Crump, K.A. Diekmann, D. Druckman, H.A. Elfenbein, R. Friedman, E. Giebels, B. Gray, K. Höglund, Y.K. Kim, L. Koning, R.J. Lewicki, E. Linnabery, L.A. Liu, J. Loewenstein, E.A. Mannix, M.A. Neale, M. Olekalns, J.R. Overbeck, B. Polin, J. Ramirez-Marin, Z. Semnani-Azad, M. Sinaceur, A.T. Soderberg, H. Sondak, A.F. Stuhlmacher, P.J. Taylor, A.E. Tenbrunsel, C. Tinsley, E. van Dijk, G.A. Van Kleef, S. Wells, J. Wondolleck

<http://www.iacm-conflict.org/Publications/Books>



## IACM Board 2013

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**Wendi Adair**

President  
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**Michael Gross**

Board Member at Large (2013-2015)  
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