

SPECIAL POINTS OF INTEREST:

- **Leiden 2014: In Words and Pictures**
- **Behind the Scenes:
Motivations to Write a Book**
- **Who to Vote for?
IACM Election Candidates**
- **Call for Nominations
for 2015 Awards**

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FROM LEIDEN TO FLORIDA

Belonging to the IACM presents the opportunity to meet researchers and practitioners at our annual conference. In the following pages we look back fondly on the 2014 conference in Leiden, The Netherlands and we look forward to the 2015 conference in Clearwater Beach, Florida, USA. Consider submitting research you presented at the conference to NCMR; now that it has its first impact factor, it is more attractive than ever as a publication outlet!

ANNE LYTLE // PRESIDENT 2015



IACM 2015 Goes to Clearwater Beach in Florida

Our yearly conference is a wonderful opportunity for our community of scholars and practitioners to share ideas and create new ones... to inspire each other and become re-energized for another year of work. Our 2014 Leiden conference saw 255 new and old members attend, and we hope to see everyone again in 2015!

I am excited to announce the 28th Annual Conference of the IACM will take place 28 June – 1 July 2015 at the Hilton in Clearwater Beach, Florida, USA. Please join us for a resort-style IACM conference on one of the most beautiful beaches in the United States. The Hilton, directly on the beach, will provide such a relaxing conference setting that you won't want to leave the property. In fact, we recommend you come early or stay late and enjoy the white sand and warm waters of the Gulf, where the average water temperature is 83F (or around 28C) at that time of year.

You will be able to enjoy the hotel's water sports center with kayaks, paddleboards, and snorkeling. In addition, a four kilometer long white sand beach is at our doorstep for those who enjoy walking or running. Alternately, the atmospheric Tiki bar and two-person covered lounge beds on the beach are enticing for those who would prefer to relax. Nearby, you may also enjoy the Pier 60 daily festival, scores of restaurants, world-class deep-sea fishing, dolphin excursions, and 44 golf courses, and the city of Tampa. If you travel with family, Orlando and Disney are only about 90 minutes away, and the Clearwater Aquarium —home of *Winter the Dolphin* from *Dolphin Tale*— is around the corner.

As always, of course, there will be many great sessions to attend, with our conference program chair, Cindy Wang, planning some interesting new session innovations! Weather permitting, our meals and breaks will take place on a covered deck overlooking the beach to maximize our enjoyment of the beautiful environment. In other words, reserve your hotel room today and plan a holiday in conjunction with the conference! The hotel reservations link is on our website and we encourage you to book your room soon since the hotel is quite busy around that time of year.

We look forward to seeing you on the beach!



2014 Annual Conference of the
International Association for Conflict Management
July 14-18, 2014, Leiden, The Netherlands

Editor's Note



As this edition of *Signal* takes shape, the end of my teaching year and summer in Wellington beckons. I'm drawing breath and reviewing my year — its highlights, my achievements, my failures and, naturally enough, I'm evaluating my performance. I suspect I am not alone in being hard on myself: "What?! You didn't achieve perfection?"

When I was at the Leiden conference — which was very definitely one of the highlights of my year — I was feeling a little, well, "not good enough". I didn't present a paper this year (note to self: could do better). Then I listened to our Jeffrey Z. Rubin Theory-to-Practice Award winner, Professor Steve Goldberg. I sat up when he said he did painful introspection of his performance sometimes. When he said that, I liked him quite a lot. It's reassuring that folk like Professor Goldberg, who by anyone's criteria is spickly-sparkly smart and massively successful, question their performance and have self-doubts.

He then asked what the definition of success is. For a mediator, the popular definition is settlement. Steve challenged himself, and us, to question the accepted definition. Following some of the ideas of US Magistrate Wayne Brazil, he proposed that success for mediators could be defined as doing everything possible to clear away barriers to settlement. A task that is within a mediator's control, whereas achieving settlement depends on the context of the mediation — if one of the parties has a preferable BATNA to settlement, then even the best mediator is unlikely to achieve settlement.

I like the idea of assessing my performance using measures that I control. Rather than figuring out if my students achieved the learning outcomes and did well, asking whether I've cleared away barriers to their engaging in my lessons seems sensible. Steve Goldberg also assessed himself on criteria that are applicable to our lives and our achievements in general. Have we acted with integrity? Do we genuinely care about the parties we engage with? And are we patient and persistent in our efforts to help those parties? So I am applying those questions to my review of my performance. Yes there is much room for improvement, yet there are enough places I can look at and say I did my best.

Other folk's reflections of the Leiden conference feature in this edition of *Signal*. I hope you will enjoy reading the personal story of new IACM member Diane LeBlanc; the insight into one of the novel sessions on qualitative research by Michael Gross; and, the interview of Keith Murnighan who was awarded the Outstanding Book Award at the wonderful IACM awards ceremony.

You will have already read our 2015 President, Anne Lytle's great news about our conference venue for next year — Clearwater Beach, Florida, USA.

This issue of *Signal* also features the profiles of candidates for the upcoming elections for your deliberations. Happy reading!

Reflections on Leiden: July 4-7, 2014



IACM members are resourceful folk, and just as well as getting to our beautiful conference venue in the tulip fields near Leiden was a challenge for some. A truck fell onto the railway and there was a major electricity blackout. Nonetheless, alternatives were found and we welcomed more than 200 participants at our opening dinner on July 4.

The opening dinner followed one of the optional outings for many. The consensus seemed to be that the biking in the sand dunes was fun, the walking tour of Leiden was interesting and the luckiest “tourists” were those who had gone on the sold-out excursion to the International Criminal Tribunal at The Hague. The welcome dinner provided the chance to catch up with familiar colleagues and to meet new IACM members. A total of 255 delegates attended the conference, including 80 first-timers!

The poster session followed our dinner and included a wine and cheese tasting, courtesy of IESEG Business School. This year, we asked participants to ‘like’ their favorite poster by putting a small Dutch tile sticker on their choice.

The work of the conference started in earnest the following morning on Saturday, July 5. Over 200 presentations and novel formats were made over the next two and half days on negotiation, peace building, teaching and conflict management from members across the globe. The two keynote presentations were highlights. University of Queensland Business School Professor Jorgen Sandberg talked about choosing good research questions and Emeritus Professor Stephen Goldberg presented a talk about what defines success for mediators.

On Saturday evening, as delegates waited for the bus-ride to the Botanical Gardens in Leiden for the NCMR reception, many indulged in freshly baked ‘stroopwafels’ (delicious Dutch cookies) for the first time. At the gardens, the traditional IACM photo was taken. Wolfgang provided some orange accessories to allow the delegates to show their support for the host nation in the Dutch – Costa Rica world soccer match that evening. Fortunately for all, Holland won! There was a lovely walking dinner after the NCMR reception, where the attendees chatted and talked in the beautiful gardens, and the food was brought to them.

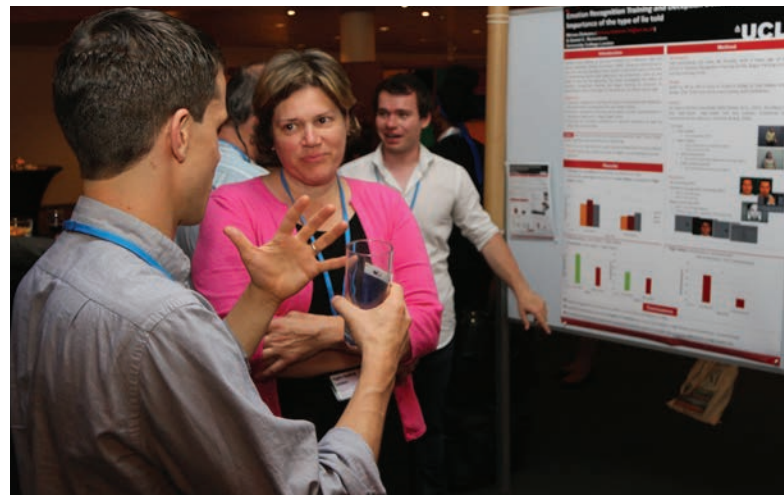


The display of national pride and promotion of the color orange continued at the Sunday evening Awards dinner in the big hall at the conference center. The award ceremony started with a touching speech by Professor Goldberg, followed by the many well-deserved awards, only interrupted by the serving of courses of food. It was after dinner that the party really started with the band 'Synergy' with IACM member Gerben van Kleef as lead singer. Although the band hadn't played together for a few years (some of us remember them in Seville in 2005!) they found their mojo and kept many of the members up dancing all night. It was a downright blast! For those who really could not stop, Wolfgang had arranged a portable fridge including beverages....

On Monday, July 7, the last presentations and workshops took place. And we sadly had to say goodbye until next year, after a farewell lunch.

We would like to thank all the people who were part of this conference, or who made it possible to organize this conference. We as conference team, Etty Jehn, Remi Ayoko, Fieke Harinck, and Wolfgang Steinell, feel honored and grateful that we had the opportunity to

organize this IACM conference for you all and we thank everybody who made this conference a success. A special thanks goes to our student assistants; Lambrini Fameli, Alexander Stefanov and Yavor Paunov, who helped us out wherever they could. Also a very special thanks to Margarita Steinell, our language expert who helped at the reception desk and was invaluable 'behind the scenes'. And finally, a special thanks to the Executive Office, without whom the IACM would simply not function.





Behind the Scenes: The Story Behind the 2014 Most Outstanding Book

At the IACM conference this year, Keith Murnighan won the *Most Outstanding Book in Negotiation and Conflict Resolution Award* for books published in 2012 and 2013 for his book *Do Nothing! How to Stop Overmanaging and Become a Great Leader*. Curious to know how great ideas are translated into great books, I asked Keith to share some of his thoughts about the book.

When and where did you first think about writing the book? What was your “Eureka” moment?

The groundwork for the book was a long time in the making. For some time I’ve thought that the name Organizational Behavior is an unfortunate one for our field. Although I was trained in a Social Psychology department that disdained leadership as a useful concept, I came to appreciate it and think that we should call our field Leadership instead of OB. As my career progressed, my teaching focused more and more on executive training, with a major emphasis on negotiations, team building, and decision making. At some point I realized that these are three foundational skills for leaders. So I started using leadership as a frame for all of my teaching. As I taught and read more about leadership, I found that my perspective was different from the norm, and that my executive students were finding it very useful. At this point I decided to put my teaching material into a book. I had done this twice previously after developing teaching materials on negotiations and decision making. Each time, about ten years of teaching a course helped me create most of the material I needed for a book.

Are there aspects in your life that you have changed as a consequence of the book?

I have always looked forward to opportunities to negotiate but I never framed them in terms of me being a leader. This book led me to do that — and I’m still trying to get better at it. More specifically, one of the most important, central points in the book is what I call The Leadership Law — I know that this label is lofty and probably claims too much but it has such a nice ring to it, doesn’t it? The Leadership Law pushes people to avoid some of their natural tendencies to become more effective. It pushes them to: Think first of the reactions that you want and only then choose the actions you can take to achieve those reactions. In work situations, The Leadership Law suggests that leaders should put themselves second, rather than first, in the work equation; they shouldn’t be thinking of what they will do first; they should think first about the reactions they’d like to see from their team members. In negotiations and conflict situations, it means thinking about your counterpart’s reactions before you think of your own strategies, and only choosing those strategies that will help you achieve your desired reactions.

What chapter was the most fun to write?

The last chapter includes capsule biographies of seven ‘unnatural leaders.’ They were all people I admired, and each acted as a leader in ways that most leaders don’t. Each of them also exemplified (at least to some degree) some of the counterintuitive points I was trying to make in the book. This was far from scientific writing, but it



allowed me to delve into the lives of seven very interesting people. They included Phil Jackson (basketball coach), Michael Krasny, Soichiro Honda, and Oprah Winfrey (self-made entrepreneurs), Norbert Brainin (first violinist in the Amadeus Quartet), Michael Abrashoff (US Navy captain), and Maggie Doyne (founder of a charity in Nepal).

Writing is about making choices. Are there choices that you want to share with the readers of Signal when you decided to keep or delete parts of the book?

This book is meant for everyday leaders, i.e., for leaders in all sorts of situations. Do I really want them to do nothing at all, as the title suggests? As I mention in my classes, I'm not actually telling people that they should go play golf every day. Instead, I'm encouraging them to do less and less. The result will be that their team members will step up and grow. So, the title is a bit of a misnomer. At the same time, without this title, I'm not sure I would have been able to get a publishing contract or sold very many books. Hopefully, people who read the book will get the message and not be disappointed.

You also keep a blog on Do Nothing! Are there parts on the blog that you would recommend as a good addition to the book?

One of my plans for the book was to have a series of 'sidebars,' i.e., one page blurbs on a particular topic that didn't fit into the general flow of the book. When I shared this idea with my agent, he wisely said, "Keith, these don't really fit into the general flow of the book." Instead, they were a bit of a distraction, so we dropped the idea of including them. As a result, though, I have a list of about 25 sidebar ideas that I have been using for my all-too-intermittent blog. Lately I've been posting them on my own page and on Linked-in and have had some wonderful reactions. I just need to find some time to write more of them.

What is the question that we did not ask but should have asked?

How about this: "What would ever move you to undertake such a long, arduous project like writing a book, especially when the results of your efforts are so uncertain?" Every time I have written a trade book, I have dreamed that it will be a best seller. *Do Nothing!* was going to supplant Stephen Covey and Jim Collins' *Good to Great* as the hot leadership book of the next decade or two. Ha! Fat chance. There are so many books out there and it's incredibly difficult for any single book to hit it big. So I could dream all I wanted and, even before I started writing, realize that this was not going to happen. Fortunately, I have learned that, when you give a student or an executive a copy of a book that you have written, they listen to what you say a little more than they might have otherwise, and your ideas do get a wider audience. As a result, writing a book allows us to share the important implications of our research with many, many more people, and that's pretty wonderful.

IACM 2014 - Reflections from a First-Timer

Travelling from Halifax, Nova Scotia to the Netherlands is an expense of time and money that shouldn't be taken lightly, and so I wondered: could attending a single conference be worth such an investment? Determined to make the most of the trip, I planned to arrive early and spend a few days in Amsterdam as a tourist. But the airline had other ideas and as my three days of sightseeing shrunk to two, I began to seriously wonder whether I would have been better off staying home and attending to the many demands typical in the life of a PhD student. In spite of my doubts, I decided to embark, and it wasn't long before that question was answered.

My first inkling that I had made a good decision came long before I walked into the conference hotel. Attempting to live like others around me, I rented a bike and began riding around Amsterdam. Although I am not a seasoned cyclist, it wasn't long before I began to feel confident enough to take my eyes off the road and gaze at the beautiful city. At that very moment of calm and collected confidence, I lost my balance and fell face first on the sidewalk. Bruised and more than a little embarrassed, I accepted help from three lovely women who stopped and coddled me, making sure I was okay before going on their way. Half an hour later I was back in the saddle when a very kind man pulled up beside me, having noticed that my bike was in need of repairs. In broken English he politely suggested that I pull over to the sidewalk where he fixed my fender and flat tire before cheerily driving off. So even before I got to Leiden I had learned some very valuable lessons: take chances, and accept the help of strangers because others have tools and skills that come in handy.

It was in that spirit that I entered the conference hotel, both early and alone. I was apprehensive—the 2014 IACM conference in Leiden is the first international conference I have attended, and I am not a typical PhD student. In fact, all of my three children are older than many of the PhD students in my cohort at Saint Mary's University. Would I stand out like a bicycle badly in need of repair? Dr. Debra Gilin Oore, my insightful supervisor,

had assured me that the IACM crowd welcomes new researchers—I should learn and have fun. Really? Given that our research challenges the well-established model of three different types of organizational conflict, I was preparing to receive some tough critical feedback. Did I say apprehensive? I was actually quite terrified!

In an effort to remain calm, I ordered a coffee at the restaurant while I waited for the first activity: a tour of Leiden. Although many rock star researchers boarded the tour bus, I didn't notice any big egos, just people cheerfully enjoying the magnificent surroundings, kindly engaging with strangers and old friends alike. Like getting on a bike, this was easy and it wasn't long before I was relaxing, enjoying a cool drink, and getting to know some of the rock stars.

Arriving back at the conference hotel, I barely had time to shower before pinning up my poster and entering the dining room. Determined to meet as many people as possible, I selected a seat surrounded by strangers and received a warm welcome. Far from stilted and awkward conversations, the IACM delegates were friendly and welcoming, just as promised. Yet, in my mind, I was preparing to crash at the poster presentations, fretting equally about not being noticed and being noticed.

The clever IACM organizers drew the dinner crowd to the poster presentation room with a promise of dessert and wine, so my first worry was completely alleviated. At other conferences, I have found it difficult to connect with delegates who were rushing from one room to another while grabbing refreshments. At IACM, the only difficulty was moving one's elbows in a crowded room: a very nice problem to have! My second worry evaporated the moment I engaged the first person that arrived at my poster. After the first wave of titillation in response to meeting yet another rock star, I became captivated by the delegate's curiosity and intellectual response to our poster. Rather than criticism, the delegate seemed appreciative, even offering suggestions to advance the work. And so it went all night. No crash and lots of opportunity to accept others' help.



I must admit that I had been disappointed when I originally received my acceptance letter from the IACM committee because I so wanted to present our research during a talk rather than as a poster. When I shared this with an IACM organizer in Leiden, she assured me that being selected for a poster at IACM wasn't a consolation prize. Rather, submissions were assessed in an attempt to discern the format for presentation that would be most beneficial for the researcher. Although I still carry a certain romantic attachment to talking through one's ideas, I have changed my stance on poster presentations, at least when it comes to the IACM conference. Presenting a poster at IACM proved to be a valuable opportunity for collegial exchange of ideas and worth my investment of time and money to attend the Leiden conference. And this exchange was just the beginning.

Determined to make the most of my investment, I filled my days with social and professional events, completely filling my time at IACM 2014. Although I wish I'd had more time to shop for wool in Leiden, I wouldn't exchange any amount of lovely fibers for what I took home instead. Listening to talks about topics ranging from conflict in online games to the relationship between work-space and conflict, I gained new perspectives. Witnessing practitioners talking about their failed attempts to make peace, I gained courage. Attending the panel discussion on qualitative methods sparked my interest in under-utilized methods. Participating in the workshop on counterproductive behavior created partnerships for new and exciting research. Hearing evidence about the benefits of listening deepened my resolve to improve my own listening skills. Scholars' skillful differentiation between anger and aggression left me contemplating human rights and freedom. The keynote speech devoted to challenging basic assumptions as a means of developing interesting research questions opened my eyes to many of the tenets I leave unchallenged. Of course, I am touching on only some highlights while neglecting many others that were equally impactful. My apologies, space does not permit a full account of all the interesting talks and novel formats I attended, and I suspect each person's learning is unique.

A reflection on IACM 2014 that focused only on the topics would neglect two other important aspects of the conference. First, the beautiful setting, excellent hospitality, and expert arrangements of every last detail—right down to hand-painted wooden tulip magnet souvenirs—created an environment where I could meaningfully connect with people in ways that were powerful, personally and professionally. The term 'networking' falls short in describing the human connections that evolved over a few short days and that promise to be sustained and deepened over time. Second, and certainly related to the first, IACM is fun! Though I tried to sneak off during the dance, the rhythm of the fantastic band held me on the dance floor. The final day of sand on the beach was a luxurious adventure. Even the breaks and lunches were lightened by laughter.

I started this article recounting musings about whether or not the time and money exchanged for the IACM experience would be worth it. If you haven't already gleaned an answer to that question, let me be clear: it was. As my plane left the Netherlands, I made a promise to give myself the gift of that experience every year for as long as possible. I made this promise because at IACM one can experiment with new ideas expecting that even the most accomplished rock star researchers will contribute freely toward advancing one's work. In addition, practitioners and other delegates use different tools and skills in a way that complements rather than competes with new researchers' work. And I can count on carrying home memories of fun and friendship.

A sincere thank-you to the entire organizing team for a delightful and thought provoking four days.

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IACM 2014 Conference Highlight:

A Qualitative Panel Discussion and Paper Workshop

The 2014 Conference Program Chair, Remi Ayoko (UQ Business School), organized two back-to-back panel discussions dedicated to qualitative research for the IACM conference in Leiden.

The first workshop included a panel of experts providing insights and direction for conducting and publishing qualitative studies. Jorgen Sandberg (UQ Business School) opened our conversation asking “Why do qualitative research and what can you do with it anyway?” Jorgen presented the theoretical landscape of qualitative work including the differing meta-theoretical assumptions, the wide range of methodologies, combining qualitative methodologies and other nuts and bolts choices qualitative researchers need to make. Jorgen talked about how conducting qualitative research matters in the research questions asked and the contributions qualitative work makes to our scholarly knowledge.

Michael Gross (Colorado State University) followed with “The conceptualization of idea and research design for a qualitative study”. In his talk, Michael used one of his recent publications as an example emphasizing the role of experience in qualitative work. In his talk, he spoke about both capturing experience from participants in a study and his own experience conducting qualitative work. He talked about ideas for a good qualitative study and how to enact those ideas into a published article.

Deborah Cai (Editor of *Negotiation and Conflict Management Research*, Temple University) then talked about “What reviewers and editors are looking for in a qualitative manuscript on conflict and negotiation”. In her presentation, Deborah gave important tips and suggestions for writing, editing, and framing a qualitative study. She also gave the audience feedback on the review process and navigating the revision process for your submission. Deborah talked about what good qualitative work looks like and crafting a study worthy of publication.

Etty Jehn closed our discussion with “The challenges of doing qualitative conflict and negotiation research and how to overcome them.” Etty talked about some of the challenges she experienced from her own qualitative work and from working with others when she was editor of NCMR. Etty’s comments built on what previous speakers added earlier and tied the conversational pieces together leaving the audience with a great deal of satisfaction. The panel followed with a brief question and answer period from the audience.

During the second workshop, several of our panelists (Jorgen Sandberg, Deborah Cai, and Michael Gross) provided feedback on papers aimed for submission at an academic journal. Prior to the conference, IACM members submitted papers specifically for this workshop for a blind review of their work. The panelists reviewed nine submissions in advance of the conference and then provided individualized feedback for the authors. The aim of the feedback was to improve the next iteration of the paper and move these projects toward submission to an academic journal. The feedback presented provided a greater depth and degree of constructive feedback and built on content presented in the earlier workshop. Feedback from those attending the first workshop and from those participating in the second workshop was very positive. Overall, the back-to-back panel discussions were beneficial and useful for all of those attending. Several attendees commented on the new learning obtained from these sessions.

IACM 2014 Awards Ceremony

IACM Association Awards

Jeffrey Z. Rubin Theory-to-Practice Award

Stephen B. Goldberg, Professor of Law Emeritus, Northwestern University School of Law.

Outstanding Article Published in 2012

Nir Halevy, Eileen Y. Chou and J. Keith Murnighan: *Mind Games: The Mental Representation of Conflict*. Journal of Personality and Social Psychology, 102 (1), 132-148.

Outstanding Book Published in 2012-2013

J. Keith Murnighan: *Do Nothing! How to Stop Overmanaging and Become a Great Leader*. Portfolio Hardcover.

NCMR Best Paper Award 2013

Linda Shallcross, Sheryl Ramsay and Michelle Barker: *Severe Workplace Conflict: The Experience of Mobbing*. Negotiation and Conflict Management Research, 6 (3), 191-213.

IACM 2014 Conference Paper Awards

Best Applied Paper

Albert Vollmer, Christine Gockel and Tanja Manser: *Constructive Controversy in Action: The Effects of Conflict Management Styles on Team Member Learning*.

Best Empirical Paper

Katerina Bezrukova and Chester Spell: *Cracking Under Pressure: A Context-Centered Attention-Based Perspective on Faultlines*.

Best Graduate Student Paper

Derek Harmon and Peter Kim: *Moving Beyond Intentionality: How Violations Resulting from Action versus Inaction Affect Trust Repair*.

Best Poster

Catherine Shea, Elizabeth Ruth Wilson and Leigh Thompson: *When Good Friends Promote Bad Deeds: The Licensing Effect of Ethical Network Ties*.

IACM-DRRC Student Scholarship Awards



Celia Chui //

University of Lausanne, Switzerland

Michelle Dugas //

University of Maryland, USA

Lisa Gutenbrunner //

Philipps-Universität, Germany

Derek Harmon //

University of Southern California, USA

Franki YK Hei Kung //

University of Waterloo, Canada

Welmer Molenmaker //

Leiden University, Netherlands

Wen Shan //

Nanyang Technological University, Singapore

Nazli Turan //

Catolica Lisbon School of Business and Economics, Portugal

Marian van Dijk //

University of Twente, Netherlands

Emma Zhao //

University of Melbourne, Australia

IACM-AC4 Student Scholarship Awards



Temilade Adeyemo //

Nigeria // University of Lagos, Nigeria

Mayowa Babalola //

Nigeria // University of Leuven, Belgium

Jorge Cea //

Chile and Venezuela // University of Seville, Spain

Evgeniia Shahin //

Kyrgyzstan // Sabanci University, Turkey

Divya Upadhyay //

India // Indian Institute of Management, India

Elizabeth Ruth Wilson //

Kellogg School of Management, USA

Siyu Yu //

China // University of California Berkeley, USA



Executive Office Update

Sad news reached us a few weeks after the Leiden conference. Kathy Lee Berggren (Druckman), the daughter of Dan and Marj Druckman, passed away unexpectedly on July 24, 2014. Kathy was 46.

Many of you know Dan and Marj personally. Dan Druckman is the chair of our IACM advisory board and past-president of IACM; he won our Lifetime Achievement Award in 2003, with Kathy in attendance at the Melbourne meeting. Dan and Marj — and some say Marj and Dan — organized and led our IACM conference to Istanbul in 2011 and are regular attendees at our conferences. They are dear colleagues to all of us and close friends to many; they have guided some of us professionally and personally and are like our IACM parents. They have been comforted in this loss by the tremendous outreach from their IACM family.

We have posted an announcement on the IACM website, including an obituary and links to Cornell websites, which have posted stories remembering Kathy and her contributions. Like her father and brother Jamie, Kathy was a dedicated and successful academic; like her mother, she was a passionate teacher. Some of our members in the field of communications were Kathy's colleagues.

A memorial fund has been set up at Cornell to honor Kathy's memory. Our organization has made a symbolic contribution on behalf of the membership — the Druckmans' IACM family. More details may be found at: www.iacm-conflict.org/announcement/Berggren_Kathy_Lee_Druckman.

In more mundane executive office updates, if you have read the IACM web analytics report I shared in the previous issue of *Signal*, you must have been amazed to learn that in 2013 www.iacm-conflict.org had 12,743 unique visitors! Given that we have had about 1,000 members over the last six years, you may have wondered who else is going to our website and how they might be discovering it.

In fact, we have data on website referrals. People linking to IACM from other websites are getting there

predominantly via: internationalpeaceandconflict.org (373), michiganross.umich.edu (252), Facebook (119), apa.org (118), SSRN (87), apsanet.org (85), academicjournals.org (67), LinkedIn (59), Google (57), Columbia University (49) plus AC4 (27), aib.msu.edu (43), apollog.apa.org (39), ipsa.org (35), centerforinterculturaldialogue.org (34), Northwestern University (30) plus Kellogg (26), haimcenter.com (26), Twitter (26), cci.utk.edu (22), Wiley (20), LexisNexis (16), scar.gmu.edu (13), socialworktoday.com (13), tutufoundation.org (13), Denver University (12), iawbh.org (11), Wikipedia (9), mediatordivortbucuresti.ro (9), peacejusticestudies.org (9), cinergycoaching.com (8), conflictfreezone.it (8), and quite a few more with fewer than 8 hits.

In other website news, all books mentioned in past *Signal* newsletters (members and nonmembers) are currently listed online, with hyperlinks! Going forward, books by IACM members will be listed under Publications: www.iacm-conflict.org/Publications/books. Thank you, Michael Gross, for leading this project! Michael is one of our Representatives-at-Large on the board. If any of you publish a book, let us know!

We have many more projects under way. If you would like to get involved, let us know!

Finally, IACM is on solid ground financially. We continue to cautiously budget our conferences to cover costs, while membership dues cover day-to-day organizational expenses. In 2013, 45 members took advantage of our innovative five-year membership fee. Rather than a reminder to pay, they enjoy receiving a thank-you for being up to date on their membership.

As we all know, IACM is about much more than membership. We are a community and a family. We often celebrate together, and the boundaries blur between professional and personal. At times, we also mourn together.

May we know no more sorrow, and may peace be with everyone.



Negotiation and Conflict Management Research

Notes from the Editor

We received the good news this summer about NCMR's very first impact factor, which was based on Volume 4, published in 2011. Wiley Publishers advised us that the **new 2013 Impact Factor was 0.763** and provided the following rankings against other journals in the same categories:

CATEGORY	TOTAL JOURNALS IN CATEGORY	JOURNAL RANK IN CATEGORY
Management	172	122
Applied Psychology	75	56

Wiley is pleased with how the journal is doing and I am also pleased to see the journal make a good showing with its first impact factor. NCMR is currently publishing Volume 7. As a comparison, the International Journal of Conflict Management, which is publishing Volume 25, has a 1-year impact factor of 0.439 and 5-year impact factor of 0.653. So I feel pretty good about our first 1-year score of 0.763! Thanks again to Mara Olekalns and Etti Jehn, and everyone else who worked on getting NCMR ranked.

Volume 7, Issue 3 was just published in August, and should be available online through Wiley's Web site ([http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1750-4716](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1750-4716)) or hopefully through your university's library.

Volume 7, Issue 4 will be published in November. This issue has five articles that address the positive sides of conflict and impasse. Included in this issue is something new for NCMR: A research report, which is a shorter article than the typical research article published in NCMR, provides a single smaller study that provides questions and directions for future research.

Finally, I have one more year in my role as editor, which means that we will be putting a call soon for a new editor to take over beginning Fall 2015 for Volumes 9 through 11. It's a great position that provides a lot of opportunity to be involved in IACM and to get to know the leadership of the association. If you are at all interested, please let me know. I'd be happy to share my experience as editor and talk about what is expected and required.

As we move forward with the journal, I would like to encourage you to submit your own research to NCMR and to cite NCMR research. This is the best way to improve our impact factor in the future and improve the overall quality of the journal.



Why I Am Pursuing a PhD

Before entering the Organizational Behavior PhD program at Carnegie Mellon University's Tepper School of Business two years ago, I had spent six years working as a statistical consultant and pursuing graduate degrees in Measurement and Statistics. I am passionate about both of these fields and always assumed I would pursue a PhD in one of them. However, while pursuing my graduate degree in Statistics, I worked on a government project, and this experience exposed me to a number of interesting questions that spawned my interest in Organizational Behavior (OB).

In that project, I developed and validated a scale to measure organizational citizenship behavior in a Korean context, as part of a broader effort to provide reliable and valid tools for job seekers to evaluate their own work-related traits and abilities. Organizational citizenship behaviors (OCBs) are voluntary actions that go beyond one's specific job description, which are not explicitly rewarded by organizations, but which can nonetheless potentially boost organizational performance. Although several OCB scales have been developed by OB scholars, they were designed with a Western audience in mind, and were not, therefore appropriate for use in Korea. Because Korean culture tends to be highly collectivistic and expects a lot from its members, the set of behaviors that Korean organizations consider beneficial and voluntary is much narrower. In the process of researching items for the Korean-specific OCB scale, I read numerous research articles in OB and that exposure to the field of OB was eye-opening. I quickly realized that I wanted to spend the rest of my life researching and addressing the sort of questions that have long interested OB scholars. I am particularly interested in understanding how prosocial behaviors can be encouraged and, conversely, how antisocial behaviors can be discouraged, among employees. The possibility that I can help people and organizations through my research is very exciting to me, so I decided to shift my focus and apply to PhD programs in OB.

I was very fortunate to be accepted into the PhD program at Carnegie Mellon University, and to work with Professor Taya Cohen, who became my advisor. Professor Cohen is a very generous person, a rigorous researcher, and an incredibly enthusiastic scholar who provides me with a model of the kind of researcher that I want to become. She understands my strengths and weaknesses well and has guided me toward research projects that allow me to capitalize on my background in Measurement and Statistics.

In the past two years, I have learned how my measurement training can help me bring interesting new perspectives and novel methodological tools to the field of OB. For example, my expertise in Item Response Theory has helped me improve a scale that we frequently use in our research, and I am using Generalizability Theory to quantify the relative influences of several factors thought to impact the consensus and accuracy of judgments derived from interview settings (e.g., the contents of questions, rater leniency, and their interactions). I am also working on other Generalizability Theory research involving 360 degree leadership feedback to determine how many judges are required to reliably evaluate leaders' competency in organizations.

My background in Statistics has also helped me generate and test important research questions. One focus of my research, and the subject of the paper I presented at the most recent IACM conference in Leiden, concerns the reciprocal relationship between workplace mistreatment and employees' harmful behaviors. Specifically, I am interested in understanding how individuals' behaviors are shaped by their perceptions of the environment around them, and how these behaviors, in turn, shape this environment. Professor Cohen and I conducted a 12-wave longitudinal study to test the reciprocal relationship between the perception of mistreatment and employees' harmful behaviors. My expertise in longitudinal data analyses was helpful in testing several temporal aspects of their

relationship (e.g., whether it intensifies over time and how far into the future each variable influences the other), and examining which personality and situational variables moderate it.

Looking ahead, I want to contribute to the fields of Measurement and Statistics with questions inspired by the methodological needs of OB researchers. I aim to identify problems that are of particular interest to OB researchers (and other behavioral scientists), but which have not received much attention from measurement theorists or statisticians, with the ultimate goal of developing new psychometric and statistical tools that will help us better (and more confidently) address important questions in the field. In this way, I hope to serve as a bidirectional bridge that connects the behavioral sciences to the development of useful psychometric and statistical methods.

My journey in the field of OB has just passed its second year, but in this short time I have learned a great many things and these have fundamentally changed my perspective on human behavior. The dynamics of social interactions in organizations are impossibly complex, so the challenge for OB researchers is to identify the most influential personality traits and situational factors that shape employees' behaviors, then map out their relationships. Only by understanding how these key factors interact to shape behaviors will we be able to help employees and organizations promote positive, productive, and successful interpersonal environments.

***Yeonjeong Kim** is a third-year doctoral candidate in the Organizational Behavior Theory program at Carnegie Mellon University's Tepper School of Business. She studied education, linguistics, and literature as an undergraduate, then went on to earn a Masters degree in Measurement and Quantitative Methods, and a second Masters degree in Statistics, all from Yonsei University in her native South Korea. Her research focuses on prosocial and antisocial behaviors, self-other perceptions, and the development of psychometric and statistical tools for the behavioral sciences.*

Candidates for IACM President in 2017



DONALD E. GIBSON is Dean and Professor of Management at the Charles F. Dolan School of Business, Fairfield University. This is his fourth year in that role. In his faculty role, he teaches Leadership and Teams, Managing People for Competitive Advantage, and Introduction to Management to undergraduate and graduate (MBA) students. Professor Gibson's research

examines emotions in management, anger in the workplace, conflict management and organizational role models. He has articles published in *Organization Science*, *Journal of Management*, *Negotiation and Conflict Management Research*, *International Journal of Conflict Management*, *Journal of Vocational Behavior*, *Academy of Management Perspectives*, *Current Directions in Psychological Science*, and *Journal of Business Ethics* among others, and a book for practicing managers, *Managing Anger in the Workplace*. Dr. Gibson received his BS from the University of California, Riverside, an MA in Radio and Television from San Francisco State University, and an MBA and PhD in management from UCLA, and was previously assistant professor of Organizational Behavior at Yale. Prior to entering academia, Dr. Gibson worked in the entertainment industry in Los Angeles, managing post-production and distribution for television shows and motion pictures at Lorimar Productions.

Don has been an active participant in the International Association for Conflict Management, serving as Executive Director from 2003 to 2007, and was Program Chair of the 2007 IACM Budapest conference. Since then he has served as Treasurer and financial advisor to the organization, overseeing IACM's portfolio of investments.

Don's research in conflict management has focused on the influence of strong emotions, particularly anger, on conflict in organizations. He has published articles on group emotions, anger and fear in decision-making, emotional responses to violating community standards of fairness, and emotional responses to unethical negotiators. His current work, with other members of IACM, focuses on factors that lead to positive outcomes from expressions of anger in the workplace. Don and his wife Kathleen have three kids, two dogs, one poorly played banjo, and live in Trumbull, Connecticut.



SHIRLI KOPELMAN is a researcher and educator in the field of negotiations at the University of Michigan Ross School of Business and Gerald R. Ford School of Public Policy. She holds a PhD in Management and Organizations and an MS in Organization Behavior from the Kellogg School of Management at Northwestern University, as well as a BA in Psychology from

the Hebrew University of Jerusalem. Kopelman has been honored with outstanding teaching and research awards. Her academic research has been published in journals such as *Organizational Behavior and Human Decision Processes*, *Journal of Applied Psychology*, and *Negotiation and Conflict Management Research*, and featured in media outlets including *Businessweek*, *Forbes*, and *Harvard Business Review*. Shirli Kopelman is the author of *Negotiating Genuinely: Being Yourself in Business*, published in 2014 by Stanford University Press.

Negotiating Genuinely builds on Kopelman's research on genuine and strategic display and response to emotions, and the potential in negotiation to move beyond social exchange. It also builds on her research on social dilemmas, which suggests that cooperation, rather than being driven by economic utility models, is better explained by a four-factor logic of appropriateness: "What does a person like me (identity) do (heuristics/rules) in a situation like this (recognition), given this culture (group)?" Kopelman is fascinated by how people negotiate meaning and co-create value in the context of multifaceted social interactions, particularly in business settings. Grounded in a strong academic background and hands-on experience with managers, Kopelman enables people to sharpen their leadership skills and generate substantial profits, while fostering their individual and organizational well-being.

From Shirli: It would be a privilege to serve as President of IACM. I found a genuine scholarly home at IACM as a graduate student, and I have continued to thrive in our unique community, one that combines friendship and intellectual stimulation. In my two consecutive five-year terms as Executive Director, I have had the pleasure of connecting with members and working closely with many colleagues in the organization, who also served in leadership roles.

My focus has been to raise the efficiency and effectiveness of IACM by creating central, streamlined organizational processes to fulfill the needs of its members and facilitate its financial security. Specifically, I centralized processes and developed technology to support ongoing activities in order to ensure quality and continuity. These processes and technology continue to support the work of colleagues in leadership positions, who volunteer to produce our conferences, publish *Signal*, run elections, and more. Since 2006, I've volunteered approximately 150 hours on average per year, managing operations and tackling new projects. In 2010, for example, I worked with a professional web developer to create our current website, which features streamlined and accessible content and serves as our historical

archive. We now have a social media presence and interactive platforms on Facebook, Twitter, and LinkedIn. In 2012, I developed a professional production process for *Signal* and rebranded our newsletter. Over the last few years, consolidating operations, I brought in Shelly Whitmer as the first paid IACM administrative manager and established what we refer to as the IACM executive office.

Going forward, as President, I would continue to build the organization so that it does not depend on one person and the resources of one university, ensuring a smooth transition to the next Executive Director and succession planning for all roles. My goal is for IACM to have sustainable organizational processes, infrastructure, and governance that support our volunteer-based organization and enable us to achieve our mission.

Together we can further develop simple and effective organizational practices and process, with mechanisms that build and retain long-term organizational knowledge. I will work closely with our 2015 President Anne Lytle, 2016 President Jessica Katz Jameson, the advisory board, which includes past-Presidents, the board representatives-at-large, colleagues in current leadership roles (for example, the NCMR editor, the *Signal* editor, conference teams), and IACM members, to further develop and build IACM in a way that maintains what is so unique about this association.

I am deeply committed to serving the organization in this leadership role, with a vision that by the time I am past-President we will have in place a sustainable organization that supports our vibrant community, genuine friendships, and scholarly academic and practice-oriented endeavors.

Members Vote for Two Representatives-at-Large



POONAM ARORA is the Gabriel Hauge Assistant Professor of Management at Manhattan College, and an Adjunct Research Scientist at the Center for Research on Environmental Decisions at Columbia University. Prior to joining academia, Poonam worked as a consultant at McKinsey and Co., and an investment banker at Citi for a total of nine years. She draws on her work experience both in her research and teaching.

Poonam's multi-method research combines lab and field experiments to study the role of social context and relationships in highly competitive situations. Her research models real world decisions within their social contexts to create interventions and best practice benchmarks that can enhance conflict resolution in social dilemmas. To this end, she works extensively with agribusinesses in the Argentine Pampas. Poonam's research is funded by the National Science Foundation, and she has published in both psychology and economics journals.

In New York, where she currently lives with her husband and two children, Poonam teaches Negotiations and Conflict Resolution, Leadership and other management courses. Born in India, she grew up in Italy, speaks five languages, and loves to hike, ski, and travel.

Poonam cherishes the interactions she has with colleagues at IACM since attending her first conference in 2010, and considers this community to be a vibrant part of her academic endeavors. Key to this experience are not only the high quality research talks presented at the annual conference, but also the informal conversations made possible by the intimate environment of IACM. Representing the membership on the Board would be an honor. If elected, Poonam would draw on both her academic background and work experience to help develop and build institutional practices and knowledge. Though formal structures are essential, an organization like IACM needs to balance these with culture to maintain the intimate environment that is the heart of this community.

Poonam earned her BBA summa cum laude in Business Economics from John Cabot University in Rome, Italy, a MBA from the Kellogg School of Management, Northwestern University and her PhD in Psychology from Columbia University, where she was a NSF Graduate Fellow.



MOTY CRISTAL is a well-known "Pracademic" member of the IACM community. Joining IACM in 2001, upon completion of a decade in Israel's Primer Office negotiation teams with Jordan and the Palestinians, he combines his practical experience with cutting edge negotiation thinking.

In 2001, upon leaving his last official position, he established *NEST*, Negotiation Strategies LTD, a unique global niche company which provides complex negotiations and crisis management training, consulting and operational support to senior executives in governments and the corporate world.

NEST provides its services using the Negosystem™ model: A revolutionary form of negotiation system design engineered and administered exclusively at NEST. A model that was developed by Moty during his PhD studies at LSE (2003-2004) and presented at IACM 2012 in Boston.

Moty graduated from Bar-Ilan Law School in Israel (1994) and the Harvard Kennedy School of Government (1998). He is a faculty member at SKOLKOVO, Moscow's leading Business School, as well as a lecturer at Tel Aviv University, the Interdisciplinary Center in Herzliya, and the Hebrew University. He is a research fellow at the Institute for Counter-Terrorism in Herzliya and was visiting scholar in at Program on International Negotiation (PIN) at IIASA, Austria, (2001-2008), Program on Negotiation at Harvard Law School (2007), and the IDSS in Singapore (2004).

Moty publishes articles and chapters on negotiating with terrorists, negotiation systems and lessons learned from the Israeli-Palestinian conflict. He commentates regularly on the international media and a keynote speaker in international conferences from Moscow (2011) to Auckland (2013), and from Washington DC (2012) to Sydney (2014) on complex negotiations and crisis interventions.

Born to an Argentinian family, and speaks fluent Hebrew, English and Spanish, Moty lives in Israel with his wife and two sons, and while not travelling, enjoys good asado and red wine.



ALFRED (FREDDY) ZERRES Alfred (Freddy)

Zerres is an Assistant Professor at the Amsterdam Business School at University of Amsterdam. He holds a PhD in Marketing from the University of Münster (Germany).

In 2012, Freddy was awarded the Hendrik Casimir-Karl Ziegler Research Fellowship by the Royal Dutch Academy of Sciences and the North-Rhine-Westphalian Academy of Sciences and Arts. He spent one year as Postdoctoral Fellow at the University of Amsterdam's Department of Work and Organizational Psychology before he joined faculty at the Amsterdam Business School.

Freddy's research focuses on negotiations, social motives and consumer online behavior. He currently studies the impact of implicit roles on negotiation behavior as well as the processes underlying team negotiation performance. His research has been published in several academic journals including the *Journal of Applied Psychology* and the *Journal of Management*. It has also been featured in media outlets such as SAGE's Management INK and the BPS Occupational Digest. He teaches negotiations at the M.Sc. and Executive MBA level and marketing at the B.Sc. and M.Sc. level.

Freddy appreciates the intimate and social atmosphere at IACM and has not missed any IACM conference since 2010. Relationships built at IACM have fundamentally affected Freddy's academic career and the high quality of discussions with IACM members largely contributed to his work on negotiations. He enjoys traveling, windsurfing, cooking, and sharing a good bottle of wine with friends.

CALL FOR CONFERENCE SUBMISSIONS

28TH ANNUAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION FOR CONFLICT MANAGEMENT

Clearwater Beach | Florida | USA
28 JUNE – 1 JULY 2015

SUBMISSION DEADLINE: *February 2, 2015, 5:00 p.m. US Eastern Standard Time*

PRESIDENT & LOCAL ARRANGEMENTS: Anne Lytle

CONFERENCE PROGRAM CHAIR: Cynthia Wang

ADMINISTRATIVE MANAGER: Shelly Whitmer

EXECUTIVE DIRECTOR: Shirli Kopelman



We invite you to present your work at the 2015 meeting of the International Association for Conflict Management (IACM) to be held at the Hilton Clearwater Beach in Florida. IACM was founded to encourage scholars and practitioners to develop and disseminate theory, research, and experience that are useful for understanding and improving conflict management in organizational, societal, family, and international settings.

Conference submissions present new and unpublished negotiation and conflict management work. Authors can only lead on a maximum of three submissions. We encourage innovative submissions that highlight dialogues between theory and practice. Types of conference submissions (theoretical, empirical, or applied) include:

- Full Papers (30 pages maximum; qualify for conference best paper awards)
- Extended Abstracts (1000 words minimum)
- Symposia, Debates, Roundtables, Workshops, Novel Sessions (5 pages maximum)

For detailed submission guidelines, award and travel information, scholarships, conference site information, membership, and more please visit: www.iacm-conflict.org

IACM Awards – Call for Nominations

2015 Lifetime Achievement Award

At its annual conference, the International Association for Conflict Management honors meritorious contributions to the study of social conflict that epitomize the goals and purposes of the association. In 2015, the IACM will award the Lifetime Achievement Award to a member who has made important contributions over the span of their career, and has crossed disciplinary boundaries in their scholarship.

The Lifetime Achievement Award is chosen by a committee of past, current and incoming presidents of the IACM. On behalf of the committee, IACM 2015 President, Anne Lytle invites you to nominate a colleague. Please send a brief nomination letter outlining why you think the nominee should win the award and the nominee's current CV to Anne Lytle at anne.lytle@gmail.com.

IACM Outstanding Article or Book Chapter Published in 2013

At its annual conference, the International Association for Conflict Management honors the authors of a published article or book chapter that advances conflict management theory and practice, and which has made a significant and lasting contribution to the field over the previous two years. The article or book chapter is chosen by a committee chaired by an elected Representative-at-Large.

On behalf of IACM, Taya Cohen invites scholars to nominate papers for the 2015 IACM best published paper award. The article or book chapter must have been published in the 2013 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 Taya Cohen at tcohen@cmu.edu with "IACM outstanding paper award" in the subject line.

Congratulations to Nir Halevy, Eileen Chou, and Keith Murnighan on receiving this year's award for their 2012 paper in the *Journal of Personality and Social Psychology*, titled *Mind games: The mental representation of conflict* (<http://dx.doi.org/10.1037/a0025389>).

IACM Outstanding Dissertation Completed in 2013-2014

Every second year, the International Association for Conflict Management honors researchers who have produced outstanding doctoral dissertations. The outstanding dissertation award is chosen by a committee chaired by an elected Representative-at-Large.

On behalf of IACM, Jennifer Parlamis invites recent graduates of doctoral programs to apply for the Outstanding Dissertation Award. The IACM Outstanding Dissertation Award is given to the applicant whose dissertation makes an excellent contribution to the field of conflict management (generally defined). To be eligible, the dissertation must be completed between January 1, 2013 and December 31, 2014. To apply for the Dissertation Award (or to nominate a deserving recent graduate), please submit a 10-page, double-spaced abstract of the dissertation (excluding tables, figures, and references) to Jennifer Parlamis at jparlamis@usfca.edu with "IACM outstanding dissertation award" in the subject line. Please include the dissertation defense date on the title page.

Congratulations to Alison Wood Brooks, who received the award in 2013 for her dissertation titled *Worry at work: How state anxiety influences negotiations, advice, reappraisal, and performance*, University of Pennsylvania, The Wharton School (January 1, 2013; <http://repository.upenn.edu/dissertations/AAI3565029/>).

The deadline for all IACM Award nominations is **March 1, 2015**. The winner will receive the award at the 2015 IACM conference in Clearwater Beach, Florida, USA. A list of previous recipients can be found on the IACM website: www.iacm-conflict.org/Awards



IACM Board 2014

ELECTED POSITIONS

Karen (Etty) Jehn

President
(2014 Conference in Leiden,
Netherlands)
Melbourne Business School,
University of Melbourne
Australia

Anne Lytle

President-Elect
(2015 Conference
in Clearwater Beach, Florida USA)
Lytle and Associates Pty Ltd
Australia

Jessica Katz Jameson

Incoming-President
(2016 Conference TBD)
North Carolina State University
USA

Wendi Adair

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

Ashleigh Shelby Rosette

Representative-at-Large
(2012-2014)
Fuqua School of Business
Duke University
USA

Vidar Schei

Representative-at-Large
(2012-2014)
NHH Norwegian School of Economics
Norway

Ilja van Beest

Representative-at-Large
(2013-2015)
Tilburg University
Netherlands

Michael Gross

Representative-at-Large
(2013-2015)
Colorado State University
USA

Taya Cohen

Representative-at-Large
(2014-2016)
Tepper School of Business
at Carnegie Mellon University
USA

Jennifer Parlamis

Representative-at-Large
(2014-2016)
University of San Francisco
USA

NOMINATED POSITIONS

Shirli Kopelman

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

Cheryl Rivers

Communications Director
Victoria University of Wellington
New Zealand

Deborah Cai

NCMR Editor
Temple University
USA

Remi Ayoko

Program Chair (2014 Conference)
UQ Business School
The University of Queensland
Australia

Wolfgang Steinel

Local Arrangements Team
(2014 Conference)
Leiden University
Netherlands

Fieke Harinck

Local Arrangements Team
(2014 Conference)
Leiden University
Netherlands

Donald Gibson

Financial Advisor
Fairfield University
USA

Meriem Kalter

Signal Team
Leuven University
Belgium

Terri Lituchy

Signal Team
University of West Indies
Barbados

Beth Yoshida-Fisher

Signal Team
Columbia University
USA

Dan Druckman

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

ADMINISTRATIVE TEAM

Shelly Whitmer

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