

## SPECIAL POINTS OF INTEREST:

- ▶ **Clearwater Beach 2015: A Preview**
- ▶ **Celebrating the 50th Anniversary of A Behavioral Theory of Labor Negotiations**
- ▶ **Perspective from an Internship in an Israeli-Palestinian USAID Project**

- ▶ **The 2015 winner of the IACM Lifetime Achievement Award is** J. Keith Murnighan, Harold H. Hines Jr. Distinguished Professor of Risk Management at the Kellogg Graduate School of Management at Northwestern University. Keith's career has spanned across disciplinary boundaries and his work has been at the forefront of the fields of social psychology, organizational behavior and economics. Keith will be presented the award at the 2015 IACM conference in Clearwater Beach, Florida, USA.

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Looking Forward  
to the 28th Annual  
IACM Conference



*Clearwater Beach*

**W**e look forward to welcoming you at the 28th annual IACM conference in Clearwater Beach, Florida, USA on the 28th of June 2015! Come early and stay late... you will want to spend some additional time enjoying the beautiful beach and surroundings. The resort is located directly on a 4 kilometer long white sand beach where you can walk, run, paddleboard, kayak or snorkel. Those less active can just relax at the Tiki bar and on the two-person covered lounge beds facing the ocean. The Pier 60 daily festival and of course the Clearwater Marine Aquarium (home of Winter the dolphin from *Dolphin Tale*) are right around the corner. World-class deep-sea fishing, dolphin excursions and golf are a stone's throw away and easy to arrange at the hotel desk.

Of course we will have many stimulating sessions with the opportunity to hear about the latest research in your area. The sessions will range from the classic Graduate Students and Gurus session to exploring the role of mindfulness and meditation in negotiation and conflict management. We will also pilot some new session formats including rapid fire paper presentation sessions. The supportive discussions around research ideas are a hallmark of the IACM conference culture and worth the journey to Clearwater Beach.

Don't miss congratulating this year's IACM 2015 Lifetime Achievement Award winner Professor J. Keith Murnighan, who will be giving a keynote presentation on Monday 29th June. With a group of notable former students included in the session paying tribute to Keith's influence, it promises to be a conference highlight.

So don't delay! Make sure to book your hotel rooms quickly, as the hotel sells out at this time of year and you don't want to miss out on the great rate we have secured!

We look forward to seeing you on the beach!



## Signal Editor's Note

Welcome to the first issue of *Signal* in 2015 and our preview of the Clearwater Beach Conference.

What pops up when you google Clearwater Beach? It says it is one of the most beautiful beaches in the world. As a proud Aussie, and former resident on Queensland's Sunshine Coast, I did rather wonder whether that could be right... but it IS – they claim to have icing-sugar-white sand and they DO. I had the privilege of going to Florida last year and spent a few nights just south of Clearwater and this Aussie, with her slight(?) superiority complex about her local beaches, was gobsmacked just how pretty this stretch of the Mexican Gulf is. So I recommend you follow our President's advice and stay a few extra days if you can.

She bows her head when admitting that when she was in Florida, she mostly focused on eating. Not unreasonably, I suggest... the Americans among our membership probably don't truly appreciate just how good they have it – the food is good and it is cheap! I succeeded in finding a great soul-food restaurant: collard greens and deep-fried okra are interesting and worth a try – southern style chicken? Ohhhhh just do it and forget the calories! And I discovered the delights of an oyster shack. This is not a restaurant column though, is it? If you are after some culture the Dalí Museum in St Petersburg has the biggest collection of Salvador Dalí's work in the USA and the greatest number of his masterworks in one place. I can't resist mentioning the food. There is also a Spanish-themed cafe if you feel in the mood for a bit of tapas and if you fancy it, you can even do a yoga class at The Dalí on the Sunday before or after the conference.



The Dalí Museum

Enough about the food already! I have to promote the Graduate Students & Gurus session that Dan and Marj Druckman and I are running this year at Clearwater Beach. We match up doctoral students or early career researchers (up to 3 years after graduation) with a guru. It is a great opportunity for our newer IACM members to talk to one of the leading lights in the field of negotiation and conflict management research and we facilitate it for you. We have limited spaces, so make sure you sign up for it and secure your place upon your arrival, at the conference registration desk or during the poster session.

I trust you will enjoy the stories from our members for this issue of *Signal*.

See you in Florida!



## Update from the Program Chair

As this year's program chair, I have the privilege of catching the first glimpse of the latest work on conflict management and negotiations. This year's conference promises to showcase cutting-edge research sessions, practical teaching sessions, and insightful practitioner workshops that will help further our knowledge and learning. It is exciting to see that, once again, submissions span from the various continents, Africa, Asia, Australia/New Zealand, Europe, and North and South America, fulfilling IACM's mission to be a truly international conference.

As I continue to sift through over 160 submissions, I want to update you on the upcoming schedule. Program-wise, there will be an interesting mix of paper and poster presentations, symposia, roundtables, workshops, and novel sessions. The conference will begin with a pre-conference DRRC Teaching Workshop that highlights web-based platforms for capturing and displaying negotiation results. These platforms will help make learning even more interactive and make life even easier for the instructor. As Anne mentioned in her column, we will be introducing *rapid fire* sessions in which presenters will exhibit their work. This format, where presenters share their ideas in a succinct manner (they have just five minutes to present), has been successful at other conferences. We hope to achieve the same positive response!

The program will also highlight special sessions, including sessions on mindfulness and meditation, qualitative research, and mediation and alternative dispute resolution. Anne has already mentioned that we will also honor Professor J. Keith Murnighan with the IACM Lifetime Achievement Award for his prolific career and his pioneering contributions to the field of conflict management and negotiations. Finally, we will continue a long-standing tradition by holding the Graduate Students & Gurus session. Cheryl explained how it worked in her column. As someone who participated back when I was a graduate student, I can assure you that this session proved both informative and interesting. Make sure to sign up upon your arrival at the conference registration desk or during the poster session.

We are all excited to be able to hold this conference on the gorgeous Clearwater Beach. I look forward to seeing you all very soon!

## IACM 2015 Lifetime Achievement Award Winner – J. Keith Murnighan

The International Association for Conflict Management is honored to award J. Keith Murnighan the 2015 IACM Lifetime Achievement Award. Keith will be presented the award at the 2015 IACM conference in Clearwater Beach, Florida.



J. Keith Murnighan is currently the Harold H. Hines Jr. Distinguished Professor of Risk Management at the Kellogg Graduate School of Management at Northwestern University. Keith embraces the

mission of the Lifetime Achievement Award, with his immeasurable ability to span disciplinary boundaries in his work. His work has been at the forefront of the fields of social psychology, organizational behavior and economics. Regardless of the topic, all Keith's work focuses on issues that have social relevance.

In a career spanning more than 35 years, Keith has published 7 books and over 130 articles on topics ranging across negotiations, bargaining, decision-making, ethics, conflict management, interpersonal trust, diversity, and leadership. He has won numerous accolades for his work, including the IACM Outstanding Book Award (2014), the IACM Outstanding Article Award (2014), and was a finalist for the Most Influential Paper in Conflict Management, 2005-2010 at the Academy of Management (2013).

Overall, Keith's research is characterized by clever and complex experimental designs, careful theoretical development, and the pitting of multiple conceptual predictions against each other within the same experiment. His pioneering work on coalitions is an excellent example of contributions to basic social psychology and applications to organizational behavior and management. With Kenneth Bettenhausen, he wrote two highly cited papers about the emergence and development of norms in groups. His work with Don Conlon on the social dynamics of intense work groups in string quartets is among the most creative developments in the groups' literature, and is one of the most widely cited in our field. He may be even

better known for his path-breaking work with Dora Lau in the diversity literature on diverse group faultlines. This work showed that groups can define their divide in many ways, and the structure of these faultlines can be critical to the group dynamics that ensue.

Keith's work also illustrates the best possibilities of combining economic and psychological thinking in his work on ultimatums, fairness and strategic behavior. His early work with Alvin Roth is considered classic in the field and he is regarded as one of the founders of the behavioral economics discipline.

Most recently in his book, *Do Nothing!* Keith challenges leaders to empower their teams to do the job without leader interference. This reflects the recurrent theme of trust across much of Keith's research over the years. The do-nothing leader's job is to eliminate the barriers to performance and trust the team to get the work done.

Keith's contributions are even more impressive when we examine his dedication to disseminating this knowledge, ranging from winning countless teaching awards to being recognized at the highest level with the AOM Distinguished Educator Award for his excellence in mentoring and creating a whole generation of scholars. His students include some of our most respected scholars at the best universities in the world.

It is with the utmost pleasure that we honor Professor J. Keith Murnighan with the IACM Lifetime Achievement Award this year. Please come to the conference and join us in celebrating with him.

## Making Negotiation Learning Even More Interactive (and easier on the professor): Web/Mobile Platforms for Capturing and Displaying Results

### IACM 2015 PRE-CONFERENCE WORKSHOP

SUNDAY, JUNE 28, 2015 FROM 1-5PM | HILTON CLEARWATER BEACH, FLORIDA USA

**SIGN UP THROUGH IACM CONFERENCE REGISTRATION:**

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

At this workshop you will be introduced to five different ways to make delivering content, and capturing and displaying results easier for you and your students. You will hear from faculty who have already used one or more of these platforms in the classroom. The platform vendors and faculty will be available to answer your questions after the panel.

| VENDORS  | WEBSITE  | FACULTY DISCUSSANT   |
|--|--|--|
| iDecisionGames   | <a href="http://www.idecisiongames.com">www.idecisiongames.com</a>   | Taya Cohen – CMU   |
| ForClass   | <a href="http://www.forclass.com">www.forclass.com</a>   | Jeanne Brett – NU  |
| ExpertNegotiator   | <a href="http://www.expertnegotiator.com/the-software/for-professors">www.expertnegotiator.com/the-software/for-professors</a> | Roy Lewicki – OSU  |
| iGBL   | <a href="http://www.igbl.co.uk">www.igbl.co.uk</a>   | Niro Sivanathan – LBS  |
| Do-it-yourself:<br>DRRC student pay,<br>Qualtrics, and Excel | <a href="http://www.negotiationexercises.com">www.negotiationexercises.com</a>   | Doug Foster – DRRC<br>Zach Burns – NU<br>Holly Schroth – UC Berkeley |

### DISCUSSION QUESTIONS:

- How do these platforms affect your teaching and the students' learning experience?
- How to choose a platform? Electronic delivery? Electronic results and presentation? Planning? Student feedback?
- What is your financial picture? Who pays and how price sensitive are they?
- Are you interested in participating in big data collection? Are you interested in participating in hypothesis testing research coordination across schools?



## 50th Anniversary of *A Behavioral Theory of Labor Negotiations*

On March 5, 2015 the Program on Negotiation at Harvard Law School hosted a 50th anniversary celebration of the publication of *A Behavioral Theory of Labor Negotiations* by Richard Walton and Robert McKersie, both of whom attended as special guests and commentators. The theme of the celebration was a dialogue about the legacy of this seminal book. There is to be a special issue of *Negotiation Journal* devoted to assessing the enduring impact of this book on negotiation research and practice. Michael Wheeler, editor of *Negotiation Journal* encouraged journal submissions.

To capture the research impact of the book, Joel Cutcher-Gershenfeld, one of the organizers, showed a bibliographic analysis of citations of the book, culminating with a coattails graph showing the overtime distribution of the 19,380 articles to date citing *A Behavioral Theory of Labor Negotiations*. That this graph looks like a gradually building reverse poisson with over 2100 citations in 2014 alone reveals the “legs” of this 50-year-old book. The School of Labor and Employment Relations at Cornell has put the book back into print. If you haven’t read it, you should. You’ll find that your research and your teaching have been deeply influenced by Walton and McKersie’s scholarship.

One of the themes of the first half of the discussion, about which Professors McKersie and Walton took some good natured ribbing, was the lack of marketplace appeal of the names given to the book’s key concepts: integrative and distributive bargaining, but especially attitudinal restructuring and intra-organizational bargaining. Max Bazerman

pointed out that the positive effect of this is that the concepts have functioned rather like a Rorschach to stimulate numerous interpretations, research in multiple disciplines, and practice. Indeed, two themes from the first half of the discussion provided focus for the second half. In the attitudinal restructuring chapter Walton and McKersie challenged the reader to think about how to change a competitive relationship into a more cooperative one. In the intra-organizational bargaining chapter they identified one reason why changing such a relationship is difficult: parties are not monolithic in their views.

Bob McKersie set the tone for the second half of the discussion on interventions by talking about engaging stakeholders whose support is needed for change. Examples came from Bob’s own work with school systems in Massachusetts and with Kaiser-Permanente in California, as well as from Bonnie Castrey’s experiences as a California school board trustee, and Susan Podziba’s articulate set of steps to take if she were to bring together parties in Ferguson, Missouri. There was discussion, too, on whether behavioral change can occur without structural change. Steve Goldberg described the genesis of grievance mediation as a structural change to try to address the miners’ distrust of arbitration. Bob recalled the International Harvester example in the book where an overloaded and so ineffectual arbitration system based on written grievances was addressed by turning it into an oral system. Steve Goldberg’s point that even the most successful interventions have a half-life gave everyone pause. He and others pointed out that interventions last so long as the thought leaders stay in place, but

then may gradually fall into disuse. My take on the half-life problem is that the future looks good for those of us teaching negotiation, mediation, and conflict management skills. We are not going to find ourselves out of work.

Talking about the dualities of integrative and distributive bargaining, Jim Sebenius made another important point that those of us teaching negotiation would do well to remember... people may not know who is responsible for the terms integrative and distributive, and scholars may disagree on exactly what they mean, but these terms are the vocabulary of negotiation. What better tribute could there be to two social science scholars than that their scholarship has passed into the lexicon?

You’ll also find a final chapter on applying the theory in international relations and civil rights. Walton was at Purdue and McKersie at the University of Chicago when they were writing the book. Bob McKersie became deeply involved in the civil rights movement in Chicago in the 1960’s. That movement became a living laboratory in which he saw the viability of his and Walton’s ideas on a day-to-day basis. Bob has recently written *A Decisive Decade: An Insider’s View of the Chicago Civil Rights Movement during the 1960’s*. Bob’s commitment to the Chicago civil rights movement was fittingly celebrated in a video tribute by the Rev Jesse Jackson, who himself was in Selma, Alabama participating in another 50th anniversary celebration: the 50th anniversary commemorations of the Selma to Montgomery marches that led to the passage of the Voting Rights Act.

## Who Said Being an Academic is a Static Job?

It's 8:30 PM (over 24 hours since my trip began) and I am definitely jet-lagged when I stand in front of the Australian Customs Officer at the Brisbane International Airport for inspection of my luggage as I declared to have "meat and cheese" with me. The officer gently asks me to open the luggage and show the food I intend to bring into the country. Australian friends back in Jordan told me to carry only vacuum-packed food from stores, so, in respect of a truly Italian traveler tradition, I brought Parmigiano Reggiano (sorry, I'll never pronounce it as Parmesan, as that's something else) and a salami, a specific request from my younger sister who lives in Brisbane. After inspecting the cheese, he approaches the salami and very kindly informs me that "importing" pork is not allowed.

There goes my delicious salami carefully carried from Italy to Jordan and from Jordan to Australia!

This was my first experience with the land down under and the start of my new adventure as a visiting academic at The University of Queensland Business School. While there, I received a kind email from Cheryl Rivers complimenting my new activity and asking me if I was willing to write a personal piece for *Signal*. My first reaction was almost a panic attack; my second reaction was a sense of pride, my third reaction was again almost a panic attack. In between, consistent with my attitude I had already replied to Cheryl: "Yes of course". And here I am now, telling my story. Here I am going to reply to those who, just a few years ago, told me that being an academic was a static job.

Most of you probably don't know (or remember) me. I am Andrea Caputo. A young (hopefully forever) faculty member and I represent IACM in Italy and Southern Europe. My current life is pretty similar to the path of my salami as I am travelling from one place to another. I was born and raised in Rome, Italy, where I have my

family, my family house and half of my clothes. Shortly after completing my PhD in 2013, I moved to Jordan, where I live and work (as an Assistant Professor at Princess Sumaya University for Technology), where I have my house, the other half of my clothes and a Prius (again, I couldn't "import" my beloved car to Jordan so I had to sell it). I recently spent a month visiting the University of Queensland Business School in Brisbane, Australia.

That was my second visiting position. The first one was a year at the George Washington (GW) University School of Business. Funny thing is, I would have never got in touch with IACM without my first visit to the country and I would have never ended up in Australia without IACM.

In 2011, as a PhD student, I decided to make use of the opportunity given by the Italian Ministry of Education to spend up to 18 months abroad. At that time, I was writing the second chapter of my thesis in negotiation and I wanted to be in the DC area. GW had a visiting program that sounded like the right opportunity and I got in. While there, under the mentoring of James Bailey, I contacted well-known scholars in the field based in that area. One sunny day, I had a meeting with Matt Cronin from George Mason University. I still remember entering Matt's office and seeing the X-Ray of his leg hanging on the window. By the way, to make the long story short, in giving his feedback on my paper Matt advised me to read NCMR and to attend IACM's conferences. Now, after four years I am not only grateful for both pieces of advice but I can say he was right. He spoke to me about IACM as a family, and I really think it is. So people, if you are reading and you haven't joined yet, it is time to do it!

It took me until 2014 to finally be able to attend my first IACM conference. Yes, the one in Leiden. I am telling you this fact because among all the benefits of attending



the conference, it is thanks to this experience that I was able to have my salami confiscated in Brisbane. As you know, our program chair in Leiden was Remi Ayoko. Remi and I had a few email conversations before the conference to discuss the possibilities of visiting at her institution. I was interested in deepening my limited knowledge of cultural diversity and my sister was living in Brisbane. A visiting position would have been the right opportunity to balance family and work. It was not easy at all to arrange it and “destiny” tried to prevent my departure several times. After multiple negotiations with my school to obtain approval to leave, a snow storm hit Amman the week before my flight. Yes, snow in the desert, in a place where the winter lasts no more than 30 days and one of the driest places on earth had a three-day snow storm! The airport closed, exams were delayed and I faced the prospect of not leaving. Luckily the desert sun came out and solved the issue in time and I reached Remi in Brisbane.

I really would like to take this occasion to publicly thank Remi for her kindness in hosting and mentoring me during my visit. I have to say, by listening to colleagues’ stories on visits such as this, I have been very lucky so far. Sometimes, I understand that a visiting academic is left in a library for days before having the chance to have a valuable meeting with someone. That’s never happened to me.

Remi and I set up both regular and informal meetings. She was always available to meet even at short notice. She carefully reviewed the three paper drafts I wanted to work on and developed an action plan for our collaboration. Her suggestions, both in terms of literature and procedure, were highly inspiring.

As a young academic, not coming from a top school, visiting experiences are so important to me. Visiting a good university gives me the opportunity to breathe

fresh air, disconnect from the daily routine, and focus only on research. So far, these visits have really boosted my research and have highly contributed to building my expertise. As a visitor, I always feel more motivated. Having the possibility to chat with colleagues from different fields has given me a lot of inspiration. I found myself working longer and in a more efficient way. I highly recommend young scholars to take the opportunity to connect with IACM fellows and invest time and resources to arrange a visit. It can be, as it has been for me, an exceptional (and unstructured) way for professional and personal development.

## Why I pursued a PhD

In the second year of my undergraduate studies in psychology, part of the curriculum was doing a research practical. Under supervision of a PhD student, I formed a group with three others and conducted an experiment. After gathering the data, I strongly remember sitting in the deserted student computer room, it would already be dark outside (ok this was in winter so not much later than 6 pm but still, for an undergraduate student that's late!) and with cheeks flushed from curiosity and excitement I would ask SPSS for the answers to our research questions.

From that moment, I realized that I wanted to be a researcher. Fortunately I was accepted in the Research Master program at my university and subsequently obtained a PhD position on cooperation in intergroup conflicts and representative negotiations. Now, eight years after that first research encounter, I have written a dissertation and can call myself assistant professor, still work in the same place with the same people (the PhD student who supervised me back then is now another staff member and good colleague). And I still get very excited when there's new data to potentially solve a piece of a research puzzle.

Did I ever regret making the choice to pursue a PhD?

Well, sure. Like many others, it wasn't always an easy ride. During the PhD trajectory, you learn a lot about yourself, what you value in life, how important work is and how important you want it to be, and whether you reach personal objectives with what you want to accomplish in life, whether the work is satisfying and gratifying. I've struggled with especially the latter quite a bit. My work mainly consists of lab experiments and I often felt that the contribution I made to theory did not fulfill my aspirations to make a meaningful

difference for people. Of course, before something (anything) can change for the better you may need to understand how it works, but this process just didn't go fast enough for me and I wanted to find out whether I could use my skills better in a practice environment. Would I be better and more helpful as conflict facilitator in business disputes, as consultant or as researcher in a practical oriented research agency? After all, academia is not heaven. We all know that the publication and peer review system isn't flawless, that even our most significant findings are pretty insignificant in the wider world and that it might take forever until someone uses our findings in a practice setting. Reaching world peace with conflict research is a noble, but rather unlikely objective.

In the end though, there appeared to be a relatively easy way to shut my doubting self up: I simply am a researcher. It fits me and I like it; I can't imagine something that would fit me better. I get curious by reading articles, I wonder how certain behaviors can be explained, or altered, I get inspired by going to conflict areas (thank you IACM for hosting in Stellenbosch, I've learned a lot from this South-African experience and look forward to going to Israel whenever possible), by relating worldly or political conflict to my research, by setting up experiments, analyzing data and finding answers (and, inevitably as well as fortunately, more questions). I can't think of another job that has so much intellectual stimulation, flexibility and freedom. And of course there is the social part, setting up collaborations with other researchers — either within the department or across the world, being able to attend conferences like IACM and learning from the best in the field. It's not just about liking it though, I also strongly believe now that even a minor impact is a valuable impact, and that such an impact is easier



to make than I thought. My frame of reference became more realistic – I may not be able to solve the Israeli-Palestinian conflict but that doesn't mean my work is worthless. As with many of us conflict researchers.... my idealism first made place for pessimism, but has turned into hopeful optimism.

One great addition that I discovered during the course of my PhD and that I am currently happily exploring and nurturing is the great value of teaching. I really enjoy having the opportunity to talk more about research topics, to challenge students to expand their thinking horizons, to discuss current research topics and show them how interesting and exciting research can be. The best thing is that they learn – that I am actually able to teach them something valuable, that their skills in writing as well critical thinking (and other academic qualities) improve and that they leave the course just a bit smarter than when they started. The education they receive will help them in their future careers. Their newly-gained knowledge on social dilemmas or intragroup conflict can help them in their future jobs as work and organizational psychologists in analyzing situations, and in helping people and companies to function better.

This part of the job is another way of spreading the research knowledge that should not be underestimated in its value as well as in its returns. Receiving an email from a student I taught in a previous course who asks me whether I want to supervise her masters' thesis because she learned a lot from me and is interested in my research area is just as gratifying to me as a publication acceptance. I'm a lucky person being able to combine these passions of research and teaching, hopefully for many, many years to come.

# A Different Perspective: Insights from the Internship Course at Bar-Ilan University

The Conflict Resolution, Management and Negotiation (CRMN) Graduate Program at Bar-Ilan University in Israel recently launched an International Summer Certificate Program in Identity-Based Conflict Resolution. A unique aspect of the program is an internship where students are placed in leading think tanks as well as in co-existence and peace NGOs (Jewish, Palestinian and mixed), with weekly academic sessions in which the theoretical aspects of the courses are integrated with the practical experience of the internships.

A recent graduate of the CRMN Program, Amit Wulff reflects on her experience during the internship:

While I was studying for my Master's degree in Hebrew, I got especially interested in international conflicts. As an Israeli born into the Palestinian-Israeli conflict, unfortunately, conflict has always been part of my life. Thus, when I was choosing an organization for the practical component of the CRMN Graduate Program, I sought something within the field of international conflicts. After I went through the recruitment process, I was pleased to be accepted to a dialog project for Israeli and Palestinian women. The project was initiated and financed by the United States Agency for International Development and operated by two local organizations. One organization is Israeli: The Adam Institute for Democracy and Peace, and the other Palestinian: The Center of Democracy and Community Development.

The dialog group consisted of 40 Israeli and 40 Palestinian women, and its seminars took place in different resorts within Israel during weekends.

Although some sessions were held separately, to allow preparation and self-reflection, other sessions were held in mixed groups. Some of the activities explored women's roles in conflicts and how it is possible to promote peace from a feministic perspective.

My participation in the project was a unique opportunity for me to meet the faces behind the term "Palestinians", and to have personal contact with Palestinian women. I was interested to learn their personal point of view about the conflict, and at the same time it was important for me to tell my own story. I felt like the theory from university co-existed with my experience from the project's sessions. For example, I am interested in narratives of conflict and through the project I could clearly see how different individuals can perceive the same reality in so many different ways. I felt I became a more tolerant listener to Palestinians thanks to what I experienced during the project and it certainly provided me with a better understanding of the conflict, including from the international point of view.

While participating in the dialog program, I started writing my project assignment. I described my experiences from the field, within the framework of the theories that I studied, and I felt that the internship experience was the perfect conclusion to the program.

The new summer program runs over a short period of 4 weeks and provides students and conflict resolution practitioners with theoretical and practical insights regarding identity-based conflicts that are both



prevalent today and the cause of major destruction. The program is open to holders of undergraduate/graduate degrees, advanced undergraduate students and current graduate students, worldwide, from all disciplines in the social sciences and the humanities. Its credits are recognized worldwide in conjunction with students' home/future universities.

The Program is delivered in English and addresses conflicts and collaboration; religion and conflicts; collective memory, narratives and conflicts; ADR (Alternative Dispute Resolution) and culture; and internships. The Summer Program courses (that can each be taken separately) consist of seminars, workshops, simulations, guest lectures, and two full-day study tours in mixed cities.

The Conflict Resolution, Management and Negotiation Graduate Program at Bar-Ilan University plans to launch an international Masters program and a PhD track in 2016.

*Rafi Nets-Zehngut was awarded his PhD at the Political Science Department at Tel Aviv University, and was a predoctoral fellow at Yale and Columbia Universities. His research studies mostly the collective memory of conflicts, regionally focusing on the Israeli-Arab/Palestinian conflict. For more details email [rafi.nets@gmail.com](mailto:rafi.nets@gmail.com), or go to: <http://www.collective-memory.info> and <http://pconfl.biu.ac.il/en/>.*

*Mrs. Amit Wulff has a bachelor's degree in criminology and political studies and master's degree in conflict resolution and negotiation, both from Bar-Ilan University, Israel.*



# Negotiation and Conflict Management Research

## Notes from the Editor

Almost three years have gone by since I took over as Editor of *Negotiation and Conflict Management Research (NCMR)* from Mara Olekalns and Karen (Etty) Jehn. And now it's time to begin the process of handing over the reins to a new editor, who will manage the journal from 2016 through 2018.

I'm very pleased to announce that Dr. Michael Gross will be taking over as Editor of *NCMR*, the official journal of IACM. Many of you know Michael from his outstanding service to IACM and through other associations, such as the Academy of Management. Michael is Associate Professor of Negotiation and Conflict Management in the Department of Management at Colorado State University in Fort Collins, Colorado.

The selection process for the new editor this time around included an IACM Call for Nominations for Editor of *NCMR*, a search committee, lots of conversations with scholars interested in taking over as editor, and an application review process. Many thanks to the fellow members of the search committee: Jessica Katz Jameson, Shirli Kopelman, Roy Lewicki, Anne Lytle, and Linda Putnam. We worked together, not only to select the new editor, but also to establish processes for selecting the new editor and editorial guidelines for the journal. Developing these processes has been an important step in the growth and maturity of the journal.

The experience of editing *NCMR* has been very rewarding. And, under Michael's leadership, I am optimistic about the future of *NCMR*. Please join me in congratulating Michael in his new role within the International Association for Conflict Management!

I'm continually impressed with the breadth of scholarship we draw to *NCMR*. In the first two issues of 2015—Volume 8 Issue 1 (February 2015) and Issue 2 (forthcoming)—we have scholars from psychology, business, labor relations, communication, management, political science, physics, and urban studies. Articles cover conflict styles, emotional regulation, power, gender issues, intergroup conflict,

aggression, withholding, and conflict resolution versus management as separate processes. And scholars in these first two issues are from Australia, Germany, Israel, United Kingdom, and the United States.

As always, I invite you to think about your next submission to *NCMR*. I hope you will consider sending your most recent IACM submission to us. As the new editor comes on board, it would be great to have a flood of new manuscripts coming in. To view recent issues, or to submit a paper, go to: <http://iacm-conflict.org/Publications/NCMR>.

I look forward to seeing you in Clearwater Beach, Florida in June!

### **NCMR, February 2015, Volume 8, Issue 1**

The Power to Oblige: Power, Gender, Negotiation Behaviors, and Their Consequences (pages 1–24). Noa Nelson, Ilan Bronstein, Rotem Shacham and Rachel Ben-Ari. Article first published online: 21 JAN 2015 | DOI: 10.1111/ncmr.12045

Exhausting Silence: Emotional Costs of Withholding Complaints (pages 25–40). Esther Liu and Michael E. Roloff. Article first published online: 21 JAN 2015 | DOI: 10.1111/ncmr.12043

Two-Group Dynamic Conflict Scenarios: “Toy Model” with a Severity Index (pages 41–55). Sanda Kaufman and Miron Kaufman. Article first published online: 21 JAN 2015 | DOI: 10.1111/ncmr.12044

Conceptualizing Conflict Management and Conflict Resolution as Distinct Negotiation Processes in the Context of the Enduring Israeli–Palestinian Conflict (pages 56–63). Ruth Ben-Artzi, Moty Cristal and Shirli Kopelman. Article first published online: 21 JAN 2015 | DOI: 10.1111/ncmr.12046

<http://onlinelibrary.wiley.com/doi/10.1111/ncmr.2015.8.issue-1/issuetoc>



## Executive Office Update

Things are always exciting at the “executive office”—the hub of everything IACM. If you spent the day here, you would hear Shelly Whitmer and I speaking loudly over the short distance across the hall between our offices. We’re saving each other an extra email in our inbox. At different times of our day here in Ann Arbor, Michigan, in the United States, we anticipate emails from different parts of the world. We particularly enjoy the emails from our colleagues in Australia and New Zealand, who email us when their day is our tomorrow. The sun never sets on IACM. Magically, we are able to connect the dots and keep the pace and rhythm going on all things IACM.

In the spirit of broadly reflecting the diversity of IACM, we recently initiated a brief survey to solicit feedback on potential future conference locations and encourage people to consider volunteering in leadership roles. The response rate was fantastic. There are many opportunities ahead—stay tuned!

## IACM Board 2015

### ELECTED POSITIONS

#### **Anne Lytle**

President (2015; Conference in Clearwater Beach, Florida, USA)  
Monash Business School  
Monash University  
Australia

#### **Jessica Katz Jameson**

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

#### **Shirli Kopelman**

President-Elect (2017;  
Conference TBD)  
Ross School of Business  
University of Michigan  
USA

#### **Karen (Etty) Jehn**

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

#### **Ilja van Beest**

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

#### **Michael Gross**

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

#### **Taya Cohen**

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

#### **Jennifer Parlamis**

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

#### **Poonam Arora**

Representative-at-Large (2015-2017)  
Manhattan College  
USA

#### **Alfred (Freddy) Zerres**

Representative-at-Large (2015-2017)  
University of Amsterdam  
The Netherlands

### NOMINATED POSITIONS

#### **Shirli Kopelman**

Executive Director  
Ross School of Business  
University of Michigan  
USA

#### **Deborah Cai**

NCMR Editor  
Temple University  
USA

#### **Cheryl Rivers**

*Signal* Editor  
Victoria University of Wellington  
New Zealand

#### **Donald Gibson**

Financial Advisor  
Fairfield University  
USA

#### **Cynthia Wang**

Program Chair (2015 Conference)  
Oklahoma State University  
USA

#### **Wolfgang Steinel**

Conference Team – Photographer  
Leiden University  
The Netherlands

#### **Dan Druckman**

Chair of IACM Advisory Board  
George Mason University, USA  
Macquarie University, Australia

### ADMINISTRATIVE TEAM

#### **Shelly Whitmer**

Administrative Manager  
Ross School of Business  
University of Michigan  
USA