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U.S. AND JAPANESE SCHEMAS FOR INTRA- AND INTER-CULTURAL NEGOTIATION

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Because international negotiators come to the table with different norms and expectations (e.g. Kumar, 1999; Brett & Okumura, 1998), developing a common understanding and approach can be quite challenging. Generating a common understanding and mode of interaction is an important part of the negotiation process that should help negotiators coordinate strategy, communicate effectively, and generate mutually-beneficial solutions (Thompson, Peterson, & Kray, 1995; Ickes, Stinson, Bissonnette, & Garcia, 1990). We call such a shared understanding in international negotiation a third culture, defined as a shared schema representing 1) the goal of the negotiation and 2) the appropriate behaviours to achieve that goal (Adair, Tinsley, & Taylor, 2003). This paper explores how culture, stereotyping, and the confirmation bias contribute to the challenge of creating a shared schema or third culture in international negotiations. In this paper we investigate U.S. and Japanese negotiators' schemas for intra- and inter-cultural negotiations. However, the proposed mechanisms of schema composition and adjustment are applicable to any mix of national cultures represented at the negotiation table.

Keywords: Negotiation, Culture, Schema

OFFERS AS INFORMATION SEARCH IN U.S. AND JAPANESE NEGOTIATION

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This paper examines the effect of high versus low context communication culture on the use of offers as an information search engine in negotiation. We hypothesize different timing, frequency, and types of offers in U.S. (low context) and Japanese (high context) negotiations, as well as different effects of offers on value creating. We test our hypotheses on transcripts of 14 U.S. and 14 Japanese dyads engaged in a 90-minute integrative negotiation simulation. Results supporting hypotheses include first offers occurring earlier and less direct information exchange prior to the first offer in Japanese than U.S. dyads. It was also more likely in Japanese than U.S. dyads for the seller to make the first offer and for that offer to be less extreme. Finally, delayed first offers resulted in lower joint gains for Japanese dyads but higher joint gains for U.S. dyads.

Keywords: Negotiation, Culture, Offers, Information Search

LEADERSHIP CONFLICTS IN AN AFRICAN SOCIETY: THE CASE OF NDIGBO IN NIGERIA

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The issues are individual fundamental factors responsible for leadership conflicts and crisis of Ndigbo in Nigeria. The paper focuses on how such factors impact on the collective aspirations of Ndigbo. We observe that whereas the Igbo people are by nature very enterprising, industrious, creative and adaptive, they have been incapable of achieving the collective aspirations of their people due to leadership struggles among themselves. The paper stresses that unless such individual factors based on individualism and materialism are removed from their leaders the hope for leadership that would guarantee and sustain their collective aspirations is a vain hope.

Keywords: Ndigbo, Leadership, Nigeria, Conflict.

VICARIOUS SHAME, PUNISHMENT AND THE RESTORATION OF SOCIAL IDENTITY

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When one group member willfully violates a community norm or standard, other group members respond with moral emotions and a retributive urge to punish the transgressor. Vicarious shame, elicited by association with a normative deviant, motivates a cognitive or social dissociation that is expressed through negative attitudes regarding the transgressor's social standing within the group. Retributive justice, driven by a 'just deserts' rather than corrective or deterrent motive, involves a settling of accounts by punishment that effectively reduces negative emotions and attitudes towards the transgressor. A pilot scenario study demonstrates that the effect of punishment on social standing is mediated by vicarious shame. In a proposed second study, a distinction is made between moral emotional responses of anger, characterized by approach motives, and vicarious shame, characterized by avoidance motives. The hypothesized antecedent of anger is perceived injury to self and group interests, and its behavioral action tendency a retributive urge expressed through punishment. Vicarious shame is hypothesized to be provoked by threats social identity image and will be reduced or satisfied by the mere fact of retributive punishment. Vicarious shame, while not an antecedent of retributive justice, will mediate its effects on social identity attitudes.

DOES IT HELP TO "OWN YOUR EMOTIONS"?: REACTIONS TO EXPRESSIONS OF SELF- VERSUS OTHER-ATTRIBUTED POSITIVE AND NEGATIVE EMOTIONS

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A staple of piece of advice proffered by conflict consultants and practitioners is to "own one's emotions"; that is, to use *I* messages rather than *You* messages to express negative emotions. This investigation tested the notion that people react more positively when speakers "own" their emotions. In Study 1, hypothetical self-attributed (*I*) emotion messages to express emotions about respondents' behavior were compared to other-attributed (*You*) messages, with an *I-You* message added in Study 2. In both studies, we assessed the effect of both positive and negative emotion statements on perceived politeness, effectiveness, and emotional reactions, and perceived threat in Study 2. We found no differences in reactions to the message forms for negative emotions, but both studies provided evidence for differences in respondents' reaction for positive emotional expressions. These results suggest a self-serving bias; recipients do not distinguish between ways of phrasing negative emotions expressed to them, but apparently appreciate being given credit for speakers' positive emotions.

Keywords: Communication, Emotions, Empirical Research

ESSENCE OF CONFLICT: COGNITIVE ILLUSIONS, WAR GUILT, AND THE ORIGINS OF APPEASEMENT

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"The most terrible of accounts between peoples has been opened. It shall be paid."
Georges Clemenceau, Prime Minister of France, Speech to the French Senate, September 18, 1918 on the upcoming peace negotiations to end fighting with Germany after World War I.

"The day must come when a German Government will summon up the courage to declare to the foreign powers: 'The Treaty of Versailles is founded on a monstrous lie. We refuse to carry out its terms any longer. Do what you will! If you wish for war go and get it! Then we shall see whether you can turn seventy million Germans into serfs and slaves!'"
Adolf Hitler, "The Role of the Party", Speech to the NSDAP, Munich, August, 1, 1923

Experimental studies confirm that human information processing and decision-making violate basic precepts of rationality. Yet rational choice theory is increasingly used to model organizations, politics, and international relations. Experimental evidence of cognitive bias is discounted as a methodological artifact because analysis, organization, specialization, and the presence of strong incentives are presumed to eliminate bias outside the laboratory. A controversy in the historiography of the Paris Peace Conference of 1919 provides an opportunity to address that assumption. Did "the vindictiveness of the British and French peace terms; the exclusion of Germany and Russia from the peace conferences … the foolish attempts to draw the blood of reparations and war debts … usher in a second vast military conflagration" (Kennan, 1996)? Or, was the peace treaty "a flexible instrument crafted by relatively well intentioned and rational leaders" (Ikenberry, 2000)? The vast record of primary and secondary sources was used to reconstruct beliefs, strategies, and actions of the decision makers over an extended time frame. That pattern was tested against three conceptions of rationality: the pure form of noncooperative game theory, the semi-strong form of Williamson's "contractual man", and the strongly bounded form of behavioral theory. Hypotheses regarding the structure and implementation of the Treaty derived from these three paradigms were tested. Both semi-strong and strongly bounded conceptions of rationality accounted for the structure of the Treaty. Only the behavioral conception of rationality could account for the systematic failure in treaty implementation and the evolution of the Allied policy of appeasement. This strategy permitted the Hitler regime to repeatedly and unilaterally deviate from the provisions of the Treaty to improve its political, economic, territorial, and military position at the direct expense of the Allies. The tragic course of the war that followed is directly attributable to policy errors of the 1930's which derived from earlier errors in the original construction of the Treaty.

Keywords: Bounded Rationality, Cognitive Illusions, Organization

GIFT EXCHANGE IN NEGOTIATIONS BETWEEN PRINCIPAL AND AGENT

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The principal-agent problem is fundamental to organization design. A principal must negotiate an incentive contract to motivate a more risk averse agent to undertake costly actions that cannot be observed. In rational choice theory, the problem is solved through an inefficient shifting of risk from principal to agent. However neither field studies nor prior experiments have observed the types of contracts nor the agent response predicted by this theory. Two experiments were conducted to test a modular social cognition theory explanation for this discrepancy. According to this alternative to rational choice theory, individuals have evolved specialized cognitive capabilities for dealing with exchange relations. These very human capabilities do not operate by the same logic as rational choice. Both a study of individual agent decisions to a series of hypothesized contracts in experiment one and the interactive bargaining of experiment two yielded results consistent with the modular theory. The logic of social exchange is quite different from the logic of individual choice or game theory. Implications for theory and practice are considered.

Keywords: Negotiation, Gift Exchange, Principal Agent Theory

DO *YOU* A FAVOR? IMPLICATIONS OF HIGH ASPIRATIONS FOR FUTURE COOPERATION

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Authors explore the implications of high aspirations for the potential for future cooperation with one's negotiating partner. Participants were 138 undergraduate students who participated in a buyer-seller price negotiation, in which buyers were given either relatively high aspirations (aggressive buyers) or low aspirations (conciliatory buyers). All parties reached agreement. Aggressive buyers negotiated a significantly greater percentage of the surplus than conciliatory buyers. Sellers paired with aggressive vs. conciliatory buyers expressed less willingness to work with or do a favor for their negotiating counterparts and allocated their counterparts less money in a post-negotiation decision exercise. Sellers' assessments that the conciliatory buyers were more likeable mediated the effects of the aspiration manipulations on both the self-report and behavioral measures of the sellers' willingness to do the buyers a favor.

Keywords: Aspirations, Negotiation, Aggressive

BACKLASH TOWARD ASSERTIVE WOMEN NEGOTIATORS

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Authors demonstrate the potential for backlash against assertive female negotiators in a hiring experiment. Participants were 60 undergraduate students who assessed the impression created by a job candidate and the candidates' job skills and hireability based on a resume and interview notes. Interview notes indicated whether the candidate was male or female and whether s/he negotiated for special job benefits during the interview. Results reveal a significant interaction effect between gender and negotiating behavior, such that participants judged female candidates who negotiated for benefits to be less qualified and hireable than females who did not negotiate or males in either condition. These interaction effects were mediated by a composite indicator of how capable the candidate appeared to be.

Keywords: Gender, Backlash, Negotiation

TORTOISE OR HARE? A STUDY OF THE SPEED TO RESOLUTION IN ON-LINE DISPUTES

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This study models the time it takes to resolve a dispute in an on-line setting. It uses Cox regression and 582 eBay-generated disputes to test hypotheses derived from the social functionalist theory of emotions (Morris & Keltner, 2000). The data show that the opening communications between filer and respondent frame the dispute for either rapid or delayed resolution. The results provide evidence for the social functionalist theoretical view as well as rather surprising insights with immediate applicability to disputants and the third party practitioners who wish to help them resolve their disputes by identifying what elements of opening moves accelerate or delay resolution.

Keywords: Dispute Resolution, Online, Emotion

NEGOTIATING TEAMS IN TECHNOLOGY-MEDIATED NEGOTIATIONS: DO THEY HAVE A COMPETITIVE ADVANTAGE?

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Research on the effects of information technology on negotiation is in its infancy. However, we know that it has pervasive and sometimes unintended effects on negotiation (Thompson & Nadler, 2002). For example, email negotiations are more task-focused and less relationship-focused than are face-to-face negotiations (Moore, et al, 1999; Morris, et al., 2000), suggesting that social aspects of negotiation are fundamentally altered by the communication technology. Because negotiations are social processes (Kramer & Messick, 1995), technology's influences are likely to be greatest when negotiations are socially complex. In this paper we study negotiations that vary in social complexity and look at the impact of communication technology on processes and outcomes. Specifically, in an experiment we compared negotiations in which parties were represented by a team or a single negotiator, and conducted over videoconference or telephone. Our goal was to understand the effect of communication technology, especially technologies that vary in visual access, on negotiations that vary in social complexity. Of particular interest is testing an established finding about negotiating teams, the "team negotiation advantage" (Thompson, Peterson, & Brodt, 1996), which is based on face-to-face negotiations. Data analysis is currently underway and we find support for our main hypotheses.

Keywords: Negotiation, Teams, Technology

WHAT'S THAT AWFUL NOISE OVER AT THE AIRPORT?: AN ASSESSMENT OF AIRPORT COMMUNITY INVOLVEMENT EFFORTS

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Most airports across the country have strained or even openly conflictual relationships with their adjacent communities. Reasons for the tension include adverse impacts due to noise and other effects of airport operations, lack of understanding each side's concerns and interests, and insufficient public participation in airport decision-making. Public outreach efforts are largely ineffective and tend to follow similar patterns regardless of the specifics of a given situation. Key factors in the failure of community involvement include (1) the lack of normative consensus on acceptable outcomes, (2) existing polarization that makes empathy and shared decision-making more difficult, and (3) structural problems arising from the limits to airport control over operations and the failure to bring all stakeholders to the bargaining table. Results from a recent data collection effort confirm the first two key factors and the author's observations as an airport consultant inform the assessment of the third. This paper examines these factors, making use of social survey data regarding airport community involvement programs to arrive at recommendations for improved outreach efforts.

Keywords: Community involvement, Conflict analysis, Airports

FRIENDS IN HIGH PLACES: THE EFFECTS OF RELATIONAL STATUS AND LEADERSHIP IN DECISION-MAKING GROUPS

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Over the past three decades, a great deal of research has been done on leader-subordinate relationships (Bass, 1990; Graen & Uhl-Bien, 1995). However, little of this research focuses on the effect of these relationships in a group decision-making context. This gap in the literature is of critical importance given that organizations rely on their members' specialized knowledge and expertise, and leader-subordinate relationships are likely to effect subordinates' contributions in these areas (Argote & Ingram, 2000; Pfeffer, 1998). For instance, a regional sales manager for a pharmaceutical drug manufacturer may not directly interact with medical doctors who prescribe the medicine. Rather, the manager must rely on the input from sales personnel when making strategic decisions for future marketing strategies and sales initiatives. The presence or absence of a relationship between the manager and the sales personnel may influence employees' willingness to contribute their unique perspectives and suggestions for strategic direction. Furthermore, the manager's willingness to incorporate these unique perspectives into final decisions will likely depend on whether they were offered by inner circle or outer circle members. In this paper, we seek to begin to understand these important processes. Drawing from recent theory and research on information exchange in groups and leader-member exchange theory, we examine how the relational status between leaders and subordinates with unique knowledge affects subordinates' propensity to contribute that knowledge and how that influences group performance. Moreover, we investigate how the connection between the relational status of expert group members and group performance depends on the ambiguity surrounding how subordinates are compensated within their group.

NORMS OF FAIRNESS IN INTER-INDIVIDUAL VERSUS INTER-TEAM INTERACTIONS: THE EFFECTS OF EGOCENTRIC BIASES AND GENDER

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Understanding norms of fairness is essential for explaining many phenomena in organizations. Using a dictator game, we examine the behavior of individuals who are given the responsibility of individually making an allocation decision on behalf of a two-person group in a dictator game without consultation. We find that men are significantly more self-interested and less fair when they are responsible for a group, while women behave similarly under both conditions. Both males and females underestimate the fairness of others whose decisions can affect their earnings, but only among females are self-predictions significantly greater than expectations of others. In sum, other-regarding considerations may affect decisions in radically different ways depending not only on whether the decision is made on behalf of an individual or group, but also on the way the group decision is operationalized, whether the decision is hypothetical or real, and on the gender of the decision makers.

Keywords: Fairness, Discontinuity, Gender.

CROSSING THE LINE: A DUAL THRESHOLD MODEL OF EXPRESSING ANGER IN ORGANIZATIONS

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This paper proposes a Dual Threshold Model of anger expression in organizations in which the expression threshold is crossed when an organizational member chooses to express, rather than silence anger at work. The impropriety threshold is crossed when organizational members express anger in ways deemed inappropriate by organizational or social norms. This paper proposes when neither or both thresholds are crossed, more negative outcomes are likely; however, when the expression threshold is crossed, but the impropriety threshold is not, more positive outcomes are likely from expressed anger. The model also builds on the theory of bounded emotionality (Martin, Knopoff, & Beckman, 1998; Mumby & Putnam, 1992; Putnam & Mumby, 1993) to suggest that it would be beneficial for individuals to alter behavior and organizations to alter norms to allow more expressions of anger that fall between these two thresholds.

Keywords: Emotion, Anger, Organizations

INDIVIDUAL GOALS AND CONFLICT SKILLS AS DRIVERS OF AGGRESSION: THE MODERATING EFFECTS OF CULTURE

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In this paper, we propose that individual achievement orientation and the skills of approaching conflict directly lead to aggression. Individual achievement orientation refers to the intention to achieve goals that lead to benefits for the person himself or herself. Collectivism, however, dampens the positive effects of these two factors on aggression.

The data from a sample of 290 EMBA students from United States and Taiwan provided supports to our hypotheses. First, the stronger individual achievement goals people have, the more likely they are to be aggressive. Second, the more people believe that they are skilled in approaching conflict directly, the more likely people are to be aggressive. Lastly, people who are collectivist may control their feelings; among these people, being higher in conflict skill and higher in individual goal focus does not as likely to produce greater levels of aggression as much as it dues for those who are less collectivist.

Keywords: Aggression Cross-Culture Collectivism

MORAL EMOTIONS AND EXTRA-MORAL BEHAVIOR: THE EFFECTS OF EMOTIONAL ROLES ON RECALL AND REACTIONS TO HUMILIATION

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> "I will not enumerate the instances of our humiliation…We are all oppressed. We are all being humiliated…Today we, the whole Muslim [community], are treated with contempt and dishonor…There is a feeling of hopelessness among the Muslim countries and their people. They feel they can do nothing right…Our only reaction is to become more and more angry. Angry people cannot think properly."
>
> -- excerpt from October 16, 2003 speech by Malaysia's departing Prime Minister Mahathir Mohamad (as cited in Friedman, T.L., 2003, Sunday, November 9).

As the above excerpt indicates, protracted social conflicts have a boiling emotional core, replete with humiliation, frustration, rage, and resentment. In fact, some scholars contend that extreme reactions evident in many conflict interactions are primarily based in emotional responses (Pearce & Littlejohn, 1997). However, until recently researchers have paid little attention to the role that emotions play in conflict (Barry & Oliver, 1996). In effect, the overall distinction between emotionality and rationality may be rather dubious when it comes to protracted conflicts, where they are often inseparable. Here, indignation, rage, and righteousness are reasons enough for retributive action. This is the essential dimension of human suffering and pain, of blood and sorrow, which in large part defines the domain of deadly conflict.

INTRAGROUP SUBGROUP CLUSTERING, INTERNATIONAL INTERVENTION, AND INTERGROUP INTERACTION PATTERNING: TOWARD A DYNAMICAL MODEL OF PROTRACTED INTERGROUP CONFLICT

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Scholars and practitioners working with enduring conflicts have long recognized the complex and dynamical natures and relationships of intragroup and intergroup processes in these settings. The multitude of factors interacting within and between these systems, and their tendency to change over time, largely contributes to their intractable natures. Unfortunately, the ability of conflict scholars to conduct research on such dynamic phenomena has been constrained by the atomistic, linear assumptions of traditional research models and methods. Recent advances in dynamical systems theory have provided a new set of tools for building computer simulations that allow us to model the dynamic patterns emerging over time in these situations. This paper presents one such model: a dynamical model of protracted intergroup conflict. Using data collected from Israeli and Palestinian communities during the current Intifada, we modeled the impact of conflict escalation and international intervention on intragroup subgroup attitude clustering and patterns of intergroup interactions. Next steps and refinements for the model are discussed.

Keywords: Protracted Conflict, Dynamical Systems, Complexity.

AGREE OR NOT AGREE? THE ROLE OF COGNITIVE AND AFFECTIVE PROCESSES IN GROUP DISAGREEMENTS

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We develop and test a theoretical framework for understanding how cognitive and affective processes (cognitive and affective integration) influence the way in which disagreements (task and process) among group members affect their performance (individual and group level performance). We use this framework to explain how and why diversity may be either beneficial or detrimental to group process and outcomes. Specifically, we examine how group faultlines may hinder members' ability to create a shared understanding of the problem (cognitive integration) and a shared motivation to synthesize their knowledge (affective integration). If this happens, then groups will fail to share and process information, which will hinder group performance and satisfaction. We test this theory on 321MBA students in 88 five to six person teams from a prestigious East Coast university.

Keywords: Disagreements, Diversity, And Group Performance

FORMAL RULES AND COMPLEX NEGOTIATIONS: A NEW THEORETICAL INSIGHT WITH A PSYCHOANALYTICAL LENSE

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In organizational theories as well as in negotiation theories, formal rules and the frame they form have not been studied in depth, even regarding complex negotiations which often remain intractable. In this paper, we begin by looking at the literature in both fields regarding formal rules and frames. The quasi-absence of research appears to come from the definition of rationality used by researchers: Simon's bounded rationality. We propose another definition of rationality which takes into account unconscious phenomena, inspired by psychoanalysis. We also conceptualize the negotiation frame and rules through this psychoanalytic lens. Here, formal rules and frames play a founding role in the negotiations helping the parties to accept their ambivalence and destructiveness. Contained by the negotiation's rules and a facilitator, the parties reduce their resistance stances, projections and repetitions; these phenomena impeding creativity in negotiations and the reaching of an agreement. Afterwards, we illustrate our theoretical proposal analyzing the movie Thirteen Days, on the Cuba Missile Crisis. We chose several key extracts to give meaning to the parties' interactions. We can see that, paradoxically, when the parties accept their unrational behaviors, it allows them to increase their rational ones.

Keywords: Frame, Psychoanalysis, Facilitator

IMPLICIT THEORY OF MEDIATION PRACTICE: THE RELATIONSHIPS BETWEEN MEDIATORS' GENDER, PROFESSIONAL BACKGROUND AND CONSTRUAL OF MEDIATION PRACTICE

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This study was designed to elucidate implicit theories of mediation embraced by practitioners. The focus was on mediators' construal of their approach to and actual practice of mediation while examining the links to the practitioners' gender and professional background. It also compared mediators' implicit theories of practice to extant formal models of mediation. Qualitative methodology was employed. Six active mediators – three women and three men, two lawyers, one business administration specialist, one psychologist and two educators participated in the study. Their reflections concerning conceptual approach to mediation and the actual practice were elicited by means of semi-structured in-depth interviews. The participants relayed their impetus for joining mediation practice and described a recent mediation case. Reflecting on that case, they explained the underpinnings of their strategic and tactical choice. Their attitudes regarding the 'neutrality' vs. 'fairness' controversy and concerning the impact of gender and professional background on mediation practice were also examined.

The findings concerning the impact of gender on construal of mediation practice were ambiguous: Gender seemed to affect some aspects of practice in accordance with previous research, whereas on other aspects its impact was contrary to prior investigations.
The findings revealed clear influence of professional background on the conceptions and actual practice. The most prominent demonstration of the professional culture impact was the participants' use of "sociolect" while depicting their mediation practice. Some links of the implicit theories to formal models were identified. The implications of the findings to mediators' training are discussed.

Keywords: Third party intervention, gender, professional culture

THE ROLE OF EMOTIONS IN CONFLICT MANAGEMENT: THE CASE OF WORK TEAMS

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The study was designed to investigate conflict dynamics in intact work teams, focusing on the role of emotional experience in the process of conflict management. Furthermore, we attempted to elucidate the contribution of individual disposition (self-efficacy) and group-situational factors (affective and task conflict and ethical climate) to emotions toward group members, thereby indirectly affecting conflict- management patterns. Sixty-nine medical teams, comprising 331 employeess (mainly nurses and physicians), participated in the study. Self-report structured questionnaires were used to assess the respondents' intra-group conflict-management patterns, self-efficacy, positive and negative emotions toward the work team, affective and task conflict, and ethical climate within the team. Path analyses of the data showed that a cooperative pattern of conflict management was associated with positive emotional intra-group experiences, which in turn related positively to self-efficacy and to a climate of promoting efficiency, but negatively to task conflict. A coercive pattern was associated with negative emotions, which in turn related positively to relationship conflict. Finally the nonconfrontational pattern of avoidance was directly and positively linked to negative emotions, but negatively associated both with a group climate promoting efficiency and with task conflict.
The findings seem to suggest the centrality of emotional experiences in conflict-management processes at the intragroup level.

Keywords: Organizational conflict management, intra-group processes, emotions

RESPONDING TO CONFLICT AT WORK AND INDIVIDUAL WELL-BEING: THE MEDIATING ROLE OF FLIGHT BEHAVIOR AND FEELINGS OF HELPLESSNESS

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A field study involving a health-care institution was conducted, to examine the mediating influence of conflict responses on the relation between conflict and Well-being. We tested the hypothesis that conflict at work and the resulting responses, resulted in the experience of more organizational stress and in reduced Well-being. Using structural equation modeling we confirmed our hypotheses. We not only showed that conflict was positively related to responses of helplessness and flight behavior, but also our hypothesized model specified a mediating role of both helplessness and flight behavior between conflict and organization stress. Finally, reduced well-being was the outcome of the increase in experienced organizational stress. Implications for conflict theory and well-being in organizations were discussed.

Keywords: Conflict Responses, Well-Being

THE AFFECTIVE GRAPEVINE: HOW EMOTION-LADEN COMMUNICATION CAN BIAS PERSONAL REPUTATION

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In this paper, I explore the role of interpersonal communication in the reputation formation process. Prior work in reputation building has largely assumed that reputations form through personal experience with the target or full knowledge of the target's prior history. I argue that communication between past and future counterparts plays an important role in reputation formation. Drawing from research in marketing, psychology and management, I develop a model in which the emotional content of information and the relationships between the sender, receiver, and target lead to communication processes that bias individual impressions, and ultimately result in biased reputations.

Keywords: Reputation, Affect, Communication

SAUDI ARABIA AND THE TERRORIST THREATS

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The United States' war on terrorism has seen some impressive victories since the horrific attacks two Septembers ago. The removal of the terrorist coddling Taliban regime in Afghanistan was a strong blow to Al Qaeda's training camps and ability to project world wide terror. Also, the dismantling of Saddam Hussein's regime in Iraq, which admittedly supplied funds to terrorist organizations, was a major boost to removing serious funding and support for terrorism. But has the United States truly made significant progress in razing world's ability to project terror against Americans. Some proponents claim that there are much more important, terrifying threats brewing to attack the United States. Author Alex Alexiev states, "Murderous as it is, al-Qaeda is a symptom, not the cause, of the terrorist phenomenon,"

So then, what other phenomenon are the causes for underpinning America's war on terrorism? "Our problem is a dangerous and widespread malignancy, a kind of Islamic fascism, which has metastasized throughout the international Muslim community. While it uses a interpretation of Islam as its ideological banner, Islamic fascism is much closer to Nazism and Communism in its essence than to traditional Islam," The epitome of this analysis rests in one of our greatest 'allies' in the Middle East. Many neo-cons in Washington are claiming that the strong fundamentalist movement in Saudi Arabia is actually the most important target in the war on terrorism. Extremist Wahhabism in Saudi Arabia threatens to transform Islam into a fanatical machine, bent on destroying infidels who refuse their blend of ideology. The House of Saud accepts, or at least tolerates, this ideology to be the official religious creed in Saudi Arabia. So one of the United States' better allies condones, and some would argue encourages, the type of ideology that threatens their war on terrorism more than practically any other threat. Can these two seemingly incompatible goals be sustained?

Keywords: Saudi Arabia, Terrorism, United States

A COMMUNICATION AND CULTURAL CODES APPROACH TO ETHNONATIONAL CONFLICT

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This paper describes a communication and cultural code approach to ethnonational conflicts. More specifically, it describes theory and research emerging from transformative communication events aimed at building constructive relationships between groups as a way to cope with barriers to conflict resolution. The paper accomplishes three goals. First, we describe the conditions of contact necessitated by conflict. These are dialogue groups organized according to principles established by Allport's (1954) contact hypothesis including sustained contact, cooperative interdependence, and norms of equality. Secondly, we state the assumptions of an interactional approach to conflict, which assumes that conflict is, by definition, interactive making communication impossible to avoid. These assumptions also include an emphasis on the relational aspects of communication, and the fact that interaction sequences become patterned over time and become constitutive of the defining characteristics of the conflict. Moreover, the participants are influenced by communication codes, which are culturally based orientations to producing and interpreting interactions. These codes are grounded in the work of Katriel (1986), Carbaugh (1990), Ellis (1994, 1999) and Philipsen (1997) and have implications for the meaning potential of individuals in conflict situations. Finally, we explicate these issues by describing research that is representative of this communication approach to conflict. This research conceptualizes reconciliation-aimed contacts and demonstrates how communication codes are modified by situational constraints.

Keywords: Communication, Codes, Ethnonational Conflict

EFFECTIVENESS OF CONGLOMERATED CONFLICT BEHAVIOR BY DUTCH PEACEKEEPERS

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The present study explores the theory of conglomerate conflict behavior. This theory presumes that conflict behaviors should not be studied as if independent, but as 'gestalts', that is, in relation to each other. Behavioral conglomerates vary in the specific combinations of the amount of each behavioral style, and the interrelations of these styles. Specific combinations of styles are more effective than other combinations. Survey data on five conflict styles were collected from Dutch military peacekeepers (N=828). Using cluster analysis, two different patterns of conflict handling were identified. The first pattern was characterized by cooperative behavior, combining problem solving with compromising and accommodating. The second pattern was characterized by strongly assertive behavior, combining forcing with problem solving. These patterns show meaningful relations with determinants of conflict behavior, as interdependence between parties, and level of escalation. In line with the theory of conglomerated conflict behavior, the pattern with a dominant use of both forcing and problem solving appeared to be most effective. This study illustrates the relevance of analyzing conflict behaviors at conglomerate level, for professional practice, training and conflict research.

Keywords: Conglomerate Conflict Behavior, Peacekeeping, Effectiveness

WHAT TO YOU REALLY WANT? SKILLFUL INQUIRY AS A MEANS TO SUCCESS IN MIXED-MOTIVE NEGOTIATION

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People typically regard mixed-motive negotiations as competitive situations requiring assertive strategies, which preclude achieving integrative gains. Research has shown that even when angry, negotiators reporting respect for the other party's interests produce more successful integrative outcomes. We posited that exhibiting greater levels of constructive inquiry into the other's needs and interests would help explain these better outcomes, whereas higher levels of advocating one's own position, especially without explaining one's comments, would detract from outcomes. Experimental findings showed that negotiators seen to be in the higher power position in a dyad were more inclined to use more inquiry if both parties held each other's interests in higher regard. The more these higher-power negotiators asked questions while explaining the reasons for them, the more accurate was their judgment of others' interests, which accounted for creating more joint gains. These findings are congruent with theory of successful dialogue derived in less contentious settings.

Keywords: Inquiry, Emotion, Power

PROFESSIONALISM AND TRADITIONAL INDIAN CULTURE – A CONFLICT?

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Professionalism has increased in India since the liberalization of the economy in 1990/91. We propose that the increased professionalism since the liberalization is in conflict with traditional Indian culture. Using both a Straussian grounded theory research methodology and a construct-building case study methodology, we explore the conflict based on 32 interviews held in Karnataka, India.

We discover that a conflict exists between traditional Indian culture and professionalism on an intra-personal, inter-personal and inter-organizational level. The conflict on an intra-personal level tends to be successfully solved by combining elements of traditional Indian culture and professionalism. The inter-personal conflict in a company setting is effectively addressed by focusing employees on fundamental values common to both professionalism and traditional Indian culture. Conflict on an inter-organizational level tends to lead to dissolution of the business relationship between the disputing organizations. A self-selection mechanism leads to clusters of traditionally Indian businesses and increasingly professional companies, which reduces interactions between the two groups.

In sum, our research findings suggest that the current conflict between traditional Indian culture and professionalism is perceived and addressed by individuals and organizations. As a result, traditional Indian culture and professionalism are likely to converge to an 'Indian professionalism'.

Keywords: Culture, Professionalism, India

THE ROLE OF GROUP MEMBERSHIP PERCEPTION AND TEAM IDENTITY IN A VIRTUAL TEAM'S USE OF INFLUENCE TACTICS

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Numerous articles can be found in the management journals on the area of power and influence, both from the theoretical and empirical approaches. There is also a growing body of literature in the management publications on the subject of virtual teams and organizations. However, there is limited empirical research on virtual teams, and particularly lacking are studies concerning team identity and perceptions of group membership. Shapiro et al. (2002) proposed that factors characteristic of transnational teams put those teams at risk for low team identity which in turn leads to effort-withholding behaviors. Given the commonalities between virtual and transnational teams, this study seeks to validate some of the propositions of Shapiro and colleagues as they apply to virtual teams and their members. In addition, there are also few empirical studies with regard to the communication processes within virtual organization settings (DeSanctis & Monge, 1999). Therefore, the study also investigates the effects of team identification on a virtual team member's use of influence tactics in their team. The model proposes that a team member's level of team identification mediates the effects of team and team member characteristics on a team member's use of influence tactics.

THE USE OF EXPLODING OFFERS AND LONG-TERM OUTCOMES

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During the late 1990s and 2000, many companies used the exploding offer as a high-pressure recruiting practice. In an exploding offer, a company makes an employment offer with a short-fuse deadline with the offer changing over the time the prospective new hire uses to make their decision. Given the characteristics of an exploding offer such as power asymmetry and lack of good faith, we contend that such offers affect long-term behavioral outcomes, mediated by the employee's injustice perceptions and the quality of the social exchange relationship they have with the organization. Specifically, our study focuses on the behavioral outcomes of turnover and affective commitment.

Keywords: Exploding Offer, Recruitment Practices, Outcomes

COPING WITH MOBBING AS A RELATIONSHIP CONFLICT

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Mobbing is used to systematically harass a person over a long period of time, and it has been defined as an unsolved social conflict. Past research has revealed that the consequences of relationship conflict –conflict related to interpersonal issues, political norms and values, and personal taste- will vary depending on how people deal with it. The objective of this paper is to analyse the link between mobbing and relationship conflict and the consequences of how people cope with a mobbing situation at work. Results show that relationship conflict has a high relation with mobbing perception, and that effective coping will reduce certain consequences such as anxiety-insomnia.

Keywords: Mobbing, relationship conflict, anxiety-insomnia, conflict management

CHINESE AND AMERICAN ARBITRATORS: EXAMINING THE EFFECTS OF ATTRIBUTIONS ON AWARD DECISIONS

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Most arbitration research has been conducted in United States, despite the growth of arbitration internationally. In this study, we plan to examine one area where cross-cultural differences between Chinese and Americans have been found – attribution – and explore what effects this might have on arbitrator decisions. Cross-cultural attribution literature indicates Americans tend to make more dispositional attributions, while Chinese tend to make more situational or contextual attributions, and that Americans tend to attribute results to a person's ability while Chinese tend to attribute results to a person's effort. We propose that these attribution differences influence arbitrator decisions and will conduct a cross-cultural field experiment to test our hypotheses.

Keywords: Arbitration Attribution Cross-Culture

PROMOTING NEGOTIATOR SUCCESS: THE ROLE OF REGULATORY FOCUS IN THE DISTRIBUTION AND EFFICIENCY OF NEGOTIATED OUTCOMES

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In three studies, the authors demonstrate that a promotion regulatory focus leads to greater distributive and integrative negotiated outcomes than a prevention regulatory focus. In Study 1, correlational evidence demonstrates that individuals with a greater promotion focus tend to give more attention to their target prices and ultimately achieve better distributive outcomes. In Study 2, negotiators primed with a promotion focus paid more attention to their target prices, made more aggressive opening offers, and achieved better distributive outcomes than those primed with a prevention focus. In addition, the aggressiveness of opening offers mediated the association between regulatory focus and the distribution of outcomes. Study 3 demonstrated that in a negotiation with integrative issues a promotion focus led negotiators to be more likely to achieve a Pareto efficient outcome.

Keywords: Regulatory Focus, Negotiations, Distributive Outcomes, Integrative Outcomes

SMARTER *AND* SLOWER: SELF-OTHER MERGING AND STEREOTYPE JUDGMENT/BEHAVIOR DISSOCIATION FOLLOWING PERSPECTIVE-TAKING

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Although research has demonstrated that perspective-taking results in the application of one's self-concept to the target and target group, the reverse – application of other-concept to the self has yet to be demonstrated. In a sequence of four experiments, we demonstrated that perspective-taking results in self-other merging, with individuals taking on traits and behavior stereotypical of the target. Experiment 1 and 2 demonstrate that taking the perspective of a target resulted in participants describing themselves in positive and negative terms stereotypical of the target's group. Experiment 3 showed that behavior is also influenced by perspective-taking: taking the perspective of a professor led to improved performance on an analytic task. Finally, Experiment 4 explored the dissociation between judgments and behaviors following perspective-taking: taking the perspective of an elderly target led to less stereotypical judgments (dependence), but to increased stereotypical behavior (walking more slowly). In explaining these findings, we discuss perspective-taking as a mechanism for coordinating social behavior.

Keywords: Perspective-taking, Stereotyping, Self-Other Merging

CONFLICT STRESS AND REDUCED WELLBEING AT WORK: THE BUFFERING EFFECT OF THIRD-PARTY HELP

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This study among 108 Dutch social services workers examined whether particularly the intra-psychic tension directly associated with interpersonal conflict at work, i.e. conflict stress, is responsible for reduced well-being in terms of emotional exhaustion, absenteeism and turnover intentions. Furthermore, we explored whether these detrimental effects were buffered by third-party help. Factor analyses showed that third-party help can be considered an additional conflict management style, next to more traditional behavioral styles such as problem solving and forcing. As expected, conflict stress was positively related to emotional exhaustion, absenteeism, and turnover intentions even when controlled for task and relationship conflict. Furthermore, this relationship was strong for respondents who report low third-party help and non existent for respondents who report high third-party help. These findings suggest that third-party help is a successful conflict management strategy to prevent negative outcomes of interpersonal conflict in organizations.

THE PARADOX OF PERSPECTIVE TAKING ABILITY IN CONFLICT AND NEGOTIATION: IMPACT OF MOTIVATIONAL AND INFORMATIONAL BIAS

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We strongly suspect that *the very act of trying to take the other person's viewpoint can in some circumstances and for some people lead to more inaccurate person perception, more biased judgment, and possibly disrupted conflict resolution*. In a nutshell, we will develop the argument that the dispositional characteristic of Perspective-Taking Ability (PTA) is both a blessing and a curse in negotiations. While people high in PTA have generally fared better in experimental negotiation tasks, we argue that this tendency can be a hindrance in real interpersonal conflicts. We hypothesize that people high in PTA can "make too much" of insufficient and irrelevant interpersonal information, and are more impacted by affective involvement (they sometimes "care too much"), to the detriment of their judgment accuracy and personal profit in negotiations. In the present paper, we will reflect on the possible nature of such mechanisms, and describe the results of a first series of laboratory studies isolating the effects of a selected subset of situational and dispositional variables, using samples from both Canadian and Belgian populations.

Keywords: Perspective-Taking Ability, Information, Motivation

MAD, MEAN, AND MISTAKEN: THE EFFECTS OF ANGER ON PERCEPTION AND BEHAVIOR IN NEGOTIATION

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Social conflict can inspire powerful emotions, but the consequences of these emotions in negotiations are poorly understood. This study examined the difficulty of trying to ignore anger evoked in a previous situation when negotiating in a new situation. After participants received either egregiously negative or neutral feedback on their personal essays about abortion, participants prepared to negotiate with a new person who did not critique their essay. Anger caused by the harsh criticism significantly reduced the accuracy of participants' perceptions of the opposing parties' interests; interestingly, it also reduced the accuracy of participants' perceptions of their own interests. Despite reporting more satisfaction with their final payoffs, angry participants obtained worse outcomes. Angry participants were so caught up in their anger that they appear to have lost track of what they wanted in the first place – to negotiate a deal that benefited themselves.

Key Words: Anger, Negotiation, Social Perception

A CONTINGENCE PERSPECTIVE ON THE STUDY OF THE CONSEQUENCES OF CONFLICT TYPES: THE ROLE OF ORGANIZATIONAL CULTURE.

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The potential positive or negative consequence of relationship conflict versus task conflict for group members and organizations continues to be a controversial topic. Whereas a certain amount of agreement exists on the negative consequences of relationship conflict, the evidence for task conflict is not as conclusive. This has led some authors (De Dreu & Weingart, 2003a,b) to propose a contingence perspective. This article continues this approach and analyzes the influence of types of conflict on group members' satisfaction and wellbeing, considering the moderating role that organizational culture plays in this relationship. Two types of service organization have been studied; private organizations with a high goal oriented culture, and public organizations with a low goal oriented culture. Results show that a) relationship conflict decreases both public and private workers' job satisfaction and affective wellbeing; b) task conflicts decrease private organization workers' satisfaction and affective wellbeing, while this dysfunctional effect is absent in public organizations; c) goal orientation moderates the effect of task conflict in private organizations; and d) support orientation moderates the effect of task conflict in public organizations.

Key Words: Task Conflict, Relationship Conflict, Organizational Culture.

THE INTERCULTURAL CONFLICT STYLE INVENTORY: A CONCEPTUAL FRAMEWORK AND MEASURE OF INTERCULTURAL CONFLICT APPROACHES

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Grounded in the pragmatics of human communication perspective, the current study examined how disagreements and emotion function across cultural context in resolving conflict. Specifically, the research effort developed the Intercultural Conflict Style (ICS) Inventory, a 36-item measure of intercultural conflict style based on two core dimensions: Direct vs. Indirect approaches to dealing with disagreements and Emotionally expressive vs. Emotionally Restrained patterns for dealing with the affective dimension of conflict interaction. Confirmatory Factor Analysis (CFA) found the proposed two-factor model was a good fit to the data. Analysis of the CFA findings identified a final set of 18 Direct/Indirect items and 18 Emotional Expressiveness/Restraint items. The Direct/Indirect scale obtained a coefficient alpha of .73 and the Emotional Expressiveness/Restraint scale achieved .85 reliability. Validity testing of the scales found no significant effects by gender, education or previous intercultural living experience. Suggestions for additional research using the ICS Inventory are offered and a practical intercultural conflict style model is proposed based on high/low levels of Directness and high/low levels of emotional expressiveness.

TEAM CREATIVITY, CONFLICT, AND TRANSACTIVE MEMORY SYSTEMS: A BRIEF PROPOSAL FOR A RESEARCH PROJECT

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This extended abstract looks at the relationship among relationship and task conflict, transactive memory systems, and team creativity. It argues for the importance of understanding that transactive memory systems play an important role in encouraging team creativity while also moderating the association between task and relationship conflict.

Keywords: Team Creativity; Transactive Memory System; Task And Relationship Conflict.

PLAYING HIDE AND SEEK: THE EFFECTS OF INFORMATION EXCHANGE IN INTRA- AND INTER-GROUP NEGOTIATIONS

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We examined the effects of information sharing and group membership of the negotiation partner on negotiation cognitions, behaviors and outcomes. Study 1 ($N = 77$) confirmed that in *anticipation* of the negotiation, participants placed more trust in an in-group member, and were more willing to exchange information with a negotiation partner who revealed his/her underlying interest. In Study 2 ($N = 96$) we examined how these effects influenced the development of attitudes and behavior *during* the negotiation and negotiation outcomes. Results showed that negotiations with in-group members were more cooperative when they shared, rather than not shared, information about underlying interests. In contrast, negotiations with out-group members were more cooperative when they did not share, rather than shared, information about underlying interests.

Keywords: Negotiation, Group Processes, Information Exchange.

PREFERENCES FOR MEDIATING PERSONAL HARASSMENT AT WORK: A THEORY-DRIVEN APPROACH

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This article develops theory by introducing a model of mediation in the context of personal harassment at work. Drawing on research from conflict resolution, organizational justice and social psychology, the model proposes that disputant power, severity of personal harassment, attributions of offensive behavior, perceived voluntariness of mediation and interpersonal trust between disputants affect complainant preferences for mediation. This article focuses on the perspective of complainants in contrast to the historical focus in past research on mediators. In addition, the model adds to recent research interest in relational or social aspects of interpersonal conflict and negotiation. Implications for practice and directions for future research are discussed.

Keywords: Mediation, Interpersonal Conflict, Personal Harassment

"PLURALITY HEURISTIC" IN PERCEPTIONS OF PROCEDURAL FAIRNESS IN ADR: EFFECTS OF THE NUMBER OF MEDIATORS AND THE DISTRIBUTION OF JUDGEMENTS.

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When participants do not expect that a conflict will be resolved by direct negotiation, they may ask a third party to intervene the conflicts. In Japan, the civil trial has been long a sole social institution of third party intervention which disputants can use for difficult conflicts. In the civil trial, the trial process consists of formally defined procedures. Examining the case according to the law and precedence, the judge makes judgments in which each disputant is given the deserved outcomes. Since the civil trial costs much time and expense, however, it is not very available to people. For this reason, recently, ADR is getting popular because it is easier for people to access than the trial.

As compared with the trial, ADR is more advantageous in terms of time and expense and more flexible to choose the procedures suitable to each case. Furthermore, it is characteristic of ADR that it attempts to make agreement among disputants, in stead of determining which is right or wrong. For these reasons, it appears that disputants are more satisfied with ADR than the trial in which they are forced to accept judgments.

A disadvantage of ADR is that it lacks in a legal force. This means that dispute resolution by ADR depends on whether suggestions or offers are accepted by disputants or not. It is difficult or impossible to reach a settlement with which all the disputants are completely satisfied, without making any concession. If all disputants adhere to self-interests, the dispute is hardly resolved. Therefore, it is important for ADR how it encourages disputants' spontaneous concessions and acceptance of the suggestion (Tanase, 1998). In the present study, we focused on the perceived procedural fairness of ADR as a determinant of disputant's spontaneous acceptance of the suggestion.

Key words: procedural fairness, third party intervention, conflict reslution

BRIDGING DISPUTE SYSTEM DESIGN THEORY AND PRACTICE: THE CASE OF UNITY HOSPITAL

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This paper bridges theory and practice of dispute system design through the close examination of the design and implementation of an innovative ADR system at Unity Hospital. Unity Hospital provides an interesting case in that the employee relations department had to overcome management's perception of their employee advocacy and employees' accusations of behind-the-scenes managerial bias. Under new management, the employee relations department set out to design a new ADR system and change their reputation to that of a neutral, "pro-rules" department. This case study compares Unity Hospital practice with key features of common dispute system design models and presents a preliminary evaluation of their effectiveness to date.

Keywords: Dispute System Design, Alternative Dispute Resolution, Employee Relations, Trust

A GLOBAL VIEW OF COMPETITIVE NORMS

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This study investigates the differential effectiveness of cultural values and normative beliefs as predictors of behavior in a competitive group decision-making task in three countries, Israel, Japan, and the United States. Its purpose is to test hypotheses about how cultural values and norms influence the display and use of power in groups. Our initial findings present very similar values- and norms-based pictures of the groups in Israel and the U.S. However, their resource allocation behaviors were remarkably different. The "power" players in Israel claimed significantly more of the resources than either the power players in Japan or the U.S. There was no distinguishable difference between the outcomes in Japan and the U.S.

Keywords: Norms, Cultural Values, And Culture

THE POLITICS OF NATIONAL CONFLICT RESOLUTION: CIVIL SOCIETY, POLITICAL CULTURE, AND BUILDING DEMOCRATIC STRUCTURES IN NIGERIA

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This paper seeks to offer a critical assessment of the role of civil society in democratization and conflict resolution in Africa, looking at the case of Nigeria and offering an analytical framework for gauging this sector's political contribution to national democratic structures and political cultural patterns. An assessment of this contribution will in turn provide insight into civil society's role in conflict management at the national level. Drawing on the experience of a wide range of civil society groups in the 1990s under military rule, I present a theoretical framework that seeks to assess the democratic and conflict management contribution of these groups both internally on their own members and externally on the wider Nigerian polity.

I will first look at the internal structures and political micro-cultures of these organizations to assess how democratic they are, based on how they resolve their internal conflicts. How such internal democracy—or lack thereof—influences the group's external promotion of democratization will then be examined. Second, I will explore how Nigerian civil society in the 1990s impacted national political cultures and structures in terms of imparting a democratic system and a democratic, conflict managing political culture. A broad overview of civil society groups across several regions in Nigeria will be offered, with evidence from key individual organizations in the NGO, trade union, business association, religious, traditional, and professional sectors. Out of several priorities that emerge, democratic structures in civil society groups are found to be of critical importance for inculcating democratic political culture in members, which in turn promotes greater conflict management in the polity.

Keywords: Civil Society, Democracy, Africa

SOURCES OF DESTRUCTIVE CONFLICT IN SCIENTIFIC RESEARCH: FINDINGS USING THE REFLECTIVE CASE STUDY METHOD

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This paper will present findings from a study on conflict among and between scientists at the National Institute of Health. Disputes that arise in the course of scientific research are an important and costly form of social conflict, yet one that has largely been ignored by the mediation and research communities. The primary research vehicle has been a model of reflective case study first employed by Kressel and his colleagues (Kressel,1997; Kressel, et al., 1994) in their study of divorce mediation. The model makes use of systematic case study protocols to direct reflective attention to critical conflict episodes and variables and uses a team setting as the reflective medium. Reflective research has the potential to bride the practitioner-researcher divide because it takes clinical expertise seriously as a key to systematic understanding rather than as a mysterious and second class form of knowledge. In the 18 cases studied five categories of problematic dispute factors have emerged: 1) "Difficult Individuals"; 2) problematic interpersonal dynamics; 3) aspects of NIH's scientific and organizational culture; 4) systemic problems within specific research environments; and 5) leadership dysfunction. Most disputes contained factors from two or more of these categories. We shall discuss factors in each of these five categories with reflections on their import for intervention and the likelihood for successful conflict management.

Keywords: Scientific Conflict, Mediation, Reflective Practice,

TOO SMART FOR THE TEAM'S GOOD? EXPLORING THE EFFECTS OF INDIVIDUAL AND AGGREGATE GENERAL MENTAL ABILITY ON INTRA-TEAM CONFLICT AND TRUST

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We propose and test a variety of hypotheses surrounding the relationship between general mental ability (GMA) and conflict in teams. Specifically, we explored the relationships between the level of GMA represented in a team, and conflict - mediated by perceived task difficulty and moderated by information sharing. We also explored the effects of individuals' GMA on conflict by examining the effects on individual preferences for working alone, distrust of other team members and overall expectations of conflict. Data from 71 teams of MBA students supported many of our hypotheses.

Keywords: Conflict, Teams, General Mental Ability

NEGOTIATOR SELF-IDENTITY AND JUSTICE JUDGMENT IN INTERGROUP NEGOTIATION

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Linking group value model and social identity theory, we argue that favorable judgments of ingroups reduce an ingroup representative's threat to self-esteem in an intergroup encounter, which in turn enhances justice judgment of social exchange with outgroup members. Further, we test if negotiators' self-identity based on independent, relationally interdependent, or collectively interdependent self-construals influences economic value created during an intergroup negotiation through high procedural justice judgment of the social exchange.

Keywords: Procedural Justice, Intergroup Negotiation, Self And Identity

TEMPORAL PERSPECTIVE WHEN INDEPENDENT OR INTERDEPENDENT

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Drawn from self-regulatory focus and construal level theories, we hypothesize that an independent self-construal is associated with distant temporal perspective and an interdependent self-construal with proximal temporal perspective, and that a gain versus loss frame moderates these relationships and helps establish temporal synchrony in attitudes and work motivations in intercultural interaction. We present preliminary data from two studies supporting our predictions and discuss how organizational conflict (e.g., process conflict, conflict attribution) may be mitigated by strategic framing (either emphasizing gain or loss) in work assignment across different cultures and time zones.

Keywords: Time, Self-Construals, Organizational Conflict

STRATEGIC NEGATIVE EMOTION IN NEGOTIATIONS

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This experiment focused on the effects of strategic negative emotion in negotiations. Dyads engaged in more argumentation, threats, and rejections when one member adopted a negative rather than positive emotional strategy. In terms of outcomes, strategic negative negotiators achieved higher outcomes than their partners, whereas strategic positive negotiators achieved lower outcomes than their partners. Negative strategists also had better outcomes than positive strategists. Results have implications for the enactment of emotions as communication tactics and the blend of different emotional strategies in negotiations.

Keywords: Negative Emotion, Negotiation Strategy, & Interpersonal Communication

EMOTION IN INFLUENCE: A CONNECTIONIST MODEL

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The role of emotional messages in interpersonal influence is powerful but under explored in the social influence literatures. In this extended abstract, we propose a connectionist approach and argue that the exchange of emotional messages in social influence encompasses dual processes of *internal activation* and *external congruence*. Specifically, we describe how the internal activation process instigates elements of the individual's previous affective network to compose responses that are congruent with the current external context of the influence episode. These responses then trigger the other party's cycle of internal activation and congruence-seeking response. Effectively, emotional exchange is a spiral of mutual influence. This connectionist approach contributes to the literature of emotion and influence by considering the emotional dimension of dynamic interpersonal influence processes. We consider implications of an individual's awareness of the use of emotional appeals for behavior in contexts involving dyadic influence.

Keywords: Emotion, Influence, Connectionism.

CONTROLLED FAIRNESS: EVALUATIONS OF FAIRNESS IN MARKET, BUREAUCRATIC AND CLAN ORGANIZATIONS

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We examine how a key component of the organizational context, the managerial control system, affects subordinates' fairness evaluations. Specifically, we argue that particular types of control systems (market, bureaucratic, and clan) differentially influence the importance subordinates place on three fairness assessments (distributive, procedural, and interactional). Furthermore, we argue that, when managers focus on promoting the forms of fairness subordinates consider most important, they motivate higher levels of subordinate performance. Utilizing a field survey and computational model, we examine four hypotheses. We conclude by discussing the implications of this work for organizational control and organizational fairness research.

Keywords: Fairness, Control, Performance

GETTING OFF ON THE WRONG FOOT: EXPLORING THE RESTORATION OF TRUST

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Positive interactions depend on the mutual fulfillment of parties' expectations of each other and their actions. As expectations are repeatedly fulfilled, accumulating rewards can cement the perception of an implicit contract (Rousseau & McLean Parks, 1993). The perceptual nature of these implicit agreements, however, gives them an inherent fragility (e.g., Bettenhausen and Murnighan, 1985), hence actions that violate cooperative expectations can have serious consequences. Minor departures from those expectations may foster concern; major departures may be perceived as exploitation, generating strong emotional reactions that might sever the relationship so that future benefits are lost (Bottom, Eavey, and Miller, 1996; Murnighan, 1981).

POWER CORRUPTS… OR DOES IT? THE INFLUENCE OF POWER AND GENDER ON THE ACCEPTABILITY OF NEGOTIATION TACTICS

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This paper explores how power and gender influence the acceptability of potentially questionable negotiation tactics. We tested conflicting hypotheses to explore whether power
corrupts or ennobles, and whether or not the power holder's sex moderates this relationship. Using tactics from the SINS scale (Robinson, Lewicki & Donohue, 2000) as well as emotional tactics (Barry, 1999), we found that high perceived power females found potentially questionable tactics less acceptable than females with low perceived power or males. In contrast, differences in the acceptability of tactics, while less pronounced between males of high versus low perceived power, suggested that males with higher perceived power found potentially questionable tactics more acceptable than those with low perceived power. Our results suggested that while perceived power may mildly corrupt males, it ennobles females.

Keywords: Power, Gender, Negotiation tactics

THE INFLUENCE OF WASHINGTON, DUBOIS, AND GARVEY ON BLACK-OWNED BUSINESSES IN THE 1920S

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This paper will discuss the economic philosophies of Booker T. Washington, W.E.B. DuBois, and Marcus Garvey, and the impact they may have had on African American businesses during the 1920s. It is difficult to assess the influence these three men had on individuals such as Madame C.J. Walker but there is little doubt that their words were taken to heart by a number of Black entrepreneurs.

Since the end of Reconstruction African Americans found themselves on the outside peering through the windows of equality. Organizations such as the Ku Klux Klan and Supreme Court decisions seemed to feed off the other as African Americans were consistently denied fair and equal treatment. The Populist Movement offered a glimmer of hope. They were dashed in 1896 with the seemingly simultaneous election of William McKinley to the Presidency, the end of Populism, and the *Plessy v. Ferguson* Supreme Court decision.

The lack of political power all but encased in stone the lack of economic power for African Americans. Companies refused to hire Black men and would allow Black women to work in positions where it was necessary to deal with the public. The scarcity of job and career opportunities made it all but impossible to obtain bank loans to purchase some of life's necessities and luxuries. Even if some African Americans had the means to repay a loan, it was doubtful that one could be obtained without great difficulty.

If Black men and women could not get jobs to support themselves, what could they do? The answer was simple. Start their own businesses and cater to the Black community while encouraging the community to support the businesses. This is exactly what Washington, DuBois, and Garvey preached.

BUILDING SOCIAL CAPITAL THROUGH CONSULTATIVE DECISION MAKING: A PROPOSAL FOR AN INTEGRATED APPROACH TO LOCAL JUSTICE SECTOR REFORM PROGRAMS

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This article advocates the building of social capital through community based decision making. Specifically, the article focuses on the promotion of consultative community based decision making as a means of building trust within a community and as a foundation for strengthening local access to justice and to justice systems. The article presents two case studies demonstrating the direct impact that community consultative processes have on the creation of viable and sustainable models of access to justice in the informal sector and access to justice systems in the formal sector.

THE ACTIVIST IN ALL OF US: VARIETIES OF ACTION AND LOW POWER ATTEMPTS TO CHALLENGE STATUS HIERARCHIES

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When will individuals accept or reject systems that subordinate them, when will they take actions that will challgenge these status hierarchies, and when will such challenges be more intense, overt and non-normative? Recent research suggests that individuals will justify and maintain systems that subordinate them (Jost & Banaji, 1994), yet we suggest that certain boundary conditions predict when individuals will no longer accept their place in such systems. We propose a model that examines how multiple factors – a sense of power (Keltner, Gruenfeld & Anderson, 2003), emotions associated with power (Tiedens, 2001a), and perceptions of the system's legitimacy, stability and permeability to individual advancement (Tajfel & Turner, 1986) – predict when those in low power will act against authority or when they will act to justify and maintain such systems. We also suggest that the level and type of action taken against hierarchies changes as more of the elements (i.e. sense of power, emotions, perceptions of the status hierarchy) of our model are present. We predict that the actions taken against hierarchies become more overt and non-normative as more of these factors are present.

Keywords: Power, Emotions, Perceptions of Justice

A THIRD MODEL OF LEGAL COMPLIANCE: TESTING FOR EXPRESSIVE EFFECTS IN A HAWK/DOVE GAME

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Economic theories of legal compliance emphasize legal sanctions, while psychological and sociological theories stress the perceived legitimacy of law. Without disputing the importance of either mechanism, we test a third way that law affects behavior, an expressive theory that claims law influences behavior by creating a focal point around which individuals coordinate. We argue that mixed motive games involving coordination model many common disputes, and that, in such games, any third-party cheap talk, including legal rules, that calls the players' attention to a particular equilibrium tends to produce that equilibrium. We investigated how various forms of third party cheap talk influence the behavior of subjects in a Hawk/Dove or Chicken game. Despite the players' conflicting interests, we found that messages highlighting one equilibrium tend to produce that outcome. This result emerged when the message was selected by an overtly random, mechanical process, and also when it was delivered by a third-party subject; the latter effect was significantly stronger than the former only when the subject speaker was selected by a merit-based process. These results suggest that, in certain circumstances, law generates compliance not only by sanctions and legitimacy, but also by facilitating coordination around a focal outcome.

Keywords: Law And Social Conflict; Law And Dispute Resolution; Law And Decision Making

SPECIAL PROJECT TEAMS: MANAGING THE POTENTIAL FOR INTRA-ORGANIZATIONAL CONFLICT

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As organizations become more complex and face increasing challenges to innovate to maintain or establish a competitive edge, the role of special project teams is often pivotal in implementing such strategies. Quite often these special project teams are formed from within the organization.This can have several outcomes for the organization. Often the members may be viewed with suspicion or hostility as they are seen to have some degree of privilege or access to confidential information unavailable to members of the organization. Also, often the special project team is an agent of change, and, as such may be viewed as taking action that may threaten the *status quo* or jeopardise their position or status within the organization. Special project teams, because of their small size and focussed expertise (IT, systems, and financial flows); tend to develop their own culture and team members tend to have loyalty to the project team rather than the overall organization. The activities of the special project team have the potential to cause conflict within the organization; therefore it is imperative that part of the formation process should include some mechanism for managing this potential for conflict. This paper examines these issues within the context of a special project team working in a large Australian financial organization. From this, some preliminary conclusions are made concerning how an effective conflict management strategy may decrease the potential for intra-organizational conflict and may assist the special project team to implement and operationalise its designated strategy.

Keywords: Organisational Conflict

ON THE OPERATION OF EMOTION IN JUSTICE JUDGMENTS: THERE'S MORE THAN UNFAIRNESS TO INJUSTICE

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The concept of justice has been an important one for some time in the literature. The idea that fairness and unfairness drives behavior is widely held and accepted in the field. I proposed that a two-factor view of justice will mediate the relationship between an emotion and a behavior. This view contends that the emotion is the proximal outcome of an event and that the perception of justice hinges on this emotion.

Keywords: Organizational Justice, Anger, Disappointment

AN EXPLORATION OF THE HISTORY OF CROSS-CULTURAL NEGOTIATION: THE FIRST U.S.-JAPAN TRADE NEGOTIATION BEFORE COMMODORE PERRY'S ARRIVAL

Shoji Mitarai
Sapporo University

This working paper treats a relatively new and as-yet-largely-unexplored area of research: coming of the first Americans to Japan, on two merchant vessels, *Lady Washington* and *Grace*, sailing from Massachusetts in 1791, an attempt by the United States to establish commercial relations with the Japanese through negotiations some 60 years prior to the arrival of Commodore Perry in 1853, it describes how the first contacts were made between the Americans and the Japanese within a framework of the history of cross-cultural and cross-national negotiation.

Incidental to the investigation, this paper also focuses upon:1), conceptions held by the Americans and the Japanese with regard to the term *negotiation* and the connotative meanings attached to it; 2) aspects of behavioral patterns adopted by the Japanese and the Americans during the negotiation process; and, 3), whether the effects of cross-cultural differences inherited from the past are (and have been) pervasive and continual .

CONTACT, GENDER, AND ARAB-JEWISH INTER-RELIGIOUS DIALOGUE EVALUATED: A CONTINUING PROJECT

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Bar-Ilan University

Elana Cheshin
Beit Berl College

Gal Springman
"Language Connections"

This paper will focus on a variety of issues concerning the efficacy and impact of Arab-Jewish dialogue. Building on the previous work of the authors (Mollov and Lavie, 2001) which assessed the impact of Israeli-Palestinian religiously based inter-cultural dialogue and pointed to the potential of such activities to affect perception change toward more positive levels; the authors have tracked a number of cases of Arab-Jewish contact and dialogue and used control data to further judge the impact of contact. Much of this research has been conducted during the current period of intense Israeli-Palestinian low intensity conflict, which has also contributed in some degree to polarization in attitude between Jews and Arabs within the State of Israel.

Of particular interest is the comparison included in this study concerning the impact of gender on Arab and Jewish attitudes within the State of Israel in both cases of contact and in control situations without contact. In the latter part of 2003 Mollov and Lavie, assessed the impact of two dialogue activities focusing on inter-religious themes which involved Arabs and Jews citizens of the State of Israel. The initial dialogue held in July 2003 involved only women and offered an opportunity to assess attitudes of Arab and Jewish women before and after dialogue encounters with an inter-religious character. A second dialogue held in December 2003 which involved men as well as women provided the opportunity to utilize control data concerning a comparison between the attitudes of women and men related to perceptions of the other.

Keywords: Dialogue, Gender, Middle East

MYOPIC BIASES IN STRATEGIC SOCIAL PREDICTION: WHY DEADLINES PUT EVERYONE UNDER MORE PRESSURE THAN EVERYONE ELSE

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Five experiments document biases in the way people predict the outcomes of interdependent social situations. Participants predicted that situational constraints would restrain their own behavior more than it would the behavior of others, even in situations where everyone faced identical constraints. When predicting the effects of deadlines on negotiations, participants predicted that deadlines would hinder their performance more than it would hinder the performance of others. The results shed light on the psychological processes by which people predict the outcomes of and select strategies in competitive interaction. They extend prior findings, such as people believing themselves to be below average on difficult tasks, to negotiations. Furthermore, the paper shows both how self-focus can account for these effects and also how perspective taking can reduce their biasing influence.

Keywords: Social Prediction, Negotiation, Time Pressure, Egocentrism

INTEREST-BASED NEGOTIATIONS REDUCES ABSENTEEISM AND GRIEVANCES: THE EFFECTS OF CONFLICT MANAGEMENT TRAINING IN A LARGE GOVERNMENT DEPARTMENT

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The Mediation Centre

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A large agency of the Canadian Federal Government, the Canada Customs and Revenue Agnecy (CCRA) was the site for the current project. The CCRA operates a large Tax Services center in Sudbury, Ontario that served as the site for data collection. Over a period of three years, 120 managers participated in several aspects of conflict management training, centered around the concept of interested-based negotiations (eg. Lytle, Brett & Shapiro, 1999). The managers completed surveys before and after the training sessions, then again two years later. Several focus groups helped the researchers to learn about responses to the interest-based conflict management training.

GAME THEORY AND DISPUTE SYSTEM DESIGN: MAKING MEDIATION A DOMINANT STRATEGY IN THE UNITED STATES POSTAL SERVICE

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Indiana University

This paper uses game theory to demonstrate that the United States Postal Service (USPS) employment mediation program, REDRESS® was deliberately and strategically designed to alter the preferences of craft employees for litigation and mediation. By addressing issues of participant self-determination and incorporating strategic features into the program design, the USPS was able to change the dominant strategy of craft employees, thereby making mediation, not litigation, the Nash Equilibrium. The first provides some background on the USPS and its labor-management relations. It discusses the concept of participant self-determination and uses game theory to explore issues of dispute system design.

Keywords: Game Theory, Dispute System Design, Mediation, Self-Determination

EVALUATING TRAINING IN THE UNITED STATES POSTAL SERVICE: CONFLICT MANAGEMENT TECHNIQUES IN A CULTURAL FRAMEWORK

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Conflict management is a prevalent issue for public organizations. The United States Postal Service (USPS) implemented a mediation program called REDRESS™ in 1999 to improve workplace communications. The research sample examined in this manuscript consists of USPS supervisors from Indianapolis, Indiana, interviewed both before and after experiencing REDRESS™ training. This study examines conflict management techniques that supervisors use. Interpretation of the findings shows that changes in the perceptions of conflict management techniques occurred for supervisors after participating in the training. Most of the changes were in a direction of using more open communication and less direct orders. These conflict management techniques do not match the characteristics commonly associated with the mechanistic design of the USPS culture. In supervisors' responses, they considered the cultural factors of their environment as well as their own inner judgments to make decisions about conflict. A "conflict model" is proposed at the end of this manuscript for consideration. The model presents an image of communication dynamics embedded in a cultural context.

Keywords: Conflict, Communication, Training

ETHNIC FRAGMENTATION AND ECONOMIC INSTITUTION BUILDING: NGOS IN STRUGGLE FOR POLITICAL INFLUENCE AND MOBILE RESOURCES

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Economic and social sets of human rights have been defined primarily as individual rights. The individual and methodological individualism are basic assumptions of Western economic theory. History and recent experience, however, provide numerous examples which show that the individual is profoundly influenced by his or her group identity. If we accept that individuals are defined by their group membership we must attend to the effects on the structure and functioning of economic institutions and organizations; and of course on institutional change. This examines the neglected interaction between central economic institutions and social plurality or fragmentation. It discuses some historical examples as well as methodological and theoretical questions.

Keywords: Ethnic Fragmentation, Violence, Economics

DISPUTANTS' PERCEPTIONS OF INTERACTIONAL JUSTICE: COMPARING HOW EMPLOYEES AND SUPERVISORS INTERACT IN MEDIATION

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This paper examines how a disputant's role in a conflict impacts the disputant's perceptions of and satisfaction with transformative mediation. Specifically, it examines evidence of disputants' interactions in the context of transformative mediation for employees and supervisors at the United States Postal Service (USPS). The paper finds that managers/supervisors are more likely than employees to report that they learned something new about the other party, acknowledged the other party's point of view or apologized to the other person. There is also evidence for a modest amount of recognition from both employees and supervisors of the acknowledging, learning and apologizing of the other party. Both employees and supervisors report high rates of settlement when they report high levels of interactional justice in the transformative mediation. This indicates that the quality of participants' interactions in mediation is related to the quality of the mediated outcome. It is also evident that a participant's role in mediation impacts his or her interactions with the other participant.

Keywords: Transformative Mediation, Interactional Justice, Disputant Interaction

WHAT MAKES NEGOTIATORS HAPPY? THE DIFFERENTIAL EFFECTS OF INTERNAL AND EXTERNAL SOCIAL COMPARISONS ON NEGOTIATOR SATISFACTION

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This article describes the role of internal and external social comparisons in negotiator satisfaction. Negotiator satisfaction can impact a range of post-negotiation behavior, but relatively little is known about what makes negotiators more or less satisfied. In many contexts negotiators receive little objective feedback and lack benchmarks against which to judge their outcome. Prior work has modeled negotiator satisfaction as a function of utility maximization, expectancy disconfirmation and internal social comparisons (social utility). In this article we describe another particularly important driver of negotiator satisfaction, external social comparisons. Across four studies we demonstrate that *external* social comparisons operate separately and differently from internal social comparisons. In particular, we find that favorable external social comparison values increase satisfaction more than favorable internal social comparison values do. These results inform important prescriptions, and we discuss implications of these results for managing negotiator satisfaction.

Keywords: Negotiation, Satisfaction, Social Comparison

AN EXAMINATION OF "TURNING POINTS" AND "SUCCESSFUL MEDIATOR TACTICS" AND "PROCESS IMPROVEMENTS" AS SELF-REPORTED BY EEOC MEDIATORS

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Salisbury University

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Salisbury University

This is the second of two research projects on the evaluation of the EEOC Mediation Program. The first report is entitled *An Evaluation of the Equal Employment Opportunity Commission Mediation Program* (EEOC Order No. 9/09/00/7632/2; www.eeoc.gov). This first research project examines the program from the charging party and respondent perspective with regard to their satisfaction with the EEOC mediation process. The present research evaluation focuses exclusively on the observations, opinions, knowledge, and attitudes of the mediators. In particular we are examining conduct and tactics of mediators that created turning points and other forms of movement for the negotiators.

LEADER POWER, FOLLOWERS' CONFLICT MANAGEMENT STRATEGIES, AND PROPENSITY TO LEAVE A JOB: A CROSS-CULTURAL STUDY

Afzal Rahim
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This study tested a structural equations model of the French and Raven bases of supervisory power (coercive, reward, legitimate, expert, and referent), strategies of managing conflict with supervisor (problem solving and bargaining), and propensity to leave a job. The LISREL 8 analysis of questionnaire data from the U.S. (n = 245 groups), Greece (n = 244), South Korea (n = 250), and Bangladesh (n = 250) indicate that coercive power was negatively associated with expert power in the U.S.; reward power was positively associated with expert power in all the four countries and it was associated with referent power in Greece and Bangladesh; legitimate power was positively associated with expert power in all the four countries, but it was positively associated with referent power in the U.S. In all the four countries, expert power was positively associated with referent power; which in turn, was positively associated with problem solving and negatively associated with bargaining. Problem solving was positively associated with propensity to leave a job and bargaining was negatively associated with the same in the U.S. and Greece, but not in South Korea and Bangladesh. The overall results were similar for the two individualistic countries—U.S. and Greece—and for the two collectivistic countries—South Korea and Bangladesh, but the results were different between the two groups of countries. These differences in results can be attributed to the individualistic–collectivistic dimension of the national culture. We discuss implications of the findings for organizations, limitations of the study, and directions for future research.

A MODEL OF THE STYLES OF HANDLING CONFLICT, MARITAL SATISFACTION, AND INSTABILITY

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Cleveland State University

Clement Psenicka
Youngstown State University

This study tested two structural equations models of (a) wife's conflict management styles (integrating, obliging, dominating, avoiding, and compromising) and husband's perception of marital satisfaction and marital instability; and (b) husband's conflict management styles and wife's perception of marital satisfaction and instability. Data were collected with published questionnaires from 125 married couples. Both structural equations models indicate the following relationships: (a) obliging and compromising styles were positively associated and dominating and avoiding styles were negatively associated with integrating style, which was associated with marital satisfaction, and (b) marital satisfaction, in turn, was negatively associated with marital instability.

CONFLICT MANAGEMENT STRATEGIES AS MODERATORS OR MEDIATORS OF THE RELATIONSHIP BETWEEN INTRAGROUP CONFLICT AND JOB PERFORMANCE

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Youngstown State University

There were numerous studies on conflict or conflict management styles (Jehn, 1997; Rahim, 2001) and individual and group outcomes, but no study, to our knowledge, investigated the moderating or mediating effects of the conflict management strategies on the relationship between conflict and job performance.

Keywords: Conflict, Conflict Strategies, Effectiveness

AVOIDING THE ESCALATION OF CONFLICT: PROCEDURAL AND INTERACTIONAL INJUSTICE CALL FOR DIFFERENT REMEDIES

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University of California at Berkeley

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University of Arizona

Organizational injustice is a major source of destructive workplace conflict. More research is needed to help organizations find constructive ways of restoring justice and alleviating the pain and cost of destructive conflicts. In the present paper, we examine whether conflicts created through procedural or interactional injustice are best de-escalated through different behaviors on the part of the organization (organizational remedies, or remedies, for short). Based on research on justice motives and resource theory, we propose that instrumental remedies are more effective after procedural than interactional unfairness; that deontic remedies are more effective after interactional than procedural unfairness; and that relational remedies are equally effective after procedural and interactional unfairness. Results from two studies support these propositions.

Keywords: Conflict Management, Escalation of conflict, organizational justice

DIVERSITY AND DECISION MAKING IN DYADS: BEING DIFFERENT OR HAVING DIFFERENT EXPECTATIONS?

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This paper describes two studies that focus on a possible explanation for the effects of work value diversity on the evaluation of *dyadic* decision making processes. We examined the influence of *expectations* of similarity versus diversity about two components of work value diversity - personal *work goals* (study 1) and personal *work styles* (study 2) - on negative affect, the experience of conflict and the level of commitment towards future collaboration. Both studies revealed that expectancy *violation,* either when expecting to be similar or when expecting to be different, resulted in a negative evaluation of the decision making process and reduced commitment, regardless of the actual similarity or diversity in work goals. The *confirmation* of expected *work goal* differences only induced stronger commitment towards collaboration, whereas the confirmation of expected *work style* differences resulted in an overall positive evaluation of the decision making process. That is, prior expectations about work style differences not only induced stronger commitment but also reduced negative affect and the experience of conflict.

Keywords: Diversity, Expectancy Violation, Conflict and Commitment

CONFLICT AND THE ORGANIZATION-IN-THE-MAKING: A RELATIONAL VIEW OF PERSPECTIVE-TAKING, PRACTICE, SOCIAL REPRODUCTION AND CHANGE

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Building on the concept of organizations as conflictual systems characterized by the production of negotiated order, this paper considers the role of everyday conflict within organizations. Conflict is commonly viewed as disruptive to social and organizational order. In contrast, the practice theories of Anthony Giddens, Pierre Bourdieu, and others indicate the dynamic mechanisms by which social systems reproduce order. These mechanisms involve the recursive relationship of social structure and social process through the development of habituated practice, but they have been challenged as providing little explanation for social change. In response, the argument made here is that conflict is a necessary element to explain human agency and changes in practices in organizational contexts. This argument is explored through examination of a case of multi-party conflict in a bookstore cooperative. In this case conflict is seen as stemming from the relational clash of differing perspectives, reflecting the multiple perspectives taken toward any set of organizational events. The interaction of perspectives stimulates the production of mutations in knowledge and practice, with the organization always "in-the-making." Some terms of a conflict vocabulary – re-minding, re-membering, and re-acting – are proposed as one means to communicate the conflict's functionality in contemporary, pluralistic organizations.

Keywords: Organizational Conflict; Organizational Evolution; Perspective-Taking.

CAT AMONG THE PIGEONS? COOPERATORS' RESPONSE TO INDIVIDUALISTS IN NEGOTIATING GROUPS

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Cooperatively oriented group members (i.e., members concerned about both own and group outcome) typically negotiate smoothly with each other, but what happens when cooperators have to face group members with individualistic orientations (i.e., members concerned only about own outcome)? This study examines how cooperators' behavior and outcome are affected by the number of individualists in negotiating groups. We manipulated 174 students to adopt a cooperative or an individualistic orientation before they participated in a three-person negotiation simulation in one out of three group compositions: all-cooperative (no individualists), cooperative majority (one individualist), or cooperative minority (two individualists). The inclusion of one individualistic member in the group lowered the cooperative members' satisfaction; inclusion of two individualistic members also lowered the cooperative members' individual outcome. Furthermore, cooperative members changed their negotiation behavior to more yielding and less dominating when they met two individualistic members, and this change in behavior explained their lower individual outcome.

Keywords: Negotiation, Group, Cooperator.

GETTING DOWN TO BUSINESS: EVALUATIVE AND BEHAVIORAL CONSEQUENCES OF CONVERSATIONAL APPROACH IN NEGOTIATION

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Cornell University

This study examines how different conversational approaches to negotiation affect observers' judgments of and reactions to the negotiators who use them. Specifically, we compare how a "Get Down to Business" (GDTB) approach and a "Schmoozing" approach affect judgments of task friction, the trustworthiness of the target, the likeability of the target and willingness to negotiate with a target in the future. We find that observers who are exposed to targets who employed a GDTB approach evaluated the negotiation and these targets more negatively than those exposed to targets that employed a schmoozing approach. Furthermore, these effects are mediated by the degree to which the negotiation is perceived as hurried. We did not find that the formality of the negotiation setting had any effect on judgments or behavioral reactions.

Keywords: negotiation, pacing, social judgment

WHO GETS TO THE BARGAINING TABLE? UNDERSTANDING GENDER VARIATION IN THE INITIATION OF NEGOTIATIONS

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Unlike typical negotiation experiments, we investigate when people *initiate* negotiations when there are no overt prescriptions to negotiate. In a novel paradigm, participants played a word game and were subsequently offered the lowest compensation possible by the experimenter. Consistently, women asked the experimenter for greater compensation much less often than men. Situational ambiguity also affected initiation of negotiation: stronger cues about the *negotiability* of payment increased rates of asking. Yet, cues to "negotiate" did not lessen the gender gap. We further explored men's and women's perceptions and feelings about *negotiating* for things compared to *asking* for things and found negotiating to be more aversive for women than asking. Based on these results, we are currently exploring if cues to "ask" compared to cues to "negotiate" will increase rates of initiating negotiation among women and narrow the gender gap.

Keywords: Negotiation, Gender

TRUST AND RECIPROCITY IN INTER-INDIVIDUAL VERSUS INTER-TEAM INTERACTIONS: AN EXPERIMENTAL STUDY

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Understanding social motives and norms of trust and reciprocity is essential for explaining many phenomena in organizations. A primary goal of this research is to extend past work on trust and reciprocity by examining the impact of the social contexts, within which social interactions are characteristically embedded. Specifically, my research concerns whether norms of trust and reciprocity differ in the contexts of inter-individual and inter-group interactions, when inter-team decisions are operationalized by individuals making decisions for their teams as team representatives. Methodologically, by employing the widely-used experimental framework of the trust game with salient monetary payoffs, I examine the within-person variation of behavior and perceptions of trust and reciprocity in these two types of interactions that are pervasive in organizational life. Findings of the experimental study suggest that norms of trust and reciprocity can be affected by many subtle contextual details.

Keywords: Trust, Reciprocity, Individual-Group Discontinuity, “Holier-than-thou” Bias.

DO GRADUATE STUDENTS SHARE THE VIEWS OF THEORISTS ON THE USE OF THE CAUCUS IN MEDIATION?

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Billikopf's (2002) review of caucusing used in conflict management revealed that the positive arguments (Winslade & Monk 2000; Bush & Folger 1994; Welton, Pruitt & McGillicuddy 1988) are often challenged by concerns about ethical issues and derailment of the mediation process (Welton, Pruitt & McGillicuddy 1988, Pruitt et al 1989; Moore 2003). Since caucusing in family mediation is a relatively unexplored area, this study investigates the differences between the views of graduate students and those of scholars.

Data were collected from 33 graduate students' who responded to (1) a dramatized domestic conflict involving disputing parents of an infant (Arts in Action 2003), and (2) a three-hour final paper, in which 25 students analyzed an excerpt from a dialogue involving two disputing parents in a child custody case (Moore 2003). The students' comments were content analyzed using grounded theory methodology (Strauss & Corbin 1990; 1994). Preliminary results suggest some correspondence and disagreement between students' and scholars' views.

This paper proposes possible explanations for the similarities and differences between theory and practice, explores the implications for theory and practice, and the extent to which students' views differ in both mediation cases. Given recent attention to caucusing (Billikopf 1994; 2000; 2002), its use by practitioners for reasons similar or different to those of researchers requires further study.

Keywords: Caucusing, mediation, conflict management

REPUTATION CONCERNS LIMIT MISREPRESENTATION IN SOCIAL DECISION MAKING

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Economic and social psychological models of human behavior suggest that concern with one's reputation limits strategic misrepresentation in social decision making. The authors tested this assumption in 2 experiments. In Exp. 1 ($N = 86$) participants gave more deceitful information under anonymity than under public scrutiny, no matter whether the public knowledge about their lies had economic consequences or not, which supports the social-psychological rather than the economical model. Exp. 1 ($N = 54$) showed that the effect of mere observation is moderated by self-monitoring, such that high self-monitors restrained more from lying when being observed than low self-monitors.

Keywords: Reputation, Deception, Strategic Misleading

ATTRACTION, IDENTIFICATION AND MOTIVATION IN SMALL GROUP NEGOTIATIONS

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Tom Postmes
University of Exeter

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Cardiff University

This paper is about how situational factors such as dual identification and interpersonal attraction affect prosocial value orientation and subsequent negotiation processes and outcomes. Three studies showed that dual identification and interpersonal attraction influence each other, group identification, prosocial value orientations, shared cognition and joint outcomes to a great extent. The effects of dual identification and interpersonal attraction on negotiator's value orientations were investigated in the first two studies. These studies demonstrate a direct link between dual identification and prosocial value orientations (Pilot 1), which is especially the case for situations where people are attracted to each other (Pilot 2). Study 3 revealed that similar patterns were found in negotiating groups in which real interaction took place. In such interacting groups, prosocial value orientations prior to the negotiation, which were fostered by dual identification processes and attraction, appeared to be a good indicator of joint outcomes and group identification after the negotiation.

Keywords: Interpersonal Attraction, Social Identification, Motivational Orientation

SEX DIFFERENCES AND EYE CONTACT IN NEGOTIATION: COMBINING PERSPECTIVES FROM NEUROBIOLOGICAL AND COMMUNICATION DOMAINS

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Dick F. Swaab
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This paper deals with sex differences in negotiations. Many claims have been made about males outperforming females in negotiations. However, much of this research does not account for the contextual factors involved. In the present study, we replicate prior effects on the 'sex gap' in negotiations and demonstrate that by making certain communication aspects more or less salient sex differences can be bridged. Our findings suggest that making eye contact a more important aspect of the negotiation process enables females to attain a shared understanding and thereby increased performance. Whereas such a process was observed in males irrespective of the availability of eye contact, understanding among female dyads benefited significantly from making eye contact. The increased understanding was also accompanied by changes in interpersonal liking. Our results suggest that both males and females follow different routes towards their outcomes: whereas males seem to perform slightly better in general, the availability of eye contact informs females about the other person involved, thereby fostering a shared understanding, which in turn leads to better negotiation outcomes. In our discussion, we propose a possible neurobiological basis for these sex differences, arguing that females process eye contact and the (affective) visual information that goes with it differently than males do and follow different routes in attaining successful negotiations.

Keywords: Sex Differences, Negotiation, Visual Information Processing

TESTING THE RELATIONSHIP BETWEEN LOCAL CUE-RESPONSE PATTERNS AND GLOBAL DIMENSIONS OF COMMUNICATION BEHAVIOR

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A central assumption of conflict negotiation research is that organized sequences of behavior underlie the trends and dimensions found to structure interaction. We empirically test this assumption using a new "proximity" coefficient, which measures the global interrelationships among behaviors based on their intrinsic local organization within an interaction sequence. An analysis of sequences from 21 conflict negotiations showed that local cue-response dependencies are organized in a way that corresponds with an established structural model of communication (Taylor, 2002). Further analysis of case-specific coefficients showed that criminal, political and domestic incidents involve very different cue-response dynamics, with criminal incidents dividing into two distinct types of interaction. The importance of the proximity concept for unifying local and global accounts of negotiation behavior, and the avenues of research made possible by the proximity coefficient, are discussed.

Keywords: Sequence, Interact-Based, Methodology

HETEROGENEOUS SOCIAL MOTIVES IN NEGOTIATING GROUPS: THE MODERATING EFFECTS OF DECISION RULE AND INTEREST POSITION

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This study examined the effects of decision rule and interest position in groups with heterogeneous social motives on negotiation behavior and outcomes. Three-person groups negotiated under either unanimity or majority rule, using an asymmetrical task structure in which a majority of group members have compatible interests and a minority has incompatible interests. Group members were given a pro-social or egoistic motivation. Results showed that under unanimity rule, egoistic minorities used their right to veto more often. Furthermore, groups with an egoistic minority engaged in less problem solving and reached lower joint outcomes than groups with a pro-social minority. Under majority rule, groups with an egoistic majority engaged in less problem solving and reached lower joint outcomes than groups with a pro-social majority.

Keywords: Small Group Negotiation, Heterogeneous Social Motives, Decision Rules

GROUP MEMBER PROTOTYPICALITY AND INTERGROUP NEGOTIATION: HOW ONE'S STANDING IN THE GROUP AFFECTS NEGOTIATION BEHAVIOR

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Wolfgang Steinel
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Daan Van Knippenberg
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Michael A. Hogg
University of Queensland, Australia

Alicia Svensson
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How does a representative's position in the group influence behavior in intergroup negotiation? Applying insights from social identity theory, the effects of group member prototypicality, process accountability, and group attractiveness on competitiveness in intergroup bargaining were investigated. As representatives of their group, participants engaged in a computer-mediated negotiation with a simulated outgroup opponent. In Exp. 1, representatives with a peripheral status in the group sent more competitive and fewer cooperative messages to the opponent than did prototypical representatives, but only under process accountability. Exp. 2 replicated this finding, and showed that, under accountability, peripherals also made higher demands than did prototypicals, but only when group membership was perceived as attractive. Implications for intergroup negotiation, group member prototypicality research, and impression management are discussed.

INTERREGIONAL CONFLICT MANAGEMENT BETWEEN MANAGERS: THE PREDICTIVE VALIDITY OF CULTURAL VALUES.

Nathalie van Meurs
University of Sussex

The present research investigates cultural values and approaches to conflict management in manager samples from the UK and the Netherlands (total N = 282). The research focus to use Schwartz's (1992, 1994) Value Types to explain observed differences in managers' conflict management approach.

Previous research on conflict management modeled conflict behaviour on the basis of a concern for self vs. concern for others matrix, which incorporated communication styles. The present research distinguishes between managers' concerns, conflict management strategies, and communication styles. Schwartz Higher Order Value Types were subsequently employed to predict managers' conflict management approach.

Results for cultural values showed that the main difference between Dutch and British managers concerned a higher score for Dutch managers on Self Transcendence and a higher score on Self Enhancement for British managers. Self Enhancement mediated the effect for nationality for Dominating strategy, Self Transcendence predicted a concern for Clarity, a Problem Solving strategy, and a Consultative communication style, and Conservation predicted Direct communication style. The effect of nationality as predictor of Concern for Inconvenience, Avoiding strategy, and Indirect communication style was not mediated by Value Types. Suggestions are made for future research exploring the role of Uncertainty Avoidance (UA) at the individual level.

Key words: Culture Negotiation Communication

TRIPARTITE MEDIATIONS

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Most mediations involve two disputants (or two groups of disputants) who are aided by a mediator. Frequently, another party -- an intervener -- becomes involved, claiming part of the outcomes consigned to one of the disputants. In this paper, we delineate the interveners' role, explain their incentives, and report how mediators manage them.

Keywords: Mediation, Legal, Conflict Resolution

RECEPTIVITY TO MEDIATION: THE ROLE OF "BENEVOLENT" SEXISM

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New York University

This study employed a laboratory method to examine the role of "benevolent sexism" in a negotiator's receptivity to a mediator. Benevolent sexism refers to attitudes and beliefs about women that the perceiver subjectively considers positive (Glick & Fiske, 1996; 2001). The participants were 45 female students, placed in the role of negotiator, and their opponent was a male. They were then asked to evaluate a mediator who was either male or female. Earlier, their attitudes on the Ambivalent Sexism Inventory (ASI) were assessed. A correlation analysis indicated that a benevolently sexist viewpoint was positively associated with greater receptivity (satisfaction, acceptance, and trust) to the male mediator. In other words, women who held the beliefs that women ought to be protected from harm, that women ought to be put on a pedestal, etc., anticipated better treatment when the mediator was a male. Moreover, women who endorsed hostile sexist viewpoints were less receptive to a female mediator. This study represents the first demonstration that attitudes associated with benevolent sexism may have an important impact on a negotiator's receptivity to a mediator. The implication is that mediator training programs might benefit by educating mediators to be aware of resistance that simply stems from the gender context of the mediation.

Keywords: Mediation, Gender, Sexism

NODDING ALONG OR FIGHTING FOR 'US': DO CONFLICT MANAGEMENT STYLE AND PROPENSITY TO INITIATE NEGOTIATIONS INFLUENCE GROUP IDENTIFICATION AND EFFECTIVENESS?

Chongwei Wang
Ohio State University

Kyra L. Sutton
Ohio State University

The impact individual differences have on social interactions such as negotiations and group processes has been largely discounted and doubted by scholars in recent years (e.g., Bazerman, Curhan, Moore, & Valley, 2000; Davis-Blake & Pfeffer, 1989). For example, negotiation researchers have consistently concluded that individual difference variables such as cognitive ability and conscientiousness, which are proved to be highly valid of work performance in general (Barrick & Mount, 1991; Schmidt & Hunter, 1998), have literally no impact on negotiated outcomes (Bazerman et al., 2000; Thompson, 1998; Thompson, 1990). However, others have found that cognitive ability and personality traits such as extraversion do have an impact on work team effectiveness (e.g., Barrick, Stewart, Neubert, & Mount, 1998; Barry & Stewart, 1997) despite the fact that the effective size of them are generally small. Given the inconsistency among these conclusions, we believe that further investigation is necessary and propose to test a new set of individual differences variables which suggests that people vary in their interaction with others. In our study, instead of focusing on the personality traits one may possess, we examine the impact of interpersonal styles (i.e., variations in stable preferences in dealing with social situations) on group outcomes.

BACK CHANNEL DIPLOMACY: IMPLICATIONS FOR PRACTICE AND THEORY

Anthony Wanis-St.John
Seton Hall University

From time immemorial, human beings have been bargaining with each other under challenging and complex circumstances—both external-contextual and internal -psychological. One factor in particular combines both attributes: the presence of a "salient audience." Audiences, the negotiator's 'public', 'constituency' or other group, exert enormous pressure on negotiator behavior simply by existing. In international conflicts, audiences do more than simply exist: they mobilize to shape a leader's agenda, affect the process, conduct and substance of negotiations, and sometimes they try to exercise control over the political and even physical survival of the negotiator. This is the 'audience effect' in international negotiation.

Leaders recognize the vast power of a mobilized constituency, and themselves try to shape it, manipulate it to reduce their own scope for concessions, empower themselves to be 'powerless' in the face of cries for flexibility from their international adversaries and internal political opposition. The mutual dependence between leader/negotiator and public/constituency is well known. And yet it can work against the interests of the negotiator. Rubin & Brown noted a marked tendency for negotiators to make moves damaging to the negotiator's and constituents' interests, ironically, because of the audience effect. Walton & McKersie observed that in labor management negotiations, principal negotiators would sometimes deliberately resort to secrecy to keep their own side in the dark about concessions. Between the negative effects of publicity and the positive advantages of bargaining in the shadows, it is a wonder that more negotiations are not conducted in this manner. This paper discusses a negotiation strategy that arises from the audience effect: Back Channel Diplomacy (BCD), using the Palestinian-Israeli negotiation cases as data. BCD has been largely ignored in the negotiation literature.

Keywords: Peace Processes, Secrecy and Negotiation, Negotiation Analysis, Middle East

LEADERSHIP STYLES AND TEAM COHESIVESS ACROSS CULTURES

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Hay

Martin C. Euwema
Utrecht University

Olena Zhytnyk
Utrecht University

The goal of this study is to clarify relationships between directive and supportive leadership styles and team cohesiveness. Moreover, the effect of national culture on leadership, team cohesiveness, and the moderating role of culture on the relationship between leadership styles and team cohesiveness is examined. Data was collected from 20,943 managers and 96,550 corresponding team members in 34 countries. Multilevel analysis was used to test hypotheses, based on Hofstede's dimension of individualism–collectivism. Individualism was negatively related to the use of both directive and supportive leadership styles. There was no relationship between individualism and team cohesiveness. Directive behavior had a negative effect, and supportive had a positive effect on team cohesiveness. The negative effect of directive leadership was stronger in individualistic cultures.

Keywords: Leadership, National Culture, Team Cohesiveness

COLLECTIVE PUNISHMENT: WHEN IS OUR GROUP RESPONSIBLE FOR OUR ACTIONS?

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Ann E. Tenbrunsel
University of Notre Dame

John M. Darley
Princeton University

Kristina Diekmann
University of Utah

This study explores the conditions under which people are willing to punish collectives for an individual's actions—i.e., collective punishment. Manipulating the perspective of the participant and the control the collective had over the perpetrator, the authors found collectives received harsher punishments when the collective had control over the perpetrator and the participant was in the role of victim than when the collective had no control over the perpetrator and the participant was in the role of a neutral observer. Perpetrators received harsher punishments from victims when the collective had control over the perpetrator as compared to when the collective did not have control over the perpetrator. The opposite was true for neutral observers. Possible affective and cognitive explanations for these findings are explored.

Keywords: Punishment, Groups, Justice

NEGOTIATIONS FOR THE PRIVATIZATION OF ELECTRICITY: THE EXPERIENCE IN EASTERN GERMANY

Mark Young
Humboldt-Universität zu Berlin

This paper provides a detailed look at the structure, process and results of the negotiations for the sale of the electricity distribution sector in eastern Germany in 1992-94. Its focus is on assessing the practical effects of a new set of assumptions about "economic rationality". In essence, it provides at least anecdotal evidence that viewing a negotiation as a "communicative game" (in the sense of Habermas) rather than as a strategic one, as received theory dictates, can lead to materially better results.

Keywords: Negotiation Theory, Communicative Games, Electricity Privatization

PROSPECTS FOR STABILITY IN TAJIKISTAN

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University of Denver

In June 2002, Tajikistan achieved five years of increasing stability after a peace agreement formally initiated a transition to national reconciliation. Theories of conflict based only on grievance or those based on fear, incentives and opportunity fail to explain the continued cooperation of opposition forces in the face of government antagonism and obstruction. A focus on the competition between groups defending incompatible frames, or interpretive schemes by which individuals label and identify events and assign values, reveals the important role of intellectuals in connecting rational strategy and grievances. In Tajikistan, the competition between recruitment appeals targeting different identities and interests depended on the capabilities and values of the intelligentsia. The peace agreement implementation process and the activity of international donors and humanitarian organizations created greater autonomy for social activists and those who produce culture. The Dartmouth Conference "Sustained Dialogue" intervention stimulated the development of a new political culture of tolerance for public debate. In this perspective, the frame of political change through social transformation, community action and education overcame the frame that supported violence.

Key words: Sustained Dialogue, Framing, Cultural Autonomy

DEFINING WHAT YOU ARE BY WHAT YOU ARE NOT: NEGATIONAL IDENTITY AND NEEDS FULFILLMENT

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Northwestern University

Geoffrey Leonardelli
Northwestern University

Adam Galinsky
Northwestern University

The social identity literature has traditionally examined affirmational identities, that is, groups defined by what they are (e.g., "we are management scholars"), but has largely overlooked negational identities, that is, groups defined by what they are not (e.g., "we are not Republicans") as a source of social identification. There are two notable exceptions that have used very different methodologies and samples to examine negational identities at different levels (McGuire & McGuire, 1986; Elsbach & Bhattacharya, 2001). However, the prevalence, antecedents, and consequences of negational identification are yet to be understood. In this paper we establish the prevalence of negational identification and examine the meaning of negational identification to group members, i.e., what needs do negational identities fulfill?

Key Words: Negational Identity, Affirmational Identity, Need Fulfillment

RECIPROCATION WARINESS, INFORMATION SHARING AND OUTCOMES IN DYADIC NEGOTIATION

Zhi-Xue Zhang
Yu-Lan Han
Peking University,

This study examined the influence of reciprocation wariness, a general fear of exploitation in interpersonal relationships, on negotiators' motivational orientation, information sharing and negotiation outcomes. It was predicted that negotiators with low reciprocation wariness are more likely to be cooperatively oriented and to share more information with their opponents. It was also predicted that reciprocation wariness is positively related to the dyad's joint gain. 184 MBA students were divided into 92 dyads and participated in a simulated business negotiation. The results showed that reciprocation wariness had a significant effect on negotiators' motivational orientation and the extent of information sharing. Negotiating dyads with low-low reciprocation wariness got higher joint gains than those with high-high reciprocation wariness.

Key Word Topics: Reciprocation Wariness, Information Sharing, Negotiation Outcome

INTERDISCIPLINARY RESEARCH DESIGN WORKSHOP: NEGOTIATION UNDER EXTREME PRESSURE

Session Chair: **Andrea Schneider**
Marquette University

Panelists:

Chris Honeyman
Convenor Dispute Resolution

Cathy Tinsley
Georgetown University.

Bernie Mayer
CDR Associates

Toni Chrabot
Federal Bureau of Investigation.

Maria Volpe
John Jay College of Criminal Justice
City University of New York

Bill Donohue
Michigan State University.

Paul Taylor
Police Research Lab
Carleton University

It is becoming increasingly evident that negotiations conducted under extreme pressure (e.g. hostage situations) pose formidable research problems of their own. An example is the difficulty of direct researcher access in many situations; another is the "inverted time scale" of suicide-by-cop situations, where the "normal" imagery of rising tension over time in a negotiating situation must face evidence that half of these cases start and finish within 45 minutes, with a peak of tension introduced at the outset when no one has prepared for it. It appears likely that a number of disciplines and varieties of practice experience have something to offer towards developing more sophisticated ways of understanding the special features of these negotiations. This nontraditional session will seek to identify promising directions of future scholarship (and resulting training for practitioners), particularly directions which cannot be pursued effectively without contributions from kinds of scholars (and practitioners) not now much involved with each other. The co-chairs will lead a collegial discussion of what each of these disciplines can bring to the interdisciplinary table. Confirmed participants include researchers who have studied hostage negotiations from a variety of points of view, teachers who have instructed hostage negotiators, and mediators whose experience covers a wide variety of types of disputes. Others are welcome to join this discussion.

SYMPOSIUM
BRIDGING THE GAP BETWEEN CONFLICT RESOLUTION RESEARCH AND ORGANIZATIONAL INTERVENTION

Session Chair: **Barbara Benedict Bunker**
University at Buffalo

Panelists: **Roy J. Lewicki**
Ohio State University

Barbara Gray
Pennsylvania State University

Kenneth Kressel
Rutgers University

Discussant: **Howard Gadlin**
Director of the National Institutes of Health
Office of the Ombudsman and
Director of the Center for Cooperative Resolution

Why hasn't conflict resolution research, both its findings and concepts, found more application in the practice of those working with organizational change? This symposium will present a model for thinking about the conversion of theory and research into practice (Bunker) and discuss several areas of research that have unrealized potential: negotiation and trust (Lewicki), reframing intractable conflicts (Grey) and a method using reflective facilitation (Kressel).

The impetus for this thinking comes from the observed paucity of new methods flowing into the field of Organization Development Consulting. Organization Development Consulting developed in the 1960s as a field of practice closely linked with social psychology, sociology, conflict resolution research. Over the years, the gap between theory and practice has widened to the detriment of new ideas flowing into practice.

The panel will describe both what has occurred and what might occur in each of their selected areas. We will reserve time for discussant comments (Gadlin) and general discussion.

SYMPOSIUM
CANYON — OR CANON OF NEGOTIATION?

Panelists:

Sara Cobb
George Mason University.

Sanda Kaufman
Cleveland State University

Steven Mestdagh
Vlerick Leuven Gent Management School

Janice Nadler
Northwestern University

Underlying a huge range of social activity, and pervading a great variety of supposedly "legal" activity, is negotiation. Research and teaching of negotiation have mushroomed in the past twenty years; by now, an understanding of negotiation's essentiality is supposedly inculcated in many types of undergraduate, graduate and professional education. Most researchers maintain that negotiation is a universal phenomenon whose theories and skills should cross all of these disciplines. Yet the ideas currently taught and researched are based on quite different materials, and significantly different doctrines, in the various disciplines and types of schools, without much effort to determine whether or why this should be so. In the fall of 2003, a major initiative began to assess and highlight those aspects of negotiation that are truly universal, but have not yet been generally recognized as such because they have emerged from separate streams of scholarship and discovery. This session will briefly describe the findings of the initial phase of the "canon of negotiation" initiative, and then seek to identify additional areas of negotiation knowledge that ought to be seen as essential, across many domains, to an understanding of negotiation. What important phenomena of negotiation have we found so far that apply to lots of kinds of negotiation, but are often overlooked outside their respective fields of origination? *What have we missed?*

SYMPOSIUM
CUTTING-EDGE WORK IN CONFLICT AND COMMUNICATION: TRANSCENDING GAPS IN THE PUBLIC SPHERE

Session Chair: **Donald Ellis**
University of Hartford

Panelists:

Interaction Approaches to Political Conflict
Donald Ellis, University of Hartford

Shifting Frames in an Intractable Conflict: The Case of the Edwards Aquifer
Linda Putnam, Texas A&M University

Translation, Meaning and Ramification: The South African TRC and "Amnesty" as "Forgiveness"
Catherine Byrne, University of Pennsylvania

Discursive Strategies of Serbs and Albanians in Conflict
Helena Zdravkovic, University of Utah

Research in communication has typically served the public interest and democratic values through issues in plurality, self-determination, and problem solving. More specifically, problem solving via symbolic rather than aggressive or violent means is the sin qua non of a communication perspective on conflict. This panel will focus on issues in conflict from a variety of contextual perspectives. The Internet and cyberspace present new opportunities to create an informed public and construct new communication experiences that hold potential for information and may lead to improved tolerance. Other papers illustrate how conflict issues influence the interaction between antagonistic sides in numerous contexts from international conflict to domestic environmental disputes.

The panel brings together scholars from various places in the world and with diverse backgrounds to examine some key fault lines in conflict issues. In particular the panel will focus on how theories of conflict help transcend the gaps in the public sphere. In other words, conflict is the usual result of gaps in goals or understanding between individuals, organizations, or nations. These gaps can be the result of access to information, technology, social class, education, or a variety of other things that divide us. It is no exaggeration to say that the welfare of groups or nations relies on research and knowledge directed toward resolving conflicts peacefully and transcending gaps.

SPECIAL TRACK SYMPOSIUM
IDEOLOGICAL AND VALUES-BASED CONFLICT

Panelists:

Kevin Avruch, Professor of Conflict Resolution and Anthropology at the Institute for Conflict Analysis and Resolution; Senior fellow and faculty in the Peace Operations Policy Program, School of Public Policy, George Mason University.

Linda Putnam, Professor of Communication , Texas A & M University

Maria Volpe, Professor of Sociology and Director, Dispute Resolution Program, John Jay College of Criminal Justice, City University of New York.

Elizabeth Wesman, Emerita Professor, Syracuse University School of Management and full time labor arbitrator. Member of the National Academy of Arbitrators, the National Mediation Board, Federal Mediation and Conciliation Service, and the American Arbitration Association.

Many streams of inquiry try to cross the chasm of identity/values-based conflict. Are different traditions of research coming up with different conclusions about how parties negotiate ideological and values-based conflict? How do *parties* define their ideology, and their values? Should these values-based conflicts be treated differently than "regular" conflict? Is there reason to believe that negotiators in "values-based" conflicts may not always share their principals' values, or may adopt "stage-based personae" that shift depending on the status of the case---and the presence or absence of their constituency? Is there a common theme that can be identified from combining insights from these areas of academia that provides any new practical advice?

SYMPOSIUM
INSTITUTIONAL IMPACTS ON EFFORTS TO REFINE NEGOTIATION METHODS IN PRACTICE

Session Chair: **Chris Honeyman**
Convenor Dispute Resolution

Panelists: **Lisa Bingham**
Indiana University

Dan Druckman
George Mason University

Kathleen O'Connor
Cornell University

Nancy Welsh
Pennsylvania State University

This session will examine the influences that even the most responsible institutions have on "routinization" of negotiation methods and practices, and the costs incurred when institutions cannot keep up with change. How do new teachings enter into institutions with already established patterns? Do new practitioners, or newly retrained practitioners, actually have scope to apply new understandings in institutional negotiation settings? If not, why not---and are there strategies that might help institutions adopt rather than resist "best practices" of negotiation? Should these strategies be part of the new teachings themselves?

SYMPOSIUM
INTERGENERATIONAL JUSTICE

Panelists:

Bob Ackerman
Pennsylvania State University

Janine Geske
Marquette UniversitY

Roy J. Lewicki
Ohio State University

Bernard Mayer
CDR Associates

Kim Wade-Benzoni
Duke University

From a number of directions, study and practical observation of intergenerational behavior (within organizations; in the appellate courts; among third-party "neutrals"; in community-building) are increasing. What are the characteristics of negotiators when faced with the possibility of an immediate benefit and a cost (perhaps much larger) that will be borne by a future generation? What are some current examples, and how are they playing out? (e.g. prison construction vs. other treatment of offenders.) What roles are available to third parties, when intervention is possible? Can third parties "speak for" (or manipulate the discussion in the interest of?) the unborn with legitimacy? If not, who can? How do the role and image of a "community" play out in disputes that pit present interests against those of future generations? And is the handling of such disputes a sort of test of whether a "community" truly exists?

SPECIAL TRACK SYMPOSIUM
THE MISSING LINK? INCORPORATING INTO PEACE SETTLEMENTS THE ROLE OF CIVIL SOCIETY IN POST-CONFLICT PEACEBUILDING

Session Chairs: **Darren Kew**
University of Massachusetts, Boston

Anthony Wanis-St. John
Seton Hall University

The fact that civil society groups play important roles in post-conflict peacebuilding has long been a central tenet of international conflict intervention dogma. How to incorporate this post-conflict role in negotiations over a peace settlement, however, has typically been seen as a matter of secondary importance. Access and protection for humanitarian NGOs may well be covered in peace negotiations, but the critical role of local civil society groups (a much wider sector than simply NGOs) in rebuilding their country is more often an item of faith than a direct element to negotiate among warring parties. Even less frequently do local civil society groups have a seat at the table.

Yet a growing body of research indicates that, although excluding civil society groups may be "tidy" for peace negotiations that are already complex enough, the absence of their interests at the negotiating table can prove fatal to the peace agreement during the post-conflict peacebuilding phase. From Oslo to Arusha, the focus on elite interests in peace negotiations left the populace at large without perceived stakes in the agreed peacebuilding frameworks, undermining the ability of governments and transitional authorities to reach a sustainable peace. Civil society, however, speaks with many voices and stands in the shadow of domination by political elites.

What alternatives exist for getting civil society a seat at the table in peace negotiations? If such access is unworkable, what sort of increased attention should be paid during peace talks to crafting a role for civil society in the peacebuilding phase? How can international mediators better ensure that publics are indeed stakeholders in peace negotiations through the vehicle of civil society groups?

Looking at case material from the Middle East and Africa, this panel will seek to assess:

- the primary contributions that civil society groups make to peace and democracy building
- the evidence regarding what has been lost by not having civil society groups engaged in peace processes
- possible avenues for including civil society groups in peace negotiations
- critical roles for civil society groups in post-conflict peacebuilding to craft into peace settlements

SYMPOSIUM
NEGOTIATION AND THIRD PARTY ROLES IN DIFFERENT COMMUNICATION CONTEXTS

Session Chair: **Johannes Botes**
University of Baltimore

Panelists:

At the Crossroads of Technology and Culture in Negotiation
Anita Bhappu, Southern Methodist University

Radio and Television Talk Show Hosts as Third Parties in Social Conflict
Johannes Botes, University of Baltimore

E-Mediation: Evaluating the Impacts of an Electronic Mediator
Daniel Druckman, George Mason University

SYMPOSIUM
REPUTATION: WHAT'S IN A NAME (GOOD OR BAD)?

Session Chair: **Andrea Schneider**
Marquette University

Panelists: **Roy J. Lewicki**
Ohio State University

Julie Macfarlane
University of Windsor.

Cathy Tinsley
Georgetown University.

Members of this panel have performed major research on trust and three different types of empirical studies on reputation. This session will compare these different "takes" to develop some emerging questions: What is the impact of reputation on negotiation behavior? Do we change our behavior given the reputation of the other side — and should we? What are the benefits of a cooperative reputation? How do practitioners develop negotiation reputations? How easily does a pre-existing (positive or negative) reputation become nullified (developing personal trust or mistrust) in disconfirming personal experience of a counterpart? Do different practice areas negotiate differently based on the ability to develop cooperative reputations? And what impact does committing to cooperative behavior have?

SYMPOSIUM
TURNING POINTS: FACTORS PROMOTING REFRAMING IN INTRACTABLE CONFLICTS

Session Chair: **Barbara Gray**
Pennsylvania State University

Panelists:

Conflicting frames: a discourse analytic approach to framing and reframing
Art Dewulf & Rene Bouwen, Katholieke Universiteit Leuven

Communicating frames
Cees van Woerkum & Noelle Aarts, Wageningen University

Turning Points and Frame Changes in the Edwards Aquifer Conflict
Linda Putnam & Suzanne Boys, Texas A& M University

Turning in Place: Embedded Identities and Immutable Frames in Environmental Conflicts
Barbara Gray, Pennsylvania State University

Turning Points Facilitated by Reframing Conflict through Trust
Roy Lewicki, Ohio State University

Intractable conflicts are known for their polarity, longevity, and resistance to resolution) Research on framing in intractable conflicts has identified several types of frames (including identity, social control, power and conflict handling) that impede the resolution of these kinds of conflicts. Nonetheless, in some circumstances, frames appear to be malleable, enabling some seemingly intractable conflicts to be reconciled. In this symposium, we examine turning points in intractable conflicts and explore the role that reframing plays in these crucial events. We explore the mechanisms by which framing transforms both disputes and disputants. For example, framing can be considered quite literally as simply changing disputants' language. By encouraging disputants to talk differently to each other, the conflict can be transformed. However, in other cases, external events may be necessary to provoke a change in frames among the disputants. Yet, in still others, despite opportunities for change, the disputants remained locked in their polarized positions. We explore the circumstances and processes that contribute to or provoke turning points in environmental conflicts that have a history of intractability and the attendant frame changes that accompany them. We examine these issues by analyzing intractable conflicts over environmental issues that occurred in Europe, South America and the U.S.

SYMPOSIUM
VICTIM/OFFENDER MEDIATION:
CURRENT TRENDS IN PRACTICE, THEORY, AND RESEARCH

Session Chairs:

Michael A. Gross
Colorado State University

Deborah L. Kidder
Towson University

Panelists:

Gale McGloin, M.A.
Executive Director
Pittsburgh Mediation Center

Cristine R. Corbett, M. Ed.
Program Coordinator
Victim Offender Mediation Program

Kathy Buckley
Director
Office of the Victim Advocate
Pennsylvania Department of Corrections

Drew Brommer,
Victim Assistance Coordinator
Office of the Victim Advocate
Pennsylvania Department of Corrections

The Restorative Justice movement is responsible for the creation of many VOM programs in this country and others. Restorative Justice is a relatively new approach to criminal justice that understands crime as a violation against human relationships and the community, not just an affront to the law. The goal of restorative justice is to repair the damage of the crime by restoring the relationships between community members.

Victim Offender Mediation brings offenders who admit to crimes together with their victims to discuss what occurred and, if necessary, to negotiate restitution. The VOM process provides interested victims of crimes the opportunity to meet the offender in a safe and structured setting, with the goal of holding the offenders directly accountable while providing important assistance and/or compensation to victims. With the assistance of a trained co-mediation team, the victim is able to let the offender know how the crime affected him or her, to receive answers to questions, and to be directly involved in developing a restitution plan for the offender to be accountable for the losses they caused.