

Conflict Management Division Newsletter Summer 2005

Ed: Charlotte Rayner, Portsmouth Business School, England

In this Newsletter CMD members will find a terrific programme for Hawaii 2005. Welcome, everyone, to this event! Do try to attend the Division weekend sessions, they are a great way of updating, seeing the faces behind the names in an informal setting, as well as getting some wonderful input on topics of interest to many of us. Note that some require pre-booking, so check your diary now and book up.

For those who cannot attend, the newsletter can update you on some key happenings within the Division, causes for celebration, and the continuing work of our members to keep a strong profile for the group. Thank you all for your contributions. The newsletter welcomes contributions from ALL members, please USE this newsletter to communicate your news.

Here we go then for Hawaii ...Thanks to Susan Brodt for pre-conference information

Conflict Division Business Meeting : Tuesday 5:30pm- 6:30pm

Hawaii Convention Center Room 319B

Conflict Division Social Hour : Tuesday 6:30pm- 8:30pm

Hawaii Convention Center Room 318B

Mark Your Calendars!

***The Conflict Management Division's PDW Program
for AOM 2005***

We have an exciting program of Professional Development Workshops (PDWs) this year, with something for everyone. Line-up is followed by summaries, including registration information. Please plan to come early to Hawaii and benefit from these exciting sessions!

See you in Hawaii!

Susan Brodt, Wendi Adair, and Michael Gross

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**\*\* The CM Division PDW Line UP \*\***

Saturday, August 6

1. **Understanding Power: A Research Incubator for Junior Faculty (full day)**
2. **The Conflict Dynamics Profile (10am-noon)**
3. **Becoming a Journal Editor (1-3pm)** Organized by OMT
4. **MNCs and Sustainable Development (1-3pm)** Organized by ONE
5. **Multi-Case Meta-Theory Workshop (3:30-5:30pm)**

Sunday, August 7

6. **Teaching about Groups and Teams (8:30-10am)**
7. **Starting Out on the Right Foot: Negotiating your First Job (9am-noon)**
8. **Stepping into the Shadow: Researching Negative Emotions at Work (10am-noon)**

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**** Session Details ****

1. Understanding Power: A Research Incubator for Junior Faculty

Saturday August 6, 9:00am-5:00pm

A Research Workshop with Bruce Barry, Ramona Bobocel, Susan Brodt, Rob Folger, Deborah Gruenfeld, Alison Konrad, M. Audrey Korsgaard, Fiona Lee, Robin Pinkley, Jeff Polzer, and Linda Putnam.

A CM Division tradition, this year's Research Incubator brings junior faculty and senior scholars together for a daylong research-intensive session on power, including the interface of power and ethics, emotion, conflict, diversity /inclusion, groups, and justice. The goal is to establish new research relationships and create specific agendas for research. Bring your research ideas and leave with a new set of colleagues and a research agenda!

Register at <http://research.business.queensu.ca/CMPDW>.

For more information, Susan Brodt (sbrodt@business.queensu.ca).

2. The Conflict Dynamics Profile and Its Effectiveness in Workplace Interventions

Saturday August 6, 10:00am-noon

A Practitioner Workshop with Miriam Rothman, Deborah Pettry, & Russ Pierce.

This Practitioner Workshop presents the Conflict Dynamics Profile (CDP), a multi-rater instrument used for conflict diagnosis and coaching in the workplace. Participants will also learn about case studies of the profile's use in change interventions, executive coaching and corporate training.

For more information, contact Miriam Rothman (rothman@sandiego.edu).

3. Building the Collective Scholarly Vision: Becoming a Journal Editor

Saturday August 6, 1:00-3:00pm

Yehuda Baruch and Alison Konrad, organizers

CM Division partners with OMT and others to offer a discussion of the editorship process and the role of the journal editor in the strength and vitality of the field. Panelists include 24 current or former journal editors.

This is an open session and registration is not required.

4. Multinational Corporations and Sustainable Development: Toward a New Vision of Management

Saturday August 6, 1:00-3:00pm

Detelin Elenkov, organizer

CM Division is partnering with ONE and others for this workshop focusing on the possibility for MNCs to become agents of sustainable development.

This is an open session and registration is not required.

5. Multi-Case Meta-Theory Workshop: Stakeholder Conflicts and the Framing Process

Saturday August 6, 3:30pm-5:30pm

A Case Research Workshop with Ralph Hanke (organizer), and Barbara Gray, Charlene Zietsma, Frank Den Hond, Alfred Marcus, Monika Winn, and Roy Lewicki (presenters).

This Case Research Workshop is designed for those who study multi-stakeholder conflicts that have strategic importance to businesses or to entire industries. The intent is to develop skills in understanding and applying framing analysis to these conflicts as a way of providing a bridging mechanism that allows the cases to be collectively analyzed.

Registration is required. Email Ralph Hanke (ralphh@psu.edu)

6. Teaching about Groups and Teams

Sunday August 7, 8:30am-10:00am

A Teaching Workshop with Joann Keyton (organizer and presenter).

In this Teaching Workshop, Joann Keyton introduces a layered and holistic approach to teaching a course or module on groups and teams. There will be instruction about delivering materials in the classroom, discussion of ideas about teaching methods, crafting materials to meet specific classroom needs (e.g., MBA, undergrad, international students, etc.), and other audience generated questions.

For more information, contact Joann Keyton (jkeyton@ku.edu)

7. Starting Out on the Right Foot: Negotiating your First Job

Sunday August 7, 9:00am-noon

A Negotiation Workshop for Doctoral Students, with Susan Brodt and Wendi Adair (organizers) and Roy Lewicki, Margaret Neale, Greg Northcraft, Robin Pinkley, Hildy Teegen, and Laurie Weingart (presenters).

This workshop prepares doctoral students for the job market and exposes participants to a great team of negotiation experts with the goal of building both the knowledge and skills needed to successfully negotiate your first job. The session includes presentations about research and an engaging negotiation role play (involving all participants) followed by small group discussions of the exercise.

Register at <http://research.business.queensu.ca/CMPDW>.

For more information, contact Wendi Adair (wla5@cornell.edu).

8. Stepping into the Shadow: Researching Negative Emotions at Work

Sunday August 7, 10:00am-noon

A Research Workshop with Michael Gross (organizer) and Blake Ashforth, Bob Bies, and Tricia Jones (presenters).

This Research Workshop tackles methodological and practical challenges of researching negative or anti-social emotions. Panelists address challenges facing researchers in both field and laboratory settings including working with IRBs and issues of ethics; accessing and measuring negative emotion in the laboratory; getting organizations to admit and participants to report negative emotion in field research; and reconciling your work with the emerging trend of positive organizational scholarship.

Registration is required. Email Michael Gross

(Michael.Gross@business.colostate.edu).

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## ***Conflict Management Division Announcements***

***Michele J. Gelfand, Program Chair***

Please join us for many exciting CM sessions in Hawaii! We'll have sessions on trust, power, justice, culture, forgiveness, workplace bullying, diversity and conflict, competition, group dynamics, women and work, and counterproductive work behaviors, among others. Session titles and locations are listed below. For more information on each session, see the AOM website. Also, be sure to come to the business meeting and the social hour for lots of fun and many scintillating discussions!

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| <p>Session 1208: <b>Conflict Division Business Meeting</b><br/><b>Tuesday 5:30pm-6:30pm</b> : Hawaii Convention Center Room 319B</p> <p>Session 1222: <b>Conflict Division Social Hour</b><br/><b>Tuesday 6:30pm-8:30pm</b> : Hawaii Convention Center Room 318B</p> |
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## **Monday August 8**

\*Note that most CM sessions are in the Convention Center (CC)

8:30am:

CC: Room 318B JS: Obstacles to Fairness: The Trials and Tribulations of Getting Managers to Enact Justice

10:40am:

CC:Room 318B Trust and Trust Repair

CC:Room 313C SHCS: Organizational Justice Around the World: A Status Report

12:20pm:

CC:Room 318B JS: Healing, Forgiving, and Resolving Conflicts in the 21<sup>st</sup> Century

CC:Room 324 JS: Feelings and Fairness in Organizations

CC:Room 328 JS: Constructing Deviants Across Levels

2:30pm

CC:Room 318B Competition and Social Comparisons

CC:Room 316C SHCS: Debating Constructive and Destructive Workplace Deviance: Deliberations for the 21<sup>st</sup> Century

4:10pm

CC:Room 318B Culture and Conflict/Negotiation

HH:Tapa 3 - Table C1 IP: Group Outcome Research

## **Tuesday August 9**

8:10am

CC:Room 327 JS: Aloha! Procedural Justice in Organizations: Twenty Years after Folger and Greenberg (1985)

8:30am

CC:Room 318B Workplace Bullying: International Perspectives on Moving from Research to Practice

CC:Room 316A JS: Navigating the Paradox of Power: Implications of Power on Individuals and Groups in Organizations

HH:Tapa 3 - Table C2 IP: Negotiation and Workplace Conflict

HH:Tapa 3 - Table C3 IP: Issues in Negotiation and Conflict

HH:Tapa 3 - Table C4 IP: Issues in Virtual Teams

## **Tuesday August 9 (continued)**

10:30am

CC:Room 318B Diversity and Conflict

HH:Tapa 1 - Table A1 IP: Learning in Alternative Settings

HH:Tapa 3 - Table C4 IP: New Ideas about Leadership

2:30pm

CC:Room 318B Power and Conflict/Negotiation

CC:Room 313C SHCS: Justice & Conflict: The Transformation of Injustice in the Workplace

HH:Tapa 1 - Table A3 IP: Organizational Justice and Trust

CC:Room 323C JS: When Trust is an Uphill Climb: Studying Trust in Contexts that Do Not Encourage It

4:10pm

CC:Exhibit Hall III - CM Conflict Management

CC:Room 318B Justice and Negotiation

HH:Tapa 2 - Table B2 IP: New Ideas about Signals and Status

HH:Tapa 3 - Table C1 IP: Managing Stakeholders

**5:30pm**

**CC:Room 319B Conflict Division Business Meeting**

**6:30pm**

**CC:Room 318B Conflict Division Social Hour**

## **Wednesday August 10**

8:20am

CC:Room 324 JS: Theories of Small Groups: Interdisciplinary Perspectives

8:30am

CC:Room 316A JS: Women and Work: Perspectives for the 21st Century

CC:Room 318B JS: What New Versions of Trust Can the Mayer Davis and Schoorman Model Provide in the 21st Century?

HH:Tapa 1 - Table A1 IP: Strategic Learning

10:40am

CC:Room 318B Counterproductive Work Behaviors

CC:Room 316A JS: Restorative Justice: A New Vision for Workplace Justice

## **CM Division Elections**

### **by Bruce Barry, Past Division Chair**

The CM elections of new division officers for 2005 was completed earlier this spring, and I am delighted to share the results here. As past-Division Chair, it was my responsibility to solicit nominations, assemble the ballot, and conduct the elections. Let me say a few words about the process, and then identify the winners.

This process began when nominations were invited at the division business meeting at the 2004 Academy meeting in New Orleans. I also solicited and received nominations from the entire division membership over email last fall. Individuals receiving the most nominations were invited to run. The election itself was conducted through the Academy's online division election web site over a three-week period in late March and early April. A total of 164 division members voted – about one-fourth of our membership. That might not seem too high, and certainly we can do better, but it is actually quite a good voting rate compared to many other divisions.

And the winners are...

Tom Tripp of Washington State University has been elected program chair-elect, which means he will begin the five-year division leadership cycle in charge of the PDW program for the 2006 conference, followed by program chair in 2007, and then division chair-elect in 2008, and then division chair in 2009, finally wrapping up the leadership sequence with the role I have now - past division chair, conducting elections. Tom has been a member of CM for almost 20 years, and previously has done stints as a representative-at-large and as division newsletter editor.

Anita Bhappu of Southern Methodist University and Melissa Thomas-Hunt of Cornell University have been elected to two-year terms as representatives-at-large on the division's executive board. During the first year, they will work with Tom Tripp arranging CM's weekend PDW sessions at the Academy's 2006 conference. During the second year, they coordinate member services for the division, which means leading efforts by the division's executive board to maintain and grow our member base and meet their needs with division initiatives and services.

Congratulations to these three, and also let me extend on behalf of the division a very big thanks to our other wonderful colleagues who also were willing to be on the ballot: Barry Goldman, Kate Bezrukova, and Jill Purdy. Your time will come!

## **News Hounds : Gossip and Snippets**

**Jill Purdy** has been awarded a Fulbright Scholarship for Autumn 2005 to study and teach cross-cultural negotiation in Iceland. Jill will be working at the Bifrost School of Business and studying international business/government negotiations related to the development of Iceland's hydroelectric energy resources. Jill is an Associate Professor at the Milgard School of Business, University of Washington-Tacoma.

**Linda L. Putnam**, Professor, Texas A&M University was named the George T. and Gladys Abell Professor and received the Lifetime Career Award for her work in conflict and organizational communication from the International Communication Association in May, 2005.

**Barbara Gray** received a seed grant of \$22,000 for work on "Framing and Dispute Resolution: New Approaches for Unlocking Difficult Conflicts" from The William and Flora Hewlett Foundation. This money will be used to support mini-grants for studies on conflict framing and a workshop on "Changing Frames: Framing and Reframing of Difficult Conflicts" on June 15, 2005 at the Fundacion el Monte in Seville, Spain. The workshop will draw conflict scholars who are interested in the concept of framing and its implications for dispute resolution practice. Coordinators for the workshop include: Linda Putnam, Texas A&M University, Roy Lewicki, Ohio State University, Rene Bouwen and Art Dewulf, Katholieke Universitet Leuven, and Noelle Aarts and Cees van Woerkum, Wageningen University.

## **New Books from CMD members**

Benoliel Michael (2005). *Done Deal: Insights from Interviews with the World's Best Negotiators*. (Platinum Press, imprint of Adams Media.) It is based on the author's personal interviews with top negotiators in business, diplomacy, politics, labor, law and sports. The author identifies and describes the characteristics and attitudes of these negotiators, and the negotiating strategies they use.

Roy Lewicki, Bruce Barry and David Saunders just published the fifth edition of *NEGOTIATION* (McGraw Hill, 2006).

**More news Please!**

**Send to Ed. Charlotte Rayner**  
[Charlotte.rayner@port.ac.uk](mailto:Charlotte.rayner@port.ac.uk)



**A Special thank you to all who reviewed for the CM division  
this year!! Thank you for all of your time and effort!**

**Michele J. Gelfand, Program Chair**

Wendi Adair, Cornell U.  
Emily Ammanatulla, Columbia U.  
Cameron Anderson, New York U.  
Laura Barclay, U. of British Columbia, Canada  
Lisa Barron, U. of California, Irvine  
Zoe Barsness, U. of Washington, Tacoma  
Kristin Behfar, Northwestern U.  
Chris Bell, York U., Canada  
Maura Belliveau, Texas A&M U  
Corrine Bendersky, U. of California, Los Angeles  
Ken Bettenhausen, U. of Colorado, Denver  
Kate Bezrukova, Rutgers U.  
Terry Boles, U. of Iowa  
Hannah Bowles, Harvard U.  
Susan Brodt, Queens U., Canada  
Ethan Burris, Cornell U.  
Dolly Chugh, Harvard U.  
Anthony Cobb, Virginia Polytechnic Institute and State U.  
Cynthia Cohen, U. of South Florida  
Jason Colquitt, U. of Florida  
Don Conlon, Michigan State U.  
Debra Connelley, Touro U. International  
Matthew Cronin, George Mason U.  
Larry Crump, Griffith U., Australia  
Jared Curhan, Massachusetts Institute of Technology  
Lisa DeChurch, Florida International U.  
Tina Diekmann, U. of Utah  
Jennifer Dunn, U. of Pennsylvania  
Eman Elshenaway, Washington State U., Vancouver  
Charles Finn, The College of Saint Rose  
Ray Friedman, Vanderbilt U.  
Adam Galinsky, Northwestern U.  
Stephen Garcia, U. of Michigan  
Deanna Geddes, Temple U.  
Donald Gibson, Fairfield U.  
Nathan Goates, Vanderbilt U.  
Barry Goldman, U. of Arizona  
Jerry Greenberg, Ohio State U.  
Michael Gross, Colorado State U.  
Katherine Hamilton, Pennsylvania State U.  
Fieke Harinck, Leiden U., Netherlands  
Stephen Humphrey, Florida State U.  
Lynn Imai, U. of Maryland  
Edward Kass, Saint Joseph's U.  
Sandra Kaufmann, Cleveland State U.

Loraleigh Keashly, Wayne State U.  
Deborah Kidder, Towson U.  
Peter Kim, U. of Southern California  
Tae-Yeol Kim, City U. of Hong Kong, China  
Laura Kray, U. of California, Berkeley  
Rajesh Kumar, Aarhus School of Business, Denmark  
Terri Kurtzberg, Rutgers U.  
Frederick Lazar, Problems-to-Solutions  
Kam-hon Lee, The Chinese U. of Hong Kong, China  
Lisa Leslie, U. of Maryland  
Edward Levine, U. of South Florida  
Roy Lewicki, Ohio State U.  
Matthew Liao-Troth, Western Washington U.  
Katie Linjenquist, Northwestern U.  
Leigh Anne Liu, U. of South Carolina  
Denise Loyd, Northwestern U.  
Anne Lytle, American Graduate School of Management  
Deepak Malhotra, Harvard U.  
Michelle Marks, George Mason U.  
David Mayer, U. of Maryland  
Jessica Mesmer-Magnus, Florida International U.  
Alexandria Mislin, Washington U.  
Don Moore, Carnegie Mellon U.  
Simone Moran, Ben Gurion U. of the Negev, Israel  
John Oesch, U. of Toronto, Canada  
Ken Ohbuchi, Tohoku U., Japan  
Jennifer Overbeck, U. of Southern California  
Madan Pillutla, London Business School, United Kingdom  
Jeff Polzer, Harvard U.  
Bruce Rich, U. of Florida  
Andreas Richter, Aston U.  
Jeffrey Sanchez-Burkes, U. of Michigan  
Vidar Schei, Norwegian School of Economics and Business Administration, Norway  
Maurice Schweitzer, U. of Pennsylvania  
Debra Shapiro, U. of Maryland  
Gary Shteynberg, U. of Maryland  
Marwan Sinaceur, Stanford U.  
Faye Smith, Emporia State U.  
Fei Song, York U., Canada  
Greg Stephens, Texas Christian U.  
Melissa Thomas-Hunt, Cornell U.  
Cathy Tinsley, Gerogetown U.  
Dean Tjosvoid, Lingnan U., China  
Tom Tripp, Washington State U., Vancouver  
Markus Vodosek, U. of Utah  
Jim Wall, U. of Missouri  
Chongwei Wang, Ohio State U.  
Judith White, Dartmouth College.