



Conflict Management Division

June 2006

In This Issue

- CMD Chair's Column
- Election Results
- Get Ready for 2006 DM Division Program!
- Some Themes in CMD 2006 Program
- Full Program Schedule
- CM Sunday Night Social
- Attention Doctoral Students

CMD Chair's Column

Cathy Tinsley

Many of our members in academia love our jobs, and with the possible exception of exam grading, consider ourselves lucky to always be doing things we find so inherently interesting. This year's academy offers us an opportunity to think about how the knowledge we have created can be turned into action and improve the public concern. Frankly, with overt wars in Afghanistan and Iraq, promising to be protracted and expensive, as well as continual strife in other regions (ethnic cleansing in Darfur, nuclear standoffs in Iran and North Korea), I can think of no better time for us to be putting our negotiations, conflict management, and justice knowledge into action for public consumption. I am heartened by the Academy's recent columns (cf- AMJ, Feb 2006 on why management research matters) to encourage more action and interaction outside academia. I hope we continue to engage.

Dismounting from my soapbox, and returning to more quotidian activities... our division was successfully renewed for another five years. Many thanks to all of you who helped by filling out the survey completely and honestly and for those of you who helped me interpret the results. It was a team effort and we should be very glad about the results. Reviewers were very complimentary of our division's "clear, important research focus that has developed a tradition of quality research." Moreover, we were similarly complimented for our pre-conference activities (especially our incubator and our new negotiations workshop). We do need to keep our cohesion in check (groupthink, clubbiness), and to that end if anyone has ideas towards this end and / or wants to help on this issue, please email me. Moreover, if anyone wants to help the academy revise the 5- year review process, they are actively soliciting volunteers.

Finally, let me close by saying it's been a great year as chair. I extend my heartfelt thanks to all current and past board members who continually answered my questions and gave me feedback. I look forward to seeing all of you at the Academy meetings... on to Atlanta!

Election Results

New Division-Chair Elect: Kathleen O'Connor, Cornell University
New Reps-at-Large: Jeffrey Sanchez-Burks, University of Michigan
Kim Wade-Benzoni, Duke University

Get Ready for the 2006 CM Division Program!

Susan Brodt, 2006 Program Chair

We have a great program in Atlanta, thanks to the high quality submissions and our great group of reviewers. Some of the program highlights are described below, followed by the full list of CM Division sessions. To peruse the line-up and make a personal schedule, be sure to go to the program website for all of the details: <http://meetings.aonline.org/2006>.

But first, a few notables:

Because of the large number of new reviewers this year – 150 reviewers, up from 93 last year – we scheduled an event to help newcomers learn more about our division. Check out the “CM Division Lounge” over the lunch hour on **Monday** (Aug 12). It is an open session for all CM division members and prospective members. Bring your lunch, relax, have a cup of coffee, hear a brief presentation about the division, and basically meet people who share your interests.

Don't forget the usual **Tuesday** (Aug 13) line-up – late afternoon CM Division Business Meeting, followed by the CM Division Social Hour. Come learn about the division news, share your ideas, get involved, and find out about this year's CM Division award-winning papers! Then, stay for the social. Remember, CM Division reviewers get a free drink ticket!

CM Division had a record number of Showcase Symposia accepted by the Academy this year. Congratulations to all of those involved! The Academy schedules these sessions so look for them in the Showcase Symposium section. These symposia include:

1. ***A Better Look at Social Processes: Analyzing Data from Dyads and Groups*** (CM, R M, OB) Mon, 8:30-10:20, Hilton, Grand Salon A
2. ***Organizational Justice Threads in Mainstream Management Fabric*** (CM, HR, OB) Mon, 8:30-10:20, Hilton, Grand Salon C
3. ***Ethical and unethical Behavior in Knowledge Economy: A Social Exchange Perspective*** (CM, OB, SIM) Mon, 10:40-noon, Hilton Grand Salon C
4. ***The Role of Business in Violent Resolution*** (CM, SIM, IM) Mon 10:40-noon, Hilton Grand Salon E
5. ***The Desire for Social Standing: A Multilevel Examination of Membership and Status Motivations*** (CM, OB) Mon, 10:40-noon, Marriott Marquis Salon III
6. ***Emotions in Organizations: Conflicts, Consistency, and Controversy*** (OB, MOC, CM) Mon 2:30-3:50 Hilton Grand Salon A
7. ***When Do We Care about Others' Treatment? Examining Boundary Conditions of Others' Justice Effects*** (OB, HR, CM) Mon 2:30-3:50, Hilton Grand Salon B
8. ***Antecedents and Consequences of Social Psychological Outcomes in Negotiation*** (CM, OB) Tues 2:30-3:50, Hilton Grand Salon E

See you in Atlanta!

SOMETHING NEW

SOMETHING OLD
BUT ALWAYS
GREAT.

SOMETHING
“SHOWCASE”

Some Themes in the CMD 2006 Program

Several themes run through our program this year, highlighting our members' current interests in trust, justice, power, group conflict, negotiations, mediation, and workplace deviance and incivility. Of special interest are four sessions on **Monday** that help us understand the dynamics of trust and distrust in organizations.

Trust is at the foundation of human interaction, yet it is difficult to build and easy to break. Papers in the session on “*Engendering Trust*,” (Monday, 10:40am-12:00pm, Hyatt Regency, Hanover C) examine factors and processes that build interpersonal trust, such as positive emotions and the timing of trust violations.

Papers in the companion session on “*Trust, Distrust, and Relationship Repair*,” (Monday, 2:30pm -3:50pm, Hyatt Regency, Hanover C) focus on the dynamics of distrust and paranoia in groups, the conflict buffering effects of trust in groups, and on the process of trust repair.

The session “*Forgiving Workplace Offenses: Intervention Strategies and Forgiveness Outcomes*” (Monday, 4:10pm-5:20pm, Hyatt Regency, Hanover C) continues on the theme of relationship repair.

Finally, panelists in the session on “*Reversal of Fortune: The Downsides of Power, Information and Trust in Dyadic Negotiations*,” (Monday, 8:30am-10:20am, Hyatt Regency, Hanover C) take a step back and question the benefits of trust (along with power and information). Together, these sessions tell a fascinating story about this foundational element of human interaction.

Tuesday offers a variety of sessions for “groupies,” especially those interested in status, power, diversity and conflict in groups. There are paper sessions on relationship conflict in groups and teams, and conflict and group diversity, and two symposia on status and power in groups. Check out: “*Status and Power in Groups: Effects on Conflict and Performance*,” 8:30-10:20, Hyatt Regency, Hanover C; “*Relationship Conflict in Groups and Teams*,” 10:30-11:50, Hyatt Regency, Hanover C; “*Conflict and Group Diversity*,” 2:30-3:50, Hyatt Regency, Hanover C; “*Jockeying for Position: The Dynamics of Status and Power in Social Group*,” 4:10-5:35, Hyatt Regency, Hanover C.

Also on **Tuesday** is a very special forum on “*Hurricane Katrina: Consequences of Inaction and Mismanagement in Race-Related Public Concerns*” 4:10pm-5:25pm, Hyatt Regency, Hanover A. This session builds on the conference theme and location, examining leadership, conflict management, and race-related public concerns. Following this session, join us for our *CM Division Business Meeting* (5:45 pm – 6:45 pm, Hyatt Regency, Hanover A) and *CM Division Social Hour* (6:45 pm – 8:00 pm, Hyatt Regency, Hanover C). Come find out more about the CM Division!

And, you won't want to leave early! Rounding out our program, **Wednesday** includes sessions on “*Negotiator Characteristics*” (8:30-10:20, Hyatt Hanover A), “*Behavioral Integrity*” (8:30-10:20 Hyatt Hanover C), “*Understanding Collaboration and Cooperation*” (10:40-noon, Hyatt Hanover A), and “*Rethinking the Nomological Network of Organizational Justice*” (10:40-noon, Hyatt Regency, Hanover C).



Puttin' it All Together...Here is the Full Program

Scholarly Program: Monday (August 14)

Social Comparisons and Social Account

Monday, August 14, 8:30 am – 10:20 am

Hyatt Regency Atlanta, Hanover A

Reversals of Fortune: The Downsides of Power, Information, and Trust in Dyadic Negotiation

Monday, August 14, 8:30 am – 10:20 am

Hyatt Regency Atlanta, Hanover C

A Better Look at Social Processes: Analyzing Data from Dyads and Groups (CM/R M/OB)

Monday, August 14, 8:30 am – 10:20 am

Hilton, Grand Salon A

Organizational Justice Threads in Mainstream Management Fabric (CM/HR/OB)

Monday, August 14, 8:30 am – 10:20 am

Hilton, Grand Salon C

Deviance and Incivility

Monday, August 14, 10:40 am – 12:00 pm

Hyatt Regency Atlanta, Hanover A

Engendering Trust

Monday, August 14, 10:40 am – 12:00 pm

Hyatt Regency Atlanta, Hanover C

Ethical and unethical Behavior in Knowledge Economy: A Social Exchange Perspective (CM/OB/SIM)

Monday, August 14, 10:40 am – 12:00 pm

Hilton, Grand Salon C

International Conflict

Monday, August 14, 10:40 am - 12:00 pm

Hyatt Regency Atlanta, International North, CM 2

Organizational Conflict

Monday, August 14, 10:40 am - 12:00 pm

Hyatt Regency Atlanta, International North, CM 1

The Role of Business in Violent Resolution (CM/SIM/IM)

Monday, August 14, 10:40 am – 12:00 pm

Hilton, Grand Salon E

The Desire for Social Standing: A Multilevel Examination of Membership and Status Motivations (CM/OB)

*Monday, August 14, 10:40 am – 12:00 pm
Marriott Marquis Salon III*

CM Division Lounge: A Place to Meet Over the Lunch Hour

*Monday, August 14, 12:20 pm - 2:10 pm
Hyatt Regency Atlanta, Hanover A*

Administrative Responses to Injustice (CM/OB)

*Monday, August 14, 12:20 pm - 2:10 pm
Hyatt Regency Atlanta, Hanover C*

Asymmetric Group Processes: Roots & Implications (OB/CM/GDO)

*Monday, August 14, 12:20 pm - 2:10 pm
Hyatt Regency Atlanta, Hanover D*

Involving Third Parties

*Monday, August 14, 2:30 pm - 3:50 pm
Hyatt Regency Atlanta, Hanover A*

Trust, Distrust, and Relationship Repair

*Monday, August 14, 2:30 pm - 3:50 pm
Hyatt Regency Atlanta, Hanover C*

Emotions in Organizations: Conflicts, Consistency, and Controversy (OB/MOC/CM)

*Monday, August 14, 2:30 pm – 3:50 pm
Hilton, Grand Salon A*

When Do We Care about Others' Treatment? Examining Boundary Conditions of Others' Justice Effects (OB/HR/CM)

*Monday, August 14, 2:30 pm – 3:50 pm
Hilton, Grand Salon B*

Youth vs. Experience: Socialization and Employee Deviance

*Monday, August 14, 2:30 pm - 3:50 pm
Hyatt Regency Atlanta, Hanover D*

Negotiation Processes

*Monday, August 14, 4:10 pm - 5:20 pm
Hyatt Regency Atlanta, Hanover A*

Forgiving Workplace Offences: Intervention Strategies and Forgiveness Outcomes (CM/OB/HR)

*Monday, August 14, 4:10 pm - 5:20 pm
Hyatt Regency Atlanta, Hanover C*

Scholarly Program: Tuesday (August 15)

Justice and Fairness

Tuesday, August 15, 8:30 am – 10:20 am

Hyatt Regency Atlanta, Hanover A

Status and Power in Groups: Effects on Conflict and Performance (CM/OB)

Tuesday, August 15, 8:30 am – 10:20 am

Hyatt Regency Atlanta, Hanover C

Technology and Workplace Relationships

Tuesday, August 15, 10:30 am – 11:50 am

Hyatt Regency Atlanta, Hanover A

Relationship Conflict in Groups and Teams

Tuesday, August 15, 10:30 am – 11:50 am

Hyatt Regency Atlanta, Hanover C

Whistle-blowing, Voice, and Justice

Tuesday, August 15, 10:30 am - 11:50 am

Hyatt Regency Atlanta, International North CM 1

Social Perception, Identity, and Networks

Tuesday, August 15, 2:30 pm – 3:50 pm

Hyatt Regency Atlanta, Hanover A

Conflict and Group Diversity

Tuesday, August 15, 2:30 pm – 3:50 pm

Hyatt Regency Atlanta, Hanover C

Antecedents and Consequences of Social Psychological Outcomes in Negotiation (CM/OB)

Tuesday, August 15, 2:30 pm – 3:50 pm

Hilton, Grand Salon E

Hurricane Katrina: Consequences of Inaction and Mismanagement in Race-Related Public Concerns

Tuesday, August 15, 4:10 pm - 5:25 pm

Hyatt Regency Atlanta, Hanover A

Jockeying for Position: Dynamics of Status and Power in Social Groups

Tuesday, August 15, 4:10 pm – 5:35 pm

Hyatt Regency Atlanta, Hanover C

Scholarly Program: Wednesday (August 16)

Negotiator Characteristics

Wednesday, August 16, 8:30 am – 10:20 am

Hyatt Regency Atlanta, Hanover A

Behavioral Integrity: Perceived Word-Action Alignment

Wednesday, August 16, 8:30 am – 10:20 am

Hyatt Regency Atlanta, Hanover C

Ethics and Workplace Deviance: An Integrative Approach to Examining Unethical Decisions and Behavior

Wednesday, August 16, 8:30am-10:20am

Hyatt Regency Atlanta, Hanover D

Understanding Collaboration and Cooperation: Cross Level Analysis

Wednesday, August 16, 10:40 am – 12:00 pm

Hyatt Regency Atlanta, Hanover A

Rethinking the Nomological Network of Organizational Justice: Questioning Old Assumptions (CM/OB/HR)

Wednesday, August 16, 10:40 am – 12:00 pm

Hyatt Regency Atlanta, Hanover C

CM Division Business Meeting

Tuesday, August 15, 5:45 pm - 6:45 pm

Hyatt Regency Atlanta, Hanover A

CM Division Social Hour

Tuesday, August 15, 6:45 pm - 8:00 pm

Hyatt Regency Atlanta, Hanover C



**Click here to
R.S.V.P for the CM
Sunday Night
Social.**

Sunday Night CMD Social

Come to the Conflict Management Division Social Hour!!! Join your friends and colleagues for some drinks and food on Sunday, August 13th at 6:30-8:30 pm at Azio's Downtown Restaurant. It is only 3 blocks from the conference hotels and they have reserved a space for the CM division. Price is \$25.00 (and \$15.00 for graduate students and new members).

Email Michele Gelfand at mgelfand@psyc.umd.edu to let her know you'll be there. You can either pay in advance by mailing her a check (Department of Psychology, University of Maryland, College Park, MD 20742) or pay at the door.

Attention: Doctoral Students

Here is a quick reminder of two PDW events that require registration very soon. First, the **CM Doctoral Student Consortium** takes place Friday evening and Saturday, August 11-12. With leading scholars and journal editors in conflict management, students will be advised how to turn their dissertations into five-year research programs -- programs that will let students make names for themselves. Whether students have begun their dissertations yet or not, they will receive useful, personalized advice. Participating in the consortium are: Max Bazerman, David de Cremer, Barbara Gray, Karen Jehn, Martin Kilduff, Roy Lewicki, Judi McLean Parks, Debra Shapiro, Sim Sitkin, and Tom Tripp.

Registration has been extended to July 7th. To register, please do two things: first, contact PDW Chair Tom Tripp (tripp@vancouver.wsu.edu) to indicate that you would like to attend; second, have a faculty member from your school contact Tom Tripp recommending that you attend. (The recommendation need only be brief – a few sentences to a paragraph.) Tom will reply within 2-3 days to confirm your registration. There is no fee.

Second, we continue our commitment to doctoral students with “*Starting out on the Right Foot: Negotiating your First Academic Job,*” which occurs on Sunday August 13 from 8:30-noon. Back by popular demand, we will again offer advice and training to students on negotiating their first job. This lively and informative PDW includes a simulated job negotiation, small group discussions led by experts in the field, and a panel discussion with returning experts Susan Brodt, Roy Lewicki, Greg Northcraft, Robin Pinkley, and Laurie Weingart. For 2006, Stephen Weiss joins us with his expertise in international negotiations.

Due to the interactive nature of the session, we need a firm count of participants in advance and will not be able to accept onsite registrants. You are invited to register at:

<http://atcdb.cit.cornell.edu/survey/wsb.dll/cap36/NegotiatingYour1stJob.htm>

Spaces are limited and **registration will close on July 31, 2007** or before if space is filled. We will confirm your registration in early August. If questions arise please contact Melissa Thomas-Hunt at mct24@cornell.edu.

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