INTERNATIONAL ASSOCIATION FOR CONFLICT MANAGEMENT
30th ANNUAL CONFERENCE
BERLIN | GERMANY
JULY 9-12, 2017

CONFERENCE PROGRAM
(ONLINE Version, updated June 30, 2017)
### CONFERENCE PROGRAM SCHEDULE OVERVIEW

#### SATURDAY, JULY 8

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Venue</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:30 pm</td>
<td><strong>IACM Leadership Dinner Reception</strong></td>
<td>Meeting Point: Lobby</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IACM President of the Board of Directors, Shirli Kopelman, hosts current leadership, past presidents, &amp; LAA/Rubin recipients to celebrate the 30th IACM Conference. Sponsored by Kellogg’s Dispute Resolution Research Center (DRRC). <em>By invitation only.</em></td>
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</tbody>
</table>

#### SUNDAY, JULY 9

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Venue</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 am-9:00 pm</td>
<td><strong>IACM Conference Registration Desk</strong></td>
<td>Lobby</td>
<td></td>
</tr>
<tr>
<td>10:30 am-12:00 pm</td>
<td><strong>IACM Leadership Meeting</strong> // Convened by IACM President. <em>By invitation only</em></td>
<td>Rome</td>
<td></td>
</tr>
<tr>
<td>1:30-3:00 pm</td>
<td><strong>Session 1</strong> // Parallel Conference Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:00-3:30 pm</td>
<td><strong>Refreshment Break</strong></td>
<td></td>
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</tr>
<tr>
<td>3:30-5:00 pm</td>
<td><strong>Session 2</strong> // Parallel Conference Presentations</td>
<td>Barcelona Foyer</td>
<td></td>
</tr>
<tr>
<td>5:00-5:45 pm</td>
<td><strong>NCMR Editorial Review Board Meeting</strong> // Convened by NCMR Editor Michael Gross</td>
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</tr>
<tr>
<td>6:30-8:00 pm</td>
<td><strong>IACM Welcome Reception &amp; Dinner</strong></td>
<td>Restaurant Friedrich’s</td>
<td></td>
</tr>
<tr>
<td>8:30-10:00 pm</td>
<td><strong>Session 3</strong> // Visual Presentations Dessert Reception sponsored by IACM's Negotiation and Conflict Management Research (NCMR) journal</td>
<td>Restaurant Friedrich’s</td>
<td></td>
</tr>
</tbody>
</table>

#### MONDAY, JULY 10

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Venue</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 am-5:00 pm</td>
<td><strong>IACM Conference Registration Desk</strong></td>
<td>Madrid Foyer</td>
<td></td>
</tr>
<tr>
<td>9:00-10:30 am</td>
<td><strong>Session 4</strong> // Parallel Conference Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:30-11:00 am</td>
<td><strong>Refreshment Break</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00-12:30 pm</td>
<td><strong>Session 5</strong> // Parallel Conference Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:30-1:30 pm</td>
<td><strong>Lunch Break</strong></td>
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</tr>
<tr>
<td>1:30-3:00 pm</td>
<td><strong>Session 6</strong> // Parallel Conference Presentations</td>
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<tr>
<td>3:00-3:30 pm</td>
<td><strong>Refreshment Break</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:30-5:00 pm</td>
<td><strong>Session 7</strong> // IACM Lifetime Achievement Award Keynote Celebrate with Professor Barbara Gray and join the conference keynote session: <em>The Meaning of Collaboration: Reflections on Barbara Gray’s Career</em></td>
<td>Madrid</td>
<td></td>
</tr>
<tr>
<td>5:30-7:30 pm</td>
<td><strong>Session 8</strong> // Seeding Team Collaborations on Spree River Boat Ride &amp; Group Photo. Sponsored by the Granted Research Center on Teams in International Business at ESCP Europe and MBM Alumni Dinner on your own…</td>
<td>Meeting Point: Lobby</td>
<td></td>
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</tbody>
</table>

#### TUESDAY, JULY 11

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Venue</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 am-5:30 pm</td>
<td><strong>IACM Conference Registration Desk</strong></td>
<td>Madrid Foyer</td>
<td></td>
</tr>
<tr>
<td>9:00-10:30 am</td>
<td><strong>Session 9</strong> // Parallel Conference Presentations</td>
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</tr>
<tr>
<td>10:30-11:00 am</td>
<td><strong>Refreshment Break</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00-12:30 pm</td>
<td><strong>Session 10</strong> // Parallel Conference Presentations</td>
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<tr>
<td>12:30-1:45 pm</td>
<td><strong>Lunch Break</strong></td>
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<tr>
<td>1:45-3:30 pm</td>
<td><strong>Session 11</strong> // Parallel Conference Presentations</td>
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<tr>
<td>3:30-4:00 pm</td>
<td><strong>Refreshment Break</strong></td>
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</tr>
<tr>
<td>4:00-5:30 pm</td>
<td><strong>Session 12</strong> // Parallel Conference Presentations</td>
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</tr>
<tr>
<td>7:00-11:30 pm</td>
<td><strong>IACM 30th Anniversary Reception and Awards Dinner</strong> // Sponsored by Kellogg’s Dispute Resolution Research Center (DRRC)</td>
<td>Restaurant Friedrich’s</td>
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</table>

#### WEDNESDAY, JULY 12

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Venue</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>9:00-11:00 am</td>
<td><strong>Session 13</strong> // Collaborative Research &amp; Practice Team Meetings</td>
<td></td>
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</tr>
<tr>
<td>9:30 am-5:30 pm</td>
<td><strong>IACM Board of Directors Meeting</strong> // Convened by the President <em>By invitation only</em></td>
<td>Buenos Aires</td>
<td></td>
</tr>
<tr>
<td>11:30-12:30 pm</td>
<td><strong>Session 14</strong> // IACM Business Meeting &amp; Farewell All conference attendees are encouraged to attend.</td>
<td>Barcelona</td>
<td></td>
</tr>
</tbody>
</table>
PARALLEL SESSIONS // SUNDAY-TUESDAY

Laptops and projectors will be available in each room. Please arrive at least 10 minutes prior to your session to set up your presentation and coordinate with the Session Chair. The Session Chair is responsible for beginning on time and time keeping throughout these sessions. Please sit in the front row and use time reminders (e.g., “5 minutes”, “1 minute”, and “0 minutes”) to let presenters know their time status. If you are the Session Chair, please coordinate with the other presenters in your session to load copies of their presentations onto the computer prior to the scheduled start time. It would be insightful to the audience if you would take into account the overall theme of the session when facilitating discussion.

FULL-PRESENTATION SESSIONS are 90 minutes long and include four presentations. Presenters are invited to prepare a 15-minute presentation and allow for 5-minutes discussion for each piece (total 20 minutes). This provides several minutes of transition time and/or general discussion between presenters. The Session Chair is automatically determined based upon who is scheduled to present last in each session. If you are the last presenter listed in your session, you are also the Session Chair.

RAPID-FIRE PRESENTATION SESSIONS Presenters need to prepare a 5-minute presentation with no more than 7 slides and can entertain 1 brief audience question, if time permits, during transition to the next presentation. Session Chairs will need to scrupulously keep time to ensure everyone has time to present.

ROUNDTABLES, SYMPOSIA, WORKSHOPS, AND NOVEL FORMAT SESSIONS are 90 minutes long. The organizer is responsible for managing the schedule within the allotted overall time. If you have a multi-presenter format, please follow the instructions above for full-presentation sessions, with the exception that the symposium organizer is the Session Chair.

VISUAL PRESENTATION SESSION // SUNDAY EVENING

VISUAL PRESENTATIONS will be presented on Sunday evening during the dessert reception. You are invited to create a presentation that can be displayed on a space of 90cm x 120cm (~3 x 4 feet) for your entire presentation. Presentations will be placed on easels (pin boards) in alphabetical order by last name of the first author (please find the easel with your name). Presenters will be invited to set up their presentations at 8:00 pm. We encourage you to prepare a banner on the top indicating the title, author(s), and affiliation(s). Lettering needs to be about 3cm (1 ¼”) high for the title, 2cm (¾”) high for the authors’ names and 1.25cm (½”) high for affiliations. The most reader-friendly use of the rest of the space would be in a grid format arranged in columns. The standard elements are: Abstract (150 words), Introduction, Methods, Results (with supporting figures), and a Conclusion or Summary. Type should be easily seen from a short distance of approximately 1m (3’). Using the guidelines above, the abstract would be placed at the upper left, and the conclusion at the lower right, both in large type (at least 3/8” high). You are welcome to bring a summary of your presentation as a handout for distribution. Materials must be removed from the room at the end of the session. Conference program volunteers will facilitate set-up. The session is intended to be interactive and generate dialogue between the presenter and conference attendees.
<table>
<thead>
<tr>
<th>SESSION 1A</th>
<th>Creative Approaches to Security, Protection, and Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madrid I</td>
<td>Mugisho, A., Bang, A., da Rocha, J.P., Kusari, V., Sun, C., Smith, M.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SESSION 1B</th>
<th>Educating Negotiators</th>
<th>Mediating Conflicts with the Reflect! Platform Online and in Workshop Settings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Madrid II</td>
<td>Fisher-Yoshida, B., Fisher, J.</td>
<td>Hoffmann, M.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SESSION 1C</th>
<th>NCMR Experts and Junior Scholars Share a Table: Mentoring on the Nuances of Successfully Publishing Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rome</td>
<td>Gross, M., Adair, W., Elfenbein, H.A., Barry, B. Moran, S.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SESSION 1D</th>
<th>Be a Media Maven! How to Disseminate Your Research and Practice in the News</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcelona I</td>
<td>Gerstner, J.C., Kopelman, S.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SESSION 1E</th>
<th>The Negotiation Tower of Babel: Discussing Identity, Perception and Small-Group Perspectives to Complex Negotiations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcelona II</td>
<td>Amit, A., Aaldering, H., Zerres, A.</td>
</tr>
</tbody>
</table>
### SESSION 2
**SUNDAY, JULY 9**
**3:30-5.00 PM**

| SESSION 2A | Madrid I  
Roundtable: Civil and Commercial Mediators |
|------------|------------------------------------------------|
| **A Multi-Faceted Role for Mediators in Civil and Commercial Disputes:**  
**Implications for Mediation Practice and Training**  
Jordaan, B., De Pauw., A.S., Mironi, M., Coleman, P.T., Da Rocha, P. |

| SESSION 2B | Madrid II  
Roundtable: Conflict Management of German Corporations |
|------------|------------------------------------------------|
| **Conflict Management of German Corporations – A Decade of Change and Evolution.**  
**Lessons Learned from a 10-year Collaborative Project at the Intersection of Empirical Research and Practice Development**  
Glaesser, U., Schroeter, K. |

| SESSION 2C | Rome  
Workshop: Teaching Resources |
|------------|--------------------------------|
| **New Teaching and Research Resources**  
Brett, J.M., Eisenkraft, N., Schroth, H., Adair, W. |

| SESSION 2D | Barcelona I  
Workshop: Adaptive Leadership |
|------------|-----------------------------------------------------------------|
| **Adaptive Leadership: A Framework and Practice for Constructive Conflict Engagement in Complex Environments**  
Bang, A.H., Manashil, M.R., O’Doherty, H. |

| SESSION 2E | Barcelona II  
Full Presentations: Negotiation Training |
|------------|------------------------------------------------|
| **Mindset-Oriented Negotiation Training (MONT): Teaching More Than Skills**  
Ade, V., Trötschel, R., Harinck, F., Schuster, C. |
| **How to Train Multilateral Political Negotiation: Lessons Learned from the “Refugees and the PPC” Simulation**  
Ade, V., Young, M. |
SESSION 3
SUNDAY, JULY 9
VISUAL PRESENTATIONS SESSION

8.30-10.00 PM
Restaurant Friedrich’s
Sponsored by IACM’s
Negotiation and Conflict Management Research (NCMR) Journal

The Influence of Dialogic Education on the Ability of Arab Youths in Israel to Cope with Individual-Societal Conflict
Abboud, O.A.

The Impact of Joint Mediation Training Programs and Joint Study Programs on the Conflictual Relations between Ultra-Orthodox and Secular Jews
Ashwall, R.

Developing Leadership Capacity for Constructive Conflict
Bang, A.H.

Growing from Dilemmas: Developing a Professional Identity through Collaborative Reflections on Relational Dilemmas
Binyamin, G.

Optimal Tension
Chen-Carrel, A., Bass, R., Coon, D.

Empowering The “Self” Rather Than Drugs in Recovery through Conflict Competence
Kohler, H.

The Importance of Cultural Competence to Address Emotions Effectively in Intercultural Mediation
Ferrarese, L.

Exploring the Role of Youth Leadership in Transforming Urban Violence through Strategic Community Building
Fisher-Yoshida, B., Civico, A., Lopez, J.C.

Examining The “Why” behind Strategic Emotion Expression at Work: A Taxonomy of Multi-Level Regulators
Geddes, D., Lindebaum, D.

Peaceful Integration is not a Utopia in Today’s Multicultural Society
Grigaityte, I.

Values’ Ambidexterity: Reconciling Conflicting Values Among SE Leaders
Gutman, G., Gidron, B.

I Don’t Want to Trust You, but I Do: On the Relationship between Trust Intent, Trusting Behavior, and Time Pressure
Haude, M., Gazdag (Shaughnessy), B. A., Hoegl, M., Muethel, M.

Refugees – the NIMBY Effect and Its Relations with Moral Foundations, Place Attachment, Prejudice, Risk Predisposition and Left-Wing Authoritarianism
Hermel, A., Jochemczyk, Ł.

In Hindsight... : A Post-Intervention Evaluation of Conflict Management Choices in a University-Community Dispute
Lawrence-Hughes, D., Keough, C.M.

Is Overconfidence a Motivated Bias? Experimental Evidence
Logg, J.M., Haran, U., Moore, D. M.
### Session 3
**Sunday, July 9**
**Visual Presentations Session**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
</table>
| 8.30-10.00 PM | Turbulent Times at the Workplace? Leading Diversity with Conflict Competence, Reflective Practice and Emotional Intelligence  
Malisius, E., Mahovlic, S. |
|               | The A-Contextual Dual Concern Measure  
Markiewicz, D.K, Falkowski, D., Jochemczyk, L. |
|               | The Emotional Tell in Performance Tales: Forecasting the Performance of Market Movers with Affective Framings of Managers’ Performance Narrativizes  
Milovac, M., Menges, J., Saar-Tsechansky, M. |
|               | Trust as a Heuristic: The Role of Temporal Projection on Trust in Negotiations and Its Impact on Negotiation Outcomes  
Nieto-Guerrero, M., Leon-Perez, J.M. |
|               | Gamergate: Ripeness and the Resolution of Intractable Online Conflict  
Perlmutter, T. |
|               | Climate Change Adaptation Guidance for the Center for Conflict Resolution (CECORE) in Kampala, Uganda  
Sachare, D.J. |
|               | I am Confident I Do Not Need Feedback! Or Do I? Self-Efficacy and Downward Feedback Seeking: The Role of Perspective Taking  
Sherf, E.N., Morrison, E. W. |
|               | From Tipping Point to Settling Point: Trust and Media Coverage of an Industrial Conflict and Wage Negotiation in the Energy Sector  
Steele, G.A. |
|               | Towards a New Quality Standard for Justice Mediators in the Netherlands  
Uitslag, M., van Mazijk, T., Kalter, M. |
|               | Negotiating with Your Kids: Family Business Succession and Conflict Management  
Valenza, G., Caputo, A., Zarone, V., Pellegrini, M.M. |
|               | Effects of Online Interventions on Empowerment  
Van Dijk, M.A.J., Zebel, S., Giebels, E., Bosmans, M.W.G. |
|               | Who is the More Efficient Leader of a Cocktail Bar: An Almighty Boss, or a Chairman?  
Van Tol, J.S., Steinel, W. |
|               | Doctor Affective Delivery, Patient Trust and Health Outcomes  
Li, Y., Liu, W., Zhang, Y. |
|               | Distinction between Assertive and Suppressive Dominance in Status Attainment Process  
Yoon, H.J. |
## SESSION 4
**MONDAY, JULY 10**
**9:00-10:30 AM**

### SESSION 4A
**Madrid I**
Full Presentations: Emotions

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anger and Moral Emotions in Negotiation: The Effect of Anger Expression on Feelings about the Self</td>
<td>Hunsaker, D.A., Rees, M., Zhang, T.</td>
</tr>
<tr>
<td>Dealing with the Angry Guy: Self-Regulation in the Face of Workplace Anger</td>
<td>Friedman, R., Olekains, M., Lachowicz, M., Rees, L.</td>
</tr>
<tr>
<td>Economic and Relational Benefits of Gratitude Expression in Resource Distribution Exchanges</td>
<td>Kong, D.T., Belkin, L.</td>
</tr>
<tr>
<td>The Implications of Power for Perceived Authenticity and Trust after a Transgression</td>
<td>Kim, P.H., Mislin, A., Tuncel, E., Fehr, R., Cheshin, A., Van Kleef, G.A.</td>
</tr>
</tbody>
</table>

### SESSION 4B
**Madrid II**
Full Presentations: Gender

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homemaking or Bread-winning? Gender Differences in Negotiation as Explained by Women's and Men's Domestic Roles</td>
<td>Mazei, J., Nohe, C., Hüffmeier, J.</td>
</tr>
<tr>
<td>Negotiating Like A “Man” or A “Woman”? Gender Differences in Negotiation Outcomes Driven by Cultural Convention</td>
<td>Shan, W., Keller, J., Mor, S., Semnani-Azad, Z.</td>
</tr>
<tr>
<td>Assertiveness versus Aggression in Negotiation</td>
<td>Bhatia, N., Pinkley, R.L., Barsness, Z., Bear, J.</td>
</tr>
<tr>
<td>Does Gender Raise the Ethical Bar? Exploring the Punishment of Ethical Violations at Work</td>
<td>Kennedy, J.A., McDonnell, M.H., Stephens, N.</td>
</tr>
</tbody>
</table>

### SESSION 4C
**Rome**
Full Presentations: Emerging Themes in Conflict Management

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolving Value Conflicts: Affirming the Other and Mediation</td>
<td>Harinck, F., Druckman, D.</td>
</tr>
<tr>
<td>The Humanizing Voice: Speech Reveals, and Text Conceals, a More Thoughtful Mind in the Midst of Disagreement</td>
<td>Schroeder, J., Kardas, M., Epley, N.</td>
</tr>
<tr>
<td>Backhanded Compliments: How Negative Comparisons Undermine Flattery</td>
<td>Sezer, Ö., Brooks, A.W., Norton, M.I.</td>
</tr>
<tr>
<td>Traditional Chinese Philosophies Abroad: Expatriates in the Netherlands</td>
<td>Lin, L.</td>
</tr>
</tbody>
</table>

### SESSION 4D
**Barcelona I**
Symposium: Mental Accounting in Negotiations

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Accounting in Negotiations</td>
<td>Organizer: Trötschel, R.</td>
</tr>
<tr>
<td>1. Trötschel, R., Zhang, H., Leitsch, L., Majer, J., Warsitzka, M.</td>
<td></td>
</tr>
<tr>
<td>2. Zhang, H., Geiger, I.</td>
<td></td>
</tr>
<tr>
<td>3. Warsitzka, M., Trötschel, R.</td>
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<tr>
<td>4. Geiger, I., Hüffmeier, J.</td>
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### SESSION 4E
**Barcelona II**
Symposium: Power Inequalities

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constructing and Overcoming Power Inequalities in Cross-Sector Collaborative Forums</td>
<td>Organizer: Gray, B.</td>
</tr>
<tr>
<td>1. Dewulf, A., Elbers, W.</td>
<td></td>
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<tr>
<td>2. Aarts, N., Van Herzele, A.</td>
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<tr>
<td>3. Gray, B., Purdy, J.M.</td>
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<tr>
<td>4. Craps, M., Brugnach, M., Bouwen, R.</td>
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</tbody>
</table>
### SESSION 5A
Madrid I
Full Presentations: Dispute Resolution Strategies

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Influence Failure: The Case of Default Neglect</td>
<td>Daniels, D.P., Zlatov, J.J., Kim, H.</td>
</tr>
<tr>
<td>It’s Close but We’re Losing</td>
<td>Rogers, T., Moore, D.A.</td>
</tr>
<tr>
<td>Deliberate Use of Self-Serving Allocation Rules in Coalition Formation as a Cause of the Strength-is-Weakness Effect</td>
<td>Wissink, J., van Beest, I., Pronk, T. M., van de Ven, N.</td>
</tr>
</tbody>
</table>

### SESSION 5B
Madrid II
Full Presentations: Individual Differences in Negotiation

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Differences in Negotiation: A Relational Process Theory</td>
<td>Elfenbein, H.A.</td>
</tr>
<tr>
<td>Does Experience Always Lead to Better Results? Differences Between Student and Professional Negotiators in the Process and Outcome of Distributive Negotiations</td>
<td>Nagler, H., Wilken, R., de Jong, A., Schmitz, C.</td>
</tr>
<tr>
<td>Social Anxiety and Empowerment in Negotiation</td>
<td>Gilin Oore, D., Stewart, S. H.</td>
</tr>
<tr>
<td>The Relationship between Conflict, Communication and Employees’ Satisfaction: The Moderating Role of Cultural Intelligence</td>
<td>Nicoli, J., Ayoko, O.B.</td>
</tr>
</tbody>
</table>

### SESSION 5C
Rome
Symposium: Gender in Negotiation and Conflict Management

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanding the Lens: New Directions in the Study of Gender in Negotiation and Conflict Management</td>
<td>Organizers: Mazei, J., Bear, J.B.</td>
</tr>
<tr>
<td>1. Reif, J.A.M., Kugler, K.G., Brodbeck, F.C.</td>
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<td>3. Rosenblum, M., Kray, L.J.</td>
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<td>4. Mazei, J., Bear, J.B., Hüffmeier, J.</td>
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</table>

### SESSION 5D
Barcelona I
Roundtable: Mediation in Workplace Conflict

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<thead>
<tr>
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</table>

### SESSION 5E
Barcelona II
Novel Format: Grand Unified Negotiation Theory

<table>
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<tr>
<th>Title</th>
<th>Authors</th>
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</thead>
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# SESSION 6
**MONDAY, JULY 10**
**1:30-3.00 PM**

| SESSION 6A | Madrid I
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<tbody>
<tr>
<td><strong>Full Presentations:</strong></td>
<td><strong>Negotiation Processes</strong></td>
</tr>
<tr>
<td>Why Negotiators Leave the Table: A Grounded Theory Approach Towards Understanding Negotiation Impasse</td>
<td>To Match or Not to Match? Reactions to Turning Points in Negotiations</td>
</tr>
<tr>
<td>Mertes, M., Hüffmeier, J.</td>
<td>Druckman, D., Engin, A., Griessmair, M.</td>
</tr>
<tr>
<td><strong>Tracking Eye Movement in Emotionally Charged Negotiations</strong></td>
<td><strong>A Meta-analysis of Three Methods of Measuring Negotiation Strategy</strong></td>
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| SESSION 6B | Madrid II
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<tbody>
<tr>
<td><strong>Symposium:</strong> Emotions in Conflict Prone Situations</td>
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<tr>
<td>3. Carnevale, P.J.</td>
<td>3. Carnevale, P.</td>
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<thead>
<tr>
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<th>Rome</th>
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<tbody>
<tr>
<td><strong>Full Presentations:</strong></td>
<td><strong>Complex Systems</strong></td>
</tr>
<tr>
<td>Coaching to the Complexity of Conflict: Supporting Leaders Navigating Complex Conflict Dynamics in Organizations</td>
<td>Creating a Shared Reality in Negotiation under High Need for Closure: Application of Dynamical Negotiation Networks Model to Explaining Negotiation Outcomes</td>
</tr>
<tr>
<td>Redding, N., Straw, C., Migliaccio, L., Coleman, P.T.</td>
<td>Jochemczyk, L., Pietrzak, J.</td>
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<tr>
<td><strong>Distribution of Attitudes and Parameter Sensitivity in a Network Model of Social Conflicts</strong></td>
<td><strong>Conflict Intelligence and Systemic Wisdom: Meta-Competencies for Navigating Difference in a Complex, Dynamic World</strong></td>
</tr>
<tr>
<td>Kaufman, S., Kaufman, M., Diep, H.T.</td>
<td>Coleman, P.T.</td>
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<thead>
<tr>
<th>SESSION 6D</th>
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<tr>
<td><strong>Full Presentations:</strong></td>
<td><strong>Special Topics</strong></td>
</tr>
<tr>
<td>Climato Economic Pressures on Discrimination, Aggression, and Violence</td>
<td>The Sudan Mediations</td>
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<tr>
<td>Van de Vliert, E.</td>
<td>da Rocha, J.P.</td>
</tr>
<tr>
<td><strong>When Positive Psychology meets Decision Making</strong></td>
<td><strong>When Positive Psychology meets Decision Making</strong></td>
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<tr>
<td>Nir, D.</td>
<td>Nir, D.</td>
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<tr>
<th>SESSION 6E</th>
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<tbody>
<tr>
<td><strong>Novel Format:</strong> Mediation in Collective Conflicts</td>
<td><strong>Soft Powers in Hard Battles: Mediation in Collective Conflicts</strong></td>
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</tbody>
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SESSION 7
MONDAY, JULY 10
3:30-5.00 PM

IACM LIFETIME ACHIEVEMENT AWARD KEYNOTE
Keynote Panel: Barbara Gray, IACM 2017 Lifetime Achievement Award Recipient
The Meaning of Collaboration: Reflections on Barbara Gray’s Career
Panelists: Jill Purdy, J., Lewicki, R., Dewulf, A.
| SESSION 8  
| Meet in lobby  
| Spree River Boat Ride  

**SEEDING TEAM COLLABORATIONS ON SPREE RIVER BOAT RIDE & GROUP PHOTO**

Organizers: Wilken, R. & Rees, L.

Meet in the lobby and walk together to the boat (near the hotel). Please make sure to have your IACM conference name tag with you to board the boat. To foster new collaborative connections, as you board the boat, please write on a sticker the main topics of your conflict and negotiation work (stickers and pens will be available). These main topics would be captured by 2-3 bullets points that describe what kind of conflict or negotiation scholarship you are interested in exploring with fellow IACM conference attendees. We hope your discussions spark new collaborations and seed meetings on Wednesday morning, during Session 13 of the conference. Enjoy your conversations!

Sponsored by the Granted Research Center on Teams in International Business at ESCP Europe and MBM Alumni.
### SESSION 9A
#### Madrid I
Full Presentations: Inter-Group Conflict

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<tr>
<td>How Does Self-control Depletion Influence Accommodation During Task Conflict?</td>
<td>Tsai, M.H., Li, N.P.</td>
</tr>
<tr>
<td>Teams in Alliances: An Integrative Review and Future Directions</td>
<td>Van der Kamp, M., Tjemkes, B.V., Jehn, K.A.</td>
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<tr>
<td>Group Facial Width-to-Height Ratio Predicts Intergroup Negotiation Outcomes</td>
<td>Yang, Y., Tang, C., Wang, C., Qu, X., Denson, T.F.</td>
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### SESSION 9B
#### Madrid II
Full Presentations: Status

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<tr>
<td>How Variance in a Person’s Status ‘Portfolio’ Influences Psychological Well-being</td>
<td>Yu, S., Pettit, N., Howell, T., Killduff, G.</td>
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<tr>
<td>Falling From Grace: Downfall of High-status Actors Cloaked with Dominance or Prestige</td>
<td>Kakkar, H., Sivanathan, N., Gobel, M.</td>
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<tr>
<td>Reading Between the Lines: Investigating the Benefits of ‘Status Acuity’</td>
<td>Yu, S., Killduff, G.</td>
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### SESSION 9C
#### Rome
Full Presentations: Diplomacy, Government and Politics

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<tbody>
<tr>
<td>Understanding Representatives: The Interactive Effect of Identity and Attributions on Trusting Politicians as Representatives in Intergroup Conflicts</td>
<td>Amit, A., Arieli, S.</td>
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<tr>
<td>The “Secret Sauce” of Intergroup Contact: Predicting Attitude Change in an Intervention for Jewish Israeli and Palestinian Youth</td>
<td>White, S.M., Schroeder, J., Risen, J. L.</td>
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<tr>
<td>The Kerry Peace Initiative in the Israeli-Palestinian Conflict: When Hope and Good Intentions Are Not Enough</td>
<td>Schiff, A.</td>
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<tr>
<td>When Formal Negotiations Fail: Strategic Negotiation, Readiness Theory and the Kerry Initiative</td>
<td>Ramsbotham, O., Schiff, A.</td>
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### SESSION 9D
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Roundtable: Regulating Mediation

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<td>Regulating Mediation: Nirvana or Nightmare?</td>
<td>Adrian, L., Gläßer, U., Nylund, A., Schroeter, K., Uitslag, M.</td>
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### SESSION 9E
#### Barcelona II
Full Presentations: Culture

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<tr>
<td>Who Can Lean in? The Intersecting Role of Culture and Gender in Negotiations</td>
<td>Semnani-Azad, Z., Toosi, N., Mor, S.</td>
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<tr>
<td>Guilty by Cultural Association: Cross-cultural Differences in Vicarious Responsibility</td>
<td>Kim, S.Y., Gunia, B.C., Murnighan, J.K.</td>
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<tr>
<td>Power Manifestations in Negotiations: Comparing Best Alternative and Status in China and the United States</td>
<td>Ma, L., Brett, J.M., Brady, G.</td>
</tr>
<tr>
<td>Postural Mimicry in Cross-Cultural Negotiation: The Case of the Chinese and Canadian Negotiators</td>
<td>Semnani-Azad, Z., Adair, W.L.</td>
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**TUESDAY, JULY 11**
**11:00-12.30 AM**

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<tr>
<td>Conflict Style Fit: A Novel Approach to Studying Conflict Management in the Workplace</td>
<td>Damp, A.M., Gilin Oore, D.</td>
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<tr>
<td>How Social Intelligence Influences the Use of Problem Solving Style</td>
<td>Rahim, M.A., Civelek, I., Fend, H.L.</td>
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<tr>
<td>Inter-Departmental Task Conflict: Trigger Effects on Intra-Departmental Process Conflict and Trust Relationships</td>
<td>Shishido, T.</td>
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<tr>
<td>Your Job is Messing with Mine! mWork’s Impact on the Spouse’s Work Life</td>
<td>Carlson, D.S., Thompson, M.J., Crawford, W.S., Boswell, W., Whitten, D.</td>
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<tr>
<th>SESSION 10B</th>
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<tr>
<td>The Impact of Negotiation-Specific Knowledge on Negotiator Behavior, Outcomes and Learning</td>
<td>Tasa, K., Budworth, M., Astray, T., Chadha, E.</td>
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<tr>
<td>Affect and Negotiation Performance: A Field Study on the Moderating Role of Negotiator Resilience</td>
<td>Gazdag (Shaughnessy), B. A., Weiss, M., Hoegl, M.</td>
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<tr>
<td>Implicit Theories of Negotiation: Testing a New Measure of Agreement Dynamism</td>
<td>Friedman, R.A., Pinkley, R., Bottom, W.P., Gelfand, M.J., Liu, W.</td>
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<tr>
<td>Degree of Closure about Resolution (DCR): Conceptual Development, Validation and Initial Implementation of a New Construct</td>
<td>Ishai, R., Rafaeli, A., Bear, J.</td>
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<tr>
<td>Trump(ing) The Appeal of a Dominant Leader Over a Prestigious One</td>
<td>Kakkar, H., Sivanathan, N.</td>
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<tr>
<td>The Art of the Deal: A Case Analysis of Donald Trump’s Negotiations for the U.S. Presidency</td>
<td>Volkema, R.J., Kapoutsis, I.</td>
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<tr>
<th>SESSION 10D</th>
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<th>Full Presentations: Trust</th>
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<tbody>
<tr>
<td>Words or Deeds? Repairing Violations of Trust in Negotiation</td>
<td>Druckman, D., Lewicki, R.J.</td>
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<tr>
<td>Multi-issue Offers: A Low-trust Path to Joint Gains in Negotiations</td>
<td>Yao, J., Brett, J.M., Zhang, Z.-X., Zhang, C.</td>
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<tr>
<td>The Social Cost of Forgiveness Following Multiple-Victim Transgressions</td>
<td>Raj, M., Wiltermuth, S.S.</td>
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<td>The Social Fluency Hypothesis</td>
<td>Nakashima, N.A., Halevy, N.</td>
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<tr>
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<tbody>
<tr>
<td>1. Bhatia, N., Gunia, B.C.</td>
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<td>4. Schaerer, M., Schweinsberg, M., Swaab, R.</td>
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RAPID FIRE I – GENDER & NEGOTIATION

The Stories Women Tell About Negotiating
Fisher-Yoshida, B.

Women Give More than They Receive: How Gender Influences Reciprocal Concessions in Negotiation
Wazlawek, Abbie S., Stephens, Nicole M.

The Dynamics of Gender and Alternatives in Negotiation
Dannals, J.E., Zlatev, J.J., Halevy, N., Neale, M.A.

Is She Angry (Happy, Sad) or Isn’t She? Emotion Detection Difficulty in Email Negotiation
Laubert, C., Parlamis, J.

Agreeableness, Mindset, and Alternatives as Sources of Bargaining Power: Evidence From a Four-Person Game
Lee, J.I., Luckman, E.A., Jang, D., Bottom, W.P.

RAPID FIRE II – NEGOTIATION

Beach or Office? Where Can We Best Negotiate? The Role of Location and Negotiation Type on Negotiation Strategies
Van der Wijst, P.J., Hong, A.P.C.I.

Conscientious Interruptions: The Impact of Unilateral Breaks on Negotiation Performance

Getting Less Than What You Pay For: Negotiations Decrease Post-Agreement Motivation
Hart, E., Schweitzer, M.E.

The Effect of Trust on Anchoring in Negotiation
Zhang, J.D., Brett, J.M.

RAPID FIRE III – LEADERS & NEGOTIATION

How Leaders Negotiate: The Relationship Between Leadership and Bargaining Style
Zlatev, J.J., Flynn, F.J.

What Makes Professional Negotiators Effective? Examining the Case of Lawyers
Huang, J.M., Jang, D., Schneider, A.K., Effenbein, H.A., Bottom, W.P.

Development and Validation of a Supervisor Rating Scale of Negotiation Effectiveness
Sharma, S., Bottom, W.P., Effenbein, H.A., Steele, N. L.

Expanding the Pie in Negotiations: Whether Leaders Sacrifice Their Interest or Benefit from Bringing Additional Issues to the Negotiation
Steinel, W., Van Tol, J.S.
## SESSION 11B
### TUESDAY, JULY 11
### 1:45-3.30 PM

### SESSION 11B

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<td>II. Conflict</td>
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<tr>
<td>III. Interpersonal Conflict</td>
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### RAPID FIRE I – TEAMS

**Conflict and Collaboration in Virtual Teams**  
Jameson, J.K., Stacy, C.

**Keeping Outperforming Peers Needy: Effects of Envy on Helping in Teams**  
Montal-Rosenberg, R., Moran, S.

**Mentalization-Oriented Team Coaching: An Approach to Resolving Conflict at the Workplace**  
Kotte, S., Taubner, S.

**Internal Conflict, Market Uniformity, and Transparency in Price Competition between Teams**  
Kurschilgen, M., Morell, A., Weisel, O.

**Conflict Management Style Disparity in Short-Term Project Groups**  
Rispens, S., Jehn, K.A., Steinel, W.

### RAPID FIRE II – CONFLICT

**Upward and Downward Abusive: Escalated Vertical Conflict**  
Rispens, S., Jehn, K.A., Giebels, E.

**Rally around the Rival: Inter-Organizational Rivalry Promotes Intra-Organizational Identification**  
Kilduff, G.J., Pettit, N.C.

**The Unintended Interpersonal Costs of Dishonesty: How Unethical Behavior Reduces Individuals’ Ability to Detect and Empathize with Others’ Emotions**  
Lee, J.J., Hardin, A.E., Parmar, B., Gino, F.

**More Competitors, More Cheating: A Ratio-Bias Phenomenon**  
Kouchaki, M., Chui, C., Gino, F.

**Effective and Less-Effective Strategies for Managing Organizational Conflict**  
Rahim, M.A.

### RAPID FIRE III – INTERPERSONAL CONFLICT

**Conflict Anxiety Response Scale: A Tool for Assessing Tendencies in Interpersonal Conflicts**  
Lace, A.R., Bass, R.L.

**Task Conflict Taken Personally**  
Dijkstra, M.T.M., de Wit, F.R., Schipaanboord, J.

**Would You Rather Be the Big Frog in a Small Pond? Cultural Variation in Entry Decisions**  
Wu, K., Garcia, S.M., Kopelman, S.

**Is Privilege Discrimination? Psychological Underpinnings of Discrimination Beliefs**  
Phillips, L.T.
## SESSION 11C
**TUESDAY, JULY 11**
**1:45-3.30 PM**

### RAPID FIRE I – TACTICS

**Why Precise Packages Can Backfire**
Dannals, J.E., Freund, A.F., Neale, M.A.

**Speaking with One Voice While Being Different – Effects of Comparison Mindsets in Negotiations between Groups**
Schuster, C., Recktenwald, S., Ellwart, T., Troetschel, R.

**Selling and Buying Labor: The Effect of Reference Points on Labor Valuations**
Schurr, A., Mellers, B., Ritov, I.

**Signpost or Overload? Analyzing the Impact of Different Reference Points on the Success of the Combined Goal Scope**
Herbst, U., Ortmann, M.

**Attributions of Authenticity: Positive Social Outcomes of Self-Disclosure of Unfavorable Information**
Jiang, L., Kouchaki, M., Gino, F.

### RAPID FIRE II – CULTURE

**Court-Connected Mediation and Court-Culture in Scandinavia and Central Europe**
Adrian, L., Nylund, A.

**A Cross-Cultural Understanding of the Role of Trust and Economic Context in Predicting Cooperation in Environmental Dilemmas**
Arora, P.

**Honor and Face Related Differences in Responses to Punishment and Reward: Evidence from the Ultimatum Game**
Shafa, S., Molenmaker, W.

**Collective Intelligence Methodology as a Tool for Investigating Perceptions of Key Factors in Building an Inclusive Environment for Intercultural Dialogue**
Broome, B., Steiner, E., Zamora, A., Razzante, R., Taylor, J., Derk, I., Guerrero, J.M.

**Socio-Professional Integration of Refugees in France: the Role of Economic, Cultural, Social, and Psychological Capital**
Zannad, H., Taghavi, S.

### RAPID FIRE III – NEW PERSPECTIVES IN CONFLICT RESEARCH

Jachimowicz, J.M.

**You’re Getting Warmer: The Impression Management Benefits of Humorous Self-Disclosure**
Bitterly, T.B., Schweitzer, M.E.

**Language Diversity, Non-native Accents and Intergroup Dynamics at Workplace: Recommendations for Leaders and Organizations**
Kim, R.

**Negotiating Cyber Extortion: Rethinking Crisis Negotiation**
Cristal, M.
SESSION 11D
TUESDAY, JULY 11
1:45-3.30 PM

SESSION 11D
Barcelona I
Rapid-Fire Presentations:
I. Morality
II. Behavior in Conflict
III. Conflict & Management

RAPID FIRE I – MORALITY

Polluted Morality: Air Pollution Predicts Criminal Activities and Unethical Behaviors
Lu, J.G., Lee, J.J., Gino, F., Galinsky, A.D.

Behaving Unethically to Benefit the Organization: The Role of Team Relational Stability and Conformity Pressure
Kim, J., Kim Y., Wang, C., Aime, F., Greenbaum, R., Utley, J.

Good Citizens: Unethical Behavior as a Signal of Communal Intentions
Wakeman, S.W., Moore, C.

The Appeal of Private Prosocial Behavior
Zlatev, J.J., Millier, D.T.

Veil of Ignorance Increases Utilitarian Moral Judgment
Huang, K., Greene, J.D., Bazerman, M.

RAPID FIRE II – BEHAVIOR IN CONFLICT

Endorsing Help For Others That You Oppose For Yourself: Mind Perception Alters the Perceived Effectiveness of Paternalism
Schroeder, J., Waytz, A., Epley, N.

Imitation as Threat not Flattery: Hostile Reactions to Idea Mimicry
Wheeler-Smith, S.L.

Emotional Congruence: When Expressing Negative Emotion Promotes Trust
Kang, P., Schweitzer, M.E.

A Route to Insight via Another’s Pain: The Facilitating Effect of Schadenfreude on Creativity
Wheeler-Smith, S.L., Erez, A., Gilbert, E.K.

The Benevolence-Related Signal Value of Expressed Gratitude in Repeated Advising Exchanges
Belkin, L.Y., Kong, D.T.

RAPID FIRE III – CONFLICT & MANAGEMENT

Influence of Action Orientation
Bertram, S., Rivers, C., Raman, R.

Valuation of Labor by Employee and Contractor
Ritov, I., Schurr, A.

Start-ups Under Stress: Challenge and Hindrance Demands, Team Process, and Funding Acquisition
Zhang, Y., Zhao, B., Li, J.

Does Conflict Management Improve Innovative Capabilities in Family Firms? A Literature Review
Alvarado-Alvarez, C., Armadans, I.
## SESSION 11E
**Tuesday, July 11**
**1:45-3.30 PM**

### RAPID FIRE I – WORKPLACE CONFLICT

- **Merit and CEO-to-Worker Income Inequality: When and How Performance Justifies Inequality**  
  Dorfman, A., Kaftan, N., Heller, D.  
- **Healthy Workplaces Generated by Peer Justice: An Appeal for Peer Mediation to Address Workplace Conflict, Harassment and Bullying**  
  Malisius, E., Hamilton, B.  
- **Applicability of the Interests, Rights, Power Model: How Negotiators Approach Land Acquisition and Compensation for Public Infrastructure Development**  
  Okumura, T., Brett, J.M.  
- **Optimizing (Alternative) Dispute Resolution Processes in Commercial Disputes: The Users’ Perspective**  
  De Pauw, A-S., Jordaan, B.  
- **Application of Theory of Planned Behavior Model during Task Conflict: An Empirical Study among Indian Software employees**  
  Alok, S., Raveendran, J., Prasuna, M.G.

### RAPID FIRE II – MEDIATION & DISPUTE RESOLUTION

- **Conflict Management through Civil Mediation Reform: Balancing the Scales of Procedural and Substantive Justice**  
  Ali, S.  
- **Conflict Management in a New Light: The Vital Role of the Intake in Mediation in Overcoming ‘Conflict as a Force’**  
  Tallodi, T.  
- **Readiness for Family Dispute Resolution – an Examination of How Education Helps Prepare Disputing Parents to Negotiate Their Conflicts**  
  Ainsworth, N., Zeleznikow, L., Zeleznikow, J.  
- **Conflict Ripeness, Conflict Readiness, and Online Dispute Resolution**  
  Ebner, N., Zeleznikow, J.

### RAPID FIRE III – PEACEMAKING

- **Stabilization & Reconstruction in the Democratic Republic of Congo: Assessing the Conditions of Poverty and Resilience for Internally Displaced Persons**  
  Stribling, B.  
- **A Model of Sustainable Peace: Visualizing Intergroup Dynamics through System’s Attractors and Causal Loop Diagramming**  
- **Promoting Constructive Multicultural Conflict: Fostering Unity and Fairness from Diversity and Conflict**  
  Coleman, P.T., Coon, D., Kim, R., Regan, B., Anderson, R., Chung, C.
# SESSION 12
## TUESDAY, JULY 11
### 4:00-5.30 PM

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<tr>
<th>SESSION 12B</th>
<th>The Surprising Costs of Silence: Asymmetric Preferences for Prosocial Lies of Commission and Omission</th>
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<td>Levine, E.E., Hart, J., Moore, K., Rubin, E., Yadav, K., Halpern, S.</td>
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<th>Mediating in Collective Conflicts: An Interdisciplinary and Intercultural Approach</th>
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<th>SESSION 12D</th>
<th>“Fitting the Forum to the Fuss”? Studying Encounters among Diverse Groups in Contemporary Complex Societies</th>
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SESSION 13
WEDNESDAY, JULY 12
9:00-11:00 AM

SESSION 13
Collaborative Research-, Practice-, & Teaching-Focused Self-Organized Team Meetings

COLLABORATIVE INTERDISCIPLINARY TEAMS
Organizers: Rees, L., and Wilken, R.
Informally connect with colleagues in small, self-organized teams to explore research, practice, and teaching endeavors in beautiful settings around Berlin. These interdisciplinary collaborative teams will be seeded in Session 8 and ongoing through a sign-up page at the Registration Desk.
SESSION 14
WEDNESDAY, JULY 12
11:30-12:30 PM

IACM BUSINESS MEETING: CURRENT STATE OF THE ASSOCIATION
Convened by IACM President of the Board of Directors, Shirli Kopelman
All conference attendees are invited to join this meeting to learn more about the IACM Community of Scholars and the state of our association.
ABSTRACTS
SESSION 12C
Hillie Aaldering (University of Amsterdam), Mémé Veels (University of Amsterdam), Brigitte ten Brink (University of Amsterdam), Astrid Homan (University of Amsterdam)
Managing Intrateam Conflict by Problem Solving and Servant Leadership
The way in which intrateam conflicts are managed can importantly reduce its negative associations with team outcomes. We argue and show that a problem solving conflict handling style among team members as well as servant leadership can help to diminish the negative associations between intrateam conflict and team cohesion and satisfaction. In study 1, teams of start-up organizations (N = 73) whose members used a problem solving conflict handling style no longer reported a negative association between intrateam conflict and cohesion. In study 2, using a diverse sample of working teams (N = 64), the self-reported negative association between intrateam conflict and team cohesion as well as satisfaction disappeared when the team leader used a servant leadership style. No differences were observed depending on type of intrateam conflict. We conclude that expressing trust in and openly discussing opinions with team members by a problem solving approach or servant leadership can reduce its negative associations with team effectiveness.

SESSION 4E
Noelle Aarts (Wageningen University), Ann Van Herzele (Research Institute for Nature and Forest)
The Power of Words - How Conflicts over Wildlife Comeback in Europe Are Intensified through Rational Argumentation
The return of several wildlife species across Europe has led to heated debates over how to deal with them. This paper focusses on the rhetorical work of gaining the upper hand in these debates. We use the classical theory of stasis as a systematic method for locating the points of contention within a debate and understanding participants’ rhetorical efforts at these points. Drawing on diverse discussion forums – including mass and social media, expert symposia and parliamentary meetings – our results show how opposing groups engage in a continuous alternation between the construction of a suitable logic in support to their own viewpoint and the dismantling (and rhetorical disempowering) of the logic of the counterparty. Finally, we discuss if and how the points of contention may also serve as points of connection, especially when ambiguity is created that allows some contradictions to be transcended.

SESSION 3
Oriana Abboud Armali (Bar Ilan University)
The Influence of Dialogic Education on the Ability of Arab Youths in Israel to Cope with Individual-Societal Conflict
This study was inspired by my experience as Christian Arab woman with aspirations which often contradicted the collective values upon which I was brought up; those values that characterize Arab society in general and specifically Arab society as a minority in the State of Israel. My adolescents saw the genesis of a cumulative tension that juxtaposed my individual desires with the values etched into the fabric of my surroundings and triggered a conflict between my personal and social identities. In retrospect, I might have dealt with this conflict more constructively had I possessed the appropriate tools. This research is guided by a sense of duty to generate the necessary tools to facilitate a more positive approach to this conflict. Graduates from the unique “Masar” school, which views dialogue as both a way of life and a tool for understanding conflict, are the natural choices upon whom to base my research.

SESSION 2E
Valentin Ade (Leuphana University Lüneburg), Roman Trötschel (Leuphana University Lüneburg), Fieke Harinck (Leiden University), Carolin Schuster (Leuphana University Lüneburg)
Mindset-Oriented Negotiation Training (MONT): Teaching more than skills
Critics have claimed that there still is room for systematic improvements in the effectiveness of negotiation trainings. We propose that adding mindset development to the goals of these trainings would increase their effectiveness by enabling the participants to more successfully transfer their acquired skills from the class room to the real world. We present a concept for an integrative negotiation mindset that comprises three orientations: a collaborative, a curious, and a creative one. In order to train mindsets, we recommend the following activities: 1. practicing negotiation skills repeatedly by performing negotiation role-plays (which often focus on cognitive training elements) and simple improvisation theatre exercises (which include emotional, motivational, and cognitive training elements) 2. writing reflection journals discussing cognitive, emotional, motivational experiences during training and real life negotiations 3. writing own negotiation exercises 4. getting feedback by peers or professional coaches regarding personal negotiation strengths, weaknesses, and blind spots.
How to Train Multilateral Political Negotiation: Lessons Learned from the “Refugees and the PPC” Simulation

“Refugees and the PPC” is an integrative, multiparty diplomatic policy simulation set in a fictitious scenario, created by the two authors. It reflects some of the very real challenges around asylum and migration policy that the EU faced in early 2016. Addressing both conflicts of interest and conflicts of value, the simulation offers insights into some of the principal characteristics of negotiations in the arenas of politics and international relations. The simulation is run live, but with digital support. In their presentation, the authors will describe the lessons they learnt when running the game, offer a comprehensive definition of the term “political negotiation”, and invite the audience to join a discussion about what makes training for political (and other complex) multilateral negotiation most effective.

Regulating Mediation: Nirvana or Nightmare?

This roundtable addresses the emerging professionalization and regulation of mediation in Europe. Many countries see regulation of practice through legislation or softer measures such as ethical guidelines. The EU actively supports regulatory measures. Regulation of practice answers some questions but raises others. In addition, regulation leads to a number of dilemmas. Based on experience with regulation or lack thereof in four countries, this roundtable discusses the challenges and dilemmas of regulation. This is a first step towards developing a coherent strategy towards regulating the field of mediation in a manner that serves providers, consumers, mediators and mediation as such. The panelists represent practice and research and after a brief presentation by each, the roundtable will open up for a facilitated dialogue involving the panel and the audience.

Court-Connected Mediation and Court-Culture in Scandinavia and Central Europe

This presentation will discuss the use and role of court-connected mediation during the pre-trial (preparatory) stage of civil litigation based on a recent transnational study of four Scandinavian and eight Central European countries. Our research shows significant variations in the popularity of court-connected mediation and settlement rates. We will discuss reasons for the variation among others from a geopolitical perspective and from the perspective of court-cultures, including perceptions of settlement. We will also address the setup and regulation of court-connected mediation and reflect on how this might affect its popularity. We will relate the findings to how mediation reflects and/or affects court-culture and point need for areas of future research.

Readiness for Family Dispute Resolution – an Examination of How Education Helps Prepare Disputing Parents to Negotiate Their Conflicts

The International Conflict Resolution Community has developed considerable theory and many case studies about ripeness and readiness for mediation. Readiness involves a readiness of the disputant to resolve the conflict, while ripeness indicates the time is appropriate to attempt a resolution. There is a sparse amount of theory about these issues in commercial and family dispute resolution. We discuss the practice of readiness for mediation and family dispute resolution and develop practices about when to mediate family disputes—especially when domestic violence has occurred.
SESSION 11E

Shahla Ali (University of Hong Kong)

Conflict Management through Civil Mediation Reform: Balancing the Scales of Procedural and Substantive Justice

This paper explores initial comparative empirical findings examining the impact of judicial mediation structure on perceptions of justice, efficiency and confidence in courts by investigating whether, and if so how, variation in civil mediation policy (mandated or voluntary) as one factor, affects variation in judicial efficiency, confidence in courts, and perceptions of justice. Statistical analysis of a non-random selection of twelve countries from a convenience sample consisting of six regions in a “mandatory mediation” group and six in a “voluntary mediation” group is conducted to provide for comparability among similarly situated jurisdictions. The key findings suggest that sampled countries implementing voluntary court mediation programs reflect statistically significantly higher overall scores in terms of the rule of law, efficiency, quality of civil justice, impartial and effective ADR and accessibility and affordability, while no significant difference could be found with respect to effective enforcement.

SESSION 11E

Swati Alok (BITS-Pilani University), Jayasree Raveendran (Institute of Public Enterprise, Osmania University), Prasuna M.G (BITS-Pilani University)

Application of Theory of Planned Behavior Model during Task Conflict: An Empirical Study among Indian Software employees

This paper tests the possible influence of the Ajzen's Theory of Planned Behavior (TPB) in predicting conflict handling intentions during task conflict episodes among Indian software employees. TPB comprising of five variables namely Instrumental Attitude, Injunctive Subjective norms (ISN), Descriptive Subjective Norm (DSN), Conflict Efficacy (CE) and Structural Assurance (SA) have been studied in relation to the Conflict Handling Intentions. A questionnaire incorporating a vignette was developed and tested using SEM among 200 software employees. ISN (ß=0.592), DSN (ß= -0.478) and SA (ß=0.240) are significant determinants in explaining intention to integrate. The dominating intention has been explained by DSN (ß=0.717), ISN (ß= -0.253) and CE (ß= -0.342). The negative attitude towards task conflict (ß = -0.308) and ISN (ß=0.419) are significant in influencing obliging intentions. Findings can be used to prepare diagnostic tools for bringing about a productive behavioral shift. Keywords: TPB, Task conflicts, Vignette, Software employees, SEM, India

SESSION 11D

Cristina Alvarado-Alvarez (Autonomous University of Barcelona), I. Armadans

Does Conflict Management Improve Innovative Capabilities in Family Firms? A Literature Review

Conflict acts as a determinant intervening factor to the outcome of innovation process in organizations, although in family business the evidence is not conclusive. It’s necessary to obtain more evidence about the role of conflict in the innovation process in family business. For this reason, the purpose of this study was to review the literature about conflict management, innovation in family business in order to understand the role of conflict and the innovation process like Vollmer (2015) that concluded and found new variables or considerations about this relationship. Results indicate that exist an important gap in literature regarding relationship between conflict management and innovative behavior in family firms. Literature review showed a small picture of this kind of issues that have aroused the curiosity of researchers, then inviting to think about new directions to explore. Implications for researching and practicing are discussed.

SESSION 9C

Adi Amit (The Open University of Israel), Sharon Arieli (The Open University of Israel)

(Mis)understanding Representatives: The Interactive Effect of Identity and Attributions on Trusting Politicians as Representatives in Intergroup Conflicts

Intergroup conflicts are often managed and resolved by representatives. We focus on the interaction between the representatives and their constituents as a crucial factor for commitment to successful intergroup conflict resolution. We present a new theory of nested social attributions. In two studies focusing on the Israeli-Palestinian conflict, we provide empirical evidence of the new theory and show that constituents monitor and interpret the behavior of their representatives using nested social attributions and that these attributions (a) influence trust in the representatives and (b) depend on group identity.
Adi Amit (The Open University of Israel), Hillie Aaldering (University of Amsterdam), Alfred Zerres (University of Amsterdam)

**SESSION 1E**

**The Negotiation Tower of Babel: Discussing Identity, Perception and Small-Group Perspectives to Complex Negotiations**

Abstract: The goal of this novel format is to broaden the perspective of our field by facilitating access to and integration of new insights from research areas outside the usual scope of the classic research of negotiations. While extensive knowledge on negotiators’ cognition and behavior has been generated over the past decennia, we believe that the field could benefit by adopting additional theoretical perspectives, particularly with regard to the dynamics of complex negotiations (i.e., beyond one-on-one). In this first “Negotiation Tower of Babel” session we focus on the potential contributions of (a) social identity, (b) and social perception (c) small-group theories. We seek to integrate across fields, reduce area-specific ‘research-language’ barriers, and discuss new insights and questions evolving from the respective perspectives. IACM members with and without direct expertise on negotiation theory and practice are welcomed to contribute from their knowledge and experience to help advance the field.

Poonam Arora (Manhattan College)

**SESSION 11C**

**A Cross-Cultural Understanding of the Role of Trust and Economic Context in Predicting Cooperation in Environmental Dilemmas**

Culture and economic contexts are both strong predictors of cooperation in environmental dilemmas, but their collective influence is not well-studied. The current research addresses this gap in our understanding through two studies that compare and contrast choices made by participants in India and the US. Study 1 examines choices in an environmental dilemma under varying economic contexts: certain loss, certain gain, and possible breakeven or neutral context. Independent of culture, participants predominantly defect in the loss context and cooperate in the gain context. In the neutral context, however, defection is the norm in the Indian sample, while most in the US sample cooperate. Study 2 finds trust mediates the influence of culture and may be the psychological explanation. Thus, defection occurs under uncertainty in a low-trust culture (India), but cooperation is the action of choice under uncertainty in a high-trust culture (US). These findings provide insights into cross-cultural environmental conflicts.

Shelly Ashtar (Technion- Israel Institute of Technology), David Spivak (Technion- Israel Institute of Technology), Daniel Altman (Technion- Israel Institute of Technology), Anat Rafaeli (Technion- Israel Institute of Technology), Gilad Chen (University of Maryland)

**SESSION 6E**

**The Effects of Emotion Exchanges on Customer Satisfaction in Online Text-Based Customer Service**

Customer service is increasingly conducted through social media, such as Twitter. Such customer public interactions with organization service employees, provide unobtrusive observations of customer-employee emotion and conflict dynamics. We examine the dynamics of customer and employee emotion in two studies. A first study identified two types of emotions that customers express in Twitter-based service interactions: Positive (happiness and gratitude) and negative (frustration, anger, and disappointment), and two types of emotional tactics employees use: Expressing positivity (cheerfulness and gratitude) and expressing support (empathy and apologizing). Results show that employee positivity improved customer satisfaction. But, employee expressions of support (and especially employee apologies), did NOT improve and actually hurt customer satisfaction, evidenced in a negative correlation between employee expressions of support and customer satisfaction. We will report on findings of studies that are currently conducted to further understand the effects of apologies.
SESSION 3
Rachelly Ashwall (Bar Ilan University)
The Impact of Joint Mediation Training Programs and Joint Study Programs on the Confictual Relations between Ultra-Orthodox and Secular Jews

The fusion between religion and state in Israel has resulted in considerable conflict between ultra-Orthodox and secular Jews. Tensions based on issues of values and identity versus rights and national-based obligations are reinforced by the selective segregation of ultra-Orthodox communities. This Israeli case mirrors identity-based conflicts around the world, in which members of different ethnic and religious subgroups view one another with suspicion and distrust, struggle for legitimacy and recognition, and even compete for resources and allocations. This study compares the impact of distinct joint mediation training and learning programs designed to facilitate genuine discussion and confrontation. The examination involves participant observations, interviews, and an analysis of texts featured on social networks. Focused on a specific goal common to the participants, the mediation training and the fostered interaction led to a recognition of the “other,” and engendered a change in tolerance and understanding, which carried over at the intergroup level. The learning-discussion groups, designed to facilitate confrontational dialogue regarding specific texts (religious and secular), similarly led to considerable attitudinal change. These parallel effects suggest it was the meeting of minds and an emerging recognition of the legitimacy of alternative identities which triggered a transformation, and not the initial tolerance that might have characterized mediation group participants, as opposed to those who participated in sessions prepared to argue the authenticity and veracity of their initial positions.

SESSION 10C
Rebecca Badawy (Youngstown State University), Jeffrey Bentley (California State University, Long Beach), Elizabeth Fabrizio (Youngstown State University), Robyn Brouer (Canisius College)
Is It Always Bad to Be Unfair? Machiavellianism and Reactions to Fairness Perceptions

The Machiavellian personality trait describes cunning individuals (Machs) who rely on manipulative and exploitative strategies to achieve their goals, and are hyper focused on extrinsic goals (e.g., money, success, power), often at the cost of interpersonal relationships. Although there has been research demonstrating the maladaptive nature of Machs, little is actually known about the environmental conditions that cue these individuals to act in aggressive ways. We explore the impact that fair environments have on Mach’s perceptions of threat. We argue that, contrary to normative responses to fairness, Machs will feel threatened in such environments and thus react aggressively, with intimidation. Machs rely on uncertainty to exploit others to achieve their goals. Thus, in fair situations, Machs’ primary means of goal attainment is restricted. Fairness conditions were manipulated in an experimental study (N = 311). Results demonstrated that Machs have negative cognitive (experience threat) and behavioral (use intimidation) reactions to fair situations, and actually may prefer environments that are unfair.

SESSION 3
April Bang (Teachers College, Columbia University)
Developing Leadership Capacity for Constructive Conflict

Our world is changing at a rapid pace with advances in technology and expanded means of connection across systems and continents. With this change comes heightened diversity and exposure to difference along with greater degrees of complexity as norms are challenged and conventional thinking pushed to consider new ideas and ways of engagement. Here, conflict emerges more frequently and perhaps even as part of everyday life of adapting to change. Leadership in this ever changing context involves finding ways to bring underlying sources of conflict to the surface and have people who hold different values and perspectives work through their differences without trying to suppress or resolve it for them. With this understanding of practice, theories of adult education, adult development, and conflict management are explored and integrated to examine the method of teaching and exercising adaptive leadership as a way to build and strengthen leadership capacity for constructive conflict.
Adaptive Leadership: A Framework and Practice for Constructive Conflict Engagement in Complex Environments

Adaptive leadership is a framework designed to help individuals, organizations and communities confront complex challenges and make the adjustments necessary to achieve progress. The framework offers a diagnostic approach that can enhance our understanding of the larger system of which we are a part and the values, loyalties and losses that influence stakeholder actions in the face of change. It also provides a frame to differentiate between technical problem-solving and adaptive work, which involves shifting values and behaviors to bring about necessary change. Because of its diagnostic orientation and emphasis on addressing root causes that lie at the heart of conflict, adaptive leadership has the potential to make an important contribution to the conflict management field. In this experiential workshop, we will present key adaptive leadership concepts followed by interactive exercises involving the use of video and cases from our work as practitioners in peacebuilding, nonprofit and public sector contexts.

The Benevolence-Related Signal Value of Expressed Gratitude in Repeated Advising Exchanges

Using three empirical studies with repeated-advising exchanges, the present research examines whether expressions of gratitude can increase the likelihood of receiving honest advice from others. Our findings demonstrate that the advisee’s expressed gratitude (versus neutral expression or expressed ingratitude) for advice in the first exchange, when coupled with advice acceptance (versus rejection), increases the advisor’s perception of the advisee’s benevolence, which in turn elicits the advisor’s prosocial motivation and honest (versus deceptive) advice in subsequent exchanges. We find and replicate this psychological mechanism when conflict of financial interest is absent (Study 1) or when it is present (Studies 2 and 3) in advice giving.

The Safety to Self-Determine: Worker Creativity as a Determinant of Organizational Identification Disengagement Relative to Environmental Threat

Drawing on self-determination theory and the identity, we argue that psychological safety provides a sense of relational and autonomous security enabling creative workers to rely on their own capacity for self-determined action, disengaging from the organizational identification process and the socially-derived guides provided therein. Using a quasi-experimental design, data were collected from three large workgroups (total N = 112) across organizations with differences in all major variables under study. Operationalizing the identification process as the link between collaboration in one’s work environment and the strength of one’s organizational identification, results from a combined multi-source three-way interaction analysis offer support for our assertion. The collaboration-to-identification link was interrupted (i.e., not statistically significant) for highly creative workers when safety was either moderate or high, and for moderately creative workers only when safety was high. Although not hypothesized, identification was also interrupted for less creative workers when psychological safety was low.

Influence of Action Orientation

To extend understanding of how negotiators respond to displays of anger, we present two studies that investigate how the trait of self-regulation, which is a measure of how strategically an individual responds to a display of emotion, impacts US negotiators when they negotiate with Chinese counterparts. We test our predictions that action oriented negotiators are more adept at responding to displays of anger and will concede less and tested how power affects negotiators’ responses to anger. In study one we found action oriented negotiators concede less than state oriented negotiators and in study two we found in response to anger, action oriented negotiators react to low power by conceding less than when they have high power. These findings extend previous research on the social effects of emotion by empirically demonstrating the importance of individual differences.
SESSION 10E

Nazli Bhatia (Catolica Lisbon School of Business and Economics), Brian C. Gunia (Johns Hopkins University)

“I was Going to Offer $10,000 but…”: The Effects of Phantom Offers in Negotiation

Negotiators commonly make phantom offers: offers consisting of aggressive but unavailable figures followed by immediate concessions. Drawing from research on the first offer effect, we predict that phantom first offers will anchor offer recipients and result in better outcomes than plain offers for the offerer. Drawing from research on the perceptions of people who move first in negotiations, however, we predict that individuals who use this strategy will be perceived as more manipulative. The results of three completed studies support these predictions: Negotiators using phantom offers received less aggressive counteroffers (Study 1) and more beneficial settlement prices (Study 2) but were also seen as more manipulative than those using plain offers (Study 3). We present the results of these completed studies and a fourth planned study.

SESSION 4B

Nazli Bhatia (Catolica Lisbon School of Business and Economics), Robin Pinkley (Southern Methodist University), Zoe Barsness (University of Washington, Tacoma), Julia Bear (Stony Brook University)

Assertiveness versus Aggression in Negotiation

Ample research documents backlash effects in the form of decreased likeability for women who negotiate assertively. However, upon close examination, it is inescapable that there is a mismatch between normative understanding of assertiveness and its operationalization in past research. Specifically, behavior that has been labelled assertive in past research is more closely aligned with a normative definition of aggression. In this paper, we present the conceptual differentiation between assertive, aggressive and non-assertive behavior in negotiation. We also present four studies that document this distinction and show the mismatch between lay perceptions of assertive versus aggressive behavior and how these concepts have been operationalized in past research. Strikingly, we do not observe any backlash effects for women that negotiate assertively in a normative sense. We find these results important because they urge a re-examination of well-known backlash effects in the literature.

SESSION 10E

Nazli Bhatia (Catolica Lisbon School of Business and Economics), Alice Lee (Columbia University)

Not Just a Numbers Game: How Offer Presentation and Supplemental Rationales Influence Negotiations

Negotiations are rarely an exchange of just numbers. Rather, negotiators frame and surround their offers with explanations and rationales that seek to justify their proposal. Past scholarship, however, has focused predominantly on what is being presented (i.e. numbers) while overlooking the importance of how the offer is being presented. In this symposium, we demonstrate that the way in which offers are communicated influence important cognitive and socio-psychological processes in negotiations, from interpersonal relations to negotiated outcomes. We bring together four papers that show that negotiators’ responses to offers can diverge depending on the 1) rhetorical strategies around first offers, 2) framing of a proposal as a request versus an offer, 3) rationale accompanying the offer, and 4) reference point used to evaluate the offer. Taken together, the present symposium implicates the importance of looking beyond how much people ask for and shed new light on how they ask for it.

SESSION 3

Galy Binyamin (Ariel University)

Growing from Dilemmas: Developing a Professional Identity through Collaborative Reflections on Relational Dilemmas

Based on the perception of growing from conflicts and exploration, the purpose of this study was to illustrate how collaborative reflection on relational dilemmas with role partners can develop professional identity of occupational therapists. 392 dilemma cases and 196 texts of personal reflection on classroom work of undergraduate students in occupational therapy were thematically analyzed. Analyzing the dilemma cases revealed six overarching relational dilemmas that novice therapists are often called upon to deal with when working with patients, patients’ families and colleagues from other health professions. Analyzing the personal texts of reflection highlighted the effectiveness of collaborative reflection in bridging the gap between theory and practice, and in helping students develop their professional identity. The collaborative reflection on relational dilemmas can be adapted to curricula for students and therapists in other health professions, in undergraduate courses, and in group supervision programs.
You're Getting Warmer: The Impression Management Benefits of Humorous Self-Disclosure

T. Bradford Bitterly (Wharton), Maurice Schweitzer (Wharton)

Across four studies, we identify humor as a foundational component of impression management and we identify a strategy to boost perceptions of both warmth and competence—humorous disclosure. The use of humor during disclosure increases perceptions of warmth and competence. The relationship between humor and perceptions of warmth and competence is mediated by social skill. When an individual makes a disclosure using humor, they are seen as having greater social skill. Humor enables an individual to elevate their perceived warmth when disclosing positive information (i.e., during self-promotion), and buffers against the impression management costs of disclosing negative information. The effects of humor on perceptions of competence is moderated by whether or not the topic of the joke is related to a core competency. We find that humor is a key aspect of impression management.

Mediation in workplace conflicts: What Works When?

Katalien Bollen (University of Maastricht), Martin Euvema (University of Leuven), Francisco Medina (University of Seville), Lourdes Munduate (University of Seville), Kirsten Schroeter (Mediation Altona)

With this round table we aim to gain a better understanding of three related questions. (a) what are typical workplace conflicts nowadays; (b) to what extend should the direct (team)colleagues be involved in the mediation; (c) what specific knowledge is required for mediation in the workplace?

New Teaching and Research Resources

Jeanne Brett (Northwestern University), Noah Eisenkraft (University of North Carolina), Holly Schroth (University of California Berkeley), Wendi Adair (University of Waterloo)

This workshop will introduce IACM members to three new resources for teaching and potentially research. We will highlight three new products: Peer Feedback for Negotiation—a platform for collecting, aggregating, and reporting peer feedback; Custom Negotiation—a platform for customizing exercises; Understanding and managing communication styles for negotiation and conflict management.

Collective Intelligence Methodology as a Tool for Investigating Perceptions of Key Factors in Building an Inclusive Environment for Intercultural Dialogue

Benjamin Broome (Arizona State University), Elena Steiner (Arizona State University), Aaron Zamora (Arizona State University), Robert Razzante (Arizona State University), Jay Taylor (Arizona State University), Ian Derk (Arizona State University), Jorge Morales Guerrero (Arizona State University)

This report describes a research project that focuses on the question of how to build an inclusive environment for intercultural dialogue. In a facilitated workshop, a group of 25 participants produced set of ideas in response to a guiding question about inclusivity. Follow-up interviews with participants help us understand their perceptions of the relationships among the set of ideas they selected during the workshop. These individual interviews are conducted utilizing an idea-structuring methodology referred to as Interpretive Structural Modeling. This ISM methodology is part of a larger Collective Intelligence process that is designed to help groups generate, clarify, select, and structure a set of ideas. A meta-analysis of these structures allows the construction of a framework that represents participants’ overall view of the system of factors important for fostering an inclusive environment for dialogue in intercultural settings.

Religion, Political Affiliation, and the Assignment of Responsibility

Deborah A. Cai (Temple University), Edward L. Fink (Temple University), Carolyn E. Montagnolo (Temple University)

Based on Walster’s (1966) study of attribution of responsibility, we examine whether people assign more responsibility to Muslims or Christians who cause an accident. We expand this study to examine the political leanings of the participants to test how political party affiliation (i.e., Republican vs. Democrat) and the religiosity of the participant (high vs. low) affect the assignment of responsibility for acts that differ in severity.
SESSION 10A

Dawn S. Carlson (Baylor University), Merideth J. Thompson (Utah State University), Wayne Crawford (New Mexico State University), Wendy Boswell (Texas A&M University), Dwayne Whitten (Texas A&M University)

Your Job is Messing with Mine! mWork's Impact on the Spouse's Work Life

mWork, or the use of technology for work purposes outside of work, has been found to impact employees’ work and family lives. Using a matched sample of 343 job incumbents and their spouses, we examined the role of mWork in the job incumbent-spouse relationship and how mWork crosses over to impact the spouse’s work life. Integrating the Work-Home Resources model with Family Systems theory, we found that as job incumbents engage in mWork, work-to-family conflict increases, as does the combined experience of relationship tension between job incumbents and spouses. This tension serves as a crossover mechanism, which then contributes to spouses’ experience of family-to-work conflict and subsequent work outcomes such as reduced job satisfaction and performance.

SESSION 6E

Peter Carnevale (University of Southern California)

Embodied Negotiation

Negotiation is embodied to the extent the things in and around negotiation entail reactivation of sensory, motor, and affective systems for those negotiating. The reactivation—the sources of embodiment—connect to features of the environment, the person, and the task. Human feelings and sentiments—which often translate into valuations—infuse objects, rooms, territories, issues and buildings, and influence negotiation of and about these things. The human experience of being in a group, and culture, can be a source of these feelings and sentiments. I will present data from several studies that, taken together, indicate both the positive and negative effects of embodiment of negotiation persons, environments, and tasks. In one study, the objectively identical issues were either text on paper or objects that could be touched (embodied). The data suggest that embodiment can in some circumstances increase the likelihood that negotiators will detect optimal outcomes in negotiation.

SESSION 3

Allegra Chen-Carrel (Teachers College, Columbia University), Rebecca Bass (Columbia University), Danielle Coon (ICCCR)

Optimal Tension

At every level of human experience—from the individual to the interpersonal, organizational, and societal levels—change happens as a result of tension. As tension rises, it motivates us to challenge the status quo and provides energy for action. However, while the right amount of tension can encourage constructive engagement, too much tension can be overwhelming—impairing people’s capacity to think clearly, raising destructive hostilities, and causing people to shy away from conflict. The constructive value of tension—paired with the destructive risk it poses—raises a fundamental question: what makes tension optimal? This study begins with a robust, multi-disciplinary literature review that aims to synthesize a clearer working definition of optimal tension. Then, in the context of our globalizing world, we will extend and ground our theoretical exploration of optimal tension through a series of field-based interviews with people engaged in diversity initiatives and multicultural conflict.

SESSION 11E

Peter T. Coleman (MD-ICCCR Teacher’s College), Danielle Coon (MD-ICCCR Teacher’s College), Regina Kim (MD-ICCCR Teacher’s College), Bridget Regan (MD-ICCCR Teacher’s College), Robert Anderson (MD-ICCCR Teacher’s College), Christine Chung (MD-ICCCR Teacher’s College)

Promoting Constructive Multicultural Conflict: Fostering Unity and Fairness from Diversity and Conflict

Enduring forms of bias and discrimination are pervasive in many organizations fueling costly patterns of destructive multicultural conflict. In this paper we present a complex systems model of multicultural organizational development, which outlines how leveraging tension from such conflict can help to break down patterns of destructive bias and increase institutional accountability for enacting fair and just workplace reforms. Standard approaches to conflict resolution tend to focus on reducing tension and seeking harmony between disputants, while many approaches to multiculturalism aim to increase tension through consciousness raising, activism and other forms of social action. The proposed model aims to do both—foster unity and fairness from diversity and conflict. By recognizing the complex and dynamic nature of entrenched patterns of bias and working with the resulting tensions strategically, we propose that they can provide energy and will for reforms that transform chronic patterns of multicultural conflict from destructive to constructive.
Conflict Intelligence and Systemic Wisdom: Meta-Competencies for Navigating Difference in a Complex, Dynamic World

Conflict over differences can provide the energy and motivation necessary for critical learning, enhanced relations, innovation and social justice, and so is a vital component of healthy relationships and societies. Yet conflict can also lead to enmity, deep divisions, and destructive and violent processes that destroy families and communities. A hundred years of scientific study of conflict resolution has provided a host of useful competencies and skills conducive to the constructive management of conflict. However, our world is becoming increasingly more complex, dynamic and unpredictable, and our models and methods for conflict resolution are particularly challenged in the face of these trends. This article presents a new integrative framework to address these challenges that combines insights from research in complexity science, psychology, and peace and conflict studies to offer a set of meta-competencies for resolving conflict and promoting more constructive and peaceful relations in our rapidly changing world.

A Model of Sustainable Peace: Visualizing Intergroup Dynamics through System’s Attractors and Causal Loop Diagramming

Recognizing that the dynamics of sustainably peaceful societies are not well understood, the multi-year science-policy-practice initiative – the Sustainable Peace Project – employs complexity science and causal loop diagramming to facilitate understanding about the core dynamics of sustainable peace at the intergroup level. This multidisciplinary initiative explores the social and institutional structures, processes and pre-cursors that enable societies to develop in sustainably peaceful ways. The project’s approach extends the definition and assumptions of sustainable peace, examining the relationships among an expansive set of factors. The mixed-methods approach uses complexity visualization as a means of hypothesis generation and testing, and relies on mathematical modeling, participatory research, and case studies to validate and situate research findings. The main project output will be a visualization of sustainable peace dynamics, which aims to ultimately serve as a tool for policy and decision-making.

Mining in the Biosphere: Learning to Deal with Power in Multi-Actor Collaboration

The intricate character of sustainability-related problems calls for collaborative solutions. However, tension exists between collaborative and power strategies because more and less powerful actors often have opposite interests. Empowering less powerful (and excluded) actors becomes as necessary as supporting dialogue for collaboration. In this paper we report the learning outcomes of a 10-day training program in the Andes region of Ecuador. The training was based on a simulation exercise inspired by a real Ecuadorian case in which an existing multi-actor committee for the “El Cajas Biosphere” needed to contend with the arrival of a mining corporation. Multi-actor simulations have proven effective for learning about collaboration, but this one also enables participants to reflect on their predominant power frames and a wider range of action strategies. We argue that collaboration can be more effective when potential partners learn to reflect critically on their power plays.

Negotiating Cyber Extortion: Rethinking Crisis Negotiation

With growing cyber threats to state’s agencies, corporations, companies and individuals, emerges the need to redefine crisis negotiations, and adjust the current paradigms and practices of hostage situations to a reality where one’s data is held for ransom. Even though the classic components of crisis negotiations – such as establishing effective communication and building rapport with the hostage takers - are still valid and relevant, the overall context is dramatically different, and this case base work laid out the differences, and offers conceptual as well as operational guidelines to enhance research and practice in cyber-extortion negotiations.

**Peter Coleman (Teachers College, Columbia University)**

**Joshua Fisher (Columbia University in the City of New York), Beth Fisher-Yoshida (Columbia University in the City of New York), Douglas Fry (University of Alabama at Birmingham), Larry Liebovitch (Queens College, City University of New York), Philippe Vandenbroeck (shiftN), Armando Geller (Sencei), Jaclyn Donahue (Columbia University in the City of New York)**

**Marc Craps (KU Leuven), Marcela Brugnach (Twente University), René Bouwen (KU Leuven)**

**Moty Cristal (ICON: Israeli Center Of Negotiation)**
SESSION 6D

Jose Pascal da Rocha (Columbia University)

The Sudan Mediations

Between 1992 and 2011, the Sudan experienced the most protracted, complex and multi-dimensional conflict. Apart from Syria, it is the only case where the full range of mediation knowledge and practice has been deployed—without effectiveness. This fireside chat is a novel session, bringing to life the various iterations of the Sudanese peace processes as experienced by the author, putting theory into practice and highlighting lessons learned.

SESSION 10A

Alycia Damp (University of Toronto), Debra Gilin Oore (Saint Mary’s University)

Conflict Style Fit: A Novel Approach to Studying Conflict Management in the Workplace

The objectives of the current research were to employ a person-centered, analytic approach to studying individual conflict management styles and conflict management climates and to operationalize a novel construct, namely conflict style fit. Latent Profile Analyses allowed for the identification of three individual profiles and three climate profiles that differ qualitatively and/or quantitatively. The profiles reflect unique patterns of conflict management style use, and they reveal a more nuanced account of the ways in which individuals and organizations manage conflict compared with previous research. After the identification of conflict management profiles, conflict style fit was operationalized by exploring how individual and climate profiles combine to influence perceived fit, group satisfaction, process satisfaction, conflict resolution, and conflict efficacy. Profile combinations with higher outcomes were considered to reflect higher conflict style fit. Results have important implications for both the measurement of conflict management styles and understanding conflict management environments.

SESSION 5A

David Daniels (Stanford University), Julian Zlatev (Stanford University), Hajin Kim (Stanford University)

Social Influence Failure: The Case of Default Neglect

Dominant theories in the behavioral sciences suggest that people understand how to exploit common biases to influence others. However, these predictions have received little empirical attention. We consider a widely studied bias with special policy relevance—the default effect, which is the tendency to choose whichever option is the status quo. We investigated whether people are proficient at using defaults to influence others’ choices. We asked participants (including managers, law/business/medical students, and U.S. adults) to nudge others toward selecting a target option by choosing whether to present that target option as the default. In contrast to theoretical predictions, only half of participants set the target option as the default, consistent with people not using defaults at all. We develop and test a theoretical account of default neglect, finding that it is driven primarily by incorrect beliefs and bounded awareness. We discuss implications for decision making, social influence, and evidence-based policy.

SESSION 11A

Jennifer Dannals (Stanford University), Julian Zlatev (Stanford University), Nir Halevy (Stanford University), Margaret Neale (Stanford University)

The Dynamics of Gender and Alternatives in Negotiation

Previous work has examined the effects of gender and BATNA in negotiations independently of each other. Consequently, it is not known whether and how these important variables interact to affect negotiators’ outcomes. We explored this question using a unique dataset of over 400 negotiating dyads that consisted of executives and students from numerous countries on four different continents. We find that, consistent with previous work, stronger BATNAs lead to better outcomes and men gain more from negotiations than women. However, we further find that the gender difference in outcomes only occurred for individuals with high BATNAs, suggesting that men benefit from having a strong BATNA more than than women. This research replicates the robust effects of BATNA and gender and generates new insights about their interactive effect in complex, multi-issue negotiations.
Jennifer Dannals (Stanford University, Graduate School of Business), Andrea Freund (Stanford University, Graduate School of Business), Margaret Neale (Stanford University, Graduate School of Business)

Why Precise Packages Can Backfire

Negotiations frequently consist of the deliberation of multiple issues presented as a “package.” We examine how precise offers may backfire when the negotiation focuses on a package. We investigate how precise versus round first offers in package deals affect the decision to enter negotiation and the counteroffer given, if any. We find that for packages, participants are more likely to enter negotiation when offers are precise versus round. Additionally, for those individuals who wanted to enter negotiation, packages with precise first offers that were presented as a collection of features versus presented as a single-item resulted in lower counteroffers, supporting our hypothesized mechanism that precise packages may cause individuals to infer the breakability of package deals into their respective parts.

Ann-Sophie De Pauw (IESEG School of Management), Barney Jordaan (Vlerick Business School)

Optimizing (Alternative) Dispute Resolution Processes in Commercial Disputes: The Users’ Perspective

In order to optimize the dispute resolution processes to deliver better access to justice, there is a need for in-depth analysis of the gap between clients’ expectations in dispute resolution processes and what service providers actually provide. This study firstly aims at identifying what parties and service providers expect from dispute resolution processes and at determining to what extent client expectations are actually met. Secondly, it investigates which factors influence the parties when deciding on dispute resolution processes to use. Finally, the study explores the main challenges in choosing a dispute resolution system. Results indicate that the most effective dispute resolution system is one that meets parties’ expectations and where they have some control over the process with secondary assistance from their lawyers. These expectations, for most parties, are for the process to be action focused and deliver financial gain. Furthermore, parties seem to want some flexibility in the design of an appropriate dispute resolution process, many favoring combined processes (e.g., arb-med or med-arb). To improve the quality and accessibility of dispute resolution processes, more information and education needs to be made available so that parties and their advisors are aware of their options and the potential costs they will in each instance.

Helena Desivilya Syna (The Max Stern Yezreel Valley College), Ifat Maoz (The Hebrew University of Jerusalem), Yiftach Ron (The Hebrew University of Jerusalem), Michal Raz (The Hebrew University of Jerusalem and The Max Stern Yezreel Valley College), Daniella Arieli (The Max Stern Yezreel Valley College), Victor J. Friedman (The Max Stern Yezreel Valley College), Oriana Abboud Armali (Bar Ilan University)

“Fitting the Forum to the Fuss”? Studying Encounters among Diverse Groups in Contemporary Complex Societies

The complex contemporary societies display highly prevalent encounters among diverse social groups. The proposed roundtable discussion will address the need for an innovative approach to study intergroup relations in the context of the diverse and divided societies, and advanced technology – new media, reflected in social media. Such an approach complements its predecessor, which has been implemented in controlled settings. The novel perspective focuses on praxis: understanding intergroup relations, dynamics and interactions as they evolve spontaneously in real life situations, rather than in pre-arranged intergroup encounters under controlled conditions. The roundtable will juxtapose and discuss the two perspectives: controlled versus “real life”, while shedding light on their contribution to understanding intergroup relations in the contemporary complex societies.
SESSION 4E

Art Dewulf (Wageningen University), Willem Elbers (University of Nijmegen)

Power in Multi-Stakeholder Partnerships: A Conceptual Framework

Multi-Stakeholder Partnerships (MSPs) are often characterised by asymmetries in power. These asymmetries are thought to have a range of undesirable consequences as low-power stakeholders may be co-opted, ignored or excluded by dominant parties. As of yet, there has been relatively little conceptual work on power strategies in MSPs. This paper addresses a number of conceptual limitations of the existing literature and offers an integrated theoretical framework for empirically analysing power sources and power strategies in MSPs. The framework analytically connects the power game within MSPs to their broader institutional setting. It distinguishes between having and exercising power, and between direct and indirect power strategies. This allows to spell out how sources of power (resources, legitimacy and authority) are used in direct and indirect power strategies that steer the course of the MSP. The resulting framework results in a number of guiding analytical questions which are essential for understanding power in MSPs.

SESSION 11B

Maria Dijkstra (VU University Amsterdam), Frank de Wit (University of Melbourne), Jop Schipaanboord (VU University Amsterdam)

Task Conflict Taken Personally

In this paper we build on earlier theoretical and empirical work on the conceptual distinction between task and relationship conflict. Its attribution is in the specific focus on the circumstances under which a task conflict is taken personally and as such loses his potential to contribute to a better performance of individuals and teams. Our study comprises five experiments in which appreciation/recognition, negative mood, anger, autonomy and self-efficacy were manipulated to examine how a conflict on tasks becomes a conflict that is taken personally.

SESSION 11E

Anna Dorfman (Tel Aviv University), Nir Kaftan (Tel Aviv University), Daniel Heller (Tel Aviv University)

Merit and CEO-to-Worker Income Inequality: When and How Performance Justifies Inequality

Former President Obama has identified the widening economic inequality as the “defining challenge of our time.” Although income inequality is on the rise, it is nevertheless often legitimized and accepted. Guided by the distributive justice and equity norm literatures, we propose an important legitimizing factor of inequality within organizational hierarchies (CEO-to-Worker) is merit. Since CEOs are often perceived as more capable and talented than other employees, the CEO-to-Worker income inequality may seem as legitimate. Thus, we propose that when merit is perceived as high, it buffers negative reactions to inequality. In two experiments, we examined how merit influences tolerance toward inequality (Experiment 1) and how inequality and merit interact to influence people’s attitudes towards companies (Experiment 2). We found that information about high (vs. low) merit led to more tolerant perceptions of inequality. Additionally, when merit was high, people ignored information about inequality when making judgments regarding a company.

SESSION 10D

Daniel Druckman (George Mason University; Macquarie University; University of Queensland), Roy Lewicki (Ohio State University)

Words or Deeds? Repairing Violations of Trust in Negotiation

There has been an ongoing debate in the literature on trust violations and trust repair, regarding the relative effectiveness of ‘words’ (accounts or apologies) vs. ‘deeds’ (compensation for the costs of the violation). In this paper, three studies compare the effectiveness of several variables hypothesized to repair trust in a negotiation context: 1) the use of words vs. deeds; 2) whether the words or deeds pointed to the past or to the future; 3) whether the impact of words vs. deeds would be strengthened by a third party monitor of the negotiation, and 4) the type of trustworthiness (competence vs. integrity) that was violated. The results indicate that deeds were more effective than words, and that a focus on the past violation was more effective than looking toward the future. In addition, the results show that third party advice had little impact on repair. Implications for future research are discussed.
Daniel Druckman (George Mason University), Aysegül Engin (University of Vienna), Michele Griessmair (University of Vienna)  
**SESSION 6A**

*To Match or Not to Match? Reactions to Turning Points in Negotiations*

Negotiations and conflicts do not evolve smoothly but are discontinuous involving transitions and turning points that change the flow of the negotiation. These departures may be decisive in determining whether the involved parties come to a successful conclusion of the negotiation or not. Building upon research investigating the factors influencing whether precipitants result in a successful departure, the present study addresses the question why some negotiators are able to translate the departure into a positive consequence by embracing the turning point offer whereas others do not. The results show that when the proposed turning point offer is made salient and when the negotiation occurs in an integrative-cooperative process frame, the counterpart is more likely to respond in kind by reciprocating the generous offer. Theoretical implications are discussed.

Noam Ebner (Creighton University), John Zeleznikow (Victoria University)  
**SESSION 11E**

*Conflict Ripeness, Conflict Readiness, and Online Dispute Resolution*

Online Dispute Resolution, an area of Alternative Dispute Resolution practice that has been developing since the mid-1990s, has recently made significant advances in terms of its acceptance by conflict professionals, court systems, governments and international organizations. Most of the writing on Online Dispute Resolution (ODR) has highlighted its efficacy as well as its advantages, largely focusing on functional and economical features. This paper first introduces ripeness and readiness theories as these have been formulated and applied in the field of international conflict resolution. We then discuss their application in traditional, face-to-face, interpersonal conflict. Next, we explore the applicability of conflict ripeness theory in the context of ODR processes. We recommend implications for ODR service providers, as well as encourage ODR researchers to apply this same approach in exploring connections between ODR and other areas of conflict resolution theory.

Hillary Anger Elfenbein (Washington University of St. Louis)  
**SESSION 5B**

*Individual Differences in Negotiation: A Relational Process Theory*

Intuition suggests that individual differences should play an important role in negotiation performance, and yet the empirical body of work to support this notion has been relatively inconsistent. Because negotiations are inherently dyadic, the dyad needs to feature prominently in theorizing about the individual. Central to the proposed Relational Process Theory (RPT) is a new model illustrating how individual differences of both negotiators set into motion a complex set of behavioral dynamics that influence outcomes through five theoretical mechanisms. Individuals (a) select each other, (b) set expectancies, (c) serve as behavioral triggers and affordances, (d) reciprocate and complement behaviors, and (e) vary in responses to identical behaviors. RPT helps to explain why past research on individual differences has been conservative and met with tempered success when examining any one party in isolation. A complete picture needs to incorporate the interplay that begins with individual differences of both parties.

Martin Euwema (KU Leuven), Katalien Bollen (University of Maastricht), Francisco Medina (University of Seville), Lourdes Munduate (University of Seville), Ana Belen Garcia Jurado (University Seville), Erica Romero Pender (University of Seville), Aurelien Colson (ESSEC-Irene), Alan Jenkins (ESSEC-Irene), Klaus Harnack (Univ Munster), Andrea Caputo (University of Lincoln)  
**SESSION 12D**

*Mediating in Collective Conflicts: An Interdisciplinary and Intercultural Approach.*

The objective of this symposium is to analyse mediation in collective organizational conflicts. To understand mediation in this context, it is necessary to approach not only the mediation process itself and the tactics and strategies used, but also the legal framework and the existing mediation culture. The recently developed 3-R model of regulations, roles and relations in mediation (Bollen, Euwema & Munduate, 2016) offers a good base for such intercultural and interdisciplinary analysis. The presentations on the collective mediation systems in different European countries are based on solid research as part of a project funded by the European Commission (VP/2015/004/0145).
SESSION 3

Lucia Ferrarese (Columbia University in the City of New York)
The Importance of Cultural Competence to Address Emotions Effectively in Intercultural Mediation

The importance of culture and emotions in mediation practice is undeniable, and much research has been done to describe the impact that both concepts individually have in mediation. Cultural differences can profoundly affect mediation’s outcome and potentially lead towards failure if the mediator is not aware of these differences. On the other side, disputes always include emotions and mediators face the challenge of delving beyond the parties’ words and actions to discover what emotions lies underneath the dispute in order to address them. However, little research has been done regarding the importance of mediator’s cultural competence to address emotions effectively in mediation. The purpose of this paper is to analyze how cultural variations affect the expression of emotions, and the importance of this knowledge for mediators to effectively address disputant’s emotions in intercultural contexts.

SESSION 11A

Beth Fisher-Yoshida (Columbia University)
The Stories Women Tell About Negotiating

Women have been noted to underperform men in negotiation in a number of ways and for a number of reasons, especially when negotiating for resources. The focus of these studies is to find out more about the stories women tell to themselves and about themselves and in what ways this influences how they prepare for and conduct their negotiations and the outcomes they achieve. The target audience are women with 10-15 years of organizational experience, with follow-up studies of women with less than five years and more than 25 years. Coordinated Management of Meaning (CMM), which takes a communication perspective, is one of the concepts and practices applied to analyze, synthesize and make meaning of the stories these women tell and how it influences their negotiations.

SESSION 3

Beth Fisher-Yoshida (AC4-Columbia University), Aldo Civico (AC4-Columbia University), Joan-Camilo Lopez (AC4-Columbia University)
Exploring the Role of Youth Leadership in Transforming Urban Violence through Strategic Community Building

This paper will explore the role of youth leadership in transforming the social and political life of urban communities where armed conflict is rampant. In an attempt to make sense of our almost three years of fieldwork, research, and intervention in Medellin, Colombia, this article will shed light on the exemplary work that youth leaders have done in the city to contain, and at times halt, armed conflicts, while also suggesting alternative routes to approach urban conflicts. Given this, the article is intended to manifest the perspective of both the authors and the youth grassroots leaders of Medellin in order to elucidate what we hold essential to our approach to conflict: collaborative learning.

SESSION 1B

Beth Fisher-Yoshida (Columbia University), Joshua Fisher (Columbia University)
Educating Negotiators

This paper presentation is about a negotiation simulation designed to incorporate skill building, process management, conflict analysis and conflict management tools, during a one-week intensive Environment, Peace and Security program. A complex case study based on a tailings mine disaster in Brazil was used as content for the simulation. Political, environmental, social, economic and stakeholder information was provided as foundational information and a series of analytical tools and theoretical concepts were introduced creating a multi-layered and thorough preparation approach to the multiple-party simulated negotiation.
Dealing with the Angry Guy: Self-Regulation in the Face of Workplace Anger

This paper examines the ways in which people react emotionally to expressions of anger by others during workplace conflicts, and the influence of this emotional reaction on behavioral activation/inhibition and conflict styles. We find that the expected emotional reaction of fear is associated with enhanced behavioral inhibition, which results in greater avoiding and obliging, as well as lower levels of dominating. We also test the impact of an intervention to dampen the fear response to others’ anger: enhancing targets’ conflict self-efficacy. Supporting this hypothesis, we find that higher self-efficacy eliminates fear responses to others’ anger. We assess the implications of these findings for managing difficult people in the workplace.

Implicit Theories of Negotiation: Testing a New Measure of Agreement Dynamism

Negotiation scholars often think of deals as the “endpoint” of negotiations. We argue that there some negotiators who think of deals as the end-point (holding a “Fixed Deal” mindset) while others think of deals one step in an ongoing process (holding a “Dynamic Deal” mindset). We develop a new measure of deal mindsets, and validate the scale using four samples (two from the US and two from China), showing discriminant and convergent validity. We also conducted a scenario experiment to compare American and Chinese views towards managers who apply a Fixed versus Dynamic approach to negotiations. Finally, we develop theory explaining what factors that might influence negotiator deal mindsets, and how deal mindsets might affect negotiation strategies.

Affect and Negotiation Performance: A Field Study on the Moderating Role of Negotiator Resilience

Negotiations are a core element of organizational life and they are a daily occurrence for many professionals. The role of affect has often been a focus of laboratory negotiations researcher and the current study seeks to take these questions into the field with a sample of negotiators and their daily negotiations experiences. This research builds on previous findings and integrates the role of resilience into the influence of affect on negotiation performance and subjective value. Results of a lab study (Study 1) and an experience sampling study (Study 2) conducted with negotiation professionals indicated that daily negative affect had a negative effect and positive affect had a positive effect on negotiation performance. Moreover, daily positive affect had a positive and daily anxiety had a negative effect on subjective value. These results point to a complex relationship between resilient negotiators’ affect (positive, negative, anxiety) and negotiation outcomes (performance, subjective value).

Examining The “Why” behind Strategic Emotion Expression at Work: A Taxonomy of Multi-Level Regulators

At work, organizational members regularly manage their display of emotion. In this paper, we seek to promote better understanding of the underlying reasons why individuals strategically manage emotional expression during organizational encounters. We propose that the ‘why’ reflects a combination of individual motives (personal and interpersonal), organizational emotion display rules or norms, and socio-cultural emotionologies that reflect dynamic societal expectations and standards for ‘ideal’ emotions and their expression. Display rules/norms and emotionologies are social structures that generate shared beliefs and social conventions regarding appropriate emotional displays within collectives. They influence not only what and how emotion is expressed, but also how that expression is perceived. Consequently, strategic emotional expression in organizations reflects the intersection of self- and other-imposed prescriptions and/or restrictions on workplace emotion episodes. In this paper, we frame strategic emotional expression as an important, distinct component of emotion regulation and management that reflects multi-level emotion expression “regulators.”
SESSION 4D

Ingmar Geiger (University Aalen), Joachim Hüffmeier (Technical University Dortmund)

The Impact of a Varying Number of Negotiation Issues: Economic and Socio-Emotional Outcomes

This article examines the impact of a varying number of negotiation issues on different economic and socio-emotional outcomes. In a qualitative study among 46 experienced negotiators in sales and purchasing roles in the business-to-business realm, first evidence emerges that textbook advice about including more issues into a negotiation to enlarge the pie may be regarded with care. Instead, a great multitude of issues may complicate the negotiation process and lead to comparably inferior outcomes with regard to efficiency and satisfaction. In a follow-up laboratory study, in which we compare integrative negotiations with four and eight issues, we find that fewer issues lead to greater judgment accuracy about the counterpart’s priorities, to greater satisfaction and to more efficient economic outcomes.

SESSION 1D

Joanne Gerstner (Michigan State University), Shirli Kopelman (The University of Michigan)

Be a Media Maven! How to Disseminate Your Research and Practice in the News

The world of media can be challenging for scholars trying to establish a professional media presence and interact with reporters or news organizations. Understanding which journalists and news organizations are reputable, how to respond to queries or get your message out, and deal with a social media profile can be overwhelming. This workshop - led by a professional journalist and professor—will facilitate deeper theory and practice-based knowledge of how the mainstream media operates and the phenomenon of fake media/news. Workshop participants will learn best practices and receive recommendations for communicating effectively with journalists, understanding social media landscapes and audiences, and how to present research and expertise to wider audiences in different modalities (print, blogs, TV, radio, podcasts, social media). The discussion will be interactive, drawing examples from participants’ social media profiles and coverage experiences that disseminate work of thought-leadership by experts.

SESSION 5B

Debra Gilin Oore (Saint Mary’s University), Sherry Stewart (Dalhousie University)

Social Anxiety and Empowerment in Negotiation

Anxious individuals are risk averse, resulting in poor performance in negotiation situations. Power priming, which usually increases approach-oriented states and behaviors, has proven ineffective with high-anxious people. This research investigates whether and how social anxiety, specifically, can be a liability, and whether empowerment primes can help. Study 1 found that dispositional social anxiety is indeed associated with lower competitive gains in negotiation, mediated by fear of negative evaluation and low task engagement. Studies 2 and 3 found that a brief empowerment (“power over self”) essay prime boosted risk-taking intentions and self-advocating conflict intentions compared to power (“over others”) and neutral primes. Empowerment brought high-anxiety participants up to the level of low-anxiety participants on positive, calm emotions and perceiving the rewards of taking risks. The successful intervention “borrows” self-mastery feelings from any prior experience (social or non-social). Implications for positive organizational interventions for employees with dispositional vulnerabilities are discussed.

SESSION 2B

Ulla Glaesser (European University Frankfurt Oder), Kirsten Schroeter (Mediationszentrum Altana)

Conflict Management of German Corporations – A Decade of Change and Evolution. Lessons learned from a 10-year Collaborative Project at the Intersection of Empirical Research and Practice Development

This roundtable introduces the methodology, findings and outcomes of a unique project of intertwined research and practice development in the area of corporate conflict management in Germany. The project was designed to gather empirical data on current conflict management practices in the corporate sector and to develop applicable models and recommendations for practical strategies. The project was realized over the course of a decade as a series of five empirical studies and five corresponding conferences in close cooperation with the Round Table for Mediation and Conflict Management of the German Corporate Sector, a strategic alliance of numerous large German corporations with innovative conflict management approaches. The presenters of this roundtable session will share and discuss their experiences regarding the setup, value and impact of the research project from their respective perspectives as researchers, ADR practitioners and corporate stakeholders/process users with the session participants.
Barbara Gray (Pennsylvania State University)

Constructing and Overcoming Power Inequalities in Cross-Sector Collaborative Forums

The four papers in this symposium take diverse approaches to understanding power in cross-sector collaborative forums designed to deal with wicked problems. Dealing with power differences is largely a neglected topic in this body of research, but the effects of these disparities can hamper or even prevent finding lasting solutions to complex societal problems. We define power in these contexts as not only authoritative and resource-based, but also discursive and rhetorical. The presenters bring many years of experience studying natural resource conflicts and collaborative forums using a variety of theoretical and practice lenses including communication, action research, mediation, organizational psychology and institutional theory. Overall, our common focus is on theorizing about how power is constituted in these contexts by different actors, the strategies they employ to exercise it and what needs to occur so that historically low-power actors, such as indigenous peoples, can meaningfully engage in collaborative forums.

Barbara Gray (Pennsylvania State University), Tiffany Johnson (Pennsylvania State University), Jennifer Kish-Gephart (University of Arkansas), Jacqueline Tilton (University of Arkansas)

Conflicts in College: Lower Class and Minority Undergraduates Experiences with Micro-aggressions, Collapsed Identities and Systemic Disadvantages

Higher education institutions provide a key avenue for achieving social mobility in society. Nonetheless, access to and success in matriculating from an institution of higher education is not equally available to members of all races and social classes. Both class- and race-based psycho-social impediments to social mobility have been suggested. Our inductive study focuses on the lived experiences of white and minority undergraduate students who are the first generation in their families to pursue higher education. We examine the conflicts that lower class students and racial minorities in predominately white universities face. Using an interview-based methodology, we identify three sources of interpersonal and intrapsychic conflicts, including micro-aggression, collapsed identity and systemic disadvantage these students encountered. We explain how these conflicts generate identity threats for students, and explore the behaviors, which we refer to as ‘class work’ that the students employ to cope with these stigmatizing experiences and identity threats.

Barbara Gray (Pennsylvania State University), Jill Purdy (University of Washington-Tacoma)

Strategies of Engagement for Dealing with Power Differences in Multi-Sector Collaborations: Integrating Indigenous Voices

This paper introduces a conceptual framework to map strategies of engagement by actors in multi-stakeholder institutional fields characterized by differing levels of: 1) power disparities and 2) shared purposes. We argue that different strategies of engagement (compliance, conscienticization, contention and collaboration) are needed to move the field from one power configuration to another depending on starting conditions. The four strategies were derived from three cases of multiparty negotiations that involve indigenous peoples in collaborative forums with more powerful actors. In one, indigenous people’s groups attempted varying strategies of engagement with a mining company in Peru. An agrarian land reform case in Ecuador illustrates both conscienticization and contention. In a contrasting case, a US federal agency undertook extraordinary steps to collaboratively incorporate Native American views. The cases contrast successful and unsuccessful attempts to empower low-power stakeholders and raise questions for the design of cross-sector collaborative forums when power disparities are large.

Ingrida Grigaityte (Åbo Akademi University)

Peaceful Integration is not a Utopia in Today’s Multicultural Society

In the light of a current refugee crisis, there is a growing need for tools, policies, and practical solutions for a peaceful social integration in a multicultural society. This paper examines a social integration model within the Närlös community in Finland by employing ethnographic participant observations, semi-structured interviews, and literature review. The Närlös model comprehends five elements (1) ethno-religious identities of the Närlös inhabitants, (2) values and personalities of the people, (3) people’s relation to the foreign culture, (4) socioeconomic equality and stability, and (5) communication and cooperation within different sectors and institutions. This holistic Närlös approach reveals that immigration and integration can be violence-free as well as people with diverse ethnic backgrounds are able to maintain peaceful social relations within extremely multicultural community.
CONiFERENCE ABSTRACTS

SESSION 1C
Michael Gross (Colorado State University), Wendi Adair (University of Waterloo), Hillary Anger Elenbein (Washington University), Bruce Barry (Vanderbilt University), Simone Moran (Ben-Gurion University of the Negev)
NCMR Experts and Junior Scholars Share a Table: Mentoring on the Nuances of Successfully Publishing Research
This Novel Format Session invites doctoral students and junior scholars to discuss your research and publication challenges. Expert panelists will provide feedback, guidance and advice on specific questions you have on a current research project, on conducting research, and on publishing. This session will be in a discussion format with a high level of interaction with the panelists and participants.

SESSION 3
Gal Gutman (Ben Gurion University), Benjamin Gidron (College of Management Academic Studies)
Values’ Ambidexterity: Reconciling Conflicting Values Among SE Leaders
Social Enterprises are organizational innovative forms aiming at achieving social goals through applying business strategies. The encounter between social and business objectives is commonly addressed as an inherent conflict between two distinct paradigms. In this study we examine the underlying conflict assumption, and explore the integrative approach that can be used in dealing with value conflict in this complex field. The findings reveal an interesting pattern; participants were more likely to describe the relationship between social and business aspects as completion or synergy than as conflict. In addition, quarter of the sample hold high levels of the conflicting values associated with the SE field. In this study we wish to expand the SE discourse by offering the concept of Values’ Ambidexterity to describe the unique value system characterizing leaders/potential participants in the SE field. Values’ Ambidexterity helps to facilitate inner-conflict and to create novel and synergistic solutions.

SESSION 5A
Eliran Halali (Bar-Ilan University), Nir Halevy (Stanford University), Mickael Bouhnik (Bar-Ilan University), Andrew Pearlmutter (Stanford University)
The Psychology of Negative Brokerage: Understanding Divide-and-Conquer Behavior by Third Parties
Divide-and-conquer behavior (DCB) is a common and persistent feature across human and primate groups. Four studies investigating when, why and how third-parties incite conflict in groups. Using a novel experimental paradigm, the Divide-and-Conquer Game, Studies 1-3 showed that: (i) a considerable portion of third-parties engage in DCB for personal advantage despite the risk involves; (ii) the adverse consequences of DCB for others inhibit negative brokerage relative to both betting on others’ choices and engaging in positive brokerage; (iii) eliminating the risk associated with DCB dramatically increases its incidence; and (iv) the mere possibility of third-party’s DCB significantly suppress associates’ cooperation rates. Study 4 showed that the values and traits of harmful brokers (who engage in DCB) differ from those of helpful brokers (i.e., conciliators, intermediaries). These findings shed light on the dark side of brokerage in groups and enhance our understanding of why, how, and when individuals undermine cooperation in groups.

SESSION 4C
Fieke Harinck (Leiden University), Daniel Druckman (George Mason University)
Resolving Value Conflicts: Affirming the Other and Mediation
Other-affirmation (thinking positively about the other party) seems to be a promising intervention for value conflict. In a 2 x 2 (Other-affirmation: implicit vs. explicit) by 2 (Mediator Style: facilitative vs. directive) experimental design, we tested with 47 negotiating dyads whether the effect of thinking positively about the other (implicitly or explicitly) was moderated by the mediator’s style. The results showed that negotiation outcomes were higher when implicit other-affirmation was combined with a directive rather than a facilitative mediator.
**Einav Hart (University of Pennsylvania), Maurice Schweitzer (University of Pennsylvania)**

*Getting Less Than What You Pay For: Negotiations Decrease Post-Agreement Motivation*

The extant negotiation literature has implicitly assumed that negotiation outcomes are both static and complete. Prior work has failed to investigate how the negotiation process, and even the mere presence of a negotiation, influences post-agreement motivation and productivity. In this work, we fill this critical gap in our understanding. In four experiments, we demonstrate that engaging in the negotiation process has a profound influence on post-negotiation behavior. The mere presence of negotiations creates conflict among the parties, and diminishes one's motivation to exert effort in favor of one's counterpart. We demonstrate that perceived conflict underlies the detrimental effect of negotiations on motivation. Our findings demonstrate that while negotiations may be beneficial in the short run, they may have a profound negative impact on negotiators' affective, relational, and economic outcomes in the long run. Results imply that negotiations should be entered with caution.

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**Marie Haude (Ludwig-Maximilians-Universität), Brooke (Shaughnessy) Gazdag (Ludwig-Maximilians-Universität), Martin Hoegl (Ludwig-Maximilians-Universität), Miriam Muethel (WHU – Otto Beisheim School of Management), Ilana Ritov (The Hebrew University of Jerusalem)**

*I Don’t Want to Trust You, but I Do: On the Relationship between Trust Intent, Trusting Behavior, and Time Pressure*

Trust intent and trusting behavior are often confounded, yet should be studied as distinct but contingent concepts. Although past research on the theory of planned behavior by Ajzen and colleagues has highlighted the complex relationship between intent and behavior, scholars have yet to explore the intent-behavior relationship in the context of interpersonal trust. In Study 1 and Study 2 we analyze a different type of time pressure, showing that it weakens the effect, resulting in significantly less trusting behavior under time pressure for those people who originally had positive expectations of the trustee. Furthermore, we show in Study 1 and 2 that, while lacking intent to trust reduces trusting behavior, it does not become zero. Building on this finding, Study 2 tests trusting behavior for two trust decisions, finding that repeated trust decisions pan out differently for trustors who originally did not intent to act trustingly versus those who did.

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**Nicholas Hays (Michigan State University), James Matusik (Michigan State University), Joseph Mortensen (Independent Programmer), Adam Galinsky (Columbia University)**

*The Supernova Effect: Effects of Hierarchical Inequality on Group Performance and Viability*

Scholars have long debated about the functionality of hierarchy. Evidence supports both a functional account of hierarchy in which inequality benefits groups by providing a source of coordination and motivation, and a dysfunctional account where inequality engenders conflict and competition. In this research, we posit that time offers one way to reconcile these two accounts. We argue that hierarchical inequality may be relatively functional in the short-term by facilitating coordination and motivation. Over time, however, we predict that inequality can generate resentment among group members, which leads to conflict and diminishes group viability. In this way, groups characterized by significant hierarchical inequality are like astronomical supernovas, burning bright for a short time but then burning out. We find support for our hypotheses in archival data on North American rock bands where hierarchical inequality is operationalized as the celebrity status of the band members.

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**Uta Herbst (University of Potsdam), Maximilian Ortman (University of Potsdam)**

*Signpost or Overload? Analyzing the Impact of Different Reference Points on the Success of the Combined Goal Scope*

Business negotiations have significant impact on a company's profitability, which makes practitioners aim at maximizing their performance. Therefore, a lot of research focused on goal setting as effective measure for increasing outcomes. Especially in multi-issue negotiations, the goal scope was detected as an important moderator of negotiation goals and performance. Although recent research found the so-called combined goal scope condition to be most successful in multi-issue negotiations, these studies remained unclear on how goals within this condition should be defined. As most negotiation goals are determined as aspirations and/or reservations, our study analyzes whether the specific goals within the combined goal scope condition should be determined as aspirations, reservations or both. Results show that they should solely be determined as aspirations because negotiators seem not to be capable of different reference points within the combined goal scope condition. The implications of our findings for research and practice are discussed.
SESSION 3
Agnieszka Hermel (University of Warsaw), Łukasz Jochemczyk (University of Warsaw)

Refugees—the NIMBY Effect and Its Relations with Moral Foundations, Place Attachment, Prejudice, Risk Predisposition and Left-Wing Authoritarianism

The NIMBY (Not In My Backyard) concept is commonly understood as social rejection of developments that are necessary but threatening (Devine-Wright, 2005) and it is usually the result of distrust of authorities and risk aversion (Bailey, Keams, & Livingston, 2012). NIMBY has been mainly referred to problems with siting of environmental facilities such as landfills, prisons or hazardous and toxic waste facilities (Bell, Gray & Haggett 2005). In this study the NIMBY effect is applied to the influx of Syrian refugees to other countries and defined as general support for helping them with aversion to personal commitment on their behalf (understood as receiving them in one’s own home). The aim of this study (N = 837) was to examine what mechanisms underly the presence of NIMBY effect connected with refugees. Results show that the refugee-NIMBY effect can be predicted by: harm/care foundation, prejudices and social distance, and left-wing authoritarianism.

SESSION 1B
Michael Hoffmann (Georgia Institute of Technology)

Mediating Conflicts with the Reflect! Platform Online and in Workshop Settings

The Reflect! platform is an online tool that is currently developed to train students so that they engage in more—and in more substantial—revisions of their own reasoning. The focus is on reflection and self-correcting reasoning. The method is to confront them with a wicked problem in a team setting and to provide—with the Reflect! platform—scripted user guidance that realizes a certain strategy to approach wicked problems and to stimulate self-correcting reasoning. This strategy is informed by theories on stakeholder analysis, reframing, and cognitive load. This theoretical paper describes how the Reflect! platform could be used in the preparation phase of conflict mediation—especially for intense conflicts—and in negotiation training.

SESSION 11A
Jasmine Huang (Washington University in St. Louis), Daisung Jang (University of Illinois, Urbana-Champaign), Andrea Schneider (Marquette University Law School), Hillary Anger Elfenbein (Washington University in St. Louis), William Bottom (Washington University in St. Louis)

What Makes Professional Negotiators Effective? Examining the Case of Lawyers

Practicing the legal profession requires frequent negotiation, since much of the work of lawyers involves settling disputes or facilitating legal transactions. In this research, we attempt to identify the individual differences and tactics of effective lawyers. To this end, we re-examine archival data on real legal negotiations that features the counterpart attorney’s ratings of effectiveness, personality, and tactics used. Counterpart ratings of effectiveness are important in that they contribute toward reputation and potential for future negotiation. We observe that counterpart ratings of tactics are important for predicting rated effectiveness, and are more proximal predictors than personality. Regression analyses indicated cooperative tactics positively predicted counterpart ratings, whereas counterproductive tactics negatively correlated with counterpart ratings. Few gender differences were apparent, with no significant gender differences in effectiveness observed. However, women were rated as using rigid tactics to a greater extent than men.

SESSION 11D
Karen Huang (Harvard University), Joshua Greene (Harvard University), Max Bazerman (Harvard University)

Veil of Ignorance Increases Utilitarian Moral Judgment

According to Rawls, reasoning behind the veil of ignorance, where one lacks knowledge about the contingencies of one’s life and others’ lives, should lead to less utilitarianism. This Rawlsian position famously serves as an alternative to the utilitarian framework. Contrary to the Rawlsian account, we find evidence across three experiments that reasoning behind the veil of ignorance actually increases utilitarian moral judgment. In Studies 1 and 2, we show that simulating the veil of ignorance scenario increases utilitarian moral judgment in the classic footbridge dilemma. In Study 3, we investigate the effect of the veil of ignorance on moral judgment in two externally valid cases: medical decision making and autonomous vehicles. In both cases, participants who simulated the moral scenario behind the veil of ignorance were more likely to subsequently make the utilitarian judgment. These results support the conclusion that reasoning behind the veil of ignorance increases utilitarian moral judgment.
CONFERENCE ABSTRACTS

David Hunsaker (University of Utah), Elizabeth Tenney (University of Utah), Trafton Drew (University of Utah)  
SESSION 6A
Tracking Eye Movement in Emotionally Charged Negotiations

Decades of research indicate that humans use the eyes to communicate trust, emotion, and information. However, until recently the technology to accurately measure eye movement during regular social interaction was unavailable. Using SensoMotoric Instruments Eye Tracking Glasses and associated software, we track negotiators’ eye movement and eye contact during a face-to-face, distributive negotiation in which one party is either asked to express anger or happiness. Preliminary analyses suggest that while emotion expression may not have a reliable effect on dyad-level eye contact, the expression of anger does cause anger recipients to engage in eye contact with their negotiation counterparts for shorter durations of time. Anger also affected subjective evaluations of the negotiation and negotiation partner. Results of other exploratory analyses, as well as possible future analyses and directions are discussed.

David Hunsaker (University of Utah), McKenzie Rees (University of Notre Dame), Teng Zhang (McNeese State University)  
SESSION 4A
Anger and Moral Emotions in Negotiation: The Effect of Anger Expression on Feelings about the Self

Much of the literature on anger expression during the negotiation process suggests that expressing anger can bring financial rewards to a negotiator (e.g. Sinaceur & Tiedens, 2006; Van Kleef, De Dreu, & Manstead, 2004a). However, the work on subjective value in negotiation illuminates the fact that negotiators use more factors than mere financial gain to evaluate the success of a negotiation interaction (Curhan, Elfenbein, & Xu, 2006). Using both scenario (Studies 1 and 2) and face-to-face (Study 3) experimental designs, we demonstrate that negotiators experience significantly lower feelings about the self, as well as lower overall subjective value, following a negotiation in which they expressed anger. Moreover, the effect on feelings about the self is partially mediated by guilt. These studies build a strong link between research on subjective value and research on anger in negotiation, moving toward a more comprehensive evaluation of the effects of anger on negotiation outcomes.

Ron Ishai (Technion - Israel Institute of Technology), Anat Rafaeli (Technion – Israel Institute of Technology), Julia Bear (Stony Brook University)  
SESSION 10C
Degree of Closure about Resolution (DCR): Conceptual Development, Validation and Initial Implementation of a New Construct

This paper argues that different parties to a dispute can hold different perceptions and assumptions regarding the extent to which a dispute situation is resolved. We propose the “Degree of Closure about Resolution” (DCR) of a conflict situation construct. We report on development of a six-item scale assessing Situational DCR (vs. a measure for Dispositional DCR, described in a different paper). We assessed the reliability and validity of the scale, comparing it to and differentiating it from the Subjective Value Inventory (SVI), using crowd-sourcing data sources. We also report on a study of people’s reactions to the 2016 USA elections, in which we documented factors that influenced voters’ DCR, including emotions (anger, fear and frustration), and Social Dominance Orientation (SDO). Our findings show that emotions mediate the relationship between voting and DCR, that SDO effects DCR and that DCR mediates between voting and the call for a recount of votes.

Jon Jachimowicz (Columbia Business School), Christopher To (NYU)  
SESSION 11C

Passion for work is universally considered as desirable and sought after. Yet, despite its coveted qualities, why do some people have difficulty obtaining work passion? We contend that individuals hold different implicit work passion pursuit mindsets, or taken-for-granted beliefs about how one becomes more passionate for work, which in turn affects the degree to which people experience the levels of work passion they desire—what we call “passion gaps.” We qualitatively analyze over 100 graduation addresses that mention the pursuit of work passion and find that they feature two distinct beliefs around how more passion for work can be obtained. In three subsequent studies, we develop a Work Passion Pursuit Mindset measure and find that differential endorsement of different mindset predicts the extent to which employees experience passion gaps, that in turn increase their inclination to quit their organization. Our study calls attention to the perils of work passion pursuit.
CONFERENCE ABSTRACTS

SESSION 11B  Jessica Katz Jameson (North Carolina State University), Colleen Stacy (North Carolina State University)

Conflict and Collaboration in Virtual Teams

The increased use of geographically dispersed teams has led to the proliferation of online platforms to support virtual collaboration. A limitation of the diverse choices is that users need to learn multiple platforms and have varying levels of comfort and proficiency with different virtual tools. Based on a longitudinal, ethnographic study of one interdisciplinary and interorganizational research lab that includes virtual teams, this paper describes the types of process and affective conflict that can disrupt virtual teams and prevent the emergence of trust and cohesiveness needed for constructive cognitive conflict vital to innovative collaboration. The paper will report on the analysis of meeting participation and observations, surveys, interviews, and user logs to describe the types of conflict that are more common to virtual teams, describe methods for preventing or managing such conflicts, and provide a set of recommendations for optimizing productive conflict and collaboration in virtual teams.

SESSION 11C  Li Jiang (Carnegie Mellon University), Maryam Kouchaki (Kellogg School of Management, Northwestern University), Francesca Gino (Harvard Business School)

Attributions of Authenticity: Positive Social Outcomes of Self-Disclosure of Unfavorable Information

Across twelve studies we demonstrate the positive effects of disclosing unfavorable information about oneself. We show that self-disclosure of unfavorable information (vs. no unfavorable information) increases perceptions of authenticity of a leader and results in favorable impressions (experiment 1a-1d). This effect holds for both male and female leaders (experiment 2a-2b). Our proposed positive outcomes occur in self-disclosure situations but not in contexts where the disclosure is made by others (experiment 3a-3b), and pays off for those high in power (leaders) but not for those with low power (peers) (experiment 4). The nature of the unfavorable information matters: self-disclosure of warmth-relevant unfavorable information backfires (experiment 5). Moreover, disclosers do not intuit these positive consequences of revealing unfavorable information: given the choice to withhold or reveal unfavorable information, disclosers rarely choose to reveal unfavorable information (experiment 6) and do not anticipate the benefits of doing so (experiment 7).

SESSION 3E  Yeseul Jo (Korea University), Jihye Park (Korea University), Seungwoo Kwon (Korea University)

Hiring a Loyal Negotiator Works in the Short Term: The Mediation Effect of Misrepresentation in Distributive Negotiations

Deceptive behaviors in negotiation have studied as a manifestation of individual factors rather than of group dynamics. We also investigated the effect of group loyalty retained by representatives in intergroup negotiation. If negotiators have high level of loyalty for their groups, they were easy to choose to employ unethical behaviors (e.g., misrepresentation) during the negotiations. In the one-time and distributive negotiation, the higher group loyalty representatives felt, the more misrepresentation of their position and the better objective negotiation outcomes (e.g., agreed price) they achieved. In addition, the deceptive behaviors mediated the relationship between group loyalty and objective negotiation outcomes. Implications and limitations were discussed.

SESSION 6C  Lukasz Jochemczyk (University of Warsaw), Janina Pietrzak (University of Warsaw)

Creating a Shared Reality in Negotiation under High Need for Closure: Application of Dynamical Negotiation Networks Model to Explaining Negotiation Outcomes

In order to reach an agreement, negotiators had to create a shared representation of the negotiation problem—a shared reality. In order to observe the influence of the negotiation process on the outcome of the negotiation, we conducted a negotiation experiment (N=82) in which negotiators were induced with high vs low Need for Cognitive Closure (NCC). The process of creating a shared reality was coded by the means of the Dynamical Negotiation Networks model (Jochemczyk & Nowak, 2010; Jochemczyk, Pietrzak, & Zawadzka, 2016). Results show participants achieved higher joint outcomes in the high NCC-induced condition. However, the objective outcome did not correlate neither with distributive and procedural satisfaction. On the other hand, the network structure significantly explained both procedural and distributive satisfaction, and the objective outcomes as well.
CONFERENCE ABSTRACTS

**SESSION 12A**

David W. Johnson (University of Minnesota), Roy Lewicki (Ohio State University), Peter T. Coleman (Columbia University), Dan Druckman (George Mason University)

*Tribute to Morton Deutsch*

This session is designed to recognize the professional contributions and personal impact of Morton Deutsch. Morton Deutsch was an intellectual pioneer in the areas of cooperation and competition, social conflict, social justice and peace studies. Among his numerous recognitions was to be awarded the first Lifetime Achievement Award by IACM. Participants will present a brief overview of Deutsch’s career and achievements, and provide recognition from former doctoral students and professional colleagues. Attendees are encouraged to provide their own reflections and comments.

**SESSION 2A**

Barney Jordaan (Vlerick Business School), Ann-Sophie De Pauw (ISESEC Business School), Moti Mironi (Haifa University), Peter Coleman (Columbia University), Pascal Da Rocha (Columbia University)

*A Multi-Faceted Role for Mediators in Civil and Commercial Disputes: Implications for Mediation Practice and Training*

This session challenges established thinking about the role of the mediator in civil and commercial disputes. For example, should a mediator be concerned with only some or with all of the dimensions of a dispute, i.e. the problem (substantive), process and people (relationship) dimensions? Or be concerned about their ‘styles’, i.e., evaluative, facilitative, transformative, etc. and how does affect their effectiveness as dispute resolvers? Should mediators limit their involvement to the ‘negotiation event’ itself? Can they not be more effective if they became more involved in both the pre-mediation phase (perhaps using a ‘guided choice’ methodology) and the post mediation phase (because the resolution of a dispute does not necessarily imply and end to the underlying conflict)? How will this impact on the principles of voluntariness and party self-determination? What are the ethical ramifications? What can be learnt from different mediation contexts, e.g., labour relations, workplace mediation and peace building? What might be the implications of a multi-faceted role for mediator training and assessment? What tools are available to assist mediators in their pre-mediation context analysis?

**SESSION 10C**

Hemant Kakkar (London Business School), Niro Sivanathan (London Business School)

*Trump(ing) The Appeal of a Dominant Leader Over a Prestigious One*

Across the globe we are witnessing the rise of populist authoritarian leaders – domineering in their narrative, aggressive in behavior and exhibiting questionable moral turpitude. Drawing on evolutionary theory on leadership emergence – dominance and prestige as dual routes to leadership - we provide a situational and psychological account for why dominant leaders are preferred over other respected and admired candidates. We test our hypothesis using three studies, encompassing over 140,000 participants, across 69 countries, and spanning the past 2 decades. We find robust support for our hypotheses that under situational threat of economic uncertainty (e.g., poverty rate, unemployment) people escalate their support for dominant leaders. Further, we find that this phenomenon is mediated by participants’ psychological sense of lack of personal control. Together, these results provide the first large-scale, globally representative evidence for the structural and psychological antecedents that increase the preference for dominant leaders over their prestigious counterparts.

**SESSION 9B**

Hemant Kakkar (London Business School), Niro Sivanathan (London Business School), Matthias Gobel (University of California Santa Barbara)

*Falling From Grace: Downfall of High-status Actors Cloaked with Dominance or Prestige*

Extant literature demonstrates that when actors transgress social norms their social status colors the severity with which observers punish them. While some authors find that high status transgressors are judged more harshly than their low status counterparts, others have found the opposite. We set out to reconcile these findings by proposing that the ability for social status to color judgments of transgressions may crucially depend on the currency with which high status actors operate. Drawing on evolutionary theory – dominance and prestige as two alternate paths to attain and maintain status within social hierarchies – we suggest that actors who exert and maintain their status through dominance will be penalized more harshly than actors who wield their status via prestige. Across 4 studies, spanning archival field data, naturally occurring experiment, and controlled lab experiments, we consistently demonstrate that dominant high status actors are punished more harshly than prestigious high status actors.
SESSION 11D

Polly Kang (Wharton School, University of Pennsylvania), Maurice Schweitzer (Wharton School, University of Pennsylvania)

Emotional Congruence: When Expressing Negative Emotion Promotes Trust

Across three studies, we demonstrate that context moderates the effect of negative emotional expressions on trust. In Study 1a, participants trust those who express neutral emotions more than those who express negative emotions when given no context for the emotional display. In Study 1b, we investigate the influence of incidental negative affect and trust. In Study 2, we find that participants trust those who express negative emotions more than those who express neutral emotions when the context is congruent with the expression of negative emotion. Furthermore, we find that participants trust individuals who demonstrate affective deviance (expressing emotions that do not match the given context) less than those who demonstrate affective congruence (expressing emotions that do match the given context). In Study 3, we examine two novel mechanisms: perceived normalcy of the expresser and diagnosticity of information that help individuals make trust judgments through the reverse appraisal process.

SESSION 6C

Sanda Kaufman (Cleveland State University), Miron Kaufman (Cleveland State University), Hung The Diep (University of Cergy-Pontoise)

Distribution of Attitudes and Parameter Sensitivity in a Network Model of Social Conflicts

Social conflicts have serious consequences often exceeding the contentious groups’ time and space boundaries. Their complexity hampers strategizing to address contested issues. Not only is it difficult to identify cause-and-effect relationships, but the conflict dynamics hinder outcome prediction. A group seeking ways out of conflict needs to test the range of possible consequences of various strategies. In complex situations, where predicting opponent responses is difficult, stakeholders might instead anticipate a range of possible scenarios and prepare for them. Drawing on duplex networks, we continue work on a scenario-generating model. To refine the scenarios’ quality, we analyze their sensitivity to changes in the model’s parameter values. We also derive distributions of subgroups with different susceptibilities to persuasion by opponents. We examine the potential for one group to target for “conversion” the opponents most likely to be open to arguments. We test the possibility of reversing anticipated outcomes based on successful persuasion.

SESSION 5E

Sanda Kaufman (Cleveland State University), Christopher Honeyman (Convenor Conflict Management), Andrea Kupfer Schneider (Marquette University), Noelle Aarts (Wageningen University), Nadja Alexander (SIDRA Academy, Singapore Management University), Dan Druckman (George Mason University), Noam Ebner (Creighton University), Michelle LeBaron (University of British Columbia), Roy Lewicki (The Ohio State University)

Is a “Grand” Unified Negotiation Theory Desirable—and Possible?

We propose to engage colleagues in a dialogue about the desirability and feasibility of striving together toward a “unified” cross-disciplinary negotiation theory. We will begin with a brief review of the value and risks of a unified theory of our field, from perspectives of negotiation research, teaching and practice and in contexts of business, international relations, public disputes, family disputes, law, cultural anthropology, social psychology, industrial relations, and the arts. The second part of the session will be spent in small groups, where the focus will be on getting participating scholars to talk to us about their ideas regarding a unified theory of negotiation. We will then reconvene to map out ideas, concerns, and responses. The object is to help us all refine our ideas, as well as to develop better answers to the first round of objections expected in response to a preliminary effort by members of this team.
Jessica Kennedy (Vanderbilt University), Mary-Hunter McDonnell (University of Pennsylvania), Nicole Stephens (Northwestern University)

### SESSION 4B

**Does Gender Raise the Ethical Bar? Exploring the Punishment of Ethical Violations at Work**

We investigate whether women are targets of more severe punishment than men following ethical violations at work. Using an experimental design, Study 1 finds evidence that ethical behavior is more strongly prescribed for women than for men, even when they occupy an identical professional role. Study 2 manipulates the gender of a manager in a hypothetical scenario and finds that women are punished more severely than men for ethical violations at work. It also tests the scope of our theory by asking whether women are punished more for errors in general, or only for intentional ethical violations. Using field data, Study 3 examines how severely attorneys are punished for violating the American Bar Association’s ethical rules. Female attorneys are punished more severely than male attorneys, after accounting for a variety of factors. Greater representation of women among decision-makers diminishes the gender disparity in punishment.

Gavin Kilduff (New York University), Nathan Pettit (New York University)

### SESSION 11B

**Rally around the Rival: Inter-Organizational Rivalry Promotes Intra-Organizational Identification**

Organizations whose members strongly identify with the organization enjoy a range of important benefits. Prior research into the antecedents of organizational identification emphasizes organizational prestige and reputation. Here, we argue that the presence of a salient organizational rival can serve as a rallying point within the organization. Further, longstanding organizational rivalries can become ingrained in the narratives and cultures of organizations. Thus, we predict that organizations with identifiable and longstanding rivals will enjoy chronically higher levels of organizational identification within their members. In addition, we predict that within these organizations, exposure to the rival will act as a kind of ‘hive switch,’ causing a temporary increase in organizational identification. We test these ideas across a large-scale archival study and two experiments. We find that U.S. universities involved in more intense rivalries enjoy higher levels of alumni donations and merchandise sales, and that members of organizations with salient rivals respond to exposure to these rivals with heightened identification.

Joongseo Kim (Oklahoma State University), Yun Kim (Oklahoma State University), Cynthia Wang (Oklahoma State University), Federico Aime (Oklahoma State University), Rebecca Greenbaum (Oklahoma State University), Jim Utley (Oklahoma State University)

### SESSION 11D

**Behaving Unethically to Benefit the Organization: The Role of Team Relational Stability and Conformity Pressure**

Research has produced a wealth of insights about how pro-individual and pro-organizational unethical behaviors emerge and affect organizational life. However, scant attention has been paid to examining the distinction between these two types of unethical behavior. We explore when and why employee’s decisions to act unethically on behalf of the individual versus the organization may diverge. Specifically, we propose that team relational stability shapes conformity pressures that leads employees to engage in unethical pro-organizational behavior, but not self-interested unethical behavior. We collected data from 236 employees on 46 teams in a large manufacturing company. A multi-level path analysis revealed team conformity pressure mediated the relationship between team relational stability and UB, whereas the same mediation did not occur for UB.

Peter H. Kim (University of Southern California), Alexandra Mislin (American University), Ece Tuncel (Webster University), Ryan Fehr (University of Washington, Seattle), Arik Cheshin (University of Haifa), Gerben A. Van Kleef (University of Amsterdam)

### SESSION 4A

**The Implications of Power for Perceived Authenticity and Trust after a Transgression**

People may express a variety of emotions after committing a transgression. Through five empirical studies, we investigate how the perceived authenticity of such emotional displays and resulting levels of trust are shaped by the transgressor’s power. Past findings suggest that individuals with power tend to be more authentic, since they have more freedom to act based on their inclinations. Yet, our findings reveal that a transgressor’s display of emotion is perceived to be less authentic when that party’s power is high rather than low, and that this perception of emotional authenticity, in turn, directly influences (and ultimately mediates) the level of trust in that party. This tendency was found to arise from power increasing the transgressor’s perceived emotional control and strategic motivation, rather than a host of alternative mechanisms. These results were also found across different types of emotions, expressive modalities, operationalizations of the transgression, and types of participants.
SESSION 11C
Regina Kim (Columbia University-Teachers College)

Language Diversity, Non-native Accents and Intergroup Dynamics at Workplace: Recommendations for Leaders and Organizations

As the workplace in the United States becomes increasingly global, organizations are more likely to employ persons whose native language is not English. Challenges in communication between employees with different linguistic background is inevitable, and thus it is important to understand the role non-native accents play in intergroup interactions because accents are as salient as ethnicity, age, gender, and skin color and are a source of discrimination and conflict in organizations. The purpose of this article is to 1) illustrate ways in which non-native accents can affect the daily experiences of both native and non-native language speakers and intergroup dynamics in organizations, and 2) provide recommendations and interventions on how to mitigate discrimination and tension between native and non-native language speakers and promote intergroup cooperation and collaboration.

SESSION 9E
Sunyoung Kim (IESEG School of Management), Brian Gunia (The Johns Hopkins Carey School of Business), J. Keith Murnighan (Kellogg School of Management)

Guilty by Cultural Association: Cross-cultural Differences in Vicarious Responsibility

The current research focused on the influence of national culture on people’s vicarious responsibility and moral emotions following a transgression by someone from their own country. Drawing from models of the self and group identification, we predicted that other people’s transgressions would have a stronger impact on individuals from Eastern cultures than those from Western cultures, and that vicarious responsibility would mediate the effects of culture on intended future behaviors. Study 1 demonstrated that Koreans not only reported more vicarious responsibility and guilt than Americans did; they also displayed more self-image maintenance and prosocial action tendencies. Studies 2 and 3 replicated these findings, with people from American and Korean churches in the Chicago area; and with American and East Asian participants in a lab experiment. Taken together, these studies suggest that culture plays an important role in shaping vicarious responsibility, moral emotions, and reparative behaviors after a cultural compatriot’s failure.

SESSION 12B
Yeongjeong Kim (Carnegie Mellon University), Taya Cohen (Carnegie Mellon University), A.T. Panter (University of North Carolina at Chapel Hill)

The Hidden Information Distribution and Evaluation (HIDE) Model: Detecting the Moral Character of Strangers

We introduce the Hidden Information Distribution and Evaluation (HIDE) model, which posits that self-reports and other-reports each capture unique insights about the targets of judgment because certain kinds of information are hidden from one party and detectable only by the other. Applying the HIDE model to moral character judgments, we propose that judges can detect aspects of strangers’ moral character that these target individuals misconstrue and/or are unaware of themselves. To examine the viability of the HIDE model, we conducted studies in which we elicited moral character information from strangers via behavioral interview questions designed to covertly reveal people’s moral character through their spontaneous written responses. Across three studies, judges’ moral character judgments based on interview responses predict targets’ unethical behaviors, demonstrating the validity of these interview-based methods in detecting strangers’ moral character. We discuss the implications of the HIDE model and the interview methods we developed.

SESSION 3
Hans Kohler (Columbia University)

Empowering The “Self” Rather Than Drugs in Recovery through Conflict Competence

Addicts vividly share about the challenges they face in staying sober. It is often described the addiction is more powerful than one’s will. Through many years of group session work and analysis of these types of statements, I have found that empowering the “self” comes from the development of the meaningful concept of positive interdependence and experience in dealing with one’s intrapersonal conflicts constructively. Addicts frequently change the modes of drugs/activities they use, providing evidence that the destructive habits addicts employ are not entirely related to the dependency of a drug/activity. Here, I suggest it is about how they deal with conflicts, attempt to fulfill their unmet needs, and how they act in moments where they face challenges. Consequently, the importance of being able to handle crucial conflictual moments, like the ones listed above, are based on their competence to deal with conflicts through receiving an education in theory and practical strategies.
Dejun Tony Kong (University of Houston), Liuba Belkin (Lehigh University)

**Economic and Relational Benefits of Gratitude Expression in Resource Distribution Exchanges**

The current research examines how expressing gratitude can help individuals build personal economic and relational resources in repeated resource distribution exchanges. In a series of experimental studies with repeated bargaining games, we delineated the dual pathways through which expressing gratitude helped the expresser: (1) build personal economic resources due to the perceiver’s meta-perception of the perceiver’s own benevolence in Exchange 1 and subsequent (motivated but not obligated) benevolent resource provision toward the expresser in Exchange 2; and (2) build relational resources due to the perceiver’s social perception of the expresser’s benevolence based on Exchange 1 and subsequent desire to continue the relationship with the expresser. However, the inconsistency between the expresser’s behavior (rejection vs. acceptance of the perceiver’s Exchange 1 proposal) and emotion expression attenuated the benevolence-signaling effect of expressed gratitude (vs. expressed anger). These findings suggest that expressing gratitude facilitates individuals’ resource building in interpersonal exchanges.

Silja Kotte (University of Kassel), Svenja Taubner (University of Heidelberg)

**Mentalization-Oriented Team Coaching: An Approach to Resolving Conflict at the Workplace**

Staying in touch with one’s own thoughts and feelings while remaining aware of thoughts and feelings of others in the workplace is challenging, especially in situations of stress and conflict. Mentalizing refers to precisely this capacity: understanding intentional mental states of self and others and being able to attribute adequate meaning to them in order to be able to react in a way appropriate to the situation. The concept was originally developed in the clinical, psychotherapeutic context. In our conceptual paper, we argue for the relevance of mentalizing to workplace conflict, particularly to team coaching as an intervention for resolving conflict. We explain basic tenets of mentalizing theory and suggest propositions on the link between mentalizing and team coaching. We describe how mentalizing can help to understand conflict and how mentalization-based therapy can inform team coaching interventions in helping teams work though conflict.

Maryam Kouchaki (Northwestern University), Celia Chui (University of Lausanne), Francesca Gino (Harvard University)

**More Competitors, More Cheating: A Ratio-Bias Phenomenon**

The current research demonstrates that a larger number of competitors increases dishonesty. Across three studies, we found that a larger number of competitors (25 vs. 5 or 100 vs. 10) led participants to lie in a performance task to earn underserved money. We established the role that perceived ease of winning the competition plays in increasing the cheating behavior (Study 3), while our effect was not driven by general feelings of competitiveness. These results establish that the number of competitors can affect people’s propensity to engage in cheating behaviors in order to succeed.

Michael Kurschilgen (Technical University of Munich), Alexander Morell (Max Planck Institute for Research on Collective Good), Ori Weisel (Tel Aviv University)

**Internal Conflict, Market Uniformity, and Transparency in Price Competition between Teams**

The way profits are divided within successful teams imposes different degrees of internal conflict. We experimentally examine how the level of internal conflict, and whether such conflict is transparent to other teams, affects teams’ ability to compete vis-à-vis each other, and, consequently, market outcomes. Participants took part in a repeated Bertrand duopoly game between three-player teams which had either the same or different level of internal conflict (uniform vs. mixed). Profit division was either private-pay (high conflict; each member received her own asking price) or equal-pay (low conflict; profits were divided equally). We find that internal conflict leads to (tacit) coordination on high prices in uniform private-pay duopolies, but places private-pay teams at a competitive disadvantage in mixed duopolies. Competition is softened by transparency in uniform markets, but intensified in mixed markets. We propose an explanation of the results and discuss implications for managers and policy makers.
SESSION 11B

Aimee Lace (Teachers College, Columbia University), Rebecca Bass (Teachers College, Columbia University)

Conflict Anxiety Response Scale: A Tool for Assessing Tendencies in Interpersonal Conflicts

In this paper, we present a tool for understanding the different manifestations of anxiety in conflict and the corresponding impacts. The conflict anxiety response scale is based on the six dimensions of conflict anxiety put forth by Morton Deutsch and the idea that anxiety is a natural part of conflict that with which different individuals cope in varying ways. It provides a framework for individuals to develop self-awareness regarding their styles of responding to anxiety in conflicts. With the goal of creating a valid and reliable scale, we compiled an exploratory survey to assess participants' strategies of coping with anxiety in conflicts, their social psychological outcomes in conflict situations, their psychological well-being, their uniting conflict behavior, their positive and negative affect, and their generalized anxiety. The initial online questionnaire was completed by participants using Amazon's Mechanical Turk (MTurk) platform.

SESSION 11A

Christoph Laubert (Freie Universität Berlin), Jennifer Parlamis (University of San Francisco)

Is She Angry (Happy, Sad) or Isn’t She? Emotion Detection Difficulty in Email Negotiation

There has been over two decades of literature showing emotion as an important determinant of outcomes in negotiations; however, the accuracy of emotion detection in text-based negotiations has not received significant attention. This research investigates decoding of discrete emotions in text-based (email) negotiation. Study 1 investigates the inter-rater reliability between two individuals decoding emotions in email negotiations. Ratings from human coders are also compared with a computerized coding program LIWC (Linguistic Inquiry and Word Count, Pennebaker, Francis & Booth, 2001). Study 2 investigates emotion detection using coding from an individual who participated in the negotiation and compares this with an independent coder’s ratings and that of LIWC to see how these comport with emotions interpreted by the negotiation participant. Results from study 1 indicate very low inter-rater reliability and agreement with the computerized coding. This highlights the difficulty with communicating intended emotions and emphasizes the potential for misinterpretation in email negotiation. Data from study 2 are currently being analyzed and will be presented at the conference.

SESSION 3

Dorine Lawrence-Hughes (University of Southern California), Colleen M. Keough (University of Southern California)

In Hindsight... : A Post-Intervention Evaluation of Conflict Management Choices in a University-Community Dispute

This extended abstract describes the evaluation of a field research project; specifically, the conflict management actions taken by parties involved in a university expansion project. Such post-study evaluation opportunities are rare, thus this project should be of great interest to conflict management scholars and practitioners. The Greenfield University Campus Expansion Project provides an excellent context for analyzing: (1) how an institution of higher education managed conflict and garnered support within the community; (2) whether public information campaigns are an effective tool for maintaining ongoing support or strengthening ongoing opposition; and (3) how community stakeholders perceived those actions. Of particular value is the post-settlement evaluation of the perceptions of key stakeholders and their assessments of negotiated outcomes, their implementation, and relationships with negotiation partners.

SESSION 6B

Moran Lazar (Technion- Israel Institute of Technology), Daniel Altman (Technion- Israel Institute of Technology), Shelly Ashtar (Technion- Israel Institute of Technology), Maurice E. Schweitzer (The University of Pennsylvania)

Emotion Dynamics and Emotion Effects in Conflict Prone Situations

Emotions pervade social interactions in multiple ways. The proposed symposium will explore the dynamics that emotions add to multiple contexts, and especially contexts where there is a potential for conflict. The session will cover emotion in multiple types of service interactions, where conflict and negotiation are innately present (Ashtar et al., and Treister et al.). It will then discuss effects of the emotions inspired by “things” that pervade general interactions and negotiations (Carnevale), and the effect of guilt on trust in economic games (Levine et al.). Finally, it will report how emotional attachment toward ideas could potentially explain conflict in a multicultural context (Lazar et al.). The five papers together paint a comprehensive multi-level picture on the role of emotion in the dynamics of interpersonal interactions and interpersonal conflict.
Moran Lazar (Technion- Israel Institute of Technology), Ella Miron-Spektor (Technion- Israel Institute of Technology), Jennifer S. Mueller (University of San Diego)

Individualism-Collectivism and Emotional Attachment to New Ideas

People in multicultural settings are likely to experience conflict, especially when developing and evaluating new ideas. We offer a new explanation for this phenomenon, by suggesting that when generating new ideas, people develop emotional attachment toward ideas that match their cultural ideals. In Western and individualistic cultures, people will feel emotionally attached to their novel and deviant ideas, because these ideas demonstrate their unique identity and independent thinking. In contrast, in Eastern and collectivistic cultures, people will feel emotionally attached to their practical ideas, which are more useful to others and contribute to the greater society. Findings from two experimental studies conducted both in Israel and in China, support our theory. Israelis feel more attached to their novel ideas than to their practical ideas, and thus perceive them as more valuable, whereas Chinese are attached and therefore assign higher value to their practical ideas. Theoretical and practical implications are discussed.

Alice Lee (Columbia Business School), Daniel Ames (Columbia Business School)

I Can’t Pay More Versus “It’s Not worth More”: Divergent Effects of Constraint and Disparagement Rationales in Negotiations

Past research paints a mixed picture of rationales in negotiations: Some findings suggest rationales have little effect, whereas others suggest they often backfire. Here, we distinguish between two kinds of rationales buyers commonly employ—constraint rationales (referring to one’s own limited resources) and disparagement rationales (involving critiques of the negotiated object)—and demonstrate their divergent effects. Across four studies, we examined spontaneous rationales and manipulated rationale content, finding that constraint rationales have more positive effects on instrumental (e.g., counteroffers, settlement values) and relational (e.g., trust, cooperation) outcomes than disparagement rationales. Mediation analyses suggest constraint (but not disparagement) rationales are taken by sellers as signaling a buyer’s limit. We also demonstrate a role for self and identity by showing that the divergence between these rationales’ effects is attenuated when the seller’s attachment to the negotiated object is low. Overall, our results show how and why rationales can help or hurt negotiators.

Jonathan Lee (Washington University in St. Louis), Elizabeth Luckman (Washington University in St. Louis), Daisung Jang (University of Illinois at Urbana–Champaign), William Bottom (Washington University in St. Louis)

Agreeableness, Mindset, and Alternatives as Sources of Bargaining Power: Evidence From a Four-Person Game

Individuals exercise influence over other parties through bargaining power. In a multiparty context, one of the primary sources of power is an individual’s ability to reach alternate agreements, or form coalitions, with other parties. Certain psychological factors may also yield sources of power. Experimenting with a four-player coalition game, we examine the impact of communication modality, personality, and mindset as alternate sources of bargaining power. Face-to-face negotiations facilitated the formation of coalitions that included players with fewer alternatives. Face-to-face negotiations also resulted in more egalitarian split of value, compared to text-only electronic communication, in which players with strong alternatives more often claimed greater value. We observed conditional effects of personality on value claimed: players high on trait compliance who negotiated face-to-face and compared to text-only electronic communication, in which players with strong alternatives more often claimed greater value. We also demonstrate a role for self and identity by showing that the divergence between these rationales’ effects is attenuated when the seller’s attachment to the negotiated object is low. Overall, our results show how and why rationales can help or hurt negotiators.

Julia Lee (University of Michigan), Ashley Hardin (University of Michigan), Bidhan Parmar (University of Virginia), Francesca Gino (Harvard Business School)

The Unintended Interpersonal Costs of Dishonesty: How Unethical Behavior Reduces Individuals’ Ability to Detect and Empathize with Others’ Emotions

We extend behavioral ethics research by examining the impact of unethical behavior on one’s social-cognitive abilities and subsequent behavior. In particular, we unpack how unethical conduct can reduce one’s empathic accuracy, or ability to accurately read other people’s emotional states. Empathic accuracy has been shown to be an important antecedent to many interpersonal processes in organizations, such as prosocial behavior, collaboration, innovation, and leadership. Specifically, across four correlational and experimental studies utilizing physiological markers and multi-source responses of coworkers from the various organizations, we find consistent support for our main hypotheses. We find (1) a negative relationship between unethical behavior and empathic accuracy, (2) evidence supporting our causal argument that unethical behavior reduces empathic accuracy, (3) a mediating role for individual physiological differences, and (4) that a lack of empathic accuracy reduces cooperation in organizations. We discuss the implications of our results for the literatures on behavioral ethics and relationships at work, as well as for practice.
SESSION 12B

Emma Levine (University of Chicago), Taya Cohen (Carnegie Mellon University)

You Can Handle the Truth: Mispredicting the Intrapersonal Consequences of Honesty and Kindness

Many of our most difficult conversations involve navigating the tension between honesty and kindness. In the present research, we explore the intrapersonal consequences of communicating honestly and kindly and we document two main results. First, individuals predict that being honest will be lead to lower levels of hedonic well-being (i.e., enjoyment) and social connection than being kind, causing individuals to avoid communicating honestly. Second, this prediction is incorrect: the experience of being honest is far more pleasurable, leads to greater levels of social connection, and does less relational harm than individuals expect. We establish these effects across a large-scale field experiment, a complementary prediction experiment, and a laboratory experiment. This research contributes to our understanding of affective forecasting processes and uncovers fundamental insights on how communication and moral values shape well-being.

SESSION 6E

Emma E. Levine (The University of Chicago), T. Bradford Bitterly (The University of Pennsylvania), Taya R. Cohen (Carnegie Mellon University), Maurice E. Schweitzer (The University of Pennsylvania)

Who Is Trustworthy? Guilt-Proneness Increases Trustworthy Intentions and Behavior

Existing trust research has disproportionately focused on what makes people more or less trusting, and has largely ignored the question of what makes people more or less trustworthy. In this investigation, we deepen our understanding of trustworthiness by demonstrating that a specific character trait, guilt-proneness, profoundly influences trustworthy intentions and trustworthy behavior. In doing so, we integrate the vast literature on trust with the growing literature on moral character traits. Across five studies, we show that guilt-proneness predicts trustworthiness. We identify sense of interpersonal responsibility as the mechanism linking guilt-proneness with trustworthiness. Our findings fill a significant gap in the trust literature by building a foundation for investigating trustworthiness, by identifying a trait predictor of trustworthy intentions and behavior, and by providing practical advice for deciding in whom we should place our trust.

SESSION 12B

Emma Levine (University of Chicago), Joanna Hart (University of Pennsylvania), Kendra Moore (University of San Francisco), Emily Rubin (University of Pennsylvania), Kuldeep Yadav (University of Pennsylvania), Scott Halpern (University of Pennsylvania)

The Surprising Costs of Silence: Asymmetric Preferences for Prosocial Lies of Commission and Omission

Across three experiments, we document a robust asymmetry between communicators’ and targets’ judgments of and preferences for deception. Communicators are more likely to focus on whether a particular communication tactic reflects a moral transgression, whereas targets are more likely to focus on whether a particular communication tactic helps or harms them. As a result, communicators often believe that omitting information is more ethical than telling a prosocial lie, whereas targets often believe the opposite. We document this asymmetry within the context of healthcare discussions, employee layoffs, and economic games, among both practitioners (i.e., oncologists and cancer patients) and lay people. We identify the moderators of and downstream consequences of this asymmetry. We conclude by discussing psychological and practical implications for medicine, management, behavioral ethics, and human communication.

SESSION 9A

Alain Lempereur (Brandeis University), Elise Willer (Brandeis University)

The Mediator as the Eye of the Storm: Active Perception of Emotions through the Nonverbal

Mindful mediators are the eye of the storm, and not only the ear. Located in the conflict epicenter, they can calmly scan the parties’ emotions, in their patent and even latent forms. To do so, they can go beyond active listening and mobilize all their senses, i.e. engage in active sensing or active perceiving. By listening and looking, they leverage the nonverbal information that parties leak about their emotions, and increase awareness, timeliness and sharpness. First, by conscious active perception, mediators become aware of the presence of emotions, as parties express them for instance in body gestures or in the face. Second, they can spot these emotions as early as possible, before they become toxic and derail the process. Third, they can learn to pinpoint the exact emotion that is revealed through macro- or micro-expressions, especially if active perception is seconded by gentle inquiry to check hypotheses with the parties.
Yang Li (The Hong Kong Polytechnic University), Wu Liu (The Hong Kong Polytechnic University), Yanwu Zhang (Municipal Party Committee Office, Xian Yang City, Sh.)

Doctor Affective Delivery, Patient Trust and Health Outcomes

Drawing on the Integrative Model of Organizational Trust, we explore the doctor affective delivery as an important antecedent of patient trust and its consequences on patient health outcomes. Time-lagged field data were collected from 494 patient-doctor pairs in six Chinese public hospitals. Results showed that doctor affective delivery was positively associated with patient trust. Moreover, such a positive relationship was moderated by doctor’s social status, so that relative to doctors who had higher social status, the relationship was stronger for those who possessed lower social status. Furthermore, patient trust could promote patient satisfaction with doctor, satisfaction with cost and compliance to treatment.

Li Lin (Utrecht University)

Traditional Chinese Philosophies Abroad: Expatriates in the Netherlands

As China’s global presence continues to grow, an increasing number of Chinese managers are working abroad and collaborating with local employees. However, little attention has been paid to Chinese expatriate managers and their leadership paradox in the cross-cultural context. The purpose of this study is to elucidate Chinese expatriate leadership practices in reference to three traditional philosophies (i.e., Confucianism, Daoism, and Legalism). The study data were collected using semi-structured, open-ended narrative interviews with 30 Chinese expatriate managers in the Netherlands. The results illustrate that contemporary Chinese expatriate leadership is based on traditional philosophies – Confucianism, Daoism, and Legalism. Specifically, the study demonstrates how Chinese expatriate managers view aspects of the local culture from traditional perspectives. The participants reported initial cultural shocks related to conflicts with Confucianism and Daoism. The study also indicates that Chinese expatriates’ leadership is influenced by multiple traditional philosophies and simultaneously incorporates some elements of the local culture.

Jennifer Logg (Harvard University), Uriel Haran (Ben-Gurion University), Don Moore (UC Berkeley)

Is Overconfidence a Motivated Bias? Experimental Evidence

Are overconfident beliefs driven by the motivation to view oneself positively? The experiments we present reveal that motivation’s effects are limited to vague personality traits using vague measures (Experiment 1). They have less effect on clear, unambiguous measures (Experiment 2). Manipulations of motivation affect vague measures more than specific measures and cognitive factors affect specific measures more than vague measures. Indeed, the introduction of clear performance standards weakens or eliminates motivational effects on overconfidence. By contrast, the lack of an objective standard for vague traits allows people to create idiosyncratic definitions and view themselves as better than others in their own unique way (Experiment 3). Taken together, the results suggest motivation’s effect on overconfidence is driven more by idiosyncratic construals of performance than by self-enhancing delusion. They also suggest that motivational effects on overconfidence are limited to vague measures or vague performance standards.

Jackson Lu (Columbia Business School), Julia Lee (University of Michigan), Francesca Gino (Harvard Business School), Adam Galinsky (Columbia Business School)

Polluted Morality: Air Pollution Predicts Criminal Activities and Unethical Behaviors

Air pollution is a serious problem that influences billions of people in the world. While the physiological costs of air pollution are well known, the present research is among the first to investigate its ethical costs. One large-scale archival study and two experiments provide evidence that air pollution predicts criminal activities and unethical behaviors. Analyzing a 9-year panel of 9,360 U.S. cities, Study 1 found that air pollution positively predicted six different categories of crime while accounting for a comprehensive list of control variables (e.g., population, law enforcement, GDP per capita). To provide causal evidence, Studies 2 and 3 examined the effect of experiencing a polluted (vs. clean) city psychologically. Conceptually replicating Study 1’s findings, participants in the polluted condition cheated more than those in the clean condition. Moreover, psychological stress mediated this effect (Study 3). Important environmental, psychological, and economic implications are discussed.
 SESSION 9E

Li Ma (Peking University), Jeanne Brett (Northwestern University), Garrett Brady (London Business School)

Power Manifestations in Negotiations: Comparing Best Alternative and Status in China and the United States

This paper examines the implications for negotiation strategy and outcomes of two different manifestations of power: parties’ BATNAs (Best Alternative To a Negotiated Agreement) and their status in China and the U.S. We propose that status has stronger effects in China than in the United States; but that BATNA has effects both in the United States and in China. We test our hypotheses in two empirical studies. Our data suggest theoretical and practical implications of how culture interacts with power in negotiations.

SESSION 3E

Benjamin MacQueen (Monash University)

Crisis Management in the Absence of Governance: The Syrian Refugee Crisis in Lebanon

This paper examines the management of the Syrian refugee crisis in Lebanon in the context of an absent central government. It focuses on understanding how the potential for political instability and resultant political violence stemming from mass refugee influx has been avoided through ad hoc conflict and crisis management strategies. These strategies have employed by local municipalities in Lebanon as well as key UN agencies as the central government in Lebanon remains suspended. The paper employs the concept of ‘regime stretching’ to highlight how the extension of the principles of international refugee regime has filled gaps left by an absent government, and the concept of ‘surrogate statehood’ to detail how the UN has assumed key responsibilities on the ground. Finally, it draws on interviews conducted in Lebanon to examine how the UN has engaged with local municipalities in implementing programs that have mitigated the possibility of political instability and violence.

FSC SESSION 10E

Johann Majer (Leuphana University), David Loschelder (Leuphana University), Adam Galisnky (Columbia Business School), Roman Trötschel (Leuphana University)

The Motivated-Adjustment Model of Anchoring: How the Framing of Anchors Matter in Negotiations

Abundant research has established that first proposals anchor negotiation outcomes. The current research developed and tested a Motivated-Adjustment Model of Anchoring (MAMA) that combines framing and anchoring to highlight how concession aversion moderates anchoring effects in negotiations. First proposals either emphasize an offer of resources (e.g., I am offering my A for your B) that highlight gains to a responder or a request of resources (e.g., I am requesting your B for my A) that highlight losses. We predicted that anchoring effects would emerge when a first proposal is framed as an offer, because offers do not create excessive concession aversion. In contrast, because opening requests likely create concession aversion, thus eliminating and even reversing anchoring effects. Across four studies, we found moderation of two classic anchoring effects: the anchor extremity effect and the first-mover effect. The findings highlight the key role that motivational processes play in mixed-motive decision-making.

SESSION 11E

Eva Malisius (Royal Roads University), Brin Hamilton (Ahimsa Mediation)

Healthy Workplaces Generated by Peer Justice: An Appeal for Peer Mediation to Address Workplace Conflict, Harassment and Bullying

What does a healthy workplace look like? When we talk about workplaces, more often than not, the conversation ventures to disagreeable bosses, aggravating colleagues, poor collaboration, and overall too much conflict. In the most extreme cases, workplace harassment and bullying make normal every-day interactions between colleagues almost impossible. Different countries, different organizational cultures, and different regional legislators have made efforts to undertake a range of measures to address the symptoms of workplace harassment and bullying, and strive for increasingly healthy workplaces. This paper argues that while these initiatives are meaningful, they are not as impactful as they could be; they lack substantial integration of conflict competence for leaders and non-leaders in an effort to strengthen organizational cultures, generate healthy workplaces, and ultimately support constructive engagement with conflict in workplaces. An option considered in order to increase healthy workplaces and conflict competence is ‘workplace peer mediation’, where leaders and non-leaders alike can make a difference.
Eva Malisius (Royal Roads University), Stephanie Mahovlic (Royal Roads University)

Turbulent Times at the Workplace? Leading Diversity with Conflict Competence, Reflective Practice and Emotional Intelligence

Turbulent times put specific demands on leadership, whether in politics, trade, business, science or technology. On a smaller scale, uncertainty can increase as turbulence finds its way into workplaces, organisations, and communities. Contributing factors are international migration and immigration, through political debate, and what is generally referred to as the impact of globalisation. However, irrespective of the cause, many of the consequences are interrelated as they result in culturally diverse teams in organisations. Consequently, demand on leaders in organisations expands. Leading diversity includes awareness and the ability to engage with employees across different cultures that may hold different perceptions of norms, values, and how to engage in conflict. This does not imply that diversity feeds conflict, but rather that conflict competence and cultural literacy, coupled with reflective practice and emotional intelligence are needed to lead diversity through turbulent times at the workplace.

Dorota K. Markiewicz (University of Warsaw), Dominik Falkowski (University of Warsaw), Łukasz Jochemczyk (University of Warsaw)

The A-Contextual Dual Concern Measure

The A-Contextual Dual Concern measure (ACDC) was designed to mirror contextual variation of real-world scenarios involving conflict, accounting for five conflict strategies: avoiding, accommodating, cooperating, competing, and compromising (Pruitt & Rubin, 1986). Participants were engaged in multiple scenario-based resource-allocation tasks. To further investigate context effects on behavior, we introduced two conditions where participants were asked to respond assuming the other party is a ‘friend’ or ‘stranger’. Social Value Orientation was included to identify prosocial participants as an individual difference control. Regression analysis from a sample of 71 participants aged 17 to 73 (M=27.59, SD= 9.57) revealed that among pro-socials, those with a stronger concern for self use a competitive approach against strangers while those with a higher concern for others use an accommodating approach towards strangers. Application of findings and conclusions for further research are discussed.

Jens Mazei (TU Dortmund University), Julia Bear (Stony Brook University)

Expanding the Lens: New Directions in the Study of Gender in Negotiation and Conflict Management

This symposium focuses on the impact of gender in negotiation and conflict management. The topic of differences between women and men has long interested both scholars and practitioners because gender differences affect long-standing social inequalities, such as the gender wage gap. Even though much progress has been made, the persistence of social inequalities suggests that research may need to break new ground to unfold its full potential. Hence, this symposium advances the study of gender and negotiation by (a) delving deeper into explanations for gender differences and outlining contexts that mitigate them (i.e., expectations about success and female-congruent contexts, respectively); (b) considering new relevant dependent variables (i.e., perceptions and socioemotional outcomes); (c) capturing new gendered dynamics that influence interpersonal interaction (i.e., strategic sexuality); and (d) exploring dynamics concerning men and masculinity in negotiation (i.e., backlash toward men), which may motivate them to perpetuate gender differences.

Jens Mazei (TU Dortmund University), Julia Bear (Stony Brook University), Joachim Hüffmeier (TU Dortmund University)

To Win or Lose It All: Reactions to Men at the Bargaining Table

This research examined reactions to men who strongly or only weakly adhere to their gender role in negotiation. Based on the notions that gender roles have a normative character and that negotiation is regarded as a masculine activity, we predicted that the degree to which men behave agentially in a salary negotiation should be related to several outcomes such as respect, status, and salary granted. We conducted an experiment with N = 262 participants, who observed a man who negotiated in either a highly agentic manner, in a slightly agentic manner, or did not negotiate at all. The results revealed that highly agentic men were generally rewarded (e.g., accorded more respect and granted higher salaries) and less penalized than men who did not negotiate at all or only in a slightly agentic manner. Mediation analyses suggested that perceptions of masculinity explained these effects. Implications for theory and practice are discussed.
SESSION 4B  
Jens Mazei (TU Dortmund University), Christoph Nohe (University of Muenster), Joachim Hüffmeier (TU Dortmund University)  
**Homemaking or Breadwinning? Gender Differences in Negotiation as Explained by Women’s and Men’s Domestic Roles**  
In both academia and practice, it is frequently asked why the genders differ in negotiation. Based on current theorizing (Bowles & McGinn, 2008a; 2008b), we examined whether gender differences in workplace negotiations can be explained by women’s and men’s domestic roles – the extent to which they are responsible for household duties (homemaker role) versus for earning the income (breadwinner role). Moreover, we compared the explanatory power of domestic roles to another relevant process: women’s fear of negative reactions by others (i.e., apprehension). In an online study, participants were queried about their plans, behaviors, and results regarding negotiations on multiple work issues, as well as about their gender-related attitudes and their domestic roles. The results revealed that gender differences in the initiation of negotiations about compensation and career advancement were explained by the genders’ domestic roles but not differential apprehension. Implications for negotiation research and practice are discussed.

SESSION 6A  
Marc Mertes (TU Dortmund), Joachim Hüffmeier (TU Dortmund)  
**Why Negotiators Leave the Table: A Grounded Theory Approach Towards Understanding Negotiation Impasse**  
Negotiation impasse is a costly and frequently occurring event that affects practitioners in all work fields. Yet, extant findings on what leads to impasse and how impasse can be prevented are scarce and inconclusive. Moreover, there is no theory integrating existing results. Following the Grounded Theory approach (Glaser & Strauss, 1967), we interviewed negotiation experts to develop a theoretical account on the occurrence of impasse based on their experiences. Concerning their prevalence, our data revealed that impasses occur in about 20 percent of all negotiations. Moreover, we identified a broad spectrum of antecedents of impasse and concrete impasse-fostering behaviors. Elicited by these behaviors, the process leading to impasse was found to be a sequential pattern of inner reactions and behavioral responses among negotiators facing such behaviors. Practicable strategies for avoiding impasse (for instance allowing the counterpart to save face) are derived. Implications for theory and future research are discussed.

SESSION 3  
Melanie Milovac (INSEAD), Jochen Menges (Otto Beisheim School of Management), Maytal Saar-Tsechansky (University of Texas at Austin)  
**The Emotional Tell in Performance Tales: Forecasting the Performance of Market Movers with Affective Framings of Managers’ Performance Narratives**  
We examine how managers’ affective framings of performance narratives influence forecasters. Specifically, we propose that forecasters interpret affective framings as managers’ attempts to conceal their lack of control over their firm’s performance. In the case of market movers, i.e. firms that recently experienced a performance spike or drop, lack of control translates into a high likelihood that performance will be more moderate than the recent performance spike or drop. We test this proposition by examining the effect of affective framings on forecasts of market movers in an experiment with graduate business students, and in a field study with time-lagged historical data from financial analysts. Supporting our proposition, both studies suggest that forecasts of market movers become more moderate as the strength of affective framings of performance narratives increases. The studies further yield initial evidence that affective framings appear to benefit downward market movers but backfire for upward market movers.

SESSION 1A  
Aline Mugisho (University of Erfurt), April Bang (Teachers College, Columbia University), Jose Pascal da Rocha (Columbia University), Venera Kusari (Columbia University), Connie Sun (Columbia University), Meredith Smith (Columbia University)  
**Creative Approaches to Security, Protection, and Empowerment**  
The session’s aim is to explore the intersectionality of human security, protection, and empowerment through analysis of diverse global issues such as women’s protection in conflict and security and peace of youth in preventing violent extremism. It also explores the efforts in providing resolution to these issues by looking at the nexus between peacekeeping and security and adaptive leadership and empowerment through the arts and leadership education. This session is interactive and invites scholars, practitioners, and students alike to engage in conversation and share knowledge from diverse perspectives and fields.
Hannah Nagler (ESCP Europe), Robert Wilken (ESCP Europe), Ad de Jong (Aston Business School), Christian Schmitz (Ruhr-Universität Bochum)

**SESSION 5B**

**Does Experience Always Lead to Better Results? Differences Between Student and Professional Negotiators in the Process and Outcome of Distributive Negotiations**

Prior studies on negotiation research have found that professionals achieve better outcomes than novices in integrative negotiation settings. However, it is unclear whether this result also holds for less complex distributive negotiation settings. This study compares students (119 dyads) and professionals (41 dyads) in distributive negotiations with respect to negotiation outcome and process. Four key findings emerge from this comparison. First, students do not perform worse than professionals. Second, multilevel models reveal that in both samples tougher own first offers lead to greater single concessions. Third, students are more strongly influenced by the opponent’s first offer than professionals. Fourth, students and professionals are similarly influenced by the opponent’s concessions. These results imply that in distributive negotiations, students are appropriate proxies for professionals when the focus of analysis lies on outcomes. Instead, when the negotiation process is the object of investigation, a more cautious sample selection is required.

Nathaniel Nakashima (Stanford University), Nir Halevy (Stanford University)

**SESSION 10D**

**The Social Fluency Hypothesis**

The current paper introduces the concept of social fluency to capture the ease versus difficulty of social exchange, and report the results of four studies that explored its downstream consequences. Theoretically integrating the literatures on basic human needs, information processing, social perception, coordination and trust, our research highlights the importance of considering the road that interaction partners take on their way to establish mutually beneficial coordination. Our empirical studies provide consistent evidence that, when the going gets tough—by demanding considerable time, cognitive effort, and other resources—social perceptions suffer, expectations diminish, and trust is eroded. Thus, the costs of social disfluency extend well beyond the resources expanded in the attempts to coordinate, undermining social interactions and relationships, and reducing collective welfare.

Julie Nicoli (The University of Queensland), Oluremi (Remi) B. Ayoko (The University of Queensland)

**SESSION 5B**

**The Relationship between Conflict, Communication and Employees’ Satisfaction: The Moderating Role of Cultural Intelligence**

Although researchers in cross-cultural work have examined the role of cultural intelligence on the success of overseas placements, literature is silent on the role of cultural intelligence in the way workers communicate conflict in their interpersonal interactions. Yet, we know that cultural intelligence is an important variable in the way members interact in culturally diverse organizations. In the current research, we build a model that depicts different types of conflict as triggering different types of conflict communication styles which, in turn, impact outcomes. Additionally, the model portrays cultural intelligence as a moderator of the relationship between differing types of conflict, conflict communication styles and individual outcomes. Using an online questionnaire, we collected data from 109 organizational employees in Europe and analyzed the data using Hayes (2012) process micros. Results indicated that aspects of cultural intelligence moderated the link between conflict and conflict communication behaviors and employees’ satisfaction with co-workers. We discuss the implications of our results.

Manuel Nieto-Guerrero (Universidad Complutense de Madrid), Jose M Leon-Perez (Universidad de Sevilla)

**SESSION 3**

**Trust as a Heuristic: The Role of Temporal Projection on Trust in Negotiations and Its Impact on Negotiation Outcomes**

This article explores the effect of time projection on interpersonal trust as a way of increasing trust in the other party and achieve better negotiation outcomes. In two experiments, our results suggest that introducing a future long-term mindset compare to a future short-term mindset leads to higher levels of interpersonal trust in a negotiation, which is related to better substantive negotiation outcomes. It is argued that future long-term events make more relevant a few abstract essences or features of the negotiation scenario, such as the alternatives that a negotiator has out of the negotiation table or the need for sharing information and trust the other party to achieve your own goals. On the other hand, future short-term events make more relevant specific features that are related to the immediate negotiation scenario, such as the item to be sold/bought or the environment in which the negotiation is going to take place. Implications for theory and practice are discussed.
CONFERENCE ABSTRACTS

SESSION 6D

Dina Nir (Ono Academic College)

*When Positive Psychology meets Decision Making*

This talk will shed light on the connection between Happiness and everyday Decision Making. For a theoretical background it will present the Negotiational Self Theory (NST), which suggests that whenever we experience inner conflict and need to arrive at a decision, our internal dialogue becomes a negotiation process. This internal negotiation is carried out between opposing self-aspects and can result in either an integrative win-win decision or a distributive (i.e., coercive) win-lose decision. Drawing on this premise, studies show that win-win decisions, which are able to satisfy needs of opposing poles of a conflict (as opposed to win-lose decisions – which satisfy some self-aspects at the expense of other self-aspects) – lead to increased positive emotions, hopefulness, and enthusiasm about the future. Win-win decisions but not Win-lose decisions were associated with higher levels of General Happiness and well-being. This line of research may suggest that win-win decisions are beneficial to happiness.

SESSION 11E

Tetsushi Okumura (School of Management, Tokyo University of Science), Jeanne Brett (Kellogg School of Management, Northwestern University)

*Applicability of the Interests, Rights, Power Model: How Negotiators Approach Land Acquisition and Compensation for Public Infrastructure Development*

Since Ury, Brett, and Goldberg proposed the Interests, Rights, and Power (IRP) model in 1988, researchers have applied it to various situations beyond labor disputes, such as corporate mergers and acquisition, and playground disputes among pupils. We would like to try to show the model’s applicability across contexts and cultural boundaries and in doing so provide evidence of the universality of its conceptualization. The first author interviewed 22 experienced land acquisition negotiators working in the public sector in Japan. Public works, such as highway construction and urban redevelopment, generally, require the involuntary relocation of people living in the affected area. The process of acquiring the whole or partial usage of affected persons’ properties often generates disputes. We found that the IRP model captures the different approaches disputants and developers take.

SESSION 3

Ted Perlmutter (Columbia University)

*Gamergate: Ripeness and the Resolution of Intractable Online Conflict*

Gamergate has appeared to be the epitome of an intractable conflict, one where each side defines the conflict in a completely orthogonal fashion, and where few, on either side, see any potential resolution. In its starkest form, Gamergate can be seen as pitting those who see it as “a consumer revolt triggered by the overt politicization, ethical misconduct, and unprecedented amounts of censorship targeted at gamers and video games as a whole” (Gamergate Wiki) against those who see it as a “misogynistic and reactionary backlash in the video game community” (Rational Wiki). By analyzing the conflicts surrounding recent efforts to discuss (and defuse) this conflict, as well as by conducting a systematic analysis of the press coverage and a limited number of elite interviews, this paper will address claims regarding the extent to which conditions were and continue to be ripe for moderate elements to start mitigating the worst aspects of the conflict.

SESSION 11B

L. Taylor Phillips (New York University)

*Is Privilege Discrimination? Psychological Underpinnings of Discrimination Beliefs*

We offer evidence that the form of biased selection decisions affects whether or not they are perceived as biased, discriminatory. Specifically, across seven experiments, we present evidence that pro-ingroup (privilege) vs. anti-outgroup (prejudice) framing lead perceivers to interpret the same hiring decision as more or less discriminatory, and therefore more or less acceptable. We further find a quality assumption gap: pro-ingroup reasoning (e.g., men fit better) leads people to believe the favored candidate (e.g., a man) would have been qualified for the position even if competing against another ingroup member (e.g., a man), but this assumption disappears when decisions are framed in terms of anti-outgroup reasoning (e.g., women fit worse). We find evidence that both cognitive counterfactuals and motivated normative understandings underlie our effects. Whereas hiring training and procedures may warn against disadvantage oriented discrimination, biased decisions may persist if privilege oriented decisions are not also considered discriminatory within organizations.
Afzalur Rahim (Western Kentucky University)

Effective and Less-Effective Strategies for Managing Organizational Conflict

This study investigated the relationships of conflict-management strategies to job performance, behavior, and job-related attitudes in two samples (organization sample, N = 1,104 dyads and collegiate sample, N = 1,099). There are various styles of handling interpersonal conflict (integrating, obliging, dominating, avoiding, and compromising) and using one combination of styles may be more effective than using another combination of styles. An effective strategy is associated with greater use of the integrating and lower use of avoiding styles plus greater use of the obliging and lower use of the dominating styles. A less-effective strategy is associated with greater use of the avoiding and lower use of the integrating styles plus greater use of the dominating style and lower use of the obliging style. Analysis of questionnaire data provided full support for the hypotheses that the use of effective strategy, but not the less-effective strategy, is associated with better individual outcomes.

Afzalur Rahim (Western Kentucky University), Ismail Civelek (Western Kentucky University), Helen Feng (Western Kentucky University)

How Social Intelligence Influences the Use of Problem Solving Style?

The relationship between social intelligence (SI) and problem solving style of handling conflict (PS) was explored in this study. Data on SI and PS were collected with questionnaires from 406 faculty and 43 department chairs at a public university in the United States. SI is defined as the ability to be aware of relevant social situations; to handle situational challenges effectively; to understand others’ concerns and feelings; and to build and maintain positive relationships in social settings. Our data analyses with LISREL at the department level suggest that SI is positively associated PS. Implications for management, directions for future research, and limitations of the study are discussed.

Medha Raj (University of Southern California), Scott Wiltermuth (University of Southern California)

The Social Cost of Forgiveness Following Multiple-Victim Transgressions

We examine an unintended social cost of forgiveness following transgressions involving one transgressor and multiple victims. In an initial pilot study we establish the prevalence of the phenomenon in organizations. In Study 1 we demonstrate that forgiveness creates a social cost such that non-forgiving victims trust other victims who forgive the transgressor less than they trust other victims who do not forgive the transgressor. We find that this effect is mediated by non-forgiving victims’ beliefs that the forgiving victim is acting without concern for the other victims. Furthermore, we do not find that people who forgive the transgressor harbor more mistrust of other victims who do not forgive than they do of other victims who forgive the transgressor. In Study 2 we replicate these findings in the field by examining soccer fans’ responses to Fédération International de Football Association’s (FIFA) recent corruption scandal. Finally, in Study 3 we extend these findings to examine the social cost of forgiveness following an organizational transgression using a sample of Uber drivers. We also find that a transgressor apology does not moderate the effect.

Oliver Ramsbotham (Bradford University), Amira Schiff (Bar-Ilan University)

When Formal Negotiations Fail: Strategic Negotiation, Readiness Theory and the Kerry Initiative

This article seeks to address the question: why does conflict resolution so far fail in intractable conflicts, and what can be done about it? It takes the Israel/Palestine conflict as an example. It tests a set of recommended negotiation elements against a description and analysis of Secretary of State John Kerry’s negotiation efforts, thus providing insight into why the formal negotiation process failed. In the light of this, it describes and illustrates an alternative approach. It advocates a move from conflict resolution to conflict engagement in which the ground for formal negotiation is prepared within an active strategic negotiation (SN) framework. It suggests that an SN approach is most appropriate in intractable conflicts in which for most of the time formal negotiations fail and the parties are not ready to resolve their conflicts. The argument is that this can be a useful supplement to readiness theory, which offers more concrete criteria for measuring readiness, and provides information about whether and why conflict parties may be ready for negotiations and what can be done if they are not.
SESSION 6C
Nicholas Redding (Columbia University), Christine Straw (Columbia University), Leslie Migliaccio (Hofstra University), Peter T. Coleman (Columbia University)

Coaching to the Complexity of Conflict: Supporting Leaders Navigating Complex Conflict Dynamics in Organizations

Leaders today are faced with complex conflict dynamics in their organizations that are increasingly more difficult to manage and harness for constructive outcomes. Whether or not conflicts take a more or less constructive course depends on the ability of leaders to influence the organizational culture, structures and processes. A vast resource base of executive coaching and consulting services exist to assist leaders struggling with leadership and organization challenges more generally, but to date, no models for developing leadership competencies for engaging with complex conflict dynamics exist. This article describes the adaptive complexity model for coaches working with leaders navigating organization conflict processes at the systemic level. The literature on organization science, leadership and conflict from the perspective of complex adaptive systems is reviewed, a three-stage model for coaching leaders in the context of conflict and complexity is introduced, and specific coaching opportunities at each of these stages are presented.

SESSION 12B
Laura Rees* (University of Missouri-Kansas City), Ming-Hong Tsai* (Singapore Management University), Shirli Kopelman (University of Michigan)

* Denotes equal first authorship

Let’s Work Together (or Not): The Influence of Partner Ambivalence versus Confidence on Perceived Openness and Cooperation

Our investigation builds on burgeoning research on the interpersonal impact of expressing ambivalence. We build on prior research to investigate the influence of ambivalence versus confidence expressions in collaborative problem-solving tasks involving dissenting opinions. Across three experiments, we found that observers perceived an ambivalent partner as more open to their ideas than a confident partner, and this perception was, in turn, positively associated with observers’ cooperation with their partner. Studies 2 and 3 further demonstrated that the effects of ambivalence expressions on perceived openness were more robust for idea selection than idea generation, leading to an indirect effect of partner-ambivalence on observers’ cooperation via perceived openness. Overall, results confirmed perceived openness as a mediator and idea process as a moderator of the ambivalence expression-openness relationship. This research advances theory regarding the interpersonal effects of ambivalence and confidence at work and offers practical implications for fostering cooperation.

SESSION 5C
Julia A. M. Reif (Ludwig-Maximilians-Universität München), Katharina G. Kugler (Ludwig-Maximilians-Universität München), Felix C. Brodbeck (Ludwig-Maximilians-Universität München)

Why Are Women Less Likely to Negotiate? The Influence of Expectancy Considerations and Contextual Framing on Gender Differences in the Initiation of Negotiation

Research has repeatedly found that women are less likely to initiate negotiations than men. According to social role theory women are less likely to initiate negotiations because the female gender role is incongruent with the negotiator role. Consequently, women should have lower expectancies about success in negotiations. However, the gender difference should be amplified in a masculine context (i.e., the negotiator role becomes more incongruent with the female gender role) or reduced in a feminine context (i.e., the negotiator role becomes more congruent with the female gender role). We conducted two studies and showed that negotiators’ expectancies about being successful in the negotiation explained the effect of gender on the initiation of negotiation. Additionally, we found evidence that the negotiation context (feminine vs. masculine) moderated this mediation effect. We provide implications for theory and practice by unearthing mechanisms of the gender difference in the area of negotiations.
Sonja Rispens (Eindhoven University of Technology), Karen A. Jehn (Melbourne Business School), Wolfgang Steinel (Leiden University)

Conflict Management Style Disparity in Short-Term Project Groups

Relatively little is known about how the composition of individual conflict management styles affects group functioning. This is unfortunate because, specifically in short-term project groups, this conflict management style composition may be pivotal given the strong task focus rather than establishing norms to guide or manage conflict. Therefore, we examined whether conflict style disparity within short-term project groups affects the link between intragroup conflict and performance. More specifically, we examined the moderating roles of disparity of cooperative (i.e., problem solving) and competitive (i.e., forcing) styles. Data were collected among short-term project groups and the results suggest that disparity in both the forcing and the problem solving conflict management styles buffers the negative effect of task, relationship, and process conflicts on group performance. We offer a discussion of the implications of these findings.

Sonja Rispens (Eindhoven University of Technology), Karen A. Jehn (Melbourne Business School), Ellen Giebels (Twente University)

Upward and Downward Abusive: Escalated Vertical Conflict

Past studies suggest that the occurrence of hostile or abusive behaviors in organizations is on the rise. Such behaviors have very negative consequences, both for the targeted individuals as well as entire organizations. Therefore it is crucial to examine why people engage in such hostile actions. Recent studies established how interpersonal conflict is an important antecedent (e.g., Baillien et al, 2014). Whereas this past research predominantly focused on conflict among peers (i.e. team members, direct colleagues) the current paper specifically focuses on vertical conflicts. Vertical conflict are disputes that occur between subordinates and supervisors. We hypothesize that vertical conflict is positively associated with abusive supervision and abusive subordination. In addition, we expected a moderating role of a supportive organizational climate. We tested our hypotheses in two samples: one containing 971 subordinates and one with 238 supervisors. The results in general support our hypotheses.

Ilana Ritov (Hebrew University), Amos Schurr (Ben Gurion University)

Valuation of Labor by Employee and Contractor

A major concern in today’s economic reality is the effect of changing wage-setting choices into contracting decisions, and in particular the extent to which sharing economy in comparison to traditional economy, promotes inequality. Here, we use a clean laboratory experimental market method, to study work valuation under contract trading (as is the case in the new sharing economy) and under employment trading (as is the case in traditional economy). We show that the net valuation of work, both by workers and employers decreases when the transactions are framed as contract trading, rather than as employment – an indication of increased inequality.

Todd Rogers (Harvard Kennedy School), Don Moore (UC Berkeley)

It’s Close but We’re Losing

When you are locked in conflict with a rival and want to marshal support for your cause, is it better to claim you are winning or losing? Five studies (three survey experiments, one field experiment, and one archival study) demonstrate the motivating power of under-confidence. While uncommitted voters show bandwagon effects (they prefer candidates who are winning), supporters show the opposite: greater motivation when their preferred candidate is losing. A fundraising email field experiment (1M+ observations) show a large effect size: emphasizing polls that show that a preferred candidate was barely losing raised 60% percent more money than emphasizing polls that show that he was barely winning. The implication is that sometimes leaders are more effective appearing under-confident rather than overconfident.
SESSION 5C

Michael Rosenblum (UC Berkeley), Laura Kray (UC Berkeley)

Who Are the Flirts?: Dispositional and Situational Predictors of Strategic Sexual Behavior

Four studies examined gender differences in flirtatiousness. Study 1 measured lay theories about who flirts more—women or men—and found women are thought to be the bigger flirts. Study 2 introduces the Flirt Scale, a measure of dispositional flirtatiousness, and tested for gender differences. Contrary to lay theory, men are the bigger flirts; this gender difference is attributable to men’s greater interpersonal dominance, hostile sexism, traditional gender role preference, and lesser Agreeableness. Study 3 demonstrated a behavioral effect in a mixed-sex quasi-interaction in the lab: men sent women more flirtatious questions in a get-acquainted interaction; perceived power and dominance mediated this effect. Study 4 examined cross-sex flirtatiousness in a hierarchical, boss-subordinate relationship and found flirtatiousness was greatest among male subordinates. Results shed light on gender and power dynamics in the workplace by suggesting flirtatiousness is motivated by the desire to ascend a social hierarchy rather than sexual attraction.

SESSION 3

Deborah Sachare (Columbia University)

Climate Change Adaptation Guidance for the Center for Conflict Resolution (CECORE) in Kampala, Uganda

Poorly designed climate change adaptation strategies increase the risk of violent conflict in low per capita income communities. The Center for Conflict Resolution (CECORE) in Kampala, Uganda, must identify best practices for climate change adaptation on an organization, local and regional level in order to reduce this risk in the face of bleak climate change predictions. Through a comparative case study analysis of adaptation techniques in Nigeria, the Democratic Republic of the Congo, and Afghanistan, key successes were identified that led to climate change adaptation recommendations. At the local level, it is recommended that CECORE take steps toward making their operations and outputs more environmentally-conscious. Recommendations at the community level include capacity building through information dissemination and at the regional level include the involvement of stakeholders through executive workshop trainings.

SESSION 10E

Michael Schaerer (INSEAD), Martin Schweinsberg (ESMT), Roderick Swaab (INSEAD)

Win-Win in Distributive Negotiations: The Relational and Economic Benefits of Strategic Offer Framing

We re-examine the belief that economic and relationship gains are always in opposition. In distributive negotiations, tactics have focused on either increasing economic gains at the expense of good relationships, or on strengthening relationships at the expense of value claiming. Based on the idea that reference points predict final outcomes and comparison processes shape subjective evaluations, several experiments demonstrate that negotiators can achieve both relational and economic benefits by actively directing their counterpart’s attention towards a low reference point. Their first study demonstrates that negotiators evaluate first offers more positively and make less aggressive counteroffers when they focus on their reservation price compared to their target price. Their second study demonstrates that strong trust between parties is required for the framing to achieve its dual benefits. This paper offers a simple tactic that gives a new perspective to strategic interactions in negotiations.

SESSION 11A

Marc Schmidt (University of Hohenheim), Marie-Christin Weber (University of Potsdam), Markus Voeth (University of Hohenheim), Uta Herbst (University of Potsdam)

Conscientious Interruptions: The Impact of Unilateral Breaks on Negotiation Performance

While interruptions are characteristic for most negotiations, surprisingly only very little research has been done so far regarding breaks and interruptions in the negotiation process. While former studies almost exclusively focused on joint outcome and consensual breaks, our study is the first to focus on individual outcome and unilateral negotiation breaks. Thus, we conduct an interdisciplinary literature analysis in order to gain further insights. This is also the first study investigating the effect of different forms of breaks on the negotiation process as well as on negotiation results. The comprehensive negotiation process is analyzed by applying content analysis on communication in online chat protocols. First, our experiment indicates that unilateral breaks have a marginal positive effect on contract formation. Second, revealing significantly better results for break initiators compared to break recipients, our study shows that unilateral breaks create a win-lose situation in certain regards.
Juliana Schroeder (UC Berkeley), Michael Kardas (University of Chicago), Nicholas Epley (University of Chicago)  
SESSION 4C  
The Humanizing Voice: Speech Reveals, and Text Conceals, a More Thoughtful Mind in the Midst of Disagreement  
A person’s speech communicates his or her thoughts and feelings. Beyond conveying the contents of a person’s mind, we predict that a person’s speech also conveys mental capacity such that hearing a person explain his or her beliefs would make the person seem more mentally capable – more thoughtful, intelligent, and possessing uniquely human mental traits – than reading the same content. This effect should emerge when others are perceived as relatively mindless, such as when others disagree with one’s own beliefs. Two experiments involving polarizing attitudinal issues and political opinions supported these hypotheses. A third experiment identified paralinguistic cues present in the human voice that convey basic mental capacities. These results suggest that the medium through which people communicate may systematically influence the impressions people form of each other. The tendency to denigrate the minds of the opposition may be tempered by giving them, quite literally, a voice.

Juliana Schroeder (UC Berkeley), Adam Waytz (Northwestern University), Nick Epley (University of Chicago)  
SESSION 11D  
Endorsing Help For Others That You Oppose For Yourself: Mind Perception Alters the Perceived Effectiveness of Paternalism  
How people choose to help each other can be just as important as how much people help. Help can be relatively paternalistic (e.g., banning certain foods to encourage weight loss) or agentic (e.g., providing calorie counts). Four experiments demonstrate that how people choose to help depends partly on a recipient’s perceived mental capacities. Relatively paternalistic aid seems more effective for those who seem less mentally capable (Experiment 1). Because people tend to believe that they are more mentally capable than others, paternalistic aid seems more effective for others than for oneself (Experiment 2). Experiencing a personal mental shortcoming – overeating on Thanksgiving – increased the perceived effectiveness of paternalism for oneself (Experiment 3). A final experiment demonstrates that those receiving paternalistic aid are perceived as less mentally capable (Experiment 4). Beliefs about how best to help someone in need is affected by subtle inferences about the mind of the person in need.

Amos Schurr (Ben-Gurion University of the Negev), Barbara Mellers (University of Pennsylvania), Ilana Ritov (The Hebrew University of Jerusalem)  
SESSION 11C  
Selling and Buying Labor: The Effect of Reference Points on Labor Valuations  
Why do employees feel they are underpaid? We maintain that the gap between employers and employees in wage offers and demands stems at least partly from differential reference points held by the two sides rather than by a disparity in the evaluation of effort required to perform the work. To test our claim we conducted three studies, a hypothetical survey and two experimental markets, in which half of the participants were randomly assigned work (i.e., the obligation to perform a task). These participants could employ someone else, not assigned to the task, to perform it for them. The employers – those assigned to do the task – stated their WTP someone else to do the task, while the employees – the participants not assigned to the task – stated their WTA to do it. All participants evaluated the effort associated with performing the work. In all three experiments, employees demanded significantly more to perform the work than employers were willing to pay, and valuations of effort did not account for the gap, consistent with the hypothesis that buyers and sellers differ in their reference points.

Carolin Schuster (Leuphana University Lüneburg), Silke Recktenwald (University Trier), Thomas Ellwart (University Trier), Roman Troetschel (Leuphana University Lüneburg)  
SESSION 11C  
Speaking with One Voice While Being Different – Effects of Comparison Mindsets in Negotiations between Groups  
In two experimental studies we examine the influence of intragroup processes in negotiation groups on intergroup negotiation behavior and outcomes. We expected groups with a difference mindset to elaborate unshared information about the group’s common interest better than groups with a similarity mindset. We further postulated that the difference mindset would lead to better joint outcomes in a group-on-group (Study 1) and a representative (Study 2) negotiation setting, by facilitating interest-consistent negotiating behavior. The results partially supported the hypotheses: In Study 1, the indirect effect of mindset on joint outcomes via interest-consistent claims was found, but there was no effect of mindset on information elaboration. In Study 2, both the effect of mindset on information elaboration, as well as an indirect effect on joint outcomes via interest-consistent first offers, supported our hypotheses. Results point to the importance of focusing on differences in order to act jointly.
CONFERENCE ABSTRACTS

SESSION 9E
Zhaleh Semnani-Azad (Clarkson University), Wendi Adair (University of Waterloo)

Postural Mimicry in Cross-Cultural Negotiation: The Case of the Chinese and Canadian Negotiators

Mimicry amongst Western population appears to improve negotiation outcomes. Yet, there is a dearth of research on mimicry in cross-cultural negotiation, even though culture influences the display and interpretation of nonverbal cues. We examined cultural variation in instances and duration of postural mimicry amongst Chinese and Canadian males and females engaged in an intracultural negotiation. We developed hypotheses based on Hall’s (1976) theory of high/low context, and Hofstede’s (1980) individualism/collectivism, claiming that low context, individualistic cultures (e.g., Canada); engage in direct communication and emotion expression; while, high context, collectivistic cultures (e.g., China), engage in indirect communication and emotion suppression. Our findings illustrate that Canadians had a higher frequency of mimicked instances compared to Chinese negotiators, and male negotiators drove this effect. Furthermore, marginal interactions suggest that Chinese females had the longest duration of mimicked instances with the shortest lag times. Potential implications for cross-cultural mimicry within negotiations is discussed.

SESSION 9E
Zhaleh Semnani-Azad (Clarkson University), Negin Toosi (Technion - Israel Institute of Technology), Shira Mor (Tel-Aviv University)

Who Can Lean in? The Intersecting Role of Culture and Gender in Negotiations

Research on gender disparities in negotiation often does not address the intersectional influence of other demographic differences. We tested the hypothesis that gender roles inhibiting assertive negotiation behavior apply primarily to White North American women. White women claimed lower value in a dyadic negotiation than White men (Study 1), and reported less confidence and assertiveness in their salary requests (Study 2); however, this gender disparity was not evident among non-White (predominantly Asian) participants. Gender differences in first offers were mediated by concerns about backlash for violating social norms for White and Black participants; Asian participants did not show the same pattern (Study 3). White women in a dyadic negotiation felt more constrained by social norms than White men and Asian women and men, mediating their lower outcomes (Study 4). These results indicate that gender differences in negotiation are neither inherent nor inevitable, but shaped by culture and social norms.

SESSION 4C

Backhanded Compliments: How Negative Comparisons Undermine Flattery

Seven studies examine the psychology of backhanded compliments: compliments that draw a comparison with a negative standard (“Your ideas are good...for a doctoral student”). Backhanded compliments are a distinct self-presentational strategy characterized by two goals: conveying status and eliciting liking. Although backhanded compliments take many forms and are common, they are viewed negatively by recipients (Studies 1a-b). Would-be flatterers deploy backhanded compliments in the mistaken belief that they will signal status and elicit liking (Studies 2a-b), but recipients and third-party evaluators grant them neither (Studies 3a-b). However, backhanded compliments harm recipients’ self-views and motivation, enhancing the flatterer by comparison (Study 3c). We identify the mechanisms underlying the negative effects of backhanded compliments: giving backhanded compliments is seen as reflective of a concern with one’s self-image (driving negative perceptions), while receiving backhanded compliments causes recipients to feel that they have low standing in an ability distribution (driving their reduced motivation).

SESSION 11C
Said Shafa (Melbourne Business School), Welmer Molenmaker (Leiden University)

Honor and Face Related Differences in Responses to Punishment and Reward: Evidence from the Ultimatum Game

Reward and punishment are two basic but important strategies to promote functional group behaviour. However, the way each cultural group responds to them or which strategy is more effective is insufficiently researched, particularly within the dignity/honor/face cultural framework. Here, we discuss two studies investigating differences in participants’ responses to reward and punishment, taking into account their endorsement of cultural ideals associated with honor (Study1) and face (Study2). Results point out that when people are strongly guided by the honor ideal, punishment or reward has little influence on their choices in a dyadic social exchange. When people are strongly guided by face concerns on the other hand, punishment does make them more lenient in a dyadic social exchange compared to reward. These findings have important implications for understanding cultural differences and promoting functional behaviour in different cultural contexts.
Wen Shan (Nanyang Business School, Nanyang Technological University),
Josh Keller (Nanyang Business School, Nanyang Technological University),
Shira Mor (Department of Public Policy, Tel Aviv University),
Zhaleh Semnani-Azad (School of Business, Clarkson University)

Negotiating Like A “Man” or A “Woman”? Gender Differences in Negotiation Outcomes Driven by Cultural Convention

Two studies were conducted to demonstrate that cultural conventional knowledge in gender stereotyping drives gender differences in negotiations. The results of Study 1 showed that Chinese women negotiators had better distributive objective outcomes than men negotiators. More importantly, this gender difference was amplified among those with stronger individual adherence to the cultural convention of gender stereotyping. It indicates that culture shapes gender differences in negotiations through its influence on individuals’ conventional knowledge in gender stereotyping. In Study 2, adopting a dynamic view of conventional knowledge, we manipulated the knowledge about the cultural conventions in Chinese industry. The results showed that compared to when the conventional knowledge emphasizes aggressive negotiating, when the conventional knowledge emphasizes building relations, Chinese men had worse distributive negotiation outcomes, whereas Chinese women had better distributive negotiation outcomes. Altogether, two studies demonstrate that “culture as knowledge” serves as the driver of gender differences in negotiation.

Sudeep Sharma (University of Illinois at Springfield), William Bottom* (Washington University in St. Louis),
Hillary Elfenbein* (Washington University in St. Louis), Nathan Steele (University of Illinois at Springfield)
*Both second and third author contributed equally to this work and their names were mentioned alphabetically.

Development and Validation of a Supervisor Rating Scale of Negotiation Effectiveness

The present study describes the development and validation of a supervisor rating scale of negotiation effectiveness. In keeping with the Behavioral Theory of Labor Negotiation (Walton and McKersie, 1965), the items for the scale were created based on distributive bargaining, integrative bargaining, attitudinal structuring, and intra-organizational negotiation processes. Principal Axis Factoring with Promax rotation of data from sales employees (N = 230) yielded a three-factor structure with 28 items. Results from a confirmatory factor analysis (CFA) utilizing structural equation modeling techniques demonstrate superior fit for a higher-order factor model of negotiation effectiveness. The findings showed that the measure and each factor of the scale had good reliability in terms of inter-item consistency. This research attempts to propose a comprehensive model of negotiation effectiveness. Further, the resulting survey can be used as a tool for field research by providing initial evidence of the development and validation of a reliable rating scale for measuring a focal employee’s negotiation performance.

Elad Sherf (New York University), Elizabeth Wolfe Morrison (New York University)

I am Confident I Do Not Need Feedback! Or Do I? Self-Efficacy and Downward Feedback Seeking: The Role of Perspective Taking

We resolve inconsistencies regarding the relationship between self-efficacy and feedback seeking by explaining why high self-efficacy can reduce the perceived instrumental value of feedback and thus, might be negatively associated with feedback seeking, despite its alleviating effects on ego and image concerns. Simultaneously, we suggest that perspective taking can reduce the negative effects on perceived instrumental value, resulting in a more positive relationship between self-efficacy and feedback seeking. We develop our arguments in the context of downward feedback seeking, that is, managers seeking feedback from employees. This focus also allows us to complement the frequent focus on outcomes of feedback seeking for the seeker with theory as to the possible effects of this behavior has on targets’ helping behavior and feedback seeking. Findings from a field study with 385 manager-employee dyads provide support for our theoretical arguments. We discuss the implications of our theory and findings to different literatures.
CONFERENCE ABSTRACTS

SESSION 10A

Takt Shishido (Musashino University)

Inter-Departmental Task Conflict: Trigger Effects on Intra-Departmental Process Conflict and Trust Relationships

This study investigated the trigger effects of inter-departmental task conflict on intra-departmental process conflict and trust relationships, along with the moderating effects of cognitive styles on the relationship between inter- and intra-departmental conflicts. Data from 127 employees of a Japanese company were analyzed. The results indicated that inter-departmental task conflict triggered intra-departmental process conflict when members had a systematic cognitive style (i.e., a tendency to organize the world into systematic patterns by relying on rules), but not when they had an intuitive cognitive style (a tendency to analyze information by relying on feelings and imagination). In addition, intra-departmental process conflict triggered by inter-departmental task conflict had negative effects on trust relationships. A moderated mediation model of inter-departmental task conflict, intra-departmental process conflict, trust relationships, and cognitive styles was supported.

SESSION 10B

Ilanit Siman-Tov-Nachlieli (Ben Gurion University of the Negev), Simone Moran (Ben Gurion University of the Negev), Liron Har-Vardi (Ben Gurion University of the Negev)

The Advantage of Having an Honest Reputation: The “Big Two” Agency and Communion Dimensions in Negotiations

Building upon research on the “Big-Two” dimensions of social judgment—agency (the ability-competence dimension) and communion (the social-moral dimension), we explore the distinctive and primary role of being perceived as honest (a trait belonging to the moral dimension) vs. friendly or skilled, in negotiations. We demonstrate that negotiators desire to be perceived for and foremost as honest, next as skilled and least, as friendly (Study 1). Results further confirmed the advantage of honest reputations. Although counterparts with honest or friendly reputations are expected to be equally more pro-social than those with skilled reputations, presumably honest counterparts are higher (than friendly) in perceived professionalism, reliability and fairness (Study 2a), as well as in integrity-based trust, leading negotiators to be less willing to deceive them (Study 2b). When examining actual behaviors, presumably honest counterparts benefit more—receive better offers in distributive negotiations (Study 3), and more value-creating offers in integrative negotiations (Study 4).

SESSION 3

Godfrey A Steele (The University of the West Indies, St. Augustine)

From Tipping Point to Settling Point: Trust and Media Coverage of an Industrial Conflict and Wage Negotiation in the Energy Sector

Trust is often linked to conflict and negotiation events and crises, but not as a factor in a tipping point scenario and beyond it. Tipping points are phases, moments or occasions when a critical and influential momentum is achieved and sustained to promote quick and eventful change. The idea of a settling point is proposed to account for the post-tipping point phenomenon not usually acknowledged, examined and rationalized in conflict and negotiation theory and research. Critical discourse analysis (CDA) has evolved into critical discourse studies (CDS) to go beyond analysis (van Dijk, 2016; Flowerdew & Richardson, 2017, forthcoming) as a philosophical approach embodying an activist challenge to inequality and injustice. Using CDA/CDS, this paper explores propositions regarding trust and media coverage in industrial conflict and negotiation, discussing the nature and phases of such conflict and negotiation, and transition from tipping to settling point in a union and petroleum company dispute.

SESSION 11A

Wolfgang Steinel (Leiden University), Jaelah Van Tol (Leiden University)

Expanding the Pie in Negotiations: Whether Leaders Sacrifice Their Interest or Benefit from Bringing Additional Issues to the Negotiation

A core tenet of the method of principled negotiation that Roger Fisher and William Ury (1981) describe in their seminal book Getting to Yes is that negotiators should look for mutual gains—figuratively speaking, they should “expand the pie before they divide it.” In the current research, we develop a quantifiable induced-preference role-play negotiation paradigm, in which parties can decide whether or not to enlarge the pie by adding additional issues to an agreement, and we use this paradigm to investigate how value-creation is influenced by one of the most critical variables in social interaction: power.
Bilan Stribling (Columbia University)

Stabilization & Reconstruction in the Democratic Republic of Congo: Assessing the Conditions of Poverty and Resilience for Internally Displaced Persons

The research presented in this paper explores how stabilization and reconstruction efforts impact the conditions of poverty and resilience for internally displaced persons in the eastern provinces of the Democratic Republic of Congo. In particular, the research analysis will examine the stabilization initiatives’ impact on the conditions of landlessness and forced migration for internally displaced persons in North Kivu. The selected methodology for this paper is a case study. In North Kivu, there are a number of relief and stabilization efforts working to aid tension in various levels of the conflict. In particular, the case study will examine the stabilization contributions from the United Nations Mission in the DRC (MONUSCO) and the Stabilization and Reconstruction Strategy in the DRC (STAREC). The intended impact is to encourage intervention strategies that develop resilient systems to support national and local actors in efforts to mitigate and manage shocks that emerge over time.

Alice Stuhlmacher (DePaul University), Jens Mazei (TU Dortmund), Tyree Mitchell (Louisiana State University), Guido Hertel (University of Münster), Joachim Hüffmeier (TU Dortmund)

Perception Differences between Men and Women in Negotiation: A Meta-Analytic Review

Gender differences in negotiations are reflected and also maintained by differences in the individuals’ perceptions about negotiations. Differences between the perceptions from men and women in negotiation situations were predicted from social role theory. We compared four targets of appraisal perceptions (the self, other party, processes, and outcomes) across men and women with meta-analyses. Based on meta-analyses of k = 119 effect sizes from 52 studies (4917 men, 4566 women), we found that perceptions were gender role congruent with men responding stronger to agentic items and women responding stronger to communal items with respect to their perceptions of themselves, their counterpart, the negotiation processes, and outcomes. Findings are discussed in terms of social roles, self-presentation, and gendered responses in organizational contexts.

Timea Tallodi (University of Salford, Salford Business School)

Conflict Management in a New Light: The Vital Role of the Intake in Mediation in Overcoming ‘Conflict as a Force’

The mediation literature suggests that separate meetings with conflicting parties accelerate conflict resolution. Yet, strikingly, studies are lacking that explicitly examine how parties themselves experience the power of conflict and in-person individual intake conversations as essential for overcoming disputes. This paper aims to address this gap by presenting two main themes from a qualitative research study with mediation parties conducted at Hull University, UK. The study uses semi-structured interviews with parties’ to workplace mediation and interpretative phenomenological analysis, a method reifying personal lived experiences. The analysis identifies conflict lived as a ‘force’ as participants’ primary experience of friction and offers a nuanced insight into a use of the intake, involving applications of positive psychology research, that was previously neglected in the literature. The presentation places the mediation process into a new light offering practical applications to professionals and academics working in a wide arena of conflict management and organizational disciplines.

Kevin Tasa (York University), Marie-Helene Budworth (York University), Tatiana Astray (York University), Ena Chadha (York University)

The Impact of Negotiation-Specific Knowledge on Negotiator Behavior, Outcomes and Learning

Situational judgment tests (SJT) are common in employment selection because they reduce bias, have high face validity, and have incremental validity over and above factors such as intelligence and personality. Accordingly, we developed an SJT specifically to capture the degree to which individuals have knowledge about a wide range of essential negotiation topics. This research describes the development of the tool and uses three studies to test relationships with behavior, outcomes and learning. We found that, 1) MBA student scores on the SJT at the beginning of a semester long negotiation course correlated with peer-rated behavior over the entire semester, 2) SJT scores related to individual performance in a mixed-motive negotiation, 3) scores on the SJT change over time due to negotiation training, and 4) prosocial individuals show the highest level of change in knowledge over time. We conclude by discussing the implications of this assessment tool for future negotiation research.
SESSION 6E

Dorit Efrat Treister (Ben-Gurion University of the Negev), Sandra Robinson (University of British Columbia), Michael Daniels (University of British Columbia), Emily Jeong (University of British Columbia)

Emotional Suppression: The Mechanism Explaining How Mental Construal Buffers Aggression

Waiting is frustrating and fuels aggression. We examine the influence of waiting and construal level on people’s emotional suppression, perceived wait, and aggression. In Study 1, we manipulated wait duration and found that it was indirectly related to aggression through perceptions of wait time. Construal level moderated both the influence of wait duration on perceived wait, and perceived wait on aggression such that these effects were stronger when mental construal was high. In Study 2, we manipulated mental construal and found that people with high construal used less emotional suppression and in turn were more aggressive following the perceived wait. Emotional suppression mediated the moderating influence of the construal prime, and as such, is suggested to be the mechanism underlying these effects. Theoretically, our findings solve contradictions between theories that call to reduce or elevate construal level to buffer aggression. Practically, we demonstrate how applying construal theory can reduce aggression.

SESSION 4D

Roman Trötschel (Leuphana University Lüneburg)

Mental Accounting in Negotiations

In consumer research, mental accounting is defined as a cognitive process whereby decision-makers code, categorize and evaluate economic outcomes. Building on prospect theory, mental accounting approach postulates that there are systematic differences in the cognitive processing of losses and gains in complex decision-making contexts in which seemingly independent products must be considered. In the symposium, we seek to advance existing negotiation research by discussing how mental accounting affects parties’ perceptions, behaviors and outcomes when they have to deal with the allocation of multiple resources. For this purpose, a framework of mental accounting will be introduced to the field of negotiation research. Recent research on agenda setting, procedural frames, and multi-issue negotiations will be presented and discussed with respect to mental-accounting processes in distributive and integrative negotiations. A model of mental-accounting in negotiation will be presented as a framework for discussing the findings in research on cognitive processes in multi-issue negotiations.

SESSION 4D

Roman Trötschel (Leuphana University Lüneburg), Hong Zhang (Free University Berlin), Louise Leitsch (Leiden University), Johann Majer (Leuphana University Lüneburg), Marco Warsitzka (Leuphana University Lüneburg)

On Penny-Pinchers and Number-Crunchers: A Mental-Accounting Model of Negotiations

Based on previous research on mental-accounting (Thaler, 1999) and recent studies on procedural frames in negotiations, a decision-making process model of mental accounting in negotiations is introduced. In this model five conceptually delineated steps of mental accounting are described: 1) Mental parsing refers to whether gains and losses are cognitively processed in a comprehensive or dissociative way (comprehensive vs. topical accounts) 2) Mental budgeting describes the setting of limits within the respective mental accounts. 3) Mental balancing comprises the offsetting of revenues and expenditures within the mental accounts. 4) Outcome editing describes the segregation or integration of gains and losses between accounts. 5) Mental closing refers to the resolution of the mental accounts at the end of the negotiation. These different steps of mental accounting are discussed with respect to their effects on parties’ perceptions, behaviors, and outcomes in integrative vs. distributive negotiations.

SESSION 9A

Ming-Hong Tsai (Singapore Management University), Norman Li (Singapore Management University)

How Does Self-control Depletion Influence Accommodation During Task Conflict?

We investigated a potential outcome of diminished self-control: failure to accommodate another party’s preference. Although previous research has suggested this link, the evidence thus far has been inconclusive and indirect. Across three studies and a variety of task settings, we directly examined the effects of self-control depletion on accommodation – and pitted two negative emotions against each other as potential mediators of this process: fatigue and anger. We conducted three experiments to test the causal effects of self-control depletion on accommodation. We consistently found that self-control depletion led to lower accommodation through increased anger rather than increased fatigue. These findings help clarify the nature of self-control depletion and shed light on a key pathway through which cooperative failure may occur.
Marion Uitslag (Hogeschool Utrecht), Tanja van Mazijk (Hogeschool Utrecht), Meriem Kalter (Hogeschool Utrecht)

SESSION 3
Towards a New Quality Standard for Justice Mediators in the Netherlands

In this presentation we introduce our research proposal on justice mediation. We start this two-year research project in May 2017. Justice mediation is a form of Restorative Justice. In the Netherlands, justice mediation was introduced in a series of pilots at several courts and a police station in 2013. Results from these pilots show that justice mediators struggle with certain requirements in the code of conduct for mediators by the MfN (Dutch Mediator Foundation) such as secrecy and impartiality. Also justice mediation seems to be different from mediation in the civil context and asks for different mediator skills. Our research aim is to provide the MfN, justice mediators and other stakeholders with a quality standard specifically for justice mediators. Our main research question is 'What should be the main quality standard for justice mediators, and how can this be guaranteed? We will use a multi-method design to answer the research question and sub-questions in this practice-based research.

Giuseppe Valenza (Mediterranean University of Reggio Calabria), Andrea Caputo (University of Lincoln), Vincenzo Zarone (University of Pisa), Massimiliano M. Pellegrini (University of Rome Tor Vergata)

SESSION 3
Negotiating with Your Kids: Family Business Succession and Conflict Management

Through a conceptualization of two bodies of literature, the conflict management and the family business, with this paper we aim at stimulating a debate and further research on the intersections of the two fields. We argue that scholars and researchers have not yet deepened several areas of conflict management in family businesses, and the two fields of literature are yet not well integrated. Focusing on the pivotal moment of the succession in the family business, we propose a research agenda identifying the issues and the research gaps that should be explored by researchers to reach a more integrated literature on conflict management and negotiation in family businesses.

Evert van de Vliert (University of Groningen)

SESSION 6D
Climato Economic Pressures on Discrimination, Agression, and Violence

Instead of being randomly scattered across the surface of the earth, we/they discrimination, aggression, and violence increase away from the poles and toward the equator. Latitudinal gradients of ingroup-outgroup discrimination and violent aggression form the descriptive headline of this presentation. Ample quantitative evidence demonstrates that warmer winters and hotter summers in conjunction with lower income per head statistically account for worldwide discrimination, aggression, and violence. Put more specifically, latitudinal gradients of climatic demands and wealth resources make the predictive headline of this presentation. How come? Climato-economic theorizing traces discrimination, aggression, and violence back to the frustration of basic needs for thermal comfort, nutritional flora and fauna, and health. The economic interaction of warm-blooded humans with the latitudinal inclination of sun radiation creates the explanatory headline of this presentation.

Martijn van der Kamp (Monash Business School), Brian Tjemkes (VU University), Karen (Etty) Jehn (Melbourne Business School)

SESSION 9A
Teams in Alliances: An Integrative Review and Future Directions

strategic alliance research has traditionally focused on the alliance level, leaving the role of teams in alliances somewhat overlooked. This review assesses the literature on teams in alliances, in an attempt to open up the inner workings of alliances and explain their outcomes. We start by providing a definition for alliance teams that equally emphasizes the team and its embeddedness in alliances. We then review the alliance team literature via level of analysis and by the contextual factors that make up strategic alliances. Our review suggests that the real locus of strategic alliances is not just the alliance arrangement, its teams, or the connections between teams, but rather the sum of all these parts. Accordingly, we call for research on alliance teams that accounts for the multi-level nature and complexity of different alliances in order to advance our understanding of alliance outcomes.
SESSION 11A

Per van der Wijst (Tilburg University), Alain Hong (Tilburg University)

Beach or Office? Where Can We Best Negotiate? The Role of Location and Negotiation Type on Negotiation Strategies

This study focuses on the effect of the environment on the process of negotiations. In a virtual reality laboratory, the settings of a beach and an office were created in 2D. In an experimental setting 162 participants performed an integrative or a distributive negotiation simulation, either at the beach or in the office. It was hypothesized that negotiation in the beach setting, creating an informal atmosphere and better mood, would yield better integrative results. The office on the other hand would be more appropriate for distributive negotiations. The results indicated that the beach setting as expected created a more informal atmosphere and a more positive mood, but this did not interact with negotiation type. Negotiators in the integrative situation reached higher joint gains than the negotiators in the distributive situation, but this was the same for both location settings. Keywords: negotiation, virtual reality, distributive bargaining, integrative negotiation.

SESSION 3

Marian A. J. Van Dijk (University of Twente), Sven Zebel (University of Twente), Ellen Giebels (University of Twente), Mark W. G. Bosmans (Tilburg University)

Effects of Online Interventions on Empowerment

Web-based interventions for citizens and consumers in legal conflicts offer both classic and innovative forms of support such as step by step guides to conflict management as well as emotional support. We tested whether support based on sources of self-efficacy could serve to empower consumers in conflicts characterized by an asymmetry of power. We ran an experiment in a mock-up of an online purchase environment in which participants encountered conflict with a simulated other party; asymmetry of power between both parties was experimentally manipulated, as were different types of support. Results indicated that minimal forms of web-based support, whether classic legal information or self-efficacy support, did not generate changes in behavior or self-efficacy. However, self-efficacy support proved effective in improving assessments of relative control for those consumers who were in a position to retaliate. Implications for web-based interventions geared towards self-efficacy improvement are discussed.

SESSION 3

Jaelah Van Tol (Leiden University), Wolfgang Steinel (Leiden University)

Who is the More Efficient Leader of a Cocktail Bar: An Almighty Boss, or a Chairman?

How does a dictator decision-making rule affect three-person group negotiations? We predicted that the effect of having a powerful leader (i.e., a “boss”) depends on social motives. Results of two studies with three-person groups negotiating the “Aloha Beach Club” exercise supported these predictions. In Experiment 1 (N = 300), pro-social groups with a boss achieved higher joint outcomes than all other conditions. Results also showed that selfish bosses exploit their subordinates for their own benefit. Experiment 2 (N = 438) was set up to disentangle reward and legitimate power. Results revealed that selfish chairmen (who have legitimate power, but cannot force their decisions on others) increased their own outcomes on the expense of their subordinates, albeit less severely than bosses did! Also, pro-social leaders (chairman and bosses) in pro-selfishly motivated groups seemingly lacked the ‘power’ to inspire pro-social behavior in their subordinates and sadly failed to elevate the group product…

SESSION 6E

Soren Viemose (Amphion), Katalien Bollen (University of Maastricht), Hillie Aaldering (University of Amsterdam), Ulla Glaeser (Europa-Universität Viadrina), Peter Carnevale (USC Marschall), Ana Belen Garcia (University of Seville), Erica Romero Pender (University of Seville), Martin Euwema (University of Leuven)

Soft Powers in Hard Battles: Mediation in Collective Conflicts

In this round table format we explore mediators’ soft powers in hard battles. We do so, by starting off with the experiences of mediator and hopefully also one of the parties a complex case in Europe. We than reflect on the mediator tactics and outcomes from four different theoretical perspectives, after which the floor is open for further exploration.
Susanna Vogel (Kellogg School of Management), Jeanne Brett (Kellogg School of Management), Jimena Ramirez-Marín (IESEG)

**SESSION 6A**

A Meta-analysis of Three Methods of Measuring Negotiation Strategy

Negotiation strategy, goal directed behaviors that negotiators use to try to reach agreements, primarily has been measured by labor intensive coding of transcripts of negotiations (Weingart, Thompson, Bazerman & Carroll, 1990); sometimes by self-reports (Günia et al., 2011), and occasionally coded using LIWC (Friedman et al., 2003). Our question is whether these three methods of coding are interchangeable in terms of their predictions of joint gains and negotiator satisfaction. Based on a meta-analysis of 101 effect sizes of joint gains and 33 effect sizes of satisfaction, we conclude 1) there is not yet enough evidence to draw conclusions about LIWC; 2) behavioral coding and self-report are interchangeable with respect to predictions of joint gains and satisfaction. Publication effects, teams versus solos and subject populations affect the estimates of relationships, but the conclusion that behavioral coding and self-report are interchangeable methods for measuring negotiation strategy holds when these moderators are controlled.

Roger Volkema (American University), Ilias Kapoutsis (Athens University of Economics and Business)

**SESSION 10C**

The Art of the Deal: A Case Analysis of Donald Trump’s Negotiations for the U.S. Presidency

This paper examines the negotiation tactics employed by Donald Trump in his 2016 presidential campaign, and their prospective implications for his presidency. Drawing on data from multiple sources (interviews, debates, articles, books), the analysis begins with a brief overview of Trump’s personality/philosophy/ethics, which offers a basis for understanding his general negotiating approach. From that approach, six competitive tactics and four principles of persuasion are highlighted, with specific examples of their use during the campaign with Trump’s primary negotiating counterparts – the other candidates, the Republican Party, the press corps, his campaign team, and the American electorate. Finally, the implications of his negotiating approach and preferred tactics/principles in dealing with domestic and international issues as president of the United States are discussed.

S. Wiley Wakeman (London Business School), Celia Moore (Bocconi University)

**SESSION 11D**

Good Citizens: Unethical Behavior as a Signal of Communal Intentions

On source of conflict in groups arises between a desire to perform well and a need to adhere to ethical standards. Typically, deviance is seen as detrimental to groups. Here, however, we explore whether unethical behavior can instead be interpreted as signal of one’ willingness to contribute to groups. We argue that unethical behavior, specifically that which benefits both actors and groups concurrently, is seen as a signal of one’s communal intentions. Across three studies, we show that deviants who benefit themselves as well as the group are not only judged as better contributors, but are more likely to be selected in future tasks (Study 1), are paid more (Study 2), and are given better performance reviews (Study 3). Together, these results suggest that individuals are faced with conflicting motives (e.g., anomie), but that success is often more important to groups than an adherence to ethical standards.

S. Wiley Wakeman (London Business School), Randall Peterson (London Business School)

**SESSION 12C**

Self-Appointed Saints: How Communal Narcissists’ Means of Self-Maintenance Tempers Negative Responses and Reduces Status Conflict in Groups

Here, we show that not all narcissists cause status conflict in groups. We test and find support for the notion that communal (vs agentic) narcissists temper most negative responses to narcissists in groups. Using a longitudinal study of 74 MBA teams, we show that agentic (but not communal) narcissism leads to greater status conflict and lower team performance (Study 1). We then find that while general narcissism associated with beliefs condoning rule breaking (Study 2), communal narcissism is associated with more prosocial interpersonal tactics (Study 3). Outlining the behavioral consequences of these associations, we then show that communal narcissists share more resources in dictator games (Study 4), causing them to be rated more positively (Study 5). Together, these results suggest that the type of narcissism matters – it is the means of self-image support, rather than having outsized self-perceptions per se, that causes dysfunctional status conflict in groups.
SESSION 4D

Marco Warsitzka (Leuphana University), Roman Trötschel (Leuphana University)

Focusing on Different Issues: Stumbling Block or Strong Point for Successful Negotiations?

The traditional advice regarding conflict management at work is to actively engage the conflict and stand up for one's self-interest. Prior research on procedural frames in negotiations has revealed that the reference resource in the negotiation affects parties’ willingness to concede. In all these studies negotiators had a congruent focus on the respective reference resource. The present study seeks to extend this research by investigating the effect of an incongruent focus on reference resources. Referring to the mental accounting framework we argue, that an incongruent vs. congruent focus affects the mental processing of parties’ concessions on the reference vs. transaction resource. With respect to an incongruent focus two alternative predictions were derived: First, an incongruent focus may hinder parties to successfully coordinate their concessions thus resulting in higher impasses (Hypothesis 1a). Second, an incongruent focus may help negotiators to realize trade-offs across resource dimensions, resulting in lower impasses (Hypothesis 1b). The results of the present research support hypothesis 1b. Findings are discussed with respect to the role of trade-offs in distributive negotiations.

SESSION 11A

Abbie Wazlawek (Northwestern University), Nicole Stephens (Northwestern University)

Women Give More than They Receive: How Gender Influences Reciprocal Concessions in Negotiation

Three methodologically diverse studies indicate that in the course of negotiation, women’s concessions are not reciprocated at the same rate as men’s. Interestingly, this effect holds mostly among male-female pairs, but not female-female pairs. That is, female negotiators receive diminished reciprocal concessions from their male counterparts, but not from their female counterparts. Results suggest that this is mediated by counterparts’ sense of reciprocity, such that upon receiving a concession from a target female negotiator, male (but not female) counterparts feel less obligated to reciprocate the concession. Study 2 indicates that this may be due to the fact that female negotiators’ concessions are perceived to be less significant than male negotiators’ concessions. Our findings illustrate that women may face a double bind in negotiation: They are not only punished for agentic behavior, but also not rewarded for communal behavior. Encouragingly, we find that this is not the case when women negotiate with other women.

SESSION 11D

Sara Wheeler-Smith (University of Florida)

Imitation as Threat not Flattery: Hostile Reactions to Idea Mimicry

In two experiments, I find that idea imitation prompts hostility towards idea imitators, even though the motives for idea imitation are frequently ambiguous and the behavior unintentional. Experiment 1 reveals that imitation of an orally-shared idea prompts individuals to destroy a substantially larger share of the idea imitator’s resources in a “money burning” game, ostracize them and feel more relationship conflict with them. In Study 2, an involving laboratory experiment, I find that it is because idea imitation is experienced as ego threat that idea generators experience greater relationship conflict with the idea imitator. Evidence for this mechanism is provided via both a direct test of mediation as well as via moderation by self-affirmation. This research provides new insights into how people react to others’ use of their ideas and suggests that the imitation may not always be “the sincerest form of flattery.” Theoretical and practical contributions are discussed.

SESSION 11D

Sara Wheeler-Smith (University of Florida), Amir Erez (University of Florida), Elisabeth Gilbert (University of Florida)

A Route to Insight via Another’s Pain: The Facilitating Effect of Schadenfreude on Creativity

The present research investigates whether experiencing schadenfreude — the malicious pleasure felt at another’s misfortune — enhances creativity. Across four studies (n = 597), we found that incidental schadenfreude enhanced individuals’ performance on insight creativity tasks. These effects are present both when schadenfreude is elicited in situ (Experiments 1, 2, and 3) and when participants recall experiencing schadenfreude (Experiment 4), and across multiple behavioral measures of creativity. In Experiment 3, we found that the facilitating effect of schadenfreude could be partially explained by schadenfreude freeing attentional resources. In Experiment 4, we found that the relationship between schadenfreude and creativity was moderated by trait approach motivation, such that the creativity-facilitating effect of schadenfreude was significantly stronger for those low (versus high) in approach motivation. Theoretical contributions to the literatures on schadenfreude and creativity are discussed.
Shannon White (University of Chicago), Juliana Schroeder (UC Berkeley), Jane Risen (University of Chicago)  
SESSION 9C  
The “Secret Sauce” of Intergroup Contact: Predicting Attitude Change in an Intervention for Jewish Israeli and Palestinian Youth  
One of the largest Middle East coexistence programs, Seeds of Peace, brings together Jewish Israeli and Palestinian youth for an annual summer camp to reduce intergroup conflict. For seven years, we conducted longitudinal studies evaluating predictors of outgroup attitudes. Controlling for participants’ pre-camp attitudes, campers who formed at least one outgroup friendship maintained significantly more positive attitude change toward the outgroup even nine months after camp’s end. This result replicated for every camp cohort. But a randomized experiment to facilitate friendship formation showed different effects on Jewish Israelis and Palestinians, underscoring the importance of optimal conditions for positive intergroup contact.

Joeri Wissink (Tilburg University), Ilja van Beest (Tilburg University), Tila Pronk (Tilburg University), Niels van de Ven (Tilburg University)  
SESSION 5A  
Deliberate Use of Self-Serving Allocation Rules in Coalition Formation as a Cause of the Strength-is-Weakness Effect  
The Strength-is-Weakness effect in coalition formation is that ‘strong’ bargainers holding many resources are more often excluded from coalitions than ‘weak’ bargainers with less resources. The current research investigated whether the cause of the Strength-is-Weakness effect – ‘weak’ bargainers form a coalition because they focus on equality, whereas ‘strong’ bargainers attempt a proportional distribution and are therefore excluded – occurs because bargainers egocentrically focus on a fairness rule that would maximize their own outcomes. In Study 1, participants started from a neutral viewpoint (before positions were assigned), preempting a one-sided self-serving perception of fairness. Even from this neutral perspective, many participants preferred the ‘strong’ position and made proportional offers. This suggests that a deliberate choice to make self-serving offers, rather than a biased perception of fairness underlies the Strength-is-Weakness effect. Study 2 suggests that ‘strong’ bargainers’ are indeed often excluded when making self-serving offers, but not when they instead make equal offers.

Kaidi Wu (University of Michigan), Stephen Garcia (University of Michigan), Shirli Kopelman (University of Michigan)  
SESSION 9B  
Would You Rather Be the Big Frog in a Small Pond? Cultural Variation in Entry Decisions  
Would you rather be the Big Frog in a Small Pond or the Small Frog in a Big Pond? In four studies, we demonstrate that the entry point preference depends on culture. Study 1 found a higher Big Pond preference for East Asian (versus European American) students. Study 2A and 2B replicated this Big Pond preference in behavioral intent across educational and organizational settings for Chinese (versus U.S.) working adults. Study 3 demonstrated that cultural variation in Frog-Pond decisions was not explained by post-entry comparison processes, but rather by concerns for prestige. Together, findings highlight the importance of cultural affordance in psychological processes that shape entry decision-making.

Yu Yang (ShanghaiTech University), Chen Tang (ShanghaiTech University), Chao Wang (University of Illinois at Urbana-Champaign), Xiaofei Qu (ShanghaiTech University), Thomas Denson (University of New South Wales)  
SESSION 9A  
Group Facial Width-to-Height Ratio Predicts Intergroup Negotiation Outcomes  
Past studies have found that the facial width to height ratio (FWHR) is associated with a range of traits important to negotiators and negotiation outcomes. However, no study has examined the role of the FWHR in negotiations at the intergroup level. In the current study, we randomly assigned 271 male Chinese executives to 92 groups and they completed a negotiation exercise against each other. Results showed that groups with larger average FWHRs and maximum individual FWHRs achieved objectively better negotiation outcomes. We conclude that larger FWHRs can enhance intergroup negotiation outcomes, particularly distributive outcomes, for the ingroup. Furthermore, because the present study was conducted in China, the results provide supportive evidence for the universal influence of the FWHR.
SESSION 10D  Jingjing Yao (IESEG School of Management), Jeanne Brett (Northwestern University), Zhi-Xue Zhang (Peking University), Cuilian Zhang (Chongqing University)

Multi-issue Offers: A Low-trust Path to Joint Gains in Negotiations

The empirical literature reveals the crucial role of trust in negotiating high joint gains (Kong, Ferrin, Dirks, 2014). Nevertheless, many high joint gain deals are actually getting done between low-trust negotiators. How does this happen? Either these global deals are leaving value on the table or low-trust negotiators have a unique strategy for reaching joint gains. We propose the latter: there is a low-trust path to joint gains based on multi-issue offer strategy. We found that this strategy is motivated by low trust and high holistic mindsets, and it facilitates the acquisition of insight and hence joint gains. We use negotiation data from Chinese executives to test this model, and incorporate two independent datasets of American executives to further understand the complexity of this low-trust path. The findings advance our understanding of trust in negotiations by showing how individuals are capable of creating value in negotiations when trust is low.

SESSION 3  Hye Jung Yoon (Sejong University)

Distinction between Assertive and Suppressive Dominance in Status Attainment Process

This study starts with two assumptions. First, individual attributes that help one to climb a corporate ladder might have differential impacts across different national cultures. Second, dominance, which has been considered as the major pathway to one’s status attainment can be conceptually divided into the two separate notions: suppressive dominance vs. assertive dominance. These different types of dominance are expected to have distinctive mechanisms through which individuals attain high social ranks within their social groups. With a qualitative study and two quantitative studies that have been conducted in the U.S. and South Korea, this research project is in the process of testing the hypotheses above.

SESSION 9B  Siyu Yu (New York University), Gavin Kilduff (New York University)

Reading Between the Lines: Investigating the Benefits of ‘Status Acuity’

We draw upon the large body of research on social hierarchy in examining the existence and consequences of a new individual ability factor, ‘status acuity (SA).’ Across two studies, we find that individuals vary in their ability to accurately perceive the informal status hierarchies of social groups, and that this is distinct from established dimensions of human intelligence, social abilities, and personality traits. Furthermore, SA predicts a range of important outcomes for individuals within organizations, including academic performance amongst students, and job performance, relationship quality with co-workers, and income amongst working adults. This research contributes to our understanding of human ability, social hierarchy, the determinants of effective performance and relationships within group settings, and the determinants of individual success in modern society.

SESSION 9B  Siyu Yu (New York University), Nathan Pettit (New York University), Taeya Howell (New York University), Gavin Kilduff (New York University)

How Variance in a Person’s Status ‘Portfolio’ Influences Psychological Well-being

We suggest that a person’s status can be conceptualized as a portfolio—with status coming from multiple sources with different and potentially changing levels—and that variance across a person’s status portfolio influences psychological well-being, even when controlling for one’s overall status. Studies 1A-1B develop and validate two measures of status variance—dynamic status variance (DSV) and static status variance (SSV)—and demonstrate that both are independently associated with lower self-esteem, self-concept clarity, and subjective well-being. Study 2 replicates these results in a time-lagged survey, and Study 3 examines the generalizability of our constructs and effects with a large-scale, archival dataset. This research suggests a more elaborate coupling between status and the self than has previously been assumed.
Hédia Zannad (Neoma Business School), Shiva Taghavi (Neoma Business School)

**SESSION 11C**

**Socio-Professional Integration of Refugees in France: The Role of Economic, Cultural, Social, and Psychological Capital**

Drawing from 20 interviews, our exploratory study aims at understanding how refugees coming from different countries (Afghanistan, Syria, Palestine, Rwanda, and Iran) achieve—or not—their socio-professional integration in France. First, our research shows that refugees deploy all forms of interdependent capital described by Bourdieu: cultural capital (education, knowledge, and professional experience), social capital (relational and family networks), and economic capital (money and properties) as brick stones on which they build their new life. However, the extent and the nature of the capitals mobilized and deployed by the refugees depend on their adaptability to the host country but also on the “amount” of psychological capital they hold and acquire, i.e., self-efficacy, hope, resiliency, and optimism. Second, we also describe three professional trajectories developed by refugees: upward mobility, entrepreneurship, and withdrawal. Third, perceived discrimination is determined by the modes of psychological capital deployed.

Hong Zhang (Free University of Berlin), Ingmar Geiger (Aalen University)

**SESSION 4D**

**It Matters When You Do It—Issue Packaging in Multi-Issue Negotiation**

When a higher number of issues need to be negotiated, packaging issues into different subsets and negotiating them sequentially may help parties reach more efficient agreements. However, the limited existing research in this field so far only addressed issue packages that have been predetermined before the bargaining. Expanding previous research, we examine situations in which negotiators build issue packages themselves. A laboratory experiment with a 2 x 2 factorial design was employed: issue packaging in the pre-negotiation phase (comprehensive vs. subset packaging) and issue packaging in the mid-negotiation phase (comprehensive vs. bisected packaging). We predict that subset packaging in the pre-negotiation phase would help parties achieve higher outcomes than comprehensive packaging, and packaging at different negotiation stages would moderate this effect. Evidence from a laboratory experiment (N=88 dyads) supports both predictions. Mediation test demonstrate that negotiators’ judgment accuracy mediates the relationship between packaging and the dyadic negotiation outcomes.

Jian-Dong Zhang (Shanghai University of International Business and Economics), Jeanne Brett (Northwestern University)

**SESSION 11A**

**The Effect of Trust on Anchoring in Negotiation**

This article investigates how trust affects anchoring in negotiation. According to the rationale of selective accessibility, negotiators may be anchored or de-anchored depending on the anchor-consistent or -inconsistent information they access. Trust is important information in negotiation: negotiators who trust share information that makes joint gains possible in negotiation. However, with all the research on trust in negotiation, there has not been research on trust and anchoring. We hypothesized that when trust is low negotiators will be less anchored than when trust is high. We further hypothesized that an explanation for the effect is that when trust is low, first offer prices are perceived to be too extreme and that perceptions that prices are extreme reduce anchoring effects. Results of two experiments support these hypotheses. Our findings highlight the role of trust in anchoring in negotiation.

Yiwen Zhang (University of Hong Kong), Bo Zhao (University of Hong Kong), Jizhen Li (Tsinghua University)

**SESSION 11D**

**Start-ups Under Stress: Challenge and Hindrance Demands, Team Process, and Funding Acquisition**

We develop and test a theoretical model that examines the relationship between start-up teams’ challenge and hindrance demands and their effectiveness in the funding acquisition process. We propose that the differential effects of environmental demands can be explained by the teamwork processes of start-ups. We surveyed 482 start-up firms in Beijing, China, and obtained their performance in applying for government funding. Results from Structural Equation Modelling analyses confirmed our hypotheses.
SESSION 11A
Julian Zlatev (Stanford University), Francis Flynn (Stanford University)

How Leaders Negotiate: The Relationship Between Leadership and Bargaining Style

We examine the different types of tactics that leaders might employ when engaging in a negotiation. Specifically, we propose that, because leaders demonstrate a strong concern for others’ well-being, leadership ability will be positively associated with integrative bargaining skills (i.e., maximizing joint outcomes) but not associated with distributive bargaining skills (i.e., maximizing one’s own outcomes). Studies 1 and 2 examine lay perceptions of the relationship between leadership and bargaining styles, finding that people judge skilled integrative bargainers as better leaders than skilled distributive bargainers. Study 3 uses perceptions of leadership ability in MBA students to predict their outcomes in an actual negotiation. Results indicate that, in addition to showing greater concern for others, stronger leaders were better at integrative bargaining, but were no better or worse at distributive bargaining.

SESSION 11D
Julian Zlatev (Stanford University), Dale Miller (Stanford University)

The Appeal of Private Prosocial Behavior

Previous work in psychology, management, and economics have catalogued a number of instances in which people prefer to behave prosocially when that behavior is made public compared to when it is kept private. The most common explanation given for this finding is that people typically do not want to behave prosocially, but the social pressure involved in making this behavior public forces them to do so. We challenge the notion that social pressure is the sole motivator for discrepancies in public vs. private prosocial behavior. Instead, we argue that doing a prosocial behavior in public can undermine the positive boost to moral self-concept that one would have otherwise received for doing the behavior privately. Across three studies, we demonstrate that people feel better about behaving prosocially in private than in public, and overwhelmingly prefer to keep their prosocial behavior private when given the opportunity.