Published Working Papers

94-1 The Significance of Silence in the Resolution of Conflict: Western and Non-Western Cultures, Lemoine D. Pierce, M.Ed., J.D.

94-2 Comparative Land Use Appeals Processes with Implications for Conflict Resolution, Arthur C. Nelson, Georgia Institute of Technology.

95-1 Invited Intrusion: International Election-Monitoring and the Evolving Concept of Sovereignty, Jennifer L. McCoy, Department of Political Science and Policy Research Center, Georgia State University, and The Carter Center.

This study examines the reasons behind the remarkable growth since 1989 in the field of international election-monitoring. It finds that the concept of national sovereignty has expanded worldwide to allow for foreign intervention in the domestic political affairs of independent states. That evolution, the study concludes, has been fueled by two factors: the desire of governments for legitimacy in the eyes of the international community, and the need of non-governmental and intergovernmental organizations to promote security and order worldwide.

95-2 Conflict Handling Behavior in Work Groups: The Effects of Decision Processes and Time, Jonelle Roth, School of Management, Georgia Institute of Technology, Steven M. Farmer, Department of Management, Clarkston University.

This research explores how conflict is managed during the group decision making process, along with two potential determinants of group conflict handling: task activity and the passage of time during the group's meeting. Differences were identified in the use of conflict handling behaviors and also based on the group's activity.

95-3 Using Neural Networks to Find Harbingers of Violent Conflicts in Descriptions of Country Situations, Peter Brecke, School of International Affairs, Georgia Institute of Technology.

This project describes a particular use of a methodology commonly called neural networks to do pattern recognition of pre-conflict situations. The goal is to use the technique to find particular circumstances (which appear as patterns) in the descriptions of individual countries' situations before the outbreak of violent conflicts. If such patterns can be identified, we can then scan for them in current news. If a pattern arises in a current description of a country, we can predict,

"When we have seen this pattern before, "x" percent of the time a conflict has erupted within 12 months."

95-4 The Facility Issues Negotiation Process of the Georgia Comprehensive Solid Waste Management Act, Michael Elliott, Georgia Institute of Technology.

This report evlauates the funciton and effectiveness of the Georgia solid waste facilities issues negotiation process. Based on case study analyses, the report also recmmends change for improving the negotiation process.

The negotiation process afford citizens and landowners affected by a proposed solid waste facility an opportunity to negotiate directly with the host local government and the permit applicant. The negotiations are designed to help resolve differences between these three stakholder groups. If citizens petiton, the Georgia Comprehensive Solid Waste management Act requires host local governments and pwrmit applicants to participate in the negotiation process, but does not require that these parties resolve their differences. The Act sets forth parameters for the conduct of the negotiations.

To evaluate the negotiation process, the research team closely examined ten completed negotiations. For each case study, the team examined the history, dynamics and outcomes of the process. The team interviewed key participants, examined records and published materials, and collected statistical data on the communities. This report persents the results of the study.

Based on the evaluation, the research team recommends changes in the negotiation process. The recommendations focus on language of the Comprehensive Solid Waste Management Act, the role of the Department of Community Affairs, and the role of the Environmental Protection Division.

95-5 Managing Federal Agency Dispute Resolution Systems: AN Assessment with Recommendations for the Policy Dialogue Process, Micheal Elliott, Georgia Institute o Technology.

This report presents the results of an assessment of the Carpet Plicy Dialogue. Initiated at the request of the U.S. Environmental Protection Agency, the assessment examined participant satisfaction and concerns pertaining to the conduct of the dialogue and ists outcomes. The report seeks to provide EPA with feedback as to the perceived impact of participation in this policy dialogue, and to recommend possible improvements for the mangaement of futeure dialogues. This section describes the Carpet Policy Dialogue, the method of analysis used by researchers, and an overview of the report.

96-1 Violence and Violence Prevention Among African American Middle School Children, Daniel Lockwood, Department of Social and Behavioral Sciences, Savannah State University.

This study contributes to school-based violence prevention programs by describing typical violent interactions. The findings come from the content analysis of transcribed interviews with 58 African-American middle school students who reported their participation in 121 violent incidents. The paper lists recommendations for school-based conflict resolution programs that follow from these research findings.

96-2 Collaborative Planning and Ecosystem Management, R. Gregory Bourne, Graduate City Planning Department, Georgia Institute of Technology.

For many years, a handful of ecologists have been extolling the values of ecosystem-wide approaches to managing natural resources. Ecosystem management has emerged as a broadly embraced concept, however, only during the 1990's. Nonetheless, it remains largely underutilized because of the complexity associated with managing entire ecosystems. One technique for addressing this complexity is collaborative planning. Collaborative planning is an open, consensus-oriented approach involving key stakeholders in designing and implementing policies and management strategies.

The purpose of this paper is to discuss how collaborative planning can be used to address the challenges of ecosystem management. In addition, this paper discusses potential barriers to using collaborative processes, strategies for overcoming those barriers and guidelines for implementing an effective collaborative planning process.

96-3 Intercultural Discourse Ethics: Value and Communication Problems, Warren French, I.W. Cousins Professor of Business Ethics, University of Georgia, and Stephan Kimmel, Universität Erlanger-Nürnberg.

Samuel Huntington predicts that, as we enter the 21st century, the primary source of conflict within the world will be neither political nor economic in nature. It will be cultural. Cultural differences exist within as well as between nation states, but Huntington forsees impending conflicts on an even broader scale — between civilizations rather than between countries. Business transactions, while perhaps not a root cause, will act as one of the catalysts in fomenting conflict between civilizations.

A structured approach to business ethics may be the most viable way to attack value differences. Such an approach is advocated by Jürgen Habermas, and its focus is conflict resolution. Habermas' theory has been labeled discourse ethics.

The purpose of this research is twofold: first, to test whether Huntington's beliefs about clashes between cultural values have validity, and second, to investigate whether the conditions Habermas posited for successful conflict resolution are attainable.

96-4 Conflict Alert Systems and Conflict Prevention, Peter Brecke, School of International Affairs, Georgia Institute of Technology.

This project attempts to identify the configuration of conditions, trends, and events that lead to violent conflicts, primarily civil wars and genocides/politicizes. The project uses as its theoretical starting points Maurice Pinard's "mobilization in the context of grievance" approach and Ted Gurr and Barbara Harff's "background conditions and accelerators" framework. Given those orientations, information describing background conditions in different countries over time were collected, as well as information on triggers, statements or actions that motivate subsequent responses that are likely to lead to a descent into violence.

96-5 Discourse Instead of Recourse: Is It Worth Using a Guided Approach to Negotiation When Working Across Cultures? Warren French, I.W. Cousins Professor of Business Ethics, University of Georgia and Bernd Mühlfriedel, Universität Erlangen-Nürnberg.

This research tests three propostitions regarding negotiation across cultures. Analyzing tapes of moral conflict negotiations, the authors found that a negotiation which is guided by a Habermasian negotiator more likely leads to a positive result than does an unguided negotiation. Additionally, in the guided situation the resolution is more often based on a mutually agreed upon principle and not on a compromise between the original conflicting positions as was the case in an unguided setting. A second proposition tested was that a conflict resolution is less likely achieved when the negotiating parties are from different countries rather than from the same country. The authors found mixed support for this proposition. A third proposition, that the ability to reason at a higher level of moral judgment was correlated to discursive resolution of moral issues, could not be confirmed.

The general conclusion is that it is not only important to guide negotiations in a Habermasian sense, but that one should also be aware of the cultural differences between the different parties to attain a successful resolution.

96-6 Improving Incentives for Compliance with Non-Proliferation Regimes, Dorinda Dallmeyer, University of Georgia

96-7 Mediation's Economic Effects: A Challenge to the Traditional Practice of Law? Clifford Altekruse, Killorin & Killorin

Research in Process

1. **Dispute Resolution and Community Policing in Atlanta,** Daniel Lockwood PhD, Department of Social and Behavioral Sciences, Savannah State University.

   The objective of this project is to develop a complete proposal for a large scale research project on community policing and conflict resolution to be carried out in the Atlanta area. The proposal will contain all of the organizational and methodological elements needed for serious consideration by the National Institute of Justice proposal review process, including letters of support and endorsement from cooperating law enforcement agencies.

2. **Repression, Rebellion and The Liberian Civil Conflict,** George Kay Kieh Jr., Center for International Studies, Morehouse College.

   Over the last four years, Liberia has been engulfed in a civil war that has led to the death of about 200,000 people, the creation of a serious refugee crisis involving over one million Liberians, and the destruction of the country's already underdeveloped infrastructure. Amid the perennial frustration of the members of the subaltern classes, especially their disappointment with the performance of the Doe regime which came to power in a military coup in 1980, a group of Liberian exiles decided to launch an armed struggle as the deux ex machina for ending the years of ruling class oppression and repression. Accordingly, on December 24, 1989, they launched an effort to depose the Doe regime. Characteristically, the Doe regime responded with maximum force, thereby setting the stage for the current Liberian Civil War.

   Against this background, the study has four major objectives. First, it will examine the root causes of the conflict; second, it will assess the agendas of the various militia; third, it will examine the various efforts that have been made to peacefully resolve the conflict; and fourth; it will examine the prospects for reconstruction and reconciliation.

3. **Investigating How Court Affiliated Mediation Programs Define Quality,** Margaret Herrman and Catherine McKinney, Carl Vinson Institute of Government, University of Georgia.

   Alternative dispute resolution (ADR) services have quickly spread throughout Georgia. According to the Georgia Office of Dispute Resolution, currently there are currently 50 counties offering ADR services through their courts, with the primary service being mediation. In addition, in response to statewide interest in training neutrals for court affiliated ADR programs, the number of training firms housed in Georgia has grown by leaps and bounds. This expansion raises

questions about insuring quality of services throughout the state.

The researches are currently developing substantial proposals to seek funding for a project that could impact the entire state, but: (1) if the information is fully disseminated, whatever they learn will undoubtedly contribute to quality assurance implementation in court affiliated ADR programs around the country and (2) for the larger project to be funded and then implemented, they will need solid, informed support from local programs around the state. Developing local support for the data collection necessary for the creation of validated protocols must precede the larger study and is the reason for this proposal. While a larger research project would combine qualitative (e.g., observation, interviews, video taping mediation role plays, document and discourse analysis) and quantitative methods (e.g., in depth surveys of program administrators, trainers and mediators), this effort will collect pretest information and build solid support critical to the larger effort.

4. **Standards for Professional Practice in Employment Contract Dispute Resolution,** Michael Jay Jedel, W.T. Beebe Institute, Georgia State University.

There is probably no issue related to conflict resolution in the organizational public policy arena generating more discussion and concern today than that of the mediation and arbitration of non-union employment disputes, especially those of a statutory nature. At present, appropriate standards for professional practice do not exist in this arena.

Recently the Society of Professionals in Dispute Resolution (SPIDR) established a new Employment Sector Committee. This Committee, along with SPIDR's Law and Public Policy Committee will meet to consider and set forth guidelines on a number of ethical and procedural issues related to professional practice in mediation and arbitration of employment disputes. No such standards now exist in this sector. While the report would be generated for SPIDR, it is anticipated that it would be widely promulgated. The funds for this project will be used to host the meeting of approximately 10-12 Committee members.

5. **Identifying the Antecedents of Workplace Violence: A Justice Perspective,** Dr. Karl Aquino, Department of Management, Georgia State University.

The National Workplace Institute has estimated that in 1992 there were over 110,000 violent incidents in the workplace. Of these, 750 were homicides. While homicides represent the most extreme form of workplace violence, other acts of aggression and violence are disturbingly commonplace in organizations. A study conducted by the Northwestern National Life Insurance company, for example,

estimated that in 1992-1993 over two million people were physically attacked at work, about six million U.S. workers were threatened, and 16 million harassed (National Life Insurance Company, 1993).

This research seeks to identify potential causes of workplace violence. More specifically, it investigates relationships among perceived injustices, psychological states of dissatisfaction and moral outrage, and violence. Ultimately, the purpose of the study is to discover how acts of violence may be prevented by modifying either organizational processes or instituting training and development programs those help employees deal more effectively with their circumstances.

6. **Returning Women's Voices: The Use of Group Decision Support Systems in Mediating Mixed Sex Negotiations,** Jonnelle Roth & Dennis Nagao, School of Management, Georgia Institute of Technology.

Recent research has examined women's communication in mixed sex groups (e.g., Lewis & Simon, 1986; Maccoby: 1990). Each study has found evidence of "silencing"; women are consistently prevented or discouraged from contributing to discussions. There are two environmental factors that make this an important consideration in the workplace. The first is the constantly increasing number of women in the workplace and especially the increasing number of women in upper level positions within organizations (Johnston, 1991). The second environmental factor is the movement toward the use of groups, task forces, and teams within organizations (Drucker, 1988). In combination, these two factors imply that there will be an increasing number of mixed-sex groups in organizations responsible for critical organizational decisions and problem solving where a portion of the group will be inhibited from contributing. This study examines the use of group decision support software (GDSS) in facilitating communication in mixed-sex groups and its effects on the perception of decision quality and judgements of satisfaction and fairness of both the procedure and outcome.

7. **An Interdisciplinary Bibliographic Project on Cooperation (IBPC),** William O. Chittick and Christopher J. McDonald, Center for Global Policy Studies, University of Georgia.

The study of negotiation, conflict resolution and related fields all assumes the potential for cooperation as well as the existence of conflict. Yet, the emphasis in the social sciences has been so clearly on the competition between states and individuals that the potential for cooperative solutions to conflict situations is often ignored. Moreover, many researchers interested in cooperative solutions are actually surprised to discover that a wide range of studies similar to their own already exists in other disciplines, such as, biology, ecology, economics, education, history, international relations, philosophy, psychology, political science and public administration. This project is designed to make research on

cooperation more readily available to all.

8. **Cross-disciplinary Integration of Literatures in Ethno-national Conflict Management and Resolution,** Thomas K. Crick, Political Science Department, Emory University.

The goals of this project are threefold:

1. To develop a fully integrated cross-disciplinary curriculum on ethno-nationalism and conflict resolution.

2. To provide theoretical ground work for my doctoral dissertation that will examine the limitations on elite political mobility within ethnically divided societies.

3. To enable me to attend the National Conference on Peacemaking and Conflict Resolution in May/June.

9. **Violent Disputes Among Young People in Atlanta Public Schools: The Shape of Violent Incidents and a Plan for a Conflict Resolution Program,** Daniel Lockwood PhD, Department of Social and Behavioral Sources, Savannah State University.

As teenage gangs and cliques continue to create criminal justice concerns, it becomes ever more important to understand and ameliorate violent disputes among groups of young people. Working with the Atlanta Police Department's School Detectives Unit in Atlanta, Georgia, this project will focus on the following:

1. Examining the shape of violent disputes that have occurred between gangs and cliques of young people in Atlanta public schools.

2. Creating a social learning program for violence reduction based on the typical structure of the transactions that emerges from this research.

3. Assisting the City of Atlanta Board of Education and the Police Department's School Detectives in delivering this program to young people in the city and evaluating the results.

10. **National Identity, State-Building, and Foreign Policy: Nuclear Status in Belarus and Ukraine,** Suzette Grillot, University of Georgia.

With the collapse of the Soviet Union and the end of the Cold War, a number of new states have joined the international community. The new states of the former Soviet Union are struggling to define their identities and roles in the international

community. What will determine the foreign policies of these new states? This project will seek to understand the development of foreign policies in two of the former Soviet states by examining their nuclear weapon's policies.

11. **Changes in Conflict-Handling Behavior in Work Groups: The Dynamic Effects of Time,** Jonelle Roth and Steven M. Farmer, School of Management, Georgia Institute of Technology.

This study proposes to extend our knowledge of the dynamic aspects of conflict-handling behaviors within work groups by examining how group interaction sequences, habitual routines, and social entrainment affect the presence and type of conflict and conflict-handling behaviors in decision-making work groups. The authors take the position that group decision-making is a developmental process characterized by modes of stages of activity that may follow complex, multiple, and cyclic sequences. Therefore, they forward the following research questions:

1. What forms of conflict behaviors are initially present in early group interaction and how they are handled? What are the determinants of these?

2. Where does conflict occur within a group's developmental decision-making process? What determines where conflict will occur in this process?

3. How do conflict-handling behaviors change as the group decision-making process unfolds? What determines how these change?

12. **Controlling the Proliferation of Dangerous Technologies Through Multilateral Cooperation,** Dr. William Long, School of International Affairs, Georgia Institute of Technology.

During the Cold War the United States and other Western nations worked together to control the transfer of certain "dual-use" technology (civilian items with potential military applications, such as computers or avionics) for security reasons. (Long, 1989). With the end of the Cold War and the proliferation of chemical, biological, and nuclear weapons and missile technology in several unstable regions of the developing world, national authorities and multilateral institutions have turned their attention away from the East-West axis of technology transfer toward so-called North-South restraints on technology. (Karp, 1991; Long, 1992). Today, three separate multilateral institutions-the Nuclear Suppliers Group (NSG), the Missile Technology Control Regime (MTCR), and the Australia Group (AG)-address the question of regulating dual-use technology for nuclear, missile, and chemical weapons, respectively.

This project will begin gathering data for a cross-case analysis of the three non-proliferation regimes which now are central to the multilateral coordination of dual-use technology policies. The goal of the study is to conduct a theoretically informed investigation of the obstacles to multilateral cooperation facing the three regimes and to offer specific recommendations for strengthening their cooperative efforts.

13. **Curriculum in Alternative Dispute Resolution,** Dawn D Bennett-Alexander, Department of Insurance, Legal Studies and Real Estate, University of Georgia.

The course will be designed to teach business students, prospective managers, supervisors and/or business owners, the value of avoiding litigation and minimizing workplace conflicts, to the extent possible, by the use of alternatives to litigation. Among those alternatives are counseling, conciliation, mediation, arbitration, mini-trails, and expert fact finding. Particular emphasis will be given to valuing diversity and multiculturalism and their role in avoiding litigation. The course will use a series of negotiation exercises to teach the students negotiation skills to help avoid litigation and minimize conflicts. Participation exercises will also be used to make students aware of cultural considerations.

14. **A Test of Functional Relationships Between Structure, Context, Status Characteristics, and Individual Conflict Style,** Karl Aquino, Department of Management, Georgia State University.

Recent statistics indicate that acts of workplace aggression are widespread, frequently intense, and sometimes fatal (Northwestern National Life Insurance Company, 1993). Aggression is generally seen as one of several responses to conflict and frustration experienced in the workplace. For this reason, helping employees to better manage their conflicts with peers may be one of the most effective ways to reduce incidents of hostile aggression and abusive behavior that occur with alarming frequency in organizations. To contribute to this effort, this study examines the antecedents of different modes of handling conflict. It emphasizes the role of structural, contextual, and individual status variables as predictors of conflict style.

15. **Stakeholder Involvement, Collaborative Problem-Solving and Policy Change,** Gail M. Cowie, Institute of Community and Area Development, University of Georgia.

Stakeholder involvement in collaborative problem-solving has recently seen renewed emphasis as a way to improve administrative decision making. In the public policy arena, this approach can serve as a mechanism of policy change through collective decision-making and may hold particular promise for complex policy issues, including management of common pool resources. The dynamics of stakeholder involvement and collaborative decision making as mechanisms of

policy change, however, have received limited exploration.

This project summarizes dissertation research which draws on group decision-making theory and related literature to investigate the dynamics of collaborative problem-solving and public policy change through stakeholder involvement. Case studies of recent decisions in interstate river basins will be used to evaluate the relationship between different configurations of stakeholder involvement, participants' perceptions of decision process effectiveness, and the results of collaborative problem-solving (i.e., directed policy change).

16. **Resolving Conflicts Through Guided Negotiation,** Warren French, I.W. Cousins Professor Business Ethics, University of Georgia.

The research will focus on an interactive negotiation process to resolve value conflicts. The process begins with opposing positions taken by subjects when reacting to the value dilemmas contained in the Communicative Competence Scale: Critical Discussion -- a scale built upon Habermas' theory of communicative action.

The scale consists of a set of two dilemmas -- one on pay, the other on workplace responsibility. The subjects in this experiment, college graduates who have spent time in the workplace, will be asked to choose which of two courses of action they would follow for each dilemma. Not only will they choose a course of action, but they will indicate their degree of commitment to that position as well as their degree of sympathy for the opposing position. Using the results from the Communicative Competence Scale, two separate investigations of conflict resolution will be made.

17. **Research and Curriculum Development to Update Four Volumes of The Basic Documents on African Regional Organizations,** Edna Eguh, University of Georgia.

The object of the research project is to update the four volumes of the Basic Documents on African Regional Organizations and to review the information contained therein in order to reflect recent developments. The Basic Documents on African Regional Organizations are of immense importance to the study of African public international law and African regional organizations. Updated comparative materials on African treaties and regional relationships are generally unavailable, even from secondary sources. The documents provide background information needed for an understanding of the contribution of African regional organizations to the development of the principles of customary international law.

Restorative Justice: Constructing a Theoretical Framework, Murray Bradfield, School of Education, Georgia State University.

Satisfaction in conflict resolution is linked to the parties' perceptions of distributive, procedural, and interactional justice. Distributive justice focuses on the outcome of the resolution, or the degree to which particular outcome decisions are deemed fair (Deutsch, 1986). A second level of justice is invoked when individuals evaluate the fairness of the procedures chosen to mediate their dispute (Lind & Tyler, 1988). Finally, interactional justice refers to perceptions of interpersonal fairness reflecting an evaluation of the treatment parties receive (Bies & Moag, 1986). These three types of justice are often associated with conflicts in which individuals' interests collide, creating disputes over resources and benefits about which conflicted parties differ in terms of their claims. In conflict mediation, these dimensions of justice are directed at settling discordant claims and preventing injury and wrongdoing.

These three concepts of justice, however, do not address issues in which individuals seek to reconcile broken relationships, or issues in which individuals seek to overcome personal resentment by forgiving the offending parties. Reconciliation and forgiveness are processes that are part of *restorative justice* (Brown & Peachey, 1984; Gadacz, 1986; Peachey, 1989).

Forgiveness involves the admission of wrongdoing and a conciliation of debt. Reconciliation includes forgiveness and the repair of the relationship. The antithesis of forgiveness and reconciliation is retribution, behavior which seeks to repay the offending party for the perceived wrong. The focus is on establishing blame and guilt, and replaces one social injury with one another (Zehr, 1990).

This research will identify, analyze, and discriminate the restorative justice preferences of individuals who have been offended. Particular attention will be drawn to the offended parties' preferences for retributive or restorative justice.