REPORT TO THE ACADEMY PROFESSIONAL DIVISION REVIEW COMMITTEE

FIVE YEAR REVIEW OF THE
CONFLICT MANAGEMENT DIVISION OF
THE ACADEMY OF MANAGEMENT

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REPORT TO THE ACADEMY OF MANAGEMENT
PROFESSIONAL DIVISIONAL REVIEW COMMITTEE

CONFLICT MANAGEMENT DIVISION

This report reviews the activities of the Conflict Management (CM) Division of the Academy of Management for the years 2000/2001-2005/2006. It is prepared in accordance with the five-year review policy of the Academy's Professional Division Review Committee, and follows the instructions outlined by that body.

I.   DOMAIN/MISSION OF THE DIVISION

Domain Statement: The nature and management of conflicts at the individual, group, organizational, inter-organizational and societal level; power processes including influence, coalitions, coercion, deterrence, and persuasion; bargaining and negotiation, negotiator characteristics and behaviors; collaboration and competition; third party interventions (such as facilitation, arbitration, mediation); distributive and procedural justice and dispute resolution procedures. Major topics include application of the above conceptual foci to a wide variety of contexts including team interactions, intercultural relations, organizational diversity, labor relations, workplace disputes, community conflict and public policy development.

Commentary: In 2004/2005, the division proposed changing our name to Conflict, Power, and Justice, as several members felt that our current division name does not reflect the full scope of the division's domain statement. There was concern that the current name may not adequately convey our content to potential new members or paper submitters.   Some members also felt that the phrase conflict management has become out-dated, as issues of alternative dispute resolution, mediation and arbitration have become more commonplace in the workplace. The name conflict management has now become associated with this very specific set of activities. The division put the name change issue to a vote and a 59% majority of members who chose to vote (that is, 169 members out of a total of 287 who voted – representing a 43% response rate at membership of roughly 665), voted for the name change.

In shopping this change around to other academy divisions, however, two divisions (SIM and OB) were not favorably disposed as they thought the new name of Conflict, Power, and Justice reflected too much overlap with their divisions. Although we respected the OB and SIM divisions' concerns, we felt that they did not necessarily provide grounds for not moving forward with our proposed change. The concern about overlap between SIM and OB domains will continue whether or not we put the term "justice" in our name. The reality is that our domain statements already overlap. Consequently, any terms that we use, even "conflict" and "management," are open to this criticism. The same objection could certainly be leveled at the MOC name, as cognition in some form underlies every organizational action. Moreover, concerns about the proliferation of divisions may be important, but we were not proposing a new division or a domain change of any type. We were simply proposing to rename our division to better capture the essence of our existing domain statement. Our goal in considering this action was the growth and vitality of our division.

Thus, we submitted our proposal to change our division's name to Ellen Kossek, the Committee Chair for division and interest group relations, in February 2005. Our request was denied in March 2005 by the DIRG, who was not convinced that: 1) enough CMD members backed the name change, 2) the proposed benefits of a name change outweighed potential costs inflicted on other divisions such as SIM and OB, and 3) a change in name need not be accompanied by a change in domain statement. The DIRG allowed us to revisit this issue at a later point in time. The CM division is now discussing the feedback from AOM and will consider whether and when to resubmit a proposal.

II. GOVERNANCE

A. *Constitution/Bylaws:* The Constitution of the CM Division evolved from the Constitution of the Power, Negotiation and Conflict Management Interest Group. Our current Constitution can be found in Appendix A. There has been one change in the current Constitution which does not appear in the Constitution in the Appendix. In 1994, the CM membership voted to change our voting structure to be consistent with those of other divisions. Prior to 1995, we voted yearly for Representatives at Large, Program Chair-Elect, *and Division Chair-Elect.* We now vote yearly only for the positions of Program Chair-Elect and Representatives at Large. The Program Chair-Elect now automatically succeeds on an annual basis to the roles of Program Chair, Division Chair-Elect, Division Chair, and Past Division Chair. Such continuity in the leadership positions has been deemed a plus by the membership.

B. *Governance Structure:* The CM Division is governed by the Division's Executive Committee, which consists of the following officers: Past Division Chair, Division Chair, Division Chair-Elect, Program Chair, Program Chair-Elect, two Representatives-at-Large, and the Newsletter Editor. The Executive Committee is responsible for determining policy consistent with Academy objectives. Committee members (including all elected and appointed committee members) meet annually at the Academy Meeting and communicate frequently via E-mail and telephone. Positions and their duties are outlined below. The officers of the division (elected and appointed) during the review period can be found in Appendix B.

Appointed/Volunteer Positions

- Webmaster. The webmaster develops and manages the division's website, posting newsletters, finding links to CM related sites, etc.

- Listserve moderator. The listserve moderator manages the CMDNet discussion list.

- Newsletter Editor. The Newsletter Editor directs all activities connected with the production and distribution of the Newsletter. The Editor also acts as a liaison with the Academy's Newsletter Editor.

Elected Positions

- Representatives-at-large. In 2003/2004 our two representatives-at-large began serving two year terms, instead of one year terms. We continued to elect two representatives-at-large each year, thus the division now has 4 total representatives-at-large in any given year. The first year representatives-at-large continue to be responsible for the Sunday morning pre-conference sessions the CM division presents at the Academy Annual Meeting. The second year representatives-at-large have become in charge of "member services" with the responsibility of reaching out to the greater membership body soliciting ideas and implementing the feedback.

- Program Chair-Elect. The Program Chair-Elect is responsible for the overall Professional Development Workshop program at the academy meetings. This includes running the division's doctoral consortium or junior faculty research incubator. (The division alternates between a doctoral consortium one year, and a junior faculty research incubator the next year.) The program chair-elect also coordinates all interactions with the Academy of Management regarding pre-conference activities, including any activities on Saturday and the Sunday morning sessions (run by the reps at large). The Program Chair-Elect is elected by a vote of the membership and serves in this capacity for one year, after which time s/he automatically advances to the position of ....

- Program Chair. The Program Chair is responsible for the CM Division's program at the Annual Academy of Management Meeting. This responsibility consists of: (1) selecting reviewers to anonymously evaluate papers/symposia submitted for the next national Academy of Management meeting, (2) sending reviewers papers and receiving their evaluations, (3) selecting the top 1/3 of papers and symposia to be presented at the meeting, using the data provided by the reviewers, (4) selecting conference awards (5) sending reviewers' feedback on the disposition of their papers/symposia, and (6) ordering food and drinks at the Academy Meeting for Division activities. The Program Chair serves in this capacity for one year, after which time s/he automatically advances to the role of .....

- Division Chair-Elect. The two primary responsibilities of the Division Chair-Elect are (1) to assist the Program Chair in performing the duties of Program Chair as requested, and (2) to plan and organize the division's informal (i.e., not on the program) Sunday evening social event. The Division Chair-Elect serves for one year, after which time s/he becomes the .....

- Division Chair. As the Chief Executive Officer, the Division Chair oversees all Division activities and is ultimately responsible for the financial health of the Division. Particularly lucky Division Chairs also get the opportunity to prepare the Division's renewal materials for the Academy! The Division Chair serves for one year, after which s/he becomes the .....

- Past Division Chair. The Past Division Chair serves for one year, after which his/her appointment as a member of the Executive Committee automatically expires. In addition

to providing counsel to the Executive Committee, the Past Division Chair runs the election for the incoming rep's at large and program-chair elect.

- Academy Council Representative. We also elect a representative to the Academy Council every other year. The representative serves as an ad-hoc member of the executive committee.

C. Nomination and Election Procedures

Elected Offices: The positions of At-large Representative and Program Chair-Elect are elected annually by a vote of the membership. The vote occurs through an e-mail ballot, on which all candidates' biographies appear. At-large Representatives serve a two-year term, after which their service to the Division is completed. The Program Chair-Elect is effectively beginning a five-year trek through the hierarchy of the Division. After serving as Program Chair-Elect, s/he subsequently serves one-year terms as Program Chair, Division Chair-Elect, Division Chair, and Past Division Chair, respectively.

Appointed/Volunteer Offices: The Newsletter Editor, Listserve moderator, and Webmaster are solicited by asking for volunteers at the division's business meeting at the academy and through ads placed in the newsletter and on the listserve. The Executive Committee appoints these officers. They serve on a continuing basis, though in the past they have routinely served no more than three years. Past appointed officers have typically been willing to serve until a suitable replacement could be found. The process by which Newsletter Editors are found is by far the most "informal" method used in the CM Division.

Nominations: Nominations for the elected positions described above are solicited in two ways. First, at the business meeting (held at the annual meeting), nominations are solicited for individuals to serve as program chair and at-large representatives for the program that will be held two years from the current Academy meeting. Pieces of paper are distributed to all in attendance, filled out, and then collected. This provides us with an initial set of names. In addition, a "call for nominations" is sent to each member through the mail sometime in the fall. Usually, this appears in the fall edition of the Newsletter, but it has sometimes appeared as a separate mailing.

Upon receipt of the ballots, the two most nominated names for Program Chair-Elect and the four most nominated names for the at-large positions are identified. We then seek to secure their agreement to run for the positions. In the event that there are too few nominations or no strong consensus choices to run for these positions, the CM Division Nominating Committee (outlined in the CM Constitution) may try to identify suitable candidates. Those serving as officers of the Division for the period covering this review are shown on the next page.

III. ANNUAL MEETING ACTIVITIES AND PROGRAM

A. Pre-conference and Professional Development Activities

The CM division's PDW (pre-conference) program used to have two main elements in any given year. First, each year the division held either a doctoral consortium or a junior faculty research incubator; the two alternating from year to year, so that each appeared every other year. Second, we convened a Sunday morning session each year, consisting of various session types, formats, and topics.

Beginning at the 2003 meetings in Seattle, the division began holding additional PDW sessions on Saturday as well. In part, this was in response to comments from AOM's Board of Governors regarding our 1996-2000 5 year report. In these comments, AOM's BOG recommended that we review our pre-conference activities to ensure they are serving our members' needs. Member feedback was thus solicited, and in 2003 the division began to greatly expand its pre-conference activities. We offered much more variety, including reaching out to the local communities of the conference city. Indeed in 2003, two of our members submitted to the Academy's Strategic Initiative's Community Outreach and won a $3500 award to reach out to local area professionals (in 2003 to Seattle high school teachers).

We also began more co-sponsorship and interaction across various other academy divisions. Additionally, at the 2005 meetings in Hawaii, we began offering a negotiations workshop, open to all academy members, to help them negotiate their own jobs.   In this way, the division is using its substantive knowledge to help build the skills of members of the entire Academy. See last section on "Co-sponsorship of other PDW programs and Services to other Divisions."

Currently, we continue to alternate between a doctoral consortium or a junior faculty research incubator (which typically begin Friday evening and last through Saturday evening), as well as a variety of PDW sessions throughout Saturday all day and Sunday morning. All PDW sessions and consortia have been open to members of all Academy divisions, subject at times to registration requirements and space limitations. The individual elements of the PDW program are explained below. Specific information on these programs over the last five years is provided in Appendix C.

CM Doctoral Consortium. The CM division had convened a doctoral consortium annually, and shifted to an every-other-year rotation (alternating with the Junior Faculty Research Incubator) beginning in 1998. Although the themes and structures of the doctoral consortia vary somewhat from year to year, each consortium has combined a focus on the development of student research interests with coverage of professional socialization topics, such as publishing, the job market, and the like. Enrollment in the doctoral consortium has been fairly steady at about 20-30 students each time. The CM consortium is geared especially toward students at pre-dissertation stage – ideally those who have completed coursework but not yet defended a dissertation proposal. A strong focus on research at the CM consortium gives students an opportunity for collegial interaction around germinating research ideas. Admission is through pre-nomination by a student's faculty advisor.

CM Junior Faculty Research Incubator. Starting in 1995, the CM division has convened a junior faculty research incubator every other year. The goal of the incubator is to provide support to junior faculty at a critical time in their careers, by helping them find other young scholars with similar interests, develop projects that could lead to publications before they come up for tenure, and get some support from senior faculty members. The way this has been done is to bring together junior faculty and a set of senior faculty on Friday and Saturday before the start of the Academy meetings. Before the incubator begins, junior faculty outline their interests. The director of the incubator (the Program-Chair-Elect) then assigns these junior faculty to teams and assigns appropriate senior faculty mentors with similar interests. Once at the incubator, teams meet to plan research projects, including hypothesis development and data collection strategies. The research incubator has been successful because we have found a way to engage junior faculty with senior faculty, bridge differences between different divisions of the academy, help junior faculty develop research agendas, build intellectual communities, and produce research that will appear at conferences and in print. The CM division has received both an innovation award and a mentoring award from the Academy for the incubator. Details on incubator participation appear in Appendix C.

Saturday and Sunday Morning Session. Each year the division's first year Representatives-at-Large work with the Program Chair-Elect to put together pre-conference sessions for Saturday and Sunday morning. These sessions address issues in depth that would not otherwise find a home on the regular Academy program. Details of these sessions over the last five years appear in Appendix C. The division tries to capture a mix of themes and formats, including teaching workshops and roundtables, panel discussions of research methodology, conversations crossing the academic/practitioner divide, etc. As well, the division has tried to spread the focus of these sessions across the varied topic areas of the division's domain. These sessions have been well attended and well received.

Co-Sponsorship of Other PDW Programs and Services to other Divisions. The Conflict Management Division collaborate with several other divisions to co-sponsor pre-conference activities. Starting at the 2005 Academy meetings we began a special negotiations workshop as a service to members of all other divisions, instructing members on how to effectively negotiate their first academic job. This workshop was very well received, as we had 99 pre-registered participants from across all Academy divisions (17 BPA, 2 CAR, 9 CM, 2 GDO, 14 HR, 3 IM, 1 MH, 3 MOC, 20 OB, 13 OCIS, 9 OMT, 7 did not identify a home division). Despite some cancellations, many participants showed up without having pre-registered so that we were full to capacity and had to turn some participants away. Verbal feedback indicated overwhelming favor for the session content and format, which included the opportunity to conduct a mock job negotiation, small group debrief and analysis, and a panel discussion with the experts. Based on the success of the event, we plan to offer it as a regular Sunday morning event that will assist doctoral students from across the Academy in this very important career transition.

B. Meeting Program

Selection Procedures. Papers and symposia for the CM Division's main program are solicited through the Academy's "Call for Papers." A duplicate statement also appears in the CM

Division Newsletter and on the CM Division Web site, and is announced on the list-serve for the CM division. Submissions are received by the Division's Program Chair, who then asks for reviews from three reviewers who have interests in conflict management in general, or in the specific topic of the submission. In the past, reviewers received around four papers to review. Some AOM BOG comments from our 1996-2000 review noted that number was a bit high, so subsequent program chairs have solicited the participation of a larger number of reviewers so that each reviewer typically only reviews three submissions.

Reviewers are asked to evaluate the submission using a standardized reviewing form created by the program chair. The form varies somewhat from year to year, but asks the reviewers to assess the technical quality of the paper, the quality of theoretical arguments, the importance of the topic, and the degree of interest the topic holds for CM Division members. It also asks the reviewer to assess the overall quality of the paper on a 100-point scale. Symposia have a slightly different form, which also asks about the coherence of the papers as a symposia, and the proposed presentation format (typical rating forms can be found in Appendix D). This information is used to create a numerical score for each submission, and the submissions are ranked. The highest ranked submissions are accepted (within the constraints set by the units allocated to the CM Division), with the exception that papers on the border-line are often assessed more carefully by the program chair, who uses his or her discretion to make those final choices. The program chair also uses his or her discretion to allocate units between papers and symposia.

At the time designated by the Academy, letters of acceptance or rejection are sent to those who made submissions, along with the reviews of their submission and the numerical scores they received (examples of these letters can be found in Appendix E).

Reviewers. Reviewers are selected by the Program Chair. They include people who volunteer and those solicited by the Program Chair. Those who reviewed in previous years are generally asked to review again for the division. In most years, the business meeting is a time to ask for new volunteers. We have on average (excluding 2001, which was an unusually light reviewer year) 88 reviewers each year (up from an average of 70 reviewers for the 1996-2000 time frame). See Appendix F for the program committee for each of the years covered in this report.

Program Statistics. Statistics for the CM Division's Program for 2001 through 2005 are summarized in the following table.

	2001 Washington, DC	2002 Denver	2003 Seattle	2004 New Orleans	2005 Honolulu
Total No. of Submissions	84	68	74	74	99
Papers	76	62	63	62	81
Symposia	8	12	11	12	18
Competitive Papers Accepted	18	26	23	15	28
Shared Interest Paper	12	4	2	5	--
Interactive Papers	7	6	4	7	12
CM Symposia accepted (Single and Co-sponsored)	7	5	5	5	12
All Academy	--	1	--	--	--
Showcase Symposia	1	3	2	4	3

Commentary: After a slight decline in submissions, we received a large number of paper submissions, particularly for Honolulu. We suspect some of the submission numbers have to do with the conference city itself. Generally, though there is some variation our submission rate remains strong. We continue to encourage members of the division to submit papers at our business meeting and via our newsletter.

C. Special Events

The Conflict Management Division sponsored two types of special events during the review period -- social events and awards. The first is social events. During the 2001-2005 period the Conflict Management Division hosted a number of special events during the Sunday evening of Academy. These off-cite events are advertised to the entire membership and new members are highly encouraged. Starting in 2005, the division itself has allocated a small amount of funds to offset the costs of these social events, to allow us to charge only a nominal amount to members ($10-$15 dollars). In 2005, the division allocated $1500, and then $630 was collected from a social hour that cost $1582, thus the division ended up paying $952 for the social event. This allowed us to offer that new members and potential members to come free of charge, to encourage their participation.

The Conflict Management Division also regularly sponsors a number of awards. The first was created in 1998 to recognize recent articles in the field that have made a major impact on the

field. The "Most Influential Article or Chapter" recognizes the impact of one paper or article with most impact on the field published between one and three years prior. This award is determined by the CM Division awards committee which is appointed by the division chair each year. The other awards are determined by the program chair based on reviews of submissions to the CM division for the annual conference. The potential awards are a "Best Paper", "Best Student Paper", and "Best conflict-in-context" awards. The latter award was started in 2003 to encourage more field-based submissions to the division. The past five years of award recipients are listed below. Note that for 2005 no best student paper award was given as the Program Chair decided none of the submissions that fit the requirements were appropriately competitive.

<u>CMD Division Award Winners</u>

<u>2001</u>
Best Paper – Barry M. Goldman
Best Student Paper – Corinne Bendersky

<u>2002</u>
Best Paper – Kristina A. Diekmann, Ann E. Tenbrunsel, & Adam Galinsky
Best Student Paper – Chris Bell

<u>2003</u>
Best Paper—Conflict in Context—Corinne Bendersky
Best Paper – Empirical—Jennifer R. Dunn, Maurice Schweitzer
Best Student Paper -- Deepak Malhotra

<u>2004</u>
Best Paper—Conflict in Context—Brian Bemmels, Graham Brown, & Laurie Barclay
Best Paper –Empirical – Amy Henley & Kenneth H. Price
Best Student Paper -- Andreas Richter, Rolf van Dick, & Michael A. West

<u>2005</u>
Best Paper – Conflict in Context—Madan Pillutla & Sarah Ronson
Best Paper-Empircal – Donald Ferrin, Peter Kim, Cecily Cooper, & Kurt Dicks
Best Student Paper – *None Awarded*

IV.   MEMBERSHIP

A. Current Status

The CM division currently consists of 754 members. The division remains a smaller, niche division in the Academy.

B. Trends

The CM division membership has experienced some growth over the past 5 years. Overall, the division has grown by 28% since 2001. Much of this reflects the fact that the Academy as a whole has grown over the past 5 years, nonetheless, our division appears to be holding steady as a niche division.

Membership Patterns 2001-2005

	2001	2002	2003	2004	2005
ACAD	404	403	425	368	482
EMER	5	6	8	14	13
EXEC	44	46	55	51	85
STU	134	127	113	106	174
TOTAL	**587**	**582**	**628**	**539**	**754**

C. Composition

As shown in the table above and graph below, the large majority of our members are academicians (roughly 65%) and students (roughly 20%). The number of executives and emeritus members are relatively small (roughly 10% together) and have remained constant. There was a slight decrease in membership in 2004, attributable to the decrease in academic members. This might be from members forgetting to renew their membership to academy as a whole and thus to the CM division. Our current program chair found a similar trend at the start of 2006, spurring the Division Chair to send out a reminder to these members to renew their membership in Academy as a whole. In 2005 the division made up for the slight decline in membership and also added slightly more members. This time the increase is attributable to the slight increases in both academicians and students.

Conflict Management Division Membership Patterns
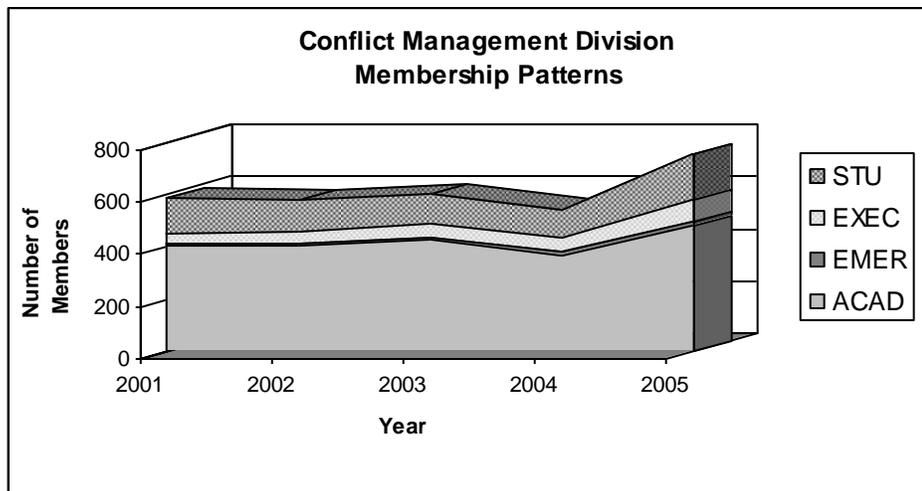
V. MEMBERSHIP SERVICES

A. Newsletters

The CM Division Newsletter is published semi-annually. Prior to 2000, the newsletter was mailed to all members of the division and a copy was posted on the division's web page. In 2000, the board proposed at the division's business meeting that the newsletter only be made available electronically, with e-mail notification sent to members informing them when a new edition was on-line. Members who attended the meeting voted in favor of the proposal. Copies of newsletters can be found at http://division.aomonline.org/cm/newletters.htm.

B. Electronic Bulletin Boards

The CM Division offers two electronic services for its members. First, the Division sponsors CMDNet. Managed by John Bunch, CMDNet is an internet based discussion group and list server dedicated to issues of interest to the Conflict Management Division. Second, the Division has a web page on the Academy's server (http://www.aom.pace.edu/cmd/). The web page, which in the past has primarily been used as a place to post the newsletters, is currently undergoing a major overhaul. Under the direction of a new webmaster, Michael Gross, research and teaching related materials of interest to our members will be linked to the web page.

C. Teaching related services.

Pre-conference activities have been dedicated to helping people teach particularly in the area of negotiations, conflict, dispute resolution with day long PDW's dedicated to teaching how to teach various cases (see Appendix C for particulars).

D. Recognition related services

The CM division gives out awards at every annual meeting for various best papers (see awards above). As well, the CM division periodically recognizes individuals for their outstanding service contribution to the division.

Outstanding Service Awards have gone to:
Michael Gross and Faye Smith (2003)
Catherine H. Tinsley (2004)
Michele J. Gelfand and Sally Blout-Lyon (2005)

E. External Relations

Since 2003 the CM division has held a day long pre-conference workshop with external personnel, local to the city where the meeting are held. For specifics please see Appendix C.

VI. **FINANCES**

   A. Current Status
     According to the financial statement received at the end of the fourth quarter, 2005, the CM
     division had an approximate available balance of $2,244.03. This is approximated as the
     exact expenses for the division awards were not known at the time of report writing. The
     current income statement, as well as income statements from the prior 4 years can be found in
     Appendix G.

   B. Trends
     Available funds as of Dec. 31 in each year of the review period are summarized below.

2001	2002	2003	2004	2005
$2244.03	$6638.86	$7,810.32	$3,242.29	$2,626.96

Commentary: In 2002, the division received an AOM award for $3500, resulting in an infusion
of cash for that year, and our year end finances became substantially healthier. Starting in 2003,
given the healthier finances of the division, the division decided to allocate up to $2000 a year
for funds to assist the Program Chair with his or her duties. These monies were to allow the
Program Chair to hire administrative assistance to help with the business of amassing
manuscripts, sending them to reviewers, collating results, sending feedback to submitters, and
ordering food and beverages for the conference. The relatively dramatic decrease in funds from
2003 to 2004 reflects that the $2000 for the 2003 conference were not expensed until 2004, thus
that year got hit with the $2000 expense twice. Otherwise, our finances remain healthy with
revenues and expenditures relatively in balance.

VII. **DIVISION SURVEY**

As required, the Division was surveyed in the fall of 2005, by the Division Chair. The Division
Chair sent out a mass email to the entire membership directing them to a website where the
survey could be found. A follow up email was sent out 3 weeks later. The survey items and
results can be found in Appendix H . 201 members responded to the survey, resulting in a 27%
response rate. Not all respondents filled out the demographic questions, but for those that did fill
out this section we see the following facts, which correspond exactly to the general trends of our
2000 self-study. The majority of faculty respondents were assistant professors (22%), followed
by associates (21%), and full professors (15%). 64% were in a business/mgmt/OB subject
domain, 4% Psychology, 1% communication. On average, respondents were 42 years old (sd =
10) and had been a member of the division for 5.27 years. The large majority of respondents
were in academic institutions (66% were full-time faculty members, 14% were students).

A few demographic trends are worth mentioning, in comparing this survey to that of 2000.
Although US citizens still represent the majority of respondents, the number is now 70%, down
from 85% in 2000. As well, although the majority of our respondents self-identify as Caucasian

(70%) the number has decreased since 2000 (90%). Moreover, our gender diversity remains strong, 53% female respondents for 2005.

The core questions requested by the academy were presented first in the questionnaire. In order to be compatible with our division's 2000 survey, respondents answered using a 5-point scale (rather than the typical 7-point scale other divisions use). Therefore the results must be interpreted with a 5-point scale in mind. In an effort to be more precise, one of the core questions asking about the "Division's preconference activities" was expanded into five separate questions that asked about specific preconference activities: The doctoral consortium, the junior faculty research workshop, and the Sunday morning preconference teaching activities, the Sunday morning preconference research activities and the Sunday morning preconference community outreach activities. Thus the first eleven questions on the CM survey correspond to the first seven questions provided by the Academy.

Overall, responses were quite positive. For example, members are moderately satisfied with the program content, pre-program content, social events, the way money is allocated to activities, and responsiveness of leadership. Note that in all of these categories members rated their satisfaction higher in 2005 than in 2000, suggesting the division has become increasingly responsive to its members needs. Moreover, our division received quite high remarks for two very general questions, specifically: "Generally speaking, the division's programs at the Academy meeting is both interesting and useful to me" (4.12 out of 5.0) and "Overall, I am satisfied with my membership in the CM division" (4.10 out of 5.0). Means and sd's for all items can be found at the beginning of Appendix H.

Moreover for questions 19 "I am satisfied with the opportunities the CM division offers to:" we see a marked decrease in dissatisfaction in all of these specific items from 2000 to 2005. Changes in the proportions of respondents expressing distinct *dissatisfaction* in 2000 and 2005 appears below.

Percentage of item respondents (incl. NA)
citing _no_ satisfaction

Items	**2000**	**2005**
Develop research skills	39	19
Develop teaching skills	57	19
Develop consulting skills	77	39
Learn about career management	59	24

These results are also consistent with the high volume of qualitative comments praising the division's responsiveness to members' developmental needs. Throughout the survey, there is significant evidence that CMD has succeeded in providing value-added services of central importance to members.

Although members tended to disagree more than agree with the statement that CM leadership is limited to an elite group, the average for this question did increase from 2000 (mean 2005 = 2.66; mean 2000=1.77). Moreover, some of the qualitative comments (see Appendix J) reflected (as

they did in 2000) some frustration on the part of some members that they wish to be involved more. This is an area where the division must continue to work. In response to this, the Division Chair used this 5 year report activity as a way of connecting to the entire division body. For example, at the business meeting in 2005, the new Division Chair handed out a flyer with specific questions for the report and asked for feedback to be emailed by November. As well, after the self-study survey was closed, the Division Chair sent out an email to the entire membership inviting them to participate in the data analysis from the survey. Those members that responded were sent Appendix H as well as the qualitative comments in Appendices I (suggestions for new services) and J (views of the division's strengths, weaknesses, opportunities, and threats).

One member, who has dual citizenship in both OB and CM, actually had a very interesting perspective on this item. As she writes

> *The slight increase in the mean value of this item (2.7 from 1.8 in 2000) suggests increasing agreement that there is some kind of clique within CMD. The qualitative responses go much further in stating this concern and its potential significance to the division. To be certain, my own impression is that this notion has nothing to do with the division's recent leadership as I think there is widespread recognition of the welcoming nature of the current and recent leadership.*

> *In addition to the possibility that there is some actual and significant school-based clustering in the division, one possible explanation for the increase in this perception since 2000 is the increase in survey responses obtained from OB Division members (an increase of 14% over the percentage of respondents from OB in 2000). If one takes the survey as a sign of involvement in CMD, this is an excellent sign of the division's effectiveness in communicating its overlap with the OB Division. However, members of the OB Division are potentially more diverse in their interests, methodological approaches, and doctoral origins than members of CMD. This difference in orientation and training could lead to an increase in the salience of the academic origins of members of CMD in 2005 relative to 2000.*

In other words, we now may have more members who have dual membership in broader more diverse divisions (like OB), leading to an impression (by comparison to their other salient division) that the academic origins of members of CM are overly narrow. A point I return to in the conclusion.

A majority of respondents did not reply to the question about what new services they would like to see. For responses to this question see Appendix I. This lack of suggestions for additional new services combined with the satisfaction numbers reported in Appendix H, suggests that the division is already pretty responsive to members needs. And as mentioned for item 19, any dissatisfaction with member services appears to be declining. However, to the extent that members did suggest new services these suggestions seemed to fall into 3 categories.

The first category was for the division to spend time thinking up additional ways to integrate new members, such as setting up an informal mentoring program. To the extent that the division is

overly cohesive (as many mentioned a strength and a weakness, as explained in the SWOT analysis below), an informal mentoring program is an excellent idea to consider.

The second category was for the division to use our electronic communities more, such as setting up an e-group, for example, to give people feedback on research, symposia ideas, recruit symposia people, and share data. The survey indicates a strong increase in e-communication between CMD and the membership. With regard to the newsletter, there's been a 22% increase in percentage of members receiving the newsletter electronically (57% in 2000; 79% in 2005). Similarly, 79% of members in 2005 (versus 58% in 2000) have logged into the CMD website between a few times and frequently. There's also been a 10% increase in those subscribing to CMDNet, but because only 41% of the division survey respondents subscribe, there appears to be room to engage more of the membership via the internet.

The final category of suggestions was to include more practitioners or have events that encourage connections between research and practice. The CM division has, since 2003, been doing a PDW outreach session to the community (for which we won our $3500 award from the Academy). Yet, the responses to sub-questions in item 19 concerning satisfaction with opportunities to interact with executives or develop consulting skill were the only items for which the membership expressed more dissatisfaction than satisfaction. This suggests a possible need to make more connections with practitioners and direct some of our energy and strong research toward more applied settings. Perhaps panels that have an interplay of academics and practitioners around a common topical theme. As one member said in her analysis of the qualitative data, "It would be great if we could leverage more of our assets to make the world a better place."

That said, however, it is important to remember that when asked to rank order their reasons for membership (Appendix H, Background Information, Item #4), members were most likely to rank their research interests on top. The second most popular reason for joining was teaching, then training, social activities, and other. Interestingly this ranking corresponded exactly to what most people responded were their rankings for membership—that is most people ranked research as number one, teaching number two, training number three, and then the other categories. What we might conclude is that we are a strong academic community, but one where some members might be encouraged to submit symposia, panel, or PDW ideas that include practioner commentary on our basic research.

VIII. **SWOT Conclusions**

Members freely reported their beliefs about the division's strengths and weaknesses in their responses to the survey. 92 members reported strengths, while 77 reported weaknesses. Based on their comments and other trends in the data, I as well as 2 other division members conducted quick content analyses and came up with the same general themes allowing the following SWOT conclusions. In general, these SWOT conclusions buttress those found in the quantitative numbers of Appendix H. The full set of qualitative comments regarding strengths, weaknesses, opportunities, and threats can be found in Appendix J.

A. Strengths

Strengths fell into 4 general categories: 1) Size/ Collegiality, 2) Academic Excellence, 3) Focus, and 4) Leadership Quality. With the exception of category 4, these themes were the salient ones of the 2000 survey as well.

Size/Collegiality
There were an overwhelming number of comments (between 52 and 58, depending on coder) that cited the value of the division's small size, its friendly, warm atmosphere, the opportunities provided for personal interaction (and the uniqueness of that within the Academy), and the level of collegial support available/provided.

Academic Excellence
This theme emerged as the second most prominent. Not surprisingly, a high percentage of comments implicated both the division's size/collegiality/amount of personal contact and the quality of research and researchers represented in the division, suggesting that members view the interaction of these two dimensions to create a special niche for CMD.

Focus
The third central strength cited was the division's focus. Many comments suggested that the ability of the division to focus more narrowly than OB, for example, provided significant value to members. Also highlighting the high dual membership issue between CM and OB.

Leadership Quality
There were at least six comments that noted the strength of the division's leadership and numerous comments highlighting the quality of the programs spearheaded by the division's leadership.

B. Weaknesses

Interestingly some of the CM division's strengths (size and focus) were also cited as weaknesses. Note that the size issue was mentioned as a weakness theme in the 2000 report as well.

Size/ Cliqueishness
References to an "ingroup" or general "clubbiness" among members who shared particular research or institutional affiliations emerged in about 23 of the open-ended responses. Comments suggested a sense of social and professional barriers within the division unintentionally created by the numerical dominance of members connected to a small number of universities. To be clear, none of the comments indicated that respondents believe this is intentional, and in fact, a number of comments noted the CMD leadership's sensitivity to trying to diversify the division.

Focus/ Identity

At least ten respondents cited the division's identity and/or name as specific problems for the division. With regard to identity, some of the comments suggested the problem lies in communicating the division's identity rather than the identity per se – a problem that some respondents attributed to the OB Division's restriction of CMD's ability to communicate its identity through a name change. This weakness may be particularly salient to division members right now is it was just recently that we appealed for a name change. This issue was not mentioned in 2000.

What was mentioned as a weakness in 2000 (but not in 2005) was the Sunday morning preconference program which had not drawn the attendance and had neutral ratings at best. This weakness appears to have been addressed by the CM division as pre-conference activities have greatly expanded in both size and scope, are well attended, and receive high evaluations.

C. Opportunities

There were two themes that emerged for this category. The first of which was mentioned in the 2000 report.

Broaden Focus/Inter-Division Outreach & Linkage

About 18 comments cited an opportunity to broaden the division's focus beyond negotiations, communicate that the division already is focused on topics beyond negotiations, and/or to reach out and create more linkages and richer linkages with other divisions within the Academy. Comments citing the latter noted OB, but also other divisions as possibilities.

The CM division has been pursuing these linkages, in particular, in its pre-conference activities but should consider broadening this to the regular conference activities with more co-sponsored symposia and encouraging members to submit papers that are more likely to be chosen as shared interest track presentations.

Practice/Practitioner Inclusion

About 7 respondents cited an opportunity to create more linkages to practice and/or inclusion of practitioners in CMD activities. Suggestions for this were noted above.

D. Threats

One potential threat has been addressed extensively above, the small size/ potential elitism of the division. Two other threats, though, deserve mention.

Overlap and Competition with Other Divisions

Between 15 and 17 respondents (depending on coder) mentioned competition with other divisions for members, papers and intellectual terrain as a critical threat. Some comments

suggested that CMD's overlap with other divisions currently favors other divisions (i.e., "OB gets better papers"); other comments were agnostic on this point, but noted that other divisions (such as OB) can and have restricted CMD's ability to communicate its identity which can create further problems for the division.

Changes in CMD Focus/Size/Growth Rate
Although not all respondents linked their comments regarding focus to group size or growth, two camps did emerge: those that worry about broadening the focus to attract more members and losing the strengths of focus and smallness; and those that worry about being too narrow (or being perceived by the Academy as too narrow) and therefore failing to attract members.

It might be interesting to follow up with the membership to disentangle the issues of external perceptions and communication needs versus genuine concern regarding excessive narrowness in CMD's focus.

General Conclusion

Through both quantitative and qualitative comments it appears that the CM division is a successful niche division—small, cohesive, focused, with academic excellence, and activities that respond to members needs. However, the downside of this niche is that growth is controlled and some members may feel it is overly constrained (whether from internal "focus" forces or external "competition with other divisions" forces). A more thorough investigation of these questions would be helpful with analyses that tease apart any differences in responses of those who call CM their primary home from those for whom CM is not. As well, CM division should continue to reach out to newly joined members, more fully utilize our e-community, integrate our program (as well as pre-conference program) with other divisions, and consider how to incorporate a dialogue between research and practice so that practitioners are included without diluting the high academic quality. We address these issues with specific action items in the following section

IX.   Action Plan

The CM division plans on a specific set of activities designed to 1) capitalize on our strengths as a collegial, high quality division, 2) realize our opportunities to fully exploit the breadth of our domain statement and reach beyond the academic community and, 3) guard against our threats of clubbiness and insularity.

Mentorship Program
Start an informal mentoring program for any members who wish to be more networked within the division. This will be the responsibility of the 2nd year representatives-at-large, who are responsible for member services. This mentoring program will be formulated this coming year by the 2nd year representatives-at-large, in consultation with the 1st year representatives-at-large. They will bring forward their ideas at the CM Executive Board Meeting at the August 2006 AOM meetings. This might include such things as an orientation packet explaining for to

sign up for CM net, how to get involved in the division (eg.- reviewing, attending the business meeting), offices one can run for, and social and academic meetings to attend. If the CM Executive Board approves of this program, it will be explained at the open CM Business meeting and posted on CM net. Members will be informed as to how they can sign up if they want a mentor or wish to be a mentor. There may be separate mentorship events, one for doctoral students and junior faculty and another for more senior faculty who are simply new to CM division. Mentoring / Networking will then begin at the 2007 AOM meetings.

Electronic Community
Over the next 2 years, 2006-2008, the List Serve Manager will solicit information about what kinds of electronic groups members might be interested in forming and will pilot test these, and adjust them as necessary. A bulletin board will also be discussed at the 2006 AOM meetings.

Outreach to Realize the Full Breadth of our Domain
Starting in 2007, the CM Division's call for proposals will specifically invite members to submit symposia that blend both academics and practioners, discussing the same topical issues. For example, academics might present results of research on a particular topic and the practioners might comment on the applicability of these research results to their domain, or comment on the possible boundary conditions of the results.

Starting in 2007, the PDW organizers will specifically consider topics that relate to consulting and outreach. For example, a workshop might focus on how to become a mediator or how to elicit and succeed in consulting work. Another example would be a PDW that focuses on innovative ways to collect data and link to practitioner communities across CMD research topics. Among the things that such a PDW could address: 1) accessing web survey participants (in and outside of one's university) and utilizing web-based technology; 2) linking to colleagues at schools with excess human subjects; 3) what to do to hook into the business community if your school lacks strong ties; and 4) how to make field research attractive to organizations.

Metrics of Success
Measuring whether we were successful for most of these programs will likely come in our next 5 year Division report and self-study survey. *For mentoring*, we will see whether people feel there is less clubbiness in the division, and we can have a separate question that asks about the effectiveness of the informal mentoring program. *For electronic communities,* the List Serve Manager can give an annual update of what activities are most popular. *For outreach and division breadth*, we can look at program and pre-program activities and whether people are more satisfied with these items of question 19. As well, we can look at whether this issue emerges as a weakness or threat again.