
New Books

Costantino, Cathy A. and Christina Sickles Merchant. *Designing Conflict Management Systems: A Guide to Creating Productive and Healthy Organizations.* San Francisco: Jossey-Bass, 1995. 252 pages. \$28.95.

How can people in organizations best assess and deal with the conflicts that inevitably arise within their organization?

This is the central question considered in *Designing Conflict Management Systems*, a book that integrates the principles of alternative dispute resolution, organization development, and dispute system design to offer a step-by-step approach to dealing with conflict in organizations. The authors use three composite case studies from the health care, government, and manufacturing sectors — along with numerous charts, checklists, and tables — to show how to get conflict management programs launched, deal with organizational resistance, set up training programs,

Negotiation Journal is pleased to offer its readers descriptions of recently published books of interest. A listing in this section does not constitute an evaluation of the book's merits or limitations, nor does it exclude a book from consideration as the subject of a subsequent review in the *Journal*. Space permitting, *Negotiation Journal* will list as many new publications in this section as possible. Suggestions are welcome.

and evaluate the "match" of a system to an organization.

The book's thirteen chapters are divided into three main sections: "Coping with conflict in organizations"; "Designing and improving conflict management systems"; and, "Making the system work."

Cathy A. Costantino is director of the ADR program at the Federal Deposit Insurance Corporation (FDIC), and adjunct professor at Georgetown University Law School.

Christina Sickles Merchant is director of labor-management cooperation at the Federal Labor Relations Authority (FLRA), and the immediate past president of the Society of Professionals in Dispute Resolution (SPIDR).

Marcus, Leonard J. with Barry C. Dorn, Phyllis B. Kritek, Velvet G. Miller, and Janice B. Wyatt. *Renegotiating Health Care: Resolving Conflict to Build Collaboration.* San Francisco: Jossey-Bass, 1995. 453 pages. \$36.95.

Inspired by the rising level of conflict associated with a besieged industry, *Renegotiating Health Care* was designed as a guide to negotiation for the health care professions. The authors describe the conflicts which can occur in the health care environment and develop an approach to resolving these conflicts founded on the collaborative principles of interest-based negotiation.

To contextualize the issues discussed, the book incorporates a series of "stories" involving a set of fictional characters who encounter conflict in a health care setting. Among these are a doctor who resists changes to his practice imposed by insurers, and a daughter who, through mediation, meets the doctor she blames for her mother's death. The book's contributors bring to the discussion first-hand knowledge of the issues; they include a surgeon, a former medical center CEO, a professor of nursing, and a state Dept. of Human Services official.

Leonard J. Marcus is the founder and director of the Program for Health Care Negotiation and Conflict Resolution at the Harvard University

School of Public Health. Barry C. Dorn is clinical professor of orthopedic surgery and director of the Outpatient Orthopedic Clinic at Tufts New England Medical Center. Phyllis B. Kritek is professor of nursing and chair of Doctoral Program Development at the University of Texas Medical Branch at the Galveston School of Nursing. Velvet Miller is director of the Division of Medical Assistance and Health Services of the New Jersey Department of Human Services. Janice B. Wyatt is a partner with Korn Ferry International, Boston, and former president and chief executive officer of the MetroWest Medical Center.

Schwarz, Roger M. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups.* San Francisco: Jossey-Bass, 1994. 314 pages. \$29.95.

This book offers a variety of techniques to help managers, consultants, and others who facilitate the decision-making process among groups of people in organizations. The book's 13 chapters are divided into four general sections: "How facilitation helps groups achieve their goals"; "Establishing the foundation for facilitation"; "Intervening effectively in groups"; and "Using facilitation skills in your own organization."

In his preface, the author states that the book was designed to integrate the theory and practice of group facilitation by describing a "set of core values and congruent principles," and how to apply those principles in practice. The practice situations the author covers include: "things to consider before stepping

in," "beginning and ending meetings," "dealing with emotion," and "serving as facilitator in your own organization." The book concludes with a series of sample agreements, guidelines, and other checklists.

Roger M. Schwarz is associate professor of public management and government and assistant director of the Institute of Government at the University of North Carolina at Chapel Hill.

Slaikeu, Karl A. *When Push Comes to Shove: A Practical Guide to Mediating Disputes*. San Francisco: Jossey-Bass, 1995. 301 pages. \$28.95.

When Push Comes to Shove is a "how-to" guide to the mediation process. The book summarizes the basic interpersonal and communications skills needed to mediate conflict, and gives a five-step procedure for mediating in a variety of situations. Coaching the reader through the phases of a mediation, the author presents numerous illustrative examples of dispute resolution in different contexts.

In his preface, the author notes that the book was designed as a guide for "new" mediation practitioners; for professionals from other fields who can use mediation techniques in their "home" discipline; and for the veteran mediator seeking to integrate knowledge gleaned from various models of mediation.

For teachers, this book may be used as a text, or an aid in designing class activities. Key points are delineated with charts and checklists, and suggested exercises are included at the end of each chapter.

Karl A. Slaikeu is president of Chorda Conflict Management, Inc., a

conflict management systems consulting and training company in Austin, Texas.

Smith, James D.D. *Stopping Wars: Defining the Obstacles to Cease-Fire*. Boulder, Colo.: Westview Press, 1995. 309 pages. \$59.95.

Stopping Wars attempts to catalog the reasons why some wars are so difficult to stop — even in cases where both sides want the fighting to end. The author examines the problems encountered by protagonists, as well as third parties to a conflict, attempting to achieve a ceasefire. Each chapter focuses on a specific obstacle to the cessation of fighting, with illustrative case material from such conflicts as the Iran/Iraq War, the Gulf War, and the Yugoslav wars to clarify key points. The author also examines what happens when obstacles to a ceasefire cannot be overcome.

James D.D. Smith lectures in the Department of Peace Studies at the University of Bradford, England.

Taylor, Anita and Judi Bernstein Miller (editors). *Conflict and Gender*. Cresskill, N.J.: Hampton Press, 1994. 331 pages. \$69.50 (cloth); \$26.50 (paper).

The majority of the 14 chapters of this book are rewritten versions of research papers initially presented at a conference on the topic of gender issues in conflict resolution at George Mason University in January of 1991. In addition to their introductory chapter — titled "The necessity of seeing gender in conflict" — the editors provide introductions to the book's three major sections.

Among the essayists and the titles of their contributions are: Loreleigh

Keashly, "Gender and conflict: What does psychological research tell us?"; John B. Stephens, "Connecting feminist theory and conflict resolution theory and practice"; Cynthia Chataway and Deborah M. Kolb, "Informal contributions to the conflict resolution process"; Marcia L. Dewhurst and Victor D. Wall, Jr., "Gender and the mediation of conflict: Communication differences"; and Ingrid Sandole-Staroste, "Overlapping radicalisms: Convergence and divergence between feminist and human needs theories in conflict resolution."

Anita Taylor is professor of communication at George Mason University. Judi Bernstein Miller is professor of psychology at Oberlin College.

True, Michael. *An Energy Field More Intense than War: The Nonviolent Tradition and American Literature.* Syracuse: Syracuse University Press, 1995. 170 pages. \$34.95 (cloth); \$16.95 (paper).

Since the early European settlement of North America, writers and artists have imagined a vision of society based on peaceful cooperation and social justice. Nonviolence as an active response to conflict is, in fact, a persistent theme over several centuries of essays, poems, novels, and other American literary works — despite (or perhaps in response to) what many regard as an equally persistent history of violence in our social and political lives.

This book traces the evolution of the nonviolence theme in American literature, from the Quakers of the 1680s and abolitionists of the 1860s to the Sanctuary Movement and

Plowshares of the 1980s; from the novels of Nathaniel Hawthorne to those of Norman Mailer; from the poems of Walt Whitman to those of Denise Levertov.

The author, Michael True, is professor of English at Assumption College in Worcester, Mass. and convenor of the Nonviolence Commission of the International Peace Research Association.

Umbreit, Mark S. *Mediating Interpersonal Conflicts: A Pathway to Peace.* West Concord, Minn.: CPI Publishing, 1995. 292 pages. \$11.95.

Mediating Interpersonal Conflicts introduces techniques and styles of interpersonal dispute mediation. The book also provides historical and descriptive summaries of major areas in the field, including community, school, divorce, parent/child, victim/offender, and workplace mediation. Practitioners may find the systematic information provided on each of these areas useful for the diversification of their professional activities.

The author also devotes a chapter to encouraging the use of a humanistic, or transformative, mediation model, which he calls a "journey of the heart." Umbreit, in addition to the mechanics of the mediation process, emphasizes self-esteem, common humanity, and "centering," among other aspects of a humanistic model.

Mark Umbreit is director of the Center for Restorative Justice & Mediation, and associate professor in the School of Social Work at the University of Minnesota. He is also a practicing mediator.

Vasquez, John A., James Turner Johnson, Sanford Jaffe, and Linda Stamato (editors). *Beyond Confrontation: Learning Conflict Resolution in the Post-Cold War Era*. Ann Arbor: The University of Michigan Press, 1995. 239 pages. \$39.50.

Beyond Confrontation presents an overview of conflict management theory and technique in the context of the global politics of the "new world order." During the Cold War, say the editors, the developing study of conflict resolution was largely ignored by international policy experts, who considered it to be inapplicable to relations between states. Now the contributors to this volume bring their knowledge of conflict resolution to bear on the challenge of developing worldwide stability.

Chapters and their authors in *Beyond Confrontation* include: "Pacific, impartial third-party intervention in international conflict," by Ronald J. Fisher; "Mediation practice on the home front: Implications for global conflict resolution," by Deborah M. Kolb and Eileen F. Babbitt; "The psychology of social conflict and its relevance to international conflict," by Dean G. Pruitt; "Applications and misapplications of conflict resolution ideas to international conflicts," by Louis Kriesberg; "Conflict prevention as a political system," by John W. Burton; and, "Why global conflict resolution is possible: Meeting the challenges of the new world order," by John A. Vasquez.

John A. Vasquez is professor of political science at Vanderbilt University. James Turner Johnson is director of international programs at Rutgers University. Sanford Jaffe is

director, and Linda Stamato is deputy director, of the Center for Negotiation and Conflict Resolution at Rutgers University.

Yoshino, Michael Y. and U. Srinivasa Rangan. *Strategic Alliances: An Entrepreneurial Approach to Globalization*. Boston: Harvard Business School Press, 1995. 272 pages. \$29.95 (cloth).

Strategic Alliances presents the argument that the greatest challenge for executives lies in continuously developing organizational process innovations to manage entire networks of dynamic alliances. Though not specifically about negotiation processes, the book details how some business firms have formed entrepreneurial alliances that are characterized by long-term mutual dependence, continuing contributions of technology or products from both sides, and shared managerial control. Yoshino and Rangan draw on field research and interviews with managers of successful alliances such as Ford/Mazda, Nike/Nissho, Toshiba/Motorola, and IBM/Siemens.

Michael Y. Yoshino is the Herman C. Krannert Professor of Business Administration at the Harvard Business School. U. Srinivasa Rangan is an assistant professor of international business at Babson College in Wellesley, Mass., where he holds the Kingsbury Term Chair Professorship.

Zartman, I. William and Victor A. Kremenyuk (editors). *Cooperative Security: Reducing Third World Wars*. Syracuse: Syracuse University Press, 1995. 396 pages. \$39.95 (cloth); \$16.95 (paper).

Cooperative Security examines the roles and responsibilities of the United States, the Russian coalition, and the European Community in establishing the "new world order" and monitoring the relations and boundaries of its emerging political entities. The book is the result of a two-year cooperative project undertaken by ten American and former Soviet researchers to investigate methods of reducing conflict in third world countries — states which were destabilized with the disappearance of the Cold War's political order. The editors analyze the patterns of conflict in specific regions, and conclude with security prospects for the future.

Chapters and their authors include: "Systems of world order and regional conflict resolution," by I.

William Zartman; "U.S.-Russian regional cooperation: Redefining mutual expectations," by Edward A. Kolodziej; "Asymmetry and strategies of regional conflict reduction," by Christopher R. Mitchell; "War in the Gulf: Possibilities and limits of the Russian-American cooperation," by Alexei Vassiliev; "India and Pakistan: The roots of conflict," by Thomas Thornton and Maxim Bratersky; and "Great powers and conflict reduction in the Horn of Africa," by Terrence Lyons.

I. William Zartman is director of the African Studies Program at the School of Advanced International Relations, Johns Hopkins University. Victor A. Kremenjuk is deputy director of the Institute for U.S.A. and Canada Studies, Academy of Sciences of Russia.