



TIP: While this personality matrix is the darling of many a management coach, consultant and manager, it falls short if you do not use the rigorous proprietary tests offered by experts in the field. For example, while the Myers-Briggs® methods are attacked academically, they may be essential in various contexts where many psychological data points are investigated. The method is a poor replacement for creating a culture of negotiators. What happens if we cannot “read” the other side, the other side sends false and deceptive signals, or the interpretation is wrong? While this is a helpful tool, most negotiators do this in the hallways at a break, asking “who is the weakest link on their team that gives us an advantage?”

NOTES: