

Chapter 5

Key Negotiating Temperaments

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Two Jungian preferences are key to negotiation temperament:

- Sensing/Intuiting—manner of taking in information.
- Judging/Perceiving—way of interacting with the world.

Sensors and Intuitors at the Negotiating Table

- Sensors see detail and seek detail and precision.
- Intuitors see generalities and seek concepts and correlations.
- Sensors like to give and receive facts and data.
- Intuitors like to give and receive the big picture.

Judgers and Perceivers at the Negotiating Table

- Judgers prefer order, anticipate deadlines, and seek closure.
- Perceivers prefer randomness, are not bothered by deadlines, and prefer postponing.

Four Principle Negotiating Temperaments

- Harmonizer—Intuitior/Perceiver
- Controller—Intuitior/Judger
- Pragmatist—Sensor/Judger
- Action Seeker—Sensor/Perceiver

Profile of the Harmonizer

- Broad perspective, conceptual theorizing, discussion of multiple issues simultaneously, resistant to time pressure, exhibits an open-ended, general, and theoretical approach.
- Out of control the harmonizer becomes the pacifier, which makes for poor decisions.

Profile of the Controller

- Broad perspective, conceptual theorizing, discussion of multiple issues, demonstrates a sense of the big picture with clear resolve.
- Out of control the controller becomes the bull, which comes with rigidity making resolution impossible.

Profile of the Pragmatist

- Focus on detail, sequence, and order, penchant for concrete support, decisiveness, stubborn resolve, and impatience.
- Out of control the pragmatist becomes the street fighter, which creates extreme competitiveness and potential hurt of someone.

Profile of the Action Seeker

- Focus on detail and sequence, spontaneity, flexibility, and at times hyperactivity.
- Out of control the action seeker becomes the high roller, which may cause risk taking and big loss.

Quick Recognition of Temperament

- Harmonizer—general and open-ended approach.
- Controller—big picture approach and resolve.
- Pragmatist—focus on detail and stubborn resolve.
- Action Seeker—detailed approach and spontaneity.

Effects of Other Personality Factors

- Harmonizer + High Affiliation Need, High Social Power Need, Low Conscientiousness = Risk of Pacifying
- Action Seeker + Low Conscientiousness, Low Emotional Stability = Risk of High Roller
- Judger + High Personal Power Need, High Competitiveness = Risk of Bull or Street Fighter

Other Personality Factors

- Convergents with high achievement need, high competitiveness, or high conscientiousness may tend toward the controller profile.
- Divergers with low conscientiousness and low achievement need may tend toward the action seeker profile.

Correlations

- Right-brain dominance is related to the intuiting preference.
- Left-brain dominance is related to the sensing preference.
- Accommodating learning style is related to sensing and extroversion.
- Assimilating learning style is related to intuiting and introversion.
- High conscientiousness appears similar to judging preference behavior.
- Type A behavior assimilates judging preference behavior.