SPOTLIGHT
THE NEW SCIENCE
OF TEAM CHEMISTRY

50 MANAGING PEOPLE
PIONEERS, DRIVERS, INTEGRATORS,
AND GUARDIANS
Every team is a mix of these personality
types. Here's how to get the best out of any
combination. Suzanne M. Johnson Vickberg
and Kim Christfort

58 IN PRACTICE
HOW WORK STYLES INFORM LEADERSHIP
Five executives explain how understanding
personality has helped them become better
leaders. Alison Beard

60 NEUROSCIENCE
"IF YOU UNDERSTAND HOW THE BRAIN
WORKS, YOU CAN REACH ANYONE"
A conversation with biological
anthropologist Helen Fisher
Alison Beard

63 RESEARCH
A BRIEF HISTORY OF PERSONALITY TESTS
Three assessments that shaped the industry
Eben Harrell

JOIN US ON SOCIAL MEDIA
www.HBR.org
Email: customerservice@hbr.org
Twitter: @hbr, @HarvardBiz
Facebook: HBR, Harvard Business Review
LinkedIn: Harvard Business Review

CONNECT WITH HBR

CONTACT HBR
800.998.0886

COVER PHOTOGRAPH BY BRUCE PETERSON
# HARVARD BUSINESS REVIEW CONTENTS

## MARCH–APRIL 2017

### FEATURES

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Leadership</th>
<th>Human Resources</th>
<th>Leadership</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money is no longer a scarce resource. That changes everything. Michael Mankins, Karen Harris, and David Harding</td>
<td>Why executives should talk less and ask more questions Hal Gregersen</td>
<td>What to look for Timothy Butler</td>
<td>A conversation with Walmart CEO Doug McMillon Adi Ignatius</td>
<td>A tool kit for assessing the way an innovation will affect each stakeholder Martin Ihrig and Ian C. MacMillan</td>
</tr>
</tbody>
</table>

### MARKETING

What's the Value of a Like? Social media endorsements don't work the way you might think. Leslie K. John, Daniel Mochon, Oliver Emrich, and Janet Schwartz

### SALES

The New Sales Imperative B2B purchasing is too complicated. Make it easy for your customers to buy. Nicholas Toman, Brent Adamson, and Cristina Gomez

### CHANGE MANAGEMENT

Restructure or Reconfigure? Designing the reorg that works for you Stéphane J.G. Girod and Samina Karim

### MANAGING ORGANIZATIONS

The Edison of Medicine Lessons from one of the world's most productive and profitable research facilities Steven Prokesch