An Overview Perception of Introverted Leaders

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Abstract
This paper provides an overview of introverted leaders. Examples of introverted leaders who made a great impact on society include Martin Luther King, Jr., Ghandi, Mother Teresa, Rosa Parks and Barack Obama. The paper connects positive traits of introverts (i.e., analytical thinking, organized and detail-oriented behaviors, cautious and strong decision making, etc.) to desirable leadership roles. The paper also provides overview characteristics of extroverted leaders and compared them to introverted leaders. Examples of Extroverted leaders include Bill Clinton, and Steve Jobs. It was thought throughout history and even in modern day that only extroverted leaders were most effective. Results showed that introverted leaders must be able to learn to exhibit extroverted qualities in order to be successful. The paper suggests future research to be conducted in the area of society’s and employee’s perceptions of introverted leaders and how leaders can affect change in their own organizations as a result of shifting perceptions.

Keywords: Introverts, Extroverts, Leadership, Decision Making, Analytical Thinking

Literature Review
It is well documented in U.S. culture that the perception of a successful leader is one with extroverted, charismatic, outgoing personality traits (Zaccardi, Howard, & Schnusenberg, 2012). One may envision Bill Clinton, former U.S. President, Steve Jobs, former Chief Executive Officer (CEO) of Apple, Inc., Muhammad Ali, boxer, and many other charismatic figures throughout history. It is well-known that many believe that CEO’s of companies need to be able to command attention from their followers, inspire others through their bigger than life personalities, communicate their vision to large crowds, and be able to exude confidence in any social situation. The distinction between introversion and extroversion is clear and supported by the research of Carl Jung, renowned psychiatrist (Jung, 1971).

Carl Jung (1923) described these “personality types,” but stated, “One can never give a description of type, no matter how complete, which absolutely applies to one individual, despite the fact that thousands might, in a certain sense, be strikingly characterized by it” (p. 33). Jung cautioned that psychological typology is a way to describe and understand human behavior in a general sense but one must be cautious not to discount individual differences and uniqueness. He also encourages one to look at how humans can compensate and adapt to situations despite personality traits. When we are careful to consider the adaptability and uniqueness of humans, we are able to learn a great deal about human psychology. Jung described introverted versus extroverted characteristics seen in children from a very young age in terms of temperament and how they see the world.

Jung (1923) described this development as an “innate” process, which can be seen in children from a very young age (p. 33). He described extroverted children as those who: (a) quickly adapt to their environment; (b) give attention to objects; (c) are concerned with their relation and affect upon objects; (d) have a lack of shyness towards objects; (e) have a trust of objects; (f) develop quicker than introverts and have a lack of fear; (g) perceive quickly, but haphazardly; (h)
risk themselves by pushing undertakings to extremes; and (i) have a sense that everything unknown is appealing.

In his description of children characterized as introverts, Jung believed that: (a) they are reflective and thoughtful; (b) they have a pronounced shyness; (c) they have a fear of unknown objects; (d) they have self-assertion towards objects; (e) attempt to master objects in relation to themselves; (e) regard the unknown with distrust; (f) outside influences are met with emphatic resistance; (g) will not submit to rules that they do not understand; (h) want answers to questions in terms of names, meanings, and explanations which provide subjective security objects; and (i) the world is the inner world, its’ subject based on relationships to objects.

Although contemporary researchers and theories regarding introversion and extroversion would argue some of Jung’s points (i.e., distinction between introversion and shyness) it is valuable to look at the correlation between Jung’s descriptions in childhood and descriptions of introverted and extroverted leaders and employees. Jung (1923) studied the “conflict” between the two personality types and ways that humans of both persuasions see the world. He described the example of marriage between an introvert and an extrovert. He described the possibility of collaboration between the two types in “psychological symbiosis” (p. 34). This marriage between an extrovert and introvert, whether in marriage, childhood play, or in a corporation, cannot work, Jung stated, unless they attempt a “mutual psychological understanding” (p. 34). Attempting to force the other party to see the world and operate from their perspective leads to an unbalanced sense of being for the other type.

To take that idea into modern day, our society has “forced” the introverted personality type to live in an extroverted world. When one is forced to obtain a worldview that operated from their underdeveloped function (i.e., introvert leader functioning in an extroverted environment), it can cause conflict and perhaps cripple ones’ ability to live up to their full potential. In opposition to forcing an introverted leader to fit the mold of an extroverted stereotype, strides can be taken to nurture the introvert in an environment that realizes their potential as employee and leaders. One half to one third of the population is introverted, and light needs to be shed upon this topic and society’s leadership “ideal” needs to be examined.

In addition to Carl Jung’s contribution to personality literature, contemporary researchers have further developed the Myers-Briggs Personality Measure to substantiate the “Big Five Personality Traits,” (Thalmayer, Saucier, & Eigenhuis, 2011). Although typology measures are never fully accurate for all people, they provide valuable information about the traits that make up personality types. One key distinction of personality in typology literature is the concept of extroversion versus introversion. In modern day society, extroverted leaders are described as those who are able to deliver a grandiose speech to a captivated audience who are drawn to them because of their charisma and charm. Introverted leaders often sit back and consider information before they make decisions and act or speak. They are sometimes mistakenly considered “shy” and are typically thoughtful. Those with extroverted personality types are defined as having a preference for being socially connected, gather energy from social situations, prefer being in the spotlight, and can be more of a risk-taker. They also enjoy working in groups, command attention from those around them, look at “big pictures” instead of details, and are quick to make decisions. Introverted personality types often have a preference for solitary work, are analytical, detail-oriented, cautious, introspective, think before speaking, are slower to make decisions, often exhausted by social situations, and prefer working alone to working in groups (Kello, 2012).

It was thought throughout history and even in modern day that only extroverted leaders were most effective, and many potential leaders were and continue to be excluded from executive and upper level management positions. By redefining effective leadership traits, changing common
misperceptions of leadership and connecting those traits of introverted leaders, patterns can be established to show that introverted leaders have a place in upper management and can be as effective as those who currently fit the popular “profile” of an effective leader.

The topic of introverted leaders is sometimes referred to as an “oxymoron” in popular society. Common statements made regarding introverted leadership that may be expressed are that people questioned whether that concept exists at all. The words “not possible,” “I’ve never heard of an introverted leader,” and “how can anyone be a leader and an introvert at the same time?” may be prevalent. When historical examples were given of introverted leaders who made a great impact on society (i.e., Martin Luther King, Jr., Ghandi, Mother Teresa, Rosa Parks, Barack Obama), the overall consensus may be that people are “shocked” or “can’t believe it.” These attitudes regarding introverted leaders, even from educated people, demonstrate that much work needs to be done in order to shed light upon the misconceptions and dire consequences of overlooking strong and effective leaders.

Another potentially surprising point is that many leaders who are already making a great difference in companies, including many CEOs and top level executives are introverted leaders. Given the widespread societal misconception that the most effective leaders are only extroverted, charismatic leaders, much more research and action needs to be taken in order to educate management, employees and the public as a whole that many highly effective and qualified people are being passed over for leadership positions because of common misnomer that introversion cannot equal effective and dynamic leadership.

First, one must understand what is meant by the complexity of the term “introversion.” As mentioned above, this term is based on the historical and seminal research of Carl Jung, a Swiss psychiatrist who founded analytic or Jungian psychology (Jung, 1971). Contemporary researchers have made great strides in attempting to understand these “traits” in terms of functionality and behavior of humans. Extroversion has been described as an act of being where one gains their stimulation and gratification from the exterior world instead of within one’s self (Thompson, 2008). The “best version” of an extroverted person can often be characterized as charismatic, social, larger than life, visionary, team-oriented, and gain energy from being around other people (Jung, 1971).

Those who are introverted have been characterized as those who prefer solace, are analytical, thinkers, prefer working alone than working in large groups, reflective, reserved, gain energy from ideas and are often exhausted by social situations (Jung, 1971). The key to avoiding generalizations and stereotypes when looking at these two personality dimensions is to note the term “preference.” In addition, it’s important to understand that introversion and extroversion are on a continuum and most people have some aspects of both sets of traits, yet a preference for one or the other. Downey (1925) states, “With the habitual predominance of either [extroversion or introversion] mechanism in the individual the type is developed, and certain reactions became characteristic” (p. 345). A preference does not mean an absence of functioning or inability to take on traits of the other, less preferred traits.

These are the questions that this study proposes to address in order to create a change in society’s automatic thinking when it comes to what type of person can be effective in leadership roles. Understanding introverted personality types in addition to extroverted personality types and how people of both distinctions characterize and see the world and interact in society is important in order to understand how such strengths can be seen in both personality types. This study is not, however, arguing that introverted leaders are more or less effective than extroverted leaders or vice versa. The study is proposing that a great deal of attention needs to be directed towards stereotypes of effective leaders and more research conducted on the value of introverted personality types in regard to leadership in the workplace. Although there is a long way to go in bringing this topic to
research and to society’s attention as a whole, we are starting to see popular books such as “Quiet Influence: The Introvert’s Guide to Making a Difference” (Kahnweiler, 2013), “Quiet: The Power of Introverts in a World That Can’t Stop Talking” (Cain, 2012) and “The Introverted Leader: Building on Your Quiet Strength” (Kahnweiler, 2009) on best-seller lists. This is becoming a “hot” topic in leadership arenas because of the great number of employees and leaders who fall into the introversion categories.

**Introverts & Extroverts**

What is clear in personality and typology research is that there is no purely introverted person and no purely extroverted person (Jung, 1971). As in all personality research, traits are based on a continuum and personality profiles and typologies do not hold true for all people. There is, however, much that we can learn about preferences and how people with certain personality types interact and make sense of the world and their actions that can help us understand patterns and best practices in business and other aspects of life. Again, this study does not argue for introversion over extroversion and does not claim that one personality type is superior to the other. What this research is attempting to substantiate is that there is a large group of people who, based on typology literature, would be considered introverts and a societal shift is needed in attempting to understand this large group of people and their positive attributes in society and the workplace. In understanding how introverted or extroverted employees rate introverted leaders on a leadership satisfaction scale, one can gather data from the prospective of those who work directly with those who are considered “introverted leader” and determine what characteristics rate higher or lower in terms of leadership qualities.

In early research and writings introverts were described in terms such as “shut-in,” “shy,” and even diagnosed as “schizoid” (Wells, 1964). Those who preferred to be alone as opposed to in a big crowd, preferred to thinking before speaking to process information, who preferred working by themselves in the workplace as opposed to a larger team setting may have seemed “odd” and would never be considered for leadership roles. The key word in this description is “preference” and not “inability” to function. Because those with more introverted personalities have been largely misunderstood and mislabeled as odd or antisocial, their true potential and gifts are often not seen and not utilized in the workplace.

The DSM-IV Diagnostic and Statistical Manual of Behavioral Disorders (2000) classify similar “introverted” traits as pathology. Some similar diagnoses that include introverted traits are Social Anxiety Disorder, Avoidant Personality Disorder, Schizoid Personality Disorder and Antisocial Personality Disorder (DSM-IV, 2000). Introverts are also mistaken to be “shy,” which can also be a common misconception. With a general consensus that introverted people are somehow dealing with neurosis instead of a preference of how to function in the world, take in and process information and behave accordingly, misconceptions of large groups of people have become commonplace. Even Webster’s Dictionary defines the term “introvert” as one being turned inward and in essence being “wholly or predominantly being concerned and interested in one’s own mental life” (Merriam-Webster, n.d.). These definitions imply a negative view of introversion that has developed over many years and continues in this modern day.

The good news for those people who show a greater preference for introversion than extroversion is that research and popular press is starting to understand the complexities of personality traits related to introversion and to shine more light upon those strengths. Just like any stereotype that has held humans back from their full potential (i.e., racism, sexism, ageism, homosexuality, religious beliefs, etc.) the “label” of introversion in business carries that same type of oppressive nature. Change comes with understanding and education and the focus of this study
is present research that could affect beliefs about those who show a preference for introversion and also to make connections between those introverted leaders and how their employees “match up” and are best motivated by leaders based on typology.

**Introverted Leaders**

Soufie (2012) looked at traits of introverted employees and extroverted employees and attempted to draw a correlation between extroversion and organizational citizenship. By mere nature of the study and problem discussed it was assumed by some parties that those who were extroverted were more likely to be a more positive member of the group in terms of citizenship of the organization. There was no significant difference between introverts and extroverts in terms of citizenship. Studies such as these are positive in that they are helping to dispel assumptions regarding the value of introverted employees and leaders. Other labels of extroverted leaders are that they are “natural born leaders” and that they naturally attract followers. Although this can be true of those with charismatic, visionary types who are expressive and even charming, criticism of extroverted traits can be noted in that sometimes impulsivity, quick, emotional decision making is employed. Like all personality traits, moderation is important in keeping oneself balanced. As the introvert may need to practice speeches and motivate themselves to attend big business lunches or parties, so does an extrovert need to take time to think through ideas and decisions.

So who are introverts in the workplace and how do they function? Introverts in the workplace can often be characterized as thinkers, cerebral, detail-oriented, analyzers, “Life’s Natural Organizer” and “Life’s Independent Thinker” (Kello, 2012, p. 28). Kello (2012) argues that introverted personality traits are only a preference and not merely a set of immovable, unchangeable behavioral rules. He likens introversion or extroversion to handedness in that one may have a preference to their right hand but that doesn’t mean that their left hand is not “limp at their side.” (p. 29). Introverts may be exhausted after a long day of socializing in the business setting and may prefer to recharge in the solace of their own space but this does not mean that they do not adapt to their social settings when they must. In turn, extroverts may prefer team-oriented activities, think best in group discussions and gain energy from social situations but that doesn’t mean that they cannot think in solitary situations and research and plan before presenting ideas or making decisions.

In determining one’s typology, the Myers-Briggs Personality Test has been widely used and researched (Myers, 1962). Bradway (1964) not only studied the Myers-Briggs test but also researched how ones’ self-report matches their results of the personality profile. She found that subject’s self-report matched their results almost perfectly on the introversion/extroversion scales. In that regard, most people can sense whether they have a preference for introversion or extroversion. It can be estimated that one third to one half of all people in the workforce are introverted (Bayne, 1995). Cain (2012) urges managers to “…make the most of introverts’ strengths- these are the people who can help you think deeply, strategize, solve complex problems, and spot canaries in your coal mine” (p. 265) as opposed to getting excited about “…open office plans or, for that matter, lunchtime birthday parties or team-building retreats” (p. 265). By understanding the preferences of one third to one half of the workforce, managers can create a work environment that meets the needs of an introverted employee and also create an environment where the employees and leaders can thrive and create new levels of productivity and progress.

Cain (2012) cautions managers about the “groupthink” phenomenon. If managers want the introverted employees true viewpoint on a complex problem or situation, they should ask the employees to attempt to solve problems in a solitary fashion first and then gather information either electronically or in some manner where introverts feel comfortable in sharing ideas. They can then
move to group discussions, which may be best for extroverted types. Extroverted employees may thrive in the discussions where they can think as they speak and process information in conjunction with others. Introverted people typically may process on their own either through writing, researching or quiet thinking and then be able to share their ideas with others. Both types of information processing is important and can be fruitful. If introverts are not given the opportunity to process in a way that is comfortable and beneficial for them, they may not exhibit the level of response that they are capable of generating. Similarly, if an extroverted person is not able to process with others they may also not generate the types of responses and ideas that they are capable of producing. The introverted person may be overlooked frequently in a group or team workplace environment when a roundtable discussion is going on if they do not have a proper outlet for thinking and processing, which would mean that workplaces are missing out on potentially brilliant ideas and problem-solving strategies.

World Made for Extroverts

Cain (2012) discusses the concept of “Extrovert Ideal.” This concept shows that society has a bias towards extroverts and in addition sets up workplaces accordingly. Many contemplative thinkers have made great strides in terms of art, music, engineering, religion, literature, technology, etc. Although we have a great appreciation for these works in finished product, these thinkers, creators and innovators did not necessarily fit into society in a way that made it easy for them to produce. To create these majestic symphonies or create the next innovation in technology or paint a masterpiece, introverted people must find solitude in order to work and to work effectively. This does not mean that these “geniuses” do not enjoy the company of others or that they are “shy” or that they cannot function in an alternate setting. What it implies is that we must reexamine the environments in which we create in order for employees and leaders with differing personality traits to be successful and at their most productive states. We need to look at how we conceptualize what is a good “personality” fit for a leader and broaden our minds to the concept of “introverted leader.”

We may see the same concept in educational literature in that all children do not learn and thrive in the same classroom environments. We see that the same holds true for employees and leaders when they become adults. Just as they may have chosen to sit and read a book, play chess, join art class instead of playing sports or joining in on the pep rally, adults may choose to enjoy the comfort of their office than the large and loud cafeteria at work, may enjoy discussing ideas with a few close confidants or teammates as opposed to large group formats or choose to forgo the national conference and present their ideas to a group a small group where they can make a few important contacts. As stated before, neither way of thinking, being or working is better than another and celebrating all of these characteristics in either type of employee and paving a way for them to have optimal creativity and space may be the key to drastically improving workplace performance, finding leaders who can transform workplaces and in turn create a workspace that breeds happier employees.

This concept is further personified in the interview process in Western culture. In a 2013 study by researchers at the University of British Columbia, the interview process was evaluated. Participants were given a measure to determine how narcissistic applications were before beginning the study. They were then placed in the interview process. Those who scored higher on the narcissist scale scored very high in self-promotion, boasting and engagement with the interviewer and in turn were rated higher on the “definitely hire” scale. Conversely, those who scored lower on the narcissism scale and were more humble, but were equally qualified for the job, were rated lower and not placed on “definitely hire” scale.
This study showed that Western candidates were looked upon more favorably for hire than Eastern/Asian candidates whose culture values humility. In addition to the issue of bias towards introverts and extroverts, cultural bias plays a role in our traditional interview process as well. In this vain, the process needs to be reevaluated for multiple reasons including a more comprehensive process that will lead to finding the most qualified candidate.

This study illustrates that the interview process in most companies is set up for extroverts to shine and succeed. Susan Cain, renowned speaker and advocate for introverts in the workplace, would go a step further and suggests that the interview process be reconfigured so that multiple ways of looking at candidates is a part of the process. Cain states, “Before beginning a job search, look to people who previously excelled at the position and consider: Where were their strengths? What about that individual made them exemplary in their role? What didn’t work out? Letting those characteristics drive an interview” (Cain, 2014, p.1). By setting up multiple layers of interviewing (i.e., written questionnaires, online questions, giving candidates time to think and construct answers in solitude, etc.) an employer can ensure that they are getting a true picture of interviewees instead of a popularity contest or most outgoing. Although this might impress during the initial interview, the important information sought needs to be how the candidate will perform on the job and how they will fit with the culture of the organization.

**Employees’ Ratings of Introverted Leaders**

Are introverted leaders rated more highly by introverted employees whose style resembles their own working styles? Nobel (2010) states, “A new study finds that extroverted leaders actually can be a liability for a company's performance, especially if the followers are extroverts, too. In short, new ideas can't blossom into profitable projects if everyone in the room is contributing ideas, and the leader is too busy being outgoing to listen to or act upon them.” Alternatively, a group of extroverted employees can benefit from an introverted leader because of they will put great amount of thought and processing into the suggestions of the team. Conversely, if the introverted leader is dealing with introverted employees who do not actively contribute in this type of setting, little may be accomplished. In short, Nobel (2010) suggests that different types of employees work best with different types of leaders based on the make-up of the group. Extroverted leaders and extroverted employees may be a dangerous combination whereas introverted employees with introverted leaders may also not get the job done.

Dowden (2013) reexamines the profile of an effective leader and reiterates the fact that society perceives that extroverted leaders are most effective, despite the style of the employees with whom they supervise. He posits that extroverted leaders would be most effective with a group of employees who are proactive and self-motivated. He posits that introverted leaders who have less desire to be in the spotlight and dominate conversations and ideas may work best with employees in general because they may reflect on ideas shared by employees and create a “positive feedback loop” for staff. What remains constant with regard to this study and previous cited studies is that the extrovert ideal is being reexamined and researchers are looking at employee personality types and searching for patterns in order to find an “ideal” matching between employees and leaders and their typology.

Grant, Gino & Hoffman (2010) suggests that corporations should respect introverted leaders for their excellent listening skills instead of just looking for leaders who are busy talking. Gino states, “By creating a work environment where people feel free to speak up and be proactive, the organization is creating the right place for introverted leaders to be successful” (p. 28). Although an extroverted leader with extroverted employees can make an ineffective situation, so can an introverted leader with passive employees.
From these results, it appears that an introverted leader with proactive employees creates a situation where the leader is able to listen to these eager employees, help them process ideas and think critically through them in order to create a solid idea or product. When a group of employees is more passive, an extroverted leader can give them energy needed in order to be productive and move forward. Bendersky and Parikh Shah (2013) also posit that extraverts often elicit high expectations from others in the beginning because of passion and excitement but can lack follow through in group situations and can disappoint others. In this regard what you see on the surface has to be followed with earnest attention and follow-through. Employees’ perceptions of extroverted leaders may initially be more positive due to expectations but can decline based on future actions. Adams (2013) reiterates the perception that extraverted leaders will and team members present high expectations of followers and fellow team members but can often let the team down with follow-through. Introverts weren’t initially rated highly in terms of expectations but were rated higher on accountability, team presence and perception of follow through.

Compensating for Perceived Weakness of Introversion

Introverts often are left feeling like they do not fit in to the “extrovert ideal” and into a workplace that values extroverted qualities above all. This can be detrimental to self-esteem, ability to move up in a career, misperception of leadership abilities, lack of promotion into leadership positions and other issues related to this misperception. Amichai-Hamburger, Wainapel, & Fox (2002) studied personality type and Internet use and found that introverts found their true selves on the Internet and extroverts found their true selves in face to face interaction with others. They attribute health to being able to express their true selves in some way or another and if they can’t, psychological conditions follow. They state that their study provides further evidence that the virtual world often provides an opportunity of expression and growth and often moves from beyond the virtual world into the real world. Introverts are able to make valuable connections with others, while extraverts often make those connections in a face-to-face arena.

Because the western world is not designed for introverts in terms of workplace and leadership, introverts often have to compensate for the side of them that may be less developed or dominant. In order to be considered for the promotion an introverted staff member may have to go to parties, dinners, meet and greets, and other social functions. This in itself is not a negative aspect of work in that it helps introverts be visible and be able to network with others in order to build relationships. In opposition to that is an extrovert who is forced to spend quiet time on a report or project when they would rather be working in a group. Often that helps extroverts to have time to think and make stronger decisions. Both examples allow introverts and extroverts to be able to compensate for perceived weaknesses, but workplaces should recognize personality traits of employees and maximize their potential and productivity by providing an environment that is suitable and comfortable for them. This raises the complexity of a leader’s role, but will pay dividends in the end because employees will be more motivated, feel more comfortable and essentially provide more productive results for themselves and the company.

Introversion and Communication

In studying positive leadership characteristics and traits that measure success for an organization, Missioura (2014) mentions that communication is one of the most important traits of a successful leader. Without positive, clear and direct communication, an organization can be unorganized, roles can be confused, staff can lack direction and the vision of the company may not be clear and shared by staff and leaders. Without communicating with one another as well as communicating the company’s goals to the outside arenas, companies can ultimately end up failing and/or suffering great financial consequences.
Missouri (2014) describes the personality traits of introversion and extroversion and how they are directly related to communication. In particular, they describe and introvert and extrovert’s willingness to communicate with others within the organization.

Glass, Li and Pan (2014) describe introverted people’s communication styles and how technology impacts their ability to communicate directly with others. Due to their often solitary nature, introverts are more likely to engage in social media in order to communicate with others. This can also be true in the workplace in that introverted leaders may choose to communicate with staff through electronic mediums such as email, newsletters, memos, etc. Introverted leaders may also choose to conduct less staff meetings and may choose to write as opposed to speak publicly.

In the study by Glass, Li and Pan, they looked at college students who were either introverted or extroverted and how they chose to communicate (i.e., verbally or with social media). Glass, Li and Pan state that introverts might be more likely to communicate via social media because they are compensating for their lack of intrapersonal skills. This can translate to the office environment because introverted leaders may be uncomfortable with face-to-face communication and may determine that they can be more effective through written communication.

Although introverted leaders may engage less in more frequent meetings, gatherings, networking events and other large events that might involve a great deal of social interaction, they can compensate for the interpersonal skills that they may lack. Suggestions for introverted leaders who want to improve interpersonal skills may be taking public speaking courses, scheduling regular meetings with staff so that they cannot be tempted to resist meeting with others, write main points and bullets before speaking so that the speech is rehearsed and the leader may feel more confident in what they are saying, and choosing two networking events a month instead of feeling as though they have to attend all events in question in order to make an impression.

If the leader knows his or her preferences and strengths and weaknesses, they are able to determine ways in which they must learn to compensate in order to be productive in the workplace. If a leader understands their personality traits and the personality traits and preferences of those who are working with them, they will be able to better determine how to best deliver their points and goals in a way that will garner the best results. If public speaking is not something that is comfortable for an introverted leader, they may decide to have interesting audio and visual aids in order to interest the audience and also in order to distract all of the attention from themselves. If the leader does not believe that all of the attention is on them, they may feel more comfortable in speaking in front of a group. Learning ones’ style of communication and those things that help increase the possibility of positive relationship building will help improve an introvert’s experience as a leader and also the experience and effectiveness of those around them.

**Conclusion**

More research needs to be conducted in the area of society’s and employee’s perceptions of introverted leaders and how leaders can affect change in their own organizations as a result of shifting perceptions. Steele (2012) states, “Often highly creative, their [introverts] ideas can be lost in a culture that favors the extrovert”. By looking at how staff perceives introverted leaders on leadership satisfaction measures and attempting to make connections between effective leadership dependent on typology of employees more information can be contributed to the building literature in the topic of the importance of introverted leaders.

Issues such as consideration of diversity of employees based on personality types, motivating employees based on their styles, choosing the appropriate candidates for jobs based on other factors than “charm” and outgoing nature, creating environments suited to maximize productivity and creativity of all types of employees, and other similar issues is the topic of growing future research and society begins to shift from an extrovert-centric workplace to a deeper
understanding of human behavior and temperament so that employees can thrive. There is much yet to be studied and learned but this study aims to provide to the existing and growing literature regarding perceptions of introverted leaders.

REFERENCES


