



## **Analysis and Methods to Improve Leadership Ability for Introverts at Work**

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## Abstract

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<b>Report/thesis title</b> Analysis and Methods to Improve Leadership Ability for Introverts at Work
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<p>The purpose of the study is to analyze the leadership ability of Introverted people in a world where extroverts are considered to have higher qualities and more easily achieve success in management work. After that, the research will continue with the ideas and suggestions of effective methods for improving leadership ability for introverts. These methods are drawn from numerous studies worldwide. The study will also make some comparisons and analyses on working styles between introverts and extroverts.</p> <p>This study used background research and secondary data collection methods as a basis for the thesis from numerous books, research, and field studies. These data will be compared and summarized by the author along with the theoretical part to increase efficiency and prove the accuracy of this thesis.</p> <p>The results of the study are to demonstrate the hidden ability of introverted people, the challenges that they may face as well as provide solutions to develop their leadership ability at work.</p>
<b>Keywords</b> Introverted people, Introversion, Personality Traits, Challenges, Kahnweiler, 4 P's process.

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# 1 Introduction

## 1.1 Background

For decades, introverts have been viewed as ineffective and incompetent business leaders. A long-standing misconception in the business world is that introverts are not suitable for leadership roles. In European countries where individualism is highly valued, extroverts are considered to have traits and qualities that can help them to make a big impact at work. We can see that in business, even in the movies, people have a common perception that the personality a good leader needs to have is approachable, sociable, and an expert in bringing people together, a person who is able to inspire others with the positive energy radiating from them, while viewing introverted personality as a form of "pathology" in terms of society. But is that true?

There are many opinions that in today's dynamic business environment, introversion is a major weakness that makes people unappreciated. However, statistics show that about 50% of the world's population and 40% of executives are introverts (Kahnweiler 2009a). In recent years, there have been numerous articles, studies, and debates from many researchers about whether introverts can succeed in a world where people with more initiative and boldness often benefit more in life and work, or whether introverted people can become successful leader. These studies and debates have partly cleared up misunderstandings and prejudices between introverts-extroverts, and thus bring value to introverts' traits and personalities that are often misrepresented in most societies.

The purpose of the study is to analyze the leadership ability of Introverted people in a world where extroverts are considered to have higher qualities and more easily achieve success in management work. After that, the research will continue with the ideas and suggestions of effective methods in improving leadership ability for introverts. These methods are drawn from numerous studies worldwide.

## 1.2 Research questions

There are a lot of people who believe that extroverts make the most successful leaders, whether in business or in real life. They are leaders who are confident in guiding, mentoring others, and helping people learn and develop themselves. That may be true, but if people believe that only extroverts can make great leaders, they are wrong.

One of many myths about introverts is that they don't want to be or cannot be leaders themselves. However, that is not the case. There are a lot of outstanding leaders in all fields, who are introverts, such as: Michael Jordan, known as the biggest sports star in the history of basketball. Mahatma Gandhi, who made one of the greatest revolutions in India history. A quarter of all US presidents such as Thomas Jefferson, Abe Lincoln and many more are introverts with varying degrees of self-awareness.

So the questions are: What is introversion? What qualities do introverts possess that make them successful leaders? What are the challenges? Are there any kinds of methods that introverted people can use to unlock their full potential as great leaders?

To answer these questions, the author will first focus on finding out the strengths of introverts by making a comparison between introverts and extroverts. The goal of this comparison is to show the characteristics and habits of their daily life, what is the differences between those two kinds of personalities, and how that affects their work, the author will then prepare two research and field studies to support this point of view. After that, the research will continue with the ideas and suggestions of effective methods in improving leadership ability for introverts.

### **1.3 Methodology**

The foundation of the research and conclusions in this thesis is based on a lot of studies from scholars and researchers around the world, combined with the author's observations during years of studying and working. The author has also used the secondary data collection methods in Research one and two to prove his hypothesis and theories.

The author has used many of the studies of psychologists over the past century using secondary data collection methods. Start by looking for the first research on understanding the personality of introverts and extroverts, such as Carl Jung in the early 90s, then compare it with modern scientific theories today.

Secondary data collection means collecting information that is already available from others. The data has been previously collected, has undergone the necessary statistical analysis, and is not owned by the researcher, which in this case means the author. This data is usually collected and researched from primary sources and then made available to the public. In other words, secondary data is research information collected by third parties. Secondary data may be less valuable, but its importance is still there (Dadhe, 2016, 73).

Sometimes primary data is difficult to obtain, so in these cases, it is easier to get information from the secondary source. Sometimes primary data does not exist in such a situation, one must limit the study to secondary data. The existing data and the data collected from research one and two will be compared and summarized by the author along with the theoretical part to increase efficiency and prove the accuracy of this thesis.

After synthesizing all the required data, the author compared them with each other, found the similarities and differences, and then presented the filtered theories into the thesis. To ensure the quality and credibility of the theories, the author only looks for books or studies by famous psychologists who have a doctorate degree or higher.

## **2 Overview of Introversion**

### **2.1 History**

The topic between introversion and extroversion was first studied by psychoanalyst Carl Jung in the early 1900s when he was working with Sigmund Freud and Alfred Adler, two other psychoanalytic theorists. At that time Freud and Adler discussed the matter related to the histories of patients, Jung found out that the way they focused and gathered information about the subject were very different from each other, then he also noticed that both of his colleagues developed almost opposite theories. Jung thought about it and developed his own theories (Marti 2002a, 30). Marti Laney hypothesized in her book that Jung's theories were related to introversion and extroversion.

Jung made a conclusion that Freud was an extrovert because of his personal tendency to look outward, and focus on the world of people, places, and things. Many of Freud's theories were developed with extensive discussion with many colleagues. Freud believed that the goal of psychological development was to find gratification in the world of external reality (Marti 2002b, 30).

After that, Jung concluded that Adler was an introvert because of his personal tendency to look inward, focus on thought and feeling. Adler's theories suggested that every person has a sense of inferiority. From childhood, people work toward overcoming this inferiority by "striving for superiority." Adler believed that this drive was the motivating force behind human behaviors, emotions, and thoughts (Kendra 2020a).

The theoretical differences caused all three people to part company and go on their own separate ways. Thereafter, Freud considered introversion as a negative, shifted the concept toward the unhealthy, causing that misconception to persist to this day.

### **2.2 What is Introversion**

According to Marti Laney (2002), Introversion is "at its root a type of temperament. It is not the same as shyness or having a withdrawn personality, and it is not pathological. It is also not something you can change. But you can learn to work with it, not against it".



Modern scientists tend to associate introverted people with the desire to have time for themselves, being drained by social interactions, being introspection, favoring writing over speaking, and tend to only need a small group of friends (Anthony Miyazaki, 2021).

According to the Swiss psychiatrist Carl Jung, introversion is “a mode of psychological orientation where the movement of energy is toward the inner world” (Beth 2015a), while extroversion is the opposite. As the author has mentioned, extroverted people seek intensive contact with the outer world, engaging socially with others while the nature of introverted is often directed inward to the inner world, to the inner thoughts and feelings. A lot of research has shown that introverted people are usually seen as comforter, analytic, thinker type, prefers to work alone rather than in groups, recharge energy from ideas in their inner world or by spends time being alone, and often get exhausted by social situations.

In early 1960, the German psychologist Han Eysenck (in Beth 2015b) added to Jung’s theories through biological research for the definitions of introversion and extroversion (Table 1). His research has shown that the personality traits of introverts and extroverts are not only determined psychologically, but also biologically. According to Eysenck: Introversion person has “naturally high cortical arousal, which means they reached their stimulation saturation point much more quickly than did extroverts”. According to Kent (2006), “Cortical arousal increases wakefulness, vigilance, muscle tone, heart rate, and minute ventilation”, so if an introverted person exceeds the amount of external input coming his/her way, then it will push them into the realm of anxiety and overstimulation. This answer the question of why introverted people are easily getting exhausted by social situations. He explains that extroverted people tend to seek stimulation from social activities to raise their naturally low levels of cortical arousal, while introverts tend to avoid social situations to reduce their high levels of cortical arousal. Modern science has also found that introverted people often take in more information than extroverted do. Magnetic resonance imaging has shown that introverted people carry blood flow to the forebrain faster than extroverted. This part of the brain is involved in thinking and problem-solving. That is why introverted people are so easily overwhelmed because of all the information that suddenly floods in and makes them overstimulated.

In Jung’s theories, he described this method by classifying two groups introversion and extroversion based on how they recharge their energies. Introverts prefer environments with little or even minimal stimulation, he says, and they need time alone to recharge. To replenish their energy, introverted people need to limit the number of social influences

from the external world, and draw energy from their internal ideas, thoughts, and emotions. So, it is very important for introverted people to balance their life, spend both time alone and outside equally so that to limit aspects that may be lacking in their daily lives.

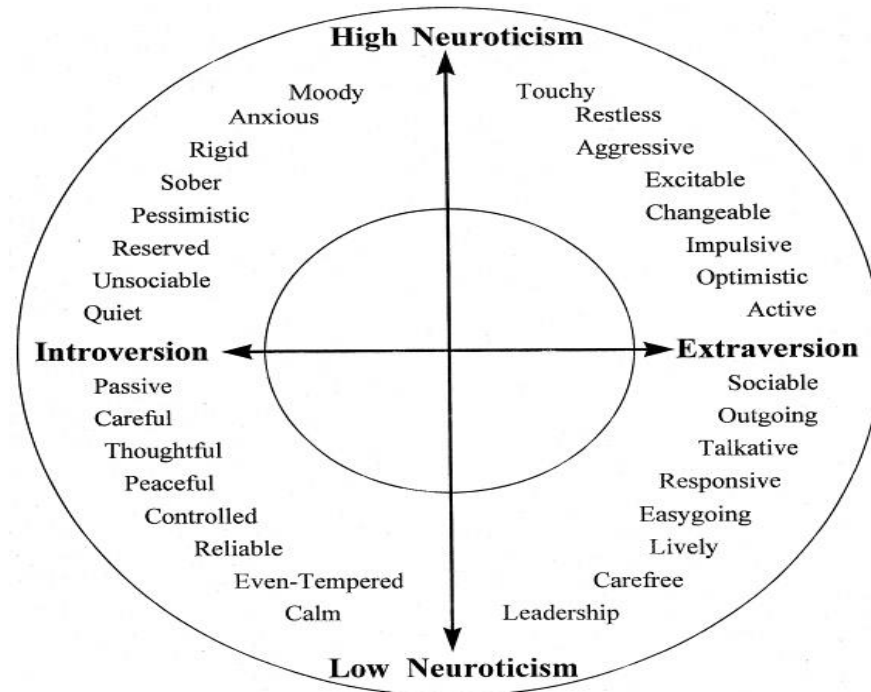


Figure 1: Eysenck's Personality Inventory (Extroversion/Introversion) (ResearchGate, 2015)

Some people feel introversion and shyness are the same, but it is completely wrong. Introversion is a kind of personality, which is the characteristic patterns of thoughts, feelings, and behaviors that make a person unique (Kendra 2020b), while shyness is an emotion generated from outside influences. An introverted person may appear to be withdrawn and shy, however, this may not always be the case (Carrigan, 1960).

Shy people usually feel uncomfortable when they are in social situations, especially when they are surrounded by a lot of people. They often feel anxious and lack confidence. Their heart may beat quicker, and they may get a stomachache. They may tend to ignore social events because they do not like the negative feelings that take over their thoughts and bodies when they participate in outdoor activities where there are often many people (Rachel 2020a).

Introverted people also prefer to skip social events, but it is because they feel more energized or comfortable doing things on their own or with one or two other people. As the author has mentioned, introverts are easily drained just by having endless talk or even by being in a large group of people. Introverts do not choose to avoid social events because they have strong negative reactions to larger gatherings the way that shy people do, they just prefer being alone or in very small groups to control the amount of stimulation they might receive (Rachel 2020b).

### **2.3 Differences between Introversion and Extroversion**

According to Carl Jung, no one is completely introverted or extroverted, but he hypothesized that people are born with a tendency to move constantly between being very introverted and extroverted, and he believes that each person carries both traits of the two personalities. He described it as "introversion and extroversion were personality extremes at the two ends of a continuum". The fact is that if a person has the ability to change between two personalities depending on each situation, then she/he can completely integrate into society in the best direction. However, Jung also realized that the human mind doesn't usually work that way. Most people's minds tend to lean either to one side or the other. Those people who can perfectly balance introversion and extroversion, are called ambiverts, but unfortunately, the author will not present that in this research. Jung concluded that we all have a "natural niche", a place between two ends of the continuum where we function best, and except either extreme, any place on the continuum is healthy (Marti 2002c). We can see this theory is used in a lot of research in psychology and is also the basis for showing the differences between introversion and extroversion.

As the author has mentioned, one of the main differences between introverted and extroverted people is how they recharge their energy. However, there are also two other differences that especially affect their lives as well as their work. According to Marti Laney (2002), those are the way they react to the external stimulation and how they approach and process with knowledge and experience. In a more detailed way, it is their response and tolerance to external stimulation, for example towards other people or in a certain situation, and their ability to analyze, learn and process information with new knowledge. The nature of introverted is often directed to their inner thoughts and feelings, therefore, what introverted people find interesting might be boring to extroverted. Introverted people enjoy learning and react to things in a profound way, making conclusions intentionally rather than spontaneously. Extroverted people, however, like to experience a lot of things but do not feel necessary to dig too deep into those.

### **2.3.1 Experience external simulation**

Introverted people tend to dig deep into some new but limited experiences. If they can focus on one or two, like reading a book or doing a project in the library, they can do very well, once at a time. But if there are four or five more, their feeling will turn from enough to being overwhelmed.

As the author has mentioned, Introverted people are often quite sensitive to outside social situations, exposure to new things from the outside can make them easily overstimulation, moving from just enough to too much. Marti Laney (2002) states that introverted people often subconsciously try to control their experiences of overstimulation by limiting the amount of information they take in as much as possible. For extroverted people, they like to experience a lot of activities. Opposite to introverted, they are overwhelmed by inner activities, like reading a book in the library, and recharge by enjoying "a lively environment where the action is". By recharging, extroverted people can increase their energy, while introverted decrease their external stimulation.

### **2.3.2 Processing new knowledge**

As the author has mentioned, introverted people can do very well if they only focus on one or two things at a time and tend to learn thoroughly with new knowledge, they observe the external experiences and then reflect and expand that information. That is also one of the main reasons that they just need to have a group of close friends, because they feel comfortable being with people that they know. They place a high value on "quality" over "quantity".

Marti Laney (2002) states that when introverted people focus on something, it is hard to pull them out of their thought. Oftentimes, introverted people achieve the best results when they can work undisturbed and quiet, where they disappear into a state of deep focus or flow and will feel very uncomfortable when being interrupted. She also said that concentration requires a lot of energy, and that explains the reason why they can only focus on one or two things at a time. For extroverted people, they like to experience a lot, knowing a little bit about everything, but because they are often overwhelmed by inner activities, they often skip to expand deeply with the new experience and continue to the next one.

## **3 Leadership skills**

### **3.1 Stereotype**

According to Spark, Stansmore, and O'Connor (2018), they have done research on why introverts are less likely to be leaders than extroverts in groups without an appointed leader. Logically, if an individual is looking for positive emotions, they must engage in such behaviors regularly to increase the probability of generating said emotions. A study by Zelenski (Spark, Stansmore, O'Connor 2018) show that introverts tend to underestimate the amount of positive influence they will experience as a result of acting extroverted and are therefore less likely to engage in extroverted behaviors. Current society assumes that leadership is facilitated by extraverted traits and introverts tend not to engage in such behaviors due to affective forecasting errors, or behavioral prediction errors, so "it stands to reason that introverted people could tend not to emerge as leaders because they underestimate the associated positive effect conducive to emergent leadership (extraverted behavior)".

There has been a lot of research over the decades to argue about what qualities a person needs to make a good leader. The traits mentioned in studies to date are present in both personality types, and some may even be seen in introverted rather than extroverted people. Many studies on leadership also do not feature traits that go against typical introverted behaviors and attitudes, so it's curious as to why introverts still aren't nominated for the leadership role. The answer to this is probably the stereotype surrounding introversion and leadership that have existed for a long time in society. According to Daron (2020b), there are four common stereotypes in society about evaluating introverts' leadership ability.

#### **3.1.1 Introverts do not want to be a leader**

People often assume that introverts do not like being leaders because of their quiet personality, and that very silence is often seen as a weakness in today's society where the loudest voice often decides success. The fact is that introverted people can be great leaders, they just "do not get the chance to do so". Quiet working style, tending to be very careful and less likely to take great risks are some examples of the strengths of introverted leaders. They can do well in many areas if they learn how to use their skills properly. Kahnweiler (2009) mentioned in her book that introverted leaders in businesses often approach their introversion as a business problem and learn what behaviors are

good and which ones are not. Then they develop a strategy and execute it, finding their own ways to adapt. "Many introverted traits that are generally looked down upon in the world of business can prove to be beneficial", so instead of trying to eliminate or hide the abilities they have, introverts should tap into them.

### **3.1.2 Introverts don't have the "people skills"**

In businesses, they often choose people with charisma and confidence, "people skills" that are considered necessary for effective leadership, are often chosen for the leadership role, those characteristics that introverts are often difficult to show regularly. There are many research prove that although highly charismatic people are often nominated for leadership roles, having high charisma does not mean having a high success rate at work. Research also show that introverted leaders outperformed leaders hired solely because of their charming personality. It is true that introverted people do not possess as much charisma as extroverted, but it has absolutely no effect on their leadership ability.

### **3.1.3 Introverts are bad communicators**

According to Kahnweiler (2013a), one of the strengths that introverted people have is their listening skill. This helps them to "understand what's going on around them: what people are thinking and feeling, threads of themes, and even what key pieces of the puzzle might be missing". Introverted people often take a while to analyze and process the information they have just received before giving an answer. Introverts are people who tend to like to think carefully. They tend to consider different situations and simulate the possibilities in their heads before coming to a decision. This way of thinking is to make their decisions more certain. This often leads to a misunderstanding that they are not interested in the situation. However, as a leader, this allows introverted people to 'present their ideas in a more concrete, well-thought-out, and lucid manner'.

### **3.1.4 Introverts do not like collaborating**

As the author has mentioned, introverted people tend to be overstimulated when engaging in social situations for a long period of time, and they often work quite effectively when alone because of their high concentration at work. However, that does not mean that they are ineffective when in a group. In fact, their ability to think and analyze the situation carefully before coming to a conclusion is a plus and can absolutely bring great help in case the whole group is in crisis.

Caring about employees and customers or understanding the dark side of problems is an essential trait of a leader. Introverted leaders are great observers and listeners because they pay attention to every little detail. They listen to what people have to say and will only make a point when it is worth it. In addition, they are not interested in being the center of attention and always put the spotlight on others and appreciate ideas and suggestions from people around them (Martinuzzi, 2013).

### **3.2 Introverted Leader**

According to Dubrin (2002a), leadership is the ability to “inspire confidence and support among the people who are needed to achieve organizational goal”. The definition of leadership has changed a lot over time. Originally, a leader meant someone who encouraged their team members to work together towards a common goal. Now leader is the word to describe a charismatic, daring person who can rule the whole team (Daron 2020a). The second definition of leadership has some traits which quite familiar to those who carry extroversion’s traits.

There have been large amounts of research over the centuries about what traits make an effective leader, however, the answer to that question, so far, is still not final. Leaders in every business, each of them has their own way of managing, and it is nearly impossible to understand the common characteristics that all leaders have. In addition, the success of a business not only comes from the leader alone, but also depends on many different factors.

According to Dubrin (2002b), The effectiveness of a leader is based on three factors:

- Leader characteristics, behavior, and style
- Group member characteristics and behavior
- Internal and external environment

Leader characteristics and behavior refer to values from within, such as dynamism, confidence, problem-solving, all of which make them a leader. Leadership style refers to how they approach work and employees. For example, approach work with caution and always be strict with employees.

Group member characteristics and behavior refer to the attributes of team members that can affect the effectiveness of leadership efforts. For example, a leader will have a high probability of success if he/she has talented and dedicated subordinates.

Internal and external environments refer to how the work environment is likely to affect leadership. For example, a leader's subordinates have both introverted and extroverted types, and the leader will have to find a way to combine the two groups to bring success so that extroverted subordinates are free to express themselves but at the same time need to ensure certain voices for introverted.

Most people believe that extroverts make the most successful leaders, whether in business or in real life. They are leaders who are confident in guiding, mentoring others, and helping people learn and develop themselves. However, Cain (Cain, Mone, Moroz, 2016, 46) stated that "Leadership doesn't require being highly social or attention-seeking". In fact, there is no correlation between being the best speaker and having good ideas. The most effective leaders are not motivated by the desire to have complete control over the activities of the group or to be the standout. They are motivated by the desire to come up with new ideas and ways to improve a situation or to motivate individuals in a group. Cain stated that "these motivations belong to introverts and extroverts alike". In many businesses, there is a truth that it is vital to promote both types of leaders, introverted and extroverted, to harness the strengths of both personality types.

Introverted people can not only be leaders, but they can even be excellent leaders in an organization. The problem lies in how people envision a successful leader. More than the average success, introverted leaders who know how to optimize their weaknesses are great leaders. According to Jim Collins (2001), after studying and documenting the activities of thousands of businesses, it has been concluded that successful companies often have exceptionally successful leaders (in the words of Jim Collins as "Level 5 Leadership"), and the characteristics of this group of "Level 5 Leadership" include humility, patience, and modesty, which are dominant traits of introverts. Also, a good leader, according to Daniel Goleman (2006, 277), has traits that are quite similar to the personality of an introverted.

<b>Good Leader</b>	<b>Bad Leader</b>
Great Listener	Blank wall
Encourager	Doubter
Communicator	Secretive



Courageous	Intimidating
Sense of humor	Bad temper
Shows empathy	Self-centered
Decisive	Indecisive
Takes responsibility	Blames
Humble	Arrogant
Shares Authority	Mistrusts

Table 2 Good and Bad leader's traits (Goleman, 2006, 277)

Besides the disadvantages such as being afraid to speak in public or not being good at building relationships, the introverted personality has great advantages such as the ability to listen and write. The key point lies in the attitude and perspective of each individual towards these issues and how to use those properly, but first, they need to understand what strengths they possess.

In addition, nowadays business managers often choose someone who are able to remain silent when needed to be leader because they know that, in today's information environment, just a mistake from the mouth of the leader, the one who knows a business problem best can bring disaster to his/her own company and give the company to competitors, and privacy is a hallmark of introverted people, which can be described as "think first, talk later", one of their strength that the author will discuss later in this research.

People tend to rate extroverted people as more dominant at work than introverted because of the energy and enthusiasm they display. However, there are also a lot of aspects to the introverted personality that can be exploited in working life. According to Jonkmann (2015), introverted people have the ability to tolerate monotony, punctuality, and respect for time, tend to manage their time better than extroverts, perform better in tasks that require deep and long-term thinking, and are good at interpreting social situations. The author will analyze these assessments along with the Table 1 (Kahnweiler 2009b) below about the difference in leadership ability between introverted and extroverted people.

Introverted Leader Traits	Extroverted Leader Traits
Think first, talk later	Talk first, think later
Learn by listening	Learn by speaking
Slow thinkers	Fast speakers
Prefer to write	Prefer to talk
Think to talk	Talk to think
Action-oriented	Voice oriented

Table 3: Leadership characteristics (Kahnweiler 2009, 2)

According to Kahnweiler (2009, 2), The table above shows the necessary indicators and working style of the leader. People can rely on this table to determine what their working style is. As the author has mentioned, no one is completely introverted or extroverted, each person carries both traits of the two personalities. In fact, it is also shown that introverted people sometimes unconsciously display extroverted actions in certain situations. So, it should not be surprising if there are some people whose work styles are drawn from both groups. They just need to see which side their choices lean more towards, therefore determining what leadership style they are.

## 4 Research

### 4.1 Research 1

In a recent survey at Harvard University conducted by Adam M. Grant, Francesca Gino, and David A. Hofmann (2014), they stated: "In a dynamic, unpredictable environment, introverts are often more effective leaders, particularly when workers are proactive, offering ideas for improving the business", explained that because when introverted leaders are managing proactive employees, they are much more likely to let those employees run with their ideas. They also show that although extroverted leaders play an important part in teams, they also "tend to command the center of attention and take over discussions" (Hofmann, 2014). Susan Cain (2012) also had some opinions on this issue, saying that extroverted leaders quite unwittingly, get so excited about things, that they are putting their own stamps on the team's work and other people's ideas might not as easily be approved, this often leads to conflicts between leaders and employees, leading to reduced in work performance.

To prove this hypothesis, Grant's team has conducted two field studies. In the first study, they sent questionnaires to managers and employees at 130 franchises of a U.S pizza delivery company. They asked the owners of each chain to rate their own extroversion level and asked the employees to estimate how often they and their colleagues attempted to contribute to improving processes, along with other proactive behaviors. They then investigate variables, such as comparing stores located in areas of similar population density and collecting data based on each store's profitability.

The results showed that in stores where employees were not very proactive, extroverted leaders were associated with 16% higher profits than average, but in stores where employees offered ideas, extroverted leaders were associated with 14% lower profits.

The second study was a lab experiment in which they asked 163 college students to work in groups to see how many T-shirts they could fold in 10 minutes. Each group had five people, a team leader, and four members, two of whom are research assistants posing as students. In addition, they manipulated the group leaders by having them read different statements before the experiment began. Some read statements praising extroverted leaders, while others read statements relating to introverted leaders. During the experiment, the research assistants were tasked with stopping the group's actions after

they had started for a certain amount of time and suggesting ideas that seemed more effective.

The experiment's results have shown that groups with active members under the management of introverted leaders are about 28% more effective than groups with leaders and members carried extroverted personalities. This was thought to happen because introverted leaders listened to each individual's opinions, making them feel respected and motivating them to work more effectively. Meanwhile, the extroverted leaders "appeared threatened by and unreceptive to proactive employees".

In conclusion, the two studies showed that although extroverted people can perform well both as employees and as leaders, however, when combining the two, will most likely bring inefficiency at work. While introverted leaders can make good use of proactive employees, extroverted leaders can work more effectively with employees who function best when they are told what to do. The limitation of these two studies is that it was not tested in a more professional working environment, but that somehow demonstrate some of the strengths of introverted leaders when compared to Table 2.

## **4.2 Research 2**

This research was conducted in 2014 by two students Anna Emanuelsson and Sandra Lindqvist (2014) at Blekinge Institute of Technology, Sweden. The purpose of their study was to identify how introverted leaders use their innate personalities to become effective and successful leaders. They used Susan Cain's (2009, 23) 20 yes/no survey questions form and sent it to 125 managers in a technology company in Sweden, 43 of them have answered. From the total number of yes and no answers, the researchers identified those who are more inclined toward introversion or extroversion. Managers who chose less than 9 "yes" answers were considered more extroverted, between 11 and 13 "yes" were considered to be both, and more than 11 answers "yes" were considered more introverted.

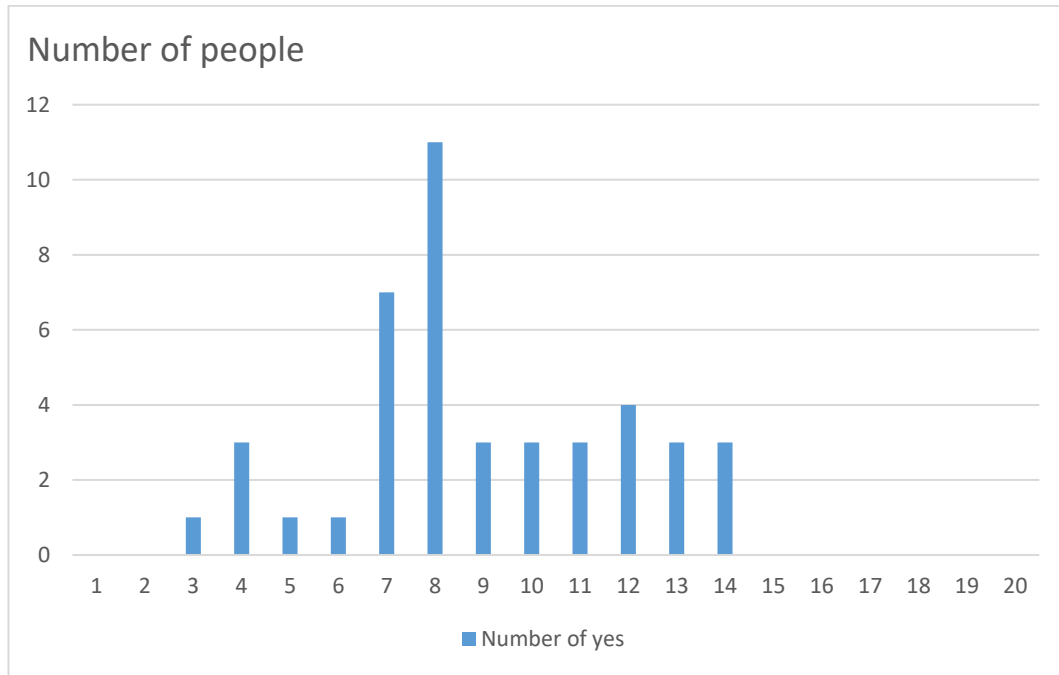


Figure 2: Result from the survey, the total number of “yes” (Emanuelsson, Lindqvist, 2014)

According to surveys, among the managers who completed the survey, about 30% of them answered "yes" to more than 11 questions, which means that about 30% of them are inclined towards introversion.

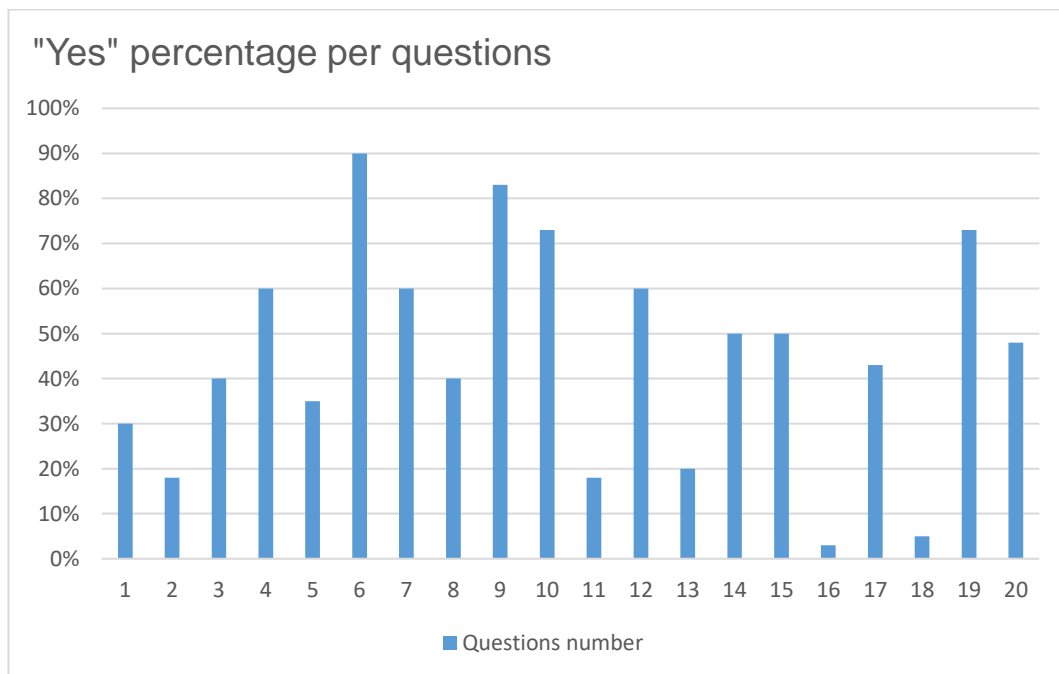


Figure 3: “Yes” percentage per questions (Emanuelsson, Lindqvist, 2014)

The table above was created based on the answers of 30% of managers who are considered introverted. According to the table, most managers believe that they are good listeners (Question 6), like to celebrate their birthday on a small scale (Question 9), think they are perceived as soft-spoken and mellow (Question 10), tend to think before speaking (Question 14), feel drained after being out and about, even if they have enjoyed themselves (Question 15), and can concentrate easily (Question 19). On the other hand, the minority of managers prefer not to show or discuss their work with others until it is finished (Question 11), often let incoming calls go through to voice mail (Question 16), or do not enjoy multitasking (Question 18).

#### **4.2.1 Findings from the interviews**

According to the interviews which were made by Emanuelsson and Lindqvist (2014), most of the interview's questions and answers mentioned the working style, the things that make them uncomfortable, and the conflict resolution of leaders who are considered introverted based on the above statistics (Figure 2).

Almost all the managers interviewed said that they themselves are good listeners. They feel that listening to their team members makes them feel useful and respected, and feel that their contributions can make a difference. Most managers also mentioned that they use delegation as an important tool to keep day-to-day tasks organized and keep subordinates active, which also means that the managers are showing truth to their employees. In addition, the participation of subordinates in decision-making and implementation appeared to be important for all the managers interviewed. Managers believe that inspiration and commitment increase when employees are invited to participate at work. One of the managers said that she has learned to use her silence at work. While others are arguing, she keeps quiet, reads everyone's expressions, and at the same time analyzes the information she receives, which makes her evaluate what is going on around her. She learns that by being silent she can also learn how to affect people's behavior. We can see it as one of the qualities of introverted leaders that Kahnweiler (2009) has mentioned in Table 2, "learn by listening".

Most managers believe that an effective meeting will take time to prepare well, have reasonable breaks during the meeting to reorganize thoughts and the purpose of the meeting needs to be clear and well structured. However, some managers also believe that meetings do not always go as planned. Sometimes, when having too much structure, for example too many problems to discuss and the goal is not clear, also affects the ability to

think and come up with new ideas of the participants. There are also ground rules that one person speaks at a time, and the meeting should end as planned.

One manager mentioned that he wasn't dominant enough, or more aggressively directed, which resulted in the team's potential not being exploited to its fullest potential. He thinks he can lead in a more distinctive way if he communicates the team's goals more clearly but also asks his team members to set clear goals and go in the same direction as him. Furthermore, one manager mentioned that if he was too little proactive and not dominant enough, at times he feared that he would become invisible not only to his team but also to his colleagues. and his manager. A good manager cannot let himself become invisible to others, he said. To avoid that, he always tries to be more proactive and dominant after every meeting with subordinates or colleagues.

When asked what a bad day looks like, some managers pointed out that when bad emotions affect team members or other managers, they are more likely to have a bad day. One manager said that, for example, when someone on the team is in a bad mood at work, he usually first lets that person talk freely for a while to release any negative emotions. After a while, he starts asking the person questions and listening to the answers with the aim of getting to the heart of the matter. He said that he focuses mainly on support.

Most managers believe that organizational goals should be set with the consensus of all team members. All managers also believe that before starting a project, the manager should have a dialogue and ask the team members what their goal is. If team members have clear goals that align with company or project goals, that goal will be considered a shared and agreed-upon goal. However, if a few team members are unsure and do not offer any suggestions, the manager needs to find a way for the employees to find the right goals. On the other hand, some managers also mentioned that to be a good leader and set the right goals, team members must trust the leader. Trust needs to be built on both sides. Managers say they try to win trust by putting their trust in team members first, admitting when they make mistakes, and being open-minded.

All managers stress the importance of listening when resolving conflicts. They all said that they wanted to hear views and stances from both sides when handling conflicts between their two subordinates so as not to come to the wrong conclusion. All leaders say they are

good at suppressing their emotions and staying focused on the core questions or issues. Also, they are very good at concluding what the real problem is.



## 5 Challenges of Introverted Leader

Although introverted people have personality traits that make them good leaders, however, whether they can use those strengths or not is a different story. According to research back in 2006, there are more than 65% of executives in the western countries judged that only 6% of introverted leaders can take over big companies and lead their team so success, saying “introversion is a bad sign for business-oriented teammates” (Daron 2020). While introverts can work well as individual contributors, once they decide to advance their career or after their organization gives them more responsibility, it usually creates some negative effects whether they accept or withdraw. All the challenges presented have nothing to do with their ability to work, but rather indicate negative effects on work due to introverts' lack of communication and social skills.

According to Kahnweiler (2009, 7-17), understanding the challenges they face at work can help introverted people find alternative ways to develop themselves. The author has also combined research 1 and 2 to most clearly identify the difficulties introverted people face in managing as well as supporting the research of Kahnweiler. Kahnweiler stated that there are four “major categories of challenges introverted leaders encounter at work”, which are:

- Stress
- Perception gaps
- Pressure to self-promote
- Invisibility

### 5.1 Stress

In general, stress is the body's response to any request, pressure, or impact factor that threatens the healthy existence of people both physically and mentally. Work overload and people exhaustion are the three factors that make introverts more likely to experience stress at work.

#### 5.1.1 Work Overload

As the author has mentioned, Introverted people tend to think deeply about the problems that they have, consider different situations, and simulate the possibilities in their heads before coming to a decision. However, some of the possibilities that they have in mind can also have negative effects. It has been hypothesized that introverted people often find it difficult to refuse if their colleagues or bosses ask them to join projects at work because

they fear the consequences, for example being judged incompetent or willing. Kahnweiler also stated that this is because most introverted people “lack the self-assurance and confidence to assert themselves in social situations”, or to make it simple, lack of confidence to say no. This affects not only their work performance but also their own health, both mentally and physically. Taking on a huge amount of work can lead to loss of appetite, insomnia, pushing themselves to the limit in a negative way in trying to get work done, and causing them a lot of stress.

Kahnweiler discovered that there is most likely “a mind-body connection to stress” after a lot of research. In some situations where much attention is focused on them, for example in a meeting, when asked to speak, Introverted people often have symptoms like nervousness, headaches, and stomachaches. These symptoms can also be correlated with stress reactions. Although these symptoms are not limited to introverts, they are nevertheless most likely to generate these symptoms when placed in a similar situation due to their personality traits.

### **5.1.2 People Exhaustion**

As the author has mentioned, introverted people tend to be overstimulated when engaging in social situations for a long period of time. However, as a leader, it is imperative to regularly attend meetings with subordinates, managers, or partners to discuss the status of work, so meetings for long periods of time can leave introverted leaders feeling exhausted. they need some time to leave to be alone and recharge. However, it is hard to do that when they are in the middle of a conference and cannot freely leave. Some of the other reasons in this category, for Kahnweiler, include being asked unexpected questions that are not prepared, because introverts need time to think. Finally, forcing themselves to play a visible management role, like being outgoing, conversational, and engaged can also drain introverted themselves mentally by the role, let alone discussions. According to Susan Cain during her TED Talk in 2012, she stated that it is meaningless for introverted people to try to pretend like extroverted. Adjusting their behavior may become easier over time, but it will never be their natural style.

### **5.2 Perception Gaps**

The perception gaps occur when the feelings or attitudes a person intend to project are misread by the receiver of his/her communication. There are often some differences between the way we think people see us and the way they actually do. According to Thom

Hartmann (2008 in Kahnweiler, 2009, 10), "The meaning of communication is the response you get", so it is important for introverted people to "understand the nature and results of the disconnect between their intended message and what comes across" (Kahnweiler, 2009, 10). Kahnweiler (2009, 10) stated that there are three negative perceptions that introverted leaders may face, which are: Negative impressions, being labeled as slow thinkers, or too quiet.

### **5.2.1 Negative Impressions**

According to Scott (Scott, Livermore, 2015), "making a good first impression is an area where many introverts struggle". Introverted people do not mean to make a negative impression. However, from the perspective of extroverted, when viewed from the outside, they often carry a negative image or impression. Introverted people want to be seen as competent and confident in their work environment, but their outward expressions and actions often fail to show that. Their silence and sparse speech can give the impression that they are withdrawn, gruff, or even rude. According to Jonathan Rauch (2003 in Kahnweiler, 2009, 10), "Extroverts have little or no grasp of introversion", they do not understand why some people need to be alone in a working environment where everyone is active. Person-to-person impressions are largely shaped through the first meeting, so first impressions are very important. However, due to their quiet personalities, introverted people often find it difficult to make a good first impression.

### **5.2.2 Slow thinkers and too Quiet**

As the author has mentioned, introverted people like to think carefully before they answer, but this led to another misperception that introverted people lack quick thinking, and if they do not quickly respond to the situation or share their ideas immediately, they are not seen as contributors.

Quieter people can also be seen as weak, especially when many of the leaders around them display positive attitudes. Others race against each other to advance their careers, while introverted' reserved personalities make them easily manipulated by others. As a result, they may be assigned roles they don't want. Unless they develop to become more assertive, otherwise it is unlikely for introverted to be seen as a strong person suitable for a leadership position.

The ability to resolve conflicts is also one of the important characteristics of a leader, for example between managers or when resolving conflicts with subordinates. However, introverted people do not like to get into unnecessary arguments because it can make them feel drained, they often ignore them when there is a conflict around them. Conflict is not necessarily a bad thing, because many new ideas can be generated from it. However, if it is not resolved soon or a common voice is not found, the conflict can create aversion between both parties. For example, in a team, when two people have a conflict that are not resolved satisfactorily, it will cause disunity and reduce work productivity, and other employees will also start to doubt the leadership ability of the manager.

### **5.3 Pressure to self-promote**

According to Kahnweiler (2009, 12), just having good working ability is not enough to lead a person to success. People will have a higher chance of promotion if they have certain achievements at work and at the same time build relationships with others because relationships can open up opportunities for career advancement. There are some people who, despite working very hard, however, lack of communication makes them unable to attract the attention of others. In order for their achievements to be known, they must first let others know who they are. In the workplace, sometimes there are projects that require many people to participate, so communication is inevitable. That is even more important for leaders, when they have to manage and lead many people to achieve success. Therefore, interpersonal skills are key to taking on a leadership role. However, as the author mentioned, introverts are often weak in communication skills rarely actively talk to others or often avoid events happening around themselves, so this is one of the biggest obstacles to their career.

As the author mentioned, a person's career success or not depends on the understanding of others about them and their achievements. Leaders in companies often have to manage a lot of people, and paying attention to the achievements of each individual seems to be impossible. According to surveys with many company's leaders, Kahnweiler (2009, 30) said that managers who exhibited an introverted personality often said that they "do not see the need to promote themselves or talk about their accomplishments". Discomfort with relationships, value privacy, and a tendency to modesty are seen as barriers to introverts' ability to advance in their careers. Introverted people tend to dislike being the center of attention, so without highlighting the results they get, they may stagnate in their roles and miss out on opportunities, such as promotions, the right to choose what they want, or chances to do something new and different. According to Sid

Milsten (in Kahnweiler 2009, 13), "An extrovert might easily sell themselves in a favorable light, but I keep waiting for that phone call". To make it simple, extroverted people think about how to make their achievements known to as many people as possible, while introverts expect others to notice their achievements.

#### **5.4 Invisibility**

Introverted people often feel that they are being ignored, some of them even see it as a way to get privacy. However, not knowing how to express themselves in the right way at the right time can cost them a lot of opportunities and benefits at work. For introverted, they appreciate the power of pausing, which offers a chance to catch their breath and think. However, in a meeting, for example, that pause and thought period for introverts are quite likely to be interrupted by extroverts, who know how to put themselves in the spotlight. Susan Cain (Cain, Mone, Moroz, 2016, 98) stated that introverted people are creative thinkers with lots of ideas and solutions, but those ideas will be useless if they cannot find the moment to present them.

"The shiny extroverted person will often get the resources he needs to do his job while his more introverted co-worker sits back in frustration", said Kahnweiler (2009, 16). Despite the fact that introverts are often very hard at work, they may not get the credit they deserve for their work. Managers tend, though unintentionally, to overlook the strengths, abilities, and achievements of introverts when these people are not taking center stage.

Several managers who received Kahnweiler's interviews reported that meetings in the company are a place where perceptions are formed between managers and senior leaders. Because they rarely take the initiative in meetings, they are often given tasks they do not want, even though they know that if they choose those tasks, they can accomplish them more effectively. There are also situations that when they do speak up, their ideas often get passed over or hijacked by more aggressive people around them. Remaining in the background can lead to others forgetting that they are there. Being pushed against their will leads to the consequences that make them feel disappointed because they did not receive the reward they deserve and the opportunities that they know they can shine if they take them.

## 6 The 4 P's Process

### 6.1 Overview of the 4 P's Process

The 4 P's Process is the method created by Jennifer Kahnweiler (2009, 19-24) after a lot of research and interviews with thousands of different leaders. It is like a road map to improve the performance of introverted leaders, help them make good use of their own strengths, and figure out how to overcome the challenges mentioned in the previous section. These methods apply not only to leaders but also to introverted employees who want to perform better at work. The 4 P's Process includes four components: preparation, presence, push, and practice.

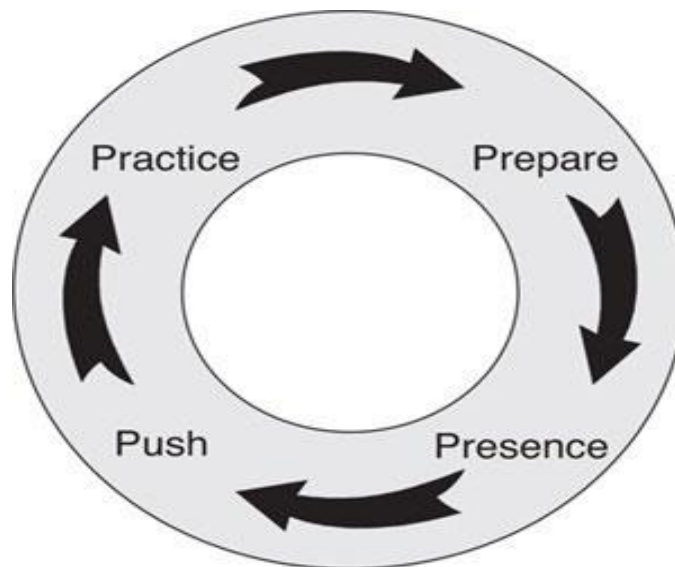


Figure 1 The 4 P's Process (Kahnweiler, 2009)

### 6.2 The 4 P's Process in Leading

#### 6.2.1 Prepare

Of these steps, preparation is the most important. The preparation helps the leader to overcome psychological barriers, especially social ones. In this step, introverted people need to imagine the scenario of the conversation, what issues need to be discussed, what questions need to be discussed, and what questions they must answer. For extroverted leaders, this is quite simple for them, but for introverted leaders, they need to be more prepared. But if they prepare well at this step, combined with the strengths of their personality, they will stand out in the company.

It is a fact that preparing well and thoroughly before doing something can increase the rate of success. For example, meetings are often an effective place to discuss with team members or colleagues and being well-prepared before each meeting is extremely important not only for employees but also for leaders. A meeting can involve many people or between two people, however, preparation is always essential to avoid the possibility of wasting time on both sides. The leader must first clarify the problem and purpose of the meeting before creating it. But aside from that, they also need to know themselves and their employees in order to deal with them in case there are any problems occur.

According to Kahnweiler (2009, 46), a person must first know how to manage him/herself before managing others, especially for introverted people, because their personalities are not dominant enough compare to extroverted, so they have to find what they can use as strengths to be able to lead others. Knowing themselves means that they need to understand the abilities they can use and the limitations they must work on. With self-awareness, introverted people can learn to use their strengths as leaders and compensate for their weaknesses. By knowing one's own strengths and weaknesses, he or she can be more objective and show due regard for others. A person who understands his/her limitations allows them to ask for help when they need it, and self-awareness helps them to realize the value they bring to the team and gives him/her the confidence to take on challenges for more tasks and opportunities.

After everyone knows how to manage themselves well, the next step will be to learn about their team. Most people have been exposed to at least one personality instrument so far. The MBTI (Kendra, 2021), or Meyers-Briggs Type Indicator, in addition to its ability to highlight introversion and extroversion, also describes other aspects of personality, including 16 types of personality such as "Sensing, Intuition, Thinking, and Feeling", traits that well presented introverted people. The Myers-Briggs Personality Type Indicator is a test designed to determine a person's personality type, strengths, and interests. This test was developed by Isabel Myers and her mother Katherine Briggs based on their research with Carl Jung's theory of personality types. Knowing these preferences makes a huge difference in how a person adjusts his or her approach to others as well as in work. As a leader, a person must know the strengths and weaknesses of those who are in his or her team, and then approach them in a way that can motivate but also to share with them the same vision that the leader has.

### 6.2.2 Presence

Once prepared, introverted people “presence” as well-spoken and well-prepared people, this allows them to present themselves in a way that can be with people, since many introverted often get lost in their own thoughts. Introverted leaders often feel lost, especially in large gatherings, so they need to feel their presence at some point, for example, at a public party, then choose someone they feel is a good fit, and approach and share their point of view in a one-on-one fashion. This is considered a good solution to avoid being lost by introverted leaders in front of a crowd that is often very extroverted. By focusing on the present moment and the person they are with, people also build rapport and personal power.

It is not true that being talkative can make a person “Presence”, as many extroverted people do not communicate well because they do not take time to listen and to think about what others have just said. As the author has mentioned, listening is one of the strengths of Introverted people, and they “learn by listening”. By sitting quietly and listening to the team’s ideas, introverted leaders can also observe the actions, personalities, and abilities of group members more clearly. In that way, they can easily adapt their styles depending on the people and situations as well as step out of their comfort zone in order to lead the team. For example, an introverted leader has to step out of his or her listening mode while surrounded by extroverted to reframe the direction of the meeting when team members are discussing unrelated issues.

### 6.2.3 Push

In the “push” step, when introverted people have gained the confidence needed in step two, “presence”, the next thing they need to do is practice stepping out of their comfort zone. Try to do things that they previously thought were difficult, like singing in front of a crowd, or setting goals for yourself like getting ten business cards or knowing the names of twenty people at a conference or party. This is an important stepping stone for introverts to increase their confidence in the next meeting. In Emanuelsson’s and Lindqvist’s (2014) interviews, many managers said they would like to take more active initiative or be more “Assertiveness” because they feared becoming invisible both to their team or superiors or just to develop skills needed to influence people around them. Kahnweiler (2009, 23) also stated that “when you push yourself to take risks, you allow others to see what your potential is”.



Assertiveness is often confused with aggression. In fact, it is the way to communicate directly, openly, and honestly. Many introverted managers often lose the credibility of their subordinates because of their own indecisiveness in their efforts to please others or avoid conflict. Unresolved conflicts can lead to resentment and frustration, which in turn leads to negative behaviors. That is the reason why introverted leaders must step out of their comfort zone, whether they want it or not. In Emanuelsson's and Lindqvist's (2014) research, they stated that some managers "did not like these kinds of conversations but that they know they needed to have them" in order to help the team members.

#### **6.2.4 Practice**

This practice step means practicing all the three steps above and making those a habit. With practice, leaders will be able to turn barriers into opportunities, difficulties into motivation, and failures into the foundation of success. By doing things that they feel unnatural and doing it over and over again, it will help them to close the perception gaps and increase their impression of others in a better way. A manager in an interview with Emanuelsson and Lindqvist (2014) also mentioned that by trying to be more proactive and dominant after every meeting with subordinates or colleagues, he will feel more natural.

## 7 Discussion and Conclusion

As the author has mentioned, the implication of the thesis is to analyze the leadership ability of Introverts in a world where extroverts are considered to have higher qualities and more easily achieve success in management work. In order to find the most suitable methods, it is necessary to clarify the common qualities and habits of introverted people. After that, the author will analyze the strengths of introverted people through comparisons with extroverted. Just knowing about the strengths but not providing solutions to take advantage of those strengths is not enough basis to make solid arguments, therefore the author will analyze the challenges that introverted people often encountered on the path to career advancement, then methods to overcome and improve from those challenges. Several empirical studies and research will be added to support and supplement the arguments and theories given in the thesis.

In particular, part two and three of the thesis provided answers to the two questions the author mentioned in the introduction, which are: what is introversion? what qualities do introverts possess that make them successful leaders? Research in part four was intended to support the author's theories in the previous two parts, and to supplement and support the analysis in parts five and six. Parts five and six gave answers to the last two questions: what are the challenges? are there any kind of methods that introverts can use to unlock their full potential as great leaders?

Concerning personality, two traits that stood out most in the definition of introverts. They are: "a mode of psychological orientation where the movement of energy is toward the inner world of thoughts and feelings" and "recharge their energy by being alone". Also, biological-ly, introverted people have naturally high cortical arousal, which makes them easily being overstimulation and exhausted by, for example, talking with a lot of people for a long period of time.

When speaking about strengths the authors discussed two that are considered the most prominent: very good listeners and the ability to think and analyze problems deeply. The author mentioned those strengths through comparisons between introverted and extroverted people, and stereotypes about introverted personalities that are considered unsuitable for leadership positions. The ability to listen first and talk later helped leaders to give their opinion in the most objective way without jumping to conclusions. Also, the ability to think and analyze problems deeply allowed introverted people to "present their ideas in a

more concrete, well-thought-out, and lucid manner” which is very important considering that the words and decisions of one leader can affect many employees.

Introverts' ability to work is not bad, they can even do better than extroverts. However, their limited social and communication skills greatly affected their careers. In question three, there are four challenges that are considered the most difficult affecting the promotion of introverted people at work, which are stress, perception gaps, pressure to self promote, and invisibility.

But difficulties at work can be overcome if introverted leaders use the 4 P's process. The author discussed how this system includes: Prepare, Presence, Push and Practice. In brief, prepare refers to knowing and imaging the scenario of the conversation, Presence is a person's ability to focus on what is happening around him or her. Push is all about getting out of your comfort zone. Finally, practice is just that, practicing all the three steps mentioned above.

The limitation of this thesis is that research one and two are limited to schools, technology companies, and food businesses. Therefore, the same survey results cannot be guaranteed in other areas. However, the theories mentioned in this thesis have also shown similar results to the research, which helps to increase the accuracy of the author's argument. Further studies are needed to substantiate more generally the analyzes in this thesis.

The results of this study can be used as a tool for introverted people who want to challenge themselves for a leadership position or just simply seeking for new challenges in work without being forced to change their inherent personalities. Also, these studies can also help managers in businesses have a clearer view of the capacity of introverts as well as create opportunities for them to advance at work. In the author's perspective, this research is useful not only for introverts but also for extroverts. First, this thesis has pointed out some misconceptions about introverts. For people who are working with introverts, not just colleagues or managers, this research can help them to understand, train, and maximize the contributions and abilities of introverted people. Next, for introverts, this research partly clarifies the difficulties they need to face at work, especially most of those mentioned about communication weaknesses that affect other people's assessment of introverts' abilities and personality. If introverts can objectively visualize these problems,

which means recognizing the negative aspects they often present to others, and find solutions on how to change those in a positive way, they will be more likely to success at work. And if that is not enough, their colleagues or managers can point to those problems based on this research.

The author himself is an introvert and has also realized his problems in the process of completing this thesis. Cultural influences also play a big role in determining personality. The author has applied the theories along with his own experiences to complete this thesis, after realizing the problem that the majority of Vietnamese, or Asian, students coming to Finland. They often encounter problems about communicating with foreigners, and most of the author's classmates replied that they were afraid of being judged negatively or incompetent, or felt uncomfortable by the excessive enthusiasm and intimacy when talking with European classmates. In Vietnamese culture, parents often raise their children according to the model of being obedient and polite. So every time they start to get to know someone, they usually approach slowly, keep their distance and tend to be a bit shy because they have to pay attention to their own manners. Excessive friendliness is considered impolite and easily creates a bad impression on acquaintances. Due to cultural characteristics, the personality of most Vietnamese people is introverted. In group lessons in class, Vietnamese people are often the least outstanding, not because they have no ideas, but because they are afraid to express themselves in front of a crowd. Therefore, it is very rare to see a Vietnamese student standing up to promote himself as the leader of the group when discussing. However, these are only assessments based on the author's observations and experiences during his study and work up to now. The weakness of this thesis lies in the lack of interviews and surveys with different subjects of the author himself, such as managers in businesses or students who are introverted, due to lack of time and difficulty determining who are the subjects to interview, the author also did some interviews with classmates but that was not enough to be included in this article. Research one and two mentioned previously were chosen by the author as a replacement for the author's interviews and surveys. Although the above surveys are outdated, since 2014, those still have contribute to prove the theories and the author's perspective in this thesis.

Further studies are needed to substantiate more generally the analysis in this thesis. The author suggests that there should be more interviews and surveys with businesses in order to clarify the working style of leaders, especially introverted leaders, and observe the ways they work. The questions that should be asked are the difficulties in the process

from learning as employees to becoming leaders, how they work with employees and colleagues to expand theories and strategies for this thesis, which can become useful references for other introverts if they want to advance at work.

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## Appendix 1

All questions bellow are yes/no questions and are taken from Cain (2013) and were used in the survey of Emanuelsson's and Lindqvist's (2014) research.

1. I prefer one-on-one conversations to group activities.
2. I often prefer to express myself in writing.
3. I enjoy solitude.
4. I seem to care less than my peers about wealth in depth about topics that matter to me.
5. I dislike small talk, but I enjoy talking in depth about topics that matter to me.
6. People tell me that I am a good listener.
7. I am not a big risk-taker.
8. I enjoy work that allows me to "dive in" with few interruptions.
9. I like to celebrate birthdays on a small scale, with one or two close friends or family members.
10. People describe me as "soft-spoken" and "mellow"
11. I prefer not to show or discuss my work with others until it is finished.
12. I dislike conflicts.
13. I do my best work on my own.
14. I tend to think before I speak.
15. I feel drained after being out and about, even if I have enjoyed myself.
16. I often let calls go through to voice mail.
17. If I had to choose, I would prefer a weekend with absolutely nothing to do to one with too many things scheduled.
18. I do not enjoy multitasking.
19. I can concentrate easily.
20. In classroom situations, I prefer lectures to seminars.