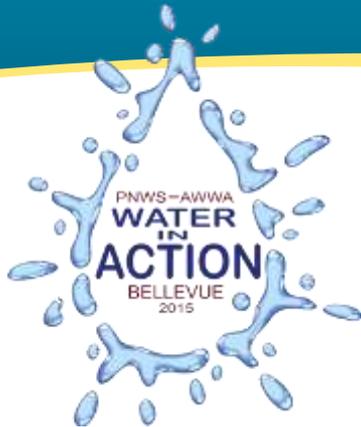




Shying Away from Introvert Stereotypes: Impacts on Workforce Dynamics



MWH

BUILDING A BETTER WORLD

Presentation Outline

- Background
- Common Introvert Misconceptions
- Workforce Impacts
- Summary
- Questions

Background



- What is an introvert?

- Dictionary definition (noun):

- 1. A person who is introverted; one concerned predominantly with himself or his own feelings.
 - 2. A person who is **shy**.

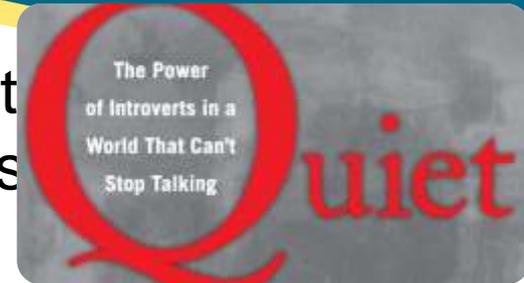
- Jung (main influence of Myers):

- Characterized by an inward flowing of personal energy - a withdrawal concentrating on subjective factors. Usually happy alone with a rich imagination, and prefers reflection to activity. **Can also lack confidence in relation to people and things and have a tendency to be unsociable, shy, and hesitant.**

Numerous different definitions, but share a few main points.

Background – Is this important?

- **Knowing thyself**; I thought I was an extrovert (extravert), or needed to be one to be successful
 - Media, Politics, Business, Sports, Leaders
- Realized after high school, not really that extroverted
 - Took Myer Briggs and few other personalities tests
 - Required more alone time
- Work/Education environments geared towards simulation/extroverts & group dynamics
 - Open Plan office?
 - Good and bad; room for improvement



Saw TED talk, read book and articles, and realized knowledge is key to helping “Quiet” Revolution

Background – Am I an Introvert?

50% are (54/46 Men; 47/53 Women; 7/10 perceive they are)

Most of the time I...

- Prefer 1-on-1 conversations vs. group activities
- Rather express myself in e-mails/writing than phone/in-person
- Am not as motivated or talk to peers about wealth/fame/status
- Am told I am a good listener
- Tend to think before speaking
- Prefer not to share my work or discuss it with others until I'm finished
- Am risk-adverse (dislike taking big spontaneous risks)
- Dislike conflict
- Try to avoid scheduling lots of activities during my down-time or on the weekends
- Feel drained after a big speech or party where there is lots of people or interaction



***Agree with most things on this list? Might be an introvert.
(No pure introvert/extrovert; varying levels)***

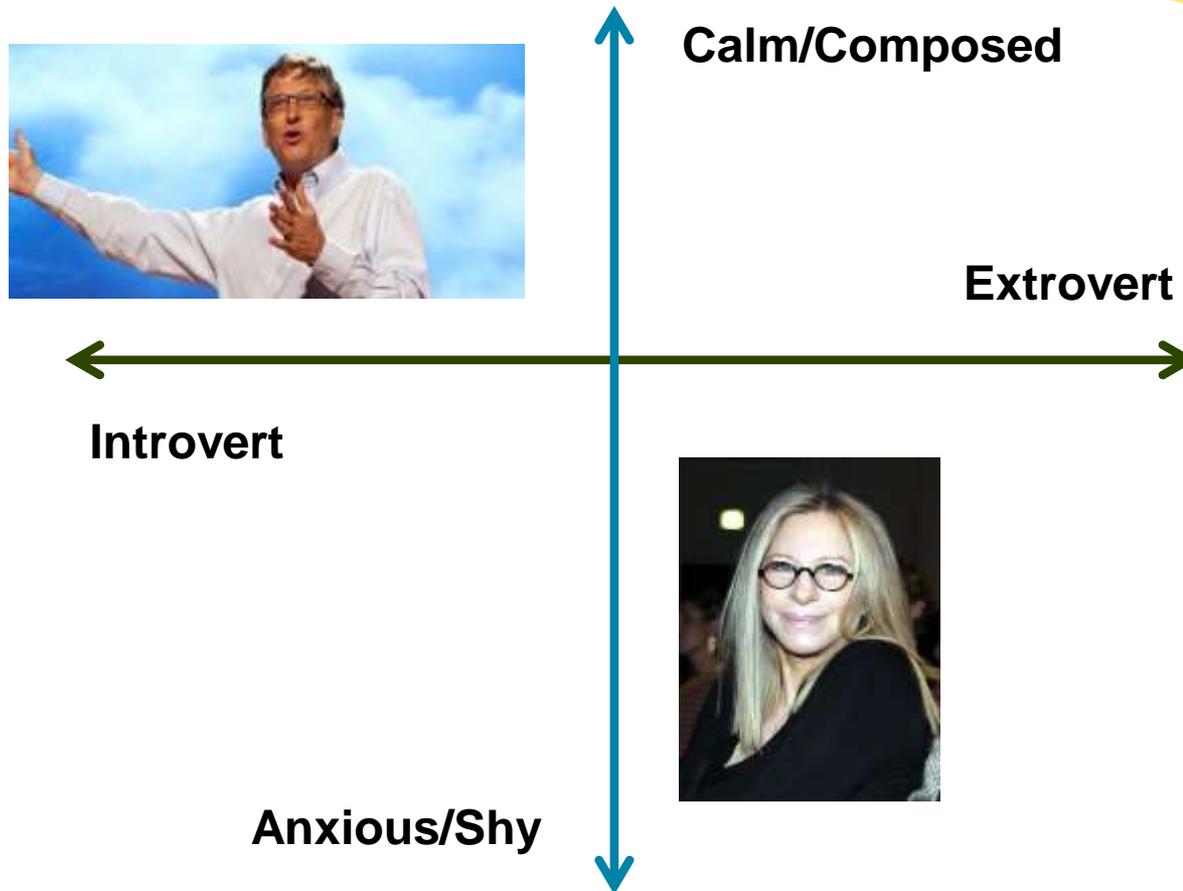
Background – Myer Briggs

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

- One of many different personality type tests (Big 5, 3-factor model, 16 personality factors)
- Widely used in public and corporate settings (2 million/year)
- Four main categories (16 different combinations)
- Criticisms:
 - Low repeatability (50% - 5 weeks)
 - Limited-to-no negative criticism

Most Engineers/Scientists fall into INTJ; Management ST/NT; Customer Service – ES

Introvert Misconceptions - Shy



Plenty of introverts are approachable and not necessarily shy. May just need 1-on-1 or be engaged in way to draw them out w/out over-stimulation

Introvert Misconceptions - Intelligence

- Extroverts get better grades in K-8
- Introverts get better grades High School/College; more go on for graduate studies
- IQ testing shows similar results
- Bold, visionary, risk-taking or calculated, focused, creativity?

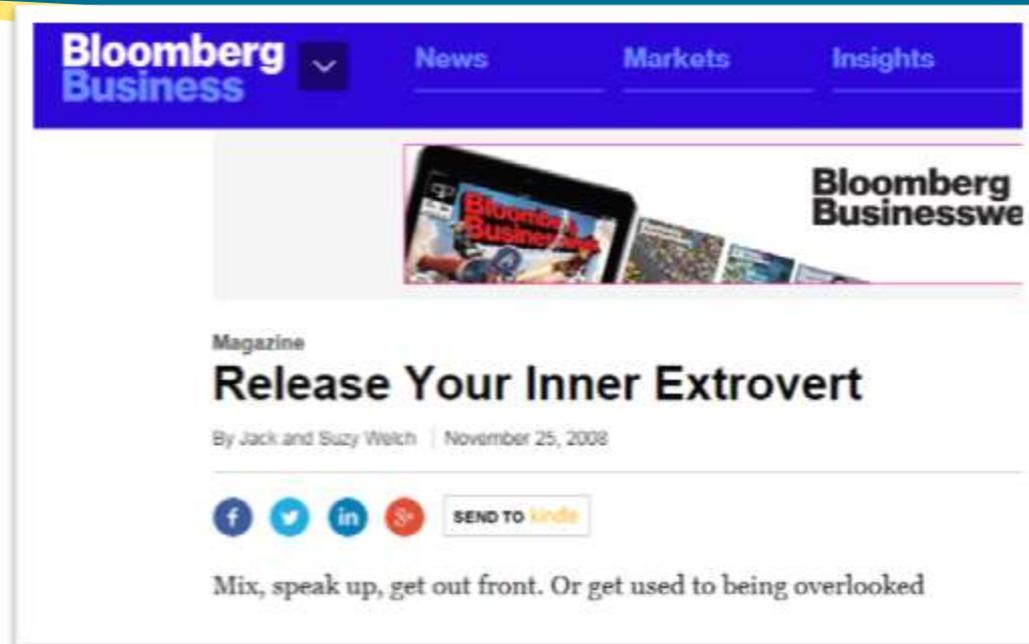
“The measure of intelligence is the ability to change.”

Albert Einstein

What would happen if there were no introverts? No extroverts? Is it Nature vs. Nurture?

Introverts Misconceptions – Poor Leaders

- Harvard Business Review estimates 96% of managers/executives self-identify as extroverts
- 65% of Senior Execs see Introversion as barrier to becoming a leader
- 5% of Sr. Execs think introverts make good leaders
- Extrovert leaders thrive with less-proactive employees, and struggle with proactive employees
- Introverts thrive with proactive employees



***Reward-based or Risk-based?
Chase next high (offensive) or
mitigate for worst-case
(defensive) ?***

Introvert Workforce Impacts: Talents Underutilized

- Limit big group, idea sharing meetings
 - Extroverts can dominate conversation and direct ideas in one direction, or create multiple off-tangent directions
 - Make space and encourage small group sharing/breakout sessions, or allow night to sleep on ideas (formulate in writing)
- Rotate leadership/meeting presentation roles
 - Compelling topics can help overcome anxiety
- Create complementary, synergistic teams



Introvert Workforce Impacts: Balanced, Supportive Environment

- If possible, have area(s) for focused, dedicated performance of tasks
 - Open concept offices can be deterring
- Assignment of well-defined tasks
 - Limit multi-tasking, constant direction change
- Value and engage for feedback
 - Introverts will often times see something differently than extroverts, but are more reluctant/ambivalent to speak up
- Provide feedback
 - Introverts will value feedback, and may not ask for it.

Extrovert Workforce Impacts: Directed Energy

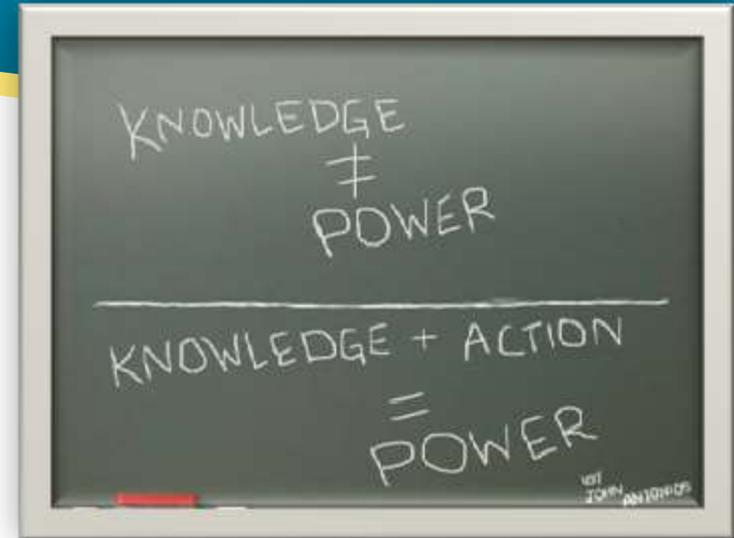


- Variety is spice of life
 - Multi-task or lots of different tasks
- Social interaction
 - Space to interact with others
- Stimulating environment
 - Light, open, activity
- Thoughtful team assignment

Any others? Agree/Disagree?

Summary

- Knowledge is power
 - But need to follow up with action
- Realize where strengths lie
 - Maximize these areas
- Realize where there might be limitations
 - Find others to help compliment, or practice
- Don't be afraid to speak up!
 - Create space for tough discussions; they might not be so tough after all



Questions?



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