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Educating Managers on How to Manage Introverted vs. Extroverted Employees

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Educating Managers on How to Manage Introverted vs. Extroverted Employees

Madison Hays

Honors Project

Submitted to the University Honors Program at Bowling Green State University in partial fulfillment of the requirements for graduation with UNIVERSITY HONORS

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This project may also be found electronically at:
<https://madisonhays.wordpress.com/>

About

Hello, and welcome to my blog.

My name is Madison Hays, and I am a senior at Bowling Green State University. I will be graduating in August 2016 with a bachelor's degree in Business Administration and specializations in Accounting and Management. I am also part of BGSU's Honors Program and as part of meeting the requirements for the program, all students must complete an honors project.

This blog and the pages within represent the work I have completed for this project. My area of focus was on introversion and extroversion in regards to managing employees in the workplace. You can read more about my project in my initial [introduction post](#), as well as more about what I learned from doing this project in my [conclusion post](#).

If you would like to get in contact with me, there is a contact form that you can find [here](#).

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Introduction Post

Introversion and extroversion are words being frequently thrown around these days, whether it's from someone sharing their results of a personality test on social media, or an acquaintance explaining away their behavior by saying "Well it's because I'm an introvert..." With their being used at such a high frequency, though, it can be hard to understand what the terms truly are referring to, as well as how, when you finally *do* understand what they mean, the concepts can be used to your benefit.

With that in mind, for my BGSU Honors Project, I have decided to create a blog that would address management considerations in relation to introversion and extroversion. The project will be covering two primary disciplines: management, and psychology. I chose to create a project in the blog format because of its informal nature and because of its identity as being composed of shorter entries. The typical manager doesn't want to spend considerable amounts of time trying to read and comprehend long research studies and psychology journals. By formatting this in a blog, I am able to tackle what I perceive to be the most crucial elements of introversion/extroversion for a manager to know, and then deliver the necessary material in concise and easy to understand posts.

This series of blog posts will be comprised of two parts: question posts and book reviews. First, I will create four posts addressing common questions that a manager would have when exploring introversion and extroversion. I chose this method because it identifies the most important questions that a manager would ask about personality, and then I answer them just as if we were having a conversation in-person. Second, I will write three book reviews on popular non-fiction books about introversion and extroversion. The purpose of these reviews is to explain why

managers would benefit from reading the books and to highlight key takeaways that they should gain.

To access these posts, there is a Table of Contents on the menu bar at the top of this page. You can either click on that to be taken to a static page with links to all of my posts, or you can hover over the button to get a drop-down list with the same links.

Also, included in the top menu are pages where you can learn more about me as a student, as well as contact me if you have any questions.

Thanks,

Madison Hays

What is the difference between introversion and extroversion, and how can I identify what type my employee is?

This is the first in a series of blog posts that will attempt to attempt to tackle the ever popular topic of personality traits, focusing on the main two of introversion and extroversion. More specifically, the blog posts will be explaining how understanding the two traits can help a manager be more successful at their job (for more information on the origins of this blog series, check out my introduction post [here](#)).

Introversion and extroversion, at their core, are explanations of why people think/ behave the way they do. They are by no means the only factors contributing to a person's way of thinking and living, but the pairing is certainly one of the more thoroughly researched and discussed. They have been discussed so much in fact that, unlike many terms from psychology, they have become part of everyday vocabulary.

But do we really know what they mean? There are so many varying interpretations and definitions being passed around (on the internet in particular), that before delving into the finer details of the two traits, it is first essential to understand what the terms are actually referring to.

C. G. Jung was the one to originally coin the terms "introvert" and "extrovert," which are considered two personality traits on one continuum. Basically, the idea is that if you are low in introversion, then you are high in extroversion, and vice versa.

Although there are not any definitions agreed upon unanimously across the board, here is how Jung described the two traits (1):

Extroversion is found in those whose decisions and actions are determined primarily by stimuli in the outside world.

Introversion on the other hand, is usually associated with those people who are more passive than extroverts and show a reluctance to seek outside stimuli.

The existence of these two differing traits is believed by some experts to be caused by differences in brain activity. Hans Eysenck proposed that introverts have higher levels of activity in the cerebral cortex than extroverts (2). Another belief is that extroverts have higher sensitivity in the mesolimbic pathway (also known as the reward pathway) of the brain, which is consistent with the idea that extroverts respond more strongly to external stimuli (3). What is the important takeaway, though, is that both of these ideas suggest that people are naturally inclined towards one end of the introversion-extroversion spectrum.

Now, with a base knowledge of what introversion and extroversion are and possible theories on why they exist, let's look at some common descriptions for each of these personality traits. The following examples are taken from the official Myers-Briggs' website (Myers-Briggs is a popular assessment for identifying whether one is an introvert or extrovert along with a number of other personality traits) (4):

Extroverts:

- Seen as “outgoing” or as a “people person”
- Feel comfortable in groups and like working in them
- Have a wide range of friends and know lots of people
- Sometimes jump too quickly into an activity and don't allow enough time to think it over

Introverts:

- Seen as “reflective” or “reserved”

- Feel comfortable being alone and like things they can do on their own
- Prefer to know just a few people well
- Sometimes spend too much time reflecting and don't move into action quickly enough

While knowing some of the most common characteristics of introverts and extroverts can help you potentially identify which type your employees are, the previous lists are by no means exhaustive and just because something is listed under one type doesn't mean it can't be exhibited by the other. To avoid misinterpreting an employee's behavior and incorrectly categorizing them, managers should consider giving employees some sort of assessment (like the Myers-Briggs Type Indicator, or the Big Five, another personality test).

Then, after identifying which employees are introverts and which are extroverts (or at the very least, which are exhibiting those behaviors), managers can determine the correct corresponding tactics to get the best results at work.

References:

(1) Jung, C., & Baynes, H. G. (1999). *Classics in the History of Psychology* — Jung (1921/1923) Chapter 10. Retrieved February 22, 2016, from <http://psychclassics.yorku.ca/Jung/types.htm>.

(2) Bullock, W. A., & Gilliland, K. (1993). Eysenck's Arousal Theory of Introversion and Extraversion: A Converging Measures Investigation. *Journal of Personality and*

Social Psychology, 64(1), 113-123. Retrieved February 20, 2016, from <http://psycnet.apa.org/journals/psp/64/1/113.pdf>.

(3) Depue, R. A., & Collins, P. F. (1999). Neurobiology of the Structure of Personality: Dopamine, Facilitation of Incentive Motivation, and Extraversion. *Behavioral and Brain Sciences Behav. Brain Sci.*, 22(03). doi:10.1017/s0140525x99002046.

(4) The Myers & Briggs Foundation (n.d.). Extraversion or Introversion. Retrieved April 1, 2016, from <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/extraversion-or-introversion.htm>.

What are the best work environments for the two personalities?

One of the main considerations that should be made for different personality traits in the workplace is that introverts and extroverts best thrive under different conditions. It can be easy to overlook these conditions, such things as office layout or the tendency to assign work in teams, thinking that they are irrelevant to employee productivity. However, those are two very important aspects that can greatly impact the work of an employee, depending on which side of the introversion-extroversion continuum they fall on.

There has been a trend in the last several years for workplaces to place a greater emphasis on team rather than individual work. According to a survey of top-level managers, 91% believed that “teams are central to organizational success.” 70% of these same managers also stated that “members enjoy being part of the team” (1). This second percentage in particular, though, makes the assumption that all employees are extroverted and prefer working in groups. Not only do we know that not to be the case (it’s predicted that 47-55% of the population are introverts (2)), but if we refer back to the descriptions of the two personality traits, remember that introverts are described as being more reserved and preferring to work alone, directly contradicting the idea that a majority would like being part of a team.

To further the idea of “team” in these organizations, there has also been an increase in the popularity of open office floor plans. These floor plans were developed primarily with the extroverted employee in mind, not thinking about introverted employees who may feel more comfortable alone and in quieter environments. Also, open floor plans

overall have actually been proven to be ineffective and even in some cases detrimental to productivity (3).

It may seem like an obvious problem after thinking it through, but at first glance to many managers, neither an increase in teams nor an open floor plan seem like bad ideas. In actuality, teams are usually more conducive for extroverts who can thrive when surrounded by other people. Putting an introvert into these environments, however, may be pushing them out of their comfort zone, causing them to shut down, not contribute to the group, and result in the team missing out on some potentially great ideas.

That's not to say that a collaborating-mindset is necessarily a bad thing, but there are ways that managers can implement teams without putting their more introverted employees in uncomfortable situations where they may not do their best work.

First, before creating a team, analyze whether it is really necessary. If you believe that collaboration is the only way to get the job done, then create the team. However, if you find that employees could accomplish the same work individually, perhaps you should rethink putting them into a group.

Second, consider the team's meeting location. While introverts often dislike working in groups or just speaking in front of groups of people, many are able to handle online interactions just fine. Virtual teams are on the rise, and they can be a great compromise for situations where a team is needed but meeting in-person is not.

Finally, the third consideration to make is in regards to the size of the teams you create. Extroverts tend to like working in groups no matter what their size, while introverts usually prefer one-on-one or smaller group interactions.

Keeping a team small, though, not only helps introverts, but it has also been proven that smaller teams (5 or less in size) overall are just more effective (4).

The work environment is just one consideration that needs to be made in regards to personality traits. For more discussion on this, check out the next blog post in this series that answers the question “[How do I motivate employees who are introverted/extroverted?](#)”

References:

- (1) Martin, A., & Bal, V. (2015). The State of Teams. Center for Creative Leadership. Retrieved March 2, 2016, from <http://insights.ccl.org/wp-content/uploads/2015/04/StateOfTeams.pdf>.
- (2) Estimated Frequencies of the Types in the United States Population. (2016). Center for Applications of Psychological Type, Inc. Retrieved March 2, 2016, from <https://www.capt.org/mbti-assessment/estimated-frequencies.htm>.
- (3) Konnikova, M. (2014, January 7). The Open-Office Trap. The New Yorker. Retrieved March 15, 2016, from <http://www.newyorker.com/business/currency/the-open-office-trap>.
- (4) Putnam, D. (n.d.). Haste Makes Waste When You Over-Staff to Achieve Schedule Compression. Retrieved April 1, 2016, from Quantitative Software Management. Inc. website: http://www.qsm.com/risk_02.html.

How do I motivate employees who are introverted/extroverted?

So, in [this post](#) you identified which employees appear to be introverted and which seem to be extroverted (either by observation or through an assessment). Although it probably took a good amount of time to gather that information, it's completely useless until you do something with it.

Managers have varying duties depending on what company they work for and what industry they are located in. Still, one thing they *do* have in common is that almost all managers are tasked with ensuring job performance.

In a perfect world, employees will do what is required with little to no instruction or prodding. If this were reality, though, there would be no need for managers at all, and as all managers are aware, most employees at some point or another require some sort of intervention. According to Victor Vroom's Expectancy theory, employees will put in the required effort if they can see an increase in performance, if the performance leads to a reward that fulfills a need, and if that reward has enough value (1).

Managers are usually involved in all three of these components, but for the purposes of this blog post, we are going to focus on the second part, called instrumentality, that links performance to an outcome that fulfills a need.

There are two main types of needs, as identified by Frederick Herzberg's theory: hygiene needs and motivator needs (2). Hygiene needs, which involve the physical and psychological conditions of a workplace, were addressed in part in the previous [blog post](#) on work environment. We are now going to talk about the second

of Herzberg's identified needs – motivators. More specifically, we will be looking at these in connection with personality traits and the resulting job satisfaction.

The primary motivators that a manager can use are:

- achievement
- recognition
- work itself
- responsibility
- advancement

Managers usually do not use all of these methods, nor do they use the same methods in all contexts. Once they find one or more of these that work for them, they'll usually stick with it and use their preferred combination for the foreseeable future. However, as with most things, a one-size-fits-all approach won't work the same with all employees in the workplace. In some cases, you may actually be de-motivating employees, and even if it does work, if you don't consider the different types of employees that you're managing, you may miss out on something that could be even more effective.

One study conducted on this subject actually found that while extroverts responded more strongly to motivators in terms of job performance, introverts responded more strongly to hygiene factors (such as work environment mentioned in the previous post) (3).

The implication from these findings is that introverts and extroverts react differently to certain management techniques and to get the best results managers may need to customize their approach depending on who they are dealing with. This is where

knowing what personality trait each employee is (or at least which type most of their behaviors seem to indicate) comes into play.

Directly from the study, these quotes give very relevant examples for managers to consider:

“If extraverts seek out recognition, reward and responsibility more than introverts, it may be useful for managers to introduce different performance management schemes for different groups of workers. If it is true that extraverts value—and are presumably motivated and satisfied by—Herzbergian motivator factors, it would benefit organisations and managers to attempt to provide these facets. Thus job rotation and empowerment should be motivating the extraverts as well as instituting performance appraisal and public reward schemes.”

“It becomes apparent that it would be a waste of time to try to motivate an extravert with threats of dire punishment (such as sacking, no pay rise), and it would prove equally unsuccessful to attempt to entice an introvert with promises of pay and benefits. To exact the highest level of performance from individuals, motivators must encourage the extravert with potential rewards and prompt the introvert with judicious use of punitive threats.”

Managers should keep in mind that introverted and extroverted employees will react to certain actions in different ways, and whenever possible consider if there is a better way to achieve what they want to accomplish.

References:

(1) Vroom, V.H. (1964). *Work and Motivation*. New York: John Wiley and Sons. Print.

(2) Herzberg, F., Mausner, B., & Synderman, B. B. (1959). *The Motivation to Work*. New York: Wiley.

(3) Furnham, A., Forde, L., & Ferrari, K. (1999). Personality and Work Motivations. *Personality and Individual Differences*, 26(6), 1035-1043. Retrieved April 5, 2016, from <http://www.sciencedirect.com/science/article/pii/S0191886998002025>.

What tools and programs are available for using personality types to improve success in the workplace?

You now have a basic understanding of introversion and extroversion, how to effectively use this knowledge to better manage your employees, and you are starting to realize that performance could really improve in your company by targeting these personality traits. However, you may still feel a little unsure of how exactly you should go about doing this.

Luckily, there are a number of options for you to take from here. First, if you are actually feeling pretty confident with the subject, you can try adjusting your managing techniques to better serve employees' needs, adjusting as required. Second, on this blog, as mentioned before, I have reviewed a number of books, a few of which are specifically about using these ideas in a work environment. Reading *The Genius of Opposites* or *Work it Out* might give you a better understanding with more detailed explanations rather than just the few posts that you've read on this blog.

The third option is to utilize outside resources – tools and programs designed specifically to teach managers how to use personality traits to accomplish what they desire. There are several factors to consider when choosing an outside resource. Below is a list of some types of tools/programs you may want to look for, with some of the benefits of each.

Location:

- Online (more flexible and opens more options when location isn't a restraint; less expensive)
- In-person (more personal and engaging)

Pacing/Direction:

- Self-paced/directed (good for those who need to go at their own pace and fit it into a busy schedule)
- Instructor paced/directed (can provide accountability that a self-paced/directed program does not)

Individual vs. Group:

- Individual (helps you focus on your personal needs)
- Team/group (can help improve group cohesiveness and success; lower cost per person)

Format:

- Coaching (more expensive but more personalized)
- Seminars (straightforward and if online - easy to watch as you find the time)
- Workshops (interactive and hands-on)

Focus:

- Case study and theory-based (gives you a general knowledge and practical ways to implement what you've learned)
- Specific solutions-based (helps you to solve problems actually happening in your organization)

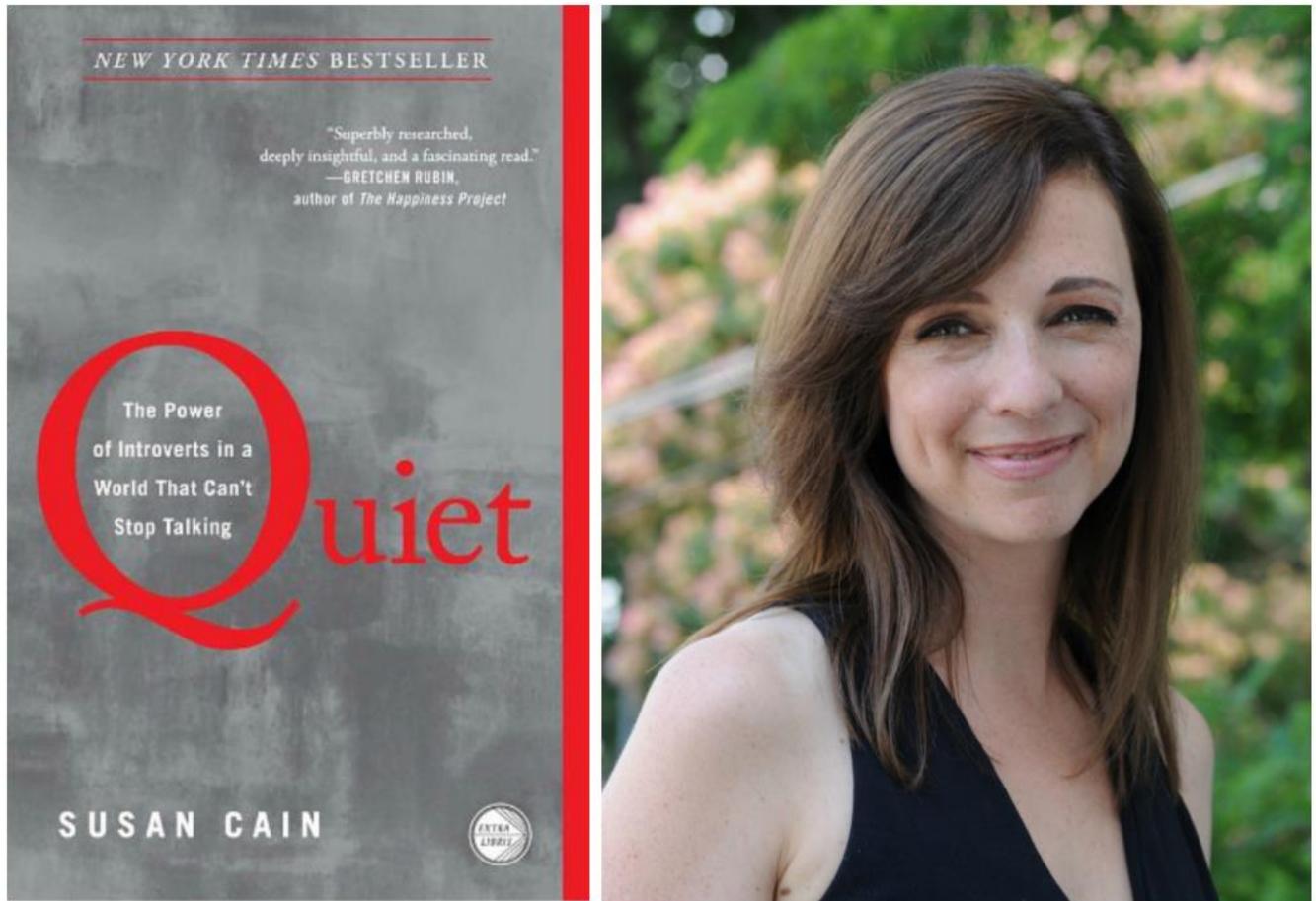
Some of these you can do on your own, and others are programs that are meant to be used department or company-wide. Whatever the case, you need to analyze what's best for your specific situation, weighing the pros and cons to see if the expected

results are worth the cost (as well as if it is something that your boss would approve for development where necessary).

For reference, each author of the books that I've reviewed offer services like those described above. I am not personally recommending these, but they can give a good example of what programs are available to you:

- [Quiet Leadership Institute](#) from Susan Cain (Introversion-focused)
- [Differentiated Coaching Associates](#) from Janet Kise (MBTI-focused)
- [Services](#) from Jennifer Kahnweiler (wide range offered)

Book Review: Quiet by Susan Cain



Book title: *Quiet: The Power of Introverts in a World That Can't Stop Talking*

Author: Susan Cain

Background information: Cain is an honors graduate of Princeton and Harvard Law School. Her book, *Quiet*, was a New York Times bestseller and has spawned numerous other projects on introversion including her Quiet Revolution company and highly praised TED talks.

Brief description: (from the back cover)

At least one-third of the people we know are introverts. They are the ones who prefer listening to speaking; who innovate and create but dislike self-promotion; who favor working on their own over working in teams. It is to introverts—Rosa Parks, Chopin, Dr. Seuss, Steve Wozniak—that we owe many of the great contributions to society.

In *Quiet*, Susan Cain argues that we dramatically undervalue introverts and shows how much we lose in doing so. She charts the rise of the Extrovert Ideal throughout the twentieth century and explores how deeply it has come to permeate our culture. She also introduces us to successful introverts—from a witty, high-octane public speaker who recharges in solitude after his talks, to a record-breaking salesman who quietly taps into the power of questions. Passionately argued, superbly researched, and filled with indelible stories of real people, *Quiet* has the power to permanently change how we see introverts and, equally important, how they see themselves.

Page length: 368

Why managers should read this book: Whether or not you already realize it, Susan Cain makes a compelling argument in her book that we live in a society more suited for extroversion. While the book delves into both personality traits, its focus is mainly on introverts. There are two reasons managers should read *Quiet*. First, reading it can help managers grasp the idea that not all employees think or act the same way, and to get the best results, they cannot all be managed identically. Second, this book would especially be helpful for those managers who are introverts themselves, because it also gives relatable examples and advice for real-life introverts in the workforce.

Best chapters to read:

- *Chapter 1* – The Rise of the “Mighty Likeable Fellow”: How Extroversion Became the Cultural Ideal
- *Chapter 2* – The Myth of Charismatic Leadership: The Culture of Personality, A Hundred Years Later
- *Chapter 3* – When Collaboration Kills Creativity: The Rise of the New Groupthink and the Power of Working Alone
- *Chapter 9* – When Should You Act More Extroverted Than You Really Are?
- *Chapter 10* – The Communication Gap: How to Talk to Members of the Opposite Type

Key takeaway quotes:

“There’s zero correlation between being the best talker and having the best ideas.”

“Don’t think of introversion as something that needs to be cured.”

“The secret to life is to put yourself in the right lighting. For some, it’s a Broadway spotlight; for others, a lamplit desk. Use your natural powers — of persistence, concentration, and insight — to do work you love and work that matters. Solve problems. make art, think deeply.”

“Introversion- along with its cousins sensitivity, seriousness, and shyness- is now a second-class personality trait, somewhere between a disappointment and a pathology. Introverts living in the Extrovert Ideal are like women in a man’s world, discounted because of a trait that goes to the core of who they are. Extroversion is an enormously appealing personality style, but we’ve turned it into an oppressive standard to which most of us feel we must conform.”

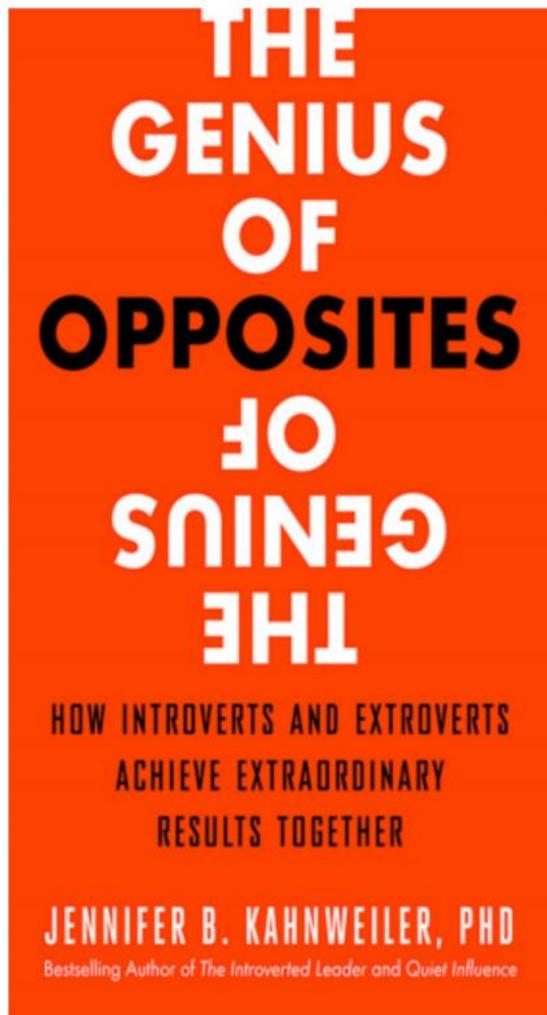
“Whoever you are, bear in mind that appearance is not reality. Some people act like extroverts, but the effort costs them energy, authenticity, and even physical health. Others seem aloof or self-contained, but their inner landscapes are rich and full of drama. So the next time you see a person with a composed face and a soft voice, remember that inside her mind she might be solving an equation, composing a sonnet, designing a hat. She might, that is, be deploying the powers of quiet.”

“We don’t need giant personalities to transform companies. We need leaders who build not their own egos but the institutions they run.”

Further reading:

- Susan Cain also has a website called [Quiet Revolution](#) where there are numerous articles that expand on some of the ideas presented in her book.
- There are countless studies and various other sources listed at the back of *Quiet* for reference. One particularly interesting study mentioned on pages 56-57 is “Reversing the Extraverted Leadership Advantage: The Role of Productivity” from [Adam Grant](#), Francesca Gino, and David Hofmann, found that a leader’s group tended to be more productive if the members had the opposite personality type of the leader.

Book Review: The Genius of Opposites by Jennifer B. Kahnweiler



Book title: *The Genius of Opposites: How Introverts and Extroverts Achieve Extraordinary Results Together*

Author: Jennifer B. Kahnweiler

Background information: Kahnweiler, PhD is a fourteen-year faculty member of the American Management Association and Certified Speaking Professional (CSP) of the National Speaker's Association. She is a bestselling author known as a "Champion of Introverts," having written two other successful books on introversion – *The Introverted Leader: Building on Your Quiet Strength* and *Quiet Influence: The Introvert's Guide to Making a Difference*.

Brief description: (from the back cover)

FDR and Eleanor. Mick and Keith. Jobs and Woz. There are countless examples of introvert-extrovert partnerships who make brilliant products, create great works of art, and even change history together. But these partnerships don't just happen. They demand wise nurturing.

The key, says bestselling author Jennifer Kahnweiler, is for opposites to stop emphasizing their differences and use approaches that focus them both on moving toward results. Kahnweiler's first-of-its-kind practical five-step process helps introverts and extroverts understand and appreciate each other's wiring, use conflicts to spur creativity, enrich their own skills by learning from the other, and see and act on things neither would have separately. Kahnweiler shows how to perform the delicate balancing act required to create a whole that is exponentially greater than the sum of its parts.

Page length: 168

Why managers should read this book: Many books on introversion and extroversion will focus on the differences between the two traits and give examples of how, if mishandled, they can cause problems. This has given an almost negative connotation to the introversion/extroversion idea, but *The Genius of Opposites* is unique in that it sees having different personalities as an advantage rather than a

disadvantage, and explains how people can go about making these introvert-extrovert partnerships work for them.

Best chapters to read: Since this book is rather short, and because each chapter reflects a different step in Kahnweiler's overall idea, it is recommended to read the entire book to ensure that you don't miss out on any important concepts.

Key quotes:

“The key is to remember that these relationships are most successful when opposites stop focusing on their differences and use approaches that move them toward results.”

“The sooner that introverts and extroverts learn about each other's different languages, the quicker they can get to results. We work together in offices, on conference calls, and through text messages. Yet it often feels like we introverts and extroverts are speaking entirely different languages.”

“The people who drive us crazy often view the world through different lenses.”

“The Genius of Opposites Process (taken straight from the book):

1. **Accept the Alien:** You can't change your opposite, but you can understand them. Once you are able to accept this fact, you are in for much less stress.
2. **Bring on the Battles:** See disagreement as necessary to arriving at better outcomes because you challenge each other to come up with better solutions together than you would alone.
3. **Cast the Character:** Know each person's role in a scenario and cast them so that you bring out your opposite's best. Opposites share the credit no matter what role they take.

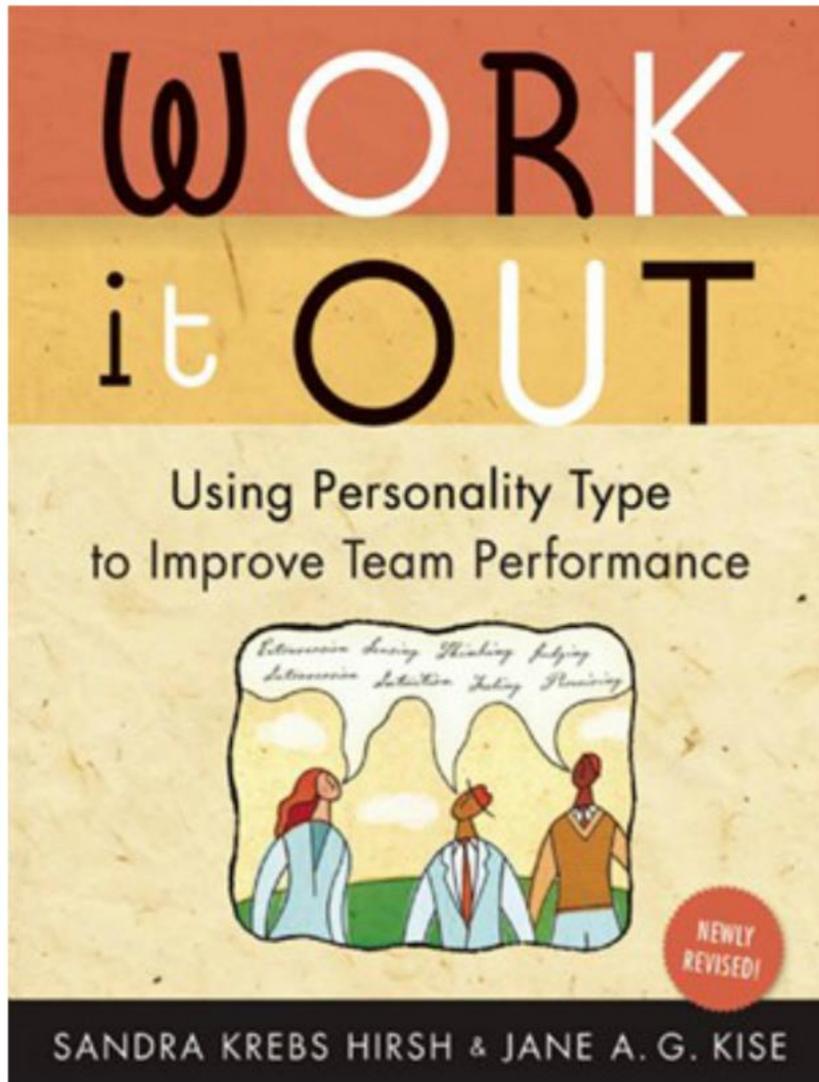
4. Destroy the Dislike: When you respect each other and act like friends, you can talk openly and have fun.
5. Each Can't Offer Everything: Know that each one of you is incapable of offering everything, so for true diversity, you work in concert to provide the widest range of options to others.”

“Throughout the course of your relationship, you should both continually come back to the big question: ‘What is the common goal we want to emerge from all of this?’ If you and your opposite can stop focusing on your differences and instead look at your common goals, you have an excellent chance of creating extraordinary results.”

Further reading:

- The author has written several **articles** that tie in with the subject matter of her book. Two, in particular, are: “**How Extroverts and Introverts Can Understand Each Other**” for The Huffington Post, and “**Is Your Learning Introvert-Friendly?**”
- In addition, Kahnweiler has written other books on introversion, as mentioned before, such as *Quiet Influence: The Introvert's Guide to Making a Difference*, and *The Introverted Leader: Building on Your Quiet Strength*.

Book Review: Work It Out by Sandra Krebs Hirsh and Jane A.G. Kise



Book title: *Work It Out, Rev. ed.: Using Personality Type to Improve Team Performance*

Author: Sandra Krebs Hirsh and Jane A.G. Kise

Background information: Hirsh works as a management consultant across the world, and her books on MBTI (Myers-Briggs Type Indicator) have sold over two million copies. Kise holds a doctorate in Educational Leadership from The University of St. Thomas and is an MBTI Master Practitioner.

Brief description: (from the back cover)

Help teams navigate through conflict. Manage up and across the corporate ladder. Reduce tensions between bosses and direct reports. Battle stress within the executive leadership.

WORK IT OUT delivers a dynamic way to simplify the complex—and sometimes chaotic—interactions between people at work. With fresh insights on applying the power of personality type in executive coaching, experts Hirsh and Kise have built a solid foundation for helping individuals tap into their strengths, minimize unnecessary conflict, and learn to work more effectively with others. Dozens of hands-on exercises, intervention descriptions, and case studies put the power to implement these teambuilding and coaching strategies into the hands of any manager, consultant, business leader, or HR professional committed to improving communication, reducing stress, fostering sustainable change, and building strong, effective teams in organizations.

Why managers should read this book: This book provides case studies of real-life issues that can arise in a workplace and how people with different personality types working together may create conflict. Providing hands-on exercises and advice, the authors of *Work it Out* explain how to go about resolving these conflicts and work on team building when members have opposite viewpoints.

Page length: 264

Best chapters to read:

- *Chapter 1* – Working it Out with Type: Can it Make a Difference for You?
- *Chapter 2* – The Extraversion-Introversion Dichotomy: The Case of the Communication Conundrum
- *Chapter 7* – Style-Changing Stress: The Inferior Function – the Shadow
- *Chapter 8* – Influencing Upward: The Problem Is the Boss – Or Is It?
- *Chapter 9* – Coaching Yourself, Coaching Others: Putting Type to Work for You
- *Chapter 10* – A Leader Who Put Type to Work: Management Style with Type

Key quotes:

“Psychological type helps us find patterns in the interactions of troubled teams, employees and leaders, and colleagues, leading to proven solutions for more productive relationships.”

“Generally, treating all members of a team as if they are the same is like trying to herd cats: Not only are the results doubtful, but most people resent trying to fit a single mold. Understanding people’s types allows you to tap into their strengths, discover how you work best together, and minimize unnecessary conflict.”

“Mix Extraverts on a team with Introverts and watch the misunderstandings pile up. The Introverts claim ‘I can’t concentrate!’ while the Extraverts complain ‘I can’t tell what they are thinking!’ Through understanding, each group can allow the other to operate as the group members do best.”

Further reading:

- One of the book’s authors, Jane A.G. Kise, has a [blog](#) on her personal website that further explores MBTI in relation to leadership and work. One of her most

recent blog posts was called “**The RIGHT Extravert-Introvert Conversation**” and delved into improving team dynamics, learning, and collaboration with those types.

- From a collaboration of Sandra Krebs Hirsch with Jean M. Murrow, a licensed consulting psychologist, they wrote a book entitled *Lifetypes* which helps one identify their own MBTI through thorough descriptions and then proceeds to explain key attributes of these types, like learning styles and leadership styles.

Conclusion Post

As part of the BGSU Honors program, every student is required to do a final project to utilize everything that we've learned during our four years in college. It's generally suggested that to get the most out of the project we do it on something pertaining to our major. Being in the College of Business, I will admit that I initially felt limited by my options. Most Honors students are in more creative majors and do projects that, at least in my mind, appear more "exciting."

Thankfully, though, I am a reader and found inspiration for my project in one of the books that I had been reading during my leisure time, *Quiet: The Power of Introverts in a World That Can't Stop Talking* by Susan Cain. As an introvert myself, I picked up the book curious to learn more about the differences in the two personality traits, as well to read about real-life experiences of an introvert in what the author dubbed an "extroverted world." No more than a chapter in, though, and I realized that what the author was discussing didn't just apply to a person's personal life, but their work life, too.

Further, throughout my management courses at BGSU, several topics have included personality considerations for managers, and this base knowledge, along with what I was reading in Cain's book, piqued my interest and I decided to do my Honors Project on "Educating Managers on How to Manage Introverted vs. Extroverted Employees." Also, I would like to mention that these classes were taught by the teachers that I would eventually choose to be my advisors to aid me in this project.

Before venturing into this subject, I had not realized how many different considerations had to be made for introverted and extroverted employees. In addition, I had also not realized how common it was for these considerations to not be made at

all, and in their absence, decisions that naturally preferred extroverts tended to me made. This explains, in part, why a larger portion of the focus of my project is on introverts rather than extroverts. I still cover both sides, but there is a much stronger emphasis on introversion because those are the employees that are usually slighted and hurt the most in the workplace in regards to personality differences.

The blog post that I enjoyed writing the most was on [how to best motivate employees of each personality](#). This post allowed me to pull in knowledge that I have gained through my management courses that I took this semester. Particularly Herzberg and Vroom's theories were topics that I learned a lot about and was excited to be able to connect to my project.

This project didn't just teach me about managing employees; however, but what I learned also taught me a lot about myself. As I stated previously, I identify as an introvert and reading research on motivation and job performance of introverts made me self-evaluate how I operate in a school/work environment. The ability to apply some of these concepts personally only further enhanced my understanding of the material and I think helped me to convey the facts in a way that was objective, but also conversational in nature so it made for an easier read.

In the future, I would like to explore this topic further and in more depth. One area of interest that I would enjoy researching more is how personality types of the managers themselves can affect their abilities to manage, and what strengths/weaknesses this lends to them. Also, for simplicity sake and because of the length of this project, I only focused on two personality traits (or one spectrum) in my posts, but there are more, both identified by Myers-Brigg and the Big Five, and while those other traits do not have quite the same validity in application as introversion/extroversion does, I

think it would be interesting to see what research has been conducted on how those traits impact performance in the workplace.

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This page is a compilation of every source that I have used on my blog, including citations for the three non-fiction books that I reviewed.

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