



Leadership and characteristics of introvert leader

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Abstract

Introverted leaders think before they speak. Even in casual conversations, they consider others' comments carefully, and they stop and reflect before responding. Introverted leaders seek depth over breadth. They like to dig deep, delving into issues and ideas before moving on to new ones. Introverted leaders are low-key. In times of crisis, they project a reassuring, calm confidence-think President Obama- and they speak softly and slowly regardless of the heat of the conversation or circumstances. Introverted leaders usually prefer writing to talking. This comfort with the written word often helps them better articulate their positions and document their actions. Introverted leaders are energized by spending time alone. They suffer from people exhaustion and need to retreat to recharge their batteries frequently. These regular timeouts actually fuel their thinking, creativity and decision-making and, when the pressure is on, help them be responsive, not reactive. Leadership is often associated with words like "charisma," "power," "outgoing," and "confident." As a result, introverted and quiet change-makers may have difficulties envisioning what their leadership looks like.

Keywords: leadership, characteristics, introvert, leader

1. Introduction

Leadership as "the power or ability is to lead other people" (Steinhilber & Estrada, 2015) ^[1]. Some people think leadership means guiding others to complete a particular task, while others believe it means motivating the members of team to be their best selves. But, while the definitions may vary, the general sentiments remain the same: Leaders are people who know how to achieve goals and inspire people along the way (Maxwell, 2007) ^[2].

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Some other popular definitions of Leadership are, 'A process whereby an individual influences a group of individuals to achieve a common goal' (Milgram & Gudehus, 1978; Northouse, 2007) ^[3, 4]. The U.S. military has studied leadership in depth. One of their definitions is a process by which a person influences others to accomplish a mission (U.S. Army, 1983) ^[5]. Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success (Zeitchik, 2012; Almaki *et al.*, 2016) ^[6, 7]. Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal (Kruse, 2013) ^[8].

Introverts may be less noisy at work, but by all accounts they outnumber extroverts. Even many high-powered executives describe themselves as introverts. Unlike shyness, a product of anxiety or fear in social settings, introversion is a key part of personality, a hardwired orientation and may be best defined by several characteristic behaviors. Introverts process

information internally, keep personal matters private, and avoid showing emotion (Barker 2007) ^[9].

General characteristics of introvert leader discuss by different scholar these are Introverts need and want to spend time alone. They often suffer from people exhaustion and must retreat to recharge their batteries (Laney, 2002) ^[10]. At work, they prefer quiet, private spaces and like to handle projects on their own or with a small group; Introverts think before they speak (Jung, 2016) ^[11]. Even in casual water cooler chats, they consider others' comments carefully and pause and reflect before responding. They dislike interruptions, especially when they are thinking things through; Introverts seek depth over breadth (Ferrara, 2017) ^[12]. They like to dig deep delving into issues and ideas before moving on to new ones. They are drawn to meaningful conversations not superficial chit-chat and know how to tune in and listen to others; Resist the temptation to hide behind e-mail. It may appear to be the easiest or safest channel, but it's not always the right one. For every exchange, match the medium to the message determining if texting, e-mail, phone, or face-to-face is best. Texting and e-mail may be great for quick exchanges, but they miss the mark in critical high-touch areas, including developing relationships and delivering difficult news; Technology is a great tool for preparing to meet people. Use of social networking Web sites such as Face book and Twitter is to set the stage for connecting with others in person at meetings and events. You can introduce yourself, send "news you can use" items, and warm up cold leads-all in a low-key yet friendly way; without delay, speak up in meetings and conference calls. Try to make your first comment no more

than five minutes into the session. Even a quick question, remark, or paraphrase will do. You need to be seen as a contributor, but the longer you wait, the harder it becomes.

2. Methodology

For this study secondary data is related to Technical and vocational education and training for development were collected and finally analyzed by using different statistical software.

3. Result and discussion

Research shows that approximately 50 to 55 percent of American males are introverts. For females, that number is 47 to 55 percent. Ironically, some of the most successful or admired people, of past and present, are introverts. For example, Abraham Lincoln, Eleanor Roosevelt, Charles Darwin, Albert Einstein, Bill Gates, Larry Page, Steve Wozniak, President Obama are introverted leader. And all of those leaders were found good.

3.1 Characteristics that help introverted leaders build on their quiet strength and succeed

3.1.1 They think first, talk later

Introverted leaders think before they speak. Even in casual conversations, they consider others' comments carefully, and they stop and reflect before responding. One executive tells me that he sits back and listens to his leadership team's ideas and proposals, often using silence to allow even more thoughts to bubble up. Learning by listening, not talking is a trait that introverts consistently demonstrate. They also use their calm, quiet demeanors to be heard amid all the organizational noise and chatter. (One thoughtful, reasoned comment in a meeting can move a group forward by leaps and bounds.) In fact, the most powerful person in the room is often the quietest. Additionally, an introvert's tendency to be more measured with words is a major asset in the current economy, when no leader can afford to make costly gaffes.

3.1.2 They focus on depth

Introverted leaders seek depth over breadth. They like to dig deep, delving into issues and ideas before moving on to new ones. They are drawn to meaningful conversations, not superficial chitchat, and they know how to ask great questions and really listen to the answers. In a recent interview with *The New York Times*, Deborah Dunsire, M.D., president and chief executive of Millennium, a Cambridge, Mass., biopharmaceutical company, said, "In addition to conducting organizational surveys and holding town hall meetings, I schedule walk around time, just stopping by offices. I would just say, 'Hey, what is keeping you up nights? What are you working on? What's most exciting to you right now? Where do you see we can improve?'" Dr. Dunsire maintains that by pursuing this kind of in-depth questioning-something that introverted leaders do exceptionally well-executives can learn what's actually happening in the far reaches of their organizations and engage and retain their top talent.

3.1.3 They exude calm

Introverted leaders are low-key. In times of crisis, they project a reassuring, calm confidence-think President Obama- and

they speak softly and slowly regardless of the heat of the conversation or circumstances. Whenever they get ready for a meeting, a speech or a special event, their secret to success can be summed up in one word: preparation. They often plan and write out their meeting questions well in advance, and for important talks and speeches, they rehearse out loud. They also act "as if": One executive tells me that he pretends to be James Bond before major industry conferences. It makes him feel more cool and confident. They psych themselves up internally, too, by quieting negative thoughts and framing the upcoming experience more positively. Prior to networking events, Bob Goodyear, an Atlanta-based information technology leader, tells himself, "I can do anything for 30 minutes."

3.1.4 They let their fingers do the talking

Introverted leaders usually prefer writing to talking. This comfort with the written word often helps them better articulate their positions and document their actions. It also helps them leverage online social networking tools such as Twitter, creating new opportunities to be out there with employees, customers and other stakeholders. For instance, using Best Buy's Blue Shirt Nation, an internal social network for employees at the electronics superstore, senior management and sales associates can connect continuously to discussing workers' feedback and ideas. I know one chief financial officer who writes a daily internal blog and in a recent posting described how he made "a good presentation great" by practicing. In so sharing his experience, he not only showed openness and honesty but also provided coaching to thousands of employees.

3.1.5 They embrace solitude

Introverted leaders are energized by spending time alone. They suffer from people exhaustion and need to retreat to recharge their batteries frequently. These regular timeouts actually fuel their thinking, creativity and decision-making and, when the pressure is on, help them be responsive, not reactive. When introverts honor that inner pull, they can do their best work. In managing interruptions, they also manage people's expectations. When asked to respond to requests or ideas, Martin Schmidler, a vice president at a national food service organization, often tells his team that he needs time to absorb what's being asked or presented. He's clear on how and when he'll get back to people, and he consistently follows through on his commitments. This clarity and consistency helps him build trust with his team.

3.2 Reasons behind introvert leaders making good

- It's smart not to do all the talking. Introverts learn by listening. They are Expert Listeners. Introverts think before they act. Listen first, talk later.
- Some quiet time alone is good. Introverts leverage their quiet nature.
- A little humility makes the better leader. Introverts demonstrate humility. They are Master of Humility and Strong Willed. Introverts lead with what Cain calls "Soft Power".
- A calming demeanor is good for business. Introverts are prudent. Introverts are highly empathetic.

- Gathering a fistful of business cards doesn't create meaningful connections.
- Introverts manage uncertainty. They are Experts at Preparation.
- Introverts are comfortable working alone. They have Sharp Focus.
- Introverts are Highly Creative.
- Step up during times of crisis.
- Introverts Get out of comfort zone.
- Introverts Use writing skills.
- Introverts Take time to recharge.
- Introverts Use collaboration and communication apps.

4. Conclusion

Leadership is often associated with words like “charisma,” “power,” “outgoing,” and “confident.” As a result, introverted and quiet change-makers may have difficulties envisioning what their leadership looks like. But core aspects of leadership, such as those described by transformational leadership researchers James MacGregor Burns, Bernard M. Bass, James Kouzes, and Barry Posner, and by Good to Great author Jim Collins, reflect ideas that are in total alignment with quiet change-makers, and don't need to be in a position of authority or have a formal leadership role to practice these leadership characteristics. Therefore, introverts are referred as “quiet change makers” and can adopt the creative and innovative characteristics to strengthen their leadership.

Leadership is a concept to inspire many people for functioning as a body to achieve common goals. If anybody doesn't have a job that involves supervising others or have natural skill as a charismatic public speaker, it can be hard to see them as leader. But by practicing many of the qualities of leadership that align with being a quiet change-maker, leadership is accessible for the introverts among our movements, too. It is found from the examples mentioned above, the most spectacularly creative people tend to be introverts and the most innovative thinking happens alone and not in teams. So that the introvert's leaders can face the central challenges of any business as to bring out the best in its employees. Introverts get their energy more from being on their own. The fact is that introverts really do have different nervous systems. Introverts have a nervous system that reacts more to all forms of stimulation whether that's lights, noise, or social life. They are most productive and comfortable in environments that are less stimulating. Introverts by their nature tend to have a few key passions in their lives and ascend into leadership positions out of a commitment to what they're doing. They become leaders almost in spite of themselves. They think about the people in the organizations who are really passionate and capable and whether they have so called “natural” leadership skills. I would think about grooming those people and getting them the training and development they need to assume leadership roles and really unlock their talent.

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