Why Introverts Make Successful Entrepreneurs

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Abstract :

In a world that celebrated the brash and bold, the quiet revolution of introverted entrepreneurs rose. This paper peels back the curtain on how introverts, often misunderstood as unsuited for leadership, turned their inward focus into powerful entrepreneurial fuel. It defines the introverted leader, not as a shy wallflower, but as a strategist with untapped potential. But challenges abounded. The paper tackled these head-on, from navigating social norms to overcoming self-doubt, and unveiled the "4 Ps Process": a framework empowering introverts through planning, preparation, personalization, and prioritization. This became their secret weapon, transforming introspection into strategic action. The paper navigated the nuanced landscape of introverted leadership, offering practical strategies for conquering areas like public speaking, team management, and navigating office politics. The "4 Ps" became a guiding light, illuminating a path to thrive in environments often built for extroverts. The results were undeniable. The paper showcased the wins: stronger relationships, impactful decision-making, and a distinct model of leadership built on genuine connection and strategic brilliance. The call to action extended beyond individual success, urging organizations to embrace diverse leadership styles and unlock the previously untapped potential of introverted talent. This paper is not just a guide but a manifesto. It rewrites the narrative of success, celebrating the quiet strength of introverts and their unique power to lead. It's time to step away from the spotlight and redefine leadership, not by volume, but by the strategic minds, genuine connections, and the quiet revolutions introverts ignited in the world of business.

Key Words : Entrepreneurs, Introverts, Wallflower, Social Norms, Introspection, Guiding Light, Extroverts, Manifesto, Quiet Revolutions.

Chapter - I

What is an Introvert Leader?

Certainly, for many introverts, it can feel like extroverts often have their needs met more readily while their own needs are overlooked or dismissed. This dynamic can lead to a sense of frustration or being undervalued within social and professional settings.

Business socializing can be particularly draining for introverts. While extroverts may thrive in environments filled with social interactions, introverts often find these situations exhausting and mentally taxing. The constant need to engage in small talk and navigate social dynamics can leave introverts feeling depleted and overwhelmed.

Certainly! Many highly esteemed individuals, including renowned executives like Bill Gates, Warren Buffet, and Andrea Jung, demonstrate introverted tendencies. Similarly, iconic leaders like Mother Theresa, Abraham Lincoln, and Martin Luther King Jr. were believed to possess introverted traits. Katharine Graham, the late publishing magnate, was known for her introversion, and there's speculation that even President Barack Obama leans towards introversion. This underscores the notion that introversion is not uncommon among influential figures across various fields.

Introversion, often misunderstood and undervalued, embodies a temperament of inner contemplation and reflection. It's a disposition that thrives on solitude and introspection, finding solace in the depth of one's thoughts rather than the clamour of external interactions. While introverts may face discomfort and inhibition in interpersonal situations, it's not a flaw but rather a natural inclination towards introspection and solitude.

Consider the well-known and successful introverts who have left indelible marks on various fields, from literature to technology, from art to science. Their accomplishments stand as a testament to the power and potential of introverted individuals in an extroverted world. However, it's crucial to recognize that their success didn't come without challenges. They, like millions of others, have grappled with the pressure to conform to societal expectations of extroversion, to thrive in a world that often celebrates the outgoing and the gregarious.

In today's society, where interpersonal interactions often dominate the landscape of success, introverts face a unique set of challenges. The modern workplace, driven by collaboration and networking, can be particularly daunting for those who find energy and inspiration in moments of solitude. Yet, despite these challenges, introverts comprise a significant portion of the population, with estimates suggesting nearly half of individuals and 40 percent of executives possess introverted traits. extroversion, to thrive in a world that often celebrates the outgoing and the gregarious.

In today's society, where interpersonal interactions often dominate the landscape of success, introverts face a unique set of challenges. The modern workplace, driven by collaboration and networking, can be particularly daunting for those who find energy.

Chapter - II
Four Key Challenges

2.1 The Challenges

Understanding what challenges can occur in your life as an intro vert at work helps you realize what behaviours to change. We tend to make adjustments when the pain of doing things the same old way is great enough. When we encounter roadblocks while driving, we are forced to find alternative routes. Similarly, these workplace barriers can be enlightening. A number of my introverted coaching clients have had light bulbs go off when we have discussed the following four common challenges. Giving a name to what they've experienced often gives them an impetus to change. Let's look at the four major categories of challenges introverted leaders encounter at work. They are (1) stress, (2) perception gaps, (3) career derailers, and (4) invisibility.

2.1.1 Stress:

Work overload, physical symptoms, and people exhaustion are all negative consequences that can hit introverts hard in the workplace. Here are some examples of each.

- **Work Overload**

  Recently out of school, a woman I know named Mady landed a plum job as a staff accountant at a large health care organization. She was looking forward to learning a lot and using her education. The honeymoon period of the first few weeks flew by, and her manager was pleased with her work. Unfortunately, a few weeks later, the picture had changed dramatically. Mady was getting into the office at 6:30 A.M. and leaving after 7:00 P.M. Her schedule was causing friction with her boyfriend and friends.

- **Physical Symptoms**

  At a recent seminar, I was talking with two withdrawn men who both acknowledged that they stuttered at meetings when called on to speak. In more relaxed surroundings, like the class, they were fine, but in this work situation they froze up. These participants illustrated that there is most likely a mind-body connection to stress. Symptoms like headaches, stomach-aches, and back problems can also be correlated with stress reactions. Even the awkwardness that introverted people sometimes feel with people can take its toll. Holding feelings inside when we are frustrated makes it highly likely that these types of physical symptoms will occur.

2.1.2 Perception Gaps

There are often key differences between how we think people see us and how they actually do. You have heard the phrase, "perception is reality." In his book Cracking the Code, Thom Hartman says, "The meaning of communication is the response you get."2 It can be helpful for introverted professionals to understand the nature and results of this disconnect between their intended message and what comes across. Negative impressions, and possibly being labelled as slow thinkers or as having no backbone are some of the negative perceptions that introverted leaders may face. Let's take a closer look at each of these.

- **Slow Thinkers**

  Another misperception is that introverted people lack quick thinking. If they don't share their ideas immediately, they are not seen as contributors. Martin Schmidler, vice president, information technology at a food service distribution company, shared comments representative of many introverts.

- **No Backbone**

  Quieter people can also be seen as weak, with no backbone, especially when many leaders around them adopt more aggressive stances. Others are jockeying for position, and when the introvert does not push back, the more reserved personality can easily be manipulated.

2.1.3 Career Derailers

It requires more than technical or subject matter expertise to get people motivated and achieve results. Interpersonal skills are key as you take on leadership roles. When you are achieving results for your company and developing relationships, career possibilities open up both in your organization and in your field. Introverted people inevitably hit a wall in their careers when they don't attend to the relationships side of the equation.

- **The Undersell**

  Careers are made or broken by what people know about you and your accomplishments. Southerners in the United States have an

    expression, "Don't brag on yourself." In other words, be humble. Unfortunately, the world of work doesn't go by these rules. You can't expect people to be mined readers, so by not highlighting the results you have obtained, you can stay stagnant in your role. Other missed opportunities may include promotions, choice assignments, and opportunities to do something that is new and different. Sid Milstein said, "An extrovert might easily sell themselves in a favourable light, but I keep waiting for that phone call."

- **Missed Connections**

  "It is not what you know, but who you know," goes the old expression. This still rings true today. Mary Toland said a missed opportunity to build relationships earlier in her career greatly impacted her career progression. She didn't realize until later that it would make sense to stop in and chat with

her bosses about their families, sports, etc. In her company's culture, it was important to forge relationships to further your career.

Chapter - III
Unlocking success, the 4 P's process

3.1 The 4 P's process

The 4 P's Process is a practical guide for managing introversion, offering steps to tackle challenges and turn them into opportunities. These steps – Preparation, Presence, Push, and Practice – specifically address stress, perception gaps, career setbacks, and invisibility. Whether you're an introverted leader or managing introverts, these tools help enhance performance. Use the 4 Ps as a coaching tool or for better communication within teams. It acts as a barometer to track progress, reflect on interactions, and plan for improved future scenarios.

3.2 How it works

The 4 P's Process consists of four key elements: preparation, presence, push, and practice (refer to Figure 2). Preparation is the initial step, providing confidence to handle any leadership situation by planning ahead. Presence, the second step, is about being actively engaged in the present moment. The third step, push, involves stepping out of your comfort zone, overcoming fear, and developing and solidifying skills.

3.2.1 Preparation

The most effective action you can take before interacting with others is to prepare. Contrary to thinking we can "wing it," strategic planning for interpersonal interactions is crucial. By giving as much attention to preparing for conversations as you do for projects, you can reduce stress and bridge perception gaps. Imagine getting ready for a challenging meeting by anticipating questions and discussing possible answers with a friend. This kind of preparation boosts confidence. Successful introverted leaders emphasize the importance of conscious preparation, as shared in "The Introverted Leader." For instance, a PR leader eases presentation anxiety by writing down specific phrases in advance. This helps him stay on track during the actual presentation. Similarly, an IT leader strategically studies a seating chart before a networking event, reducing anxiety and leading to securing a significant account. Preparation involves having a game plan. Take time alone to strategize, clarify your purpose, think of questions and phrases, take notes, and rehearse with a trusted peer. Learn from those with strong interpersonal skills and incorporate their approaches into your own style. It really makes a difference.

3.2.2 Presence

Presence, as defined in the dictionary, is how someone carries themselves, especially when it commands respectful attention. Being prepared allows you to relax and truly be in the moment. Many introverted leaders tend to overprepare but then go with the flow. Demonstrating leadership involves showing that you are truly present. This means being fully engaged when interacting with others. Closing the perception gap, the difference between how you intend to be seen and how others perceive you, happens when your listener feels your genuine presence. Instead of appearing aloof, you're seen as someone with empathy and integrity. Focusing on the current moment and the person you're with helps build rapport and personal power. A personal example involves meeting a high-ranking executive. Despite my initial intimidation, she showed genuine interest, making me feel like the most important person in the room. Her continued presence and understanding in subsequent encounters motivated me to excel in my job.

3.2.3 Push

Emerson's advice, "Do that which you are most afraid to do," emphasizes overcoming fears to unlock potential. Many introverted leaders, though acknowledging the challenge, deliberately push themselves out of comfort zones in interpersonal interactions. Taking such risks not only reveals your potential but can also get your career back on track and accelerate its progress.

Mary Toland's career moved forward when she pushed herself to build a relationship with her boss, breaking the invisibility barrier. Martin Schmidler secured a key client account by pushing himself to actively engage at a networking event. Another Chief Information Officer (CIO) became an expert networker by challenging himself to collect 20 business cards at a brief cocktail reception.

Putting yourself in situations that force you to stretch and step out of your comfort zone, whether in public speaking or challenging customer conversations, is crucial. One introverted leader stressed the importance of pushing past discomfort, stating, "You still want to know what you can do in this world." It highlights the transformative power of pushing yourself beyond your comfort limits.

3.2.4 Practice

Practice is the linchpin that addresses all challenges faced by introverted leaders, from stress and perception gaps to career obstacles and invisibility. Many introverts recounted childhood experiences shaped by their reticence, such as one individual nearly being held back in first grade due to extreme quietness. Another shared, "If you can survive being a quiet teenager, you can pretty much make it anywhere." Some even learned to overcome their fears by asking others out. The history of introverts practicing to adapt to an outgoing society continues into adulthood and the workplace.

Chapter - IV
Strengths and soft spots

4.1 Introduction

Sean was pleased with his promotion from team lead to manager, and the first few weeks went smoothly. There were pats on the back and a nice raise, but not much else changed. He was still involved as a team member, pushing against deadlines and meeting customer needs. One day, his boss expressed concerns about missing deliverables and coached Sean on his new role's expectations. Sean needed to shift from being hands-on to leading—motivating his team and inspiring high performance. His focus needed to shift from task execution to people leadership.

4.2 Leadership Skills — A Quiz for Introverts

So, what about you? Are you firing on all cylinders? What skills do you need to develop to become a more powerful introverted leader? Take a few minutes to complete this brief quiz (see Figure 3). It will help you identify areas to focus on as you read the chapters ahead. Figure 3. Introverted Leadership Skills Quiz Circle your responses based on your self-assessment at work. Try not to be too tough or too easy on yourself. SA = Strongly Agree A = Agree D = Disagree SD = Strongly Disagree NA = Not Applicable

4.2.1 Public Speaking

- I prepare stories and examples for my presentations.
- I rehearse presentations out loud.
- I use my voice for maximum impact.
- I take opportunities to speak publicly for practice.

4.2.2 Managing and Leading

- I maintain an appropriate balance of hands-on work and delegation.
- I consider personal and communication styles when managing.
- I am fully present and tuned in when listening.
- I let conflict surface on my teams when necessary.

4.2.3 Heading Up Projects

- I spend time building credibility with project members.
- I am clear in informing people about my expectations for a project.
- I share the limelight with others on projects.
- I use humour to stimulate creativity and teamwork on projects.

4.2.4 Managing Up

- I meet with my boss on a regular basis.

- I prepare questions for him/her about roles and goals.

- I approach my boss with problems and potential solutions.

- I give and receive feedback from my boss.

4.2.5 The Meeting Game

- I prepare agendas for meetings and ask for an agenda when I am invited to a meeting.

- I have ways to handle "bullies" in meetings.

- I speak up when I have something to contribute.

- I use a variety of group techniques to involve participants.

4.2.6 Building Relationships

- I know what I have to offer networking contacts.

- I use social networking tools to connect.

- I engage in substance talk vs. small talk.

- My value is known by others in and outside my organization.

4.3 How to Interpret This Quiz

Review your responses. There is no numerical scoring for this quiz; instead, the pattern is what matters. Follow these three steps:

- Circle all responses that fall into the Disagree (D) and Strongly Disagree (SD) categories. Record four of your responses on the chart in Figure 4. They might cluster in one category or be scattered. Mark this page with a sticky note and refer back to it as you read.

- Seek feedback from managers and peers to understand which skills are more valued in your organization. Their insights can help you prioritize these areas. It might be beneficial to ask your manager or peers how you are doing in these specific areas.

- Don't forget your strengths. We often focus so much on fixing what we aren't doing well that we overlook the leadership situations we already manage effectively. Circle all the responses that fall into the Strongly Agree (SA) and Agree (A) categories, and write at least four of them.

The next six chapters follow the quiz's sequence. You will find numerous tools that you can apply across the leadership spectrum. In Chapter "Going Forward," take some time to complete the Developmental Action Plan. You can connect the plan back to this quiz to focus on your next steps. Engage your manager, colleagues, friends, and family members in your efforts. I hope these lessons will help you become the most effective introverted leader you can be.

Chapter – V
Public Speaking

In the year 2000, Suzanne, the vice president of finance, found herself overwhelmed with anxiety as she prepared to deliver the annual report to the board. Nervousness consumed her, manifesting in physical symptoms like sweating and nausea. With trembling hands and shallow breaths, she powered through her presentation, relieved when it was finally over.

5.1 Prepare

Jennifer's experience as a corporate trainer highlights a common challenge faced by many professionals when preparing for presentations. Initially, she devoted extensive time and effort to meticulously prepare for each session, striving to become an expert on the material and anticipating every possible question. However, despite her thorough preparation, she still encountered moments of tension and uncertainty.

5.2 Prepare the Material

1. Know Your Purpose

Understanding the purpose of your presentation is crucial for its effectiveness. Whether you aim to inform, persuade, educate, or motivate, clarifying your objectives helps tailor your message accordingly. Consider what you want your audience to take away and why they should care about your message. Identify three key points to emphasize, delving deeply into each with ample examples. Avoid overwhelming your audience with excessive information; instead, focus on delivering a clear, memorable message.

2. Tell Me a Story

Montel Williams' keynote speech to a group of administrative professionals showcased the power of storytelling in engaging an audience. By sharing a personal anecdote about promoting his secretary to president, Williams captivated the audience and provided a tangible example of success. This illustrates how stories can drive home points more effectively than bullet points on a slide. Storytelling is a skill that can be honed through preparation and rehearsal.

5.3 Prepare Yourself

1. Conquer Fear

Public speaking anxiety affects individuals across the leadership spectrum, regardless of whether they identify as introverts or extroverts. Symptoms like shaking heads, sweaty palms, and knocking knees are common, highlighting the universal nature of this fear.

2. Visualization

Visualization can be a powerful tool for managing anxiety before presentations, as I suggested to Many. Athletes like Tiger Woods frequently use this technique to enhance their performance, and many individuals have found success with it in various contexts, including public speaking.

5.4 Presence

So, you have prepared. Now comes the moment to present. Let's con- sider how to best develop presence on the stage. In speaking with numerous successful introverts about this, I heard three key themes emerge. They are (1) connect with your audience; (2) use your voice; and (3) use body language

1. Connect with Your Audience

These anecdotes from Marilynn Mobley, Richard Elmes, and Kathy Armstrong Lee emphasize the importance of audience engagement and adaptability in public speaking:

- Marilynn Mobley's Advice: Mobley highlights the power of eye contact and personal connection with audience members.
- Richard Elmes's Shift in Focus: Elmes emphasizes the shift in mindset from self-focused to audience-focused communication.

2. Use Your Voice

It's fascinating how our breath and pauses can significantly impact our vocal delivery and overall communication effectiveness. Here's a breakdown of the key points:

- **Breathing Technique** — Deep, abdominal breathing produces a richer and fuller voice. Shallow breathing can make your voice sound weak and breathy.
- **The Power of Pausing** — Pausing strategically can enhance the impact of your message. Introverts, who are generally more comfortable with silence, can leverage pauses effectively.

5.5 Push

Some of the strategies we've talked about in the prepare and presence sections may fall under the push category for you. Here are a few more ideas taken from the mouths of introverts.

1. Get Serious about Increasing Your Skills

A common recommendation from people who have overcome their fear of speaking in public is, "Join Toastmasters!" Toastmasters (www.toastmasters.com) is a worldwide non-profit organization with chapters in ninety-two countries.

2. Get Creative

Adding creativity and personal touches to presentations can indeed make them more engaging and memorable. Here are some key takeaways from your suggestions:

- **Use Visuals Creatively** — Replace traditional bullet points with images, photographs, or cartoons to add visual interest to your presentations.
- **Share Personal Stories** — Incorporating personal anecdotes or family stories can create a connection with the audience and make your presentation more relatable.
- **Encourage Audience Participation** — Pre-plan opportunities for audience participation to keep them engaged throughout the presentation.
- **Inject Humour** — Humour can be a powerful tool for capturing the audience's attention and making your presentation more enjoyable.
- **Personalize Content** — Tailor your presentation to your audience by incorporating elements that resonate with them. This could include referencing specific industry trends, addressing common challenges, or highlighting shared experiences.

Chapter - VI
Managing and Leading
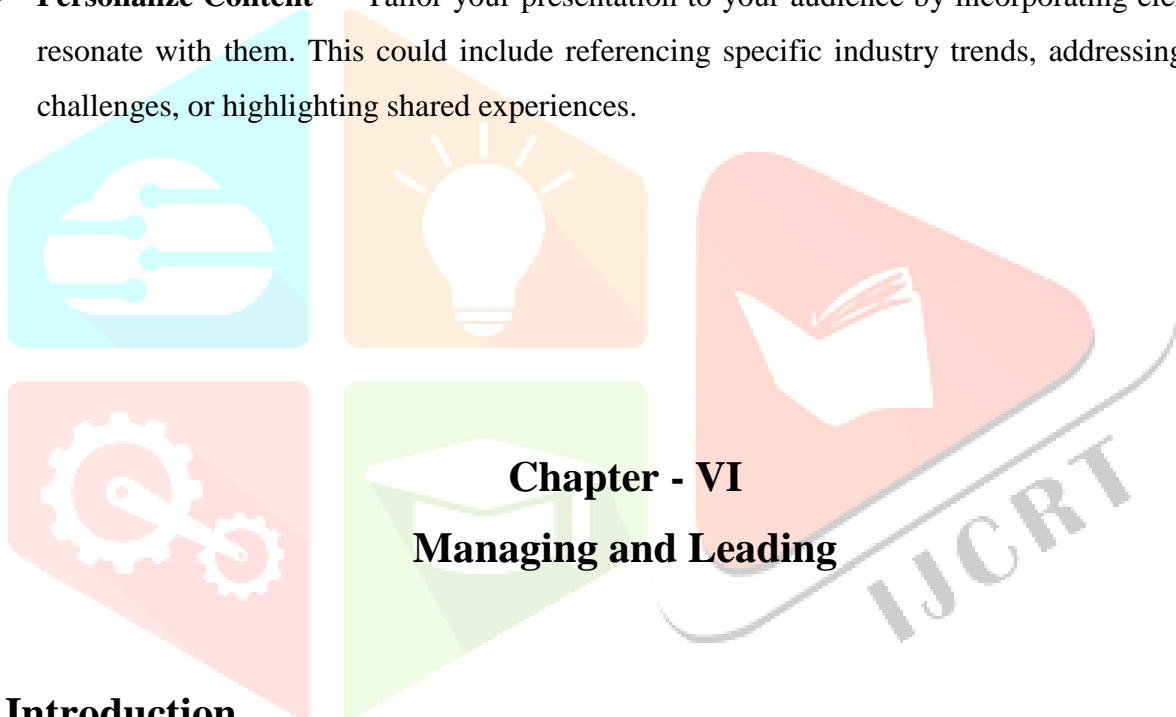
6.1 Introduction

This chapter delves into the essence of effective leadership within organizational contexts, drawing insights from both introverted and extroverted leaders. It synthesizes lessons gleaned from their collective experiences to elucidate strategies for success in navigating the complex landscape of contemporary organizations. Through a nuanced exploration of leadership dynamics, this discourse seeks to illuminate the multifaceted nature of effective leadership, transcending the conventional dichotomy between introversion and extroversion.

6.2 Prepare

Preparing to Managing and Leading means you should:

- **Know yourself**
- **Know your team**
- **Build in motivation**
- **See the big picture**

6.2.1 Know yourself

It has often been asserted that the most formidable individual to oversee is oneself. Mastery of self-management is deemed indispensable for effective leadership, as it forms the bedrock upon which the capacity to lead others rests. Indeed, self-awareness serves as a linchpin for leveraging one's strengths while mitigating inherent weaknesses. In our collaborative endeavour to craft a comprehensive guide for human resources professionals, titled "Shaping Your HR Role: Succeeding in Today's Organizations," Dr. Bill Kahnweiler and I unearthed the profound benefits of self-awareness.

The dividends of self-awareness are manifold. By embracing a candid appraisal of their aptitudes and limitations, leaders cultivate objectivity and resilience in their approach to managerial challenges. Moreover, an acute awareness of one's capabilities engenders the confidence to pursue formidable assignments and professional growth opportunities. This sense of self-assurance reverberates throughout the organizational ecosystem, inspiring confidence and trust among team members.

6.2.2 Know your team

In our exploration within this book, we have delved into various leadership styles and their implications. It is evident that most individuals have encountered at least one personality assessment tool, such as the Myers-Briggs Type Indicator (MBTI), which illuminates not only introversion and extroversion but also other dimensions of personality, including Sensing, Intuition, Thinking, and Feeling. This nuanced understanding of personality preferences serves as a linchpin for tailoring one's approach to interpersonal interactions.

6.2.3 Build in motivation

Is it possible to prepare to motivate your employees? Absolutely. A crucial aspect of this process entails understanding what drives each individual on your team. Recognizing that every person is unique, meeting with them individually within the first 90 days of your role can provide valuable insights into their motivations. Armed with this understanding, you can tailor your approach to resonate with their specific needs and preferences.

6.2.4 See the big picture

Stepping into management roles necessitates engaging the right side of the brain, according to Stewart L. Stokes, who highlights the distinct yet complementary nature of the left and right brain hemispheres. Stokes describes the left side as analytical, structured, and orderly, favoured by many IT professionals and managers for its predictability.

6.3 Presence

Making a lasting impact on individuals is a fundamental aspect of presence. I had the privilege of attending a convention where William Strickland Jr., the keynote speaker, captivated the audience. Strickland, an inspirational figure dedicated to empowering disadvantaged youth in Pittsburgh, delivered a message so profound that tears flowed freely among the audience members. His sincerity and passion resonated deeply, leaving a lasting impression on everyone present. After his speech, I encountered Strickland surrounded by admirers, each touched by his aura of humility and reverence.

The subsequent sections of this paper will delve into three key elements of presence observed in effective leaders:

- **Delegation skills**
- **Active listening**
- **Facial expression analysis**

6.3.1 Delegation skills

In the management classes I've facilitated over the years, I've observed that delegation often proves to be the most challenging skill for new managers to develop, yet it's arguably the most essential. How can one effectively lead, plan, and coach while still clinging to the multitude of tactical responsibilities? To address this challenge, some companies, like one I'm acquainted with, offer a "delegation boot camp" to impart this vital skill.

The table below illustrates common delegation hot buttons and corresponding counterarguments:

Delegation Hot Buttons	Counterargument
I don't want to take the time to train someone else.	This is an investment with great potential payoffs. The rewards of building confidence in your employees and freeing time for you to focus on what matters are worth the training time.
They won't do it the way I do.	Yes—and it may be better or just different. The results are what matter.
I am still the one responsible for the results.	Yes—and you can also share the positive kudos with your team for a job well done.

Bruce, an introverted colleague, recently shared a scenario demonstrating how he gained respect for his boss during a trade show they attended together. Bruce, a laid-back software designer, was tasked with engaging visitors at their booth and then passing them on to his boss for follow-up. After some initial unsuccessful attempts, Bruce's boss made a spontaneous decision to switch roles. This adjustment allowed Bruce to focus on technical inquiries while his boss engaged visitors initially. This swift decision not only salvaged the situation but also showcased effective delegation, leveraging each individual's strengths for a win-win outcome.

6.3.2 Active listening

The vice president of manufacturing, introduced in the beginning of Chapter 5, exemplified remarkable adeptness in listening. Daniel Goleman refers to this type of listening skill as "attunement," which he defines as "attention that goes beyond momentary empathy to fully sustained presence that facilitates rapport."

6.3 Push

These push techniques also incorporate preparation and presence approaches. As a newly emerging leader, don't try to change everything overnight. Review your assessment in chapter 3 to see what else you can incorporate into your leadership plan. This section lists some push strategies to incorporate into your plan: (1) assert yourself; (2) have conversations; (3) face conflict; (4) learn about the organization; and (5) keep learning. Let's look at each one of them.

- **Assert Yourself** — Assertiveness is often confused with aggressiveness. It is not bullying. It is direct, open, and honest communication. My daughter, Jessie, who has served in many waitress positions, told me what is done with the food of those patrons who act aggressively in their demands! On the other end of the spectrum, restaurants miss out when customers are unassertive in giving direct feedback. Patrons don't get to have a satisfying meal, and the restaurant does not get to improve their service. Many new managers fall victim to their own lack of assertiveness in an effort to please others or avoid conflict.

- **Have Conversations** — There was a theory back in the eighties called MBWA, which stands for management by walking around. The idea was to encourage managers to get out of their offices and talk to people. Revolutionary for the time, it is commonly accepted today. But with so many more complex distractions, it is not always followed even though it is important. Make time, even if you have to schedule it, to talk to the people who work with you. Emily, an introverted customer service manager, expressed dismay that since being promoted to manager she rarely left her office.

Chapter - VII
Heading up projects

7.1 Introduction

Danielle, a seasoned and reserved civil engineer, received a call from her manager, prompting her to inspect the progress of a project across town. Despite being one of the few females in her company, danielle had learned to assert herself and garner respect from her male colleagues. They shared jokes, discussed work matters, and fostered a comfortable rapport. Arriving at the construction site in her pickup truck, danielle approached bob, the foreman, and invited him for a casual coffee break. During their ride down the highway, bob shared concerns about a subcontractor failing to meet deadlines for essential supplies. Collaboratively, danielle and bob devised a strategy to hold the supplier accountable. By the time danielle dropped bob off at his workstation half an hour later, they were both fully committed to executing their plan.

7.2 Prepare
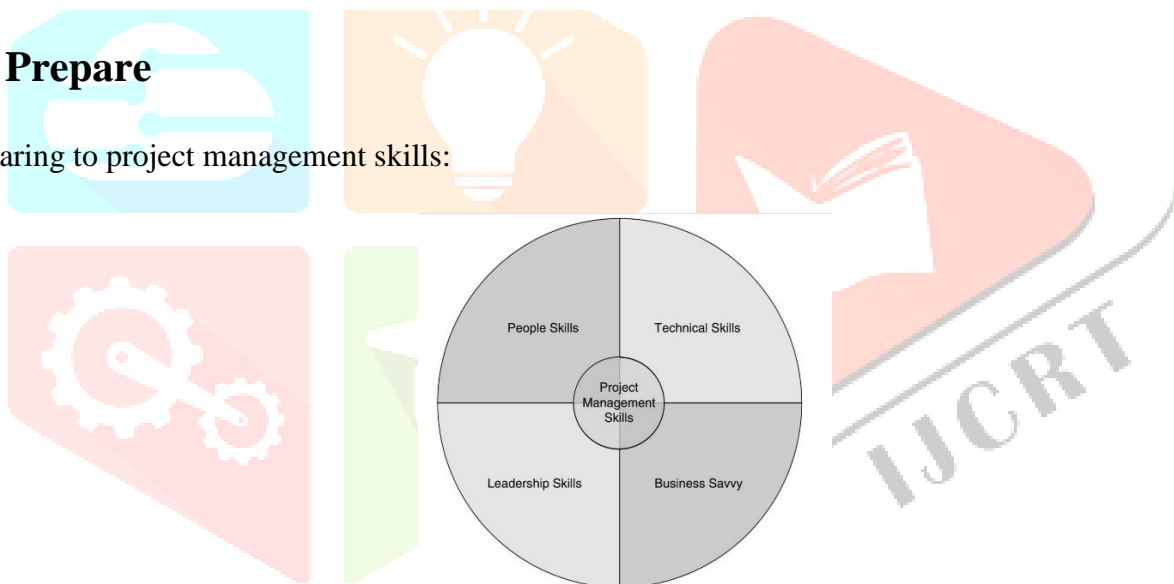
Preparing to project management skills:

Figure 7.1 Project Management Skills

Prepare to step up to project management leadership, here are three success strategies to consider:

- **Coach and mentor**
- **Build credibility**
- **Communicate expectations**

7.2.1 Coach and mentor

Jane, a coaching client, highlighted the significant impact of her introverted project manager on her recent project visibility. Initially, the project manager engaged with jane by proactively reviewing documents before meetings, demonstrating a commitment to preparation that set the tone for their collaboration. This preparatory phase not only allowed them to analyse implications but also provided an opportunity for the

project manager to offer guidance and support, effectively coaching jane on how to navigate interactions with individual team members and suggesting pertinent questions to ask. Jane's confidence grew as a result of this pre-work, empowering her to make more substantial contributions to the project.

7.2.2 Build credibility

Mark, an information technology project manager known for his soft-spoken demeanour, encountered a pressing issue while working at a prominent accounting firm. Despite scheduling multiple meetings, only half of the expected attendees showed up, causing significant delays in project progress. Recognizing the urgency of the situation, I discovered that mark had overlooked crucial communication steps at the project's outset. He had failed to individually engage team members, explain the importance of their involvement, and articulate the project's benefits to them and their respective departments. To address this, I advised mark to initiate individual meetings to understand the underlying reasons for their absence and to establish rapport. By prioritizing these one-on-one conversations, mark could gain valuable insights into the stakeholders' needs and concerns, essential for effective influence and decision-making.

7.2.3 Communication expectations

I've engaged in a volunteer project where mismanagement led to numerous challenges. Despite having a clear overall vision, task ownership remained unclear, and checkpoints were lacking, resulting in role confusion and frustration among team members. This ultimately impacted the project's success, leaving us demotivated and disappointed with the outcomes.

Furthermore, written forms of communication serve as valuable tools in minimizing the need for extensive verbal explanation. For instance, an introverted administrator at a non-profit agency developed a comprehensive communication form for her project teams. This form includes essential details such as project name, target completion date, task list, participants, and due dates for each individual. By circulating this document for feedback and edits, she ensures clarity and alignment among team members. Additionally, she emphasizes the importance of incorporating words of appreciation and encouragement in written communication, thereby fostering a supportive project environment.

7.3 Presence

While project management inherently involves strategic planning and requires dedicated solitary focus, effective communication with stakeholders is equally vital. This includes regular meetings with project sponsors, team members, and other stakeholders to address concerns and manage risks proactively. Such communication serves as a cornerstone for successful risk management strategies.

The concept of "presence" in project management can be delineated into three essential facets.

- **Solicit input**
- **Match the medium to the message**

- **Learn to flip the switch**

7.3.1 Solicit input

Erika flora, an introverted project manager, emphasizes the importance of incorporating the perspectives of quieter team members to enrich the group's ideas and contributions. Recognizing that every individual's input is valuable, flora actively seeks out the opinions of withdrawn members during group discussions. By addressing individuals by name and inviting their viewpoints, she fosters a sense of inclusivity and ensures that everyone feels valued and heard.

7.3.2 Match the medium to the message

During the writing process of this book, I received an intriguing query from a reporter investigating the prevalence of dismissals delivered via email. It appears that a substantial number of individuals have experienced the unsettling news of losing their job through the impersonal medium of email. Many would concur that such a significant communication should, at the very least, be conveyed through a more personal and empathetic channel, such as a phone call.

7.3.3 Learn to flip the switch

Research conducted with ninety-two information services professionals in twenty software teams in hong kong revealed a direct correlation between team performance and the personality composition of its members. Specifically, team members' perceptions of performance were influenced by whether they identified as introverts or extroverts.

7.4 Push

I've long held admiration for successful project managers who possess exceptional communication skills, capable of articulating complex technical concepts in a manner understandable to non-technical stakeholders. These individuals serve as adept liaisons, fostering collaboration both within and outside the organization.

Here, I present three strategies for introspective consideration:

- **Embrace versatility** — successful project managers exhibit adaptability and versatility in their approach. They possess the ability to navigate diverse challenges and effectively communicate with stakeholders of varying backgrounds and expertise levels.
- **Foster empathy** — exceptional project managers demonstrate empathy towards team members and stakeholders, understanding their perspectives and needs. By cultivating a deeper understanding of others' experiences and motivations, leaders can build stronger relationships and foster a collaborative team environment.
- **Cultivate continuous learning** — successful project managers are committed to ongoing growth and development, continuously seeking opportunities to expand their skill sets and knowledge base.

They remain abreast of industry trends, best practices, and emerging technologies, positioning themselves as invaluable assets to their teams.

Incorporating these strategies into their leadership approach can empower introverted project managers to enhance their performance, cultivate stronger relationships, and drive successful project outcomes

7.5 Practice

As a project manager, you are presented with numerous opportunities to refine and apply the skills discussed throughout this chapter on a daily basis. It is essential to seize these opportunities and leverage them to your advantage. Strive to maintain a healthy balance between soft skills, such as communication and empathy, and hard skills, including technical expertise and problem-solving abilities.

Chapter – VIII
Managing Up

Jim, the recently appointed director of marketing, found himself amid a whirlwind of tasks, with barely unpacked boxes in his new office when his six direct reports individually approached him, armed with lists of indispensable budget requests. However, Dianne stood out as the exception to this proactive approach. Rather than joining the parade of her colleagues, she opted to sit back and observe.

Here is what task list might have looked like using the 4 P's Process:

8.1 Preparation

- Conduct thorough research on Jim's background through a Google search and engage in conversations with colleagues to understand his communication and leadership style from prior jobs.
- Meet with direct reports to collaboratively prioritize upcoming goals and budget needs.
- Prepare a comprehensive business case justifying the need for a budget increase.

8.2 Presence

- Clearly state the purpose of the meeting with Jim, emphasizing getting to know him and positioning oneself as a valuable resource.
- During the meeting, actively listen, ask pertinent questions, and build rapport with Jim. Adjust communication style to match his preferences, whether concise or more free-flowing.
- Present the well-prepared business case for budget requests, articulating the department's needs clearly.

8.3 Push

- Follow up with Jim as promised, providing any additional information or clarification if needed.

- Keep direct reports informed about the progress of the budget request and share any relevant updates.

- Demonstrate persistence and timeliness in follow-up communications with Jim, ensuring ongoing engagement.

8.4 Practice

- Establish a regular meeting schedule with Jim to foster continuous and open communication.

- Practice advocating for needs with various individuals within and outside the organization, refining negotiation and communication skills.

8.5 Preparation

Recognizing the influential power of the questions asked, consider adopting a thought-provoking approach to gain valuable insights. These questions are categorized into three distinct areas (1) roles and goals; (2) style; and; (3) personal development.

8.5.1 Roles and Goals Questions

These inquiries revolve around understanding your boss's goals, the overarching company objectives, and your envisioned contribution to the broader organizational landscape. Recognizing your role as a supportive element in your boss's pursuit of goals, it's crucial to delve into these aspects.

- In what ways do you envision our department aligning with the business vision and strategy?

- Could I have access to a document outlining the goals you've set for our team?

- How do you perceive our current business situation, and how are we positioned in the marketplace?

- What are the strengths, weaknesses, and potential risks for the organization and our department?

8.5.2 Personal Development Questions

Recognizing the pivotal role of continuous learning in maintaining motivation and contributing effectively to your boss and the company, it becomes imperative to initiate personal development conversations.

Building on the earlier section's questions about roles and goals, consider these inquiries to guide personal development discussions with your manager:

- What strengths can I leverage in this role to benefit my boss?

- Which projects present opportunities for me to contribute my skills and background effectively?

- On which projects can I acquire new skills or gain fresh perspectives?

- What knowledge, skills, or experiences does my boss possess that would be valuable for me to learn?

- Is my boss willing to coach me, and if so, how? If not, are there other professionals they would recommend for mentorship?

8.6 Presence

Regular meetings with your boss are indispensable in navigating the dynamic nature of their priorities. Given the potential for rapid changes, recalibrating your goals and tasks frequently is essential for success in managing upward effectively. Developing a strong presence in these interactions is crucial, focusing on three key areas: (1) be yourself; (2) pick low-hanging fruit; and (3) no whining.

8.6.1 Pick Low-Hanging Fruit

Creating Early Results When stepping into a new job or working with a new boss, focus on generating early, tangible results to establish a positive impression. opt for initiatives that yield quick wins in the short term. Consider responding promptly to customer needs with a quick fix or identifying opportunities to save costs by sourcing from a new supplier.

8.6.2 No Whining

Avoid the habit of complaining and instead approach your boss with solutions to problems. Demonstrate your ability to tackle challenges without dwelling on the difficulties. Consider the case of Luis, a technical professional who felt overlooked for a promotion. Rather than taking proactive steps to address conflicts within his team, he portrayed himself as a victim, expecting his boss to manage the issues for him.

8.7 Push

Initiating dialogue upwards can be challenging, but the alternative is not having your needs met. Let's explore three push strategies that can make this process more manageable over time: (1) speak up; (2) know when not to manage up; and (3) stay on top of change.

8.7.1 Speak Up

Recently, I encountered a friend, Sasha, who was quietly battling cancer while managing a finance department. This approach aims to instigate a dialogue focused on constructive change rather than assigning blame. For instance, if your boss frequently assigns last-minute work close to the due date, you could use the SAR approach:

Situation: Yesterday, I received the weekly report from you to complete by the close of business.

Action: I completed it on time, but with the tight deadline, I had no time to proof my work.

Result: The report went out with potential errors that could slow down our process further down the line.

Alternative Action: In the future, I would like to get the weekly report a day earlier.

Alternative Result: I can produce a quality and error-free document that our department can be proud of. What are your thoughts?

8.7.2 Know When Not to Manage Up

Understanding when not to engage in managing up is crucial for your well-being and career development. The primary caveat is that your boss must be receptive to feedback; otherwise, attempting to manage up can be risky, especially if your manager feels threatened or if the organization is undergoing turmoil.

8.8 Practice

Managing your boss is an intricate dance that blends both science and artistry, as illustrated in Figure 12. While guidelines provide a foundational structure, the execution allows for considerable flexibility. Regular meetings, thoughtful questioning, and constructive feedback form the pillars of this relationship, ensuring the convergence of shared objectives.

Chapter – IX
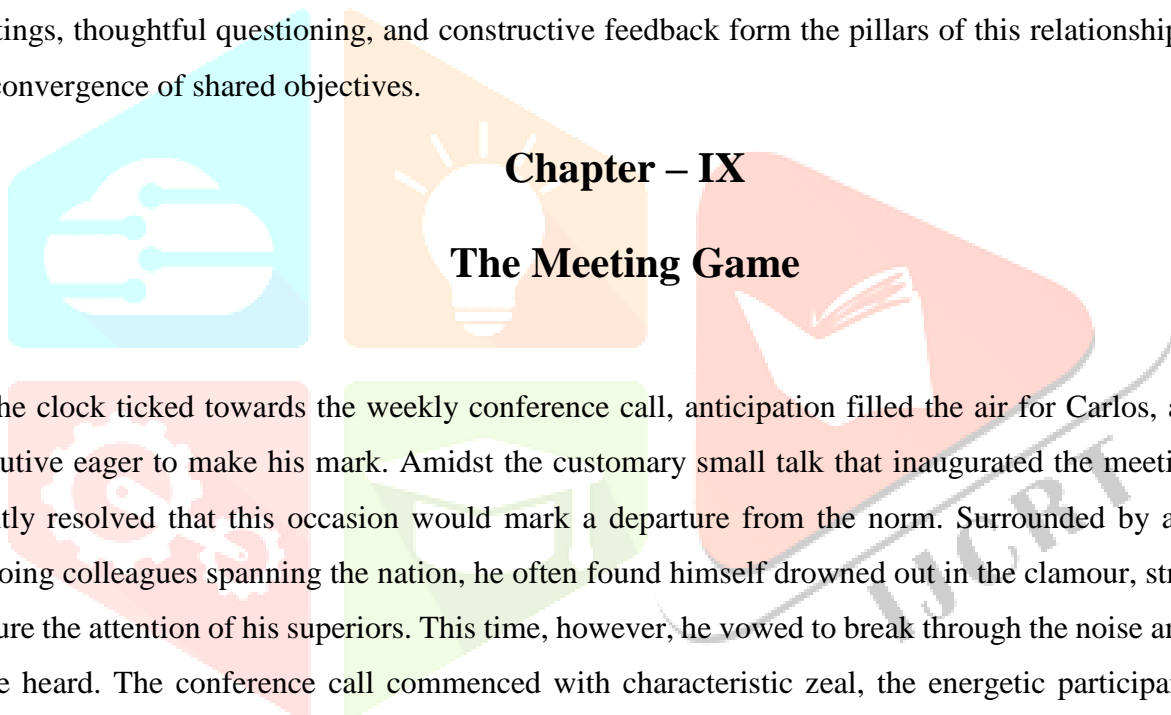
The Meeting Game

As the clock ticked towards the weekly conference call, anticipation filled the air for Carlos, an account executive eager to make his mark. Amidst the customary small talk that inaugurated the meeting, Carlos silently resolved that this occasion would mark a departure from the norm. Surrounded by a cohort of outgoing colleagues spanning the nation, he often found himself drowned out in the clamour, struggling to capture the attention of his superiors. This time, however, he vowed to break through the noise and have his voice heard. The conference call commenced with characteristic zeal, the energetic participants swiftly delving into the outlined agenda. When his turn arrived to deliver his report, Carlos performed adequately, navigating through the points with ease.

9.1 Prepare

Successful introverted leaders approach people interactions with a strategic mindset, viewing meetings not as daunting encounters but as strategic engagements akin to a game of tennis. Just as in sports, mastering the dynamics of meetings requires a multifaceted approach, beginning with a foundational understanding of the rules and objectives.

9.1.1 Know the Purpose

Understanding the desired outcome of a meeting is paramount to its success. Whether it's conveying a decision, pitching an idea, reaching a consensus, problem-solving, brainstorming, expressing emotions, or

celebrating achievements, clarity regarding the meeting's objective is essential for driving purposeful and productive discussions.

9.1.2 Have an Agenda

Attending a meeting without an agenda is akin to navigating a ship without sonar – you lack direction and struggle to gauge progress. Without a clear framework, discussions can veer off course, leading to a futile cycle of circling back on the same topics. While it may seem outside your purview to advocate for an agenda, taking proactive steps to ensure one is established is essential for safeguarding your time and advancing your career.

9.1.3 Get Your Voice in the Room

When armed with a clear understanding of (1) your expected contributions, (2) the intended outcomes of the meeting, and (3) the composition of other participants, you possess the foundation for crafting a strategic approach to your involvement. This knowledge empowers you to tailor your comments and actions towards advancing the collective objectives of the gathering.

9.1.4 Plan Where to Sit and Stand

In face-to-face meetings, strategic seating can significantly influence your participation and perception. Kimberly Douglas, CEO of Firefly Facilitation, advises positioning yourself a few seats away from the leader to strike a balance between visibility and proximity. Resist the temptation to retreat to the back of the room, as this can inadvertently signal disengagement or lack of confidence.

9.2 Presence — Play the Meeting Game

This section introduces ways of establishing presence in playing the meeting game: (1) set ground rules; (2) use creative techniques to involve members; and (3) separate brainstorming from decision making.

9.2.1 Set Ground Rules

Just as in a game of tennis, where your performance on the court ultimately determines your success, the efficacy of meetings hinges on how they are conducted.

- **Be on time** — Respect the start and stop times of the meeting, as well as returning promptly from breaks and adhering to agenda items.
- **Participate** — Engage actively both vocally and mentally, contributing ideas and insights while also attentively listening to others.
- **Silence** — Allow brief moments of silence to allow for reflection and gathering of thoughts, enhancing overall clarity and comprehension.

Enforcing ground rules is essential for maintaining accountability and ensuring that meetings run smoothly.

9.2.2 Use Creative Techniques to Involve Members

Just as tennis coaches employ various drills to enhance technique, effective team leaders utilize a diverse array of strategies to engage their team members, catering to the preferences of introverts alongside other practices.

9.2.3 Separate Brainstorming from Decision Making

Recognizing the differing needs of introverts and the benefits of leveraging the capabilities of both hemispheres of the brain, Martin Schmidler has developed a thoughtful approach to managing decision-making processes within his team.

9.3 Push

Take your meetings to the next level with three push considerations: (1) technology as friend and foe; (2) get involved; and (3) take the floor.

9.3.1 Technology as Friend and Foe

Just as a tennis coach might use orange cones during practice drills to help players refine their skills, technology can serve as a useful tool for communication and collaboration in meetings. However, like those orange cones, technology can also become a distraction if not used mindfully. Both extroverts and introverts can find themselves losing focus in meetings when technology becomes the focal point.

9.3.2 Get Involved

The introvert's natural inclination toward listening and observing can be a valuable asset in meetings. By leveraging these strengths, individuals can contribute effectively and ensure that diverse perspectives are heard and valued. First and foremost, it's essential for individuals to observe their own level of engagement during meetings.

9.3.3 Take the Floor

As for Carlos in the earlier example, pushing also means getting heard despite resistance from talkers. Be prepared with your facts and be ready to jump in if you need to. Here are other push tips shared by successfull introverted leaders when others are saying more than their share.

Techniques for Involvement

- **Volunteer for roles** — Offer to take on roles such as scribe or timekeeper, which not only contribute to the meeting's organization but also provide opportunities for engagement.

- **Facilitate small group discussions** — Break the team into smaller groups to discuss problems or topics, then reconvene to share insights. This approach not only encourages participation but also ensures that introverted voices are heard amidst the larger group dynamic.

9.4 Practice — Mastering Meetings

Imagine a scenario where your presence in meetings is not only valued but sought after. You find yourself in high demand, with teams clamouring to have you on board. Action items are swiftly executed, propelling projects forward with remarkable efficiency. Your career benefits from increased visibility both within and outside your organization.

Chapter - X
Building Relationships

10.1 Introduction

As the annual customer retreat commenced at a luxurious resort in Hawaii, John, a newly appointed IT account executive, swiftly secured his suitcase from the baggage carousel before joining the queue for a taxi. Amidst the hustle, he observed his fellow retreat attendees awaiting the arrival of their golf clubs, signalling an impending round of golf. However, John, whose golfing experience was limited to a few sporadic games, recognized the disparity in skill level between himself and the predominantly experienced golfers within the group. Consequently, he deliberated on the feasibility of joining their game, ultimately concluding that his golf handicap was too high for him to comfortably participate. Instead, John formulated an alternative plan for the afternoon: opting to indulge in a leisurely run followed by a rejuvenating nap, while his peers indulged in the back nine of the golf courses. This decision reflected his pragmatic approach to self-assessment and a desire to engage in activities where he felt more confident and at ease, thus ensuring his personal enjoyment and relaxation amidst the retreat's festivities.

10.2 Prepare

Preparing to build relationships means you should:

- **Know your purpose**
- **Plan what you have to offer**
- **Plan what you need**
- **Use social networking to set the stage**
- **Defeat negative self-talk**

10.2.1 Know Your Purpose

To navigate the complex terrain of networking effectively, it is vital to have a clear sense of direction. As the adage goes, "If you don't know where you are going, any road will take you there." In the context of our example with John, it becomes evident that clarity regarding desired outcomes is paramount. John should

have articulated his specific goals for the event, whether it be understanding customer needs, addressing service area challenges, or fostering key relationships with influencers.

10.2.2 Plan What You Have to Offer

Connecting with others is a reciprocal process that begins with understanding what you can offer in interactions. This encompasses both professional and personal resources, information, experiences, expertise, and ideas. For instance, have you come across a useful technology tool like Skype, explored a new children's museum, or discovered the benefits of yoga? Sharing these discoveries demonstrates your willingness to contribute and enrich others' lives.

10.2.3 Plan What You Need

Once you've identified what you can offer, it's essential to reflect on your own needs. Consider the resources, information, or expertise you currently require in your life. Maintain a flexible mindset, allowing for a series of potential needs to surface as conversations progress. Similar to how John could have prepared specific questions for his customer at the golf retreat, you should anticipate inquiries that align with your goals.

10.2.4 Use Social Networking and E-mail to Set the Stage:

Technology presents a remarkable opportunity to transform cold calls into warm connections. T. Daniel Martin, a community manager, extols the virtues of social networking sites as valuable preparatory tools for introverts prior to face-to-face meetings. He highlights the success of two introverted members of his sales team, who leverage online platforms to establish "warm" relationships with clients before initiating personal contact.

10.2.5 Replace Negative Self-Talk:

The internal dialogue we engage in, often characterized by self-defeating thoughts, can hinder our ability to actively participate in relationship-building endeavours. To overcome these barriers, it is crucial to recognize and challenge the validity of these negative beliefs. By replacing such detrimental thoughts with positive affirmations, individuals like John can shift their mindset and cultivate a more constructive inner dialogue.

Replacing Negative Statements

Negative Internal Statement	Replacement Statements
I don't have any ability at the game.	I can take lessons. Or There are handicaps for golfers like me. Or I don't know about my ability until I try.
I am uncomfortable making small talk.	I can get more comfortable by preparing questions ahead of time. Or I can do some research beforehand to learn about my golfing partners (i.e., Do they have kids? If so, what are their ages? Do they have pets? Where do they live? How long they have been playing the game?)
I feel guilty about not playing yet I hate golf. Why must I conform to the group pressure to play?	I don't have to. I can go for a run and meet the group for drinks afterwards and catch up on the latest buzz. I can make a point to talk to Mario and Catherine there.

Figure 10.1 Internal Committee Statements

10.3 Presence

Are you eagerly anticipating networking opportunities, or do you share Bob Goodyear's sentiment of enduring it as merely a part of the job? According to Sharon Schmerling, a coach, for many introverts, networking in large crowds can feel akin to poking their eyes with hot needles. However, Schmerling notes that introverts often excel in one-on-one interactions, showcasing their ability to thrive in more intimate settings.

This section includes some ideas about how to make an impression with customers and clients. You develop presence by being able to do four key things:

- **Listen**
- **Engage in substance talk rather than small talk**
- **Learn and teach names**

- **Answer the question, "So what do you do?**

10.3.1 Listen

Dale Carnegie famously asserted, "You can make more friends in two months by becoming interested in other people than in two years by trying to get other people interested in you." This philosophy resonates particularly well with introverts, who often prioritize depth over breadth in their relationships and excel at active listening. By leveraging their innate ability to listen attentively, introverts can authentically demonstrate genuine interest in others, facilitating meaningful connections.

10.3.2 Substance Talk vs Small Talk

Substance talk, in contrast to small talk, serves as the foundation for meaningful connections. While conversations may initially begin with superficial topics like the weather, they can seamlessly transition into more substantial subjects of mutual interest. For instance, I recently engaged in a discussion about tornadoes striking near my area, which led to a detailed exchange about the resulting damage.

10.3.3 Learn and Teach Names

Did you know that a staggering 97 percent of individuals admit to struggling with remembering names? Despite this common challenge, the impact of being addressed by name cannot be overstated. While learning names has become more complex due to variations in pronunciation and preferences, taking the time to inquire about pronunciation and preferred forms of address can make a significant difference.

Here are some tips that I have learned from watching them:

- Repetition is key to ingraining a name in your memory. Whether spoken aloud or silently in your head, consistently using a person's name signals to your brain that it is important information worth storing. By reinforcing the name through repetition, you can enhance your ability to recall it when needed.
- Connect the name with a tangible object, a technique advocated by Jane E. Brody, health columnist for The New York Times. Brody suggests associating a new name with an easily recognizable item, such as "cucumber" for Kirby, "ravioli" for Ralph, or "sherry" for Sherry. For instance, during a seminar, Brody encountered a man named Ragu and effortlessly remembered his name throughout the week due to the association with spaghetti sauce, illustrating the effectiveness of this mnemonic device.

Teaching your name presents an opportunity to make a memorable impression. Applying the "Forest Gump rule," as referenced by Lynn Waymon and Anne Baber in "Making Contacts Count," can aid in name recall. For example, Sherry Hunter employs this technique by introducing herself as "Sherry Hunter, Sherry like the drink," followed by an association with her profession: "You can remember Hunter because I hunt down computer problems and fix them."

10.3.4 So, What Do You Do

Dale When asked the common question, "What do you do?" it's best to steer clear of rehearsed elevator pitches and opt for authenticity. Utilizing a three-part formula can effectively convey your role to others: (1) "I am" (your position or profession); (2) "who does" (what you do); and (3) "for example." The latter component is pivotal, as it allows listeners to grasp the essence of your work through a tangible accomplishment or anecdote.

10.4 Push

Stepping out of one's comfort zone manifests in various ways, particularly when it entails winning over new prospects and fortifying connections with existing customers. For individuals like John, embracing such challenges may involve venturing beyond their customary roles.

10.4.1 Push Tips for Building Relationships

- Embrace the practice of acting out desired roles, as advised by introverted leaders. Whether envisioning oneself as James Bond, a gracious host or hostess, or even donning a metaphorical costume, adopting these personas helps alleviate nervousness. By engaging in this "acting" mentality, the brain begins to internalize confidence, fostering a genuine sense of self-assurance.
- Volunteer for roles within professional, business, or community organizations, transcending mere membership to actively contribute and showcase skills and talents. By immersing oneself in these settings, individuals can connect with like-minded individuals within their niche while leveraging opportunities to demonstrate expertise and build relationships.

10.5 Practice

As you develop presence and push to expand your networking skills add practice in these areas:

- **Safe environment first**
- **Keep your web presence current**

10.5.1 Safe Environment First

Practicing these skills in a safe and comfortable atmosphere leads to results. You may not be in sales, but you too can start small and gain confidence in this process.
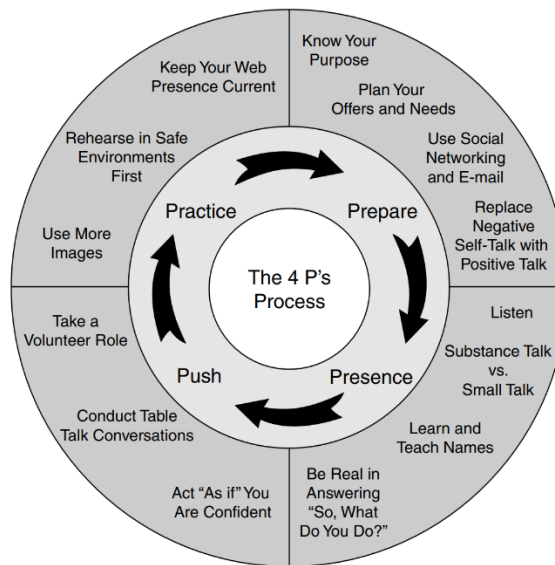
Figure 10.2 Building Relationships Practice

10.5.2 Keep Your Web Presence Current

Managing online profiles and connections is favoured by introverts as a means to foster relationships without the draining demands of face-to-face interactions. Many introverted leaders advocate leveraging blogging as a strategy to enhance visibility and establish expertise within one's industry. By regularly writing articles and blogs, individuals can cultivate a robust online presence, expanding their reach to a diverse audience both within and beyond their field. Jason Slater, an IT manager, shared his experience with me via LinkedIn, highlighting the value of blogging as an outlet for networking and expressing thoughts and interests, particularly for individuals who find written communication more natural than verbal interaction.

Chapter - XI

Wins from Using the 4 P's Process

11.1 Wins for You

Here are the 4 Ps of Building Relationships that can lead to success for you:

- **Preparation**
- **Presence**
- **Push**
- **Practice**

11.1.1 Preparation

Raj stared at the phone receiver, knowing he had to pick it up. With his consulting firm now imposing a sales quota for each financial consultant, he couldn't delay any longer. Taking a deep breath, he dialled Michelle's number, a former client, intending to touch base and uncover her current business needs. Pressing the numbers on his handset, he mentally reviewed the questions he had prepared and visualized a successful call, imagining a calm, focused exchange between them.

11.1.2 Presence

Being present aids in managing stress and closing the perception gap. Had Mady, the overworked employee from chapter 1, taken a few minutes to clear her mind or even a mental health day, she might have become more aware of her exhaustion and gained clarity to take subsequent action.

11.1.3 Push

Pushing yourself yields numerous benefits. One significant advantage is increased visibility. Groucho Marx famously quipped that 90 percent of success is just showing up. By actively engaging, you enhance personal power and influence, potentially advancing your career as you become the go-to person for specific talents. Salespeople term this being "top of mind." Additionally, preparation plays a vital role in pushing yourself in new directions. An anecdote exemplifies the synergy between luck and preparation: Martin Schmidler's networking event experience.

11.1.4 Practice

Practice is the linchpin that addresses all challenges faced by introverted leaders, from stress and perception gaps to career obstacles and invisibility. Many introverts recounted childhood experiences shaped by their reticence, such as one individual nearly being held back in first grade due to extreme quietness. Another shared, "If you can survive being a quiet teenager, you can pretty much make it anywhere." Some even learned to overcome their fears by asking others out. The history of introverts practicing to adapt to an outgoing society continues into adulthood and the workplace.

11.2 Wins for Your Organization

Here are the 4 Ps of Building Relationships that can lead to success for your organization:

- **Prepare**
- **Presence**
- **Push**
- **Practice**

11.2.1 Preparation

Introverted leaders who invest time in preparing for conversations and understanding the needs of their stakeholders can foster trust and commitment among employees, customers, and managers. By strategizing ahead of time, they can enhance their performance, thereby driving positive outcomes for their organization.

11.2.2 Presence

Leaders with presence are more effective in relating to employees and accomplishing tasks. According to Waldo Waldman, a former fighter pilot and motivational speaker, effective leaders must actively engage with their teams to understand their concerns, challenges, and personal issues. By immersing themselves in the daily realities of their employees, leaders can better address human resource issues such as hiring, firing, and job transitions. Waldman emphasizes that building relationships at all levels of the organization is crucial.

11.2.3 Push

Leaders who challenge themselves to voice their thoughts contribute significant value to their organizations. Companies benefit greatly when leaders actively share their ideas rather than remaining silent. Jay A. Conger's influential article in the Harvard Business Review, "The Art of Persuasion," emphasizes persuasion as a process of learning and negotiation rather than mere convincing or selling. As an introverted leader, you can leverage your exceptional listening and problem-solving skills by pushing yourself to engage more actively. Conger's research on team and senior leaders demonstrates how effective persuasion entails establishing credibility, finding common ground, presenting evidence, and connecting emotionally with audiences, all of which lead to tangible business outcomes.

11.2.4 Practice

Leaders who continually refine their people skills play a crucial role in helping their employees navigate organizational changes with resilience. Additionally, they earn respect from their peers by demonstrating a commitment to ongoing personal and professional growth. On a larger scale, as more individuals purposefully break free from ineffective behaviours and harness the quiet strength of introversion, organizations benefit from the collective talents of their workforce, resulting in a strengthened bottom line. As highlighted in Fortune magazine, while competitors may replicate various advantages, they cannot replicate the development of effective leaders, making leadership development a priority for top companies.

11.3 Trying Too Hard to Change

Jungian psychology introduces the concept of the shadow or dark side, which surfaces when individuals experience stress. As you strive to step out of your introverted shell to lead more effectively, it's possible to encounter an overzealousness that yields negative outcomes. Each of the 4 P's can be overused, leading to adverse results. For example, excessive preparation can lead to anxiety and self-doubt, akin to the feeling

of becoming more confused with increased studying for a test. Similarly, focusing too much on presence can result in acting overly outgoing, exhausting both yourself and those around you.

Chapter - XII
Movements Towards Success

12.1 Introduction

At the CIO retirement party, Zach, a junior network administrator, entered with a smile, eager to pay homage to his mentor of over 20 years. Despite his introverted nature, Zach navigated the event with ease, engaging with guests, congratulating the retiree, and even sharing amusing anecdotes.

12.1.1 Preparation

When Zach noticed the reception marked on his calendar, he approached it with the same diligence he would any professional task. Alongside considering the presence of his mentor, Zach strategized about the potential attendees. Setting specific goals, he aimed to engage with five individuals and facilitate connections between at least three of them.

12.1.2 Presence

When the reception appeared on Zach's calendar, he treated it with the same level of preparation as any work assignment. Alongside considering his mentor's presence, Zach envisioned the likely attendees and established a target to engage in conversations with five individuals and facilitate connections between at least three of them.

12.1.3 Push

Despite having a pressing project deadline approaching, Zach faced a decision. He could have easily remained at his workstation, concentrating solely on meeting the impending deadline. However, he recognized the importance of stepping out of his comfort zone.

12.1.3 Practice

Zach diligently rehearsed potential responses to anticipated questions he might encounter at the reception. Additionally, he compiled a list of conversation starters to initiate discussions with other attendees. To refine his approach, he tested these conversation starters on friends and colleagues during various social gatherings. This preparatory practice significantly eased his nerves when the reception finally took place.

12.2 Create Your 4 P's Action Plan

To craft your success narrative, it's imperative to establish clear objectives for which you hold yourself responsible, propelling your leadership journey forward.

- Refer back to your notes from the Introverted Leader Quiz, noting a couple of areas necessitating enhancement in the leftmost column of the Sample Plan.
- Identify your support system, encompassing individuals within your circle of support who can provide guidance and assistance.
- Lastly, indicate the deadline for each goal, providing a tangible target to work towards.

12.3 Next Steps

Believe in yourself, and you'll accomplish anything. Putting your goals into writing solidifies your commitment, signalling your dedication to change. Display your 4 P's Action Plan prominently, whether in a spreadsheet or diagram, to reinforce your intentions. Embracing your quiet strength doesn't require changing your personality; instead, it fosters confidence and bravery as you step into the limelight.

Sample Plan

Improvement Area	Action Item	Success Measure	Sources of Support	By When
Managing.	Delegate completion of the Alpha report of john.	John will produce a report that is of high quality.	My boss, Rashid My coach, Augusta.	I will begin coaching John today and complete the transfer of work by Friday, 5/30.
0.				
1.				
2.				
3.				
4.				
5.				

Figure 12.1 Sample Plan