MASTER THESIS

Leadership of Introverts

- An exploratory study of how introvert managers lead in Sweden

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Abstract

**Purpose** – The purpose of the present study was to shed light on the relatively unknown field of introvert leadership and to identify how introverted leaders use their innate personality to become effective and successful leaders.

**Design/methodology/approach** – Survey methodology was used to assess the occurrence of introvert leaders in a company. Also, six introvert managers working in knowledge-intensive companies were interviewed and asked about how they use introvert traits in their leadership.

**Findings** – The study results show that introvert leaders do exist. Furthermore, the results from the study indicate that the traits the introverted leader embrace the most are engaged listening, taking quiet time, having focused and deep conversations and a methodical and structured way of working. These traits were used in an informing, consulting and supporting way in order to engage subordinates, solve conflicts, making decision and influencing others as well as in strategic planning. The findings suggest that introvert leadership can be connected to a participative or leadership-member exchange leadership style.

**Research implications** – The research findings contribute to the understanding of introvert leadership and how introvert traits are used in engaging and empowering subordinates, conflict handling, decision-making and influencing others.

**Practical implication** – The findings in this study have shown that introvert traits can be as powerful as extrovert traits in leadership and hence the common perception that a leader needs to possess extroverted traits as well as charisma in order to be successful needs to be revisited.

**Keywords** – Introvert, extrovert, personality traits, leader, leadership, style, model
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1 Introduction

1.1 Background
Are extroverted leadership and traits always better than introverted leadership and traits? Research on which traits one should possess in order to be an effective leader goes back many decades. In countries and cultures where individualism is promoted, such as the United States and European countries, extroversion has often been identified as one favourable trait in order for a person to be selected for a leader position. Movies, TV and the news media have also all influenced our popular image of leaders to be charismatic and extroverted individuals (Williams, 2012). Can there be situations or business areas where introverted traits are better compared to extroversion? These questions have come to focus during the past years and authors like Susan Cain (2013a), Linus Jonkman (2013) and Jennifer B Kahnweiler (2013a) have all described the introvert personality and what benefits this trait can bring to the workplace.

Given that the Western culture is biased against quiet and reserved people many people look upon introversion as an impediment to climb the ladder (Jones, 2006). This perception in combination with that at least 20% of the population (Cain, 2013a) are introverted, the present study wants to examine the recent evidence that proposes that introversion can be an advantage in leadership by exploring how introverted managers lead.

1.2 Problem discussion
In today’s society it seems like the personality traits sociable, outgoing, active and flexible are the traits that are the most desired. These are also the personal characteristics that leadership literature, media and popular scientific books on improving yourself commonly link to how to become successful as person and leader. By tradition, extroversion is a personality characteristic that often is perceived connected with leadership as it is helpful to be sociable and outgoing in many situations (DuBrin, 2012, p. 77).

Charisma is another characteristics that is perceived to be important to managers as charismatic leaders are visionary, possess masterful communication skills and have an ability to inspire (DuBrin, 2012, pp. 105-139). Even though there is a common view that one need to develop extroversion and charisma in order to be an effective and successful leader several books and articles have recently been published describing introverts in the corporate world.

Susan Cain (2013b) tries to describe the introverts place in the extroverted society. She claims that a lot of misunderstandings regarding introvert people exist, for example that an introvert person is shy and unmotivated just because she is not always expressing her mind directly but tends to reflect more. Linus Jonkman (2013), who defines himself as introvert, describes the introvert personality with
someone that: seeks tranquillity and relaxation, likes to work individually, sees details and has an eye for quality, is reflective, have low social needs and is a good listener. Adam McDowell (2012) is another author who has written about introverts and he suggests that introverts would make better executives than extroverts.

Since at least 20% of the earth’s population are estimated to be introvert (Cain, 2013b, p. 16), the authors started to think of the paradox that leaders are most often described with traits of the extrovert personality but still a large portion of people are introverts. Could it be that introverts never are suitable to hold on a management position?

Recent studies show that extrovert leaders will be more successful in companies where the employees do not need to be creative or take own initiative. This since the leaders will have the ability to inspire and encourage the employees with their extrovert traits. Contrary, introvert leaders have been shown to render better results in companies at which initiative are crucial, such as research and development facilities. This can be explained by the traits of introverts who are good listeners and also not interested to dominate with micromanagement which can hinder innovation and initiative. (Cain, 2013b, pp. 77-79)

Indeed, Grant et al (2011) have put forward a theory about which kind of circumstances that would call for introverted leadership. This theory proposes that extroverted leaders enhance group performance when employees are passive while introverted leaders would enhance group performance when employees are proactive. Pursuing this hypothesis there are reasons to believe that introvert leaders should be more common in companies where a lot of responsibility, creativity and innovation are necessary traits of the employees to make the company succeed.

To try to answer the question if introverts are suitable as leaders, the authors started to search already performed studies in the field of introverts as leaders. However, a lot of research seems to have been done on how to manage introverts but not how an introvert should manage. Also, a lot of research has been done on how successful managers lead, but these studies mostly end up with the conclusion that traits of extroverts, such as being gregarious, outgoing and positive are to be preferred (DuBrin, 2012, p. 77).

1.3 Problem formulation and purpose

There is no evidence that introverts would be poor leaders or managers, only that it has been shown that extrovert leaders can be successful and that the extrovert trait is common for managers. Because of the gap in the research field if introverts are suitable as managers, the focus of the present study will be to explore if introvert managers exist and if so develop a theory on how they lead. Will the introverted leaders embrace their introvert traits or do they put on their extrovert costume when they
lead? If they do: why do they do that? Is it because they have been trained to do so or have they experienced better results when doing so?

Leadership is commonly thought to be about making change happen, inspire and motivate the team and to influence others (Kotter, 1990; Kottermann, 2006; Yukl, 1989). In the present study, four different areas were investigated that all connect to the description of leadership: engagement and empowerment of subordinates, conflict handling, decision-making and influencing others. These four parts were selected because engagement and empowerment of subordinates will explore the contribution to inspiration and motivation; conflict handling will shine light on change and influencing others to pursue organizational goals; decision-making will investigate if the leaders influence others by making decisions; and influencing others digs deeper in one of the most important roles of the leader. By exploring these four parts this study will cover the key parts of leadership.

Thus, by exploring if introvert managers exist and how they make use of their innate personality to become effective and successful leaders, the present study will seek to find a relationship between introvert orientation and leadership by answering the following research question:

*How are introvert traits used in the leadership by successful, introverted leaders with specific attention to engagement and empowerment of subordinates, conflict handling, decision-making and influencing others?*

The findings of this study can have implications on how introverted people will look on their future possibilities to climb the ladder but also on how leaders will manage the selection on future employees and managers.

### 1.4 De-limitations

The present study focused on leadership and leader traits of leaders in charge of people with rather complex and/or creative tasks and hence the patterns observed in this study might not generalize to other business areas. Despite these limitations the authors believe that the results from this thesis can provide useful indications and insights around introverted leadership that can form the base for future research.

### 1.5 Thesis' structure

The thesis is structured in the following way:

First a general overview of introvert and extrovert traits are presented then the present knowledge of leadership and how different personality theories have evolved during the years is given. The theory chapter gives insight to a few different theories that try to describe an effective leader and what traits
and personal characteristics that a leader possesses. Special attention is given to the introversion versus extroversion perspective.

Following the theory part is the method part that describes the method chosen for literature research, data collection and analysis. The method part is subsequently followed by findings from data collection, then a data analysis and discussion section in which the findings are linked to the literature, as well as a conclusion part in which the findings are summarized and any implications for future research and view on introversion and extroversion in leadership selection are presented.

In order to link the findings and analysis to the research question, the sections with findings and analysis from the interviews have a structure with subsections that directly connect to the focus of the present study which was to explore if introvert managers exist and how they make use of their innate personality to become effective and successful leaders with special attention to engagement and empowerment of subordinates, conflict handling, decision-making and influencing others.
2 Theory

This part will described introversion, extroversion and leadership in the literature with the objective to set a theoretical foundation for the present study. The part starts off by setting the definition for introvert and extrovert personalities. The part then moves on to leadership with subsections starting with describing the personality traits of effective leaders with trait theory, moves on to the extension of the trait theory which are leadership behaviours and styles. The section then moves on to describing existing models for leadership effectiveness followed by a subsection investigating the leadership of engineers and scientists who are working in companies where a lot of responsibility, creativity and innovation are necessary traits of the employees to make the company succeed.

2.1 Introvert and extrovert personalities

The concept of introversion and extroversion was presented the first time in 1921 by the influential psychologist Carl Jung. After that several more prominent people have tried to define what traits can be coupled to introverts and extroverts, respectively. The sections below describe extrovert and introvert traits and the theoretical definition for introvert and extrovert it formed. Two common evaluations tools when exploring peoples’ traits of introversion and extroversion can be found in Appendix A – Personality assessment tools.

The Oxford dictionary (Oxford Dictionaries, 2014) defines personality as “the combination of characteristics or qualities that form an individual’s distinctive character”. In order to describe personality many different theories has evolved such as psychoanalytic, humanistic, trait, biological and genetic theories as well as social and cognitive theories (Boeree, 2006).

Carl Jung described an extrovert person as a person that preferred the external world of things and people and activation while he described an introvert person as somebody who preferred his internal world of thoughts, feelings, fantasies, dreams and more. Moreover, Jung proposed that there are four functional aspects of the mind which we use in dealing with the world. The aspects are split into opposing pairs: sensing versus intuiting as ways of knowing, and thinking versus feeling as ways of evaluating. The concept of introversion and extroversion and the pairs of functions have later on been adapted and widely used in different types of testing. (Jung, 2001)
Introversion and extroversion, in relation to personality traits, are terms that refer to how the person gets stimulation and energy. Extroverts recharge their batteries by being with people and to participate in high-energy events. Introverts on the other hand recharge their batteries by drawing energy from within. (Cain, 2013a; Jonkman, 2013; Kahnweiler, 2013a)

However, one trait not to be confused with introverts is shyness. Shyness is the fear for being rejected or humiliated by others, when introversion means to prefer environment which are not over stimulating. Shyness is painful but introversion is not. (Cain, 2013b, p. 26)

Through interviews and observations Kahnweiler (2013a) has identified six strengths that introverts embrace to achieve an impact: taking quiet time, preparation, engaged listening, focused conversions, writing and thoughtful use of social media. Introverts typically put all these strengths together in order to influence although each strength by itself is powerful. According to Kahnweiler (2013a) introverts process information internally, keep matters private, avoid showing emotion and exhibit calm nature and she describes five key characteristics of introverted leaders:

1. They think first and talk later. They consider what others have to say, then reflect and then respond;
2. They focus on depth not superficiality. They like to dig deeply into issues and ideas before considering new ones; like meaningful rather than superficial conversations;
3. They exude calm. In times of crisis in particular, they project reassuring, unflappable confidence;
4. They prefer writing to talking. They are more comfortable with the written word, which helps them formulate the spoken word;
5. They embrace solitude. They are energized by spending time alone, and often suffer from people exhaustion. They need a retreat, from which they emerge with renewed energy and clarity.
In Table 2.1 examples of introvert and extrovert traits are given as presented in the book Quiet by Susan Cain (2013b, pp. 24-27) which also will serve as a framework and definition for this study.

**Table 2.1 – Definition of introvert and extrovert by traits (Cain, 2013b)**

<table>
<thead>
<tr>
<th>Introvert traits</th>
<th>Extrovert traits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gentle</td>
<td>Assertive</td>
</tr>
<tr>
<td>Mature</td>
<td>Dominant</td>
</tr>
<tr>
<td>Like to be alone</td>
<td>Strong need for companionship</td>
</tr>
<tr>
<td>Good listener</td>
<td>Talk rather than listen</td>
</tr>
<tr>
<td>Afraid of conflicts</td>
<td>Avoid loneliness</td>
</tr>
<tr>
<td>Like deep conversations</td>
<td>Like to entertain at parties</td>
</tr>
<tr>
<td>Hang out with small groups</td>
<td>Like to be the middle of attention</td>
</tr>
<tr>
<td>Like to focus at one thing at the time</td>
<td>Like to meet new people</td>
</tr>
<tr>
<td>Work methodically and prudent</td>
<td>Tackle new assignment at work directly</td>
</tr>
<tr>
<td>Do not think of money and fame as an incentive</td>
<td>Chase rewards such as money and status</td>
</tr>
<tr>
<td>Think before they speak</td>
<td>Take fast decisions</td>
</tr>
<tr>
<td>Prefer to express in writing rather than speaking</td>
<td>Do several things at the time</td>
</tr>
<tr>
<td>Have a rich inner life</td>
<td>Take risks</td>
</tr>
<tr>
<td>Focus best in quiet environments</td>
<td>Spontaneous</td>
</tr>
</tbody>
</table>

Furthermore extrovert individuals have been shown to perform good results in an extroverted culture such as sales, entertainment and politics. According to Howard and Howard (2010, p. 132) many extrovert managers are comfortable leading by wandering around, enjoy being in the thick of things, handles a heavy meeting schedule well, enjoys meeting and greeting, likely to have an extensive network of contact inside and outside the organisation. Contrary introvert managers excel in quieter paperwork-intensive leadership in highly introverted cultures such as accounting, engineering, IT and R&D. (Howard & Howard, 2010, p. 132)

How introverts lead has also been studied by Kahnweiler (2013b) and following interviews and research she propose that introverts who are good leaders do four things which she calls the “4 P’s process”. The four step process includes that effective introvert leaders are prepared, they are present, they push themselves and they practice. The “4 P’s process” suggests that introvert leaders spend time to think through goals and prepare for questions before talking to their team, giving presentations or networking with colleagues. By being prepared they can be focused on the present moment and thereby give individuals their full attention as well as pick up on cues from others as they are giving a talk. Also, introverted leaders challenge themselves and are conscious to grow and go beyond their
comfort zone. Also they tend to help their employees to push themselves. The fourth important step that effective introverted leaders do is to practice to overcome any challenges. (Kahnweiler, 2013b)

2.2 Leadership

A basic notion in leadership theory is that in any leadership attempt a prerequisite for being successful and exerting influence on others (followers) is to be perceived as a leader. Often a distinction is made between leadership and management where management is linked to more administrative tasks such as planning, organising and control whereas leadership is about change, inspiration, motivation and influence. DuBrin (2012, p. 5) defines leadership as “the ability to inspire confidence and support among the people who are needed to achieve the organizational goals”.

Many different leadership theories have emerged during the years where the Great Man, trait, contingency, situational, behavioural, charismatic and transformational leadership approaches are a few examples. (Yukl, 1989)

The great man leadership theories were very popular in the 19th and early 20th centuries (Kirkpatrick & Locke, 1991). According to the great man theory history can largely be explained by the impact of influential individuals who used their personal charisma, intelligence, wisdom or political skills to make impact. The theories asserted that leadership qualities were inherited and that the great men were born not made. In the early 20th century the great man theory was superseded by behaviour sciences and trait theories (Cawthon, 1996; Kirkpatrick & Locke, 1991).

According to Turner and Müller (2005) there have been six main schools of leadership theory during the past seventy years:

1. The trait school
2. The behavioural or style school
3. The contingency school
4. The visionary or charismatic school
5. The emotional intelligence school
6. The competence school

The trait school assumes that leaders are born, not made while the behavioural or style school assumes that effective leaders can be made and that they adopt certain styles and behaviours. The contingency school suggest that the leader use different leadership styles depending on the situation for example laissez-faire, democratic, autocratic and bureaucratic. In the visionary and charismatic school the leadership can be divided into transactional and transformational leadership. The emotional intelligence school says that the leader’s emotional intelligence has a greater impact than the leader’s intellectual capability. The competence school is similar to the trait school however in the competence school the competencies can be learnt so that leaders can be made not only born. (Turner & Müller, 2005)
The many different ways of describing leadership make it hard to compare different studies and leadership schools. However, attempts have been made to find relationships between personality (trait) and leadership style. For example, in a study by Judge and Bono (2000), it was shown that extroversion and agreeableness predicted transformational leadership and that openness to experience was positively related with transformational leadership. This has also been shown in a study by Tiina Hautala (2006) in which the results indicated that leaders with extroverted, intuitive, and perceiving preferences favoured transformational leadership. Also, van Eeden, Cilliers, and Deventer (2008) found that managers using a transformational leadership style indicated personality traits associated with this type of leadership and scored high on traits associated with influencing others and taking the lead.

The following part of the leadership section develops some of the above-mentioned schools in order to form a framework for the analysis part of this study. The first subsection describes personality traits of effective leaders, moves on to the extension of the trait theory, which are leadership behaviors and styles. The section then moves on to describing existing models for leadership effectiveness followed by a subsection investigating the leadership of engineers and scientists who work in companies where a lot of responsibility, creativity, and innovation are necessary traits of the employees to make the company succeed. A summary of the different leadership behaviors and styles can be found in Table 8.3 in Appendix B – Tables.

### 2.2.1 Personality traits of effective leaders

Over the past decades, scholars have explored if traits and personal characteristics do matter when it comes to becoming a successful leader (see e.g., Agle, et al., 2006; Judge, et al., 2002; Kaplan, et al., 2012; Kirkpatrick & Locke, 1991; Waldman, et al., 2001; Wood & Vilkinas, 2005; Wood & Vilkinas, 2007). A trait can be thought of as a relatively stable characteristic that causes individuals to behave in certain ways and the combination and interaction of various traits forms a personality that is unique to each individual. Trait theories often identify particular personality or behavioral characteristics shared by leaders. For example, traits like extroversion, self-confidence, and courage are all traits that could potentially be linked to great leaders. Howard and Howard (2010, p. 125) portray the perfect leader as: resilient, energetic, outgoing, and persuasive, visionary, competitive, and dedicated to a goal. An effective leader is a leader who leads effectively and makes good results both in terms of company goals closely linked to revenue but also measures high in personal satisfaction and turnover.

Although studies have shown that the possession of certain traits alone does not guarantee leadership success, there is evidence that indicates that there are certain core traits which contribute to the leader’s success. Kirkpatrick and Locke (1991) believe that there are six different keys traits that differentiate leaders from non-leaders. These traits include drive, the desire to lead, honesty/integrity, self-confidence, cognitive ability, and knowledge of the business. According to Kirkpatrick and Locke
(1991) there is less evidence of the importance of charisma, creativity/originality and flexibility for an effective leadership.

Daniel Goleman (1998) has found that most effective leaders all have a high degree of emotional intelligence which includes five different components: self-awareness, self-regulation, motivation, empathy and social skill. The definition of the five components can be found in Appendix B – Tables in Table 8.2. According to Goleman (1998) the qualities traditionally associated with leadership such as intelligence, toughness, determination and vision are not enough to make an effective leader. Also, research has shown that emotional intelligence can be learnt but also that emotional intelligence increase with age (Goleman, 1998).

DuBrin (2010, pp. 32-33) has classified characteristics associated with leadership into three categories: personality traits, motives and cognitive factors whereof the first will be developed further in this theory part. DuBrin (2010, pp. 32-33) also suggests that although it is impossible to put leaders in distinct categories it can be of help when evaluating leaders. However, he claims (2010, pp. 32-33) no matter how the personal characteristics are classified an effective leader needs to be made of the right stuff.

A personality trait, which is DuBrin’s first leadership category, can be divided into general personality traits and task-related traits. General personality traits are those traits that are observed both within and outside of work whereas the task-related personality traits are more associated with task accomplishments (DuBrin, 2010, p. 33). General personality traits which contribute to successful leadership can be seen in Figure 2.2 and are self-confidence, humility, trustworthiness, authenticity, extroversion, assertiveness, enthusiasm, optimism and warmth and finally a sense of humour.

![Figure 2.2 – General traits (DuBrin, 2010, p. 34)](image)

Self-confidence is the ability to believe in one’s own ability to manage a specific assignment. Humility is about being humble in the right times as well as admitting your own mistakes. Trustworthiness is about being trusted by the employees but also to trust the employees. Authenticity is a big part of being trustworthy, which is the ability to be genuine and honest about your personality, values and
beliefs as well as having integrity. Extroversion has shown to be helpful for leaders in some situations and an extrovert person is also more likely to assume a leadership role. Assertiveness refers to being straightforward in communicating demands, opinions, feelings and attitudes. (DuBrin, 2010, pp. 33-42)

The other part of the personality traits are the task-related traits. The task-related personality traits which are associated with task accomplishments are passion, courage, internal locus of control, flexibility and adaptability, emotional intelligence and can be seen in Figure 2.3. (DuBrin, 2010, pp. 42-47)

![Figure 2.3 – Task-related traits (DuBrin, 2010, p. 43)]

Passion is the passion for work and people and goes beyond enthusiasm and often expresses itself as an obsession for achieving company goals. Courage is needed of a leader to face challenge of taking prudent risks and taking initiative in general. Internal locus of control refers to being able to believe fundamentally in one’s innate capacity to take charge. Emotional intelligence refers to the ability to understand other’s feelings, empathy and the ability to connect with other people. (DuBrin, 2010, pp. 42-47)

### 2.2.2 Leadership behaviours

An extension of the trait leadership theory is the behaviour theory of charismatic and transformational leadership. For a leader to be successful it contributes if the leader thinks big which a charismatic and transformational leader tends to do. Also, this kind of leadership helps leaders to carry out their roles. (DuBrin, 2012, p. 67)

In this subsection charismatic leadership and transformational leadership are further developed.

**Charismatic leadership**

Charismatic leadership emphasize emotions and values and acknowledge the importance of symbolic behaviour in the role of the leader in making events important to the followers (Yukl, 1999). The core
behaviours of charismatic leadership differ somewhat between different theories but some key traits are being visionary, offering an exciting image of where the organization is heading, having masterful communication skills, as well as ability to inspire trust and to make individuals feel capable (Agle, et al., 2006; DuBrin, 2012, pp. 106-131; Yukl, 1999). Charismatic leaders typically communicate using a colourful, imaginative and expressive manner. Given that charisma is based on perceptions one important element of charismatic leadership involves the attribution made by group members about the characteristics of leaders and the results they achieve (DuBrin, 2012, p. 107).

Although extroversion combined with charisma often is equated with leadership there is also evidence that charisma can have downsides as well. The positive traits of a charismatic leader can become negative if the person also have narcissistic traits and is unethical (Agle, et al., 2006; DuBrin, 2012, pp. 106-131). When there is a strong personal identification followers are passionately devoted to an attractive leader and have desires to be like the leader. The subordinates will follow the leader’s examples and behave like the leader, comply with the leader’s requests, make sacrifices and an extra effort to please the leader. Moreover, the followers will also tend to be reluctant to disagree with or criticize the leader (Yukl, 1999).

Evidence on the relationship between CEO charisma and organizational performance is mixed. A few reasons for this can be that it is difficult to collect primary data on CEOs, different sizes of companies have been studied and the methodology has diverged between studies. In a study by Agle et al. (2006) examining data collected from 128 CEOs of major U.S. corporations the results suggest that search for charismatic CEOs may be based more on implicit theory or halo-effect than on solid evidence that CEO charisma matters for an effective organization and high firm performance. Also, the study suggests that it is possible that charismatic leadership leads to organizational performance but it is also possible that the organizational performance leads to that the CEO is perceived as a charismatic leader.

Transformational leadership

Transformational leadership focuses on developing and transforming people. The transformational leader wants to bring major positive changes by moving group members beyond their self-interests and toward the good of the group or organization (DuBrin, 2010, p. 83). Moreover, transformational leadership has proven to improve business results in companies with a workforce mainly consisting of engineers (Laglera, et al., 2013).

Transformational leadership involves four factors:

1. Idealized influence – implies that followers respect, admire and trust the leader and emulate the leader’s behaviour and assumes the leader’s values. The leader shows dedication, a strong sense of purpose and gives followers a sense of empowerment and ownership. Individuals must exhibit high moral and ethical standards.
2. Inspirational motivation – refers to the ability to help followers see clearly what the right thing to do is. It creates the drive for shared goals and visions, specific goals and expectations are clearly communicated.

3. Intellectual stimulation – implies a leader who values the intellectual ability of followers and also challenges the follower to question basic assumptions and to generate a more creative solution to problems.

4. Individual consideration - implies that the leader considers the ability of followers and their level of maturity to determine their need for further development. The leader treats each follower as a unique contributor and provides coaching, mentoring and feedback to individual followers to achieve higher levels of motivation, potential and performance. (Kendrick, 2011; van Eeden, et al., 2008)

The attributes of a transformational leader are similar to the personal characteristics of the charismatic leader and possess a large part of charisma. The charisma is enhanced by their agreeableness and extroversion and of these two traits extroversion has the greatest impact (DuBrin, 2010, pp. 86-87). Other personality characteristics that are commonly perceived to be connected to transformational leaders include creativity, novelty, innovativeness, proneness to risk, courageous, life-long learners, pragmatism and self-confidence (Hautala, 2006). Transformational leadership is also characterized by the leader’s high emotional intelligence which is a key factor when getting the group members respect, confidence and loyalty which is crucial for a transformation to take place (DuBrin, 2010, pp. 86-87).

Researchers have tried to find a connection between personality traits of the CEO and the subsequent performance of the organisation and different models of leadership such as transformational and charismatic leadership have been examined. However, empirical evidence on the relationship between CEO charisma and organisational performance is mixed (Agle, et al., 2006). Indeed, Farkas and Wetlaufer (1996) have found that in effective companies CEOs do not simply adopt the leadership approach that suits their personalities but instead adopt the approach that will best meet the need of the organisation and the business situation at hand.

2.2.3 Leadership styles

Leadership style is the consistent pattern of behaviour that characterizes a leader and the study of the different leadership styles is an extension of the preceding section of leadership behaviours and attitudes (DuBrin, 2010, p. 112). In the section below five different leadership styles will be described: participative, autocratic, contingency, transactional and Swedish.

**Participative leadership**

The first style is participative leadership. According to Arnold and Loughlin (2013) many researchers have assumed that transformational leadership is participative by nature while others have suggested
that transformational leadership can take either a participative or direct form. While there has been different viewpoints of what is meant by participative leadership one commonality it that participative leadership focuses on involving followers in decision processes whereas directive style leaders make decision by themselves expecting their subordinates to follow. (Arnold & Loughlin, 2013)

In participative leadership leaders share decision making with group members by first confer with the group prior to decision making and the group discusses the issue in order to make a decision that reflects the general agreement. In this way all group members will be involved and given the opportunity to provide input. The decision is not considered final until it appears that all group members will at least support the decision. (DuBrin, 2010, pp. 112-114; Greiner, 1973)

The participative leadership is based on management openness because the leader accepts suggestions for managing the operation from the group members. The ideas from the group members are regarded as crucial because as technology evolves and organizations decentralize front-line workers have more independence and responsibility. The group members are closer to the market, closer to seeing how the product is used than the manager and input from the front-line workers can contribute to developing marketing strategies and retaining employees (DuBrin, 2010, pp. 112-114). Moreover, according to a study by Greiner (1973) the participative leader remains easily accessible, stresses development for his subordinates, expresses consideration and support and is willing to change.

Participative leadership is well suited when managing competent people who are eager to assume responsibility since this kind of people also often want to get involved in making decisions and giving feedback to management. However participative leadership does have some problems when exercised. It can result in extensive and time-consuming team meetings and the manager can be accused of providing too little direction when consensus is to be secured. There are also managers who are against a participative leadership style since they believe it will reduce their power. (DuBrin, 2010, pp. 112-114)

**Autocratic leadership**

The second style is autocratic leadership. Autocratic leadership can in many ways be said to be the opposite of participative leadership. An autocratic leader will retain most of the authority and power; they make the decision and assume that the group members will adjust to the decision. Autocratic leaders are typically task-oriented and put a lot of work into finishing given tasks. An autocratic leader will tell team members what to do, asserting themselves and serving as a model for team members. (DuBrin, 2010, pp. 114-115)
**Contingency leadership**

The third style is contingency leadership. The situation can influence the way the leader act and according to the contingency approach to leadership the leader should match the leadership style to the situation. There are different contingency approaches to leadership described in the literature for example Fiedler’s contingency theory of leadership effectiveness that holds that the best leadership style is determined on the situation in which the leader is working and the path-goal theory of leadership effectiveness that propose that the leader should take into account the characteristics of the group members and the demand of the task when selecting leadership style. (DuBrin, 2012, pp. 273-304)

Within the path-goal theory four different kinds of behaviours have been defined in more specific terms:

1. Directive path-goal clarifying leader behaviour; the leader lets the subordinates know what they are expected to do, giving specific guidance and clarifying policies, rules and procedures
2. Supportive leader behaviour; the leader supports and encourages the subordinates
3. Participative leader behaviour; the leader consult subordinates and takes their opinions and suggestions into account when making decisions
4. Achievement oriented behaviour; the leader defines a challenging goal and encourages the subordinates in the group to fulfil it. (House, 1996)

Another contingency leadership theory is situational leadership theory (SLT). SLT was developed by Hersey and Blanchard. It predicts that an optimal style of supervision can be prescribed for given levels of the subordinate’s commitment and competence (maturity) to complete a given task. The theory predicts a three-way interaction among leader consideration, leader structuring and follower development level. According to the theory superiors should show relatively lower consideration and higher task-structure for subordinates of low-level maturity but as subordinates gain in maturity task structuring should decrease while considerateness should rise for mid-level subordinate maturity and then subsequently subside as subordinates achieve high-level maturity. (Graeff, 1997; Thompson & Vecchio, 2009).

Following critique the original SLT model has undergone several revisions and in a newer version of SLT named SLT-II the interaction between leader behaviour and follower development level has been modified (Graeff, 1997; Thompson & Vecchio, 2009).

The SLT-II model is presented in Figure 2.4 and depicts the model adapted from Dubrin (2012, p. 285) where $D$ stands for *subordinate development level* and $S$ for *leadership style*. 
Figure 2.4 – The situational leadership theory II (SLT-II) model (DuBrin, 2012, p. 285)

Following the revision of the model a third variant has been presented in which the interaction between leader autonomy and follower experience has been included (Thompson & Vecchio, 2009). Thompson and Vecchio (2009) have studied the three different versions and have come to the conclusion that SLT-II was a poorer predictor of subordinates’ performance compared to SLT while the third version showed promise for future exploration of the theory.

Despite an inherent intuitive appeal and usefulness by emphasising the role of task and relationship behaviours, as well as the SLT theory often is included in management textbooks and many managers have been trained in SLT, the model has encountered critique for the difficulty to verify the principles of the theory and its robustness (Graeff, 1997; Thompson & Vecchio, 2009). However Avery and Ryan (2002) have studied the use of SLT-II by managers in Australia and found that the practitioners did not find it hard to assess the followers’ development levels and the model was regarded as a good tool because of its ease of use, practicality and flexibility.

Another model within the contingency leadership perspective is the normative decision model. In this model leadership is looked upon in view of a decision-making process in which the leader examines certain factors within the situation to determine which decision-making style that will be most effective (DuBrin, 2012, pp. 287-290; Vroom, 2000; Vroom, 2003; Vroom & Jago, 1995). The model was developed through cumulative research by Vroom in collaboration with Philip Yetton and subsequently with Arthur G Jago (Vroom, 2000). DuBrin (2012, p. 287) describes the five different decision-making styles as:
1. “Decide – The leader makes the decision alone and either announces or sells it to the group. The leader might use expertise in collecting information from the group or from others who appear to have information relevant to the problem.
2. Consult (Individually) – The leader presents the problem to the group members individually, gathers their suggestions and then makes the decision.
3. Consult (Group) – The leader presents the problem to group members in a meeting, gathers their suggestions and then make the decision.
4. Facilitate – The leader presents the problem and then acts as a facilitator, defining the problem to be solved and the boundaries in which the decision must be made. The leader wants concurrence and avoids having his or her ideas receive more weight based on position power.
5. Delegate – The leader permits the group to make the decision within prescribed limits. Although the leader does not directly intervene in the group’s deliberations unless explicitly asked, he or she works behind the scenes, providing resources and encouragement."

According to the model the decision-making style that the leader chose depend on seven different factors: decision significance, importance of commitment, leader expertise, likelihood of commitment, group support, group expertise and team competence. (Vroom, 2000; Vroom, 2003)

Leadership-member exchange (LMX) theory is another model that might be included in the contingency leadership approach as leaders using this approach adapt their leadership style to different individuals within the group or have different relationship with individual group members (DuBrin, 2012, pp. 291-292). Research has shown LMX to be positively related to desired outcomes including increased job performance, contextual performance, motivation, job satisfaction and organisational commitment (Harris, et al., 2009).

A central characteristic of LMX is its focus on the working relationship in respect to quality and exchange between the leader and the various members of the team, department or organisation (Harris, et al., 2009; Schyns & Day, 2010; van Breukelen, et al., 2006). A difference between situational leadership theories and LMX is that in situational leadership the leaders are advised to adapt their behaviours to specific circumstances, including subordinate characteristics while in LMX the leader is advised to treat their various subordinates differently (van Breukelen, et al., 2006). The LMX theory proposes that both leader and subordinate contribute to the exchange in order to develop a high-quality working relationship, however the specific means of exchange are quite vague. Researchers suggest that leaders may offer: discretion latitude, amount and precision of information, influence on decisions, formal and informal support, formal and informal attention, feedback, respect, recognition and rewards, attractive work assignments and career opportunities while the subordinate can offer:
loyalty, commitment, exert effort for the leader and the unit and organisation as a whole (van Breukelen, et al., 2006).

One challenge with the LMX approach is that relational quality takes time to develop between people who have not worked together and that a leader-member agreement need to be agreed (Schyns & Day, 2010). Consensus refers to the variability across followers in a given workgroup with regard to their respective ratings of their relationship with the same leader. As transformational leaders emphasize the common goal which could positively affect social identity Schyns and Day (2010) propose that there will be a higher probability of positive LMX group consensus in workgroups where leaders demonstrate high levels of transformational behaviours, compared to groups where the leader shows low transformational behaviours. Moreover, Harris et al (2009) have found that when empowerment is lower the relationship between LMX and desired outcomes are stronger, namely in general empowerment moderates the relationships between LMX and job outcomes.

**Transactional leadership**

The fourth style is transactional leadership. The transactional leader aims at monitoring and controlling employees through rational or economic means (Bono & Judge, 2004). In transactional leadership the leader-follower relationship is based on a series of exchanges or bargains between leader and employees. The transactional leadership can be divided into three different dimensions: contingent reward, management by exception – active and management by exception – passive. In contingent reward the leader clarifies expectations and establishes the reward for meeting these expectations. In management by exception the leader takes corrective actions on the basis of the results of the leader-follower transactions. The difference between the active and passive forms is when the leader intervenes. The passive leader wait to take action until the behaviour has created problems while the active leader monitors and take corrective actions before the behaviour has created a problem. (Judge & Piccolo, 2004)

Transactional leaders tend to emphasize detailed goals, routines, rules and policies and only reward ideas that fit existing plans or goals. Therefore, there is a tendency that the transactional leader can kill creativity by not encouraging creative solutions. However, Bryant (2003) proposes that managers by using an appropriate blend of transformational and transactional leadership styles can increase the firm’s level of knowledge, creativity and sharing in an effective way. Moreover, Judge and Piccolo (2004) suggest that transformational leadership complements transactional leadership so that many leaders often supplement the two leadership styles with each other. Also, they propose that transformational and transactional leadership are so closely related that it is difficult to separate their unique effects.
Swedish leadership

The fifth style is Swedish leadership. Since cultural differences account for substantial amounts of variances in preferred leader behavior as well as actual leader behavior (Holmberg, 2006), this section will describe the Swedish leadership style.

Swedish decision-making can be described as participative and it is also normal for a Swedish manager to consult her subordinates, and not just to consult them cosmetically. In Swedish companies there is a strong desire to achieve consensus and therefore decisions are often made through democratic processes and cooperation. Moreover, the manager focuses strongly on interpersonal relations and keeps her co-workers aligned by enthusiasm (Holmberg, 2006). According to a report from Vinnova Swedish senior managers tend to focus on the big picture goals, on setting direction and aligning support and leave details and execution to teams (Isaksson, 2008).

Swedish management has been called “social individualism” which can be described as individualism strongly rooted in a collective value-system or the concern for doing what is judged decent or correct by the broader community. Furthermore, the Swedish manager has often a relatively strong reliance on formal rules and on to do “what’s right”. (Holmberg, 2006)

Traits that describe the Swedish leadership are (Holmberg, 2006):

- Advocates participative decision-making
- Avoids conflicts
- Strong focus on interrelations and team-integration
- A certain formality
- Change-oriented
- Inspirational
- Values integrity
- Visionary
- Performance-oriented
- Decisive
- Charismatic
- Humane
- Autonomous

These traits combined describe a leader which should inspire and engage the organization members to do their best to achieve a visionary future, and also be honest and trustworthy. Such a leader should work not for their own self-interest but for the common good and should also be good at creating team spirit within the organization. This kind of leadership style demands a working mode which is characterized by team-work with collaboration and consultation rather than supervision and instruction. However, Swedish outstanding leader will not act self-protective, autocratic, malevolent and self-centered. (Holmberg, 2006)

1 "Culture" is a proxy for "nation" in this context
To get an overview of the preceding sections of different leadership behaviours and styles a summary can be found in Appendix B – Tables in Table 8.3.

2.2.4 Models for leadership effectiveness

To sum up all the different leadership styles available one cannot say that one is superior the other. Despite all efforts to find certain principles for being a successful and effective leader, it has not been possible to find one model that suits all leaders. Furthermore, there are no clear cut answers on which traits or behaviours that a leader should possess in order to be an effective leader or bring leadership effectiveness. Kaplan, Klebanov and Sorensen (2012) suggest for example different types of CEOs may endogenously match with different types of companies.

Models for leadership effectiveness have been constructed where leadership effectiveness is linked not only to the leader characteristics and traits but also to leader behaviour and style, group member characteristics and the internal and external environment (DuBrin, 2012, p. 21). A key point of these frameworks is to highlight that leadership is a multilevel phenomenon. A leader interacts with individuals of the group one at the time but also with the group and, at the same time, the leadership takes place in the context of the organisation and the external environment (DuBrin, 2012, pp. 21-23).

Furthermore, DuBrin (2010, p. 115) also describes that part of a leader’s skill development is to gain insight into your own leadership style and how to use it in the best way. A leader might also use several different styles in one week. Other factors that influences the leadership style is the national and organizational culture (DuBrin, 2010, pp. 123-124).

Traits have been studied for several decades in order to try to predict which traits that are important for leadership, who emerges into leadership and who succeeds in these roles. Using the five-factor model and compiling data from 73 different studies Judge et al. (2002) found that extroversion was the most consistent predictor of leadership across study settings and leadership criteria (leader emergence and leadership effectiveness). As extroverted individuals tend to engage naturally in behaviours that place them in the centre of attention, such as being outgoing, talkative, energetic and assertive these individuals are more likely to seek out and rise into leadership positions than their introverted counterparts which also have been shown in several studies (Grant, et al., 2014). Extroverted individuals also tend to be perceived as more effective by both supervisors and subordinates (Grant, et al., 2011). All together this manifests the popular view that a leader is and should be extroverted.

However, recent research has started to question this perception and that leading in an extroverted manner is a key to success. It is possible that although extroversion is a predictor of supervisors and subordinates perception of leader effectiveness, that extroverted leadership is not always leading to

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2 The five-factor model is using five personality traits (openness, consciousness, extraversion, agreeableness, neuroticism) to describe the human personality.
group effectiveness (Grant, et al., 2011). Grant et al (2011) have conducted two studies to examine the effect of leadership on group effectiveness. In one of the studies a questionnaire were sent to managers and employees at 130 franchises of U.S. pizza delivery company asking the managers to rate how extroverted they found themselves and the employees to rate their proactive behaviours. In the other study 163 college students participated in a T-shirt folding challenge in which the task was to fold as many T-shirts as possible in 10 minutes. Some group leaders were asked to read statements accentuating extroverted leaders while others were asked to read statements praising introverted leaders. Some group members were also predisposed toward proactive behaviours.

The results of both these studies suggest that leaders rated high in extroversion achieved higher performances when group members were passive and when workers were more proactive introvert leaders achieved higher performance compared to if the leader was extroverted (Grant, et al., 2010; Grant, et al., 2011). Grant et al (2011) propose that when employees are proactive more extroverted leaders will respond less receptively, as in general extroverted leaders will tend to use their own ideas and own existing practices when influencing others. Introverted leaders on the other hand tend to listen carefully to others ideas, are more receptive to employees’ proactive behaviours and tend not to be concerned with status and power or who came up with the new idea. In fact, Grant et al (2011) suggests that employees’ proactive behaviours can contribute to a group’s performance when the leader is quiet and reserved (introverted) while proactive behaviours can have negative impact on the group performance if the leader is active and assertive (extroverted).

The studies by Grant et al. were conducted in workplaces with relatively repetitive, structured and effort-based tasks which can be seen as a limitation of the studies (Grant, et al., 2011). To better understand the explanatory processes underlying their findings and to explore if the patterns can be generalised to other more difficult, complex or creative tasks Grant et al. suggest future research to be conducted in more complex work environments with different leadership and levels of employee proactivity (Grant, et al., 2011).

2.2.5 Leadership of engineers and scientists

The existing research of the leadership of engineers and scientists are quite limited. Robledo et al. (2012) argue that one reason might be that research for leadership of creative efforts and innovation, in environments such as R&D, historically has been discounted because of the common misperception that the creative work is done by isolated geniuses which do not need leadership support. However, it has been shown that effective leadership of scientists and engineers is strongly related to the performance of R&D. (Robledo, et al., 2012)

Transformational leadership has proven effective under many leadership situations but it appears that the vision communicated by the transformational leader might hinder autonomy which facilitates
creativity and innovations of scientists and engineers. Furthermore, scientists and engineers are likely to be open, conscientious, autonomous, ambitions/achievement oriented and self-confident/arrogant. Furthermore, individuals who are autonomous and self-confident might be unresponsive to influence attempt from their leader. In order for the leader to influence scientist and engineers he or she needs to be creative and provide direction along with motivation. The leader may also exercise influence on groups via team formation facilitated by resolving conflicts and encourage collaboration; climate creation by emphasize support, autonomy and mission importance; and interaction with followers. (Robledo, et al., 2012)

Although engineers might be unresponsive to influence attempt from their leader (Robledo, et al., 2012) it has been shown that individuals which perform intellectual intensive work, such as engineers, are more sensitive to leadership style than those performing administrative or manual work (Laglera, et al., 2013).
3 Method

Looking at the research question “How are introvert traits used in the leadership by successful, introverted leaders with specific attention to engagement and empowerment of subordinates, conflict handling, decision-making and influencing others?” the investigator will have no control over the events and the focus is put on contemporary phenomena.

The phenomenon that the study would like to understand in depth is how the introvert managers lead and the context will be knowledge-intensive companies.

The study will be an exploratory study rather than an explanatory, since the authors will not formulate hypothesis for the research questions. This is mostly because of that only a few sources of literature regarding introvert leadership could be found and hence it would be hard to formulate a hypothesis. The authors believe that introverts can be successful leaders but that the research up until now only has focused on extrovert leaders.

In the present study the authors followed a methodological way of working, based on an iterative process consisting of six different main components; see Figure 3.1 (Yin, 2009, p. 1):

![Figure 3.1 – The iterative process (Yin, 2009)]

The authors followed the paths started by a thorough literature review, described in section 3.1, in order to be able to formulate and pin down the research question. The preparation and data collection is described in section 3.2 and finally the analysis described in section 3.3.

3.1 Method of literature search

Since both authors independently had read one book each which dealt with introversion, this was the first step. Both authors had experienced that two companies, with one company employing mostly engineers and the other within the area of research and development, was not typically run by extroverts which they thought was a contradiction regarding the anticipated traits of a successful
leader. The authors started to search for research articles which tackled the questions how and if introverts could lead. However, not many articles were found on that topic and the authors saw an opportunity of an unexplored research field.

To be able to explore this field, the foundation of the study could still rest on already done research such as: what are the traits of a successful leader, how do managers lead in Sweden, what are the definition of introvert and extrovert, and also explore the charismatic trait of a leader.

The literature review was an iterative process in which peer reviewed academic journals, textbooks, popular leadership books as well as management books, and the World Wide Web were used as sources for information.

3.2 Method of data collection

This exploratory study used three sources of evidence: survey, focused interview and direct observation. The more sources of evidence, the more the findings will be convincing and accurate (Yin, 2009, p. 116). Furthermore, by using several sources of evidence the data can be triangulated, which is when the facts are supported from more than one source and hence more reliable, see Figure 3.2.

![Figure 3.2 – Convergence of evidence (Yin, 2009, p. 117)](image)

The first step of data collection was the quantitative survey. The survey was a kind of interview with structured questions. Since IT and Research and Development are considered as introverted environments (Howard & Howard, 2010, p. 138) and engineers has been shown to score low on extroversion (Williamson, et al., 2013), when compared to non-engineers, a technical oriented consulting company was selected for this study in order to enhance the probability of finding introvert leaders. The initial objective of the survey was to explore the percentage of introvert managers in a Swedish company within the technology business, employing mostly engineers and to identify introvert managers for subsequent in depth interviews. However, as the willingness to take part in the subsequent interview was low, introverted managers from other companies were incorporated to the focused interviews as well.
The survey was sent out to all the 125 managers at the technology consultancy company and the specific questions are presented in Appendix C – Survey.

The survey used was not a scientifically validated personality test but the questions were formulated based on characteristics accepted by contemporary researchers.

The next step in data collection was the qualitative part of focused interviews and direct observations. Both these sources of evidence took part at the same time. The interviews were guided conversations rather than structured queries and rather fluid with open-ended questions. The questions were used as a framework to maintain the chain of evidence which refers back to the main research question. The focused interviews lasted for about one hour assuming a conversational manner but following the questions in Appendix D – Interview questions.

Six managers were interviewed. Each interviewee was carefully selected to be both a successful manager and introvert personality. The successfulness was backed up by at least one colleague. However, no interviews were done with the managers subordinates. All interviewed managers had taken at least one personality test (Myers-Briggs or DiSC) and been defined as introvert, thus no test was done by the authors since the interviewees already had been pointed out to be introverts.

The interviewees were in the span of 45-58 years and had had several management positions. The authors selected experienced managers since they believed more experienced managers would have had time to reflect and develop their leading skills and hence give a better understanding of how they lead. All interviewees had at least an engineering degree or a master of science in natural sciences and three of them also held a PhD degree. The managers worked with highly skilled employees in business areas such as pharmaceutical R&D, healthcare, a government agency and a technical consultancy company in Sweden. Four of the interviewees were females and two of them were males.

To raise awareness of what this study consider as introvert, the interview started off by showing the interviewee this study’s definition of introvert and extrovert traits (see Table 2.1).

The interview continued by trying to get a background of the interviewee with education and the chosen carrier path. One question was asked whether their first management position was applied for or if it was a promotion. This question was chosen to investigate if introverts actively strive to become managers or become it in a more passive manner. A more active strive to get a manager position from a specific group of people most likely leads to them taking a bigger portion of management positions, since they use both promotion and application.

During the interviews the managers also described a good day at work and a bad day at work. From these answers the introvert traits could be coupled to the leadership style by comparing preferred management tasks.
The managers were also asked what they thought their strengths and weaknesses were of their introverted leadership. These questions investigated which traits, whether it is extrovert of introvert traits, the managers felt were contributing to a successful leadership.

In addition the managers were asked how they get their subordinates engaged and willing to adhere to the set path-goal. This question and subsequent discussion aimed to investigate how the manager get their team inspired and motivated to fulfil set objectives but also to explore which communication style that was used and if any more extrovert trait such as charisma was incorporated when getting others involved. In relation to engagement, the managers were also asked how they influence others; make use of ideas from their subordinates; and how they make decisions.

Since the interviews were semi-structured more information also revealed itself during the interviews. Not all questions where written down. The authors used the pre-stated questions as support and then using secondary questions in order to dig deeper and to get a good understanding of how the interviewees use their introvert personality to lead. The authors always tried to keep the research question in the back of their mind. This enabled to keep a thread throughout the interviews.

The first three individuals of the six selected were interviewed with literal replications. Since the answers were quite similar and no clear rival explanations could be found, the last three interviews were used to dig even deeper of how the managers lead by asking more follow-up questions. Yin (2009, pp. 54-58) state that the stronger the rivals, the more theoretical replications will be needed to show different result and since the lack of strong rivals, six interviews are considered to be enough and should not be seen as a limitation.

Under the interview the interviewee was also evaluated through direct observation by the authors. The evaluation consisted of scoring the observed characteristics of the interviewee during the interview. Ten traits were scored: gentle, mature, good listener, tense, thinks before speaks, energetic, outgoing, talkative, enthusiastic and active. The first five are introvert traits and the five last are extrovert traits. The traits were scored from one to five with “1 = not at all” and “5 = exactly right”. The extrovert scores were then translated to introvert points (1→5, 2→4, 3→3, 4→2 and 5→1). The points were then added and the mean point is presented in this study. Moreover, in order to secure a potential error of the scoring, which could have been caused by some traits harder to score than other, a weight was added. However, the result from this weight was the same as without, and hence the observation can be considered as objective. The evaluation and weights can be seen in Appendix E – Direct observation, but the weighting was not used in the result part since it had no effect on the result.

All the findings from the data collection were organized and documented in the study database, see Appendix F – Study database.
3.3 Method of analysis

The data collected from the survey, interviews and direct observations was stored in the study database. The analysis of the survey was straightforward since it contained yes/no answers. The data of the survey was analysed by using diagrams of different kinds to find patterns. The survey has been presented in three different diagrams where the authors find a pattern. The first shows the degree of introversion of the respondents. The result from this diagram tells how many percentages of the managers at this particular company are likely to be introverts. The second diagram shows the answering distribution per question and the third shows the answering distribution for the respondents having the most number of “yes” answers. By analysing the difference between the second and third diagram the answering distributions the group with the most introvert answers could be compared with the rest of the group. In that way both differences and similarities could be found.

One desired technique of analysis is pattern-matching (Yin, 2009, p. 136) which was used in this exploratory study. The interviews were not recorded but careful notes were taken and these were subsequently transferred into the study database in which the responses were ordered based on the different questions forming the base for the interviews. For the data analysis responses were compared and patterns were identified. These patterns were then compiled and compared to findings about leadership traits, behaviours and styles found in the literature.

To facilitate the answering of the research question:

> How are introvert traits used in the leadership by successful, introverted leaders with specific attention to engagement and empowerment of subordinates, conflict handling, decision-making and influencing others?

the results, analysis and discussion sections were divided in subsections linking to the four parts of leadership explored in the present study: engagement and empowerment of subordinates, conflict handling, decision-making and influencing others. By exploring these four parts this study will cover the key parts of leadership.

During the interviews additional information was revealed about the managers’ leadership and all this information was also incorporated into the database. The additional information not fitting in under any of the four subsections of the analysis and result parts was placed in a general category and is presented under The leader in general in the analysis and result parts.

Since the analysis of the study consists of two sources of evidence (direct observations and interviews) the different sources were analysed in different ways and in the end combined. The direct observation contributes to explaining why the managers lead as they do and also give the reader a picture of how introverted the people behaved during the interviews.
Since the interviewed managers work in Sweden the leadership style will be tested against the typical Swedish leadership style which distinguish itself by the leader being more inspired and engage the organization members to do their best to achieve a visionary future, and also be honest and trustworthy (Holmberg, 2006).

As the time frame for this thesis was limited it was not possible to conduct an extensive empirical study. Therefore, the number of questions asked and the length and depth of the interviews were constrained and this should be kept in mind when considering the findings in this study. Also, only introverted managers were interviewed, therefore it can be hard to tell if some of the leadership styles and behaviours observed are related to introversion or mere management skills conducted by an experienced manager.
4 Findings

In this part the findings from the data collection part is presented. The section starts with the results from the survey, followed by the interviews and finishes off with the direct observations. The interview section is the major part and is divided into five subsections dealing with leadership in general, engagement and empowerment, conflict handling, decision making and influencing others.

4.1 Findings from the survey

A survey consisting of 20 yes/no questions was sent out to 125 managers and 43 of them answered. The goal of the survey was to investigate the presence of leaders with introvert traits at one company. The questions can be found in Appendix C – Survey.

People answering a majority of “yes” are considered more introverted, while people answering around 10 “yes” are both having introvert and extrovert traits (Cain, 2013b, p. 28).

![Distribution of survey results](image)

Figure 4.1 – Result from survey, total number of “yes” (rendered from own collected data)

The mean value was 9 numbers of “yes” which means that there were more managers who have extrovert orientation than introvert. The majority of the managers scored eight “yes” which is slightly on the extrovert side of the scale. However, it was not any manager scoring the maximum for introvert or extrovert (1 or 20 points).

The most extroverted manager had three number of “yes” followed by three managers having four “yes”. These four managers are the most extroverted according to this test.
On the introvert side of the scale, in total 13 managers scored higher than ten “yes” which corresponds to 30% of the respondents. The managers with the highest scores, and hence likely to be the most introverted, were three managers having 14 “yes” followed by three more managers having 13 “yes”.

Figure 4.2 – Result from survey, “yes” per question (rendered from own collected data)

Looking at the answers per question it can be seen that the majority of the managers (74 – 88%) believe they are good listeners (Q6), like to celebrate their birthday in a small scale (Q9), think they are perceived as soft-spoken and mellow (Q10) and can concentrate easily (Q19). On the other side of the scale not many managers (5 – 16%) agreed with that they like to express themselves in writing (Q2), prefer not to show or discuss their work with others until it is finished (Q11), often let incoming calls go through to voice mail (Q16) or do not enjoy multitasking (Q18).

Figure 4.3 – Result from survey, six most introverted answers (rendered from own collected data)

By looking at only the six most introverted managers, those with 13 and 14 “yes” answers, it can be seen that they all agreed that they heard from people that they are good listeners (Q6), like to celebrate
their birthday in small scale (Q9), tend to think before speak (Q14), feel drained after being out even if they have enjoyed themselves (Q15) and that they concentrate easily (Q19). All of those answers are consistent to the definitions of introversion. However, they answered in a more extrovert way on other questions such as none agreed with letting calls go through to voice mail (Q16). Also, five out of six said they did not agree not enjoying multitasking (Q18) and four out of six did not agree with preferring to express themselves in writing (Q2), that they work best by their own (Q13) and they would prefer a weekend with absolutely nothing to do to one with too many things scheduled (Q17).

4.2 Findings from the interviews

In this part the answers from the interviews are combined and presented. Since leadership is all about making change happen, inspire and motivate the team and to influence others this section is divided in five different parts to cover all these leadership requirements. The first part describes the leader in general, continuing to engage and empower their subordinates, followed by a section describing how the managers handle conflicts, make decisions and finally how they influence others.

4.2.1 The leader in general

All interviewed managers became managers from promotion or recommendation to apply for a certain position. In most of these cases of promotion the previous manager quit and the company needed to feel the gap quite quickly. The general perception is not that the managers got the promotion since the company believed they were to be good leaders but maybe more to be in the right place at the right time. However, the company was not expecting a bad leader either. The promotion was often done to reward an employee who had shown good results mainly as a specialist. None of the interviewees bragged with their promotion rather seeing it as a natural step to affect their future and be able to influence more and put their personal trademark on their new group. Many said they had thought a lot of this personal trademark and the opportunity to be able to test it in the reality was a great chance not worth considering declining.

None of the managers said they considered declining the offer to become a manager. One manager explicitly said that saying “yes” to the offer of becoming a manager was in line with his life philosophy which is saying “yes” to every opportunity. Moreover, this manager seemed very positive and not afraid of change.

All of the managers had changed manager position at least once after their first manager position and many of them actively applied for the new management position. All expressed the joy they got from managing a team and hence the choice of continuing as a manager was given. The managers pointed out that the most common reasons to change job was to be able to test new things in order to develop as a leader. By new things they were referring to lead a new team but also new goals and other techniques. One manager said that she might have stayed too long in the company of her first manager.
position and she thought that was because she is not fond of taking big risks and the unknown. But she said that the first company had a lot of internal opportunities and she had several manager positions within the same company, enabling her to develop as a leader and also satisfy her needs of new exiting tasks.

All the managers had similar thoughts of what a good day at work would be like. One manager said that it first starts off without stress leaving home, no traffic jams and easily finding a parking spot in the garage. The same manager said that once in the office he wanted, while starting up the computer, to have a cup of coffee and chat with his colleagues.

All interviewed managers pointed out a good day at work consisting of a variety of activities such as meetings, spontaneous discussions with different people at the coffee machine but also individual work. Half of them specifically mentioned that other people give them energy. To be able to enjoy a meeting the majority of the managers pointed out the importance of giving everybody the opportunity to be well prepared and the meeting should have a clear agenda with the goal clearly stated. Two managers also mentioned that when they host a meeting they need to actively think of the meeting participants in order to remember that all people are different. One manager pointed out that she preferred structure but the meeting participant might not, for example if the participants are mostly extroverts. In this case, too much structure risks reducing the participants’ creativity and their ability to come up with new innovations or creative ideas. One manager also mentioned that she use her preference for structure when heading meetings. One ground rule is that one person speaks at the time, another that the meeting should end in a timely fashion.

The managers pointed out the importance of having own time to be able to finish ongoing tasks to 100%. Being able to finish a task is a part of doing a good work and several managers pointed out the importance of do as you preach in order to inspire their team to put in a good work. They also believed that do as you preach is important in all work they do.

All of the interviewed managers pointed out that positive feedback will contribute to a good day. One manager specifically pointed out that he gets energy from positive feedback but also equally much if he gets the opportunity to do something for his team members. This could for example be finding a new thrilling task for one team member. One manager said that he is focusing every day on reminding himself of giving his team members positive feedback and energy. Although, he said that all members of his group are different which demand different ways of giving them positive energy. He said that it is sometimes easy to forget about the more experienced team members since the more inexperienced requires more support. More support also leads to that he has a better insight in what they do and hence it is easier to give positive feedback and create development plans together. All the managers emphasized their goal of always putting the team first and give them the opportunity to develop.
The introvert traits like to be alone, like deep conversations, work methodically and prudent, focus best in quiet environments were all mentioned when the interviewees describe a good day at work.

When asked what a bad day would be like, three managers pointed out that when bad emotions get the overhand of either a team member or of another manager they were likely to have a bad day. The managers believed this is coupled to the more prudent trait from the introversion when the seldom let their emotions take over. They said they try to solve the situation by talking to that particular person and “peel off the emotions” and get down to the “core issue”. When tackling such issue the managers mentioned that it is important to keep in mind what kind of person they are dealing with, for example if it is an extrovert, sensing person which often can be emotional and react accordingly. One manager said that he often lets the person first talk freely for a while getting all emotions out there. After a while, he starts to ask the person questions and listen to the answers with the aim to get down to the core of the issue. He said he focus mostly on being supportive.

The majority of the managers also mentioned that a bad day included head to head meetings with no room for quiet time, preparation for the next meeting or time to working alone.

All of the managers mentioned what they thought to be one of their core strengths several times during the interviews: namely the fact that they thought they are good listeners. They think that listening to the team members help them to make the team perform through making every team member count, value their opinion and include them in decision making. In order to include everybody in decision making the group goal will be easier to achieve since everybody has been able to present the pros and cons and every thought will be listened to and taken in consideration. The group goal is a goal set to achieve the organizational goal. In this way the managers think it will be easier for the whole team to strive towards the same goal, which is the group’s goal and also of interest for the whole organization. One of the senior managers mentioned that she has learnt to use her natural silence in her day to day work. By keeping silent and reading faces she learns what is really going on. She has learnt that by keeping quiet you can affect the behaviours of others.

Furthermore, being interested in people and being present three managers pointed out as one of their strengths. Also, being present and “see the person” in order to note that different people need different kind of leadership and support. In fact one of the interviewee said that she is always there for her subordinates, even in the middle of the night.

Also the managers emphasized their ability to establish a good structure making it clear for the team what is expected of them. Additionally they comment that their ability to be structured seem to be appreciated from their manager colleagues and also their own managers. Some of them also mentioned traits as calm, kind, caring, mature, staunch and fair as key traits for them to lead in a successful way. Several managers also mentioned that they thought in order to be a good leader the team members
must trust the leader. They said they try to earn the trust by trusting the team members first, admit when they make errors and be open. One manager said that he focused to always being able to stand for what he had said in order to be trusted. In order to stand for what he has said, he explained that it is important for him to think though his answer before he speaks it.

Although the managers said their introvert personality has contributed to their success in leadership they mention some situations when they thought that their innate introversion could have been in the way for being an even more successful leader. Most of the leaders mentioned that they would like to be more dominating and speak up more often at important meetings. In order to be able to speak up more often, one manager said that she works on trying to speak before she feels like she is “done with the thinking” and hence trying to use a more extrovert approach. One manager mentioned that by him not been dominate enough; he thinks that he is not using all of the team’s potential. He thinks that he might be able to lead in a more distinct way if he communicated the goal of the group in a more clear way but also demanding of the team members to set clear goals together with him.

The majority of the managers also said that they would like to be more social at events in order to bound and network with new people. However, they did not think they had a hard time bounding with their team members. They said that the networking is an important part of keeping up with new techniques, what happens in the business and also to open up new opportunities for their team members when they are working as consultants. One of the managers told that she has learnt to conquer the cocktail parties. Although she rather would be doing something else she has adopted a way of handling the cocktail parties by preparing a goal on which people she needs to talk to before she is allowed to leave. By recognizing the people she needs to connect with she is able to show her presence and making the right connections without having to offend her introvert personality too much by having to mingle with all different people.

Many managers also mentioned that they would like to take more active initiative. Furthermore, one manager mentioned that if he took too little initiative and was not dominant enough, he feared that he become invisible to both his team but also to his colleagues and his manager. A good manager cannot be invisible, he said. In order to avoid that he tries to take more initiative and be a little more dominate then he feels come natural. Moreover, another manager wishes to become more charismatic because she thinks that would help her to engage her team more and also that she would have a better rhetorical skill in order to influence people around her.

4.2.2 Engagement and empowerment of subordinates

All interviewees told that they find it important to listen to ideas and suggestions coming from their subordinates. Most managers also mention that they use delegation as an important instrument in order to keep the day to day work going and to keep the subordinates engaged and involved. Also,
involvement of the subordinates in decision making and performance seems to be important to all interviewed managers. The managers believe that the inspiration and commitment increase when the employees are invited to participate in the work. One manager mentions that she set the direction but let the employee decide how to solve the task. Most of the managers tell that they are curious by nature and like to dwell into details however it is their curiosity and not a need for micromanagement that drives them to discuss and ask for details.

Two of the managers mention that they do not make more telephone calls than needed. Instead they prefer to manage by walk around the corridor to talk with people each day in order to keep up to date with ongoing tasks and issues and to motivate their subordinates by showing true interest, respect and inclusion.

To be able to give the team members the opportunity to develop all of the managers believed it is important to set a goal that the team member can strive towards. However, the managers’ methods to develop such goal differed. The majority of the managers believed that the individual goal should be set in agreement with the team member, for example at the yearly development meeting. All managers also believed in starting off with a dialogue asking the team member what his or her goal was. If the team member had a clear goal, which was in line with the company’s goal, the goal was set. However, if the team member was unsure and not coming with any suggestions, the methods used by the managers started to differ.

To set the goal, half of the managers then started to support the team member with questions trying to raise consciousness what the team member think is important for their carrier whilst the rest of the half were more in a state where they did not know what to do. The consequence for the second half of the managers was that no clear goal could be set. One manager explicitly told that he wished to be more dominant in situations like this. He said that if he evaluated the situation afterword he was clear of what he could have said but the particular situation often comes so quickly and that he then has a hard time to improvise. Moreover, one other manager said she had similar problem to improvise quickly when for example her more extrovert team members come with argument at the yearly salary meeting.

All the managers said that they like their team members to grow and also to take initiative to develop. One part was the already mentioned goal planning. The majority of the managers believed that every human feel good when they are needed and one way to make a team member feeling needed is to make use of his or her good ideas. All the managers said that they like to take the idea further if it was in line with the organization goals and also the goals of the group. They do it by supporting the team member in a humble way by finding the right channels to develop the idea further. One manager pointed out that he worked much for establishing a work environment where all new ideas are good initiatives and are worth listening to. He is doing this by always taking time for his team members, listen to what they have to say and also reward them. He never takes the credit for the idea and let the
team member present it and take all the praise for the result at a bigger meeting. The appraisal at the meeting from other groups and managers can be seen as the reward, the manager believes.

Two other managers also emphasized the importance of having a climate where the team members are not afraid to express new ideas. Also, they believe it is important how they communicate with the person giving the idea when it will not be taken any further. This, they said, will be done by giving the person a factual explanation why they could not go through with it. It might be caused by not correspond with the organizational goals for example. However, it is also important to let that person know that the idea was appreciated and that the person is always welcome to discuss whatever ideas he or she has. All the managers seemed to value their teams high and also an open environment which welcomes all thoughts and ideas. This, the interviewees believe, make the team member feel needed and part of the organization.

4.2.3 Conflict handling

Conflict is any disagreement between people. Though the definition by itself is not negative, many people experience discomfort when team members disagree, employees push back or when one is questioned by its superior. Despite this no one of the respondents tell that they are avoiding conflicts per se. One respondent even tell that a conflict can be refreshing as this is an opportunity to discuss different views and bridge misunderstandings.

All respondents emphasise the importance of listening when dealing with conflicts. All said that they wanted to hear the view and standpoint of both counterparts when handling conflicts between two of their subordinates in order not to jump to conclusions. One of the respondents believe that she is good at facilitating meetings between the two conflicting parties and this goes along with another manager who says that she tries to stick to the agenda of the meeting, listen, keep a structure and talk about attitude and behaviours. All respondents tell that they are good at keeping the feelings at a distance and that they are able to have the core question in focus. Also, they are good at picking out what the real problem is.

Sometimes the team members have not acted according to plan. This calls for a though talk. All the managers said that they did not like these kinds of conversations but that they know they needed to have them. All of the managers also said that they believed that they have learnt with time that often at this type of conversation they will feel worse before but better afterword, hence the goal with the conversation is to help the team member.

All of the managers said several times during the interviews that they cherish their introvert trait of being good listeners. During though talks the majority of the managers believed that their ability to listen and not letting emotions take over in order to be objective, helped them perform a developing talk with the team member. One manager especially pointed out the importance of first listen to the
person’s own version without judging so that no misunderstanding occurs that subsequently can damage the relationship and trust. The trust, he said, is an important part of a manager – team member relationship. He works hard on establishing and maintaining trust every day by being authentic, trustworthy and admitting errors. None of the managers wished they would be able to use a more extrovert approach in these talks by being more dominant or assertive.

4.2.4 Decision making
All respondents tend to take in others view and expertise before making a decision. This seems to be especially important when major decisions are at stake. The respondents tell that they seek to understand and see the whole picture before making a decision and therefore the expert knowledge from experts and specialists tend to be essential. They do not automatically follow the view and advice from others in taking a decision rather they collect information from all different direction in order to set a good base to support their decision. One manager says that she wants “all the cards on the table” before she makes a major decision.

Two managers tell that they often wait over night before making a major decision as it often happens that other possible ideas and insights come to mind during a good night’s sleep. One manager says that she is reasoning with herself and writes lists looking for both positive and negative things around the tentative decision. Also, she seeks to see different decision alternatives before taking a major decision.

If the decision will affect the team all respondent managers say they often seek to involve the group in the decision making. There is no need to reach consensus in the group for the decision but it is important to include the perspective of the group at the question at hand.

4.2.5 Influencing others
The majority of interviewees tell that they tend to be well prepared for meetings and decision making. One interviewee says that she relies a lot on experience and her insight in the questions to be addressed at the meeting and hence does not prepare extensively for every meeting. However, if important questions are to be addressed she will prepare at a larger extent.

The interviewed managers influence others by combining a helicopter perspective with in depth details setting the whole picture. One manager tells that he use logic and clear arguments in order to influence others. Another manager add to this that she tend to bring clarity and structure and by making use of her listening skill she can take on board others views and use these to adjust her own thinking. By this way of working she is able to incorporate different perspectives into her argumentation and help others to see the picture from different angels and subsequently follow the path that the manager has set out. If pushed back with harsh arguments and if others have no interest to discuss in a constructive way one manager has a tendency to draw back and say that they need to discuss more at a later date before which she will have collected new arguments and prepared herself. A third respondent tell that she has
a clear vision to where her department should head and she recounts the vision together with the current objectives in the beginning of all department meetings in order to influence and involve the subordinates in current work.

Two of the interviewees mention that they use to take a walk to get some quiet time. During these walks they reflect on decisions to be made, how to present ideas, how to connect with people, think about other people and see life from their perspective which make them more prepared for how to engage and handle the upcoming tasks and situations.

Some of the interviewees express a wish to be more charismatic in order to increase engagement and to better influence others. When presenting to others one of the interviewees tells that she tries to make use of her body language in order to get the presentation more interesting and get buy in for her ideas and proposals. Another interviewee tells that she likes to draw pictures describing her thinking and that she tends to use these pictures and images as a tool when influencing others.

Networking and building relationship is not something that any of the interviewees are mentioning when it comes to influencing others. In fact, some of the managers say that they need to bring networking into their day to day work in order to improve their ability to influence others.

While trying to learn more and to find out the view of others, two managers mention that they talk to their colleagues and subordinates in small groups or one-on-one meetings before they bring the subject matter to a larger audience. This is also an approach that is used when the managers need to influence others in decision making or securing a decision.

One of the managers tells that she use to go to an extroverted colleague in order to test her ideas before bringing them to her group. The feedback that she receives on her thinking and planned way of presenting her idea gives her valuable information on how she can improve the presentation in order to get everyone on board. Also, it gives her valuable information about how extroverted person in her group might respond to the idea.

One of the managers mentioned that her methodological way of working contributes to that the leadership group is working in a structured way, too. Moreover, her calm and quiet personality brings tranquility to both her subordinates/group and the leadership group.

4.3 Findings from the direct observations

Under the interviews the interviewees were observed and ten traits were scored from 1 to 5, where 1 was "not at all" and 5 "exactly right". A mean I-point (introvert-point) was then calculated from all ten traits. A mean close to 1 corresponds to being perceived as extrovert, close to 5 as introvert and close to three as ambivalent.
The six respondents were all above the middle of three, which corresponds to an ambivalent appearance. Three of them (respondent 1, 4 and 5) were close to four which correspond to an introvert appearance. These three managers were the ones perceived as the most introvert according to the authors. All of the interviewed managers scored high (four or five points) of mature and good listener and semi-high on thinks before speaks and not energetic. However, the interviewees scored low in general on tense with two one points and a mean of 2.5 points.

The results are presented in Table 4.1. The table is also colour coded with extrovert as red, introvert as green and ambivalent as orange.

Table 4.1 – Result from direct observations (rendered from own collected data)

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5 Analysis and discussion

In the following section the findings are analysed and discussed. The section starts with the analysis of the results from the survey which investigates if there was any introvert managers at the company. The section is then moving on to the analysis and discussion of the findings from the interviews which can be coupled to the research question of how introvert managers lead. The section finishes off with analysis and discussion of the direct observations captured during the interviews.

5.1 Analysis and discussion of the survey

The answering rate of the survey was 34%. The low participation rate might be caused by that the survey was sent out during one week in connection to Easter break and many might have been on vacation.

From the survey it could be seen that the mean value was 9 number of “yes” answers (maximum 20), the most common score was 8 “yes” which 26% answered and 30% had more than 10 “yes” answers. The more “yes” answers, the more probable that the manager is introverted. For the managers having almost equal amount of “yes” and “no” answers can imply that they are ambivalent, which means they act both introverted and extroverted. Although this test might give a hint of the manager, it does not mean that the manager’s behaviours can be predicted in any situation since no one is completely introverted or extroverted but more a mixture (Cain, 2013b, pp. 28-29).

However, a conclusion can be made that the majority of the managers, at the consultancy company included in the initial large survey, have extroverted traits but there are also some managers with introvert traits. If comparing the answers from the whole group with the six most introverted managers’ (with 13 and 14 “yes”) answers both similarities and differences could be found. The group was quite unanimous that they believe they are good listeners, are perceived as mellow and soft spoken, do not work best by themselves, care less about money and fame, like to celebrate their birthday in a small scale, do not like conflicts, take moderate risks, and never lets calls go thought to voice mail, do not work best on their own and have nothing against multitasking. The group answered that they do not prefer to express themselves in writing which contradicts the observations of Kahnweiler (2013a) who states that introverts make use of writing in order to make an impact.

The answers are both introvert and extrovert answers from extrovert managers and extrovert and introvert answers from introvert managers. This might be explained by this company hiring a specific kind of person with these traits, but also since all people have both kinds of traits.

Moreover, the investigated company is mostly consisting of engineers which are consultants. The company like the consultants to be social and outgoing to function well in a business where the consultants have frequent meetings with customers. The managers act as managers but they also have
the responsibility to sell consultant services hence cannot be afraid to take contact with new people. In
the consultant business the managers need to be fast in order to get the deal before competitors. This
might explain why the managers answered that they did not prefer to express themselves in writing
since the work environment calls for quick responses, like for example phone calls instead of writing
and then waiting for the reply.

The type of management role at this company might also explain why almost all managers answered
that they never let incoming calls go through to voice mail since it can be a lost sale. Also, the
managers said they did not like to work alone. This might be explained by the managers need to work
tight together to get a synergy effect from the sales since one manager only has around 10 consults.
With collaboration they can help each other sell consultant services and secure that the customer gets
the right consultant for the assignment. It is most likely that the company values collaboration spirit
high when recruiting new managers, introvert as extrovert, since it seems to be crucial for the
business. Moreover, a secondary effect is that the group members also benefit from this collaboration
spirit since a good manager will facilitate collaboration and team spirit that inspire and motivate the
group (Kirkpatrick & Locke, 1991).

However, the six most introverted managers, according to this survey, had some questions not
consistent with the answers from the rest of the group. They more often preferred talking between four
eyes rather than hanging out in a group, liked to be for themselves which is consistent with the
observations of Kahnweiler (2013a), do not like small talk but prefer deep conversations, like to
immerse into assignment without being interrupted, thinks before they speaks, feel tired after a night
out although they had fun, concentrates easily and in educational contexts prefers lectures before
group assignments. All these answers are consistent with the traits that Cain (2013b, pp. 28-29)
ascribes an introvert person and hence come as no surprise.

As a conclusion it can be said that the majority of the managers answering the survey possess many
introvert traits such as being mellow, mature and soft spoken, good listener and concentrate easily and
at least 30% (six managers) are probably more introverted than extroverted. Consequently, introvert
managers exist, and their leadership styles will be further investigated in the focused interviews and
the results presented in the next section.

5.2 Analysis and discussion of the completed interviews

In this section the analysis of the interviews with the six introverted managers is presented. To link the
analysis and discussion to the research question this section is divided into different subsections that
directly connect to the different elements of the research question. The different subsections are
introverts’ leadership in general; the way introverts bring engagement and empowerment; how
introverts handle conflicts; how introverts make decisions; and how introverts influence others.
5.2.1 Ways to lead in general

All the interviewed managers were promoted or recommended to apply for their first manager position. They had all been thinking about taking on a leading role but had not taken own initiative to apply for a manager position earlier on. Since an extrovert person in general is more outgoing compared to an introvert person, likes to be in the centre of attention, chase rewards and acts more spontaneous it might be more likely that an extrovert person would apply for a manager position on own initiative. Consequently, more managers will be of the extrovert kind despite of the introvert person’s ability to lead.

The interviewed managers seemed to possess many traits and characteristics that are thought to belong to a successful and effective leadership (Kirkpatrick & Locke, 1991; Goleman, 1998), which should not come as a surprise since they are successful leaders. Some traits mentioned by the managers were humility, trustworthiness, authenticity, passion and emotional intelligence. These traits have been shown to contribute to a successful leadership (Kirkpatrick & Locke, 1991).

However, the results indicate that they lack the more extroverted traits for a successful leadership, such as assertiveness and extroversion (DuBrin, 2010, pp. 32-47). Several managers said they lack the ability to be assertive when it came to push their employees to set up goal for themselves and when in opposition with their manager for the sake of the group. Also, some of the leaders expressed the will to develop a more extrovert approach under some situations in order to be more successful as a leader. The situations mentioned was the desire to be more dominating at important meetings and speak up more often. One other situation was when communicating the goal they wished to do it in a more assertive and clear way. However, research has shown inconsistent results of the need for a leader to be assertive and dominant although a leader needs to be willing to exercise power over the subordinates, tell them what to do and make appropriate use of positive and negative sanctions (Kirkpatrick & Locke, 1991).

For the general traits the managers all seemed and expressed that they are self-confident and believe in their ability to manage specific assignments. Since all interviewed managers were relatively experienced the self-confidence might not have been innate but acquired over years of experience. During the interviews all managers came off as humble and expressed that they value their teams high. The managers preferred when the team members thrive and have no desire of taking credit for an idea or accomplishment a team member came up with, although the managers helped the team member by support and guiding. Consequently, the managers can be said to be self-confident and humble which are general traits for successful leaders (DuBrin, 2010, pp. 32-47; Goleman, 1998; Kirkpatrick & Locke, 1991).
Moreover, the word trust was mentioned several times. Several managers believed that it is crucial to be trusted but also to trust its team members. They also were relatively consistent that in order to be trusted a manager needs to be authentic. They said they used their natural ability to be authentic by admitting mistakes they made and never blame others and also by being open and encourage an environment where no question is too stupid by using their innate listening skill. Some managers also pointed out that in order to be a good manager they thought it is important to know and bond with their team members. They did this by organizing activities outside of work and also by showing an interest in the person at work. Also, the bonding with group members was done with a sense of humor, optimism, enthusiasm and warmth. Consequently, the leaders can be said to be trustworthy, authentic, optimistic, and enthusiastic, have warmth and a sense of humor. All these traits are traits contributing to a successful leadership (Yukl, 1989; Kirkpatrick & Locke, 1991).

The managers also seemed to possess most of the task-related traits of passion, courage, internal locus of control, flexibility and adaptability, emotional intelligence to make a successful leader (Yukl, 1989; Kirkpatrick & Locke, 1991). The managers showed passion for work and people by always wanting to achieve goals and finish assignments to 100% and also by always putting their team first. When the managers need to complete a task or reflect on ongoing issues and tasks some managers said they close their office door. Others said they use the lunch break to take a walk in order to get some time to think and being alone.

All the interviewed managers seemed courageous. This seems more like an inherited skill since for example all managers never hesitated before accepting their first management position. This takes courage since they had never been managers before. Moreover, none of the interviewed managers expressed they had any particular fear for any situation. However, some managers said that they wish they would take more initiative in general and taking initiative is part of being courageous. But at the same time, the general impression of the interviewed managers was that they are courageous.

The task-related trait internal locus of control refers to the managers being able to believe in their innate capacity to take charge. Here the managers were quite different. As mentioned in 4.2.2 – Engagement and empowerment of subordinates, where the managers were to set goals with their subordinates, half of them stumbled when the subordinate did not come with any suggestions. They did not manage to lead the team member to come up with a goal. The managers which did not manage to lead in this situation expressed a doubt in themselves. This can be coupled to capacity to take charge which they did not manage to do. Hence half of the manager might not possess internal locus of control while the other half taking control over the situation did.

One striking feature that all interviewees say that they find useful is their listening skill. All managers seemed to use their listening ability to understand other’s feelings and as a help to connect with their team members which can contributes to a successful leadership. The managers use their listening skill
at all different occasions such as team meetings, big business meetings, performance reviews, walking the corridor and more. By being a good listener and listening to others views and ideas they show an interest in others while gathering information that they later on can use in decision making or strategic planning. The interviewees tell that people tend to listen when they do speak up and that people find their comments to be very powerful, which is in accordance with what both Cain (2013a) and Kahnweiler (2013b) write about the introverted and reflective leader.

The findings in the present study show the interviewed introvert managers possessed around 11 of DuBrin’s 13 personal traits, which contribute to a successful leadership. An introvert manager might not score as high as an extrovert at personal traits such as assertiveness and extroversion but compensate with a higher score than the extroverts in humility, trustworthiness and authenticity. Consequently introvert and extrovert managers seem to possess the same amount of personal traits which contributes to a successful leadership. This might question the common perception that introvert might not be as suitable as extroverts to hold a manager position. Also, Yukl (1989) describes that the goal is not to possess all of these traits for successful leadership but a balanced mixture. That might explain why the introvert leaders score low on assertiveness and extroversion since their leadership style would not be balanced if they possess them and at the same time act as introverts.

Kahnweiler (2013a) describes that introvert use six strengths to achieve an impact: taking quiet time, prepare, engage in listening, focused conversations, writing and thoughtful use of social media. One part of being a leader is to make an impact in order to lead people. The interviewees did not stress the importance of quiet time, in contrary half of them said that people give them energy and they also described the perfect day at work as a mixture of individual work, meetings and spontaneous discussion with people. However, whilst not stressing an importance of quiet time the managers seem to want to have some quiet time between different activities and they need quiet time when they think things over especially before major decisions are to be made.

Preparation was mentioned several times that the managers use to make an impact. Preparation was mentioned when hosting an important meeting but also small meetings in order to give the participant a clear structure and a goal of what the meeting was all about. One manager also described the way in which she prepared for more social events, where she prepared questions and subjects to talk about in order to make a good impression. This is consistent with the preparation described by Kahnweiler (2013a).

Moreover, all managers mentioned several times their engaged listening as one of their core strengths. Focused conversations were mentioned in the context of affect for instance though talks or trying to convince somebody of something. However, writing or thoughtful use of social media was never mentioned. Furthermore, by looking at the result from the survey, the majority of the six most
introverted managers, they did not prefer to express themselves in writing. However, they might still use writing as a powerful tool to achieve and to have impact.

Another characteristic of introvert leaders that is described by Kahnweiler (2013a) is that they tend to think before they speak. During the interviews the managers mentioned that they like to think before they speak. One manager especially pointed out the importance of this since he said it is directly coupled to his trustworthiness which he thinks is crucial for a good leadership. If he was to speak before thinking the answer might not be correct and needs to be corrected afterwards and hence damage the relationship between him and the subordinate. Although the managers like to think before they speak one manager mentioned that she sometimes think that she thinks for too long instead started to practice speaking a little sooner than she feels is comfortable. This she thinks will help here to be able to influence more in the organization and speak up before it is too late. This also suggests that the leaders push themselves and practice, which Kahnweiler (2013b) argues are described as two out of four crucial steps that make a good introvert leader.

One of the interviewees tells that silence can be a powerful tool for the introverted leader. Introverts are normally not afraid of silence while extrovert people tend to be uncomfortable in silence and try to fill the gaps with comments that are off the cuff (Kahnweiler, 2013b). By sitting quiet, looking around and being curious about what is going on it is possible to learn a lot since more extroverted people involuntary will reveal things both by body language and spoken words. Being quiet also let you have the time to reflect on what is being said in the meeting room and what emotions that is present in the room.

During the interviews the managers showed a side of transformational leadership that they used in particular: individual consideration. One manager said that she adjusted the meetings after participants and one other said that when giving positive feedback he give them feedback in different ways. Also, one said that he adjusted the type and amount of support depending on how experienced the team member was. Moreover, transformational leadership is also about the focus on developing and transforming people (Kendrick, 2011). Especially developing team members were mentioned several times during the interviews and the managers seemed sincerely interested in having their team members grow as much as possible by going beyond their own interests and toward the good of the group.

The majority of the interviewees express a strong interest in their subordinates and their individual development as well as the development of their organisations. The interest in change and development suggest that the managers use a leadership style with elements from the transformational and LMX leadership styles (Harris, et al., 2009; Kendrick, 2011; van Breukelen, et al., 2006; van Eeden, et al., 2008) although transformational leadership often is connected with an extroverted personality and charisma.
Swedish leadership is described as participative where the manager consult with the subordinates, focus on interpersonal relations, change-oriented, humane and not working for their own self-interest but the common good. Also, the Swedish leadership is characterized by team-work with collaboration and consultation rather than supervision and instruction which is part of the transactional leadership (Holmberg, 2006). Only one manager said he used reward as an incentive which is a kind of contingency reward. However, most of the managers said they have had though talks with subordinates after the team member misbehaved in some way. This is a kind of transactional passive leadership style where the passive leader waits to take action until the behavior has created problems. (Judge & Piccolo, 2004) The Swedish leadership is, like transformational leadership, linked to charisma (Holmberg, 2006).

As a conclusion, the managers from the interviewees seem to have a lot in common with participative, transformational and Swedish leadership in forms of participative decision making, focus on the team, working for the common good, encourage team members to develop and are change-oriented. However, the transformational leader is also described as charismatic and extrovert which is not traits that match the interviewees. (DuBrin, 2010, pp. 86-87)

The behavioural leadership theories recognise that leaders can be made by developing certain behaviours in contrast to the trait theory that believes that leaders are born (Turner & Müller, 2005). The results from the interviews suggest that the managers believe that they can adopt certain styles and behaviors which they were not born with. Also, in the present study the results suggest that the introverted leader continuously looks for ways to improve their leadership style and try to adjust their behaviour to the current situation, which points to that an individual’s innate traits is not all that matters when it comes to leadership. According to John Kello (2012) we all have preferred behaviours whatever particular personality type we have and the key to success is that we develop work around behaviours.

5.2.2 Ways to engage and empower subordinates

One characteristic that all the interviewees express is that they have no need for being in the centre of attention or taking all the credit. Instead they share credit as credit is due and carefully consider the other people’s ideas before taking it on or rejecting the idea. When rejecting the idea the manager tells why the idea will not be followed through.

Another characteristic that all interviewees mention is their skill to listen carefully and a tendency to ask questions in order to learn more and to get the whole picture. According to McDowell (2012) and Grant et al. (2010, 2014) these traits in combination with that the average introverted leader has no need to take all the credit, leads to that introverted leaders are more able to access new and good ideas from below. Having a superior that is willing to listen to your ideas and discuss its benefits or
shortcomings will bring engagement as most people get motivated and inspired if they are listened to and that they feel that their view matters.

One common theme to bring engagement and inspiration mentioned by the interviewed managers was to set the task into perspective. The introverted managers are all willing to share their own view whilst open to listen to the employees’ views, ideas and knowledge. Moreover, by their keen interest in every employee’s strengths, weaknesses and ambitions they try to fit the right task to the right person. The mere act of involving others to achieve goals, asking someone for help and advice will engage people and increases the leader’s influence. However, it takes preparation, planning and management to involve others in a timely and effective manner (Kahnweiler, 2013a).

The interviewed managers all seem to create empowerment by a participative management such as conferring with team members before decision making. DuBrin (2012, pp. 346-350) outline different empowering practices that successful leaders use and the results from the present study suggest that several of these practices are used by the interviewees such as link work activities to organisational goals, provide ample information about everything that affects the subordinates work, allow the group members to choose methods, establish limits of empowerment and continue to lead by providing guidance, emotional support and recognition.

5.2.3 Ways to handle conflicts

Managing conflict constructively is a challenge. According to Cain (2013a) one trait that identifies an introvert is to be afraid of conflicts. In addition, Isaksson (2008) write in his report around managing the Swedish way that Swedish senior managers sometimes have a problem with handling conflicts. However, no one of the interviewed managers in the present study express that they are afraid of conflicts. Instead the results from the interviews indicate that the managers have learnt how to handle conflicts and that they use their innate traits of structure and listening skill to pin down the actual problem, leaving emotions outside.

The results from the interviews do not reveal if it so that the managers have accepted conflict handling to be part of the role of a leader and hence would not have accepted a leader role if being afraid of conflicts or if it is so that being afraid of conflicts is not an introvert trait.

5.2.4 Ways to make decisions

In decision making it seems like the introverted leader is using logic and an objective mind. The task is evaluated impartially and personal needs, values and interests are kept out of judgement. Before making a decision listening to others when they express themselves is important in order to collect more insight and knowledge.
Kahnweiler (2013a) describes that introvert leaders like to focus on depth and dig deeply into issues and ideas before considering any new. However, during the interviews the managers described that they can make decision quite quickly. They said they often needed some kind of assurance, such as data, but if the decision was in line with the organizational and group goals a decision could be made quickly. For important decisions some manager said they preferred to think of it overnight and decide the coming day. The conclusion from the interviews is not completely consistent with the thoughts of Kahnweiler (2013a) since the managers did not seem the need to dig deep before making a decision.

The results from the interviews indicate that the managers consult the subordinates in decision making either on an individual level or on a group level, which fit with the consulting decision-making style within the normative decision model (DuBrin, 2012, pp. 287-290; Vroom, 2000; Vroom, 2003).

In the present study the managers say that they do not need to know all the details but want to know how the subordinates aim to solve the assigned tasks. Also, the results indicate that the managers use the delegate decision-making style as several of the managers tell that they permits the individual to solve the problem and make the needed decision within the prescribed limits. In this leader style the manager works behind the scene providing resources and encouragement (DuBrin, 2012, pp. 287-290). Similarly, the involvement of subordinates in decision making suggest that a participative leadership style could be used (DuBrin, 2010, pp. 112-114; Greiner, 1973).

Vroom and Jago (1995) suggest that the disposition toward autocracy or participation in decision making is learnt as a result of the decision-making history one experiences. Also, results from others’ studies indicate that the most autocratic predispositions are found in the military while the most participative tendencies are found in academic and governmental settings which resemble the settings in the present study with managers in settings within R&D, government and engineering (Vroom & Jago, 1995).

5.2.5 Ways to influence others

All interviewees express that they use their innate characteristics of working methodically and prudent when collecting information. This information is subsequently put together to build the background and a framework for further discussions. The respondents state that they like to influence others in a structured way. They tend to bring the background information to set the subject into context and thereby allowing everyone to see the big picture whilst still having focus on the issue at stake. This brings structure and a methodological way of working to a leadership group as well as informed and reasoned decisions.

The methodological way of working goes well when there is time for reflection, listening and strategic thinking. However, in situations when upper management or external parties want a quick answer or analysis of the situation the introverted leader is forced to act more extroverted. This is also stated by
one of the interviewee who tells that she would like to be more extroverted when she just has one chance to respond to queries coming from outside her own department.

The characteristic that the interviewees express over that they have no need of being in the centre of attention or taking credit can potentially affect the way others acknowledge the introverted leader. Jennifer B Kahnweiler (2013b) writes that many introverted have difficulties finding a slot in which they can insert their ideas, particularly in group discussions. Moreover, by not taking the stage it can lead to missed opportunities for both the introverted leader and his or her group.

The results from the interviews suggest that it is common by introverted leaders to lay out organizational goals, objectives and tasks on the table and let the team work out how to achieve the set targets. By letting the team to be involved in the planning the introverted leader achieves commitment and engagement by his team to deliver.

In periods of change people feel unsettled and look for advice from their leader and in these situations introverted leader’s calm focus and careful preparation will help people to move forward (Kahnweiler, 2013b). When dealing with change asking questions, listening to concerns and translating new directions become key parts of the leader’s role and these are all skills that the introverted leader masters although the need for communicating often and clearly can be a stretch.

5.3 Analysis and discussion of the direct observations

The direct observation resulted in that half of the managers were perceived as introvert and the other half as ambivalent, although all interviewed managers had taken either MBTI or DiSC test with the outcome that they have an introvert personality. The results from the direct observations might be explained by the interviewees putting on a more extrovert approach at work.

The managers scored high on mature and good listener and semi-high on thinks before speaks and not energetic. These scores are consistent with introvert personality described in Table 2.1 – Definition of introvert and extrovert by traits. However, the interviewees scored low on tense which also was anticipated to be scored high since it is an introvert trait. This might be explained by the interviewee came across as more extrovert as experienced managers have learnt to master meetings as well as taking on a leading role. Less experienced introvert managers could possibly show more introvert traits in a similar situation. Furthermore, the managers scored semi-high on active which for instance Kirkpatrick and Locke (1991) have pointed out to be an important trait for leaders that wants to advance. However, since introverts are not as triggered by fame and raising in degrees as an extrovert manager (Cain, 2013b, p. 23), the introvert leader might strive more to be successful leader at his or hers current passion. Consequently, they do not need to utilize their active side since they do not value promotion that high.
5.4 Proposed introvert leadership model

One of the objectives of the present study was to seek to find a relationship between introvert orientation and leadership by answering the research question:

*How are introvert traits used in the leadership by successful, introverted leaders with specific attention to engagement and empowerment of subordinates, conflict handling, decision-making and influencing others?*

Below follows a discussion, including the different elements of the research question, which leads on to a proposal for a model for introvert leadership.

Leadership has been studied in many different ways. Most of the studies have divided naturally into distinct lines of research and have been classified according to whether the primary focus is on power-influence, leader behavior, leader traits, or situational factors that interact with behavior, traits, or power. However, different lines of research have shown little interest in each other’s research and have rarely taken a broader view of how the way traits, power, behavior and situation all interact to determine leadership effectiveness (Yukl, 1989). Therefore, there is no clear cut linkage made between different definitions of leadership or different leadership theories. In the present study focus has been on the major leadership theories and elements of these theories have been used when trying to connect a leadership style to introverts.

The most pronounced trait that the interviewees mentioned in the present study was being good listeners, which therefore could be seen as one of the corner stones in leadership by introverts. Their listening skill brings about a sense of presence and interest. Being present in both body and soul will in combination with an interest in others work and views bring about engagement and inspiration both on an individual and group level.

The results from the interviews indicate that the introverted leader’s innate personality to work methodically has an effect on both employees and other working partners. Combining the listening skill with a methodically way of working brings structure and calm to the organisation, which is also mentioned by three of the interviewees when asked about what they bring to the working climate of their organisation. Also, the results suggest that the combination of listening skill and methodically way of working is commonly used by the introvert leader in conflict handling. When handling conflicts the interviewees tell that they first listen to the different counterparts and then try to bring structure to the situation in order to resolve the issue.

A participative leadership style does seem to come natural to the introverted leader. In participative leadership the leader involve their team members in making and implementing decisions (Arnold & Loughlin, 2013; DuBrin, 2010, pp. 112-114) which is the opposite of an autocratic leadership in which
the leader will tell the team members what to do (DuBrin, 2010, pp. 114-115). In the present study the interviewees express evidence of participative leadership when describing how they involve their employees in problem solving and in goal setting and achievement. Also, the interviewed managers say that they use to present a task or problem to their group or subordinate and then give the group or subordinate responsibility and freedom to accomplish the task or solve the problem within prescribed limits.

Another leadership style that seems to link well to the results of the interviews conducted in the present study is the leadership-member exchange (LMX) theory. The LMX theory states that the leader should treat their various subordinates differently and it has also a focus on the working relationship in respect to quality and exchange between the leader and the various team members, department or organisation (Harris, et al., 2009; Schyns & Day, 2010; van Breukelen, et al., 2006). By being a good listener and preferring deep conversations chances are high that the introverted leader will capture the needs and deeds of their employees.

In the present study all interviewees mention in some way that they have their subordinates in focus, that they adapt their leadership style to each individual and that they work to match the right task with the right person. Also, all interviewees say that they like to share information and collect the view from others before making a decision. Combining these two working practices point to that a high quality relationship and exchange is formed between the leader and the subordinate. This suggests that LMX could be a leadership style used by the introverted leader. However, as no subordinates were interviewed in the present study, this conclusion is only based on information from a leader perspective although the LMX theory states that there should be an exchange between leader and subordinate.

When it comes to decision making the evidence from the present study suggest that the introverted leader does not need consensus to make a decision. Instead the results from the interviews indicate that the introverted leader use a consulting decision-making style in which the problem or task is presented individually to persons or to groups of people followed by that the leader collect the various proposals that come forward and then makes the decision (DuBrin, 2012, p. 287; Vroom, 2000; Vroom, 2003). As the interviewees also express that they trust their employees and let them solve problems and work on tasks on their own, with no need of detailed updates, there is reasons to believe that the managers also make use of a delegated decision-making style (DuBrin, 2012, p. 287; Vroom, 2000; Vroom, 2003).

As the study was conducted in Sweden and interviews were made with Swedish leaders it is possible that the leadership style that was revealed through the interviews could be affected by Swedish leadership and not only by introvert leadership per se. Swedish leadership is often described as participative and that there is a strong desire to reach consensus (Holmberg, 2006). In the present
study all interviewees told that involvement and participation of subordinates were important elements in their leadership. However, no one of the interviewees expressed the view that they needed to reach consensus before making any decision, which oppose the Swedish leadership style.

The quiet strength of introvert individuals do not naturally match with the charismatic way of leading as charismatic leaders often typically communicate using a colourful, imaginative and expressive manner (DuBrin, 2012, p. 107). The results from the present study indicate that the introvert leader make use of body language, pictures and images when presenting their ideas. However, their tendency to think before they speak and preference for structure suggest a more stringent than charismatic leadership.

Based on the findings in this study a model for introverted leadership was constructed and the proposed model can be seen in Figure 5.1.

![Figure 5.1 – Proposed model for introvert leadership (own)](image)

The model propose that the introvert leader make extensive use of the following introvert traits: engaged listening, like quiet time, focused deep conversations and work methodological, structured and prudent. By using informing, consulting and supporting behaviours the introvert leader brings inspiration and engagement to subordinates. These behaviours and traits in combination with a willingness and eagerness to adjust leadership style to the subordinates and group characteristics as well as other internal and external factors brings an efficient leadership in which knowledge is shared and created.
By the proposed model the authors have been able to describe a tentative relationship between introvert orientation and leadership. Also, the authors believe that the above discussion has been able to answer the different elements of the research question.
6 Conclusions and implications

The purpose of this study was to shed light on the relatively unknown field of introverted leadership by answering the following research question:

How are introvert traits used in the leadership by successful, introverted leaders with specific attention to engagement and empowerment of subordinates, conflict handling, decision-making and influencing others?

The answers to the research question were sought by a survey exploring the proportion of introvert managers in a knowledge intensive company providing consultancy services, in-depth interviews of successful introvert managers and by direct observation of the manager’s behaviours during the interviews.

The outcome of the study suggests that introverted traits can be used in a very successful way in order to build a strong leadership and that introvert managers exist. The results from the study indicate that the trait the introverted leader embrace the most is to be a good listener. The listening skill in combination with their preference for deep conversations, interest in their subordinates and a consulting behaviour indicate that the introverted leader commonly use a participative or a leadership-member exchange leadership style leading to both engagement and empowerment. In addition, their listening skill, structured way of working and ability to stay focused are used as powerful tools when it comes to influencing others, conflict handling and decision making as well as bringing clarity and calm to both subordinates and organisations. Also, the results indicate that the introvert leaders continually seek to improve themselves and their leadership and take on more extrovert traits when needed.

One conclusion that can be drawn from the results obtained in this study is that the common perception that a leader needs to possess extroverted traits as well as charisma in order to be successful needs to be revised. Introvert traits can be as powerful as extroverted traits; the objectives will only be reached in different ways.

In the present study managers working in knowledge intensive companies in Sweden were included and hence the proposed introvert leadership model might not generalise to all different workplaces and cultures. Therefore, to better understand introvert leadership suggested areas for future research would be to explore introvert leaders at different workplaces (business areas), and to explore what difference different cultures and countries bring to an introvert leadership.
7 References


[Accessed 8 March 2014].


8 Appendices

Appendix A – Personality assessment tools

All the interviewees had taken Myers-Briggs or the DiSC test before the interviews. The assessment tools were not used by the authors but below follows a brief description of the assessment tools for the interested reader.

Myers-Briggs Types Indicator assessment

The Myers-Briggs Types Indicator (MBTI) is a popular assessment instrument that is used to test personality traits. Millions of people worldwide have taken the Indicator test each year since its first publication in 1962. The MBTI was developed by Katherine Briggs and her daughter Isabel Briggs Myers in the 1940s following their interest in personality patterns. They had started to collect data by asking friends and guests about favourite activities, habits, decision-making patterns and work. The data formed the basis for the evolution of different personality types with similar preferences.

Carl Jung had started to publish his theory of personality in the 1920s and Briggs and Briggs Myers refined their personality instrument by incorporating Jung’s work into their instrument. After the test person has answered about 125 questions the person is placed into one of sixteen personality types. The MBTI is based on eight different preferences which encompass different orientations of energy, process of perception, process of judging and attitudes towards dealing with the outside world. The test has four scales where Extroversion - Introversion (E-I) is the most important and deals with the question how we prefer to interact with the world. The other scales included in the MBTI are Sensing - Intuition (S-N), Thinking - Feeling (T-F) and Judging - Perceiving (J-P) corresponding to information gathering, decision making and structure preferences, respectively (Boeree, 2006; The Myers & Briggs foundation, n.d.; Briggs Myers, 2001; Nadel, 2008). When the test person’s preference in each category is decided, the person’s own personality type can be expressed as a code with four letters for example ISTJ (Introverted sensing with thinking) and ENFP (Extroverted intuiting with feeling) (Boeree, 2006).

The 16 personality types of the Myers-Briggs Type Indicator® instrument can be seen in Table 8.1 with percentage of each personality type in brackets (N=4808) and the letters stand for I=Introversion, E=Extraversion, S=Sensing, N=Intuition, T=Thinking, F=Feeling, J=Judging and P=Perceiving.
Table 8.1 – The 16 personality types of the Myers-Briggs Type Indicator® instrument (The Myers & Briggs foundation, n.d.)

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DiSC assessment

The DiSC model was first proposed by William Moun ton Marston, a physiological psychologist with a Ph.D. from Harvard, in the beginning of the 20th century. He proposed that behavior expression of emotions could be categorized in four types were labeled as Dominance (D), Inducement (I), Submission (S), and Compliance (C) seen in the picture below. (Discprofile.com, 2014)

Figure 8.1 – The DiSC assessment circle (Discprofile.com, 2014)

The person taking the test will end up somewhere in the circle. The closer to the border the more pure type and closer to the middle means that the person is more of a mix. The D and I type are extrovert while C and S are introvert. The results will help the person understand how to better interact with people and are a common tool for leadership behavior development. (Discprofile.com, 2014)
## Table 8.2 – The Five Components of Emotional Intelligence at Work (Goleman, 1998)

<table>
<thead>
<tr>
<th>Component</th>
<th>Definition</th>
<th>Hallmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Awareness</td>
<td>The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others</td>
<td>Self-confidence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Realistic self-assessment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Self-deprecating sense of humour</td>
</tr>
<tr>
<td>Self-Regulation</td>
<td>The ability to control or redirect disruptive impulses and moods</td>
<td>Trustworthiness and integrity</td>
</tr>
<tr>
<td></td>
<td>The propensity to suspend judgment to think before acting</td>
<td>Comfort with ambiguity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Openness to change</td>
</tr>
<tr>
<td>Motivation</td>
<td>A passion to work for reasons that go beyond money or status</td>
<td>Strong drive to achieve</td>
</tr>
<tr>
<td></td>
<td>A propensity to pursue goals with energy and persistence</td>
<td>Optimism, even in the face of failure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organizational commitment</td>
</tr>
<tr>
<td>Empathy</td>
<td>The ability to understand the emotional makeup of other people</td>
<td>Expertise in building and retaining talent</td>
</tr>
<tr>
<td></td>
<td>Skill in treating people according to their emotional reactions</td>
<td>Cross-cultural sensitivity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Service to clients and customers</td>
</tr>
<tr>
<td>Social skill</td>
<td>Proficiency in managing relationships and building networks</td>
<td>Effectiveness in leading change</td>
</tr>
<tr>
<td></td>
<td>An ability to find common ground and build rapport</td>
<td>Persuasiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expertise in building and leading teams</td>
</tr>
<tr>
<td>Leadership style/behaviour</td>
<td>Short description</td>
<td></td>
</tr>
<tr>
<td>----------------------------</td>
<td>-------------------</td>
<td></td>
</tr>
<tr>
<td>Autocratic leadership</td>
<td>The leader will retain most of the authority and power. The leader makes the decisions and assumes that the team members will follow.</td>
<td></td>
</tr>
<tr>
<td>Charismatic leadership</td>
<td>In charismatic leadership the leader inspires and motivates the team members and expects them to work hard. The leadership style includes among other things being visionary, self-sacrifice and encouraging.</td>
<td></td>
</tr>
<tr>
<td>Contingency leadership</td>
<td>The contingency theory claims that there is no best way to organise a corporation, to lead a company, or to make decisions. Instead, the leader should match the leadership style to the situation. There are different contingency approaches described in the literature e.g. Fiedler’s contingency theory, the goal-path theory, the situational leadership theory, the normative decision model, and the leadership-member exchange (LMX) theory.</td>
<td></td>
</tr>
<tr>
<td>Participative leadership</td>
<td>Participative leadership is a leadership dimension where the leaders involve their team members in making and implementing decisions.</td>
<td></td>
</tr>
<tr>
<td>Swedish leadership</td>
<td>The leadership style is based on a working mode which is characterized by team-work with collaboration and consultation rather than supervision and instruction. In Swedish companies there is a strong desire to achieve consensus and therefore decisions are often made through democratic processes and cooperation. Swedish decision-making can be described as participative.</td>
<td></td>
</tr>
<tr>
<td>Transactional leadership</td>
<td>The transactional leader aims at monitoring and controlling employees through rational or economic means. In transactional leadership the leader-follower relationship is based on a series of exchanges or bargains between leader and employees.</td>
<td></td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>In transformational leadership the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group. The style is said to create valuable and positive change in followers with a potential result that these followers become the leaders.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix C – Survey

All questions below are yes/no questions and are taken from Cain (2013b, p. 23) and were used in the survey.

1. Jag pratar hellre med någon mellan fyra ögon än umgås i grupp.
   I prefer one-on-one conversations to group activities.
2. Jag föredrar ofta att uttrycka mig i skrift.
   I often prefer to express myself in writing.
   I enjoy solitude.
4. Jag verkar inte bry mig lika mycket om pengar, uppmärksamhet och status som andra runtomkring mig gör.
   I seem to care less than my peers about wealth in depth about topics that matter to me.
5. Jag gillar inte småprat men för gärna djupa samtal om sådant som känns viktigt för mig.
   I dislike small talk, but I enjoy talking in depth about topics that matter to me.
6. Andra säger att jag är en god lyssnare.
   People tell me that I am a good listener.
7. Jag tar sällan stora risker.
   I am not a big risk-taker.
8. Jag gillar arbetsuppgifter som jag kan fördjupa mig i utan att bli avbruten.
   I enjoy work that allows me to “dive in” with few interruptions.
9. Jag gör helst inget större väsen av min födelsedag utan firar den gärna med bara en eller ett par nära vänner eller med familjen.
   I like to celebrate birthdays on a small scale, with one or two close friends or family members.
10. Andra uppfattar mig som mjuk och mogen till sättet.
    People describe me as “soft-spoken” and “mellow”
11. Jag vill helst inte visa upp eller prata om det jag jobbar med förrän det är färdigt.
    I prefer not to show or discuss my work with others until it is finished.
    I dislike conflicts.
    I do my best work on my own.
    I tend to think before I speak.
15. Jag kan känna mig slutkörd när jag varit ute någonstans, även om jag har haft kul.
    I feel drained after being out and about, even if I have enjoyed myself.
I often let calls go through to voice mail.

17. Om jag måste välja föredrar jag en helg utan någonting alls att göra framför en helg med för mycket inbokat.
   If I had to choose, I would prefer a weekend with absolutely nothing to do to one with too many things scheduled.

18. Jag gillar inte att hålla på med flera saker samtidigt.
   I do not enjoy multitasking.

   I can concentrate easily.

20. I undervisningssammanhang föredrar jag föreläsningar framför grupparbeten.
   In classroom situations, I prefer lectures to seminars.
Appendix D – Interview questions

Bakgrund / Background

1. Beskriv kortfattat din utbildning och ditt arbetsliv fram till idag.
   Please describe your biography and background within and/or outside the organisation.
2. Har du gjort något personlighetstest? I så fall: var hamnade du på den introverta skalan och håller du med om resultatet?
   Have you done any personality test for introvert/extrovert? If so: what test and what was the outcome? Do you agree with the results?
3. Hur blev du chef (ansökning, befordran eller annat)?
   How did you become a manager (application/promotion etc)?

Hur du leder / How you lead

4. Vilka är dina styrkor som ledare?
   Beskriv hur du använder dina styrkor i ditt ledarskap.
   What are your strengths as a leader?
   Please describe how you use your strengths in your leadership.
5. Vilka introverta egenskaper har du mest användning av som framgångsrik ledare?
   Which introvert characteristics have you the most use of as a successful leader?
6. Hur tror du att din introverta personlighet påverkar ditt ledarskap?
   How do you believe that your introvert personality effect your leadership?
7. Hur använder du introvert ledarskap för att få ditt team engagerade?
   How do you exert your introvert personality to influence others?
   Hur kommunikerar du för att inspirera andra?
   How do you communicate to inspire others?
8. Hur tar du beslut?
   How do you make decisions?
9. Hur använder du ditt teams idéer?
   How do you take account of your team’s ideas?
   Hur bidrar du till kreativitet och innovation?
   How do you contribute to creativity and innovation?
10. Hur använder du ditt introverta ledarskap för att påverka andra?
    How do you use your introvert leadership to influence others?
11. Hur påverkar din personlighet ditt sätt att lösa konflikter? Hur gör du?
    How does your personality affect your way of handling conflicts? How do you do?
    Please describe how a good day can look like at work.
   Please describe how a bad day can look like at work.

14. Under vilka situationer använder du en mer extrovert ledarroll? Hur och varför?
   Under what circumstances do you use a more extrovert leadership? How and why?

15. Skulle du ibland vilja vara mer extrovert i din ledande roll? När i så fall och varför?
   Would you sometimes like to be more extroverted in your leadership? If so, when and why?

16. Vilka fördelar tror du en introvert chef har framför en extrovert på arbetsplatsen?
   What advantages do you think that an introvert leader has compared to an extrovert leader at your workplace?
Appendix E – Direct observation

Examples from the study database showing results from the direct observations.

### Figure 8.2 – Direct observations from study database (own)

<table>
<thead>
<tr>
<th>Interviwees:</th>
<th>Date:</th>
<th>2014-04-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 1</td>
<td>Sandra</td>
<td>Total 1 points</td>
</tr>
<tr>
<td>1 to 5 where 1 is &quot;not at all&quot; and 5 &quot;exactly right&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gentle</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Mature</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Good listener</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Tense</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Thinks before speaks</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Energetic</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Outgoing</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Talkative</td>
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<td>3</td>
</tr>
<tr>
<td>Enthusiastic</td>
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<td>3</td>
</tr>
<tr>
<td>Active</td>
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<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>133</td>
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<table>
<thead>
<tr>
<th>Interviwees:</th>
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<tbody>
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<td>Respondent 2</td>
<td>Sandra</td>
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<tr>
<td>1 to 5 where 1 is &quot;not at all&quot; and 5 &quot;exactly right&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gentle</td>
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<td>4</td>
</tr>
<tr>
<td>Mature</td>
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<td>4</td>
</tr>
<tr>
<td>Good listener</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Tense</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Thinks before speaks</td>
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<td>3</td>
</tr>
<tr>
<td>Energetic</td>
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<tr>
<td>Outgoing</td>
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<td>Talkative</td>
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<tr>
<td>Active</td>
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<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<tbody>
<tr>
<td>Respondent 3</td>
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<tr>
<td>Gentle</td>
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<tr>
<td>Mature</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Good listener</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Tense</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Thinks before speaks</td>
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<td>3</td>
</tr>
<tr>
<td>Energetic</td>
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<tr>
<td>Outgoing</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Talkative</td>
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<td>3</td>
</tr>
<tr>
<td>Enthusiastic</td>
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<td>2</td>
</tr>
<tr>
<td>Active</td>
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<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>133</td>
</tr>
</tbody>
</table>
Appendix F – Study database

Example from the study database consisting of tabs for the survey, interviews and direct observations.

![Figure 8.3 – Study database, survey (own)](image-url)