

# Introverted leaders in the spotlight: Dispelling misconceptions

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A review in the *International Journal of Management Development* has highlighted the crucial role of personality types in the workplace. The study specifically focuses on dispelling the various misconceptions around leaders with introverted personalities. It reveals the key characteristics and qualities that make for effective leadership and compares the leadership styles of introverts and extroverts. The review could guide recruiters and human resource managers in improving their

hiring practices and leadership development processes, making them more inclusive of introverts when identifying and nurturing potential leaders.

Hevvon A. Barnes of the University of Hartford, Connecticut and Susan M. Stewart of Western Illinois University, Moline, Illinois, U.S., suggest that introverted [leaders](#) have long been misunderstood and their review seeks to challenge the deceived wisdom about their abilities. It is possible that by recognizing and valuing the unique strengths, talents, perspectives, and values of introverted leaders organizations could gain a deeper understanding of their contribution and build on it.

The team emphasizes that biases abound and while organizations with introverted leaders are obviously effective, the suggestion is that removing those biases and recognizing the potential of introverted leaders could give a significant boost to an organization. Taking proactive steps to address the misconceptions and foster a more balanced and diverse [leadership](#) culture, more accepting and respectful of introverts would allow those kinds of leaders to thrive and be more effective in their roles to the ultimate benefit of the organization as a whole. The researchers add that interventions such as training programs, mentorship opportunities, and adjustments to organizational structures and practices might be used to achieve this efficiently.

There remain several areas for future research. For instance, there is still a need to explore the experiences of introverted leaders themselves in various organizational contexts and industries. There will also be a need to follow up on how effective particular interventions aimed at promoting the [development](#) and success of introverted leaders have been once implemented.

**More information:** Hevvon A. Barnes et al, Misconceptions about introverted leaders: how quiet personality types influence the workplace,

*International Journal of Management Development* (2023). [DOI: 10.1504/IJMD.2022.130956](https://doi.org/10.1504/IJMD.2022.130956)

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