

Introverts and Extroverts in Organizations

Understanding the Importance of Both Personality Types

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subjects***

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Introduction

This book focuses on introverted and extroverted employees in workplaces. It examines the roles they play in organizations while analyzing their strengths and weaknesses. The text is written in a simple format that is easily understood by readers at all levels.

Now that you understand the basic scope of this book, let's start with introverts. The first section discusses the pros and cons of introverted employees in organizations.

Introverts

What defines an introvert? At first glance, this question might seem easy to answer. However, in reality, it is difficult to answer without an in-depth understanding of introverts...and most people do not have that understanding. In fact, introverts are usually misunderstood because they rarely speak what is on their minds or let go of their emotions.

Introverted people prefer spending time alone rather than socializing with others. This does not mean that they want to be alone all of the time...they simply enjoy spending time by themselves to think, work, or do things they enjoy. In this respect, introverts are the opposite of extroverts who enjoy being with others and expressing their thoughts verbally.

Contrary to popular belief, introverts are not always shy. They appear shy because they tend to listen more than talk, and they usually do not speak unless they think they have something important to contribute to the conversation. However, this quietness should not be confused with shyness. Shy people are afraid to speak, while many introverts simply choose not to speak.

This same thinking applies to employees in organizations. Introverted workers are not necessarily shy...they are simply focused on their job tasks and prefer to work independently. They will speak when they feel the need, but their spoken words are carefully selected.

Advantages and disadvantages

Introverted employees exist in workplaces all over the world. Like every other employee, they work toward accomplishing the goals and objectives of the organizations that employ them. However, introverted workers offer specific advantages and disadvantages when performing their jobs as indicated by the following:

Advantages

The following are areas where introverts do well:

Listening

Introverted employees are very good listeners because they do not spend much time speaking. They absorb what is being said to them rather than trying to talk over the person who is speaking. Because they listen, they are able to make informed decisions about work-related matters without “shooting from the hip.”

In short, introverted workers are a benefit to organizations because they have the natural ability to listen. They lend credibility to the saying, “listening is more important than talking....and that is why we have two ears and only one mouth.”

Empathizing

Since introverts are good listeners, they tend to be more empathetic than other employees. They hear the problems and concerns of their coworkers and react with compassion. In this regard, introverts often display high levels of emotional intelligence.

Along the same lines, employees feel comfortable speaking with introverted coworkers. Again, this is because introverts listen better and react empathetically. Their words are often limited, but they tend to say the right things with those few words.

Thinking

Many people speak before they think about what they are going to say. In organizations, this can cause problems that are difficult to resolve. If customers or regulatory agencies are involved, the consequences can be severe....even to the point where sales are lost or businesses are shut down.

Introverts always think before they react verbally to situations. They analyze the facts and make informed decisions. This prevents many problems from occurring, and it saves managers from experiencing unnecessary pain and suffering. In short, too many employees speak before they think, but this is not true for those who are introverted.

Self-directing

Introverts are very self-directed employees. Their ability to complete tasks without the help of others creates independence that is not found in many other workers. This means that introverts need less direct supervision than other employees.

Introverts are also self-motivated. They do not need outside sources of inspiration to perform their jobs, and they experience success under a variety of different circumstances. In other words, introverts do not need external rewards to keep focused.

Disadvantages

The following are areas where introverts do not do well:

Socializing

This is probably the most noticeable problem with introverts. Socializing is not a job requirement...and it even tends to hinder many people from doing their jobs when it becomes excessive. However, socializing is a part of most organizations, and it helps employees establish relationships with each other leading to teamwork and higher productivity.

Introverted employees are not typically interested in socializing, and they would rather be alone with their thoughts. This can create discomfort for employees that like to get to know each other. They see introverts as outsiders who have not entered into the social circle with other workers. Consequently, the bonds that form through socializing are not developed, and this can hinder the working relationships necessary to accomplish goals and objectives.

Collaborating

Not surprisingly, introverted employees are not particularly interested in team projects. They prefer to work alone, and they are usually competent in doing so. However, teams are capable of coming up with solutions to problems that result from multiple minds working together. Different backgrounds, knowledge, and experience help make informed decisions that take a variety of factors into account.

Multiple minds are important for decision-making, and that is why so many organizations implement the team concept. This is one area where introverted employees fall short of being the best that they can be in their jobs.

Communicating

This might be the most damaging problem with introverts. Misunderstanding is common because they do not make themselves clear with their words or actions. They simply remain silent, and coworkers do not know what they are thinking.

As most people are aware, misunderstanding in workplaces causes problems that compound over time. This is not good for the organization or the people in it, and it can result from introverted behavior.

Disagreeing

Introverts rarely disagree with coworkers by voicing their beliefs and opinions. At first glance, it might seem strange that this is a disadvantage. After all,

disagreements cause arguments and sometimes result in bitterness or other negative feelings. However, without disagreement, organizations do not undergo change.

In short, employees need to disagree...and introverted employees typically often have no desire to do so. They keep their thoughts to themselves, and this prevents their thoughts from being discussed or analyzed by others in the workplace. This is not good for the growth of workers or the organizations that employ them.

Now you are aware of some advantages and disadvantages of introverted behavior in workplaces. This leads to a question. Are introverts really needed in organizations? The answer to this question is yes...and the reasoning behind it will be explained in the next section.

Reasons they are needed

Sometimes it appears as if workplaces are designed for extroverted employees. After all, people need to communicate and collaborate with each other...and outgoing individuals seem to do this best. They express themselves through words and actions, and sometimes those words and actions are exactly what it takes to accomplish objectives.

As some people might expect, extroverted workers are typically more important to workplaces. However, organizations also need introverts to function at peak efficiency. Reasons introverted employees are needed include the following:

Organization

Introverts' intense focus on their work allows them to concentrate on the subject matter and keep everything in its proper place. In other words, they are able to stay organized and have no problems finding anything related to their job tasks.

Organization is a critical aspect of job performance. When employees are organized, they also manage their time better. They do not repeat unnecessary steps or processes, spend time looking for missing information, or ask questions that have already been answered. In terms of organization, introverts are needed by organizations.

Discretion

Introverted employees do not ask a lot of questions, but the questions they do ask are important. They do not "mince words" or stray off topics...they simply analyze situations and ask pertinent questions that help them complete their assigned tasks.

Believe it or not, some introverts make great interviewers. They focus on applicants and the jobs they are applying for...and they ask useful, strategic, and relevant questions. Their attention to detail and caution about choosing words also eliminates the potential

for asking questions that are invasive or could bring about a lawsuit. In this regard, they are of great value to organizations.

Perspective

Due to their ability to listen intently, introverts view problems from different angles. They think things through for logical analyses, and this allows them to offer different perspectives for solutions. Diverse problem-solving is critical for organizational growth, and this makes introverted employees valuable to their employers.

Self-awareness

People who take the time to critique themselves often discover their strong points and weak points. In fact, after a detailed analysis, they sometimes see things in themselves that others do not.

Most employees are not aware of their strengths and weaknesses because they do not critique themselves in detail. They believe they know what they do well and not so well, and they do not take the time to examine those beliefs in detail. However, this cannot be said about introverted employees. They are very self-reflective, and they tend to understand their strong and weak points. This understanding results in fewer mistakes and illogical actions...and that is good for any organization.

Writing

This is probably the least well-known strength of introverts. Their lack of speaking often results in them being good writers. They might not express their thoughts very well verbally, but they do a nice job of putting them on paper.

Their writing skills can also be expanded to areas beyond the normal thought processes of their coworkers. They are able to put abstract ideas and concepts into writing...and this is something that few other employees are capable of doing.

In business, a wide variety of important tasks require above-average writing skills. These tasks are handled effectively and efficiently by introverts, thereby indicating their value to organizations.

Time Management

Introverted employees have limited interest in socializing with coworkers. Instead, they prefer to be immersed in their thought processes to solve problems and complete tasks. Focusing on the task at hand means they do not waste as much time as most workers, and this increases their value to their employers.

Self-sufficiency

Introverted employees are not attention seekers. They are not interested in being popular, and that type of recognition does very little to improve their work performance. In fact, most introverts would prefer not to have attention drawn to them, and too much of it hinders their ability to perform their jobs at the highest levels.

Attention helps many employees feel good about their jobs, but it cannot be the sole source of motivation because it is rarely, if ever, constant. Introverted workers can motivate themselves without attention, and this makes them valuable assets to their employers.

Derogatory comments

This trait is very important to the management of organizations. Introverts keep their thoughts to themselves. They have been accused of not sharing enough information with coworkers, but this lack of sharing is good when the information is negative. Organizations are never short of employees who want to say bad things about management, and they welcome introverts who prefer to deal with their negative thinking internally.

Not surprisingly, introverted employees also have very little interest in gossip or rumors. They find them to be a waste of time and effort, and they lead to problems. Since management goes to great lengths to prevent rumors and gossip, they appreciate workplace introverts.

Conflict

Conflict is not all bad. In fact, functional conflict is a good way to initiate change and establish differing viewpoints. Without it, organizations tend to remain stagnant. However, dysfunctional conflict is not good because it leads to people focusing on position rather than principle...and it often results in personal attacks.

Introverts typically do not arouse the emotions of their coworkers, and this does wonders for preventing dysfunctional conflict. When employees are emotionally charged, they tend to say things that they do not really mean or might not be true. This can upset others in the workplace and lead to unnecessary conflict that does little to resolve the issue at hand and leads to other problems.

In short, introverts get along with their coworkers. They typically like the people they work with and are liked by those same people. This is beneficial for management in organizations because it creates harmony in the workplace.

Haste

One thing for certain about introverted people is the fact that they do not jump to conclusions. They avoid reacting on impulse, and this prevents hasty decisions from being made. Obviously, this is something that most leaders of organizations find valuable.

Boredom

Introverts have a unique ability to focus intently on their jobs. They avoid large amounts of interaction with their coworkers, and they actually enjoy working alone. In short, they are able to thrive by themselves, and this means they rarely get bored. This works well for management because introverts are low-maintenance employees.

Deadlines

Introverts tend to take pride in their work. They complete the tasks they are assigned in a designated time frame without supervision looking over their shoulders. They understand work expectations and adhere to them. This means that they do not miss deadlines....which cannot be said for all employees.

Now you understand the usefulness of introverts in organizations. This usefulness goes beyond the everyday employee since it is also applicable to leadership positions. The next section discusses the areas where introverts are valuable as leaders.

Leadership capabilities

Many people think that extroverted personalities are required for leaders of organizations. After all, leaders need to motivate their employees to do their best while working toward achieving organizational goals and objectives. This thinking, however, is not applicable in every instance. In fact, many employees are more motivated and productive working for introverted leaders.

Introverted leadership is preferred over extroverted leadership when:

Subordinate voices are important

Organizations that want their employees to be heard are often better off with introverted leaders. Introverts listen to people, and introverted leaders listen to their employees.

Employee input is important for virtually every company to operate effectively and efficiently, but it is critical for companies that employ primarily skilled workers. Engineering firms, welding companies, law offices, and consulting businesses are examples of organizations that depend on input from employees.

Structure is important

Introverted leaders are able to bring structure to organizations because they know how to organize. Structure is critical for organizations because it helps employees

understand their roles. They are fully aware of their responsibilities and who they report to in the hierarchy.

Structure also helps managers understand what is expected of their employees. They are cognizant of organizational goals and objectives, and this helps them evaluate their employees' performance fairly and provide honest feedback for improvement.

In short, structure improves organizational communication...and introverts prioritize that structure when they are in leadership positions.

Thinking outside the box is important

Decision-making is very important for every leader. They need to make sound and justifiable decisions using input from their employees...but they also need to avoid being swayed by those employees for the wrong reasons. Sometimes leaders need to forgo the general consensus of employees to make decisions that are best for their organizations.

Psychologist Irving Janis established the term "Groupthink" in 1972 to describe a process in which groups make irrational decisions when members attempt to conform to what they believe to be the consensus of the group. The end result is the group ultimately agreeing on something that each member might normally view as unwise.

Groupthink can cause organizations to stagnate...and even shut down permanently. Introverts help prevent groupthink because they listen to others and offer solutions to problems with unique perspectives. This "outside the box" thinking is critical for organizational growth and prosperity, and it makes introverts valuable leaders.

Emotional intelligence is important

In regard to leadership, emotional intelligence is essentially a leader's ability to recognize the emotions of others and respond appropriately and empathetically. This concept has been promoted in the workplace since the late 1990s when people like psychologist Daniel Goleman brought the idea to fame. It shows how and why emotions are a critical part of the way people interact with each other...and work relationships are essentially human interaction within organizational structures.

Empathy and emotional control can be critical for a leader's success since they allow for a greater understanding of what is really happening, thereby making decision-making more rational. Introverts are naturally more controlling of their emotions because they think before they react. This also helps them respond appropriately to other employees' emotional workplace reactions.

Self-directed work is important

There is little doubt that introverts are the best type of employees for self-directed work. They know what it takes to accomplish tasks without the help of others, and this

is beneficial to organizations that prefer low-maintenance employees. That being said, it is a natural progression for introverted employees to transition into leadership positions where self-directed work is a high priority.

Now you understand some situations where introverts are the best choice for leadership positions. Unfortunately, more times than not, introverts are passed over for the top jobs because they are not good at self-promoting. They do not receive the attention or accolades that separate them from other workers, and this leads to them being overlooked.

Extroverted employees are much better at drawing attention to themselves. They make contacts with important people, make sure their accomplishments are known, and “toot their own horn” regularly. This is annoying to some employees, but it works well for advancement to higher positions.

The traits and features associated with extroverted employees are often the same traits and features that people associate with leadership. This is one of the reasons why extroverted people have the lion’s share of leadership positions in organizations.

Future

How does the future look for introverted employees? The answer depends on the situation. Managers are slowly realizing that introverts offer a diverse range of benefits. However, they also have some drawbacks.

The following explores the future for workplace introverts from a positive and negative perspective:

Positive

- They do not need the social aspects of workplaces. They can work alone for long periods of time with limited human interaction. Organizations of the future will need to be lean to compete, and this will naturally reduce socializing within them.
- They work well on their own, and employees will always need to think and act independently. Great organizations are built with people who motivate themselves to perform without the constant need for praise and attention.
- They are not disruptive. In other words, they do not create drama or conflict in workplaces and are therefore low maintenance in terms of needing to be supervised.

Negative

- They do not do well in open floor plans. The distractions of an open office cause problems for introverts because they like to spend time alone thinking. Unfortunately, open floor plans will be a common aspect of many organizations in the future.

- They do not do well in teams. Like it or not, teams are going to be part of the future in workplaces all over the world...and introverts will benefit the least from them.
- They refrain from arguing. Although this is good in many instances, constructive arguing can be beneficial because employees are allowed to express and defend viewpoints that allow for choosing the best possible options.

So, what does this mean? It means that introverts have a place in future workforces. They will be needed, but they also need to be understood for their shortcomings by those who are different. Organizational leadership has progressed quite well when it comes to understanding introverted employee behavior...but this progression can be enhanced and improved.

Now, let's move on to discuss the pros and cons of extroverted employees in organizations.

Extroverts

Extroverts are social people who prefer being with others rather than spending time alone. They are not opposed to doing some things alone, but they like the excitement that an outside environment provides.

In organizations, extroverted people tend to stand out among other employees. They form relationships with their coworkers and get to know many of them on a personal and professional level. These relationships (especially those with management) help extroverts stay abreast of company happenings and maintain their visibility for advancement.

Advantages and disadvantages

Like introverts, extroverts exist in organizations all over the world. However, extroverted employees are more common than introverted workers. This, along with the fact they enjoy drawing attention to themselves, makes them much more noticeable in workplaces.

Specific advantages of extroverted employees are as follows:

Advantages

The following are areas where extroverts do well:

Communicating

Extroverted workers are good at communicating their thoughts and ideas. They have no problem letting others know how they feel about situations and are generally well understood. This is advantageous because people are never left wondering where they stand on issues or what they think should be done.

Acting

Thinking is great...but thoughts need to transfer into actions or some things do not get accomplished. Extroverts are great about acting on their thoughts because they are action-oriented. This is good for organizations because procrastination is not a problem with extroverted employees.

Directing

Extroverts are vocal, and they are not afraid to delegate. They are good at explaining what needs to be done, and they utilize the people they have available for task completion. This frees them up to move on to other areas that require their attention.

Collaborating

Teamwork is important in most organizations, and extroverted employees excel in this area. They work well with others to complete projects and resolve problems. Extroverts are great at expressing themselves, and this works well when collaborating with others.

Disadvantages

The following are areas where extroverts do not do well:

Listening

Extorted employees are good at expressing their own thoughts and ideas, but sometimes they are so involved with doing this that they fail to hear what others are saying. In other words, they are too busy talking to listen...and that can cause problems in organizations.

Empathizing

Empathy is critical for any type of leader, but it is also important for workers at lower levels in the organization. Employees want coworkers to understand and sympathize with their personal and professional problems. However, some extroverts are so busy fulfilling their own agenda that they fail to express any type of compassion...and this makes them look uncaring and arrogant.

Thinking

Extroverted employees are great at taking action. However, this can work against them if they do not think enough about the situation before they act. They sometimes do or say the wrong things simply because they did not think about the potential outcomes beforehand. It can be difficult to take back words that have been spoken, and extroverts often find themselves in this type of dilemma.

Working alone

People need to work alone to accomplish certain work-related tasks. Since extroverts prefer the company of others, they sometimes find it difficult to achieve goals and objectives by themselves. This is not good for organizations or employees who depend on extroverts to properly do their jobs.

Now you are aware of some advantages and disadvantages of extroverted employees in workplaces. Let's move on to the next section that discusses the reasons extroverts are needed in organizations.

Reasons they are needed

As noted earlier, workplaces are mostly designed for extroverted employees. People need to communicate and collaborate, and extroverts do this better than other employees. They share their thoughts and ideas with others, and their words and actions work well to accomplish organizational goals and objectives.

Some major reasons extroverts are needed include:

Problem resolution

Extroverted employees are assertive and responsive to their surroundings. They are good at resolving problems because they act rather than wait to see what transpires. This is good because many problems must be resolved before organizations can move forward. Some workers become part of the problem because they do not have answers, but this is typically not the case for extroverts.

Inspiration

Everyone employee needs inspiration at some point in their career, and extroverts do well providing that inspiration. Inspired employees work hard to complete job-related tasks, and this is beneficial for the accomplishment of workplace goals and objectives. In short, extroverts help their coworkers feel good about their jobs and the organizations that employ them.

Ideas

Many employees who have ideas keep them inside their heads. Their ideas might work, but they are never exposed to others because the employees fear they will be stolen or rejected. Extroverts do not keep their thoughts to themselves, so their ideas are rarely lost. They are vocal about their thinking, and this helps companies grow and change.

Speaking

Nothing is worse than a boring speaker. Time drags and retention of the material being covered is minimal. The audience ends up frustrated, and the goal of the speech is not accomplished. In short, the speech ends up being a waste of money and time.

Organizations need speakers because information needs to be shared with customers, suppliers, industry personnel, employees, regulatory agencies, and the public. Extroverts are the best speakers because they thrive on being the focal point, and they enjoy interaction with their audiences. They are able to keep people's attention while conveying the required information. This is beneficial to the organizations that employ them and the people that are listening.

Meetings

Extroverted employees do well in meetings because they get to interact with others, and they are able to express their views on the topics being discussed. Of special interest is the fact that extroverts are good in meetings as leaders or participants. Please consider the following:

Leaders

As leaders, extroverts do well because they discuss everything on the agenda in a pre-designated amount of time. They energetically address matters one by one and thrive on responses from other employees. Their animation often entertains participants, leads to more intense interaction, and creates a better learning environment.

Participants

As participants, extroverts do well because they enjoy discussing matters that pertain to their jobs. They like giving their opinions and getting feedback from other group members. Some extroverts even take over leadership roles at meetings due to their high level of interest and willingness to participate.

Negotiation

It is a simple fact that negotiation is important for the vast majority of workplaces. Poor negotiations can be the downfall of organizations because valuable resources are lost. For this reason, it is important to bring the right employees to the negotiation table.

Extroverted employees are excellent negotiators for two reasons:

Their personalities make them likeable

Many people think negotiations are not about personal likes and dislikes. This might be true in some cases, but it is much better to be liked than disliked by the opposing party. Concessions have a much better chance of being given to likeable people than they are to unlikeable people. Opposing parties tend to like

extroverts because they are naturally social...and this can work wonders at the negotiating table.

They are intent on reaching their goals

Extroverts are driven toward being successful. That being said, they want to achieve pre-established goals during negotiations....and they work hard to reach those goals. Rarely do extroverts “throw in the towel” and concede. Instead, they use their skills to negotiate the best deal possible for their organization.

Change implementation

As noted earlier in this section, ideas from extroverts help bring about change in companies. However, their role does not stop here. Extroverts are also good at seeing change through to its completion. They can implement change and get others to embrace it. This is critical for organizations because without change they will eventually cease to exist.

Sales

Good salespeople are often extroverts. This makes sense because extroverted individuals like people and enjoy socializing. That socializing often leads to the establishment of the working relationships necessary for selling products or services. In short, organizations that want their products or services well-represented benefit from salespeople with extroverted personalities.

Public promotion

Extroverts represent their employers well using words and actions. They are able to present a positive image while appearing to have nothing to hide. That appearance is valuable for organizations that work with the public because it establishes trust....and trust is critical for public acceptance. Public relations nightmares are something that every organization wants to avoid, and extroverts often help prevent them from occurring.

Industry presence

Extroverts represent their organizations well in their designated industries because they have established friendships with a wide variety of people in those industries. In addition to knowing their customers and suppliers, they befriend individuals on important boards and committees...and they understand how to make themselves and their employers stand out from the competition. In terms of industry presence, extroverts are a valuable asset.

Government liaison

People in industries with limited government intervention typically do not know how good they have it. Government agencies, including the Environmental Protection Agency (EPA), Equal Employment Opportunity Commission (EEOC), Federal Aviation Administration (FAA), Federal Communications Commission (FCC), Food and Drug Administration (FDA), National Labor Relations Board (NLRB), Occupational Safety and Health Administration (OSHA), and Securities and Exchange Commission (SEC), can wreak havoc on organizations. They even have the power to prevent companies from doing certain types of business or operating at all.

Extroverts do well working with government agencies to help avoid the problems that those agencies can create. They keep everything out in the open and prevent government personnel from becoming upset over miscommunication or lack of information. The importance of extroverts in these types of situations is often overlooked...until it is too late.

Communication

This is likely the most obvious reason that extroverts are needed in organizations. They know how to communicate with others, and that is a skill that many other employees do not possess.

One particularly important area for utilizing communication skills is management-employee relations. Employees are not happy when they are under-informed or experience miscommunication, and extroverts do a good job preventing both of these from occurring. This saves management time, money, and the headaches that result from unhappy workers.

As you can see, extroverts are needed in organizations. Additionally, it is a known fact that they make good leaders. That being said, their leadership potential is discussed in the next section.

Leadership capabilities

Extroverted people make excellent leaders in a wide variety of organizations because they are assertive, outspoken, and motivational. Many employees like leaders who take charge, make decisions, and communicate organizational goals...and extroverts are capable of doing all of this and more.

Extroverted leadership is preferred when:

Direction is important

Extroverted leaders are exceptional delegators. Their outspoken and assertive personalities work well for issuing directions to employees to accomplish job-related tasks. This is good because leaders are able to move on to other areas of the workplace where they are needed. More specifically, it allows them to oversee the entire

organization to make sure goals and objectives are achieved...rather than focusing on one specific task.

Collaboration is important

Teams are a big part of many organizations today, and they require people to work together to resolve issues, finish projects, or complete tasks. Extroverts know how to work with others and accomplish goals. They excel during interaction and feed off the comments of other employees. They are natural group leaders because they are in an environment that allows them to reach their maximum potential. They are by far the best leaders for organizations that require large amounts of collaboration.

Reaction is important

Some workplaces need decisions made sooner rather than later because they lose out if they wait too long. An example is a brokerage firm that day trades stocks. Managers need to make fast decisions that can make or break their customers. Extroverts do not sit back and wait to see what happens. Instead, they react...and this makes them well-suited for organizations that need quick responses to situations.

Change is important

As noted earlier, extroverts do well with change. They have the ability to implement it and get people to accept it. This is a skill that few people possess, and it is important because all workplaces go through change at some point. However, some organizations experience more change than others, and those organizations are better off with extroverted leaders.

Stimulation is important

This might be the biggest strength of extroverted leaders. They are able to stimulate employees in the workforce so they perform their jobs at optimum levels. Without some type of stimulation, workers lose motivation. Ultimately, work becomes mundane, and performance levels drop. This is not good...especially in organizations that sell or market goods or services. These organizations need upbeat and outgoing leaders to be the best they can be...and extroverts fill that need very effectively.

Future

Extroverts will have a lot of positive offerings for workplaces in the future. However, these offerings will also come with some drawbacks.

The following explores the future for workplace extroverts from a positive and negative perspective:

Positive

- They work well with a wide variety of people and personalities. They thrive on interaction, and socializing comes naturally to them. This will be beneficial in the future as organizations become more global and cultures merge. Employees will need to work with individuals who are different, and extroverts will lead the way.
- They motivate employees, and there will always be a need for motivation in workplaces. This motivation can also be applied to team situations...and teams are going to be a part of workplaces everywhere.
- They inspire change. Believe it or not, this might be the biggest positive for extroverts in the future. Change is critical for the survival of organizations, and it helps them grow and prosper. In short, change was essential in the past, it is essential now, and it will be essential in the future.

Negative

- They do not do well independently because they need external stimuli for motivation. Certain job tasks are best performed alone, and extroverts are not the best choice for those jobs.
- They often form shallow or superficial relationships that mean relatively nothing. Their constant need for engagement means that quality time cannot be spent with every person they meet...and consequently, some people get pushed to the back burner in terms of friendship. This makes extroverts appear insincere or uncaring.
- They cause conflict. Conflict can be good if it is functional, but dysfunctional conflict causes a variety of problems. Some employees find extroverts to be annoying or bothersome, and this can result in dysfunctional conflict that turns into personal attacks.

So, what does this mean? It means that extroverts will be valuable as employees and leaders in the future. They will be essential for helping organizations change and progress, but they need to be aware that they can cause workplace problems in terms of conflict or appearing arrogant. Extroverts are a big part of workplaces today, and this will not change in the future.

Summary

Introverted and extroverted employees exist in workplaces all over the world. They are different in terms of the ways they approach their jobs, but they have a common goal of accomplishing organizational objectives. Neither personality type is going to disappear, so a better understanding of each is important to everyone in the workforce.

This book focuses on introverts and extroverts in organizations. It discusses their strengths, weaknesses, and capacity to assume leadership roles. It is educational and informational, and the text is written so that it is easily understood by readers at all levels.

Congratulations! You now understand more about workplace introverts and extroverts....many of whom play important roles in organizations all over the world.