

Introverted leaders lead, too

**Jana
Kemp**



Introverts seem to get promoted less often than extroverts. Extroverts talk through problems and gain energy from being around others. Introverts analyze and research to solve problems and gain energy from being quiet on their own. Extroverts focus on breadth while introverts focus on depth.

Most workplaces have explored team development through a personal style inventory of some kind. As a result, the knowledge of introverts and extroverts is something you probably are already applying to some degree.

Jennifer B. Kahnweiler, PhD's important new book, *The Introverted Leader*, provides introverts with the tools to build on their "quiet strength." Don't let the PhD scare you away — this book is a well-organized and readable 128 pages.

The preface says best what in-

troverts (and extroverts) can gain from the book: "You will learn how (1) stress, (2) perception gaps, (3) derailed careers, and (4) invisibility are significant hazards along the path to leadership." Chapter 3 of the book provides a Leadership Skills quiz that is enlightening. The 4 P's Process for personal improvement is presented early and addressed throughout the book.

The 4 P's are: preparation, presence, push and practice. These are meant to address the four challenges that prevent career success for many introverts. Chapters 4-9 apply and expand the 4 P's to cover public speaking, managing, meetings, and building relationships. The chart of 4 P skills in each chapter is very actionable.

As we've all learned and continue to gain mastery of, project management is a balance of managing tasks and interpersonal relationships. Leading projects successfully as an introvert is the focus of chapter 6.

In chapter 9, *Building Relationships*, all aspects — including social media and the tools of technology — is addressed. A variety of stretch, or "push" tips are recommended at the end of this chapter, including:

talk to people more often to gain confidence and discover just how many connections may exist in your community.

My favorite insight, as an extrovert myself, is to remember how draining people interactions can be for introverts. Also, the reminder that we all benefit from being aware of other people's needs can lead to improved leadership and organization success due to improved productivity and increased retention of skilled team members.

Other extroverts may find reading this book of value, too, because it will provide insights on managing, supporting, mentoring and promoting introverts.

Action Items: Whether you are an introvert or an extrovert, read *The Introverted Leader* by Jennifer B. Kahnweiler, PhD. Or visit www.theintrovertedleader.com for more tools and insights.

■ Jana Kemp is the author of the books "NO!"; "Building Community in Buildings"; and "Moving Out of The Box." And her newest release is "Prepared Not Paranoid." Her expert meeting facilitation adds to your workplace productivity. Reach Jana at jana@janakemp.com or 208-367-1701.

