

University of New Hampshire

## University of New Hampshire Scholars' Repository

---

M.S. in Leadership

College of Professional Studies Granite Division

---

Spring 2019

### Introverts in Leadership

Katelyn Carpenter  
*Granite State College*

Follow this and additional works at: [https://scholars.unh.edu/ms\\_leadership](https://scholars.unh.edu/ms_leadership)

---

#### Recommended Citation

Carpenter, Katelyn, "Introverts in Leadership" (2019). *M.S. in Leadership*. 56.  
[https://scholars.unh.edu/ms\\_leadership/56](https://scholars.unh.edu/ms_leadership/56)

This Capstone is brought to you for free and open access by the College of Professional Studies Granite Division at University of New Hampshire Scholars' Repository. It has been accepted for inclusion in M.S. in Leadership by an authorized administrator of University of New Hampshire Scholars' Repository. For more information, please contact [Scholarly.Communication@unh.edu](mailto:Scholarly.Communication@unh.edu).

# Introverts in Leadership

**Katelyn Carpenter**

M.S. in Leadership

2019

Granite State College

## Who is in Leadership?

- Statistics show us that although the general population is split about evenly between introverts and extroverts, up to 96% of leaders and managers are extroverted. (Grant, 2019)
- What are introverts and extroverts? The Myers-Briggs Type Personality Indicator Test qualifies introversion and extroversion as 'different attitudes people use to direct their energy.' (Farrell, 2017)
- It is not only the understanding of personalities that can help leaders succeed, it can guide the company on how best to train them. (Weistein, 2017)

## My Research Results

- My research methods; MBTI test and a questionnaire
- Only one of the five managers who returned the survey identified himself, and also came back from the Meyers-Briggs test, as an introvert. All of the extroverted leaders said they found it easy to speak in groups and that they feel energized after socialization.
- Interestingly enough, the introverted manager also said he felt energized after socialization and found it easy to speak to people he doesn't know. What does this mean?

## Conclusion

- There are many contributing factors to the disparity between personality types in leadership positions.
- Suggestions for managers who want to 'tap' this under-utilized resource
- Suggestions for introverts navigating the workplace

## References

Farrell, M. (2017). Leadership Reflections. *Journal of Library Administration*, 436–443.

Grant, A. (2019). 5 Myths About Introverts and Extroverts. *Quiet Revolution*.

Weistein, M. (2017). Introvert vs. Extrovert Leaders. *Training*, 22.