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Traits of Leadership

by

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Abstract

The objective of this thesis is to understand the correlation between leadership styles, introverted and extroverted trails, and their impact on effective leadership within the workplace. The first section defines leadership and introduces leadership styles: servant, transformational, identity, autocratic, democratic, and coaching. The discussion delves into the distinctive characteristics, advantages, and obstacles associated with each leadership style, highlighting how each leadership prioritize personalized guidance and assistance for team members. The second section explores the introvert and extrovert aspects and how they complement each other in the workplace. Effective leaders possess the ability to adjust their personality traits, exhibiting both social and task-oriented qualities. Extroverted leaders possess charm, charisma, and communication skills, while introverted leaders possess vision, introspection, and analytical abilities. The third section examines the importance of introverted and extroverted qualities in business leadership and the ability of successful leaders to adapt their styles to different situations. Capable leaders have the ability to harness their strengths and proactively address areas where they may feel less at ease. In conclusion, the thesis emphasizes that effective leadership requires the ability to adapt to different situations, and various leadership styles may be necessary depending on the circumstance. These findings have important implications for leadership development and training programs aimed at enhancing leadership effectiveness in organizations.

Key Words: leadership styles, introvert characteristics, extroverted characteristics, effective leadership, adaptability in leadership, and strengths and challenges of introverted and extroverted leaders.

Introduction

This thesis will analyze the aspect of leadership for organizational success. The focus of my research is to understand the characteristics and traits of an effective leader. Leadership is the ability to guide, direct, and influence a group of people to achieve a common goal. Guardianship involves setting a vision, creating a strategy, and motivating others to work together to achieve a common goal. (Editorial Team, *What Is the Importance of Leadership?* 2022).

Leadership styles exhibit diversity, and adept leaders are equipped with a multitude of capabilities and characteristics, including communication, decision-making, and emotional intelligence (Editorial Team, *What Is the Importance of Leadership?* 2022). The essential nature of leadership ensures the seamless operations of a thriving organization, as leaders are responsible for actualizing the company's vision (Beato, 2020). The purpose of the paper is to examine leadership traits required for success in today's dynamic business landscape. This paper will evaluate the current literature on different leadership styles and deliver a comprehensive analysis of the key traits of each leadership type.

To understand leadership, we must understand the leader's making. This research will explore the characteristics of an introvert and an extrovert leader, the different levels of their personalities, and how those impact and contribute to leadership success. Introverts and extroverts are not opposites; rather, the distinction lies in the energy and responsiveness leaders invest in a particular project (Raypole, 2022). This paper will attempt to unravel the misconception of the assumption that introverts are inherently shy while extroverts are invariably outgoing. This paper aims to examine how leaders' distinct attributes adapt to varying situations and explore the impact of these characteristics on projects.

In a constantly changing world, leaders strive to adapt to the demands of society and businesses. Exceptional businesses require adept leaders who can effectively direct, inspire, guide, and foster passion (Kouzes & Posner, 2007). This paper aims to explore the complementary strengths and weaknesses of each leadership style in relation to extroverts and introverts. Extroverts demonstrate charisma, charm, and strong communication skills (Lyon), while introverts exhibit vision, introspection, and analytical prowess (Raypole, 2022).

Background

The Historical Evolution of Leadership

Throughout history, the concept of leadership has undergone significant transformations, that reflect the changing needs and challenges of societies and organizations. This section will explore the historical evolution of leadership theories and the progress made in understanding the essential attributes and practices of effective leaders. Historically, leadership was predominately linked to attributes such as physical strength, hunting prowess, and safeguarding the group, as evidenced by the organizational structures of prehistoric tribes (Benmira & Agboola, *Evolution of leadership theory* 2021). As civilizations developed and social systems became more complex, leadership roles expanded to encompass religious, military, and administrative functions. Early civilizations, such as Mesopotamia, Egypt, and China, were governed by rulers claiming divine descent or approval to legitimize their rule (Benmira & Agboola, *Evolution of leadership theory* 2021).

Classical Greek and Roman philosophers, including Plato and Aristotle, contributed significantly to developing leadership theories. Plato's "The Republic" advocated the ideal of the philosopher-king, while Aristotle's "Politics" emphasized the importance of a balanced, constitutional government led by a mix of different leadership types. Roman statesmen and authors, such as Cicero and Seneca, promoted virtues such as wisdom, courage, and justice as essential qualities for effective leaders (Benmira & Agboola, *Evolution of leadership theory* 2021).

Throughout the Middle Ages, leadership dynamics in Europe were influenced by the feudal system, where individuals such as nobles, monarchs, and military commanders wielded substantial authority stemming from factors like land ownership, hereditary privileges, and military expertise (McLean, *Western civilization*). The Church played a crucial role in determining the legitimacy of rulers and influencing political decisions. At the same time, chivalric values and the code of honor shaped the expectations for leaders (Benmira & Agboola, *Evolution of leadership theory* 2021).

The Renaissance and Enlightenment periods marked a shift in leadership paradigms, with humanism and democratic ideals gaining prominence (Conrad, *Enlightenment in Global History: A Historiographical Critique* 2012). Thinkers like Niccolò Machiavelli, John Locke, and Jean-Jacques Rousseau developed influential theories that challenged traditional notions of divine

right and absolute monarchy, laying the groundwork for the rise of democratic systems and revolutionary leaders (Benmira & Agboola, *Evolution of leadership theory* 2021).

The emergence of the industrial revolution and the ascent of capitalism in the 19th and 20th centuries had a propound influence on leadership within the realm of business. The need to manage large workforces and ensure production efficiency led to the development of new leadership approaches and organizational structures (Sachs, *Twentieth-Century Political Economy: A Brief History of Global Capitalism* 1999). As exemplified by Frederick Taylor's work, theories of scientific management emphasized rationality, discipline, and control as key factors for optimizing productivity. During this era, charismatic and transformational leadership styles came to the forefront, exemplified by influential figures like Henry Ford and Thomas Edison, who inspired innovation and instigated transformative change within their respective organizations (Benmira & Agboola, *Evolution of leadership theory* 2021).

In conclusion, the history of leadership reflects a rich tapestry of diverse theories, practices, and experiences that have evolved in response to human societies' changing needs and challenges (Benmira & Agboola, *Evolution of leadership theory* 2021). From the tribal chieftains of prehistoric times to the philosopher-kings of antiquity, the feudal lords of the Middle Ages to the revolutionary leaders of the Enlightenment, and the industrial magnates of the modern era, the concept of leadership has been shaped by an array of cultural, political, and economic factors. Understanding this historical context is essential for developing effective leadership strategies that can adapt to the complexities and uncertainties of the contemporary world (Benmira & Agboola, *Evolution of leadership theory* 2021).

Proposed Research and Research Question

The proposed research explores the definition of leadership and how leaders guide, motivate, and manage their team while executing tactics to meet stakeholders' and team demands (The National Society of Leadership and Success, *what is leadership: Understanding different leadership styles*). The research question, "How do effective leaders balance their leadership style with regard to their characteristics?" This research is significant as it sheds light on how different leadership styles can be leveraged in various situations and how each style optimizes team performance and achieves desired outcomes. This research addresses a crucial gap in the current leadership literature by examining the role of personality traits in leadership effectiveness, specifically in the context of different leadership styles. By doing so, the research

aims to provide valuable insights for organizations seeking to enhance their understanding of leadership.

To achieve this aim, the research will begin by conducting a comprehensive literature review to define leadership and the different leadership styles and identify the key characteristics of introvert and extrovert leaders. The research challenges common misconceptions about introversion and extroversion, precisely the assumption that introverts are inherently shy while extroverts are invariably outgoing. The study will delve into the different levels of personalities between introverted and extroverted leaders and how these distinct attributes adapt to varying situations. By examining specific leadership styles, the research aims to identify how introverted and extroverted traits contribute to successful leadership in different contexts.

Methodologies

Methodologies for Information Collection and Analysis

This study employed an extensive method to gather and analyze information from various sources, including literature reviews and meta-analyses of current academic research. The process entailed searching and examining peer-reviewed and non-peer-reviewed resources to ensure a robust comprehension of the subject matter. The following section outlines the detailed methodologies utilized in collecting and analyzing the information for this study:

1. Literature Review: Literature reviews were carried out to delve into the existing knowledge on the historical evolution of leadership theories and practices. This required identifying, analyzing, and synthesizing pertinent information from academic sources such as books, journal articles, and dissertations. The review concentrated on the pivotal milestones and turning points in leadership concept development and the underlying factors that have driven the shifts in leadership paradigms over time. The literature review laid the groundwork for understanding the historical context and leadership research and practice trends.

2. Meta-Analysis: A meta-analysis of the current academic research was executed to pinpoint patterns, gaps, and emerging themes in leadership literature. This process incorporated aggregating and synthesizing findings from numerous empirical studies to draw general conclusions about the field's state of knowledge. The meta-analysis aimed to evaluate the research findings' robustness, consistency, and generalizability and identify areas requiring further investigation. This method allowed for a more profound

understanding of leadership phenomena's complexities and nuances and their implications for modern organizations.

3. <u>Database Searches:</u> ProQuest databases accessible through PSU were used to find relevant academic articles and resources. These databases granted access to extensive scholarly publications, including peer-reviewed journals, dissertations, and reports. The search strategy used keywords and subject terms related to leadership theories, historical evolution, and leadership practices.

Source Evaluation and Selection

The identified sources were meticulously evaluated and chosen based on relevance, credibility, and quality. Inclusion and exclusion criteria were applied to ensure that only the most relevant and reliable sources were incorporated into the analysis. Essential criteria for inclusion were:

- Relevance to the research question and objectives
- Academic nature of the source
- Currency and timeliness of the publication
- Authoritativeness and credibility of the author(s) and publisher
- Methodological rigor and empirical evidence

Sources that did not meet these criteria were excluded from the analysis to maintain the rigor and validity of the study.

Literature Review

A. Definition and Context:

<u>Leadership</u>

Leadership is a crucial management function that plays a significant role in directing an organization's resources toward improved efficiency and the achievement of its goals. Influential leaders provide clarity of purpose, motivation, and guidance to the organization to help achieve their mission (Editorial Team, *What Is the Importance of Leadership?* 2022). A leader's role is critical to an organization's success as it serves several essential functions. One of the primary functions of a leader is to provide a vision for the company (Beato, 2020). The leader explains the vision and what must be done to achieve it, inspiring and motivating teams to work towards a common goal. People naturally tend to follow a leader for direction, guidance, and clarity. A

leader's guidance and mentorship can help individuals achieve higher level of success and performance. Moreover, a skilled team leader goes beyond just offering guidance; they also play a vital role in safeguarding productivity. By actively identifying and mitigating potential threats or obstacles that could hinder progress, the team leader creates an environment conducive to high performance. Whether it's addressing conflicts, resolving resource constraints, or adapting to unexpected challenges, the team leader takes proactive measures to minimize disruptions and maintain optimal productivity levels. Their role encompasses not only directing the team but also actively protecting it from potential pitfalls that could undermine its effectiveness. (Editorial Team, *What Is the Importance of Leadership?* 2022).

Leaders possess a comprehensive understanding of the team's purpose and a strategy of how to transform the knowledge and the plan to turn that purpose intro a reality. They communicate the organization's vision to motivate others to support the objectives and ensure that every team member understands their role in the project. Effective leadership also promotes values such as accountability, honesty, and punctuality. These principles are essential for the success of an organization (Beato, 2020). Moreover, by offering flexibility in how employees carry out their tasks, leadership can cultivate creativity with an organization. This approach can lead to new insights and improve efficiency and productivity. The significance of leadership cannot be emphasized enough. Leaders provide vision, guidance, and direction to the organization (Editorial Team, *What Is the Importance of Leadership?* 2022). They communicate the vision and mission of the firm to employees, making important decisions and inspiring others with their passion. Leaders are committed to the success of the organization and its employees. They promote ethical values and integrity (Beato, 2020). A good leader boosts staff morale, they help create a growth-oriented environment, and they maintain an delicate equilibrium between their personal interest and the objectives of the organization (Editorial Team, *What Is the Importance of Leadership?* 2022).

Leadership plays a crucial role in the success of an organization. Effective leadership provides vision, guidance, and direction, and they inspire and motivate teams to work toward a common goal. Leaders promote values, creativity, and growth, and they balance personal interests with organizational objectives (Editorial Team, *What Is the Importance of Leadership?* 2022).

Leadership Style

Leadership styles refer to how a leader guides, motivates, and manages their team while employing various tactics to fulfill the demand of the stakeholders and the team (The National Society of Leadership and Success, *what is leadership: Understanding different leadership styles*). This section will explore and define some of the most common leadership styles, including Servant Leadership, Transformational Leadership, Identity Leadership, Autocratic Leadership, Laissez-Faire Leadership, and Coaching Leadership (The National Society of Leadership and Success, *what is Leadership: Understanding different leadership styles*).

Servant Leadership Style: Servant leadership is a selfless leadership style where the leader's motivation is directed toward others (*Servant Leadership* 2022). This approach recognizes each follower's unique needs and goals and encourages them to become their best selves. Servant leaders also consider the larger community's needs when making decisions. The leaders extend their focus beyond their organization. This leadership style involves a high level of engagement with followers and genuine care for their well-being and the community's well-being (Hai & Van, *Servant Leadership Styles: A theoretical Approach* 2021). See Table 1 for the characteristics, benefits, and challenges of servant leadership style.

Table 1

Characteristics, Benefits and Challenges of Servant Leadership Style

Characteristics	Benefits	Challenges
Servant leaders create a supportive work environment that promotes team growth and satisfaction. They take responsibility for their team and encourage personal and professional development. Servant leaders use effective communication. They take a step back to focus on the big picture while taking proactive measures to manage risks. They foster collaboration and teamwork.	1. Stronger teams' dynamics through collaboration and harmony 2. A harmonious work environment characterized by minimal competition. 3. Alignment of personal and professional goals for increased engagement and loyalty 4. Improved organizational agility and professional development.	However, adopting the servant leadership style can be challenging for many leaders: 1. As it is not commonly practiced. 2. It requires a significant investment in listening to and supporting team members. 3. May not be suitable for fast-paced decision-making environments. 4. Servant leadership may be hindered in

	5. Leadership training to foster rapid growth.	situations where objectives, roles, and responsibilities are ambiguous or where there is a need for short-term results over long-term development.
	6. Increased employee motivation for creativity and innovation	
	7. Development of a people-oriented corporate culture	5. It may be misinterpreted as being too lenient or lacking authority, which can cause issues in managing team members effectively
	8. Decreased employee turnover through empowerment	

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success (n.d). & From "Servant Leadership Style: A Theoretical Approach" by T. N. Hai, Q. N. Van, 2021, Emerging Science Journal, p.247-252. Copyright by the authors.

Transformational Leadership Style: The transformational leadership approach involves inspiring and motivating employees to innovate and create change in the company. This is achieved through leading by example, fostering a strong corporate culture, encouraging employee ownership, and allowing independence in the workplace. Transformational leaders identify trends and facilitate change without micromanaging. They empower employees to be creative and find new solutions. This approach prepares employees for leadership roles through mentorship and training (*What is transformational leadership? A model for motivating innovation* 2022). See Table 2 for the characteristics, benefits, and challenges of transformational leadership style.

Table 2

Characteristics, Benefits, and Challenges of Transformational Leadership Style

Characteristics	Benefits	Challengers
Transformational leadership involves actively listening to team members and using strong communication skills to empower and encourage them. These leaders are also willing to mentor and support	1. The transformational leadership style emphasizes team-member growth, collaboration, and communication. 2. The style fosters a positive work culture that encourages	The potential drawbacks are: 1. The heavy focus on one-to-one relationships between leaders and team members can lead to group goals and accomplishments being overlooked.

individuals in achieving their goals. Influential leaders help push their team members beyond their comfort zones and strive to enhance overall team success.	employee engagement and ownership. 3. The result of this approach is improved team performance, retention, and morale.	2. Burnout can ultimately lead to decreased morale over time.

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success (n.d).

Identity Leadership Style: The identity leadership style involves the exploration and understanding of the layers that shape a leader's identity, starting from their behaviors and extending to their interpersonal skills, attitudes, values, beliefs, and assumptions (Stebbins, *Council post: Transcending the layers of leadership identity* 2021). Identity Leadership is a framework developed by Stedman Graham, a renowned author, and educator. This framework helps individuals to identify their values and eliminate self-doubt, enabling them to plan and prepare for future success. By defining their identity and values, individuals can focus on achieving their goals and fulfilling their potential (The National Society of Leadership and Success, *what is Leadership: Understanding Different Leadership Styles*).

  A leader's behaviors reflect their priorities, while their attitudes and values guide their actions and decisions. Beliefs and assumptions are often unconscious and can be uncovered through feedback and assessment. By improving self-awareness and comprehending their leadership identity, leaders can shape and refine their leadership style to achieve tremendous success (Stebbins, *Council post: Transcending the layers of leadership identity* 2021). See Table 3 for the characteristics, benefits, and challenges of identity leadership style.

Table 3

Characteristics, Benefits, and Challenges of Identity Leadership Style

Characteristics	Benefits	Challenges
Stedman Graham's Identity Leadership framework is composed of The Nine Step Success Process: 1. Check Your Identity 2. Create Your Vision	Identity Leadership offers a significant benefit by allowing individuals to gain a deeper understanding of themselves. This allows the leaders to take charge of	The challenges of Identity Leadership are unique to each individual, as the process involves exploring one's identity and leading oneself

3. Develop Your Travel Plan	their future and be more effective leaders to others.	
4. Master the Rules of the Road		
5. Step into the Outer Limits	This leadership is a guideline to comprehend one's own identity better.	
6. Pilot the Seasons of Change		
7. Build Your Dream Team		
8. Win by a Decision		
9. Commit to Your Vision		

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success (n.d).

Autocratic Leadership Style: Autocratic leadership is characterized by a leader making decisions without seeking input from others and exercising authoritarian control over a group (Cherry, *what are the pros and cons of autocratic leadership?* 2023). There are three primary types of autocratic leadership: Directing, permissive, and paternalistic. An authoritarian leader tends to be rule-oriented, results-focused, and they prioritize their judgment over input from others (Cherry, *what are the pros and cons of autocratic leadership?* 2023).

Examples include: Leadership in the military, law enforcement, and first responder professions. Leadership demands quick, strategic, and transparent decision-making due to the high-stakes nature of the work (The National Society of Leadership and Success, *what is leadership: Understanding different leadership styles*). See Table 4 for the characteristics, benefits, and challenges of autocratic leadership style.

Table 4

Characteristics, Benefits, and Challenges of Autocratic Leadership Style

Characteristics	Benefits	Challenge
1. Autocratic leadership involves minimal input from group members.	Autocratic leaders are typically reliable, self-assured, inspiring, clear, and unwavering in their decisions.	If the autocratic leadership style is applied in unsuitable conditions, it can harm team morale and hinder success. Those who adopt this leadership approach should prioritize active listening to their team, fostering trust, and acknowledging their
2. Leaders in this style make almost all of the decisions.		
3. Autocratic leaders can dictate work	This leadership style can enhance productivity and alleviate other team	

methods and processes.	members' decision-making burden.	accomplishments to mitigate any negative impact.
4. Autocratic leadership tends to create highly structured and rigid environments.	Autocratic leadership is particularly effective in fields that demand prompt, challenging decisions in tense situations.	

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success (n.d).
& From "What is Autocratic Leadership?" by K. Cherry, and D. Susman, 2023, Verywill mind. Copyright 2023 byDotdash Media, Inc.

Democratic Leadership Style: The democratic leadership approach is the polar opposite of autocratic leadership. This style is highly transparent. This provides all team members with the information they need to reach a decision. It encourages all members to voice their opinions and ideas and work collaboratively to find a solution (*Democratic Leadership Style in the Workplace: pros and Cons* 2023). Individuals who value group discussions, prioritize creativity and innovation, and have a growth-oriented mindset are likely to possess a democratic leadership style. Democratic leaders are effective mediators, flexible, and take the time to consider input from others before making final decisions (The National Society of Leadership and Success, *what is leadership: Understanding different leadership styles*). See Table 5 for the characteristics, benefits, and challenges of democratic leadership style.

Table 5

Characteristics, Benefits, and Challenges of Democratic Leadership Style

Characteristics	Benefits	Challengers
Shared leadership is often characterized by the following traits: 1. Prioritization of the team 2. Flexibility in their leadership approach 3. Adaptability to change 4. Active listening skills 5. Honesty in their communication	The democratic leadership style involves including all team members in the decision-making process, which can help each feel valued and empowered. This approach can foster creativity, trust, and positive team morale. By involving everyone in finding a solution, team members have the flexibility to approach their work in	1. This approach can be time-consuming since it involves input from all team members and requires debates and discussions to reach a final decision. 2. Democratic leadership may not be ideal in environments where quick decision-making is required.

6. Strong communication skills.	their way, increasing motivation, productivity, and engagement.	

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success (n.d).
& From "Democratic Leadership Style in the workplace: Pros and Cons," by indeed, 2023. Copyright 2023 Indeed.

Laissez-Faire Leadership Style: Laissez-faire leadership is characterized by a hands-off approach. Leaders trust their employees to use their creativity, resources, and experience to achieve goals. This leadership style is characterized by a lack of micromanagement or excessive guidance, allowing team members to take the lead of their own ideas (Western Governors University, *what is laissez-faire leadership?* 2020). Managers in this style provide advice and take responsibility when required, but otherwise, this leadership approach grants subordinates significant freedom and trust in their abilities (Western Governors University, *what is laissez-faire leadership?* 2020). See Table 6 for the characteristics, benefits, and challenges of Laissez-Faire leadership style.

Table 6

Characteristics, Benefits, and Challenges of Laissez-Faire Leadership Style

Characteristics	Benefits	Challenges
Common characteristics include: 1. Employees are empowered to make decisions. 2. Individuals are expected to resolve their issues 3. Access to a broad range of resources and tools 4. Leaders provide constructive feedback and take control when needed.	The laissez-faire leadership style fosters creativity and encourages team members to take a more active and hands-on role in their work, leading to improved leadership skills and professional development. This style is particularly effective when working with highly experienced and skilled team members who require minimal direction.	1. Despite encouraging growth, the lack of oversight in this leadership style may also limit the professional development of team members. 2. Leaders must be cautious not to be too hands-off, as this can result in a lack of structure and decreased productivity.

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success, (n.d).
& From "What is Laissez-Faire Leadership," by Western Governors University, 2020. Copyright 2023 WGU

Coaching Leadership Style: Coaching leadership focuses on identifying individual team member's strengths and weaknesses and fostering personal and professional development based on their unique skills and interests (The National Society of Leadership and Success, *what is leadership: Understanding different leadership styles*). This approach emphasizes collaboration and encourages team members to learn from one another and build strong relationships. Leaders using this style often implement various tactics to promote these goals (The National Society of Leadership and Success, *what is Leadership: Understanding different leadership styles*).

Table 7

Characteristics, Benefits, and Challenges of Coaching Leadership Style

Characteristics	Benefits	Challenges
Coaching leaders are known for being supportive, self-aware, compassionate, and excellent communicators. Leaders with a coaching style typically understand the value of constructive feedback, growth through learning, and guiding team members rather than simply assigning tasks.	1. Coaching leaders provide personalized attention and support that can enhance motivation, engagement, and productivity. 2. By prioritizing the development of team members, coaches foster a culture of learning and improvement that benefits the entire team.	1. Coaching leadership has its advantages, but it also poses some challenges. For instance, offering personalized coaching to team members can be time-consuming and may not be practical in high-pressure work settings. Therefore, coaches must balance individual needs with organizational objectives.

Note. From "What is leadership? Understanding different leadership styles," by The National Society Leadership and Success, (n.d).

B. Introvert and Extrovert Characteristics

Definition of Introversion and Extroversion

The personality spectrum is commonly divided into introverts and extroverts, with most individuals falling somewhere in between. Although there is no one-size-fits-all approach to leadership, the most influential leaders possess the ability to adjust their personality traits, particularly in a work setting (Elaine Houston, *Introvert vs. Extrovert: A Look at the Spectrum & Psychology,* 2023). They are able to exhibit a highly social and outgoing demeanor one day and

then quickly shift to a more task-oriented and concentrated mindset the next (Elaine Houston, *Introvert vs. extrovert: A look at the Spectrum & Psychology* 2023).

While introverts are often considered shy or antisocial and extroverts as outgoing, the definitions are based on how each type gains energy. Introverts recharge their energy through alone time, while extroverts' recharge through socializing. It's crucial to recognize that individuals who identify as introverts can genuinely find joy in dating experiences, just as those who identify as extroverts can still greatly appreciate and cherish their moments of solitude. When their energy levels are depleted, introverts and extroverts have distinct approaches to replenishing and re-energizing themselves (Underdown, *Lead with your personality: Tips for introverted and extroverted leadership* 2021).

According to Susan Cain, author of "Quiet: The Power of Introverts in a World That Can't Stop Talking," 30-50% of the workforce identifies as introverted (Cain, *Quiet: The Power of introverts in a world that can't stop talking* 2013). Many successful CEOs are also introverts, including Bill Gates, Warren Buffett, and Mark Zuckerberg, as well as historical figures such as Abraham Lincoln, Eleanor Roosevelt, and Albert Einstein. On the other hand, some well-known extroverted leaders include Steve Jobs, Jack Welch, Winston Churchill, and Martin Luther King Jr (Cain, *Quiet: The power of introverts in a world that can't stop Talking,* 2013). It's important to note that effective leadership is not limited to one personality type. These leaders achieved success in part because they knew how to leverage their strengths and work on areas where they were less comfortable (Underdown, *Lead with your personality: Tips for introverted and extroverted leadership* 2021).

In exploring the dynamic between extroverts and introverts, it becomes clear that each group brings unique strengths and weaknesses to the table, which complement one another perfectly. On the one hand, extroverts possess charm, charisma, and exceptional communication skills (Lyon). On the other hand, introverts have strengths such as vision, introspection, and analytical abilities (Raypole, 2022). Together, the balance of extroverted and introverted traits can create a well-rounded and effective team or organization. *The following section is going to define each character in terms of leadership.*

C. Traits of Leadership
Critical Attributes of Extrovert Leaders

1. ***Charm:*** Charm in leadership refers to being attractive, appealing, and likable (Onlinealvernia *The art of charm: The charismatic leadership theory*). It is a personal characteristic that allows a leader to connect with others on an emotional level and build rapport. A charming leader is often seen as friendly, approachable, and persuasive. Charm can create a positive work environment, inspire loyalty and trust, and foster collaboration among team members. While charm can be a valuable trait for leaders, it should be balanced with other qualities such as competence, integrity, and accountability (Onlinealvernia *The art of charm: The charismatic leadership theory*).

2. ***Charisma***: Charisma in leadership is the ability to attract, charm, and influence others towards a common goal or vision (Aquino and Justin Aquino as Founder and Head Coach of Cool Communicator *Charisma is not just for extroverts*). This quality is not limited to extroverted individuals. Introverted leaders can exhibit charisma by connecting deeply with others, building rapport, and making them feel comfortable. The essence of charismatic leadership is the power to inspire and motivate followers through reassurance, rationality, and an aura of competence and responsibility. Charisma is not defined by being loud or flashy, but rather by the ability to attract and influence others (Aquino and Justin Aquino as Founder and Head Coach of Cool Communicator *Charisma are not just for extroverts*). Introverted charisma can be displayed through quiet conversations, reassuring speeches, and projecting an aura of competence and responsibility, which can be just as effective as extroverted charisma. Building comfort and rapport with others is essential to being charismatic and influencing others toward a shared vision or goal (Aquino and Justin Aquino as Founder and Head Coach of Cool Communicator *Charisma are not just for extroverts*).

3. ***Communication skills***: Effective communication is crucial for leaders to inspire positive change and navigate transformation within an organization (*8 Essential Leadership Communication Skills: HBS Online*). The Economist Intelligence Unit states that different communication styles are a leading cause of poor

communication (*communication barriers in the modern workplace*). Therefore, leaders should identify their communication style and tailor it to employees with different motivations. Essential communication skills for leaders are active listening, transparency, clarity, asking open-ended questions, empathy, open body language, and receiving and implementing feedback. By improving communication skills, leaders can build trust, foster collaboration, and achieve organizational goals (*8 Essential Leadership Communication Skills: HBS Online*).

Critical Attributes of Introverted Leaders

1. *Vision:* A leadership vision statement is a declaration of a leader's values, beliefs, and purpose that defines how they lead and who they are (*What are leadership vision statements*). Vision statement provides a company's objectives and expectations and may also provide a strategic plan to achieve those goals. A vision statement outlines a company's desired outcomes and aspirations, often accompanied by a strategic plan aimed at attaining those objectives. An efficient leader can inspire and motivate people to work harder and stay focused on achieving the set goals. Leadership can provide clarity and direction, which keeps team members engaged and prevents distractions from diverting attention from the company's mission statement (*What are leadership vision statements*).

2. *Introspection:* Introspection is a crucial characteristic of effective leadership, as it enables leaders to gain insight into their thoughts, emotions, and behavior. By examining their mental processes and emotional state, leaders can develop greater self-awareness, which can help them make better decisions and build stronger relationships with their team members (Stratavize *Introspective leadership makes you a better leader*). Leaders who engage in introspection also demonstrate mindfulness regarding cognitive biases that can impact their decision-making, including being aware of concepts like Maslow's Law of the Instrument. They recognize the importance of using the right tool for every situation and are willing to seek help and advice from others when needed (Stratavize *Introspective leadership makes you a better leader*).

3. ***Analytical abilities:*** Analytical abilities are an essential characteristic of effective leadership. Leaders with strong analytical skills are able to approach complex, multifaceted problems with precise, logical reasoning and dissect them to identify the root cause (Schroeder *Great leaders are analytical*). Research has shown that teams that use an analytical approach are more likely to out-think and out-execute their competitors, which highlights the correlation between analytical skills and better strategy and performance (Schroeder *Great leaders are analytical*). Analytical abilities can be used to identify target customer segments, assess risks and opportunities, evaluate profit and loss, streamline operations, identify, and develop talent. In order to improve their analytical orientation, leaders should strive to improve their data literacy, practice logical problem-solving, and ask good questions. By experimenting with data, collecting relevant information, and making data-driven decisions, leaders can become more confident and proactive and help their organizations realize cost savings (Schroeder *Great leaders are analytical*).

D. Adapting to Different Leadership Styles: The Importance of Introverted and Extroverted Qualities in Business Leadership

Leadership is a complex topic that has been studied and debated for decades. One of the most persistent debates is whether introverted or extroverted individuals make better leaders (Domanska, *Introvert leaders vs. extrovert leaders: Review of leadership styles* 2016). All business need introverted and extroverted qualities stems from the understanding that there is no one-size-fits-all approach to leadership. Different situations require different leadership styles, and leaders who can adapt to different situations tend to be more effective (*A look at leadership personality: Extrovert or introvert? Ezra*). There is a generalization that extroverts make better leaders because they are energized by external stimuli and are able to bring vision, assertiveness, and energy to their work. However, research has shown that this is not always the case. President Barack Obama, Mark Zuckerberg, and Bill Gates are all introverts. Yet, they are considered some of the world's most outstanding leaders (Domanska, *Introvert leaders vs extrovert leaders: Review of leadership styles* 2016). The truth is that personality type is just one factor that can influence leadership capabilities. In reality, most people fall somewhere in the middle of the introversion-extroversion spectrum and exhibit both introverted and extroverted qualities

depending on the situation (Domanska, *Introvert leaders vs extrovert leaders: Review of leadership styles* 2016).

Introverted qualities, such as being a good listener, thinking deeply before making decisions, and being introspective, can be valuable in certain situations. For example, when dealing with complex problems that require careful consideration and analysis, an introverted leader may be better suited to lead the team. Introverted leaders also tend to be more empathetic, which can be helpful when dealing with team members who need emotional support (*A look at leadership personality: Extrovert or introvert? Ezra*). On the other hand, extroverted qualities, such as being outgoing, confident, and assertive, can also be valuable in certain situations. For example, when leading a team through a significant change, an extroverted leader may be better suited to inspire and motivate the team. Extroverted leaders tend to be good at building relationships and networking, which can be helpful when trying to secure new business or partnerships (*A look at leadership personality: Extrovert or introvert? Ezra*).

Furthermore, research has shown that the most successful leaders can adapt their leadership style to the situation at hand. Harvard Business School conducted a study in which groups with introverted leaders and proactive members were 28% more productive than groups with extroverted leaders (Domanska, *Introvert leaders vs extrovert leaders: Review of leadership styles* 2016). Similarly, introverted managers in a pizzeria were found to yield 14% higher weekly profits when proactive employees participated in brainstorming for improvements. These findings are consistent with the concept of Dominance Complementarity, which suggests that a group gets along best when the tendency to dominate is balanced between the leader and the members (*Dominance complementarity and group creativity*). Introverted leaders may be more receptive to new ideas and suggestions from their team members. In contrast, extroverted leaders may struggle to listen and be open to different perspectives.

Leadership is a complex topic that has been debated for years, with one persistent question being whether introverted or extroverted individuals make better leaders. However, research has shown that personality type is just one factor that can influence leadership capabilities (*Dominance complementarity and group creativity*). In reality, most people exhibit both introverted and extroverted qualities depending on the situation. Different situations require different leadership styles, and leaders who can adapt to different situations tend to be more effective. Introverted and extroverted leaders bring valuable skills, with introverted leaders being

more empathetic and better suited for complex problem-solving. In contrast, extroverted leaders are good at inspiring and motivating teams and building relationships. Successful leaders can adapt their leadership style to the situation at hand (*Dominance complementarity and group creativity*).

Limitation

Scope Limitation: This undergraduate thesis paper provides a comprehensive overview of leadership and different leadership styles, with a focus on extroverted and introverted characteristics in leadership. However, due to the limited scope of the paper, it does not delve into other important aspects of leadership, such as situational leadership, transactional leadership, or leadership in specific industries or cultural contexts. Therefore, readers should be aware that the paper offers a general understanding of leadership and may not cover all possible dimensions and nuances of the topic.

Generalization Limitation: While the paper highlights the characteristics, benefits, and challenges associated with various leadership styles, it is essential to acknowledge that leadership effectiveness can vary depending on the specific organizational context, team dynamics, and individual preferences. The findings and insights presented in the paper should be interpreted as general tendencies rather than absolute truths applicable to all situations. It is crucial for readers to consider the unique circumstances of their organizations and teams when applying the concepts discussed in the paper.

Limited Empirical Evidence: This undergraduate thesis paper primarily relies on literature reviews and expert opinions to provide insights into leadership and different leadership styles. While these sources offer valuable theoretical perspectives, the absence of empirical research studies limits the ability to provide concrete evidence supporting the claims made in the paper.

Lack of Cultural Diversity: The paper acknowledges that cultural factors influence leadership effectiveness. However, the focus on extroverted and introverted characteristics in leadership may not adequately capture the cultural nuances and variations in leadership styles across different regions and cultures. It is essential to consider that leadership approaches can differ significantly based on cultural values, norms, and expectations. Future research could explore the intersection of culture and leadership to provide a more comprehensive understanding of leadership effectiveness in diverse cultural contexts.

Time Limitation: As the field of leadership continues to evolve, new theories, perspectives, and empirical studies may have emerged since the completion of this paper. Therefore, readers should consider the currency of the information presented and consult more recent literature to supplement their understanding of leadership and leadership styles.

Sample Size and Diversity*:* The literature reviewed in this paper represents a broad range of sources; however, it is important to note that the sample size and diversity of the reviewed studies may be limited. This could potentially affect the generalizability of the findings and the applicability of the discussed concepts to different organizational and cultural contexts.

These limitations should be taken into account when interpreting the findings and implications of this undergraduate thesis paper. While it provides valuable insights into leadership and different leadership styles, further research and exploration are necessary to enhance the understanding and application of these concepts in various contexts.

Conclusion

In conclusion, this undergraduate thesis paper has offered a comprehensive examination of leadership, encompassing a wide range of leadership styles with a particular emphasis on the interplay between extroverted and introverted characteristics. By conducting a thorough literature review and analysis, this study has provided a deep understanding of the definitions, contextual factors, and significance attributed to leadership. Furthermore, it has thoroughly explored and discussed various leadership styles, including servant leadership, transformational leadership, identity leadership, autocratic leadership, laissez-faire leadership, and coaching leadership. Through this exploration, this paper has shed light on the diverse approaches and qualities that leaders can possess in their pursuit of organizational success.

The findings of this paper highlight the significance of leadership in organizations, emphasizing the role of leaders in providing vision, guidance, and direction to achieve organizational goals. Effective leadership promotes values, fosters creativity, and balances personal interests with organizational objectives. Different leadership styles were examined, each with its characteristics, benefits, and challenges. Servant leadership emphasizes selflessness, collaboration, and creating a supportive work environment. Transformational leadership focuses on inspiring and motivating employees to innovate and create change. Identity leadership encourages individuals to understand their identity and values to fulfill their potential. Autocratic

leadership involves decision-making without seeking input from others. Laissez-faire leadership promotes employee independence and creativity. Coaching leadership emphasizes personal and professional development through guidance and support.

Additionally, the paper discussed the traits of extroverted and introverted leaders. Extroverted leaders possess charm, charisma, and exceptional communication skills, while introverted leaders exhibit strengths such as vision, introspection, and analytical abilities. It is important to note that effective leadership is not limited to one personality type, and successful leaders can leverage their strengths and adapt their leadership styles to different situations.

However, it is crucial to recognize the limitations of this undergraduate thesis paper. The scope of the paper is limited to the topics covered. It does not encompass all dimensions of leadership, such as situational leadership or leadership in specific industries or cultural contexts. The generalizability of the findings may be influenced by cultural diversity, limited empirical evidence, and the sample size of the reviewed studies.

In conclusion, this undergraduate thesis paper contributes to understanding leadership and different leadership styles, highlighting their significance in organizational success. It underscores the importance of adapting leadership approaches to various situations and recognizes the valuable traits exhibited by both extroverted and introverted leaders. The limitations identified in this paper provide opportunities for future research to explore further and validate the concepts discussed. By continually advancing our knowledge and understanding of leadership, we can enhance leadership effectiveness and contribute to the growth and development of organizations and individuals.

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