



The Best Teams

Introverts, Extroverts, and Ambiverts

Meet Your Facilitator



Bob Faw

Trainer and Consultant
Corporate Education Group

- Author
- Keynote speaker
- Positive change consultant
- Brain geek
- Business school professor

Goals for This Session



- Maximize great ideation
- Increase inclusion of all contributors
- Help extroverts focus and use their energy
- Increase comfort in seeking and hearing dissenting opinions
- Maximize passion of all personality types



Definitions of the Three Types

- **Introverts:** Tend to energize themselves more effectively alone. They tend to be quieter than extroverts (with some significant exceptions) and more deliberative. They often prefer to work by themselves more of the time and draw less attention to themselves.
- **Ambiverts:** Tend to fall in the middle of the spectrum with a mixture of introvert and extrovert traits. They tend to adapt to fill voids in their teams and mostly easily relate to other types.
- **Extroverts:** Tend to be more energized interacting with other people. They tend to be louder, bolder in interactions, and gravitate toward roles that put them in the center of attention more.

<https://youtu.be/acg6HivAu5E>

The Best Teams: Introverts, Extroverts, and Ambiverts

Comparisons	Introverts	Extroverts	Ambiverts
% of population	20-40	20-40	60-20
Get energy	Internally, quieter situations	With others and more stimulation	Both internally and with others
Process data	Think to speak	Speak to think	Varies
Talking	Less likely to engage in small talk	Enjoy speaking on more topics	Varies
Potential	Not realized fully	Most often realized	Somewhat realized
Leadership	Great potential, but passed over a lot	More opportunities, but no better	Can use both types of leadership
Social energy	Prefer one-on-one	Enjoy group interaction more	Prefer a balance of social and solitude
Visibility	Less seen, because quieter	Seen most due to speaking frequency	Easier to speak up and be seen
Knowledge	Tend to have more	Tend to express it	
Ideation	Enables others more	Accidentally push own ideas more	

Self-Assessment

1. Scan here, then scroll down a little and click on “START.”
2. Answer each question quickly.
3. Write down the initial and number (out of 10).
(E.g., “I 2” for introvert with a 2 out of 10, “A 5” for ambivert with a 5 out of 10 and “E 9” for extrovert with a 9 out of 10.)
4. Read your results.



<https://ideas.ted.com/quiz-are-you-an-extrovert-introvert-or-ambivert/>



Myths: Introverts, Ambiverts, and Extroverts

We fit in a box of only one type



Extroverts are flighty



Introverts are shy or insecure



Ambiverts are wishy-washy



Extroverts are more confident



Introverts are antisocial



Ambiverts are ambidextrous ☺



Extroverts are more ambitious



Introverts aren't competitive



Extroverts are better leaders



Identifying Introverts, Ambiverts, and Extroverts



Introverts:

Often seem more stoic (because they're processing internally)
Usually want more time to think before giving an opinion



Extroverts:

Express their opinions a lot more, before they're thought out
Often don't realize introverts have opinions, because "they don't jump into the conversations"



Ambiverts:

Get along more easily with both introverts and extroverts
Express a lot in some areas and very little in others

Dial up the Trait You Need

Introverts

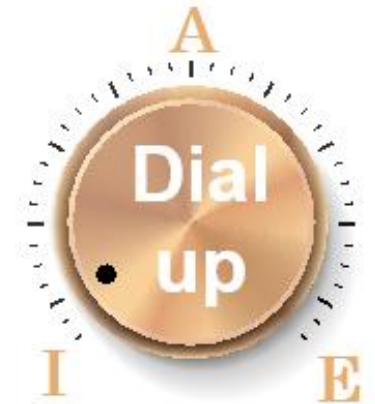
1. Can speak up more quickly, even if to ask for the time you need
2. Express more emotional reactions so that people see your commitment/passion/concern, etc.

Extroverts

1. Take a few deep breaths and think deeply, and speak only when you have a complete idea
2. Reflect on your data more and your deeper feelings about a topic before chiming in with an opinion

Ambiverts

1. Deepen your thought, and wait a bit to allow introverts to speak
2. Jump in to get attention for a quieter person



Psychological Safety

How can we dial things up to help others feel they can participate fully?

Engaging Introverts

1. Empathize with their need to think deeply – breathe through frustration.
2. Give advanced notice of topics.
3. Have a one-on-one conversation and engage in active listening.
4. Share first, then ask open-ended questions to them.
5. Paraphrase to ensure you truly understand them and confirm you are actively listening.
6. Use “yes and” to empathize, then build on that to discuss ideas.
7. Ask them if they’d like help from time to time.
8. Allow comfortable, quiet time occasionally when with them.
9. Pause longer than feels natural during conversations.
10. During a meeting, give people some time to read a slide/document and jot some thoughts down before talking.
11. Ask who wants to share first to enable an extrovert to energize the room, then go around the table, one at a time, giving introverts a chance to contribute in a thoughtful and measured way.
12. Ask them about what they’re passionate about at work.
13. Praise them indirectly in a group, thank directly in person.
14. Use multiple media for input. E.g., writing allows thoughts to flow.

Focusing Extroverts

1. Empathize with their natural need to express themselves – breathe through frustration.
2. Turn to them to get conversations flowing.
3. Introverts, ask extroverts to pause for a minute while you think something through.
4. Politely step in and ask extroverts to finish their thought so there is time for others to share more as well.
5. Thank them for their energy and confidence on a topic.
6. Use a good ideation structure that helps them dial their introverted traits.
7. Ask people to plan their first sentence in advance to help them think first and get to the point faster.
8. Extroverts:
 - Use your ease at speaking up to ask questions (then force yourself to listen, seeking to understand deeply before responding with your opinion).
 - Take walks when you need more stimulation, preferably outside.
 - Schedule time for reflection (journaling, vlogging, etc.) to ground yourself.

Leveraging Ambiverts

1. Appreciate their ability to more easily connect with diverse people.
2. Ask them how to connect with someone you can't.
3. Extroverts, watch how they switch from sharing to listening.
4. Ask skilled ambiverts to facilitate mixed groups.
5. Introverts, watch how they speak up when they need to.
6. Ambiverts:
 - Match what others need to build rapport and enable them to be heard.
 - Coach others on the valid reasons why extroverts and introverts do what they do (need for varying levels of stimulation, not insecurity) and the value that all bring.
 - Experiment and find what works for you. Ambiverts vary dramatically in which introverted and extroverted traits they prefer.
 - Ensure you're getting the balance you need.

Bias Blockers and “Vert” Conflicts in Meetings

How do our biases as well as conflicts between “verts” negatively affect meetings?

Common challenges:

1. Negativity Bias: We often overreact to others' comments or affect (body language).
2. In-group and Out-group Bias: We assume that those who look, act, think, or prefer things like us will be better.
3. Introverts: Sometimes don't share their thoughts enough.
4. Extroverts: Sometimes talk so much others have to fight to be heard.
5. Ambiverts: May not engage enough to help out.

Designing Inclusive Meetings: What Have You Done/Seen?

1. Create an agenda and send it in advance:
 - a. Include a clear and compelling goal(s) for the meeting that answers the questions, “Why am I attending?” and “What will we leave the meeting with?”
 - b. Build in quiet times to think before people start responding to questions.
 - c. Also build in times for people to chat in dyads and triads before restarting group discussion.
 - d. Possibly build in brainstorming and post brainstorming guidelines to guide people. If so, give advance notice and a very clear goal that the ideation will be geared toward, asking them to bring in ideas to share.
 - e. Ask for input on the agenda to see if it covers their concerns.
2. Prepare to “yes, and” challenges, biases, and “vert” issues.
3. Have “meeting norms” posted that list hearing from all who have something to say before moving on to another topic. What else would you add?

Intervening in Bias and “Vert” Conflicts

1. Research indicates that a confrontation that feels hostile to the confronted often causes that person to get defensive and strengthen their bias, not change it.
2. Starting with an acknowledgement of a bias challenge of your own helps create a greater sense of safety and less fear of judgement.
3. Stories are often the most effective for buy-in to behavior change. Ideally, use stories of how people have felt included and contributed well when someone used the behavior you want them to adopt.

What Questions Do You Have?





The Best Teams

Introverts, Extroverts, and Ambiverts

Thank you for your attendance and participation