

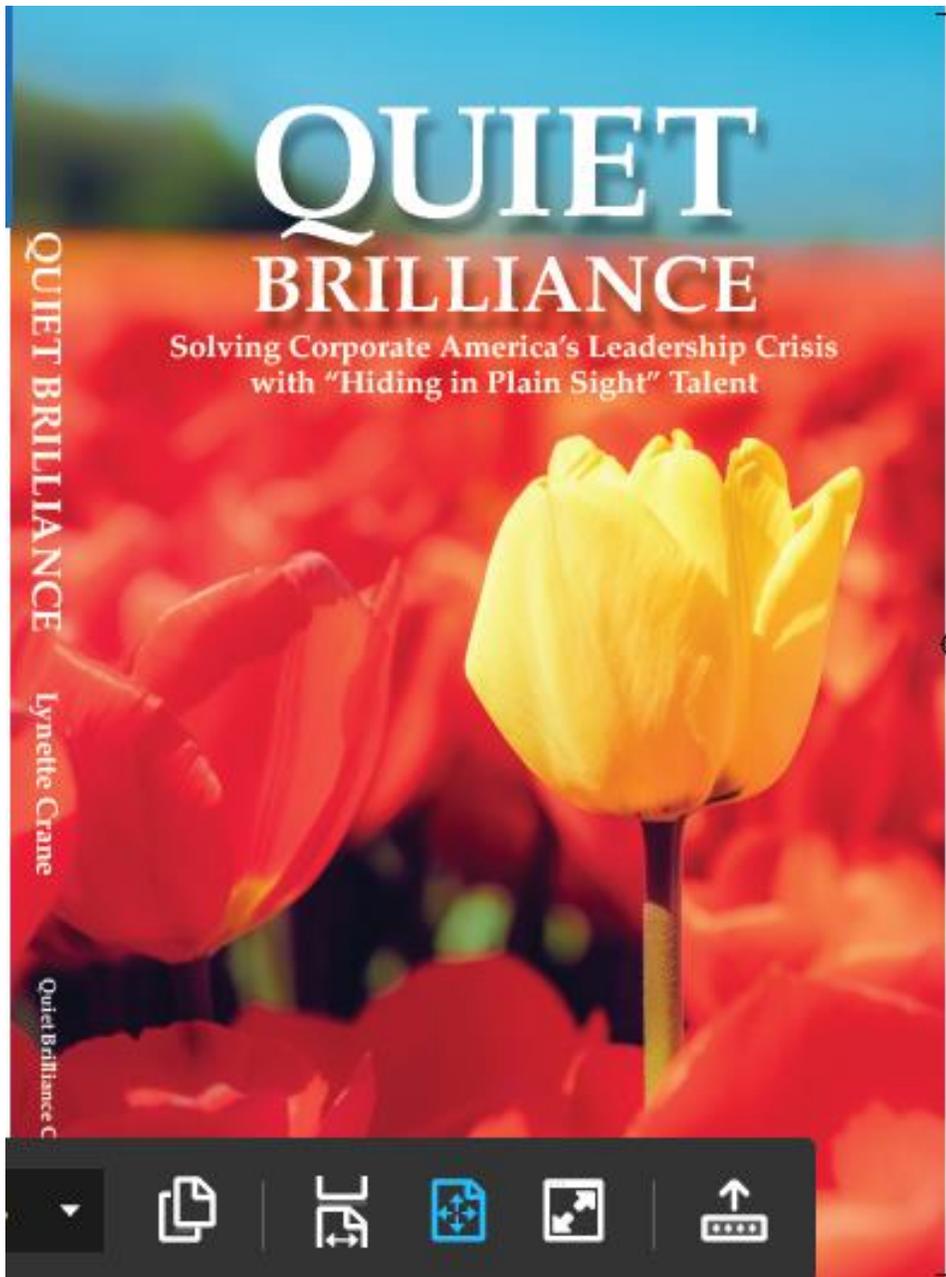
Hidden Leadership Talent

Lynette Crane
Quiet Brilliance Consulting LLC





***Why is the tech industry
committing
leadership suicide?***



*Solving Corporate America's
Leadership Crisis with
'Hiding in Plain Sight' Talent*



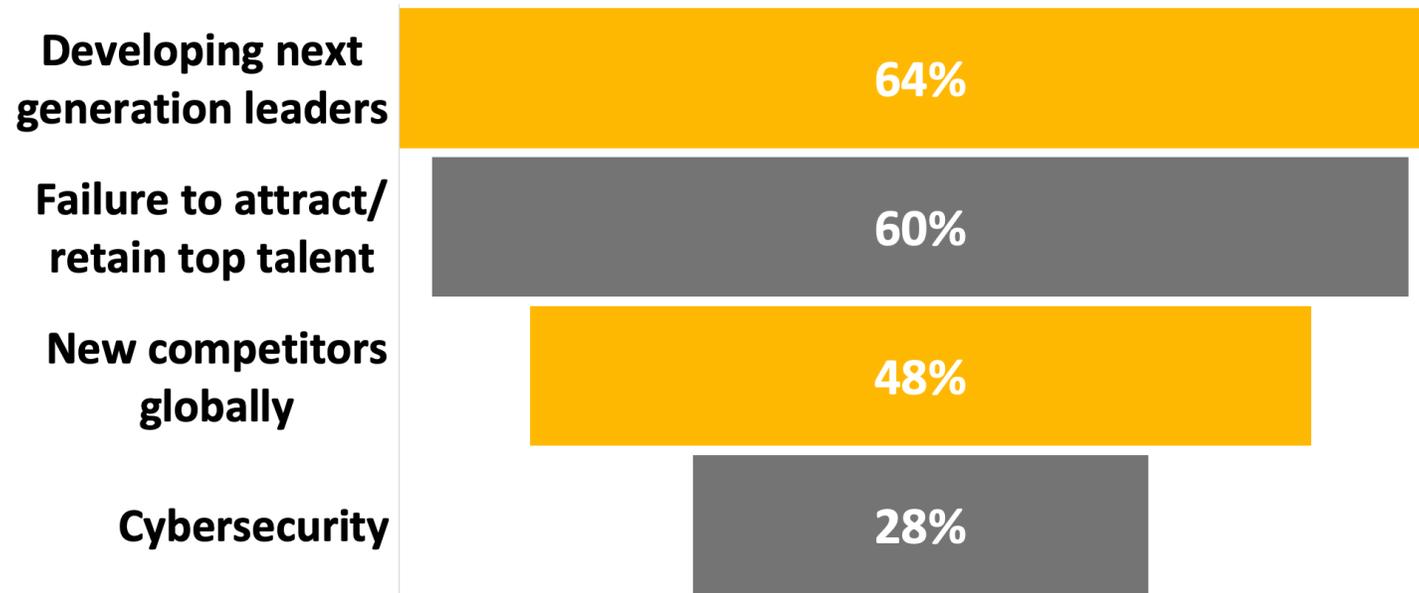
It rings, you sing





#1 CEO concern today- finding leaders

Top Four of the Top Ten Challenges – Global Leadership Forecast 2018

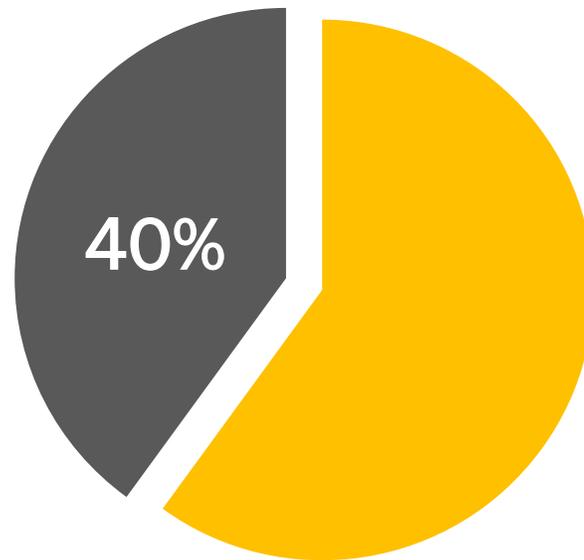


Who's having the most
problems?

Technology Industry

Global Leadership Forecast 2018

40% of leadership assignments fail



Global Leadership Forecast 2018

Do you know?

- The source of leadership talent that is going unrecognized or even being driven out?
- Who the best leaders for innovation are?
- The one skill found in *all* successful CEOs and potential CEOs



Where? Right under your nose?

Talkative People vs. Quiet People

Natural leader

Risk-taking

Inspiring

Team player

Socially skilled



Quietly Brilliant

What do we know about the
Quietly Brilliant
?

Differences at birth







*Extrovert brains need more stimulation
to stay alert and awake*

Same kind and amount of stimulation – different brains

Introvert brain



Extrovert brain





Where do introverts get their energy?

Sometimes it's
Just too much





INFECTIOUS DISEASES OF CHILDREN

Hematology of Infants and Children

HOSPITAL STATISTICS 2001

ABSTRACTS

Protein Structure, Stability, and Folding

Protein Structure, Stability, and Folding

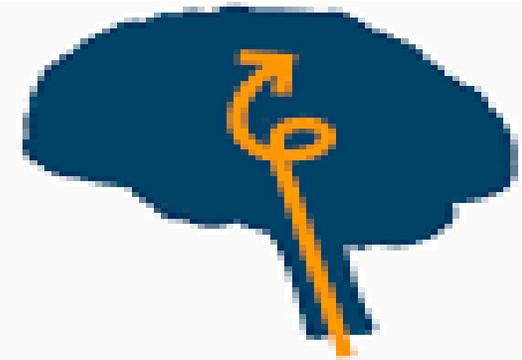
Protein Structure, Stability, and Folding

BRAIN IMAGING STUDIES HAVE SHOWN THAT STIMULI TRAVEL A LONGER PATH THROUGH THE BRAINS OF INTROVERTS

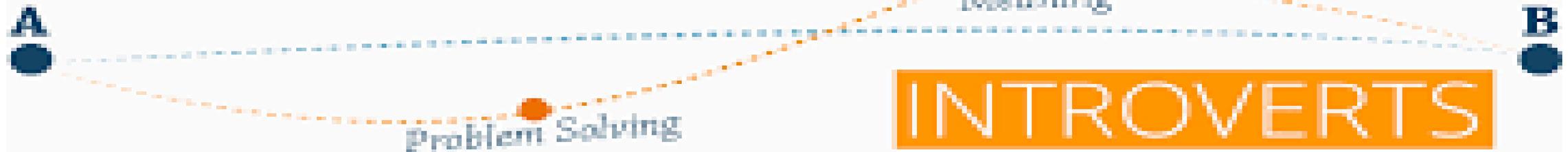
EXTROVERTS



LONGER INTROVERT ACETYLCHOLINE PATHWAY



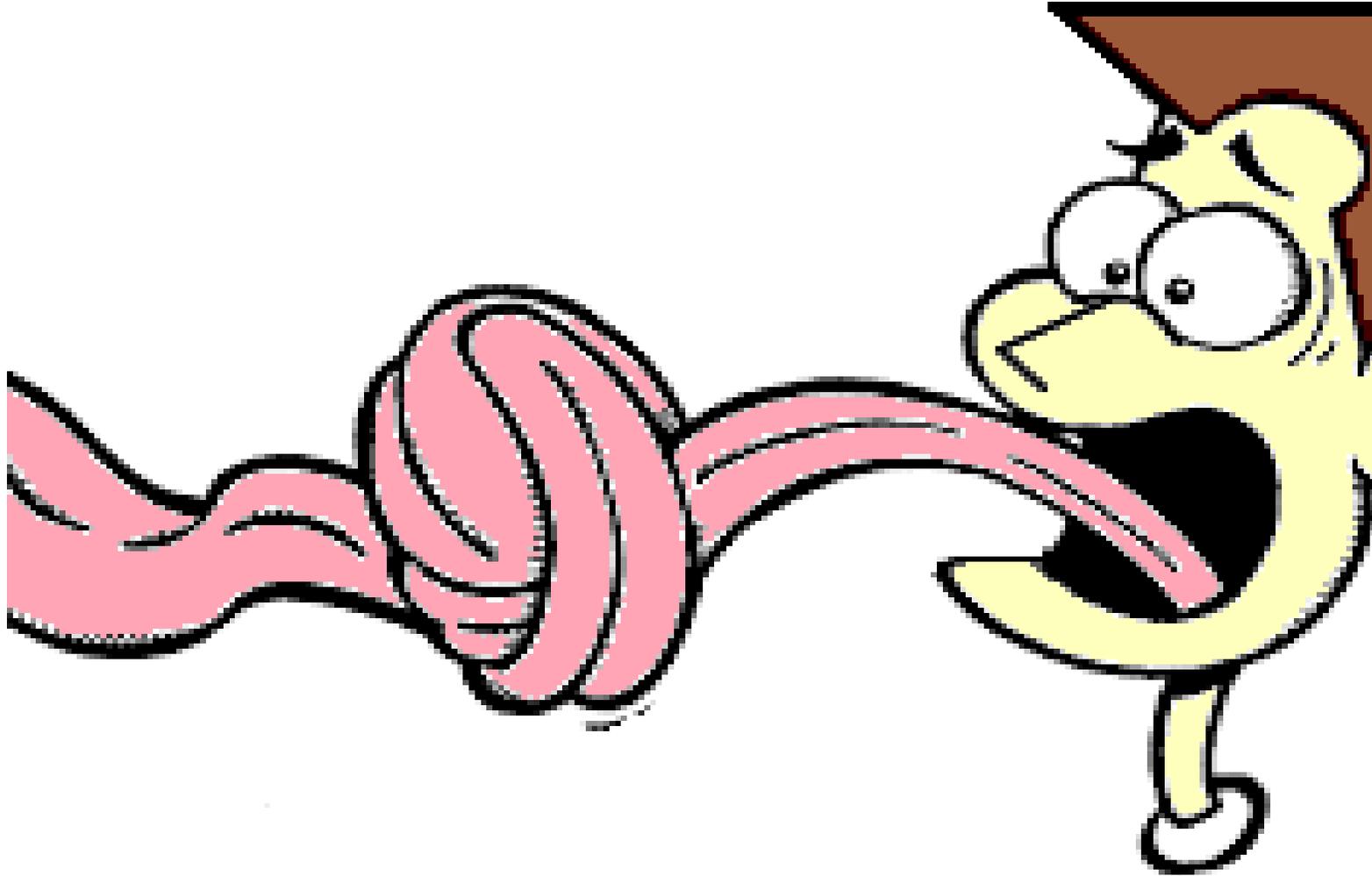
SHORTER EXTROVERT DOPAMINE PATHWAY



INTROVERTS

(Stimuli Passes through more areas of the brain associated with finding meaning and solving problems)





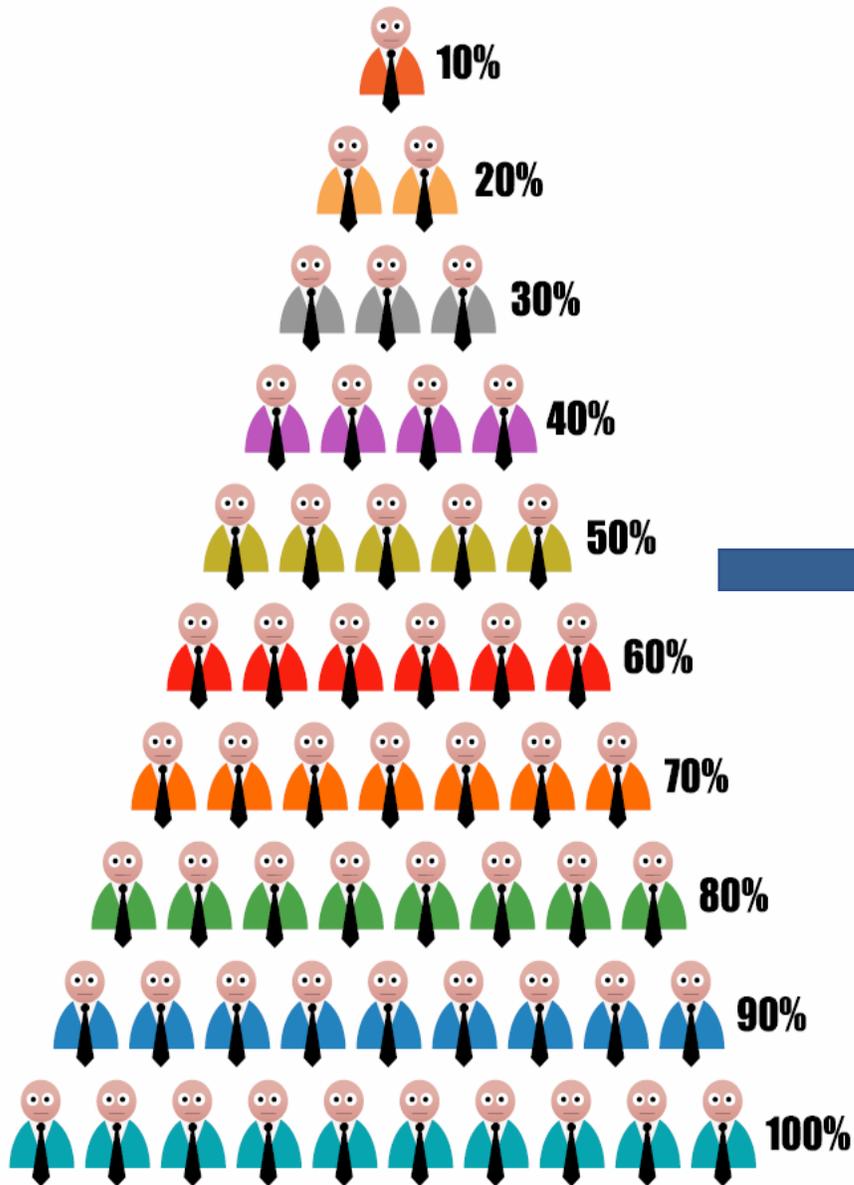


**70% of meetings
are dominated by 2 or 3 people**

He who speaks first wins

Berger, Cohen & Zelditch, 1972; Paulus & Morgan, 1997





51-57% of the population consists of introverts

Figures based on Myers Briggs 2000+ obtained over a 10 year period

Non-US Cultures often value:

Reserve

Politeness

Reflection

Waiting one's turn

Speaking only when you have something to say

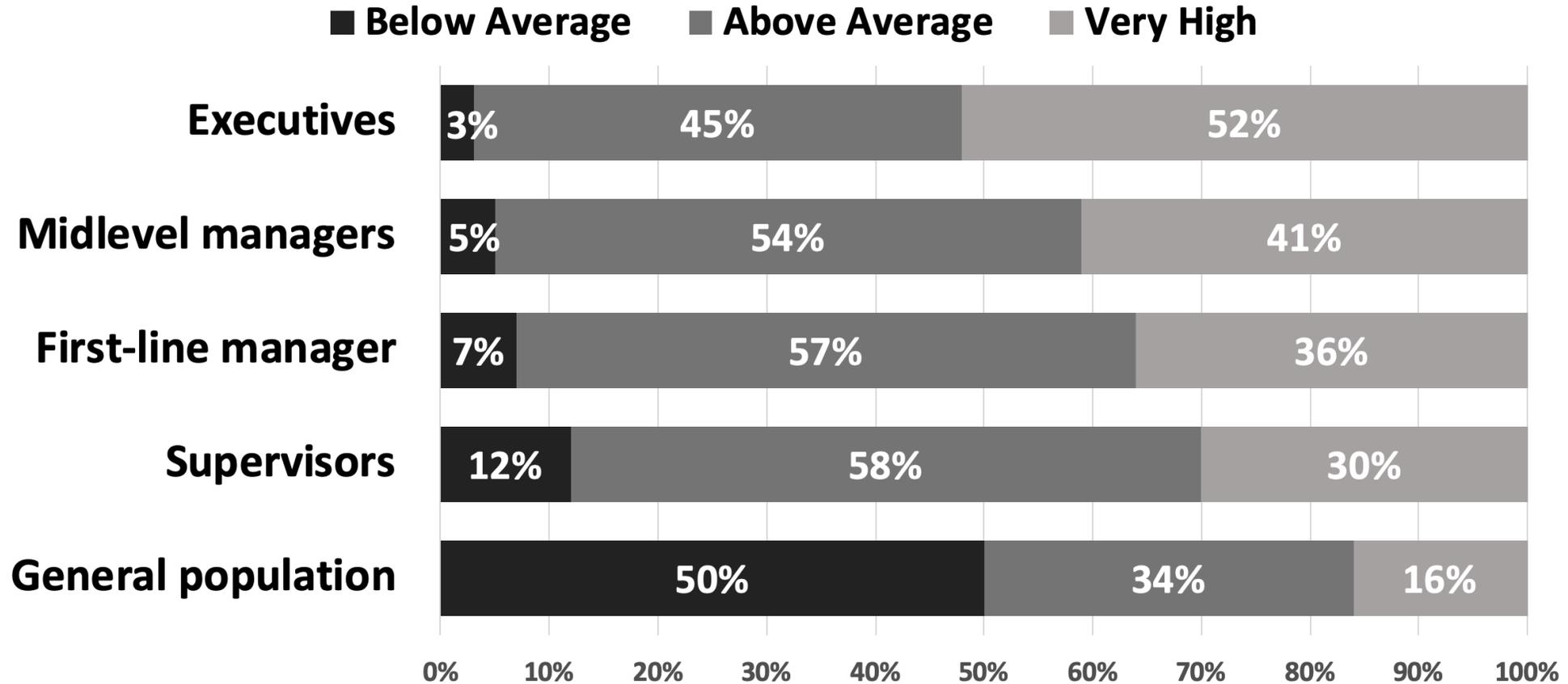


... of senior leaders see introversion
as a negative quality

Grant et al

How Outgoing Are We?

Levels of extroversion in the general population, as well as among corporate managers



Ones & Dilchert, 2009



Who do Boards of Directors choose?



BOSS

LEADER

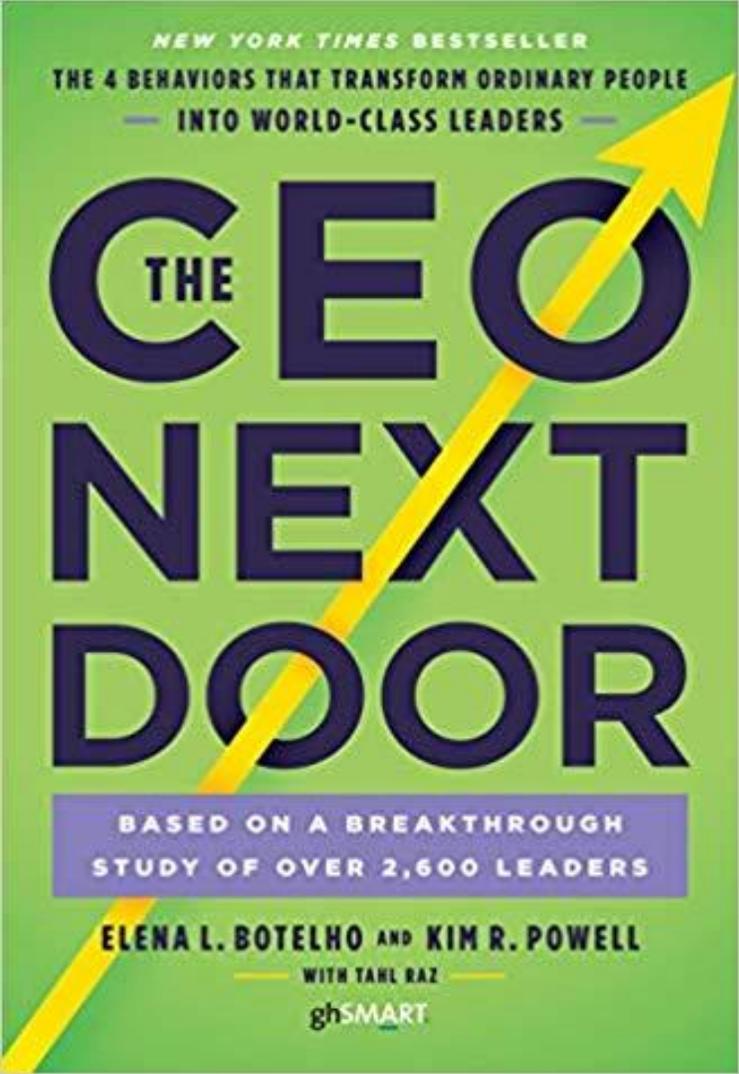
GO!!

LET'S GO!!

GO !!

Let's Go !!





#1 quality of successful leaders?

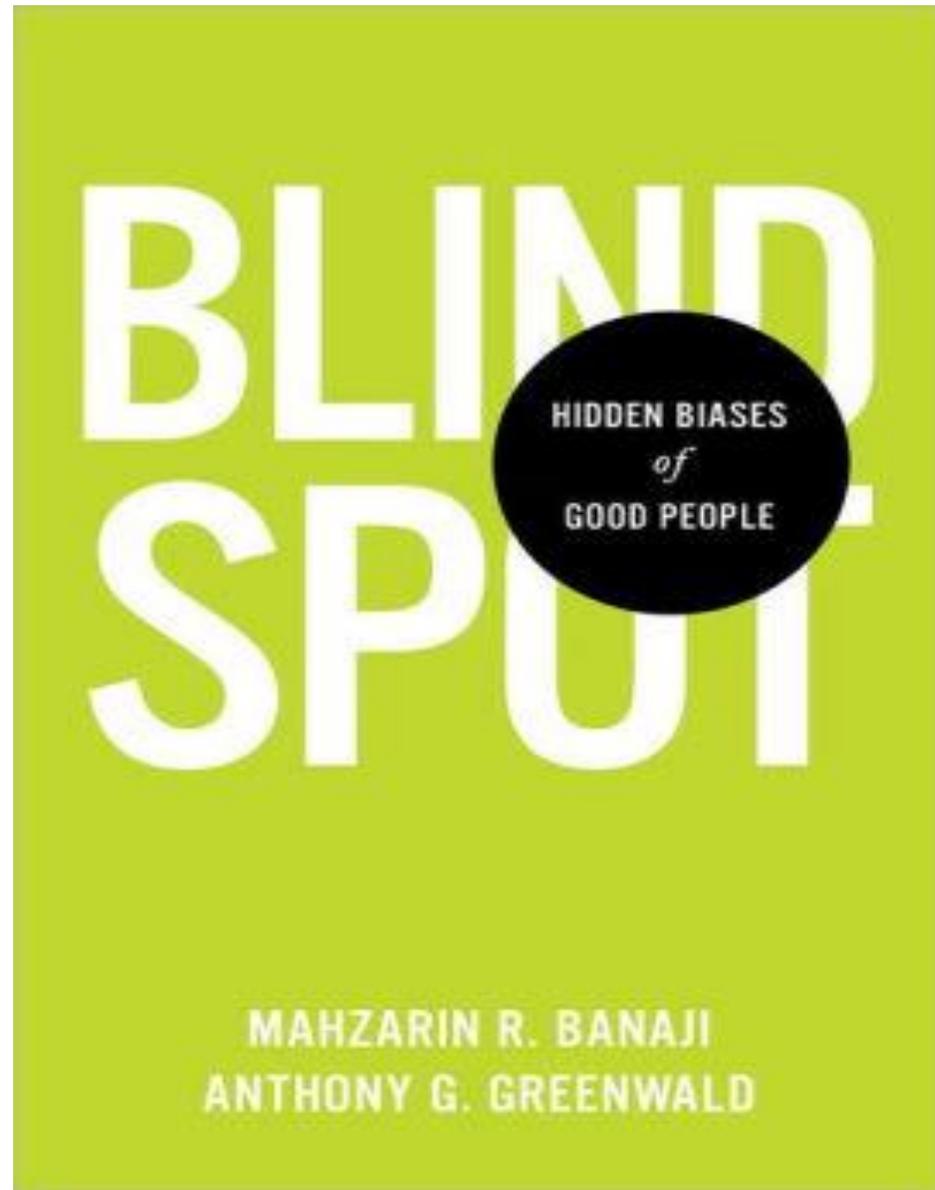


Reliability

#2 quality of successful leaders...



Humility



Explicit Biases

“I never hire _____.”

“_____ don’t make good leaders.”

“_____ don’t have vision.”

“We only promote _____ to leadership roles.”

Implicit Biases

Banaji & Greenwald, *Blind Spot*

Trait

Groups

Musical talent	African Americans more than Native Americans
Legal expertise	Jews more than Christians
Math ability	Asians more than Whites
Leadership	Men more than women

Talkative People vs. Quiet People

Leader

Risk-taking

Inspiring
Team player

Socially skilled

Introversions as cognitive diversity

People from more reserved cultures

Demolishing myths

- Natural leader

Risk-taking

Inspiring

Team player

Socially skilled



Wisdom leaders

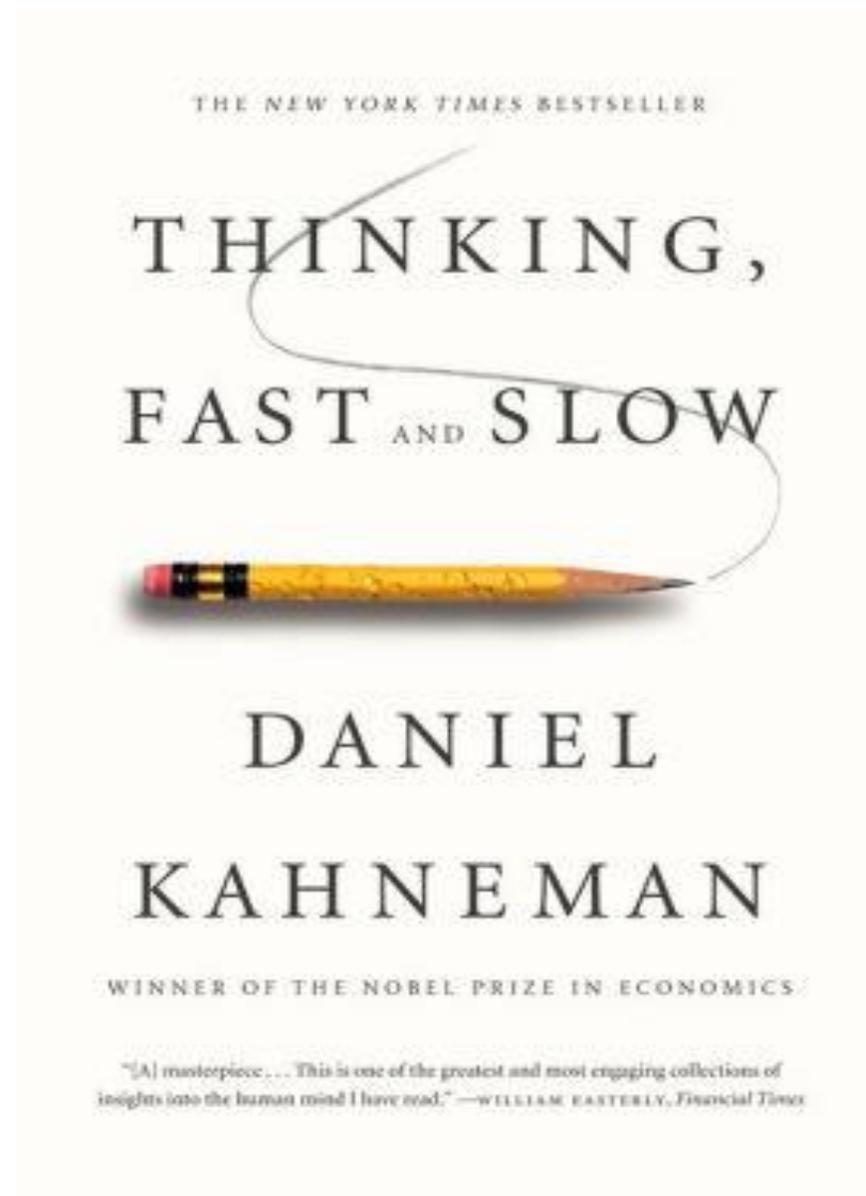
Vikas Narula, Keyhubs



Introverts make great leaders – for people who have ideas

~ *Adam Grant et al*

Risk-taking





Emergency vs Urgency – Know the difference



“...success comes from pausing and contemplating while others rush to make decisions”



Airtable CEO Howie Liu | Airtable

“Move Slow and Make Things”



Over time, Introverts become *more popular*

~

*Bendersky, Corinne and Shah, Neha Parikh (2013). "The
Downfall of Extroverts and the Rise of Neurotics: The*

Introverts become more Trusted

Beukeboom, Camiel, Tanis, Martin, and Vermeulen, Ivar E. (2012). "The Language of Extraversion: Extraverted People Talk More Abstractly, Introverts Are More Concrete," Journal of Language and Social Psychology.

WELCOME TO

TRUST

ENJOY THE JOURNEY

What can we do?

What can an organization do?



Email traffic *increased* in open office spaces

GIT Symposium 2019 | QuietBrillianceConsulting.com

Needed:
A view from the top



Avoid hiring bias

Bernier, Prickett and Gada-Jain (2000).



Hiring Barriers:

The job description

The Interview



Major factor – the immediate supervisor



Gallup: Survey of The American Workforce

Resist imbalance



Reduce performance review biases:

What are you evaluating?





All talking isn't valuable

Implicit Bias can erode trust

“Why don’t you talk more?”

*“Don’t you know how to have
fun?”*

“You mean you went alone?”

Best predictor of high performing teams is Trust





Reduce Leadership Development Bias

Workers seek

<i>Coaching from external mentors</i>	<i>74%</i>
<i>Formal development</i>	<i>60%</i>
<i>Short-term developmental assignments</i>	<i>50%</i>

What companies provide

Seminars, workshops

Coaching from internal managers

Books & articles

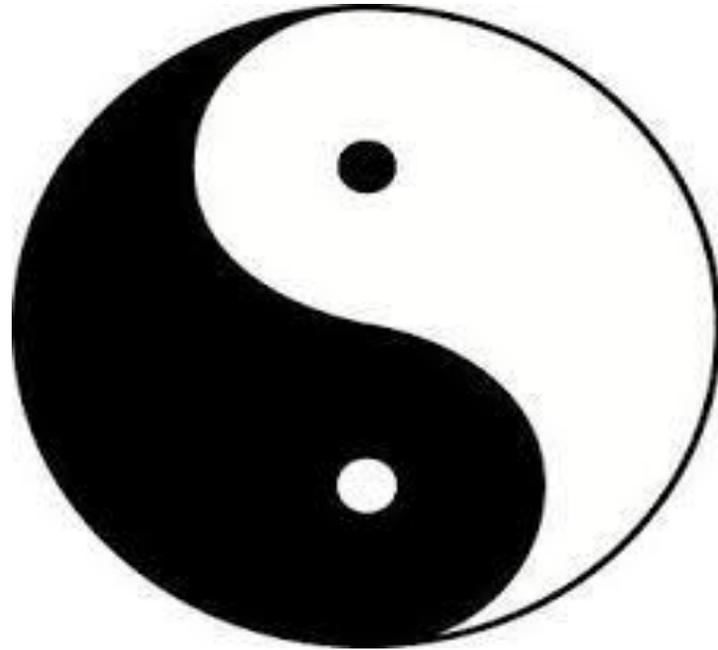
Coaching from peers

What companies get:
Lower engagement & retention
Lack of a leadership “bench”
Loss of \$\$\$\$\$

Global Leadership Forecast 2018



Where? Right under their noses?



We need both
Extroverts & Introverts

We help organizations find
'Hidden Leaders' among
the "Quietly Brilliant"



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