



17: The Introvert's Manifesto

W o r k s h e e t s

On the following page is the full Introvert's Manifesto. Feel from to amend to fit your own strengths and values. Print it to share with others, post at your desk, or fold up and place in your desk drawer.

The Introvert's Manifesto

I do like people. I may not be the loudest or the most engaging person in the room, but I do enjoy time with other people. I prefer the time in short segments and in smaller groups.

It's nothing personal. My energy does drain during the day, especially from extended social interactions. I just need to recharge periodically. Sometimes I need a walk around the office or campus or grab lunch by myself to reenergize.

I am ambitious. I have career goals and aspirations. I may seem reticent, but I love to deliver. I take pride in my work, I want to succeed, and I want to progress. Judge me for my accomplishments, not for my lack of verbosity.

I am an avid learner. I learn through observation and analysis. I relish the wisdom of role models, leaders, and mentors. I am humble yet confident enough to seek feedback and coaching. I thrive on the opportunity to expand my comfort zone and stretch kindly.

I love to contribute. I don't usually jump into debates or have a quick-handed comment, but I want to contribute. I pride myself on being prepared for meetings, strategy sessions, and conferences. I book preparation time on my calendar so I can do my homework ahead of time, consider all sides of an issue, and come ready to bring valuable perspectives and recommendations to the table.

I can develop strong relationships. As an introvert, though I may appear to retain a quiet demeanor, I'm primed to develop deeper relationships over time. I am driven to succeed, and I like to develop work teams, project teams, and customer relationships in my own way. I thrive in small groups where I can really get to know someone: what makes them tick, their motivators, their personal interests. And as I build this rapport, I can leverage this to deliver value for everyone.

I have a strong risk appetite. I don't typically speak impulsively. That feels like hasty risk to me. But if I have time to evaluate a situation, analyze pros and cons, develop fallback options, and plan my approach, I love to put my money where my mouth is and advocate prudent risk. I'm especially analytical and will want to track progress and consider lessons learned afterward.

I am a loyal team member. Don't assume I only want to work independently. While I do like working alone, I also perform well with teams that respect each other and provide space for a diverse range of thought, including introversion. I am an uber-loyalist and work hard to complement and lead a strong, cohesive team. I want to be paid a fair wage, but occasional recognition and job fulfillment are what keep me going every day.

I am a valued part of your team. Many managers now recognize the tremendous value of diversity—diversity of background and experience. It is most powerful to combine such a mixture with diversity of thought and perspective. I can provide caution to other's affinity for spontaneous reactions. I spark creativity, empathy, and authenticity, as well as a balanced approach to problem-solving. I will advocate for teams to make space for this diversity of thought and perspective as well.

I will be a great leader. Leaders are not just the ones who are charming socialites or who command the room through orations and rhetoric. I am great at getting to know my teammates one-on-one. I plan and strategize. I am resilient under pressure and I am secure enough to ask questions and solicit help. And perhaps most of all, I empathize with others and leverage the strengths of everyone to form cohesive teams that deliver great value. I will work hard to develop my skills and be worthy of the opportunity to lead.

You are now equipped with your most important leadership tool: confidence in yourself.

Alert to your own superpowers, centered by your mindset, and driven by your passion and ambition, you now have the self-confidence to not only achieve the Contentment phase of introversion many aspire to, but to flourish as a person and a leader.