US Army Organizational Culture's Effect on Innovation and Creativity

A Monograph

by

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The relationship between the organizational culture of the US Army and the integration of underutilized personality types is key to this study. This monograph reviews US Army doctrine, organizational, leadership, and psychological theory. As part of a holistic approach to this study, analysis focuses on the quiet influence process, US Army leadership doctrine and culture, the Myers-Briggs Type Indicator (MBTI) distribution within the Army, US Army Process losses and inefficiencies, recommendations, and the way forward. This monograph presents an argument for a shift in US Army culture as well as potential solutions for integrating and leveraging introverted personality types to optimize teamwork, cooperation, and communication for the purposes of generating innovation and creativity.

15. SUBJECT TERMS
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Abstract

US Army Organizational Culture's Effect on Innovation and Creativity, by Major Valarie C. Ferrara, US Air Force, 46 pages.

This monograph seeks to explore the relationship between US Army culture and innovation. The research question explored in this study is identifying whether or not US Army culture unintentionally impedes innovation and creativity by embracing an extraverted leadership ideal. The intent of this study is to identify potential problems and solutions for the Army to examine and integrate for the purposes of creating a more effective organization.

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Contents

Acronyms

CGSC   Command and General Staff College

ILE   Intermediate Level Education

MBTI   Myers-Briggs Type Indicator

US   United States

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Introduction

By embracing the Western extraverted leadership ideal, the United States (US) Army curtails a significant number of leader and subordinate contributions. This behavior stifles the innovation required to adapt to the complexity of modern warfare successfully. Through examining personality distributions and understanding preferred behaviors, organizations and leaders can anticipate and develop coping strategies to better integrate underutilized personality types into a more successful, high performing, and innovative team. Therefore, embracing an extraverted leadership ideal, US Army culture unintentionally contributes to poor organizational innovation and creativity.

Army professionals must ensure that the Army is prepared to prevent conflict, shape the security environment, and win wars. The application of the elements of National Power in an environment that is constantly changing exemplifies the complexity of modern warfare. Winning in a complex world requires presenting multiple options, integrating multiple partners, and operating across multiple domains to present multiple dilemmas to our enemies.[1]

Army leaders are charged with developing and maturing concepts for the challenges of contemporary warfare. Creative and critical thinking within teams is integral to the process of option generation within this realm. Thinking clearly about the evolving complex operational environment requires the consideration of threats, enemies, adversaries, anticipated missions, emerging technologies, and opportunities to use existing technologies in new ways, as well as the application of lessons learned to generate innovation.[2]

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[1] TRADOC Pamphlet 525-3-1, *The U.S. Army Operating Concept: Win in a Complex World* (Washington, DC: Government Printing Office, 2014), iii.

[2] Ibid., 33.

The problem is, however, that US Army leaders are consistently poor facilitators of innovation. Defined as new ideas, creative thinking, and forward thinking, innovation is not considered to be an individual phenomenon, but stems from the interaction of leaders and their subordinates. The Center for Army Leadership Annual Survey of Army Leadership conducted an annual survey of over 23,000 Army leaders to assess the quality of leadership and leader development in 2014. The results of this survey indicated that, of all Army leadership attributes, innovation presented the lowest effectiveness score (76%).[3]

Essentially, one in four leaders rated their immediate supervisors as being ineffective demonstrators of innovation. Additionally, ten percent of superiors were rated as completely ineffective demonstrators of innovation. Though nearly three-quarters of Army leaders were assessed as effective demonstrators of innovation, an even smaller percentage were viewed as effective facilitators of innovation through collaboration and communication. Hence, the organizational status quo of the Army is restraining creativity and innovation, resulting in an inefficient and ill-adaptive problem-solving process.[4]

Avoiding the slow-moving bureaucratic process focused on homogeneity and conformity in thinking and behaving is crucial to generating innovation. To do so, the organization and its leaders must change the current subordinate-supervisor paradigm through increased capacity to understand, value, and cope with many dimensions of diversity in behavior. Ultimately, staff members whose unique contributions are not recognized or are undervalued are unlikely to

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[3] Ryan P. Riley et al., *Center for Army Leadership Annual Survey of Army Leadership (CASAL) Military Leader Findings*: Technical Report 2015-01 (Fort Leavenworth, KS: Center for Army Leadership, June 2015), 14.

[4] Ibid., 16.

perform at the highest level.[5] Understanding, integrating, and leveraging diversity within a group results in higher overall group performance. Integrated groups exceed non-inclusive groups in generating, building and enhancing upon ideas critical to adaptation and efficiency.

Western civilization is dominated by an extraverted ideal. The US Army is no exception. Research has shown that Americans have an implicit bias towards extraverted leaders. It is suggested that this bias is the result of associating extraverted leaders with the charismatic leaders that dominate Western culture. Therefore, extraversion is a consistent indicator of leadership effectiveness within supervisor and subordinate perceptions within this paradigm. However, extraverted leadership styles do not always contribute positively to group performance where proactive behavior is paramount, resulting in teams underperforming in areas like innovation.[6]

This monograph seeks to explore the relationship between US Army culture and innovation. The research question explored in this study is identifying whether or not US Army culture unintentionally impedes innovation and creativity by embracing an extraverted leadership ideal. The intent of this study is to identify potential problems and solutions for the Army to integrate for the purposes of facilitating a more effective organization through paradigm change.

To properly examine the relationship between the organizational culture of the US Army and the integration of underutilized personality types, it is essential to review US Army doctrine, and organizational, leadership, and psychological theory. The literature review establishes this baseline by describing the terminology and definitions used to facilitate further understanding and exploration within the analysis section. The methodology section provides a framework for

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[5] Catharine Fitzgerald and Linda K. Kirby, eds., *Developing Leaders: Research and Applications in Psychological Type and Leadership Development* (Palo Alto, CA: Nicholas Brealey America, 1997), 43.

[6] Adam M. Grant, Francesca Gino, and David A. Hofmann, "Reversing the Extraverted Leadership Advantage: The Role of Employee Proactivity," *Academy of Management Journal* 54, no. 3 (2011): 529.

further analysis. This section outlines which topics are to be addressed as part of this study. It describes in detail how and why certain topics are examined to present a compelling argument regarding the leverage and integration of diversity.

The analysis section serves to examine and synthesize the presented topics. This section consists of six subsections, presenting a holistic approach to this study. The subsections are the quiet influence process, US Army leadership doctrine and culture, the Myers-Briggs Type Indicator (MBTI) distribution and the Army, US Army Process losses, recommendations, and the way forward. The analysis section shows the relationship between Western culture and the US Army and how the introverted psychological type is unintentionally marginalized; causing inefficiencies in modern organizations. This section also presents an argument for a shift in US Army culture as well as potential solutions for integrating and leveraging this psychological type to generate innovation.

Literature Review

This literature review describes the terminology and definitions required to comprise a holistic approach to this study. This review starts broadly with a brief description of organizational and leadership theory and refines in detail the Army's operations process and behavior theory. The introduction and review of these subjects serves to create a baseline of information to facilitate the analysis section of this monograph.

Government organizations include high levels of bureaucracy and formalization. Formalization in this sense delineates the extent to which rules, regulations, policies and procedures govern the activities of the organization. Formalization indicators include written policies, handbooks, and operations manuals. Specifically, the existence of formal rules,

procedures, position descriptions and job classifications which specify how decisions should be made and work performed.[7]

The United States Army is no exception. In such a large organization, the process of formalization provides many benefits, but at significant cost to individuality and innovation. Formalization reduces individual discretion employees have in performing tasks while increasing the sense of managerial control. Through the strict observance of positional authority, formalization leads to the feeling of impersonality; contributing to over-rationalized decision making. Thus, the formalization required in large organizations such as the US Army discourages innovation and leads to reduced communication levels.[8]

Bureaucracy is easily attacked as the drive for rationality, calculation, and control which many argue increases efficiency, but which also places the individual in an "iron cage." Within this cage, diversity, creativity, and free will are stifled.[9] Organizations of high levels of hierarchical control, clearly defined roles, and centralized decision-making impede flexibility and creativity. When innovation is a primary concern, mechanical structures hinder performance. Conversely, informal, decentralized organizations that require a high degree of coordination across multiple departments are more likely to be innovative. This results in greater discretion to employees performing tasks free of strict rules and procedures, while decision-making is simultaneously pushed to lower levels of the hierarchy.[10]

The US Army acknowledges its organizational limits as a function of its size and hierarchy and has attempted to optimize its planning and integration efforts through the

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[7] Mary Jo Hatch and Ann L. Cunliffe, *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*, 2nd ed. (Oxford: Oxford University Press, 2006), 105.

[8] Hatch and Cunliffe, 105.

[9] Ibid., 131.

[10] Ibid., 111-112.

Operations Process. The formalized Operations Process is delineated in Army Field Manual 5-0. This manual constitutes the Army's vision of planning, preparing, executing, and assessing operations. The principle audience for this manual is Army commanders and unit staffs.[11]

Military operations are conducted in a complex and continuously adaptive operational environment. Doctrinal activities of the Operations Process are planning, preparing, executing, and assessing. Planning is defined as the art and science of understanding a situation, envisioning a future, and delineating ways to bring the plan to fruition effectively. This process includes both detailed and conceptual planning, of which are codified in detail within the Field Manual.[12]

Commanders and staffs synchronize functional planning teams throughout the operations process organized by warfighting function or by planning the horizon. These cells are grouped into functional cells or integrating cells (figure 1). Functional cells coordinate and synchronize forces and activities warfighting functions. The warfighting functions are Intelligence, Movement and Maneuver, Fires, Protection, Sustainment, and Mission Command. Integrating cells coordinate and synchronize functions within a specific planning horizon. Each cell consists of a core group of planners and analysts led by a team leader. For example, the plans cell is led by the plans officer where all staff sections assist where required.[13]

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[11] Field Manual (FM) 5-0, C1, *The Operations Process* (Washington, DC: Government Printing Office, 2011), v.
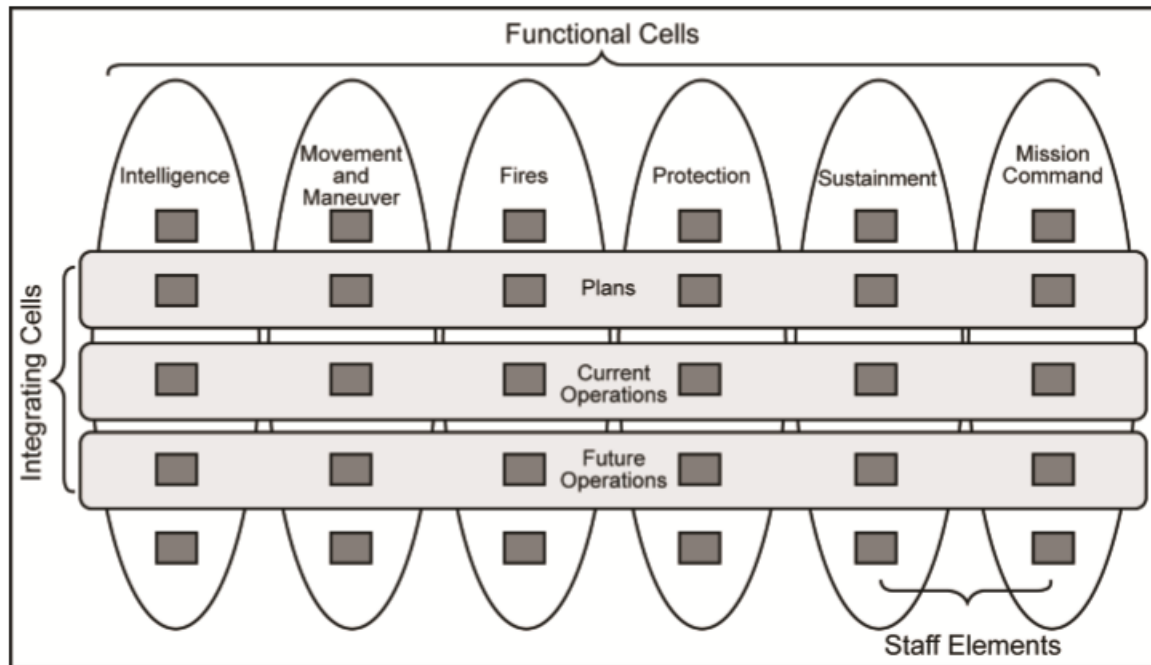
[12] Ibid., 1-25.

[13] Ibid., A-15.

Figure 1.   Functional and Integrating Cells. Field Manual 5-0, C1, *The Operations Process* (Washington, DC: Government Printing Office, 2011), A-3.

The challenge of having functional teams working on simultaneous and overlapping projects is facilitating collaboration and dialogue. Doctrinally, active collaboration and dialogue are encouraged among commanders, subordinate commanders, and their staffs. Throughout the Operations Process, these elements share information, perceptions, and ideas to make decisions better and understand developing situations. Within this construct, it is critical that the commander creates a collaborative environment where participants can think creatively and critically without fear of retribution. Here, groupthink is outlined as the antithesis of effective team collaboration.[14]

Groupthink is considered to be a psychological drive or mode of thinking people experience when they are deeply involved in a cohesive team. Members of cohesive decision-

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[14] FM 5-0, *The Operations Process*, 1-54, 1-56.

making teams strive for unanimity, overriding their motivation to appraise alternative courses of action. This concurrence-seeking tendency interferes with critical and creative thinking. Ultimately, groupthink results in deterioration of mental efficiency, reality testing, and moral judgment required in the effective team collaboration required in planning teams.[15]

Therefore, a requirement for generating options is individuals working in conjunction with the freedom to express novel ideas in planning teams. During the Operations Process, staffs apply critical and creative thinking to ensure an effective and accurate planning effort. Critical thinking is key to identifying problems, making quality plans, and assessing the progress of ongoing operations.[16] Creative thinking leads to new perspectives, insights, and ways of understanding problems.[17] Throughout the ongoing and adaptive planning process, commanders must extract and integrate these intellectual products to ensure operations are congruent with emerging military objectives and end states.

Though doctrine is quite clear that a mutually respectful, free competition of ideas is the ideal, it is quite difficult in practice. A better understanding of how to correctly integrate and extract the most from planning teams is gained through the study of organizational team and group dynamics. A "real team" in organizational theory has four aspects: task, boundaries, authority, and stability. Wise leaders create "real teams" as they serve as the foundation for team effectiveness.[18]

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[15] Irving L. Janis, *Groupthink: Psychological Studies of Policy Decisions and Fiascoes*, 2nd ed. (Boston, MA: Houghton Mifflin Company, 1972), 9.

[16] FM 5-0, *The Operations Process*, 1-52.

[17] Ibid., 1-53.

[18] J. Richard Hackman, *Leading Teams: Setting the Stage for Great Performances* (Boston, MA: Harvard Business Review Press, 2002), 60.

A manager refers to any individual whose responsibilities have to do with directing the work of others.[19] A manager's first responsibility is to make sure that the work required is appropriate for the team's performance. Also, they must ensure that the task requires members to work together interdependently to achieve an identifiable outcome.[20] The team aspect task is satisfied in operational planning teams by commanders who visualize, describe, and direct effectively.

To work effectively together, team members need to understand who they are through the application of boundaries. Difficulties are avoided by clearly establishing who is on what team to avoid ambiguity about who shares responsibility and accountability for the collective outcome. A clearly bounded team can function separately and simultaneously. This does not indicate, however, that the team membership cannot change as circumstances change.[21] Therefore, it is incumbent upon the operational team leader to delineate which members are on which teams and adapt the team to planning priorities and timelines.

Once a task is determined, and the team members are identified, the extent of the team's authority should be determined. Authority limits should be delineated explicitly. In several aspects of teamwork, ambiguity is a good thing, the extent of a team's authority is not one of them. Members of operational planning teams should only have authority for executing the task assigned. In this instance, the team leader monitors the team performance processes, structures the unit, and sets the overall direction.[22]

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[19] Hackman, 52.

[20] Ibid., 41.

[21] Ibid., 44.

[22] Ibid., 53.

Stability is the final aspect of a real team. Teams with stable membership perform better than those that constantly deal with the arrival of new members and the departure of old ones. Work teams develop in distinctive ways, and there is a myriad of reasons why stable teams perform better.[23] Unfortunately, within the context of operational planning teams, there is only a certain degree of stability when it comes to team membership and construction.

Once the foundation of a "real work team" is established, a manager can begin to focus attention on the team's performance by eliminating process losses. One of the most pernicious and common process losses encountered by task-performing teams is the inappropriate weighing of member's contributions. The talent of team members is far too often wasted when a team gives inappropriate weight to such factors such as demographic attributes, position in the organization, or behavioral style. Unfortunately, teams pay more attention to these factors than what the person actually knows about the work.[24]

The process gain for knowledge and skill when teams synthesize interaction and learning from one another increases the pool of knowledge available. Minimizing the inappropriate weighing of member's inputs becomes paramount in taking advantage of the expertise within the group composition. Cross-functional teams such as operational planning teams are particularly useful for generating this kind of process gain as these teams enjoy a diverse configuration of members. Team leaders, therefore, must assume responsibility to minimize the inappropriate weighing of members' inputs. Once teams maximize these process gains, their performance will far outstrip what could be obtained by the dynamics of a collection of individuals.[25]

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[23] Hackman, 55.

[24] Ibid., 174.

[25] Ibid., 175.

Since operational planning teams are comprised of a diverse group of individuals, maximizing process gains requires an understanding of the variations in human behavior or personality. Variations in human behavior stem from differences in mental functioning. The theory of phycological types serves to explain these differences best. The merit behind the theory of psychological types is that it provides strategies enabling us to anticipate and cope with personality differences in a constructive way.

The basics of psychological types are derived from how one uses their minds while perceiving and judging the world.[26] The main difference in perception and judgment originates from their relative interest in their outer world and their inner world. Humans either prefer to orient to the outer world or the inner world. These two complimentary orientations to the world are called introversion and extraversion.

The introvert's main interests are in the inner world of concepts and ideas, whereas the extravert is more involved with the people and things of the outer world. This does not suggest, however, that one type is limited to either world. Well-developed individuals can adequately deal with both worlds around them; they simply prefer their orientation. This natural preference is similar in concept to left or right-handedness.[27] Whereas individuals are capable of using both hands, they prefer to use their primary hand for most tasks.

The extraverted attitude is characterized with attentions flowing out to the objects and people in the environment. They possess the desire to act on the environment, affirm its importance, and increase its effect. Habitual extraverts develop an awareness and reliance on the

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[26] Isabel Myers, *Gifts Differing* (Palo Alto, CA: Davies-black/consulting Psych, 1980), 1.

[27] Ibid., 7.

environment for stimulation and guidance. They tend to be action oriented, impulsive, frank, communicate easily, and are sociable.[28]

Conversely, the introverted attitude draws energy from the environment and consolidates it within one's position. Introverts are mainly interested in the inner world of concepts and ideas. Habitual introverts develop an interest in the clarity of concepts and ideas. They rely on enduring concepts more than external events. They are thoughtful, contemplative, detached, and enjoy solitude.[29]

Unconsciously we tend to assume that other people's minds work the same as our own. Understanding that each individual is unique is helpful but has no practical application in the workplace. The MBTI was designed to test psychological types specifically for this application. The merit behind this tool is that it makes practical use of C. J. Jung's theory of psychological types by providing understanding and constructive strategies specifically for cooperation and teamwork.[30]

The MBTI data is interesting and relevant to individuals seeking to maximize teamwork, cooperation, and communication. Organizations and team leaders can use MBTI data to develop strategies to enhance effective communication and collaboration across internal and external parties such as cross-functional teams. Here lies the potential for the US Army to shift emphasis towards valuing differences to reframe the manager's role of evaluating staffs to developing them. This reframing is consistent with learning organizations and the flattening of organizational

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[28] Isabel Briggs Myers and Mary H. McCaulley, *Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator* (Palo Alto, CA: Consulting Psychologists Press, 1985), 13.

[29] Ibid.

[30] Ibid., 11.

hierarchies required in large government bureaucracies.[31] The result is overall group performance that exceeds non-inclusive groups in generating innovation and building ideas needed to match the challenges of the nature of complex and adaptive warfare.

Garnering group performance that exceeds current non-inclusive performance in the areas of innovation and creativity is the impetus for this monograph. By examining personality distributions, the US Army can better understand behaviors and anticipate strategies to better integrate underutilized personality types. The relationship between Western culture, the US Army, and the introverted psychological type will be developed further in the analysis section.

Methodology

The methodology applied to this monograph examines the relationship between extroverts and introverts within the context of military leadership through a holistic analysis. This monograph identifies key concepts and definitions for background within the framework of this field of study. This analysis compares US Army's leadership ideals against specific personality types to indicate one as being favorable over the other expressed through organizational bias. The extraverted leadership ideal is examined and challenged as a weakness in Army culture and strategies for leveraging the introverted psychological type are suggested as part of a comprehensive approach to integrating all talent.

First, the introvert influence process is reviewed as the key to Army leadership. This section begins with a comparison of introverted and extraverted psychological types and observable behavior patterns. Several behaviors are characterized as leadership challenges for introverts which serve to address a cultural bias for extraverted leaders in the US Army. The section ends by exploring how introverts influence the workplace as a critical first step in understanding, extracting, and leveraging this psychological type.

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[31] Fitzgerald and Kirby, 45.

Second, this analysis examines US Army leadership doctrine to understand organizational requirements. The Army leadership requirements model is a framework that the US Army uses to delineate a leader's character and competencies. These leadership attributes are compared to introverted and extraverted behavioral characteristics in an effort to determine if there appears as though one type is doctrinally preferred over another. Though there seems to be no doctrinal preference for psychological type, there certainly exists a cultural bias towards more outgoing or extraverted behavior. The problems associated with a preference towards extraverted leadership types related to group performance are then discussed to persuade the reader that the heuristic towards the extraverted leadership style is over-sold and misplaced when innovation and creativity are required.

Next, this analysis examines the distribution of the MBTI scores collected at Command General and Staff College to illustrate an example of the composition of introverts and extraverts within the field grade rank structure. This section provides compelling evidence that approximately half of the officers in planning and leadership roles are introverted. Hence, the assertion that the extraverted leadership style is preferential in the Army and the distribution of introverted field grade officers suggests that these individuals are coping to fit into this organization. This results in inefficiencies and sub-optimal group performance, known as process losses.

The subsequent section examines the process losses that teams encounter when individuals are forced to behave in ways that betray their habitual preferences. This section describes the introverted behavior as it relates to team-centric Western workplaces and suggests where the potential lies for extraction. Overall, this section argues that introverts make more substantial contributions when they able to make the most of their natural talents, presenting an opportunity for US Army to shift towards a culture of understanding this requirement to facilitate extraction.

The next analysis section provides strategies for the US Army to better integrate the introverted personality type into more successful and high performing teams. These strategies are designed to capitalize on the introvert's natural strengths and influence potential. This section focuses on managing and leveraging this psychological type through managerial strategy. These recommendations are guidelines for those seeking to optimize teamwork, cooperation, and communication flow across cross-functional teams.

The final analysis section provides objective criticism of the MBTI analysis tool. Though this tool is widely used, it does have potential drawbacks. The tool's shortcomings stem from its foundation on what are now defunct theories. Emerging theories suggest a more complete and accurate examination of human personality characteristics for the purpose of team performance. The US Army should consider abandoning the MBTI tool with the goal of maximizing individual potential in group settings. However, though the MBTI tool has some shortcomings, the introverted and extraverted psychological type theory remains the benchmark for understanding and integrating these behavior patterns.

The conclusion reviews the strengths and weaknesses of the introverted and extraverted psychological types. It presents an argument for creating a more collaborative and cohesive environment for the purpose of facilitating innovation and creativity in the US Army for the purpose of adapting to the complexities of contemporary warfare. The recommendations provided are strategies for team leaders and commanders to implement and leverage these strengths in group settings, for the purpose of maximizing the success of military organizations.

Analysis

The Quiet Influence Process

Leadership theory suggests that leadership is the result of exceptional qualities of the individual rather than the result of positional authority.[32] The Army defines leadership as "the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization."[33] The key to accomplishing this task is the ability to influence. Influence is defined as the ability to "get people to do what is asked through words, personal example, communicating purpose, direction, and motivation."[34] Since introverts and extraverts influence differently, we must first examine these differences to understand how to leverage this process.

Introversion and extroversion are terms that refer to personality traits, sources of stimulation, and energy. Extraverts gain energy by being with people and participating in events. Introverts, however, draw energy from within. They find social interactions draining and seek quiet places to recharge their energy. Introversion should not be confused with shyness. Shyness relates to anxiety in social situations; introversion refers to an energy source.[35] The preference for finding energy from within or from social interaction translates to several observable personality characteristics (table 1).

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[32] Fitzgerald and Kirby, 77.

[33] Army Doctrine Reference Publication (ADRP) 6-22, *Army Leadership* (Washington, DC: Government Printing Office, 2012), 1-1.

[34] Ibid.

[35] Jennifer B. Kahnweiler, *Quiet Influence: The Introvert's Guide to Making a Difference* (San Francisco, CA: Berrett-Koehler Publishers, 2013), 12.

Table 1.   Characteristics Associated with MBTI Preferences

Extraversion	Introversion
• Attuned to external environment	• Drawn to their inner worlds
• Prefer to communicate by talking	• Prefer to communicate by writing
• Learn best through doing or discussing	• Learn best by reflection, mental "practice"
• Breadth of interests	• Depth of interest
• Tend to speak first, reflect later	• Tend to reflect before acting or speaking
• Sociable and expressive	• Private and contained
• Take initiative in work and relationships	• Focus readily

Source: Catharine Fitzgerald and Linda K. Kirby, eds., *Developing Leaders: Research and Applications in Psychological Type and Leadership Development* (Palo Alto, CA: Nicholas Brealey America, 1997), 39.

Quite simply, introverts embrace solitude. Introverts need and must spend time alone to recharge their energy. As a function of this requirement, they prefer quiet, private spaces. Additionally, they prefer to handle projects on their own or in a small group.[36] Contrarily, extraverts seek external stimulation and the excitement of social settings. They draw their energy from social interactions and therefore actively seek this interaction.[37]

Introverts tend to think before speaking. They carefully consider others' comments, stop and reflect, and then respond. Therefore, they typically think first and talk later; providing well thought out responses.[38] This behavior may be interpreted as slow and often characterized in an uninterested demeanor. Extraverts prefer to think out loud through group discussions and reflect later. This can result in a tendency towards the rush-to-conclusion type of decision-making.[39]

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[36] Kahnweiler, 13.

[37] Fitzgerald and Kirby, 39.

[38] Kahnweiler, 13.

[39] Fitzgerald and Kirby, 39.

Introverts are seldom outwardly emotional. They are hard to read, are often misunderstood, and they tend to hold their emotions inside.[40] This behavior can make extraverts uneasy and ultimately makes introverts hard to relate to. Extraverts are outwardly expressive and sociable. This behavior makes them open, likable, and relatable, though this behavior can potentially be overbearing.[41]

Introverts focus on depth over breadth. They often conduct a deep dive into topics before moving on to another one. They are drawn to in-depth and meaningful conversations over small talk.[42] Therefore, introverts can seem abrupt, cold, and withdrawn to extraverts. The focus on depth of information is a function of thinking before speaking with sharp focus. Introverts prefer to understand all aspects of problem sets before formulating an opinion. Extraverts tend to prefer an overall breadth to areas of interest and a learn-by-doing mindset.[43]

Introverts prefer written to oral communication. While working, they prefer email and reports over presentations.[44] This, however, does not mean that introverts cannot speak intelligently or present adequately, they can and do well when they have adequately prepared. Extraverts prefer communicating through talking. They would rather explore problems within a group setting as they think out loud to derive solutions.[45]

Introverts are typically quiet and reserved. They abhor being the center of attention and prefer to be behind the scenes.[46] They tend to get dismissed because they speak quietly and

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[40] Kahnweiler, 13.

[41] Fitzgerald and Kirby, 39.

[42] Kahnweiler, 13.

[43] Fitzgerald and Kirby,39.

[44] Kahnweiler, 13.

[45] Fitzgerald and Kirby, 39.

[46] Kahnweiler, 13.

slowly. Their low-key demeanor makes them easy to overlook in type A, whoever-talks-loudest-wins types of group settings common in Western workplaces. Extraverts assume their quietness means that they have no opinion or have nothing to say. Thus, extraverts tend to dominate the conversation, often stifling the emergence of novel ideas.[47]

Introverts are intensely private people. They keep personal matters to themselves except a select few. They are equally quiet about professional accomplishments and tend to keep their ideas to themselves.[48] This behavior results in an assumption about a lack of experiences and credibility by superiors and peers. Extraverts, being outwardly expressive and sociable by nature, makes them relatable as well as garners their credibility through shared experiences.

Introvert and extravert personality traits are neither good nor bad; they just are. However, introverts are frequently undervalued, underappreciated, and misunderstood in Western society. Through this bias, introverts are rarely identified as key influencers in the workplace. Though not easily observed, there are six ways that introverts influence labor in every type of workplace.[49]

An introvert's ability to influence draws upon their strengths. The Quiet Influence Process (figure 2) identifies the six strengths introverts embrace to achieve an impact in work environments. Their strengths are: taking quiet time, preparation, engaged listening, focused conversations, writing, and thoughtful use of media. Each strength in and of itself is a powerful influencer, but their power is amplified when the strengths are used in synergistic combinations.

The core of the Quiet Influence Process lies within the synergistic effects of quiet time and preparation. Here introverts gain energy, creativity, and confidence through deep research

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[47] Fitzgerald and Kirby, 39.

[48] Kahnweiler, 13.

[49] Ibid., 14.

and addressing potential objections. Once introverts are satisfied with their quiet research, they

are ready to move out of their heads and interact with others.[50]
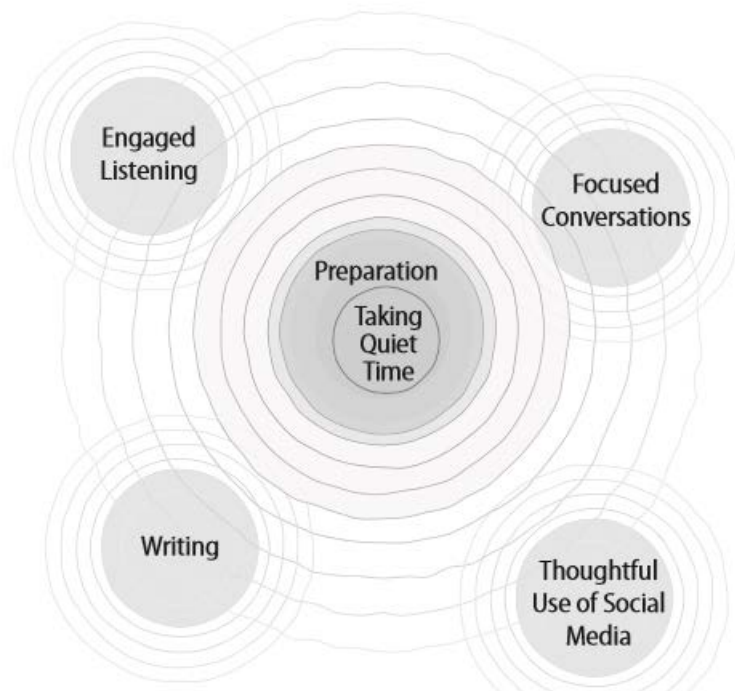
Figure 2.   The Quiet Influence Process. Jennifer B. Kahnweiler, *Quiet Influence: The Introvert's Guide to Making a Difference* (San Francisco, CA: Berrett-Koehler Publishers, 2013), 19.

Introverts capitalize and succeed in influencing others by utilizing the remaining four

strengths as needed. These strengths are adapted to each situation, and quiet influencers often

loop back to their core to rebuild energy and confidence in a continuing influence process.

Additionally, they often alternate between verbal interaction and writing as they adapt to new and

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[50] Ibid., 20.

emerging information. The Quiet Influence Process does not require one to be good at all strengths, but able to adapt his or her strengths in various ways for each situation.[51]

By examining the differences between introvert and extravert preferences for behavior, we begin to understand how introverts influence others. As the cornerstone of leadership, influence becomes the key to unlocking and leveraging an introvert's strengths and leadership potential. Within the context of Army leadership doctrine, integrating strengths of introverted leadership through this lens becomes critical in relating and extracting this personality type.

US Army Leadership Doctrine and Culture

To better understand how the US Army as an organization cultivates leaders, we must examine leadership doctrine. Leaders are not only responsible for organizational outcomes, but they are also judged on leadership abilities. Since, leadership is the ability to interact and influence others, inspiring them to work to meet collective goals, we must examine exactly how the Army expects this to be accomplished.[52]

The Army developed a framework for leadership development called the Army Leadership Requirements Model. This model delineates leader attributes and competencies, describing what a leader is and what a leader does. The attributes character, presence, and intellect describe how an individual should behave, as well as represents the values and identity of the ideal leader. Individual leader competencies are therefore mastered in institutional schooling, self-development, realistic training, and professional experience. Leadership attributes provide an individual's core from which the competencies are facilitated and therefore remain the focus of this study.[53]

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[51] Kahnweiler, 20.

[52] Grant, Gino, and Hofmann, 528.

[53] ADRP 6-22, *Army Leadership*, 1-5.

Army leadership attributes describe manners in which individuals should behave as well as describes how they should derive personal identity. These attributes closely relate to individual personality as they represent a manner of how individuals have developed and expressed their tools for leadership. The following paragraphs examine how the US Army describes leadership as it relates to the introvert and extravert psychological types.

The US Army Leadership Requirements Model describes the attribute character as being comprised of a person's moral and ethical qualities. Central to this attribute is the element of Army values. Army values consist of standards, principles, and qualities essential to the success of an Army leader.[54] Organizational theory suggests that cultures are a reflection of leader's preferences. Furthermore, evidence supports the acceptance of organizational culture among the majority of psychological types. Thus, there appears to be no correlation between psychological type and assumption of organizational values.[55]

The Army leadership attribute presence is described as the sum of one's outward appearance, demeanor, actions, and words. These characteristics go beyond physical existence; they include actions, words, and the manner in which leaders carry themselves.[56] This attribute is easily observable and correlated to psychological types. This attribute is particularly challenging for the introvert due to their tendency to prefer their inner world. Introverts are often seen as guarded, submissive, or unfriendly to subordinates. However, this does not mean that introverts are incapable of possessing a commanding presence or projecting authority. Contrarily, subordinates in a case study have described extraverts with the quality of dominance, personal

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[54] ADRP 6-22, *Army Leadership*, 3-2.

[55] Fitzgerald and Kirby, 94.

[56] ADRP 6-22, *Army Leadership*, 4-1.

power, popularity, assertiveness, and individualism.[57] This behavior can be overbearing and at times stifling towards creativity.

The last leadership attribute delineated in the US Army Leadership Requirements Model is intellect. US Army leadership doctrine describes a leader's intellect as the sum of mental tendencies and resources shaping one's conceptual ability as it is applied to duties and responsibilities. The components of this attribute are mental agility, sound judgment, innovation, interpersonal tact, and expertise.[58] Extensive research has provided little to no evidence supporting a correlation between psychological type and a significant delineation regarding intellect. Therefore, one must assume that an expression of one psychological type over another in this instance provides no distinct advantage.

Despite considerable research conducted on psychological types and US Army leadership doctrine, there is little evidence suggesting an organizational preference for one type over another. Additionally, psychological types seen through this lens does not predict success. It does, however, predict how individuals chose to spend their time. For example, introverts may devote more time on paperwork, whereas extraverts may devote more time politicking. Depending on the organizational culture requirements, each type and activity may lead to success.[59]

The US army's organizational culture appears to favor transformational leadership over other types of leadership. Transformational leadership is defined as "the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower."[60] This type of leader facilitates subordinate

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[57] Fitzgerald and Kirby, 82.

[58] ADRP 6-22, *Army Leadership*, 5-1.

[59] Fitzgerald and Kirby, 98.

[60] Peter G. Northouse, *Leadership: Theory and Practice,* 7 ed. (Los Angeles, CA: SAGE Publications, 2015), 162.

potential by attending needs and motives of followers. Though both psychological types can execute this leadership style, it appears as though there is a cultural preference for gregarious, outspoken, and charismatic expression of leadership type in the US Army. Organizational preference for outgoing leadership traits sets introverts at a distinct disadvantage.

In broad concept, extraversion is best understood as a behavior tendency towards placing oneself at the center of attention, acting dominant, outgoing, talkative, and assertive. Research indicates that extraverts are more likely to emerge as leaders in promotions and are perceived as effective by both supervisors and subordinates as a result of this behavior. Further research indicates that extraversion personality expression is the best personality predictor for transformational leadership where they express charisma, provide intellectual stimulation, and offer individual consideration for subordinates.[61] As the hallmark of an Army leader, gregarious and outgoing personality expression needs to be addressed as a cultural bias.

Thus, it appears that extraverts have a distinct advantage in leadership and promotion roles within the US Army and Western society. However, recently there has been a shift in academic thought. Scholars have begun to question whether or not this assertion overstates the benefits of extraversion in leadership roles at the cost of overall group performance. In fact, recent studies suggest that though extraversion is consistent with supervisor and subordinate perceptions of effectiveness, extraverted leaders may not contribute positively to overall group performance.[62]

This theory proposes that when placed in work environments where subordinate proactivity is discouraged, extraverted leaders contribute to group performance. Conversely, this theory proposes that in environments where subordinates are encouraged to be proactive,

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[61] Grant, Gino, and Hofmann, 528.

[62] Ibid., 529.

extraverted leaders are a hindrance to performance. Hence, a suggested explanation is that extraverted leaders perhaps see proactive behaviors as threats or distractions. Proactive and innovative behaviors are dismissed or suppressed as a result. It is suggested that organizations fail to benefit from subordinate contributions where extraverts dominate the discourse.[63]

Less extraverted leaders facilitate group performance by actively encouraging proactive behavior, being receptive to subordinate ideas, enhancing work methods, and exercising influence upward. Thus, less extraverted leaders can develop more efficient and effective practices through enhancing overall group effectiveness. The key being that current leaders should encourage extraverted leaders to recognize, promote, and reward proactive behavior to fully benefit from thought diversity.[64]

Given these opposing viewpoints, one universal leadership truth remains. Leaders tend to assume others operate in the same manner as themselves. Natural preference towards introversion or extraversion may be strong, but remaining wedded to one preference with little to no tolerance for the other limits potential as a leader. Being a successful leader requires one to accurately read subordinates, know how to develop them, and knowing how to generate the best results for the organization.[65]

Myers-Briggs Type Indicator Distribution and the US Army

To further understand how to integrate and leverage introverted personality types we must examine their distribution within the US Army. Several tools have been developed to identify personality types in the workforce. The US Army has been using the Myers-Brigg's type

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[63] Grant, Gino, and Hofmann, 529.

[64] Ibid., 545.

[65] Lee Barr and Norma Barr, *The Leadership Equation: Leadership, Management, and the Myers-Briggs: Balancing Style = Leadership Enhancement* (Austin, TX: Eakin Press, 1989), 52.

test since its inception in the 1980s. The US Army routinely collects personality type data during institutional education.

The MBTI tool measures individual preferences across four indices. The indices are extraversion vs. introversion, sensing vs. intuition, thinking vs. feeling, and judgment vs. perception. These preferences are designed to represent C.J. Jung's basic theory on psychological types. In general, these preferences affect what people attend to and how they draw conclusions about what they perceive in any given situation.[66]

The main objective of the type indicator is to identify individuals four basic preferences. The intent is to identify habitual choice through self-study. All individuals can exercise all aspects of each category; the type indicator merely represents a preference. The testing result for each individual shows a preference score between poles of each index given in four letters illustrated in table 2.[67]

Table 2.   The Format of Type Tables

		Sensing Types		Intuitive Types	
		Thinking	Feeling	Feeling	Thinking
INTROVERT	Judgment	ISTJ	ISFJ	INFJ	INTJ
	Perception	ISTP	ISFP	INFP	INTP
EXTRAVERT	Perception	ESTP	ESFP	ENFP	ENTP
	Judgment	ESTJ	ESFJ	ENFJ	ENTJ

Source: Isabel Briggs Myers and Mary H. McCaulley, *Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator* (Palo Alto, CA: Consulting Psychologists Press, 1985), 31.

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[66] Myers and McCaulley, 2.

[67] Ibid., 3-4.

The four-letter score is, therefore, an individual's MBTI type. For example, ESTJ designates preferences for extraversion, sensing, thinking, and judging. The potential application of MBTI scores covers a broad range of human activities. Within the context of cooperation and teamwork, these scores are used to select teams, recognize diversity, leverage strengths, self-development, and increase the effectiveness of teams.[68]

The US Army Command and General Staff College (CGSC) collects MBTI data from Intermediate Level Education (ILE) students. Students selected to attend ILE represent the future of the Army as they have demonstrated the potential to lead. The MBTI test is administered to in-residence students (including all branches and services) to facilitate self-development. All data collected is voluntary. Five years of MBTI data was collected from ILE students and analyzed for the purpose of this study. The results are illustrated in table 3.

Table 3.　AY 2010-2015 In Residence CGSC Student Cumulative Data

	ISTJ	ISFJ	INFJ	INTJ
INTROVERT	24.92%	4.72%	1.98%	9.00%
	ISTP	ISFP	INFP	INTP
55.74%	6.05%	2.26%	2.26%	4.58%
	ESTP	ESFP	ENFP	ENTP
EXTRAVERT	4.66%	1.67%	3.71%	4.83%
	ESTJ	ESFJ	ENFJ	ENTJ
44.23%	15.76%	3.27%	2.00%	8.34%

Source: Kevin P. Shea, Associate Professor CGSC, "MBTI CGSC Types Cumulative Data 2015" (Powerpoint slide email to author).

The percentages are distributed by MBTI type and overall introvert or extravert proportions. As shown, the introvert psychological type for in-residence ILE students is expressed

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[68] Myers and McCaulley, 4.

at just over half at 55.74%. The national distribution for introverts and extraverts is nearly half with introverts slightly edging out extraverts at 50.7%.[69] The slightly higher than the national average distribution of introverts as leaders in the US Army suggests that this psychological type is potentially drawn to military service or is selected at a higher percentage as demonstrating potential as a leader.

The highest percentage reported was the ISTJ type at 24.92%. This percentage is double the national average of 11.6%.[70] Additionally, the second most reported type was ESTJ at 15.76% with a national average of 8.7%. This suggests a strong overall correlation between sensing, thinking, and judging types and military service.

One study conducted in the early 1990s confirmed this correlation. This study included more than twenty thousand individuals across hundreds of companies. The MBTI scores represented each level of organization ranging from entry level positions to chief executive officers. This study also included a large sample of government and military personnel.[71] The results suggested that the ISTJ preference was overwhelmingly represented in the military, as we have seen above. Additionally, the combined result of Army, Navy, Air Force, and Marines was shown to be 58% introverted, 72% sensing, 90% thinking, and 80% judging.[72]

Furthermore, this study dispelled a common myth that corporate and government-military types are much different. Data collected suggests that four-star generals are typologically

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[69] Myers and Briggs Foundation, "How Frequent Is My Type," accessed December 28, 2016, http://www.myersbriggs.org/my-mbti-personality-type/my-mbti-results/how-frequent-is-my-type.htm.

[70] Ibid.

[71] Otto Kroeger and Janet M. Thuesen, *Type Talk at Work: How the 16 Personality Types Determine Your Success on the Job* (New York, NY: Delacorte Press, 1991), 391.

[72] Ibid., 304.

identical to senior executives and majors closely resemble middle managers.[73] This provides compelling evidence suggesting that studies and recommendations regarding the integration of all personality types in corporate spheres in some ways translate to the US Military.

The overwhelming presence of introverted Field Grade Officers in developmental education and the assertion that the extraverted ideal is the preferred leadership type are fundamentally at odds. This suggests that introverted leaders are coping and masquerading as extraverts to thrive in Army culture. Therefore, introverts must act in ways that appear extraverted to satisfy the cultural biases of the institution. The resultant effect is that nearly half of an organizational population are behaving in ways counter to their habitual preferences and operating at sub-optimal performance levels, which are expressed as inefficiencies and process losses.

US Army Process Losses

All task-performing teams can encounter process losses and synergistic process gains. Process losses are considered to be inefficiencies and internal breakdowns that prevent groups from realizing their theoretical potential. Process gains develop when members interact in ways that enhance the collective effort and actively develop member's knowledge and skill. Process losses are developed when members interact in a manner that suppresses team effort, member talent, member time, energy, and expertise.[74] Organizations should create performance strategies to minimize process losses and maximize process gains.

The extraverted ideal dominates Western workplaces. In organizations where talking reigns supreme, introverts are frequently overlooked and underestimated. This negates the natural tendencies of half of the workforce resulting in process loses. It is imperative to identify where

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[73] Kroeger and Thuesen, 392.

[74] Hackman, 169.

these process losses happen within the US Army operations process to mitigate adverse effects and optimize team performance.

In the 1980s, corporations transitioned towards a teams-produce-results approach. This resulted in modern conception where professional work necessitates teamwork. The US Army is no exception. Workstations are sometimes arranged to sit as teams, as they are the focus, and ideas are generated through brainstorming during meetings. This team-centric approach is a problem for introverts. This activity drains introverts of their energy and denies their need for personal and intellectual space, where they do their best and most creative thinking. Therefore, pressure to engage with people all day denies introverts the ability to prepare their thoughts adequately.[75] This process loss is manifested in poorly articulated ideas, a cursory understanding of problems, and little to no participation from introverts.

Additionally, contemporary corporate and Army culture do not reward humility. Sharing accomplishments results in people knowing and appreciating the value one has to offer the team. Unfortunately, those who do not brag about themselves are frequently left out of the loop. An introvert's tendency for social restraint results in often being overlooked, or undervalued because they prefer to keep their accomplishments private. This results in process losses manifested in talents, experiences, and accomplishments that are under-utilized.

When introverts have great ideas, they go unheard in group settings mostly because they cannot seem to find an opening to share them. Alternatively, when they do interject their ideas, they are interrupted or talked over which effectively silences them. Frequently, introverts quietly present an idea that is promptly disregarded because they have no credibility or are unwilling to raise their voice and explain further. This problem also pervades one-on-one conversations with extraverts, where introverts have difficulty injecting their ideas or being heard. Thus, most

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[75] Kahnweiler, 8-9.

introverts fly under the radar, and few extraverted colleagues fail to draw them out to share their thoughts effectively.[76] This results in processes losses in that manifest as lopsided ideas, inefficient problem-solving, and undervalued team members.

Additionally, western workplaces to not tolerate expressionless faces and quiet people well. Others perceive this behavior as cold and difficult to read. This behavior has the potential to alienate the introvert among extraverted teammates. Most introverts must "fake it" to be more personable, to live up to the extraverted ideal to succeed in organizations. There is constant pressure to always be "on" in the work environment. Introverts thus often act sociable and expressive when in reality these efforts feel insincere and are extremely exhausting.[77] This manifests as process losses such as mental fatigue, irritability, and an overall violation of one's habitual nature.

Due to the fast pace of business and military operations, many workplaces value quick decisions over well thought out ones. The speed of technology and the increase of competitive time and resources drives this nature. Unfortunately, this denies the introvert the time to slow down and process the information needed during the decision-making process. This extended period of consideration often results in their ideas being too late to influence the decision.[78] This process loss manifests when up to half of the workforce fails to contribute to a decision and the introvert is denied the ability to utilize the core of their influence process.

Within the talkative climate that dominates Western workplaces, interruptions dominate. Often, when introverts speak quietly or pause, others jump in and steal their spotlight. Even when introverts are speaking at a normal volume and expressing well thought out ideas, extraverts often

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[76] Kahnweiler, 9.

[77] Ibid., 9-10.

[78] Ibid., 10-11.

interrupt. To the extravert, the interruption is merely a way of sharing and building ideas. To the introvert, the interruption is like a blanket of silence after that they surrender their ideas to the group or the loudest person. Often, introverts are demotivated and less inclined to share new ideas.[79] This manifests as a process loss similar in others where the introvert's ideas are not incorporated into the discourse.

Cumulatively, these process losses pose a huge threat to any organization. The complex and adaptive nature of challenges facing the US Army requires innovation and creativity. The US Army cannot afford to alienate half of its leaders and planners by undervaluing or denying their contributions. The truth is that all members of professional teams need to influence others. The quiet influencer focuses on careful thought and depth of knowledge. Influence in this instance is not about forcing others to see things one way but learning from others to derive a shared solution. If the US Army continues to focus on those who talk loudest, they will continue to miss the opportunity to listen, learn, and respond thoughtfully to the introvert's influence.

The status quo of introverts mirroring their more outgoing colleagues is an unsustainable, exhausting, and ineffective. Their attempts to do so, not only deny their sense of self, they are often executed poorly resulting in misinterpretations and misrepresentations of ideas. Introverts are more effective contributors and leaders when they make the most of their natural talents. Organizationally, the US Army needs to stop pressuring introverts to act like extraverts, capitalize on their unique strengths, harness their influence process, and optimize team performance.

Recommendations

Recent academic trends have generated lots of buzz regarding introverts. The newfound recognition has generated greater appreciation for this psychological type. These works exalt the introvert's ability to be more creative, empathetic, be active listeners, and more thoughtful. The

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[79] Kahnweiler, 11.

challenge posed by these authors is for organizations to find ways to integrate introverts in an extroverted-biased work environment efficiently.

The problem with challenging the organizational status quo is two-fold. First organizations must first understand the introvert, what the introvert needs, and how to generate strengths. Second, organizations need to take steps to break down unintentional roadblocks to integrating the introvert's strengths and allow them to flourish through their natural behavioral preferences. As managers of introverts, the US Army must examine how they are effecting this psychological type regarding team performance.

The MBTI data collected by the Army provides an opportunity to examine organizational behaviors and develop strategies to better integrate the introverted personality type into a more successful and high performing team. The challenge, in this case, is creating a shift in the US Army organizational culture that will leverage an introvert's strengths and dispel misconceptions around introversion. Because simply, those on the more introverted end of the spectrum require slightly different workplace conditions to excel. This section attempts to provide workplace solutions that are sensitive to these needs.

With the hallmark of introversion being the need to process information to formulate one's thoughts, leaders should offer introverts a period to process information to take advantage of their point of view and skill set. This allows introverts the time they need in the core of their influence process to research and develop their thoughts fully. Demanding an opinion from an introvert at the spur of the moment is a flawed method. Leaders should provide an introvert time and a quiet space to work out their views on a problem set. Putting them on the spot does not allow them the intellectual space they require for creativity.[80]

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[80] Manavi Pathak, "Leveraging on Introverts," *Human Capital* (December 2013): 55.

Group work and brainstorming are a reality in the Western workplace. While Extraverts need to verbalize their ideas to process their thoughts, introverts need time to think. This places the two personalities hopelessly at odds. Favoring either side blocks effective teamwork. A simple solution could be to provide a few minutes of quiet reflection before the conversation begins or provide a mechanism drawing an introvert's thoughts out loud to contribute to the discourse.[81] As a leader of a planning team, this activity could be done before the group comes together, or quietly at each workstation. Asking each team member to jot down some thoughts is a useful way to ensure that each person has something to contribute. The real challenge is, therefore, incorporating each idea into the dialogue.

Quiet spaces nurture an introvert's intellectual process. Since they need time to reflect on their thoughts, team leaders should incorporate the opportunity for introverts to seek privacy.[82] This may not be compatible with office design or environmental and time constraints, so perhaps fostering a quiet working environment would suffice. Another option would be to allow introverts some time to work elsewhere or the opportunity to take a lunch break away from collogues. Though it is unconventional for a military leader to deny themselves the chance to observe their subordinates purposefully, this effort will be paid in full when introverts return to the group energized and ready to contribute.

It is well known that introverts are less likely to share their thoughts in group settings. Team leaders are challenged with creating an open dialogue where everyone is free to contribute. Effectively extracting an introvert's ideas in group settings requires skills, patience, and understanding. Since introverts prefer written communication and time to think; this provides an opportunity for a follow-up discussion. Ask them to send an email detailing their thoughts; this

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[81] Kroeger and Thuesen, 180.

[82] Pathak, 55.

provides them the freedom to structure their answers and express ideas more clearly.[83] Another way to incorporate their ideas is to conduct updates at the beginning of each subsequent meeting. Here one can ask members to share additional inputs on a topic as well as integrate subsequent written ideas.[84]

Team leaders may need to develop a solution garnering introvert's thoughts before group meetings. Since extroverts and introverts prefer to communicate differently, team leaders should provide opportunities for reflection and written contributions.[85] Emails sometimes work to satisfy this requirement. However, team leaders should consider other forms of idea distribution through electronic media keeping in mind classification and time requirements.

Overall, Introverts are more open to a difference of opinion and are more likely to make well-informed decisions. Since introverts are less likely to monopolize a conversation, they are more open to differing and novel ideas.[86] Introverts are more effective at facilitating teams which encourage proactive behavior and innovation. For these reasons, introverts should be considered for leadership roles where innovation is critical to team success.

The recent attention that introverts are getting across the business spectrum is changing organizational perceptions of this psychological type. The intent here is not to coddle introverts. Managing this psychological type requires an understanding of needs and strengths to bring the most out of this set of employees. These recommendations are simply guidelines for leaders to help facilitate these talents and ultimately optimize teamwork, cooperation, and communication across cross-functional teams.

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[83] Pathak, 55.

[84] Paul O. Radde, "Getting Introverts to Speak Up," *Successful Meetings* 62, no. 3 (March 2013): 21.

[85] Ibid.

[86] Pathak, 55.

The Way Forward

The MBTI tool has been the staple for establishing self-awareness for Army leaders. It has been implemented across the spectrum of professional military education over the course of decades. Thus, it has become the military's preeminent instrument for providing insight into one's behavior.[87] Recently its scientific foundation has come into question as the basic theory of personality has changed.

Despite the widespread popularity of the MBTI assessment, including most of the *Fortune* 100 companies, modern research debunks its reliability and validity. In fact, research consistently shows that this tool has little to no value in leader development. Therefore, the continued use of this tool is both a function of its popularity and overall lack of an appropriate alternative assessment.[88] The drive to understand, integrate, and leverage personality types remain, however.

The MBTI's shortcomings have created an opportunity for emerging strategies analyzing human personality. Contemporary psychologists believe that the human personality consists of five factors labeled the "Big Five." The Five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism. Psychologists now believe that these five factors combine to describe a person's distinctive character.[89] Notably, thinking, sensing, feeling, and judging is missing and is integrated into the remaining Big Five factors.

The Big Five's biggest potential is its ability to provide valuable insight for leadership development and self-awareness. This presents an incredible opportunity for application in the US Army. Unsurprisingly, this assessment includes the introversion-extraversion spectrum as the

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[87] Stephen J. Gerras and Leonard Wong, "Moving Beyond the MBTI: The Big Five and Leader Development," *Military Review* (March-April 2016), 55.

[88] Gerras and Wong, 55.

[89] Ibid.

extent in which we prefer to interact with the external or internal world remains. The Big Five represents a change in how we characterize behavior, providing better strategies for integrating different personality types. This tool represents an opportunity for the next step in the Army's drive for self-discovery and leadership development with the over-arching goal of maximizing individual potential in group settings.

Conclusion

By embracing an extraverted leadership ideal, US Army culture contributes to poor organizational innovation and creativity. The US Army must create an organization capable of fighting and winning in a complex world. The extraverted leadership ideal minimizes thought diversity and results in an ill-adaptive problem-solving process. The Army must better integrate underutilized personality types, such as introverts, to mitigate this effect. The key to this process is first understanding personality distributions, preferred behaviors, and anticipating and developing strategies to integrate and leverage introverted personality types into a more successful, high performing, innovative, and adaptive team.

The extraverted ideal undervalues the introvert in Western workplaces such as the US Army. This underutilized psychological type is the key to increasing innovation and thought diversity. By understanding how introverts and extraverts express their psychological type, we can understand and anticipate how to integrate these types effectively in workplaces. We can also begin to understand how each type influences others. As the key to leadership, influence becomes the avenue to unlocking an introvert's leadership potential and the approach in which leaders must integrate and extract this psychological type more purposefully.

Recent studies suggest that extraverted leaders do not always contribute positively to overall group performance, particularly when subordinates are encouraged to be proactive and innovative. Hence, organizations fail to benefit from subordinate contributions where extraverts dominate the discourse. The US Army preference for the extraverted leadership type over less

extraverted types should be addressed as both a cultural bias and hindrance to innovation and creativity.

An examination of the distribution of psychological types attending in-residence ILE presented introverts as slightly over half of Field Grade Officers. The substantial presence of introverted officers in developmental education and the assertion that the extraverted leadership type is preferred appear to be fundamentally at odds. However, this suggests that introverts are adapting behavior strategies and coping to assimilate to the organizational standards to succeed. Thus, over half of the US Army's Field Grade Officers are disaffected and operating at sub-optimal performance levels expressed as process losses.

Process losses are inefficiencies and internal breakdowns that prevent groups from realizing their theoretical potential. These losses are developed when members interact in ways that suppress team effort, member talent, member time, energy, and expertise. Unfortunately, the extraverted ideal that dominates Western workplaces negate the natural tendencies of introverted workers resulting in these process losses. To minimize process losses, the US Army must adapt and embrace the unique strengths of introverts and optimize team performance.

The challenge is, therefore, creating a shift in US Army culture paradigm that will encourage and leverage the introvert's strengths. Team members on the more introverted end of the spectrum need slightly different workplace conditions to thrive. The recommendations provided in this monograph serve as guidelines to facilitate these talents to ultimately optimize teamwork, cooperation, and communication across cross-functional teams. The overall objective is to maximize the success of future military organizations by creating a more collaborative and cohesive environment to facilitate innovation and creativity.

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