

# Self-reflections and implications for managing others



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Self-Reflections and Implications for Managing Others According to Deborah Ancona<sup>1</sup>, different people have different characteristics / preferences in their daily activities & work, that is, meeting with others, generating information, making decisions, and choosing priorities. In today's business world, I think meeting with others (i. e. communication) is one of the most important most skills of managing others. There're two main behaviors which reflect how people to meet with others - introvert & extrovert. I am an introvert.

Following I will make an self-reflection on what's my characteristics as an introvert, then I will discuss how my opposite - an extrovert is different from me, and finally I will further explore to what these differences might imply for how I manage others effectively. I. Self-reflection Strengths - - Think before talk & act: As an Introvert, I do not talk much, instead, I prefer to think things out before speaking or action. - Choose Depth over breadth. Intervert can dig into the depth of things rather than viewing the surface only.

Weakness - Because of my quite nature, sometimes I find it more difficult to communicate to others. As a result, others might have a hard time understanding me, which might cause misunderstanding during work due to lack of communications. Self-improvements - According to Marti Olsen Laney<sup>2</sup>, It's important for me, an introvert, to expand my world by developing more contacts with others. Also I need to make a conscious effort to establish relationships & develop contacts with others, either through regular pre-arranged gathering with old friends or by joining a group that interest me.

II. What are extroverts' characteristics and how they are different from me.

The opposite of introvert is extrovert. The characteristics of an extrovert by comparing to an introvert is as below: - Extroverts are good at & enjoying socializing. Extroverts are very good at socializing & easy to establish relationships. While introvert are more quiet & isolated themselves from others. - Extroverts tend toward breadth rather than depth. Extroverts know a little about a lot of things. Introverts usually concentrate deeply on only a few areas that interest them<sup>3</sup>.

III. How to manage an extrovert effectively, when I am an Introvert. As an introvert, I think the key to manage an extrovert subordinate is to combine both our strengths and make the best use of them. According to Jennifer B. Kahnweiler, below are four tips for an introvert to deal with an extrovert subordinates effectively<sup>4</sup> - Play to their strengths. Since extroverts are so good at socializing & hard to get used to routine work, it's better to assign them tasks which relate to a lot of communications.

For example, when I led a merchandising team in a trading company three years ago, I found it extremely effectively to assign works to my team members based on their strengths rather than based on their education backgrounds. I will let the extrovert members to visit trade fairs, entertain customers, negotiate with suppliers and visit factories etc. While I will allocate my introvert members to the routine work such as making quotation sheets & following up routine orders etc. Just as Jennifer B. Kahnweiler say, "Knowing what makes them tick and help give it to them."

Only then can your full team shine and succeed. ” 5 2. Pull up the curtain. Since I am an introvert who don't talk much & might isolate myself from others, my extrovert subordinates might have a hard time reading me, thus find it hard to communicate with me. It's helpful to let them know my working styles from the beginning to avoid frustration. For example, I should tell him that when I don't immediately respond to his questions or ideas, it doesn't mean anything other than “ I'm just taking time to think about it”. 3. Make room for face time.

Although emails are the most frequent & common ways of communications in today's workplace, face-to-face talk is an very helpful source to avoid disconnects and misunderstandings behind emails or texts. This connect method is especially important on communicating with my extrovert subordinates, who usually express their views and ideas more freely & effectively by talking instead of by writing. For instance, when I was a supervisor leading the merchandising team, although I was well informed all issues by reviewing their emails, I found it very helpful to hold regular meeting with my team weekly.

During the face-to-face meeting, I would find that they were more willing to provide detailed backgrounds of the issue & add their personal view of points which I don't found in their emails. In summary, in order to manage others effectively, one need to identify his own & other's style of meeting others (i. e. introvert or extrovert) first, then analyze the differences between them, and finally explore to how to manage others based on their accordingly. As an introvert, it's important to manage his/her extrovert subordinates by playing

to their strengths, telling them your working styles, and making face-to-face communications.