



# tampa bay leadership review

## THE AMBIDEXTROUS INTROVERT: THE ROAD TO BECOMING AN EXTROVERTED LEADER

by Eimy N. Ruiz MBA '14

Leaders play a prominent role in organizations, whether it is in the academic or the business environment. There are different kinds of leaders, though extroverted and charismatic leaders seem most prevalent. Extroverted leaders are able to make their presence felt, have the ability to take charge and command an audience, and can give answers or solutions to problems, sometimes before a question is even asked. However, just because some people do not demonstrate those abilities naturally, does that mean that they can never be a truly successful leader? Should they really just accept the cards that they have been dealt and settle for what they have? Jennifer B. Kahnweiler, author of *The Introverted Leader*, rejects this idea and believes that her “4 P’s process” — Preparation, Presence, Push and Practice — can help bring the extrovert out of any introvert.

Before explaining this process toward leadership growth, we need to identify who an introverted leader is. How do you know whether you are an introvert? Kahnweiler asks, “Do you feel drained after business socializing? Do you feel like you are not heard at meetings? Do you feel like extroverts get everything they ask for while your needs are passed over...or ignored?” If you responded yes to at least one of these questions, it is likely that you are an introvert. For some, the thought of an introverted leader could be considered an oxymoron, but the fact is that we are born with the power of adaptability. With effort, you can make yourself a leader and uncover your leadership capabilities even if you are not an extrovert. It is an uphill battle, but, by using the correct tools and techniques, it is not impossible.

Before uncovering the process to becoming an introverted leader, I will share some hardships that introverts must overcome. As a new college graduate, I started working at a large international accounting firm in a highly competitive environment. Feeling like I needed to keep up with this environment, I never



Eimy N. Ruiz  
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said “no” to my supervisor when he assigned me more work than I could handle.

My team had the opportunity to participate in a competition that recognized the employee who performed the best audit in the least amount of time. After losing that competition, I felt like I needed to do something about my situation and finally spoke up. I spoke with my supervisor, and he modified my workload without any repercussions. I felt uncomfortable to assert myself to my supervisor because I believed I was admitting defeat. It turned out to be the opposite; my supervisor admired my initiative and balanced my workload. This illustration addresses various challenges experienced by introverts. According to Kahnweiler, introverts experience stress, perceive gaps in their performance, may derail their careers, and feel invisible. First, stress affected me by bringing down my quality of work. In addition, by trying to impress the people around me, there was a *Perception Gap* between what I thought about myself and what my supervisor saw in me.

Kahnweiler, for a lack of a better term, says introverts are somewhat too humble. They have the tendency to stay quiet rather than “brag” about their accomplishments. This is what she calls a Career Derailer. By keeping your accomplishments to yourself, you are also keeping your abilities from your superiors. This would, in turn, push you down the pecking order when a promotion or a big assignment is being handed out. Introverts also have a hard time getting their ideas heard over the “loud voices” of the extroverts. In a situation where a group of people are brainstorming ideas in search of a solution to a problem, extroverts can cut across other ideas proposed by the introverts. This is a prominent problem that introverts face. It gives them the feeling that they are invisible. Those four problems described are all connected. Thus, in order to become a better driving force in the working world, introverts must be able to correct those key factors.

Kahnweiler’s 4 P’s was designed to help introverts break out of their shells. Preparation, presence, push and practice were designed to target the four key problems including stress,

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## INTERVIEW WITH A BOARD MEMBER: JEFF CATHEY, SENIOR VICE PRESIDENT, MILITARY BANK OVERSEAS DIVISION, BANK OF AMERICA

*With Bella L. Galperin, professor of management and associate director of TECO Center for Leadership*

**BG:** In your opinion, what is the key to effective leadership?

**JC:** Immersion and knowledge of your people and their non-professional lives are central to effective leadership.

**BG:** What is one attribute that every leader should possess?

**JC:** Live your stated credo/core values. I think leadership is about stating who you are: the values of the company; your division's credo; your department. It can't just be something you want it to look like and then walk away. You have to be it – just like Zen. You have to be that person, that company, that department, that division. It's "leadership by example."

**BG:** Can you name a person who has had a tremendous impact on your leadership development?

**JC:** My 2nd commanding officer in the Navy. I just talked to him yesterday. Thirty years ago yesterday, we launched a big strike off the front end of the USS Independence into Lebanon's Bekaa Valley. Some airplanes got shot down, but my skipper was that guy who lived for squadron command, and I learned a lot from him. Early on, I was a very junior officer in the Navy. Regarding leadership, I would just watch him and see how he would treat individuals and groups. From a long term perspective, he really had laid out in his own mind how this particular squadron of about 250 people would improve and get better.

**BG:** How did your 2nd commanding officer impact your life?

**JC:** I took notes and watched him build a team and create an atmosphere of implied trust and common purpose; his vision and goals were ours. So, 30 years later, we're still talking. He's the reason these individuals from the early 80s are still a very close group and well-accomplished. A lot of them (the group) stay in touch. We all stay in touch; he developed a bond amongst us that is maintained today. He went on to work with the NASA space program (the International Space Station) and travels abroad to Moscow, speaks French, and speaks Russian. He continues to be, to this day, someone we all look up to.

**BG:** How are you able to apply some principles that he taught to your job today?

**JC:** He taught me to take an intellectual approach to long-term development of your mission and vision. We're this company,



**Jeff Cathey**  
Military Bank  
Overseas Division  
Military Affairs Advisory Group

we're this squad or unit or department and we want to get ahead. For example, we've got the strategy that my team has developed for 2014, and we're looking at the 2015 calendar right now. So, that's what we did (back then). How do we want to transition? How do we want to strategize for that year and shift the major muscle movements of the focus? And, what is it going to take tactically at certain insertion points and effect that so you take this big ship and you start to move it in the right direction?

**BG:** What are the biggest challenges leaders face today?

**JC:** Creating a culture while building a team; and engaging that team frequently. Share the consciousness. I think it's sharing a vision and purpose of where the company's going, where the department's going because things are changing more rapidly. Certainly over the last five to 15 years with technology and information, you have to stay ahead of the game and to stay competitive even if you're a company like Microsoft or Apple. The day in and day out stuff is what keeps you compliant and what keeps you able to balance books, so to speak, and deliver the product and keep open your delivery channels and your vendors and your inventory. But I think the biggest challenge is to take the operational part of that and isolate it. Look at big industry trends and dependencies, whether it's a supply chain, your competitors, the regulatory environment or the insurance companies. So you really need to stay ahead of the bow wave and put the intellectual capital toward your engine and then share it with your group. In the Navy, I would see some new commanding officers come in and they tried to own their squadron. Things were going to change. It was going to be my way or the highway! It doesn't work that way. Even at the CEO-level, you are still working for a board. You still work for shareholders even if you're a nonprofit. You're working for a family business or you're working for a community so you're really just there temporarily. I think it's more important to keep the enterprise going than for a leader to be really overly didactic in his or her approach.

**BG:** What advice would you give to aspiring leaders?

**JC:** Know your people and know the challenges. I mean REALLY know them. Share the vision and the mission with them, that's the common purpose and then resource it. Also, lean forward, stay curious, read the contract.

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## *The Ambidextrous Introvert: The Road to Becoming an Extroverted Leader*

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perception gaps, derailed careers and invisibility. Let's start with **preparation**. I often found myself battling anxiety over debates, speeches or presentations. The idea of being in front of a large group of people was terrifying, and I felt like I would freeze when it was my turn to speak. The best way to overcome this anxiety is to prepare yourself with as much knowledge as possible, because that is an effective tool to reduce anxiety. Walking into a meeting with knowledge is like walking into a war with the sharpest sword. This provides the needed confidence that might be lacking. As a manager, having knowledge will create a more relaxed environment for the whole team. They will have great confidence that their manager will lead them in times of confusion because of her knowledge in the subject at hand.

Our next step in the 4 P's model is having a strong **presence** in the work environment. Making a profound impression is one of the many traits that people commonly associate with successful leaders. By having a strong presence and being knowledgeable about the topic discussed, there is no disconnect between you and the meeting. However, presence is not just about being knowledgeable. One must be able to show a genuine interest in the person that they are speaking with. Kahnweiler stated in her book that a gesture like this can make all the difference in motivating an employee to do a better job. Knowing the people around you on a one-on-one basis is not difficult for an introvert, because we strive in that kind of relationship. Utilizing this ability will help us become better leaders.

In finance, we hear the phrase the *greater the risk, the greater the reward*, and, as introverts, this could not describe us better. When you find yourself in a situation where you feel ignored or unnoticed, be sure to push through all your inhibitions, and you will see results. Kahnweiler's third P is to **push**. By pushing yourself out of your comfort zone and into difficult interpersonal situations, such as networking, you will see the positive effect it will have on your career. Pushing yourself will show you what your potential is and let others know what you are made of. As introverted leaders, we also need to consider the effect that we have on our team and how leading by example could bring a great innovative attitude to the team.

The fourth and final P in Kahnweiler's 4 P's process of managing and leading is **practice**. *Practice makes perfect* or at least close enough to perfect. In business, we are encouraged to practice certain skills, such as our speech skills, our ability to work with spreadsheets, and even our socializing skills through networking. Life is filled with situations that require practice for improvement, and, as introverts, practice is the final key tool to becoming a well-rounded leader. To practice our skills, Kahnweiler

recommends "to seek out training, find a coach or a mentor, and develop your support system."

After describing how it feels to be an introvert and what difficulties we go through in our professional lives, it is time we point out some of our inherent strengths. For example, having great one-on-one conversations and making people feel like they are being heard is one of these qualities. Making the speaker feel like they are the only person in the room creates a sense of connection. It is easier to work with leaders who will listen to their employees than one who shuts them out. Another strong quality is that introverts think things through before speaking or acting, which makes us seem predictable to our team. Being predictable translates into trust from others, because it is easy to see the path that we would consider taking. We are also very analytical of situations and people. This helps us get to know our employees and utilize them in ways that maximize their potential.

Like J. Kello, author of the article "Can Introverts Take the Lead?" explains, by implementing the 4 P's, we are able to train ourselves to be ambidextrous and apply both introvert and extrovert qualities in our work. For those of us who are right-handed, writing with our left is a challenge that pushes us out of our comfort zone and makes us feel unsure of ourselves, which can make a task seem impossible. Although it might feel this way, we all know at least one person who is a lefty and is able to write just the same as us righties do. If you identify yourself as an introvert, imagine that you are a righty learning how to write with your left hand; if you are unable to use your right hand, your left hand will save you.

I started my career as a complete introvert and found myself with what seemed like a huge challenge at the time. I felt like it would be impossible to overcome. Slowly but surely, I put myself in situations out of my comfort zone, such as speech competitions, leadership positions at student organizations on campus, and internships. I challenged myself by pushing through insecurities about my Spanish accent while speaking English. I pushed through feeling like my ideas were not being heard, which led me to do a presentation on an amazing book about being an introverted leader. By speaking up and embracing my qualities as an ambidextrous introvert, I was given the opportunity to write this article and share my success story. Introversion may be our comfort zone, but having the skillset of an extrovert will help us become better leaders, managers, and team members to our organizations. By accomplishing this feat, all of our potential can be known. From one introvert to another, I believe that if I could learn to write with my left hand and embrace my extroverted side, you can too.

## “WORK HARD, PLAY HARD AND GET IN THE GAME!” FRIEDMAN’S LEADERSHIP LESSONS

by **Bella L. Galperin, professor of management and associate director of TECO Center for Leadership**



**Bella L. Galperin, Ph.D.**  
Professor of Management

The TECO Center for Leadership had the opportunity to host Nick Friedman, president and co-founder of the company College Hunks Hauling Junk, on Oct. 7, 2013. During his presentation, “Work Hard, Play Hard and Get in the Game,” he presented nine valuable and essential leadership lessons:

**Lesson 1: “Things don’t always happen the way you’ve planned. Learn lessons and gain confidence from your failures.”**

Friedman reminisced about his first leadership lesson, which started on a football field in high school. While his school’s team had not won a game the entire season and was playing against a top, undefeated opponent, the team’s fate changed that Friday night. The team dominated from the kickoff, catching touchdown passes throughout, and it was apparent by the fourth quarter that his team was going to win. Friedman planned to run out of the stands and onto the field to celebrate the occasion; when, suddenly, a large football player started running at him, getting closer and closer. Unable to move in time, the player knocked Friedman to the ground, and Nick ended up in the emergency room needing 22 stitches. The amazing celebration quickly turned into a dreadful experience. Similar to that football game, Friedman noted, “Unexpected things are going to happen. Four out of five businesses fail in the first five years. There is a risk high of failure because, in our business, people don’t anticipate that the failure is going to occur.”

**Lesson 2: “Work ON the business from the outside, not IN it.”**

After Nick realized the opportunities available in the trash hauling business and won first prize in a business plan competition with his best friend Omar Soliman, the two started their business. The buddies realized early on that, to succeed, they had to work on the business. At the time, they were driving the trucks, handling phone calls and more. Friedman noted, “The lesson that we learned in business is whether you are a business owner or are working in any professional capacity, you need to be able to work on the business, not in it.” In other words, a person needs to think about expanding the business instead of getting caught up in the minor details of the daily operations.

**Lesson 3: “Start with a vision, create a strategic plan and live by it.”**

Friedman stressed the importance of a vision for business owners and leaders. He noted, “If you’re going to be a successful leader or a successful business owner, you have to be able to inspire, lead and get people to follow.” Friedman explained that the most effective leaders paint a picture of the future, communicate that future to those around them, and inspire people to want to make that vision a reality. Friedman tells his employees that when he and his partner started the business, they were just two guys with a truck. Nevertheless, they had a lofty vision of becoming the “Dunkin’ Donuts of junk removal services.” They wanted a truck on every corner, and they worked hard to make it happen.

**Lesson 4: “Create effective systems to keep your business on track and enable individuals to succeed.”**

Friedman explained that once a vision has been created and the business has been expanded, leaders must put essential and effective systems in place. Friedman recalls that, when he first started the business, he drove the truck; as time progressed, however, it was necessary to create effective systems in order to measure progress. These systems also helped Friedman concentrate on further developing the business and on realizing his vision.

**Lesson 5: “Image is Everything. But It’s Not the ONLY Thing”**

Friedman noted that people base 90 percent of their buying decisions on emotions and then justify or rationalize those decisions based on logic. In order to illustrate his point, Friedman shared a childhood story of opening a lemonade stand in his neighborhood. Unlike his older sister who charged 25 cents for a glass, Nick opened a stand on the side and charged a dollar, even though the two products were made of the same ingredients. Interestingly, more customers visited Nick’s stand the first time around, perhaps assuming that he had used superior ingredients; however, the customers quickly realized that both Nick and his sister offered the same lemonade. Therefore, the customers realized that they could not justify paying 75 cents more for the same lemonade. Similarly, when Friedman first started College Hunks Hauling Junk, he realized the image, a funny logo and name, would not retain customers; he had to provide both excellent customer service and the brand in order to succeed.

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## *“Work Hard, Play Hard and Get in the Game!”...*

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### **Lesson 6: “Provide an EXPERIENCE that develops staff, client and community LOYALTY.”**

Friedman further expanded on the concept of customer experience by noting that a superior experience develops staff, client and community loyalty. For example, if a person wants a positive experience while enjoying a cup of coffee, he might prefer to go to a coffeehouse with relaxing music and wi-fi rather than stopping at a gas station. As a leader, it's essential to develop the loyalty among various stakeholders and, by providing a positive customer experience and linking it with the company's vision, Friedman noted that, “(Staff, client and community) will jump on board and get on your team and want to be part of what you're doing.”

### **Lesson 7: “Be the best at one thing.”**

Based on Friedman's experience, a successful business person needs to excel at one thing or, at most, two. When a person pursues an endeavor, he must focus on one project rather than on a thousand at once. Friedman recalls working on the idea for a sister company called College Foxes Packing Boxes; but, rather than supporting the core business, Friedman realized that the secondary company became a negative distraction.

### **Lesson 8: “It's not who you know. It's WHO KNOWS YOU.”**

While most have heard the saying, “It's not what you know, it's who you know,” Friedman takes it one step further and stresses that it's not whether you know someone, it's whether someone knows you. In other words, a person must make him or herself known to others because one never knows in what manner connections may develop. Relationships and networking are central to effective leadership.

### **Lesson 9: “Ideas mean nothing without action.”**

According to Friedman, one must turn ideas into action to make one's vision a reality. Friedman noted, “A lot of people can



*Left to right: Vignesh Parameswaran MBA '15, Nick Friedman, Bella Galperin*

sit around and talk about what they want to do, but the people who get off the couch and make something happen are ultimately the ones who make a difference and are successful.” While it is good to celebrate one's successes, Friedman cautions that, “You must stay hungry, stay humble and not get lazy.” Examples abound of companies that have failed because of complacency. Friedman recommends displaying gratitude for past successes while staying on your toes in order to move forward.

Friedman's leadership lessons resonated with the audience and will help us as we take our leadership journeys. If asked to round up the leadership lessons to an even “10,” I would propose the following: **“Be passionate — it's all about the mind, heart and spirit.”** While Friedman did not explicitly discuss this lesson in his presentation, Friedman displayed great passion for his business and for helping others. In addition to co-authoring a book titled *Effortless Entrepreneur*, he urged the audience to take action — whether by sending him an email or attending a networking function. Friedman not only has the business acumen and mind, his heart makes his business work “effortless” and fun. Finally, Friedman did not lose his team spirit on that football field in high school. He continues to be a team player in his business and in the community.

Nick Friedman is president and co-founder of College Hunks Hauling Junk, the largest and fastest growing U.S.-based junk removal and moving franchise opportunity. Nick started the company in college with his childhood best friend turned business partner, Omar Soliman, in a beat up cargo van, and has grown to more than 50 franchise locations nationwide. Nick was recently named to the Top 30 Entrepreneurs in America Under 30 list by Inc. Magazine and was also named on the same list as Mark Zuckerberg, founder of Facebook, as one of the 30 Most Influential CEO's Under 30 by Under30CEO.com.



*Friedman stuck around post presentation to answer questions from students and sign copies of his book, “Effortless Entrepreneur.”*

# UT'S FIRST WOMEN'S LEADERSHIP WORKSHOP

by Joy Harris

**O**n Jan. 31, 2014, the TECO Center for Leadership and the Department of Educational Technology co-hosted UT's first Women's Leadership Workshop aimed at helping women staff to unlock their potentials and to shape their futures. Speakers included Pam Iorio, former two-term Tampa mayor; Joseph D. Sclafani, professor of psychology, author, and associate director of the TECO Center for Leadership; and Linda Devine, vice-president for Operations and Planning at UT.



**Joy Harris**  
Director of Educational Technology

The workshop, which quickly filled to capacity, proved highly successful. Workshop participants attended a luncheon during which they networked with colleagues from around the campus. After lunch, the speakers discussed the characteristics of true leaders. Then they answered previously submitted questions on topics such as how to obtain professional development while working for a manager who does not encourage it, how to achieve work-life balance, and how to position oneself for greater challenges in the future.

Attendees responded incredibly positively to the workshop, with 100 percent indicating they would recommend the workshop to a friend or colleague. Attendees commented on the genuineness and helpfulness of all the speakers, their comments



*Interview with a Board Member: Jeff Cathey...*  
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**BG:** What do you mean by "lean forward"?

**JC:** Be out there...lean, and don't be scared. I mean live every day of your life. Leaning forward and staying curious is what successful companies, non-profits, or the Army do. They stay curious with respect to what kind of technological solutions are out there and what's emerging. Read the contract. For example, you need to read the 1,000-page healthcare bill. There are very few people who do that. It's the same thing with anything in business; you've really got to read what's out there guiding you.

**BG:** Is there anything you will like to add before we conclude our interview?

**JC:** You've got to be a good follower: You can't just say, "I'm going to be the leader, do it this way, and let's go." You've got to reconcile that you are a leader and a follower, and you can do those in parallel if need be.

and their advice. Participants noted that while many professional development opportunities exist on campus for faculty, few target staff. The attendees expressed great interest in future events devoted specifically to their own professional development.

Joy Harris, director of educational technology and Devona Pierre, educational technology support specialist, organized the workshop in conjunction with Bella Galperin, associate director, TECO Energy Center for Leadership, and all in attendance recognized their keen desire to support opportunities for professional development for women.

**UT SPOTLIGHT: Linda Schwab, member of the UT Grounds Team.**

I was thrilled to be invited to the Women's Leadership Workshop. The panel of experts were given questions to answer from the audience, and their answers were not only informative but also inspiring. I appreciated the transparency and honesty of the panelists. They were all very open with their real-life experiences and lessons. I came away from the workshop with a new awareness of the wonderful resources this campus has to offer. The University of Tampa is so rich with people who truly care about the well-being of the staff. I truly appreciate all who made this workshop so inspiring for the staff and those who continue to make UT such a wonderful place to work.

– Linda L. Schwab



# Emerging Leaders Seminar

## Saturday, June 14, 2014

### The University of Tampa

Vaughn Center, 9th Floor, Board Room  
401 W. Kennedy Blvd., Tampa, FL 33606

#### SESSION 1

### Harnessing the Power of Six Sigma for Business Success

**Faculty:** Lois A. Jordan, Ph.D.

President, Transformation Technologies

**8 – 9 a.m.: Breakfast • 9 a.m. – noon: Workshop 1**

Six Sigma has been used successfully by companies all over the world to improve their business performance. Learn how you can apply Six Sigma principles and tools in your organization to help ensure the attainment of your organization's strategic goals.

#### SESSION 2

### In Plain Sight: Finding and Removing Organizational Inefficiencies

**Faculty:** Daniel T. Bloom SPHR, SSBB, SCRP

CEO, Daniel Bloom & Associates

**Noon – 1 p.m.: Lunch • 1 – 4 p.m.: Workshop 2**

Human Resources has been demanding a place at the table but they fail to be able to speak the language of business. HR can reach its goal by learning how to have the function aligned and innovative through being in tune with the strategic goals, vision, mission and objectives of the total organization.

**SEMINAR FEE (includes instructional materials, breakfast and/or lunch)**

**UT Students: \$30 per session (5 practicum points per session)**

**General Attendee: \$99 per session**

For more information, or to register, visit:

[www.EmergingLeaders-June14.eventbrite.com](http://www.EmergingLeaders-June14.eventbrite.com)

**Registration deadline: Monday, June 9, 2014**



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