

Traditional leadership styles must adjust as workplace dynamics evolve

Successful executives need to know when to embrace their introverted qualities if their companies and workers are to prosper.

NEW YORK, NY, UNITED STATES, September 26, 2025 /EINPresswire.com/ -- The traditional dominance of extroverted leadership is giving way to a more balanced approach as workplace environments undergo fundamental changes.

Business leaders now need to develop both introverted and extroverted qualities, becoming what researchers call "ambiverts", to effectively manage increasingly complex work environments, particularly in the post-pandemic era of hybrid work.

"Flexibility has become a vital trait for success in our rapidly evolving and unpredictable corporate world," write Karl Moore and Gabriele Hartshorne-Mehl in their book [We Are All Ambiverts Now](#), which analyzes interviews with more than 750 executives.

The research comes as organizations continue adapting to hybrid work models that blend office and remote environments, requiring leaders to connect with employees in multiple settings and communication styles.

Moore, an associate professor at McGill University, found that approximately 40% of executives identify as extroverts, 40% as introverts, and 20% as natural ambiverts. The findings challenge long-held assumptions that successful leadership requires predominantly extroverted traits.

The shift reflects broader workplace changes accelerated by the COVID-19 pandemic, which forced organizations to reconsider traditional leadership approaches as employees worked remotely and communication patterns changed dramatically.

"Executives and managers must recognize that neither introverts nor extroverts have an inherent advantage in these new environments," the authors note, pointing to the need for adaptable leadership styles that can function effectively across different work settings.

The research indicates that decision-making processes particularly benefit from balanced approaches. Extroverted leaders typically make quick decisions with limited consultation, while introverted leaders take more time for consideration. The ambivert approach offers a middle ground that can be adjusted based on situational needs.

According to psychologist Brian Little's Free Trait Theory, cited in the book, individuals can temporarily override their natural personality traits when situations demand it, though this requires conscious effort and periodic recovery time.

The authors warn that ambiverts face potential challenges, including appearing inauthentic or unpredictable to colleagues. However, they argue that developing self-awareness can mitigate these issues.

For aspiring leaders, the researchers recommend developing ambivert skills early in their careers. Crucially, this means young professionals with leadership ambitions no longer need to force extroverted traits to succeed, challenging decades of corporate culture assumptions.

"At a younger age, it is prime time for you to work on this skill; you are allowed a bit more latitude to experiment," they write.

The study also connects leadership evolution to broader cultural shifts, including the information explosion and growing mistrust of traditional authority figures.

"We used to trust loud leaders to be in charge, but the reasons for this decision do not hold up in present conditions," the authors conclude, suggesting that diverse leadership approaches are increasingly necessary in today's complex business landscape.

Further Information

We Are All Ambiverts Now: Introverts, Ambiverts, and Extroverts in the C-Suite, by Karl Moore, Gabriele Hartshorne-Mehl (Routledge, 2025)

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About the authors:

Karl Moore is Associate Professor in the Desautels Faculty of Management at McGill University and an Associate of Green Templeton College, Oxford University. He hosts a weekly Canadian national radio program, "The CEO Series," an hour-long one-on-one with CEOs, and is a regular contributor to Forbes.com.

Gabriele Hartshorne-Mehl graduated with Distinction from McGill University's Desautels Faculty of Management, completing a degree in Finance and Political Science, and is a JD Candidate at Osgoode Hall Law School, York University, where she also serves as Senior Editor of the Osgoode Hall Law Journal.

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