

# Personality at work



**IC** INDEX  
2026

# Personality at work: a new dimension for the IC Index and employee research

## Understanding how communication is experienced across an organisation has always been central to the IC Index.

Internal communication is designed to create clarity, connection and confidence at scale. But the data consistently shows that it does not land in the same way for everyone.

Most organisations already analyse communication through multiple lenses: structural factors like role, seniority and location, alongside personal characteristics such as gender, age, ethnicity and caring responsibilities. These help explain where communication works well, where it breaks down, and who is better served than others. But they do not tell the whole story.

Two people in similar roles, with similar backgrounds, can receive the same messages, through the same channels, at the same time, and take away something quite different. The difference is less visible in standard analysis, and harder to measure.

One of the reasons is that it sits in something more intrinsic. Personality.

Compared to other lenses, personality has been less explored in internal communication research, largely because it is more complex to capture in a meaningful way at work. People adapt their behaviour, labels can oversimplify, and measurement is not straightforward.

This analysis builds on the IC Index 2026 to take a first step into that space, focusing on introversion and extroversion. The aim is not to provide a definitive model, but to test a simple question: is there something in personality that helps explain how communication lands differently across an organisation?

Partnering  
on this report

## Ipsos Karian and Box

Ipsos Karian and Box is a 130+ strong team within Ipsos, trusted by leading organisations for 20 years. Combining expertise in internal communication and engagement, we deliver insight and advisory to boost performance, helping organisations thrive by giving people a stronger voice at work.



## The Introvert Space

The Introvert Space™ supports organisations to better understand and engage introverted talent, while equipping individuals with the tools to lead, communicate and progress in their careers without compromising their natural style.



## Institute of Internal Communication

Great internal communication drives organisational success. The Institute of Internal Communication (IOIC), with 75+ years' heritage and 2,800+ members worldwide, is the profession's authoritative voice. We help communicators inspire, connect and empower people, aligning teams to build trust, collaboration and impact.



Expert's  
viewRichard  
Etienne

Founder, The  
Introvert Space

# Why adapting your communication to include introverts pays off

**What if more than half of the people in your organisation are the ones most likely to spot unseen risks, recognise patterns, or identify better ideas across teams, yet are also the least likely to speak first or be heard at all?**

Welcome to life as an introvert.

That reality sits at the heart of this collaboration between Ipsos Karian and Box, IOIC, and my own work with global teams and senior leaders, including my time leading communications at 10 Downing Street with an introvert Prime Minister in Theresa May.

The data matters, yes. So does the human story beneath it: the moments when someone holds back, the ideas that surface too late and the slow, eventual trust that builds when people feel their way of working is genuinely understood. Over time, this creates a quiet cost.



Introversion is not a lack of ideas or ambition. It reflects a different relationship with energy, processing and expression. Introverts are more likely to observe before acting, think before speaking and contribute in ways that are considered rather than immediate. In environments built around speed and visibility, that kind of contribution is often overlooked as being absent instead of simply expressed differently. In a world shaped by AI, hybrid working and fewer natural moments of connection, that feels especially significant.

The framework we share here is a starting point. A way to explore, test and rethink how we approach collaboration. It invites a broader question: how might our organisations evolve if they were shaped with different personalities in mind from the outset?

After all, the full range of how people think, process and contribute is exactly what we brought them in for.



The foundation of this report: The IC Index 2026

This report is built from additional analysis on the IC Index 2026. The IC Index is the UK’s leading research report into employee perceptions of internal communication. Launched in 2023 by the Institute of Internal Communication, in collaboration with Ipsos Karian and Box, the 2026 report reflects insights from employees across a wide range of industries, roles and organisation sizes. Further details on methodology can be found on pages 22–27 and the full report is available at [ipsoskarianandbox.com/report](https://ipsoskarianandbox.com/report)



How we measured personality

Personality is not straightforward to measure in a workplace context.

As this is an initial exploration, we did not conduct a full personality assessment to establish whether people were more introverted or extroverted.

We started with clear definitions derived from the Myers-Briggs framework, which frames it as how one gains or drains energy. Extroverts gain energy primarily from interaction and engaging with people and introverts gain energy primarily from reflection and individual working.

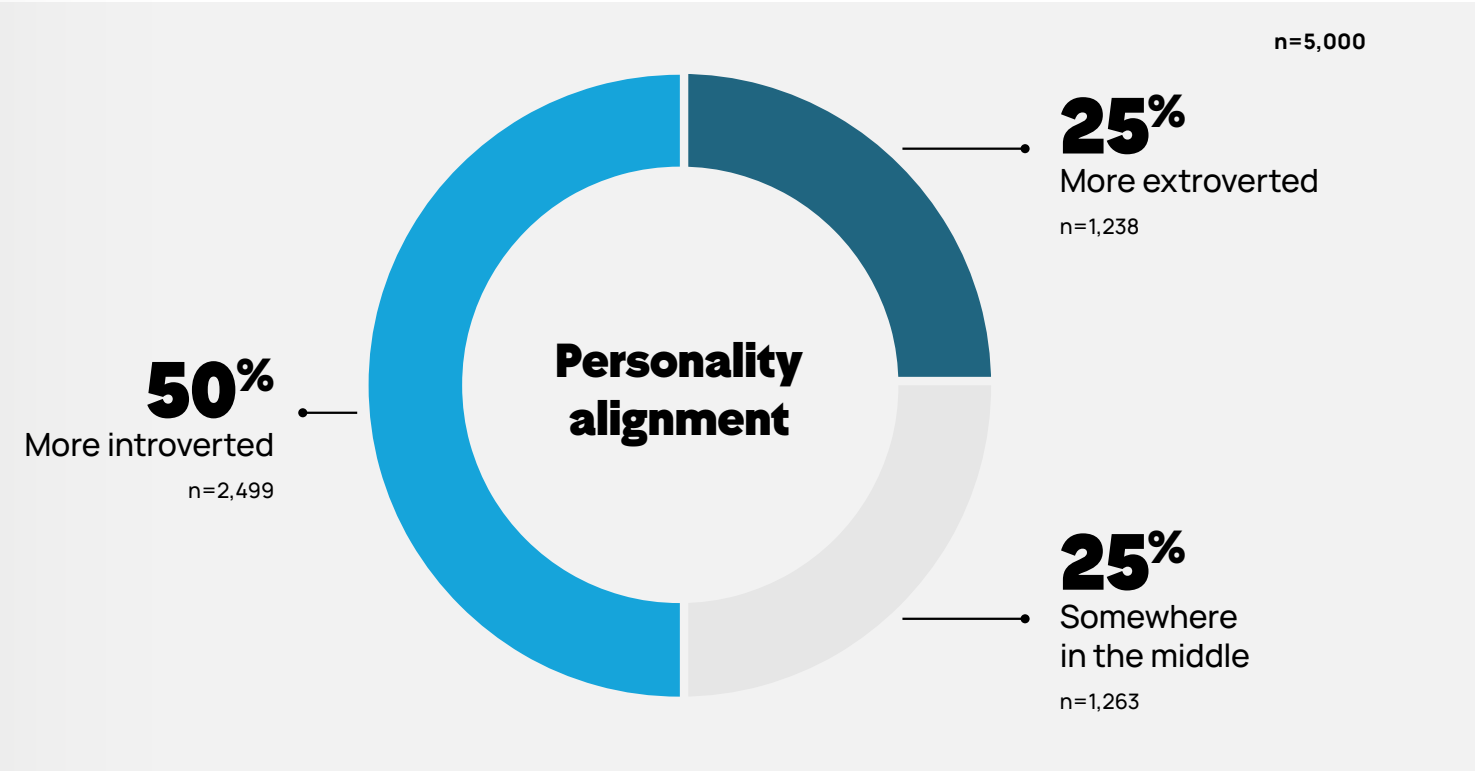
Once clear on the definitions, we used these to shape a simple three-question approach to build a directional view of where employees sit on the introversion-extroversion spectrum.

Employees were asked the following\* to understand whether they were more introverted or extroverted:

- 1 whether they consider themselves more introverted or extroverted
- 2 how they typically contribute in meetings (whether they tend to speak early and actively, or listen first and contribute when needed)
- 3 how they prefer to work day-to-day (whether they prefer collaborative working with regular interaction, or focused work with minimal interruption).

\* Exact questions asked are detailed on pg 25.

We combined these responses to group employees into three broad categories outlined below (further details in methodology on pg 25). As shorthand throughout the report we refer to those in the 'more introverted' category as 'introverts' and those in the 'more extroverted' category as 'extroverts.'



Personality is not fixed, and behaviour varies by context. But by combining self-perception (question 1) with behavioural preference (question 2 and 3) we create a more robust view than relying on a single question alone.

The goal is not to label people precisely, but to identify patterns and test whether broad personality traits helps explain how communication is experienced.

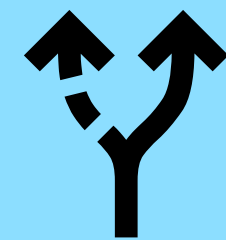
Base: A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026.

# Key findings



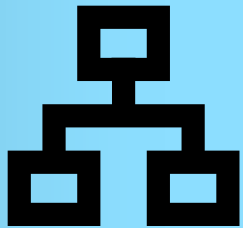
Pages 10–11

**Extroverts responded more positively to every question in the IC Index than introverts**



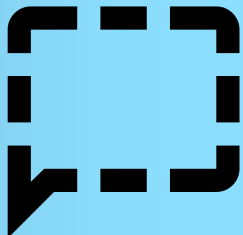
Pages 12–13

**What makes introverts and extroverts feel valued at work is fundamentally different**



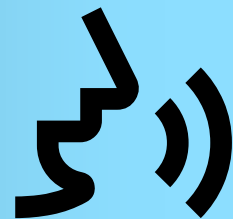
Pages 14–15

**Those in senior leadership roles are more likely to be extroverts – and comms support for leaders suits extroverts more**



Pages 16–17

**Introverts are less likely to feel communications are relevant to them**



Pages 18–19

**Introverts feel less psychologically safe, and less likely to share their feedback through the majority of channels**

# A consistent gap: extroverts report a more positive experience

Across every measure, extroverts report a more positive experience than introverts. This is not limited to one or two areas. It is consistent across connection, motivation, feeling valued and confidence in leadership.

But the size of the gap varies. The biggest differences are in more visible, organisation-level experiences. Feeling connected beyond the immediate team, feeling valued and confidence in senior leaders all show gaps of close to 20 percentage points or more.

By contrast, the differences are smaller in more local, day-to-day experiences. Trust in direct managers and how communication is adapted at team level show much narrower gaps.

This pattern suggests that communication is not experienced uniformly across organisations. Where communication is more standardised and less personal, the gap widens. Where it is closer to the individual, it narrows.

The implication is not simply that extroverts are more positive.

It is that the way communication is designed and delivered may be working better for some people than others.

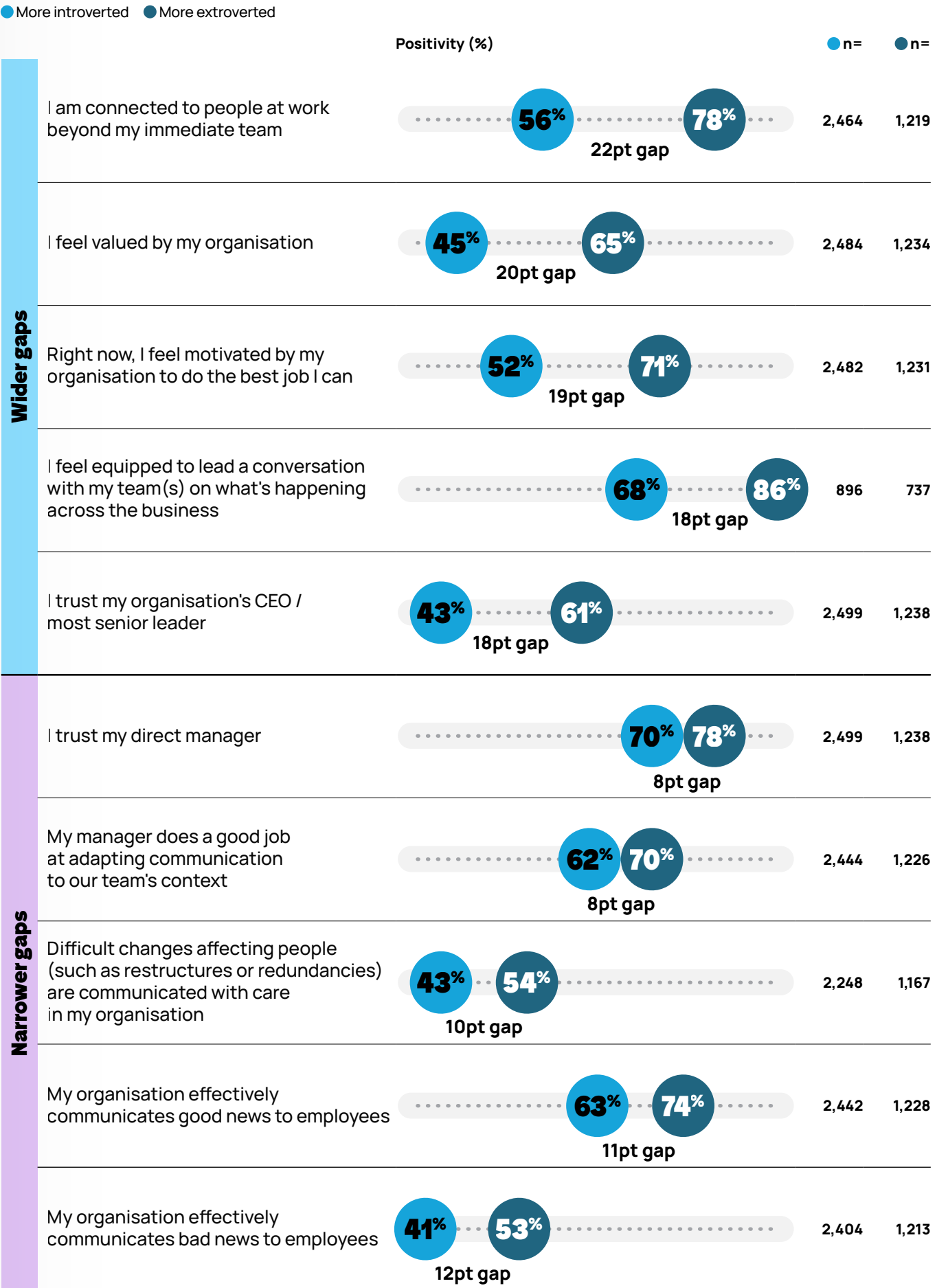


### Expert's view

When the gap is biggest at the organisation level and smallest at the team level, that tells you something important. The further communication gets from the individual, the more it defaults to one personality style."

**Richard Etienne**  
Founder, The Introvert Space

## Wider and narrower gaps in the experiences of introverts and extroverts



Base: A representative quota sample of 5,000 UK workers aged 18-75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude "I don't know", causing base sizes to fluctuate within the chart. Scores for those categorised as "somewhere in the middle" have not been reported.

# What drives feeling valued is not the same across personality types

**There is a clear area of alignment in what drives feeling valued. For both introverts and extroverts, the strongest driver is communication that is open and honest. This remains the foundation of a positive communication experience regardless of personality.**

Beyond that, the drivers begin to diverge.

For extroverts, feeling valued is more closely linked to interaction and leadership visibility. Manager communication, trust in the organisation's leadership team and clarity from leaders all play a more prominent role. These are factors that are typically more visible, more immediate and more relational in nature.

For introverts, the pattern is different. Feeling valued is more strongly associated with whether communication feels relevant, whether expectations are clear and whether there is confidence in the organisation's direction. These are typically less about interaction and more about clarity, usefulness and coherence.

This distinction is important. It suggests that, while a shared baseline exists, the way communication creates value is not the same for everyone.

In practice, this means that communication strategies built around a single model will naturally favour some preferences over others. Understanding these differences provides a clearer basis for designing communication that works more effectively across the organisation.



**Richard Etienne**  
Founder, The Introvert Space

Extroverts feel valued through visibility. Introverts feel valued through relevance. If your communication strategy is built around one of those, you already know who it is not reaching.”

## Key drivers\* of feeling valued – by personality type



**Base:** A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude “I don’t know”. Scores for those categorised as “somewhere in the middle” have not been reported.  
\* Further details about key driver analysis in methodology on pg 24.

# Those in senior leadership roles are more likely to be extroverts – and communications support suits them more

Those in senior leadership roles are more likely to be extroverts. While they make up around a quarter of the workforce, they account for close to half of senior leaders, with their presence decreasing at lower levels.

In addition to this, at all managerial levels, from senior leadership through to managers, introverts are less likely than extroverts to say they feel equipped to lead communication. The gap is relatively small at senior levels but widens significantly for those managing teams, potentially biasing the leadership pipeline.

This could create a reinforcing dynamic. Communication approaches are often shaped by leaders whose preferences lean towards visible, verbal and real-time interaction, while those with more introverted preferences are less likely to feel equipped within that model.

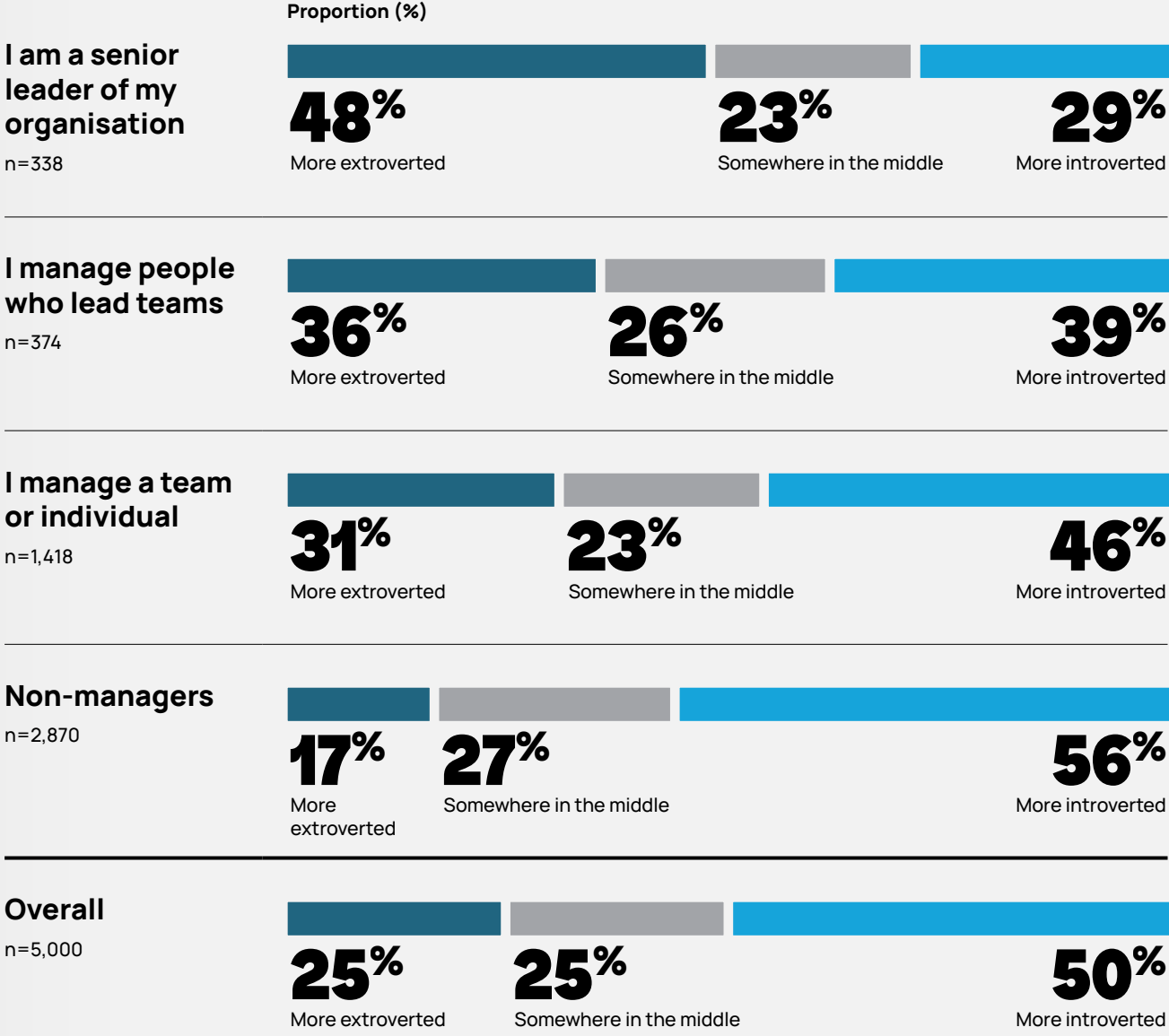
The implication is that communication support and expectations may be better aligned to extroverted ways of working, making it easier for some leaders than others to operate effectively.



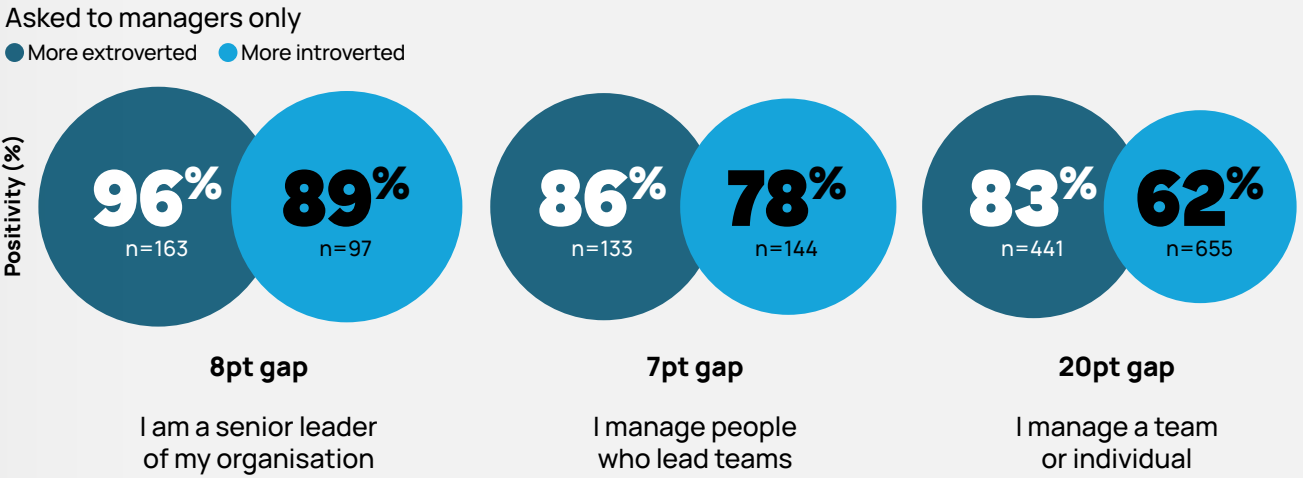
**Richard Etienne**  
Founder, The Introvert Space

When extroverts make up a quarter of the workforce but close to half of senior leaders, the communication culture that follows is rarely accidental – and rarely neutral.”

## Proportion of personality types in leadership roles



## I feel equipped to lead a conversation with my team(s) on what's happening across the business



Base: A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude “I don’t know”. Scores for those categorised as “somewhere in the middle” have not been reported.

# Communication feels less relevant for introverts

Introverts are less likely to feel that communication from their employer is relevant to them, with a clear gap compared to extroverts. This is not just a difference in overall sentiment, but a reflection of what makes communication land effectively.

The gap between introverts and extroverts could be explained by the type of content individuals see in communication. When asked whether they see stories about people like them featured in internal communication there is a 17pt gap between extroverts (53% agree with the statement) and introverts (36%) suggesting that stories featured in communications may feature those more extroverted in nature.

Communication becomes less relevant as employees get older (excluding 65–75) – this pattern is the same for both introverts and extroverts. However, personality preferences compound this – across all age groups, introverts feel communications are less relevant. The gap is most stark (upwards of 20pts) for the youngest and oldest employees, which may result in a talent retention risk for these populations.

## Expert's view

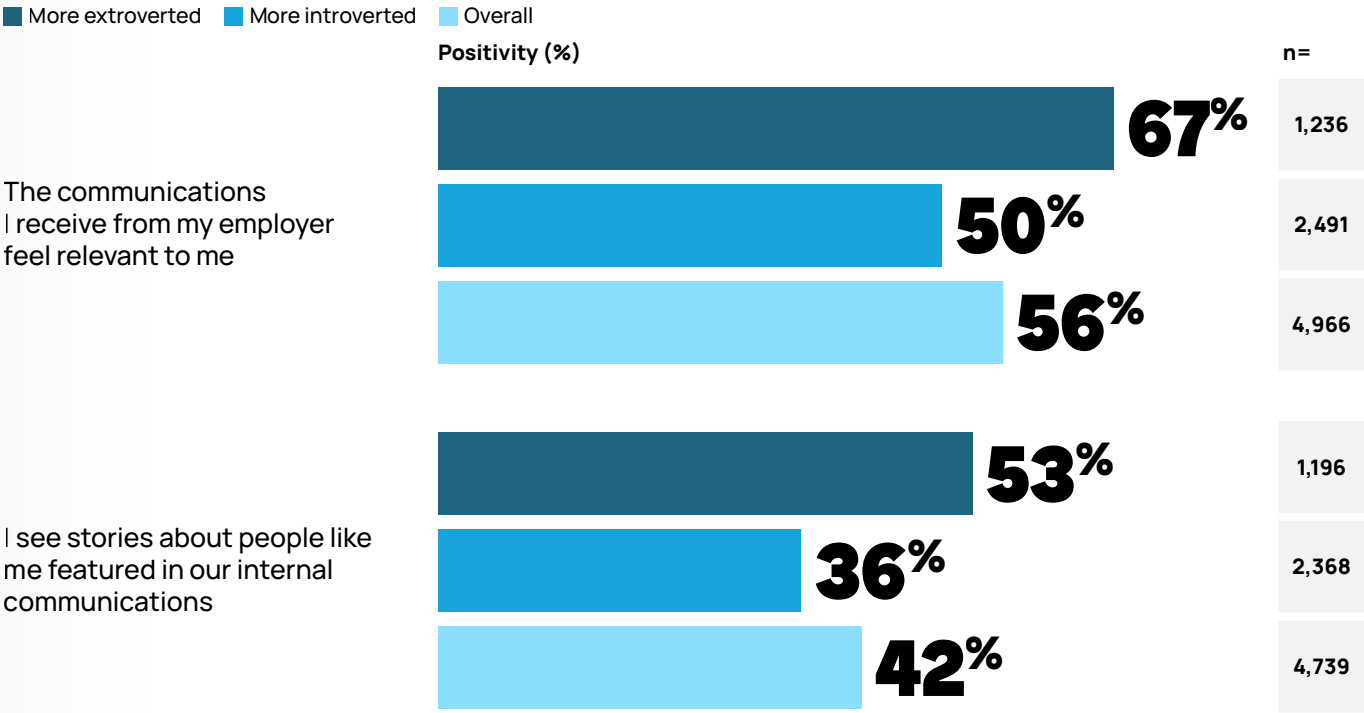


**Richard Etienne**  
Founder, The Introvert Space

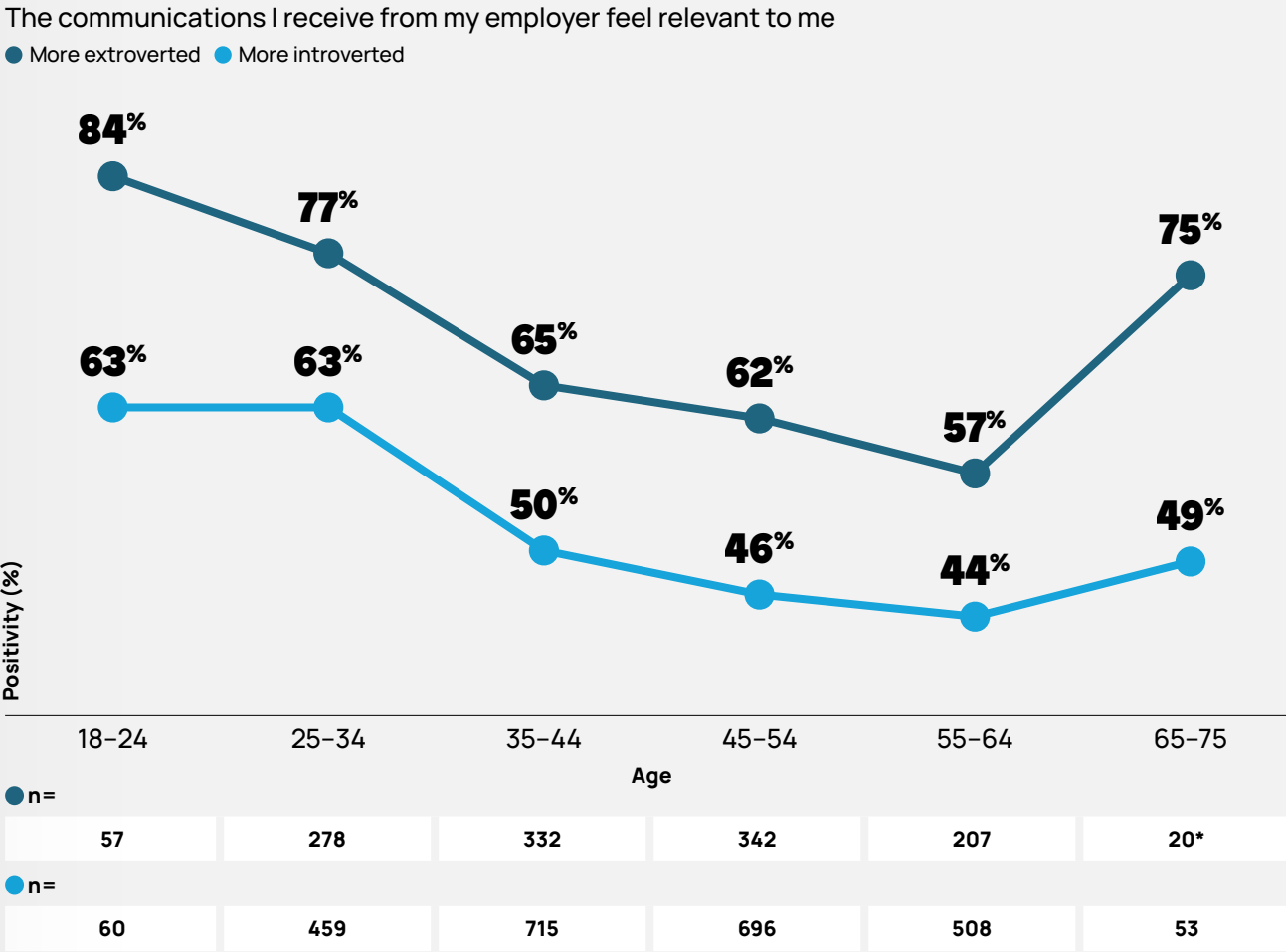
Relevance isn't just about the content. It's about whether people feel considered when they receive it. And there's a subtle thing that happens in a lot of internal communication. The messages are written in a way that assumes immediate engagement: "Join us for a live Q&A", "Share your thoughts in the comments..."

These approaches aren't inherently wrong, but they can quietly exclude people who process internally, making the message feel designed for someone else."

## Communication feels less relevant for introverts and they feel less represented



## Consistently across age groups, more introverted respondents feel comms are less relevant to them when compared to those who are more extroverted



Base: A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude "I don't know". Scores for those categorised as "somewhere in the middle" have not been reported. \*Small sample size.

# Feedback channels do not hear from everyone equally

**Introverts are less likely to feel psychologically safe at work and less likely to share their views across most feedback channels. The gap is clear, both in perceived psychological safety and in reported behaviours.**

Across nearly every channel, extroverts are more likely to provide feedback. This is particularly pronounced in more visible or real-time formats such as forums, Q&As and social platforms, where participation relies on immediacy and interaction. Introverts are consistently less likely to use these channels.

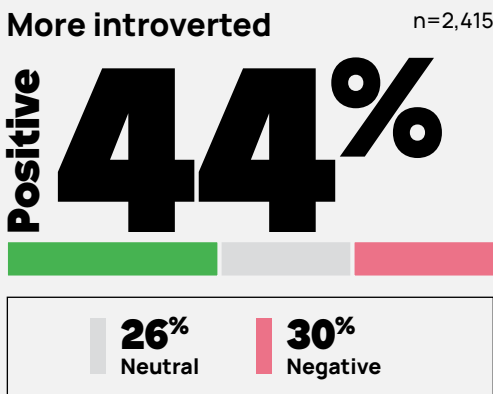
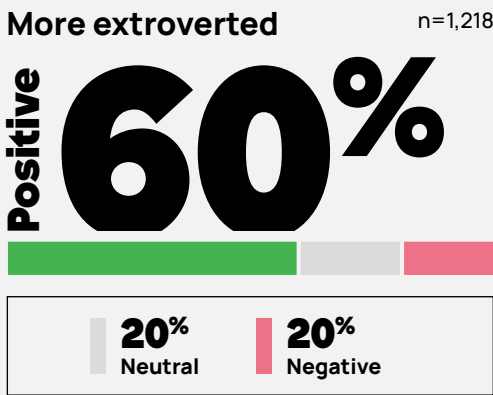
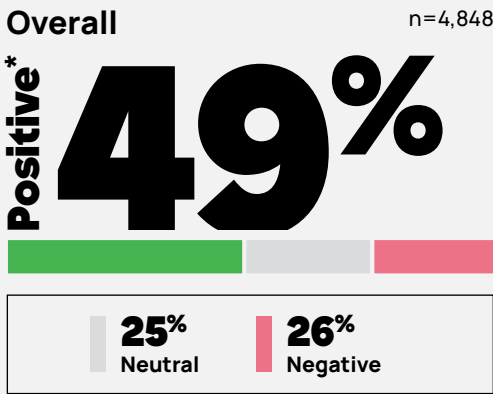
The exception is more structured and less visible mechanisms, particularly surveys, where participation is more balanced. These formats may reduce the need for immediacy and social exposure, making it easier for a broader range of employees to contribute.

These findings have an important implication for how organisations interpret employee voice. Channels that rely on active, visible participation are likely to over-index towards extroverted perspectives, which, as seen earlier, also tend to be more positive (see pg 10 & 11). Feedback used from these channels in isolation might provide only a partial view of employee experience.

A balanced listening approach matters. Informal and interactive channels play an important role, but without more structured mechanisms, organisations risk hearing more from those most comfortable in that environment, rather than from those whose views may be less visible but equally important.

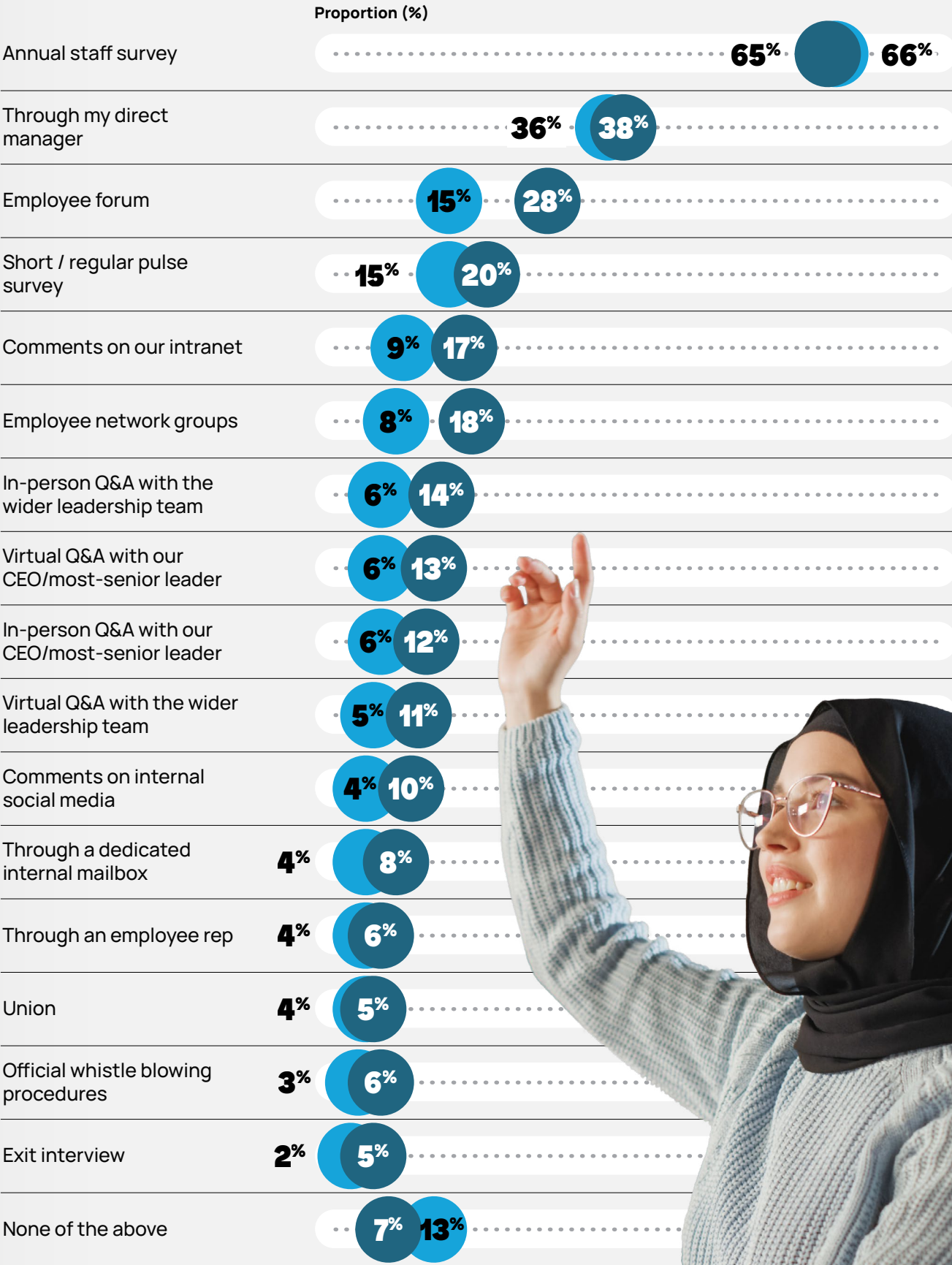
\*To read more about the scale, see pg. 22.

**Where I work, people can share their opinion without fear of negative consequence**



**In the past 12 months, how have you provided feedback within your organisation? (Select all that apply)**

● More introverted (n=2,499) ● More extroverted (n=1,238)



**Base:** A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude “I don’t know”. Scores for those categorised as “somewhere in the middle” have not been reported.



## Expert's view



**Richard Etienne**

Founder, The Introvert Space

# From insight to practice: designing communication with personality in mind

**As we've seen from the insights in the report, communication is rarely experienced in the same way by everyone. Some people think best out loud. Others need time to process before they contribute. Those differences shape how people engage with information, thus making it important to assess whether the environments we design allow them to do so.**

The question isn't 'how do we get people to show up differently?', it's 'what conditions are we asking people to step into?' Because when you adjust the conditions, even slightly, you start to hear from a much broader range of people.

The good news is it's a design problem, and design problems have design solutions.

The P.A.U.S.E. model (developed by The Introvert Space) is a simple design lens that helps communication teams do just that, identifying small adjustments that enable broader contribution regardless of personality type.



## Pace

**How quickly do people have to respond?**

Speed is not the same as quality. Sharing questions ahead of meetings, allowing written reflection afterwards and keeping feedback channels open beyond the moment all help more people contribute at their best.



## Access

**Are there multiple ways to engage?**

If the only route to participation is a live discussion, voices heard will skew towards those most comfortable speaking in that moment. Written recaps, anonymous question channels and short follow-up surveys all broaden access.



## Use of voice

**Are ideas judged by volume or by value?**

Where extroverted styles dominate, this energy-rich approach can become the template for confidence or credibility. Structured idea capture, written follow-up channels and reflective discussion practices help ensure substance over speed shapes the conversation.



## Sight

**Do quieter contributors feel seen?**

Thoughtful preparation, written insight, and behind-the-scenes problem solving are all forms of contribution. Internal channels can be used to recognise these, signalling that value is not limited to the most visible communication style.



## Energy design

**Does every interaction require high social energy?**

Back-to-back meetings and continuously interactive formats can be energising for some and draining for others. Balancing live interaction with written updates and building in time for reflection help people contribute sustainably.

## Where to begin

The most effective approach is experimentation: apply one element to a single channel, observe and adjust. Small changes like these gradually reshape communication culture.

When contribution can show up in multiple ways, be that spoken, written, immediate or reflective, organisations gain a richer view of what employees think, what they notice, and what they need.

That is not just good for people. It is good for the work.

## Further resources

For practical tools and frameworks to support personality-inclusive management, the **Toolkit for the Inclusive Management of Introverts (TIMI)**, developed by The Introvert Space, offers guidance for HR professionals and people managers on inclusive onboarding, meeting design and building environments where introverted employees can contribute and lead effectively.

Available at  
[theintrovertspace.com](https://theintrovertspace.com)

# Methodology

## About the research

- The IC Index 2026 is the proprietary research, with the dataset being used to explore this tangential piece about how communications are received by different personality types.
- The IC Index 2026 question set was developed by Ipsos Karian and Box in collaboration with the IOIC to help identify the key challenges and opportunities facing the IC profession.
- A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online by Ipsos IIS team between 15 and 29 January 2026. The sample obtained is representative of the working population with quotas on gender, age, company size, education and employment status to ensure the ability to dive deeper into results and themes. The sample covered only employees working in large organisations with 500 or more employees to increase the likelihood of their organisation having a dedicated internal communication function in place.
- Throughout the report, where “employees” or “workers” are referred to, reported results are based only on those providing an affirmative answer to the question; results have been rebased to remove “I don’t know” responses.
- Throughout the report, where we have referred to management levels, these have been defined as below. In response to: ‘Which of these best describes your level of management?’
  - **Senior leaders:** selected ‘I am a senior leader of my organisation’
  - **Middle managers:** selected ‘I manage people who lead teams’
  - **First-line managers:** selected ‘I manage a team or individual’
- In this report, we analyse responses categorised into three distinct groupings based on a standard Likert scale: Positive, Neutral and Negative. ‘Positive’ consists of individuals who expressed agreement by selecting either ‘Strongly agree’ or ‘Agree’. ‘Neutral’ are those who remained impartial, choosing ‘Neither agree nor disagree’. Lastly, ‘Negative’ are respondents who indicated disagreement by opting for ‘Disagree’ or ‘Strongly disagree’.
- It’s important to note that any respondents who selected ‘I don’t know’ have been excluded from the calculations to ensure clarity in the analysis.

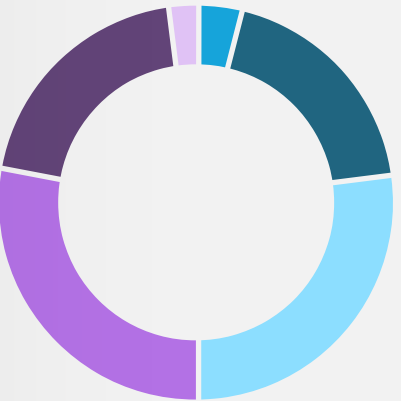
## Gender



## Manager status



## Age



## Manager level

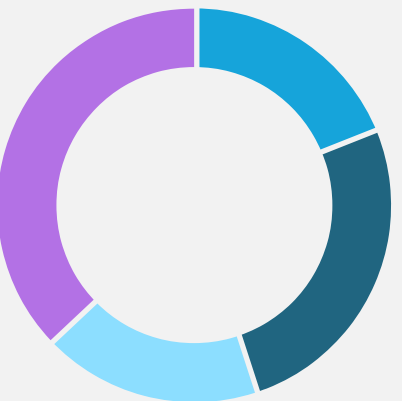


## Employment status



## Organisation size

Total headcount



## Digital connection



## Sector



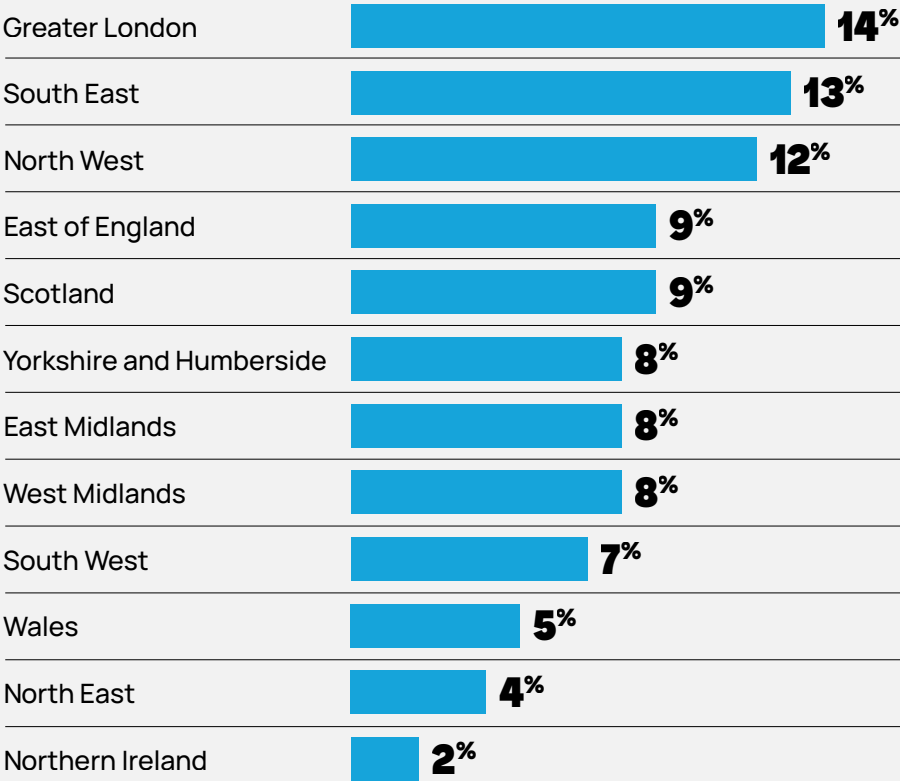
# Methodology (cont.)

## Scope of organisation's operations



- 53% UK-only organisations
- 24% International organisations
- 22% Global organisations

## Employee region



## Industry

|                                    |                                                 |                                                  |
|------------------------------------|-------------------------------------------------|--------------------------------------------------|
| 15% Healthcare/ Medical            | 2% Non-profit                                   | 1% Research/ Science                             |
| 12% Government/ Military           | 1% Construction/ Home Improvement               | <1% Marketing/ Market Research/ Public Relations |
| 11% IT                             | 1% Telecommunications                           | <1% Real Estate                                  |
| 9% Education                       | 1% Hospitality                                  | <1% Entertainment/ Recreation                    |
| 8% Finance/ Banking/ Insurance     | 1% Legal                                        | <1% Wholesales                                   |
| 7% Retail                          | 1% Utilities (Electric, Gas, Sanitary Services) | <1% Agriculture/ Forestry/ Fishing               |
| 4% Transportation/ Distribution    | 1% Accounting                                   | <1% Biotechnology                                |
| 4% Manufacturing                   | 1% Pharmaceutical/ Chemical                     | <1% Advertising                                  |
| 2% Engineering/ Architecture       | 1% Food Service                                 | <1% Mining                                       |
| 2% Business/ Professional Services | 1% Media/ Printing/ Publishing                  | 9% Other                                         |
| 2% Aerospace/ Aviation/ Automotive | 1% Consulting                                   |                                                  |

## Personality traits

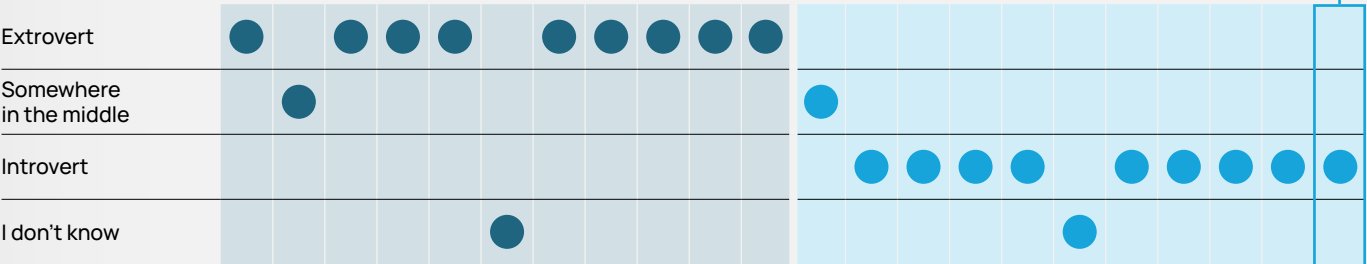
As part of the initial exploration of the impact of broad personality traits, we used a simple three-question approach to build a directional view of where employees sit on the introversion-extroversion spectrum.

Below shows the breakdown of answer options and the questions used to determine individual personality trait allocation. Those who do not meet the criteria outlined below are defined as “somewhere in the middle” throughout this report, a group which represents 25% of the current sample.

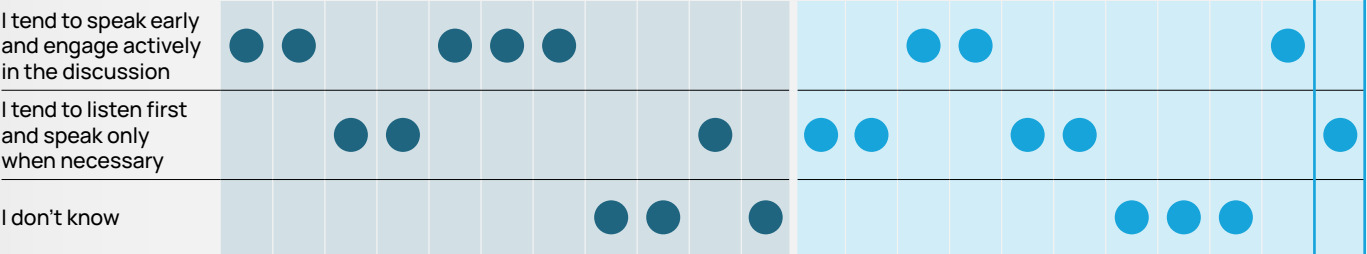
### Personality definitions

Selected option

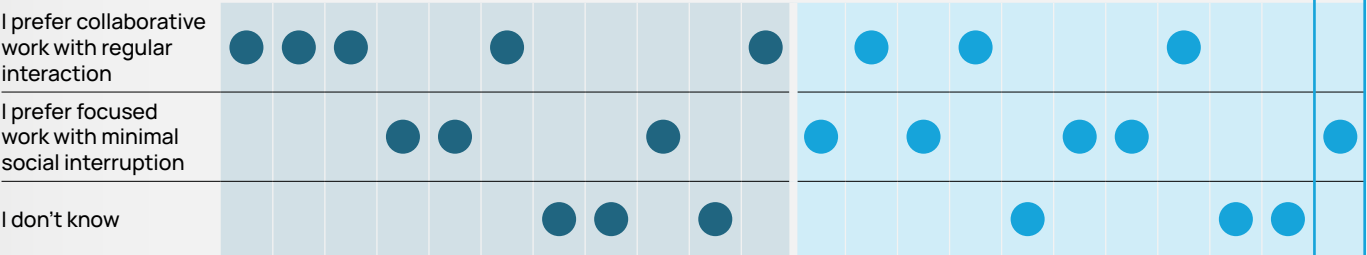
#### Q17: Do you consider yourself to be an extrovert or an introvert?



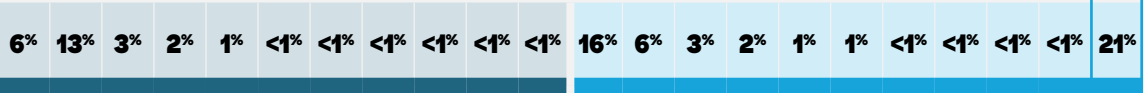
#### Q18: In meetings...



#### Q19: If I can choose how to work...



Proportion (%)



More extroverted: 25%  
More introverted: 50%  
Personality alignment groups

Base: A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude “I don’t know”. Scores for those categorised as “somewhere in the middle” have not been reported.

### Reading this chart

This matrix displays the different combinations of answer options used to define the personality groups. When interpreting this chart, populations are defined at the bottom of the chart.

For example, those who chose “Introvert” at Q17, “I tend to listen first and speak only when necessary” at Q18 and “I prefer focused work with minimal social interruption” at Q19 were assigned to “more introverted”.

# Methodology (cont.)

## Key driver analysis

The key driver analysis conducted within this report is based on a stepwise logistic regression. This was conducted on all Likert-based questions within the question set. For each Likert question used in this analysis, respondents were asked if they agreed or disagreed on the following scale; Strongly agree, agree, neither agree nor disagree, disagree or strongly disagree. Participants were also provided an “I don’t know” option; respondents who selected “I don’t know” were excluded from this analysis. This list was then reduced by stepwise operation to only the top 5 drivers for the overall, more introverted and more extroverted populations. A comprehensive list of those questions which were selected by the stepwise operation can be seen under ‘independent variables’.

Due to the regression format, respondents who selected “I don’t know” to any question within this survey were excluded from this analysis, lowering the overall base size from 5,000 to 3,436.



### Regression overview

Method:

- Stepwise Logistic Regression

Dependent variables:

- I feel valued by my organisation

Independent variables:

- I believe communication from my employer is open and honest
- I trust my direct manager
- The communications I receive from my employer feel relevant to me
- I trust my organisation's leadership team
- I feel confident about the future of my organisation
- My manager does a good job at adapting communication to our team's context
- I believe my organisation operates in the best interests of employees
- Leaders have explained clearly how AI will be used in my organisation
- My employer has clearly communicated how I am expected to use AI as part of my job

### Overall

n=3,436 Pseudo R2= 0.43

| Variable | Question Text                                                     | Estimate | Standard Error | z value | p.value |
|----------|-------------------------------------------------------------------|----------|----------------|---------|---------|
| Q24      | I believe communication from my employer is open and honest       | 1.4435   | 0.1097         | 13.153  | <0.01   |
| Q45      | I trust my direct manager                                         | 1.1257   | 0.1256         | 8.960   | <0.01   |
| Q27      | The communications I receive from my employer feel relevant to me | 1.0421   | 0.1087         | 9.586   | <0.01   |
| Q44      | I trust my organisation's leadership team                         | 1.0375   | 0.1125         | 9.225   | <0.01   |
| Q70      | I feel confident about the future of my organisation              | 0.9075   | 0.1080         | 8.405   | <0.01   |

### More extroverted

n=974 Pseudo R2= 0.43

| Variable | Question Text                                                              | Estimate | Standard Error | z value | p.value |
|----------|----------------------------------------------------------------------------|----------|----------------|---------|---------|
| Q24      | I believe communication from my employer is open and honest                | 1.3563   | 0.2191         | 6.189   | <0.01   |
| Q42      | My manager does a good job at adapting communication to our team's context | 1.2809   | 0.2091         | 6.125   | <0.01   |
| Q44      | I trust my organisation's leadership team                                  | 1.121    | 0.2245         | 4.992   | <0.01   |
| Q62      | I believe my organisation operates in the best interests of employees      | 0.9593   | 0.2275         | 4.217   | <0.01   |
| Q63      | Leaders have explained clearly how AI will be used in my organisation      | 0.8294   | 0.2106         | 3.939   | <0.01   |

### More introverted

n=1,630 Pseudo R2= 0.44

| Variable | Question Text                                                                      | Estimate | Standard Error | z value | p.value |
|----------|------------------------------------------------------------------------------------|----------|----------------|---------|---------|
| Q24      | I believe communication from my employer is open and honest                        | 1.5635   | 0.1531         | 10.213  | <0.01   |
| Q27      | The communications I receive from my employer feel relevant to me                  | 1.2833   | 0.1519         | 8.446   | <0.01   |
| Q45      | I trust my direct manager                                                          | 1.2288   | 0.1872         | 6.563   | <0.01   |
| Q70      | I feel confident about the future of my organisation                               | 1.1122   | 0.1499         | 7.420   | <0.01   |
| Q65      | My employer has clearly communicated how I am expected to use AI as part of my job | 1.0084   | 0.1592         | 6.335   | <0.01   |

Base: A representative quota sample of 5,000 UK workers aged 18–75 in the UK were surveyed online between 15 and 29 January 2026. Percentages have been rebased to exclude “I don’t know”. Scores for those categorised as “somewhere in the middle” have not been reported.

The research behind this report was conducted by Ipsos Karian and Box on behalf of the Institute of Internal Communication.

**For more information about the IC Index, reach out to**

✉ [IpsosKarianandBox@ipsos.com](mailto:IpsosKarianandBox@ipsos.com)

### **Research and reporting team**

Chris Broome  
Claire Meichel  
Eleanor Austin  
Hanna Sarekanno  
Josh Reed  
Kate Went  
Manos Papanikolaou  
Rebecca Crosby  
Shaun Smyth  
Susanna Holten  
Tsara Smith

### **For more insights**

 [ipsoskarianandbox.com](https://ipsoskarianandbox.com)

 [Ipsos Karian and Box](#)

 [IOIC.org.uk](https://ioic.org.uk)

 [Institute of Internal Communication](#)

 [IOICnews.bsky.social](#)

 [IOIC\\_uk](#)

 [IOIC - Institute of Internal Communication](#)

 [theintrovertspace.com](https://theintrovertspace.com)

 [The Introvert Space](#)

 [theintrovertspaceuk](#)

 [theintrovertspaceuk](#)