

Making Everything Easier!™

Success as an Introvert

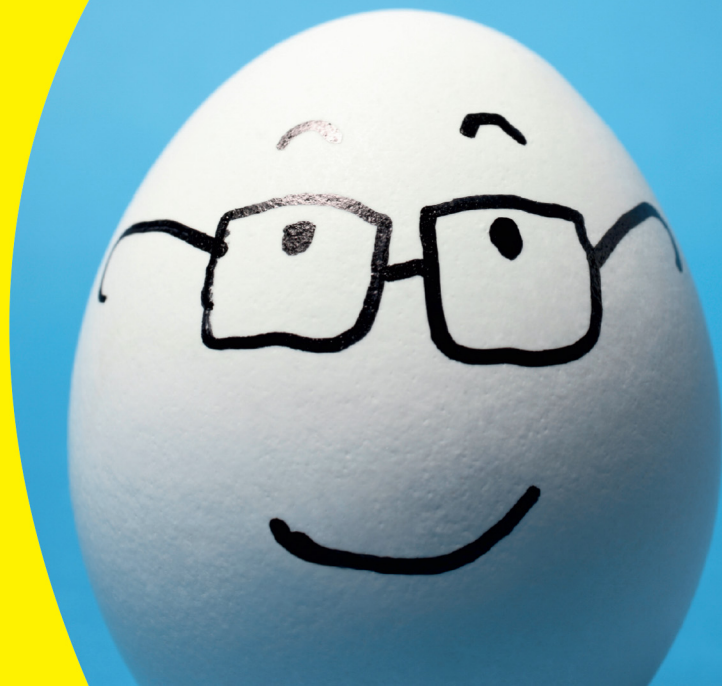
FOR
DUMMIES[®]
A Wiley Brand

Learn to:

- Boost your confidence and develop strategies for asserting yourself at work
- Improve your relationships with partners, colleagues, friends, and kids
- Manage the stress of hosting or attending big social events

Joan Pastor, PhD

*Organizational and clinical psychologist
President, JPA International, Inc.*



Get More and Do More at Dummies.com®



Start with **FREE** Cheat Sheets

Cheat Sheets include

- Checklists
- Charts
- Common Instructions
- And Other Good Stuff!

To access the Cheat Sheet created specifically for this book, go to
www.dummies.com/cheatsheet/successasanintrovert

Get Smart at Dummies.com

Dummies.com makes your life easier with 1,000s of answers on everything from removing wallpaper to using the latest version of Windows.

Check out our

- Videos
- Illustrated Articles
- Step-by-Step Instructions

Plus, each month you can win valuable prizes by entering our Dummies.com sweepstakes. *

Want a weekly dose of Dummies? Sign up for Newsletters on

- Digital Photography
- Microsoft Windows & Office
- Personal Finance & Investing
- Health & Wellness
- Computing, iPods & Cell Phones
- eBay
- Internet
- Food, Home & Garden

Find out "HOW" at Dummies.com

*Sweepstakes not currently available in all countries; visit Dummies.com for official rules.



*Success as
an Introvert*

FOR
DUMMIES[®]
A Wiley Brand

Success as an Introvert

FOR
DUMMIES®
A Wiley Brand

Joan Pastor, PhD

FOR
DUMMIES®
A Wiley Brand

Success as an Introvert For Dummies®

Published by: **John Wiley & Sons, Inc.**, 111 River Street, Hoboken, NJ 07030-5774, www.wiley.com

Copyright © 2014 by John Wiley & Sons, Inc., Hoboken, New Jersey

Published simultaneously in Canada

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the Publisher. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at <http://www.wiley.com/go/permissions>.

Trademarks: Wiley, For Dummies, the Dummies Man logo, Dummies.com, Making Everything Easier, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc., and may not be used without written permission. All other trademarks are the property of their respective owners. John Wiley & Sons, Inc., is not associated with any product or vendor mentioned in this book.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: WHILE THE PUBLISHER AND AUTHOR HAVE USED THEIR BEST EFFORTS IN PREPARING THIS BOOK, THEY MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS BOOK AND SPECIFICALLY DISCLAIM ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES REPRESENTATIVES OR WRITTEN SALES MATERIALS. THE ADVISE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR YOUR SITUATION. YOU SHOULD CONSULT WITH A PROFESSIONAL WHERE APPROPRIATE. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM.

For general information on our other products and services, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002. For technical support, please visit www.wiley.com/techsupport.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit www.wiley.com.

Library of Congress Control Number: 2013949557

ISBN 978-1-118-73837-5 (pbk); ISBN 978-1-118-73832-0 (ebk);
ISBN 978-1-118-73843-6 (ebk); ISBN 978-1-118-73866-5 (ebk)

Manufactured in the United States of America

10 9 8 7 6 5 4 3 2 1

Contents at a Glance

<i>Introduction</i>	1
<i>Part I: Getting Started Understanding Introversion</i>	5
Chapter 1: Introverted? Good for You!.....	7
Chapter 2: Are You Really an Introvert?	15
Chapter 3: What Makes You an Introvert, and Will You Always Be One?	31
<i>Part II: Triumphant in an Extrovert's Work World</i>	45
Chapter 4: Playing to Your Strengths: How to Shine in the Workplace.....	47
Chapter 5: Making Your Mark as a Quiet Leader	63
Chapter 6: Keeping a Team Happy and Productive	79
Chapter 7: Becoming a Confident Public Speaker	101
Chapter 8: Managing Up.....	127
Chapter 9: Moving On: Acing a Job Interview the Introvert Way	143
Chapter 10: Succeeding as an Entrepreneur	159
<i>Part III: Finding Personal Happiness as an "Innie".....</i>	177
Chapter 11: Being Your Personal Best	179
Chapter 12: Falling in Love and Staying in Love	199
Chapter 13: "Cheers!" Taking the Stress Out of Big Social Events.....	217
<i>Part IV: Supporting Introverts</i>	227
Chapter 14: Being an Understanding Friend to an Introvert	229
Chapter 15: Parenting an Introverted Child	239
<i>Part V: The Part of Tens</i>	263
Chapter 16: Ten Notable Innies.....	265
Chapter 17: Ten Tips for Making a Networking Event Work for You	271
Chapter 18: Ten Things an Introvert Doesn't Want to Hear.....	277
Chapter 19: Ten Ways to Make a Workplace Innie-Friendly.....	283
<i>Index</i>	289

Table of Contents

<i>Introduction</i>	1
About This Book	1
Foolish Assumptions	2
Icons Used in this Book	2
Beyond the Book	3
Where to Go from Here	3
<i>Part 1: Getting Started Understanding Introversion</i>	5
Chapter 1: Introverted? Good for You!	7
How Introverts and Extroverts Differ	8
The biggest difference between introverts and extroverts	8
Other ways introverts are different from extroverts	8
Why Being an Introvert Is Cool	9
Introverts are great friends	10
Introverts are creative	10
Introverts are natural leaders	11
Introverts are studious	11
If Being an Introvert Is So Great, What's the Problem?	12
Thriving in an Extroverted World	13
Chapter 2: Are You Really an Introvert?	15
Qualifying as an Introvert	15
Exploring the introvert continuum	16
Taking the test: Do you score as an introvert?	16
Considering Shyness	20
Separating shyness from introversion	20
Taking the test: Are you shy?	21
Dealing with shyness	23
Comparing normal, healthy shyness to serious disorders	24
Getting in Touch with Sensitivity	25
Identifying the difference between sensitivity and introversion	25
Taking the test: Are you highly sensitive?	26
Managing sensitive issues	27
Meditating your stress away	28

Chapter 3: What Makes You an Introvert, and Will You Always Be One? 31

Nature or Nurture: Determining What Makes You an Introvert	31
Your genes	32
Your brain's wiring	33
The influence of culture	35
The effects of upbringing	35
Acting Like an Outie: When Temporarily Playing the Extrovert Can Work	36
Mastering the skills of the pretend extrovert	38
Recognizing the pros and cons of being a pretend extrovert	41
Can You (and Should You) Become a Real Extrovert?	42
Can you truly change your stripes?	43
Will you get more innie or outie as you age?	44

Part II: Triumphing in an Extrovert's Work World 45

Chapter 4: Playing to Your Strengths: How to Shine in the Workplace 47

The Facts of Office Life	48
Thriving in a Noisy Workplace	49
Making a break for it	49
Creating an innie oasis in your cubicle	50
Scheduling blocks of "alone" time	51
Getting physical	51
Telecommuting	52
Establishing Yourself at Work	53
Shining a light on your successes	53
Flexing your quiet power at meetings	54
Standing up to workplace troublemakers	55
Making allies in the workplace	57
Finding Your Niche: Jobs that Appeal to Introverts and Extroverts	58
Identifying careers that are a natural fit for innies or outies	59
Picking the career that fits you best	61

Chapter 5: Making Your Mark as a Quiet Leader 63

Assessing Your Leadership Strengths	63
Your research and decision-making skills	64
Your knack for encouraging independence	64
Anticipating the Challenges of Leading as an Introvert	66
Setting the Stage for Success	67
Building your transformational skills	67
Reinforcing effectively	69

Acing the art of structured brainstorming 70
 Boosting your emotional intelligence 72
 Mastering the art of focused conversation 74
 Six Survival Tips for Innie Leaders 75
 Delegating more 75
 Outing yourself as an innie 76
 Guarding your internal energy by scheduling wisely 76
 Wearing “power clothes” 77
 Creating a battery-recharging retreat 77
 Pairing up with an extrovert..... 77

Chapter 6: Keeping a Team Happy and Productive 79

 Understanding the Stages of Team Development 79
 Taking Charge in the Forming Stage 80
 Creating a contract with your team..... 81
 Establishing accountability 84
 Projecting quiet confidence..... 86
 Getting your team members acquainted 87
 Leading in the Storming Stage 87
 Creating a team support agreement..... 88
 Analyzing team dynamics 90
 Communicating clearly and beware the innie “cone of silence” ... 92
 Troubleshooting effectively 92
 Leading in the Norming Stage 97
 Focusing on key results..... 97
 Keeping an eye on your norms and goals..... 98
 Building relationships 98
 Leading in the Performing Stage..... 99
 Ending on a High Note in the Adjourning Stage..... 99

Chapter 7: Becoming a Confident Public Speaker 101

 Calming Your Innie Nerves: Preparation Is the Key 102
 Visualizing success 102
 Identifying your pivotal points..... 104
 Mastering your material..... 104
 Focusing on your priorities 108
 Getting the details down pat 110
 Practicing your technique 111
 Grabbing Your Audience: Six Ways to Win Them Over..... 113
 Making your listeners feel comfortable and connected 114
 Grabbing their attention with stories and humor 116
 Persuading with power 117
 Changing things up to keep your listeners’ attention..... 121
 Handling hecklers with ease..... 121
 Being yourself..... 123



Catching Your Breath and Briefly Taking the Spotlight Off Yourself... 123
 Asking your audience for input..... 123
 Offering handouts 124
 Scheduling battery-recharging breaks 125

Chapter 8: Managing Up 127

The First Step in Managing Up: Knowing Your Manager 128
 Responding to your manager’s style..... 128
 Identifying your manager’s goals..... 130
 Earning your manager’s trust..... 132
The Second Step in Managing Up: Expanding Your Role 134
 Spotting avenues for growth 134
 Becoming a problem solver..... 135
 Stepping outside your comfort zone..... 135
 Volunteering as a peer coach..... 135
Avoiding Pitfalls When You’re Managing Up 140
Making a Habit of Managing Up 141

Chapter 9: Moving On: Acing a Job Interview the Introvert Way . . . 143

Identifying Your Strengths and Challenges 144
Prepping for an Interview 145
 Doing your detective work 145
 Creating a powerful portfolio 145
 Rehearsing with a friend who won’t go easy on you..... 146
 Writing down your key points..... 148
 Making a wish list..... 148
Scoring in a Phone Interview 149
Performing on the Big Day 150
 Getting ready for your interview 150
 Looking assertive at interview time 150
Assessing Fit: Are the Job and the Workplace Right for You?..... 152
 Asking the right questions..... 152
 Gathering clues on a tour 153
 Weighing the pros and cons..... 153
Handling a “No”..... 153
Responding to a “Yes” 154
 Negotiating salary 154
 Talking about vacations, schedules, and benefits..... 155
 Setting a start date..... 156
Planning Your Path to Career Success 156
 Setting smart goals 156
 Gaining the job skills you need 158

Chapter 10: Succeeding as an Entrepreneur 159

Starting Off on the Right Foot 160
 Creating your business plan..... 160
 Strengthening your entrepreneurial skills..... 160
 Overcoming the urge to procrastinate 161

Marketing Yourself	162
Building your reputation as an expert	162
Teaming up with other entrepreneurs (especially outies)	164
Asking extroverts to help you make contacts.....	164
Integrating Internet and face-to-face marketing.....	165
Polishing your online presence.....	165
Creating Long-Term Loyalty.....	166
Being available	166
Influencing in the right way	166
Building deeper relationships with your clients.....	167
Giving back to your community.....	168
Thanking your clients in small ways	168
Avoiding marketing approaches that irritate clients	169
Coping When Prospects Don't Pan Out	169
Dealing with disappearing acts	170
Handling rejection	171
Building Your Dream Team	171
Interviewing wisely when you're hiring staff.....	172
Choosing employees who can complement your skills.....	173
Hiring the right person to make your website sparkle	174
Considering a business coach.....	174

Part III: Finding Personal Happiness as an "Innie" 177

Chapter 11: Being Your Personal Best 179

Being Kind to Yourself	179
Using the dump-sheet-and-flower technique.....	180
Reframing your thoughts	184
Practicing thought-stopping.....	184
Treating life as an experiment.....	185
Visualizing your happy, healthy inner child and inner adult.....	185
Gaining More Control Over Your Life	186
Taming self-pity.....	186
Taking charge of your problems	187
Cultivating optimism	188
Harnessing the power of gratitude.....	190
Getting Your Stress Under Control	190
Interpreting stressful events accurately.....	191
Understanding your stress threshold.....	192
Considering a personal coach or mental health professional	193
Making New Friends	194
Looking for friends in all the right places.....	194
Setting realistic goals	195
Breaking the ice.....	196
Keeping friendships healthy.....	196

Chapter 12: Falling in Love and Staying in Love 199

Navigating the Dating Scene.....	199
Spotting people you'd like to date.....	199
Making a first date work.....	201
Addressing expectations	201
Enjoying a Deep and Healthy Relationship	202
Grasping the basics of a good relationship.....	202
Recognizing how different personalities mesh in relationships	204
Handling Innie-Outie Differences Successfully	205
Identifying each other's needs and interests.....	206
Figuring out how to talk with each other.....	207
Looking for win-win solutions	209
Analyzing your different arguing styles	210
Being wary of perfectionism.....	212
Identifying the real source of your issues	214
Splitting Up Sanely.....	214
When you're getting dumped	215
When you're doing the dumping	216

Chapter 13: "Cheers!" Taking the Stress Out of Big Social Events . . . 217

Understanding Why Social Occasions Stress You Out.....	218
Coping When You're an Innie Guest	218
Planning ahead.....	219
Escaping the crowd	219
Breaking the ice.....	220
Scheduling some unwinding time — before, during, and after....	220
Coping When You're an Innie Host	221
Taking the focus off yourself.....	221
Creating innie sanctuaries	221
Teaming up with a cohost	222
Recharging your batteries	222
Getting those last guests to go home	223
Deciding Whether to Say Yes or No to an Invitation	224
Determining which invitations to accept.....	224
Declining invitations tactfully	225

Part IV: Supporting Introverts..... 227**Chapter 14: Being an Understanding Friend to an Introvert 229**

Accepting Innies Just as They Are	230
Recognizing that introversion is healthy.....	230
Recognizing the special strengths of the innies you know	231
Making an Innie-Outie Relationship Work.....	231
Respecting an introvert's need for "alone" time.....	232
Allowing an introvert to think before talking.....	232
Minimizing multitasking demands.....	233

Understanding an introvert’s desire to stay out of the spotlight..... 233
 Grasping an introvert’s approach to new activities 235
 Partying in Ways That Suit You Both..... 235
 Getting the introvert’s perspective on social occasions 235
 Being okay with early departures..... 236
 Accepting an introvert’s right to skip some events 237

Chapter 15: Parenting an Introverted Child 239

Identifying Introversion in a Child..... 239
 Distinguishing Between Introversion and Medical Conditions 240
 Considering ADD and ADHD..... 241
 Ruling out autism spectrum disorders 242
 Creating an Innie-Friendly Home for Your Child 243
 Appreciating your child’s innie-ness..... 243
 Steering clear of the overscheduling trap 244
 Helping your innie child handle change 245
 Bridging the communication gap..... 247
 Keeping sibling relationships positive..... 247
 Giving your innie her own private space..... 248
 Encouraging Friendships 249
 Helping a younger child make friends..... 249
 Helping an older child or teen make friends 250
 Helping an introverted teen handle romance —
 or the lack of it..... 252
 Enhancing Your Child’s Self-Image..... 253
 Explaining introversion to your child 253
 Avoiding the urge to praise outie behaviors..... 254
 Acknowledging your child’s emotions 254
 Helping Your Young Innie Have a Good School Experience 255
 Working with your child’s school and teachers 256
 Considering alternatives to public schools..... 257
 Protecting Your Child from Bullies 259
 Making sure your child’s school has an anti-bullying plan 260
 Teaching your child ways to handle bullies..... 260

Part V: The Part of Tens 263

Chapter 16: Ten Notable Innies 265

Charles Darwin..... 265
 Neil Armstrong..... 266
 Elizabeth Barrett Browning..... 266
 Johnny Depp 267
 Eddie Murphy..... 267
 Johnny Carson 267
 Jerry Seinfeld..... 268
 Tom Smith 268
 Calvin Coolidge..... 269
 Abraham Lincoln 270

Chapter 17: Ten Tips for Making a Networking Event Work for You . . . 271

Be Picky	271
Do Your Homework.....	272
Set SMART Goals for Each Event.....	272
Think about Trout Fishing (Really!)	273
Arrive Early	273
Focus on One Person at a Time	274
Grab a Plate	274
Manage Your Leads	275
Be the One Who Reaches Out.....	276
Say Thanks	276

Chapter 18: Ten Things an Introvert Doesn't Want to Hear 277

"We were just in the neighborhood and thought we'd drop in."	277
"Turn to the person next to you and introduce yourself."	278
"Guess what — I told the waiter it's your birthday!"	279
"We're having so much fun; can we stay with you a few more days?" ...	279
"Oh, I just thought of one more great story. . . ."	280
"Surprise!"	280
"Give your Aunt Ruth a big hug.".....	281
"You're so quiet; what's wrong?"	281
"Yay! Our class reunion is coming up!"	282
"I'm so glad you returned my call; we have a lot to catch up on."	282

Chapter 19: Ten Ways to Make a Workplace Innie-Friendly 283

Let Innies Migrate to the Edges of Your Office	283
Cut Down on Meetings	284
Make Your Meetings Better.....	284
Provide Privacy Screens	285
Ask about Acoustics.....	285
Create Private Zones	286
Give a Thumbs-Up to Headphones.....	286
Let Your Workers Telecommute Part of the Time	287
Offer Innies Opportunities to Work Independently	287
Rethink Your Interview Process	288

Index..... 289

Introduction

Are you an introvert? If so, I have good news: It's your time to shine!

Yes, you're still living in a world that's geared for extroverts. From cocktail parties to crowded cubicle farms, the universe seems to be designed for social butterflies. But behind the scenes, a "quiet power" revolution is going on. Introverts are coming into their own, both personally and professionally — and in the process, they're starting to remake the world so it works for them.

Success as an Introvert For Dummies is part of that revolution. In these pages, you discover why introverts are so wonderful and why the world couldn't get along without them. Better yet, I show you how to use your introverted strengths to reach your full potential. And I also tell you how to redesign your professional and personal environments so they empower you to be happy, healthy, and successful.

About This Book

Success as an Introvert For Dummies is all about introverts. (You guessed that, right?) But one thing I want to say right upfront is that although I'm a huge fan of introverts, I'm a huge fan of extroverts, too.

Why do I mention this? Because I'm surprised by the number of books and websites that pit introverts and extroverts against each other, as if one personality type is "right" and the other is "wrong." That's a big mistake, because the truth is that both introverts and extroverts are terrific. And they're both more successful when they're trying to understand and help each other, not when they're at war with each other.

So I've written this book to empower both *innies* (introverts) and the *outies* (extroverts) who support them. Whether you're an innie or an outie, I hope you'll feel welcomed and respected as you read these pages.

By the way, I use the terms *innie* and *outie* frequently in these pages. I've borrowed the terms from psychologist Marti Laney, who deserves a hat tip because I think she's the first person to come up with them.

Foolish Assumptions

As I wrote this book, I tried to imagine who its readers would be and what they'd want to know. And here's what I'm assuming about you:

- ✓ You're an introvert — or you have an introverted partner, relative, or friend who you want to understand better.
- ✓ You're more interested in practical advice than in scientific theories. However, you're also a little bit curious about what makes introverts tick.
- ✓ You lead a busy life, so you want information you can quickly translate into action.
- ✓ You're interested both in personal fulfillment and in career advancement. (And here's good news: The information in this book is geared for introverts, but whether you're an introvert or an extrovert, you'll find tips that will help you both professionally and personally.)

Icons Used in this Book

To make this book even more useful for you, I include special icons to help you spot ideas and information you may find particularly useful. Here's what each one means.



This icon draws your attention to a piece of advice that's worthy of special attention.



This icon flags important information to keep in mind as you expand your knowledge about introverts.



I use this icon to help you steer clear of mistakes that can cause problems at work or in your personal relationships.



If you're interested in the science behind introversion, keep an eye out for this icon.

Beyond the Book

You got more than you bargained for when you bought this book. You can access bonus material online at www.dummies.com:

- ✔ You can download the book's Cheat Sheet at www.dummies.com/cheatsheet/successasanintrovert. It's a handy resource to keep on your computer, tablet, or smartphone.
- ✔ You can read interesting companion articles that supplement the book's content at www.dummies.com/extras/successasanintrovert. There's even an extra top-ten list for your amusement.

Where to Go from Here

If you want to skip around as you read this book, feel free! You can read each chapter on its own, and I include handy cross-references. So dive into any chapter or section that interests you. Here are some suggestions:

- ✔ If you're fascinated by what makes you an introvert — or you're wondering whether you really *are* an introvert — you may want to jump into Chapters 2 and 3.
- ✔ If you're more interested in making your introverted nature work for you in the business world, Chapter 4 is a good place to start. And if you want to climb the career ladder quickly, check out Chapters 5 through 10 as well.
- ✔ If you want to increase your personal satisfaction, make new friends, and find true romance the introverted way, check out Chapters 11 and 12.
- ✔ If you're seeking tips for surviving (or even enjoying) social occasions, take a peek at Chapter 13.
- ✔ If you're an extrovert who wants to be supportive of an introverted friend or child, Chapter 14 or 15 is a good jumping-off point.

No matter where you start, I think you'll enjoy discovering more about the remarkable gifts and talents that introverts possess. And if you're an introvert yourself, I hope you'll come away feeling proud about how amazing you are!

4

Success as an Introvert For Dummies

Part I

Getting Started Understanding Introversion

getting started

**understanding
introversion**



Visit www.dummies.com for more great Dummies content online.

In this part . . .

- ✔ Understand the differences between introverts and extroverts.
- ✔ Recognize the traits of an introvert and see whether you qualify by taking a couple of informal quizzes.
- ✔ Find out how to live in an extroverted world and explore techniques for pretending to be extroverted when you need to.
- ✔ Understand that shyness and sensitivity don't necessarily mean introversion.
- ✔ Discover what makes you an innie.

Chapter 1

Introverted? Good for You!

In This Chapter

- ▶ Spotting the differences between introverts and extroverts
 - ▶ Valuing the talents and assets of innies
 - ▶ Identifying the challenges of being an introvert in an extrovert's world
 - ▶ Knowing the five basics for succeeding as an introvert
-

Does the following sound like you? You're happier reading a book than going to a dinner party. You love your friends, but you treasure your moments alone. And you'd rather eat nails than attend a corporate team-building event.

If any of these ring a bell, I'm guessing you're an introvert. And what's more, I'm guessing that your extroverted friends don't understand you *at all*.

Oh, sure, these people love you. But they don't get why noisy team meetings and brainstorming sessions wear you out. They can't figure out why you prefer hiking or puttering in your kitchen to singing karaoke in a crowded bar. And above all, many of them think they can (and should) change you.

Well, here's the truth: If you're introverted, odds are you're hard-wired that way. You can be wildly successful in a world that's largely geared for extroverts — and, in fact, that's what this book is all about. But deep down inside, you'll always be exactly what you are: an introvert. And as I explain shortly, that's a very, very good thing!

But before I talk about why introverts totally rock, I need to explain just what an introvert is. And to talk about that, I need to talk about extroverts as well.

How Introverts and Extroverts Differ

Did you ever wonder why your extroverted friends think and behave so differently from you? I explain why in this section, and I also look at a wide variety of behaviors that distinguish innies from outies.

The biggest difference between introverts and extroverts

The first thing to know about introverts and extroverts is that they charge their batteries in different ways.

For extroverts, being in the middle of a crowd of people is energizing. They can talk for hours and come away feeling refreshed and invigorated. So they surround themselves with friends and family, and they can't wait to meet even more people and try even more activities. For them, walking into a room full of strangers is like taking a shot of a high-caffeine energy drink.

If you're an introvert, this behavior is hard for you to understand. It's not that you dislike people. In fact, you truly enjoy them; however, you enjoy them in small doses. You love meeting a good friend for lunch or hanging out with close family members on the weekend. But making endless small talk at a party filled with strangers doesn't energize you. In fact, it does just the opposite: It drains you, and you can't wait to recharge your batteries with a quiet walk, an evening at home with your family, or a good book.

Other ways introverts are different from extroverts

Because introverts look inward and extroverts look outward, they respond very differently to the world around them. If you're an introvert, here are some of the ways you're unlike your extroverted friends:

- ✓ You generally think before you talk, while outies tend to say whatever comes to mind.
- ✓ You like to focus deeply on a few interests, while extroverts tend to explore a lot of activities more superficially.
- ✓ You probably like texting or e-mailing people, while extroverts enjoy phone calls or face-to-face meetings.

What's the ratio of introverts to extroverts?

Estimates vary widely, but many experts believe that about 30 percent of people are introverts. Some estimates run as low as 25 percent, while others are as high as 50 percent.

But just for the record, not everyone is an introvert or an extrovert. Many people are *ambiverts*, which means they land in the middle of the introvert-extrovert spectrum and can fit comfortably into either world.

- ✔ You may find multitasking stressful, while extroverts are usually pretty good at it.
- ✔ You likely weigh risks more carefully than an extrovert.
- ✔ You have a few very deep friendships rather than a lot of casual acquaintances.
- ✔ You tend to dress in colors and act in ways that help you blend in rather than stand out.

People often attribute a lot of other behaviors to introverts, but some of these behaviors actually stem from two other traits: shyness and sensitivity. In Chapter 2, you can test yourself to see whether you're introverted, shy, or sensitive — or a combination of these three.

Why Being an Introvert Is Cool

Because you're very different from your outgoing friends, it's all too easy to think that something's wrong with you. And it's even easier to feel like an oddball if you're surrounded by social butterflies who tease you about being a "loner" or a "party pooper." (I talk more about this in Chapter 14.)



But here's the most important message of this entire book: Innies and outies are equally great. The world needs both, and smart people recognize this fact. So does Mother Nature, who has good reasons for wiring innies and outies in different ways biologically (see Chapter 3).

And here's another fact: As an introvert, you're amazing! You're likely to be a loyal friend, a creative and independent thinker, and a true scholar — and you can also be a natural-born leader. The following sections give you a closer look at why you're so terrific.

Introverts are great friends

An extrovert can walk into a room full of strangers and walk out a few hours later with five new best buddies. If you're an introvert, on the other hand, making new friends is a challenge (which I address in Chapter 11). So at first glance, it sounds like your outgoing friends have the advantage here.

But what happens when you do make a new friend? That's where you clearly shine.

First of all, you're as loyal as they come. Because you work hard for each friendship, you highly value your relationships. You're likely to be forgiving when disputes arise, and you'll probably never dump a friend for someone who's more trendy or interesting. For you, a friendship lasts for life, and any time a friend needs your help, you'll give your all.

And here's another area in which you excel as a buddy: You're a listener, not a talker. So if your friends come to you with their problems, you'll be happy to let them vent (as long as they don't go on forever!). In fact, your friends may be more likely to open up to you than they are to bare their souls to their extroverted friends. That's because they know you're sensitive, you're thoughtful, and you'll keep their secrets safely tucked away.

Want another pat on the back? As a quiet innie, you're not a drama queen or a spotlight-stealer. That guy arguing loudly with his girlfriend at a restaurant? Not you. That woman showing off her belly-dancing skills at your company's holiday party? Nope, not you either. Because you hate making a scene, your friends know you'll never embarrass them in public.

Introverts are creative

What do movie star Michelle Pfeiffer, *Star Wars* director Steven Spielberg, and Harry Potter creator J. K. Rowling have in common? All three of them are introverts. So is Apple cofounder Steve Wozniak, who invented the first Apple computer all by himself.

Of course, there are plenty of creative extroverts, too. (For example, it's a good bet that Snoop Dogg doesn't have an introverted bone in his body!) But the credit for many of the world's greatest paintings, books, symphonies, and scientific ideas and inventions goes to introverts.

One reason that introverts are good at translating creative ideas into reality is that they're able to work hard for long periods of time. Unlike outies, they don't need to stop every couple of hours and call a friend to recharge their batteries.

Also, introverts are independent thinkers. That means they're less likely to go along with the crowd and more likely to come up with new and novel ideas. In a team-oriented world, this tendency can make life difficult for them (something I talk about in Chapter 4), but it also gives them the power to come up with brilliant ideas like the light bulb and $E = MC^2$.

And finally, while outies are frequently out partying, innies tend to spend a lot of time delving deeply into the topics that interest them. As a result, they're building the knowledge base they need to translate their creative ideas into reality. For example, one study measuring college students' knowledge about 20 wide-ranging topics found that the introverts knew more about every single topic than the extroverts did.

Introverts are natural leaders

In Chapters 5 and 6, I talk about the introverted traits that can translate into powerful leadership skills, including a willingness to let other people shine and a talent for gathering facts and doing research. In addition to propelling many introverts to the top of the leadership chain, these traits can also help you shine as an entrepreneur — especially if you center your marketing

approach around them (something I talk about in Chapter 10). And they can also help you climb the corporate ladder by using a technique called *managing up*. (You can find out all about this in Chapter 8).

Introverts are studious

Are you an introvert who's really smart or even gifted? If so, you have a lot of company. Fifty percent of gifted children are introverts, and three-quarters of the "super-gifted" — those with IQs above 160 — are innies.

Overall, introverts and extroverts are equally smart. But even when their IQs are comparable, introverts are more likely to do well in college and to get graduate degrees.

What's the reason for this? My guess is that because introverts enjoy the life of the mind, learning and studying come more naturally to them. They're also able to focus longer and more intently on complex material.

In addition, introverts may be better at delaying gratification. (In Chapter 3, I explain why they appear to have a biological advantage here.) So when they're facing a choice like "Should I study for tomorrow's final or go to a party?" they're more likely than extroverts to make the sensible decision.

If Being an Introvert Is So Great, What's the Problem?

If you're an introvert, I hope you're feeling pretty good about yourself by now. As you can see, you don't need to be "fixed," because you're perfectly fine as you are. In fact, a world without introverts like you would be a pretty awful place! We wouldn't have Charlotte Brontë's books, Emily Dickinson's poems, or Beethoven's music. And if extroverts didn't have introverts to put the brakes on, their meetings may simply never end — ever. (Shudder.)

But — you knew there was a *but*, didn't you? — psychologists like me talk about *goodness of fit*, which means that it's easiest to succeed in life when

your personality and your environment match well. And here's where things can get a little tricky for you as an introvert.

You see, if introverts made the rules, you'd live in a perfect world. You'd have your own private office at work. Holiday parties would be short and small. Neighbors would always call before dropping by. Family events would be optional, all-day office meetings would be illegal, and team-building events would be punishable by death.



But in the real world, extroverts seem to be running the show, which means they get to call the shots. So you're likely to wind up in a jam-packed open office with a boss whose chief concern is, "Are you a team player?" Your job may require you to do things that introverts hate, such as give speeches (which I discuss in Chapter 7). Your friends and family members will be miffed if you miss a single wedding, birthday bash, or baby shower (see Chapter 13 for how to handle these). And job interviewers will expect you to answer rapid-fire questions instead of giving you the time you need to think (I discuss this in Chapter 9).

For introverted children, still more problems occur. Today's noisy classrooms focus on group activities, and bright innie kids often get lower grades just because they don't like to speak up.

And then, of course, there's the world of romance, which I discuss in Chapter 12. Dating can be a big challenge for introverts, who hate the bar scene and crave the kind of real, old-fashioned intimacy that's rare these days.

Thriving in an Extroverted World

Clearly, your world isn't custom-tailored to you as an introvert. So the big question is, can you still succeed in it? Luckily, as you'll see in these pages, the answer is a resounding "yes." Of course, it'll take some work, but as an introvert who's good at reasoning, planning, and tackling big projects, you're the perfect person for the job!

As you read this book, you'll find hundreds of tips for getting ahead in a world geared for extroverts. You'll get the most from these tips if you keep these five underlying principles for introverted success in mind:

- ✓ **You have the right to be yourself.** Introversion is normal and healthy, just like extroversion. It would be a boring world if we all felt and behaved the same way, so don't think that you *or* your introverted friends need to change your inner selves. Instead, focus on ways in which you can complement each other.

