

The Introvert's Guide to Chairing the Department

Jeffrey L. Buller



Exercise #1: How Introverted Are You?

DIRECTIONS: Read each statement and then check the box that best reflects how strongly you agree with it.

1. I often screen calls or let them through to voicemail rather than answer them immediately.

Agree completely = 5	Agree somewhat = 4	Neither agree nor disagree = 3	Disagree somewhat = 2	Disagree completely = 1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. As a student, I preferred lectures to seminars.

Agree completely = 5	Agree somewhat = 4	Neither agree nor disagree = 3	Disagree somewhat = 2	Disagree completely = 1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. I prefer working on my own to group projects.

Agree completely = 5	Agree somewhat = 4	Neither agree nor disagree = 3	Disagree somewhat = 2	Disagree completely = 1
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Why Introverts Can Make the Best Leaders

Jennifer B. Kahnweiler

from <https://www.forbes.com/2009/11/30/introverts-good-leaders-leadership-managing-personality.html>

- 1. They think first, talk later.** Introverted leaders think before they speak. Even in casual conversations, they consider others' comments carefully, and they stop and reflect before responding.
- 2. They focus on depth.** Introverted leaders seek depth over breadth. They like to dig deep, delving into issues and ideas before moving on to new ones.
- 3. They exude calm.** Introverted leaders are low-key. In times of crisis, they project a reassuring, calm confidence—think President Obama—and they speak softly and slowly regardless of the heat of the conversation or circumstances.
- 4. They let their fingers do the talking.** Introverted leaders usually prefer writing to talking. This comfort with the written word often helps them better articulate their positions and document their actions.
- 5. They embrace solitude.** Introverted leaders are energized by spending time alone. They suffer from people exhaustion and need to retreat to recharge their batteries frequently.

Exercise #1: How Introverted Are You? *(continued)*

	Agree completely = 5	Agree somewhat = 4	Neither agree nor disagree = 3	Disagree somewhat = 2	Disagree completely = 1
4. I often find it challenging to make small talk.					
5. When I'm working, interruptions seem to bother me much more than they bother other people.					
6. People sometimes have accused me of being secretive or not sharing enough information with them.					
7. I often invent excuses not to go to parties/ other public events or leave early when I do go.					
8. When people have had stressful days, I'm more likely to give them space than to call and check on them.					
9. I usually avoid asking people personal questions because it would seem like prying or may make them uncomfortable.					
10. When someone drops by unexpectedly, I'm usually ready for that person to leave before he or she actually leaves.					
11. Other people sometimes surprise me by assuming I'm smarter than I think I am.					
12. I'm uncomfortable when two people are fighting around me even if I'm not at all involved with them or their issue.					
13. I regularly rehearse in my mind before talking to people, particularly if the matter is sensitive.					
14. I prefer to avoid activities like watching horror movies, riding rollercoasters, and skydiving.					
15. I don't like to interrupt others, and I don't like being interrupted.					
16. I prefer to be introduced rather than to introduce others.					
17. I'm very uncomfortable when I have to speak, if I wasn't expecting to do so.					

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Exercise #1: How Introverted Are You? *(continued)*

	Agree completely = 5	Agree somewhat = 4	Neither agree nor disagree = 3	Disagree somewhat = 2	Disagree completely = 1
18. I rarely show others my work in progress; I prefer to share it with them only when I regard it as largely complete.					
19. I can become irritable if I'm around people too long or if it takes them too long to get to the point about what they want.					
20. If too much activity is going on around me, I zone out and spend time in my own thoughts.					



Scoring This Inventory

Add up the number of points for each box you have checked. Then compare your score to the guide below.

75-100 points

Congratulations! This workshop is definitely for you. If your score is 85 or over, you're a full-fledge, "off the chart" introvert, so you'll want to pay attention carefully and consider applying the suggestions we explore.

40-74 points

You fall into the category where most of the population can be found. You're what is known as an *ambivert*. Your tendencies are somewhat balanced between those of an introvert and those of an extrovert. So, as this workshop continues, apply what's useful and ignore the rest.

20-39 points

Um ... why are you here again? Maybe you have an introverted colleague or family member you're trying to understand better. Or maybe you're just spying on the rest of us. In any case, you might find this workshop intellectually interesting, but much of it probably won't apply to how you work or lead.

Exercise #2

Conrad has assumed a leadership position in a program, department, or office similar to your own. Conrad's predecessor, LaVondra, had been an extraordinarily gregarious and extraverted person.

- LaVondra loved parties and hosted everyone in the area at social events multiple times each year.
- LaVondra encouraged people to stop by her office, interrupting him even if she was working, for non-business-related "gossip chats" several times a day.
- LaVondra believed work was better done at meetings than by memos or emails. As a result, her calendar was frequently filled with all kinds of meetings.

Conrad, on the other hand, is far more introverted, and doesn't feel comfortable engaging in many of those activities. But because LaVondra had led the area for more than fifteen years, many people have an expectation that Conrad will lead in the same way that LaVondra did.

What advice would you give Conrad so that he could better establish himself as his own sort of academic leader?

3 Industry Positions Perfect For Introverted PhDs

By Catherine Sorbara, Ph.D.

Adapted from <https://www.linkedin.com/pulse/3-industry-positions-perfect-introverted-phds-catherine-sorbara-phd/>



Shyness, or introversion, is not a weakness. In fact, introverts make up one-third of the population, according to studies reported in the book, *Quiet: The Power of Introverts in a World That Can't Stop Talking*.

Someone who prefers listening to speaking, reading at home rather than attending large, crowded networking events, and diligently works without seeking public approval. Introverts recharge with solitude and self-care rituals. Sound familiar?

This describes many PhDs. Unfortunately, it was long thought that introverts were disadvantaged in industry and everywhere else. That they should change and force themselves out of their shell to become more social. Which makes introverts recoil immediately.

This mindset results in many PhDs taking jobs they are completely unsuitable for because they've failed to properly assess the position beforehand to ensure it is the right fit. But there are industry jobs where introverts can thrive and here are 3 careers perfect for introverted PhDs.

1. Quantitative Analyst.

If you are more of a numbers person than a writer, one very lucrative but often overlooked role is that of a Quantitative Analyst or "Quant". This person applies mathematical and statistical methods to financial and risk management problems. They go on to develop and implement complex models used by firms to make financial and business decisions on important issues, such as investments and pricing. Typically, PhDs in Mathematics, Statistics, Physics, Engineering, or some areas of Computer Science, would fit this niche well.

2. Patent Examiner.

A patent examiner is someone with a scientific or engineering background that helps regulate the granting of patents. Examiners must use their technical expertise to look at patent applications and compare them against previous patents. Ultimately, they determine the patent's technical validity, originality, and whether it is explained in a manner that is understandable to a skilled person.

3. Editor.

Ever wish you could be the one deciding the fate of submitted manuscripts to those prestigious journals? A career in publishing brings together many skills that PhDs possess while being ideal for introverts. Editors of academic journals assess submitted manuscripts and manage the peer review process. They may also be involved in editing accepted manuscripts, compiling journal issues, developing new content, and writing news pieces.

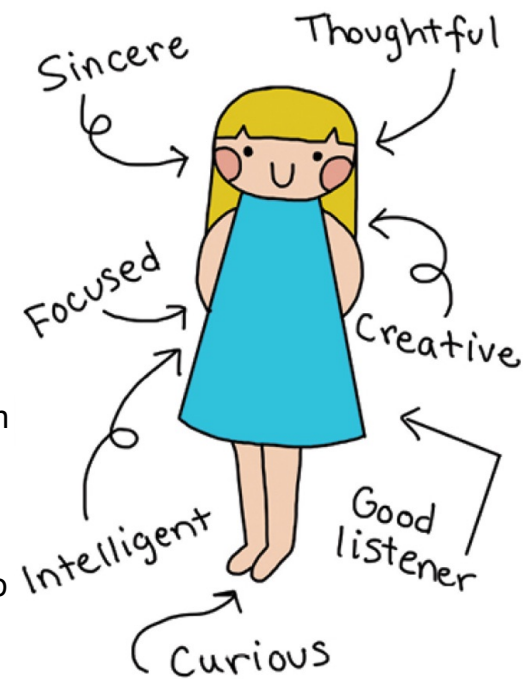
Exercise #3: Balancing Your Team, Quiz

DIRECTIONS: After taking this quiz, you will learn how well prepared you are to work effectively with personality types different from your own. If you tend to be more of an extravert than an introvert, take Quiz A. If you tend to be more of an introvert than an extravert, take Quiz B. For either quiz, answer **TRUE** or **FALSE** to each statement.

QUIZ A: The Extravert's Quiz on Introverts

- | | | |
|---|---|---|
| T | F | 1. All introverts are shy. |
| T | F | 2. If an introvert doesn't respond to you right away, it's safe to conclude that he or she is rude, stupid, and antisocial. |
| T | F | 3. Introverts think their work should speak for itself, so they may resent it when a loud, boastful person "schmoozes" and gets all the credit. |
| T | F | 4. Introverts prefer to think everything through and then reflect before speaking and acting. In other words, they would rather take time to think and propose a fully formed idea rather than rush to propose a half-baked idea. |
| T | F | 5. If you're in conflict with an introvert and he or she seems detached or unemotional, that's because he or she simply doesn't care. |
| T | F | 6. Since introverts sometimes take a long time to get their work done, it's a good strategy for supervisors to monitor their work and ask for frequent updates. |
| T | F | 7. If an introvert tells you that he or she just wants to be alone, you can take that as a sign that he or she doesn't like you. |
| T | F | 8. If an introvert appears bored when you're chatting with that person, a good strategy is to change subjects frequently in order to keep him or her entertained. |
| T | F | 9. If an introvert <i>does</i> actually speak up in a meeting, your best reaction is probably to just listen and reflect on what is being said rather than immediately trying to respond to what he or she is saying. |
| T | F | 10. If an introvert's face appears very serious, you should assume something is troubling him or her and ask about it. |

COMMON INTROVERT TRAITS



(Quiz B is on the next page.)

Exercise #3, Balancing Your Team, Quiz

QUIZ B: The Introvert's Quiz on Extraverts

- | | | |
|---|---|--|
| T | F | 1. All extraverts are rude, aggressive, and thoughtless people who take excessive risks. |
| T | F | 2. If an extravert is trying to get you to open up, he or she is really just trying to push your buttons. |
| T | F | 3. Simply speaking in a stern voice is usually enough to let an extravert know that you are angry with him or her. |
| T | F | 4. If you're concerned about how fully developed an extravert's idea is, a good strategy is to ask that person more questions about it. |
| T | F | 5. When an extravert oversteps your boundaries, it's because he or she doesn't respect you. |
| T | F | 6. Extraverts don't really socialize for the sake of socializing. They just like the sound of their own voices. |
| T | F | 7. If an extravert is dominating a meeting or conversation, a useful approach would be to interrupt that person and let him or her know that others are being interrupted. |
| T | F | 8. If an extravert appears upset, a good strategy is to leave him or her alone so that he or she can reflect in solitude. |
| T | F | 9. Extraverts get really emotional during unpleasant situations because they are basically just animals with no self-control. |
| T | F | 10. A large number of extraverts truly don't understand introversion unless someone explains it to them. |

COMMON EXTROVERT TRAITS



Exercise #3, Balancing Your Team, Quiz

QUIZ C: The Ambivert's Quiz on Both Introverts and Extraverts

- | | | | |
|---|---|-----|---|
| T | F | 1. | Introverts think their work should speak for itself, so they may resent it when a loud, boastful person “schmoozes” and gets all the credit. |
| T | F | 2. | Since introverts sometimes take a long time to get their work done, it's a good strategy for supervisors to monitor their work and ask for frequent updates. |
| T | F | 3. | If an introvert appears bored when you're chatting with that person, a good strategy is to change subjects frequently in order to keep him or her entertained. |
| T | F | 4. | If an introvert does actually speak up in a meeting, your best reaction is probably to just listen and reflect on what is being said rather than immediately trying to respond to what he or she is saying. |
| T | F | 5. | If an introvert's face appears very serious, you should assume something is troubling him or her and ask about it. |
| T | F | 6. | Simply speaking in a stern voice is usually enough to let an extravert know that you are angry with him or her. |
| T | F | 7. | If you're concerned about how fully developed an extravert's idea is, a good strategy is to ask that person more questions about it. |
| T | F | 8. | If an extravert is dominating a meeting or conversation, a useful approach would be to interrupt that person and let him or her know that others are being interrupted. |
| T | F | 9. | If an extravert appears upset, a good strategy is to leave him or her alone so that he or she can reflect in solitude. |
| T | F | 10. | A large number of extraverts truly don't understand introversion unless someone explains it to them. |





Resources

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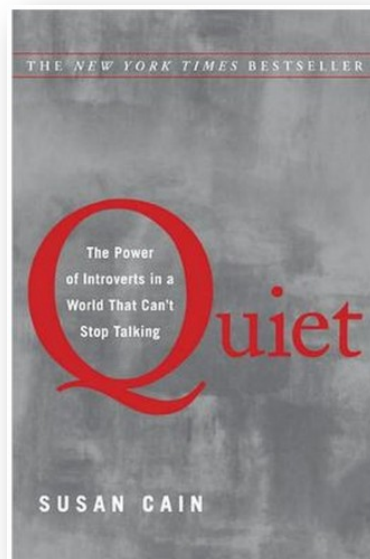
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DR. CARMELLA'S GUIDE TO UNDERSTANDING THE INTROVERTED!

BY
ROMAN JONES

1. WHAT IS INTROVERSION?



INTROVERTED PEOPLE LIVE IN A HUMAN-SIZED HAMSTER BALL.
(NOT REALLY, BUT YOU KNOW WHAT I MEAN)

THE MAJOR TRAIT OF A TRUE INTROVERT, AS OPPOSED TO SOMEONE WHO IS WITHDRAWN, IS HOW THEY GAIN THEIR ENERGY.

EXTROVERTED PEOPLE GATHER
THEIR ENERGY FROM THEIR
SURROUNDINGS.

THEY ABSORB THE "GOOD VIBES"
OF THE PEOPLE AROUND THEM AND
THUS NEED A LOT OF SOCIAL
INTERACTION.

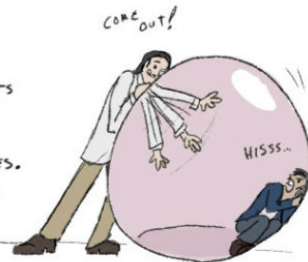


INTROVERTED PEOPLE
MAKE THEIR OWN ENERGY
AND, RATHER THAN TAKING
IT FROM OTHERS, GIVE
IT ON SOCIAL CONTACT.

THIS MEANS THAT THEY
NATURALLY FIND MOST
INTERACTION EXHAUSTING AND
NEED TIME TO RECHARGE.

BECAUSE THIS ENERGY
IS A LIMITED RESOURCE,
THEY TEND TO SEE EXTROVERTS
AS OBNOXIOUS PREDATORS
OUT TO STEAL THEIR
SWEET, SWEET ENERGY JUICES.

THAT'S WHY THEY HAVE THE
HAMSTER BALL OF PERSONAL
SPACE.



2. HOW TO INTERACT WITH THE INTROVERTED



JUST BECAUSE SOMEONE IS INTROVERTED DOESN'T MEAN
THEY DON'T LIKE COMPANY.

INTERACTION IS JUST EXPENSIVE AND THEY DON'T WANT TO
SPEND IT ON SOMETHING ANNOYING (READ: WASTEFUL)

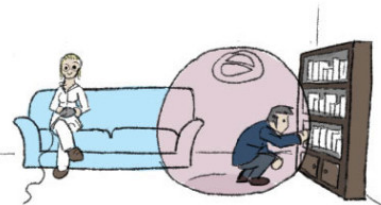
HERE'S WHAT YOU DO:



SAY HELLO, BE POLITE AND RELAXED, SHOW THAT YOU RECOGNIZE
AND APPROVE OF THEIR PRESENCE.

IT IS IMPORTANT FOR INTROVERTS TO FEEL WELCOME - THEY WON'T
SPEND THEIR PRECIOUS ENERGY ON SOMEONE WHO DOESN'T WANT
THEM AROUND.

IF YOU HAVE INTERESTING/IMPORTANT NEWS TO MENTION,
MENTION IT. JUST DON'T PRESS FOR GOSSIP.



THEN GO BACK TO WHATEVER YOU WERE DOING.

NOW THE INTROVERTS KNOW THAT YOU ARE FRIENDLY AND
OPEN TO INTERACTION BUT WILL NOT PUSH THEM INTO SPENDING
ENERGY IF THEY HAVE NO NEED TO.



TAH-DAH! THAT'S ALL THERE IS TO IT!

REMEMBER:

- RESPECT PERSONAL SPACE
(HAMSTER BALL)
- ENERGY IS LIMITED
- DON'T DEMAND TO HAVE ENERGY
SPENT ON YOU WHEN IT'S NOT
PARTICULARLY NEEDED
- DON'T TAKE SILENCE AS
AN INSULT - IT ISN'T!
- INTROVERTS GET LONELY, TOO



THAT'S IT, FOLKS!
BE SURE TO HUG
YOUR INTROVERTS
TODAY!

(WITH PERMISSION,
OF COURSE.)