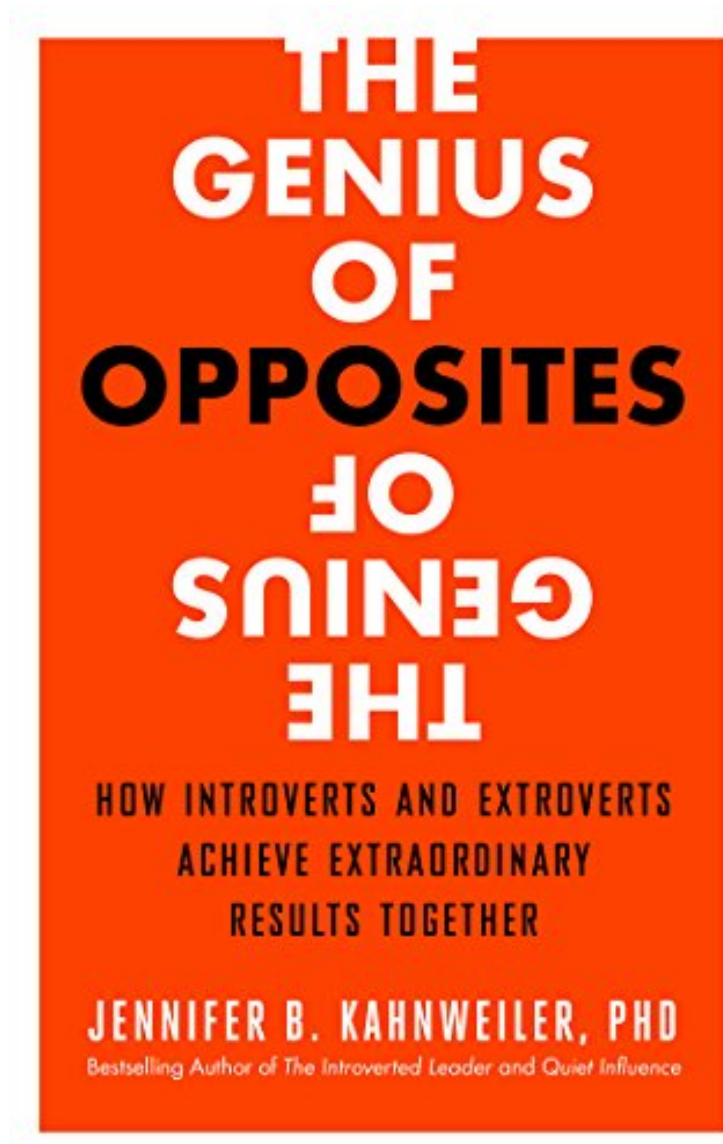


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## The Genius of Opposites: How Introverts and Extroverts Achieve Extraordinary Results Together

*Jennifer B. Kahnweiler*

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**Jennifer B. Kahnweiler : The Genius of Opposites: How Introverts and Extroverts Achieve Extraordinary Results Together** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Genius of Opposites: How Introverts and Extroverts Achieve Extraordinary Results Together:

3 of 3 people found the following review helpful. Sheer Genius ...By John E. SmithThose of us interested in

leadership, learning, and human behavior have experienced a surge of interest and research around personality preferences and differences in recent times. A number of accomplished authors have written on the subject, with sharp focus on demolishing the myth that leaders are extroverts. Jennifer Kahnweiler is the latest and one of the most powerful voices reminding us that "different" does not equal "less than" or "better than", but that when we embrace, respect, and accept our differences, everyone can win for having done so. The gist of this book is that both introverts and extroverts contribute value and inclusion beats working against each other. Neither style is exclusively better or worse for business, collaboration, or leadership, and each offers strengths and weaknesses, as does our attempts to play nice together, when we have different comfort zones. Chapter 8 is particularly useful, with solid reasons why collaborating across styles is good for business and a list of things to watch out for. I always look at the index of a book first and I loved what I saw in the index for this book. Along with the expected personality-related concepts and terms are dozens of names and titles, reflecting the eclectic nature of her approach. In my opinion, this makes the book stronger ... when you go from Teddy Roosevelt to "I Love Lucy", Victor Borge, and Gracie Allen, with stops at Franklin and Eleanor, Paul McCartney, both Siskel and Ebert, and end up with Sheryl Sandberg, Susan Cain, and Mark Zuckerberg, to name just a very few, you have done some homework.

2 of 2 people found the following review helpful. Great read for Leadership Coaches !

By Jack Busch As a leadership coach for 12 years, meeting Jennifer about 18 months ago and then exploring her work ( and the work of others such as Susan Cain), has been a really exciting "breakthrough moment" for me as a coach. It was a breakthrough because I am now able to support my clients to give themselves permission to be an introverted (Quiet) leader with many wonderful strengths, and the capacity to grow even more as a leader. But then the coaching space has all too often included working on how to thrive in a world often dominated by extroverts, many of whom are bosses or colleagues. In her usual terrific approach of research grounded in practical experience Jennifer has shown us that it can be as simple as "ABCDE" for both introverts and introverts who are willing to work at it. She also reminds us that it can be challenging, but provides options and strategies to find a way forward. I am really looking forward to both my introverted and extroverted clients exploring the many exciting spaces and ideas that Jennifer has opened up. Thank you Jennifer.

Jack Busch, Fremantle, Western Australia

2 of 2 people found the following review helpful. Stop "Opposing" and Start "Collaborating"!

By Marty Mercer This is a great book to help you understand why maybe you and your teammates, or you and your customers, aren't getting along, aren't collaborating! Instead of saying, "it must be them, it certainly is not me!", Jennifer's *The Genius of Opposites* gives you great assessment tools and examples of how teams and sales/customers can understand each other better, agree to disagree, and focus on what the desired outcome. The real world examples of famous teams who were opposites provides great proof that opposites can make beautiful music together, can create powerful companies together, and can create great art together! Buy this book for your teams!

*The Genius of Opposites: How Introverts and Extroverts Achieve Extraordinary Results Together*

*Better Together* FDR and Eleanor. Mick and Keith. Jobs and Woz. There are countless examples of introvert-extrovert partnerships who make brilliant products, create great works of art, and even change history together. But these partnerships don't just happen. They demand wise nurturing. The key, says bestselling author Jennifer Kahnweiler, is for opposites to stop emphasizing their differences and use approaches that focus them both on moving toward results. Kahnweiler's first-of-its-kind practical five-step process helps introverts and extroverts understand and appreciate each other's wiring, use conflicts to spur creativity, enrich their own skills by learning from the other, and see and act on things neither would have separately. Kahnweiler shows how to perform the delicate balancing act required to create a whole that is exponentially greater than the sum of its parts.

"The power of dynamic duos has never been more clearly stated. Jennifer Kahnweiler shares hands-on insight on how to work with (and make magic with) people who have skills very different from your own." —Seth Godin, author of *The Icarus Deception*

"Kahnweiler is here to teach introverts and extroverts how to collaborate productively and happily—and that's huge. You'll get something valuable from this book no matter where you fall on the continuum." —Daniel H. Pink, author of *To Sell Is Human* and *Drive*

"This book captures how introverts and extroverts can leverage their differences to achieve excellent results together." —Adam Grant, Professor of Management, Wharton School and New York Times bestselling author of *Give and Take*

"This groundbreaking book will help organizations truly committed to diversity both understand and leverage the power of difference." —Suzanne Richards, Vice President of Diversity and Inclusion, Freddie Mac

Kahnweiler (*Quiet Influence*) asserts that introvert-extrovert relationships are most successful when opposites stop focusing on their dissimilarities and apply approaches that steer them towards results. She posits a five-step, "ABCDE" process by which to do this: accept the alien, bring on the battles, cast the character, destroy the dislike, and realize that each can't offer everything. Her advice to both intro- and extroverts to be patient with and learn from the other promises superior results.

**VERDICT:** Helpful in comprehending and appreciating the differences in others. Library Journal

About the Author Jennifer B. Kahnweiler, PhD, CSP is an author, global speaker, and thought leader hailed as a 'champion for introverts.' Her bestselling books *The Introverted Leader: Building on Your Quiet Strength*, and *Quiet*

Influence: The Introvert's Guide to Making a Difference achieved widespread appeal and have been translated into 14 languages. Jennifer received her Ph.D. in counseling and organizational development from Florida State University and her earlier degrees in sociology and counseling from Washington University, St. Louis. Excerpt. copy; Reprinted by permission. All rights reserved.

### Chapter 1 Who Are These Unlikely Duos? One going up, one coming down

But we seem to land on common ground When things go wrong we make corrections To keep things moving in the right direction Try to fight it but I'm telling you, Jack, It's useless, opposites attract. — Oliver Leiber, Songwriter for Paula Abdul

### What Are Genius Opposites? Genius opposites are partnerships made up of introverts and extroverts in all types of combinations. These include executives and admins, creatives and their collaborators, sales people and office support personnel, project managers and their sponsors, and more. These powerful teams have a unique chemistry and achieve outcomes they never could achieve alone. But they take work to succeed, and the magic rises from their differences. Although their styles are divergent, the results of their collaboration look like they came from a single mind. Their relationships are most successful when they stop focusing on their differences and use approaches that move them toward results.

### Be Sure You're Defining Introverts and Extroverts Accurately

Introverts get their energy from within, and extroverts get theirs from the outside world. Though many of us claim to fall somewhere in the middle on this energy scale, we do tend to lean one way or another. You can also behave more extroverted or introverted in a specific situation. For example, as an extrovert, you may be very comfortable at large holiday parties with strangers, but you may clam up with the finance team, with whom you have less confidence. Or as an introvert, you may speak powerfully in a prepared talk but be tongue-tied with your co-workers at lunch.

### The deal-breaker question of whether you are more of an introvert or extrovert is this: Do you need time to recharge after being with people? If the answer is a resounding yes!, then there is a good chance you are an introvert. But if it is just a medium yes, then you are likely more extroverted. While that distinction may not be especially scientific, it is practical.

Beth Buelow is an expert on introverted entrepreneurs and author of *The Introvert Entrepreneur*.

### 2 In complimenting an introvert/extrovert pair who made their business work as opposites, Beth said, "You are mastering being together together."

### 3 That mastery describes many of the partners you will meet in this book. In different ways, they are seeking to deliver results together. You will also read about the breakdowns that occur along the way between introverts and extroverts, and how to avoid them. Here are a few of the problems that can occur as a result of introvert/extrovert differences. Can you identify with any of these in either your work or personal life?

### Opposite Wiring Causes Misfiring

The people who drive us crazy often view the world through different lenses. In fact, those "lens" differences or traits that we at first find endearing often become the ones we can't stand. I loved my introverted husband Bill's quiet, calm demeanor when we were dating. A year later, I found those long pauses irritating. Why doesn't he answer when I ask a question? I thought. The truth was that Bill was responding in the same slow cadence as before, but the honeymoon was over and I was less accepting. He still expresses himself that way more than forty years later. Fortunately, learning about introvert/extrovert preferences helped me to reframe his long pauses and accept his need to think first before he spoke.

In addition to differences in pace of speech, these natural differences can also lead to conflict between introverts and extroverts.

### Wiring Challenge #1: Being Alone Versus with People

Introverts need and want to spend time alone. They prefer quiet, private spaces and like to handle projects individually, one on one, or in small groups. Extroverts have a hard time understanding that and often feel the need to intrude on that solitude. My husband Bill, in his humorous way, has a large "Do Not Disturb" sign on his door, as a fifteen-year-old boy might! Extroverts need a strong signal like that to know introverts mean business when they say they need alone time.

Writer Jonathan Rauch explains, "Extroverts . . . assume that company, especially their own, is always welcome . . . As often as I have tried to explain the matter to extroverts, I have never sensed that any of them really understood. They listen for a moment and then go back to barking and yipping."

### 4 Extroverts thrive on being out among people, love meeting new ones and packing a lot into a day. The more activities the better it is. When extrovert Steve Cohn, a director of learning, is on the road, he likes to eat with his colleagues, to "hear sixteen conversations going on at the same time." An introverted team member told him that at the end of the day, she had given everything she had while in the classroom and needed to recharge. She headed up to her room and that was it for the evening. Cohn was irritated at first, but changed his thinking when he thought about it. He explained, "I teach this stuff (communication skills), so I am understanding." Until partners understand these differences, they may not be as understanding and resent team members who don't join in evening socializing. Being alone or being with people can create challenges in customer interactions as well. Introverts are challenged when they are thrust into gatherings designed for networking with strangers. Extroverts are frustrated when a customer or client squelches their rapport-building time by being uncommunicative or wanting to get to business.Wiring Challenge #2: Thinking It Through Versus Talking It Out Introverts need space and time to process their thoughts. Even in casual conversations, they consider others' comments carefully. They stop and reflect before responding and know how to use the power of the pause to let everyone's words sink in. Extroverts are impatient while waiting for introverts to finish their thoughts. They also express frustration about having to ask questions in order to pull ideas from their introverted counterparts, especially when decisions must be made. They often are ready to move while their introvert partners are still pondering the options. Extroverts may not have fully formed their ideas, but are

forming them aloud as they speak. Introverts find this tiring and become confused trying to follow an extrovert's running commentary. They may even think that the extrovert has changed his mind when he is expressing a new thought; actually, the thought was just percolating aloud. Consultant and author Emily Axelrod illustrates the point: "It used to frustrate Dick (her husband and business partner) when I would think out loud. Once, I ran to him and said, 'Let's go to the movies. We can see this, this, this, or this!' He just looked at me. Suddenly, it dawned on me: it frustrated him when I would talk about all these things that we could do because he thought we had to do them all!"

### Wiring Challenge #3: Being Private Versus Being an Open Book

Introverts keep personal matters under wraps, sharing information with only a select few. Even then, they share it only after they know people well and feel a high level of comfort with them. Extroverts want to connect and warm up to people more quickly. They may perceive introverts as standoffish, aloof, and downright angry when first meeting them, especially when introverts don't quickly self-disclose. Introverts, on the other hand, find the questions and immediate best-friend camaraderie intrusive. That extroverts need to talk, talk, and talk to everyone often baffles the introvert. Author and leadership consultant Devora Zack tells introverts in her classes that extroverts say, "I can talk to anyone about anything." She has watched those same introverts "stare with mouths dropped open, as if upon their first viewing of a UFO."

### Summary: Figure Out the Wiring

The new model of work requires that we collaborate and understand how extroverts and introverts are wired differently. Not understanding how these different wires can cross can cause serious damage in being productive, satisfied, and ultimately in serving your customers. Your natural disposition toward or away from solitude, your preference for thinking or talking aloud and being private or an open book are all potential causes for disagreement. Though their styles are divergent and these unlikely duos take work to succeed, the magic rises from their differences. The results of their collaboration look like they came from a single mind.