

Contents

Author's Note | xiii

INTRODUCTION: The North and South of Temperament | 1

PART ONE: THE EXTROVERT IDEAL

1. THE RISE OF THE "MIGHTY LIKEABLE FELLOW": How Extroversion Became the Cultural Ideal | 19
2. THE MYTH OF CHARISMATIC LEADERSHIP: The Culture of Personality, a Hundred Years Later | 34
3. WHEN COLLABORATION KILLS CREATIVITY: The Rise of the New Groupthink and the Power of Working Alone | 71

PART TWO: YOUR BIOLOGY, YOUR SELF?

4. IS TEMPERAMENT DESTINY?: Nature, Nurture, and the Orchid Hypothesis | 97
5. BEYOND TEMPERAMENT: The Role of Free Will (and the Secret of Public Speaking for Introverts) | 115

6. "FRANKLIN WAS A POLITICIAN,
BUT ELEANOR SPOKE OUT OF CONSCIENCE":

Why Cool Is Overrated | 130

7. WHY DID WALL STREET CRASH AND WARREN
BUFFETT PROSPER?: How Introverts and Extroverts Think
(and Process Dopamine) Differently | 155

**PART THREE: DO ALL CULTURES HAVE
AN EXTROVERT IDEAL?**

8. SOFT POWER: Asian-Americans and the Extrovert
Ideal | 181

PART FOUR: HOW TO LOVE, HOW TO WORK

9. WHEN SHOULD YOU ACT MORE EXTROVERTED
THAN YOU REALLY ARE? | 205

10. THE COMMUNICATION GAP: How to Talk to
Members of the Opposite Type | 224

11. ON COBBLERS AND GENERALS: How to Cultivate
Quiet Kids in a World That Can't Hear Them | 241

CONCLUSION: Wonderland | 264

A Note on the Dedication | 267

A Note on the Words *Introvert* and *Extrovert* | 269

Acknowledgments | 273

Notes | 277

Index | 325