



# The End of Average: How We Succeed in a World That Values Sameness

By Todd Rose

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**The End of Average: How We Succeed in a World That Values Sameness** By Todd Rose

*Are you above average? Is your child an A student? Is your employee an introvert or an extrovert?* Every day we are measured against the yardstick of averages, judged according to how closely we come to it or how far we deviate from it.

The assumption that metrics comparing us to an average—like GPAs, personality test results, and performance review ratings—reveal something meaningful about our potential is so ingrained in our consciousness that we don’t even question it. That assumption, says Harvard’s Todd Rose, is spectacularly—and scientifically—wrong.

In *The End of Average*, Rose, a rising star in the new field of the science of the individual shows that *no one is average*. Not you. Not your kids. Not your employees. This isn’t hollow sloganeering—it’s a mathematical fact with enormous practical consequences. But while we know people learn and develop in distinctive ways, these unique patterns of behaviors are lost in our schools and businesses which have been designed around the mythical “average person.” This average-size-fits-all model ignores our differences and fails at recognizing talent. It’s time to change it.

Weaving science, history, and his personal experiences as a high school dropout, Rose offers a powerful alternative to understanding individuals through averages: the three principles of individuality. The *jaggedness principle* (talent is always jagged), the *context principle* (traits are a myth), and the *pathways principle* (we *all* walk the road less traveled) help us understand our true uniqueness—and that of others—and how to take full advantage of individuality to gain an edge in life.

Read this powerful manifesto in the ranks of *Drive*, *Quiet*, and *Mindset*—and you won’t see averages or talent in the same way again.

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### Editorial Review

#### Review

“[S]ubversive and readable. . . . What has been called the new science of the individual.” (New York Times)

“Fascinating and engaging. Todd Rose dispels the myth that our success can be divined by a simple number or average, whether a grade, a score in a standardized test, or ranking at work. *The End of Average* will help everyone—and I mean everyone—live up to their potential.” (Amy Cuddy, professor at Harvard Business School, and author of *Presence*)

“[Rose’s] personal experiences are recounted hearteningly in his book. That alone makes it a worthwhile read for the aspiring nonconformist.” (The Guardian)

“An intriguing view into the evolution and imperfections of our current system . . .” (Kirkus Reviews)

“Todd Rose has achieved a rare feat: he is both provocative and right. He overturns our fundamental assumptions about talent, and offers an empowering way to rethink the world. With exciting stories, fresh data, and bold ideas, this book is far better than average.” (Adam Grant, Wharton professor and *New York Times* bestselling author of *Give and Take* and *Originals*)

“Consistently mind-blowing!” (Dan Heath, co-author of the *New York Times* bestsellers *Made to Stick*, *Switch*, and *Decisive*)

“Todd Rose shows that everything we think we know about ‘average’ performance is wrong. In fact, our one-dimensional understanding of achievement—our search for the average score, average grade, average talent—has seriously underestimated human potential. This book is readable, enlightening, and way above average.” (Daniel H. Pink, author of *To Sell Is Human* and *Drive*)

“Todd Rose’s thought-provoking book challenges the explanatory power of the everyday term ‘average,’ opening our minds to new ways of conceptualizing human variation and human potentials.” (Howard Gardner, author of *Truth, Beauty, and Goodness Reframed*)

“In the midst of a war for talent, we miss opportunities to find it. This stunning book shows how almost all measures we use reduce complicated individuals to one-dimensional beings...[and] overlook how talent, context, and disposition fold together to create individual uniqueness. I couldn’t put this book down.” (John Seely Brown, independent co-chair of Deloitte’s Center for the Edge and coauthor of *The Social Life of Information*, *The Power of Pull* and *The New Culture of Learning*)

“Rose will change the way you see culture, school, work and everyone around you. Taylorism is officially dead. With compelling stories and an engaging style, he transforms our understanding of who we are and what’s important.” (Seth Godin, author of *We Are All Weird* and *Stop Stealing Dreams*)

“The future belongs to enterprises that learn how to value individual employees and individual students, and Dr. Rose’s eye-opening account of the fascinating new science of the individual shows a practical path to the adoption of individuality.” (Nolan Bushnell, founder of Atari, Inc., and author of *Finding the Next Steve Jobs*)

“A must read for anyone who serves or creates solutions for other human beings. It serves not only as a guide for how to rethink our systems but in many ways is the best self-help book I’ve ever read.” (**Jim Shelton**, Chief Impact Officer, 2U, Inc., and former United States Deputy Secretary of Education)

#### From the Back Cover

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#### About the Author

Todd Rose is the director of the Mind, Brain, and Education program at the Harvard Graduate School of Education where he leads the Laboratory for the Science of the Individual. He is also the cofounder of The Center for Individual Opportunity, a non-profit organization that promotes the principles of individuality in work, school, and society. He lives in Cambridge, Massachusetts.

### Users Review

#### From reader reviews:

##### **Berneice Ritzman:**

This book untitled The End of Average: How We Succeed in a World That Values Sameness to be one of several books that best seller in this year, that is because when you read this reserve you can get a lot of benefit into it. You will easily to buy this particular book in the book retailer or you can order it by means of online. The publisher on this book sells the e-book too. It makes you easier to read this book, as you can read this book in your Mobile phone. So there is no reason to your account to past this book from your list.

**Mary Block:**

The book The End of Average: How We Succeed in a World That Values Sameness will bring someone to the new experience of reading a book. The author style to clarify the idea is very unique. In the event you try to find new book you just read, this book very suitable to you. The book The End of Average: How We Succeed in a World That Values Sameness is much recommended to you to learn. You can also get the e-book from your official web site, so you can more easily to read the book.

**Diane Lomas:**

Playing with family within a park, coming to see the water world or hanging out with pals is thing that usually you might have done when you have spare time, in that case why you don't try point that really opposite from that. 1 activity that make you not experiencing tired but still relaxing, trilling like on roller coaster you have been ride on and with addition info. Even you love The End of Average: How We Succeed in a World That Values Sameness, you are able to enjoy both. It is fine combination right, you still need to miss it? What kind of hangout type is it? Oh can happen its mind hangout folks. What? Still don't have it, oh come on its known as reading friends.

**Vincent Espinoza:**

Would you one of the book lovers? If yes, do you ever feeling doubt while you are in the book store? Attempt to pick one book that you just dont know the inside because don't evaluate book by its handle may doesn't work the following is difficult job because you are afraid that the inside maybe not as fantastic as in the outside seem likes. Maybe you answer may be The End of Average: How We Succeed in a World That Values Sameness why because the amazing cover that make you consider concerning the content will not disappoint you actually. The inside or content will be fantastic as the outside as well as cover. Your reading sixth sense will directly direct you to pick up this book.

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