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INSIDE

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Outliers



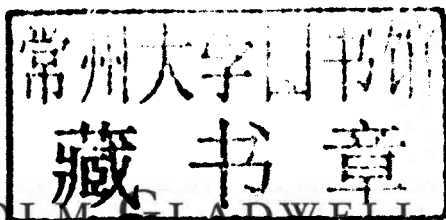
THE STORY OF SUCCESS

MALCOLM
GLADWELL

Author of *David and Goliath*

OUTLIERS

The Story of Success



MALCOLM GLADWELL



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Acclaim for MALCOLM GLADWELL'S

OUTLIERS

The Story of Success

"On an eternal quest to explain us to ourselves, Malcolm Gladwell once again turns his intellectual divining rod toward a common yet mysterious cultural phenomenon—in this case, the lives of outliers, those remarkable individuals whose success millions of us strive to duplicate. What is the difference, Gladwell wonders, between those who do something special with their lives and everyone else? From software billionaires to professional athletes, Gladwell explains with his trademark counterintuitive logic how the habits of highly successful people pale in importance to where, when, and how you were raised.... As always, insights guaranteed to comfort and discomfort equally."

—Elissa Schappell, *Vanity Fair*

"In the vast world of nonfiction writing, Malcolm Gladwell is as close to a singular talent as exists today.... *Outliers* is a pleasure to read and leaves you mulling over its inventive theories for days afterward.... *Outliers* represents a new kind of book for Gladwell.... It is almost a manifesto."

—David Leonhardt, *New York Times Book Review*

"Unabashedly inspiring.... A provocative and practical book about the landscape of success."

—Jonah Raskin, *San Francisco Chronicle*

"A must-read for educators, recruiters, and parents.... *Outliers* is evidence of Mr. Gladwell's 10,000 hours."

—Joanne McNeil, *Washington Times*

“An important new book....Gladwell intelligently captures a larger tendency of thought—the growing appreciation of the power of cultural patterns, social contagions, memes.... Gladwell’s social determinism is a useful corrective to the Homo economicus view of human nature.”

—David Brooks, *New York Times*

“*Outliers* is a compelling read with an important message: by understanding better what makes people successful we should be able to produce more successful (and happy) people.”

—*The Economist*

“The explosively entertaining *Outliers* might be Gladwell’s best and most useful work yet....There are both brilliant yarns and life lessons here: *Outliers* is riveting science, self-help, and entertainment, all in one book.”

—Gregory Kirschling, *Entertainment Weekly*

“No other book I read this year combines such a distinctive prose style with truly thought-provoking content. Gladwell somehow writes with a high degree of dazzle but at the same time remains as clear and direct as even Strunk or White could hope for.”

—Frank Reiss, *Atlanta Journal-Constitution*

“A fascinating and entertaining book, one that exposes the rarely acknowledged forces behind success.”

—James F. Sweeney, *Cleveland Plain Dealer*

“Gladwell’s points are well worth pondering.”

—*BusinessWeek*

“Insightful....If enough people read and ponder the implications of *Outliers*, perhaps that can help begin the much needed process of turning around current counter-productive attitudes toward education and toward life.”

—Thomas Sowell, *Washington Times*

“Malcolm Gladwell has a rare ability: he can transform academic research into engaging fables spotlighting real people....*Outliers*, with its entertaining psychology and sociology, is catchy and beautifully written.”

—Stephen Kotkin, *New York Times*

“It’s hard to resist Malcolm Gladwell....Reading one of his books is like sitting at the kitchen table while he runs about his house, pulling research studies out of file cabinets, thick biographies off bookshelves, and spreadsheets from his laptop. ‘Check this out!’ he exclaims, and ‘Can you believe this one?!’ Then he gets serious. ‘You know how important this is, don’t you?’ he asks....Ultimately, *Outliers* is a book about the twentieth century. It offers a fascinating look at how certain people become successful.”

—Rebecca Steinitz, *Boston Globe*

“Thought-provoking, entertaining, and irresistibly debatable....*Outliers* is another winner from this agile social observer.” —Heller McAlpin, *Christian Science Monitor*

“Gladwell’s writing is always accessible and attractive, and his ideas—culled from science, brimming with research—are fascinating.”

—Margaret Sullivan, *Buffalo News*

"Gladwell turns conventional wisdom on its head.... With his knack for spotting curious findings in the social sciences, he stands out among contemporary writers.... Gladwell reveals his special genius in this remarkable trilogy completed by *Outliers*.... It is in spotting remarkable jewels in the vast rock collection of social-science research and placing them expertly into an exquisite setting."

—Howard Gardner, *Washington Post*

"As in *Blink* and *The Tipping Point*, the anecdotes are dazzling and the data uncanny."

—Max Ross, *Minneapolis Star Tribune*

"No other writer today can pull this sort of thing off so well. If I hadn't just read Gladwell's book, I'd be jealous of his talent, instead of his luck."

—Jerry Adler, *Newsweek*

"An insightful book.... Required reading for anyone interested in the psychology of achievement."

—Connie Glaser, *Atlanta Business Chronicle*

"The thrust of Mr. Gladwell's argument is right on target.... He passionately emphasizes the need to cultivate great minds that might be limited by their circumstances or environment."

—David A. Shaywitz, *Wall Street Journal*

"Downright entertaining and informative.... Malcolm Gladwell makes us think. Is there any finer compliment for an author?"

—Al Hutchison, *Tampa Tribune*

"Readable and entertaining.... Malcolm Gladwell is a successful practitioner of what we might think of as a new wave of social science—sociology, economics, psychology, history—for a general readership.... The success stories Gladwell relates are inspiring, and the tales of success, whether about hockey players, computer geniuses, corporate lawyers, or entrepreneurs, are narrated expertly."

—Crispin Sartwell, *Philadelphia Inquirer*

"Thought-provoking.... Gladwell roves widely, anecdotally, and always readably.... The book's miscellany of information and individuals entertains."

—*New Scientist*

"*Outliers* is probably Malcolm Gladwell's most important book yet.... Gladwell gives you a new way of seeing the world."

—Michael Bond, *Nature Magazine*

"Gladwell's unique perspective challenges readers to think about intelligence, success, and fame in a new way.... *Outliers* is a clever, entertaining book that stimulates readers' minds and broadens their perspectives. It is, in its own way, genius."

—John T. Slania, *BookPage*

"*Outliers* will sell jillions of copies in the time it takes you to read this paragraph. And while thousands of its readers will be business students and corporate executives looking for Gladwell to demystify the incomprehensible behavior of human beings for them, the target audience for *Outliers* could just as well be very anxious parents in America."

—Joel Lovell, *GQ*

"With *Outliers*, Malcolm Gladwell has done it again: taken what might have been a dry and pedantic subject and instead produced an enjoyable, almost breezy, treatise on the exceptional...illuminated with the minute-yet-telling details that mark Gladwell's best work."

—Scott Coffman, *Louisville Courier-Journal*

"Gladwell knows how to spin a yarn from what might otherwise be dry sociological and psychological studies by weaving in anecdotes and interviews that illustrate his theories on how to maximize human potential."

—Michelle Archer, *USA Today*

"I like the way Malcolm Gladwell makes me think.... Gladwell uses his special brand of pop sociology and a collection of intriguing anecdotes to postulate that timing has as much to do with success as grit and brains."

—Susan Reimer, *Baltimore Sun*

"Gladwell once again proves masterful in a genre he essentially pioneered—the book that illuminates secret patterns behind everyday phenomena....Gladwell tears down the myth of individual merit to explore how culture, circumstance, timing, birth, and luck account for success—and how historical legacies can hold others back despite ample individual gifts. Even as we know how many of these stories end, Gladwell restores the suspense and serendipity to these narratives that make them fresh and surprising."

—*Publishers Weekly*

“*Outliers* is a provocative and stimulating book, a pleasure to read for its clear prose and its vigorous intelligence. Gladwell’s timing is once again impeccable, and with the benefit of his good Canadian education, he’s equipped to share his grasp of zeitgeist with an audience eager for enlightenment.” —John Strawn, *Portland Oregonian*

BY MALCOLM GLADWELL

David and Goliath

What the Dog Saw

Outliers

Blink

The Tipping Point

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OUTLIERS

INTRODUCTION

The Roseto Mystery

“THESE PEOPLE WERE DYING
OF OLD AGE. THAT’S IT.”

out·li·er \-,lī(-ə)r\ *noun*

1: something that is situated away from or classed differently from a main or related body

2: a statistical observation that is markedly different in value from the others of the sample

1.

Roseto Valfortore lies one hundred miles southeast of Rome in the Apennine foothills of the Italian province of Foggia. In the style of medieval villages, the town is organized around a large central square. Facing the square is the Palazzo Marchesale, the palace of the Saggese family, once the great landowner of those parts. An archway to one side leads to a church, the Madonna del Carmine—Our Lady of Mount Carmine. Narrow stone steps run up the hillside, flanked by closely clustered two-story stone houses with red-tile roofs.