



Dark Horse

Achieving Success Through the Pursuit of Fulfillment

THE SUMMARY IN BRIEF

For generations, we've been stuck with a cookie-cutter mold for success that requires us to be the same as everyone else, only better. This "standard formula" works for some people but leaves most of us feeling disengaged and frustrated. As much as we might dislike the standard formula, it seems like there's no other practical path to financial security and a fulfilling life. But what if there is?

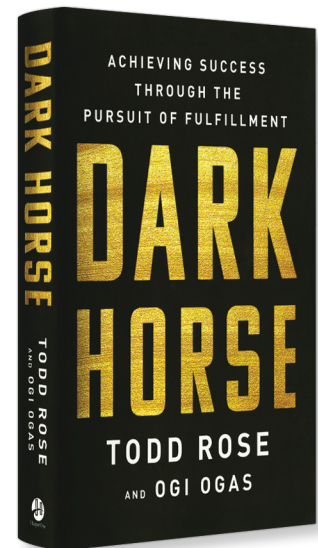
In the Dark Horse Project at the Harvard Graduate School of Education, best-selling author and acclaimed thought leader Todd Rose and neuroscientist Ogi Ogas studied women and men who achieved impressive success even though nobody saw them coming. Dark horses blaze their own trail to a life of happiness and prosperity.

Yet what is so remarkable is that hidden inside their seemingly one-of-a-kind journeys are practical principles for achieving success that work for anyone, no matter who you are or what you hope to achieve.

In *Dark Horse*, Rose and Ogas show how the four elements of the dark horse mindset empower you to consistently make the right choices that fit your unique interests, abilities, and circumstances and will guide you to a life of passion, purpose and achievement.

IN THIS SUMMARY, YOU WILL LEARN:

- The exciting potential of the Age of Personalization.
- The four key elements of the dark horse mindset.
- Why talent is not truly rare and how to create opportunity for all.
- Inspiring stories of the dark horse mindset in action.



by Todd Rose
and Ogi Ogas

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THE COMPLETE SUMMARY: DARK HORSE

by Todd Rose and Ogi Ogas

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Breaking the Mold

In 2005, using the 10-inch reflecting telescope at Farm Cove Observatory in Auckland, New Zealand, Jennie McCormick discovered an unknown planet in a solar system 15,000 light-years away. A few years later she pulled off another uncommon feat when she discovered a new asteroid, which she patriotically christened “New Zealand.” She has co-authored more than 20 papers in academic journals, including the prestigious *Science*.

Yet one of Jennie’s lesser known accomplishments might be her most impressive of all: She became an internationally respected astronomer without obtaining a college diploma of any kind. In fact, she never even graduated from high school.

At the age of 15, she dropped out of school and took a job cleaning out horse stables. Not long after, Jennie’s mother left her. Compelled to make her way on her own, Jennie attempted to pass the high school equivalency exam. She was not successful. By the time she was 21, Jennie had become a single mother, supporting her infant son by serving chicken combo meals at a fast-food joint. Her future, to put it mildly, looked bleak.

Then came her turning point. One night in her mid-20s, Jennie was visiting relatives who lived on the edge of an extinct volcano caldera, far from city lights. A family member handed her a pair of binoculars and urged her to peer up at the Milky Way, saying it was a sight that could only be seen in the backcountry. “I can still see myself lying down in the wet grass and looking through the binoculars at the sky and just, Oh my God! Wow!” Jennie recounts. “All those stars, it was just awesome. I was

hooked! I knew nothing about them at all, nothing, but after that I just had to know more.”

Jennie’s stellar epiphany motivated her to learn everything she could about astronomy. Though she had little knowledge of science and few educational resources, she patiently trained herself to make precise observations with increasingly larger telescopes. In 1999, after 11 years of independent study and practice, Jennie cobbled together a domed observatory on her patio out of cast-off equipment and rusty parts.

Five years later, she employed a sophisticated observational technique known as gravitational lensing — harnessing the gravity of intervening stars to bend and focus distant light — to behold an exoplanet with a mass three times that of Jupiter. She became the first amateur to discover a new planet since 1781, when William Herschel discovered Uranus.

There is a term for those, like Jennie, who triumph against the odds — for winners nobody saw coming. They are called dark horses.

The Age of Personalization

We are entering a new epoch demanding a very different formula for success: the Age of Personalization. We now inhabit a world where Netflix recommends movies you might enjoy, and Amazon suggests books you might like to read. Physicians increasingly prescribe the cancer treatment that will work best for *you*, given your unique physiology, health and DNA, instead of prescribing the generic treatment that works best on average.

You can no longer expect to work for the same firm your whole career; instead, most of us will switch jobs 12 or more times before we retire.



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Philanthropic organizations are investing billions of dollars in personalized learning programs that can be adapted to each student's needs and abilities.

These epochal changes in the way we learn, work and live are all rooted in a single idea that animates the emerging Age of Personalization. Individuality matters.

Dark horses are not defined by their character. Nor are they defined by a particular motive, socioeconomic background or approach to training, study or practice. There is a common thread that binds them all together, however: Dark horses are *fulfilled*.

Dark horses provide a new definition of success suited for the Age of Personalization, one that recognizes that individuality truly matters: *Personalized success is living a life of fulfillment and excellence.*

The key to attaining fulfillment and excellence is a mindset that empowers you to fit your circumstances to your unique interests and abilities. This mindset can be rendered in plain English: *Harness your individuality in the pursuit of fulfillment to achieve excellence.* ●

The Standardization Covenant

At the dawn of the Age of Standardization, American corporations became modern titans of industry by standardizing their products, including Exxon (originally Standard Oil, the first company to standardize kerosene), Kellogg's (originally Battle Creek Toasted Flakes Company, the first company to standardize breakfast cereal), and the Ford Motor Company ("Any customer can have a car painted any color that he wants so long as it is black").

The goal of all standardization is to maximize the efficiency of a system of production. The prime mechanism by which standardization accomplishes this is through the elimination of individual variation.

Standardization establishes fixed processes that convert fixed inputs into identical outputs, without deviation or fluctuation. In other words, the standardization mindset is committed to the principle that *individuality is a problem*.

It certainly made good sense to apply the standardization mindset to the manufacture of products. If you have a headache, you want every pill in a bottle of aspirin to be the same as every other. If you are driving across the country, you want a gallon of gas to be the same whether you buy it in Maryland or Missouri.

The Standardization of People

But our collective notion of success — and our individual ability to attain it — was utterly transformed once

we decided to standardize human beings the same way we standardize aspirin.

First we standardized work. Then we standardized learning. Then we integrated our standardized workplace with our standardized educational system, establishing standardized careers. And once the full passage of our experience was standardized from our first day of kindergarten until the morning of our retirement, it marked the complete standardization of a human life.

The establishment of standardized career tracks to professional excellence inaugurated the Age of Standardization's definition of success: attaining wealth and status by climbing the institutional ladder.

According to the terms of this Standardization Covenant, society will bestow its rewards upon you as long as you abandon the individual pursuit of personal fulfillment for the standardized pursuit of professional excellence.

The chief commandment for achieving success within the Standardization Covenant can be summed up in eight simple words: *Be the same as everyone else, only better.* The flip side of this commandment also happens to constitute the covenant's fatal flaw: Our standardized institutions of opportunity were never designed for personal fulfillment.

The Turning Point

The unquestioning obedience to a system of talent development that ignores personal fulfillment has profound consequences for all of us. Most notably, it compels you to experience a crisis of soul-searching doubt when you realize you are not living a life of authenticity. It compels you to experience a turning point.

Anyone who experiences their own turning point must make a momentous decision. You can continue to pretend that if you just work harder, you will finally break through to success . . . or you can break the covenant.

Though the precise twists and twirls of every dark horse journey are unique, the first step of the journey is always the same: the decision to prioritize fulfillment. When dark horses make that choice, they do not focus on the potential wealth to be had or how masterful they might one day become.

Instead, they recognize that an opportunity exists that fits their individuality — and they seize it. From that point forward, they make their decisions based upon who they are rather than who others tell them they should be. And by continuing to make decisions in this manner, dark horses inexorably develop excellence.

Whether you are considering marching down the straight path or blazing your own winding one, you can

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move forward by considering the four elements of the dark horse mindset. Let's now turn to those. ●

Know Your Micro-Motives

In the name of efficiency, institutions usually collapse the entire variety of human passion into a single featureless “generic motivation,” a simple one-dimensional metric ranging from high to low. Generic motivation goes by many different names, including self-discipline, resolve, tenacity, perseverance, fire in the belly and grit. But in the final analysis, all these labels are merely shorthand for “Your individuality does not matter.”

But the fact of the matter is that ignoring someone's personal motives is not a particularly effective way to motivate her. Many institutions have therefore shifted from one-dimensional generic motives to a small set of “universal motives” that they hope can be leveraged to motivate students to work hard and stay the course. This short list of universal motives — competition, interaction, hunger — are all still attempts at boosting motivation on average while ignoring everything important about the individual students themselves. Like generic motives, universal motives are institutional rather than personal, general rather than specific, top-down rather than bottom-up.

Dark horses demonstrate the stark contrast between frequently touted universal motives such as “the desire for competition” or “the desire to be creative” and the finely tuned specifics of your own cravings, predilections and fascinations. If you want to attain fulfillment, it's essential to know exactly what puts the wind in your sails — not what someone else thinks should get you going. That's why Know Your Micro-Motives is the first and most crucial element of the dark horse mindset.

The Micro-Motives of Birding

Alvaro Jamarillo is driven to classify creatures that are mobile, colorful and elusive. Today, he is a professional birder. “I've always liked birds, but when I entered my Ph.D. program in biology, I was told to stay away from birds. Instead, I was assigned by my biology professor to study leaf-cutting ants in Ecuador,” Alvaro recounts.

“I got to the jungle and realized I was not excited by the ants. I was spending all of my time trying not to look at all the tropical birds around me, and then I finally realized — I loved birds. I was getting more fulfillment out of looking at birds and talking about them with nonacademics than I was getting in my academic program.”

Eventually, Alvaro followed what mattered most to him and dropped out of his doctoral program. He started his own successful company, Alvaro's Adventures, taking guests on birding tours around the world.

But micro-motives run deeper still. Fellow birder Ted Floyd — the editor of *Birding*, the flagship magazine of the American Birding Association — is highly motivated to identify birds auditorily, by hearing the songs they sing. His ability to mentally analyze the qualities of birdsong is so highly refined that he can sketch the audio waveform of any birdsong he hears; his sketches consistently match up with the actual waveforms recorded by sonogram equipment.

The Game of Judgment

You can take advantage of an instinctive activity that you perform every day to grab hold of the micro-motives concealed inside you and hold them up to the light. It's called “the game of judgment.”

Your micro-motives are composed of strong and abiding feelings rooted deep within your unconscious self. They include subtle preferences, frank desires and private longings. Your goal in playing the game of judgment is to use your instinctive reaction to others to zero in on these live emotional wires and attempt to trace them to their source.

There are three steps to the game of judgment. First, become aware of the moments when you are judging someone. It's human nature to react to others, whether it's a mail carrier, police officer, neighbor, store clerk or someone tweeting about politics.

Second, identify the feelings that emerge as you reflexively judge someone. How do you know when you are on the scent of a micro-motive? When you have a vivid reaction. It doesn't matter whether it's positive or negative, celebratory or condemnatory, as long as the feeling is pronounced.

And third, ask yourself why you are experiencing those feelings. Be honest with yourself.

The purpose of the game of judgment isn't to coolly assess the merits and deficiencies of other people. It's not about *them* at all. The goal is to use your intense emotional response to ferret out the hidden contours of your own desires.

If you are judging a park ranger, you might initially think, “Being outside and around nature all day would sure be great!” You might also realize, “Even though being outside would be great, it does seem like a lonely job. I don't think I could handle the daily isolation.” Now you've identified

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two potential micro-motives: the desire to be around nature and the desire for steady social engagement.

For dark horses, passion is multidimensional and dynamic — and, crucially, under your intentional control. Dark horses reveal that passion is not something to be followed but something you can engineer. The key to engineering passion does not lie in following the one motive that burns hottest inside you but, rather, in deliberately leveraging as many different motives as possible. The more distinct micro-motives you can identify and harness, the greater your engagement will be with your life. ●

Know Your Choices

Choice puts your individuality into action. It is the means by which you convert passion into purpose.

We're living in a golden age of consumer choice. Yet, when it comes to making important choices about your life — when it comes to school and careers — things have hardly budged in more than a century. That's because the Standardization Covenant took meaningful choice away from you and placed it firmly in the hands of institutions.

Our standardized educational system does not allow you to choose the length of your courses, the method of instruction, the textbooks you read, the pace of learning or even which courses you take. Most professions — including all of the most lucrative ones, such as medicine, science, engineering and law — demand that you complete a fixed and compulsory set of educational milestones before they will even begin to consider hiring you.

The business world isn't much better. It isn't called a corporate ladder for nothing! Your only choice in most large companies is to move up — or move out.

Picking Is Not Choosing

This is the most quietly effective way that standardization extinguishes your individuality — by depriving you of the opportunity to choose. Our standardized institutions replace *choosing* with *picking*.

Choosing is an *active* process. When you have the freedom to choose, you can create your own opportunities, including ones that nobody else might consider. Picking is a *passive* process. When you pick a proffered option, someone else has already made the real choices, and you are merely selecting a piece of candy from their proffered box of chocolates.

If you were a bird, what habitat would you choose to live in? The tropical rainforest of the Amazon Basin? The high altitudes of the Tibetan Plateau? The chilly lakes of

Minnesota? With so many habitats available, choosing one might seem like an overwhelming burden. But if you were a bird, the choice wouldn't be difficult at all. You'd simply choose the habitat that *fit* the kind of bird you were.

If you are free to search for choices that fit your individuality, you might discover opportunities that nobody else would even notice. That's why the second element of the dark horse mindset is Know Your Choices.

Fit Determines Risk

Just like everyone else, dark horses minimize their exposure to unnecessary gambles by carefully evaluating the riskiness of a choice before they make it. What sets them apart, however, is how they evaluate risk.

Within the standardization mindset, risk has a very precise definition: the odds of success. But in the dark horse mindset, risk is determined by fit. Dark horses evaluate how well their personal pattern of micro-motives matches up with the features of an opportunity. Thus, fit is a multidimensional interaction between the individual and the opportunity.

The more of your micro-motives that will be activated by a particular opportunity, the greater the passion you will engineer by choosing it — and the lower the riskiness of your choice. If there is good fit, the opportunity is low risk. If there is poor fit, the opportunity is high risk.

As long as you Know Your Micro-Motives — and have a realistic appraisal of the demands of an opportunity — then you will be a better judge than anyone else of the riskiness of a choice, because you will be a better judge of fit. Even when all your options are good ones — *especially* when your options are good ones — the dark horse mindset implores us to choose the one with the best fit, no matter how hazardous it may seem to others. ●

Know Your Strategies

There is no best strategy for developing excellence. There's only a best strategy for you. That's why the third element of the dark horse mindset is Know Your Strategies.

In the dark horse mindset, a strategy is a method for *getting better*. Thus, every strategy involves improving yourself over time. Identifying the right strategy for you is the key to attaining excellence.

Standardized institutions are not designed to help you discern the best strategy for you. On the contrary, they anoint a single strategy for everyone to follow — a One Best Way. But just because you can't do it the One Best Way doesn't mean you can't do it.

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Astronomy is a field that depends heavily on mathematics. Unfortunately for Jennie McCormick, she dropped out of high school before taking a class in basic trigonometry. Fortunately, Jennie possessed other strengths. For one, she is endlessly curious. She is comfortable asking for guidance and is not afraid of appearing uninformed.

After her stellar epiphany, Jennie began attending free public lectures about the moon and planets at the Auckland observatory. After these lectures, she introduced herself to the professional astronomers who worked at the observatory. They responded to her enthusiasm and disarming congeniality, and one of the astronomers lent her a small telescope that she could take home.

Jennie is also very comfortable with technology. She became proficient at wielding both the computer hardware and software used for contemporary astronomical observations, not by studying books or taking classes, but by jumping in and learning by doing. Jennie never shied away from asking someone for assistance with a new task. And she gradually became adept at programming the kind of custom software necessary to automate telescopes during nightlong observations.

The Nature of Strengths

A strength is a fundamentally different kettle of fish than a motive. Your micro-motives comprise part of your core identity and are therefore potent and resistant to change. Our brains are designed to know — to experience — our motives very directly.

But unlike the steady beacon of motives, strengths are inaccessible, contextual and dynamic. In other words, strengths are fuzzy. Our brains are not designed to intuit our strengths. Almost everything we label as a personal strength is an artificial construct imposed on you from outside yourself rather than something that emerges naturally from within yourself.

Composing limericks, programming web apps and performing ballet *pas de chat* are culturally defined abilities that do not pre-exist within you; they are assembled — with sustained effort — through learning. Strengths are also contextual. Any personal quality can be either an aptitude or a handicap, depending on the situation.

Even if you exert a personal quality in a context where it's a strength today, it might not remain a strength tomorrow. That's because strengths are dynamic. They are highly malleable, improving with practice and deteriorating through neglect.

Since strengths are fundamentally different from motives, you should take a fundamentally different approach when

choosing a strategy than when choosing an opportunity. In the standardization mindset, choosing strategies is a matter of staying the course. In the dark horse mindset, choosing strategies is a matter of trial and error.

Expect Failure

Compared to life choices, which can be irrevocable and costly, strategies are trial balloons. The process of Know Your Strategies, in fact, will be the first time you should *expect* outright failure while wielding the dark horse mindset.

Failure is the only way you can unearth the hidden contours of your fuzzy strengths. Every attempted strategy is a personal experiment. Does this approach suit me? Is it helping me make progress? If so, what might that say about my strengths? If not, what does this failure suggest about what I might try next?

When you learn to Know Your Strategies, you can engineer your own achievement. ●

Ignore the Destination

The fourth and final element of the dark horse mindset advises you to Ignore the Destination. Destinations are great for institutions. They're catastrophic for fulfillment.

It made complete sense to obsess about your career destination during the Age of Standardization, because early in life you needed to select the educational ladder that would lead you there. Should you aim for an MBA? A nursing degree? The New York bar exam? Under the covenant, your chosen form of standardized excellence became your destination.

Dark horses take a different perspective. When they consider excellence, they presume that individuality matters. The individuality of micro-motives. The individuality of choice. The individuality of fuzzy strengths giving rise to a lavish variety of personal strategies. Put all these together, and you get infinite winding paths leading to an infinite variety of excellence.

If you believe in fuzzy strengths and the variety of excellence, then you can see that there is simply no way of knowing ahead of time what kind of virtuosity you might be able to reach. And if you don't know where you might end up, then it doesn't make much sense to unwaveringly march toward a constant destination. If you commit yourself prematurely to a straight path, you may close off numerous winding paths leading to far more satisfying versions of success.

Under the dark horse mindset, time is relative. Your pace of improvement is determined by the specific

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opportunities you decide to pursue and the specific strategies you decide to try. That means the time that passes on your journey of self-improvement will always be relative to the decisions you make.

Instead of asking pointless questions like, “How long does it take, on average, to master tennis?” or, “Why am I taking so much longer than my peers to understand organic chemistry?,” the only question you should ever ask yourself is, “Is this the right strategy for me?”

Destinations Versus Goals

Dark horses may ignore destinations, but they don’t ignore goals. In the dark horse mindset, there is a clear distinction between the two. A goal is born out of an active choice you have made. In contrast, a destination is someone else’s idea of an objective that you have acceded to.

If you are in high school, then getting into Harvard Law School is a destination. There are too many unknowns and intermediate events between you and the destination, and the destination itself is entirely defined by the Standardization Covenant, anyway.

But there are many purpose-driven goals you can work toward right now, such as reading philosophy books, winning your next debate club match and trying to get an internship at a local law firm. Sure, it’s certainly possible that you will end up at Harvard Law. But it’s far more likely that the self-knowledge you obtain from your experiences pursuing these immediate goals will open up a whole new range of choices better suited for your authentic individuality.

The difference between a goal and a destination may seem like a game of semantics. It is nothing of the sort. They are divergent conceptions of what an objective ought to be that emerge from two distinct systems of reasoning. ●

Tricking the Eye, Cheating the Soul

All the bitter differences between the standardization mindset and the dark horse mindset ultimately stem from their divergent views of human potential. The old mindset declares, “Only special people have talent”; the new mindset declares, “Every person has talent.”

Both assertions cannot be true. You have to choose a side.

According to the standardization mindset, only a small minority of people are capable of attaining excellence (and therefore only a minority are capable of attaining fulfillment), and our institutions should possess the exclusive power to identify and reward these talented individuals.

According to the dark horse mindset, everyone is capable of achieving excellence and fulfillment, and our institutions should help every individual develop his or her potential to its fullest.

It seems perfectly obvious that talent is something uncommon and special because very few people ascend to the top of the ladder. Very few people make the national track and field team or the national Mathematical Olympiad team. Very few people get to play for the Boston Symphony Orchestra or write a book that makes the *New York Times* best-seller list or become a NASA astronaut.

The Talent Quota

Nowhere does the rarity of talent seem more apparent than in higher education. We instinctively presume that the small number of admittees at prestigious institutions corresponds in some meaningful way to the available talent in the population. But none of these universities wait to evaluate the pool of available talent before deciding how many candidates to accept.

Our foremost institutions of opportunity enforce a talent quota. This means our institutions cap the number of individuals who may attain excellence before they know the actual number of students with the potential for excellence. Under the Standardization Covenant, talent is not rare by empirical fact. Talent is rare by institutional decree.

If an institution employs standards, it must accept all applicants who exceed a fixed and predetermined set of criteria. There’s no way of knowing in advance what this number will be. But if an institution employs a quota, it must accept a fixed and predetermined number of applicants, no matter how many talented candidates apply. These two numbers will almost never match up.

Whenever you impose a quota on talent, no matter what the reason, then the assessment of individual potential is moved into the eye of the beholder.

Our system of talent development seems fair and meritocratic. But the reality is that our standardized institutions force each of us into the role of a contestant in a beauty pageant, pleading, “Pick me! Pick me! Pick me!” ●

The Dark Horse Covenant

A system that only makes opportunity available to an arbitrary quota is not a true meritocracy. It is a quotacracy.

In a quotacracy, the opportunities of the many are sacrificed for the opportunities of the few. Make no mistake about what this means for any society that abides by the

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Standardization Covenant: *Far more than half the population will never even get the chance to realize their full potential.*

But the Age of Personalization empowers us to create a system of opportunity that institutes a radically expanded form of fairness. A system where you still have to earn your success but where opportunity is available to anyone and everyone, instead of those who fit an institutional mold.

For the first time, we finally have everything we need to build a meritocracy that is worthy of the name: A democratic meritocracy.

We have the right economy for a democratic meritocracy. We have the right technology for a democratic meritocracy. We have the right science for a democratic meritocracy. There is only one thing missing — one thing that each of us must actively choose instead of passively accept: We must ratify a new covenant.

If we want a democratic meritocracy for ourselves and our children, then we must each choose to ratify a new social contract: *Society is obligated to provide you with the opportunity to pursue fulfillment, and you are accountable for your own fulfillment.*

Equal Fit and Personal Accountability

The supreme institutional obligation under the Dark Horse Covenant is to provide Equal Fit. The supreme individual obligation under the Dark Horse Covenant is Personal Accountability. These two obligations — when conjoined together — are necessary and sufficient to inaugurate a democratic meritocracy.

Under Equal Fit, every person is given their best opportunity to succeed, according to their individuality. The hard part of providing Equal Fit — the part that requires a new social truth vested in a new covenant — is guaranteeing individual choice. Only by providing processes and pathways flexible enough to adapt to individuality can institutions provide meaningful choice.

Why would an institution ever want to hand over the power of choice to the individuals it serves? Because institutions that provide Equal Fit will flourish in the Age of Personalization.

One example is Summit Public Schools. Summit is a network of 11 public charter schools in California and Washington state serving grades six through 12. They were built upon a personalized approach to learning and teaching called Summit Learning. Summit's mission is "to equip every student to lead a fulfilled life."

The Summit educational program is explicitly designed to help every student engineer their own passion, purpose and achievement through three main components. Every

Summit student has a dedicated mentor who meets with them one-on-one every week to support them in understanding and harnessing their individuality.

In class, students apply the knowledge, skills and habits they've learned to projects that prepare them for the scenarios they'll encounter after they graduate. Lastly, all students are guided through a learning cycle that teaches them how to set achievable goals, make effective plans, demonstrate their abilities and reflect on themselves and their progress.

Fulfillment is not something that can be given to you. It can only be earned. That's why the supreme individual obligation under the Dark Horse Covenant is Personal Accountability.

The calculus is simple: With greater freedom of choice comes greater personal accountability. You are accountable for Knowing Your Micro-Motives. You are accountable for Knowing Your Choices. You are accountable for Knowing Your Strategies. And when you are accountable for all of these, then you are responsible for your own fulfillment.

Which system of opportunity do you want to support? A quotocracy? Or a democratic meritocracy?

Our institutions are charged with maintaining our quotocracy and preserving the Standardization Covenant. In contrast, the Dark Horse Covenant must be ratified and upheld by every one of us.

If we do, then we can all achieve personal fulfillment that's true to who we are. With the dark horse mindset, we can harness our individuality in the pursuit of fulfillment to achieve excellence. ●

MORE SV CONTENT ON CAREER & SELF-DEVELOPMENT

Summary: *Unsafe Thinking* by Jonah Sachs. In *Unsafe Thinking*, Jonah Sachs reveals a path to higher performance and creativity for anyone ready to step out of their comfort zone. Sachs introduces counterintuitive insights that have the power to change the way you work and the way you live your life.

Webinar: *Reclaim Your Sanity and Embrace the Daily Grind* by Leah Weiss. Mindfulness expert Dr. Leah Weiss offers a set of practical, evidence-based strategies for practicing mindfulness in the real world, showing people not just how to survive another day but how to use ancient wisdom traditions to sharpen their abilities.