



Thoughts on One Journey

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“We could easily take control of the machinery of achievement, but we don’t. And why? Because we cling to the idea that success is a simple function of individual merit and that the rules we choose to write as a society don’t matter at all”

“Outliers: The Story of Success”
Malcolm Gladwell



The Path

- NSF Summer Science Training Program
- National Merit Scholar Finalist
- BA cum laude
- MIT PhD
- Harvard/Cold Spring Harbor Postdoc
- Junior Faculty U Mass Medical School
- Tenure
- Non-Tenured Position at Harvard Med
- Vice President For Research, Northwestern University
- Chief Operating Officer Whitehead Institute
- Board Chair Transkaryotic Therapies
- CEO Cytonome, Inc
- Board Member and CSO Cytonome/ST, LLC



Accumulative Advantage

- Cultural Legacies
- Hidden advantages
- Extraordinary opportunities



- **Oldest Child in large family**
- **Parents valued education**
- **Mentors at every stage**
- **Extraordinary opportunities**
- **Timing (call it luck)**
- **Persistence and hard work**



“Practice isn’t the thing you do once you’re good. It’s the thing you do that makes you good.”

Malcolm Gladwell



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“Because we so profoundly personalize success, we miss opportunities to lift others unto the top rung.”

Malcolm Gladwell