

"The ideals which have lighted my way, and time after time have given me new courage to face life cheerfully, have been Kindness, Beauty, and Truth". -Albert Einstein

School Calendar

This Week

Wednesday, March 16	
3 rd grade Parent Meeting	6:30 pm
Thursday, March 17	
Fiddler on the Roof	7:00 pm
Friday, March 18	
Fiddler on the Roof	7:00 pm
Saturday, March 19	
Fiddler on the Roof	2:00 pm & 7:00 pm

Looking Ahead

Wednesday & Thursday, March 23 & 24

No School – Parent Teacher Conferences

Friday, March 25

No School – Good Friday

Wednesday, March 30

Homeopathy Lecture 6:30-8 pm

How to Contact Us

info@rivervalleyschool.org
lc@rivervalleyschool.org
bot@rivervalleyschool.org
pc@rivervalleyschool.org

Save the Date for Summer Camp

Information about this summer's camps is attached to the Current. Registration Forms are coming soon.

Parent Council Corner Study Group Re-scheduled

Study Group scheduled for tomorrow has been postponed until Tuesday, March 29th

Next PC Meeting

Wed. 3/16, 2 pm. Place TBD

The Fiddler on the Roof
RIVER VALLEY WALDORF SCHOOL

Middle School Musical

Thursday, March 17th, 7pm
Friday, March 18th, 7pm
Saturday, March 19th, 2pm
Saturday, March 19th, 7pm

Child \$6.00
Adult \$12.00
Family \$30.00

Tickets sold during school hours: 610-982-5606

River Valley Waldorf School ~ 1395 Bridgeton Hill Road, Upper Black Eddy, PA. 18972
www.rivervalleyschool.org info@rivervalleyschool.org

Fiddler on the Roof takes the stage this week. Get Your Tickets Now, before it's too late! Seating is limited. There are 2 performances for each cast: "Mazel Cast" on Friday at 7 pm and Saturday at 2 pm, "Tov Cast" on Thursday at 7 pm and Saturday at 7 pm.

Just a reminder that due to a contractual agreement with MTI, the company we purchased our production from, there will be absolutely no videoing for this play. We will however have CD's of still photographs available for both casts. All proceeds from the sales of the CDs will go back to the school to help defray costs of the production.

Order forms and a cast list are attached to the Current.

River Valley Lecture Series - Introduction to Homeopathy

When: March 30, 2016 (Wednesday) 6:30-8PM
Where: River Valley School, Upper Black Eddy, PA
Given by: Denise Timofai, D.Hom., C.Hom.

Homeopathy is not as widely practiced in the US as it is in Europe and in other parts of the world. For many people the subject of homeopathy is very unclear and many do not understand exactly what it is, how it is used and what it can do. Come join us for a fun night of learning and an eye-opening experience into a new way of addressing health issues in your life.

From Administration

A Spring update from the IAT

It has been a while since our last update and the Interim Administration Team has continued to operate while considering the path forward and navigating through changes.

The IAT is composed of the Admin Coordinator (Cindy), Pedagogical Chair (TreeAnne), Business Manager (James), Treasurer (Nick) and Board President (Will). The feedback we have received has been positive and indicates that this model is meeting the administrative needs of the community. We anticipate completing this school year in the same mode and have been working on a similar model to propose for next year. As part of a Faculty review of the Pedagogical Chair position, they have decided to replace that position with a Faculty Chair position. TreeAnne has agreed to continue in that role and will remain part time.

The BOT and IAT are looking at the Administrative Team structure, as well as each of the administrative staff positions to see how we can better serve the community and stay within budget. We have posted a position for an administrator, but have received little qualified interest. Additional job postings or changes to job descriptions are also in consideration. We will share more as we continue to clarify this new administrative model. If you would like to join the discussion or have feedback please email either the BOT or IAT.

Outreach/Enrollment Coordinator – Immediate Opening!

River Valley Waldorf School is accepting applications to fill a part-time Enrollment Outreach Coordinator position to start immediately. This position is responsible for the development and implementation of the school's marketing and outreach plan to achieve targeted enrollment goals. This person's primary activity will be out in the community to generate enthusiasm for the school and potential enrollment leads. This person will work closely with the Admissions Coordinator, Administration, Faculty and Board of Trustees to develop and implement outreach events and activities to foster the growth of the school. This person will also develop, maintain and quantify reporting statistics on the results of enrollment and outreach activities. Compensation is commensurate with work background and experience.

Qualifications:

- Thorough understanding of Waldorf education and prior involvement in a Waldorf school; training or experience with Waldorf education preferred
- Background in private school marketing, outreach and enrollment development
- Experience in public speaking and, in general, working with the public
- Excellent interpersonal and communication skills; works closely with administrative staff, board, faculty, parents and volunteers
- BA/BS – Degree in Marketing, Business, Communications, English or related field or equivalent experience

The application deadline for this position is March 24, 2016. Interested applicants should submit resume, references and a short biographical sketch by email to info@rivervalleysschool.org

If you have any questions please contact Cindy Schretlen, at (610) 982-5606 or cschretlen@rivervalleysschool.org

From the Faculty

What the Children are Learning:

First Grade – Math

Second Grade – Language Arts

Third Grade – Social Studies/Fiber Arts

Fourth Grade – Math

Fifth Grade – North American Geography

Sixth Grade – Medieval Europe

Seventh Grade – Drama

Eighth Grade – Drama

Afterschool German

A new six-week round of Afterschool German will begin this Wednesday afternoon, 3:20-4:20. As always, there will be German songs, drills, questions and answers, games, and a German-style snack. If you would like to have your child participate (or continue), please contact Peter Ray at peter.ray@comcast.net or 215-794-5816.

An Opportunity

Every child works at his or her own pace in Handwork and sometimes a project does not get completed by the end of the year. Miss Till is offering after-school opportunities (free of charge) for help with current or past handwork projects. She will be offering these most Tuesdays 3:30 - 4:30. Please get in touch with her to let her know to expect your child. mtill@rivervalleysschool.org

From Development

Watch our Tree Grow by Giving to the Annual Fund

Did you know that your tuition only accounts for a portion of the funds needed to operate our beloved school? Because we are a tuition-based school, we are not eligible for most grants and subsidies that other schools may qualify for. Additionally, we offer financial assistance for many of our families. Our ability to invest in our programming, support our faculty, serve our students, and maintain our facilities depends upon additional funding from events, gifts and sponsorships. This is why we ask our community to support the Annual Fund each year. In the next several weeks, you may receive a letter, note, email or call asking for your support of the Annual Fund. Please give what you are able so we may provide all the wonderful things that enrich your children's education. When you give, your generosity will be recognized as a leaf on a Giving Tree in the lobby. Each class will be represented by its own leaf color. Watch our tree bloom, from the roots to the canopy, as our Annual Fund grows! Thank you for your continued support and generosity.

From the Capital Campaign Committee

BUILDING OUR FUTURE CAPITAL CAMPAIGN: AN UPDATE

Friends, our fundraising campaign is well underway to enhance our school building to accommodate the full enrollment necessary for financial sustainability. We are now in the final public phase of our efforts and to date we have received gifts and pledges for over \$1.4MM towards our goal of \$2MM! These generous donations include 100% participation of our faculty! We now move forward towards our goal, including the quest for 100% participation from the rest of our school community. Thank you to all who have given and to those who will make pledges in the days ahead.



From the Leadership Council

What we are working on?

LC is working with faculty on class teacher placement for next year. This will be shared with parents on March 18th. Working with TDC on teacher mentoring and evaluation.

Looking at the math curriculum in the grade school.

IAT evaluation with the Board of Trustees

The LC has open hours every Tuesday from 3:30-4 for anyone who would like to meet with us. If you have a question or a concern, please stop by. All are welcome.

From Parent Council

People are talking . . . about Parent Stage!!

April 30th at 7:00 PM, at school. Adults only! Pot luck!

What's Parent Stage? Only the finest event for River Valley parents on the school calendar. A variety show that will blow your socks off — parents performing for parents. And it's free! Come show your stuff — do you sing? play? act? dance? If you don't want to sing in your own bit, come join the Parent Choir. And of course, snag your babysitter and come to the party.

Contact Chellie Bader (michelle@smorgasb.org) or Kira Willey (kirawilley@rcn.com) [parent choir] for more information.

Building & Grounds

School Work Days

Below is the calendar of the upcoming workdays. Please note that some changes have been made from the school calendar. Please RSVP to Mary K. Till (mtill@rivervalleysschool.org), to let us know if you will attend. This way we can plan what projects can be undertaken. Mary K. Till and Lynne Allbaugh - Building and Grounds

2015-2016 Work Days

TBD - 5th grade

April 23 - 1st grade

May 14 - Early Childhood

From the Community

WE WANT YOUR GENTLY USED SHOES!

Help us Wear Out Poverty by simply repurposing your gently worn shoes. Ike (G8) and Mary (G6) Aherne are collecting used shoes for Soles4Souls.org. Please bring in to RVWS your gently used shoes and sneakers and place them in the collection box in the lobby. Ike and Mary will collect, tally, and contribute them to the Soles4Souls organization for distribution to those in need.

Soles4Souls is a not for profit global social enterprise committed to fighting poverty through the collection and distribution of shoes and clothing. Since 2006 Soles4Souls has collected and distributed 26 million pairs of shoes to those in need in 127 countries around the world and all 50 states in the U.S. Every day children are prevented from attending school, adults are unable to work. Walking becomes unbearable. A new pair of shoes provides relief today so thousands can succeed tomorrow.

Home for a Bunny?

A beautiful female rabbit needs a home- outdoors or in. Litter box trained! Please call Rose at 610-346-7108 if you are interested in adoption.

Collecting Used Eyeglasses

John Patrick Tynan (brother of Georgia, G3 and Logan G4) is collecting eyeglasses for his Eagle Scout project. He wrote this paragraph as an introduction:

I am in Troop 187 in Holland Township NJ and I am planning my Eagle Scout project. I am very anxious to earn my Eagle. In order for my project to be successful I am looking for your support. I was wondering if you would be so kind to donate any unwanted used prescription eyeglasses to help my "Eagle Eyes Project." The beneficiary organization that is supporting me is called VOSH, a non-profit organization that stands for Volunteer Optometric Services to Humanity. Every year they travel to the Dominican Republic and give glasses to people in need. My project is to collect glasses for the organization. I am asking if you would be a part of this project by donating any unwanted prescription eyeglass you have! I hope you choose to support Boy Scouts of America and me! There is a box in the lobby between now and Spring break for donations. Thank you.

Announcing a Doylestown Retreat in The Work of Byron Katie

The Work of Byron Katie has been called "Yoga For The Mind" by certified facilitator, Tania Fierro. Tania will be guiding a weekend retreat introducing this tool for peace April 1-3 in Doylestown, PA.

The Work is Inquiry; a tool for slowing down and questioning the assumptions that are underpinning your stress. During the retreat, Tania will introduce how to use this simple tool. People who practice The Work for a while report a diminished impulse to shield themselves from difficult emotions. Instead, they listen to the thoughts causing the story, (generating the emotional reaction) and chose inquiry over staying stuck in a fearful reactions. They practice The Work and liberate themselves.

Early Bird cost of \$240 until March 15th (\$270 after the 15th).

For more information and to register, contact Lisa Naples at LisaNaplesCeramics@gmail.com or by calling 215-340-0964.

Roxey Ballet Fundraiser

Help our school raise money while supporting the arts in our community. Purchase one or more tickets to Roxey Ballet's production of the classic stories, The Pied Piper of Hamelin & Carnival of the Animals. Performances May 6th at 10 am, May 7th at 1pm, May 8th at 1pm, held at The College of NJ (2000 Pennington Rd. Ewing, NJ) www.roxeyballet.org -- Use code RVWS16 when purchasing.

Developing a Relationship with the Etheric World

A Lecture by Bastiaan Baan

Wednesday, March 30, 7:30 p.m. Waldorf School of Princeton Grade School Building

Co-sponsored with the Princeton Group of the Anthroposophical Society

1062 Cherry Hill Rd, Princeton, NJ 08540

www.princetonwaldorf.org 609.466.1970

Long ago man had a natural relationship with the world of life forces through his deep connection with nature, in which he was embedded. Nowadays our connection with technology often seems to be stronger than with nature -which means that we are constantly in danger of losing our relationship with the etheric world. How can we consciously cultivate this relationship? Bastiaan Baan, author of the book 'Lord of the Elements', worked for many years in concrete ways with this question. In this lecture, he will describe some basic exercises and his experiences in the field of working with life forces. Bastiaan Baan is currently the director of the Seminary of the Christian Community in North America. He has worked for 34 years as a priest in the Christian Community in the Netherlands.

A donation of \$10 per person is suggested at the door.

Yoga Loka in Frenchtown

Meditation for Complete Beginners with Lori Thatch

Saturday 10:30-11:30 am 3/19, 3/26, 4/2, 4/8, 4/15

This 5-week course will introduce you to what meditation practice is (and what it isn't) and help you create and maintain your own meditation practice at home. Each week we'll learn meditation techniques and do a short practice together and discuss questions that come up. This is a beginner-friendly class, no meditation experience necessary. Recordings will be available if you need to miss a class.

TRE and Meditation with Bonnie Pariser

Wednesdays 11:00-12:00 pm, 3/16, 3/30, 4/20, 4/27 - \$15 each session

TRE is designed to rid the body of this deeply held physical tension and bring the body back to a natural balance where all the systems are working in harmony. Reported Benefits Include: Less Worry & Anxiety, Reduces Symptoms of PTSD, More Energy & Endurance, Less Workplace Stress, Better Sleep, Less Relationship Conflict, Reduced Muscle & Back Pain, Increased Flexibility, Greater Emotional Resiliency, Decreases Symptoms of Vicarious Trauma, Healing of Old Injuries, Lessened Anxiety Surrounding Serious Illness, Relief from Chronic Medical Conditions

For more information and to register visit the website at www.Yoga-Loka.com

Ottsville Traditional Arts Center

Every Wednesday

Open Jam with Richard Finch

6:00-8:00 pm • \$5 suggested donation

Contrawaltz and Jam into Spring

Potluck, Workshop and Jam with Hollis Payer

Wednesday, March 23rd @6pm, \$10 suggested donation

Hollis will be teaching some traditional Irish tunes, and giving instruction on the ornaments and phrasing that make those tunes sound Irish. She's been playing fiddle for a good, long time, and teaching adults how to fiddle for the past 18 years. She leads classes, workshops, and sessions at the Irish Center in the Mt. Airy neighborhood of Philadelphia. You can find out more from <http://hollispayer.com/contact-hollis/>

Contrawaltz with Raise the Roof and Friends

Friday, April 1st, \$14 combined entry to both events, Half off for kids under 12

6:30pm Waltz workshop with Peggy Leiby & Ret Turner (\$7)

7:30pm Contradance Beginners' Workshop

8pm Contradance (with extra waltzes!) with Raise the Roof and Jan Alter (\$9)

More at ottsvilletradarts.weebly.com • 250 Durham Rd. Ottsville Pa.

Learning Opportunities Teens and Education - Upcoming Events

Info Session: March 17th, 3pm at Princeton Learning Cooperative

Hosted by Princeton, Bucks & Raritan Learning Cooperatives - Personalized Learning Communities for Teens. www.PrincetonLearningCooperative.org, www.BucksLearningCooperative.org. All events are free and open to the public. Contact MaryBeth Healy @ 908-672-3455.

3rd Annual Kid's Fun Run

Free event for the entire family.

1 or 2 mile run or walk, games and prizes, music by DJ Sean, arts & crafts, face painting, balloon animals, food and so much fun.

Saturday, June 4, Registration 10 am, Race Start: 10:30

Place: Alexandria Park, 242 Little York/Mount Pleasant Rd. Rain Date Sunday, June 5th.

For more information or to sign up go to: www.ushsnj.com/kidsfunrun

PEACE-Youth.org presents the First Annual Upper Bucks Sustainable Living Expo

Connections, Education, and Encouragement for individuals or companies interested in Renewable Energy, Energy Efficiency and Independence, and Sustainable Living Practices Saturday, April 23rd (10am – 4pm) in the Palisades High School and Auditorium

Educational Presentations from notable speakers in the Auditorium throughout the day
Vendor Tables to provide consumer information on obtainable and sustainable products and services.
Food and Beverages available for purchase with Organic and Vegetarian options

If you or someone you know has a sustainable business practice and would like to promote it. Please contact tinavenini@msn.com or 610-737-1290 for a vendor application and details. Please Visit www.peace-youth.com to learn more.

Reconnecting with Nature

The Bucks County Audubon Society is pleased to continue its free lecture series on the theme "Reconnecting with Nature" on the dates listed below. All of these lectures take place at the University's auditorium in the Life Sciences Building at 2:00 PM on Sunday afternoons;

March 20 -- Miles Arnott, Executive Director of the Bowman's Hill Wildflower Preserve will speak on "Heralds of Spring," the often showy spring wildflowers that can be found in our natural environments in the early Spring season.

April 3 -- Deborah Cramer, author of the recently published book, "The Narrow Edge," will speak about her experiences following the migration of a medium-sized shorebird, the red knot, on its annual migration from wintering grounds at the southern end of South America, to nesting grounds in the high Canadian Arctic. Questions about the lecture series may be directed to the Bucks County Audubon Society at 215-297-5880.

Summer Camp in Tuscany

We are an organic farm near Siena (Toscana) and we have two farmhouses. Each summer we organize Summer Camps with teachers of different Waldorf Schools for children ages 4 to 12. Each week the children discover the big woods around and a different nature theme. Summer Camp is free for families who stay in our farmhouses.

Here the program of Summer Camp 2016:

13-17 June: THE 4 ELEMENTS (we work the vegetable garden, we create a wooden airplane and a small boat for our river, we cook bread and pizza in our wood oven)

20-24 June: WITH THE DONKEYS (we give them cuddles and lunches; we take walks in the woods with them; we gather wood for the oven; treasure hunt and stories)

27 June-1 July: CYCLE OF WHEAT (from collection of the grain to transportation with donkeys, from threshing the grain to cleaning, from grinding the grain to sieve, from mixing the bread and pizza to baking)

4-8 July: BAMBOO (carpentry with bamboo and coconut, creation of a bamboo garden)

11-15 July: MUSIC (singing, rhythms, live music, making musical instruments)

18-22 July: CIRCUS (acrobatics in the woods, puppet theater, construction of circus equipment to take home)

25-29 July: CARPENTRY and macramè (construction of objects and wooden games)

1-5 August: DYEING AND WEAVING (collection of flowers, wool dyeing, creating skeins and balls of yarn, weaving, creating bags / pillows / pouches)

8-12 August: MOSAIC (creation of the wooden support, of tiles of different materials and of mosaics to take home)

The themes could have some changes. For more information please contact us.

Federica & Xavier Vecchio Molino, Agriturismo Santa Margherita nel "Vecchio Molino" Strada Radi, Ville di Corsano,

330953014 Monteroni d'Arbia (SI) Tel: 0039 - 0577 - 377 - 187 Email: molino@poderesantamargherita.it

Website: www.santamargherita.toscana.it/molino/index.htm |

From the New York Times

How to Raise a Creative Child. Step One: Back Off

By Adam Grant

THEY learn to read at age 2, play Bach at 4, breeze through calculus at 6, and speak foreign languages fluently by 8. Their classmates shudder with envy; their parents rejoice at winning the lottery. But to paraphrase T. S. Eliot, their careers tend to end not with a bang, but with a whimper.

Consider the nation's most prestigious award for scientifically gifted high school students, the Westinghouse Science Talent Search, called the Super Bowl of science by one American president. From its inception in 1942 until 1994, the search recognized more than 2000 precocious teenagers as finalists. But just 1 percent ended up making the National Academy of Sciences, and just eight have won Nobel Prizes. For every Lisa Randall who revolutionizes theoretical physics, there are many dozens who fall far short of their potential.

Child prodigies rarely become adult geniuses who change the world. We assume that they must lack the social and emotional skills to function in society. When you look at the evidence, though, this explanation doesn't suffice: Less than a quarter of gifted children suffer from social and emotional problems. A vast majority are well adjusted — as winning at a cocktail party as in the spelling bee.

What holds them back is that they don't learn to be original. They strive to earn the approval of their parents and the admiration of their teachers. But as they perform in Carnegie Hall and become chess champions, something unexpected happens: Practice makes perfect, but it doesn't make new.

The gifted learn to play magnificent Mozart melodies, but rarely compose their own original scores. They focus their energy on consuming existing scientific knowledge, not producing new insights. They conform to codified rules, rather than inventing their own. Research suggests that the most creative children are the least likely to become the teacher's pet, and in response, many learn to keep their original ideas to themselves. In the language of the critic William Deresiewicz, they become the excellent sheep.

In adulthood, many prodigies become experts in their fields and leaders in their organizations. Yet "only a fraction of gifted children eventually become revolutionary adult creators," laments the psychologist Ellen Winner. "Those who do must make a painful transition" to an adult who "ultimately remakes a domain."

Most prodigies never make that leap. They apply their extraordinary abilities by shining in their jobs without making waves. They become doctors who heal their patients without fighting to fix the broken medical system or lawyers who defend clients on unfair charges but do not try to transform the laws themselves.

So what does it take to raise a creative child? One study compared the families of children who were rated among the most creative 5 percent in their school system with those who were not unusually creative. The parents of ordinary children had an average of six rules, like specific schedules for homework and bedtime. Parents of highly creative children had an average of fewer than one rule.

Creativity may be hard to nurture, but it's easy to thwart. By limiting rules, parents encouraged their children to think for themselves. They tended to "place emphasis on moral values, rather than on specific rules," the Harvard psychologist Teresa Amabile reports.

Even then, though, parents didn't shove their values down their children's throats. When psychologists compared America's most creative architects with a group of highly skilled but unoriginal peers, there was something unique about the parents of the creative architects: "Emphasis was placed on the development of one's own ethical code."

Yes, parents encouraged their children to pursue excellence and success — but they also encouraged them to find "joy in work." Their children had freedom to sort out their own values and discover their own interests. And that set them up to flourish as creative adults.

When the psychologist Benjamin Bloom led a study of the early roots of world-class musicians, artists, athletes and scientists, he learned that their parents didn't dream of raising superstar kids. They weren't drill sergeants or slave drivers. They responded to the intrinsic motivation of their children. When their children showed interest and enthusiasm in a skill, the parents supported them.

Top concert pianists didn't have elite teachers from the time they could walk; their first lessons came from instructors who happened to live nearby and made learning fun. Mozart showed interest in music before taking lessons, not the other way around. Mary Lou Williams learned to play the piano on her own; Itzhak Perlman began teaching himself the violin after being rejected from music school.

Even the best athletes didn't start out any better than their peers. When Dr. Bloom's team interviewed tennis players who were ranked in the top 10 in the world, they were not, to paraphrase Jerry Seinfeld, doing push-ups since they were a fetus. Few of them faced intense pressure to perfect the game as Andre Agassi did. A majority of the tennis stars remembered one thing about their first coaches: They made tennis enjoyable.

SINCE Malcolm Gladwell popularized the "10,000-hour rule" suggesting that success depends on the time we spend in deliberate practice, debate has raged about how the hours necessary to become an expert vary by field and person. In arguing about that, we've overlooked two questions that matter just as much.

First, can't practice itself blind us to ways to improve our area of study? Research reveals that the more we practice, the more we become entrenched — trapped in familiar ways of thinking. Expert bridge players struggled more than novices to adapt when the rules were changed; expert accountants were worse than novices at applying a new tax law.

Second, what motivates people to practice a skill for thousands of hours? The most reliable answer is passion — discovered through natural curiosity or nurtured through early enjoyable experiences with an activity or many activities.

Evidence shows that creative contributions depend on the breadth, not just depth, of our knowledge and experience. In fashion, the most original collections come from directors who spend the most time working abroad. In science, winning a Nobel Prize is less about being a single-minded genius and more about being interested in many things. Relative to typical scientists, Nobel Prize winners are 22 times more likely to perform as actors, dancers or magicians; 12 times more likely to write poetry, plays or novels; seven times more likely to dabble in arts and crafts; and twice as likely to play an instrument or compose music.

No one is forcing these luminary scientists to get involved in artistic hobbies. It's a reflection of their curiosity. And sometimes, that curiosity leads them to flashes of insight. "The theory of relativity occurred to me by intuition, and music is the driving force behind this intuition," Albert Einstein reflected. His mother enrolled him in violin lessons starting at age 5, but he wasn't intrigued. His love of music only blossomed as a teenager, after he stopped taking lessons and stumbled upon Mozart's sonatas. "Love is a better teacher than a sense of duty," he said.

Hear that, Tiger Moms and Lombardi Dads? You can't program a child to become creative. Try to engineer a certain kind of success, and the best you'll get is an ambitious robot. If you want your children to bring original ideas into the world, you need to let them pursue their passions, not yours.

Adam Grant is a professor of management and psychology at the Wharton School of the University of Pennsylvania, and a contributing opinion writer. This essay is adapted from his new book *Originals: How Non-Conformists Move the World*.