

When

The scientific secrets of perfect timing

Daniel H Pink

This book is about timing. We all know that timing is everything. Trouble is we don't know much about timing itself.

I will show that timing is really a science, an emerging body of multifaceted, multidisciplinary research.

A few years ago Cornell University professors analyzed more than 500 million tweets across 84 countries and 2.4 million users to check people' emotions.

Most tweets posted in the morning had positive affect – language revealing that tweeters are active, engaged and hopeful

Emotions on tweets generally were positive in the morning, plummeted in the afternoon and rose again in the evening.

People feel increasingly happy throughout the morning, less happy in the afternoon and happier again in the evening.

Moods are an internal state, but have an external impact

CEOs are not immune. A study of 2100 earnings calls over 6 years revealed that the morning earnings calls were the best. As the day grew, the tone became negative and less resolute.

Scientists have studies effect of time on brain power more than a hundred years ago.

Harvard professor Gino and two Danish researchers found that students scored higher in the mornings than afternoons in tests.

Our mood follows a common pattern- a peak, a trough and a rebound.

Think about your behavior in your free days and ask the following three questions :

- a.what time do you usually go to sleep**
- b.what time do you usually wake up and what is the middle of those two times?(i.e. if you sleep at 11pm and wake up at 7am then it is 4 am)**

People who score between 12 am to 3 am are larks, 4 to 6 are a third set of birds and between 6 and 12 are owls. Larks are 14 % of population and Owls are 21 % of population

Social scientists have identified the big five traits – openness, conscientiousness, extraversion, agreeableness and neuroticism. Morning types tend to be high in positive affect

**What matters Is the type (lark, owl etc.) ,
task and time alignment.**

Afternoons present a danger time for productivity, ethics and health.

A British survey found that a typical worker reaches his most unproductive at 2.55 pm

In school, scores go down after noon, but go up by a higher amount after breaks.

Court judges are more lenient with sentences after a break

What kind of breaks are good?

- Something beats nothing
- Moving beats stationary
- Social beats solo
- Outside beats inside
- Fully detached beats semi detached

Naps are good, a NASA study showed that pilots who nap for 40 minutes show a 34 % increase in alertness etc.

Schools that start at 830am perform better than schools that start at 730. The 730 am time has by and large been enforced by parents schedule of office etc.

Resolutions also follow a time journey. The search for the word 'diet' peaks on January 1 every year.

To make a fresh start, people use two types of landmarks – social and personal.

Time, like this allows people to open new mental accounts and also to take a larger view of their life.

If you want people to develop a healthier food habit, it is better to launch a Monday variant rather than a Thursday variant.

Only 64 % of new year resolutions continue and are achieved in a year.

There are 86 days in the year when you can make a fresh start. E.g. first day of a month, Mondays, birthday, anniversary etc. etc.

When should you go first ?

A. when you are on a ballot

b.if you are not the default choice

c.if there are few competitors

**d.if you are interviewing for a job and up
against several strong candidates.**

Four situations when you should not go first

:

a. if you are the default choice

b. if there are many competitors

c. if you are operating in an uncertain environment

d. if the competition is meager.

Four steps to make a fast start in your job:

a. begin before you begin, picture it, meet people

b. let your results do the talking

c. stockpile your motivation

d. sustain your morale with small wins

There are always beginnings, middles and ends. Middles are normally forgotten.

In 1965, a Canadian psychologist, Elliott Jacques coined the expression 'mid life crisis', which occurs around 35.

happiness climbs high early in adulthood, dips in the thirties and forties and climbs back in the 50s.

The best scientists always start small but think big

In sports, teams that were ahead by 6 points at half time won the game 84 % of the time.

However, teams that are one point behind at half time win 58 % of the time, because they come out after the break with a burst of energy, and they know what to do immediately.

Five ways to recover from a slump –

a. set interim goals

b. publicly commit to interim goals

c. stop your sentence midway through

d. don't break the chain

e. picture one person your work will help

**We often evaluate the quality of movies,
meals etc. by certain moments**

Good news, bad news and happy endings.

People always want the bad news first and end with good news.

However, all appraisals start with good and end with bad.

When to quit a job, if you answer 'no' to 2 or more

- Do you want to be in this job for another year?
- Is the job demanding and in control?
- Does your boss allow you to do your best work?
- Does your daily work align with your long term goals
- Are you outside the three to five year salary bump window

Most divorces in the US happen in January after a holiday or in August after school break

Groups must synchronize at three levels – to the boss, to the tribe and to the heart.

The more cohesive and the more communication in a team, the more they get done.

Four techniques for promoting belongingness in your group:

a.reply quickly to e mail

b.tell stories about struggle

c.nurture self organized group rituals

**d.try a jigsaw classroom, i.e. break people
into small parts of doing the larger task**

