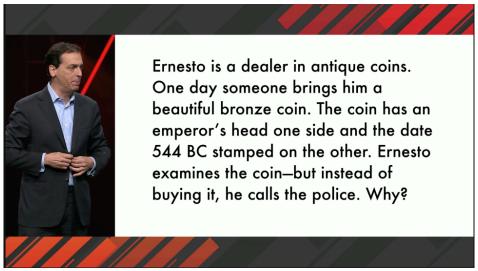
DANIEL PINK

WHEN TO SHIFT: THE SCIENTIFIC SECRETS OF PERFECT TIMING

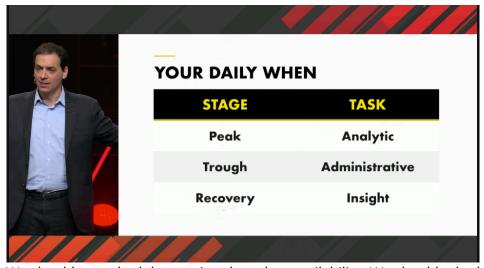
- Why should you never schedule go to the hospital or schedule a doctor's appointment for the afternoon?
- Why does beginning your career during a recession depress your wages 20 years later?
- Why are basketball teams trailing by one point at half time more likely to win than those leading by one point at half time?
- At what age are you most likely to run your marathon?
 - o 29, 39, 49 or 59?
- When you start will impact your results.
- Seconds, minutes, hours, weeks are not a thing. They are man created
- A day is a thing.
 - The hidden pattern of the day effects our mood and performance
 - 500m tweets were analyzed
 - 2.4m users
 - 84 countries
 - Tweets reflect the emotional trend
 - Start off positive, turns negative afternoon, swings back positive in the evening
 - The trend is up, down, up
 - Business Researched 26,000 company earnings call
 - Mood changed throughout the day
 - Afternoon calls were more negative, irritable, combative. Leading to temporary mispricing off stock
 - Communications with investors should have conversations earlier in the day
 - Education Studies indicate that test taken later in the day show lower scores
 - Healthcare Avoid doctors and hospitals in the afternoon
 - More mistakes, more infections
 - Massive drop in hand washing in the afternoon
- 3 Key points
 - Our cognitive abilities do not remain static over the course of a day
 - These daily fluctuations are more extreme than we realize
 - The best time to perform a task depends on the nature of the task
- How to determine your Chronotype
- What time do you typically go to sleep on a free day? (10:00 pm)
- When do you typically wake up on a free day? (7:00 am)
 - In this example your midpoint of sleep? (2:30 am)
- If your midpoint is before 3:30 am you are a Lark
- If your midpoint is after 5:30 am you are an owl
- If your midpoint is in the middle you are a Third bird.
 - Larks 15%

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- Owls 20%
- Third birds 65%



You can't have a coin stamped BC. Because they did not know it was BC



We should not schedule meetings based on availability. We should schedule based on peak time