


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?
 - 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%



Ernesto is a dealer in antique coins. One day someone brings him a beautiful bronze coin. The coin has an emperor's head one side and the date 544 BC stamped on the other. Ernesto examines the coin—but instead of buying it, he calls the police. Why?

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



YOUR DAILY WHEN

STAGE	TASK
Peak	Analytic
Trough	Administrative
Recovery	Insight

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