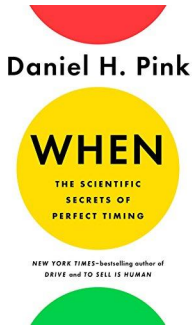

YOUR KINDLE NOTES FOR:

When: The Scientific Secrets of Perfect Timing

by Daniel H. Pink

Free Kindle instant preview: http://amzn.asia/7irlhB6

29 Highlights

Highlight (Yellow) | Location 150

> Positive affect—language revealing that tweeters felt active, engaged, and hopeful—generally rose in the morning, plummeted in the afternoon, and climbed back up again in the early evening. Whether a tweeter was North American or Asian, Muslim or atheist, black or white or brown, didn't matter. "The temporal affective pattern is similarly shaped across disparate cultures and geographic locations," they write. Nor did it matter whether people were tweeting on a Monday or a Thursday. Each weekday was basically the same. Weekend results differed slightly. Positive affect was generally a bit higher on Saturdays and Sundays—and the morning peak began about two hours later than on weekdays—but the overall shape stayed the same.

Highlight (Yellow) | Location 267

> A]n important takeaway from our study for corporate executives is that communications with investors, and probably other critical managerial decisions and negotiations, should be conducted earlier in the day."11

Highlight (Yellow) | Location 298

> First, our cognitive abilities do not remain static over the course of a day. During the sixteen or so hours we're awake, they change—often in a regular, foreseeable manner. We are smarter, faster, dimmer, slower, more creative, and less creative in some parts of the day than others. Second, these daily fluctuations are more extreme than we realize. "[T]he performance change between the daily high point and the daily low point can be equivalent to the effect on performance of drinking the legal limit of alcohol," according to Russell Foster, a neuroscientist and chronobiologist at the University of Oxford.15 Other research has shown that time-of-day effects can explain 20 percent of the variance in human performance on cognitive undertakings.16 Third, how we do depends on what we're doing. "Perhaps the main conclusion to be drawn from studies on the effects of time of day on performance," says British psychologist Simon Folkard, "is that the best time to perform a particular task depends on the nature of that task."

Highlight (Yellow) | Location 310

> to concentrate, and our powers of deduction. For most of us, those sharp-minded analytic capacities peak in the late morning or around noon.

Highlight (Yellow) | Location 317

> Alertness and energy levels, which climb in the morning and reach their apex around noon, tend to plummet during the afternoons.18 And with that drop

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> That “flash of illuminance” is more likely to occur when the guards are gone. At those looser moments, a few distractions can help us spot connections we might have missed when our filters were tighter. For analytic problems, lack of inhibitory control is a bug. For insight problems, it’s a feature. Some have called this phenomenon the “inspiration paradox”—the idea that “innovation and creativity are greatest when we are not at our best, at least with respect to our circadian rhythms.”23

Highlight (Yellow) | Location 409

> After genetics, the most important factor in one’s chronotype is age. As parents know and lament, young children are generally larks. They wake up early, buzz around throughout the day, but don’t last very long beyond the early evening. Around puberty, those larks begin morphing into owls. They wake up later—at least on free days—gain energy during the late afternoon and evening, and fall asleep well after their parents. By some estimates, teenagers’ midpoint of sleep is 6 a.m. or even 7 a.m., not exactly in synch with most high school start times. They reach their peak owliness around age twenty, then slowly return to larkiness over the rest of their lives.

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> What ultimately matters, then, is that type, task, and time align—what social scientists call “the synchrony effect.”44 For instance, even though it’s obviously more dangerous to drive at night, owls actually drive worse early in the day because mornings are out of synch with their natural cycle of vigilance and alertness.

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> In short, all of us experience the day in three stages—a peak, a trough, and a rebound. And about three-quarters of us (larks and third birds) experience it in that order. But about one in four people, those whose genes or age make them night owls, experience the day in something closer to the reverse order—recovery, trough, peak.

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> One British survey got even more precise when it found that the typical worker reaches the most unproductive moment of the day at 2:55 p.m.9 When we enter this region of the day, we often lose our bearings. In chapter 1, I briefly discussed the “morning morality effect,” which found that people were more likely to be dishonest in the afternoon because most of us are “better able to resist opportunities to lie, cheat, steal and engage in other unethical behavior in the morning than in the afternoon.”

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> High performers, its research concludes, work for fifty-two minutes and then break for seventeen minutes. DeskTime never published the data in a peer-reviewed journal, so your mileage may vary. But the evidence is overwhelming that short breaks are effective—and deliver considerable bang for their limited buck. Even "micro-breaks" can be helpful.19

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> Nature breaks may replenish us the most.24 Being close to trees, plants, rivers, and streams is a powerful mental restorative, one whose potency most of us don't appreciate.25 For example, people who take short walks outdoors return with better moods and greater replenishment than people who walk indoors. What's more, while people predicted they'd be happier being outside, they underestimated how much happier.

Highlight (Yellow) | Location 987

> lunch was once a badge of honor and taking a nap a mark of shame. No more. The science of timing now affirms what the Old World already understood:

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> you're trying to encourage people to eat healthier, a campaign calling for Meatless Mondays will be far more effective than one advocating Vegan Thursdays. New Year's Day has long held a special power over our behavior. We turn the page on the calendar, glimpse all those beautiful empty squares, and open a new account book on our lives. But we typically do that unwittingly, blind to the psychological mechanisms we're relying on. The fresh start effect allows us to use the same technique, but with awareness and intention, on multiple days. After all, New Year's resolutions are hardly foolproof. Research shows that a month into a new year only 64 percent of resolutions continue to be pursued.26 Constructing our own temporal landmarks, especially those that are personally meaningful, gives us many more opportunities to recover from rough beginnings and start again.

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> now, the previous two strategies in this chapter—starting right and starting again—are insufficient.34 We can't solve the problem unilaterally, as with school starting times, and simply dictate that everyone

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> (Francis-Tan and Mialon also found that the more a couple spent on its wedding and any engagement ring, the more likely they were to divorce.)

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> When developmental psychologists have looked for it in the laboratory or the field, they've largely

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> lit a midpoint spark that helped him begin the following day with immediate momentum. One reason the Hemingway technique works is something called the Zeigarnik effect, our tendency to remember unfinished tasks better than finished ones.2 When you're in the middle of a project, experiment

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> you're feeling stuck in the middle of a project, picture one person who'll benefit from your efforts. Dedicating your work to that person will deepen your dedication to your task.

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> (Look at Yelp reviews of restaurants, for example, and notice how many of the reviews describe how the meal ended—an unexpected farewell treat, a check with an error, a server chasing after diners to return an item left behind.) Endings also affect more consequential choices. For example, when Americans vote for president, they tell pollsters they intend to decide based on the full four years of an expiring presidential term. But research shows voters decide based on the election year economy—the culmination of a four-year sequence, not its totality. This "end heuristic," political scientists argue, leads to "myopic voting" and, perhaps as a result, myopic policies.

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> "The creatures outside looked from pig to man, and from man to pig, and from pig to man again; but already it was impossible to say which was which." —Animal Farm, George Orwell

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> Ending the day by recording what you've achieved can encode the entire day more positively. (Testimonial: I've been doing

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Highlight (Yellow) | Location 2525

> And he came to understand how those almost mystical bonds of trust and affection, if nurtured correctly, might lift a crew above the ordinary sphere, transport it to a place where nine boys somehow became one thing—a thing that could not quite be defined, a thing that was so in tune with the water and the earth and the sky above that, as they rowed, effort was replaced by ecstasy.28

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> Cook in tandem. Cooking, eating, and cleaning up by yourself can be a drag. But doing it together requires synchronization and can deliver uplift (not to mention a decent meal). Find tandem-cooking tips at https://www.acouplecooks.com/menu-for-a-cooking-date-tips-for-cooking-together/.

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> Find a partner and face her. Then slowly move your arms or legs—or raise your eyebrows or change your facial expression. Your partner's job is to mirror what you do—to extend her elbow or arch her eyebrow at the same time and same pace as you. Then switch roles and let her act and

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> The wisecrack that opens this chapter makes me laugh every time. It's classic Groucho, a language-twisting, brain-bending quip in the tradition of "Outside of a dog, a book is a man's best friend. Inside of a dog, it's too dark to read."1 Unfortunately, Julius Henry Marx, who became the most famous Marx brother, probably never said it. But the true history of the remark, and the surprisingly complex thought it embodies, offers one final idea for this book. The real father of these lines, or at least the person who provided the original genetic material, was a linguist, mathematician, and computer scientist named Anthony Oettinger. Today, artificial intelligence and machine learning are white-hot topics, the sources of public fascination and billions of dollars in research and investment. But in the 1950s, when Oettinger began teaching at Harvard University, they were barely known. Oettinger was one of the pioneers in these fields—a multilingual polymath and one of the first people in the world to explore ways that computers could understand natural human language.

Highlight (Yellow) | Location 2821

> Daily Rituals: How Artists Work (2013) Edited by Mason Currey How have the world's greatest creators organized their time? This book reveals the daily habits of a range of creative powerhouses—Agatha Christie, Sylvia Plath, Charles Darwin,

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> Internal Time: Chronotypes, Social

Highlight (Yellow) | Location 2832

> Why Time Flies: A Mostly Scientific Investigation
