

# WHEN

## The Scientific Secrets of Perfect Timing

### DANIEL PINK

**DANIEL PINK** is an author and broadcaster. He has written several business books about work, management and behavioral science including *To Sell is Human*, *Drive* and *Free Agent Nation*. He was also host and co-executive producer of the series *Crowd Control* which aired on the National Geographic Channel. He has worked as an aide to Secretary of Labor Robert Reich, as chief speech writer for Vice President Al Gore, as a contributing editor at *Fast Company* and *Wired* and as a business columnist for *The Sunday Telegraph*. Daniel Pink's TED talk on motivation is one of the 10 most-watched TED talks of all time. He is a graduate of Northwestern University and Yale Law School.

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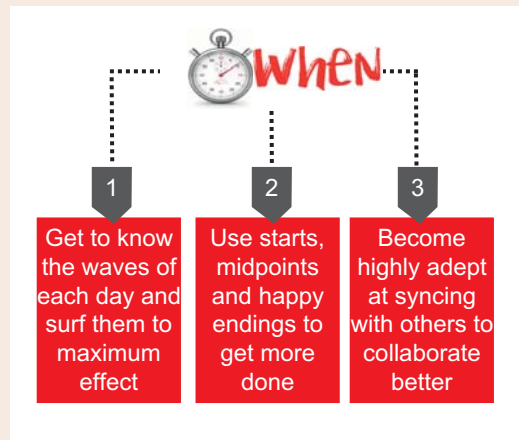
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**MAIN IDEA**

The cliché has always been "timing is everything" but research now shows quite definitively timing is a science. When you make a decision may ultimately turn out to have much more impact on the results than you anticipate.



To consistently and systematically work smarter and better, the three things you need to know about timing are



*"Our lives present a never-ending stream of "when" decisions—when to change careers, deliver bad news, schedule a class, end a marriage, go for a run, or get serious about a project or a person. But most of these decisions emanate from a steamy bog of intuition and guesswork. Timing, we believe, is an art. I will show that timing is really a science—an emerging body of multifaceted, multidisciplinary research that offers fresh insights into the human condition and useful guidance on working smarter and living better."*

— Daniel Pink



1

Get to know the waves of each day and surf them to maximum effect

Pages 1 - 4

Every day has a predictable rhythm made up of hidden patterns when it comes to alertness and productivity. Most people tend to ignore those peaks and troughs. A better approach is to get to know those waves and then surf them to maximum effect. Schedule your best work for when you know you will be most alert.



2

Use starts, midpoints and happy endings to get more done

Pages 4 - 7

Project starts, midpoints and happy endings are not just separate points in time. They're also opportunities to use time more effectively. If you get off to a bad start, give yourself the opportunity to start over, maybe with different partners. Use midpoints to reinvigorate your enthusiasm for your projects. Endings can and should be used to inject poignancy and meaning into your life and career. Use these way points intelligently.



3

Become highly adept at syncing with others to collaborate better

Pages 7 - 8

It's easy to assume synchronizing with others is a mechanical, paint by numbers process. It's not. True collaboration requires a sense of belonging, works best when you have a vibrant sense of purpose and always reveals a part of your nature for better or for worst. Always keep working at getting everyone in sync and then staying there. This will require frequent stirring and thoughtful oversight.