



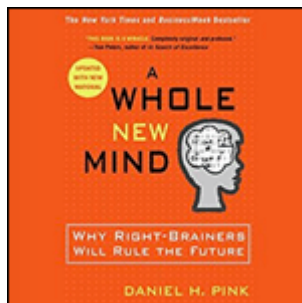
Surprising Research about the Importance of Timing

Daniel Pink



- [Time of Day](#)
- [Midpoints](#)
- [The Science of LEGO SERIOUS PLAY](#)

• Time of Day



"The future belongs to a different kind of person with a different kind of mind: artists, inventors, storytellers-creative and holistic "right-brain" thinkers whose abilities mark the fault line between who gets ahead and who doesn't."

• Midpoints

Ever since I came across Daniel Pink's first book, *A Whole New Mind*, which references LEGO SERIOUS PLAY, Pink's books have been my favorite source of research to explain the science of LEGO SERIOUS PLAY. If you have an interest in understanding what makes people learn and perform optimally, I can strongly recommend his books.

Daniel Pink's latest book, ***WHEN, The Scientific Secrets of Perfect Timing***, provides insights on how to improve our odds of achieving more positive outcomes.

There are lots of sayings and superstitions about time which many of us tend to ignore. Research proves that timing is often the invisible force between extraordinary and less than average results.

Never underestimate the impact of time of day on important meetings or critical conversations.

According to Pink's book:

The performance change between the daily high point (of our day) and the daily low point can be equivalent to the effect on performance of drinking the legal limit of alcohol.

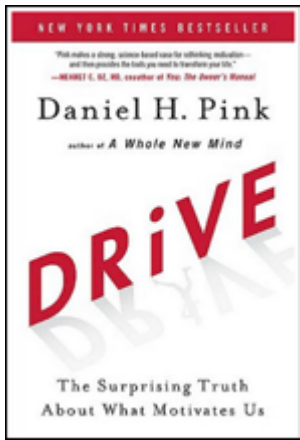
In a business-school study of quarterly corporate earnings reports presented by CEOs in phone-call summaries, afternoon reports were more negative, irritable and combative than morning reports, and the mood of the report directly influenced stock prices. This pattern held even after controlling for factors such as industry norms, financial distress, growth opportunities and the news that companies were reporting.

In several studies related to medical procedures, there were four times as many errors in afternoon procedures than the morning procedures.

Judges aspire to be rational, deliberate and wise. In a study of judicial decision-making from parole boards, judges ruled in favor of prisoners up to 65 percent of the time in early morning hearings and, by 11:30 am, favorable rulings dropped to nearly zero.

Midpoints can bring us down, as in a mid-life crisis, or awaken our motivation.

In a study of project-based teams, in a variety of settings including banks, hospitals and universities, scholar Connie Gersick documented that teams did not progress steadily through a universal set of stages as previous managerial theories proposed. What the teams did have in common was timing of when groups



"Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. However, the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world."

formed, maintained and changed. All the teams observed went through a stage of prolonged inertia in the beginning, they talked about ideas, but did not move forward. No matter how much time a team was allotted, their behavior and focus towards the goal dramatically changed exactly half-way between the first meeting and the official deadline. The bankers changed on the 17th day of a 34-day project, the hospital administrators took a new direction on week six of a twelve-week assignment, and business students became focused between twenty-eight and thirty-one minutes of a one-hour project.

Pink's advice on how to turn a slump into a spark at our own mid-points involves three steps: be aware of mid-points, use them to wake up rather than roll over, and -at the midpoint- imagine that you are behind, but only by a little.

- The Science of LEGO SERIOUS PLAY

WHEN, The Scientific of Perfect Timing contains many more interesting examples of the impact of timing and practical strategies to make timing work in your favor.

Sincerely,

[Check out the latest facilitator training schedule](#)

Sincerely,

Rasmussen Consulting specializes in using LEGO SERIOUS PLAY to effectively harvest an organization's collective intelligence to enhance strategic behavior for better and faster decision-making. We are based in Denmark with offices in US, Japan and Singapore. www.rasmussenconsulting.dk.

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