

CONTENTS

| | |
|---|---|
| Introduction: Captain Turner's Decision | 1 |
|---|---|

PART ONE. THE DAY

| | |
|--|---|
| 1. The Hidden Pattern of Everyday Life | 9 |
|--|---|

“Across continents and time zones, as predictable as the ocean tides, was the same daily oscillation—a peak, a trough, and a rebound.”

| | |
|--|----|
| 2. Afternoons and Coffee Spoons: The Power of Breaks, the Promise of Lunch, and the Case for a Modern Siesta | 49 |
|--|----|

“A growing body of science makes it clear: Breaks are not a sign of sloth but a sign of strength.”

PART TWO. BEGINNINGS, ENDINGS, AND IN BETWEEN

| | |
|--|----|
| 3. Beginnings: Starting Right, Starting Again, and Starting Together | 87 |
|--|----|

“Most of us have harbored a sense that beginnings are significant. Now the science of timing has shown that they're even more powerful than we suspected. Beginnings stay with us far longer than we know; their effects linger to the end.”

**4. Midpoints: What Hanukkah Candles and Midlife Malaise
Can Teach Us About Motivation** 115

“When we reach a midpoint, sometimes we slump, but other times we jump. A mental siren alerts us that we’ve squandered half of our time.”

**5. Endings: Marathons, Chocolates,
and the Power of Poignancy** 145

“Yet, when endings become salient—whenever we enter an act three of any kind—we sharpen our existential red pencils and scratch out anyone or anything nonessential.”

**PART THREE.
SYNCHING AND THINKING**

6. Synching Fast and Slow: The Secrets of Group Timing 177

“Synchronizing makes us feel good—and feeling good helps a group’s wheels turn more smoothly. Coordinating with others also makes us *do* good—and doing good enhances synchronization.”

7. Thinking in Tenses: A Few Final Words 211

“Most of the world’s languages mark verbs with time using tenses—especially past, present, and future—to convey meaning and reveal thinking. Nearly every phrase we utter is tinged with time.”

Further Reading 219

Acknowledgments 221

Notes 225

Index 251