Overcoming Procrastination

December 1, 2012

On the 28th of April 2012 the contents of the English as well as German Wikibooks and Wikipedia projects were licensed under Creative Commons Attribution-ShareAlike 3.0 Unported license. An URI to this license is given in the list of figures on page 37. If this document is a derived work from the contents of one of these projects and the content was still licensed by the project under this license at the time of derivation this document has to be licensed under the same, a similar or a compatible license, as stated in section 4b of the license. The list of contributors is included in chapter Contributors on page 35. The licenses GPL, LGPL and GFDL are included in chapter Licenses on page 41, since this book and/or parts of it may or may not be licensed under one or more of these licenses, and thus require inclusion of these licenses. The licenses of the figures are given in the list of figures on page 37. This PDF was generated by the LATEX typesetting software. The LATEX source code is included as an attachment (`source.7z.txt`) in this PDF file. To extract the source from the PDF file, we recommend the use of `http://www.pdflabs.com/tools/pdftk-the-pdf-toolkit/` utility or clicking the paper clip attachment symbol on the lower left of your PDF Viewer, selecting `Save Attachment`. After extracting it from the PDF file you have to rename it to `source.7z`. To uncompress the resulting archive we recommend the use of `http://www.7-zip.org/`. The LATEX source itself was generated by a program written by Dirk Hãijnniger, which is freely available under an open source license from `http://de.wikibooks.org/wiki/Benutzer:Dirk_Huenniger/wb2pdf`. This distribution also contains a configured version of the `pdflatex` compiler with all necessary packages and fonts needed to compile the LATEX source included in this PDF file.

Contents

1 Introduction

Procrastination or "task aversion" is the irrational delay of an intended course of action, even while expecting to be worse off for the delay (compare temporisation[1]). The procrastinator deviates from the task, usually in favor of another more enjoyable (or less unenjoyable) activity. This behavior is pervasive throughout society - everyone procrastinates to some degree - but some people are so chronically affected as to be severely debilitated.

Procrastination is typically caused by the association of pain or discomfort with the prospective course of action; that is: stress. This may be physical (such as that experienced during hard labor or vigorous exercise) or psychological (such as in the form of frustration or anxiety). The task or the situation requiring the task may be perceived as dangerous, painful, overwhelming, difficult, tedious, uncomfortable, or boring; basically, unenjoyable; that is: stressful. Once habitualized, procrastination can be triggered at any time. Procrastination can also be a symptom of a serious psychiatric disorder such as depression[2] or ADHD (attention-deficit hyperactivity disorder[3]), and may be greatly reduced when the underlying condition is properly treated.

Traditionally, in the field of psychology, procrastination has been associated with perfectionism[4] (a tendency to negatively evaluate one's own performance). However, research indicates that perfectionists are not any more likely to procrastinate, though they feel worse about it when they put things off.

The word **procrastination** comes from Latin, *Pro*, "in favor of", and *Cras*, "tomorrow".

Category:Overcoming Procrastination[5]

---

1   http://en.wiktionary.org/wiki/temporize
2   http://en.wikipedia.org/wiki/clinical%20depression
3   http://en.wikipedia.org/wiki/attention-deficit%20hyperactivity%20disorder
4   http://en.wikipedia.org/wiki/perfectionism%20%28psychology%29
5   http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

2 Consequences

Some of the Consequences:

- **Lost opportunities:** for example, somebody else buys the car the procrastinator wanted because they put off making a simple phone call. Or somebody else patents an invention the procrastinator thought of first, because they never got around to patenting it themselves.

- **Tardiness:** being late to meetings, showing up late at special events, and being late to pick up a date. Missing the beginning of the movie at the theater, and getting bad seats, because the procrastinator did not leave the house on time.

- **Missed deadlines:** from failing a school assignment by not turning it in on time to missing a flight at the airport because the procrastinator talked on the phone too long.

- **Irresponsibility towards others:** like failing to keep promises because they kept getting put off until later. Or causing others to be late for their commitments because the procrastinator didn't pick them up on time.

- **Lack of preparedness:** such as when the basement floods unnecessarily because the procrastinator kept putting off installing a sump pump.

- **Poor performance:** failing an exam, because the student waited until the night before the test to begin studying.

- **Career troubles:** repeatedly missing deadlines on projects at work, making promotion unlikely and potentially leading to getting demoted or fired.

- **Unnecessary expenses:** like having to pay late fees because the procrastinator didn't pay the bills on time even though they did have the money. Or having a huge liability from an automobile accident because the person at fault wasn't covered because they put off paying their insurance bill.

- **Financial difficulties:** such as the inability to pay the bills due to putting off generating new sales or finding new customers for the business.

- **Medical problems:** like having to make a painful visit to the dentist to have cavities filled or teeth pulled because the patient kept putting off brushing their teeth. Or having a heart attack because the victim kept delaying the start of their personal health program.

- **Dissatisfaction about oneself**.

- **Dissatisfaction of others about one's procrastination**. A spouse may even end the marriage because their partner put off getting a better paying job as promised.

Category:Overcoming Procrastination[1]

---

1   http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

3 Characteristics

Procrastination can be seen as both a behavior and the lack of a behavior. The behavior is the act of turning away and doing something else in place of what the procrastinator should be doing. The lacking behavior is of course the task or activity that the procrastinator should be working on, such as homework. There are three ways to procrastinate: skip it, do it last, and escape.

1. **Skipping it:** here, even though the task is foregone forever, it is the program that is being put off. When a person skips brushing their teeth, they are putting off their whole "keep the teeth clean so they won't get cavities" program. It's like they are saying "I'll start brushing my teeth tomorrow."
2. **Doing it last:** easiest / most pleasant tasks tend to be done first. When there's a big job to do, and a long list of things to accomplish in order for that job to be completed, the tendency is to work on the simplest tasks. As long as the items on the list are getting done, the job *feels like* it is being completed, and the procrastinator lulls themself into a false sense of security. This approach becomes a problem when all the easy chores are done but there isn't enough time left to complete the hardest tasks because they were put off until last! Also, new alternative tasks may come up again and again, so that the main task is never started.
3. **Escape:** the procrastinator instead does something they enjoy doing, choosing short-term gratification over long-term gain, at the cost of the benefits that they would receive from doing the task they put off. This takes their mind off the (stressful) task that they should be doing, or the situation they should be dealing with. This can lead to a pattern of addiction, where the more the procrastinator escapes, the more guilty they feel about not doing what they are supposed to be doing, creating more stress to escape from, leading them to continue the alternate activity so they don't have to think about it.

But procrastination isn't necessarily the mere lack of doing something, it is something that is causing the procrastinator not to do it. In this sense procrastination isn't the behaviors done or not done, but is a behavior unto itself. As a distinct behavior, procrastination can be characterized in several ways...

3.0.1 Procrastination as poor judgement

At the core of procrastination is a faulty decision. Either the decision is made not to do something that should be done, or the decision is made to do something else. Since that is the wrong decision, and the person is aware of it but follows it anyway, that is poor judgment. A term for acting against one's better judgement is akrasia[1]. If the person makes the decision out of course with no thought to the outcome, then they are acting without thinking, and that too is poor judgement.

Poor judgement and laziness

---

1   http://en.wikipedia.org/wiki/Akrasia

Rest and relaxation is important to maintain health and to occasionally distance oneself from one's work so it can be seen more clearly or from a different perspective. But relaxation can be taken too far, and when it is, it's called laziness[2]. When resting beyond the need to maintain health interferes with responsibilities or life dreams, that is another example of poor judgement. There is much debate as to whether a value judgement such as laziness can be attributed to the procrastinator, since in many cases the procrastinator wishes to be active and productive but is held back by an inability to follow through.

Poor judgement and leisure

While leisure[3] and recreation[4] go hand-in-hand with rest and relaxation, and can provide therapeutic refreshment of body and mind, it becomes too much of a good thing when it interferes with what a person should be doing. Playing[5] is useful for learning and can provide exposure to new things, and is an important component of open-mindedness, but when it is engaged in to the detriment of things needing to get done, it is yet another manifestation of poor judgement. The procrastinator has chosen doing what they want to do over what they *have* to do. It is often necessary to let work come before play. But leisure doesn't have to be sacrificed completely: there's a section about scheduling fun breaks below.

3.0.2 Procrastination as being distracted

When something isn't enjoyable, it is very easy for a person to get distracted from a pending task. In this case, a procrastinator may feel blameless. The more susceptible a person is to distraction[6], the more prone the conditions are for procrastination.

If a person allows himself or herself to be distracted, and the distraction is not warranted (that is, it isn't more important than what what was being done), then that person has implicitly made the decision to procrastinate by choosing to do something other than what was intended.

The less thought that goes into making choices, the harder it is for a person to avoid the consequences of procrastinating. The more distracting elements (people, toys, etc.) there are in a person's immediate environment, the more opportunity there is for poor choices to occur.

3.0.3 Procrastination as a phobia

An irrational aversion to something is a phobia[7]. Not only can phobias cause procrastination, a phobia can be a component of procrastination itself and therefore go unnoticed as a phobia. A strong and irrational aversion to something is usually a sign of a phobia.

---

2   http://en.wikipedia.org/wiki/laziness
3   http://en.wikipedia.org/wiki/leisure
4   http://en.wikipedia.org/wiki/recreation
5   http://en.wikipedia.org/wiki/Play%20%28activity%29
6   http://en.wikipedia.org/wiki/distractions
7   http://en.wikipedia.org/wiki/phobia

3.0.4 Procrastination as bad habit

When the decision to avoid a task is repeated automatically—even when it is the wrong deci-sion—making the wrong decision becomes habit; the decision maker has acquired a habit of making bad decisions. Keep in mind that a decision is implicit to every action taken, even if the person taking the action did not consciously decide anything.

Since habits are repetitive in nature, a habit cannot usually be overridden by a single decision: it takes a new habit to do this. A simple decision could easily be overwhelmed by the force of habit and therefore may need to be implemented as a habit itself before it can compete effectively with the old habit.

3.0.5 Procrastination as a complex

Unfortunately, procrastination isn't simply a habit, it is a complex pattern of recurring behaviors including emotions, thoughts, and actions. Many of these are habitual, and in order to get rid of them, each one needs to be replaced, circumvented, or deactivated by new habits; though not necessarily on a one-to-one ratio: sometimes a single habit can replace several others.

3.0.6 Procrastination as a symptom

Procrastination can be the result of a more serious underlying condition such as depression[8] or ADHD[9]. See below.

Category:Overcoming Procrastination[10]

---

8   http://en.wikipedia.org/wiki/clinical%20depression
9   http://en.wikipedia.org/wiki/Attention-deficit%20hyperactivity%20disorder
10   http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

4 Causes

Procrastination is always based on a dysfunctional worldview, such as that "short term relief or pleasure is better than sacrifice for long-term rewards," along with irrational disregard for negative consequences. The procrastinator fails to engage in the appropriate course of action either due to a distraction[1] of some sort or an inadequacy in their own behavior. Various distractions and incompetencies that can cause procrastination include, but are not limited to:

- Addiction
- Anxiety and fear
- Arrogance, pride
- Aversion
- Bad habits
- Discouragement
- Disorganization
- Distraction[2]
- Family problems
- Fear of failure
- Feeling overwhelmed
- Frustration
- Illconceived goals and unconscious motives
- Indecision
- Lack of awareness
- Lack of morals
- Lack of time management skills
- Low ambition
- Low frustration tolerance
- Low self-esteem
- Low tolerance to stress
- Objective conflict
- Paranoia
- Perception of difficulty
- Poor attitude
- Poor self-control skills
- Poor study skills
- Rebellion
- Resentment
- Self-centeredness
- Self-deception

---

1   http://en.wikipedia.org/wiki/distraction
2   http://en.wikipedia.org/wiki/Distraction

- Uncertainty

4.0.7 Expectancy-Value Theory

Laziness pays off today, work only tomorrow.

In motivational psychology, a mathematical formula can be used to determine what task should be pursued first. According to this model[3], we complete first those tasks which have the highest "usefulness"-value. This model is able to explain why we would rather be watching our favorite television program than writing the soon to be due term paper from your hardest college class, and it says that *everybody* is procrastinating, although each of us to differing degrees.

$$U = \frac{P \times V}{D}$$

where

  U = the usefulness of the task.

  P = Probability of profiting from the task

  V = Value of the profit gained from the task

  D = Delay between doing the task and receiving the reward for it

This formula is saying that:

- we prefer immediate rewards over delayed benefits
- we prefer bigger rewards over smaller prizes
- we prefer sure rewards over rewards that are only probable

The important question now is: Under what circumstances would someone put off their work? If the increase in U would be significant (e.g. when P, V or both values are high), every procrastinator stops procrastinating. By introducing an additional factor to the equation (S, the sensitivity of the subject toward the delay between action and reward), the behavior of different people could be compared.

Category:Overcoming Procrastination[4]

---

3   http://www.tcw.utwente.nl/theorieenoverzicht/Theory%20clusters/Public%20Relations,%20Advertising,%20Marketing%20and%20Consumer%20Behavior/Expectancy_Value_Theory.doc/

4   http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

5 Eliminating Procrastination

One would think that the solution to procrastination (not doing it) is its exact opposite: doing it! That the cure is doing the very thing that is being avoided.

[Note: We must be careful using the word "cure" in regard to procrastination. We ought to think of procrastination itself as a cure. Trying to "cure" procrastination is identical to trying to cure a fever. Fever is the body's attempt to "cure" an infection. A physician tries, instead, to eliminate the infection. Likewise, procrastination is an attempt (if misguided) to "cure" a personal difficulty. The underlying problem, for which a person uses procrastination as a solution, must be the focus. Curing procrastination--or concentrating on procrastination, then, distracts and delays an efficacious solution to the true emotional problem.]

Well it is, and then some. Since procrastination is the cause of not doing (rather than merely the lack of action), simply doing that which is being procrastinated may not be psychologically possible while the mental obstacle or technical problem causing the procrastination is in place. Also, as explained above, procrastination can be a powerful psychological force in its own right. Therefore, the procrastinator needs to get over, go around, or somehow plow through these mental barriers in order to get on with it. This is dependent upon the very nature of procrastination itself...

In essence, procrastination is a form of incompetence. To cure it is to eliminate it. Since incompetence is the opposite or lack of competence, *the only way to eliminate it is to replace it with competence.*

Personal competence comprises five elements: emotional strength, well-directed thought, time-management skills, control over habits, and task completion abilities. Therefore, most strategies for overcoming procrastination are based on improving these five skill areas, and involve: improving emotional control and adjusting one's underlying attitude, focusing attention and thinking rationally, learning executive (self-management) procedures like planning and scheduling, learning habit-changing methods, and acquiring better task completion and problem solving skills.

5.0.8 Increasing emotional control

To the extent that procrastination is an emotional problem, acquiring control over emotions brings the problem under control. Emotions are invoked by perception, which in turn is dependent on attitude, stress tolerance, and moods (which are simply sustained emotions that become trends). Therefore, by rebuilding or improving these foundations, emotional strength can be increased to handle the problems and opportunities encountered everyday, emotional or otherwise. There are both psychological and physiological methods of doing this.

Attitude adjustment

Personal attitude is the foundation of an individual's emotions. If a person believes that the world is out to get them and that they have been dealt a losing hand in life, they are likely to walk around with

a frown on their face feeling sorry for themselves or being mad at everyone else, saying things like "why try anything at all, it won't matter anyways". But, on the other hand, if they believe that they have a great many things to be thankful for, that the world is a great place, and opportunity abounds, then they are more likely to work hard and greet everyone with a smile just because they feel good about themselves and others too.

Attitude isn't a static set of personal beliefs that a person is stuck with for the rest of their life. Attitude is an approach: at anytime, anyone can decide to look on the bright side of things, or not. The former engenders hope, enthusiasm, and joy, while the latter invites fear, loathing and misery. The choice on how to perceive the world is up to each person. Below are some of the perceptions of which a positive attitude may be comprised...

- **A positive mental attitude**[1] inspires ongoing action, especially when it includes a strong work ethic[2]. Adopting an **uplifting personal philosophy** can provide the basis for such an attitude, especially when it emphasizes the importance of virtues[3]. This usually entails pondering the meaning of life[4] to determine what is important in life, and what approach to take. A positive outlook on life engenders positive emotion in life, which in turn inspires action.
- **Dream envisioning** is daring to imagine the desired future. The stronger it is (through repetition) and the more detailed its outcome is, the more compelling the dream becomes as a road map for action. Making dreams come true is what success is all about, and a well-envisioned dream which remains "in view" at all times is one of the most powerful motivators there is. That's why visionaries are called visionaries. To live a life's dream is to think about it all the time, to continually think about everything *in terms of* that dream.
- **Determining self-worth** on one's own rather than by the opinions of others makes for a more stable emotional base. Psychologists are divided between endorsing unconditional self-love, personal potential, and earned self-worth as the best approach through which to evaluate one's self-worthiness. With unconditional self-love personal value is inherent: the individual holds themself in highest regard regardless of their actions, which is believed to provide the best environment to nurture the psyche for personal growth ("I am great because I exist"). When personal potential is the benchmark, it is one's personal skills and traits which matter, which focuses value on one's personal inventory (including ambition and willpower) in preparation for accomplishment ("I am capable of great things therefore I am worthy" and "I can accomplish anything I put my mind to, therefore I am worthy"). While in the earned self-worth model, self-worth is used as part of a reward structure: one must do great deeds if one is to see themself as great ("I have done great things, therefore I am worthy"). But all three of these approaches to self-imaging work better than caving in to the criticisms of others.
- **Maintaining a positive mental voice** means refraining from self-criticism, keeping critiques directed upon actions and strategies rather than one's person, and replacing self-putdowns with uplifting self-encouragement. The main character in the children's tale The Little Engine that Could[5] provides a perfect example of this approach. While everyone else told the Little Engine that he would never make it up the mountain track, the Little Engine kept telling himself "I think I can, I think I can", even in the face of overwhelming odds, until his belief in himself carried him

---

1   http://en.wikipedia.org/wiki/attitude
2   http://en.wikipedia.org/wiki/work%20ethic
3   http://en.wikipedia.org/wiki/Forty-nine%20character%20virtues
4   http://en.wikipedia.org/wiki/meaning%20of%20life
5   http://en.wikipedia.org/wiki/The%20Little%20Engine%20That%20Could

through. Then, on his way down the other side of the mountain he shouted in victory "I knew I could, I knew I could, I knew I could!" Now that's attitude in motion!

• **Rebounding after a defeat**, like getting back in the saddle after falling off the horse, is usually better than giving up and not trying anything that big again. Volitional depression, a fancy term for discouragement, is where a person, after a big failure (like losing a fortune on the stock market, a divorce, going bankrupt, or a failed start-up company) retreats into themselves or into an addiction (like drugs, becoming obsessed with the internet[6], collecting things, or engaging in sex as often as possible) instead of taking on another big project to go after success yet again. The resilience to get back up after a failure and go for "it" again is much more conducive to success, and as a character trait is diametrically opposed to procrastination. The average successful entrepreneur fails six times before making it big. Keeping this in mind makes getting started again a lot easier, because it is a reminder that interim failure is temporary and is just part of the learning process of achievement -- winners keep going.

• **Counting blessings** - One aspect of 'looking on the bright side' is inventorying opportunities, skills, and strengths, rather than bemoaning problems, inadequacies, and weaknesses. Seeing a situation as a 'glass half full' rather than a 'glass half empty', is the more inspiring approach. It is easy to take everpresent things for granted, while complaining about things that are missing. Remember the saying "I felt really bad that I had no shoes, until I met a man who had no feet!" Appreciating those things that are usually taken for granted makes for a much better starting point than feeling sorry for oneself, plus it increases awareness of what resources there are to work with.

• **Building on strengths** - Make a list of all the things you already master. Ask yourself how you got to be an expert in doing these things - and then, try to explain the differences between your "can't-dos" and "can-dos". To what feelings and circumstances are they attached? You may be able to apply the same approaches you used on acquiring your current skills to attain the new skills you need.

• **Building self-confidence** - The only one source of self-confidence is enjoying success. But, the problem is that often you can only succeed against other people, e.g. by having equal or better marks than others. The problem is that you did procrastinate for such a long time that you are like a child which is learning to walk - but having put off the walking courses, it can only succeed when compared against a much younger baby. Stop comparing yourself with others - set your own goals! Get to know other people who find themselves in a like situation; you can learn from them that they did not fare better by comparing themselves with successful people.

• **Being progressive** helps to put down your old feelings and habits. Remove old things from your room or apartment - they *are* associated with your old personality. If you possess something that vigorously reminds you of a sad, unlucky era - then get rid of it.

Another way to beat procrastination is by leading a healthy lifestyle. An unhealthy lifestyle makes a person much more susceptible to stress, which leads to feelings of being overwhelmed, which can lead to procrastination. By making a few adjustments to their lifestyle, like how much they exercise, a person can greatly increase how much stress they can handle...

Increasing stress tolerance

Some people are more susceptible to stress than others. In other words, those others are more tolerable to stress than those susceptible. The greater your tolerance, the more stress it takes to get

---

6   http://en.wikipedia.org/wiki/internet

you down. Stress falling below one's tolerance threshold is "no big deal", and is easy to deal with. What many don't realize is that this tolerance level is adjustable -- it can be strengthened...

- **Vigorous cardiovascular exercise** increases resistance to stress, boosts the immune system, and improves oxygen supply to the brain and general mental performance (including intellectual performance, ability to focus, memory, etc.). Such exercise include walking, speed walking, running, swimming, biking, hiking, and aerobics.
- **Good nutrition**, including nutrient supplementation, improves cognitive performance, boosts the immune system, and provides the brain with the precursors necessary for it to make the stress-coping neurotransmitters it needs. **Abstaining from poor nutrition**, such as by cutting down on sweets and sugar drinks, reduces hyperactivity, difficulty focusing, and obesity (which hampers the immune system, general performance, and proclivity to exercise).
- **Relaxation methods** such as fractional relaxation[7], progressive relaxation[8], trance induction, and meditation reduce the effects of stress: tension and anxiety. The ability to remain calm and worry-free in the face of stressful situational factors is called self-composure. The ability to stay tension-free during a stressful situation, including using only as much energy and muscle tension required to complete motions, is called relaxed poise. Combined together, these skills are called grace under pressure.

Enhancing mood control

Emotions, including moods, drive behavior. But our moods are our responsibility, and concerning each of them we can choose to feel that way or not. We can feel like throwing a tantrum and putting things off, or we can feel like doing something useful...

- **Being alert to one's own moods** is preferable to not paying attention to what one is feeling (and consequentially to what one is doing because of these moods). The first step to changing a mood is to be aware of it. Here is a simple ABC of bad moods to keep a look out for: **a**ngry, **b**ored, **c**ranky, **d**readful, **e**asily distracted, **f**rustrated, **g**rumpy, **h**urt, **i**ll-tempered, **j**ustified, **k**icked, **l**azy, **m**ean, **n**osy, **o**bsolete, feeling like **p**utting it off until later, feeling like **q**uitting, **r**obbed, **s**elfish, **t**ired, **u**sed, **v**exed, **w**hipped, feeling like **y**elling at someone, **z**eroed in on (or **z**eroed out). When you spot one, you can catch yourself, and change your emotional approach: your mood.
- **Positive filter** is to retain the positive thoughts and actions and ignore or keep out the negative ones. Negative thoughts tend to build up and often become pervasive in one's life. When we continuously encourage positive thoughts and suppress negative ones, we develop a better outlook towards life and ourselves.
- **Changing expression** (such as one's facial expression) can change a person's mood. When you feel good, you smile. Conversely, and very useful for lifting one's own spirits is the fact that smiling (on purpose) generally makes people feel good. This is referred to in psychology as the 'facial feedback' hypothesis. And smiles are contagious, so others can catch them from you, and in turn, you can catch "smilitis" back from them. It's a synergistic arrangement. And when we're feeling good, we are much more likely to feel like getting started.
- **Adjusting taste** is changing how you feel about something, like learning to love what you hate. This is accomplished by changing how you think about it: dwelling on the benefits and good traits

---

7   http://en.wikipedia.org/wiki/fractional%20relaxation
8   http://en.wikipedia.org/wiki/progressive%20relaxation

of an activity may lead to actually liking it. Finding fun ways to do it, like turning it into a game, may also make it more enjoyable.

- **Self-psyching**, or "psyching yourself up", is the self-administered pep-talk. You are your own coach delivering the motivational speech before the big game.
- **Managing fear** - One way to overcome fear is to face it. Usually, the more exposure one has to a stressful stimulus, the more used to it he gets. This is called desensitization.

5.0.9 Improving thinking

If you've ever wondered "What was I thinking?!" after doing something really stupid (like putting off a very important project to the last minute, or playing when you should have been studying), maybe you weren't thinking at all. Or maybe your reasons weren't very good, because you didn't put enough thought into them. These problems are the result of a lack of concentration. The solution to distractions and opportunities competing for attention involves improving concentration and how one concentrates: acquiring better focusing and decision-making abilities. Here also, there are psychological and physiological approaches.

Paying attention

- **Improving attention span** can be as easy as taking nutrient supplements called nootropics[9]. Below are a few nutrients which generally increase a person's ability to concentrate and enhance cognition in other ways as well, such as improving reasoning capacity and memory, and which are available for sale at nutrition shops, drug stores and online, and are often available at grocery stores:
  - **DMAE[10]** (dimethylaminoethanol) - originally available as a prescription drug called Deaner, used for helping hyperactive children concentrate, DMAE is now available as a nutrient over the counter. `http://www.lef.org/magazine/mag2004/nov2004_aas_01.htm`
  - **Choline[11]** - the precursor to acetylcholine, one of the brain's primary neurotransmitters[12] essential for higher cognitive processes including reasoning and memory.
  - **Vitamin B-5[13]** - used as a cofactor in the brain's production of acetylcholine and essential for that process. Also a key component of the Krebs acid cycle[14], an important step in the aerobic metabolism[15] of carbohydrates into chemical energy in the form of ATP (Adenosine triphosphate[16]), and thus capable of increasing energy available to brain cells, improving mental stamina.
- **Focusing and refocusing** -

- **Presence of mind** -- It's not a coincidence that International Brain Awareness Week follows National Procrastination week.

---

9   `http://en.wikipedia.org/wiki/nootropics`
10   `http://en.wikipedia.org/wiki/DMAE`
11   `http://en.wikipedia.org/wiki/Choline`
12   `http://en.wikipedia.org/wiki/neurotransmitter`
13   `http://en.wikipedia.org/wiki/Pantothenic%20acid`
14   `http://en.wikipedia.org/wiki/Krebs%20cycle`
15   `http://en.wikipedia.org/wiki/aerobic%20metabolism`
16   `http://en.wikipedia.org/wiki/Adenosine%20triphosphate`

- **Removing, or getting away from, distractions** -- distractions often cause people to procrastinate, by presenting the option to do something else, or by triggering deviations. To prevent this from happening, minimize the chance of distractions occurring:
  - **Sometimes the thing causing the distraction can be removed.** If it is the TV or a video game, you can either turn it off, wear earplugs and/or hearing protectors, or go somewhere where you cannot hear it. If you find yourself turning the TV or video game on and watching or playing when you really shouldn't, then perhaps the most effective approach would be to get rid of the TV and video game console (including the game cartridges) by giving them away, or taking them to the dump. If it is a computer video game that has you hooked, maybe you can unload the program from your computer, and if that doesn't deter you, perhaps you can break the game disk! Sometimes removing the source of the distraction isn't an option, usually when other people are involved...
  - **If the distraction isn't allowed to be removed**, or if the distractions are caused by people, such as by family or roommates, maybe you can find somewhere quiet in which to continue your project. If there isn't anywhere in your home, then consider somewhere outside, in your car, at the library, etc. For some people, renting an office or apartment for a place to escape to, or moving out and living alone are options to consider.
  - **Remove distracting thoughts**. Perhaps you just can't begin your work because your mind is infested with distracting or energy-consuming thoughts, e.g. about a conflict with a friend or a "better" idea on how to use your time. Make a list of all these subjects - written down, you don't forget all your precious ideas and you can concentrate on them later. Never work on these thoughts first - they are the reason why you are procrastinating! If your hindering thoughts are too strong to have them removed or postponed by yourself, get the help of a clinical psychologist or a psychiatrist.

Thinking rationally

- **Thinking it through** -- this is reasoning through an intended course of action, going over why each step needs to be done, and predicting what benefits will likely result if they are completed. Also, making a mental list of the consequences that will be suffered if the tasks are not completed is part of this exercise. The virtual carrot and the stick. The goal here is to work out one's reservations and talk oneself into doing what needs to be done, taking care not to get stuck in transition (such as setting a time limit).
- **Consciously deciding what to do** means switching off one's auto-pilot and actively applying intelligence with presence of mind: being aware of what you are doing and why, while remaining alert for opportunities to adapt and improve one's approach. Don't just go through the motions, actively think about what you are doing.

Improving problem solving skills

Try one or more of the techniques given in the problem solving[17] article.

---

[17] http://en.wikipedia.org/wiki/Problem%20solving%23Some%20Problem%20Solving%20Techniques

5.0.10 Acquiring self-management skills

Since the tendency to procrastinate on a project is roughly proportional to the difficulty of the project, and since its difficulty is relative to our skill in handling such projects, it follows that improving our self-management and organizing skills (e.g. by breaking the project down into small parts) decreases relative difficulty of the project and therefore also reduces its likelihood of intimidating us into procrastinating it. Simply put, simple jobs aren't scary. The more skilled you are at handling projects, the easier such jobs become.

Self-management systems provide simple procedures to help focus efforts and may assist you in mastering your projects and your situation. Nobody plans to fail, but many people fail to plan. Self-management systems help to keep plans in clear focus. Following are some components of a typical self-management system...

Goal vision

This is a form of goal setting, but more involved. It entails choosing the goal and writing down the goal statement as usual. Then the goal is mentally envisioned as vividly as possible, in as much detail as possible, as often as free time allows, and in every spare moment that becomes available. The more the goal is thought about and the actions for achieving it mentally rehearsed, the more likely the goal will become a driving force of the person's behavior. This method is best suited for important projects and life goals.

Planning

- Goal setting - write down your goal statement. Be as detailed as you can.
- Setting selection criteria - what features must your plan have to be successful? These are the plan's selection criteria.
- Generating strategies - figure out as many ways as you can that the goal could be achieved. Research it if needed. These are the action plans to choose from.
- Selecting a course of action - based on your selection criteria, pick a strategy, your plan of action.
- Develop the chosen plan in more detail - detail the plan down to the task level.
- Putting the plan into action - see below.

Also, see the article on managing goals[18].

Scheduling

Schedules help organizing your daily and weekly life. Though some people profit more than others from a scheduled working life, two things are common to good schedules: They are be both feasible and flexible.

A feasible schedule allows you, for example, to begin working without forcing yourself to get up early. When studying for an important exam, beginning to study at 9 AM each morning is feasible. It allows you to stay up until midnight, depending on your sleeping needs, and lets you enjoy the social

---

18 `http://en.wikipedia.org/wiki/goal%20%28management%29`

life in the evening. A typical student is mentally able to learn 6-8 hours per day for an exam, so he or she should schedule this amount of study time maximally.

A flexible schedule is a schedule which is immune to disturbances. You should schedule your work around such things as mealtime (in order not to be interrupted by colleagues which want to have dinner with you) or your favorite TV program which you may or may not watch. If you are working and a relative or a neighbor asks for your help, your schedule should allow for catching up with the lost time.

This said, a good schedule meets your abilities and provides enough reserve time. A schedule which you cannot trust is one you should not follow. In case of failure, you pay with your precious time.

Capturing tasks on a general to-do list

A general to-do list[19] is a place to store tasks until you are ready to schedule them. It is typically a note pad that you keep handy (or a computer file that you keep open) for recording tasks as you think of them, to get them down in a central list where they won't be forgotten and can be easily referred to later. Tasks are regularly chosen from the general to-do list for inclusion in a more specific daily task list (see below).

Prioritizing tasks

Each task has a relative importance (cutting the grass is less important than studying for an exam). Tasks also have an expected duration (cutting the grass takes less time than studying for an exam). Most tasks are also time-sensitive (cutting the grass is flexible whereas studying must be complete before a fixed time). Prioritizing is the skill of reconciling these often conflicting attributes to determine which task ought to be performed first. In the context of a college exam, you could prioritize items as follows:

- A: mandatory subjects. Knowing these certainly gives you a sufficient mark.
- B: items which improve your understanding of the "A" topics. Studying them gives you probably, but not certainly, a good mark.
- C: all other things. These will be studied last.

In an environment where more than one task is undertaken at once, and completion of some tasks is a prerequisite for starting other tasks, then a Critical path[20] is formed of tasks which have the highest priority.

Making and using a daily task list

At the end of the day, before you go to bed, or at the very beginning of the day, just after you wake up, prepare a to-do list for the day. List all the tasks you need or plan to get done that day. Place the tasks in order of priority, or grade their priority in the left-hand column with numbers. Throughout the day, focus on executing each task on the list, one task at a time, highest priority tasks first. When you accomplish one of the items on the list, you *check* it off or *cross* it off.

---

19   http://en.wikipedia.org/wiki/task%20list
20   http://en.wikipedia.org/wiki/Critical%20path

An alternative method is a task list, where each task is in a category of urgent/not urgent and important/not important. Take a sheet of paper and draw a 2x2 column table so that you have four each corresponding categories.

→ Whatever is in the category urgent/important: do it now, by yourself.

→ Whatever is in the category not urgent/important: delay/procrastinate (and enjoy), till category one is empty

→ Whatever is in the category urgent/not important: try to find someone to do it for you or at least help you do it.

→ Whatever is in the category not urgent/not important: forget it or accomplish one of these tasks as a gratification for a task completed in the first category, as these tasks have a tendency to be of the type "cut grass", "have barbecue", "buy stuff I really like" etc..

The traditional method is to write these on a piece of paper with a pen[21] or pencil[22], usually on a note pad or clip-board. Loose hole-punched paper is often used to allow such lists to be inserted into loose-leaf binders for record-keeping. However, numerous software equivalents are now available, and many popular e-mail[23] clients include task list applications, as do most PDAs[24].

This is information about a wiki which one can edit as a personal organiser and store on the computer using just one file A wiki-style possible personal organiser[25]

Keeping a journal

Making a record of what you have done (while you are doing it) can help you evaluate your performance and spot trouble-areas in your abilities and behaviors, like procrastinating. If you keep notes on task completion on your daily task lists, those can serve as your journal. Simply make note of situations that arose that you handled, and any tasks or significant activities that you did that were not on the list.

5.0.11 Changing habits

In one sense, procrastination is the habit of not getting started. It is not an action, so much as the lack of an action. It is not a habit, so much as the lack of a habit: the habit of getting started. If one acquires the habit of getting started, then not getting started is no longer an issue. Another word for "get started" is initiate. It is the exact opposite of procrastinate, as long as it is applied to the right task, and not an evasion.

At the same time, an ongoing problem of procrastination is a complex of bad habits. Luckily, old bad ways can be replaced by new good ways. Acquiring new good habits through self-training is key to eliminating the bad habits of evasion and putting things off.

---

21   http://en.wikipedia.org/wiki/pen
22   http://en.wikipedia.org/wiki/pencil
23   http://en.wikipedia.org/wiki/e-mail
24   http://en.wikipedia.org/wiki/Personal%20digital%20assistant
25   http://en.wikipedia.org/wiki/Tiddlywiki

The 21-day principle

There are commercial workbooks available concerning this "21-day rule", especially from Essi Systems, which provides workbooks. In general: If one can maintain a new habit for 21 days, the chances that this new routine would be forgotten are dim. This alludes to the detox[26] or deprivation methods in curing drug dependencies.

Identifying specific behaviors to change

Practicing replacement behaviors

- Scheduling time for practice

- Practicing new behaviors - mentally rehearse doing the task, and physically rehearse starting the task.

Quitting behavioral addictions

5.0.12 Completing tasks

The above strategies are aimed at preventing procrastination, or replacing it while on "down-time". But no defense is infallible, and because the opportunities, temptations, and tendencies to put things off may occur at any time and place, due to a myriad factors, this calls for a collection of front-line coping and problem-solving methods to deal with these factors head-on. Like a "tackle" box for tackling tasks and situations, right here, right now...

Snapping out of it

Procrastination is really nothing more than confined thinking. All you see is the tiny little box you are trapped in, and all you can think about is how to escape. But in reality, you are already free. Free to work on your life's dreams, free to plan, free to achieve. The trick to overcoming procrastination is to look to the horizon of your life (your dreams), travel there, and enjoy the journey along the way. Focus on that always, and procrastination fades away like an early morning fog.

Maintaining perspective

Thinking about your dreams in terms of what you are willing to do right now, rather than what you'll do or be someday is a call to action. Transformation is an active process. You are on a journey this very moment. The question is, are you on the right journey? If you aren't going anywhere, or you are heading in the wrong direction (towards failure because you are putting things off), simply adjust course, and live the life you want to live. And if that means making a sacrifice, then go for it! Put in the time and effort required, using all the methods you've learned about above, all the while keeping

---

in mind what it is you are working towards. Always look to the horizon: focus on your dreams, how to make them come true, and actually make them come true one moment and one task at a time.

Maintaining grace under pressure

The most effective way to overcome fear is to face it. Veterans are generally more stable under combat conditions simply because they've been through it before. One method for overcoming fear of heights is practicing climbing ladders, for instance. Stepping up to the first rung, repeated over and over, then two, repeated, and so on, proceeding to the next level only after mastering the one before.

Thrill activities may be good training in this regard. Roller-coaster[27] rides, river rafting[28], and skydiving[29] can all lower sensitivity to perceived threats. Once you've jumped out of an airplane a few times, asking a girl out on a date may not seem that intimidating anymore. Perhaps an easier way of getting over fear of talking to girls is talking to them every chance you get.

Some drugs which are purported to cure phobias or treat anxiety have side effects that defeat the purpose if not used with extreme caution. Propranolol[30], for instance, a beta blocker[31] which helps to turn off the fight-flight response has the side effect of causing depression, because it is also an acetylcholine[32] inhibitor[33].

Tending the task list at all times

The task list doesn't do any good if it is not referred to, or if it is not updated frequently. Once using a task list and completing the items on it have become habit, placing a task on the list practically ensures it getting done. Relying continuously on this key tool is a core management skill and executive process. It is a standard method of operation in business for getting things done, and is a central component of competence. Frequently forgetting to do something may be a consequence of not writing it down (and keeping track of it) in the first place.

Focusing on one task at-a-time

- **Find the highest priority task**, and then concentrate yourself on that one task and *forget* all the others. Only when you have finished the first, move on to the next item on the list.

- **Do something, but plan your time**: Do not just "do something", but do something in a defined time frame. Wash the dishes for exactly 15 minutes, and write a letter for 30 minutes. Control your time with a timer (most modern cell phone[34]s have one); and fulfilling a (dreaded) task is a lot easier if you know how much time you'll spend.

---

27 http://en.wikipedia.org/wiki/Roller-coaster
28 http://en.wikipedia.org/wiki/river%20rafting
29 http://en.wikipedia.org/wiki/skydiving
30 http://en.wikipedia.org/wiki/Propranolol
31 http://en.wikipedia.org/wiki/beta%20blocker
32 http://en.wikipedia.org/wiki/acetylcholine
33 http://en.wikipedia.org/wiki/inhibitor
34 http://en.wikipedia.org/wiki/cell%20phone

Removing uncertainty

Often, a person will hesitate on or avoid a task because he or she just doesn't know where to begin. How to complete the task isn't obvious, therefore making the task undoable in its present form. The key here is task selection. Switch to the task's prerequisites: whatever other tasks need to be accomplished before this one can be started.

If you don't know what to do or how to do it, then your default task is to figure it out. If you don't know enough to solve a problem, then finding and learning the required information are the default tasks.

Dividing and conquering

- **Breaking a project down** into its component pieces and subpieces will eventually reach a level of detail where the specific actions that need to be taken can be seen. Once action has started on a specific task, flow[35] may take over and the project may seem like it takes on a life of its own and actually becomes fun. And time flies when you're having fun.
- **Take bite-sized morsels** -- rather than sit down to "write your book", write one page. Writing one page is easy. When you are done with that page, then you can set about writing the next page. In general, try to plan your work in such a fashion that you've accomplished *something* in a 30 or 60 minute's time, not only *a little bit of something*. Or, said in a better example: Instead of just learning hours and hours of chemistry, you specialize on a subject - like "I have problems understanding pH values, so I'll read the relevant chapter about it. Then I make a pause." In this approach, you *know* that your ordeal has become manageable.

Easing into the task

You're faced with a task that will take you 20 hours, and you just aren't relishing it. Seen as one big step, the chore is rather ominous. Instead of approaching it like this, try committing to 5 minutes. Now the pressure is off. Five minutes is easy. During that five minutes you will likely see that your evasion was pointless, and that the activity isn't as bad as you thought it was. Once you begin a task and work on it for awhile, the initial stress goes away, and you are very likely to feel like continuing.

Stopping at the point of diminishing returns

- **Avoiding perfectionism**[36] saves a lot of time. Try to do *sufficient* works, not perfect ones - a start is a start. Perfectionist[37]s aren't any more likely to put things off than other procrastinators, but they are likely to spend much more time putting the finishing touches on a task than they need to. By avoiding perfectionism and by striving for "good" or at least "sufficient" work, you lower the bar of your expectations. The lower the bar, the greater the chance that you succeed - and having success is the only thing in the world that can give you a better self-esteem.

---

35 http://en.wikipedia.org/wiki/Flow%20%28psychology%29
36 http://en.wikipedia.org/wiki/perfectionism
37 http://en.wikipedia.org/wiki/Perfectionist

Feedback and record keeping

- **Check off tasks as they are completed** -- in the left-hand margin of your task list, use check-marks to keep track of which tasks you have completed. This provides a visual indicator of progress.

Scheduling breaks

Most people will, under normal circumstances, work at their best if they take a 10 minute break from their work each hour. Also make limits on your total daily work - when you're learning for an exam, you *can't* learn more than 6 to 8 hours a day. Being a good student or co-worker does not force you to suffer from overworking or sleeplessness. If you can't adhere to a maximal working time per day, then you should learn to begin earlier instead of trying to work faster.

A lot of scientific work has shown that good learning - be it practical work that needs fine motorics of your hands or learning for a college exam - requires sleep[38], as the brain seems to fine-tune and rearrange what you've learned the day before. Try it out: Learn to juggle[39] balls or other objects[40]; and when you begin the next learning period the day after, you magically appear to have less trouble in spite of the fact that you did *not* practice during the night.

Remember: Like a musician has to *play* so that you *hear* the rest[41]s, you should work to let the pauses appear like pauses. "I didn't work" alone does not constitute a rest from work. It is the conscious doing of "anti-work" - when you did read texts to learn, then you don't read anything during your pause. When you worked half a day in your office, then escape your prison to enjoy the break.

Self-rewards

Another method of self-motivation is self-administered rewards - a method which reminds of reinforcement[42] in psychology. In this approach, even the smallest accomplishment deserves an appropriate reward, due *after* a task is completed, not *before*. There are several approaches:

- **Applying a reward structure** for spending given amounts of time working on a chore. For five hours of doing something you otherwise detest, make yourself a fine meal[43]. For twenty hours, you go out for a movie, etc. You can even display your rewards symbolically: Take a post-it note, write down your reward, and with checkboxes define how many hours you want to work to achieve that reward. And remind yourself not to do the rewarding thing until you've filled all the checkboxes.
- **Assigning someone else to give out the rewards** helps remove the temptation of taking the reward anyway. Of course they shouldn't be expected to provide the rewards - they should be unbribable, impartial people who effectively judge your efforts.

You should make a clear difference between the rewards and all the other things you receive (e.g. your meals at the cantina or watching the TV news). A good reward is something you enjoy and

---

38   http://en.wikipedia.org/wiki/sleep
39   http://en.wikipedia.org/wiki/juggle
40   http://en.wikipedia.org/wiki/Egg%20%28food%29
41   http://en.wikipedia.org/wiki/Rest%20%28music%29
42   http://en.wikipedia.org/wiki/reinforcement
43   http://en.wikipedia.org/wiki/obesity

something you don't get every day. If the borderline blurs, a reward is no reward anymore; and so you tend to procrastinate even more because you get the "reward" anyway.

If you exercise a reward system strictly without cheating, there is a high chance that you'll be conquering your procrastination - this is because you get more and more accustomed to working and because you are needing less and smaller rewards over the time.

Recruiting peer support

• **Do your work in a group** and start being used to tell your colleagues what you did and what you did not do. Start having friends you care for - and then, begin to fulfill their expectations. This works best if you are working together - being lazy on the group work often means losing your colleagues. Get a feeling for teamwork and that everyone has to fulfill their part. Working in a team is exciting, too. There are always ideas stemming from other minds, and by using them you can extend the scope of your own work without expending a lot of your own energy.

• **Form a group of Procrastinators Anonymous.** You surely heard of other people who are "lazy". Now: Try to contact them. Suffering from procrastination means that one often is not respected by others; and so they are very shy to tell you about their problems. Telling others that you have a problem is the first part of *any* cure; it connects your inner world to the perception of your friends and family members. Telling others about your problems raises the expectations of your fellow human beings, and last but not least fulfilling expectations is something very rewarding.

Seeking professional help should always be considered in addition to the above options.

Category:Overcoming Procrastination[44]

44　http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

6 Chronic Procrastination

When procrastination grows so prevalent that it becomes a personality trait, its severity is said to be chronic. In this form of procrastination, the problem has become a generalized habitual self-destructive pattern. Putting tasks off has become a core habit. The chronic procrastinator cannot get anything accomplished on time, resulting in serious career struggles, persistent financial problems, and a diminished quality of life. Chronic procrastination may cause psychological disability and dysfunction in many dimensions of life, and may result in a persistent sense of shame[1] and low self-esteem[2]. It may be that the procrastinator never learned the habit of completing tasks from his or her parents, and since some scientists assume that every form of behaviour[3] is a learned[4] one, such an environment could have coined his or her habits. The solution is for the procrastinator to rebuild his behavior complex upon the foundation of a new core habit of taking action. Unfortunately, the procrastinator is prone to procrastinate from this too, so the condition of chronic procrastination usually continues until the procrastinator cannot bear it any longer, and seeks out help or spontaneously realizes the willingness and determination to change his or her ways.

Many individuals who consider themselves "chronic procrastinators" are actually suffering from an underlying mental health problem such as depression[5] or Attention Deficit Disorder (ADD[6]). These individuals often do not understand why they cannot "get it together", and can become resigned to a life of struggle, frustration, and underachievement. There is, unfortunately, widespread ignorance about this constituent to procrastination, even amongst mental health professionals, some of whom see procrastination as simply a "bad habit".

In addition, some people are predisposed to monotropism[7], a condition associated with autism[8] in which there is a tendency to allocate attention to one task at a time, and to be less able than usual to multi-task or allocate segments of time for different priorities as may be needed. This may stem from many causes, including obsession[9]al disorders and Asperger syndrome[10]. To these individuals, tasks perceived as less important or less urgent may be excessively deferred behind other tasks which receive undue attention or priority.

These disorders can be treated with medication and psychotherapy[11], whereby the individual can learn new behaviors and achieve a greatly improved quality of life. Thus it is important for people

---

1   http://en.wikipedia.org/wiki/shame
2   http://en.wikipedia.org/wiki/self-esteem
3   http://en.wikipedia.org/wiki/behaviour
4   http://en.wikipedia.org/wiki/Learning
5   http://en.wikipedia.org/wiki/clinical%20depression
6   http://en.wikipedia.org/wiki/Attention-deficit%20hyperactivity%20disorder
7   http://en.wikipedia.org/wiki/monotropism
8   http://en.wikipedia.org/wiki/autism
9   http://en.wikipedia.org/wiki/obsession
10 http://en.wikipedia.org/wiki/Asperger%20syndrome
11 http://en.wikipedia.org/wiki/psychotherapy

who chronically struggle with debilitating procrastination to see a trained therapist[12] or psychiatrist[13] to see if an underlying mental health issue may be present.

6.0.13 Procrastination and addiction

Severe procrastination, and the intense desire to escape from it, can lead to addiction[14]s such as internet addiction[15] or computer addiction[16]. In this instance the individual has a compulsion to elude reality by surfing the web or playing video games (see Game addiction[17]) or looking at pornography (see Pornography addiction[18]).

Some of these relatively new phenomena are already being considered as valid psychiatric diagnoses by mental health professionals.

Category:Overcoming Procrastination[19]

---

12   http://en.wikipedia.org/wiki/psychotherapy
13   http://en.wikipedia.org/wiki/psychiatry
14   http://en.wikipedia.org/wiki/addiction
15   http://en.wikipedia.org/wiki/internet%20addiction
16   http://en.wikipedia.org/wiki/computer%20addiction
17   http://en.wikipedia.org/wiki/Game%20addiction
18   http://en.wikipedia.org/wiki/Pornography%20addiction
19   http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

7 Resources

q:Procrastination[1]

7.0.14 Wikipedia articles

From Wikipedia[2], the free encyclopedia:

- Academic procrastination[3]
- Dynamic inconsistency[4]
- Decision making[5]
- Decision theory[6]
- Getting Things Done[7]
- Goal (management)[8]
- Leadership[9]
- Skurfing[10]

Methods used for overcoming procrastination

- Autosuggestion[11]
- Hypnotherapy[12]
- Neuro-linguistic programming[13]
- Personal development[14]
- Self-help[15]
- Silva method[16]

---

1   http://en.wikiquote.org/wiki/Procrastination
2   http://en.wikipedia.org/wiki/Main%20Page
3   http://en.wikipedia.org/wiki/Academic%20procrastination
4   http://en.wikipedia.org/wiki/Dynamic%20inconsistency
5   http://en.wikipedia.org/wiki/Decision%20making
6   http://en.wikipedia.org/wiki/Decision%20theory
7   http://en.wikipedia.org/wiki/Getting%20Things%20Done
8   http://en.wikipedia.org/wiki/Goal%20%28management%29
9   http://en.wikipedia.org/wiki/Leadership
10 http://en.wikipedia.org/wiki/Skurfing
11 http://en.wikipedia.org/wiki/Autosuggestion
12 http://en.wikipedia.org/wiki/Hypnotherapy
13 http://en.wikipedia.org/wiki/Neuro-linguistic%20programming
14 http://en.wikipedia.org/wiki/Personal%20development
15 http://en.wikipedia.org/wiki/Self-help
16 http://en.wikipedia.org/wiki/Silva%20method

7.0.15 Web

Web books

- *Psychological Self-Help*[17]; by Clayton E. Tucker-Ladd; Mental Health Net. Click *here*[18] to turn directly to the section on procrastination.
- *Free Daily Action Tips*[19]; by Anth Quinn.

Web articles

- How to stop procrastinating? (Complete Guide)[20]
- *The Five Main Types of Procrastination*[21]; Procrastinators Anonymous
- *A Useful Strategy: Time Logging*[22]; Procrastinators Anonymous
- *Chronic Procrastination is NOT a Time Management Problem*[23]; Procrastinators Anonymous
- *No Time Bingeing: Key to Ending Procrastination*[24]; Procrastinators Anonymous
- *Causes of Procrastination*[25]; University of Houston Counselling Services
- *A Company's Number One Killer: Procrastination* (causes and cures)[26]; by Donald L. Caruth, Ph. D. and Gail D. Handlogten-Caruth
- *Deadlines and Procrastination Don't Mix*[27]; National Seminars Group
- *Don't get distracted, keep starting*[28] - excellent compiled article and practical advice from a Stanford alumni
- *Fifteen Simple, Practical Tips on How to Get Things Done*[29]; by Dr. Marty Tashman
- *Procrastination* (causes & cures)[30]; Tutoring Times. Penn State LRC
- *Procrastination: Habit or Disorder?*[31]; by Jenny Maryasis
- *Putting things off (procrastinating)*[32]; Keele University Student Support Division
- *Overcoming Procrastination*[33]; by Ramona Creel
- *Overcoming Procrastination*[34]; by Steve Pavlina[35]

---

17 http://mentalhelp.net/psyhelp/
18 http://mentalhelp.net/psyhelp/chap4/chap4r.htm/
19 http://www.empiricalcoaching.com/takecontrolFDT.htm
20 http://www.indiahowto.com/how-to-stop-procrastinating.html
21 http://www.procrastinators-anonymous.org/node/25
22 http://www.procrastinators-anonymous.org/node/14
23 http://www.procrastinators-anonymous.org/node/8
24 http://www.procrastinators-anonymous.org/node/11
25 http://wwadmin.cl.uh.edu/ssc/sca/lss/causproc.htm
26 http://www.winstonbrill.com/bril001/html/article_index/articles/551-600/article577_body.html
27 http://www.nationalseminarstraining.com/Articles/Category/Stress_Organization_Time_Management%20/DEADLINEPR/
28 http://geocities.com/writethethesis/
29 http://www.drmartytashman.com/cjc/cjc0603.htm
30 http://www.psu.edu/dept/altoonalrc/feb00.htm
31 http://serendip.brynmawr.edu/bb/neuro/neuro02/web1/jmaryasis.html
32 http://www.keele.ac.uk/depts/aa/studentsupport/counselling/problems/procrastination.htm
33 http://www.onlineorganizing.com/ExpertAdviceToolboxTips.asp?tipsheet=20
34 http://www.stevepavlina.com/articles/overcoming-procrastination.htm
35 http://en.wikibooks.org/wiki/Steve%20Pavlina

- *Overcoming Procrastination*[36]; (University of Texas at Austin handout in PDF format. Click this for Word format.[37])
- *Design Your Own Anti Procrastination Plan*[38]; (University of Texas at Austin handout in PDF format. Click this for Word format.[39])
- *7 Little Known Goal Setting Tips!*[40]
- *Some Facts Psychologists Know About. . . PROCRASTINATION*[41]; University of Cincinnati Psychological Services Center (Broken link)
- *Stand and Deliver* (causes of procrastination)[42]; by Maia Szalavitz. Psychology Today
- *Procrastination: Ten Things To Know*[43]; by Hara Estroff Marano. Psychology Today
- *Tips on Managing Procrastination*[44]; Kwantlen University Counselling Services
- *Structured Procrastination*[45]; by John Perry
- Good and Bad Procrastination[46]*; by Paul Graham*
- *There's Always Tomorrow. Interview with Joseph.R.Ferrari*[47]; The Chronicle of Higher Education

Websites

- Procrastinators Anonymous[48]
- Procrastination Support[49]
- Procrastination Research[50]
- Reminder Service[51]
- Structured Procrastination[52]

Discussion forums

- Procrastinators Anonymous Forums (insights, meeting info, book-ending)[53]
- Procrastination Support Forum[54]

---

36 http://www.utexas.edu/student/utlc/learning_resources/motivation_
    procrastination/Overcoming_Procrastination.pdf
37 http://www.utexas.edu/student/utlc/learning_resources/motivation_
    procrastination/Overcoming_Procrastination.doc
38 http://www.utexas.edu/student/utlc/learning_resources/motivation_
    procrastination/Design_Your_Own_Anti_Procrastination_Plan.pdf
39 http://www.utexas.edu/student/utlc/learning_resources/motivation_
    procrastination/Design_Your_Own_Anti_Procrastination_Plan.doc
40 http://www.cholawengue.com/tatu/forum/viewtopic.php?p=42&sid=
    fa0bae8e5f633939db2509cc6c023efe
41 http://www.uc.edu/psc/sh/SH_Procrastination.htm
42 http://cms.psychologytoday.com/articles/pto-20030826-000017.html
43 http://www.psychologytoday.com/rss/index.php?term=pto-20030823-000001.
    xml&print=1
44 http://www.kwantlen.bc.ca/counadvs/counselling/pdf/tips_on_managing_
    procrastination.pdf
45 http://www-csli.stanford.edu/~john/procrastination.html
46 http://paulgraham.com/procrastination.html
47 http://chronicle.com/colloquy/2005/12/procrastination/
48 http://www.procrastinators-anonymous.org/
49 http://www.procrastinationsupport.com/
50 http://www.procrastinus.com/
51 http://www.mygoals.com/content/procrastination.html
52 http://www-csli.stanford.edu/~john/procrastination.html
53 http://www.procrastinators-anonymous.org/forum
54 http://p214.ezboard.com/bprocrastinationsupport

- 43folders[55] a w:Wiki[56] based on the w:Getting things done[57] approach.
- "The Now Habit" Yahoo Group[58]

Bibliographies, reference lists

- References for Books, Journal Articles and Theses about Procrastination[59] (Procrastination Research Group).

7.0.16 Books

- *Awaken the Giant Within: How to Take Immediate Control of Your Mental, Emotional, Physical, & Financial Destiny*; by Anthony Robbins[60]. Simon & Schuster Adult Publishing Group, 1991. ISBN 0671727346
- *The Complete Idiot's Guide to Overcoming Procrastination*; by Michelle Tullier. Alpha Publishing. 1999. ISBN 0028636376
- *Do It Now!: Break the Procrastination Habit*; by William J. Knaus, with John W. Edgerly. Wiley, John & Sons, 1997. ISBN 0471173991
- *Getting Things Done: The Art of Stress-Free Productivity*; by David Allen[61]. Viking Adult, 2001. ISBN 0670899240
- *The Now Habit*; by Neil Fiore. Tarcher, 1988. ISBN 0874775043
- *Overcoming Procrastination: Or How to Think and Act Rationally in Spite of Life's Inevitable Hassles*; by Albert Ellis and William J. Knaus. Penguin Group (USA) Incorporated. 1979. ISBN 0451087585
- *Procrastination: Why You Do It, What to Do about It*; by Jane B. Burka and Lenora Yuen, with Lenora M. Yuen. Perseus Publishing. 1990. Paperback, 227pp. ISBN 020155089X
- *The Seven Habits of Highly Effective People*; by Stephen Covey. Simon & Schuster Adult Publishing Group, 2004. ISBN 0743272455
- *Unlimited Power: The New Science of Personal Achievement*; by Anthony Robbins[62]. Random House Publishing Group, 1987. ISBN 0449902803
- *Procrastination and Blocking: A Novel, Practical Approach*; by Robert Boice. Praeger Publishers, 1996. ISBN 0275956571
- *Eat That Frog! 21 Great Ways to Stop Procrastinating and Get More Done in Less Time*; by Brian Tracy. Berrett-Koehler Publishers, 2001. ISBN 1583762027

---

55   http://www.43folders.com/
56   http://en.wikipedia.org/wiki/Wiki
57   http://en.wikipedia.org/wiki/Getting%20things%20done
58   http://groups.yahoo.com/group/TheNowHabit/
59   http://http-server.carleton.ca/~tpychyl/prg/research/research_complete_biblio.html
60   http://en.wikipedia.org/wiki/Tony%20Robbins
61   http://en.wikipedia.org/wiki/David%20Allen%20%28author%29
62   http://en.wikipedia.org/wiki/Tony%20Robbins

7.0.17 Audio Publications

- *The On-Time, On-Target Manager: How a Last-Minute Manager Conquered Procrastination*; by Ken Blanchard and Steve Gotty, read by Brian Corrigan. HarperCollins, 2004. ISBN 0060584815
- *The Procrastinator's Handbook: Mastering the Art of Doing It Now*; by Rita Emmett. Audio Renaissance. ISBN 1593978472

7.0.18 Software

- StopDistractions[63] - A Windows program for blocking websites including Facebook and Twitter (including a countdown timer).
- Temptation blocker[64] is a slick free software[65] program[66] which blocks access to certain programs during a fixed amount of time. Ideal for chronic websurfers.
- MyLife Organized[67] - to-do list and goal setting software which helps you to make the first step in digging yourself out of the procrastination rut.
- Smart To-Do List[68] - Simple, smart to-do list software. Features include: command-based keyboard entry, to-do list templates, filtering, tagging, prioritizing, everything necessary to get things done.
- OmniFocus[69] - An excellent Mac OSX based to-do management software.

Category:Overcoming Procrastination[70]

---

63 http://www.StopDistractions.com
64 http://www.webjillion.com/archives/2005/08/01/free-software-temptation-blocker
65 http://en.wikipedia.org/wiki/free%20software
66 http://sourceforge.net/project/showfiles.php?group_id=147977
67 http://wiki.43folders.com/index.php/MyLifeOrganized
68 http://www.smarttodolist.com
69 http://www.omnigroup.com/products/omnifocus/
70 http://en.wikibooks.org/wiki/Category%3AOvercoming%20Procrastination

8 Contributors

Edits	User
4	Adrignola[1]
2	BrotherE[2]
1	Christoph Knoth[3]
1	Commentaire[4]
8	Danwills[5]
1	Derbeth[6]
8	Dirk Hünniger[7]
1	Ervinn[8]
1	Herbys bot[9]
2	IvarTJ[10]
1	Janesrygley[11]
7	Jguk[12]
10	Kernigh[13]
8	Logictheo[14]
1	Mattb112885[15]
1	Mike.lifeguard[16]
1	PullUpYourSocks[17]
1	Quentinv57[18]
2	Recent Runes[19]
1	Vsn1990[20]
1	Xania[21]

1 http://en.wikibooks.org/w/index.php?title=User:Adrignola
2 http://en.wikibooks.org/w/index.php?title=User:BrotherE
3 http://en.wikibooks.org/w/index.php?title=User:Christoph_Knoth
4 http://en.wikibooks.org/w/index.php?title=User:Commentaire
5 http://en.wikibooks.org/w/index.php?title=User:Danwills
6 http://en.wikibooks.org/w/index.php?title=User:Derbeth
7 http://en.wikibooks.org/w/index.php?title=User:Dirk_H%C3%BCnniger
8 http://en.wikibooks.org/w/index.php?title=User:Ervinn
9 http://en.wikibooks.org/w/index.php?title=User:Herbys_bot
10 http://en.wikibooks.org/w/index.php?title=User:IvarTJ
11 http://en.wikibooks.org/w/index.php?title=User:Janesrygley
12 http://en.wikibooks.org/w/index.php?title=User:Jguk
13 http://en.wikibooks.org/w/index.php?title=User:Kernigh
14 http://en.wikibooks.org/w/index.php?title=User:Logictheo
15 http://en.wikibooks.org/w/index.php?title=User:Mattb112885
16 http://en.wikibooks.org/w/index.php?title=User:Mike.lifeguard
17 http://en.wikibooks.org/w/index.php?title=User:PullUpYourSocks
18 http://en.wikibooks.org/w/index.php?title=User:Quentinv57
19 http://en.wikibooks.org/w/index.php?title=User:Recent_Runes
20 http://en.wikibooks.org/w/index.php?title=User:Vsn1990
21 http://en.wikibooks.org/w/index.php?title=User:Xania

List of Figures

- GFDL: Gnu Free Documentation License. `http://www.gnu.org/licenses/fdl.html`

- cc-by-sa-3.0: Creative Commons Attribution ShareAlike 3.0 License. `http://creativecommons.org/licenses/by-sa/3.0/`

- cc-by-sa-2.5: Creative Commons Attribution ShareAlike 2.5 License. `http://creativecommons.org/licenses/by-sa/2.5/`

- cc-by-sa-2.0: Creative Commons Attribution ShareAlike 2.0 License. `http://creativecommons.org/licenses/by-sa/2.0/`

- cc-by-sa-1.0: Creative Commons Attribution ShareAlike 1.0 License. `http://creativecommons.org/licenses/by-sa/1.0/`

- cc-by-2.0: Creative Commons Attribution 2.0 License. `http://creativecommons.org/licenses/by/2.0/`

- cc-by-2.0: Creative Commons Attribution 2.0 License. `http://creativecommons.org/licenses/by/2.0/deed.en`

- cc-by-2.5: Creative Commons Attribution 2.5 License. `http://creativecommons.org/licenses/by/2.5/deed.en`

- cc-by-3.0: Creative Commons Attribution 3.0 License. `http://creativecommons.org/licenses/by/3.0/deed.en`

- GPL: GNU General Public License. `http://www.gnu.org/licenses/gpl-2.0.txt`

- LGPL: GNU Lesser General Public License. `http://www.gnu.org/licenses/lgpl.html`

- PD: This image is in the public domain.

- ATTR: The copyright holder of this file allows anyone to use it for any purpose, provided that the copyright holder is properly attributed. Redistribution, derivative work, commercial use, and all other use is permitted.

- EURO: This is the common (reverse) face of a euro coin. The copyright on the design of the common face of the euro coins belongs to the European Commission. Authorised is reproduction in a format without relief (drawings, paintings, films) provided they are not detrimental to the image of the euro.

- LFK: Lizenz Freie Kunst. `http://artlibre.org/licence/lal/de`

- CFR: Copyright free use.

- EPL: Eclipse Public License. `http://www.eclipse.org/org/documents/epl-v10.php`

Copies of the GPL, the LGPL as well as a GFDL are included in chapter Licenses[22]. Please note that images in the public domain do not require attribution. You may click on the image numbers in the following table to open the webpage of the images in your webbrower.

---

22   Chapter 9 on page 41

9 Licenses

9.1 GNU GENERAL PUBLIC LICENSE

Version 3, 29 June 2007

Copyright © 2007 Free Software Foundation, Inc. <http://fsf.org/>

Everyone is permitted to copy and distribute verbatim copies of this license document, but changing it is not allowed. Preamble

The GNU General Public License is a free, copyleft license for software and other kinds of works.

The licenses for most software and other practical works are designed to take away your freedom to share and change the works. By contrast, the GNU General Public License is intended to guarantee your freedom to share and change all versions of a program–to make sure it remains free software for all its users. We, the Free Software Foundation, use the GNU General Public License for most of our software; it applies also to any other work released this way by its authors. You can apply it to your programs, too.

When we speak of free software, we are referring to freedom, not price. Our General Public Licenses are designed to make sure that you have the freedom to distribute copies of free software (and charge for them if you wish), that you receive source code or can get it if you want it, that you can change the software or use pieces of it in new free programs, and that you know you can do these things.

To protect your rights, we need to prevent others from denying you these rights or asking you to surrender the rights. Therefore, you have certain responsibilities if you distribute copies of the software, or if you modify it: responsibilities to respect the freedom of others.

For example, if you distribute copies of such a program, whether gratis or for a fee, you must pass on to the recipients the same freedoms that you received. You must make sure that they, too, receive or can get the source code. And you must show them these terms so they know their rights.

Developers that use the GNU GPL protect your rights with two steps: (1) assert copyright on the software, and (2) offer you this License giving you legal permission to copy, distribute and/or modify it.

For the developers' and authors' protection, the GPL clearly explains that there is no warranty for this free software. For both users' and authors' sake, the GPL requires that modified versions be marked as changed, so that their problems will not be attributed erroneously to authors of previous versions.

Some devices are designed to deny users access to install or run modified versions of the software inside them, although the manufacturer can do so. This is fundamentally incompatible with the aim of protecting users' freedom to change the software. The systematic pattern of such abuse occurs in the area of products for individuals to use, which is precisely where it is most unacceptable. Therefore, we have designed this version of the GPL to prohibit the practice for those products. If such problems arise substantially in other domains, we stand ready to extend this provision to those domains in future versions of the GPL, as needed to protect the freedom of users.

Finally, every program is threatened constantly by software patents. States should not allow patents to restrict development and use of software on general-purpose computers, but in those that do, we wish to avoid the special danger that patents applied to a free program could make it effectively proprietary. To prevent this, the GPL assures that patents cannot be used to render the program non-free.

The precise terms and conditions for copying, distribution and modification follow. TERMS AND CONDITIONS 0. Definitions.

"This License" refers to version 3 of the GNU General Public License.

"Copyright" also means copyright-like laws that apply to other kinds of works, such as semiconductor masks.

"The Program" refers to any copyrightable work licensed under this License. Each licensee is addressed as "you". "Licensees" and "recipients" may be individuals or organizations.

To "modify" a work means to copy from or adapt all or part of the work in a fashion requiring copyright permission, other than the making of an exact copy. The resulting work is called a "modified version" of the earlier work or a work "based on" the earlier work.

A "covered work" means either the unmodified Program or a work based on the Program.

To "propagate" a work means to do anything with it that, without permission, would make you directly or secondarily liable for infringement under applicable copyright law, except executing it on a computer or modifying a private copy. Propagation includes copying, distribution (with or without modification), making available to the public, and in some countries other activities as well.

To "convey" a work means any kind of propagation that enables other parties to make or receive copies. Mere interaction with a user through a computer network, with no transfer of a copy, is not conveying.

An interactive user interface displays "Appropriate Legal Notices" to the extent that it includes a convenient and prominently visible feature that (1) displays an appropriate copyright notice, and (2) tells the user that there is no warranty for the work (except to the extent that warranties are provided), that licensees may convey the work under this License, and how to view a copy of this License. If the interface presents a list of user commands or options, such as a menu, a prominent item in the list meets this criterion. 1. Source Code.

The "source code" for a work means the preferred form of the work for making modifications to it. "Object code" means any non-source form of a work.

A "Standard Interface" means an interface that either is an official standard defined by a recognized standards body, or, in the case of interfaces specified for a particular programming language, one that is widely used among developers working in that language.

The "System Libraries" of an executable work include anything, other than the work as a whole, that (a) is included in the normal form of packaging a Major Component, but which is not part of that Major Component, and (b) serves only to enable use of the work with that Major Component, or to implement a Standard Interface for which an implementation is available to the public in source code form. A "Major Component", in this context, means a major essential component (kernel, window system, and so on) of the specific operating system (if any) on which the executable work runs, or a compiler used to produce the work, or an object code interpreter used to run it.

The "Corresponding Source" for a work in object code form means all the source code needed to generate, install, and (for an executable work) run the object code and to modify the work, including scripts to control those activities. However, it does not include the work's System Libraries, or general-purpose tools or generally available free programs which are used unmodified in performing those activities but which are not part of the work. For example, Corresponding Source includes interface definition files associated with source files for the work, and the source code for shared libraries and dynamically linked subprograms that the work is specifically designed to require, such as by intimate data communication or control flow between those subprograms and other parts of the work.

The Corresponding Source need not include anything that users can regenerate automatically from other parts of the Corresponding Source.

The Corresponding Source for a work in source code form is that same work. 2. Basic Permissions.

All rights granted under this License are granted for the term of copyright on the Program, and are irrevocable provided the stated conditions are met. This License explicitly affirms your unlimited permission to run the unmodified Program. The output from running a covered work is covered by this License only if the output, given its content, constitutes a covered work. This License acknowledges your rights of fair use or other equivalent, as provided by copyright law.

You may make, run and propagate covered works that you do not convey, without conditions so long as your license otherwise remains in force. You may convey covered works to others for the sole purpose of having them make modifications exclusively for you, or provide you with facilities for running those works, provided that you comply with the terms of this License in conveying all material for which you do not control copyright. Those thus making or running the covered works for you must do so exclusively on your behalf, under your direction and control, on terms that prohibit them from making any copies of your copyrighted material outside their relationship with you.

Conveying under any other circumstances is permitted solely under the conditions stated below. Sublicensing is not allowed; section 10 makes it unnecessary. 3. Protecting Users' Legal Rights From Anti-Circumvention Law.

No covered work shall be deemed part of an effective technological measure under any applicable law fulfilling obligations under article 11 of the WIPO copyright treaty adopted on 20 December 1996, or similar laws prohibiting or restricting circumvention of such measures.

When you convey a covered work, you waive any legal power to forbid circumvention of technological measures to the extent such circumvention is effected by exercising rights under this License with respect to the covered work, and you disclaim any intention to limit operation or modification of the work as a means of enforcing, against the work's users, your or third parties' legal rights to forbid circumvention of technological measures. 4. Conveying Verbatim Copies.

You may convey verbatim copies of the Program's source code as you receive it, in any medium, provided that you conspicuously and appropriately publish on each copy an appropriate copyright notice; keep intact all notices stating that this License and any non-permissive terms added in accord with section 7 apply to the code; keep intact all notices of the absence of any warranty; and give all recipients a copy of this License along with the Program.

You may charge any price or no price for each copy that you convey, and you may offer support or warranty protection for a fee. 5. Conveying Modified Source Versions.

You may convey a work based on the Program, or the modifications to produce it from the Program, in the form of source code under the terms of section 4, provided that you also meet all of these conditions:

* a) The work must carry prominent notices stating that you modified it, and giving a relevant date. * b) The work must carry prominent notices stating that it is released under this License and any conditions added under section 7. This requirement modifies the requirement in section 4 to "keep intact all notices". * c) You must license the entire work, as a whole, under this License to anyone who comes into possession of a copy. This License will therefore apply, along with any applicable section 7 additional terms, to the whole of the work, and all its parts, regardless of how they are packaged. This License gives no permission to license the work in any other way, but it does not invalidate such permission if you have separately received it. * d) If the work has interactive user interfaces, each must display Appropriate Legal Notices; however, if the Program has interactive interfaces that do not display Appropriate Legal Notices, your work need not make them do so.

A compilation of a covered work with other separate and independent works, which are not by their nature extensions of the covered work, and which are not combined with it such as to form a larger program, in or on a volume of a storage or distribution medium, is called an "aggregate" if the compilation and its resulting copyright are not used to limit the access or legal rights of the compilation's users beyond what the individual works permit. Inclusion of a covered work in an aggregate does not cause this License to apply to the other parts of the aggregate. 6. Conveying Non-Source Forms.

You may convey a covered work in object code form under the terms of sections 4 and 5, provided that you also convey the machine-readable Corresponding Source under the terms of this License, in one of these ways:

* a) Convey the object code in, or embodied in, a physical product (including a physical distribution medium), accompanied by the Corresponding Source fixed on a durable physical medium customarily used for software interchange. * b) Convey the object code in, or embodied in, a physical product (including a physical distribution medium), accompanied by a written offer, valid for at least three years and valid for as long as you offer spare parts or customer support for that product model, to give anyone who possesses the object code either (1) a copy of the Corresponding Source for all the software in the product that is covered by this License, on a durable physical medium customarily used for software interchange, for a price no more than your reasonable cost of physically performing this conveying of source, or (2) access to copy the Corresponding Source from a network server at no charge. * c) Convey individual copies of the object code with a copy of the written offer to provide the Corresponding Source. This alternative is allowed only occasionally and noncommercially, and only if you received the object code with such an offer, in accord with subsection 6b. * d) Convey the object code by offering access from a designated place (gratis or for a charge), and offer equivalent access to the Corresponding Source in the same way through the same place at no further charge. You need not require recipients to copy the Corresponding Source along with the object code. If the place to copy the object code is a network server, the Corresponding Source may be on a different server (operated by you or a third party) that supports equivalent copying facilities, provided you maintain clear directions next to the object code saying where to find the Corresponding Source. Regardless of what server hosts the Corresponding Source, you remain obligated to ensure that it is available for as long as needed to satisfy these requirements. * e) Convey the object code using peer-to-peer transmission, provided you inform other peers where the object code and Corresponding Source of the work are being offered to the general public at no charge under subsection 6d.

A separable portion of the object code, whose source code is excluded from the Corresponding Source as a System Library, need not be included in conveying the object code work.

A "User Product" is either (1) a "consumer product", which means any tangible personal property which is normally used for personal, family, or household purposes, or (2) anything designed or sold for incorporation into a dwelling. In determining whether a product is a consumer product, doubtful cases shall be resolved in favor of coverage. For a particular product received by a particular user, "normally used" refers to a typical or common use of that class of product, regardless of the status of the particular user or of the way in which the particular user actually uses, or expects or is expected to use, the product. A product is a consumer product regardless of whether the product has substantial commercial, industrial or non-consumer uses, unless such uses represent the only significant mode of use of the product.

"Installation Information" for a User Product means any methods, procedures, authorization keys, or other information required to install and execute modified versions of a covered work in that User Product from a modified version of its Corresponding Source. The information must suffice to ensure that the continued functioning of the modified object code is in no case prevented or interfered with solely because modification has been made.

If you convey an object code work under this section in, or with, or specifically for use in, a User Product, and the conveying occurs as part of a transaction in which the right of possession and use of the User Product is transferred to the recipient in perpetuity or for a fixed term (regardless of how the transaction is characterized), the Corresponding Source conveyed under this section must be accompanied by the Installation Information. But this requirement does not apply if neither you nor any third party retains the ability to install modified object code on the User Product (for example, the work has been installed in ROM).

The requirement to provide Installation Information does not include a requirement to continue to provide support service, warranty, or updates for a work that has been modified or installed by the recipient, or for the User Product in which it has been modified or installed. Access to a network may be denied when the modification itself materially and adversely affects the operation of the network or violates the rules and protocols for communication across the network.

Corresponding Source conveyed, and Installation Information provided, in accord with this section must be in a format that is publicly documented (and with an implementation available to the public in source code form), and must require no special password or key for unpacking, reading or copying. 7. Additional Terms.

"Additional permissions" are terms that supplement the terms of this License by making exceptions from one or more of its conditions. Additional permissions that are applicable to the entire Program shall be treated as though they were included in this License, to the extent that they are valid under applicable law. If additional permissions apply only to part of the Program, that part may be used separately under those permissions, but the entire Program remains governed by this License without regard to the additional permissions.

When you convey a copy of a covered work, you may at your option remove any additional permissions from that copy, or from any part of it. (Additional permissions may be written to require their own removal in certain cases when you modify the work.) You may place additional permissions on material, added by you to a covered work, for which you have or can give appropriate copyright permission.

Notwithstanding any other provision of this License, for material you add to a covered work, you may (if authorized by the copyright holders of that material) supplement the terms of this License with terms:

* a) Disclaiming warranty or limiting liability differently from the terms of sections 15 and 16 of this License; or * b) Requiring preservation of specified reasonable legal notices or author attributions in that material or in the Appropriate Legal Notices displayed by works containing it; or * c) Prohibiting misrepresentation of the origin of that material, or requiring that modified versions of such material be marked in reasonable ways as different from the original version; or * d) Limiting the use for publicity purposes of names of licensors or authors of the material; or * e) Declining to grant rights under trademark law for use of some trade names, trademarks, or service marks; or * f) Requiring indemnification of licensors and authors of that material by anyone who conveys the material (or modified versions of it) with contractual assumptions of liability to the recipient, for any liability that these contractual assumptions directly impose on those licensors and authors.

All other non-permissive additional terms are considered "further restrictions" within the meaning of section 10. If the Program as you received it, or any part of it, contains a notice stating that it is governed by this License along with a term that is a further restriction, you may remove that term. If a license document contains a further restriction but permits relicensing or conveying under this License, you may add to a covered work material governed by the terms of that license document, provided that the further restriction does not survive such relicensing or conveying.

If you add terms to a covered work in accord with this section, you must place, in the relevant source files, a statement of the additional terms that apply to those files, or a notice indicating where to find the applicable terms.

Additional terms, permissive or non-permissive, may be stated in the form of a separately written license, or stated as exceptions; the above requirements apply either way. 8. Termination.

You may not propagate or modify a covered work except as expressly provided under this License. Any attempt otherwise to propagate or modify it is void, and will automatically terminate your rights under this License (including any patent licenses granted under the third paragraph of section 11).

However, if you cease all violation of this License, then your license from a particular copyright holder is reinstated (a) provisionally, unless and until the copyright holder explicitly and finally terminates your license, and (b) permanently, if the copyright holder fails to notify you of the violation by some reasonable means prior to 60 days after the cessation.

Moreover, your license from a particular copyright holder is reinstated permanently if the copyright holder notifies you of the violation by some reasonable means, this is the first time you have received notice of violation of this License (for any work) from that copyright holder, and you cure the violation prior to 30 days after your receipt of the notice.

Termination of your rights under this section does not terminate the licenses of parties who have received copies or rights from you under this License. If your rights have been terminated and not permanently reinstated, you do not qualify to receive new licenses for the same material under section 10. 9. Acceptance Not Required for Having Copies.

You are not required to accept this License in order to receive or run a copy of the Program. Ancillary propagation of a covered work occurring solely as a consequence of using peer-to-peer transmission to receive a copy likewise does not require acceptance. However, nothing other than this License grants you permission to propagate or modify any covered work. These actions infringe copyright if you do not accept this License. Therefore, by modifying or propagating a covered work, you indicate your acceptance of this License to do so. 10. Automatic Licensing of Downstream Recipients.

Each time you convey a covered work, the recipient automatically receives a license from the original licensors, to run, modify and propagate that work, subject to this License. You are not responsible for enforcing compliance by third parties with this License.

An "entity transaction" is a transaction transferring control of an organization, or substantially all assets of one, or subdividing an organization, or merging organizations. If propagation of a covered work results from an entity transaction, each party to that transaction who receives a copy of the work also receives whatever licenses to the work the party's predecessor in interest had or could give under the previous paragraph, plus a right to possession of the Corresponding Source of the work from the predecessor in interest, if the predecessor has it or can get it with reasonable efforts.

You may not impose any further restrictions on the exercise of the rights granted or affirmed under this License. For example, you may not impose a license fee, royalty, or other charge for exercise of rights granted under this License, and you may not initiate litigation (including a cross-claim or counterclaim in a lawsuit) alleging that any patent claim is infringed by making, using, selling, offering for sale, or importing the Program or any portion of it. 11. Patents.

A "contributor" is a copyright holder who authorizes use under this License of the Program or a work on which the Program is based. The work thus licensed is called the contributor's "contributor version".

A contributor's "essential patent claims" are all patent claims owned or controlled by the contributor, whether already acquired or hereafter acquired, that would be infringed by some manner, permitted by this License, of making, using, or selling its contributor version, but do not include claims that would be infringed only as a consequence of further modification of the contributor version. For purposes of this definition, "control" includes the right to grant patent sublicenses in a manner consistent with the requirements of this License.

Each contributor grants you a non-exclusive, worldwide, royalty-free patent license under the contributor's essential patent claims, to make, use, sell, offer for sale, import and otherwise run, modify and propagate the contents of its contributor version.

In the following three paragraphs, a "patent license" is any express agreement or commitment, however denominated, not to enforce a patent (such as an express permission to practice a patent or covenant not to sue for patent infringement). To "grant" such a patent license to a party means to make such an agreement or commitment not to enforce a patent against the party.

If you convey a covered work, knowingly relying on a patent license, and the Corresponding Source of the work is not available for anyone to copy, free of charge and under the terms of this License, through a publicly available network server or other readily accessible means, then you must either (1) cause the Corresponding Source to be so available, or (2) arrange to deprive yourself of the benefit of the patent license for this particular work, or (3) arrange, in a manner consistent with the requirements of this License, to extend the patent license to downstream recipients. "Knowingly relying" means you have actual knowledge that, but for the patent license, your conveying the covered work in a country, or your recipient's use of the covered work in a country, would infringe one or more identifiable patents in that country that you have reason to believe are valid.

If, pursuant to or in connection with a single transaction or arrangement, you convey, or propagate by procuring conveyance of, a covered work, and grant a patent license to some of the parties receiving the covered work authorizing them to use, propagate, modify or convey a specific copy of the covered work, then the patent license you grant is automatically extended to all recipients of the covered work and works based on it.

A patent license is "discriminatory" if it does not include within the scope of its coverage, prohibits the exercise of, or is conditioned on the non-exercise of one or more of the rights that are specifically granted under this License. You may not convey a covered work if you are a party to an arrangement with a third party that is in the business of distributing software, under which you make payment to the third party based on the extent of your activity of conveying the work, and under which the third party grants, to any of the parties who would receive the covered work from you, a discriminatory patent license (a) in connection with copies of the covered work conveyed by you (or copies made from those copies), or (b) primarily for and in connection with specific products or compilations that contain the covered work, unless you entered into that arrangement, or that patent license was granted, prior to 28 March 2007.

Nothing in this License shall be construed as excluding or limiting any implied license or other defenses to infringement that may otherwise be available to you under applicable patent law. 12. No Surrender of Others' Freedom.

If conditions are imposed on you (whether by court order, agreement or otherwise) that contradict the conditions of this License, they do not excuse you from the conditions of this License. If you cannot convey a covered work so as to satisfy simultaneously your obligations under this License and any other pertinent obligations, then as a consequence you may not convey it at all. For example, if you agree to terms that obligate you to collect a royalty for further conveying from those to whom you convey the Program, the only way you could satisfy both those terms and this License would be to refrain entirely from conveying the Program. 13. Use with the GNU Affero General Public License.

Notwithstanding any other provision of this License, you have permission to link or combine any covered work with a work licensed under version 3 of the GNU Affero General Public License into a single combined work, and to convey the resulting work. The terms of this License will continue to apply to the part which is the covered work, but the special requirements of the GNU Affero General Public License, section 13, concerning interaction through a network will apply to the combination as such. 14. Revised Versions of this License.

The Free Software Foundation may publish revised and/or new versions of the GNU General Public License from time to time. Such new versions will be similar in spirit to the present version, but may differ in detail to address new problems or concerns.

Each version is given a distinguishing version number. If the Program specifies that a certain numbered version of the GNU General Public License "or any later version" applies to it, you have the option of following the terms and conditions either of that numbered version or of any later version published by the Free Software Foundation. If the Program does not specify a version number of the GNU General Public License, you may choose any version ever published by the Free Software Foundation.

If the Program specifies that a proxy can decide which future versions of the GNU General Public License can be used, that proxy's public statement of acceptance of a version permanently authorizes you to choose that version for the Program.

Later license versions may give you additional or different permissions. However, no additional obligations are imposed on any author or copyright

holder as a result of your choosing to follow a later version. 15. Disclaimer of Warranty.

THERE IS NO WARRANTY FOR THE PROGRAM, TO THE EXTENT PERMITTED BY APPLICABLE LAW. EXCEPT WHEN OTHERWISE STATED IN WRITING THE COPYRIGHT HOLDERS AND/OR OTHER PARTIES PROVIDE THE PROGRAM "AS IS" WITHOUT WARRANTY OF ANY KIND, EITHER EXPRESSED OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. THE ENTIRE RISK AS TO THE QUALITY AND PERFORMANCE OF THE PROGRAM IS WITH YOU. SHOULD THE PROGRAM PROVE DEFECTIVE, YOU ASSUME THE COST OF ALL NECESSARY SERVICING, REPAIR OR CORRECTION. 16. Limitation of Liability.

IN NO EVENT UNLESS REQUIRED BY APPLICABLE LAW OR AGREED TO IN WRITING WILL ANY COPYRIGHT HOLDER, OR ANY OTHER PARTY WHO MODIFIES AND/OR CONVEYS THE PROGRAM AS PERMITTED ABOVE, BE LIABLE TO YOU FOR DAMAGES, INCLUDING ANY GENERAL, SPECIAL, INCIDENTAL OR CONSEQUENTIAL DAMAGES ARISING OUT OF THE USE OR INABILITY TO USE THE PROGRAM (INCLUDING BUT NOT LIMITED TO LOSS OF DATA OR DATA BEING RENDERED INACCURATE OR

LOSSES SUSTAINED BY YOU OR THIRD PARTIES OR A FAILURE OF THE PROGRAM TO OPERATE WITH ANY OTHER PROGRAMS), EVEN IF SUCH HOLDER OR OTHER PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. 17. Interpretation of Sections 15 and 16.

If the disclaimer of warranty and limitation of liability provided above cannot be given local legal effect according to their terms, reviewing courts shall apply local law that most closely approximates an absolute waiver of all civil liability in connection with the Program, unless a warranty or assumption of liability accompanies a copy of the Program in return for a fee.

END OF TERMS AND CONDITIONS How to Apply These Terms to Your New Programs

If you develop a new program, and you want it to be of the greatest possible use to the public, the best way to achieve this is to make it free software which everyone can redistribute and change under these terms.

To do so, attach the following notices to the program. It is safest to attach them to the start of each source file to most effectively state the exclusion of warranty; and each file should have at least the "copyright" line and a pointer to where the full notice is found.

<one line to give the program's name and a brief idea of what it does.> Copyright (C) <year> <name of author>

This program is free software: you can redistribute it and/or modify it under the terms of the GNU General Public License as published by the Free Software Foundation, either version 3 of the License, or (at your option) any later version.

This program is distributed in the hope that it will be useful, but WITHOUT ANY WARRANTY; without even the implied warranty of MERCHANTABILITY or FITNESS FOR A PARTICULAR PURPOSE. See the GNU General Public License for more details.

You should have received a copy of the GNU General Public License along with this program. If not, see <http://www.gnu.org/licenses/>.

Also add information on how to contact you by electronic and paper mail.

If the program does terminal interaction, make it output a short notice like this when it starts in an interactive mode:

<program> Copyright (C) <year> <name of author> This program comes with ABSOLUTELY NO WARRANTY; for details type 'show w'. This is free software, and you are welcome to redistribute it under certain conditions; type 'show c' for details.

The hypothetical commands 'show w' and 'show c' should show the appropriate parts of the General Public License. Of course, your program's commands might be different; for a GUI interface, you would use an "about box".

You should also get your employer (if you work as a programmer) or school, if any, to sign a "copyright disclaimer" for the program, if necessary. For more information on this, and how to apply and follow the GNU GPL, see <http://www.gnu.org/licenses/>.

The GNU General Public License does not permit incorporating your program into proprietary programs. If your program is a subroutine library, you may consider it more useful to permit linking proprietary applications with the library. If this is what you want to do, use the GNU Lesser General Public License instead of this License. But first, please read <http://www.gnu.org/philosophy/why-not-lgpl.html>.

9.2 GNU Free Documentation License

Version 1.3, 3 November 2008

Copyright © 2000, 2001, 2002, 2007, 2008 Free Software Foundation, Inc. <http://fsf.org/>

Everyone is permitted to copy and distribute verbatim copies of this license document, but changing it is not allowed. 0. PREAMBLE

The purpose of this License is to make a manual, textbook, or other functional and useful document "free" in the sense of freedom: to assure everyone the effective freedom to copy and redistribute it, with or without modifying it, either commercially or noncommercially. Secondarily, this License preserves for the author and publisher a way to get credit for their work, while not being considered responsible for modifications made by others.

This License is a kind of "copyleft", which means that derivative works of the document must themselves be free in the same sense. It complements the GNU General Public License, which is a copyleft license designed for free software.

We have designed this License in order to use it for manuals for free software, because free software needs free documentation: a free program should come with manuals providing the same freedoms that the software does. But this License is not limited to software manuals; it can be used for any textual work, regardless of subject matter or whether it is published as a printed book. We recommend this License principally for works whose purpose is instruction or reference. 1. APPLICABILITY AND DEFINITIONS

This License applies to any manual or other work, in any medium, that contains a notice placed by the copyright holder saying it can be distributed under the terms of this License. Such a notice grants a world-wide, royalty-free license, unlimited in duration, to use that work under the conditions stated herein. The "Document", below, refers to any such manual or work. Any member of the public is a licensee, and is addressed as "you". You accept the license if you copy, modify or distribute the work in a way requiring permission under copyright law.

A "Modified Version" of the Document means any work containing the Document or a portion of it, either copied verbatim, or with modifications and/or translated into another language.

A "Secondary Section" is a named appendix or a front-matter section of the Document that deals exclusively with the relationship of the publishers or authors of the Document to the Document's overall subject (or to related matters) and contains nothing that could fall directly within that overall subject. (Thus, if the Document is in part a textbook of mathematics, a Secondary Section may not explain any mathematics.) The relationship could be a matter of historical connection with the subject or with related matters, or of legal, commercial, philosophical, ethical or political position regarding them.

The "Invariant Sections" are certain Secondary Sections whose titles are designated, as being those of Invariant Sections, in the notice that says that the Document is released under this License. If a section does not fit the above definition of Secondary then it is not allowed to be designated as Invariant. The Document may contain zero Invariant Sections. If the Document does not identify any Invariant Sections then there are none.

The "Cover Texts" are certain short passages of text that are listed, as Front-Cover Texts or Back-Cover Texts, in the notice that says that the Document is released under this License. A Front-Cover Text may be at most 5 words, and a Back-Cover Text may be at most 25 words.

A "Transparent" copy of the Document means a machine-readable copy, represented in a format whose specification is available to the general public, that is suitable for revising the document straightforwardly with generic text editors or (for images composed of pixels) generic paint programs or (for drawings) some widely available drawing editor, and that is suitable for input to text formatters or for automatic translation to a variety of formats suitable for input to text formatters. A copy made in an otherwise Transparent file format whose markup, or absence of markup, has been arranged to thwart or discourage subsequent modification by readers is not Transparent. An image format is not "Transparent" if used for any substantial amount of text. A copy that is not "Transparent" is called "Opaque".

Examples of suitable formats for Transparent copies include plain ASCII without markup, Texinfo input format, LaTeX input format, SGML or XML using a publicly available DTD, and standard-conforming simple HTML, PostScript or PDF designed for human modification. Examples of transparent image formats include PNG, XCF and JPG. Opaque formats include proprietary formats that can be read and edited only by proprietary word processors, SGML or XML for which the DTD and/or processing tools are not generally available, and the machine-generated HTML, PostScript or PDF produced by some word processors for output purposes only.

The "Title Page" means, for a printed book, the title page itself, plus such following pages as are needed to hold, legibly, the material this License requires to appear in the title page. For works in formats which do not have any title page as such, "Title Page" means the text near the most prominent appearance of the work's title, preceding the beginning of the body of the text.

The "publisher" means any person or entity that distributes copies of the Document to the public.

A section "Entitled XYZ" means a named subunit of the Document whose title either is precisely XYZ or contains XYZ in parentheses following text that translates XYZ into another language. (Here XYZ stands for a specific section name mentioned below, such as "Acknowledgements", "Dedications", "Endorsements", or "History".) To "Preserve the Title" of such a section when you modify the Document means that it remains a section "Entitled XYZ" according to this definition.

The Document may include Warranty Disclaimers next to the notice which states that this License applies to the Document. These Warranty Disclaimers are considered to be included by reference in this License, but only as regards disclaiming warranties: any other implication that these Warranty Disclaimers may have is void and has no effect on the meaning of this License. 2. VERBATIM COPYING

You may copy and distribute the Document in any medium, either commercially or noncommercially, provided that this License, the copyright notices, and the license notice saying this License applies to the Document are reproduced in all copies, and that you add no other conditions whatsoever to those of this License. You may not use technical measures to obstruct or control the reading or further copying of the copies you make or distribute. However, you may accept compensation in exchange for copies. If you distribute a large enough number of copies you must also follow the conditions in section 3.

You may also lend copies, under the same conditions stated above, and you may publicly display copies. 3. COPYING IN QUANTITY

If you publish printed copies (or copies in media that commonly have printed covers) of the Document, numbering more than 100, and the Document's license notice requires Cover Texts, you must enclose the copies in covers that carry, clearly and legibly, all these Cover Texts: Front-Cover Texts on the front cover, and Back-Cover Texts on the back cover. Both covers must also clearly and legibly identify you as the publisher of these copies. The front cover must present the full title with all words of the title equally prominent and visible. You may add other material on the covers in addition. Copying with changes limited to the covers, as long as they preserve the title of the Document and satisfy these conditions, can be treated as verbatim copying in other respects.

If the required texts for either cover are too voluminous to fit legibly, you should put the first ones listed (as many as fit reasonably) on the actual cover, and continue the rest onto adjacent pages.

If you publish or distribute Opaque copies of the Document numbering more than 100, you must either include a machine-readable Transparent copy along with each Opaque copy, or state in or with each Opaque copy a computer-network location from which the general network-using public has access to download using public-standard network protocols a complete Transparent copy of the Document, free of added material. If you use the latter option, you must take reasonably prudent steps, when you begin distribution of Opaque copies in quantity, to ensure that this Transparent copy will remain thus accessible at the stated location until at least one year after the last time you distribute an Opaque copy (directly or through your agents or retailers) of that edition to the public.

It is requested, but not required, that you contact the authors of the Document well before redistributing any large number of copies, to give them a chance to provide you with an updated version of the Document. 4. MODIFICATIONS

You may copy and distribute a Modified Version of the Document under the conditions of sections 2 and 3 above, provided that you release the Modified Version under precisely this License, with the Modified Version filling the role of the Document, thus licensing distribution and modification of the Modified Version to whoever possesses a copy of it. In addition, you must do these things in the Modified Version:

* A. Use in the Title Page (and on the covers, if any) a title distinct from that of the Document, and from those of previous versions (which should, if there were any, be listed in the History section of the Document). You may use the same title as a previous version if the original publisher of that version gives permission. * B. List on the Title Page, as authors, one or more persons or entities responsible for authorship of the modifications in the Modified Version, together with at least five of the principal authors of the Document (all of its principal authors, if it has fewer than five), unless they release you from this requirement. * C. State on the Title page the name of the publisher of the Modified Version, as the publisher. * D. Preserve all the copyright notices of the Document. * E. Add an appropriate copyright notice for your modifications adjacent to the other copyright notices. * F. Include, immediately after the copyright notices, a license notice giving the public permission to use the Modified Version under the terms of this License, in the form shown in the Addendum below. * G. Preserve in that license notice the full lists of Invariant Sections and required Cover Texts given in the Document's license notice. * H. Include an unaltered copy of this License. * I. Preserve the section Entitled "History", Preserve its Title, and add to it an item stating at least the title, year, new authors, and publisher of the Modified Version as given on the Title Page. If there is no section Entitled "History" in the Document, create one stating the title, year, authors, and publisher of the Document as given on its Title Page, then add an item describing the Modified Version as stated in the previous sentence. * J. Preserve the network location, if any, given in the Document for public access to a Transparent copy of the Document, and likewise the network locations given in the Document for previous versions it was based on. These may be placed in the "History" section. You may omit a network location for a work that was published at least four years before the Document itself, or if the

original publisher of the version it refers to gives permission. * K. For any section Entitled "Acknowledgements" or "Dedications", Preserve the Title of the section, and preserve in the section all the substance and tone of each of the contributor acknowledgements and/or dedications given therein. * L. Preserve all the Invariant Sections of the Document, unaltered in their text and in their titles. Section numbers or the equivalent are not considered part of the section titles. * M. Delete any section Entitled "Endorsements". Such a section may not be included in the Modified Version. * N. Do not retitle any existing section to be Entitled "Endorsements" or to conflict in title with any Invariant Section. * O. Preserve any Warranty Disclaimers.

If the Modified Version includes new front-matter sections or appendices that qualify as Secondary Sections and contain no material copied from the Document, you may at your option designate some or all of these sections as invariant. To do this, add their titles to the list of Invariant Sections in the Modified Version's license notice. These titles must be distinct from any other section titles.

You may add a section Entitled "Endorsements", provided it contains nothing but endorsements of your Modified Version by various parties—for example, statements of peer review or that the text has been approved by an organization as the authoritative definition of a standard.

You may add a passage of up to five words as a Front-Cover Text, and a passage of up to 25 words as a Back-Cover Text, to the end of the list of Cover Texts in the Modified Version. Only one passage of Front-Cover Text and one of Back-Cover Text may be added by (or through arrangements made by) any one entity. If the Document already includes a cover text for the same cover, previously added by you or by arrangement made by the same entity you are acting on behalf of, you may not add another; but you may replace the old one, on explicit permission from the previous publisher that added the old one.

The author(s) and publisher(s) of the Document do not by this License give permission to use their names for publicity for or to assert or imply endorsement of any Modified Version. 5. COMBINING DOCUMENTS

You may combine the Document with other documents released under this License, under the terms defined in section 4 above for modified versions, provided that you include in the combination all of the Invariant Sections of all of the original documents, unmodified, and list them all as Invariant Sections of your combined work in its license notice, and that you preserve all their Warranty Disclaimers.

The combined work need only contain one copy of this License, and multiple identical Invariant Sections may be replaced with a single copy. If there are multiple Invariant Sections with the same name but different contents, make the title of each such section unique by adding at the end of it, in parentheses, the name of the original author or publisher of that section if known, or else a unique number. Make the same adjustment to the section titles in the list of Invariant Sections in the license notice of the combined work.

In the combination, you must combine any sections Entitled "History" in the various original documents, forming one section Entitled "History"; likewise combine any sections Entitled "Acknowledgements", and any sections Entitled "Dedications". You must delete all sections Entitled "Endorsements". 6. COLLECTIONS OF DOCUMENTS

You may make a collection consisting of the Document and other documents released under this License, and replace the individual copies of this License in the various documents with a single copy that is included in the collection, provided that you follow the rules of this License for verbatim copying of each of the documents in all other respects.

You may extract a single document from such a collection, and distribute it individually under this License, provided you insert a copy of this License into the extracted document, and follow this License in all other respects regarding verbatim copying of that document. 7. AGGREGATION WITH INDEPENDENT WORKS

A compilation of the Document or its derivatives with other separate and independent documents or works, in or on a volume of a storage or distribution medium, is called an "aggregate" if the copyright resulting from the compilation is not used to limit the legal rights of the compilation's users beyond what the individual works permit. When the Document is included in an aggregate, this License does not apply to the other works in the aggregate which are not themselves derivative works of the Document.

If the Cover Text requirement of section 3 is applicable to these copies of the Document, then if the Document is less than one half of the entire aggregate, the Document's Cover Texts may be placed on covers that bracket the Document within the aggregate, or the electronic equivalent of covers if the Document is in electronic form. Otherwise they must appear on printed covers that bracket the whole aggregate. 8. TRANSLATION

Translation is considered a kind of modification, so you may distribute translations of the Document under the terms of section 4. Replacing Invariant Sections with translations requires special permission from their copyright holders, but you may include translations of some or all Invariant Sections in addition to the original versions of these Invariant Sections. You may include a translation of this License, and all the license notices in the Document, and any Warranty Disclaimers, provided that you also include the original English version of this License and the original versions of those notices and disclaimers. In case of a disagreement between the translation and the original version of this License or a notice or disclaimer, the original version will prevail.

If a section in the Document is Entitled "Acknowledgements", "Dedications", or "History", the requirement (section 4) to Preserve its Title (section 1) will typically require changing the actual title. 9. TERMINATION

You may not copy, modify, sublicense, or distribute the Document except as expressly provided under this License. Any attempt otherwise to copy, modify, sublicense, or distribute it is void, and will automatically terminate your rights under this License.

However, if you cease all violation of this License, then your license from a particular copyright holder is reinstated (a) provisionally, unless and until the copyright holder explicitly and finally terminates your license, and (b) permanently, if the copyright holder fails to notify you of the violation by some reasonable means prior to 60 days after the cessation.

Moreover, your license from a particular copyright holder is reinstated permanently if the copyright holder notifies you of the violation by some reasonable means, this is the first time you have received notice of violation of this License (for any work) from that copyright holder, and you cure the violation prior to 30 days after your receipt of the notice.

Termination of your rights under this section does not terminate the licenses of parties who have received copies or rights from you under this License. If your rights have been terminated and not permanently reinstated, receipt of a copy of some or all of the same material does not give you any rights to use it. 10. FUTURE REVISIONS OF THIS LICENSE

The Free Software Foundation may publish new, revised versions of the GNU Free Documentation License from time to time. Such new versions will be similar in spirit to the present version, but may differ in detail to address new problems or concerns. See http://www.gnu.org/copyleft/.

Each version of the License is given a distinguishing version number. If the Document specifies that a particular numbered version of this License "or any later version" applies to it, you have the option of following the terms and conditions either of that specified version or of any later version that has been published (not as a draft) by the Free Software Foundation. If the Document does not specify a version number of this License, you may choose any version ever published (not as a draft) by the Free Software Foundation. If the Document specifies that a proxy can decide which future versions of this License can be used, that proxy's public statement of acceptance of a version permanently authorizes you to choose that version for the Document. 11. RELICENSING

"Massive Multiauthor Collaboration Site" (or "MMC Site") means any World Wide Web server that publishes copyrightable works and also provides prominent facilities for anybody to edit those works. A public wiki that anybody can edit is an example of such a server. A "Massive Multiauthor Collaboration" (or "MMC") contained in the site means any set of copyrightable works thus published on the MMC site.

"CC-BY-SA" means the Creative Commons Attribution-Share Alike 3.0 license published by Creative Commons Corporation, a not-for-profit corporation with a principal place of business in San Francisco, California, as well as future copyleft versions of that license published by that same organization.

"Incorporate" means to publish or republish a Document, in whole or in part, as part of another Document.

An MMC is "eligible for relicensing" if it is licensed under this License, and if all works that were first published under this License somewhere other than this MMC, and subsequently incorporated in whole or in part into the MMC, (1) had no cover texts or invariant sections, and (2) were thus incorporated prior to November 1, 2008.

The operator of an MMC Site may republish an MMC contained in the site under CC-BY-SA on the same site at any time before August 1, 2009, provided the MMC is eligible for relicensing. ADDENDUM: How to use this License for your documents

To use this License in a document you have written, include a copy of the License in the document and put the following copyright and license notices just after the title page:

Copyright (C) YEAR YOUR NAME. Permission is granted to copy, distribute and/or modify this document under the terms of the GNU Free Documentation License, Version 1.3 or any later version published by the Free Software Foundation; with no Invariant Sections, no Front-Cover Texts, and no Back-Cover Texts. A copy of the license is included in the section entitled "GNU Free Documentation License".

If you have Invariant Sections, Front-Cover Texts and Back-Cover Texts, replace the "with ... Texts." line with this:

with the Invariant Sections being LIST THEIR TITLES, with the Front-Cover Texts being LIST, and with the Back-Cover Texts being LIST.

If you have Invariant Sections without Cover Texts, or some other combination of the three, merge those two alternatives to suit the situation.

If your document contains nontrivial examples of program code, we recommend releasing these examples in parallel under your choice of free software license, such as the GNU General Public License, to permit their use in free software.

9.3 GNU Lesser General Public License

GNU LESSER GENERAL PUBLIC LICENSE

Version 3, 29 June 2007

Copyright © 2007 Free Software Foundation, Inc. <http://fsf.org/>

Everyone is permitted to copy and distribute verbatim copies of this license document, but changing it is not allowed.

This version of the GNU Lesser General Public License incorporates the terms and conditions of version 3 of the GNU General Public License, supplemented by the additional permissions listed below. 0. Additional Definitions.

As used herein, "this License" refers to version 3 of the GNU Lesser General Public License, and the "GNU GPL" refers to version 3 of the GNU General Public License.

"The Library" refers to a covered work governed by this License, other than an Application or a Combined Work as defined below.

An "Application" is any work that makes use of an interface provided by the Library, but which is not otherwise based on the Library. Defining a subclass of a class defined by the Library is deemed a mode of using an interface provided by the Library.

A "Combined Work" is a work produced by combining or linking an Application with the Library. The particular version of the Library with which the Combined Work was made is also called the "Linked Version".

The "Minimal Corresponding Source" for a Combined Work means the Corresponding Source for the Combined Work, excluding any source code for portions of the Combined Work that, considered in isolation, are based on the Application, and not on the Linked Version.

The "Corresponding Application Code" for a Combined Work means the object code and/or source code for the Application, including any data and utility programs needed for reproducing the Combined Work from the Application, but excluding the System Libraries of the Combined Work. 1. Exception to Section 3 of the GNU GPL.

You may convey a covered work under sections 3 and 4 of this License without being bound by section 3 of the GNU GPL. 2. Conveying Modified Versions.

If you modify a copy of the Library, and, in your modifications, a facility refers to a function or data to be supplied by an Application that uses the facility (other than as an argument passed when the facility is invoked), then you may convey a copy of the modified version:

* a) under this License, provided that you make a good faith effort to ensure that, in the event an Application does not supply the function or data, the facility still operates, and performs whatever part of its purpose remains meaningful, or * b) under the GNU GPL, with none of the additional permissions of this License applicable to that copy.

3. Object Code Incorporating Material from Library Header Files.

The object code form of an Application may incorporate material from a header file that is part of the Library. You may convey such object code under terms of your choice, provided that, if the incorporated material is not limited to numerical parameters, data structure layouts and accessors, or small macros, inline functions and templates (ten or fewer lines in length), you do both of the following:

* a) Give prominent notice with each copy of the object code that the Library is used in it and that the Library and its use are covered by this License. * b) Accompany the object code with a copy of the GNU GPL and this license document.

4. Combined Works.

You may convey a Combined Work under terms of your choice that, taken together, effectively do not restrict modification of the portions of the Library contained in the Combined Work and reverse engineering for debugging such modifications, if you also do each of the following:

* a) Give prominent notice with each copy of the Combined Work that the Library is used in it and that the Library and its use are covered by this License. * b) Accompany the Combined Work with a copy of the GNU GPL and this license document. * c) For a Combined Work that displays copyright notices during execution, include the copyright notice for the Library among these notices, as well as a reference directing the user to the copies of the GNU GPL and this license document. * d) Do one of the following: o 0) Convey the Minimal Corresponding Source under the terms of this License, and the Corresponding Application Code in a form suitable for, and under terms that permit, the user to recombine or relink the Application with a modified version of the Linked Version to produce a modified Combined Work, in the manner specified by section 6 of the GNU GPL for conveying Corresponding Source. o 1) Use a suitable shared library mechanism for linking with the Library. A suitable mechanism is one that (a) uses at run time a copy of the Library already present on the user's computer system, and (b) will operate properly with a modified version of the Library that is interface-compatible with the Linked Version. * e) Provide Installation Information, but only if you would otherwise be required to provide such information under section 6 of the GNU GPL, and only to the extent that such information is necessary to install and execute a modified version of the Combined Work produced by recombining or relinking the Application with a modified version of the Linked Version. (If you use option 4d0, the Installation Information must accompany the Minimal Corresponding Source and Corresponding Application Code. If you use option 4d1, you must provide the Installation Information in the manner specified by section 6 of the GNU GPL for conveying Corresponding Source.)

5. Combined Libraries.

You may place library facilities that are a work based on the Library side by side in a single library together with other library facilities that are not Applications and are not covered by this License, and convey such a combined library under terms of your choice, if you do both of the following:

* a) Accompany the combined library with a copy of the same work based on the Library, uncombined with any other library facilities, conveyed under the terms of this License. * b) Give prominent notice with the combined library that part of it is a work based on the Library, and explaining where to find the accompanying uncombined form of the same work.

6. Revised Versions of the GNU Lesser General Public License.

The Free Software Foundation may publish revised and/or new versions of the GNU Lesser General Public License from time to time. Such new versions will be similar in spirit to the present version, but may differ in detail to address new problems or concerns.

Each version is given a distinguishing version number. If the Library as you received it specifies that a certain numbered version of the GNU Lesser General Public License "or any later version" applies to it, you have the option of following the terms and conditions either of that published version or of any later version published by the Free Software Foundation. If the Library as you received it does not specify a version number of the GNU Lesser General Public License, you may choose any version of the GNU Lesser General Public License ever published by the Free Software Foundation.

If the Library as you received it specifies that a proxy can decide whether future versions of the GNU Lesser General Public License shall apply, that proxy's public statement of acceptance of any version is permanent authorization for you to choose that version for the Library.