

CONSTRAINT PLANNER

SUPPLEMENT FOR ORGANIZING CREATIVITY (3RD ED.)

Version 0.95

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Most planning systems try to help you decide what to do. They give you task lists, priorities, goals, habit trackers, and productivity rituals. Every day you must choose again:

- What matters most?
- Where do I start?
- Am I doing enough?

Constraint Planning removes that daily negotiation. Instead of deciding what to do, you decide what is no longer negotiable. It replaces daily prioritizing with a small set of pre-made boundaries that protect meaningful work.

You define how the week operates. Then you stop negotiating and work freely inside it.

It is an environment-design method with clear constraints, steady time, and the space for complex work to unfold. You are not managing tasks. You are limiting options so the right work becomes the default.

This is a supplement to «*Organizing Creativity*» (3rd edition). It is not included in the book because it is more specific and focused, and therefore not relevant to all readers. If the topic is relevant to you, it provides additional information. It was developed with AI input.

More Information: <https://www.organizingcreativity.com/oc3>

CONSTRAINTS

A constraint is a pre-made decision that eliminates alternatives.

For example, «*09:00–12:00 is manuscript time. No other work allowed.*».

In contrast to goals (e.g., «*Work on the manuscript.*»), it removes the need to choose. Constraints are guardrails, not reminders or rules meant to motivate you.

Constraint Planner

Freedom is not the absence of structure. It is protection from noise.

This is not a daily planner. You do not schedule tasks.

You define constraints for a week and work inside them.

Monthly calibration: What level of work is structurally possible right now?

Weekly constraints: How will I work this week?

Each week:

1. Set 3–6 constraints (how work is allowed to happen).
2. Define one execution focus (what this week advances).
3. Begin working immediately.
4. After each session, write where to continue next.

Do not plan days. Do not estimate duration. Do not rearrange mid-week.

At week's end, adjust only what failed repeatedly.

The goal is to remove the need to plan every day, not merely to plan better.

RELEVANCE CHECK

Constraint Planning works extremely well for some kinds of work and very poorly for others.

It might be for you if you

- already know what matters and want a structure that lets you do it,
- work in long stretches of thinking, writing, designing, or analysis,
- already know what matters but struggle to protect time for it,
- feel drained by constant reprioritizing,
- prefer a few clear rules over many options,
- want to reduce planning, not refine it, or
- are working on projects that unfold over weeks or months.

It is especially useful for:

- writing and research,
- creative production,
- conceptual or strategic work,
- sabbaticals or self-directed periods, or
- people who dislike productivity rituals but need structure.

It is **not** for you if you

- are driven by external demands in your work that change hourly,
- need to coordinate many small tasks across many people,
- enjoy detailed tracking, metrics, or habit systems,
- want a planner that motivates you through reflection or rewards, or
- are looking for a way to discover your priorities rather than execute them.

If your main problem is choosing what matters, use a different system first. Constraint Planning assumes you already know the direction and simply protects execution. So if your problem is doing what already matters, this one fits.

You likely still use a task manager for remembering things — errands, admin, emails, follow-ups, small obligations, or loose ends. But the problem is that a task manager treats everything as a candidate for attention. The important project sits next to «reply to email», «buy printer paper», and «check that thing». And every day, it has to fight for its life again. Constraint Planning is where you protect the one thing that should not have to compete.

OVERALL PROCESS

A Constraint Planner has only three layers.

- MONTHLY — Adjust Reality
- WEEKLY — Define Boundaries
- DAILY — Execute Without Thinking

Nothing else is required. If you feel the urge to add more pages, you are reintroducing planning instead of reducing it.

Monthly Pages: Define the Terrain

The monthly page looks ahead at the resources you have available for your work (see Figure 1).

Write down the structural facts that will shape every week in that period:

- Time that is truly available — and time that is not.
- Limits on how much deep work you can sustain.
- Commitments that will not change week to week.
- The current phase of your main project.
- What you are deliberately not doing this month.

For example:

- Writing project is primary focus.
- Two mornings per week unavailable.

Monthly Constraints: May Focus: Writing project Capacity: Mo-Fr 90 min max pre work Sat: 9-12 protected Sun: family time Maximum 4 hours deep work per day. No new subplots.	1.5.-7.5. Revision Week Weekly Constraints Work on writing project from 5:30–7 a.m. each weekday. Only one section is open at a time. No research during work blocks. Stop each day before the problem is fully solved. Do not edit wording — structure only.	Execution Targets Chapter reordered. Gaps identified. Continuation (filled as you go) Mo Next: Resolve argument structure subchapter 2.3 vs. 2.4. Tu Next: Sort gaps by relevance. We _____ Th _____ Fr _____
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Figure 1: Monthly Page and Weekly Spread

- Maximum 4 hours deep work per day.
- No new commitments accepted.

They are boundary conditions, not ambitions, goals, reflections, or intentions. Think of the monthly page as fixing the size of the container. Weekly constraints then decide how to use that fixed space.

By forcing capacity to be stated before commitments, monthly constraints prevent the weekly planned work from expanding beyond reality.

The monthly page is updated only when reality changes. For example, a new obligation, a phase shift in the work, or clear evidence that your assumptions were wrong.

Weekly Pages: The Core of the System

Each week uses one two-page spread (see Figure 1). The spread prevents weeks from blending together and limits the weekly constraints to that week only.

It has three layers, each answering a different question:

1. **Weekly Constraints**
(behavior, how you work, left page)
2. **Execution Focus**
(direction, what you are advancing, top right page)
3. **Daily Continuation**
(where you resume, bottom right page)

Weekly Constraints and Execution Focus are written at the start of the week, the daily continuation during the week. An alternative approach is to pre-write them, see «Pre-Written Weekday Anchors».

1. Weekly Constraints

Weekly planning is very good at becoming optimistic, so the weekly constraints are designed inside the monthly constraints.

Each week you define 3–6 constraints that remain fixed for the entire week. These constraints shape how work may happen.

A constraint must be observable. You either followed it or you did not. This clarity replaces willpower with structure.

Examples for good constraints:

- Work on one chapter at a time.
- One diagnostic read only, then restructure.
- No internet during deep work.

- No research during deep-work blocks.
- Stop work mid-problem each day.
- No editing sentences during structural revision.

Examples for bad constraints:

- Be focused.
- Make progress.
- Try to write more.

2. Execution Focus

This states what structural territory the week is for. It is a direction, not a quota.

Example:

- Resolve structure of Chapters 4–5.
- Clarify relationship between concepts and examples.

3. Daily Continuation

The lower half of the right page is not pre-filled as you do not plan the day. If you need a detailed task list, the weekly constraint was not specific enough.

At the end of each work session, you write a single line describing where you will resume. And you never close a day at a clean stopping point, but leave something unresolved.

Examples across a week:

- **Mon:** Next decide whether example moves to section 2.
- **Tue:** Next rebuild transition into framework definition.
- **Wed:** Next test new order by reading sections 2–4 only.
- **Thu:** Next cut duplicated explanation in final section.
- **Fri:** Next begin diagnostic read of Chapter 5.

There are two reasons for this approach.

First, **deep work is unpredictable**. You cannot know in advance, e.g., how long a structural decisions will take. If you plan days ahead, you create artificial scheduling and false expectations: «*I should be further along.*» By writing the next entry point only after finishing a session, you eliminate both guessing and rescheduling. It allows the work to take the time it actually needs and keeps attention inside the problem until it is resolved. The time block for deep work is fixed. The scope adjusts naturally.

Second, if you mark the exact place to resume and name the next action, it makes it possible to start the next session immediately. The restart handle pre-

vents asking «*What should I work on today?*». You answer the question already. Good endings create fast beginnings and continuity.

Good examples:

- Next choose which example supports this claim.
- Next choose which diagram supports this section.
- Next cut redundant definition in paragraph 3.
- Next test whether example belongs earlier.

Bad example: Chapter finished.

Most people end work at a clean stopping point as it feels satisfying. This creates friction the next day, because there is no obvious place to resume. So deliberately stop in the middle of something, not after completing something.

The system may feel insufficient at first, because you are no longer simulating control through planning. This is expected.

Daily Continuation Alternative Method: Pre-Written Weekday Anchors

Some people prefer to sketch the intended flow of the week in advance. In that case, you may lightly pre-write weekday starting points.

For example:

- **Mon:** Begin Chapter 4
- **Tue:** Continue Chapter 4
- **Wed:** Begin Chapter 5
- **Thu:** Continue Chapter 5
- **Fri:** Cross-check structure

They are orientation only, not commitments. If Chapter 4 takes until Thursday, you ignore the plan and continue. You do not rewrite the week.

Use this version only if it helps you enter work faster. If it creates pressure or a sense of falling behind, use the continuation method instead.

STARTING TO USE A CONSTRAINT PLANNER

Start with one ordinary week.

Step 1 — Choose a Focus

Pick one area of meaningful work. Only one. Do not include everything else in your life. This system protects a core activity, not your entire schedule.

Examples:

- Revising a manuscript.
- Developing a course.
- Designing a project.

Step 2 — Define the Terrain for the Month

Determine the structural facts that affect the weeks — the time that is truly available vs. the time that is blocked (commitments), as well as how much deep work you can sustain on the work focus and how (what you do vs. you will not do). Be realistic, not aspirational — check whether the focus is actually sustainable.

Examples:

- Manuscript is the focus.
- Two mornings per week unavailable.
- Maximum 4 hours deep work per day.
- No new projects accepted.

Step 3 — Define 3–5 Constraints for the Week

These must remove decisions, not express intentions. If a rule sounds motivational, rewrite it until it sounds mechanical.

Examples:

- Work on this project from 09:00–11:00 each weekday.
- Only one section is open at a time.
- No research during work blocks.
- Stop each day before the problem is fully solved.
- Do not edit wording — structure only.

Step 4 – Define 1-3 Execution Targets

These describe what will be structurally advanced by week's end. Targets are directional, not granular.

Examples:

- Resolve the structure of Chapters 4 and 5.
- Chapter reordered and gaps identified.
- Outline stabilized.
- Prototype completed.

Step 5 – Prepare the Five Weekday Lines

Under the targets, write down lines for the days you are going to work. Leave the lines blank for now. You are not planning tasks, you assign attention to a problem and let time reveal how much is required.

Alternative Method: If helpful, sketch weekday starting points (see «Pre-Written Weekday Anchors»).

Example:

- Mon: _____
- Tue: _____
- Wed: _____
- Thu: _____
- Fri: _____

Step 6 – Follow the Structure. Do Not Adjust Mid-Week.

If something feels wrong, note it. Do not redesign the system until the week ends. Constraint Planning improves between weeks, never during them.

Example

The weekly target was: «*Resolve the structure of Chapters 4 and 5*», with the expectation that chapter 4 should be done on Tuesday.

Monday

You perform a fast diagnostic read of Chapter 4 and begin restructuring. You discover the opening defines concepts that belong later. Reordering takes longer than expected. Time ends. You stop mid-change.

You write: «*Next decide whether section 2 becomes the new opening.*»

Tuesday

You resume immediately at that decision. As you continue, you notice overlap with material planned for Chapter 5. You resolve the duplication now instead of leaving a note. The structure is still unstable when the block ends.

You write: *«Next rebuild transition into final example.»*

Wednesday

You are still inside Chapter 4. You finish the major restructuring and test the new order. Only now does the chapter hold together.

You write: *«Next quick verification read tomorrow, then move to Chapter 5.»*

Thursday

You confirm Chapter 4's structure with a short read. No polishing. You then open Chapter 5 for the first time and work on it.

You write: *«Next decide whether redo Figure 18.»*

Friday

You continue structural work on Chapter 5, which will also continue into next week.

You write: *«Next decide whether to add the clothes dryer example.»*

Even if you had Pre-Written Weekday Anchors, you would not force Chapter 5 to start on Wednesday, or rewrite the weekly plan. Nor would you not treat the delay as failure.

You let constraint govern behavior, and work one chapter until it is structurally resolved. The calendar adapted, the structure did not. Constraint Planning protects continuity, not prediction.

Step 7 – At Week's End, Change Only What Failed Repeatedly

If a constraint held, keep it. If it broke, do not try harder. If a rule repeatedly fails, the design is wrong — not you — and the system improves by redesign, not by self-discipline. Redesign it to match reality:

- Make it simpler.
- Make it clearer.
- Make it more realistic.

Do not add more rules. Better constraints are usually fewer, not more.

After two or three weeks, the structure begins to feel natural. You stop thinking about planning. Your days feel repetitive, even slightly boring. You begin work faster. You switch tasks less. You measure progress by completion, not activity. You will spend less time organizing work and more time inside it. That is the only goal of this method.

MISTAKES

Constraint Planning can drift back into a traditional planner without noticing, so watch for these early patterns.

Mistake 1: Writing Tasks Instead of Constraints

You may catch yourself writing, e.g., *«Revise pages 10–20.»*, *«Fix introduction.»*, or *«Craft new example.»*. These are tasks. Rewrite them as boundaries, e.g., *«Work only on Chapter 2 until structure holds.»*, *«No wording edits.»*, or *«No switching chapters mid-session.»*

If the line tells you what to produce, it is a task. If it limits how you may work, it is a constraint.

Mistake 2: Adding More Structure Because It Feels Too Simple

The system may feel underpowered at first. You may want to add trackers, logs, or detailed plans.

Do not add anything during the first month.

Simplicity is not a missing feature. It is the mechanism that removes friction.

Mistake 3: Replanning in the Middle of the Week

You may feel tempted to adjust the system on Wednesday: *«I now see a better way to organize this week.»*

Do not change constraints mid-week. Finish the week as designed. Then revise the structure for the next one.

Constraint Planning improves in discrete steps, not continuously.

Mistake 4: Measuring Effort Instead of Structural Change

You may ask *«Did I work enough hours?»* or *«Was I productive today?»*.

These questions belong to time-tracking systems, not constraint systems.

Instead ask: *«Is the structure clearer than it was last week?»*

Progress is measured in resolved decisions, not time spent.

Mistake 5: Ending Work at a Clean Stopping Point

Finishing neatly feels satisfying. It also makes the next session harder to start.

Always leave an unfinished edge and write the next entry point. Momentum is more valuable than closure.

Mistake 6: Expanding Scope When Work Becomes Difficult

Difficulty often triggers thoughts like «Maybe I should also fix earlier sections.» or «This connects to another idea I should develop.»

Do not expand. Finish stabilizing the current unit first. Constraint Planning works by limiting active territory.

Mistake 7: Judging the System Too Quickly

The first week may feel unusual. The second week may feel repetitive. Only after several weeks does the reduction in decision fatigue become clear.

Evaluate the system after a month, not after a few days.

The method is working when planning becomes almost invisible and starting work requires less negotiation than before.

DIFFERENCE TO OTHER METHODS

Traditional Planning

Traditional systems require constant decision-making. A task list asks you to evaluate everything repeatedly: «*This task or that one?*», «*Now or later?*», «*Is this still important?*», or «*Should I reprioritize?*»

Each choice consumes attention. For complex work — writing, research, designing, thinking — the real obstacle is not knowing what to do, but resisting the endless number of things you could do.

Constraint Planning solves this by removing categories of choice. You stop deciding daily. You start operating within a structure you already chose.

Task Managers

Task managers are useful to catch work and remember tasks. They are great for logistics, obligations, errands, admin, small tasks, delegated work, reminders, and loose ends. But they are too democratic, e.g., having a look at an interesting website is on the same level as your core project.

The Constraint Planner defends the core work — the thing that is too important to be left to daily mood, inbox pressure, or task-list competition. For example, writing that book, core research, a course you need to do, a creative body of work, a strategic redesign, a thesis, or a product prototype. That important project is removed from the daily contest — unless there is an emergency it comes first.

So the Constraint Planner should be consulted before the task manager when entering protected work time. Not because the task manager is bad, but because the task manager presents too many options. So open the Constraint Planner first. Read the weekly constraints. Read the continuation line. Begin. Only after the protected block ends does the task manager regain relevance.

Bullet Journaling

Bullet Journaling captures what you intend to do. It asks «*What tasks belong today?*».

Constraint Planning defines what cannot change. It asks: «*What decisions never reach today in the first place?*»

You will write far less. You will not migrate tasks. You will not track habits. You will not optimize layouts. Your notebook becomes a place to lock structure — not to manage activity.

OBJECTIONS

Objection 1: «This still requires motivation.»

Correct. Constraints are not magical. They do not remove the need to begin. What they remove is the need to repeatedly decide.

Without constraints, motivation is required for choosing what to do, choosing when to start, choosing how to structure it, choosing whether to switch, and choosing when to stop.

With constraints, motivation is required only for: honoring the pre-made boundary.

That is a much smaller demand. It does not eliminate activation energy. It reduces decision friction.

If you consistently cannot begin inside a constraint, the problem is not motivation — it is miscalibration. The block may be too long, too abstract, or scheduled at the wrong time.

The correction is structural, not psychological.

Objection 2: «Life isn't predictable enough for fixed rules.»

Correct, which is why constraints are set at the weekly level — not permanently. The system assumes volatility. It just contains it.

There are three kinds of unpredictability:

1. Noise — interruptions, small changes. These are absorbed. You continue at the next block.
2. Patterned instability — a recurring disruption. This means your constraint is unrealistic and must move.
3. Structural change — travel, illness, deadlines. This requires a new weekly design.

Constraint Planning is not rigidity. It is short-term commitment. The rule is binding for seven days — not forever.

If something genuinely changes, you redesign the next week. You do not renegotiate daily.

Objection 3: «Isn't this just self-control dressed up differently?»

No. Self-control is internal effort resisting temptation. Constraints aim to make temptation structurally irrelevant.

Example:

- Self-control approach: «*I will try not to check email during writing.*»
- Constraint approach: «*Email is inaccessible during 09:00–12:00.*»

The first requires resisting repeatedly. The second requires one compliance decision at 09:00.

You still choose. You just choose less often.

Objection 4: «What if I ignore my own rule?»

Then one of three things is true:

1. The constraint is unrealistic.
2. The constraint conflicts with actual priorities.
3. You are avoiding the work itself.

In the first two cases, redesign fixes it. In the third case, no planner will save you. Avoidance of meaningful work is not a planning failure. It is a confrontation issue.

Constraint Planning exposes avoidance more clearly because it removes ambiguity. That clarity can feel uncomfortable. That discomfort is diagnostic.

Objection 5: «Doesn't this reduce freedom?»

Temporarily, yes. But the trade is this: Short-term restriction for long-term autonomy.

Without constraints, your day is reactive to notifications, moods, requests, and impulses.

With constraints, large blocks become protected territory. Freedom is not the absence of structure. It is protection from noise.

Objection 6: «This seems too simple.»

It is simple. Complex planning systems compensate for unclear priorities.

If your work is conceptually complex (like writing a book), you benefit from structural simplicity around it.

Constraint Planning deliberately refuses to entertain optimization rituals, because optimization often becomes displacement activity. If the system feels boring, it is probably doing its job.

Objection 7: «If I Don't Plan the Days, I'll Miss Deadlines.»

Deadlines are not managed at the daily level. They are managed at the weekly constraint level.

Daily planning feels like control, but for complex work it creates false precision. You cannot reliably predict how long thinking, writing, or revising will take.

Constraint Planning handles deadlines by fixing capacity first, not by forecasting tasks.

You ask: How many protected work blocks exist before the deadline?

Example: Three weeks remain. You have 2 deep-work blocks per day, 5 days per week. That equals 30 remaining work blocks.

Now you shape constraints to ensure those blocks are used for the right thing: Only this project is allowed during those blocks. One section at a time until resolved. No new work introduced before completion.

The deadline is protected because the time is protected.

If progress after one week shows the scope is too large, you adjust scope early — not because a daily plan failed, but because reality gave you better information.

Traditional planning tries to predict duration. Constraint Planning allocates dedicated capacity and lets duration reveal itself.

Deadlines are met by guarding time, not by guessing effort.

The Meta-Answer to these Objections

Most objections arise from assuming the system promises certainty. It does not.

It promises fewer decisions, fewer negotiations, clearer failure signals, and cleaner redesign.

It does not promise effortlessness, perfect compliance, or stability in chaos.

Those are different ambitions.

MORE INFORMATION

- Organizing Creativity Blog Posting:
<https://www.organizingcreativity.com/2026/03/constraint-planner/>

