

The Seven Habits of Highly Effective People

Paradigm Defined

- A theory, an explanation or a model of something else
- Are powerful because they create the lens through which we see the world
- The way we see the problem *is* the problem
- Every significant breakthrough is first a break with tradition

The Principle-Centered Paradigm

- There are principles that govern human effectiveness
- They are natural laws just as real as the law of gravity

Inside-Out Thinking

- Means to start with self
- More importantly, to start with your paradigms, your character, your motives
- Private victories precede public victories
- Is a process of renewal based on the natural laws that govern human growth and development

Habits Defined

- A habit is the intersection of knowledge, skill and desire
- Our character is a composite of our habits
- "Sow a thought, reap an action; sow an action, reap a habit; sow a habit, reap a character; sow a character reap a destiny."

Effectiveness Defined

- The law of P/PC Balance; P stands for *production*; PC stands for *production capability*
- Excessive focus on P results in ruined health, burn-out
- Investing in our own PC increases our effectiveness and our opportunities for growth – education, conferences, vacations, improved technology
- Effectiveness lies in the balance of P and PC

HABIT # 1 – BE PROACTIVE

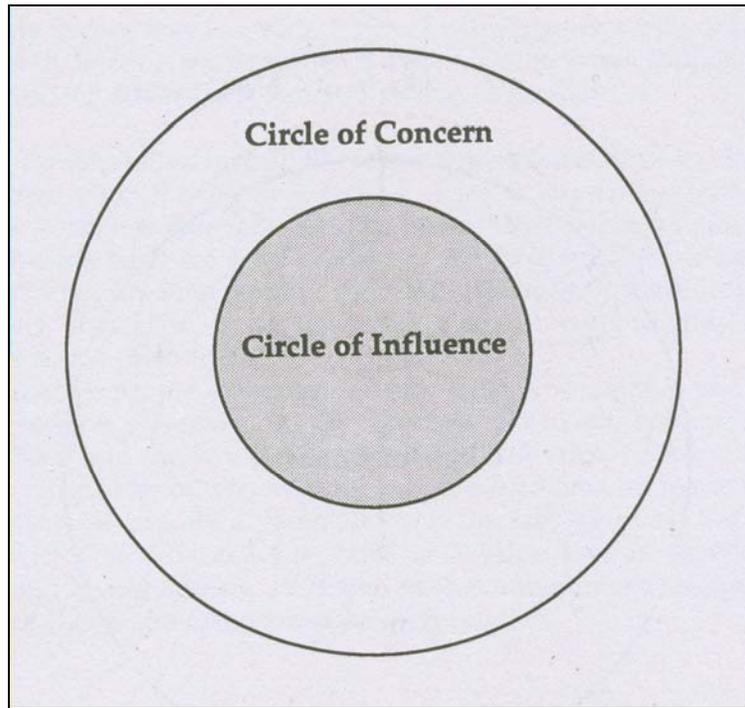
Proactivity Defined

- More than taking the initiative
- We are responsible for our own lives

The Seven Habits of Highly Effective People (continued)

- Our behavior is a function of our decisions, not our circumstances
- Our language indicates whether we see ourselves as proactive or victims of circumstances out of our control

Circle of Concern/Circle of Influence



- Proactive people
 - focus their efforts in the Circle of Influence
 - work on things that they can do something about
 - their energy is positive, causing their Circle of Influence to increase
- Reactive people
 - focus their efforts in the Circle of Concern
 - they focus on problems they have no control over
 - their energy is negative/critical, causing their Circle of Influence to shrink

Direct, Indirect and No Control Problems

- All problems fall into one of these 3 categories
- Direct control
 - problems involving our own behavior
 - solved by working on our habits
 - "Private Victories" of Habits 1, 2 & 3
- Indirect control

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- problems involving other people's behavior
- problems solved by changing our methods of influence
- "Public Victories" of Habits 4, 5 & 6
- No control
 - problems we can do nothing about
 - peacefully accept these problems & learn to live with them

HABIT #2 – BEGIN WITH THE END IN MIND

What It Means to "Begin with the End in Mind"

- It means to start with a clear understanding of your destination
- Imagine your memorial service – what do you want them to say about your life?
- If you know where you're going you can take steps now to point yourself in the right direction
- By keeping the end in mind, you can make sure that whatever you do does not violate the criteria you have defined as supremely important
- That each day of your life contributes in a meaningful way to the vision you have of your life as a whole

All Things Are Created Twice

- "Begin with the end in mind" is based on the principle that *all things are created twice.*
- There's a mental or first creation and a physical or second creation to all things.
- To the extent we understand the principle of two creations we enlarge the borders of our Circle of Influence.
- To the extent to which we do not take charge of the first creation we diminish our Circle of Influence.
- If we don't take responsibility for our first creations
 - we empower other people outside of our Circle of Influence to do so
 - we're forced to live the scripts handed to us by family, associates, other people's agendas, etc.

Leadership and Management – The Two Creations

- Habit #2 is based on personal leadership – leadership is the first creation
- Habit #3 is based on management of the second creation
- Leadership deals with answering
 - What are the things I want to accomplish?
 - What is my vision or destination?

The Seven Habits of Highly Effective People (continued)

Personal Mission Statement

- The most effective way to begin with end in mind
- It focuses on
 - what you want to be (character)
 - what you want to do (contributions & achievements)
 - values or principles upon which being and doing are based
- Once you have a mission statement
 - you have the vision & values which direct your life
 - you have the basis for making daily decisions
 - it directs how to use your time most effectively

Writing & Using a Personal Mission Statement

- Not written overnight – may take several rewrites to produce it in final form
- It becomes your constitution
 - the expression of your vision and values
 - the criterion by which you measure everything else in your life
 - it forces you to think through priorities
- Identifying roles and goals
 - List all of your role areas of life & the goals you want to accomplish in each role
 - Prevents you from getting totally absorbed by one role to the exclusion of others
 - Your goals can be translated into daily activities so that you are proactive towards fulfilling your mission statement

HABIT #3 – PUT FIRST THINGS FIRST

Principles of Personal Management

- Habit #1 – We are responsible for our own lives
- Habit #2 – Is the first creation, creating the vision
- Habit #3 – Management is the second creation
 - How can I best accomplish certain things?
 - Effective management is putting first things first
 - The successful person has the habit of doing things that failures don't like to do

Time Management Matrix

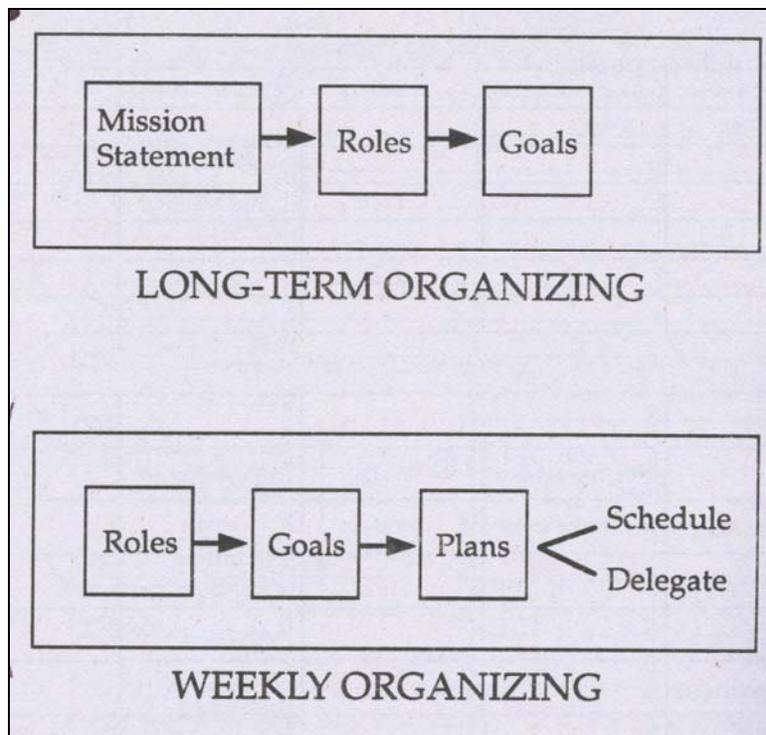
- All tasks can be divided into 1 of 4 categories
 - Quadrant I – Important & Urgent

The Seven Habits of Highly Effective People (continued)

- Quadrant II – Important & Not Urgent
- Quadrant III – Not Important & Urgent
- Quadrant IV – Not Important & Not Urgent
- Effective people stay out of Quadrants III & IV
- As long as you focus on Quadrant I, it keeps getting bigger until it dominates all other activities – crisis management
- Quadrant II
 - is the heart of effective personal management
 - deals with things that are not urgent but very important
 - deals with keeping P & PC in balance
- Examples of Quadrant II activities
 - Exercising
 - Family gatherings
 - Personal development
 - Spiritual disciplines
 - Community service

Becoming a Quadrant II Self-Manager – (3 key activities)

- Identify key roles
- Select one or two goals for each role
- Schedule a week ahead with your goals in mind



The Seven Habits of Highly Effective People (continued)

HABIT #4 – THINK WIN/WIN

Six Paradigms of Human Interaction

- Win/Lose
 - Based on the paradigm that someone wins at the expense of someone who loses
 - It is an authoritarian approach – “I get my way; you don’t get yours.”
 - It is used by people who are prone to use position, power, personality to get their way
 - Is dysfunctional in promoting cooperation
- Lose/Win
 - Usually are people quick to please or appease
 - Seek strength from popularity or acceptance
 - These people have little courage to express their own feelings
 - Win/Lose people take advantage of them
- Lose/Lose
 - When two Win/Lose people get stubborn both will lose
 - Both get vindictive and want to “get even” blind to the fact that murder is suicide, that revenge is a two-edged sword
 - They are blind to everything except their desire for that person to lose, even if it means losing themselves
- Win
 - Win people don’t necessarily want someone else to lose – that’s irrelevant
 - What matters is that they get what they want
 - The Win mentality thinks in terms of securing his own ends – and leaving it to others to secure theirs
- Win/Win
 - It’s not just a technique – it’s a total philosophy of human interaction
 - Agreements are mutually beneficial to all parties
 - Based on the paradigm that there is plenty for everybody, that one person’s success is not achieved at the expense of others
- Win/Win or No Deal
 - It is a higher expression of Win/Win
 - No Deal basically means that if we can’t find a solution that would benefit us both, we agree there will be no deal
 - No Deal liberates you from the need to manipulate people to agree to your agenda
 - It gives both parties more freedom to understand the other person’s position
 - Most realistic at the beginning of a business relationship

The Seven Habits of Highly Effective People (continued)

HABIT #5 – SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

Typical Listening Skills

- Most people do not listen with intent to understand; they listen with the intent to reply, filtering everything through their own paradigms
- We have a tendency to rush in, to fix things with good advice
- We often fail to take the time to understand the problem first

Five Levels of Listening

- Ignoring – not really listening at all
- Pretending to listen – “Yeah. Uh-huh. Right.”
- Selective listening – hearing only parts of the conversation
- Attentive listening – paying attention to the words that are being said
- Empathic listening – the highest form of listening

Empathic Listening

- Listening with intent to understand
- You get inside another person’s frame of reference –
 - you see the world as they see it
 - you understand how they feel both emotionally & intellectually
- To be understood is second only in importance to physical survival – that is why empathetic listening is so important

Diagnose Before You Prescribe

- Seek first to understand or i.e. diagnose before you prescribe
- The mark of all true professionals
- Listen deeply to other people to discover differences in perception

Then Seek to Be Understood

- Knowing how to be understood is the other half of Habit #5 and is equally critical in reaching Win/Win solutions
- To be effectively understood requires 3 sequential steps
 - ***Ethos*** is your personal credibility – the faith people have in your integrity and competency – the trust that you inspire
 - ***Pathos*** is your empathic ability or emotional alignment with the other person’s communication
 - ***Logos*** is the logic or reasoning part of your presentation
- Most people go to the logic of their argument without first taking the ethos and pathos into consideration
- To make an effective presentation requires all three levels of understanding in sequential order of Ethos, Pathos & Logos

The Seven Habits of Highly Effective People (continued)

HABIT #6 - SYNERGIZE

Synergy Defined

- It means that the whole is greater than the sum of its parts
- It focuses on the motive of Win/Win and empathic communication
- Opening your mind & heart to new possibilities, new options

The Difference Between Compromise & Synergy

- Compromise
 - Doesn't open up creative possibilities
 - It means $1 + 1 = 1\frac{1}{2}$
 - It produces a low form of Win/Win
- Synergy
 - Opens up creative alternatives
 - It means $1 + 1$ may equal 8, 16 or even 1,600
 - The high trust between parties produces solutions better than any originally proposed
 - It is the crowning achievement of all the previous habits

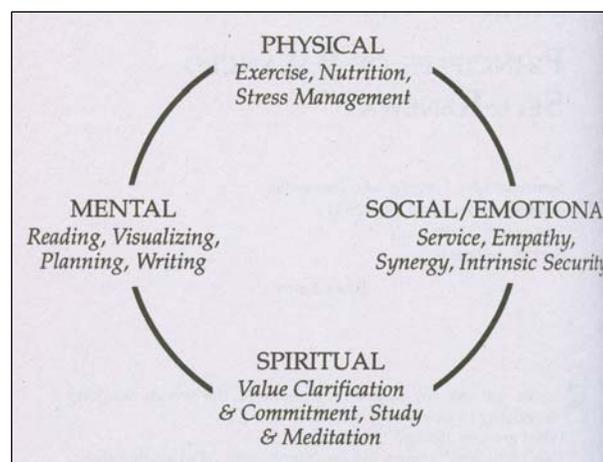
Fishing for the Third Alternative

- A major paradigm shift from the dichotomous, either/or mentality
- Value the differences in our perceptions is the essence of synergy
- There are almost always a synergistic third alternative

HABIT #7 – SHARPEN THE SAW

Principles of Self-Renewal

- Habit #7 is personal PC (production capability)
- It's preserving and enhancing your greatest asset – you.
- It's renewing the four dimensions of your nature



The Seven Habits of Highly Effective People (continued)

The Physical Dimension

- Involves caring for our physical body
- Eating the right foods
- Getting sufficient rest and relaxation
- Exercising on a regular basis – a Quadrant II activity

The Spiritual Dimension

- Involves your relationship with God
- Is the commitment to your core value system
- Draws upon timeless truths
- It is tied to your personal mission statement
- Regular quiet times, prayer, meditation, Scripture reading all are a Quadrant II activity

The Mental Dimension

- Continuing education throughout our life is vital mental renewal
- Reading good literature is critical
- Writing – keeping a journal helps mental clarity
- Organizing and planning represents forms of mental renewal

The Social/Emotional Dimension

- Physical, spiritual & mental dimension are closely associated with Habits 1, 2 & 3 centered on principles of personal vision, leadership & management
- Social/Emotional dimension focuses on Habits 4, 5 & 6 centered on principles of
 - interpersonal relationship
 - empathic communication
 - creative cooperation
- Intrinsic security
 - Comes from following accurate paradigms and correct principles
 - It comes from inside-out congruence
 - It results from interdependent living
- Service, helping others in meaningful ways, promotes emotional well being
 - "Service is the rent we pay for the privilege of living on this earth."

Balance in Renewal

- Self-renewal must be balanced in the four dimensions of our nature
- To neglect any one area negatively impacts the rest