

"The Seven Habits of Highly Effective People"

by Stephen Covey

"Choose well; your choice is brief yet endless." Johann Wolfgang von Goethe

Stephen Covey did his doctoral thesis on American Success Literature of the last 200 years. In the first 150 years he found mostly literature based on the Character Ethic. In the last 50 years more and more superficial literature appeared which shifted the focus of success to the Personality Ethic.

The Personality Ethic took 2 paths: human and public relation techniques, and the other was a positive mental attitude.

He found that the foundation of success is built on by Character and later by Personality. We tend to focus on so much of what we have developed that we forget what its foundation is.

Paradigm – model, theory, perception, assumption, frame of reference. It is an explanation for something else.

Has a picture of a woman whom can be seen as old or young. Demonstrates that two people can see the same thing, disagree, and still be right.

The importance of a paradigm shift – requires people to give up the old way of seeing things to grasp an even better way.

The principles he teaches are universal truths not limited to any one group or religion. Principles are: fairness, integrity, honesty, human dignity, service, quality (excellence), potential, growth, patience, nurturance, and encouragement.

Principles are not practices. Practices are specific, principles are deep and universal.

Principles are not values. Principles are the territory, values are the maps.

The principles are self-evident, but their definitions or manifestations may be arguable.

Borrowing strength from position, authority, appearance, past achievements, or physical strength only tends to weaken; it weakens the people or relationship involved. Just think about what happens when it is no longer there.

The way we see the problem 'is the problem'. Is the way I'm looking at something causing the problem?

"The significant problems we face cannot be solved at the same level of thinking we were at when we created them." Albert Einstein

The best approach to personal and interpersonal effectiveness is to work from the 'inside-out' at a fundamental level.

"We must not cease from exploration and the end of all our exploring will be to arrive where we began and to know the place for the first time." T.S. Elliot

"Belief is a truth held in the mind. Faith is a fire in the heart." Joseph F. Newton

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." Aristotle

Our character is a composite of our habits. A habit is a combination of knowledge, skill, and desire. Knowledge gives the what and why, skill gives the how, and desire provides the want. Happiness, in part, is the fruit of the desire and ability to sacrifice what we want now for what we want eventually.

The maturity process proceeds from dependence, to independence, and finally to interdependence.

Dependence is the paradigm of 'you', independence is the paradigm of 'I', interdependence is the paradigm of 'we'.

Private Victory

Private victories precede public victories.

Summary of the Habits

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win/win
5. Seek first to understand... Then to be understood
6. Synergize
7. Sharpen the saw (renewal)

The P/PC Balance – P is for production of desired results, PC for production capability (the ability or asset that produces). Effectiveness relies on this balance.

Assets

Physical Assets – maintenance is the most effective balance.

Financial Assets – need to build up capital, not take away from it.

Human Assets – balance leads to most harmony in relationships.

A person's heart is where his enthusiasm and loyalty are.

A person's mind is where his creativity, ingenuity, and resourcefulness are.

Read something as if you had to teach it to someone else.

"No one can persuade another to change. Each of us guards a gate of change that can only be opened from the inside. We cannot open the gate of another, either by argument or by emotional appeal." Marilyn Ferguson

Habit 1 Be Proactive

Humans are self-aware, meaning that they can examine themselves to the point of even seeing what their paradigms are.

Theories of Determinism (Stimulus Response)

1. Genetic Determinism – its in your DNA, that's why you do things.
2. Psychic Determinism – its your upbringing, your parents did it to you.
3. Environmental Determinism – your environment is doing it to you.
4. However, between stimulus and response man can choose which response.

Humans also have:

1. Imagination – ability to create beyond the present reality.
2. Conscience – an inner awareness of right and wrong.
3. Independent Will – the ability to act on our self-awareness, free of all other influences.
4. Proactivity – we are responsible for our own lives, it is more than taking the initiative.
5. Responsibility – response ability, the ability to choose your response.

6. Reactive people are affected by their environment.
7. Proactive people are driven by values. Nothing hurts them unless they let it hurt them.

Victor Frankle (who survived a Nazi concentration camp) suggests 3 values:

1. Experiential – that which happens to us.
2. Creative – that which we bring into existence.
3. Attitudinal – our response in difficult circumstances (the highest value).

When someone takes an irresponsible position and waits for someone else to make things happen or provide a solution, tell them to use their R & I (Resourcefulness and Initiative).

Generally a person's language identifies whether they are proactive or reactive.

Everyone has choices, look at the situation thoroughly, each decision has consequences, and your choice is based on its outcome.

Proactive people make love a verb, reactive people make love a feeling.

Everyone has a circle of concern and a circle of influence. Proactive people enlarge their circle of influence to fill their Circle of Concern. However, a Circle of Influence larger than a circle of concern represents a reactive selfish life-style.

It is safer for people to say they are not responsible. If they say they are responsible then they may have to admit they are irresponsible.

Circle of Concern is filled with 'have(s)', the Circle of Influence is filled with 'be(s)'.

We have control over choices, but not their consequences. We also have no control over wrong choices (mistakes) except to immediately admit and correct them.

At the heart of the Circle of Influence is commitment. Keeping commitments establishes integrity.

"The fountain of content must spring up in the mind, and he who hath so little knowledge of human nature as to seek happiness by changing anything but his own disposition, will waste his life in fruitless efforts and multiply the grief he proposes to remove." Samuel Jackson

Habit 2 Begin with the End in Mind

"What lies behind us and what lies before us are tiny matters compared to what lies within us." Oliver Wendell Holmes

What would you like people to say about you at your funeral? Family, friends, work associates, community associates.

Begin with the end in mind means to consider your goals whenever you decide to do something, to make sure you are heading in the right direction.

Being busy, efficient, and effective are not the same thing. It is possible to be busy and efficient but not effective.

All things are created twice, there is the mental creation and then the physical creation. Leadership is the first creation and management is the second creation.

"Management is doing things right; leadership is doing the right things." Peter Drucker and Warren Bennis

Having mastery over the self is real success.

A personal mission statement (philosophy or creed) helps you to begin with the end in mind. It focuses on what you want to be (character) and to do (contributions and achievements) and on the values or principles upon which being and doing are based.

The center of our life is the source of our security, guidance, wisdom, and power; together they create an integrated individual.

- Security – is your sense of worth, your identity, your self-esteem.
- Guidance – is your direction in life, standards or principles that guide decision making.
- Wisdom – is your perspective on life, your sense of balance, it encompasses judgement, discernment, and comprehension.
- Power – is the faculty or capacity to act, the strength to accomplish something, it is the capacity to overcome habits.

Alternative Centers

- Spouse Centeredness – leads to strong emotional dependence, you become reactive to the other person.
- Family Centeredness – are vulnerable to changes in tradition or culture of family.
- Money Centeredness – too many factors determine economic stability, which leads to a fragile existence.
- Work Centeredness – identity and self-worth wrapped up in their work.

- Possession Centeredness – fragile existence, fluctuates frequently, even depends on people you are around.
- Pleasure Centeredness – pleasure offers no deep lasting satisfaction or sense of fulfillment. Leads to narcissism, person only interested in the self here and now. The result of too much undisciplined leisure time.
- Friend/Enemy Centeredness – young people are more susceptible to it. It promotes dependence on another individual.
- Church Centeredness – people can become wrapped up in the image or appearance of church activities and become hypocritical. The church is an organization and cannot by itself give a person a sense of worth. They tend to lack integrity.
- Self Centeredness – takes the form of selfishness, it accepts but never gives.
- Principle Centered – the best because principles are timeless and are bigger than ourselves.

Mission statements can make a big difference in an organization if everyone is involved in making it and buys into it.

Habit 3 Put First Things First

"Things which matter most must never be at the mercy of things which matter least."
Goethe

Habit 3 is the fruit of Habits 1 and 2. Habit 3 is the second creation, the physical creation, the actualization of Habits 1 and 2.

Manage from the left; lead from the right. Illustrates right and left brain tendencies of each action.

Independent Will – the fourth human endowment, makes self-management possible.

Discipline comes from disciple. You are to become a follower of your own deep values and their source.

Organize and execute around priorities.

Time Management Generations

Notes and Checklists

Calendars and Appointment Books

Add prioritization and long term goals

Shift focus from things and time to relationships and results

	Urgent	Not Urgent
Important	(I) Crisis > Stress, Burnout	(II) Planning, Prevention, PC Activities, build relationships > Discipline, Control, Balance
Not Important	(III) Interruptions, Pressing matters > Irresponsible	(IV) Do nothing worthwhile

Many people are living in Quadrants I and III.

You need to learn to say ‘no’ to Quadrant III activities which can be easier if you have another ‘yes’ inside for a Quadrant II activity.

Quadrant II criteria

Coherence – harmony, unity, and integrity between your vision and mission, your priorities and goals.

Balance – identify your various roles and keep them in your attention to avoid neglecting important areas.

Focus – organize weekly and schedule your priorities.

People – effectiveness in dealing with people, people come before schedules.

Flexibility – planning works for you to serve your needs.

Portability – be able to take your time management tools with you everywhere.

To become a Quadrant II Self-Manager

Identify roles, Selecting Goals (for each role), Scheduling, Daily Adapting

Effective delegation is one way to maximize productivity.

Gofer delegation – each minute is supervised; demonstrates lack of faith, focused on methods.

Stewardship delegation – focused on results, requires: understanding of what is to be accomplished, guidelines, identify resources, set up accountability and consequences.

Public Victory – Paradigms of Interdependence

The most important ingredient we put into any relationship is not what we say or what we do, but what we are.

An emotional bank account describes the amount of trust that has been built up in a relationship. We must always be making deposits.

Six Major Deposits

1. Understanding the Individual – let's you know what the other person wants and needs.
2. Attending to the Little Things – little kindnesses and courtesies are important.
3. Keeping Commitments and Promises.
4. Clarifying Expectations – to prevent misunderstanding and disappointment. Takes the initiative.
5. Showing Personal Integrity – integrity goes beyond honesty. Honesty is conforming our words to reality. Integrity is conforming reality to our words. Integrity means that we cannot intend to deceive.
6. Apologize Sincerely when you make a Withdrawal.

When we truly love others without condition, we help them feel secure and safe and affirmed in their essential worth, identity, and integrity.

"It is more noble to give yourself completely to one individual than to labor diligently for the salvation of the masses." Dag Hammarskjold, past Secretary General of the UN

In interdependent situations every P problem is a PC opportunity.

Habit 4 Think Win/Win

Six paradigms of Human Interaction

1. Win/Win – encourages cooperation
2. Win/Lose – authoritarian approach, encourages competition
3. Lose/Win – permissiveness, nice guys finish last, no standards
4. Lose/Lose – adversarial conflict, when two stubborn people interact

5. Win – selfish
6. Win/Win or no deal – agree to disagree and not make a deal

Five Dimensions of Win/Win

1. Character – the foundation is based on:
 - Integrity – the value we place on ourselves, it lets us know what a win is.
 - Maturity – balance between courage and consideration, courage to get your way and consideration to get the other person's way.
 - Abundance Mentality – plenty for everyone, promotes sharing.
2. Relationships – building trust so that people respect each other and therefore focus on issues.
3. Agreements – Desired Results, Guidelines, Resources, Accountability, Consequences, Four types of controlled consequences: financial, psychic, opportunity, and responsibility.
4. System – must offer support, can't say one thing and reward another.
5. Processes – need a method to get to Win/Win.
 - 1st – try to understand the other person's point of view.
 - 2nd – identify key issues and concerns.
 - 3rd – determine what results would provide an acceptable solution.
 - 4th – identify new possible options to meet those results.

"The heart has its reasons which reason knows not of." Pascal

Habit 5 Seek First to Understand...Then to be Understood

Need to truly seek to understand someone, just using a technique will not work.

Need to listen to what someone says and not try to reply from our experiences or prejudices (trying to be understood).

Five levels of listening: ignoring, pretending, selective listening, attentive listening, and emphatic listening (listen with eyes and heart).

Satisfied needs do not motivate. Listening and understanding someone meets their psychological need and opens them up.

4 Typical Responses

Evaluate – either agree or disagree.

Probe – ask questions from our frame of reference.

Advise – give counsel based on our own experience.

Interpret – try to figure people out, explain their motives, their behavior, based on our own motives and actions.

Emphatic Listening Stages

Mimic Content – easy and not very effective.

Rephrase the Content – logical, left side of brain.

Reflect the Feeling – right side of brain.

Rephrase the Content and Reflect the Feeling

Ethos – personal credibility, the trust you inspire.

Pathos – in alignment with the emotional thrust of another person's communication.

Logos – the reasoning part of the presentation.

Habit 6 Synergize

"In crucial things, unity – in important things, diversity – in all things, generosity."

George Bush

Synergy is when the whole is greater than the sum of its parts.

Synergy is creative, exciting, and its ultimate direction unknown.

Communication becomes open, differences are valued and transcended.

Valuing the differences is the essence of synergy.

Synergy is the crowning achievement of all the previous habits, it is teamwork.

Habit 7 Sharpen the Saw (Renewal)

Renew the four dimensions of your self: physical, mental, social/emotional, spiritual.

Peace of mind comes when your life is in harmony with true principles and values.

"Treat a man as he is and he will remain as he is. Treat a man as he can and should be and he will become as he can and should be." Goethe

Need to have balance when renewing each dimension of the self.

Need to commit to the upward spiral toward higher planes of self-awareness.

"The Lord works from the inside out. The world works from the outside in. The world would take people out of the slums. Christ takes the slums out of the people, and then they take themselves out of the slums. The world would mold men by changing their environment. Christ changes men who then change their environment. The world would shape human behavior, but Christ can change human nature." Ezra Taft Benson