



*Strength Through
Understanding*

Community Briefing on: Covey's Habits of Highly Effective People



Stephen Covey's Seven Habits of Highly Effective People®
(Remember Covey's habits are protected intellectual property)

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Seven Habits of Highly Effective People

Habit 1: Be Proactive

Take responsibility for your life.



Habit 2: Begin with the End in Mind

Define your mission and goals in life.

Habit 3: Put First Things First

Prioritise, and do the most important things first.



Habit 4: Think Win-Win

Have an everyone-can-win attitude.

Habit 5: Seek First to Understand, Then to Be Understood

Listen to people sincerely.



Habit 6: Synergize

Work together to achieve more.



Habit 7: Sharpen the Saw

Renew yourself regularly.

Habit 8: Find your voice and inspire others to find theirs.

To deal with people in a way that will communicate to them their worth and potential so clearly they will come to see it in themselves.

Defining a habit and explaining how the habits can help us.



WHAT EXACTLY ARE HABITS?

Habits are things we do repeatedly. But most of the time we are hardly aware that we have them. They're on autopilot.

Some habits are good, such as:

- Exercising regularly
- Planning ahead
- Showing respect for others

Some are bad, like:

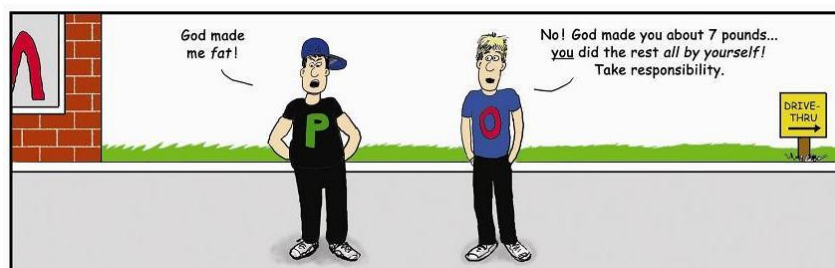
- Thinking negatively
- Feeling inferior
- Blaming others

And some don't really matter, including:

- Taking showers at night
- Eating yogurt with a fork
- Reading magazines from back to front

The 7 Habits can help you:

- Get control of your life
- Improve your relationships with your friends
- Make smarter decisions
- Get along with your parents
- Overcome addiction
- Define your values and what matters most to you
- Get more done in less time
- Increase your self-confidence
- Be happy
- Find balance between school work, friends, and everything else



Paradigms and Principles

Paradigm is another word for perception.

Here are some examples of perceptions:

There is no reason for any individual to have a computer in their home.
“Kenneth Olsen, President and found of Digital Equipment Corp. 1977”

Man will never reach the moon regardless of all scientific advances.
Dr. Lee Forest, Inventor of the Audion Tube and Father of Radio (Feb 25th 1967)

Television won't be able to hold on to any market it captures after the first six months. People will soon get tired of starting at a plywood box every night.
Darryl F Zanuck. Head of 20th Century Fox in 1946

Statements made by real teens.

No one in my family has ever gone to Uni. I'd be crazy to think I could make it.

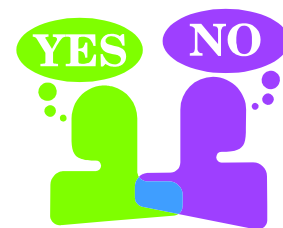
My teacher is out to get me.

Me? Thin? Are you kidding? My whole family is full of fat people.

Our paradigms can often be way off the mark and as a result they create limitations. Paradigms are like wearing a pair of glasses that at times could have the wrong prescription. The lens affects how you see everything. We have paradigms about ourselves, about other people and about life in general.

Ask yourself “What is the driving force of my life?”
Is it friend centred, stuff (possession) centred, girl friend-boyfriend centred, school centred, sport or hobby centred.
There is a fine line between having a passion for something and basing your entire existence on it. To obtain balance in life you need to live a **principle-centred** life.
What are principles: Honesty, hard work (persistence) organisation, cooperation (Yes this is where You Can Do It fits into the picture) The National School Network Norms are principles that we ask our teaching staff to operate by.

Adopt a sense of responsibility in and for the group
Attend to others and listen
Cooperate in good faith
Confront problems and differences of opinion respectfully
Accept where others are at
Allow and give no put downs
Suspend judgment



We need to understand our principles and paradigms so that when we explore the 7 Habits of Highly Effective people we know the driving force behind our own Thinking.

The Private Victory

"Each of us wants to feel adequate to his world...in control of his situation and, thus, of his destiny".

Before you'll ever win in the public arenas of life, you must first win private battles within yourself. All change begins with you.

How you feel about your self is like a Personal Bank Account.

Improving Self-Esteem:

What things do you consider to be deposits in your own personal bank account. What events are deposits and what are withdrawals. We all need to give to seek out opportunities that add to our own personal bank accounts.

Some examples:

<i>PBA Deposits</i>	<i>PBA Withdrawals</i>
Keep promises to yourself	Break personal promises
Do small acts of kindness	Keep to yourself
Be gentle with yourself	Beat yourself up
Be honest	Be dishonest
Renew yourself	Wear yourself out
Tap into your talents	Neglect your talents

The first three habits, 1. **be proactive**, 2. **begin with and end in mind**, and 3. put the **first things first**, are grouped together in a category called **private victory**. Private victories are personal and relate to you as an individual person.

Habit 1: Be proactive

This habit is the basis of all further habits and a cornerstone of success. **Be proactive** means a combination of **take action** and **take responsibility**. You are the person who is going to have the biggest influence in how your life turns out. You have the opportunity to use your free will and work hard to change yourself and your circumstances. You are only a victim if you allow yourself to be. The main thrust of this habit is to do whatever is in your power to make things (your situation) better. You are the creator, the actor and the doer in your life, get started and "just do it".

Habit 2: Begin with an end in mind

This habit could be restated, **visualize where you want to go**. Before you start doing something sit down and **plan it out**. A couple of minutes planning will usually save you many minutes of actual work later on. Use your creative forces to create images and plans in your head first, then carry out your plan. The plan is called the first creation, and when you carry out the plan it is the second creation. For your "second creation" to be successful, you should have a well thought-out "first creation".

Habit 3: First things first

This habit deals with **setting priorities**. Decide what values and goals are most important for you, then decide what steps are most important for you to take to achieve those goals.

Habit 1 – Be Proactive

Self-awareness enables us to stand apart and examine the way we see ourselves. It is our map of the basic nature of mankind.



The Social Mirror

There are three widely accepted theories of determinism:

- Genetic determinism holds that you inherit your personal tendencies and character.
- Psychic determinism holds that your upbringing and childhood experiences mould you.
- Environmental determinism holds that environmental factors are responsible.

Between Stimulus and Response

Frankl, a psychologist in the Freudian tradition, recognized that "between stimulus and response, man has the freedom to choose."

- Imagination -- the ability to create in our minds beyond our present reality.
- Conscience -- an inner awareness of right and wrong.
- Independent will -- the ability to act based on self-awareness.

Proactivity Defined

Proactivity: As human beings we are responsible for our own lives.

- Reactive people are driven by feelings, circumstances, conditions, the environment.
- Proactive people are driven by carefully considered, selected and internalized values.

Taking the Initiative

Taking the initiative does not mean being pushy, obnoxious, or aggressive. It does mean recognizing our responsibility to make things happen.

Circle of Concern/Circle of Influence

Where do you focus your time and energy?

- Proactive people focus their efforts in the Circle of Influence.
- Reactive people focus their efforts in the Circle of Concern.

People are just about as happy as they make up their mind to be. (Abraham Lincoln)

Habit 2 – Begin with the End in Mind



What it Means

- To begin with the end in mind is to begin with the image of the end of your life as the frame of reference by which everything else is measured.
- We may be busy, we may be efficient, but we will only be effective if we begin with the end in mind.

Habit 2 is based on the principle that all things are created twice:

- a mental or first creation
- a physical or second creation

Leadership and Management

- Habit 2 is based on principles of personal leadership, which means that leadership is the first creation. Management is the second creation.
- Management is doing things right, leadership is doing the right things.
- Often people get into managing with efficiency, setting and achieving goals before they have even clarified values.

A Personal Mission Statement

- The most effective way to begin with the end in mind is to develop a personal mission statement.
- The key to the ability to change is a changeless sense of who you are, what you are about, and what you value.
- Once you have a sense of mission, you have the essence of your own proactivity; the vision and values which direct your life, the basic direction from which you set your goals.

At the Centre

Whatever is at the centre of our life will be the source of our security, guidance, wisdom, and power.

Spouse centeredness	Family centeredness
Money centeredness	Work centeredness
Possession centeredness	Pleasure centeredness
Friend/enemy centeredness	Church centeredness
Self centeredness	

A Principle Centre

- Our lives need to be centred on correct principles -- deep, fundamental truths, classic truths, generic common denominators.
- As a principle centered person, you try to stand apart from the emotions of situations and from other factors to evaluate options.

Assignment :

Write a mission statement for your week/ month/year/life.

Habit 3 – Put First Things First



Habit 3 Defined

- Habit 3 is the second or physical creation.
- Habit 3 is the exercise of **independent will** toward becoming principle centered.

The Power of Independent Will

- The degree to which we have developed our independent will is measured by our personal integrity.
- Integrity is the value we place on ourselves.
- Effective management is putting first things first.

Four Generations of Time Management

- Notes and checklists
- Calendars and appointment books
- Prioritization, clarifying values, comparing the relative of worth of activities
- Preserving and enhancing relationships and accomplishing results

Quadrant II

- Urgent matters are usually visible, they insist on action, they are easy and fun to do.
- Important matters contribute to our mission.
- Effective people stay out of Quadrants III and IV.
- Quadrant II is the heart of effective personal management.

The Time Quadrant for Adults

	Urgent	Not Urgent
Important	I <ul style="list-style-type: none"> › Crises › Pressing problems › Firefighting › Major scrap and rework › Deadline-driven projects 	II <ul style="list-style-type: none"> › Prevention › <i>Production capability</i> activities › Relationship building › Recognizing new opportunities › Planning › <i>Re-creation</i>
Not Important	III <ul style="list-style-type: none"> › Interruptions › Some calls › Some mail › Some reports › Some meetings › Proximate pressing matters › Popular activities › Some scrap & rework 	IV <ul style="list-style-type: none"> › Trivia › Busywork › Some mail › Some phone calls › Time-wasters › Pleasant activities

What It Takes to Say "No"

The only place to get time for Quadrant II in the beginning is Quadrants III and IV. If you were to fault yourself in one of three areas, which would it be?

- The inability to **prioritize**
- The inability or desire to **organize** around those priorities.
- The lack of **discipline** to execute around them.

The Quadrant II Tool

A Quadrant II organizer will meet six criteria:

- Coherence. Harmony, unity, and integrity between vision and mission, priorities and plans, and desires and discipline.
- Balance. Success in the various roles of our life.
- Quadrant II Focus. Organize your life on a weekly basis. Schedule your priorities don't prioritize what's on your schedule.
- A "People" Dimension. Focus on people not just the schedule.
- Flexibility. The planning tool should be tailored to you.
- Portability. You should be able to carry your tool with you.

Becoming a Quadrant II Manager

1. Identify roles
2. Select goals
3. Schedule
4. Adapt

The Time Quadrant for Teenagers

	<i>Urgent</i>	<i>Not Urgent</i>
<i>Important</i>	<p>1</p> <p><i>The Procrastinator</i></p> <ul style="list-style-type: none"> • Exam tomorrow • Friend gets injured • Late for work • Project due today • Car breaks down 	<p>2</p> <p><i>The Proritiser</i></p> <ul style="list-style-type: none"> • Planning, goal setting • Essay due in a week • Exercise • Relationships • Relaxation
<i>Not Important</i>	<p>2</p> <p><i>The Yes-Man</i></p> <ul style="list-style-type: none"> • Unimportant phone calls • Interruptions • Other people's small problems • Peer pressure 	<p>4</p> <p><i>The Slacker</i></p> <ul style="list-style-type: none"> • Too much TV • Endless phone calls • Excessive Computer games • Mall marathons • Time waster

The Public Victory

The second set of three habits, 4. **think win-win**, 5. **seek first to understand, then be understood**, and 6. **synergize**, are the basis for **public victory**.

Public victory is success with others in teams and in relationships in general. They are shared victories where you help and are helped by other people.

Public victories are built on the private victories of the first three habits. To be publicly successful in a deep or real way, you should first build the first three habits into your character. To try to do things another way is building on a false foundation and will bring about only short-term results.

Habit 4: Think win-win

Many of us grow up with a competitive mindset, "I win, and you lose". Or, a beaten-down mindset, "I give up, do whatever you want to me". Or, a mix of these and other mindsets. Each of these has its place. However, for most of the most valuable interactions we have in family and business, the most mature and effective point of view is seeking situations that benefit everyone involved.

When we negotiate, we should seek to make deals that help everyone. In cases where this is not possible, it is best to have the mindset from the outset that you will walk away from the deal.

Habit 5: Seek first to understand, then be understood

To influence and help others, you must first actively listen to them and understand their situation and concerns. Think of the example of a doctor who gives a prescription over the telephone without getting all of the necessary information about the patient or his condition. This could lead to a serious or fatal error if the patient takes the wrong medicine. In the same way, you should be very careful when you start to give anyone advice that you understand the preoccupations and situation of that person. Even if your advice is very good, it will likely not apply to the situation.

Part of this is not just to listen passively but to listen actively and empathetically. Put yourself in the shoes of the other person. See the world from his perspective as best you can. Listen without judging.

Three main errors to avoid: 1. "Hearing" everything through a filter formed by your own world-view, imposing your pre-conceived ideas on everything that you hear. 2. 3.

All our life we have been frustrated when someone just won't understand. Someone who just argues for his position. Understanding is the doorway to collaboration, friendship, and more. When seeking first to understand, honestly empathize with the person. Listen actively and then state their case back to them so they say "yes that's exactly how I see it". When that condition occurs, you may seek to be understood. The resulting exchange of ideas and feelings is bound to be synergistic, win-win.

Habit 6: Synergize

This habit deals with **teamwork** and opening yourself up emotionally to work with other people. It says that optimistic, emotionally-charged individuals who are living out the previous habits are able to work in amazing ways and come up with new alternatives together that no one of them would have come up with alone. The idea is that one plus one is three, or more, and the **synergy** happens when these "third alternatives" appear. It is a bit chaotic but fun and stimulating.

Retrieved from "http://en.wikibooks.org/wiki/Seven_Habits_Study_Guide/Public_victory"

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

Principles of Empathic Communication

Character and Communication

- Communication is the most important skill in life
- If you want to interact effectively with me, to influence me, you first need to understand me.
- You have to build the skills of empathic listening on a base of character that inspires openness and trust.

Empathic Listening

- Most people listen with the intent to reply.
- When another person speaks, we are usually 'listening' at one of four levels:
 - ignoring
 - pretending
 - selective listening
 - attentive listening



Diagnose Before You Prescribe

- Diagnose before you prescribe is a correct principle in many areas of life.
- It is the mark of all true professionals
- The amateur salesman sells products, the professional salesman sells solutions to needs and problems.

Empathic listening involves four developmental stages

- mimic content
- rephrase the content
- reflect feeling
- rephrase the content and reflect the feeling
- Empathic listening enables us to turn transactional opportunities into transformational opportunities.
- The key to empathic listening is to genuinely seek the welfare of the individual to whom you are listening.

Understanding and Perception

- As you learn to listen deeply to other people, you will discover tremendous differences in perception.
- Habit 5 is the first step in the process of Win/Win.

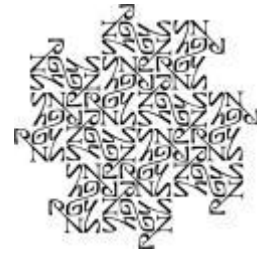
Then Seek to Be Understood

- Knowing how to be understood is the other half of Habit 5 and is crucial in reaching Win/Win solutions.
- When you can present your own ideas clearly, specifically, visually and in the context of the paradigms of your audience, you significantly increase the credibility of your ideas.

One on One

- Habit 5 is right in the middle of your circle of influence. You can always seek first to understand.
- Spend time with your spouse and children, one on one.

Habit 6 – Synergize



Synergy

- The exercise of all the other habits prepares us for the habit of synergy.
- Synergy. The whole is greater than the sum of its parts.
- Few people experience synergy in their lives because most people have been scripted into defensive or protective communications.
- Synergy can be unnerving unless one has a high tolerance for ambiguity and gets security from integrity to principles and inner values.

Synergy in the Classroom

- Many truly great classes teeter on the very edge of chaos.
- Synergy is possible in the classroom when the group collectively agrees to subordinate old scripts and to write a new one.

Synergy in Business

- To achieve synergy in business requires that people become open and authentic.
- When we open ourselves up to the influence of others, we gain new insights and facilitate the generation of new options.

Fishing for the Third Alternative

- In many compromise situations there is usually a third alternative.
- Synergistic third alternatives are often better for both parties than their original alternatives.
- Seeking the third alternative is a major paradigm shift from the dichotomous either/or mentality.

Negative Synergy

- Most highly dependent people are trying to succeed in an interdependent reality.
- Many people don't realize that the real strength of any relationship is having alternative points of view.

Valuing the Differences

- Valuing the differences is the essence of synergy.
- The truly effective person has the humility and reverence to recognize his own perceptual limitations and to realize the rich resources available through interaction with the hearts and minds of other people.
- If two people have the same opinion, one person is unnecessary.

Conclusion

- You don't have to take insults personally.
- You can sidestep negative energy.
- You can look for the good in others.
- You can express ideas, feelings, and experiences in a way that will encourage others to be open also.

Habit 7– Sharpen the Saw

Principles of Balanced Self-Renewal



Overview

- Habit 7 is taking the time to sharpen the saw.
- This is definitely a Quadrant II activity.

Four Dimensions of Renewal

Physical
Mental

Spiritual
Social

The Physical Dimension

- Involves caring effectively for our physical body.
- Exercise is a Quadrant II, high-leverage activity that most of us don't do consistently because it isn't urgent.

The Spiritual Dimension

- The spiritual dimension is your core, your center, your commitment to your value system.
- Spiritual renewal is a Quadrant II investment of time that we really can't afford to neglect.

The Mental Dimension

- Surveys indicate that the television is on in most homes thirty- five to forty hours per week.
- Reading good literature on a regular basis is a good way to renew your mind.
- Keeping a journal of our thoughts, experiences, and insights is also beneficial.

Daily Private Victory

- Sharpening the saw in the first three dimensions.
- Spend one hour a day in activities in these areas.

The Social Dimension

- This area of our lives is primarily developed in our relationships with others.
- We can help script others as principle-centered, value-based, independent, worthwhile individuals.

Balance in Renewal

- The self-renewal process must include balanced renewal in all four dimensions of our lives.
- This is true for organizations as well as for individuals.

Habit 8– Find your voice and inspire others to find theirs

Covey sees leadership as a choice to deal with people in a way that will communicate to them their worth and potential so clearly they will come to see it in themselves.

It is about developing one's own voice, one's "unique personal significance.

After finding your own voice, you can inspire others and create a situation where people feel engaged. This includes establishing trust, searching for third alternatives (not a compromise between your way and my way, but a third, better way) and developing a shared vision.

At our school, -teachers who master this habit and ensuring students pursue their interests and passions. This is the difference between a teacher and a great teacher.



Quotes that support each habit.

Habit 1 Be Proactive (I am the force)

Nothing can make you feel inferior without your consent. *Eleanor Roosevelt*

They cannot take away our self-respect if we do not give it to them *Mahatma Gandhi*

If we live out of our memory, we're tied to the past and to that which is finite. When we live out of our imagination, we're tied to that which is infinite. *Stephen R. Covey*

Habit 2 Begin with the End in Mind (Control your own destiny or someone else will)

Nothing contributes so much to tranquilize the mind as a steady purpose – a point on which the soul may fix its intellectual eye.

Visualizing something organises one's ability to accomplish it. *Stephen R. Covey*

One man cannot do right in one department of life whilst he is occupied doing wrong in any other department. Life is one indivisible whole. *Mahatma Gandhi*

The four Prescriptions

1. Listen carefully
2. Trying reaching back.
3. Re-examine your motives
4. Write you trouble in the sand *Arthur Gordon*

What lies behind us is nothing compared to what lies within us and ahead of us. *Anonymous*

Habit 3: Put first things first (Will and Won't Power)

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

Johann Wolfgang von Goethe

The key is not to prioritize your schedule but to schedule your priorities.

One's philosophy is not best expressed in words; it's expressed in the choices one makes. In the long run, we shape our lives and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our responsibility.

Eleanor Roosevelt

What is important to another person must be as important to you as the other person is to you.

Stephen R. Covey

You don't invent your mission, you detect it.

Victor Frankl

In all fields of human endeavour, 80 percent of the results flow from 20 percent of the activities.

Pareto

To realize the value of **ONE YEAR**, ask a student who failed a grade.

To realize the value of **ONE MONTH**, ask a mother who gave birth to a premature baby.

To realize the value of **ONE WEEK**, ask the editor of a weekly newspaper.

To realize the value of **ONE HOUR**, ask the lovers who are waiting to meet.

To realize the value of **ONE MINUTE**, ask a person who missed the train.

To realize the value of **ONE SECOND**, ask a person who just avoided an accident.

To realize the value of **ONE MILLISECOND**, ask the person who won a silver medal in the Olympics.

Treasure every moment that you have! And treasure it more because you shared it with someone special, special enough to spend your time.

And remember, time waits for no one.

Yesterday is history.

Tomorrow is a mystery.

Today is a gift. That's why it's called the present.

Habit 4 Think Win- Win (Life is an all you can eat buffet)

Win-win is a belief in the Third Alternative. It's not your way or my way: it's a better way

Stephen R. Covey

Your security comes from within instead of from without

Stephen R. Covey

Comparison leads to win-lose scripting

Stephen R. Covey

Habit 5 Seek First to Understand, Then to be Understood (You have two ears and one mouth...!)

We need to listen to one another if we are to make it through this age of apocalypse and avoid the chaos of the crowd

Everyone's life is so singular, so unique. Who will listen to understand that uniqueness? *Stephen R. Covey*

The psychological equivalent of air is to feel understood *Stephen R. Covey*

The key to listening is with the eyes and the heart. *Stephen R. Covey*

"When I ask you to listen to me
and you start giving me advice,
you have not done what I asked.

When I ask you to listen to me
and you begin to tell me why I shouldn't feel that,
you are trampling on my feelings.

When I ask you to listen to me
and you feel you have to do something to solve my problem,
you have failed me, strange as that may seem.

Listen! All that I asked was that you listen,
not talk or do -- just hear me.

Habit 6 Synergy (The "High" Way)

Differences create the challenges in life that open the door to discovery.

Sean Covey

The essence of synergy is to value difference- to respect them, to build on strengths, to compensate for weakness. *Stephen R. Covey*

The enemy of the best is the good *Anonymous*

People who are truly effective have the humility and reverence to recognize their own perceptual limitations and to appreciate the rich resources available through interaction with the hearts and minds of other human beings.

Stephen R. Covey

Strength lies in difference, not in similarities. *Stephen R. Covey*

The key to objectivity is to accept subjectivity *Stephen R. Covey*

I don not see the world as it is, I see the world as I am. *Stephen R. Covey*

Habit 7 Sharpen the saw (It's me time)

A long, healthy and happy life is the result of making contributions, of having meaningful projects that are personally exciting and contribute to and bless the lives of others.

Hans Selye

It is more noble to give yourself to one individual than to labour diligently for the salvation of the masses.
Dag Hammarskjold

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The ABC of using the 7 Habits

Avoid negative sources, people, places things and habits

Believe in yourself

Consider things from every angle

Don't give up and don't give in

Enjoy life today. Yesterday is gone. Tomorrow may never come

Family and friends are hidden treasures. Seek them and enjoy their riches

Give more than you planned to

Hang on to your dreams

Ignore those who try to discourage you

Just do it

Keep trying no matter how hard it seems. It will get easier

Live well, love lots, and laugh often

Make it happen

Never lie, cheat or steal Always strike a fair deal

Open your eyes and see things as they really are

Ppractice makes perfect

Quitters never win and winners never quit

Read study and learn about everything important in your life

Stop procrastinating

Take control of your own destiny

Understand yourself in order to better understand others

Visualize it

Want it more than anything

Xcellerate your efforts

You are unique Nothing can replace YOU

Zero in your target, and go for it!!

Reading suggestions.

Reading Material Available in our School

7 Habits of Highly Effective People by Stephen Covey

7 Habits of Highly Effective Teens by Sean Covey

Introduction to The 7 Habits of Highly Effective Teens by Sean Covey

7 Habits of Highly Effective Teens Ultimate Activity Guide by Covey Foundation

8th Habit by Stephen R. Covey

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