**“The 7 Habits of Highly Effective People”**

*(Condensed from the book by Stephen R. Covey)*

**Part One: PARADIGMS AND PRINCIPLES**

* **The Character Ethic.** Integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty, and the Golden Rule. Fundamental and foundational.
* **Personality Ethic.** Public image, attitudes and behaviors, skills and techniques that lubricate the processes of human interaction. Public relations and PMA. Often deceptive and manipulative to get what you want from others.
* **Human systems are based on the Law of the Harvest.**
* If there isn’t deep integrity and fundamental character strength, the challenges of life will cause true motives to surface and human relationship failure will replace short-term success. What we are communicates far more eloquently than anything we say or do.
* The **Power of a Paradigm Shift**. Seeing things as they are, rather than how you want them to be. Mental Maps. Principles are the territory – fundamental natural laws; values are the maps.
* **The way we *see* the problem *is* the problem**. “*The significant problems we face cannot be solved at the same level of thinking we were at when we created them*.” Einstein.

**Inside-Out**

* Start first with the self, the innermost part of the self: i.e., your paradigms, your character, and your motives. “*Be the change you want to see in the world*.” Gandhi.
* Outside-in creates “unhappy people who feel victimized and immobilized, who focus on the weaknesses of other people and the circumstances they feel are responsible for their own stagnant situation.”
* **Balance *production* (P) and *production capacity (PC) - the very essence of effectiveness***. Don’t kill the goose that lays the golden egg! Remember Quadrant I and Quadrant II.
* As your self-confidence increases and you come to know yourself in a deeper, more meaningful way – your nature, your deepest values and your unique contribution capacity - and you care less about what others think of you, you will care more about what others think of themselves and their worlds, including their relationship with you.

**Part Two: PRIVIATE VICTORY**

“*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 Johnson

**Habit 1 – Be Proactive: Principles of Personal Vision. You are the Creator.**

* The Social Mirror, determinism, and conditioning – you believe that what you are is because something outside of you made you that way.
* Between stimulus and response, man has the freedom to choose. We have self-awareness, imagination, conscience, and independent will – uniquely human endowments. Our behavior is a result of our own values and conscious choices, not our conditions because we are “*response-able*.”
* Reactive people build their emotional lives around the behaviors of others, empowering the weaknesses of others to control them. It is not what happens to us but how we respond that defines our character and helps to forge the internal powers and the freedom to handle difficult circumstances.
* **Act or be acted upon**. Use your own resourcefulness and initiative to create change. Subordinate feeling to your values.

* **Circle of Concern vs Circle of Influence**. Proactive people focus on those things in the circle of influence, causing their circle of concern to shrink. Reactive people focus on the circle of concern, and the blaming and accusing attitudes, reactive language, and increasing feelings of victimization cause their circle of influence to shrink.
  + **Direct Control** (problems involving our own behaviors) – addressed by Habits 1-3.
  + **Indirect Control** (problems involving other people’s behaviors) – addressed by Habits 4-6.
  + **No Control** (problems we can do nothing about) – addressed by the Acceptance Prayer.
* Work on the “be’s” rather than the “haves.”
* Living in harmony with principles brings positive consequences, violating them brings negative consequences.

* Make a promise, and keep it (say what you mean, and mean what you say – remember those BEC’s?). Set goals, and be true to them. Our honor and integrity will become greater than our mood. Work to keep your commitments.

**Habit 2 – Begin with the End in Mind: Principles of Personal Leadership. The First Creation.**

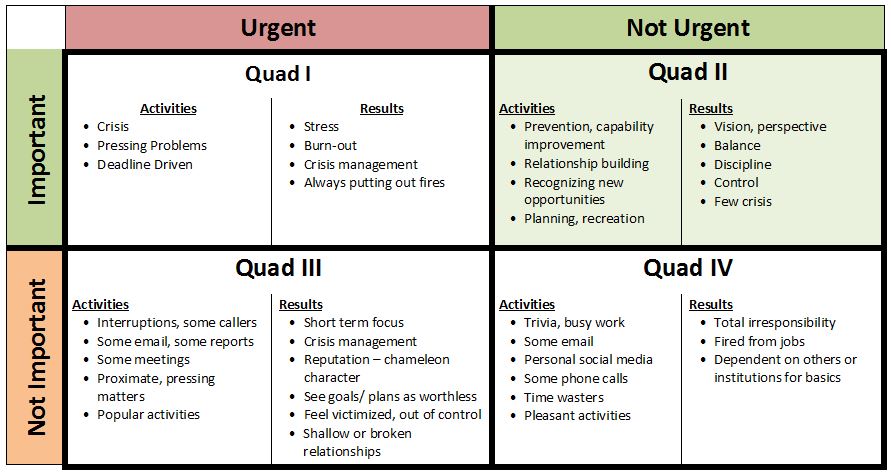
* All things are created twice – first the mental or first creation, and then the physical or second creation. Remember the blueprint before the construction. Our lives will either happen by design, or by default.
* If the ladder is leaning against the wrong wall, we just get to the wrong place faster.
* Management is doing things right, leadership is doing the right things. This requires both a vision (destination) and a compass (to get there.)
* Parents can become trapped in the *management paradigm* – thinking of control, efficiency, and rules instead of direction, purpose, and family feeling. We get caught up in the thick of thin things. However, you can rewrite your script.
* Whatever is at the center of our lives, the center of our Circle of Influence, will be the source of our:
  + **Security** – sense of self-worth, identity, emotional anchorage, self-esteem, and personal strength.
  + **Guidance** – internal frame of reference, source of direction.
  + **Wisdom** – perspective, sense of balance, relational understanding of the parts and pieces of your life; judgment, discernment, comprehension.
  + **Power** – capacity to act, strength to accomplish or achieve, the energy to choose and decide, overcome maladaptive habits and cultivate adaptive ones.
* If you are at on one of the alternate centers (spouse, work, church, money, etc.), make the switch to a **Principle Center**.
* Write and use your **personal mission statement**. When preparing a family or organizational mission statement, remember, “**No involvement, no commitment**.”
* Expand your perspective by using your right brain in **visualizations** and **affirmations** and to identify **roles** and **goals**.

**Habit 3 – Put First Things First: Principles of Personal Management. The Second Creation.**

*“Things which matter most must never be at the mercy of things that matter least.” Goethe.*

* **Independent Will** – the power to make decisions and choices and to act in accordance with them. You can subordinate your feelings, your impulses, and your moods to your values and principles. Independent will is the power to do something when you don’t want to do it, when your disliking is subordinated to the strength of your purpose. It is ***the power to act with integrity***.

* **Organize and execute around priorities**. Understand and utilize the 4 Quadrants.



* Be able to say “no” by having a bigger “yes” burning inside. The enemy of the “best” is often the “good.” A center of correct principles and a focus on our personal mission empowers us with wisdom to make these judgments effectively.
* The way you spend your time is the result of the way you see your time and the way you really see your priorities. Be able to smile and say no to the unimportant.
* A **Quadrant II** organizer will meet 6 important criteria:
  + **Coherence** – harmony, unity, and integrity between your mission and vision, your roles and goals, your priorities and plans, and your desires and discipline.
  + **Balance** – avoiding neglecting important areas of your life such as health, family, professional preparation, or personal development.
  + **Quad II Focus** – Don’t prioritize what’s on your schedule, schedule your priorities.
  + **People Dimension** – the subordination of schedules to people – people first!
  + **Flexibility** – Your planning should be your servant, never your master.
  + **Portability** – Keep it with you always. What you attend to grows, and what you do not attend to diminishes.
* **Write the program, Run the program, Live the program.**
* **Increase P and PC by *stewardship delegation* to others.** Stewardship delegation focuses on results instead of methods, seen through the lenses of important and not urgent, and requires clear, up-front understanding of expectations in 5 areas:
  + **Desired Results** – a clear, concrete, and well-communicated understanding of what needs to be done.
  + **Guidelines** – parameters in which the person is expected to operate.
  + **Resources** – what may be drawn upon to accomplish the task?
  + **Accountability** – standards of performance that will be used to evaluate results.
  + **Consequences** – logical and natural consequences based on the evaluation of the effort made and results produced.

**Part Three: PUBLIC VICTORY**

**Paradigms of Interdependence**

* You can’t talk yourself out of problems you behave yourself into.
* Interdependent: capable of building rich, enduring, highly productive relationships with other people.
* Six Major Deposits into our emotional bank accounts:
  + Understanding the Individual
  + Attending to the Little Things
  + Keeping Commitments
  + Clarifying Expectations
  + Showing Personal Integrity
  + Apologizing sincerely when you make a Withdrawal.
* **Production problems are Production Capacity opportunities**.

*“When parents see their children’s problems as opportunities to build the relationship instead of as negative, burdensome irritations, it totally changes the nature of the parent-child interaction. Parents become more willing, even excited, about deeply understanding and helping their children. When a child comes to them with a problem, instead of thinking, “Oh, no! Not another problem!” their paradigm is “Here is a great opportunity for me to really help my child and to invest in our relationship. “ Many interactions change from transactional to transformational and strong bonds of love and trust are created as children sense the value parents give to their problems and to them as individuals.”*

**Habit 4 – Think Win/Win: Principles of Interpersonal Leadership**

* Agreements or solutions are mutually beneficial, and mutually satisfying. All parties feel good about the decision and feel committed to the action plan. There is a seeking for the better way, the higher way.
* **Win/Win or No Deal**. If we can’t find a solution that would benefit us both, we agree to disagree agreeably. No expectations created, no performance contracts established.
* **Win/Win or No Deal gives tremendous freedoms in family relationships**. Anything less that Win/Win will have detrimental impact to long-term relationships. Amazing results happen when responsible, proactive, self-directing individuals are turned loose on a task.
* **5 Dimensions of Win/Win**.
  + **Character** – integrity, maturity (the balance between courage and consideration), abundance mentalities, all flowing out of a deep sense of personal worth and security.
  + **Relationships** – trust, commitment, synergy, collaboration, emotional deposits, avoids “malicious obedience.”
  + **Agreements** – self-supervision, partnering, interdependent interactions, clarity, buy-in, commitment, accountability, trust.
  + **Management Training** – learner-controlled instruction with specific objectives, resources, and criteria.
  + **Performance Agreements** – the focus is on results; not methods; releasing tremendous individual human potential, creating synergy, increasing production capacity.
* **Systems** – you get what you reward, so align the reward system with your principles, goals, and values. This encourages cooperation and collaboration and achievement on self-directed performance objectives.
* **Processes** – the *principled approach* vs. the *positional approach*. Separate the person from the problem, focus on interests and not positions, invent options for mutual gain, and insist on objective rather than subjective criteria.

**Habit 5 – Seek First to Understand, Then to Be Understood: Principles of Empathic Communication**

*“The heart has its reasons which reason knows not of.” Pascal*

* We tend to rush in and try to fix things with good advice, rather than empowering others to do their own problem solving. We often fail to deeply understand.
* **Character and communication**. Technique alone creates duplicity and manipulation. Example and conduct flow out of character, and character is constantly radiating and communicating. It creates instinctive trust or mistrust in others.

* **Empathic listening** requires us to stop looking inside our own head to try to understand others. We may practice *ignoring*, *pretending*, *selective listening*, or *active listening*, or *empathic listening*. Empathic listening means listening with the intent to understand.
* **Satisfied needs do not motivate.** Apart from physical survival,our greatest need is to be understood, to be affirmed, to be validated, and to be appreciated.
* **Be prepared to give others “psychological air.**”
* **Diagnose before you prescribe.** If you don’t have confidence in the diagnosis, you won’t have confidence in the prescription**.** Careful observation and assessment in the form of empathic listening is critical to understanding and helping rather than hurting.
* **Autobiographical Responses** – we evaluate, we probe, we advise, and we interpret, all based on our own frame of reference. They are often deeply scripted in us, but greatly interfere with understanding others. You can play “20 Questions” with someone all day and not find out what’s important to someone.
* **Understanding and Perception** – recognize that everyone works from their point of view and their scripts. Be ready to listen and understand, and then to be understood, in that order.
* **Seek to be understood** – Ethos (integrity), Pathos (feeling), and logos (logic). When you can present your own ideas clearly, specifically, visually, and most important – contextually – in the context of a deep understanding of the paradigms and concerns of others – you significantly increase the credibility of your own ideas. This is within your circle of influence, or your circle of control.
* **Listen Carefully. Think Clearly – Respond Effectively.**

**Habit 6 – Synergize: Principles of Creative Cooperation**

* **The whole is greater than the sum of its parts**.
* **Synergy** is the essence of principle centered leadership. It is the essence of principle centered parenting. It catalyzes, unifies, and unleashes the greatest powers within people.
* **Synergy** helps to create new scripts that are less protective, less adversarial, less selfish, less possessive, less political, less judgmental, and more geared to service and contribution, to more openness, more trusting, more giving, more loving and caring.
* **Synergy** means opening your mind and heart and expression to new possibilities, new alternatives, and new options.
* **Synergy** means that “the more authentic you become, the more genuine in your expression, particularly regarding personal experiences and even self-doubts, the more people can relate to your expression and the safer it makes them feel to express themselves. That expression in turn feeds back on the other person’s spirit, and genuine creative empathy takes place, producing new insights and learnings and a sense of excitement and adventure that keeps the process going.”
* **Valuing the Differences** – the essence of synergy. The mental, the emotional, the psychological differences between people. The intuitive, creative, and visual right brain integrated with the analytical, logical, verbal left brain.
  + “The person who is truly effective has the humility and reverence to recognize his own perceptual limitations and to appreciate the rich resources available through interaction with the hearts and minds of other human beings. That person values the differences because those differences add to his knowledge, to his understanding of reality. When we’re left to our own experiences, we constantly suffer from a shortage of data.”
* **Force Field Analysis** – any current way of being or level of performance is a state of equilibrium between the driving forces that encourage upward movement, and the restraining forces that discourage it. Driving forces generally are positive, reasonable, logical, conscious, and economic. Restraining forces generally are negative, emotional, illogical, unconscious, and social/psychological. This is how the family system works, and why it can be so difficult to change.

**Part Four: RENEWAL**

**Habit 7 – Sharpen the Saw: Principles of Balanced Self-Renewal**

* I don’t have time to sharpen the saw, I am too busy sawing!
* **Four dimensions of renewal**:
  + **Physical** – caring effectively for our physical body through proper diet, exercise, rest, and relaxation.
  + **Spiritual** – rejuvenating your core, your center, your commitment to your value system.
  + **Mental** – Curiosity, questioning, seeking, asking, learning, exploring, delving, searching, thinking, meditating, reading, discovering.
  + **Social / Emotional** – intrinsic security that comes from deep within by the accurate paradigms and correct principles we hold. Peace of mind comes when your life is in harmony with true principles and values and effective interdependent living.
* “*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.
* **Balanced Renewal** – attend to all four of the dimensions of renewal. Neglect to one or more robs you of the ultimate potential you seek.
* **Synergy in Renewal** – What you do sharpen the saw in any one dimension has a positive impact on the other dimension because they are highly related and correlated with each other.
* The more proactive you are (H1), the more effectively you can exercise personal leadership (H2) and management in your life (H3). The more effectively you manage your life (H3), the more QII renewing activities you can do (H7). The more you seek first to understand (H5), the more effectively you can go for synergetic Win/Win solutions (H4&6). The more you improve in any of the habits that lead to independence (H1-3), the more effective you will be in interdependent situations (H4-6). And renewal (H7) is the process of renewing all of the 7 Habits.
* As you renew the **physical** dimension, you reinforce your personal vision (H1).
* As you renew your **spiritual** dimension, you reinforce your personal leadership (H2).
* As you renew your **mental** dimension, you reinforce your personal management (H3).
* **The Daily Private Victory** – a minimum of one hour each day in the renewal of the physical, spiritual, and mental dimensions – is the key to developing the 7 Habits.
* **The Daily Public Victory** is the source of intrinsic security you need to renew your **social/emotional** dimension, and to look at others through the **Abundance Mentality** paradigm – to genuinely value their differences and to be happy for their success.
* Your economic security does not lie in your job; it lies in your own power to produce – to think, to learn, to create, to adapt. That’s true financial independence. It’s not having wealth; it’s having the power to produce wealth. It’s intrinsic.
* **The Upward Spiral** – Continuous Improvement (Kaiizen) of upward growth and change. Learn, commit, and do. Learn, commit, and do. Learn, commit, and do. Learn, commit, and do….

**Finally….**

*“That which we persist in doing becomes easier – not that the nature of the task has changed, but our ability to do has increased.” Emerson.*

***Inside-Out Again!***

* **Remember the DASH** – the space between stimulus and response.
* ***Listen carefully, think clearly, and respond effectively.***
* **Become a transition person**, an agent of change. Don’t just pass on the crap that may have been passed down to you – ***write a new script***.