

# 7 Habits of Highly Effective People

Steven Covey

# Introduction

- 15 million users
- 750 thousand trained each year
- 28 languages
  
- Organised Common Sense – not Common Practice
- Universal – personal, professional, religion etc.
- Across cultures, societies, etc.
- Used by US Navy, Microsoft, Sony, etc.



# Introduction

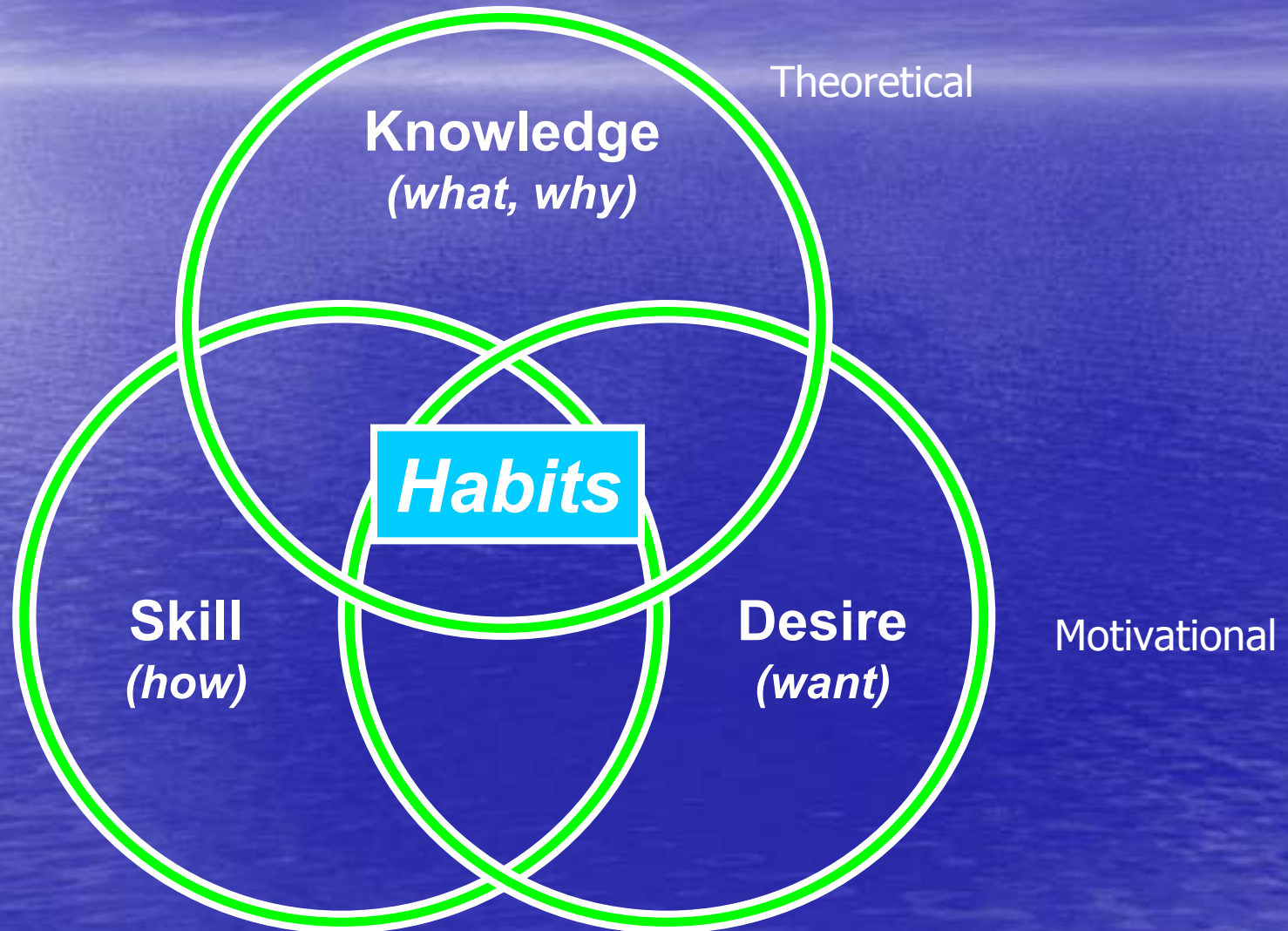
- Journey – What Matters Most
  - Wherever you already are in your life
  - Get out what you put in – pay the price
  - Coachable – in school we learned how to take tests
  - Player
- Principles & Processes for a Fuller, Richer & Effective Life
  - Time Matrix Choices
  - Discover your Governing Values
  - Long Term & Short Term Goals
  - Prioritise and Execute your Goals
- Transform your Life in 21 days – Guaranteed!

# Habits

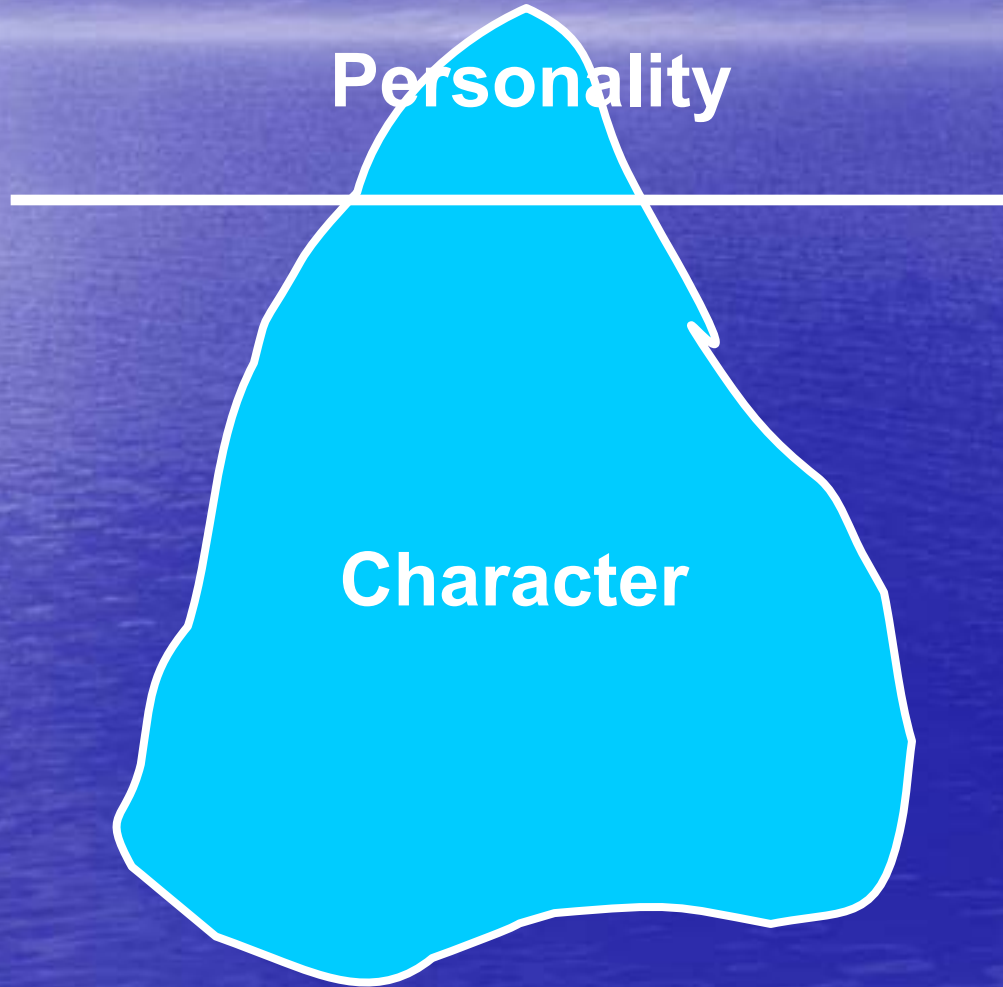
- Habits form Character
- We first make Habits, then they make us
- Habits can be learned & un learned
- We are what we repeatedly do.  
Excellence, then, is not an act, but a Habit  
– Aristotle



# Developing Habits



# Character & Personality



# Character & Personality

- Techniques only does Personality
- How to Be vs. how to appear to Be
- 150 years of literature – Character Ethic
- Last 50 years - Personality Ethic
- Character communicates powerfully
- Character is what people say behind your back
  - Measure is your action
- Character is not the path of least resistance
- Character is durable (bamboo)



# Levels of Leadership

- Management & Leadership – (ladder, forest)
- Lead people vs. Manage things
- Leadership precedes Management
- Right brain vs. left brain
- Doing the right things vs. doing things right
- Trust – Character & Competence
- Those lead are like a Seed
- Inside Out Approach
  - Each of us guards a gate of change that can only be opened from the inside – Marilyn Ferguson



# Levels of Leadership



# Levels of Leadership

- Each Organisation is it's own eco-system
- Chronic Individual problems become Organisational problems
- An imbalance of any 4 adversely effect the Organisation
  - Organisation has systems but Departmental problems
  - Managerial training or delegation but trustless people
  - Interpersonal team building but with hidden agendas
  - Personal only has no advantage as non alignment of individual goals with organisational goals
- Global Economy of low cost and high quality requires trust

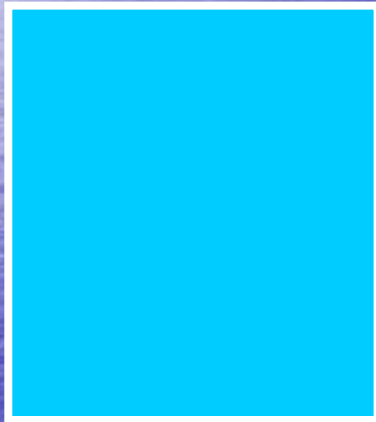


# Levels of Leadership

- Formal & Moral
  - Management of Things = Formal Authority
  - Leader of People = Moral Authority
  - Become my leader even though I am your Boss
  - Government has Formal Authority
  - Civil Society has Moral Authority
  - Private Enterprise has the freedom to choose

# Three Person Teaching

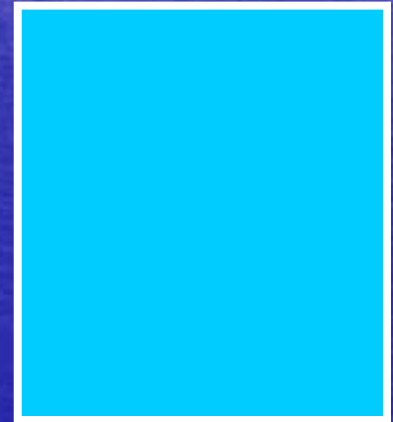
**1<sup>st</sup> Person**



**2<sup>nd</sup> Person**



**3<sup>rd</sup> Person**



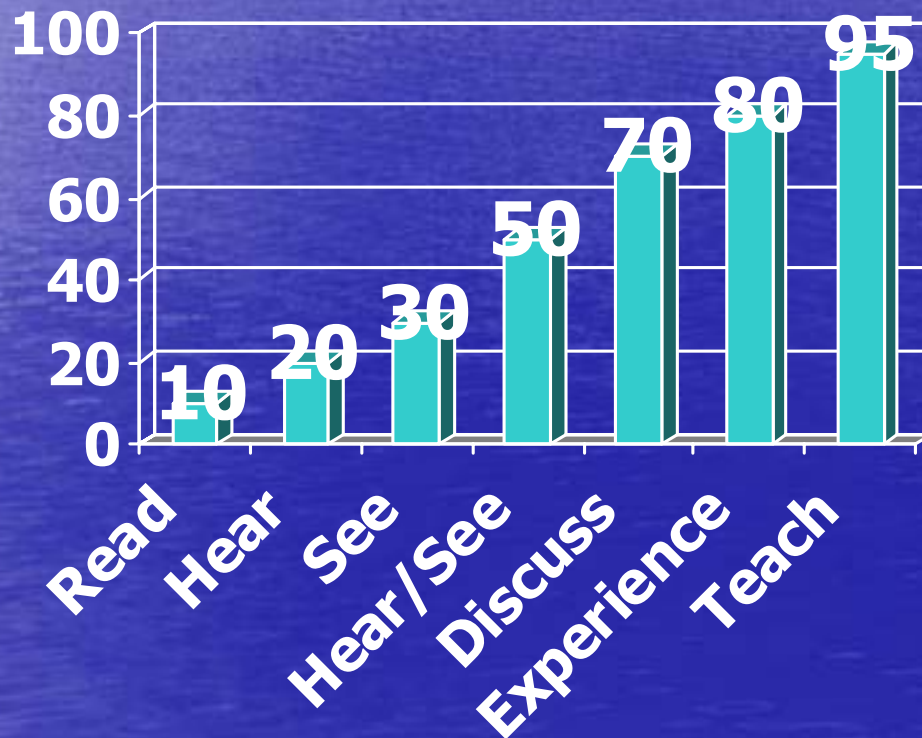


# Three Person Teaching

- Reinforces learning
- Heart learning vs. head learning
- Increases the commitment to apply Principles
- Assists in re-scripting – legitimises change
- Teach once = Learn twice
- Bonding
- Only the Consciously Competent can teach
  
- Teach at home & at work
- Make life examples of all points

# Three Person Teaching

## Learning Retention





# Production / Production Capabilities Balance

- Production – golden egg
- Production Capabilities - goose
- P / PC Balance
- PC Resources
  - Human
  - Financial
  - Physical
  - Technological
- Every P problem is a P/C opportunity
- Can a farmer cram like you did your studies?
  - Knowledge, Health, Car, Technology, Relationships, etc.

# Emotional Bank Account

- Deposits

- Understanding
- Kindness & Courtesy,  
& little things
- Keeping Promises
- Honouring  
Expectations
- Loyalty to the Absent
- Making Apologies
- Forgiveness

- Withdrawals

- Ignoring
- Unkindness, rudeness,  
& thoughtlessness
- Breaking Promises
- Violating  
Expectations
- Disloyalty, Duplicity
- Pride, Conceit, Ego
- Grudges



# Emotional Bank Account

- Everyone starts with a small deposit
- Understand from their frame of reference
- Do unto others as they would be done to
- Look for highest deposits & withdrawals
- Giving and receiving feedback – I instead of you
- Patience – slow is fast & fast is slow

# Maturity Continuum

- Dependence
  - Private Victory – Habits 1 2 3
- Independence
  - Public Victory – Habits 4 5 6
- Interdependence
  - Habit 7



# Maturity Continuum

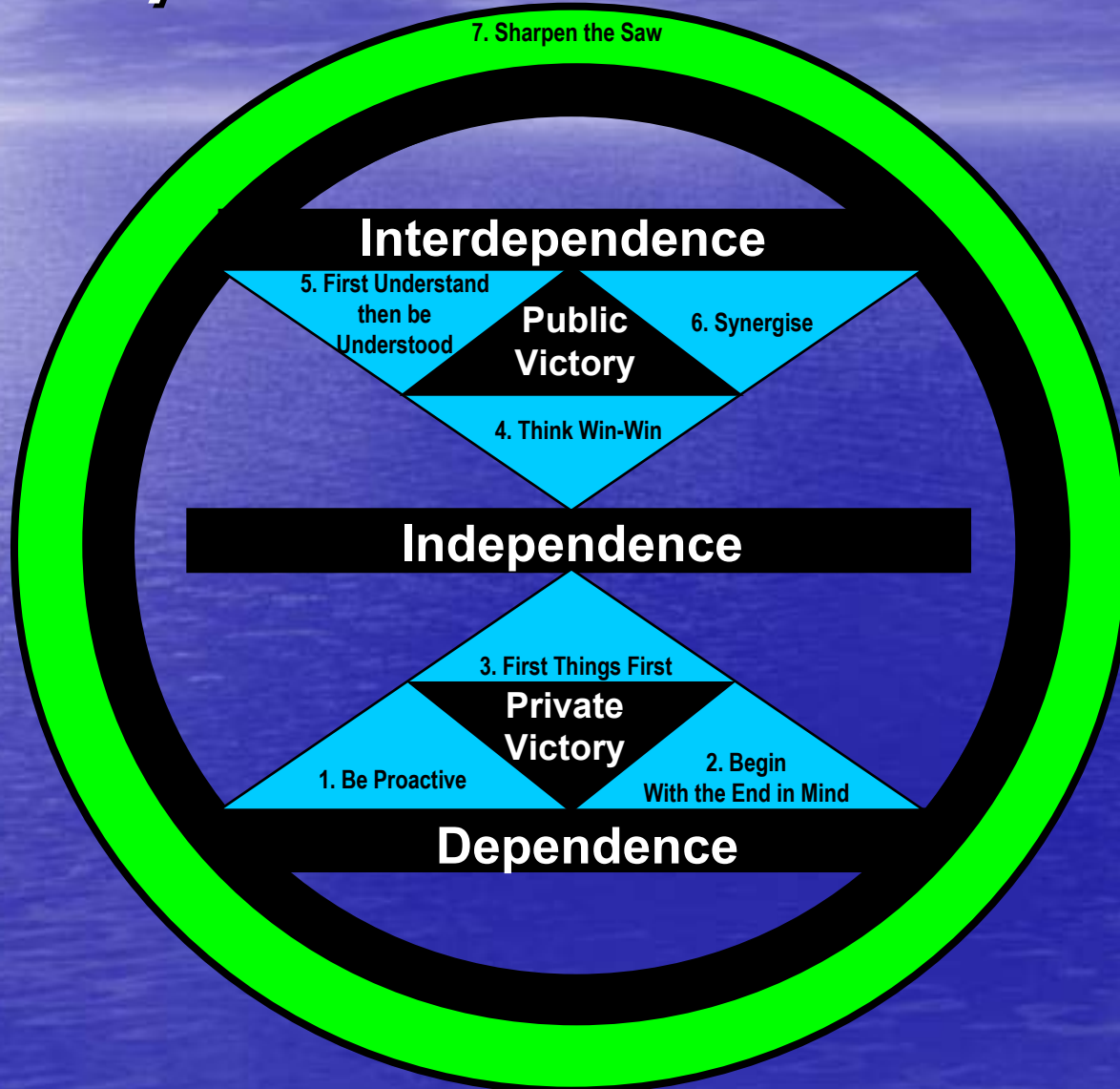
- Dependence – You
- Independence – I
- Interdependence – We
  
- Order cannot be reversed
- Different levels for different things

# Maturity Continuum

- 1. Be Proactive
- 2. Begin with the End in Mind
- 3. Put First Things First
  
- 4. Think Win-Win
- 5. First Understand, then be Understood
- 6. Synergise
  
- 7. Sharpen the Saw



# Maturity Continuum



# Principles

- Natural Laws
  - Universal, timeless
  - Produce predictable outcomes
  - External to ourselves
  - Operate with or without our understanding
  - Self evident & enabling when understood
  - To test them try the opposite
- Principles control, not us – (battleship)
  - We can only control our choices and actions
  - Principles control the consequences



# Principles & Values

- Values - Our Priority
  - Self chosen beliefs or ideals
  - Internal, based on how we see the world
  - Influenced by upbringing & society
- Principles                      Values
  - External                      - Internal
  - Objective                      - Subjective
- Principles cannot be broken – we break ourselves if we fight it
- Values tend to eclipse Principles
- Make Values, Principles

# Paradigms

- Our Map – attitude cannot help a wrong map (city)
- No two people share the same Paradigm (glasses)
- Paradigm Shifts (kids on bus)
- Quickest way to change Behaviour/Attitude is to change Paradigms – understanding, role, name
- Our Paradigm is incomplete – stories
- Better understanding of a situation or others
- Constantly looking for Truth - Broadening ourselves
- Social Mirror – others, limiting, use imagination
- We see the world as we are and not as it is
- Self Fulfilling Prophecy
- Difficult to change – (elephant, rat)
  - However, change happens in an instant



# Processes

- Tools and methods outlined later
- Routines of mental or physical activity
- Each Habit will have some you can use

# Basic Change Model

See



Get

Do



# Basic Change Model



## Quotes

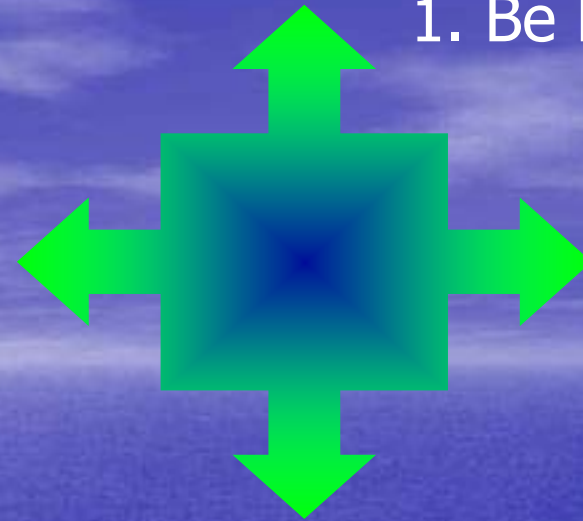
- Sow a thought, reap an action; sow an action, reap a Habit; sow a Habit, reap a Character; sow a Character, reap a destiny – Samuel Smiles
- We first make our Habits, then they make us – unknown
- The significant problems we face cannot be solved at the same level of thinking we were at when we created them – Einstein
- Give a man a fish, you feed him for a day; teach him how to fish, you feed him for a lifetime – Lao Tzu
- If you want to retain those who are present, be loyal to those who are absent
- Interdependence is a choice only interdependent people can make
- All significant 'breakthroughs' were 'breaks with' old ways of thinking – Thomas Kuhn
- You can't talk yourself out of a problem you behaved yourself into
- If you want small changes, work on your behaviour; if you want quantum leap changes, work on your Paradigms



# Summary

- Habits
- Character and Personality
- Levels of Leadership
- Three Person Teaching
- Production / Production Capacity
- Emotional Bank Account
- Maturity Continuum
- Principles, Paradigms, & Processes
- Basic Change Model

# 1. Be Proactive



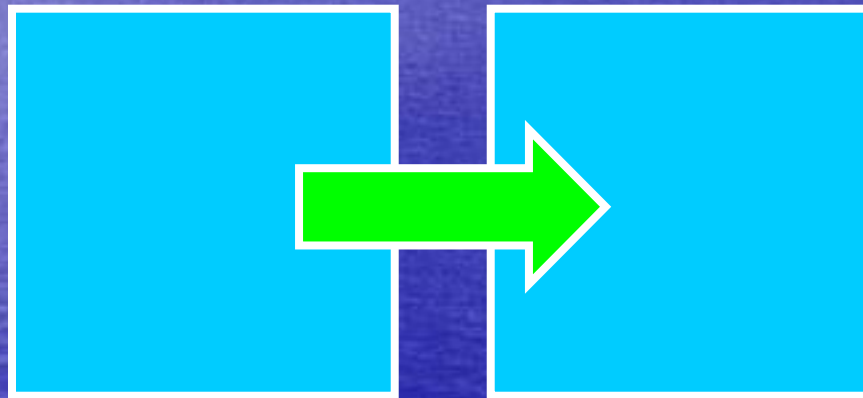
- Proactive not Reactive
  - I choose to vs. I have to
  - Let's explore alternatives vs. I can do nothing
  - I control my feelings vs. they make me so angry
  - Live life to Values and not Feelings
  - Not the path of least resistance
- Recognise Triggers
- Power, freedom, ability to choose response according to values & not feelings
- I am the Product of my actions and not those of others
- Snake bite is fatal if you reactively run away



# Responding According to Values

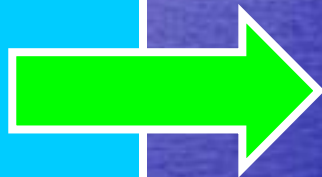
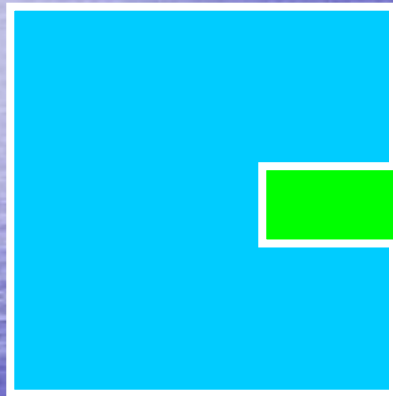
Stimulus

Response



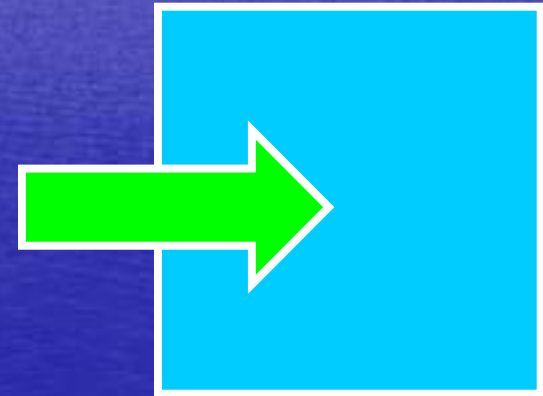
# Responding According to Values

Stimulus



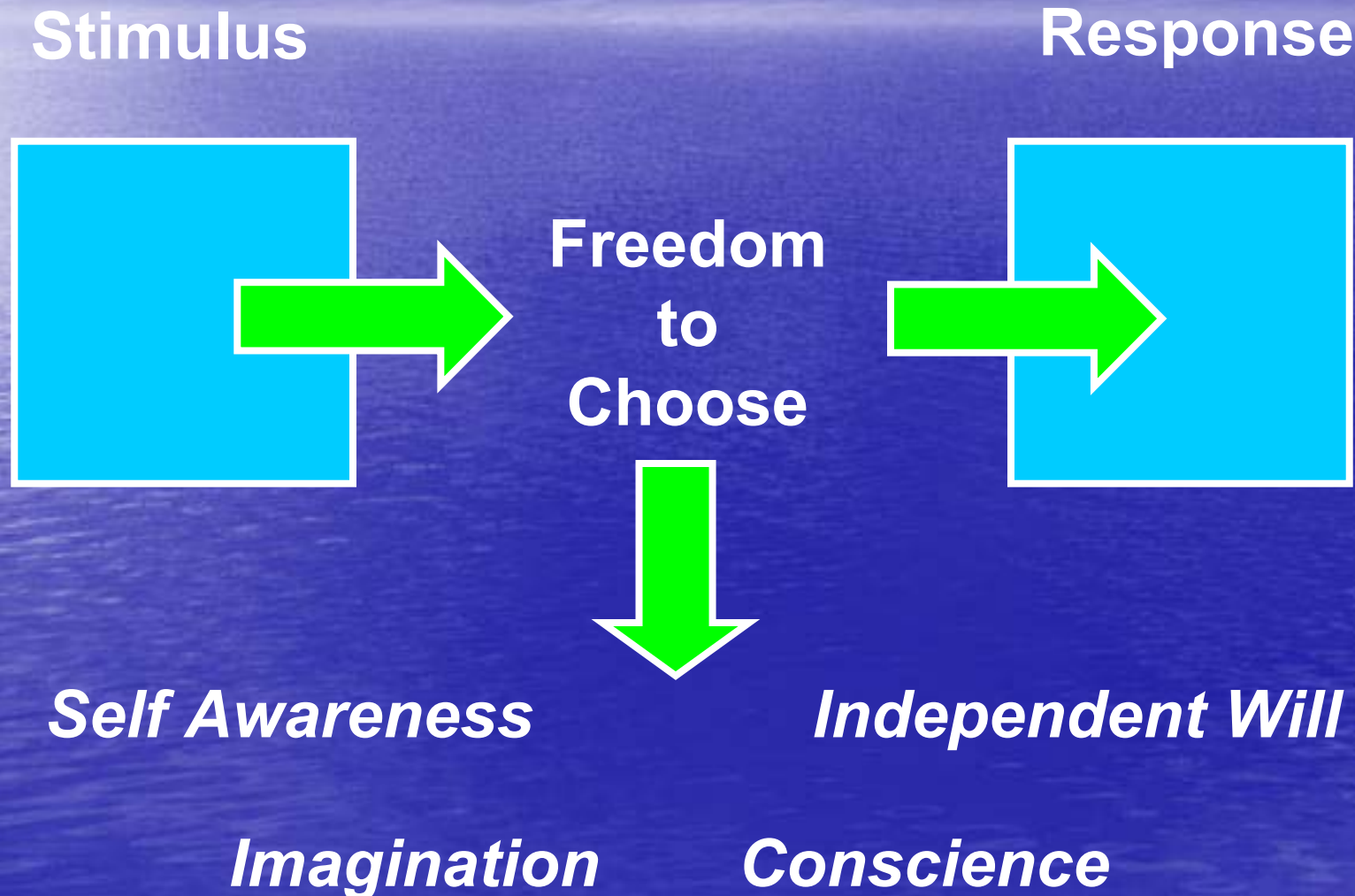
Freedom  
to  
Choose

Response





# Responding According to Values



# Accepting Responsibility

- The Four Human Endowments
  - Self Awareness
    - Examining thoughts, moods, & behaviours
  - Imagination
    - Visualising beyond experience & present reality
  - Conscience
    - Understanding right & wrong, & following personal integrity
  - Independent Will
    - Acting Independent of external influence



# Four Human Endowments

- Self Awareness

- The Unique one – others operate through it
- Self knowledge is the basis of all other knowledge – otherwise Projection
- Keep a personal Journal
  - High level Quadrant II activity
  - Enhances all the Endowments
  - Gain insights
  - Learn a principle

# Four Human Endowments

- Imagination
  - Set in the Future without Past limitations
  - Set aside time alone away from interruptions
  - Take a scenario of discomfort like your boss or partner yelling at you
  - Try to put visualise a more positive and fruitful response



# Four Human Endowments

- Conscience
  - Most environments do not nurture this development
  - It often requires one to be still or reflective
  - Not enough to listen – one must respond
  - Otherwise a wall is built around it blocking sensitivity and receptivity

# Four Human Endowments

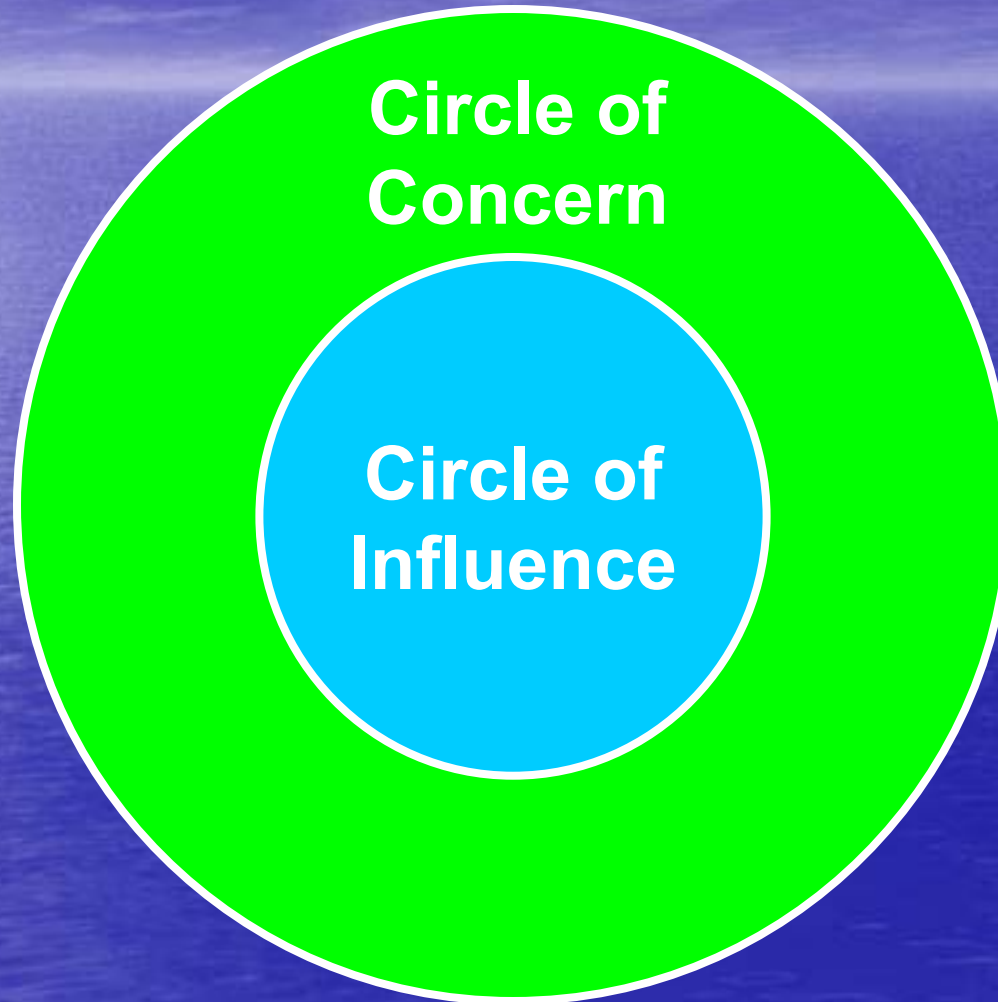
- Independent Will
  - Exercise Imagination & Conscience
  - Make and keep promises
  - Start small
  - Start with yourself
  - Never over promise and under deliver
  - A strong Independent Will allows one to act in a more powerful way than the forces around
    - swim upstream



# Accepting Responsibility

- Blame put on 'Determinants'
  - Genetic – traits we inherited
  - Psychic – our upbringing
  - Environmental – our surroundings
- Determinants influence but do not determine us
- Pre understand your reactive response to a situation and put the proactive one in mind
- You have responsibility for your response ability
  - The opposite is irresponsible
- You can't change the fruit without changing the root
- Learn from bad consequences & mistakes
- Best way to predict your future is to create it

# Circle of Influence

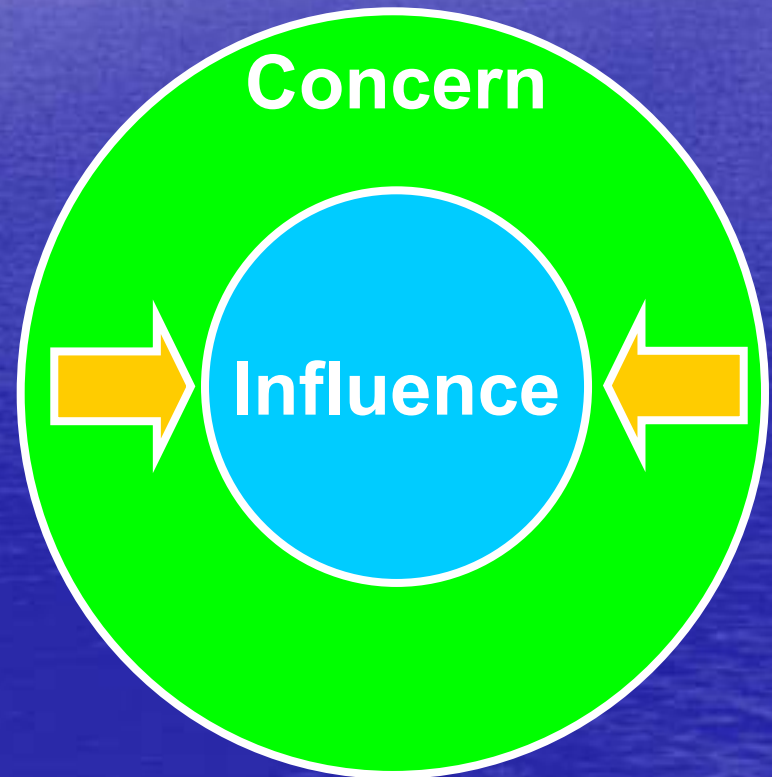
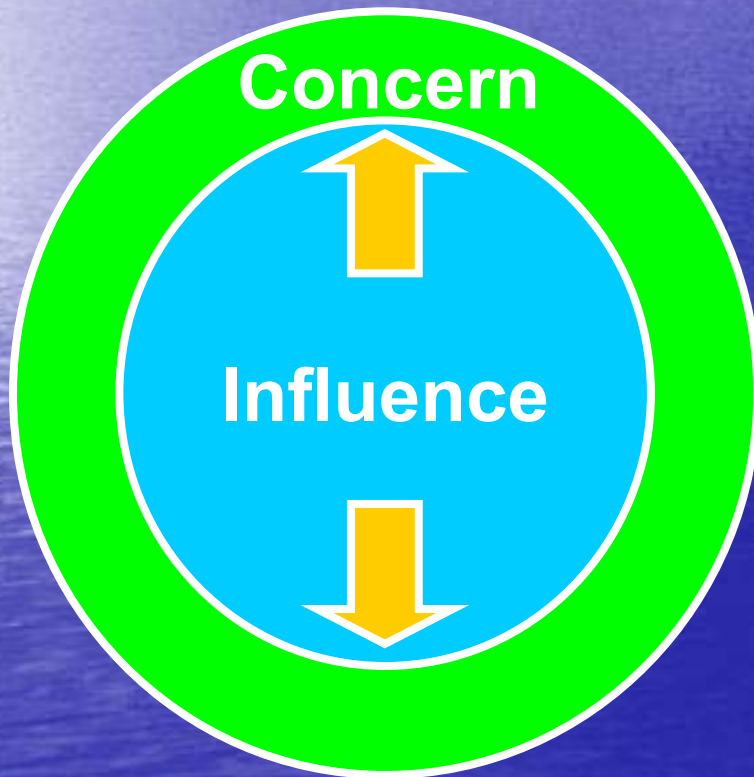




# Circle of Influence

Proactive Focus

Reactive Focus



# Become a Transition Figure

- Stop transmission of negative behaviours of others (difficult boss)
- Be truly Proactive
- Influence other with our behaviour (car)
- The Four Human Endowments
  - Use them or the space between Stimulus & Response disappears
- Any time you think the problem is out there, that very thought is the problem



# Principle

- Individuals are responsible for their own choices and have the freedom to choose

# Paradigms

- I am responsible for my behaviour and the choices I make in life
- I can expand my personal freedom and influence through being Proactive



# Processes

- Recognise Reactive tendencies and develop Proactive responses
- Increase your circle of influence
- Become a transition figure to benefit yourselves and others
- Exercise the Human Endowments through conscious choice and decision making

## Quotes

- 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 – Gandhi
- If we live out of our memory, we are tied to that which is finite. When we live out of our imagination, we are tied to that which is infinite
- It's not what people do to us that hurt us. In the most fundamental sense it is our chosen response to what they do that hurts us
- Lord, give me the courage to change the things which can and ought to be changed, the serenity to accept things which cannot be changed, and the wisdom to know the difference
- Best way to make Dreams come true – WAKE UP!



# Summary

- Responding According to Values
- Accepting Responsibility
- Circle of Influence
- Become a Transition Figure
- Principles, Paradigms, & Processes

## 2. Begin with the End in Mind

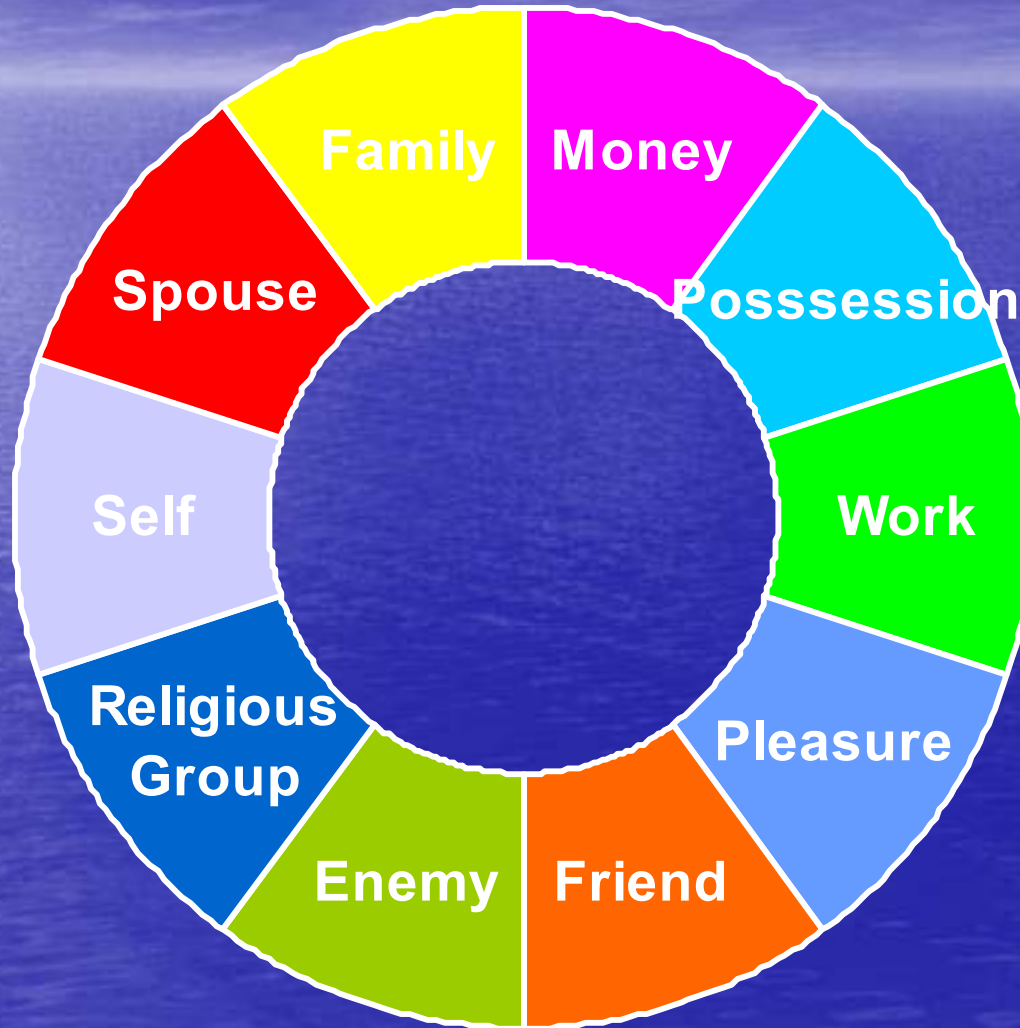
- Know where you want to go
- Mental Creation Precedes Physical Creation
  - Carpenter's Rule is measure twice cut once
- Roles & Goals – give meaning
- Effective people shape their own future
- Use whole brain
- Most important Habit
  - Chicken & Egg with Habit 1





2. Begin with the  
End in Mind

# Choosing a Life Centre



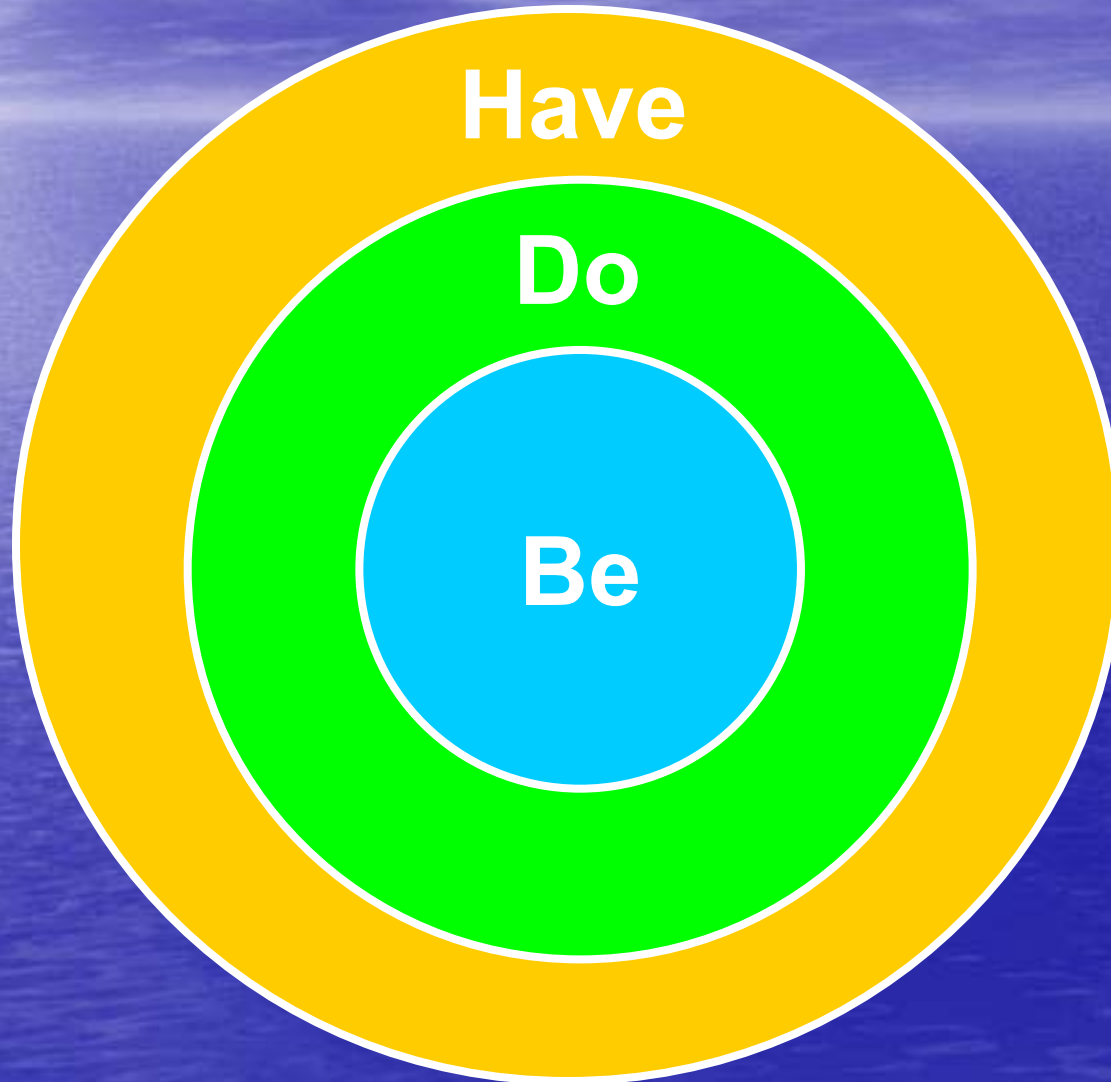
# Choosing a Life Centre

- Alternative centres
- You are blind to them
- Principle centred
  - Stand apart from emotion
  - Make Proactive choices after evaluating options
- Deal with change only with a changeless core



2. Begin with the  
End in Mind

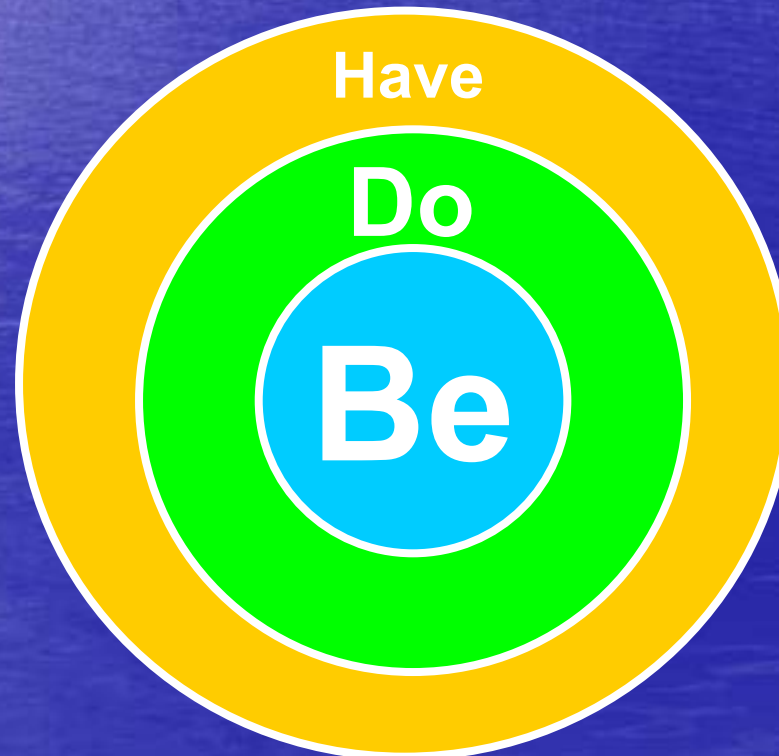
# Personal Mission Statement



2. Begin with the  
End in Mind

# Personal Mission Statement

- Incremental changes - work on Do
- Quantum leaps – work on Be - Thinking





# Personal Mission Statement

- Questions
  - What am I about?
  - What legacy do I want to leave?
  - What are the qualities of Character I would like to emulate?
  - What things do I want that I feel are important?
  - How can I use more right brain?
    - Expand perspective – obituary
    - Visualisation & Affirmation
      - Personal, positive, present tense, visual, emotional

# Personal Mission Statement

- Make Implicit Explicit
- Evaluate old scripts and create new ones based on Principles, using the Four Human Endowments
- Must be motivating and inspiring
- Balance Private, Public, and Deep Inner Life
- Discovery as well as creation – not invention
- Widen the gap from Stimulus to Response
- Although it changes, write it as if it will never change
- Human being, human doing, human having?



# Personal Mission Statement

- Benefits
  - Encourages you to think deeply about your life
  - Helps you examine your inner most thoughts and feelings & clarify what is really important to you
  - Expands you perspective
  - Provides direction and commitment to values
  - Provides first a mental creation of your desired results for your life
  - Enables daily progress to long term Goals
  - Design a Future > Past with baggage
  - Autopilot – be on track even if you go 90% off

# Personal Mission Statement

- Refining
  - Study lives & biographies of people you admire
  - Read poetry, quotations, classics, inspirational literature
  - Look at other Mission Statements
  - Keep a running list of Character traits you would like to develop
  - Review a Personal journal of things important to you
  - Visualise what you want to be at 10, 20, 30 years from now
  - List important things in each of your 4 needs



# Personal Mission Statement

- Testing Mission Value
  - Express timeless, proven Principles
  - Represent the best that is within me
  - Provide direction and purpose for me
  - Inspire me
  - Provide security and comfort for me
  - Communicate my vision & values
  - Address all my significant Roles in life
  - Approach and integrate all 4 human needs and capabilities

# Personal Mission Statement

- Resolution - Mahatma Gandhi

Let the first act every morning be to make the following resolve for the day:

- I shall not fear anyone on earth
- I shall fear only God
- I shall not bear ill toward anyone
- I shall not submit to injustice from anyone
- I shall conquer untruth by truth
- And in resisting untruth, I shall put up with all suffering



2. Begin with the  
End in Mind

# Principle

- Mental creation preceded physical creation

# Paradigms

- I can choose my own future and create a vision of it
- I will create results mentally before any activity



# Processes

- Create and apply Personal and Organisational Mission Statements as constitutions for daily living
- Envision the desired results and important values to guide activities or endeavours

# Quotes

- One cannot do right in one department of life whilst he is occupied doing wrong in any other department. Life is one indivisible whole – Gandhi
- The Four Prescriptions – Arthur Gordon
  1. Listen Carefully
  2. Try reaching back
  3. Re-examine your motives
  4. Write your troubles in the sand
- What lies behind us is nothing compared to what lies within us and ahead of us  
- unknown



# Summary

- Choosing a Life Centre
- Personal Mission Statement
- Principles, Paradigms, & Processes

# 3. Put First Things First



- Compass vs. Clock
  - Traditional “Time Management” is not enough
- Relationships not Schedules
  - Governed by Integrity & Principles
- Importance vs. Urgency
  - Value vs. Time
- Personal and Professional
- If 1 is be a programmer, and 2 is write the program, then 3 is run the program
  - You are the creator, mental creation, then physical creation



# Put First Things First

- I need more time
- My telephone is ringing, meetings dominate the day, my inbox is piling high
- My companion wants more time
- I need more exercise
- I want to enjoy my life more. I never have time for myself
- My friends and family want more of me
- I am in crisis because I procrastinate and vice versa
- I have no work life balance
- There is too much stress

*There is more to do than there is time for*

# Put First Things First

- Three Fallacies about Time:
  - People believe they can get More Time
    - You have all the time there is
  - People believe they can Save Time
    - Time is equal for all and you have to spend it
  - People believe then can Manage Time
    - You can only Manage Yourself
    - Oxymoron
- Self Management is what we can do



# Time Matrix

- Generations
  - First – check lists
  - Second – calendars & diaries
  - Third – priority on values, goal setting
  - Fourth – relationships & results - P/PC
    - Not just things & time – people more important
    - Inside out – Mission first
    - Role & Goal oriented
    - Prioritise, organise, balance, and discipline
    - Has strengths of the first three without the weakness

# Time Matrix

- Traditional
  - Efficiency
  - Practices
  - Management
  - Schedules
  - Urgent Things
  - In Control Illusion
- 4<sup>th</sup> Generation
  - Effectiveness
  - Principles
  - Leadership
  - Relationships
  - First Things
  - In Alignment



# Time Matrix

Urgent

Not Urgent

Important

I

II

Not  
Important

III

IV

*Which is more Important – Urgent or Important?*

# Time Matrix

	Urgent	Not Urgent
Important	<ul style="list-style-type: none"><li>• Crises</li><li>• Pressing problems</li><li>• Deadline driven</li></ul>	<ul style="list-style-type: none"><li>• Preparation</li><li>• Prevention</li><li>• Value clarification</li><li>• Planning</li><li>• Empowerment</li></ul>
Not Important	<ul style="list-style-type: none"><li>• Interruptions</li><li>• Some mail, calls</li><li>• Some meetings</li><li>• Many popular activities</li><li>• Busy being busy</li></ul>	<ul style="list-style-type: none"><li>• Trivia</li><li>• Some calls</li><li>• Escape activities</li><li>• Irrelevant mail</li><li>• Excessive TV</li><li>• Games (solitaire)</li></ul>

*Important in Internal and Urgent is External*



# Synergise

Urgent

Not Urgent

Important

I

20-25%  
25-30%

II

65-80%  
15%

Not Important

III

15%  
50-60%

IV

1%  
2-3%

*Effective & Typical Organisations*

# Time Matrix

- Quadrant I results
  - Stress
  - Burnout
  - Crisis management
  - Always putting out fires
  - Quadrant of Crisis



# Time Matrix

- Quadrant III results
  - Short term focus
  - Crisis management
  - Reputation-chameleon character
  - See goals and plans as worthless
  - Feel victimised, out of control
  - Shallow or broken relationships
  - Quadrant of Deception

# Time Matrix

- Quadrant IV results
  - Total irresponsibility
  - Fired from jobs
  - Dependent on others for basics
  - Quadrant of Waste & Excess



# Time Matrix

- Quadrant II results
  - Vision, perspective (fire station)
  - Balance
  - Discipline
  - Control
  - Few crisis – makes less Quadrant I (7 P's)
  - Effectiveness vs. efficiency – like relationships
    - Wrong efficiency means wrong results faster
    - Effectiveness includes efficiency and not vice versa
  - I, III & IV act on us – II we have to act on
  - Quadrant of Leadership or Productivity & Balance

# Time Matrix

- Stop III and IV
  - Try stopping TV to test how addicted you are
- Move from I to II
  - Anticipate I by being in II
- Use time saved from III for II
- QI can be sometimes QIII
  - Neglecting can make it go away
- Spending time in Quadrant II
  - Manages Quadrant I better
  - Minimises Quadrant III
  - Misses or Avoids Quadrant IV
- Time saved is 3 to 4 hours a week



# Time Matrix

- Some methods
  - 30 second check
  - Handle mail once
  - Delegate
  - Say NO! – day is too short – Mission - bigger yes
  - No mail and meetings in high priority / effective time
  - To do list
  - Not important drawer
  - Technology (consultants tips)
    - is a great servant and a horrible master
    - eases or complicates
    - Technology Stress

# Time Matrix

- Urgency Addiction
  1. I seem to do my best work when I'm under pressure
  2. I'm often frustrated by the slowness of people or things around me
  3. I hate to wait or stand in line
  4. I feel guilty when I take time off work
  5. I always seem to be rushing between places & events
  6. I'm at my best when I am handling a crises situation
  7. I assume people will naturally understand, if I have to disappoint them or let things go to, in order to handle a crisis
  8. I often eat lunch or other meals while I work
  9. A huge stack in my out basket at the end of the day, makes me feel like I have really been productive



# Time Matrix

- Delegation
  - Desired Results
    - Gopher vs. Steward – methods vs. results
  - Guidelines
  - Resources
  - Accountability
  - Consequences
- Management By Objectives – MBO

# Six Step Process

1. Connect to Mission

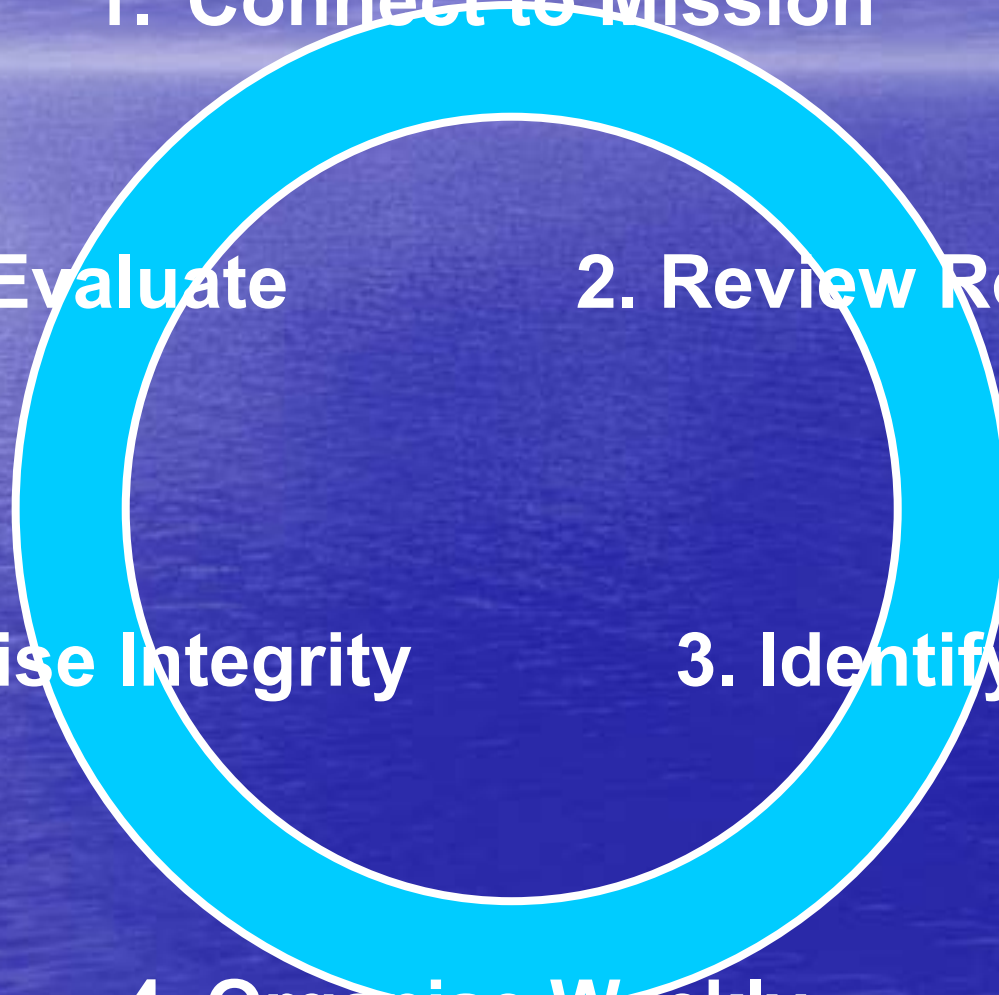
2. Review Roles

3. Identify Goals

4. Organise Weekly

5. Exercise Integrity

6. Evaluate





# Six Step Process

## 1. Connect to Mission

- What does my heart tell me to contribute?
- How to align the coming week?
- What visual images motivate me?

# Six Step Process

## 2. Review Roles

- Roles you feel concerned about?
- Roles you spend too little time on?
- Neglected relationships in your Roles?
- Anything of value for which you have no Roles?
- Did you use Roles to prioritise Goals?
- Any changed or future Roles?



# Six Step Process

## 3. Identify Goals

- Contribute to long term happiness
- Fulfilment of your Mission
- Encourage 'do it right first time' mentality
- Fulfil physical, social, mental & spiritual need
- Create a long term solution
- Enhance relationships
- Write it down, deadline it, break into steps

# Six Step Process

## 4. Organise Weekly

- Preparation
- Prevention
- Value Clarification
- Planning
- Relationship building
- True re-creation
- Create Balance
- No Weekly Plan or only Daily Plan = Quadrant I or III



# Six Step Process

- Organising Tools Note
  - Keep it Simple
  - Integrated - do not try to integrate many
  - Mobile
  - Personalised
  - Core 4 – Tasks, Appointments, Notes, Contacts
- To Do List Note
  - Realistic or Monday List will be Friday List
  - Usually a Survival List to keep head above water
  - Endorphin is legal morphine ticking off the easy things
- Weekly Plan Note
  - Use the printed Weekly Plan – later you can use PlanPlus - integrated into Outlook
  - Weekly Planning 20 to 30 minutes, Daily Planning 5 to 10 minutes
  - Plan for 65% percent of available time
  - No Plan means getting lost instead of detours

**Weekly Plan**

<i>Mission Statement</i>		<i>Monday</i>	<i>Tuesday</i>	<i>Wednesday</i>	<i>Thursday</i>	<i>Friday</i>
	<b>6:00 AM</b>					
	<b>6:30 AM</b>					
	<b>7:00 AM</b>					
	<b>7:30 AM</b>					
	<b>8:00 AM</b>					
	<b>8:30 AM</b>					
	<b>9:00 AM</b>					
	<b>9:30 AM</b>					
Role:	<b>10:00 AM</b>					
Goals	<b>10:30 AM</b>					
	<b>11:00 AM</b>					
	<b>11:30 AM</b>					
Role:	<b>12:00 PM</b>					
Goals	<b>12:30 PM</b>					
	<b>1:00 PM</b>					
	<b>1:30 PM</b>					
Role:	<b>2:00 PM</b>					
Goals	<b>2:30 PM</b>					
	<b>3:00 PM</b>					
	<b>3:30 PM</b>					
Role:	<b>4:00 PM</b>					
Goals	<b>4:30 PM</b>					
	<b>5:00 PM</b>					
	<b>5:30 PM</b>					
Role:	<b>6:00 PM</b>					
Goals	<b>6:30 PM</b>					
	<b>7:00 PM</b>					
	<b>7:30 PM</b>					
Role:	<b>8:00 PM</b>					
Goals	<b>8:30 PM</b>					
	<b>9:00 PM</b>					
	<b>9:30 PM</b>					
Role: Sharpen the Saw	<b>10:00 PM</b>					
Mental						
Physical						
Spiritual						
Social/Emotional						



# Six Step Process

## 5. Exercise Integrity

- On the spot
- Integrated around Principles
  - Hard on Principles and Soft on Schedules
- Foundation to PC is Integrity
- Alignment with Mission
  - Realistic time frame
  - No Social Mirror, fires & crisis's
  - Realistic expectations
  - Balance
  - No short sighted desires
  - Your own clear Mission / purpose

# Six Step Process

## 6. Evaluate

### – Review

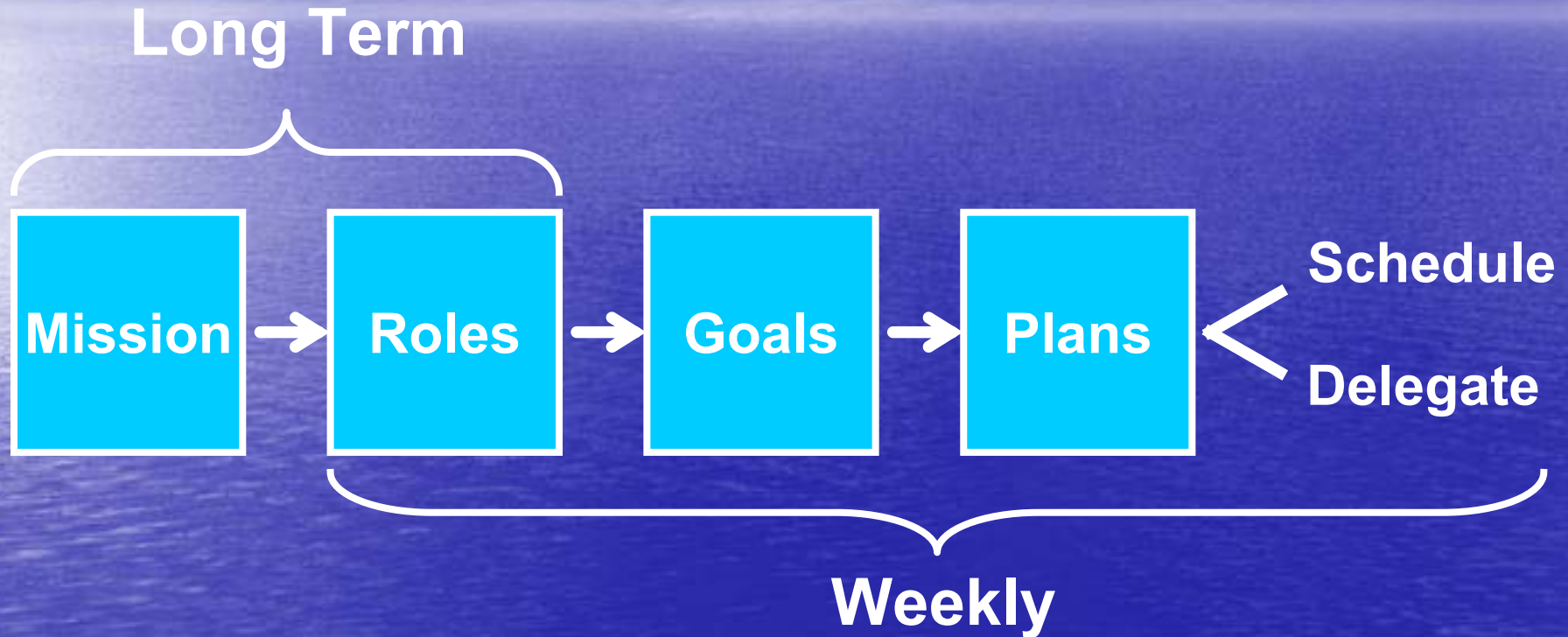
- Best use of time
- Unmet Goals
- Impediments
- Realistic

### – Revisit your Mission

### – Apply Evaluation Results



# Six Step Process



# Principle

- Effectiveness requires balancing important relationships, Roles, and activities



# Paradigms

- Things which matter most should never be at the mercy of things which matter least
- I will improve P/PC Balance within my Circle of Influence
- I will focus on importance instead of urgency
- I fulfil my Mission by acting on important Goals in my key Roles

# Processes

- Focus on the truly important and say no to the unimportant – Yes or No
- Focus on Quadrant II activities
- Plan weekly and implement daily on your Mission, Roles, Goals, and Priorities



# Quotes

- Things which matter most should never be at the mercy of things which matter least - Goethe
- What is important to a person must be as important to you as the other person is to you
- You don't invent your Mission, you detect it – Victor Frankl
- In all fields of human endeavour, 80 percent of results flow from 20 percent of the activities – Pareto
- The key is not to prioritise your schedule but schedule you priorities
- One's philosophy is not best expressed in words; it's expressed in the choices one makes. And the choices we make are our responsibility – Eleanor Roosevelt
- The Main Thing is the keep the Main Thing, the Main Thing – Stephen Covey

# Summary

- Time Matrix
- Six Step Process
- Principles, Paradigms, & Processes



# 4. Think Win-Win

- Six Paradigms of Human Interaction

- Win-Win
- Win-Lose
- Lose-Win
- Lose-Lose
- Win
- Win-Win or No Deal



- Win-Win is best 90% of the time (Rs 10, horse Goa)

# Win-Win Re-scripting

- Win-Lose conditioning – comparisons
  - How do you outsmart the smartest man in the world?
- Competition vs. Cooperation
- Independent vs. Interdependent
- Process
  - Developing self awareness
  - Writing new scripts
  - Developing new scripts
- Third Alternative – not your way or my way but a better way
- A philosophy, not a technique (3 way cake)



# Win-Win Re-scripting



# Win-Win Re-scripting

<i><b>Is</b></i>	<i><b>Is Not</b></i>
A courageous effort	Always being nice
A Character based code for interaction	A Personality based thought pattern
The best way to get Interdependent relationships	Always achievable
A philosophy of human interaction supported by an Abundance Mentality	A manipulative technique



# Four Dimensions of Win-Win

- Character
- Relationships
- Agreements
- Systems & Processes

# Four Dimensions of Win-Win

- Character
  - Integrity
    - People of Integrity are true to their feelings, values, and commitments
  - Maturity
    - Mature people express their ideas & feelings with courage and consideration for the ideas and feelings of others
  - Abundance Mentality
    - There is plenty for everyone (lamp)



# Four Dimensions of Win-Win

- Relationships

- Demonstrate consistent actions that convince people you are honest, and have integrity and loyalty
- Believe in the best for other people
- Disclose – help other people understand their position, behaviour, and decisions
- Communicate clear expectations
- Seek other ideas and listen with Empathy
- Are accurate, timely, and honest in communication
- Treat people with respect and respond to others' needs
- Focus on positive, & constructive feedback on improvements

# Four Dimensions of Win-Win

- Agreements
  - Desired Results
    - End, objective, & outcome
  - Guidelines
    - Boundaries & deadlines for results
  - Resources
    - Human, financial, technical, organisational, available
  - Accountability
    - Standards & methods
  - Consequences
    - Result for achieving Win-Win or not



# Four Dimensions of Win-Win

- Systems & Processes
  - Inside out approach
  - First - develop your Win-Win Character
  - Second - Agreements & Relationships
  - Third - is the Process
    - See from other view point
    - Identify key issues involved
    - Determine what results would be fully acceptable
    - Identify possible new options for these results

# Win-Win Rewards

- Financial
  - Income, stock options, allowances
- Psychic
  - Respect, approval, credibility
- Opportunity
  - Training, development, perks
- Responsibility
  - Authority



# Principle

- Effective, long term relationships require mutual benefit

# Paradigms

- I seek the benefit of others as well as my own
- I get better results from my relationships by cooperating interdependently than by competing independently



# Processes

- Balance courage and consideration in seeking mutual benefit
- Persist in looking for Win-Win outcomes despite past Win-Lose conditioning

# Quotes

- Your security comes from within instead of from without
- Comparison leads to win-lose scripting
- Win-Win is a belief in the Third Alternative. It's not your way or my way: it's a better way



# Summary

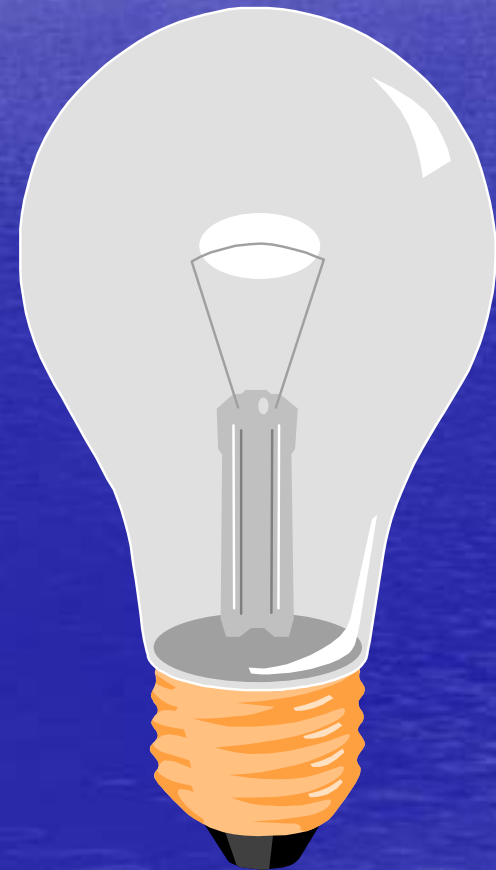
- Win-Win Re-scripting
- Four Dimensions of Win-Win
- Win-Win Rewards
- Principles, Paradigms, & Processes

5. First Understand,  
then be Understood

# 5. First

# Understand, then be Understood

- Ignoring
- Pretend Listening
- Selective Listening
- Attentive Listening
- **Empathic Listening**





# Challenges in Communication

- Diagnose before you prescribe
- Do not listen with your mouth (understand kid)
- People listen with the object to answer
- Listen with eyes and heart along with ears
- Listen at the others pace and direction – fast is slow and slow is fast
- Psychological air – satisfied needs don't motivate
- Communication is what others understand
- 1% know, 1% don't know, 98% no idea
- Optometrists can't make you wear their glasses

# Challenges in Communication

- Communication is
  - Reading
  - Writing
  - Speaking
  - Listening
- We spend years learning the first three
- $\frac{3}{4}$  of waking life doing all four and 40% of this is listening
- Dialog with the deaf
- Listening does the maximum fix for bad situations
- Every hour of real understanding saves 10/20/50 hours problem solving from not understanding



5. First Understand,  
then be Understood

# Challenges in Communication

- Autobiographical responses
  - Advising
  - Probing
  - Interpreting
  - Evaluating

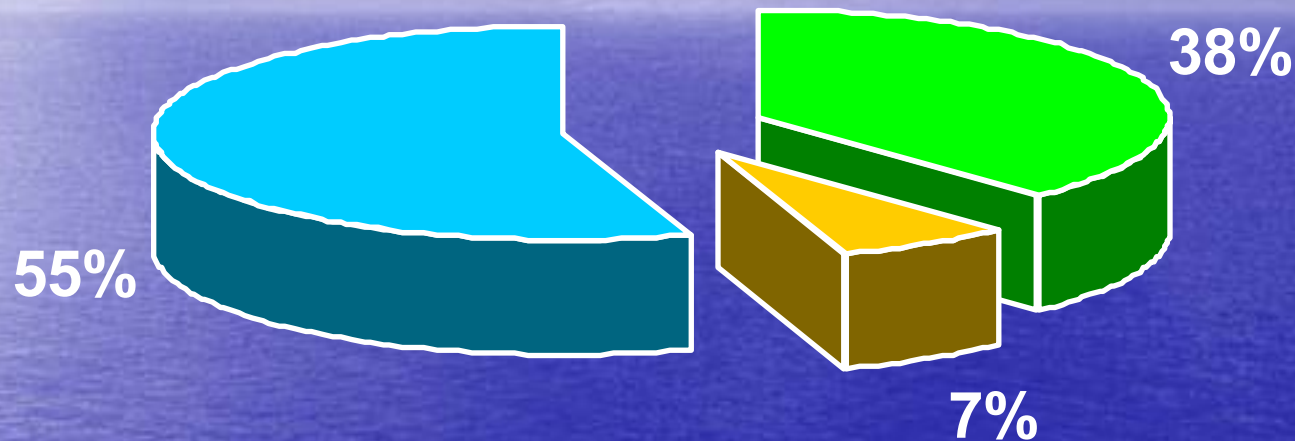
# Challenges in Communication

- Autobiographical *might be* effective when:
  - Other person's communication is presented logically, without emotion
  - Other person specifically asks for your point of view
  - Emotional Bank Account with other is high
- Autobiographical *might not be* effective when:
  - Other person only wants a listening ear
  - Other person wants to explore their feeling at their own pace, without threat
  - Other person's communication is emotional



5. First Understand,  
then be Understood

# Attitude & Skill of Empathy



- Non verbal body language
- Words we use
- How we say words, sounds we make

Communication is also Seeing and Feeling

# Attitude & Skill of Empathy

- Placing the Emphasis:
  - **Why** don't I take you to dinner tonight?
  - Why **don't** I take you to dinner tonight?
  - Why don't **I** take you to dinner tonight?
  - Why don't I **take** you to dinner tonight?
  - Why don't I take **you** to dinner tonight?
  - Why don't I take you to **dinner** tonight?
  - Why don't I take you to dinner **tonight**?
- What it means:
  - Do you have a problem with me?
  - Finding a reason why I shouldn't take you.
  - Instead of the guy you were going with.
  - Instead of going on your own.
  - I was going to take someone else.
  - Instead of lunch tomorrow.
  - Not tomorrow night.

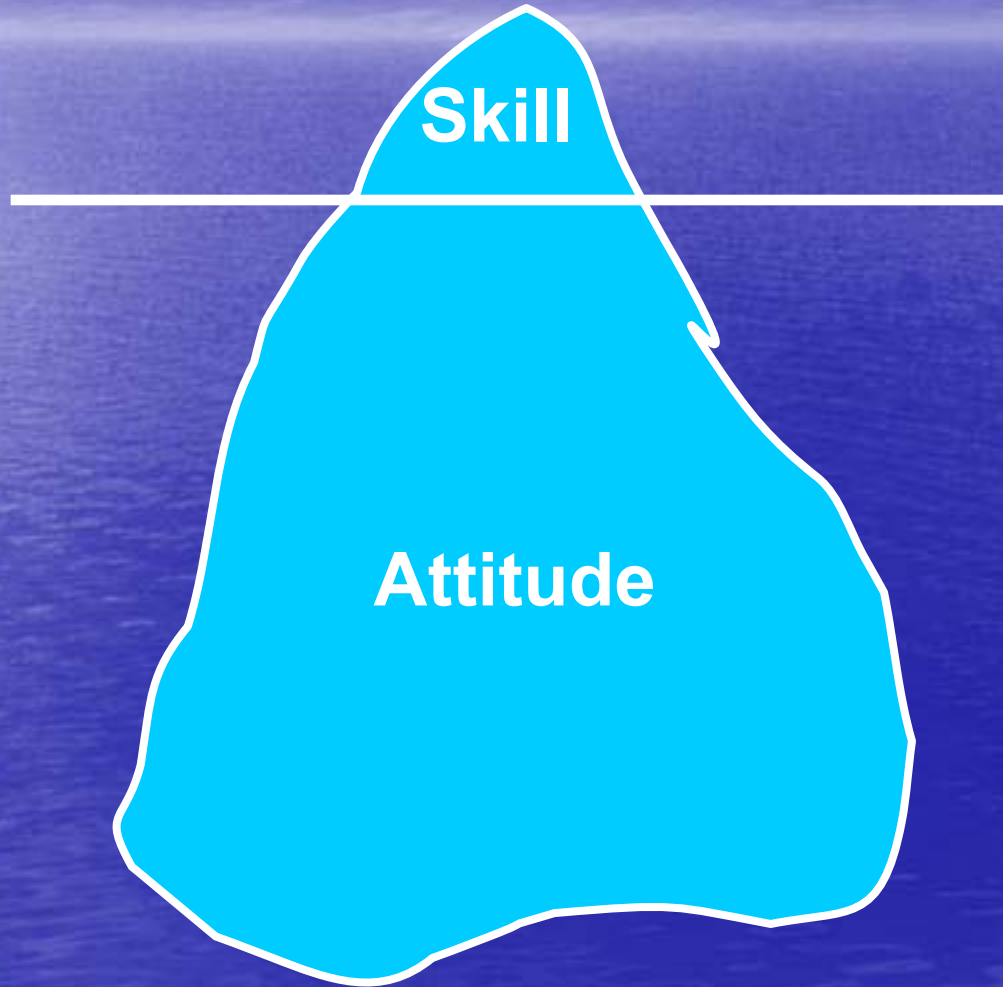


# Attitude & Skill of Empathy

- Speaker says 120 wpm
- Listener can absorb 800 wpm – slow down listening
- Our eyes see the equivalent of 50 million words per minute – 10,000,000 times more than we hear
- Humans use some 250,000 facial signals and 700,000 physical signals when communicating with one another

5. First Understand,  
then be Understood

# Attitude & Skill of Empathy





5. First Understand,  
then be Understood

# Attitude & Skill of Empathy



5. First Understand,  
then be Understood

# Attitude & Skill of Empathy

- Empathic Listening Responses (do it)
  - Repeat verbatim
  - Rephrase content
  - Reflect feelings
  - Rephrase content and reflect feelings
  - Discern – when Empathy is not appropriate



# Attitude & Skill of Empathy

- Phrases that acknowledge understanding
  - As I get it, you felt that...
  - So, as you see it...
  - I'm not sure I'm with you but...
  - You place high value on...
  - Your feeling now is that...
  - You must have felt...
- Put yourself aside – only Principle centred can

5. First Understand,  
then be Understood

# Principle

- Diagnosis must precede prescription
- Understanding comes through listening



5. First Understand,  
then be Understood

# Paradigms

- I assume I don't fully understand, and I need to listen
- If I listen first to understand, then I will be better understood

5. First Understand,  
then be Understood

# Processes

- Use Empathic Listening Skills
- Give the time and use one on one listening



# Quotes

- The psychological equivalent of air is to feel understood
- The key to listening is with the eyes and the heart
- The one who listens does most of the work, not the one who speaks
- Everyone's life is so singular, so unique. Who will listen to understand that uniqueness?
- To assume is to make an 'ass' of 'u' and 'me'
- It is said that walls have ears. However, some ears have walls

5. First Understand,  
then be Understood

# Summary

- Challenges in Communication
- Attitude & Skill in Listening
- Principles, Paradigms, & Processes



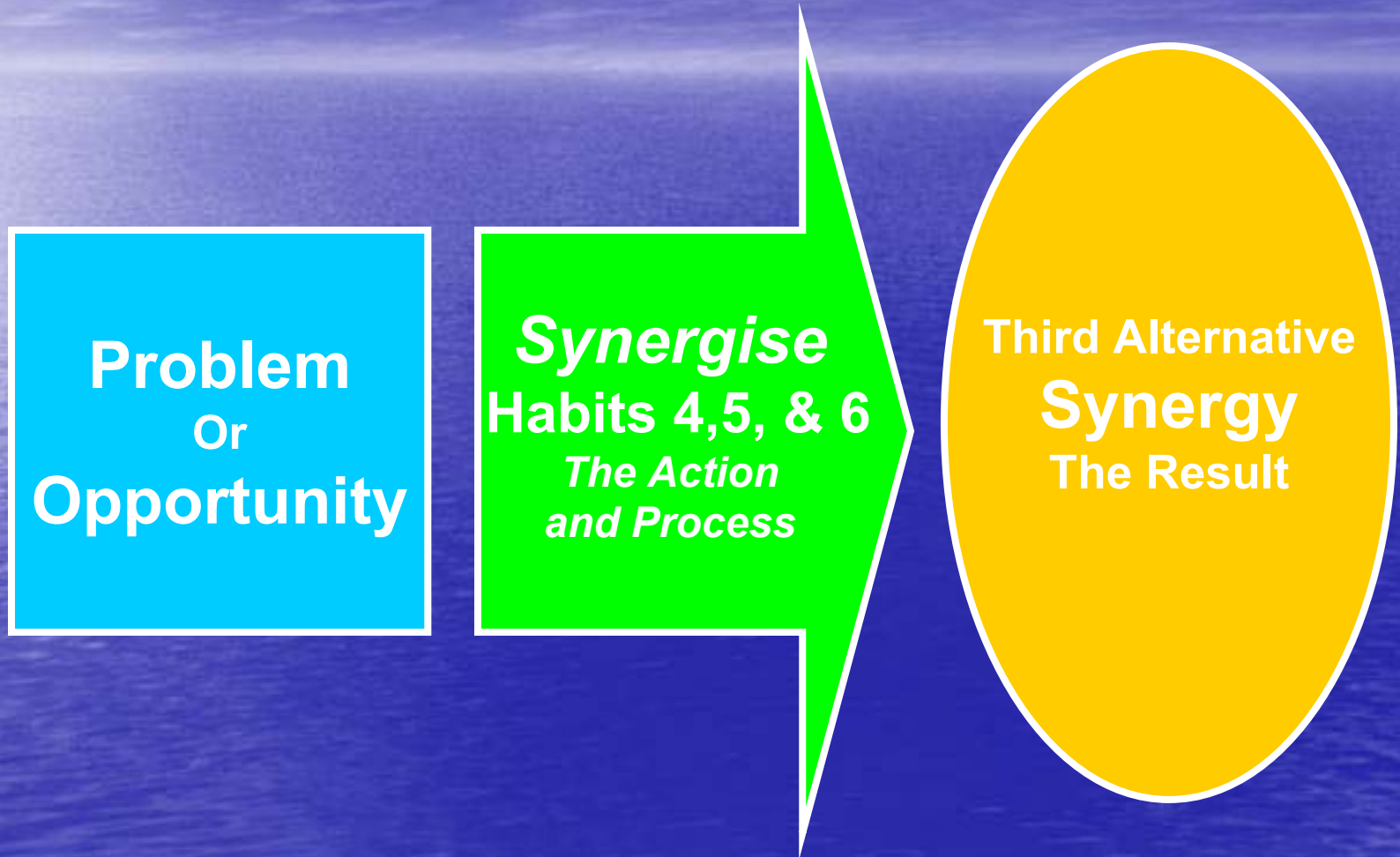
# 6. Synergise

- Negative  $2+2=-2$
- Compromise  $2+2= 2$
- Positive  $2+2= 4$
- Synergy  $2+2= 6, 60, 600....$



- If 4 is the Root, & 5 the Route, 6 is the Fruit
- Two wood pieces holds more than twice weight
- Synergy is creativity – sometimes scary
- The Whole is bigger than the sum of it's Parts
- Everywhere in nature – ears/direction, hands/10 times...

# Process of Synergising

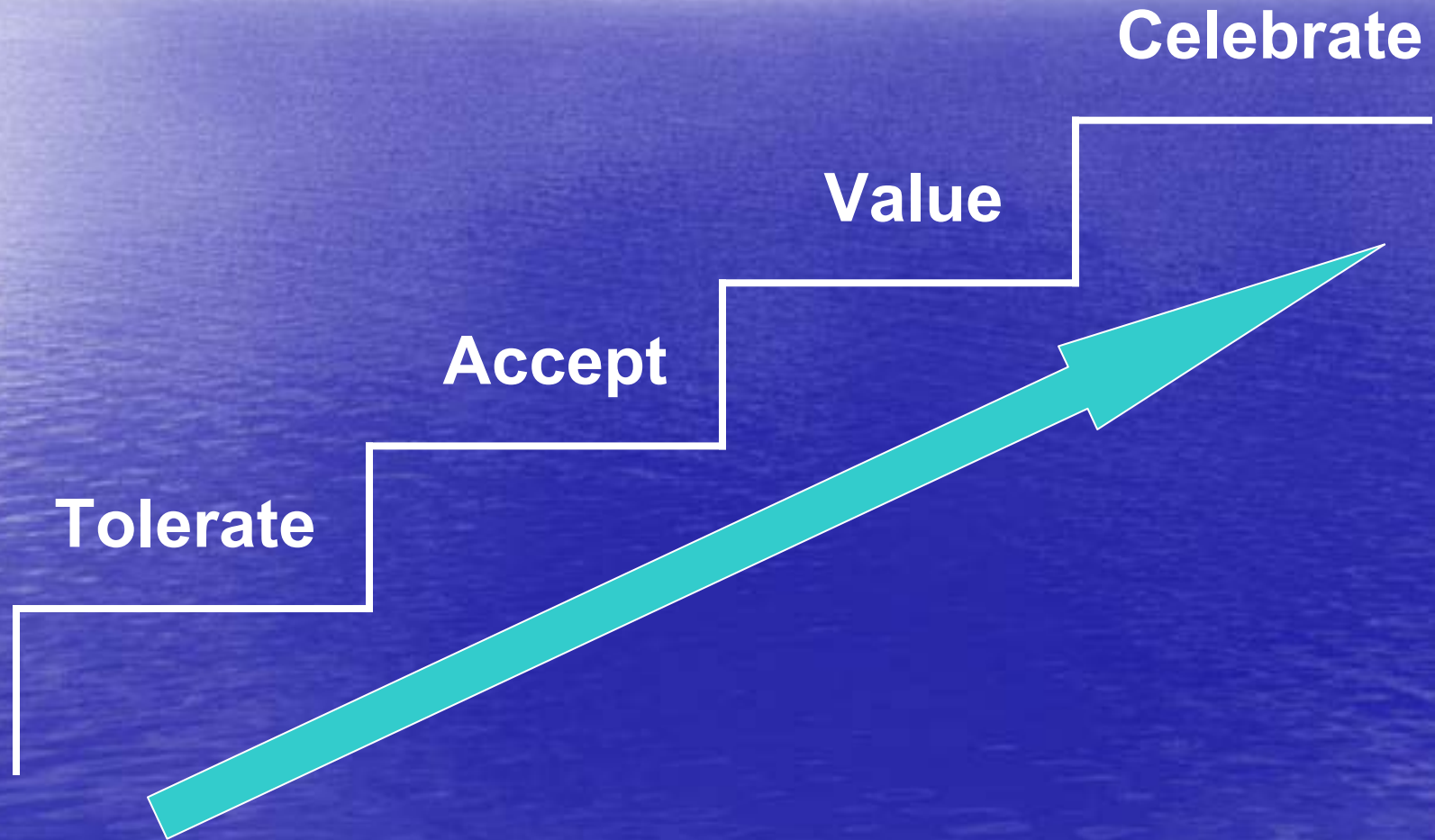




# Process of Synergising

<i><b>Is</b></i>	<i><b>Is Not</b></i>
Results oriented, +ve energy	A brainstorming free for all
Cooperating	Win-Lose competition
Having mutually agreed upon the end in mind	Group think – giving in to peer pressure
Examining, exploring openly to complete your Paradigm	Accepting others ideas as full truth
A Process	Only a Negotiating technique
Worth the effort & highly effective	Always easy

# Valuing the Differences





# Valuing the Differences

- Ground Rules for Synergising
  - Develop Win-Win mentality
  - Keep mind, hearts, and expressions open to new possibilities
  - Recognise and value others opinions, viewpoints, and perspectives as helpful when seeking solutions

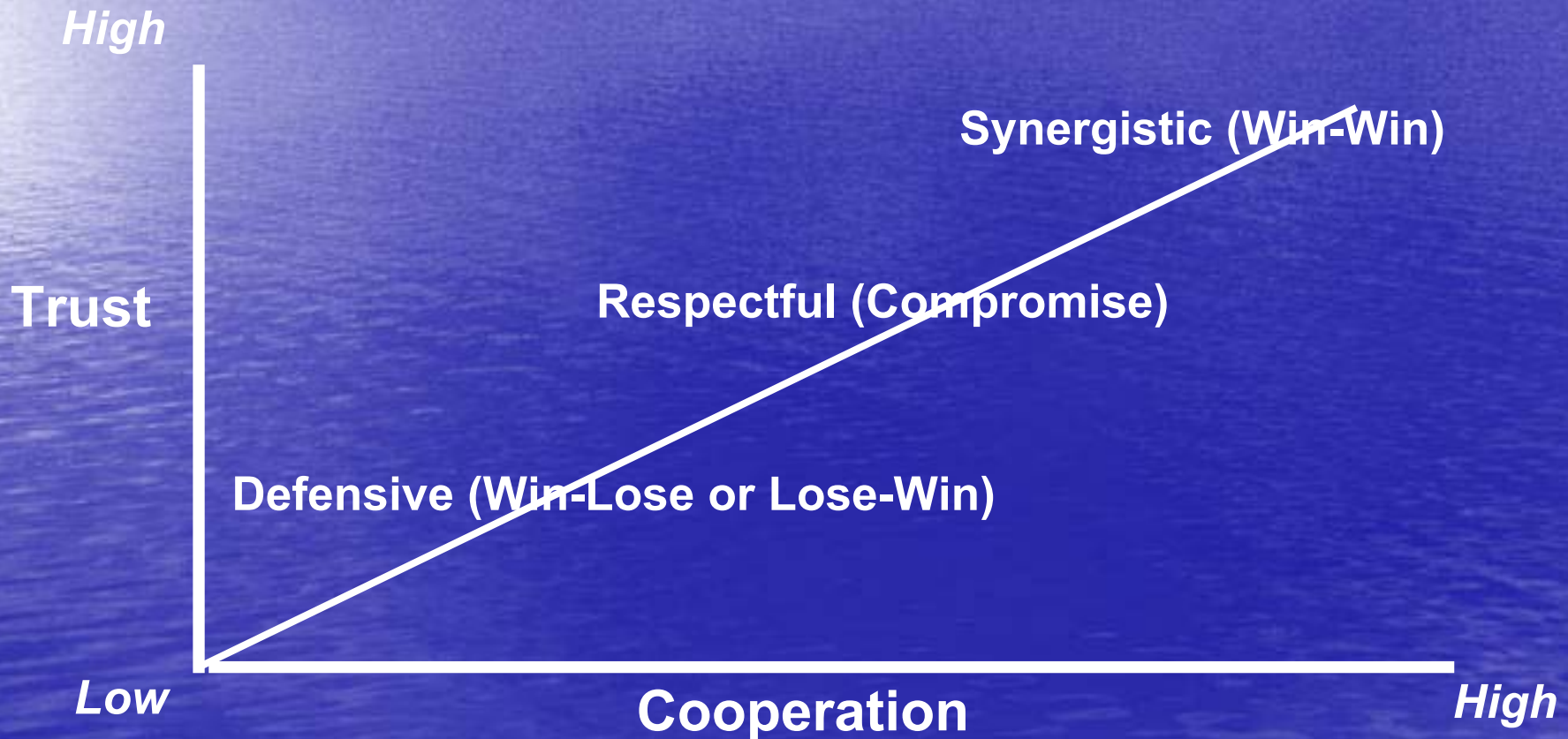
# Creating the Third Alternative

- Communicate till we both find a solution we feel good about
- Not your way, or my way, but a better way
- Both can be right and disagree – like the picture before
- Listen with intent to understand, not reply
  - This is how I see it vs. you are wrong
- Express how you feel about and see the situation
- Common Goals helps, or see Values
- Humility – since you only have your own experience, really understand the gifts that others have for you; it took them a lifetime of understanding and it is given to you free



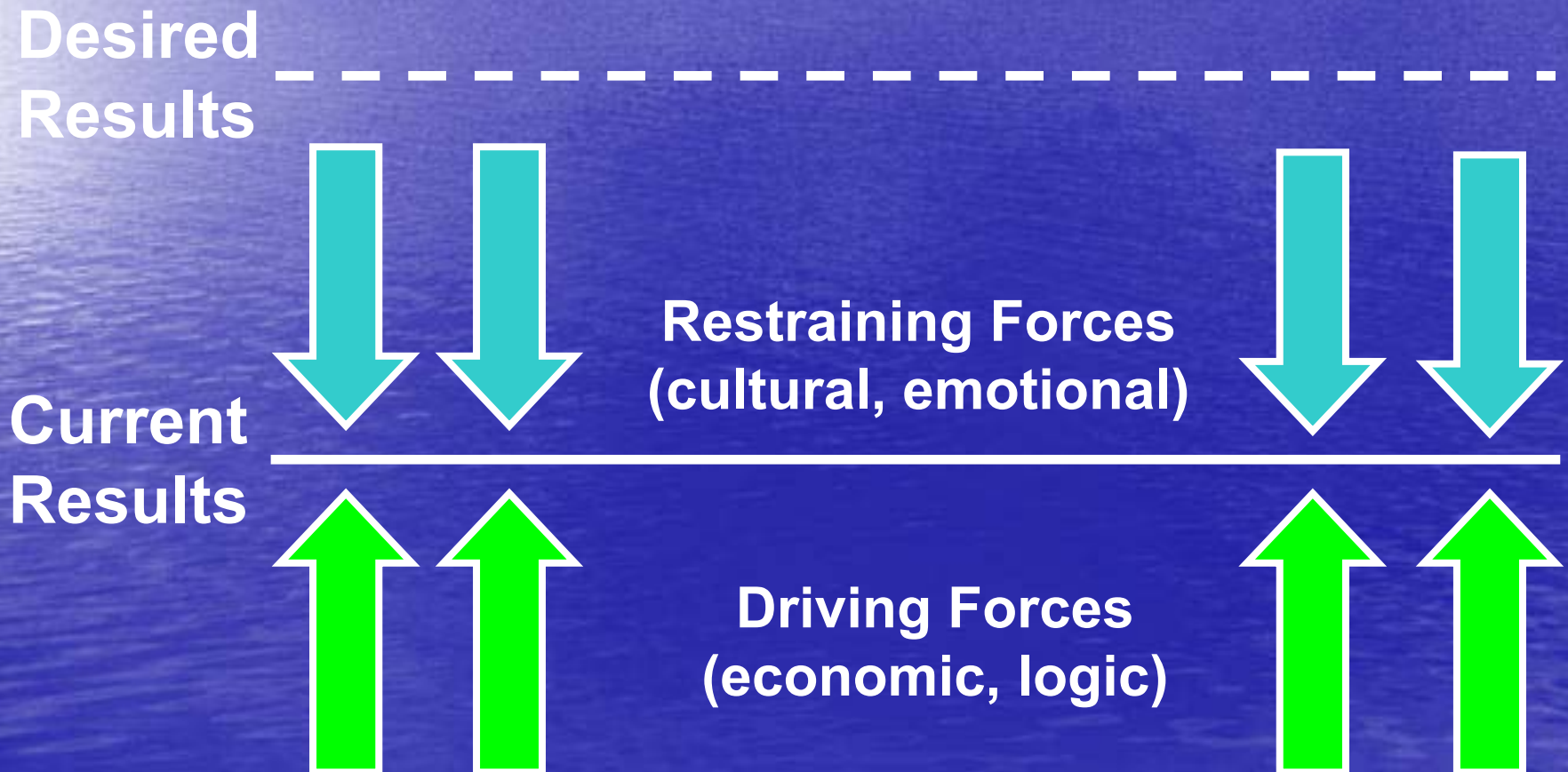
# Creating the Third Alternative

- Levels of Communication



# Creating the Third Alternative

- Force Field Analysis – Kurt Lewin





# Creating the Third Alternative

- A possible start...
  - Would you be willing to find a solution that is better than what each of us propose?
  - No one makes their point until that person repeated the others point to the others satisfaction

# Principle

- The whole is greater than the sum of it's parts



# Paradigms

- I value differences in others and seek the Third Alternative
- Working together cooperatively takes time but produces better long term results
- Any Human Problem can be solved with Habit 4, 5 & 6

# Processes

- Apply Win-Win thinking (Habit 4) and Empathic Communication (Habit 5) to seek Synergistic outcomes, including the Third Alternative (Habit 6)
- Use Synergy ground rules to discover the Third Alternative



# Quotes

- Strength lies in differences, not in similarities
- The key of objectivity is to accept subjectivity
- I do not see the world as it is, I see it as I am
- The enemy of the Best is the good - unknown

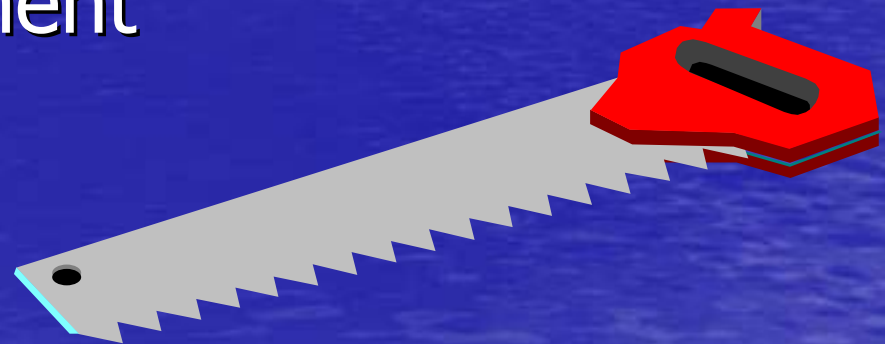
# Summary

- Process of Synergising
- Valuing the Differences
- Creating the Third Alternative
- Principles, Paradigms, & Processes



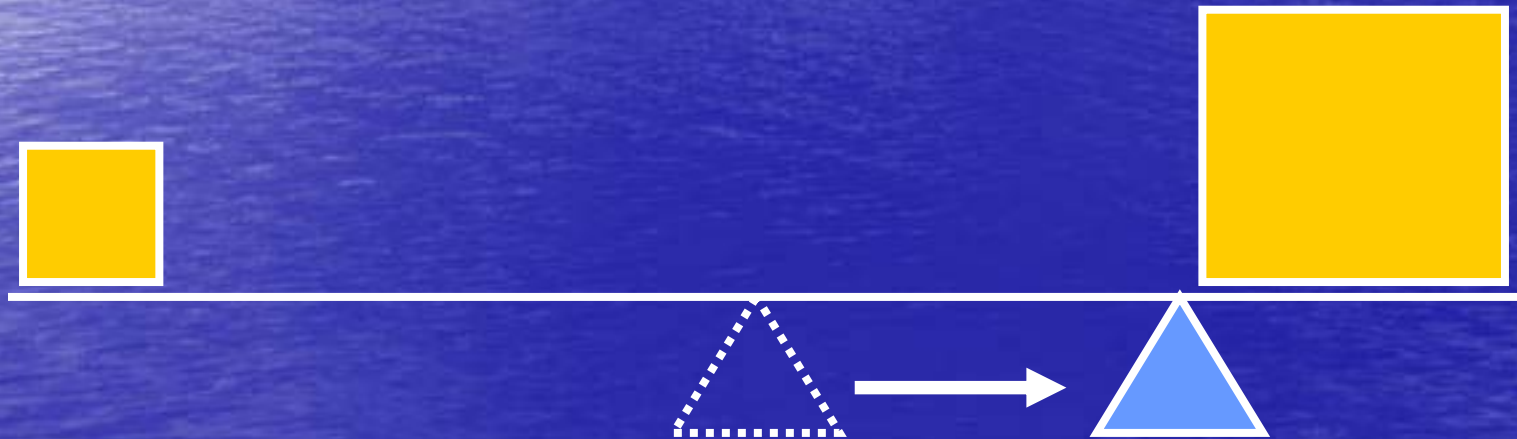
# 7. Sharpen the Saw

- Many gradual changes for a cumulative effect is better than a single massive change that is incomplete (woodcutter)
- Applies to 4 levels - Personal, Interpersonal, Managerial, & Organisational
- Continuous Improvement



# 7. Sharpen the Saw

- Few hours a week here impacts all others
- QII – Important and not Urgent
- It does not act on us, we have to act on it



Moving the fulcrum over



# Four Dimensions of Renewal



# Four Dimensions of Renewal

- Live                      Physical, basic wealth
  - Love                      Social
  - Learn                      Mental growth
  - Leave a Legacy              Spiritual, contribution
- 
- One unmet reduces life quality
  - Integration 'critical mass' = Fire Within



# Four Dimensions of Renewal

- Physical
  - Exercise regularly – endurance, flexibility, strength
    - The control influences other areas
  - Nutrition – fruit, vegetables, cereals
    - Subordinate taste for nutrition
  - Stress management
    - Eustress vs. Distress – Dr. Hans Selye
  - Sleep & rest
  - Regular health check ups
  - Habits & lifestyles for long term health

# Four Dimensions of Renewal

- Mental

- Read, read, and read – 12 books a year
  - Most Professions have a ½ life for 4 years
- Visualising
- Planning
- Solve puzzles, play mental games, mental hobbies
- Continuous education
- Write prose, poetry, music
- Collect quotations
- Keep a journal
- Listen to music
- Beware of TV – can be an open sewer into your home



# Four Dimensions of Renewal

- Social / Emotional
  - Cultivate family relations
  - Build new friendships, see old friends
  - Engage in creative service
  - Keep relationships in constant development & repair
  - Value differences and look for synergies
  - Take a holiday or celebrate a festival
  - Take each family member on a date
  - Write letters to family & friends
  - Givers gain – everywhere in nature
  - Key to 99 is the one

# Four Dimensions of Renewal

- Spiritual
  - Create, review, & refine you Mission
  - Value clarification
  - Watch, listen, & observe nature
  - Study great literature and lives of great people
  - Build integrity
  - Appreciate music & art
  - Religious worship that uplifts
  - Publish a book
  - Yoga & meditation
  - Cultivate a rich private life



# Personal Production Capability

- Survival and Revival
- What time is spent in each?
- What do you need to do for Balance?
- Doing one area Synergises to better all others
- Scripting others (IQ kids)
- Pay the Price, the Dividends are Marvellous

# Upward Spiral

- Continuous improvement
- Law of the Harvest
- Lifetime journey
- Sometime you may slide down a bit
- Large jumps with Paradigm Shifts
- Learn, commit, and do



# Principle Centred Living

- Life's constant is Change
  - Also Principles & Choice
- A changeless core helps deal with change
- Life's centre will be source of
  - Security – sense of worth
  - Guidance – source of direction
  - Wisdom – perspective in life
  - Power – capacity to act

# Principle Centred Living





# Principle

- Production (results) requires development of Production Capability (resources)

# Paradigms

- I will increase my effectiveness through personal renewal in each of the four dimensions of my life
- I will continuously improve



# Processes

- Constantly develop and renew personal resources to create better personal P/PC Balance
- Set and achieve Goals for renewal in the Physical, Mental, Spiritual, and Emotional dimensions

# Quotes

- It is more noble to give yourself completely to one individual than to labour diligently for the salvation of the masses – Dag Hammarskjold
- Progress has not followed a straight, ascending line, but a spiral with rhythms of progress and retrogression, of evolution and dissolution – Goethe
- To know something and not to do it, is really not to know it – Steven Covey



# Summary

- Four Dimensions of Renewal
- Personal Production Capability
- Upward Spiral
- Principle Centred Living
- Principles, Paradigms, & Processes

# Tips & Tools – 21 Day Focus

- Tips

- Share with others
- Get a coach (email)
- Focus on a Habit
- Be patient

- Tools

- Write a Mission
- Use a portable tool
- Win-Win
- Listen to others

***Daily Private Victory – 1 hr daily renewal***