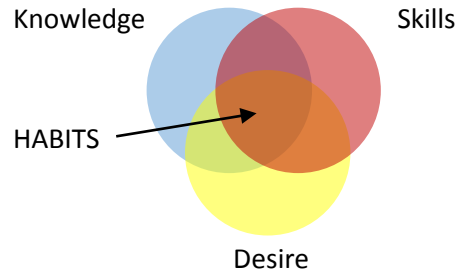


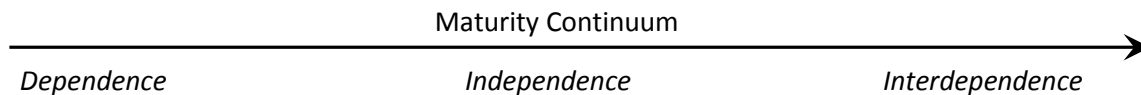
Seven Habits Intro Part A: Overview & Fundamentals

1. HABITS DEFINED. Our character is a composite of our habits. Changing habits is hard, but can be done by focused and purposeful commitment.

A (good) habit can be defined as the intersection of knowledge, skill & desire.



2. OUR PURPOSE & FOCUS. Our objective is to move progressively on a maturity continuum from *dependence* to *independence* to *interdependence*. Although independence is the current paradigm of our society, we can accomplish much more by cooperation – by building solid working relationships. However, we must have achieved independence before we can choose interdependence.



3. COVEY'S SEVEN HABITS. The first three habits are:

1. Be Proactive
2. Begin With The End In Mind
3. Put First Things First

These are self-mastery habits. They are the "private victories" required for character growth. They are a necessary foundation for interdependence, because private victories precede the public victories (public victories are established with Habits 4, 5, & 6).

Covey's Habits 4, 5, and 6 are:

4. Think Win-Win (a Teamwork mentality)
5. Seek First to Understand, Then be Understood (Cooperation)
6. Synergize (Open and Forward-Thinking Communications)

Habit 7 (Sharpen the Saw) is the habit of Renewal, creating an upward spiral of growth.

4. EFFECTIVENESS vs. EFFICIENCY. Effectiveness and Efficiency are two very different things:

Effectiveness – Has to do with achieving an intended result. Being effective means doing what *needed* to be done.

Efficiency – Has to do with TIME. Being *efficient* means doing something quickly.

People can be effective without being efficient. People can be efficient without being effective.

5. PRODUCTION vs. PRODUCTION CAPABILITY. In the story about the goose that laid the golden eggs, the golden eggs represent production; the health of the goose represents production capability.

Production Capability – Has to do with planning, organizing, equipping, & maintenance.

Production – Has to do with creating or manufacturing using components or raw materials.

Optimal Effectiveness lies in finding the best balance of Production with Production Capability.

Intro Part B: Personality vs. Character Ethics

Covey's research of American literature having to do with success found that two dominant theories for achieving success have been prominent since the founding of the nation. Covey labeled these categories the *Character Ethic* and the *Personality Ethic*.

Until the early 1900's (circa World War I), the *Character Ethic* was by far the most dominant.

To achieve success in the Character Ethic, a person works on developing the habits of good character, such as integrity (trustworthiness), respect, responsibility, fairness, caring, and practicing good citizenship. The effort requires long-term investment, because individual development is a long-term process that bears results according to the law of the harvest.

To achieve success via the Personality Ethic (which emerged circa World War I and became dominant in the 1920s and 1930s), skills and techniques are learned to refine one's public image, personality and attitudes. In the Personality Ethic, character is not as important as the public image, or "personality." How one "appears" is more important than how one actually is.

What Covey found was that although the skills and techniques of the Personality Ethic may result in success, if they are not built on solid Character they are often insincere and shallow.

The ideas that drive Personality Ethic can be helpful when they flow naturally from a good character and healthy motives, but Covey underscores the fact that they are secondary. To truly be successful, Character Ethic must be the primary foundation.

Be Proactive

Habit 1

In our society, people generally accept three deterministic explanations of human limitations:

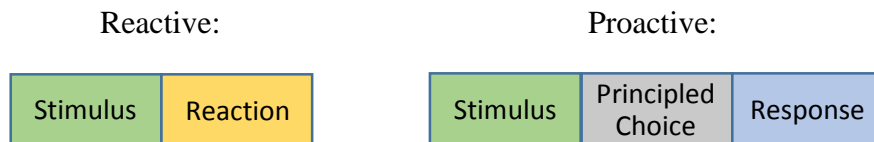
Genetic determinism	“I’m this way because of my ancestry”
Psychic determinism	“I’m this way because my parents raised me this way.”
Environmental determinism	“I’m this way because my surroundings dictate it.”

However, upon closer examination, we discover that *between stimulus and response*, man has the freedom to choose. In other words, we don't have to function on “auto pilot.” We can be response-able.

Responsible = Response-able = Able to Respond

Reactions are actions without thought.
Responses are actions based on thought.

Being proactive means that, as human beings, we are responsible for our own lives. *It is based on the principle that our behavior is a function of our decisions, not our conditions.* This is because, as humans, we can act on principles and values, giving them a higher priority over our feelings.



THEREFORE: We can *choose* to take initiative and be response-able to make things happen. In being proactive, what matters most is how we *respond* (not *react*) to what we experience.

Proactivity does not mean we ignore reality; It means facing reality and understanding that we have the power to choose a positive response, regardless of our circumstances.

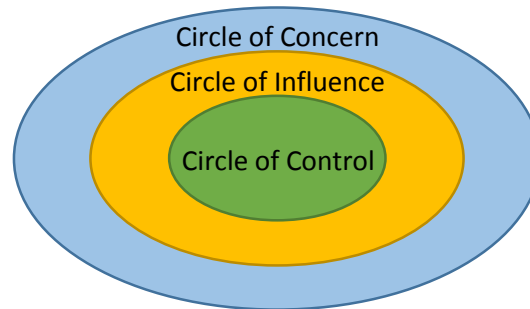
Organizations can be proactive by combining the creativity and resourcefulness of proactive individuals to create a proactive culture within the organization.

BEING PROACTIVE WITH OUR TIME & ENERGY

To be EFFECTIVE (getting done what needs to be done), we must be proactive about how we focus our time and energy. Again, this involves principled choices.

We can divide things into different areas that can attract our attention:

- Things over which we have concern.
- Things over which we have some influence.
- Things over which we have total control.



When people focus time and energy on items in their Circle of Concern but outside their Circle of Influence, they are NOT being effective. (These are things we're concerned about, but we have no influence or control over them.)

Focusing on the Circle of Concern (things we can't control) is reactive, and it actually *causes our Circle of Influence to shrink*.

Being proactive (working on things within our Circle of Influence/Circle of Control) causes these circles to grow.

Our Circle of Control (problems involving our own behavior) is impacted by how well we perform Habits 1, 2, & 3.

Our Circle of Influence (Indirect control – problems involving other people's behavior) is impacted by how well we perform Habits 4, 5, & 6.

At the heart of our Circles of Control and Influence is our ability to make and keep commitments and promises. Our integrity in keeping commitments is the clearest manifestation of proactivity.

MISTAKES HAPPEN

While we are free to choose our actions, the consequences of our actions are governed by natural law. Sometimes we make bad choices, called *mistakes*. We can't recall or undo them. *The proactive approach to a mistake is to acknowledge it instantly, learn from it and make corrections for next time.* The idea is to only make new mistakes, not the same ones over & over.