

**Washington State Cosmetology  
March Workshop  
Exploring the Seven Habits of Highly Effective  
People**

**By**

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# Time Management

## Using Seven Habits of Highly Effective People

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### Habit 3: Put First Things First

The Habit of Personal Management

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

--Johann Wolfgang von Goethe

#### Key Processes

- Focus on the truly important and say no to the unimportant.
- Focus on Quadrant II activities.
- Plan weekly and implement daily based on your mission, roles, goals, and priorities.

**Project 1.** What are first things? First things are those things that you, personally, find most worth doing. They move you in the right direction. They help you achieve the principle-centered purpose expressed in your mission statement.

List five or six important things you want to put first in your professional and personal life, then prioritize them.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

List an activity that, if done superbly and consistently, would produce marvelous results in your personal life. Do the same with an activity in your personal life.

#### Personal

#### Professional

#### Urgency

An activity is urgent if you or others feel that it requires immediate attention.

When we graph these elements and their opposites, four quadrants emerge that describe the activities we engage in. These quadrants form the Time Management Matrix.

#### **How Do I Spend My Time?**

Fit each event of your past week in the quadrant that best describes its urgency and importance. Estimate the percentage of time you spent in each quadrant.

- In which quadrant do you spend the largest percentage of time and effort?
- What happens to your body, mind, and organization if you stay in Quadrant I too long?
- Which quadrant do you spend time in when you're not in Quadrant I?

## **ANTICIPATE QUADRANT I ACTIVITIES BY SPENDING TIME IN QUADRANT II**

**Project 2.** Given the nature of the world we live in, we are sure to encounter Quadrant I activities. We choose to deal with them because they are important. However, if we anticipate Quadrant I activities and do something early on to prevent them or prepare for them (thereby lessening or eliminating the urgency), we will be more effective and feel less stressed. Use the backside of this paper if necessary.

1. What keeps you from spending more time in Quadrant II?
2. Many challenges we face result from a lack of private and public victories. Which of the above responses are the result of a lack of private and public victories?
3. Identify a potential Quadrant I (urgent and important) activity you will have to face sometime during the coming week. What can you do in Quadrant II to better prepare for and reduce the impact of the Quadrant I activity?

## **ELIMINATE UNIMPORTANT ACTIVITIES (QUADRANTS III AND IV)**

Unimportant matters (Quadrant III and Quadrant IV activities) gnaw at your time and other resources. Effective people identify and eliminate activities that don't further the fulfillment of their mission. They also ask themselves questions like the following when confronted with a Quadrant I activity they suspect may be in Quadrant III.

- What is my deeper "yes"?
- Do I really have to do this at all?
- What would happen if I didn't do it?
- What effect will it have on my Emotional Bank Account with this person or organization if I drop or postpone it?

### **Notes:**

## Project 3.

### Freeing Time For Quadrant II

1. Identify a Quadrant III activity (urgent but not important) that seems to come up repeatedly at home or at work. Determine what you will say (or do) the next time the situation arises so you don't react to its urgency.

Situation:

What will you do differently?

2. What Quadrant II activities could you use to replace Quadrant IV activities?

### Weekly Reflection

You may use any or all of the following questions as you reflect weekly on your mission statement:

- What do my heart and mind tell me to contribute, develop, protect, preserve, and support?
- How can I align this coming week's actions with my mission?
- What visual images motivate me to accomplish this week's goals?

	Urgent	Not Urgent
Important	<b>I ACTIVITIES</b> 7. Crises 8. Pressing problem 9. Deadline-driven projects	<b>II ACTIVITIES</b> 1. Preparation 2. Crises preparation 3. Values clarification 4. Planning 5. Relationship building 6. True recreation
Not Important	<b>III ACTIVITIES</b> 15. Interruptions, some calls 16. Mail, some reports 17. Some meeting 18. Many proximate, pressing matters 19. Many popular activities	<b>IV ACTIVITIES</b> 10. Trivia, busywork 11. Some mail 12. Some phone calls 13. Time wasters 14. Many pleasant activities

**Habit 2 : Begin With the End in Mind. The habit of personal leadership.** In this habit, we begin each day, week, project, etc. with a clear vision of our direction and destination. This habit inculcates the ability to create our desired results mentally first in accordance to our guiding principles, and then maintain this vision throughout our daily activities. Part of the process of developing this habit is to develop a personal mission statement, philosophy, or creed. This mission statement focus on what you want to be and do. Your planning activities then can always be refer back to this mission statement so you can maintain a proper perspective on where you are headed and how you hope to get there. This habit is called Personal Leadership because Leadership is considered to be the first creation of your vision which is then managed in your planning and daily activities.

### Notes:

# The Seven Habits Of Highly Effective People

By Stephen R. Covey

## Habit 6: Synergize

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### Washington State March Workshop 2004

#### The Habit of Creative Cooperation

- The Process of Synergizing
- Valuing the Differences
- Creating the Third Alternative
- The Perspective of Humility

*“The essences of synergy is to value differences—to respect them, to build on strengths, to compensate for weaknesses.”*

--Stephen R. Covey

#### Principles, Paradigms, and Processes

##### An Underlying Principle

The whole is greater than the sum of its parts.

##### Key Paradigms

- “I value the differences in others and seek the Third Alternative.”
- “Working together cooperatively takes time but produces better long-term results.”

##### Key Processes

- Apply win-win thinking (Habit 4) and emphatic communication (Habit 5) to seek synergistic outcomes, including the Third Alternative (Habit 6).
- Use synergy ground rules to discover the Third Alternative.

#### THE PROCESS OF SYNERGIZING

Synergize is the final habit in the Public Victory. Using Habits 4 and 5, we apply openness and communication. When we Synergize, we look at a problem, understand needs, and work to create synergy or a Third Alternative (a mutually beneficial solution) to meet those needs.

To Synergize is	To Synergize is NOT
Results-oriented, positive synergy	A brainstorming free-for-all
Examining, exploring, seeking diverse perspectives openly enough to alter or complete your paradigm	Accepting others' ideas as full truth
Cooperating	Win-lose competition
Having a mutually agreed-upon end in mind.	Group think (giving in to peer pressure)
Worth the effort and highly effective	Always easy
A process	Only a negotiation technique

In an interdependent relationship, problems and opportunities can be addressed by Synergizing. This process can lead you to synergy or the Third Alternative. Synergizing is an action and a creative process of loosening for and exploring possibilities that will benefit all involved parties. Practicing Habits 4, 5, and 6 and applying tools that open your mind to new possibilities (for instance, brainstorming, surveying, and flowcharting) enable you to arrive at synergy or the Third Alternative.

## BLOCKS TO SYNERGY

Write the blocks to synergize inside the following illustration:

Defensiveness				

## Valuing the Differences

The essences of synergy is valuing the differences. Valuing the differences does not imply that individuals approve of or agree with differences; however, it does mean that people respect differences and view them as opportunities for learning. The differing opinions of others and their viewpoints, perspectives, talents, and gifts are valuable when seeking solutions. These differences enable you to discover and produce things together that you would much less likely discover and produce individually. At what level do you value the differences?

## Valuing the Differences

### Project 1:

Choose one of the situations below and discuss the evidence, effects, and benefits of valuing the differences using the questions that follow.

#### Situation A

Describe a situation in which you genuinely valued someone's differences, and valuing those differences positively impacted your relationship.

*"The enemy of the best is the good."*

—Anonymous

## Project 2:

#### Situation B

Discuss a situation from your work life in which valuing the differences of someone you work with produced greater results than the sum of what you could have produced separately.

1. What differences were valued?

.....

.....

.....

2. What did the person say or do that showed he or she valued the differences?

.....

.....

.....

3. What did you learn from the experience?

.....

.....

4. What effect did valuing the differences have on the way you treat others now?

.....

.....

**Compromise:** Two or more people settle for less than they want so some of each of their wants can be satisfied.

## GROUND RULES FOR SYNERGIZING

### Mental Preparation

Prepare to find a solution that is better than what either person presently has in mind.

- Develop a win-win mentality. Believe that all parties involved will gain more insight, enthusiasm, learning, and growth by working together.
- Keep minds, hearts, and expressions open to new possibilities.
- Recognize others' differing opinions, viewpoints, and perspectives as helpful when seeking solutions. Valuing the differences lets people discover things together that they would much less likely discover individually.

### Interaction Ground Rule

You cannot make your point until you restate the other person's point to his or her satisfaction.

As you Synergize, remember to practice Habits 4 and 5. Look for a solution that would benefit all parties involved and listen with the intent to understand both content and feeling. Hold back any tendencies to give advice, probe, or try to figure people out.

#### COMPROMISE

Compromise is one way to settle the differences between two people. With compromise, communication isn't defensive, protective, angry, or manipulative; instead, it's honest, genuine, and respectful. Nevertheless, it is only a low form of win-win, since both people abandon some of their desires to meet the other's wants.

*"The enemy of the best is the good."*

—Anonymous

## CREATING THE THIRD ALTERNATIVE

Developing a "third mind" allows two people with differences to stand on the same side and together, look at a problem, understand needs, and work to create a Third Alternative. A Third Alternative is a cooperative solution reached in the win-win spirit that all involved parties feel good about. As you search for the Third Alternative, remember:

1. Communicate until you both find a solution you feel good about.
2. Listen with the intent to understand, not reply.
3. Express how you feel about and see the situation.

### Project 3:

#### Scenario 1: The Barking Dog

At 7 a.m. on Saturday you are awakened by the telephone ringing. It's your neighbor, who, rather gruffly, tells you that your barking cocker spaniel kept him awake for several hours last night. He suggests you put the dog to sleep. You are taken aback by his comment and feel defensive. But then you remember win-win. Rationally, you suggest there is probably an alternative that could satisfy both you and your neighbor, and you ask him for suggestions. Together you resolve your differences with a Third Alternative.

#### Your Needs

#### Neighbor's Needs

#### **Third Alternative:**

## Scenario 2: Physical Therapy

Over the weekend you injured your knee and your doctor has prescribed three months of physical therapy. The doctor has scheduled a one-hour session with the therapist three days a week. You have an 8-to-5 job, and the therapist can only see you during regular work hours. You approach your boss about flexible hours and she says, “Employees in this department must work from 8 a.m. to 5 p.m. to make sure customer needs are being met.” Here’s your opportunity for a Third Alternative.

### Employer’s Needs

### Your Needs

### Third Alternative:

## Scenario 3: The Driver’s License

Your teenage daughter has just received her driver license and now wants to have her own car. She argues all the merits of having freedom to run errands and not being dependent upon Mom and Dad for transportation. She argues that she is responsible and mature enough to handle it. You are deeply concerned about the safety of your teenager, as well as her lack of driving experience and financial maturity. You don’t want her to own a car.

### Teenager’s Needs

### Your Needs

### Third Alternative:

## Notes:

## THE PERSPECTIVE OF HUMILITY

All people see the world as they are, not as it is. They perceive, understand, and interpret the surrounding world according to their knowledge and experience. Since individuals are limited to their personal knowledge and experiences, they need others’ perspectives to expand their understanding and get a more balanced, object view.

*“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

## Significant Differences

Think of someone in your personal or professional life with whom you seem to have significant differences. This person may have very different opinions, style, or talents than you do. As you reflect on your relationship with this person, discuss the series of statement below.

1. This person really irritates me because we always seem disagree about...
2. I feel I am seeing the world as I am, not as it really is because...
3. This person’s strengths include...
4. This person’s skills include...
5. This person’s knowledge includes...
6. To practice humility in my interactions with this person, I need to...

## Habit 6: Synergize Summary

To reinforce your learning, review each of the following concepts, and then teach them to someone else. As you review and teach each concept, mark the box in the left margin.

- ❑ **Synergy means that the whole the whole is greater than the sum of its parts.**

When two or more people work together to understand something, they can create a phenomenon called “synergy.” Synergy lets us jointly discover things we are much less likely to discover by ourselves.

- ❑ **Synergize is the process that reveals the Third Alternative.**

The Third Alternative is a cooperative solution reached in the win-win spirit that all involved parties feel good about. For people to find the Third Alternative, they must communicate in a cooperative way and work toward a common set of goals. Synergy can't be achieved without first arriving at a Third Alternative.

- ❑ **The way to create synergy is to create an environment that supports it. Working within our circle of influence, we can create the climate in which synergy thrives. The elements of that climate include:**

- A win-win attitude
- Seeking first to understand
- Believing in our ability to find a Third Alternative

- ❑ **Relationships that join people of different abilities and styles of thinking are opportunities for synergy.**

The chance for synergy is great when two people do not see things in the same way. Differences are an opportunity. People who think differently may disagree more than people who think alike. But when personal or working relationships break down over disagreements, it is not because of differences. The reason is that the people involved did not understand the value of their differences or how to take advantage of them.

- ❑ **The first step in taking advantage of differences is to respect them and appreciate them.**

Differences, by themselves, do not create synergy. We must respect and appreciate our differences and choose to take advantage of them. Respecting differences means giving people freedom to think for themselves and being open to their views. Appreciating differences means seeing that our vision is incomplete.

- ❑ **Prejudging can keep us from appreciating differences.**

Prejudgments are limiting and often inaccurate paradigms. They keep us from appreciating and finding value in differences.

- ❑ **Synergistic communication is open.**

When we communicate synergistically, we are simply opening our mind and heart to new possibilities, new alternatives, and new options. We believe our solution will be significantly better than it was before.

### Quotes

*“Strength lies in differences, not in similarities.”*

--Stephen R. Covey

*“The key to objectivity is to accept subjectivity.”*

--Stephen R. Covey

*“I do not see the world as it is, I see the world as I am.”*

--Stephen R. Covey

**Note:** This habit builds on the two preceding habits: Think Win-Win and Seek First to Understand, Then to Be Understood.

## Habit 2: Begin with the End in Mind

The Habit of Personal Leadership.

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

--Mary Wollstonecraft

Principles, Paradigms, and Processes

An Underlying Principle

Mental creation precedes physical creation.

Key Paradigms

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

Key Processes

- Create and apply personal and organizational mission statements as constitutions for daily living.
- Envision the desired results and important values to guide activities or endeavors.

### **BEGIN WITH THE END IN MIND APPLIES TO ALL AREAS OF LIFE**

**Read through the following examples:**

- If you know what you want to accomplish in a meeting, you can define the purpose of the meeting, enabling the attendees to focus on and meet the intended goals and objectives.
- If you want closeness and unity within the family, you can create a family mission statement and choose behavior or interaction with family members that is in line with the mission.
- If your family is going on vacation, discuss the purpose and keep that purpose in mind while you are vacationing.
- In preparing a speech, you may write down what you want the audience to do as a result of having listened to you, and keep this in perspective as you're writing the speech.

## **Project 1.**

Identify some areas of your life in which you could benefit from habit 2: Begin with the End in Mind:

In all areas of life, taking charge of the first (or mental) creation can help people achieve desired results.

## **WHAT'S IN A MISSION STATEMENT?**

**Mission Statement**—A powerful document that expresses your personal sense of purpose and meaning in life; it acts as a governing constitution by which you evaluate decisions and choose behaviors.

## EVALUATION OURSCRIPTS

The process of writing a mission statement allows us to reevaluate our old scripts (created by the social mirror) and create new scripts based on principles. Creating a Personal Mission Statement involves as much discovery as it does creation. We envision and explore our future using the four endowments: self-awareness, imagination, conscience, and independent will.

## BENEFITS OF A PERSONAL MISSION STATEMENT

### **A personal Mission Statement:**

- Encourages you to think deeply about your life
- Helps you examine your innermost thoughts and feelings
- Clarifies what is really important to you
- Expands your perspective
- Imprints self-determined values and purposes firmly in your mind
- Provides direction and commitment to values
- Enables you to make daily progress toward long-term goals (when connected to daily and weekly plans)
- Provides the first or mental creation of your desired results for your life

The process of writing a mission statement involves answering a series of questions:

- What things do I want to have that I feel are important?
- What am I about?
- What are the qualities of character I would like to emulate?
- What legacy do I want to leave?

### **Project 2:**

#### **HAVE: RESULTS YOU WANT TO ACHIEVE**

**Step 1.** In the space below, make a list of the things you want to have that you feel are important. Note: your “haves” may be tangible possessions or they may be intangible (e.g., happy, family)

**Step 2.** Identify the five most important items.

### **DO: CONTRIBUTIONS AND ACCOMPLISHMENTS**

#### **Project 3:**

“Do” addresses the contributions and accomplishments that tie to your purpose and values. It answers the question, “What am I about?” Think about and respond to the questions below.

1. When I daydream, what do I see myself doing?
2. If I had unlimited time and resources, what would I choose to do?
3. When I look at my work life, which activities do I consider of greatest worth?
4. When I look at my personal life, which activities do I consider of greatest worth?
5. What do I consider to be my most important future contribution to others?
6. What talents do I have, whether developed or undeveloped?
7. Are there things I feel I really should do even though I might have dismissed such thoughts many times before for various reasons? What are they?

## **Project 4:**

### **BE:LOOK TO AN INFLUENTIAL PERSON**

People influence others through their behavior, feelings, and lifestyle. Undoubtedly, a number of people have served as patterns or sources of inspiration for you. The following exercise will help you discover the character traits you value most.

1. Who has served as a positive role model for me and has had a significant impact in my life? Why did that persona have such a significant impact?
2. What qualities does this person possess that I would like to emulate?
3. What other qualities of character do I most admire in others?

### **FIVE-MINUTE CONTINUOUS WRITING EXERCISE**

## **Project 5:**

**Instructions:** On the back of this paper or another sheet:

- Write for five minutes without stopping.
- When you can't think of anything else to write, keep your pen or pencil moving until something else comes to mind.
- Don't worry what it looks like. Get your thoughts down on paper.

## **PERIODICALLY REVIEW AND EVALUATE**

Staying in touch with your personal mission statement is important. Use the following questions to test its value.

Does my mission statement:

- Express timeless, proven principles that produce quality-of-life results?
- Represent the best that is within me?
- Provide direction and purpose for me?
- Challenge and motivate me?
- Inspire me?
- Provide security and comfort for me?
- Communicate my vision and values?
- Address all significant roles in my life?
- Approach and integrate all four fundamental human needs and capacities (physical, social/emotional, mental, and spiritual)?

## **Notes:**