

The Seven Habits
of Highly Effective People

United Faith Church
Training and Equipping Ministries
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The Seven Habits of Highly Effective People

1. Be proactive

Take Responsibility for Your Life

2. Begin with the end in mind

Define your mission and goals in life

3. Put first things first

Prioritize, then do the most important things first

4. Think Win-Win

Have an “everyone can win” attitude

5. Seek first to understand, then to be understood

Listen to people sincerely

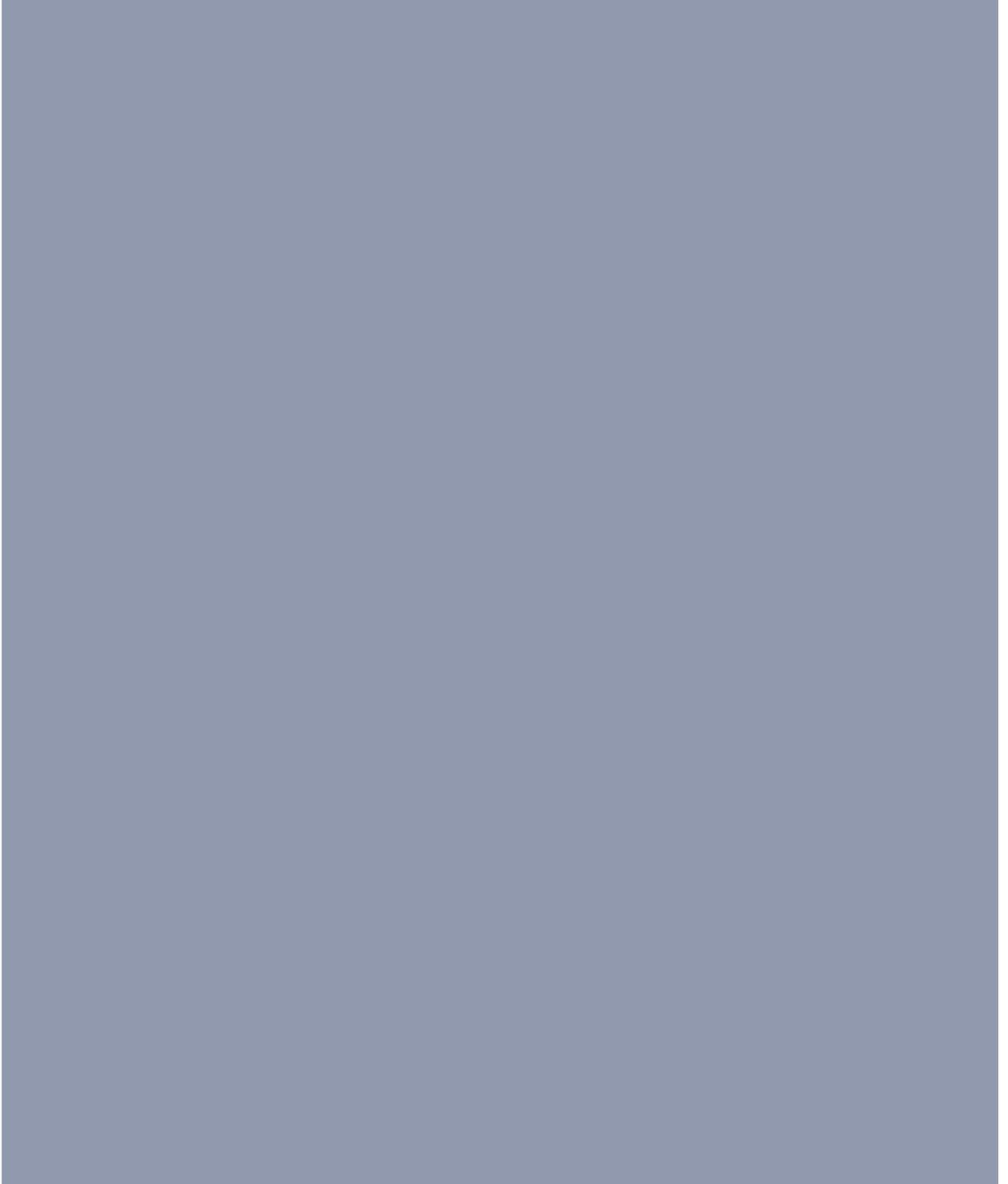
6. Synergize

Work together to achieve more

7. Sharpen the Saw

Renew yourself regularly

The Seven Habits Tree



The Seven Habits of Highly Defective People

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|--|---|
| 1. React | Blame all of your problems on someone else. Someone at Headquarters or the Central Office, or your boss or supervisor, or your family, or the people you live around, or the government or corrupt local officials, or your husband or your wife.

Be a victim. Take no responsibility for your life. If you are hungry, eat. If someone yells at you, yell back. If you feel like doing something you know is wrong, go ahead and do it. |
| <hr/> | |
| 2. Begin with No End in Mind | Don't have a plan. Avoid having goals. And never think about tomorrow. Why worry about the consequences of your actions? Live for the moment. Sleep a lot and waste a lot of time. |
| <hr/> | |
| 3. Put First Things Last | Whatever is the most important thing in your life, don't do it until you have spent a lot of time walking around, listening to the radio, reading the newspaper, and talking endlessly with friends. Always put off important things until tomorrow. And make sure that the things that don't matter come before the things that do matter. |
| <hr/> | |
| 4. Think Win-Lose | See life as a competition or race. Other people are out to frustrate or defeat you, so you should also try to defeat or frustrate them first. Don't let anyone else succeed because if they win, you lose. If it looks like you are going to lose, be sure to pull down the other person with you. |
| <hr/> | |
| 5. Seek first to talk, then pretend to listen | You were born with a mouth, so use it! Make sure that you talk a lot. Always tell your side of the story first. Once you are sure everyone understands your side of the story, then pretend to listen to them. |
| <hr/> | |
| 6. Don't cooperate | Let's be truthful. Other people are strange because they are different from you. So, there is no need to try to get along with them. Teamwork is so frustrating. But, since you have the best ideas anyway, it is better to do things your way alone. |
| <hr/> | |
| 7. Wear yourself out | Be so busy with your life that you never have time to renew or improve yourself. Never study or read. Don't learn anything new. Don't read your Bible. |
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Introduction

Basic Principles

What is a Habit?

A habit is anything that we do over and over. Most of the time we are not even aware of our habits. We just do them.

Some habits are good:

- Reading our bible
- Talking kindly to our husband or wife and encouraging him / her
- Planning ahead
- Showing respect for others

Some habits are bad

- Thinking negatively
- Feeling like we are no good
- Blaming others for problems

But our habits, good or bad, are what “make us” or “break us” in our lives.

But, we are stronger than our habits. We can break bad habits, and learn new ones. We can change and grow and develop. It is often not easy, but it is possible.

What Can the 7 Habits Do For You?

- Get control of your life
- Improve relationships with your friends and co-workers
- Make smarter decisions
- Get along with your family
- Break bad habits
- Define your values and what matters most to you
- Get more done in less time and reduce pressure and stress in your life
- Increase your self-confidence

Character and Competence

Character A person with high character shows:

- Integrity
- Maturity
- Abundance Mentality

Competence A person with high competence has knowledge and ability in a given area

Effectiveness is found in the balance of high character and high competence. As these two elements are balanced, people build personal trustworthiness.

Personal leadership grows out of trustworthiness.

If you lead yourself effectively and demonstrate trustworthiness (a balance of strong character and competence), others will begin to trust you as a leader.

Trust grows from trustworthiness. It grows from promises that are made and then kept.

Paradigms

A paradigm is the way that an individual sees, understands, and interprets the world around him.

Paradigm Shifts

If we want to make small changes in our lives, we should change our behavior. But, if we want to make large changes, then we need to change our paradigms. We need to begin to see things differently.

Personal Paradigm Shifts

The Seven Habits are about personal paradigm shifts.

They are about changing the way that we look and think about things, people and situations, and acting differently based on that new perception.

Paradigm shifts come when we gain additional information, insight, and understanding.

Effective people create opportunities for paradigm shifts and make real efforts to understand the paradigms of other people. They have open minds and allow others to freely express themselves.

As our understanding and accuracy improves, our point of view changes. These changes in perspective are paradigm shifts.

The P / PC Balance: A Basic Principle of Effectiveness

Effectiveness also requires the balance of production and production capacity.

P - Production

The desired results produced

The golden egg

PC - Production Capacity

Maintaining, preserving, and enhancing the resources that produce the desired results

The goose that lays the golden egg

A key element of personal effectiveness is maintaining, preserving, and enhancing the assets that enable us to produce the desired results.

The Emotional Bank Account

The “Emotional Bank Account” represents the amount of trust present in a relationship.

Every interaction with another person can represent a deposit, or a withdrawal.

Deposits build and repair trust. Withdrawals break trust and lessen the strength of the relationship.

Deposits	Withdrawals
Kindness and courtesy	Unkindness and rudeness
Promises kept	Promises broken
Honoring expectations	Violating expectations
Loyalty to those who are absent	Disloyalty, duplicity, gossip
Making an apology	Pride, conceit, and arrogance

The only deposits and withdrawals that you can control are your own. In order to build trust, you must choose to treat every problem and every interaction with another person as an opportunity to make a deposit in that other person’s account. Make deposits and you will build security for both of you.

Habit 1:

Be Proactive

Take responsibility for your own life

The Principle of Personal Vision

Key Concepts

Respond according to values

Accept responsibility

Focus on your Circle of Influence

Become a transition figure / change agent

Be Proactive

Principles, Paradigms, and Processes

- | | |
|-----------------------------|--|
| Underlying Principle | <ul style="list-style-type: none">▪ Individuals are responsible for their own choices and have the freedom to choose |
| Key Paradigms | <ul style="list-style-type: none">▪ I am responsible for my behavior and the choices that I make▪ I can expand my personal freedom and influence by being proactive |
| Key Processes | <ul style="list-style-type: none">▪ Recognize reactive tendencies and develop proactive responses▪ Increase your Circle of Influence▪ Become a transitional figure and change agent to benefit yourself and others▪ Exercise the human endowments through conscious choice in decision making |

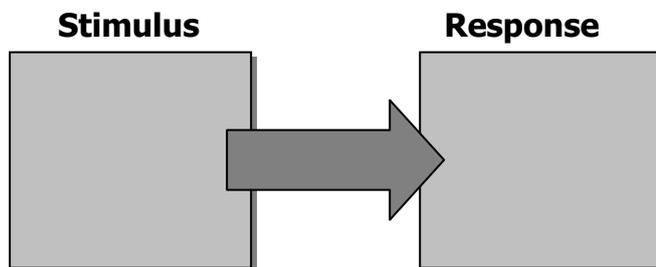
Proactive People Respond According to Values

Proactive People have three characteristics:

- They respond according to values
- They accept responsibility for their own behavior
- They focus on their Circle of Influence

Reactive Behavior

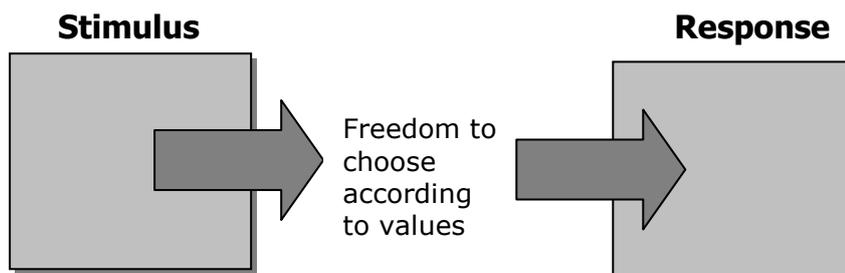
Reactive people allow outside influences to control their behavior and responses



Proactive Behavior

Proactive people use their freedom to make choices that best apply their personal values. They think before acting.

They realize that they cannot always control what happens to them, but they have total control over what they do about it and how they respond.



The Last of Human Freedoms

In the book, *Man's Search for Meaning*, Victor Frankl says:

Proactive choice of attitude is “the last of the human freedoms.”

Despite the impact of others' choices and negative behaviors, and our own past choices, we are free to continue to make choices based on our values.

No one has unlimited choices – we are somewhat limited by circumstances. Sometimes the choices of others influence us negatively. Other times we face situations over which we have limited or no control.

But despite others' choices and given the circumstances, we are free to continue to make our own choices. Even in difficult situations, we can choose our own attitudes.

Accepting Responsibility

When we blame and accuse others, we are reactive. We focus on the weaknesses of others and get so involved in their disturbing behaviors that we give up our power to think, feel, and act in our own best interests.

If we let our circumstances control us, we feel victimized and tend to blame and accuse others when things go wrong.

When we are proactive, we don't let others' weaknesses drive our decisions. We make our choices based on our values, purposes, and vision.

“It is not what other people do to us that hurts us.

In the most fundamental sense, it is our chosen response to what they do to us that hurts us.”

Stephen Covey

Theories of Determinism

Reactive people blame their attitude and behavior on things that they think they cannot control.

Name	Description	Whose fault is it?	Example
Genetic	Traits we inherited	My grandparents	I'm a night person. My whole family is and has been from generations back. Don't talk to me in the morning – I don't do mornings well.
Culture	The way we were brought up	My parents	My parents hate math, so I hate math, too. As a result, I don't have a spending plan
Environmental	External forces and circumstances in our surroundings	Everyone's	My boss is always critical and angry. He puts me in a bad mood everyday.

These things certainly influence us, but they do not determine us. We are still free to choose our behavior and attitude.

Four Human Endowments

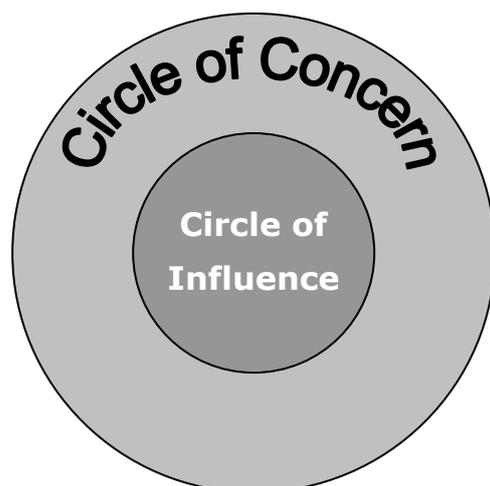
Proactive people exercise the four unique human endowments:

Endowment	Description	Example
Self-awareness	The ability to examine our thoughts, moods, and behaviors “I can stand apart from myself and observe my thoughts and actions.”	“I’m on edge because I didn’t get enough sleep last night.” “I said that because I’m jealous.”
Imagination	The ability to visualize beyond experience and present reality “I can think of new possibilities”	“I feel lonely. I will invite a friend to dinner.”
Conscience	The ability to understand right and wrong and to follow personal integrity “I can listen to my inner voice to know right from wrong”	“I should try harder to get along with my daughter. She is important to me.”
Independent Will	The ability to act independent of external influences “I have the power to choose and to change”	“Even though he has spread a rumor about me, I will be kind and will not talk behind his back.”

Focus on Your Circle of Influence

Circle of Concern All matters about which you care

Circle of Influence Those things which you can directly affect



Expanding Your Circle of Influence

When we focus on things we can influence (for example, our Emotional Bank Account with others, our P / PC Balance, etc.), we expand our knowledge and experience and build trustworthiness. As a result, our Circle of Influence grows. However, when we focus on things that we cannot control, we have less time and energy to spend on the things that we can influence. Then, our Circle of Influence shrinks.

Proactive and Reactive People

Reactive	Proactive
Are easily offended	Are not easily offended
Blame others	Take responsibility for their choices
Get angry and say things that they later regret	Think before they act
Complain a lot	When something bad happens, they “bounce back” and recover
Wait for things to happen to them	Always find a way to make it happen
Change only when they have to	Focus on things they can do something about, and don't worry about things they can't

Proactive and Reactive Language

Reactive	Proactive
I have to ...	I choose to ...
He makes me so angry	I control my own feelings
There's nothing I can do	Let's look at the alternatives
If only ...	I can ...
I'll try, but it won't work	I'll do it
That's just the way I am	I can do better than that
I can't	There has to be a way to make this work
You ruined my day	I'm not going to let your bad mood spoil my day

Becoming a Transition Figure / Change Agent

A transition figure is a person who stops the transmission of negative behaviors to others. This person breaks unhealthy, harmful, abusive, or unfortunate learned behaviors and replaces them with proactive, helpful, and effective behaviors. This person works on positive behavior and passes on effective habits that strengthen and build others in positive ways.

We can choose to replace negative behaviors with positive ones instead of transmitting the negative behaviors to others. We can choose to positively influence others through our actions and example.

You have the power within you through God's help to rise above whatever may have been passed down to you.

We need to develop a "can do" attitude, not a "no can do" attitude.

"Can Do" People	"No Can Do" People
Take the initiative to make things happen	Wait for something to happen
Think about solutions and options	Think about problems and barriers
Act	Are acted upon

Habit 2:

Begin with the End in Mind

Define your mission and goals in life

The Principle of Personal Leadership

Key Concepts

Mental creation precedes physical
creation

Choose a life center

Have a Personal Mission Statement

Begin with the End in Mind

Principles, Paradigms, and Processes

- 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 a constitution for daily living
- Envision the desired results and important values to guide activities and endeavors

Effective People Shape Their Own Futures

Instead of letting other people or circumstances determine their destiny, effective people mentally plan and then physically create their own positive results. What they have in their mind shapes their future.

Planning means writing history in advance. We must determine who we want to be, what we want to do, and where we want to go.

For example:

- If you are responsible for a meeting, defining the purpose of the meeting and preparing a clear agenda enables the attendees to focus on and meet the intended goals and objectives.
- If you want closeness and unity in your family, develop a family mission statement and choose behaviors and activities that are in line with that mission.
- If you have to make a speech, write down what you want the audience to do after they have listened to you. Keep this perspective in mind as you write the speech.

Developing a Personal Mission Statement

A mission statement is a powerful document that expresses your personal sense of purpose and meaning in life; it acts as the governing constitution by which you evaluate decisions and choose behaviors.

Envision and explore your future using the four human endowments:

- Self awareness
- Imagination
- Conscience
- Independent will

Benefits of a Personal Mission Statement

- It encourages you to think deeply about your life
- It helps you to examine your innermost thoughts and feelings
- It clarifies what is really important to you
- It expands your perspective
- It imprints self-determined values and purposes firmly in your mind
- It provides direction and commitment to values
- It enables you to make daily progress towards your long term goals
- It provides the mental creation of the desired results for your life

Having a mission statement makes you like a tree with deep roots. It is stable and is not going to be moved, even by strong winds. But, it is also alive and always growing.

Life is not stable. Storms come along and beat us up and try to push us down.

We cannot control the events around us. While the things around us are always changing, our personal mission statement can be our deep-rooted tree that never moves.

We can deal with the changes if we have an immovable tree to hang on to.

How to write a mission statement

Answer 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 that I would like to emulate?
- What legacy do I want to leave?
- What am I good at?
- What inspires me?
- What do I enjoy?
- What do I admire in other people?

Your Mission Statement Should ...

- 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

Mission Statement Workshop

1. Think of a person who has made a very positive difference in your life. What qualities does that person have that you would like to develop in yourself?
2. Imagine that 20 years from now, you are surrounded by the most important people in your life. Who are they? What are you doing?
3. List 10 things that you really enjoy doing. It can be anything ... anything you really enjoy doing.
4. Describe a time when you were deeply inspired by something or someone.
5. If you could spend a week in a great library and you would study anything you wanted, what would you study?
6. If you could take a “seminar” in anything, what would the title of the seminar be?
7. Five years from now, the “The Nation” or “The Standard” does a story about you and they want to interview three people ... a parent, a brother or sister, and a friend. What would you want them to say about you?
8. If you could spend an hour with any person who ever lived, who would you want that person to be? Why that person? What would you ask them? What would you like to talk about?
9. Everyone has one or more talents. Which of these are you good at? Or, write down some ones that are not listed.

Good with numbers
Good with words
Creative thinking
Athletics
Making things happen
Sensing the needs of people
Mechanics
Artistic
Working well with people
Singing
Sharing
Preaching

Memorizing things
Decision making
Building things
Accepting others
Predicting what will happen
Speaking
Writing
Dancing
Listening
Telling stories
Music
Telling jokes

Habit 3:

Put First Things First

Prioritize, and do the most important things first

The Principle of Personal Management

Key Concepts

What are your “first things?”

Quadrant 2 Living

The Six-Step Process

Put First Things First

Principles, Paradigms, and Processes

- Underlying Principle** ▪ Effectiveness requires balancing important relationships, roles, and activities
- Key Paradigms** ▪ Things which matter most should never be at the mercy of things which matter least
 - I will improve the P/PC balance within my Circle of Influence
 - I will focus on importance rather than urgency
 - I will fulfill my mission by acting on important goals in my key roles
- Key Processes** ▪ Focus on the truly important and say no to the unimportant
 - Focus on Quadrant 2 activities
 - Plan weekly and implement daily based on your mission, roles, goals, and priorities

What are Your First Things?

“First Things” are those things which you, personally, find most worth doing. They move you in the right direction and help you fulfill your mission statement.

The Time Management Matrix

	Urgent	Not Urgent
Important	1 Procrastination <ul style="list-style-type: none"> ▪ Crises ▪ Pressing problems ▪ Deadline driven projects, meetings, preparations ▪ Your emergencies 	2 Prioritization <ul style="list-style-type: none"> ▪ Preparation ▪ Prevention ▪ Values clarification ▪ Planning ▪ Relationship building ▪ True recreation (re-creation) ▪ Empowerment
Not Important	3 “People Pleaser” <ul style="list-style-type: none"> ▪ interruptions ▪ some phone calls ▪ some mail, some reports ▪ some meetings ▪ many proximate, pressing matters ▪ many popular activities ▪ other people’s small problems 	4 Time Waster <ul style="list-style-type: none"> ▪ trivia, busywork ▪ some phone calls ▪ time wasters ▪ “Escape” activities ▪ irrelevant mail ▪ excessive TV

Effective Living is found in Quadrant 2

Importance	An activity is important if you personally find it valuable and if it contributes to your mission, values, and high priority goals
Urgency	An activity is urgent if you or others feel that it requires immediate attention

The best use of our time focuses on the quadrants that emphasize importance (Quadrants 1 and 2). Building relationships, planning, and preparation are all Quadrant 2 activities.

Effective people have genuine Q 1 crises and emergencies that require their immediate attention, but the number is comparatively small. They keep P and PC in balance by focusing on the important, but not urgent, activities of Quadrant 2.

This way of viewing time management moves the emphasis from prioritizing your schedule to scheduling your priorities.

How to get more Quadrant 2 time

- Anticipate Q1 activities and try to handle them on a Q2 basis
- Eliminate Unimportant Activities from Q 3 and Q 4
- Ask yourself, “What is my deeper yes?”
- Do you really have to do this at all? What would happen if you didn’t?
- What effect will it have on my Emotional Bank Account with this person or organization if I drop or postpone this?

The Six Step Process

“Putting First Things First” means putting into practice a 6 step Quadrant 2 process that will help you act on the basis of importance.

Remember: Importance is defined by your mission statement and confirmed by your conscience.

Step 1: Connect to your mission statement

Link your heart and mind to your worthwhile purpose as expressed in your mission statement. This puts you in touch with what you want to be, do, and have.

Step 2: Review your roles

Identify your roles, and evaluate the balance or imbalance among them. In these smaller units, you can work toward living your mission. As you review your roles in the light of your mission statement, you can work towards unity and balance in your life.

Roles represent responsibilities, relationships, and areas of contribution.

Step 3: Identify goals

Within each role, select goals that will help you achieve things that are truly important. These are not typical to-do items, but represent high leverage important activities that:

- Contribute to long term happiness and well being
- Advance the fulfillment of your mission
- Encourage improvement and a “do it right the first time” mentality
- Fulfill the four human needs (physical, social / emotional, mental, spiritual)
- Create long term solutions
- Enhance relationships

Goal Setting Guidelines

Ask yourself, what is the most important thing I could do this week in each role that will have the greatest positive impact? You will probably come up with several, but limit yourself to the top one or two items. You don't need to set weekly goals for each role each week.

The key here is to connect your goals to your roles and to your mission.

Step 4: Organize Weekly

Don't limit yourself to daily planning. This gives you a limited view of what is important and you will be forced unnecessarily into Quadrant 1. Weekly planning allows you to clarify your perspective and allows a manageable amount of time to plan Q 2 activities.

Remember to put the big rocks in first. Schedule time for:

- Preparation
- Prevention
- Clarifying values
- Planning
- Relationship building
- True recreation (re-creation)

Step 5: Exercise Integrity in the Moment of Choice

People with integrity make and keep meaningful promises and commitments to themselves and others that are in line with their mission statements. Ask yourself, “Does this choice lead me toward what I really want?”

Exercising integrity is a moment-by-moment choice. At each moment, we choose whether or not we will actively work toward what we want to be, do, and have.

Make sure you are in alignment with your mission

What does it feel like to lose sight of your mission?

- Nagging unhappiness
- Dissatisfaction
- Lack of inner peace

How can you lose sight of your mission?

- Unrealistic time frame
- Giving in to peer pressure
- Unrealistic expectations
- Imbalance
- Confused mission / purpose – substituting someone else’s mission for your own
- Short-sighted desires (“wants” that you have that don’t contribute to the fulfillment of your mission)
- Fires and crises

Step 6: Evaluate

As you sit down to plan the next week, look back and evaluate what worked well and what should be changed to help you accomplish your goals. Consistent evaluation of your progress can help you learn from what you have done and from what you have not done.

Habit 4:

Think Win/Win

Have an “everyone can win” attitude

The Principle of Interpersonal Leadership

Key Concepts

Six paradigms of human interaction

Win-Win thinking

Four dimensions of Win-Win

Think Win/Win

Principles, Paradigms, and Processes

- Underlying Principle** ▪ Effective long-term relationships require mutual benefit
- Key Paradigms** ▪ I seek the benefit of others as well as my own
- I get better results in my relationships by cooperating interdependently than by competing independently
- Key Processes** ▪ Balance courage and consideration in seeking mutual benefit
- Persist in looking for win-win outcomes despite past win-lose conditioning

Six Paradigms of Human Interaction

Type	Description	Characteristics
Win-Win	People who choose to win and who make sure that others win also. They take time to search for solutions that will make them happy and also satisfy others	Seeks mutual benefit Is cooperative, not competitive Listens more, stays in communication longer, communicates with more courage
Win-Lose	People who are concerned with themselves first and last. They want to win, and they want others to lose and achieve success at the expense of others. They are driven by comparison, competition, position, and power.	Very common for most people Is the authoritarian approach Uses position, power, credentials, possessions, or personality to get the “win”
Lose-Win	People who show high consideration for others, but lack the courage to express and act on their feelings and beliefs. They are easily intimidated and borrow strength from	Voice no standards, no demands, no expectations of anyone else Is quick to please or appease Buries a lot of feelings

Type	Description	Characteristics
	acceptance and popularity	
Lose-Lose	People who are low on courage <i>and</i> consideration. They envy and criticize others and put themselves and others down.	<p>Is the mindset of a highly dependent person</p> <p>Is the same as “no-win” because nobody benefits</p> <p>Is a long-term result of win-lose, lose-win, or win</p>
Win	People who only think of getting what they want. They don’t necessarily want others to lose; they are personally set on winning. They think independently in interdependent situations without sensitivity or awareness of others.	<p>Is self-centered</p> <p>Thinks “me first”</p> <p>Doesn’t really care if the other person wins or loses</p> <p>Has a scarcity mentality</p>
Win-Win or No Deal	This is the highest form of win-win. People who adopt this seek first for win-win. If they can’t find an acceptable solution, they agree to disagree agreeably.	<p>Allows each party to say no</p> <p>Is the most realistic at the beginning of a relationship or business deal</p> <p>Is the highest form of “win”</p>

Habit 5:

Seek First to Understand, Then to be Understood

Listen to People Sincerely

The Principle of Empathetic Communication

Key Concepts

The challenges of communication

The attitude and skill of empathy

Seek First to Understand, Then to be Understood

Principles, Paradigms, and Processes

- Underlying Principle** ▪ Diagnosis must precede prescription
- Understanding comes through listening
- Key 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
- Key Processes** ▪ Use empathetic listening skills

The Challenges of Communication

“I know just what you mean ...”

“I know exactly how you feel ...”

“I went through the same experience. Let me tell you what happened to me ...”

Diagnose before you prescribe

Most people don't take the needed time to properly diagnose the symptoms before prescribing. They immediately diagnose someone else's problem, situation, or condition, and quickly offer their own advice. They listen with the intent to respond instead of listening with the intent to understand.

If we first listen to understand, however, we can take the necessary time to properly diagnose before prescribing.

Levels of Listening

Ignoring	Making no effort to listen
Pretend listening	Making believe or giving the appearance you are listening
Selective listening	Hearing only the parts of the conversation that interest you
Attentive listening	Paying attention and focusing on what the speaker says and comparing that to your own experiences
Empathetic listening	Listening and responding with both the heart and mind to understand the speaker's words, intent, and feelings

Autobiographical Responses

We often tend to respond to what others say “autobiographically.” We advise, probe, interpret, and evaluate other people’s messages based on our own experiences and motives.

Advising	Giving counsel, advice, and solutions to problems
Probing	Asking questions from our own frame of reference or agenda
Interpreting	Explaining another’s motives and behavior based on our own experiences – trying “to figure people out”
Evaluating	Judging and either agreeing or disagreeing

The Effectiveness of Autobiographical Responses

Depending on the situation and the amount of trust in the relationship, autobiographical responses may or may not be effective.

Autobiographical responses might be effective when:

- The nature of the other person's communication is presented logically, without emotion
- The other person specifically asks for help from your point of view
- The Emotional Bank Account with the other person is very high

Autobiographical responses might not be effective when:

- The other person only wants a listening ear
- The other person wants to express and explore his or her own feelings at his or her own pace without feeling threatened
- The nature of the other person's communication is emotional

The Attitude and Skill of Empathy

To become a more effective listener requires both desire and skill. We need to understand how meaning is communicated verbally.

How we communicate:

The words we use	7 %
How we say words and the sounds we make	38 %
Nonverbal communication & body language	55 %

Empathetic listening gives people the psychological space they need to explore their feelings, vent emotions, and feel understood without being judged. We capture feelings from nonverbal cues, listen attentively, and respond clearly, supportively, and sincerely.

Attitude is most important. We must communicate a caring attitude and a sincere desire to understand.

Situations where Empathetic Listening is a Must

- When the interaction has a strong emotional component
- When the relationship is strained or trust is low
- When we are not sure we understand
- When the data is complex or unfamiliar
- When we are not sure the other person feels confident that we understand

Five Empathetic Responses

Repeat exactly	Words only, not feelings
Rephrase content	Summarize their meaning in your own words
Reflect feelings	Look more deeply and begin to capture feelings in your own words. Look beyond words for body language and tone to indicate feelings
Rephrase content and reflect feelings	Express both their words and their feelings in your own words
Discern	When empathy is not necessary or appropriate

Helpful Phrases to Acknowledge Understanding

- As I get it, you felt that ...
- I'm picking up that you ...
- So, as you see it ...
- What I guess I'm hearing is ...
- I'm not sure I'm with you, but ...
- You place a high value on ...
- As I hear it, you ...
- Your feeling now is that ...
- You must have felt ...
- Your message seems to be, "I ..."

Seeking to Be Understood

Others are more likely to understand us if we present our own ideas clearly, specifically, visually, and with a deep understanding of their own perspective and concerns. This requires us to balance courage and consideration.

Habit 6:

Synergize

Work together to Achieve More

Syn = “together”

Ergize = “create power and energy”

Together we have more power and energy

The Principle of Creative Cooperation

Key Concepts

The process of Synergizing

Valuing our differences

Creating the Third Alternative

The Perspective of Humility

Synergize

Principles, Paradigms, and Processes

- | | |
|-----------------------------|---|
| Underlying Principle | <ul style="list-style-type: none"> ▪ The whole is greater than the sum of its parts ▪ $2 + 2 = 5$ ▪ Synergy means there is more energy and power when we work together |
| Key Paradigms | <ul style="list-style-type: none"> ▪ I value the difference in others and seek the “Third Alternative” ▪ Working together cooperatively takes time but produces better long-term results |
| Key Processes | <ul style="list-style-type: none"> ▪ Apply win-win thinking (habit 4) and empathetic communication (habit 5) to seek synergistic outcomes, including the Third Alternative ▪ Use synergy ground rules to discover the Third Alternative |

The Process of Synergizing

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

Results oriented, positive synergy

Examining, exploring, seeking diverse perspectives openly enough to alter or complete your paradigm

Cooperating

Having a mutually agreed-upon end in mind

Worth the effort and highly effective

A process

To synergize is not

A brainstorming free-for-all

Accepting others’ ideas as full truth

Win-lose competition

Group think (giving in to peer pressure)

Always easy

Only a negotiation technique

Valuing the Differences

The chance for synergy is great when two people do not see things in the same way. Differences are opportunities.

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. It is because 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 and appreciate them. We give people the freedom to think differently for themselves and being open to their views. Appreciating differences means seeing that our vision is incomplete.

We can see differences as a threat or a benefit. As we choose one or the other, we determine the quality of our relationships and lives.

Ground Rules for Synergy

Preparation

Prepare to find a solution that is better than what either person 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.**

What about Compromise?

Compromise is one way to settle the differences between two people. With compromise, communication isn't defensive, protective, angry, or manipulative. It is 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.

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

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.

Humility

We do not see the world as it is, we see the world as we are. We understand and interpret the surrounding world according to our knowledge and experience. Since we are limited to our personal knowledge and experiences, we need the perspective of others to expand our understanding and to get a more balanced, objective view.

Habit 7:

Sharpen the Saw

Take time to renew yourself regularly

The Principle of Balanced Self-Renewal

Key Concepts

Four Dimensions of Renewal

Personal Production Capability

The Upward Spiral

Principle Centered Living

Sharpen the Saw

Principles, Paradigms, and Processes

- | | |
|-----------------------------|---|
| Underlying Principle | ▪ Production (results) requires the development of Production Capability (resources) |
| Key Paradigms | ▪ I will increase my effectiveness through personal renewal in each of the four dimensions of my life
▪ I will continuously improve |
| Key Processes | ▪ Constantly develop and renew personal resources to create better personal P/PC balance
▪ Set and achieve goals for renewal in each dimension |

The Four Dimensions of Renewal

- | | |
|-------------------------------|---|
| Physical | <ul style="list-style-type: none">• Exercise• Eat healthy• Sleep well• Relax |
| Mental | <ul style="list-style-type: none">• Reading• Learning• Writing• Learning new skills |
| Spiritual | <ul style="list-style-type: none">• Scripture and meditation• prayer• private and group worship• reading Christian books |
| Social & Emotional | <ul style="list-style-type: none">• Building relationships• Making deliberate deposits into the Emotional Bank Accounts of key relationships• Giving service to others• Laughing |

Physical Renewal

Caring effectively for our physical body: diet, rest, and exercise.

- Stay on top of current health information
- Regular exercise that includes flexibility, strength, and cardiovascular exercises
- Build physical skills on a regular basis
- Have a balanced diet
- Use positive ways to deal with stress
- Get the proper amount of sleep & rest
- Make sure that your habits and lifestyle contribute to long-term physical health

Mental Renewal

- Read books that open and expand the mind
- Keep a journal
- Write creatively
- Solve puzzles – they are fun and they teach problem solving skills
- Have a hobby that stimulates the brain and is relaxing
- Write poetry that allows you to express your innermost self in a unique and inspirational way
- Collect quotations – the ideas of great people stimulate the mind
- Study independently and continue your education. Always be learning something to expand your mind
- Listen to uplifting music

Spiritual Renewal

The spiritual dimension of our lives is our source of meaning and power. Spiritual activities uplift and inspire us and help us discover and understand our mission and purpose. They reinforce our commitment to our mission and values. Here are some suggested activities for sharpening the saw spiritually:

- Create, review, and refine your mission statement
- Watch, listen, and observe the world of nature
- Read and meditate deeply on the scriptures
- Read the biographies of great people, both believers and non-believers. They can be great examples of spiritual values in action.
- Appreciate music and art. They are pure expressions of spiritual value.
- Build integrity in every part of your life.
- Have a rich and overflowing life of personal and group worship
- Make an effective and faithful quiet time a part of your daily life.

Social / Emotional Renewal

Making deposits in the Emotional Bank Accounts of others develops the social and emotional dimension. Meeting new people and deepening existing relationships allow us to sharpen our saw socially. Even unpleasant social experiences can enrich us.

- Cultivate family relations – both to the immediate and extended family
- Keep relationships in a constant repair. “Keep short accounts.” Attend to the courtesies, listen to understand, keep commitments, and sincerely apologize when you make a withdrawal.
- Build new friendships and be open to widening the circle of friends
- Engage in creative work and service, particularly anonymous acts of service and kindness.
- Value the differences in others and look for opportunities to synergize and form creative partnerships.