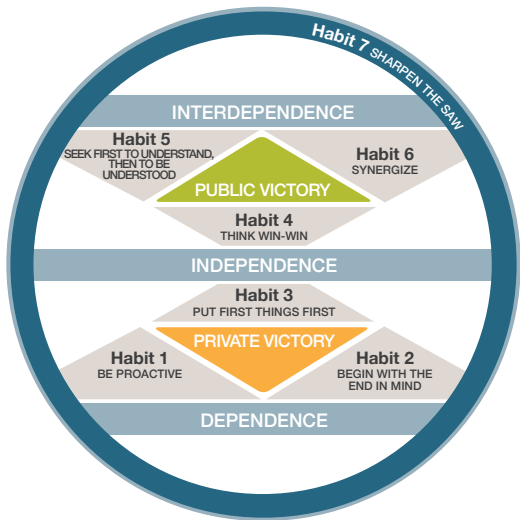


# The 7 Habits of Highly Effective People®



## Maturity Continuum

## THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE®

To be effective, we need to win both the Private and Public Victories.

### Private Victory®

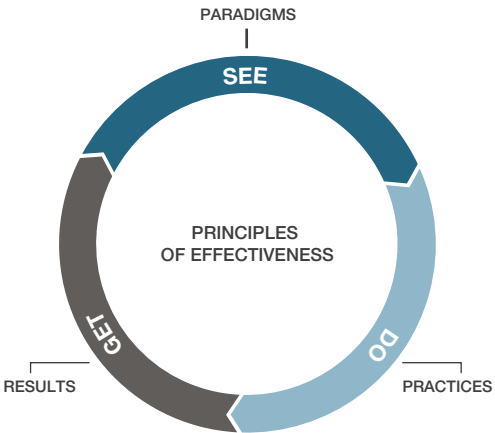
Winning this victory moves us from dependence to independence. It means we have developed self-mastery and are able to achieve our most important goals. It comes from living Habits 1, 2, and 3.

### Public Victory®

Winning this victory moves us from independence to interdependence. It's our capacity to develop meaningful relationships and work well with others. It comes from living Habits 4, 5, and 6.

**Habit 7** is the habit of renewal. It gives us the capacity to live the other habits.

# Paradigms and Principles of Effectiveness



## See-Do-Get Cycle

The results we get in our lives depend on what we do. What we do depends on how we see the world around us. Therefore, if you want to change your habits, begin by changing your paradigms.

## PARADIGMS AND PRINCIPLES OF EFFECTIVENESS

Each of the 7 Habits is based on principles of effectiveness, paradigms that are aligned with principles, and practices that produce effective results.

**PRINCIPLES** are timeless, universal, self-evident, and in operation, whether we accept or understand them or not.

**PARADIGMS** are the way we see, understand, and interpret the world—our mental map.

**PRACTICES** are behaviors—how we carry out our paradigms.

“If you want to make minor changes in your life, work on your behavior. But if you want to make significant, quantum breakthroughs, work on your paradigms.”

—Stephen R. Covey



HABIT 1

## Be Proactive®

### Common Paradigm

This is just the way things are and there's not much I can do about it.

### Highly Effective Paradigm

I am free to choose and am ultimately responsible for my happiness.

## Principles of Effectiveness

Responsibility, choice, accountability, initiative, and resourcefulness.

### What It Means...

Proactivity means that, as human beings, we are responsible for our own lives. Our behavior is a function of our own conscious choice, based on principles, rather than a product of our conditions, based on feelings. We can subordinate feelings to principles. We have the initiative and the responsibility to make things happen.

# Highly Effective Practices

Pause and respond based on principles and desired results.



Use proactive language.



Focus on your Circle of Influence.



Become a Transition Person.





## HABIT 2

# Begin With the End in Mind<sup>®</sup>

### Common Paradigm

---

I can't predict how my life will turn out, so I just go with the flow.

### Highly Effective Paradigm

---

Clearly defining my vision and purpose in life will make all the difference.

## Principles of Effectiveness

Vision, commitment, and purpose.

### What It Means...

To Begin With the End in Mind means to start every endeavor with clearly defined outcomes. It also means to determine our own life's purpose. It ensures that as we're climbing the ladder of success, it's leaning against the right wall.

# Highly Effective Practices

Define outcomes  
before you act.



Create and  
live by a Personal  
Mission Statement.





A stack of smooth, rounded stones in shades of grey and brown, balanced on a wooden log on a beach. The background is a soft-focus view of the ocean and sky.

HABIT 3

## Put First Things First®

### Common Paradigm

---

I spend time on  
what's most urgent.

### Highly Effective Paradigm

---

I spend time  
on what's most  
important.

## Principles of Effectiveness

Focus, integrity, discipline, and prioritization.

## What It Means...

Put First Things First is at the heart of effective self-management. It's the ability to organize our time around the most important things.

# Highly Effective Practices

Focus on your highest priorities.



Eliminate the unimportant.



Plan every week.



Stay true in the moment of choice.





## HABIT 4

# Think Win-Win®

### Common Paradigm

---

There is only so much, and the more you get, the less there is for me.

### Highly Effective Paradigm

---

There is plenty out there for everyone, and more to spare.

## Principles of Effectiveness

Mutual benefit, fairness, and abundance.

### What It Means...

Win-win is a frame of mind and heart that seeks mutual benefit in all human interactions. It's based on the paradigm that there's plenty for everybody—that one person's success is not achieved at the expense of others.

# Highly Effective Practices

Have an Abundance Mentality.



Balance courage and consideration.



Consider other people's wins as well as your own.



Create Win-Win Agreements.





## HABIT 5

# Seek First to Understand, Then to Be Understood®

### Common Paradigm

---

I need to make sure people understand my point of view.

### Highly Effective Paradigm

---

I have greater influence with others if I truly understand them first.

## Principles of Effectiveness

Respect, mutual understanding, empathy, and courage.

## What It Means...

Seek First to Understand, Then to Be Understood means we try to completely understand another person before presenting our own point of view. It means balancing courage and consideration and expressing our views with clarity and respect.

# Highly Effective Practices

Practice Empathic Listening.

INTENT

+

SKILL

Respectfully seek to be understood.

INTENT

+

SKILL

## Common Paradigm

---

Let's compromise.

## Highly Effective Paradigm

---

Let's come up with something that's better than what either of us has in mind.

## Principles of Effectiveness

Creativity, cooperation, diversity, and humility.

## What It Means...

Synergy is the manifestation of all the other habits working together. It means collaborating to create 3<sup>rd</sup> Alternatives rather than settling for compromise. When we Synergize, the whole is greater than the sum of its parts—one plus one equals three or more.

# Highly Effective Practices

Value differences.



Seek 3<sup>rd</sup> Alternatives.







## HABIT 7

# Sharpen the Saw®

### Common Paradigm

---

I'm too busy today to take time for myself.

### Highly Effective Paradigm

---

I take time for myself every day because it gives me the ability to do everything else.

## Principles of Effectiveness

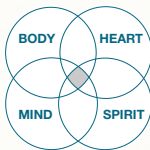
Renewal, continuous improvement, and balance.

## What It Means...

Habit 7 is preserving and enhancing the greatest asset we have—ourselves. It's regularly renewing the four dimensions of our nature: body, mind, heart, and spirit.

# Highly Effective Practices

Achieve the Daily  
Private Victory.



# The 7 Habits®

## Highly Effective Practices

### Private Victory

#### Habit 1: Be Proactive

1. Pause and Respond Based on Principles and Desired Results
2. Use Proactive Language
3. Focus on Your Circle of Influence
4. Become a Transition Person

#### Habit 2: Begin With the End in Mind

5. Define Outcomes Before You Act
6. Create and Live by a Personal Mission Statement

#### Habit 3: Put First Things First

7. Focus on Your Highest Priorities
8. Eliminate the Unimportant
9. Plan Every Week
10. Stay True in the Moment of Choice

## Public Victory

### Private Victory to Public Victory

11. Build Your Emotional Bank  
Account With Others

### Habit 4: Think Win-Win

12. Have an Abundance  
Mentality

13. Balance Courage  
and Consideration

14. Consider Other People's  
Wins as Well as Your Own

15. Create Win-Win  
Agreements

### Habit 5: Seek First to Understand, Then to Be Understood

16. Practice Empathic  
Listening

17. Respectfully Seek  
to Be Understood

### Habit 6: Synergize

18. Value Differences

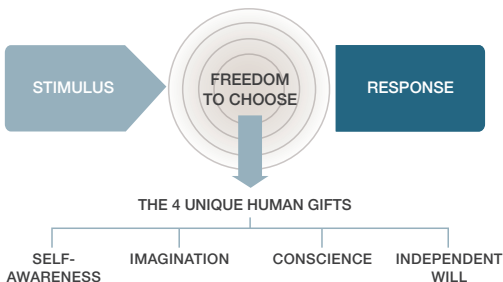
19. Seek 3<sup>rd</sup> Alternatives

### Habit 7: Sharpen the Saw

20. Achieve the Daily  
Private Victory

**HABIT 1: HIGHLY EFFECTIVE PRACTICE****Pause and Respond Based on Principles and Desired Results**

Tap into the space between stimulus and response and draw on the 4 Unique Human Gifts to choose a better response.

**COMMON PRACTICE**

React based on moods, feelings, and circumstances.

## Think About...

How could you respond proactively in these situations?

- Another driver cuts you off in traffic.
- A senior manager refuses to support your project.
- You are laid off from your job.
- Someone important says something critical of you.

## Try This...

- In a highly charged situation, pause and choose a proactive response.
- Think of an upcoming situation in which you are prone to be reactive. Use the 4 Unique Human Gifts to envision a better response.

## From the *7 Habits Book*

“Within the freedom to choose are those endowments that make us uniquely human. In addition to self-awareness, we have imagination—the ability to create in our minds beyond the present reality. We have conscience—a deep inner awareness of right and wrong. And we have independent will.”

**HABIT 1: HIGHLY EFFECTIVE PRACTICE****Use Proactive Language**

Our language is a very real indicator of the degree to which we see ourselves as proactive or reactive. Using proactive language makes us feel more able and empowers us to act.

Reactive Language	Proactive Language
“I can’t.”	“I can.”
“It’s not my fault.”	“I’m sorry.”
“I have to.”	“I choose to.”
“We have no other choice.”	“Let’s look at all of our options.”
“They won’t let me.”	“I will get this done.”
“There’s nothing we can do.”	“There must be something we can do.”

**COMMON PRACTICE**

Blame, accuse, and use victim language.

## Think About...

How does reactive language affect you when you hear it? when you use it? What's the impact of using proactive language?

## Try This...

Consciously use these sentence starters today:

- “I choose to...”
- “I get to...”
- “I want to...”
- “I can...”

Think of proactive substitutes for these typical reactive phrases:

- “You’ve ruined my day.”
- “I guess I’m in a bad mood.”
- “You make me so mad!”
- “That’s just the way I am.”

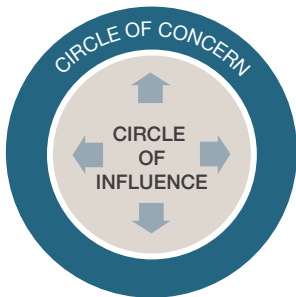
## From the *7 Habits Book*

“A serious problem with reactive language is that it becomes a self-fulfilling prophecy.... People feel increasingly victimized and out of control, not in charge of their life or their destiny. They blame outside forces—other people, circumstances, even the stars—for their own situation.”



**HABIT 1: HIGHLY EFFECTIVE PRACTICE****Focus on Your Circle of Influence**

Our Circle of Influence includes those things we can affect directly, while our Circle of Concern includes those things we worry about but over which we have no control. When we face a problem or an opportunity, we can choose to focus on our Circle of Influence.

**COMMON PRACTICE**

Waste time and energy on things you can't control.

## Think About...

How much time and energy do you spend on things you cannot control? Is your Circle of Influence growing or shrinking?

## Try This...

Think of a problem or an opportunity you have right now.

- Make a list of everything you can do within your Circle of Influence.
- If something is within your Circle of Concern, let it go.

## From the *7 Habits Book*

“Proactive people focus their efforts on the Circle of Influence. Their energy is positive, enlarging, and magnifying, causing their Circle of Influence to increase. Reactive people, on the other hand, focus their efforts on the Circle of Concern. The negative energy generated by that focus causes their Circle of Influence to shrink.”

**HABIT 1: HIGHLY EFFECTIVE PRACTICE****Become a Transition Person**

When we are effective, we can become a Transition Person. We can replace unhealthy, harmful, abusive, or ineffective patterns of behavior from our past with proactive, helpful, effective behaviors.

**COMMON PRACTICE**

Pass negative patterns along.

## Think About...

- Who has been a Transition Person for you personally? What influence did this Transition Person have on your life?
- How have the negative behaviors of others affected you? How might you be passing them along?

## Try This...

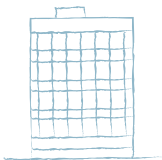
- Choose to rewrite your script.
- Forgive those who passed on negative behaviors to you; don't hold grudges.
- Identify a situation where you could be a Transition Person.
- Use the 4 Unique Human Gifts to create your true self.

## From the *7 Habits Book*

“A tendency that’s run through your family [or work group or organization] can stop with you. You’re a Transition Person—a link between the past and the future. And your own change can affect many, many lives downstream.”

**HABIT 2: HIGHLY EFFECTIVE PRACTICE****Define Outcomes Before You Act**

All things are created twice. There's a mental, or first, creation and a physical, or second, creation. By defining outcomes before we act, we ensure our efforts are truly effective.



**MENTAL**  
FIRST CREATION



**PHYSICAL**  
SECOND CREATION

**COMMON PRACTICE**

Get started without a clear idea of what you want to achieve.

## Think About...

- Do you Begin With the End in Mind when you start a project, plan a meeting, or begin a conversation?
- How can you ensure your end in mind is clear when you interact with others?

## Try This...

Write down your end in mind before you:

- Plan your day.
- Start a project or meeting.
- Begin an important conversation.
- Write an email or a text message, or post something on social media.
- Sit down with friends or family at dinner.

## From the *7 Habits Book*

“The carpenter’s rule is ‘measure twice, cut once.’ You have to make sure that the blueprint, the first creation, is really what you want, that you’ve thought everything through. Then you put it into bricks and mortar. Each day you go to the construction shed and pull out the blueprint to get marching orders for the day. You begin with the end in mind.”

**HABIT 2: HIGHLY EFFECTIVE PRACTICE****Create and Live by a Personal Mission Statement**

A Personal Mission Statement is the end in mind for our lives. It enables us to shape our own future instead of letting it be shaped by other people or circumstances.

**A good mission statement:**

- Is based on principles of effectiveness.
- Clarifies what is most important to you—your deepest values.
- Provides direction and purpose.
- Addresses the most important aspects of your life.
- Represents the best in you.

**COMMON PRACTICE**

Let others' agendas and circumstances define how you live your life.

## Think About...

- What is your end in mind for your life?
- What is your compelling vision of your future?
- What kind of legacy do you want to leave?
- What long-term goals should you be working on to help you fulfill your life mission?

## Try This...

- Revise and refine your Personal Mission Statement.
- If you do not have one, write a draft today.
- Share your Personal Mission Statement with those closest to you and encourage them to write their own.

## From the *7 Habits Book*

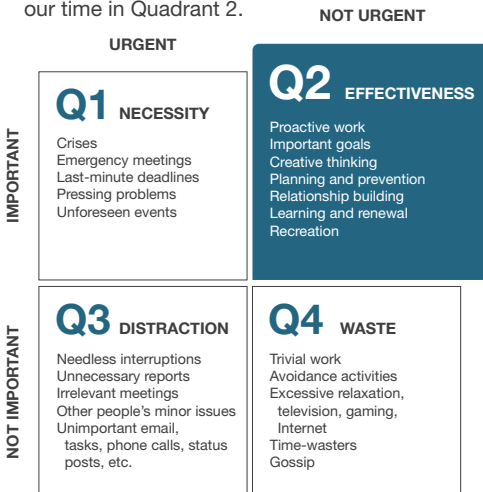
“People can’t live with change if there’s not a changeless core inside them. The mission statement gives you a changeless sense of who you are.”



## HABIT 3: HIGHLY EFFECTIVE PRACTICE

# Focus on Your Highest Priorities

Our time can be spent in one of four quadrants. When we are highly effective, we spend more of our time in Quadrant 2.



### COMMON PRACTICE

Spend most of your time on managing crises and other people's agendas.

## Think About...

- Which quadrant are you in right now?
- Why are you there?
- How long have you been there?
- What are the consequences of staying there?

## Try This...

- Pick a recent Q1 crisis. Plan how to avoid it in the future.
- Identify a key Q2 activity you are not currently doing. Schedule time this week to do it.

## From the *7 Habits Book*

“If something is important, it contributes to your mission, your values, your high-priority goals. If we don’t have a clear idea of what’s important, we are easily diverted into responding to the merely urgent.”

**HABIT 3: HIGHLY EFFECTIVE PRACTICE****Eliminate the Unimportant**

Spending time in Quadrants 3 and 4 prevents us from achieving our highest priorities. When we are effective, we reduce or eliminate these unimportant activities.

**Q3 DISTRACTION**

Needless interruptions  
Unnecessary reports  
Irrelevant meetings  
Other people's minor issues  
Unimportant email,  
tasks, phone calls, status  
posts, etc.

**Q4 WASTE**

Trivial work  
Avoidance activities  
Excessive relaxation,  
television, gaming,  
Internet  
Time-wasters  
Gossip

**COMMON PRACTICE**

Try to do it all.

## Think About...

- How much time are you spending in Quadrants 3 and 4? What price are you paying to stay there?
- What are the chronic Quadrant 3 and 4 activities in your workplace?

## Try This...

- Identify activities in Quadrant 4. Eliminate them from your schedule.
- Identify activities in Quadrant 3 that you can delegate or eliminate.

## From the *7 Habits Book*

“Many people spend a great deal of time in ‘urgent but not important’ Quadrant 3, thinking they’re in Quadrant 1. They spend most of their time reacting to things that are urgent, assuming they are also important.”

## HABIT 3: HIGHLY EFFECTIVE PRACTICE

# Plan Every Week

Effective people plan every week, taking 30 minutes alone in a quiet place before the week begins to go through these three steps:

**STEP 1:** Connect with mission, roles, and goals.

**STEP 2:** Schedule the Big Rocks.

**Ask the Big Rocks Question:** “What are the one or two most important things I can do in this role this week?”

Big Rocks		WEEK OF: _____
ROLES	BIG ROCKS	
1 Sharpen the Saw*	BODY: MIND: HEART: SPIRIT:	
2		

**STEP 3:** Organize the rest. Schedule your other activities, tasks, and appointments around your Big Rocks.

### COMMON PRACTICE

Plan sporadically or not at all.

## Think About...

Do you plan every week? If not, how can you make this a regular practice?

## Try This...

As you plan your week, make sure you:

- Invest enough time in a quiet place.
- Review your Personal Mission Statement.
- Review progress on your long-term goals.
- Keep the Big Rocks to one or two per role.
- Schedule the Big Rocks first, before organizing the rest.

## From the *7 Habits Book*

“Organizing on a weekly basis provides much greater balance and context than daily planning.... The key is not to prioritize what’s on your schedule, but to schedule your priorities. And this can best be done in the context of the week.”

**HABIT 3: HIGHLY EFFECTIVE PRACTICE****Stay True in the Moment of Choice**

Our character is revealed when we must choose between our Quadrant 2 priorities and the pressures of the moment. We are effective when we align our choices with our mission, roles, and goals.

**COMMON PRACTICE**

Give in to the pressures of the moment.

## Think About...

- What tends to pull you away from following through on your Big Rocks—your Quadrant 2 priorities?
- How do you feel when you give in to the pressures of the moment and neglect your true priorities?

## Try This...

Think about an area of your life where you find it hard to stay true in the moment of choice. Identify a specific tactic you can use to achieve your Q2 priorities.

## From the *7 Habits Book*

“As you go through your week, there will undoubtedly be times when your integrity will be placed on the line.... The urgent but unimportant priorities of other people in Quadrant 3 or the pleasure of escaping to Quadrant 4 will threaten to overpower the important Quadrant 2 activities you have planned. Use your independent will and maintain your integrity to the truly important.”



## Build Your Emotional Bank Account With Others

The Emotional Bank Account (EBA) is a metaphor for the amount of trust that exists in a relationship. Deposits build and repair trust. Withdrawals break down trust.

Withdrawals	Deposits
Assume you understand.	Seek first to understand.
Show unkindness, discourtesy, disrespect.	Show kindness, courtesy, respect.
Break promises.	Keep promises.
Be disloyal; bad-mouth.	Be loyal to the absent.
Create unclear expectations.	Set clear expectations.
Be proud and arrogant.	Apologize.
Hold grudges.	Forgive.

### COMMON PRACTICE

Let relationships fall into disrepair.

## Think About...

- Are you sincere and consistent in making deposits?
- Do you conscientiously avoid making withdrawals?
- Do you know what constitutes a deposit for a particular person?

## Try This...

- Identify an important work or personal relationship that is not as good as you want it to be. What is your EBA balance with this person?
- Describe three things you think this person would consider deposits.
- Describe three things that would be withdrawals.
- Make a plan to repair the relationship through consistent, small deposits.

## From the *7 Habits Book*

“The little kindnesses and courtesies are so important. Small discourtesies, little forms of disrespect, make large withdrawals. In relationships, the little things are the big things.”

**HABIT 4: HIGHLY EFFECTIVE PRACTICE****Have an Abundance Mentality**

When we have an Abundance Mentality, we are not threatened by others' success because we are secure in our own self-worth, which comes from achieving the Private Victory (Habits 1, 2, and 3). We know there is more than enough "pie" for everyone.

**COMMON PRACTICE**

Compare, compete, and feel threatened by other people's success.

## Think About...

- In what areas of your life do you have a Scarcity Mentality (i.e., that there is not enough love, money, attention, resources, credit, etc., to go around)?
- Where might your Scarcity Mentality come from?
- What could you do to think more abundantly?

## Try This...

- Stop comparing yourself to others.
- Celebrate your own unique strengths and contributions.
- Celebrate others' successes.
- Share compliments, praise, credit, and rewards liberally.

## From the *7 Habits Book*

“Most people are deeply scripted in the Scarcity Mentality. They see life as having only so much, as though there were only one pie out there. And if someone else gets a big piece of pie, it means less for everybody else. The Abundance Mentality, on the other hand, flows out of a deep inner sense of personal worth and security. It is the paradigm that there is plenty out there and enough for everybody.”

**HABIT 4: HIGHLY EFFECTIVE PRACTICE****Balance Courage  
and Consideration**

To be highly effective means to be courageous. We are willing and able to speak our thoughts respectfully. It also means being considerate. We are willing and able to seek out and listen to others' thoughts and feelings with respect.

**COMMON PRACTICE**

Be insensitive to the needs and wants of others, or relinquish your needs and wants to the demands of others.

## Think About...

Are there relationships in which you lack courage or consideration? What price do you pay when you are out of balance?

## Try This...

Be courageous:

- Talk straight. Share your ideas and opinions with confidence.
- Pick an issue where you would like to have more courage. Write down your point of view and practice sharing it with others.

Be considerate:

- Don't interrupt.
- Acknowledge other people's ideas and opinions.
- Make sure everyone has a chance to be heard.

## From the *7 Habits Book*

“Maturity is the balance between courage and consideration. If people can express their feelings and convictions with courage balanced with consideration for the feelings and convictions of others, they are mature, particularly if the issue is very important to both parties.”

**HABIT 4: HIGHLY EFFECTIVE PRACTICE****Consider Other People's Wins as Well as Your Own**

When we are highly effective, we value other people's wins equally to our own. We take time to identify both our wins and their wins.

**COMMON PRACTICE**

Consider only your own needs.

## Think About...

In what relationships are you less likely to Think Win-Win? What benefits would come from considering the other person's wins as well as your own?

## Try This...

Pick an important relationship or circumstance that could benefit from win-win thinking. Take the time to write down your wins and the other person's.

## From the *7 Habits Book*

“Win-win is not a technique; it's a total philosophy of human interaction. It is a frame of mind and heart that constantly seeks mutual benefit in all interactions. Win-win sees life as a cooperative, not a competitive arena.”



**HABIT 4: HIGHLY EFFECTIVE PRACTICE****Create Win-Win Agreements**

A Win-Win Agreement is when two or more parties commit to work to benefit each other as well as themselves. Win-Win Agreements can be formal or informal, and can be made in just about any relationship or circumstance.

**COMMON PRACTICE**

Expect to either win or lose.

## Think About...

- What is your intent in this agreement? Are you really committed to win-win?
- What prevents you from creating a Win-Win Agreement?
- What can you do to create a Win-Win Agreement if the other person has a win-lose, lose-win, or lose-lose mentality?

## Try This...

Pick an important relationship or situation and create a Win-Win Agreement. Consider the following possibilities:

- Business partnership
- Performance agreement/review
- Vendor contract
- Parent and child
- Project team
- Other

## From the *7 Habits Book*

“An agreement means very little in letter without the character and relationship base to sustain it in spirit. So we need to approach win-win from a genuine desire to invest in the relationships that make it possible.”

**HABIT 5: HIGHLY EFFECTIVE PRACTICE****Practice Empathic Listening**

Listening with empathy means getting to the heart of what matters to the other person, whether we agree or not. When listening empathically, we listen with the intent to understand. We respond by reflecting feelings and words.

**INTENT**

+

**SKILL**

You feel \_\_\_\_\_ about \_\_\_\_\_.

**COMMON PRACTICE**

Listen with the intent to reply.

## Think About...

- Do the people around you feel that you genuinely understand them?
- Do you often find yourself interrupting other people to give advice, agree or disagree, judge, probe, or tell your own story?

## Try This...

- Practice Empathic Listening with a friend. Ask that person to coach you on whether or not he or she felt understood.
- Identify a relationship where the other person doesn't feel you understand him or her. Create an opportunity to listen empathically.

## From the *7 Habits Book*

“Next to physical survival, the greatest need of a human being is psychological survival—to be understood. When you listen with empathy to another person, you give that person psychological air. After that vital need is met, you can then focus on influencing or problem solving.”

**HABIT 5: HIGHLY EFFECTIVE PRACTICE****Respectfully Seek to Be Understood**

Seeking to be understood is the second half of effective communication. Once we are confident others feel understood, we can share our own point of view with respect and clarity.

**INTENT**

+

**SKILL**

I feel \_\_\_\_\_ about \_\_\_\_\_.

**COMMON PRACTICE**

Confront and offend, or don't speak up at all.

## Think About...

Are you speaking in a way that shows you understand the other person? Are you sharing your point of view with clarity?

## Try This...

Pick a nonthreatening situation to practice the skill.

- Get really clear on what you want to say.
- Practice stating your point of view using “I” messages.

Pick a difficult situation where you feel you really need to be understood.

- Practice Empathic Listening
- Ask, “Would you be willing to listen to me like I listened to you?”
- Share your point of view with courage and consideration.

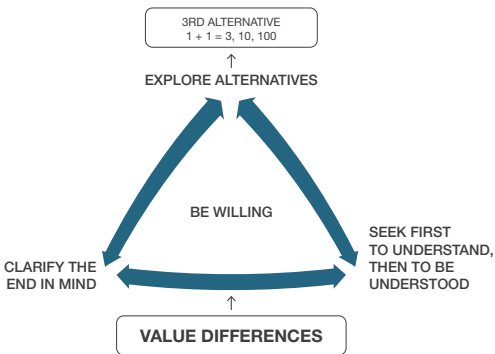
## From the *7 Habits Book*

“When you can present your own ideas clearly in the context of a deep understanding of the other person’s paradigms and concerns, you significantly increase the credibility of your ideas. You’re not wrapped up in ‘your own thing.’”

## HABIT 6: HIGHLY EFFECTIVE PRACTICE

## Value Differences

Valuing differences is the foundation of creating synergy. We are effective when we value and embrace the differences of others rather than rejecting or merely tolerating them. We see others' differences as strengths, not weaknesses.



## COMMON PRACTICE

Reject or tolerate differences.

## Think About...

- Do you know the unique strengths of the people you work and live with?
- In which relationships do you merely tolerate differences rather than value them?
- Have differences become a source of conflict in any of your relationships?

## Try This...

- Identify someone you disagree with and make a list of his or her strengths.
- When someone disagrees with you, say, “Great! You see things differently. I need to listen to you.”

## From the *7 Habits Book*

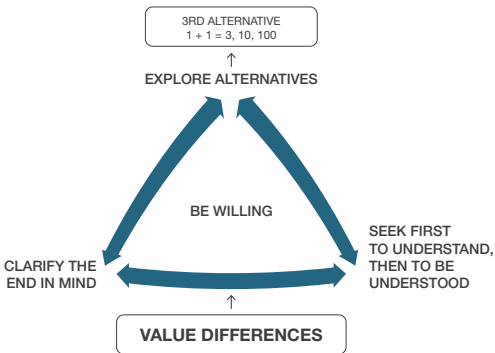
“Insecure people have a high need to clone others, to mold them over into their own thinking. They don’t realize that the very strength of the relationship is in having another point of view. Sameness is uncreative—and boring. The essence of synergy is to value differences—to respect them, to build on strengths, to compensate for weaknesses.”



## HABIT 6: HIGHLY EFFECTIVE PRACTICE

Seek 3<sup>rd</sup> Alternatives

When we are effective, we strive to create 3<sup>rd</sup> Alternatives. More than just “my way” or “your way,” a 3<sup>rd</sup> Alternative is a higher, better way. It’s something that neither of us would have come up with on our own.



## COMMON PRACTICE

Settle for conflict or compromise.

## Think About...

When are you most likely to settle for compromise? Are there relationships or situations where you regularly experience synergy? What's the difference?

## Try This...

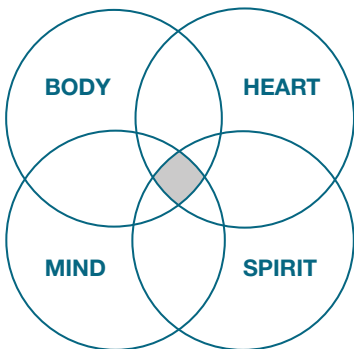
- Observe an upcoming team meeting with the Path to Synergy in mind. Identify where the Path to Synergy is or is not occurring.
- Think of a significant problem or opportunity that would benefit from more synergy. Teach the Path to Synergy to those involved. Use the Path to Synergy to seek a 3<sup>rd</sup> Alternative.

## From the *7 Habits Book*

“What is synergy? Simply defined, it means that the whole is greater than the sum of the parts. Synergy means that 1 + 1 may equal 8, 16, or even 1,600. When properly understood, synergy is the highest activity in all life.”

**HABIT 7: HIGHLY EFFECTIVE PRACTICE****Achieve the Daily Private Victory**

The Daily Private Victory—time spent each day in a routine way renewing body, mind, heart, and spirit—is the key to developing all of the 7 Habits. Winning a Daily Private Victory gives us the capacity to win the more difficult challenges played out in the public arenas of our lives.

**COMMON PRACTICE**

Rarely invest in yourself.

## Think About...

Are you winning the Daily Private Victory—spending time each day to renew yourself in body, mind, heart, and spirit? Have you developed your own routine, pattern, or regimen for balanced renewal?

## Try This...

- Observe what other people do to renew themselves on a daily basis to see what you might learn and apply.
- Develop your own routine, pattern, or regimen for renewing yourself daily.
- Block out time for your Daily Private Victory when you do your weekly planning.
- Identify which dimension you may be falling short on—body, mind, heart, or spirit—and make it a focus this week.

## From the *7 Habits Book*

“There’s no other way you could spend an hour that would begin to compare with the Daily Private Victory in terms of value and results. It will affect every decision, every relationship. It will greatly improve the quality, the effectiveness, of every other hour of the day, including the depth and restfulness of your sleep.”