

7 Habits of Highly Effective People: Habit 3

Monday Call, June 11, 2007

Incentive: last week

New Scientist Magazine article

Habit 3: Put First Things First

“Things which matter most must never be at the mercy of things which matter least.”
Goethe

1. Relationship of Habit 3 with Habits 1 and 2

All three are about personal victory...Habit 1 is Being proactive, taking responsibility for your life through self-awareness, imagination, conscience and independent will. You are your own creator. Habit 2 is Begin with the End in Mind, you make the first creation. You create with your mind your vision, something your eyes can not see by using your imagination. You acknowledge your ethical guidelines. (Leadership) Habit 3 is the second creation, the exercise of your independent will toward becoming principle centered. It is the day-in and day-out, moment by moment doing it. It is self-management. (Management)

Habits 1 and 2 are essential and prerequisite for Habit 3. You can not become principle centered without knowing your paradigms, programs and taking responsibility to shift them to be effective. You can not become principle centered without a vision of your unique contribution.

2. What are First Things?

First things are those things you personally find most worthy of doing. When you do this you are prioritizing your time according to the priorities you established in Habit 2.

Ask yourself:

- 1) What one thing could you do (that you are not doing currently) that if you did on a regular basis, would make a tremendous positive difference in your personal life?
- 2) What one thing in your business would bring similar results?

“Management is the breaking down, the analysis, the sequencing, the specific application, the time-bound left-brain aspect of effective self-government.”

Management is discipline; comes from disciple...disciple to a set of principles, to an overriding purpose. Integrity is fundamentally the value we place on ourselves. It's our ability to make and keep commitments to ourselves.

Independent will is the ability to make decisions and choices and to act in accordance with them.

Integrity is the value we place on ourselves. It's our ability to make and keep commitments to ourselves, “walk our talk.”

E.M. Gray “The successful person has the habit of doing the things failures don't like to do. They don't like doing them either necessarily. But their disliking is subordinated to the strength of their purpose.”

You need to do things when you don't want to do it, to be a function of your values rather than a function of the impulse or desire of any given moment.

3. Time management is about the following: Organize and execute around priorities.

a) Three generations:

1) notes and checklists

2) calendars and appointment books

3) efficiency focus: daily planning tied to goals and goals tied to values.

With third generation lost the building of relationships so many resorted back to 1) and 2).

b) A fourth generation has now evolved:

4) the challenge is not to manage time but rather manage ourselves.

Focus is on preserving relationships and accomplishing results.

4. In fourth generation time management, the essential focus is on the time management matrix. (see page 5)

All activities fall into one of the 4 quadrants. The two factors that

define any given activity are *urgent* and *important*.

Urgent means requires immediate action. Urgent things act on us.

We react to urgent.

Importance on the other hand has to do with results...if it contributes to your mission, your vision, your values, it is important. What is critical is that we recognize what is important (Habit 2).

a) Quadrant I: Urgent and Important

Urgent are usually visible: they press us, and stress us

They are important so these events, activities can create significant results.

We call these activities “crises” or “problems.”

If we concentrate on Quadrant I, it keeps dominating us, getting bigger and bigger. A huge problem comes up and knocks you down like a wave. You get up only to get “blind-sided by another.

Results: stress, burnout, crisis management, always pulling out of the fire.

b) Quadrant III: Urgent and not important

Many people spend time in this quadrant thinking they are in Quadrant I. They react to urgent things assuming they are important. But the real situation is that the urgency of these matters is often based on the priorities and expectations of others.

Results: short-term focus, crisis management, reputation: chameleon character, see goals and plans as worthless, feel victimized, out of control, shallow or broken relationships.

c) Quadrant IV: Not urgent not important

These are people who choose busy versus effective. They work on things that do not serve them, and they have no need to do.

Results: total irresponsibility, fired from jobs, dependent on others for their basics

d) Quadrant II:

This is the heart of effective personal management. Effective people are not problem-minded they are opportunity-minded.

They feed opportunities and starve problems. They think preventively. Look at the 2 questions you answered at the beginning of this chapter...which quadrant do they fit in?

Results: vision, perspective, balance, discipline, control, few crises.

Pareto Principle: 80% of our results flow from 20% of our activities.

5. How to shift to operating out of Quadrant II?

a) First, have to reduce the size of the other quadrants, especially those in Quadrant I.

Then, spend more time on Quadrant II items.

b) By paying attention to all those items in Quadrant II, while they are not urgent (in other words, quit procrastinating), you will shrink Quadrant I items since things will not reach the URGENT status.

c) Learn to say NO to things not important. This is similar to the fact that the greatest enemy of great is good.

Keep in mind that you are always saying NO to something. Attention to one thing denies attention to others.

It is almost impossible to say “no” to the popularity of Quadrant III or to the pleasure of escape to Quadrant IV if you don’t have a bigger yes.

So, not an issue of discipline, rather your priorities have not become deeply painted in your hearts and minds. They have not internalized Habit 2.

d) A Quadrant II planner needs to meet 6 important criteria:

1) Coherence: harmony, unity and integrity needs to exist between your vision and mission, roles and goals, priorities and plans. Planner must include your Mission statement and a place for all your roles, short and long term.

2) Balance: You must keep all your roles in front of you...health, family, business, spiritual, and personal development.

3) Quadrant II Focus: organize on a weekly basis provides a better balance than daily. Priority is to schedule your priorities not prioritize your schedule.

4) A People Dimension: you need a tool that deals with people, not just schedules. Not efficiency in dealing with time, rather effectiveness in dealing with people.

5) Flexibility: your planner is your servant NOT your master.

6) Portability: You should carry your tool with you most of the time. Important data is with you all the time, as well as your mission statement.

- e) Quadrant II organizing involves four key activities:
- 1) Identifying roles: key roles you play today, not a month or a year from now.
 - 2) Selecting goals: select one or two important results you want to achieve in each role over the next 7 days. These goals need to support your mission statement.
 - 3) Scheduling: Now, after 1) and 2) you can start scheduling your time, dedicating time to each of the roles based on the goals.
 - 4) Daily Adapting: prioritize daily responding to unanticipated events, relationships, and experiences in a meaningful way. People are more important than things.

6. Delegation

If we delegate to time, we think efficient; if we delegate to people, we think effective. Most people fail to delegate due to pride (they can do a better job) or that it takes too much time. Delegation to people “is perhaps the single most powerful high-leverage activity there is.”

Two kinds of delegation:

- a) gofer delegation: one-on-one supervision of methods. Not very worthwhile because it takes almost as much time.
- b) stewardship delegation: based on results instead of methods. Give the person authority on methods, but commitment to results.

Trust is the highest form of human motivation. So train and develop people so that their competency can rise to that level of trust.

		THE TIME MANAGEMENT MATRIX	
		URGENT	NOT URGENT
IMPORTANT	I	ACTIVITIES: Crises Pressing problems Deadline-driven projects	II ACTIVITIES: Prevention, PC activities Relationship building Recognizing new opportunities Planning, recreation
	III	ACTIVITIES: Interruptions, some calls Some mail, some reports Some meetings Proximate, pressing matters Popular activities	IV ACTIVITIES: Trivia, busy work Some mail Some phone calls Time wasters Pleasant activities
NOT IMPORTANT			