

Leadership and Seven Success Habit of Highly Effective People

South Seattle Community College



Paul L. Gerhardt



Agenda

- ◆ Overview
- ◆ Brainstorming objectives
- ◆ Rules
- ◆ Brainstorming activities
- ◆ Summarize
- ◆ Next steps

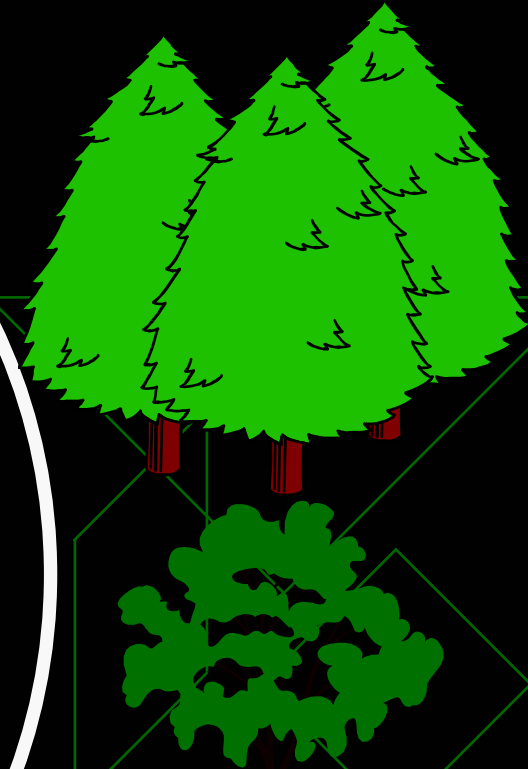
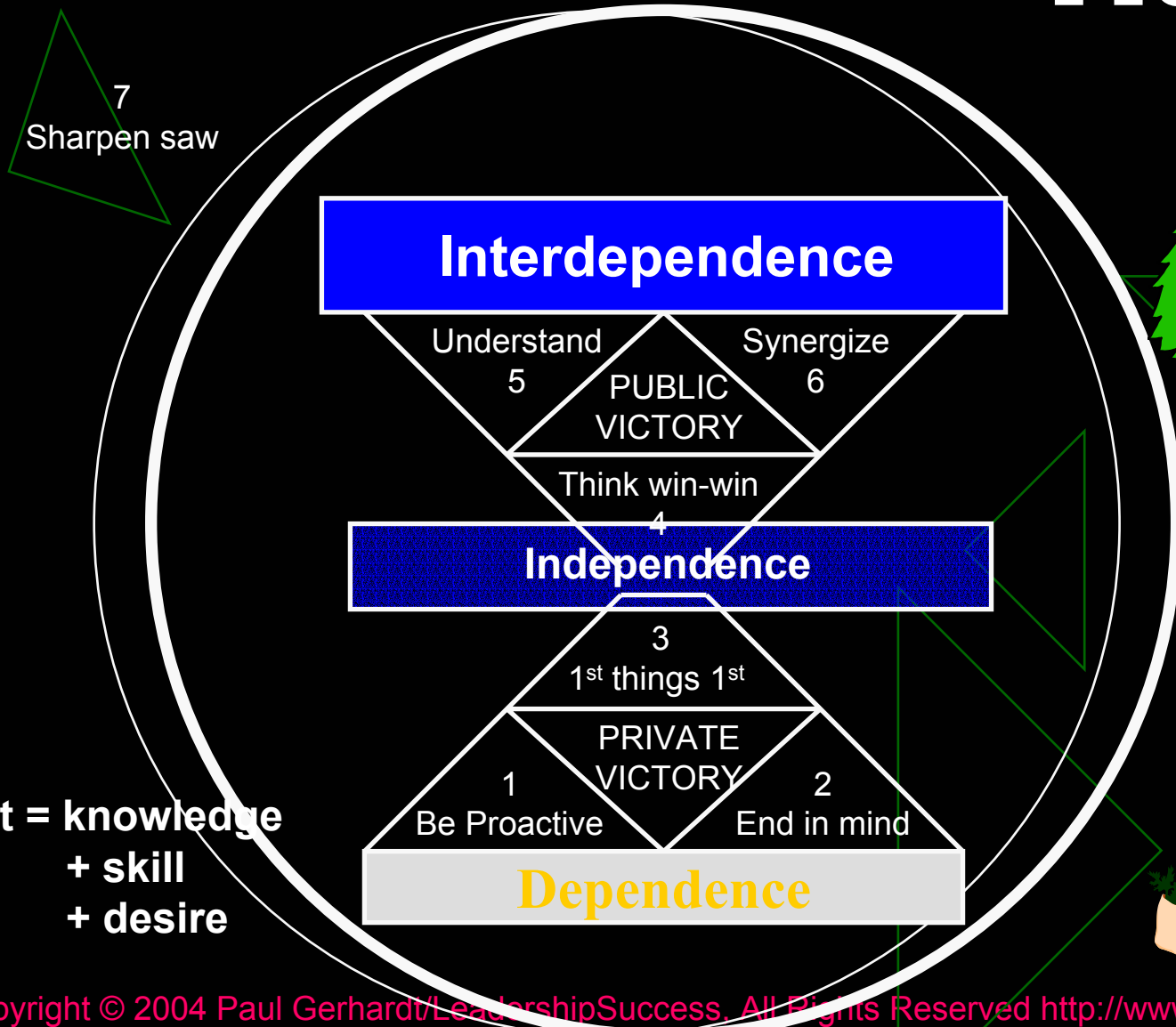
South Seattle
Community College
Leadership Workshop
With Paul L. Gerhardt

Overview

Seven Habits of Effective
People and Leadership



The 7 Successful Habits



habit = knowledge
+ skill
+ desire

Developing Personal Potential

- ◆ Covey's first three habits deal with self-reliance and self-mastery. These are private victories; they only involve the follower
- ◆ Habit 1: Be Proactive®
 - Be responsible, don't blame others
- ◆ Habit 2: Begin With The End In Mind®
 - Start with a clear mental image of your destination
- ◆ Habit 3: Put First Things First®
 - Focus on preserving and enhancing relationships and on accomplishing results

Effective Interdependence

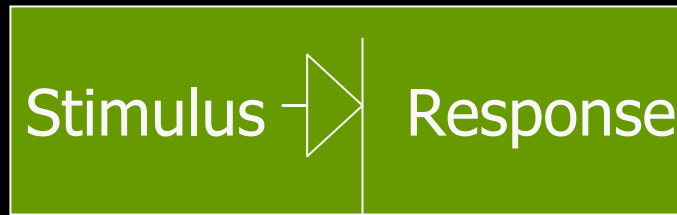
- ◆ Habit 4: Think Win-Win®
 - Implies understanding that without cooperation, the organization cannot succeed
- ◆ Habit 5: Seek First To Understand, Then To Be Understood®
 - Requires a nonjudgmental attitude. Emphatic listening gets inside another person's frame of reference

Effective Interdependence

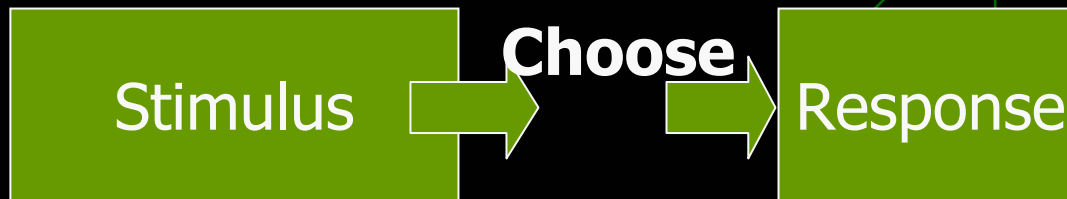
- ◆ Habit 6: Synergize®
 - Synergy is the combined action that occurs when people work together to create new alternatives and solutions. The essence of synergy is to value and respect differences
- ◆ Habit 7: Sharpen The Saw®
 - Process of using and continuously renewing the physical, mental, spiritual, and social aspects of life

7 Habits

Reactive



**Proactive
Freedom to
Choose**



**Self-awareness
Imagination
Conscience
Independent Will**

Habit One - Be Proactive

- ◆ Proactivity vs. Reactivity
- ◆ I am responsible for my life
- ◆ My choices control my behavior
- ◆ I stand for something
- ◆ Factors beyond my control create my life
- ◆ My conditions, conditioning, and feelings control my behavior

Disowning vs. Owning

- ◆ “There’s not enough time in the day”
- ◆ “I was never very good at public speaking”
- ◆ “I lost my temper”
- ◆ “Find out what the prof wants and do it”
- ◆ “I’ve overscheduled myself”
- ◆ “I’ve avoided public speaking because I’m uncomfortable with it”
- ◆ “I gave way to my feelings”
- ◆ “I decide what’s needed & get the system working on it”

Begin With The End In Mind

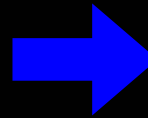
◆ Identify the Target!



“To begin with the end in mind means to start with a clear understanding of your destination. It means to know where you’re going so that you better understand where you are now, so that the steps you take are always in the right direction.”

*Stephen Covey,
Seven Habits of Highly Effective People*

Habit 2: Begin with the end in mind.



The law of the farm: You reap what you sow.

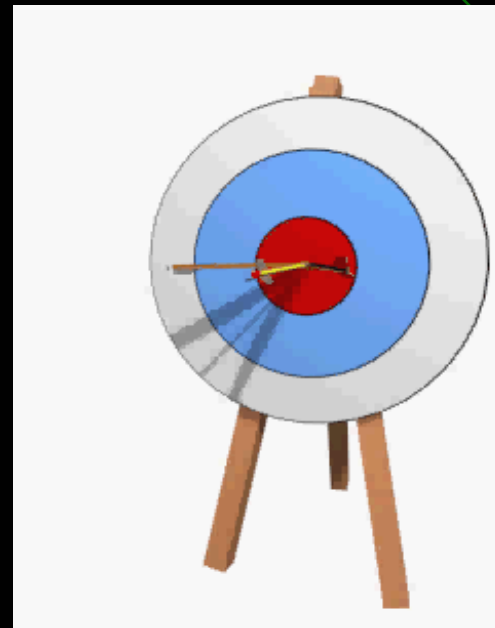
translated "sacrifice"

vision = what you want to see
mission = immediate next step(s)
Both tend to focus priorities.

- Specifically ... write what you want to reap. What do you HOPE for? A prestigious job? A girlfriend or boyfriend? Money?
- Write what you are willing to sow. Time? Personal energy? Money? Your friends?
- Any books or movies or models that guide you?

Personal Mission Statement

- ◆ The most effective way to begin with the end in mind is to develop a personal mission statement
- ◆ The key to the ability
- ◆ to change is a
- ◆ changeless sense of
- ◆ who you are,
- ◆ what you are about,
- ◆ & what you value



The Six Facets of Understanding

- ◆ Facet #1 – Explanation:
 - ◆ Sophisticated and apt explanations and theories, which provide knowledgeable and justified accounts of events, action, and ideas.
- ◆ Facet #2 – Interpretation: Narratives, translations, metaphors, images and artistry that provide meaning.
- ◆ Facet #3 – Application: Ability to use knowledge effectively in new situations and diverse contexts.
- ◆ Facet #4 – Perspective: Critical and insightful points of view.
- ◆ Facet #5 – Empathy: The ability to get “inside” another person’s feelings and world view
- ◆ Facet #6 – Self-Knowledge: The wisdom to know one’s ignorance and how one’s pattern of thought and action inform as well as prejudice understanding.
- ◆ Grant Wiggins and Jay McTighe, 1998

Writing a Mission Statement

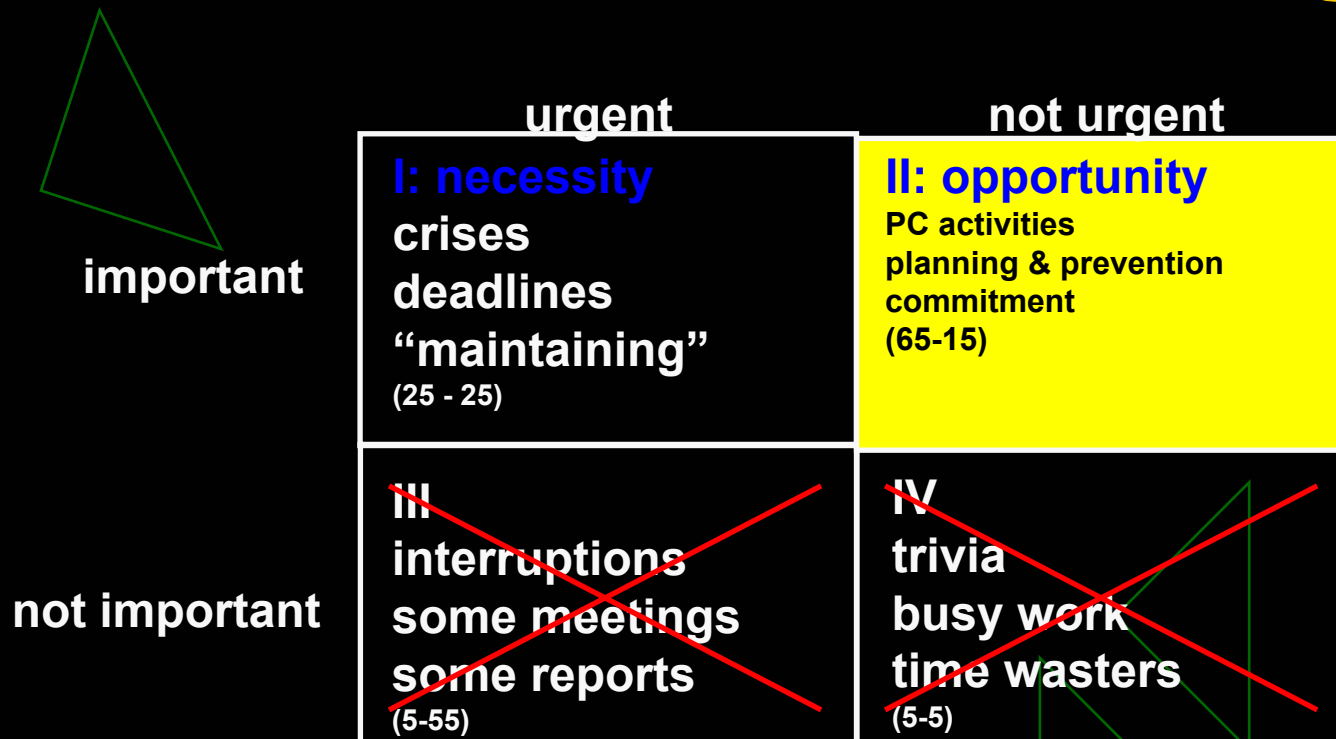
- ◆ **Your personal constitution**
 - **values**
 - **purpose**
 - **service/role in community**
 - **what you will achieve**
 - **how you will accomplish**
- ◆ **Not something written overnight**
 - **goals**
 - **hopes**
 - **dreams**
- ◆ **Timeless. . . but review & revise**

Assessment of Understanding via the 6 facets

i.e. You really understand when you can:

- explain, connect, systematize, predict it
- show its meaning, importance
- apply or adapt it to novel situations
- see it as one plausible perspective among others, question its assumptions
- see it as its author/speaker saw it
- avoid and point out common misconceptions, biases, or simplistic views

Habit 3: Put first things first.

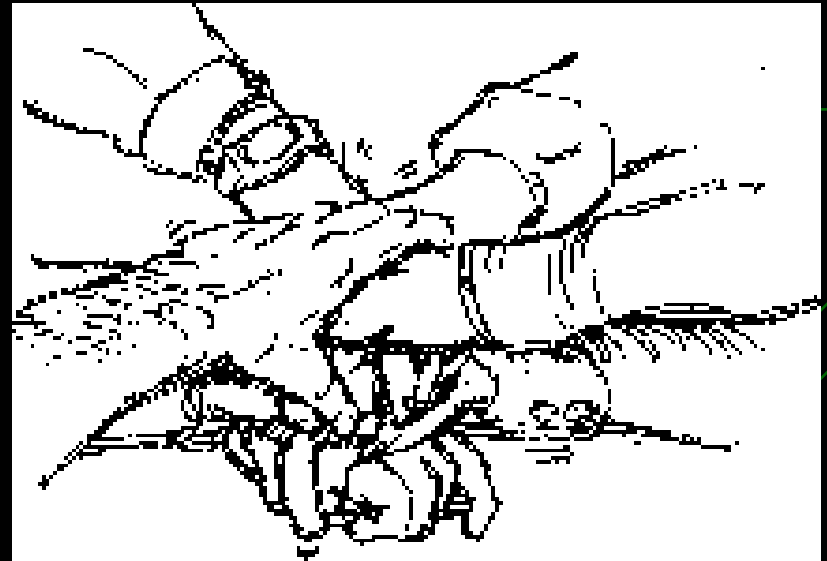


- We want Quadrant II > Quadrant I.
- Quadrant II comes from Quadrants III and IV.

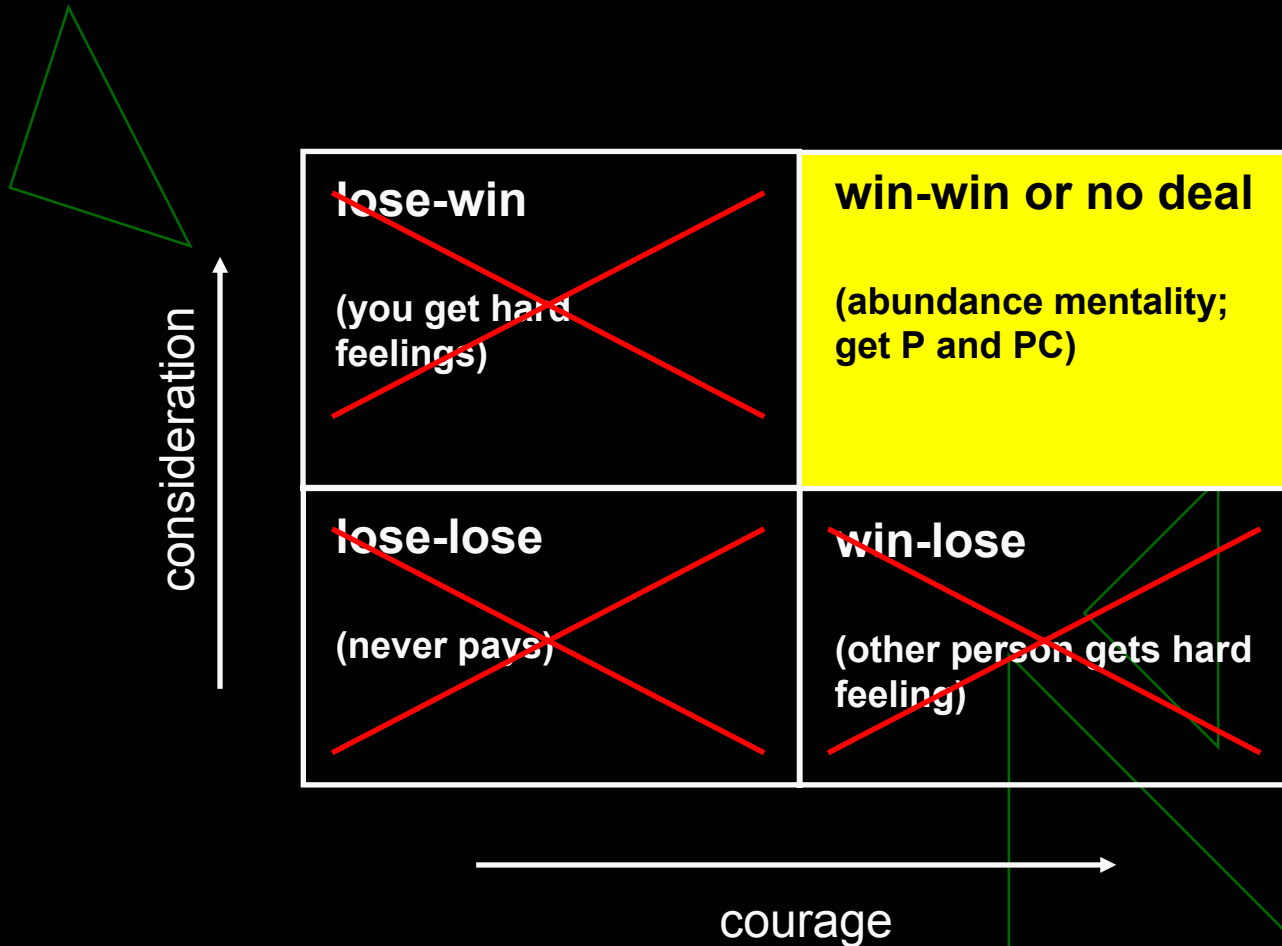
- Estimate how much time you spend in Quadrant II (and what IS Quad IV?) ...
- How do you plan your day? Datebook? Palm Pilot?
- How much is your time worth to you, in dollars/hour?

Habit Four – Think Win/Win

- ◆ The win-win approach is a set of principles, practices, and tools, which enable a set of interdependent *stakeholders* to work out a *mutually satisfactory* (win-win) set of *shared commitments*.



Habit 4: Think win-win.



- Are there times when paradigms others than “win-win” are appropriate?
- How do you develop “courage”? “Consideration”? Emotional bank account?
- What causes conflict? Tools for conflict resolution? Your “boundaries”?

Why Use Win/Win ?

- ◆ The alternatives don't work
 - Win-lose often leads to lose-lose
- ◆ Avoids costly rework
 - 100X cost to fix requirements after delivery
- ◆ Builds trust and manages expectations
 - Looking out for other's needs builds trust
 - Balancing needs leads to realistic expectations
- ◆ Helps stakeholders adapt to change
 - Shared vision and the flexibility of quick re-negotiation

Win/Win Critical Success Factors

- ◆ Appropriate staffing of stakeholder representatives, facilitator function
 - Stakeholder representatives: empowered, committed, representative, collaborative, knowledgeable
 - Facilitators: some understanding of stakeholder domains, collaboration management ability
 - Good facilitators can be participants also
- ◆ Beginning of shared vision

Habit 5: First understand ... then be understood.



win-win area = $L \times h$

h = “understand”

L = “be understood”

4 tips for dealing with people

- Do not criticize, condemn, or complain.
- Express sincere appreciation.
- Give them “emotional air” and learn their story.
- Focus on their interests (know your best alternative coming in).

Dale Carnegie *How to Win Friends and Influence People*
Fisher & Ury, *Getting to Yes*

- What are some “stranglers” for emotional air?
- What are some ways we can express sincere appreciation?
- How often do you ask someone to a professional lunch?
- How do you meet a person? How do you greet a person?

Actions for Success

- ◆ Exhibit a winning work ethic
- ◆ Show initiative
- ◆ Discover additional responsibilities
- ◆ Ask questions

What are Competencies?

- ◆ Knowledge
- ◆ Skills/abilities
- ◆ Understanding
- ◆ Behavior/motivation

Competencies have definitions and key actions.
Your actions demonstrate competencies.

Initiative (An example)

Definition

Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.

Key Actions

Responds quickly--Takes immediate action when confronted with a problem or when made aware of a situation.

Takes independent action--Implements new ideas or potential solutions without prompting; does not wait for others to take action or to request action.

Goes above and beyond--Takes action that goes beyond job requirements in order to achieve objectives.

Habit 6: Synergize

- ◆ **Synergy:**
- ◆ The exercise of all the other habits prepares us for the habit of synergy.
- ◆ Synergy. The whole is greater than the sum of its parts.
- ◆ Few people experience synergy in their lives because most people have been scripted into defensive or protective communications.
- ◆ Synergy can be unnerving unless one has a high tolerance for ambiguity and gets security from integrity to principles and inner values.

Synergy in Business

- ◆ To achieve synergy in business requires that people become open and authentic.
- ◆ When we open ourselves up to the influence of others, we gain new insights and facilitate the generation of new options.

Synergy and Communication

- ◆ The lowest level of communication coming out of low trust situations is characterized by defensiveness, protectiveness, and legalistic language which covers all the bases and spells out qualifiers and escape clauses in the event things go sour.
- ◆ The middle level of communication is respectful communication -- where fairly mature people communicate.
- ◆ The highest level of communication is synergistic (win/win) communication.

Negative Synergy

- ◆ Most highly dependent people are trying to succeed in an interdependent reality.
- ◆ Many people don't realize that the real strength of any relationship is having alternative points of view.

What is your “personality”?

4 categories

- I-E introvert (reserved) - extrovert (expressive)
- S-N sensory (observant) - intuitive (conceptual)
- T-F thinking - feeling
- P-J perceiving (probing) - judging (critiquing)

David Keirsey, *Please Understand Me II*
(similar to Myers-Briggs)

- no “ranking”
- don’t feel “boxed in”!
- people are different

ARTISANS (observant, probing)

- ESTP promoter (Roosevelt, Madonna)
- ISTP crafter (Bruce Lee, Earhart)
- ESFP performer (Elvis, Reagan)
- ISFP composer (Carson, Streisand)

IDEALISTS (intuitive, feeling)

- ENFJ teacher (Gorbachev, Billy Graham)
- INFJ counselor (Gandhi, E Roosevelt)
- ENFP champion
- INFP healer (Albert Schweitzer)

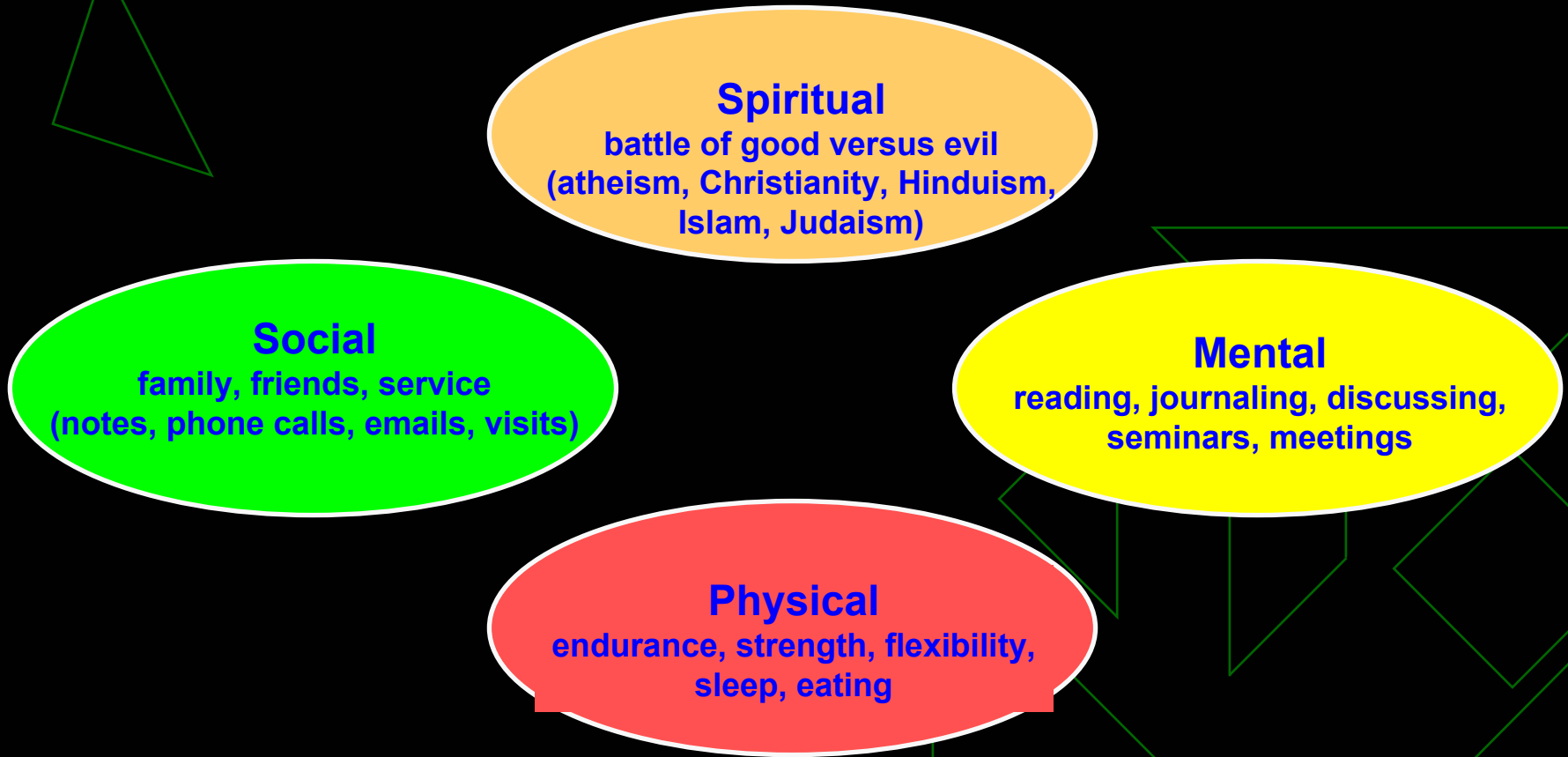
GUARDIANS (observant, critiquing)

- ESTJ supervisor (Colin Powell)
- ISTJ inspector (Truman)
- ESFJ provider (G Washington)
- ISFJ protector (Mother Teresa)

RATIONALS (intuitive, thinking)

- ENTJ fieldmarshall (Gates, Greenspan)
- INTJ mastermind (D Eisenhower, Rand)
- ENTP inventor (Disney, Edison)
- INTP architect (Einstein, Darwin)

Habit 7: Sharpen the saw.



- When will YOU sharpen your saw?
- What measures will you use in each category?