

I) HABIT ONE: BE PROACTIVE

Introduction

1. **The Social Mirror** (pages 75-76)
 - a. Based on Sigmund Freud's psychology (determinism)
 - b. Setting the Framework for Proactivity (determinism vs free will)
2. **Between Stimulus and Response** (pages 76-78)
 - a. Based on the philosophy and experiences of Victor Frankl
 - i. "We have the freedom to choose our response to any stimulus"
3. **Proactivity Defined** (pages 78-82)
 - a. Proactivity Model (based on the Four Human Endowments)
 - i. Self-awareness, Imagination, Consciousness (morality), Independent Will
 - b. Proactivity is accepting responsibility, subordinating emotion for values, and then choosing action
 - i. "Proactive people are still influenced... but respond with value-based choices".
 - A. This is an act of Integrity; defined as "Choices led by Values"
4. **Taking the Initiative** (pages 82-83)
 - a. A short overview of a new section (major components are to Act & to Listen)
5. **Act or Be Acted Upon** (pages 83-85)
 - a. Act by defining shared values and use your resources to live them
 - i. build your initiative (gives you the why)
6. **Listening to Our Language** (pages 85-88)
 - a. Using proactive language empowers your initiative
 - i. Be aware of when you use reactive language/actions

Step 1:
To Act and to Listen
with Proactivity

7. **Circle of Concern/Circle of Influence** (pages 88-92)
 - a. An overview of a new, longer section on aiming your initiative and building self-awareness
 - i. Learn to focus your time where you can effect change
8. **Direct, Indirect, and No Control** (page 93)
 - a. How to stay within your circle of influence (what you can affect)
 - b. The order in which you address the problem promotes effectiveness
 - i. Direct (self) → Indirect (others) → No Control (environment)
9. **Expanding the Circle of Influence** (pages 93-96)
 - a. Changing how we respond to our circumstances (Direct) affects our circumstances (Indirect)
 - i. Proactive people use Human Endowments to effectively expand C.O.I
10. **The "Have's" and the "Be's"** (pages 96-97)
 - a. Highly related to the language focus of "Listening to Our Language (pages 85-88)"
 - b. Use this to determine between the circle of influence & circle of concern
 - i. "Have's" language is Concerns / "Be's" language is Influence
11. **The Other End of the Stick** (pages 98-99)
 - a. What we do when we make Mistakes (related to indirect control/no control problems on page 93)
 - b. When actions create "No Control" results (i.e., mistakes)...
 - i. We can only choose our response (i.e., Direct Control)
 - ii. "Success is on the far side of Failure" T. J. Watson
12. **Making and Keeping Commitments** (pages 99-100)
 - a. Our human endowments expand our circle of influence.
 - i. Self-awareness & Conscience examine self
 - ii. Imagination & Independent Will act on this self-examination
 - b. Two ways to expand the circle of influence (put us in control of our lives)
 - i. Make promises and keep them (influence others)
 - ii. Set goals and work to achieve them (influence our self)

Step 2:
Learning to focus your time & energy where you can effect change

Application

13. **Proactivity: The Thirty-Day Test** (page 100)
 - a. Work within your circle of influence
 - i. "Be a model, not a critic"
 - ii. "Look at others weaknesses with compassion"
 - b. Listen to your language (using "Be's" and not "Have's")

c. More examples on page 101

II) HABIT TWO: BEGIN WITH THE END IN MIND

Introduction

1. **What It Means To: “Begin With The End In Mind”** (pages 104-106)
 - a. Success (the end) is therefore defined by your deepest values (see page 103 exercise)
 - i. “Know where you’re going so that you better understand where you are now”
2. **All Things Are Created Twice** (pages 106-107)
 - a. First in the Mind (Habit 2); then physically (Habit 3)
3. **By Design Or Default** (page 107)
 - a. If you’re not Self-Aware, the first creation will not be in your control (see pg. 88)
 - i. Habit 1 says “You are the Creator”, Habit 2 is the first creation
4. **Leadership And Management — The Two Creations** (pages 108-110)
 - a. Habit 2 is focused on personal leadership (Leadership or the First Creation)
 - b. Leadership always precedes Management (but each is equally important)
 - i. Management is focused on doing the thing right (how to achieve → Habit 3)
 - ii. Leadership is focused on doing the right thing (what to achieve → Habit 2)

Forming a Personal Mission Statement

5. **Rescripting: Becoming Your Own First Creator** (pages 110-113)
 - a. Rescripting is a process of examining, evaluating, and rewriting your paradigms
 - i. Change the way you view the situation (Habit 1) to envision lasting success (Habit 2)
6. **A Personal Mission Statement** (pages 113-116)
 - a. The most effective way to begin with the end in mind
 - i. focuses on who you are, what you want to do, and your values

Step 1: Use Self-Awareness to Find your Center

7. **At The Center** (pages 116-118)
 - a. Our Center(s), what is most important to us, and is at the center of Circle of Influence
 - i. The source of our Security, Guidance, Wisdom, and Power (see graphs on p. 117)
8. **Alternative Centers** (pages 118-126)
 - a. Examples of ineffective centers and why we might have chosen them (see graph on page 133)
9. **Identifying Your Center** (pages 126-130)
 - a. A section using charts and Self-Awareness to help you identify your current center(s)
10. **A Principal Center** (pages 130-136)
 - a. Principal center is created from timeless truths and puts all other centers in perspective (page 133)

Step 2: Mission Statements guided by Center

11. **Writing And Using A Personal Mission Statement** (pages 136-137)
 - a. A Personal Mission Statement takes deep introspection and time to form.
 - i. It is guided by our identified center(s), built with our Conscience.
 - ii. The process is more important than the product (we define our own meaning)

Step 3: Living / Practicing your Mission Statement

12. **Using Your Whole Brain** (pages 137-138)
 - a. A short section overviewing the role of Imagination in Habit 2 (right brain)
13. **Two Ways to Tap the Right Brain** (page 139)
 - a. **Expand Perspective**
 - i. “What’s really important? Why do I do what I do?” (example on page 103)
 - b. **Visualization and Affirmation**
 - i. Mission statement needs to be practiced, using your Independent Will.
 - ii. Affirmation (five components: Personal, Positive, Present tense, Visual, Emotional)
 - iii. Visualization (practice envisioning desired results and overcoming obstacles)

Aligning Habits 1, 2, & 3

14. **Identifying Roles and Goals** (pages 143-145)
 - a. Much like centers, Roles are different aspects of your responsibilities
 - i. Identifying Roles (Habit 1) leads to setting long-term goals (Habit 2)
 - ii. Long-term goals (Habit 2) help plan your short-term goals (Habit 3)

Group Mission Statements: setting up Habits 4, 5, & 6

15. **Family Mission Statements** (pages 146-147)
 - a. An example of how to make a Mission statement in a group (Process over Product).
16. **Organizational Mission Statement** (pages 147-152)

Overview (7 Habits of Highly Effective People)

- a. “One of the fundamental problems in organizations is that people are not committed to the determinations of other people for their lives”
 - i. i.e. Their goals do not align. All members of an organization need “Buy In”.

III) HABIT THREE: PUT FIRST THINGS FIRST

Introduction

Understanding the Eisenhower Matrix

Creating & Using the Eisenhower Matrix

Expanding on the Fourth Generation of Time Management (moving to Habit 4)

1. **The Power of Independent Will** (pages 156-158)
 - a. The fourth human endowment; Independent will empowers our daily decisions.
 - i. It is making and keeping commitments to oneself – self integrity.
 - ii. To follow your values rather than your impulses or mood.
 - b. Self-management takes discipline, which itself is fueled by our deep sense of purpose.
 - i. That purpose, sense of mission, is defined in Habit 2.
 - ii. That burning “yes” that allows you to say “no” to other things.
2. **Four Generations of Time Management** (pages 158-159)
 - a. Essence of Time Management: “Organize and execute around your priorities”.
 - b. Generation 1- Checklists and Notes (in the moment items of importance)
 - c. Generation 2- Calendars and appointments (looking at important tasks toward the future)
 - d. Generation 3- Setting long/short term goals, prioritizing tasks, and creating a daily planner.
 - e. Generation 4- Working in circle of influence, preserving P/PC, and self-management vs time management.
3. **Quadrant II** (pages 159-164)
 - a. Introduces the Eisenhower matrix and its four quadrants
 - i. I- urgent and important (these are crisis and problem)
 - ii. II- not urgent and important (personal development, mission statements, and growth)
 - iii. III- urgent and not important (demand often coming from the outside and not our values)
 - iv. IV- not urgent and not important (often an escape from the urgent matters, i.e., downtime)
 - b. Quadrant II is often under-represented; It is opportunity-minded vs problem-minded.
4. **What it Takes to Say “No”** (page 164-167)
 - a. The only way to get time for Quadrant II is from III and IV (the lesser important activities)
 - i. You have to decide what your highest priorities are (Habit 2) and center your work around them (habit 3)
 - ii. Will Power alone, without a set of deeply examined values, is unsustainable.
 - iii. Saying “no” to the unimportant focuses your efforts toward growth.
5. **Moving into Quadrant II** (pages 167-169)
 - a. Recognizing what tools, you use for time management help you move into Quadrant II
 - b. Becoming a principal centered individual is the key to moving to Quadrant II
6. **The Quadrant II Tool** (page 169-170)
 - a. An effective Quadrant II tool needs six elements:
 - i. Coherence- tasks match the mission (a place for your mission statement)
 - ii. Balance- distribute efforts in all your roles (a place for your roles / responsibilities)
 - iii. Quadrant II Focus – schedule tasks around your priorities (weekly planner)
 - iv. A People Dimension – reflect the value of the individual (teamwork section)
 - v. Flexibility- your planner is your servant, not your master (rewritable)
 - vi. Portability- easy to take with you (possible on multiple devices)
7. **Becoming a Quadrant II Self-Manager** (pages 171-177)
 - a. Quadrant II organizing involves four key activities
 - i. Roles- write down your roles (both personal and professional)
 - ii. Goals- Set goals for each role for the week (tied to long-term goal)
 - iii. Scheduling- setting aside time to work toward these goals (Gen 2)
 - iv. Daily adapting- review schedule daily and allow spontaneity (Gen 3)
8. **Living it** (pages 177-179)
 - a. As you start to use fourth generation time management tools, you will be tempted to fall back into Quadrant III and IV activities (see pages 164-167).
9. **Advances of the Fourth Generation** (pages 179-180)
 - a. A section that expands upon pages 169-170: People are more important than things!
10. **Delegation: Increasing P and PC** (pages 180-181)
 - a. Two forms of delegation:
 - i. Effectiveness- delegate tasks to other people (empowering others → hint at habit 4)
 - ii. Efficiency- delegate tasks to time (doing the job well and saying “yes/no” to others)

Overview (7 Habits of Highly Effective People)

11. Gofer Delegation (*pages 181-182*)

- a. Micromanaging your people delegations (focuses on small tasks and methods)

12. Stewardship Delegation (*pages 182-188*)

- a. Empowering your people delegations (focuses on results and not methods)