

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

### Habit 3 : PUT FIRST THINGS FIRST – Principles of Personal Management

#### PART 2

#### Moving into Quadrant 2

The **first generation** of time management gave us only notes and to do lists, providing a **temporary sense of accomplishment** every time we cross one item off the list, but **without** including any concept of **priority**. As Stephen Covey puts it, we then:

*“(We) simply respond to whatever penetrates our awareness and apparently needs to be done.”*

It **robs** people of **feeling responsible** for the results, as it is based on **externally imposed disciplines and schedules** and can make people feel undependable, irresponsible with a **very little sense of control and self-esteem**.

**Second generation** managers plan and **schedule in advance**, which allows them to show up where they’re supposed to be at the right time, but once again there is **no connection** to their greater **values and goals**, nor any attached sense of **prioritization**.

**Third generation** managers have **clarified their goals and values**, however they’re **focused on daily planning**, which this time **robs** them from the **broader perspective** needed to understand the essential importance—of lack thereof—of an activity.

**Activities are not put in the context of principles, personal mission, roles and goals**. Prioritization is done by default, towards anything that belongs to quadrant 1 or 3, aka anything that is “urgent”.

The main risk is **overscheduling**, which creates a lot of frustration and can strain that person’s relationships instead of allowing them to build deeper ones. It also creates temptation to fall into quadrant 4 to escape the pressure of an overburdened schedule.

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

Here's the author eloquent summary:

*“The first generation notepads and ‘to do’ lists give us no more than a place to capture those things that penetrate our awareness, so that we don’t forget them. The second-generation appointment books and calendars merely provide a place to record our future commitments so that we can be where we have agreed to be at the appropriate time. Even the third generation, with its vast array of planners and materials, focuses primarily on helping people prioritize and plan their Quadrants 1 and 3 activities. Though many trainers and consultants recognize the value of Quadrant 2 activities, the actual planning tools of the third generation do not facilitate organizing and executing around them.”*

Which is why, it's time for us to focus on Quadrant 2!

### The Quadrant 2 tool

*“The objective of Quadrant 2 management is to manage our lives effectively—from a center of sound principles, from a knowledge of the urgent, and within the framework of maintaining a balance between increasing our production and increasing our production capability.”*

In order to become an effective Quadrant 2 organizer, the tool we'll rely on will need to meet **six important criteria**:

**COHERENCE**: bringing harmony, integrity and unity between our roles and goals and our vision and mission, while defining our priorities and plans and while meeting our desires and discipline.

**BALANCE**: making sure that we do not neglect anymore any important area of our lives, as success in one area cannot compensate for failure in another. Our health, family, career and personal development must all be considered.

**QUADRANT 2 FOCUS**: allowing us to shift towards crisis prevention instead of crisis prioritization. This is where switching to weekly planning (instead of daily) can make all the difference and enable a lot more balance.

*“The key is not to prioritize what's on your schedule, but to schedule your priorities”*

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

**A “PEOPLE” DIMENSION:** *Efficiency* deals with schedule, but *effectiveness* deals with people! People are more important than schedules and our organizing tool must reflect that value and allow us to honor it.

**FLEXIBILITY:** our planning is our servant, not our master. It is meant to adapt to us and to our needs, ways and style—not the other way around.

**PORTABILITY:** since we need to be able to review it at all time.

### Becoming a Quadrant 2 self-manager

This will be based on *four major activities*

**IDENTIFYING OUR ROLES:** here we choose the areas of our lives where we want to spend our time this week, and highlight the roles they imply (individual, partner, clinician, researcher, administrator, friend, cook, pianist...)

**SELECTING OUR GOALS:** For each selected role, we consider one or two important results we want to achieve in the next seven days. They are then recorded as goals. Ideally most of the goals will both fall into quadrant 2 and serve our personal mission statement.

**SCHEDULING:** it's time to use what we uncovered and to actually schedule everything down. This is where the weekly focus becomes even more helpful, as some factors are out of our control and must be taken into account in advance (ex: any event involving someone else, being on work hours (or not), etc). We put down our goals one by one either as a specific appointment or as a priority item for that day. It's also a great opportunity to reschedule anything unimportant that would get in the way of our priorities. This should allow for a lot of remaining empty spaces where spontaneity (or emergencies) can foster, and to savor our relationships.

**DAILY ADAPTING:** thanks to weekly planning, we can then rely easily on daily adapting, responding to unanticipated events while staying clear on our priorities, especially if we take a few minutes each morning to revue our previous value-based decisions.

Of course the importance of an activity cannot be evaluated through a dual lens and lies on a continuum which must be taken into account while we balance the unexpected demands of the day and our sense of personal mission and long-term goals.

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

### Living it

“If Habit 1 says “you’re the programmer” and habit 2 says “write the program”, then Habit 3 says “run the program, live the program”. And living it is primarily a function of our independent will, our self-discipline, our integrity, and commitment—not to short-term goals and schedules or to the impulse of the moment, but to the correct principles and our own deepest values, which give meaning and context to our goals, our schedules and our lives.”

By building a principle center, our self-awareness and tuning in with our conscience, we can create for ourselves intrinsic security, guidance and wisdom, empowering us to use our independent will and maintaining our integrity. However, it is not always possible for us to differentiate in advance what is truly important and what isn’t. **Our schedule must therefore stay a subordinate of our values**, especially when it relates to other people. The author highlights once more the difference between efficiency and effectiveness. The first one is adapted to things and the second one is adapted to people.

“Frustration is a function of our expectations, and our expectations are often a reflection of the social mirror rather than our own values and priorities. But if you have Habit 2 deep inside your heart and mind, you have those higher values driving you. You can subordinate your schedule to those values with integrity.

You can adapt; you can be flexible.

You don’t feel guilty when you don’t meet your schedule or when you have to change it”.

### Advances of the fourth generation

People are more important than things, that’s the one principle that third generation management couldn’t take into account, and why it drives us out of harmony through excessive focus on efficiency. It’s also paramount to remember that the first person to consider when we refocus on effectiveNESS is ourselves.

So here are the advances of the fourth generation self-management:

- It’s **principle** centered,
- It’s **conscience** directed,
- It defines our unique **mission** and considers our **values** and long-term **goals**,
- It helps us identifying **roles** and, by doing so, to **balance** our life,
- It’s **weekly** focused, and therefore provides more **greater context**.

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

And thanks to all that, it allows us to place our primary focus on relationships and results and a secondary focus on time.

### Delegation: increasing the P and PC

*"If we delegate to time, we think efficiency. If we delegate to people, we think effectiveness."*

Delegation is the foundation of growth and, as described by the author:

*"the single most powerful high-leverage activity there is".*

In order to develop our personal managerial skills, we need to **step away from the producer paradigm** who only focuses on creating the golden eggs themselves. We must **become a manager**, in the **interdependent** sense, by working with and through people to produce those golden eggs. This way instead of investing one hour to get one hour worth of results, we can invest one hour and produce ten or a hundred units of work!

Stephen Covey then differentiates **two types of delegation**: the gofer and the stewardship.

- When in **gofer mode** (which means "go for this, do that, tell me when it's done"), we **focus on methods** and therefore stand responsible for the other person's results. And if you're involved in every step, how many people can you effectively manage on top of yourself?

- Now, the **stewardship mode** is based on the recognition of other people's self-awareness, imagination, conscience and free will. The goal is to **focus on results**, not methods. People are then responsible for their methods, and we are responsible for enabling a **clear, upfront mutual understanding and commitment regarding expectations**, which should cover **five areas**:

- **Desired results**: providing clarity on the "what" (not the "how"), when the "what" is expected to be completed and how the "what" must look like.
- **Guidelines**: clearly identifying the parameters within which everyone should operate, including any restrictions or foreseeable failure paths they must stand clear from. In the author's words:

*"Point out the potential failure paths, what NOT to do, but don't tell them what TO do.  
Keep the responsibility for results with them—to do whatever is necessary within the guidelines."*

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

- **Resources:** human, financial, organizational and technical.
- **Accountability:** folks need to know the standards of performance, and when reports and evaluations are expected or planned.
- **Consequences:** everyone must be aware of what will happen, good or bad, depending on the outcome.

*“Trust is the highest form of human motivation. It brings out the very best in people. But it takes time and patience, and it doesn’t preclude the necessity to train and develop people so that their competency can rise to the level of that trust.”*

Stewardship delegation is beneficial for all parties involved and allows a shift from producer to manager, from focusing on efficiency to focusing on effectiveness. It changes the relationship for the better, as the steward can become their own boss and release their creative energies to reach the goals they’ve been entrusted to uphold.

It implies that the manager must learn how to adapt to the person they want to delegate to. In Stephen Covey’s words:

*“With immature people, you specify fewer desired results and more guidelines, identify more resources, conduct more frequent accountability interviews, and apply more immediate consequences. With more mature people, you have more challenging desired results, fewer guidelines, less frequent accountability, and less measurable but more discernible criteria.”*

*“Effective delegation is perhaps the best indicator of effective management simply because it is so basic to both personal and organizational growth.”*

### The Quadrant 2 paradigm

*“Interestingly, every one of the 7 habits is in quadrant 2!”*

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## BOOK DIGEST

### Here is our homework:

- Identifying a **quadrant 2 activity** we've been **neglecting** in our lives.
- Using a **time management matrix** to estimate how much we believe we spend in each quadrant and then testing our hypothesis over the next three days by recording the time we indeed spend in each—and make sure we like the results.
- Listing the responsibilities we can **delegate**.
- Organizing **our next week** using S.C.'s system.
- Committing to **organizing** ourselves on a **weekly** basis going forward.

**THE 7 HABITS OF  
HIGHLY  
EFFECTIVE  
PEOPLE**

BOOK CLUB DISCUSSIONS

**SAVE THE DATE**

**You're invited**

**Tuesday, October 24th**

from 7pm-8pm

*Virtual Zoom Meeting*

**OR**

**Friday, October 27th**

from 12pm-1pm

*Virtual Zoom Meeting*