

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

By Stephen R. Covey

## PART ONE – PARADIGMS AND PRINCIPLES

### INSIDE-OUT

1. If we want to change a situation, we first have to change \_\_\_\_\_. To do this effectively, we must first change \_\_\_\_\_.
2. According to Dr. Covey, the past 50 years of success literature has been dominated by the Personality Ethic, which was filled with social image consciousness, techniques and quick fixes. Prior to that what was the primary focus of success literature in America and what did it entail?
3. What are paradigms and why do they have such a powerful effect on us?
4. Each of us has many, many maps in our head, which can be divided into two main categories: maps of the way things are, or \_\_\_\_\_, and maps of the way things should be, or \_\_\_\_\_.
5. What is the purpose of the young lady/old lady exercise on page 26?
6. The Character Ethic is based on the fundamental idea that there are \_\_\_\_\_ that govern human effectiveness—natural laws in the human dimension that are just as real, just as unchanging and unarguably “there” as laws such as gravity are in the physical dimension.
7. Seven Habits of Highly Effective People is based on a principle-centered, character-based, “inside-out” approach to personal and interpersonal effectiveness. What does the author mean by “inside-out” approach?

### THE SEVEN HABITS—AN OVERVIEW

8. Our character, basically, is a composite of our \_\_\_\_\_.

9. A habit is an intersection of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

10. The Maturity Continuum is the process of moving from \_\_\_\_\_ to \_\_\_\_\_ to \_\_\_\_\_.

11. Why are Habits 1, 2, and 3 called “private victories?”

12. What are Habits 4, 5, and 6 called “public victories?”

13. Habit 7 is the habit of \_\_\_\_\_.

14. What is the P/PC Balance?

15. The P/PC Balance is the very essence of effectiveness. What happens in the long-term if we fail to maintain this balance?

## PART TWO – PRIVATE VICTORY

### **HABIT 1 – BE PROACTIVE (Principles of Personal Vision)**

16. \_\_\_\_\_ enables us to stand apart and examine even the way we “see” ourselves—our \_\_\_\_\_.

17. Viktor Frankl suffered terribly at the hands of the Nazis. How did his self-awareness help him to survive with his basic identity intact?

18. Proactivity means that as human beings, we are \_\_\_\_\_ for our own lives. Our behavior is a function of our \_\_\_\_\_ not our \_\_\_\_\_.

19. Proactive people are driven by \_\_\_\_\_--carefully thought about, selected and internalized \_\_\_\_\_.

20. Is it basic human nature to act or be acted upon? \_\_\_\_\_

21. Our language is a very real indicator of the degree to which we see ourselves as \_\_\_\_\_ people.

22. \_\_\_\_\_ separates the things that we care about from those things in which we have no particular mental or emotional involvement.

23. Within our Circle of Concern is the Circle of Influence (the things over which we have control). How does a proactive person expand their Circle of Influence?

24. Habits 1, 2 and 3 address problems over which we have direct control. Habits 4, 5 and 6 address problems over which we have indirect control. What should you do about problems over which you have not control? \_\_\_\_\_

25. The proactive approach to a mistake is \_\_\_\_\_  
\_\_\_\_\_.

26. At the very heart of our Circle of Influence is our ability to \_\_\_\_\_  
\_\_\_\_\_.

27. What are some ways that you can apply Habit 1 to your black belt pursuit?

## **HABIT 2 – BEGIN WITH THE END IN MIND (Principles Of Personal Leadership)**

28. To begin with the end in mind means to start with a clear understanding of your \_\_\_\_\_. It means to know where you're going so that you better understand \_\_\_\_\_ and so that the steps you take are always in the \_\_\_\_\_.

29. "Begin with the end in mind" is based on the principle that *all things are created twice*. What does this mean?

30. What is a personal mission statement?

31. In order to write a personal mission statement, we must begin at the very center of our \_\_\_\_\_, that center comprised of our most basic paradigms, the lens through which we see the world.
32. By centering our lives on \_\_\_\_\_, \_\_\_\_\_ principles, we create a fundamental paradigm or effective living. It is the center that puts all other centers in perspective.
33. As a \_\_\_\_\_ person, you try to stand apart from the emotion or the situation and from other factors that would act on you, and evaluate the options. Looking at the balanced whole—the work needs, the family needs, other needs that may be involved and the possible implications of the various alternative decisions—you'll try to come up with the best solution, taking all factors into consideration.
34. What are the five basic ingredients of a good affirmation?
35. Almost all world-class athletes and other peak performers are \_\_\_\_\_. They see it; they feel it; they experience it before they actually do it. They begin with the end in mind.
36. An effective goal focuses primarily on \_\_\_\_\_ rather than \_\_\_\_\_.
37. What are some ways that you can apply Habit 2 to your black belt pursuit?

### **HABIT 3 – PUT FIRST THINGS FIRST (Principles of Personal Management)**

38. If you are an effective manager of your self, your discipline comes from within; it is a function of your \_\_\_\_\_.
39. According to E. M. Gray, “The successful person has the habit of doing the things \_\_\_\_\_.”
40. The essence of the best thinking in the area of time management can be captured in a single phrase: \_\_\_\_\_.
41. Dr. Covey spends a lot of time (pages 150-158) talking about Quadrant II of The Time Management Matrix. What kinds of activities are in Quadrant II and why is it important to focus on them?

42. The way you spend your time is a result of the way you see \_\_\_\_\_ and the way you \_\_\_\_\_.
43. The key is not to prioritize what's on your schedule, but to \_\_\_\_\_.
44. We accomplish all that we do through \_\_\_\_\_--either to time or to other people.
45. \_\_\_\_\_ is the highest form of human motivation. It brings out the very best in people.
46. What are some ways that you can apply Habit 3 to your black belt pursuit?

PART THREE – PUBLIC VICTORY

**HABIT 4 – THINK WIN/WIN (Principles of Interpersonal Leadership)**

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|------------------------------|--|
| 47. _____ Win/Win            | A. It is the philosophy of adversarial conflict, the philosophy of war.                    |
| 48. _____ Win/Lose           | B. It is securing you own ends—and leaving others to secure theirs.                        |
| 49. _____ Lose/Win           | C. If we can't find a solution that would benefit us both, we agree to disagree agreeably. |
| 50. _____ Lose/Lose          | D. All parties feel good about the decision and feel committed to the action plan.         |
| 51. _____ Win                | E. The authoritarian approach: "I get my way; you don't get yours."                        |
| 52. _____ Win/Win or No Deal | F. It has no standards—no demands, no expectations, no vision.                             |
53. In the Win/Win agreement, the following five elements are made very explicit:
- (1) \_\_\_\_\_
  - (2) \_\_\_\_\_
  - (3) \_\_\_\_\_
  - (4) \_\_\_\_\_
  - (5) \_\_\_\_\_

54. The spirit of Win/Win can/cannot survive in an environment of competition and contests.
55. Win/Win puts the responsibility on the individual for accomplishing specific \_\_\_\_\_ within clear \_\_\_\_\_ and available \_\_\_\_\_. It makes a person \_\_\_\_\_ to perform and evaluate the results and provides \_\_\_\_\_ as a natural result of performance.

**HABIT 5 – SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD  
(Principles of Empathic Communication)**

56. \_\_\_\_\_ is the most important skill in life.
57. What are the four forms of communication?
58. Most people do not listen with the intent to understand; they listen with the intent to \_\_\_\_\_.
59. \_\_\_\_\_ gets inside another person's frame of reference.
60. The essence of empathic listening is not that you \_\_\_\_\_ with someone; it's that you fully, deeply \_\_\_\_\_ that person, emotionally as well as intellectually.
61. Empathic listening is risky. It takes a great deal of security to go into a deep listening experience because you open yourself up to be \_\_\_\_\_. You become vulnerable. It's a paradox, in a sense, because in order to have \_\_\_\_\_, you have to be influenced. That means you have to really \_\_\_\_\_.
62. \_\_\_\_\_ is the first step in the process of Win/Win.
63. Habit 5 is powerful because it is right in the middle of your \_\_\_\_\_.

**HABIT 6 – SYNERGY (Principles of Creative Cooperation)**

64. Synergy is simply defined as \_\_\_\_\_.
65. The essence of synergy is to value \_\_\_\_\_ -- to respect them, to build on strengths, to compensate for weaknesses.
66. When you communicate synergistically, you are simply opening your \_\_\_\_\_ and \_\_\_\_\_ and \_\_\_\_\_ to new possibilities, new alternatives, new options.

67. The person who is truly effective has the \_\_\_\_\_ and \_\_\_\_\_ to recognize his own perceptual limitations and to appreciate the rich resources available through interaction with the hearts and minds of other human beings.

68. You can be synergistic within yourself even in the midst of a very adversarial environment. (True or False) Circle one.

## PART FOUR – RENEWAL

### **HABIT 7 – SHARPEN THE SAW (Principles of Balanced Self-Renewal)**

69. Habit 7 is personal PC. It's preserving and enhancing the greatest asset you have--\_\_\_\_\_. It's renewing the four dimensions of your nature -- \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

70. This is the single most powerful investment we can ever make in life—investment in \_\_\_\_\_, in the only instrument we have with which to deal with life and to contribute.

71. The essence of renewing the \_\_\_\_\_ is to sharpen the saw, to exercise our bodies on a regular basis in a way that will preserve and enhance our capacity to work and adapt and enjoy.

72. The \_\_\_\_\_ is your core, your center, your commitment to your value system.

73. Education—continuing education, continually honing and expanding the mind—is vital \_\_\_\_\_.

74. The social and emotional dimensions of our lives are tied together because our emotional life is primarily, but not exclusively, developed out of and manifested in our \_\_\_\_\_ with others.

75. The \_\_\_\_\_ --a minimum of one hour a day in the renewal of the physical, spiritual, and mental dimensions—is the key to the development of the Seven Habits and it's completely with your \_\_\_\_\_.

76. \_\_\_\_\_ is the principle—and the process—that empowers us to move on an upward spiral of growth and change, of continuous improvement.

77. Education of the \_\_\_\_\_ is vital to the truly proactive, highly effective person.

78. Moving along the upward spiral requires us to \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_, on increasingly higher planes.