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 _________________.

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE
By Stephen R. Covey
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 basic paradigms, the lens through which we see the world.

32. By centering our lives on basic paradigms, 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)

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 our 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.