7 Habits of Highly Effective People

Restoring the Character Ethic
Powerful Lessons in Personal Change

by

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The 7 Habits
Objectives-

1. Review the 7 Habits of Highly Effective People
2. Understand the importance of Principle Centered Leadership
3. Discuss habits that can cause a leader to be ineffective
4. Apply the 7 Habits to medical practice
7 Habits-

We are what we repeatedly do. Excellence then, is not an [isolated] act, but a habit.

Aristotle, Ancient Greek Philosopher, Considered one of the Fathers of Western Philosophy; Born 384 BC, Died 322 BC
(Source Wikipedia 2017)
The 7 Habits

1. Be Proactive
2. Begin with the End in Mind
3. Put First Things First
4. Think Win/Win
5. Seek First to Understand, Then to Be Understood
6. Synergize
7. Sharpen the Saw
7 Habits-
Overview: Model of Personal Development

Interdependence

Public Victories-
4. Think Win/Win
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Independence

Private Victories-
1. Be Proactive
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Dependence

Who Am I?

How do I want to relate to others?
7 Habits
Proactivity Model

Stimulus

Freedom To Choose

Response

Self Awareness

Conscience

Independent Will

Imagination
Habit 1: Be Proactive

I know of no more encouraging fact than the unquestionable ability of a person to elevate their life by conscious endeavor.

Henry David Thoreau, an American essayist, poet, philosopher, abolitionist, naturalist and historian. Born July 12, 1817 in Concord, MA; Died in 1862, also in Concord MA. (Source Wikipedia 2017)
More than taking initiative, it means taking responsibility for our own lives. Recognizing and embracing that our behavior is a result of our own decisions & choices, not our conditions or circumstances.
7 Habits
Being Proactive

Circle of Concern

Circle of Influence

Proactive people focus time/effort in COI

Reactive people focus time/effort in COC
Habit 1: Be Proactive

Problems-
  Direct - Caused by our own behavior
  Indirect - Caused by others' behavior

No Control - Problems we can do nothing about because they happened in the past or are part of our current situational reality but out of our control
7 Habits

Being Proactive

Problems:

We need to realize that we have the first step in our hands to address them-

1. Direct problems require a change in our habits (Habits 1-3)
2. Indirect problems require a change in our methods of influence with others (Habits 4-6)
3. No control problems require a change in the way we see the problem
Identify an experience you anticipate happening, based on past experience where you might behave reactively.
Habit 2: Begin With The End In Mind

Key tools- Imagination/Vizualization
Developing a Personal Mission Statement
7 Habits-
Habit 2: Begin With the End In Mind

Core Values-
- Commitment to Clinical Excellence
- Servant Leadership
- Humility & Teamwork

Central Skillsets-
- Strong Communication Abilities
- Education
- Research

Market Pressures-
- Emphasis on Value provided
- Need to document clinical outcomes & bottom line clinical impact of services provided
7 Habits-

Habit 2: Begin With the End In Mind

Personal Mission Statement

To serve patients well by contributing strong leadership to the Nuclear Medicine team by providing clinically excellent, compassionate and innovative care. Paying attention to the details while answering the clinical question as decisively and accurately as possible and following through to confirm the value of Nuclear Medicine in the overall outcome of patient care, communicating well with colleagues, patients and referring providers in the process.
7 Habits-

Habit 2: Begin With the End In Mind

Application suggestions:

1. Take a few moments and write down your key work roles as you now see them.
2. Set a time to completely separate yourself from daily activities and begin work on a Personal Mission Statement.
3. Share the principles of Habit 2 with someone close to you in your work or personal life. Suggest they partner with you to begin the process of developing a group mission statement.
7 Habits-
Habit 2: Begin With the End in Mind

Medical Practice examples-
• Seek to read studies for balanced sensitivity & specificity
• Document patient outcomes:
  - MPI/Cath correlation
  - PET/Path correlation
  - Labeled WBC/Surgical path
• Communicate well (verbal & written) with
  - Referring physicians
  - Colleagues on the Team
  - Patients
7 Habits-
Habit 3: Put First Things First

Things which matter most must never be at the mercy of things which matter least

Goethe- German writer and statesman, author of Faust; Lived 1749-1832
Habit 3: Put First Things First

Habit 3 is the practical fulfillment of Habits 1 & 2
- Habit 1 says, “You are the script writer/programmer”
- Habit 2 says, “Write the script/program”
- Habit 3 is living the script

Practicing effective self-management
The 7 Habits

Time Management Matrix

<table>
<thead>
<tr>
<th>Urgent</th>
<th>Not Urgent</th>
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<tbody>
<tr>
<td><strong>Quadrant 1</strong>&lt;br&gt;Crisis&lt;br&gt;Pressing problems&lt;br&gt;Deadline driven projects</td>
<td><strong>Quadrant 2</strong>&lt;br&gt;Prevention&lt;br&gt;PC activities&lt;br&gt;Relationship building&lt;br&gt;Planning</td>
</tr>
<tr>
<td><strong>Quadrant 3</strong>&lt;br&gt;Interruptions (ringing phone)&lt;br&gt;Email, slow mail&lt;br&gt;Some reports, meetings&lt;br&gt;Proximate, pressing&lt;br&gt;Popular</td>
<td><strong>Quadrant 4</strong>&lt;br&gt;Trivia, busy work&lt;br&gt;Time wasters&lt;br&gt;Pleasant activities&lt;br&gt;Hobbies</td>
</tr>
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Habit 3: Put First Things First

Application Suggestions-

1. Identify a Quadrant II activity that would improve your life but is currently being neglected in your personal or professional life. Commit to do it.

2. Identify a Quadrant III activity (urgent but less important) that you can delegate to another, train them to do it successfully and delegate it to them holding them accountable for the results and celebrating their successes.
7 Habits-
Overview: Model of Personal Development

Interdependence

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Dependence
7 Habits-
Paradigms of Interdependence

The Emotional Bank Account-
• Metaphor describing amount of trust built up in a relationship
  - Includes the level of “safeness” we have with another
• Deposits- courtesy, respect, kindness, honesty, keeping commitments
• Withdrawals- discourtesy, disrespect, cutting us off, over reactions, ignoring, becoming arbitrary, betraying trust, threatening, over controlling
Habit 4: Think Win Win

• Requires shift from competitive to cooperative thinking
• Seeking the mutual benefit of all
• Retraining in Abundance Mentality instead of Scarcity Mentality
Habit 4: Think Win Win
6 Paradigms

- **Win/Win** - Both focused on winning. Agreements mutually benefit all
- **Win/Lose** - For me to win, you must lose. Leverage power, position and personality to get their way
- **Lose/Win** - I will lose so you can win. Quick to please, seek acceptance
- **Lose/Lose** - Both lose. No one wins
- **Win** - As long as I win, your outcome is irrelevant to me
- **Win/Win or No Deal** - Walking away. Agreeing to disagree agreeably
7 Habits -
Habit 4: Application Suggestions-

1. Think about an upcoming interaction where you will be trying to reach an agreement or negotiate a solution. Try to put yourself in the others place and list how they would see a Win. Then list, from your perspective what a Win would look like. Commit to continue the process of communication/negotiation until a mutually beneficial solution is agreed upon.

2. Identify key relationships in your work life. Estimate the current balance in the EBAs. Write down specific ways to make deposits in these relationships.

3. Try to identify a Mentor/model of Win/Win thinking who even in hard situations seeks mutual benefit. Determine how to more closely watch and learn from their example.
7 Habits-

Habit 5: Seek First to Understand

Empathic Listening-

• Most don’t listen with intent to understand
  • Either speaking or preparing to speak
  • Filtering content through their own worldview
  • Goal is to win the argument, influence the other toward our view

• Empathic listeners listen to understand head & heart
  • Trying to get inside the others frame of reference and see it from their perspective
  • Not sympathy as this tends to dependent relationships
  • Not that you agree with someone but more that you fully, deeply understand that person emotionally and intellectually
  • Goal is to deeply understand the other person
Habit 5: Seek First to Understand

Communication Theory-
• 10% spoken words
• 30% sounds (how we say it, tone, etc)
• 60% body language

Added contemporary challenges of email, text, IM complexities and limitations
The 7 Habits

Courage and Consideration Spectrum

- Lose/Win
- Win/Win
- Lose/Lose
- Win/Lose
7 Habits-

Habit 5: Seek First to Understand

Application Suggestions-

Practice your empathic listening skills by selecting a relationship with an EBA in the red. Try to understand and write down the situation from the others perspective.

In your next interactions, listen for understanding, comparing what you are hearing to what you wrote down. How valid were your assumptions?

Did you really understand their perspective?
7 Habits-
Habit 6: Synergize

Seeking every opportunity for the whole to be greater than the sum of the parts

Principles of Creative Cooperation

Habits 4, 5 and 6 Summarized:
Habit 4/The Attitude- Think Win/Win
Habit 5/The Method- Seek First to Understand
Habit 6/The Results- Synergy
Habit 6: Synergize

Application Suggestions-

1. Identify a situation in which you desire greater teamwork and synergy.
   - What conditions would need to exist for a strong team?
   - What can you do to help create those conditions?

2. The next time your team has a disagreement or confrontation, attempt to understand the concerns underlying the different positions. Address those concerns in a creative and mutually beneficial way.
Habit 6: Synergize

Medical Practice examples-
- Saturday MPI clinic
- Fast Track MPI project
- Multidisciplinary conferences
- Improve SAIL ratings

- Recruiting- Looking for proactive candidates with Abundance Mentality who complement existing staff
- Job seeking- Finding a place where you can be who you are and interact with others as desired and in concordance with your character, values and personal mission.

- Decrease LOS
- Improve quality of care & Quality Metrics
Habit 7: Sharpen The Saw

Principles of Balanced Self-Renewal

1. Continuing medical education in technical areas.
2. CME in leadership & ethics
3. Lean Sigma Six
4. 7 Habits
   A. Practice them continuously
   B. Assess self
   C. Assess institutional culture, mission and fit
7 Habits-

Habit 7: Sharpen the Saw

Application Suggestions-

1. Commit to write down specific ‘Sharpen the Saw” activities in all four dimensions (physical, mental, emotional and spiritual), every week, to do them, and to evaluate your performance and results in an ongoing fashion as a lifestyle.

2. Consider broadening the scope of your continuing education beyond areas of technical expertise to include more leadership, ethics and legal topics.
7 Habits -

Practices that Make us Ineffective -

• Having weak character
  - Over reliance on Personality and communication techniques to influence others
• Being too Reactive
• Poor listening skills
• Living out someone else’s life script instead of our own
• Ineffective self management
• Being overly distracted by the unimportant
• Being too Win/Lose in outlook
7 Habits -

The Challenge to Live an Effective Life

Choosing proactivity over reactively responding to others emotionally, especially in conflict. Living an examined and freely chosen life instead of someone else’s script for us. Majoring on majors without getting lost in the minors of life. Working well with others in the sandbox of life seeking the mutual benefit of all. Understanding our own unique contribution capacity and making it while seeking Win/Wins with others and the uniquely superior benefits that come from cooperation over competition all while continuously improving.
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Dependence
SAM Questions

1. Proactive individuals
   A. Tend to respond to others and circumstances instead of taking initiative themselves.
   B. Choose to act instead of being acted upon by others and circumstances.
   C. Often blame others for their problems.
   D. Act in such a way that shrinks their Circle of Influence.

1 B (7 Habits page 76)
2. Empathetic listening skills are the
   A. One of the greatest interpersonal communication skills.
   B. Represent the first step in research to craft a Win/Lose
   C. Best way to know what to say next in the conversation
   D. Best way for another person to understand us deeply
SAM Questions

3. Crafting a Personal Mission Statement
   A. Is easier to do for a group than an individual
   B. Usually takes less than a day of concentrated effort
   C. Is most effective when written on a macro scale
   D. Helps us to remain focused on our main goals in life

3 D (7 Habits page 98)
4. The best self managers

A. Take time from Q1 (urgent & important) activities to grow Q2 (important but non-urgent)
B. Borrow from Q3 (urgent but not important) & Q4 (neither important or urgent) to grow Q2
C. Choose to act based on public image and others perceptions
D. Rely on their strength of personality

4 B (7 Habits page 153)
5. In communication theory
A. Most of the meaning comes from the words spoken
B. Most of the meaning comes from the sounds (tone, volume, etc)
C. Most of the meaning is conveyed through body language
D. Communication is made easier by digital communication techniques (email, IM, etc.)

5 C (7 Habits page 241)
7 Habits

The End

Questions or Comments?

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