The Seven Habits of Highly Effective Managers

As Presented by Todd Wangsgard, PhD

Franklin Covey – Downtown Chicago Office

200 W. Adams St., Suite 1000

Chicago, Illinois

October 17 – 18, 2007

A Post-Seminar Trip Report

Submitted on November 5, 2007

William F. Slater, III, PMP

Program Manager, CSSS.NET

Table of Contents

Table of Contents	**2**
Executive Summary	**3**
Introduction	**4**
What Are the Seven Habits of Highly Effective Managers?	**4**
Some Planning Tools for Highly Effective Managers	**6**
Application to My Present Position	**15**
Application to My Personal Life	**16**
Overall Opinion of the Class	**16**
Personal Reflection	**16**
Conclusion	**17**
Appendix A – Hidden Resource Finder	**18**
Appendix B – My Contribution Statement	**20**
Appendix C - 5-Minute Presentation Planner	**21**
Appendix E - Work Compass	**24**
Appendix F - Time Matrix – Quadrant Categorizer Tool	**25**
Appendix G – Four Management Mindsets, and Win-Win Performance Management	**26**
Appendix H – Win-Win Performance Agreement	**28**
Appendix I – Emotional Bank Account	**30**
Appendix J – Feedback Facilitator	**30**
Appendix K – Empathic Listening Checklist	**31**
Appendix L – Empathic Listening Guidelines	**32**
Appendix M – Constructive Feedback Guideline Checklist	**33**
Appendix N – Third Alternative Finder	**34**
Appendix O – Team Member Survey – Four Dimensions of the Whole Person	**35**

Executive Summary

This report is a summary of the information, best practices, and tools I learned at the Franklin Covey Seminar on the Seven Habits of Highly Effective Managers. This two-day seminar was highly effective and practical because it presented a host of practical ideas for becoming a better, more productive person and a more effective professional manager.

Introduction

From October 17 – 18, 2007, I attended the Franklin Covey Management Training Seminar titled "Seven Habits of Highly Effective Managers" in Downtown Chicago. There were 16 participants attending. The seminar was derived from the principles of Dr. Steven Covey's bestselling business book, "the Seven Habits of Effective People." It was excellent in every way. Among the highlights was training in some valuable tools that will help make me a more effective manager, along with some excellent concepts in leading people.

In this report, I have strived to share what I learned from the seminar and also the actual tools we were introduced to during the seminar. I know the things I learned in this seminar will benefit me for the rest of my life. But it is my hope that others in our organization can also benefit from the ideas and tools detailed in this paper.

What Are the Seven Habits of Highly Effective Managers?

The diagram below from Dr. Steven Covey's bestselling business book, "the Seven Habits of Effective People," was the "roadmap" for the order in which the habits were presented.

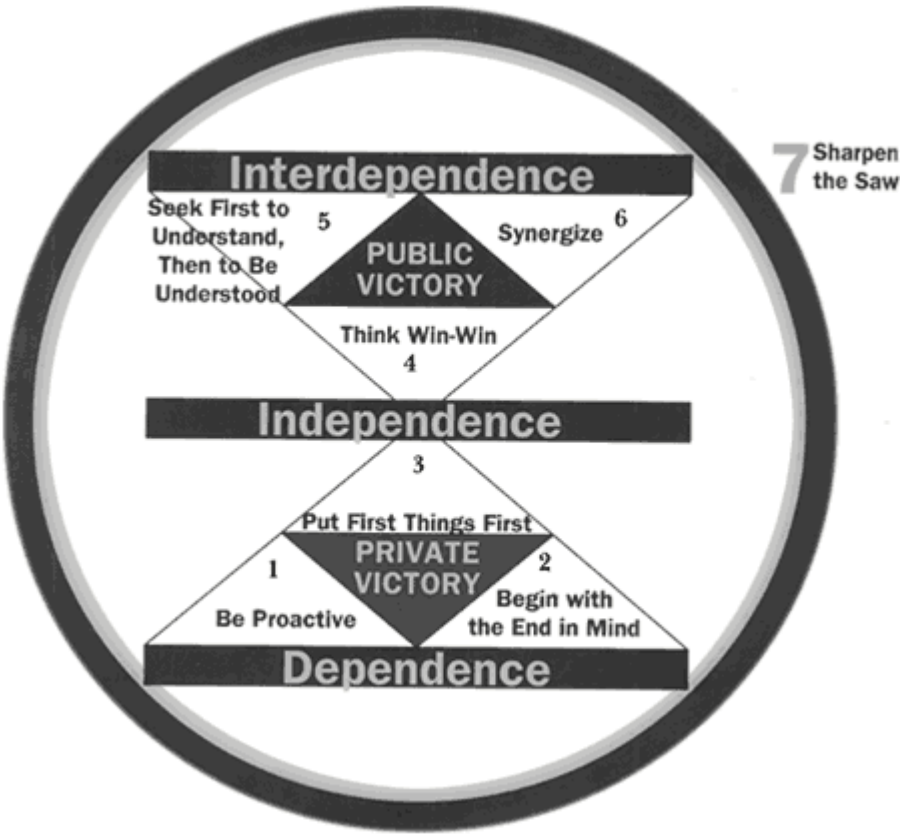


Figure 1 – The Stephen Covey Diagram of Seven Habits of Highly Effective People

The actual seven habits we reviewed are listed and summarized below.

1. Be Proactive

Using your resourcefulness and initiative to break the barriers to results.

2. Begin with the End in Mind

Make the contribution you are capable of making.

3. Put First Things First

Focus on a few "wildly important goals" and track your progress.

4. Think Win-Win

Make Win-Win Performance Agreements to motivate superb performance.

5. Seek First to Understand, Then to Be Understood

Practice Empathic Listening and give honest, accurate feedback

6. Synergize

Always see the Third Alternative – the truly creative solution or decision.

7. Sharpen the Saw

Unleash the potential of your Team members by tapping the "whole person."

Some Tools for Highly Effective Managers

The following tools were explained and used with different student partners in the class.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Hidden-Resource Finder	1 – Be Proactive	This is a valuable aid for finding resources to accomplish tasks or projects when we face constraints on resources, money or both.	This is essentially a brainstorming tool to help overcome roadblocks when tasks or projects need to get done but the resource pool(s) have been exhausted, or people are denying you access to the resources you need to complete your objectives.	This is a quick way to tap into additional resources that you may have previously not considered.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Contribution Statement	2 – Begin with the End in Mind	This tool makes the person focus on what their contribution to the organization will be, and then put that in writing.	This is a useful tool because it makes the person think about what their contribution will be, and then write it down. If done as recommended by the instructor, sharing the contribution statement with others, including the Team and my manager is a powerful form of communication.	I wrote a Contribution Statement on the first day of the seminar. I have shared this statement, as recommended by the instructor, with my team and my manager.
5-Minute Meeting Planner	2 – Begin with the End in Mind	This is a useful tool to ensure that meetings and planned, and that they each have a purpose.	Proper use of this tool ensures that people's time will not be wasted, and that the manager will be seen as being able to plan and organize and meeting.	This is a useful tool. While I always have an agenda for meetings I plan and conduct, I will probably use this tool also from time to time.

Tool Name	Area	Primary Purpose	Usefulness	Comments
5-Minute Presentation Planner	2 – Begin with the End in Mind	This tool makes sure that presentations are purposeful and to the point.	This can be used for presentations delivered both inside work and outside of work.	It is a very useful tool, even if it is a bit simplistic for long presentations. One of the really useful things about this tool is the checklist of presentation requirements at the bottom of page one. This can help ensure that the presenter doesn't forget anything that could be necessary for the presentation.
5-Minute Project Planner	2 – Begin with the End in Mind	This is a very high-level tool to define the purposes of a project and the help organize the planning effort.	This tool can serve to quickly communicate to colleagues in a well-organized way, what the purposes of a project are, and it is one methods to help ensure that the project will be seen in a positive light and that it will be approved.	This is helpful in getting started with a project.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Work Compass	3 – Put First Things First	This tool, when used at the beginning of each week, will list and focus the individual on the "Wildly Important Goals" (WIGs) as well as the key objectives to be accomplished under each of the WIGs.	When this Work Compass is put in a prominent place, such as the individual's planning book, it is useful to be a constantly reminder about the WIGs and the key objectives to be accomplished during that week. It also serves as documentation in the future about what needed to be accomplished during a given week.	I will be using this tool to help me be better organized.
Time Matrix – Quadrant Categorizer Tool	3 – Put First Things First	This tool helps an individual understand the categories of the daily activities that they are involved in, and how some of those activities can be time-wasters.	Categorizing activities in this manner helps me understand the value of Quadrant II activities and how these leadership activities can help avert crises, and minimize time and impact of Quadrant II activities.	This is a really useful tool. It makes me more committed to planning and spending most of my time doing Quadrant I and Quadrant II activities.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Four Management Mindsets and the Continuums of Consideration vs. Courage: Win-Win Win-Lose Lose-Lose Lose-Win	4 – Think Win –Win	This tool helps define the types of interaction that people can have, and helps managers be mindful of creating situations that can be described as Win-Win.	This tool graphically categorizes these mindsets and serves as a kind of caution about the negative results of these mindsets: Win-Lose Lose-Lose Lose-Win	The emphasis on the continuums of degrees of courage and consideration required for each of these mindsets was a useful reminder to me about the dynamics and the types of effort that go into having these interactions.
Win-Win Performance Agreement	4 – Think Win –Win	This tool captures in writing the principles of the Win-Win mindset, and establishes the expectations of a Win-Win situation and methods to achieve them.	This tool, in a highly organized way, will help capture the necessary steps to create a Win-Win performance and mindset. It also serves as good documentation, showing the intentions of what is expected, a timetable, and how the progress toward these goals will be measured.	This is an extremely useful tool and I will be using it when I need it.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Emotional Bank Account – Making Deposits and Withdrawals	4 – Think Win –Win	This tool is a simple checklist to help people understand the effect of behaviors on the trust levels and quality of relationships.	This can help people understand the effects of both good and bad behaviors and how they can build up or tear down relationships and the trust that needs to exist in order to make things work well in a relationship.	This is a very useful tool, even though some might bristle at the name, "Emotional Back Account."
Feedback Facilitator	5 – Seek First to Understand Then to be Understood	This tool helps provide Constructive Feedback in an organized way.	This is used to accurately communicate constructive feedback in an organized way.	This is a very useful tool but I think that its use could carry with it some career limiting implications and results.
Empathic Listening Checklist	5 – Seek First to Understand Then to be Understood	This covers the Do's and Don'ts of Empathic Listening.	This is an important tool to help an individual understand the way they are listening and providing feedback when interacting with a person.	I personally found this to be one of the most challenging concepts in the seminar and one where I need more practice.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Empathic Listening Framework	5 – Seek First to Understand Then to be Understood	This framework shows how to give feedback during a conversation so that the person you are interacting with will understand that you are engaging in empathic listening.	This is very useful but requires a great deal of thought and practice, at least for me.	(See comments above.)
Constructive Feedback Guideline Checklist	5 – Seek First to Understand Then to be Understood	This checklist contains the various types of Feedback Techniques and categorizes them as Do's or Don'ts, and it provides examples of what each of the types of Do's and Don'ts	This is very useful and requires practice.	I will be using this tool at work.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Third-Alternative Finder	6 – Synergize	This tool helps a manager find other alternatives when a problem needs to be solved.	This tool is very useful because it helps you come up with other solutions that can better solve a problem, but which had not been previously considered.	While this is a useful tool, I probably won't be using it more than once or twice a month, because the challenges I have are not conducive to having the solutions worked out in this manner. Something about the way a government position adds structure can create a framework of bureaucracy that doesn't permit the use of such tools.

Tool Name	Area	Primary Purpose	Usefulness	Comments
Team Member Survey: The Four Dimensions of the Whole Person	7 – Sharpen the Saw	This tool helps a manager understand that a person must be understood and viewed from the dimensions of Heart, Mind, Body and Spirit.	If Team members open up and share the ideas listed in this survey, it will help the manager understand them better as a person. If you understand people better, you can relate to them better and lead them more effectively.	I shared this survey with my tool and two have already responded.

Application to My Present Position

Among the most important principles discussed that can help me be a more effective manager:

- You manage things not people. You lead and inspire people to accomplish the mission.

- You need to get your own house in order before you can be an effective leader and lead others.

- Great leaders trust their people, inspire, equip, and empower them to be successful.

This seminar made me more mindful of my responsibilities to be a positive, effective leader and how applying these concepts can help ensure my success and the success of my Team.

Application to My Personal Life

The concepts covered in this seminar, particularly regarding being more organized and also using the tools show in the appendices, are applicable to my personal life as well as my professional life. I am already using some of the concepts and tools to make me more effective in my personal life.

Overall Opinion of the Class

Shown below is the feedback I gave on my seminar evaluation form:

> The class was very effective because:
>
> 1) great content
> 2) great tools and processes
> 3) great facilitator
> 4) great participants to share with, work with and learn from
> 5) it was presented in a good setting, a great environment that was very conducive to learning and growth
> 6) it had relevant ideas and tools that will be immediately useful when I return to work

I would definitely recommend this class to anyone who is in or who is aspiring to be in a leadership role.

Personal Reflection

While the concepts covered in this seminar are very simple to understand, and for the most part, rather easy to implement, finding the person who applies all these concepts is an uncommon thing. The two areas I saw that I need to work on were the Empathic Listening skills and also the Constructive Feedback. I also discovered in this seminar that the will to succeed and the application of having a well-disciplined life, where these seven habits are applied, can lead to success both in my personal life and in my professional life. A few times during the seminar, the phrase, "so you can have those *mountaintop experiences*" was used. To me, that phrase indicates the experience and feeling of a person who has been successful at applying the seven habits, and attains the sensation that one feels when they have reached the summit of a mountain they have been climbing. That is precisely what I am aiming for, by applying these principles, adding these additional disciplines and tools into my personal and professional life.

Conclusion

Attending this seminar, with all the things I learned and useful materials I received, was a real growing experience. When I was first scheduled to attend this seminar, I knew it would be worthwhile and offer some helpful information, so I came in with an open mind and a positive attitude. However, it surprised me because the practical information and tools offered in this seminar were all of such high quality, that they will help make me a more effective manager and a more effective IT professional throughout the rest of my career.

Finally, I am grateful to my management for providing this opportunity and I am also grateful to work at a company that provides such educational opportunities under the auspices of the Educational Assistance benefit.

Thank you for sending me to this management training seminar.

Appendix A – Hidden Resource Finder

HIDDEN-RESOURCE FINDER

The Hidden–Resource Finder helps you identify resources you never knew you had so you can overcome obstacles and accomplish your goals.

Write your challenge in the middle and brainstorm out from the four resource categories. Reference the questions on the next page.

CHALLENGE	
People	**Knowledge**
Budget	**Technology/Tools**

HIDDEN-RESOURCE FINDER

HIDDEN-RESOURCE QUESTIONS

People

• Who could help us?
• Who has interests or goals that are aligned with ours?
• Whose view of this challenge is totally different from ours?
• Who else could we brainstorm with?

Budget

• Suppose the existence of the entire organization depended on this project. What would we do to get the budget?
• No budget? No approval? We just haven't talked to the right people yet. Who else could we talk with?
• What kind of business case do we need to make that would persuade people to give us the budget?
• What partnerships could we form to get the budget?

Knowledge

• What don't we know that we need to know?
• If we could ask anyone in the world about this, whom would we contact?
• What's the best, richest, most up-to-date source of information on this subject? How do we get to it?
• Imagine that these obstacles didn't exist—how would we proceed?

Technology/Tools

• What tools and technology do we need?
• What tools and technology do we have access to?
• If we had our choice of technology, what would we use?
• Who has it? What's in it for them to provide us the use of it?

Appendix B – My Contribution Statement

My Contribution Statement
William F. Slater, III
October 17, 2007

I will demonstrate through word, thought and deed that I am an effective, dedicated and inspired manager, who can lead by example and who can inspire every member of my Team to perform at an optimal level, in order to meet and exceed the customer's expectations. I will also at the same time strive to help each member of the Team become the best professional that they can be, and be a personal resource and mentor to all who need one.

Appendix C - 5-Minute Presentation Planner

5-MINUTE PRESENTATION PLANNER

Presentation Title

Location **Date and Time**

What is the audience and what are their needs?

What is the overall goal of my presentation?

What are the three main supporting points I want to make?
1.
2.
3.

What do I want the audience to do as a result of my presentation?

How many people will be in the room?

What equipment and materials will I need?

- ☐ **Handouts**
- ☐ **Flip chart and markers**
- ☐ **Computer**
- ☐ **Projector**
- ☐ **Screen**
- ☐ **Speakers**
- ☐ **Microphone**
- ☐ **Other**

Notes

Appendix D - 5-Minute Project Planner

5-MINUTE PROJECT PLANNER

Project Title	**Project Leader**
Start Date	**Target Finish Date**

What's the purpose of this project?

What are the desired results of this project?

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

How does this project advance the organization's most important priorities?

Who are the key stakeholders? What are their needs?

Stakeholders	Needs

Which factor is most important—time, cost, or quality? Why?

What is the budget?

What resources do we need for this project (people, equipment, material, facilities)?

Notes

Appendix E - Work Compass

WORK COMPASS ™	
Week of:	
WILDLY IMPORTANT GOALS	
WIG 1	
WIG 2	
WIG 3	
THIS WEEK'S FOCUS **What are the few key objectives I must accomplish this week to advance my WIGs?**	
Objective	☐
Task	☐
Task	☐
Task	☐
Objective	☐
Task	☐
Task	☐
Task	☐
Objective	☐
Task	☐
Task	☐
Task	☐
NOTES	
WORK COMPASS INSTRUCTIONS	

Step 1: Record your wildly important goals (WIGs). Where possible, write the WIGs in terms of measures—from what to what by when?

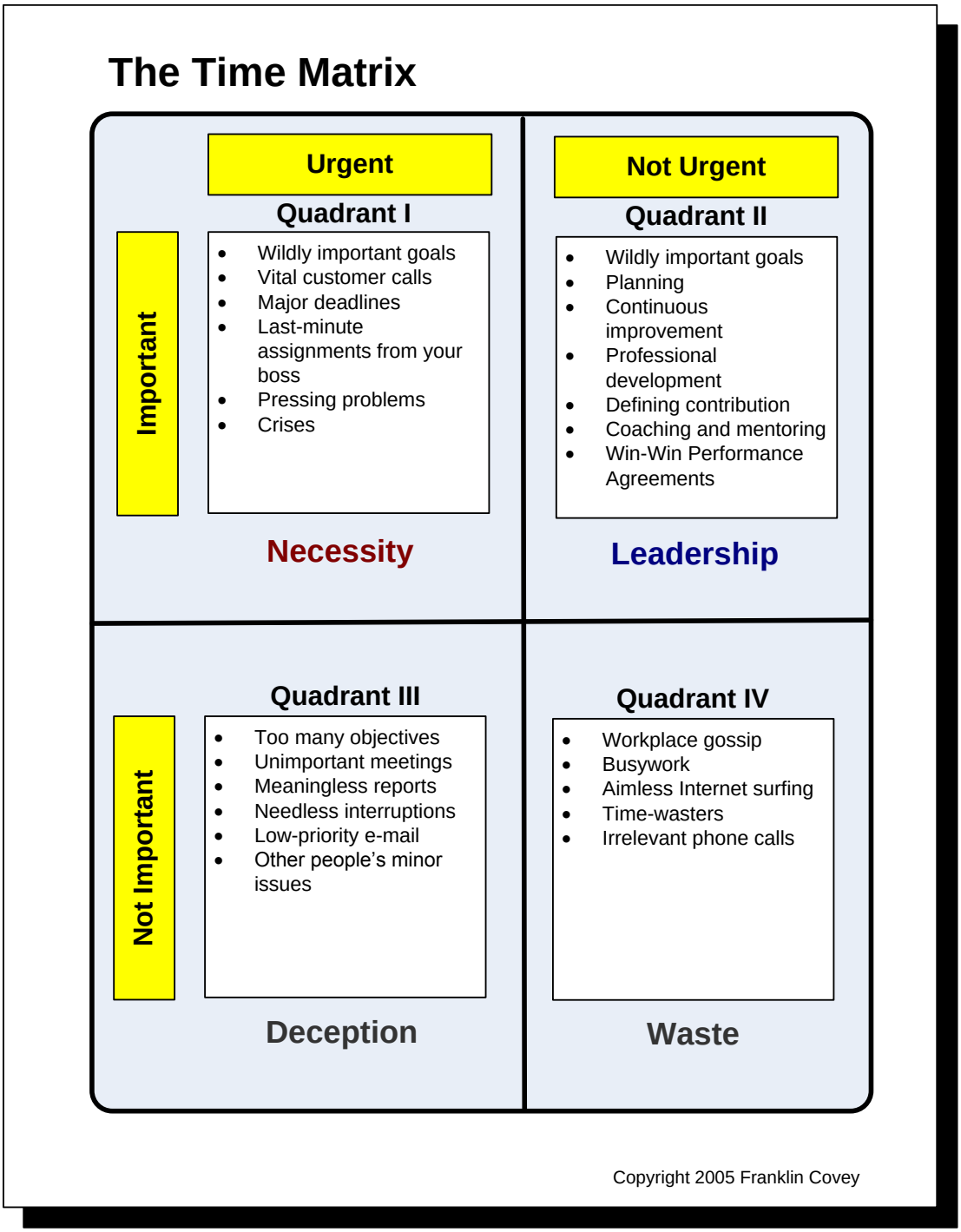
Step 2: Under "This Week's Focus," record the few key objectives you must accomplish to advance the WIGs. (Think in terms of results, not just activities.)

Step 3: List a few key tasks under each objective.

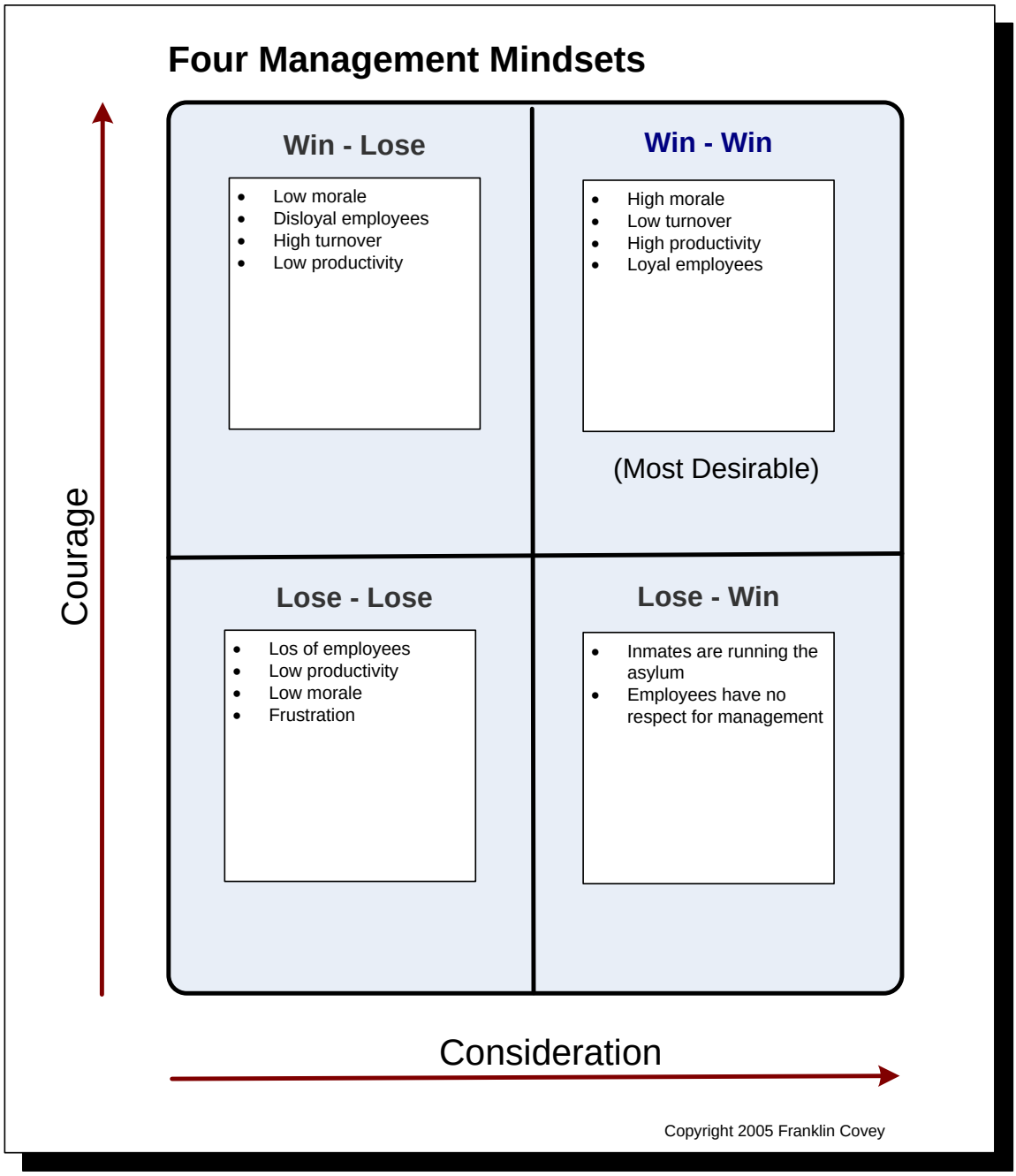
Step 4: At the end of the week, evaluate your performance.

Appendix F - Time Matrix – Quadrant Categorizer Tool

Doing a self-analysis and understanding where you spend most of your time as a manager, and trying to organize most of your life into Quadrant II will make you a more effective manager.



Appendix G – Four Management Mindsets, and Win-Win Performance Management



Traditional Performance Management vs. Win – Win Performance Management

Traditional Performance Management	Win – Win Performance Management
• Boss decides what to work on • Ambiguous or unclear individual work goals • Little notion of consequences • Awkward, infrequent performance reviews that are disconnected from the results. • Unmotivating or unclear. • Boss rates employee's performance on vague criteria.	• Boss and employee decide together what the desired results are • Clear goals with clear measures • "Wins" clearly defined for all parties, as well as the consequences for nonfulfillment • Frequent reviews where all parties account for progress toward goals • Highly motivating because driven by "wins for all parties. • Boss and employee both rate performance on clear criteria.

Copyright 2005 Franklin Covey

Appendix H – Win-Win Performance Agreement

WIN-WIN PERFORMANCE AGREEMENT

Agreement Between	**and**
For	
Time Period:	

Desired Results

Goal	Measure(s)	Deadline	Weight

Guidelines
What key criteria, standards, policies, or procedures should be followed?

Resources
What people, budget, and tools are available?

Accountability
How will we give feedback? How often?

Consequences
What are the rewards if the agreement is fulfilled?

What are the consequences if the agreement is not fulfilled?

Notes

Appendix I – Emotional Bank Account

The concept of the "emotional bank account" helps managers and Team members understand the importance of treating one another with consideration, so trust and morale will be high.

Emotional Bank Account

Deposits

- Clarify expectations.
- Acknowledge good performance.
- Give and receive feedback.
- Keep your commitments.
- Be loyal to the absent.
- Apologize sincerely when you make a withdrawal.
- Listen to concerns.

Withdrawals

- Anything negative or inconsiderate that results in decreased trust and morale.

Copyright 2005 Franklin Covey

Appendix J – Feedback Facilitator

FEEDBACK FACILITATOR

Answer these questions to prepare to give effective feedback—either positive or negative.

Who needs this feedback (e.g., boss, team, individual, etc.)?

When will I share the feedback?

What is the issue?

What are the facts?

What is the impact of this issue on results?

What are the anticipated responses I should prepare for?

Use this table to record action items and follow-up dates.

Action Item	By When

Notes

Appendix K – Empathic Listening Checklist

Empathic Listening

Don't	**Judge** Agree or disagree with what the other person is saying. *"I couldn't agree more!'* *"Are you out of your mind?"* **Probe** Ask questions to obtain information. *"Where did you get that idea?"* *"So you want to quit, is that it?"* **Advise** Recommend solutions or give counsel. *"When I was in that situation…"* *"You oughta…"*
Do	**Reflect Content** Put the meaning of the person's words in your own words. *"So you're saying…"* **Reflect Feeling** Concentrate on and echo the way the person feels. *"Where did you get that idea?"* *"You're frustrated about…"*

Copyright 2005 Franklin Covey

Appendix L – Empathic Listening Guidelines

Useful Responses When Listening Empathically

It sounds like you feel _____ about _____.

So you are saying _____ .

I'm really trying to understand. Are you saying _____ .

You feel _____ about _____.

Angry, frustrated, excited, sad, irritated, happy, nervous, hesitant, embarassed, foolish, upset, discouraged, stifled, disrespected, emotional, confused, speechless, unsure, enthusiastic

Content, topic. Or meaning of what is being said.

Copyright 2005 Franklin Covey

Appendix M – Constructive Feedback Guideline Checklist

Constructive Feedback Guidelines

Don't

Label
Accusatory language is a major "withdrawal" from the Emotional Bank Account and it breeds mistrust.
"You're on of those nervous types, aren't you?"

Use Comparative Language
Comparisons make people feel insecure.
"You should do this job the way Howard does it."

Do

Think Win-Win
Make sure your motive is to help the other person as well as to fulfill your own responsibilities. If your motive is not genuine, reconsider giving feedback.

Describe *Your* Concerns
A key to effective feedback is to describe your feelings and concerns – not the person.
"It seems to me that…"
"I'm concerned about…"

Give Specific Examples
Focus on facts rather than opinions.
"You were late to work Monday, Tuesday, and Friday."

Listen Empathically
Listen empathically to the response to your feedback.
"I'm interested in hearing your view of this situation."
"So you are saying…"
"It sounds like you feel…"

Copyright 2005 Franklin Covey

Appendix N – Third Alternative Finder

THIRD-ALTERNATIVE FINDER

Issue

Criteria of Success

-
-
-
-
-
-
-
-

Prototypes

Countertypes

PROTOTYPE 1	COUNTERTYPE 1
PROTOTYPE 2	COUNTERTYPE 2
PROTOTYPE 3	COUNTERTYPE 3
PROTOTYPE 4	COUNTERTYPE 4
PROTOTYPE 5	COUNTERTYPE 5

Third Alternative

Based on the criteria of success and the prototypes and countertypes above, what is the Third Alternative?

Notes

Appendix O – Team Member Survey – Four Dimensions of the Whole Person

Name: _____

Date: _____

Heart	What have you always loved doing?
	What job-related opportunities are you passionate about?
Mind	What are you really good at?
	What opportunities do you see for growth and development?

Body	Do you feel you are fairly compensated?
	How can we improve your work environment?
Spirit	What would make your work more meaningful to you?
	What contributions would you love to make in your current role?