

7 HABITS OF HIGHLY EFFECTIVE PEOPLE

COMMUNITY OF PRACTICE, SESSION #4

HABIT 3: PUT FIRST THINGS FIRST

DATE: JANUARY 21ST, 2015

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- How does what you do roll up into and align with CU's ultimate Mission, Guiding Principles and Vision?
- Which values and principles do you put into practice within your role?

MISSION OF THE UNIVERSITY OF COLORADO

The University of Colorado is a public research university with multiple campuses serving Colorado, the nation, and the world through leadership in high-quality education and professional training, public service, advancing research and knowledge, and state-of-the-art health care.

Each campus has a distinct role and mission as provided by Colorado law.

(Laws of the Regents, [Article 1, Part C](#). Adopted 02/11/2010.)

GUIDING PRINCIPLES

Article 1, Part C of the Laws of the Regents establishes the mission of the University of Colorado. Consistent with the legal obligations and responsibilities of the University of Colorado community, the university will:

1. Encourage and provide access to the university for all qualified students within the university's capacity.
2. Maintain a commitment to excellence.
3. Promote and uphold the principles of ethics, integrity, transparency, and accountability.
4. Be conscientious stewards of the university's human, physical, financial, information, and natural resources.
5. Encourage, honor, and respect teaching, learning, and academic culture.
6. Promote faculty, student, and staff diversity to ensure the rich interchange of ideas in the pursuit of truth and learning, including diversity of political, geographic, cultural, intellectual, and philosophical perspectives.
7. Encourage and support innovation and entrepreneurship at all levels of the university including research and creative activities.
8. Strive to meet the needs of the State of Colorado, including health care, technology, work force training, and civic literacy.
9. Ensure that the university is an economic, social, and cultural catalyst.
10. Support and encourage collaboration amongst departments and campuses, and between the university and other educational institutions to improve our communities.
11. Provide an outstanding, respectful, and responsive living, learning, teaching, and working environment.
12. Focus on meaningful measurable results.

(Regent Policy 1.B: University of Colorado Legal Origins, Guiding Principles, Principles of Ethical Behavior. Approved 02/11/2010; revised 06/24/2010.)

VISION STATEMENT

The University of Colorado will be a premier, accessible and transformative public university that provides a quality and affordable education with outstanding teaching, learning, research, service, and health care. Through collaboration, innovation, technology and entrepreneurship, CU will expand student success, diversity and the economic foundation of the State of Colorado.

(Adopted by board resolution on Sept. 11, 2012)

HABIT 3: PUT FIRST THINGS FIRST

Agenda

- **Self-Management**
- **Time Management Matrix- *Quadrant II***
 - Exploration & Discussion
- **7 Big Rocks**
- **Saying “No”**
 - Contemplation
- **Delegation**
 - Exploration & Discussion
- **Homework**

HABIT 3: LIVE THE PROGRAM

Habit 1: You are the programmer!

Habit 2: Write the program

Habit 3: Live the program



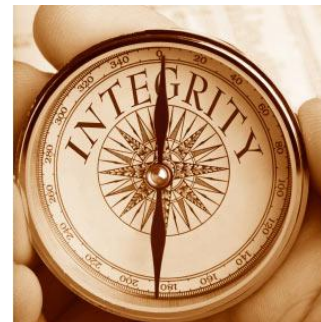
INDEPENDENT WILL

Habit 3 requires we exercise our Independent Will, which means:

- Act versus be acted upon
- Proactivity instead of reactivity
- Use our values over our emotions/momentary desires

We can measure this with our Personal Integrity, which is:

- The value we place on ourselves



SELF-MANAGEMENT

Leadership versus Management?

- **Leadership** → Determining What the “First Things” Are
- **Management** → First Things First- Carrying it out

What is Self-Management?

- **Left brain**
- **Breaking down**
- **Analysis**
- **Sequencing**
- **Specific application**
- **Time-bound**
- **Discipline**
 - What is Discipline?
Being a “disciple” of your own deep values and their source
Being able to say “No!”



TIME MANAGEMENT MATRIX

An activity can be either urgent or important:

- Urgent requires immediate attention/reactivity
- Important is about achieving results/proactivity

The Quadrants

- **Quadrant I consumes many people**
- **Our effectiveness takes quantum leaps when we do the activities in Quadrant II**
 - “Effective people are not problem-minded, they are opportunity-minded”- Peter Drucker
 - Example- Shopping center/tenants

	Urgent	Not Urgent
Important	I - Crises - Pressing Problems - Deadline Driven Projects, meetings, preparations	II - Preparations - Presentations - Values Clarification - Planning - Relationship Building - True Recreation - Empowerment
Not Important	III - Interruptions, some phone calls - Some mail, some reports - Some meetings - Many proximate pressing matters - Many popular activities	IV - Trivia, busywork - Junk Mail - Some phone calls - Time wasters - "Escape" activities

Source: www.lifecoachusa.com

QUADRANTS ACTIVITY – PART I

Where do you spend your time?

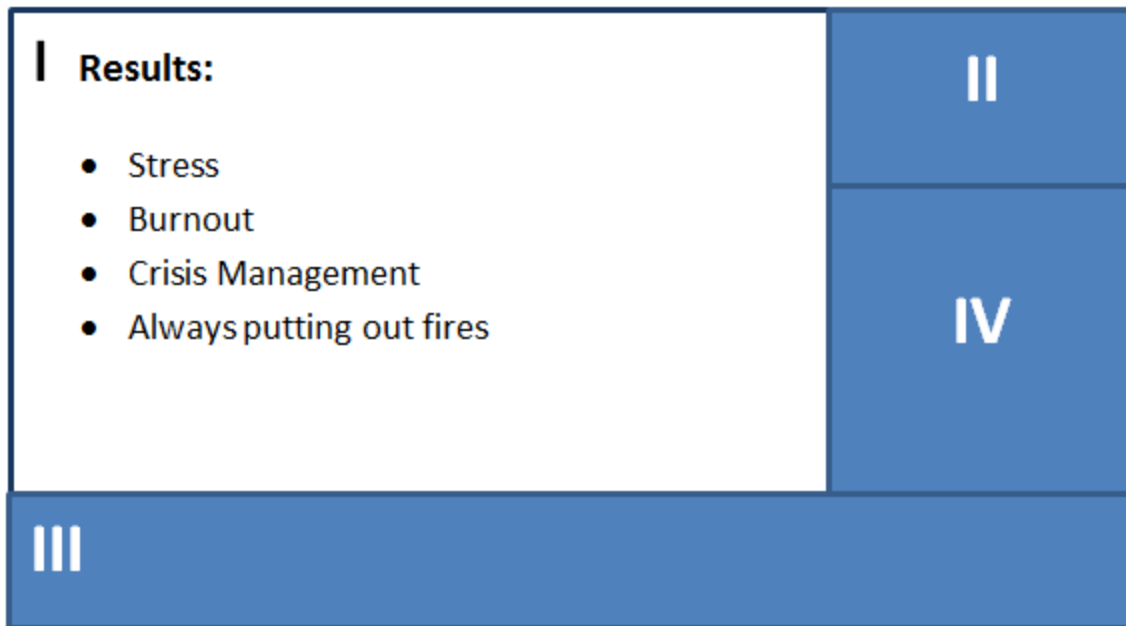
1. Fill out the box next to each quadrant with the approximate amount of time you spend in each per WEEK

Questions to think about:

1. How do you feel about your current distribution of time?
2. What would you like your percentages to be?
3. What would you like to change about how you manage your time?

	Urgent	Not Urgent
Important	I <ul style="list-style-type: none">- Crises- Pressing Problems- Deadline Driven Projects, meetings, preparations	II <ul style="list-style-type: none">- Preparations- Presentations- Values Clarification- Planning- Relationship Building- True Recreation- Empowerment
Not Important	III <ul style="list-style-type: none">- Interruptions, some phone calls- Some mail, some reports some meetings- Many proximate pressing matters- Many popular activities	IV <ul style="list-style-type: none">- Trivia, busywork- Junk Mail- Some phone calls- Time wasters- "Escape" activities

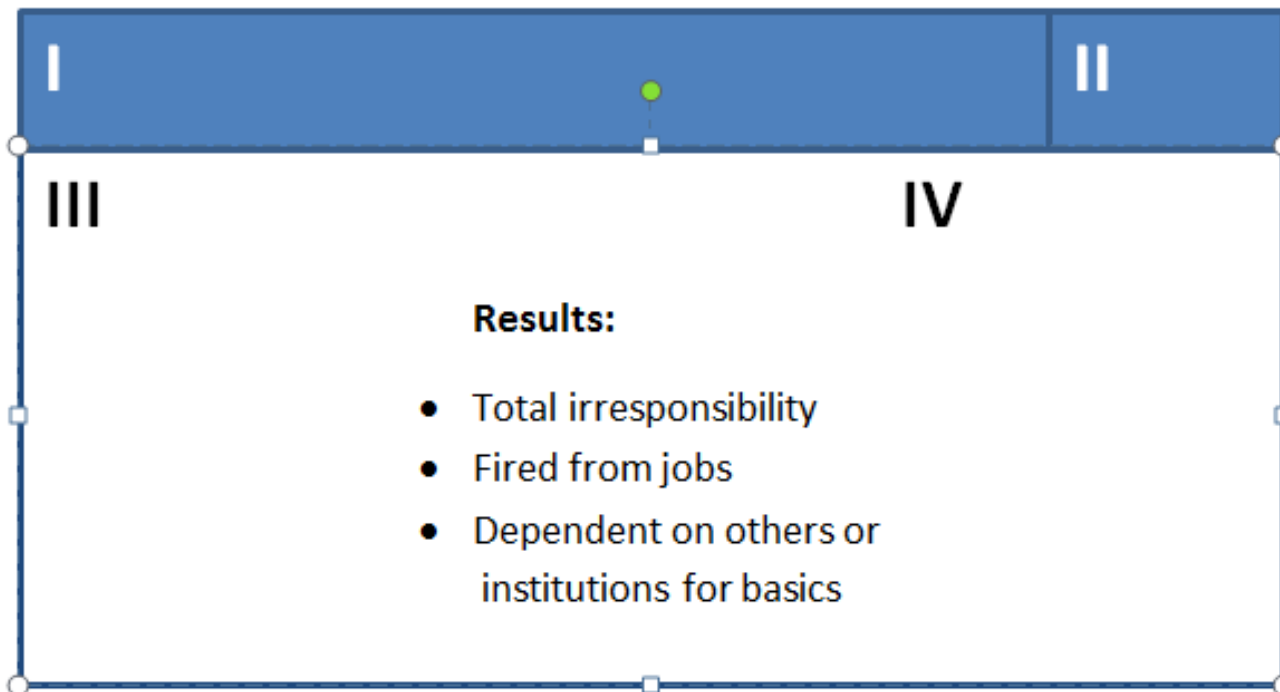
QUADRANT I: URGENT, IMPORTANT



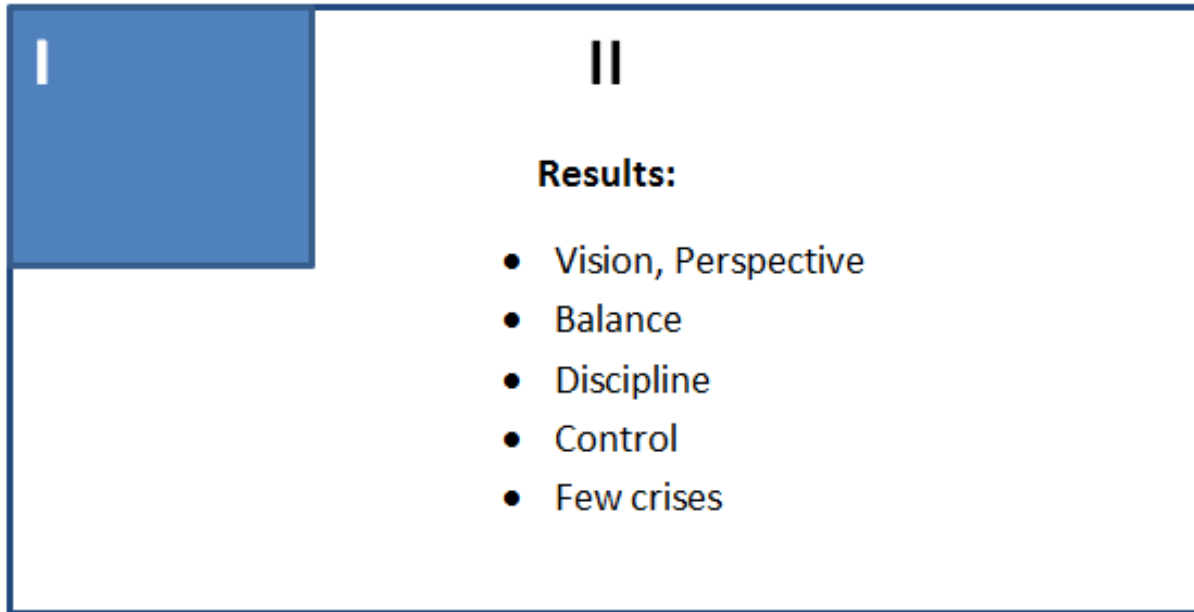
QUADRANT III: URGENT, NOT IMPORTANT

I	II
III Results: <ul style="list-style-type: none">• Short-term focus• Crisis management• Reputation-chameleon character• See goals as plans and worthless• Feel victimized, out of control• Shallow or broken relationships	IV

QUADRANT III & IV: NOT IMPORTANT



QUADRANT II: NOT URGENT, IMPORTANT



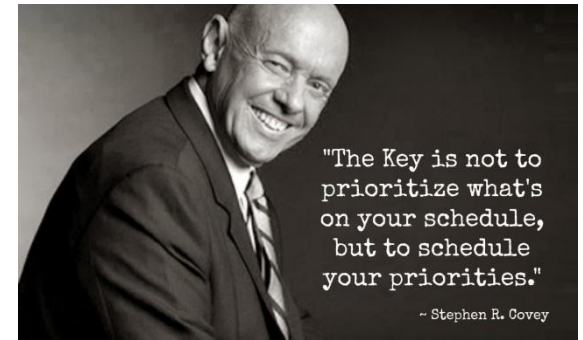
QUADRANT II

6 Key Criteria of Quadrant II

1. Coherence
2. Balance
3. Quadrant II Focus
4. “People” Dimension
5. Flexibility
6. Portability

QUADRANT II: 4 KEY ACTIVITIES

1. Identifying Roles
2. Selecting Goals
3. Scheduling
3. Daily Adapting



7 BIG ROCKS – THE PRODUCTIVITY SYSTEM



<http://youtu.be/fmV0gXpXwDU>

QUADRANTS ACTIVITY – PART II

What are your 7 big rocks of productivity?

1. Take 5 minutes to think about 5-7 roles you play in your life
2. Think about the primary goals you're dealing with now, and come up with 1 goal for each role

In order to reach your professional goals, you may need to say NO and DELEGATE....

SAYING “NO”

- **Must take time from Quadrants III and IV to create II**
- **Can't ignore Quadrant I - urgent, but it will shrink in size**
- **Say “Yes” to priorities, and “No” to other things (which may at times seem urgent)**

Discuss

Can you think of a time when you've said no in your personal or professional life and it had positive results?

- Why did you say no?
- What were the positive results?
- What would have happened if you didn't say no?

DELEGATION

Delegation is the single-most powerful high-leverage activity there is

Two Types of Delegation

1) **Gofer-** One-on-one supervision (Authoritarian)

2) **Stewardship** (Authoritative)

- Focus is on results rather than methods
- The individual becomes their own boss/steward
- They determine their own methods
- Responsible for their own results



STEWARDSHIP DELEGATION

Trust is the highest form of human motivation

5 Expectations of Stewardship Delegation

1. Desired Results

What, not how; Results, not methods

2. Guidelines

Parameters within which individual operates/restrictions; Identify where quicksand and wild animals are; What NOT to do

3. Resources

Human, financial, technical, organizational they can pull from

4. Accountability

Standards of performance that will be evaluated

5. Consequences

What will happen (good and bad) as a result of evaluation

DELEGATION: ACTIVITY

Think of a time when you delegated or were delegated to in gofer and stewardship styles:

As an Employee:

- How did your feelings and reactions change when you were delegated to in a gofer fashion versus Stewardship?
- What would you have changed about your supervisor's approach?

As a Supervisor:

- How does your delegation style affect the dynamic between your employee and you?
- What are the risks with each approach, and what are the benefits?
- Which style are you more inclined towards? What would you like to change about how you delegate?

WRAP UP

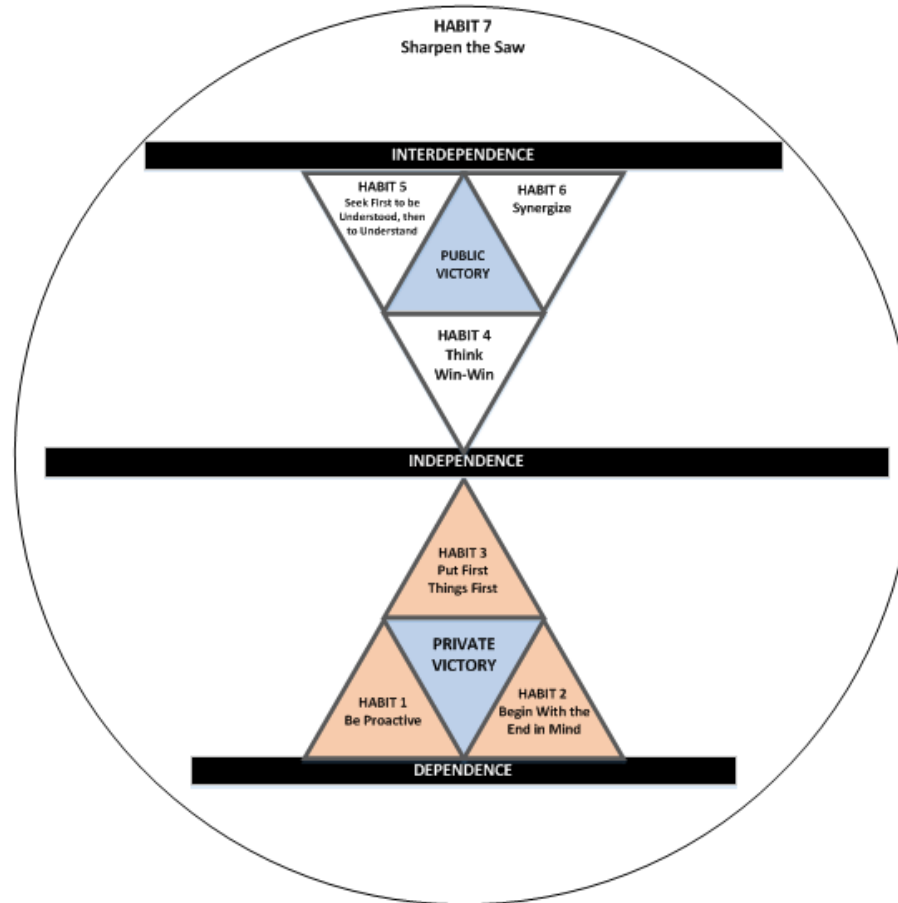
The concepts we covered today:

- Self-Management
- Time Management Matrix- *Quadrant II*
- Saying “No”
- Delegation



What tools can you put into practice when you walk out that door?

BIG PICTURE REMINDER



HOMWORK

1. **Fill out Weekly Schedule handout (or your own version)**
Come to the next session ready to discuss your experience
2. **Read Habit 4: Think Win/Win**

