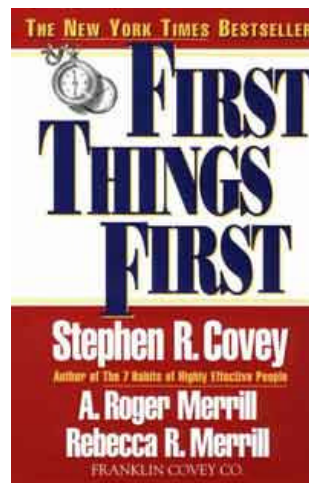


First Things First

To Live, to Love, to Learn, to Leave a Legacy



By

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The Big Idea

The best-selling author of “The Seven Habits of Highly Effective People” sheds light on the perennial problem of personal time management, and achieving the balance between nurturing rich relationships while maintaining a career. Changing our paradigms from “getting the urgent things done” as the First Things in our lives, Covey enlightens us on how we can see where True North is on our life compass. It isn’t about how fast you’re going; it’s where you’re headed that matters. Understand these lessons and organize your priorities so you spend more time on the real First Things in life.

Introduction

The First key things to understand are:

- We are not in control of our lives. We can choose to let our daily life be governed by principles, rather than a clock.
- Leading a principle-centered life means not taking any short cuts or quick fixes. You must follow a path that focuses on why you are doing things rather than how fast or efficiently you are getting things done.
- Be willing to examine your life, your motives, and your First Things.

Section One: The Clock and the Compass

1. How many people on their deathbed wish they’d spent more time at the office?

Everyone wants a piece of your time. Somewhere between your personal vision and daily actions, a gap is created between what you feel you should be doing and what you are actually accomplishing.

The enemy of “best” is “good”.

What is the best use of your time? Is it meeting urgent needs, or focusing on the real vision? What is best for you? Are too many good things getting in the way? The result of putting too many good things ahead of best things is the unsettling feeling we are not putting First Things First in our lives.

Two powerful tools direct us:

- The clock represents our commitments, appointments, schedules, goals, and activities.
- The compass represents our vision, values, principles, mission, conscience, direction, and what we feel is important- how we lead our lives.

For some there is a feeling of being controlled by other people or situations. For others, we feel guilty over what we’re not doing, and we can’t enjoy what we do. Some feel empty; our “success” is linked to professional or financial achievement. Absorbed in the ascent, we’ve left a trail of broken relationships, or missed moments of deep, richer living along the way.

The wake up call comes when a loved one dies, or we discover our teenager has a drug problem, our doctor tells us we have six months to live, or our marriage is threatened by divorce. It takes a crisis to make some people realize what we’re doing with our time and what we feel is important don’t match.

The Three Generations of Time Management

- First Generation – Characterized by reminders and to-do lists. First Things are usually what happens to be in front of us. People in this generation are flexible and adaptable. There is a tendency for us to fail to keep some commitments.

- Second Generation – Calendars and appointments, scheduling future events, identifying deadlines. Preparation and planning means a higher level of responsibility. Other people tend to become interruptions or distractions that keep us from sticking to our schedule.
- Third Generation – Values clarification; setting long, medium, and short-term goals to obtain the values you've identified. People in this generation achieve substantial gains in productivity. First Things are a function of values and goals. Paradigms emphasized by the Third Generation are: control, efficiency, values, independent achievement, chronos (or chronological, linear time) as opposed to kairos (or the paradigm that focuses on quality of time rather than quantity), competence, management (as opposed to leadership).

The Need for the Fourth Generation

We need to move beyond time management to life leadership. This is the fourth generation paradigm that will create quality-of-life results.

2. The Urgency Addiction

Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant.

The Fourth Generation is based on "importance". Knowing and doing what's important rather than simply responding to what's urgent is foundational to putting First Things First.

Some of us are addicted to the adrenaline rush or the stress of crises. We are drawn to do anything urgent, just to stay in motion. It gives us an artificial sense of self-worth, power, control, security, and accomplishment.

"I'd love to spend quality time with you, but I've got a deadline".

"I just don't have time to exercise."

Check your urgency index: Do these statements represent your behavior?

- I seem to do my best work when I'm under pressure.
- I often blame the rush and press of external things for my failure to spend deep, introspective time with myself.
- I'm frustrated by the slowness of people and things around me. I hate to wait or stand in line.
- I feel guilty when I take time off from work.
- I always seem to be rushing between places and events.
- I frequently find myself pushing people away so I can finish a project.
- I feel anxious when I'm out of touch with the office.
- I'm often preoccupied with one thing when I'm doing something else.
- I'm at my best when handling a crisis situation.
- The adrenaline rush from a new crisis seems more satisfying than the steady accomplishment of long-term results.
- I often give up quality time with important people in my life to handle a crisis.
- I rely on solving some crisis to give my day a sense of meaning and purpose.
- I often eat lunch while I work.
- I keep thinking that someday I'll be able to do what I really want to do.
- A huge stack in my "out" basket at the end of the day makes me feel like I've really been productive.

In order to focus on the issues of importance as against urgency, study the Time Management Matrix below:

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URGENT	NOT URGENT
Quadrant I IMPORTANT Crises Pressing problems Deadlines Meetings Preparations	Quadrant II IMPORTANT Relationship-building True re-creation Preparation Prevention Values clarification Empowerment
Quadrant III NOT IMPORTANT Interruptions Phone calls Some mail Popular activities, Some meetings Some reports	Quadrant IV NOT IMPORTANT Trivia, busywork Phone calls Time wasters Escape activities Irrelevant mail Excessive TV

Now ask yourself:

- What is the one activity you know if you did superbly well and consistently would have significant positive results in your personal life?
- What is the one activity you know if you did superbly well and consistently would have significant and positive results in your professional life?

Many people have answered with these seven key activities:

- Improving communication with people
- Better preparation
- Better planning and organizing
- Taking better care of self
- Seizing new opportunities
- Personal development
- Empowerment

These are all in Quadrant II. You must act on them. They don't act on you.

If you're looking for time to spend in Quadrant II, get it from Quadrant III and IV.

The value of the matrix is that it helps us see how importance and urgency affect the choices we make about how to spend our time. It allows us to see where we spend most of our time and why we spend it there. We are able to see the degree to which urgency dominates is the degree to which importance is not.

3. To Live, to Love, to Learn, to Leave a Legacy

Doing more things faster is no substitute for doing the right things.

What are First Things and how do we put them first in our lives?

These ideas from the Fourth Generation empower us to answer that question:

- The fulfillment of human needs and capacities

- The reality of “true north” principles
- The potentiality of the four human endowments

The fulfillment of human needs covers our physical needs for food, shelter, clothing, economic well-being, and health. Our social needs are the need to belong, relate to other people, to love and be loved. The need to learn is our mental need to grow and develop personally and professionally. Leaving a legacy is our spiritual need to have a sense of meaning, contribution, and purpose.

Any of these needs, unmet, reduces quality of life. An unmet need can create a black hole that devours your energy and attention. An unmet need can drive you to urgency addiction.

When the physical, mental, social, and spiritual needs overlap in a synergy and balance we find fulfillment and joy. Most importantly, you must live for a purpose higher than yourself.

The reality of “true north” principles

We need to create an inner compass that aligns us with timeless principles and realities in the human experience. We're not talking about values, practices, or religion. We're talking about service and reciprocity, the process of growth and change.

The Law of the Farm governs all areas of life. You have to cultivate and nurture things over time. You can't expect a harvest if you haven't put in the time and effort to care for your crops. You can't fix an unhealthy lifestyle with a week at the spa. You can't expect your wife to stay with you if you never stop to speak to her and give her some affection. What you sow you inevitably reap.

The potentiality of the four human endowments: self-awareness, conscience, creative imagination, and independent will – these create our ultimate freedom. The power to choose, to respond, to change, are all within these four human gifts. They create the compass that will align our lives with True North.

WE ARE THE PRODUCT OF OUR CHOICES.

Develop your endowments:

Self-awareness

- Am I able to stand apart from my thoughts or feelings and examine and change them?
- Am I aware of fundamental paradigms and the impact they have on my attitudes and behaviors and the results I'm getting in my life?
- Am I able to evaluate the response or feedback I get from other people?

Conscience

- Do I sometimes feel an inner prompting that I should be doing something or shouldn't do something I'm about to?
- Do I inwardly sense the reality of true north principles such as integrity and trustworthiness?

Independent Will (Mind over mattress)

- Am I able to keep promises I make to myself as well as to others?
- Do I have the capacity to act even if it means swimming upstream?
- Have I developed the ability to set and achieve meaningful goals in my life?
- Can I subordinate my moods to my commitments?

Creative Imagination

- Do I think ahead?
- Do I visualize my life beyond its present reality?
- Do I use visualization to help reaffirm and realize my goals?

- Do I look for new, creative ways to solve problems in a variety of situations and value the views of others?

Nurture self-awareness by keeping a personal journal. This is high level Quadrant II activity. You will gain insight on repeating patterns and themes in your life.

Educate the conscience by learning, listening, and responding.

- Reading and pondering over the wisdom literature (classic, philosophical, and inspirational literature dealing specifically with the art of living) to broaden our awareness of true north, or timeless principles
- Standing apart from and learning from our own experience
- Carefully observing the experience of others
- Taking time to be still and listen to that deep inner voice
- Responding to that voice

Nurture independent will by making and keeping promises.

We choose either to live our lives or to let others live them for us. By making and keeping promises to ourselves and to others, little by little we increase our strength until our ability to act is more powerful than any of the forces that act upon us.

Develop creative imagination through visualization.

The best way to predict your future is to create it. Visualize yourself in an uncomfortable situation and use self-awareness to separate yourself from it. See how you would normally react, as against how you know you should react based on principles. This enables you to see a goal before you accomplish it and create much of the quality of your own reality before you live it.

With the humility that comes from being principle-centered, we're empowered to learn from the past, have hope for the future, act with confidence in the present.

IF WE ACT BASED ON PRINCIPLES, IT WILL PRODUCE QUALITY-OF-LIFE RESULTS.

The power to create quality of life is not in any planner, technique or tool. It is within us, our ability to use our inner compass so we can act with integrity in the moment of choice.

Section Two: The Main Thing is to keep The Main Thing The Main Thing

4. Quadrant II Organizing: The Process of Putting Things First

When there's no gardener, there's no garden.

Identify what's important and focus your efforts on helping it grow.

The Weekly Worksheet provides a view of the bigger picture, as opposed to the limited view of daily planning. Weekly organizing puts things in a proper context and emphasizes importance over urgency so we don't limit our perspective to what is in front of us at the moment.

Step 1: Connect with your vision and mission

What is most important?

What gives your life meaning?

What do you want to be and to do in your life?

Clarity on these issues is critical because it affects everything else – from the way you spend your time to the paradigms you have. What is the point of climbing a ladder if it is leaning against the wrong wall? Why schedule activities that aren't aligned with your purpose?

To make your personal mission statement:

- List three or four things you would consider “first things” in your life
- Consider any long-range goals you may have set
- Think about the most important relationships in your life.
- Think about any contributions you'd like to make.
- Reaffirm feelings you want to have in your life – peace, confidence, happiness, contribution, and meaning.
- Think about how you might spend this week if you knew you had only six months to live.

Step 2: Identify your roles.

We all have many roles to fulfill at work, in our families, in the community, or in other areas of life. We sometimes succeed in one role at the expense of another, so the key is balance. Your various roles have to work together along with your mission statement.

Example: An executive may be a husband and father, a manager of new products, a manager of research, administration manager, and a chairman of the board.

Life is more than just a job, family, or a particular relationship. It is all these together. Sharpen your physical, mental, emotional/social, and spiritual areas by spending time on each. Schedule and stick to your exercise program, talk to your daughter, read up on the latest developments in your field, and have time to meditate, pray or do some spiritual reading. The key word is Harmony.

Step 3: Select Quadrant II goals in each role.

WHAT IS THE MOST IMPORTANT THING I COULD DO IN EACH ROLE THIS WEEK TO HAVE THE GREATEST POSITIVE IMPACT?

Step 4: Create a decision-making framework for the week.

In some cases it may be better not to schedule a goal at a particular hour of the day but to list it as priority instead. It may be more effective to watch for the right time when the opportunity arises to have that heart to heart talk with your son, or ask your boss for that raise.

Step 5: Exercise integrity in the moment.

- Preview the day.
- Prioritize. Identify priorities using numbers and letters, highlight, encircle, or mark them with asterisks.
- Use some form of T planning for the day. Time-sensitive activities can be listed on one side; activities which can be performed any time of the day are listed on the other.

Step 6: Evaluate

At the end of the week, review your mission statement to begin organizing the next week, pause to ask yourself:

- What goals did I achieve?
- What challenges did I encounter?

- What decisions did I make?

In making decisions, did I keep First Things first?

5. The Passion of Vision

It's easy to say "no" when there's a deeper "yes" burning inside.

"We don't invent our mission. It is within us waiting to be realized." –Victor Frankl

Victor Frankl, an Austrian psychologist, discovered how a powerful future vision helped people survive the Nazi concentration camps. Survivors of POW camps in Vietnam expressed similar experiences: a primary force that kept them alive was a future-focused vision.

Truths

- Future-focused individuals and teams perform better.
- Petty things become unimportant when people are impassioned about a purpose higher than the self.

-Vision that transforms and transcends

Gandhi overcame his personal weakness of being a loner when he realized as a lawyer how to create win-win situations for opposing sides. He saw the injustices of the British over the Indian people, and decided his life would be devoted to winning equality and freedom for three hundred million people.

-Creating and living an empowering mission statement, an exercise of creative imagination

Visualize your eightieth birthday. How would you like people to pay tribute to you with regards to each of your roles? What would you like them to say about you?

-Getting into our deep inner life

"Everyone has his own specific vocation or mission in life; everyone must carry out a concrete assignment that demands fulfillment. Therein he cannot be replaced, nor can his life be repeated. Thus, everyone's task is unique as his specific opportunity to implement it." –Victor Frankl

"Every human being has a work to do, duties to perform, influence to exert, which are peculiarly his, and which no conscience but his own can teach." – William Ellery Channing

An empowering mission statement:

- Represents the deepest and best within you. It comes out of a solid connection with your deep inner life.
- Is the fulfillment of your own unique gifts. It's the expression of your unique capacity to contribute.
- Is transcendent. It's based on principles of contribution and purpose higher than self.
- Addresses and integrates all four fundamental human needs and capacities. It includes fulfillment in physical, social, mental, and spiritual dimensions.
- Is based on principles that produce quality-of-life results. Both the ends and means are based on True North principles.
- Deals with both vision and principle-based values. It's not enough to have values without vision. You want to be good for something.
- Deals with all the significant roles in your life. It represents a lifetime balance of personal, family, work, community –whatever roles you feel are yours to fill.
- Is written to inspire you – not to impress anyone else.

Quadrant II goals to cultivate the passion of vision:

- Set quadrant II time each week to cultivate a rich inner life, to nurture a quiet place within yourself where you can connect with your own inner compass.
- Schedule a personal retreat to write a personal mission statement
- Schedule time to evaluate and revise your current mission statement
- Commit your mission to memory.
- Set a daily goal to visualize yourself living your mission statement
- Review your mission statement each week before you begin to organize.
- Keep a daily record of how your experiences, your choices, and your decisions are affected by your personal mission statement
- Read mission statements written by other people throughout history. Consider the impact of these statements on their lives and on society.
- Help your children or others whose lives you touch to create their own mission statements. Nurture vision in others.

6. The Balance of Roles

Balance isn't either/or; it's and.

"One man cannot do right in one department of life whilst he is occupied doing wrong in any other department. Life is one indivisible whole." – Gandhi

A more holistic paradigm is foundational to Eastern wisdom. Health, for example, is seen not in separate departments of psychology or biology, but the totality of the whole person.

Creating synergy among roles

A woman who chooses to focus on motherhood, and does so out of a clear sense of her own personal vision, becomes truly energized in her role. She recognizes the value of her efforts in shaping the characters of future leaders in society. In the process, she develops competence and character to fulfill her other roles. She may want to take up a second degree, or a second career.

In a society that is slow to appreciate and translate the skills of the competent home manager (man or woman) to the job market, it is society itself that suffers.

Three Paradigms that nurture balance:

- Our "natural" roles grow out of our mission.

Roles with no meaning except for economic security, for example, have no sustaining power because they don't tap into our deep burning passion. Business success cannot justify failure in marriage. Success in the community cannot justify failure as a parent.

During times of chosen imbalance (like when a mother chooses to spend most of her time caring for a new baby) we may feel more comfortable listing only one or two roles during weekly organizing.

The vital factor in any choice concerning balance in our lives is a deep connection with our inner voice of conscience. Learn to say No in deference to a larger Yes in your life.

i.e. Decline to serve on the board of your organization this year if you feel you need to spend more time with your family, or have to focus on starting a new business.

- Each role is a stewardship.

We are stewards of our time, our talents, and our resources. We have stewardships at work, at home, and in the community. We must take care of each of these roles in order to pass on a healthy environment, our treasured possessions, a sense of responsibility, and values.

- Each role contains all four dimensions.

The physical – It requires or creates resources

The spiritual – It connects to mission and principles

The social – It involves relationships with others

The mental – It requires learning

Put people ahead of schedules. Don't see your role in terms of tasks to do but in terms of people to help, nurture, care for, or train. You may realize you've been taking all your clients to lunch, but when was the last time you took your wife or mother out to lunch?

Quadrant II organizing nurtures balance.

Natural balance is a dynamic equilibrium that manifest itself in three different ways in our lives:

- Primary balance is the inner balance between our physical, social, emotional, and spiritual dimensions.
- Secondary balance is in our roles. It's a synergistic balance, sometimes a seasonal imbalance, as the parts work together to create a greater whole.
- The production/production capability (P/PC) balance is the balance between developing and doing that empowers us to do more effectively by increasing our capacity to do. (Balance time to exercise and relax with time for work)

Organize information by roles

Prices for paint can be filed under home management. A new product idea can be filed under product development management. A charity drive plan can be filed under community leadership. Your wife's birthday, children's shoe sizes, and the dog's vaccination schedule can be filed under family. File your work associates and clients' numbers and addresses under your work role, while carpet cleaner or dry cleaners' numbers are filed under home management. Your reading list, exercise log, and wish lists can be filed under personal development.

REMEMBER: TIME MAY BE A LIMITED RESOURCE, BUT WE AREN'T.

Quadrant II goals to cultivate the balance of roles:

- Evaluate your mission statement and roles to make sure your roles grow out of your mission and your mission includes all the important roles in your life.
- Analyze each of your roles in terms of relationships, and stewardships.
- Organize your planner/organizer around your roles.
- Organize your file or computer screen around your roles.
- Work on a mission statement or stewardship agreement for each of your roles.

7. The Power of Goals

We suffer a blow to our Personal Integrity Account whenever we don't achieve our goals. We lose confidence in our ability to make and keep commitments, to ourselves, and to others. Then when we need to draw on the strength of character to meet critical challenges in our lives, we don't have anything to draw on.

Accomplishing one goal in one area of life could mean a negative impact on our other areas. A man focused on increasing his wealth could be doing so at the expense of time with his wife and family.

How to set and achieve principle-based goals:

Through conscience, we connect with the passion of vision and mission and the power of principles. Through creative imagination, we envision possibility and synergistic, creative ways to achieve it. Through self-awareness, we set goals with realistic stretch and stay open to conscience-driven change. Through independent will, we make purposeful choice and carry it out; we have the integrity to walk our talk.

Setting long-term and “context” goals

- Use a what, why, and how format to effectively capture these goals.

What: My goal is to maintain a healthy body.

Why: So I can have the strength and endurance necessary to fulfill my mission. It will also enhance my character strength and personal integrity account.

How: I will increase my intake of fruit and vegetables, exercise four times a week, and think positive thoughts. I will sleep seven hours a night.

- Keep a “perhaps” list. A list kept under each role of things you might want to do. It does not mean it’s a goal or commitment, but an idea to look over and perhaps translate to any item on your goals for the week, or keep it later for future consideration, or even discard it if it is not as important.
- Setting weekly goals. Effective weekly goals are driven by conscience. They are often quadrant II goals, the important but not necessarily urgent. They reflect our four basic needs and capacities. They are in the Center of Focus. They are either determinations or concentrations, or things you’re determined to do, and concentrations, areas of pursuit you focus your efforts around.

8. The Perspective of the Week

Three operating perspectives

Working within the framework of a week ties up the long-term vision with the urgency of the day, the fundamental needs with the felt needs, direction and tasks, the big picture with the next step.

1. Balanced renewal

Weekly renewal is practiced by the Christian world by observing the Sabbath; academics take sabbaticals to renew their interest in their field. Quadrant II organizing helps us make weekly renewal part of a balanced lifestyle. Renewal is not escape but should include Quadrant II activities such as:

- Building, repairing, or renewing relationships with family and friends
- Recommitting to deep values through religious activities
- Restoring energy through rest and recreation
- Developing talents through special interests and hobbies
- Contributing through community service

2. Whole-parts-whole

We see the big picture, then the interrelatedness of each part – work, family, personal development, community activity – how each part contributes to the other. This thinking creates synergy and removes artificial barriers among roles and goals. We learn to combine our physical need for exercise with the need to build a relationship by taking our son along for a swim.

3. Context in Context

Quadrant II organizing is not prioritizing the schedule; it’s scheduling the priorities. Block specific time zones for your priorities each week. Family time can take Saturday morning, while community service can be blocked for Thursday. These are interchangeable, if for example you get free tickets on Thursday for a concert for the whole family, then you simply move community service to Saturday. You still accomplish both goals within the same week.

Set aside time for preparation, whether it's for a presentation, or a gardening project.

When we see all the parts of our lives matter to our mission, that synergy among the parts creates energy in the whole. Life becomes a productive cycle of growth and continuous learning, fulfilling relationships, and meaningful contributions.

Quadrant II goals to cultivate the perspective of the week:

- Designate a specific time and place to do your Quadrant II organizing. Find a spot that's conducive to contemplation and introspection.
- During the week, take note of situations you handle differently because of a weekly perspective. Record these in your organizer. At the end of the week, evaluate your experience.
- If you're not already doing so, set aside a day during the week for renewal, reflection, and recommitment - not just recreation. On this day, don't do things you normally do on other days. After a month, evaluate the effect on your life.
- If you live or work with other people, have a weekly organizing meeting with them. Look for ways to coordinate your activities to better accomplish everyone's objectives.

9. Integrity in the Moment of Choice

Things do not always go "as planned". There may be times when we are faced with an important meeting, but an employee we are interviewing suddenly breaks down and wants to talk about an issue affecting his work. What do we do, guided by our conscience, in this moment of choice?

Do we walk him down to Human Resources and gently shift him over to their area of responsibility? Do we reschedule our meeting, send the secretary to the meeting ahead to say you'll be a half hour late, or send a representative to the meeting? Do we arrange to talk to the employee after the meeting? Whatever we decide, it must be based on principle and conscience, and not time pressure or your own needs.

Quadrant II goals to cultivate integrity in the moment of choice:

- When you set your goals for the week, pause and connect with conscience. Observe your own involvement in the process. Think about how it feels to connect when you're not in the pressure of the moment. Work to translate that experience into the decision moments of each day.
- Create a specific question to ask yourself in moments of choice. Review it at the beginning of the day and several times throughout the day so that it's constantly before you. Work toward building the habit of pausing to ask that question in the space between stimulus and response.
- At the beginning of the day, think about your personal integrity account. Jot down deposits and withdrawals as you interact with conscience during the day.

Think about the three-part process:

- Ask with intent. What is the right thing to do now?
- Listen without excuse. Listen to your conscience and do not rationalize when you choose poorly.
- Act with courage. It takes courage to do what we feel we ought to do in the moment of choice and let go of all the rationalizations.

10. Learning from Living

As long as you live, keep learning how to live. –Seneca

How to evaluate your week

On a personal journal or on the back of your weekly worksheet, use this checklist of questions and go through it each week before you begin the Quadrant II organizing process for the following week. These are some questions you can ask yourself:

- Which goals did I achieve?
- What empowered me to accomplish these goals?
- What challenges did I encounter?
- How did I overcome them?
- Was accomplishing these goals the best use of my time?
- Did my focus on these goals blind me to unexpected opportunities for better use of my time?
- Did meeting these goals add to my personal integrity account?
- In what ways did I create synergy between roles and goals?
- What principles did I apply or fail to apply during the week?
- What can I learn from the week as a whole?

A monthly or quarterly evaluation may contain questions as:

- What patterns of success or failure do I see in setting and achieving goals?
- Am I setting goals that are realistic but challenging?
- What keeps getting in the way of accomplishing my goals?

Always remember to connect to your mission, review your roles, identify your goals, organize the week, put the important Quadrant II goals in first, then schedule other things around them. Exercise integrity in the moment of choice, and evaluate your weeks so they become an upward spiral of learning and living.

Section Three: The Synergy of Interdependence

11. The Interdependent Reality

Living, loving, learning, and leaving a legacy are all part of a reality of interdependence. We need others to live. Where would we be without our doctors, insurance agents, and hospitals? We need our economic security from our employers, clients, and associates in order to enjoy life with our family and friends. Love, by definition is interdependence. We learn from books written by others, from classes taught by others. We leave a legacy in order to contribute to others in our society.

All public behavior is ultimately private behavior. The problems facing families, organizations, and societies are the result of individuals making choices in the space between stimulus and response.

Life is one indivisible whole. Our private lives affect our work lives and vice versa. All our roles are interdependent.

Trust grows out of trustworthiness. It is foundational in all relationships.

With self-awareness we can listen to our own heart, and because of this we can listen to the hearts of others. Because we understand conscience, we know what it is to be part of a collective conscience -people working together to achieve true north principles. Through our independent will we can work interdependently to create win-win situations. With creative imagination, we can contribute to creative synergy, unleashing the potential in others where teamwork produces extraordinary results.

12. First Things First Together

Think win-win. Always try to see how both sides can benefit
Seek first to understand, then to be understood, based on principles of humility and respect.

Synergize based on principles of valuing difference and seeking third alternatives

IT'S NOT ABOUT WHO IS RIGHT, BUT WHAT IS RIGHT.

"Three-fourths of the world's miseries and misunderstandings will disappear if we step into the shoes of our adversaries and understand their standpoint. –Gandhi

Families can pull together with the passion of shared vision.

Organizations can work together through interdependence. Everyone must be informed of the mission and are interacting freely in an environment of high trust.

An empowering organizational mission statement:

- Focuses on worthwhile purposes that create a deep burning "yes!"
- Comes from the bowels of the organization, not from the top
- Is based on timeless principles
- Contains both vision and principle-based values
- Addresses the needs of all stakeholders
- Addresses all four human needs and capacities

Creating win-win stewardship agreements

- Specify desired results
- Set guidelines
- Identify available resources
- Define accountability/criteria
- Determine the consequences

13. Empowerment from the inside out

"Things come up all the time where independent decisions need to be made. As a manager, I want these people to be fully functioning, empowered human beings, using their best judgment to create their jobs as they go along. I know it's the way to get their hearts and not just their hands. The agreement we have is that if they make a mistake, it's my fault. But if they make it again, it's their fault. They're covered to make an empowered decision."

- Involve people in the creation of a mission statement for the group or organization.
- When they come to you with problems, ask them "What do you recommend?"
- Be patient and let the example of others in the group with high-level initiative agreements speak for themselves.

Cultivate the conditions of empowerment: trustworthiness, (integrity, maturity, abundance mentality- or the thinking there are always alternatives) competence in technical knowledge and skills, the ability to see the big picture, and interact with others effectively.

Other conditions are win-win stewardship agreements, trust, self-directing individuals and teams, aligned structures and systems, and accountability.

Ask for feedback. Become a leader and servant at the same time.

Section Four: The power and peace of principle-centered living

14. From time management to personal leadership

Use your principles and knowledge of importance and synergy to handle sudden "urgent" matters. Work with your colleagues to find solutions, instead of competing with them. Instead of managing

problems; work on solutions. Build relationships while you work at it. Organize the week as a team, a family, or community.

15. The Peace of Results

As we integrate fourth-generation paradigm and processes in our lives, we find a different kind of peace:

- Peace in our ability to live, love, learn, and leave a legacy with balance and joy
- Peace in the development of our human endowments that empower us with character and competence in the moment of choice
- Peace as our roles cooperate rather than compete, as they become parts of a synergistic, living whole
- The transcendent peace of learning to listen to and live by conscience

Two stumbling blocks: Discouragement and Pride. To fight discouragement we need courage to face our lives. Think “Mind over mattress”, and make small promises to yourself and keep them. Gradually you will be able to make and keep bigger promises and have a full personal integrity account. Pride is a stumbling block because it makes us compare ourselves to others. The antidote for pride is humility.

Characteristics of principle-centered people:

- They're more flexible and spontaneous. They aren't chained to schedules and appointments. They see life as an adventure.
- They have richer, more rewarding relationships with other people.
- They're more synergistic. They work with others to achieve a shared vision.
- They're continually learning.
- They become contribution-focused
- They produce extraordinary results
- They develop a healthy psychological immune system. They can handle problems
- They create their own limits. They don't work until they drop. They don't spend until there's no credit left.
- They lead more balanced lives.
- They become more confident and secure.
- They're better able to walk their talk.
- They focus on their circle of influence, things they can do something about.
- They cultivate a rich inner life
- They radiate positive energy
- They enjoy life more.

Letting go

- Let go of paradigms that are popular and pleasing but based on illusion.
- Let go of things that aren't First Things
- Let go of rational-lies-ing
- Let go of unnecessary guilt
- Let go of extrinsic sources of security

NOTHING CAN BRING YOU PEACE BUT YOURSELF. NOTHING CAN BRING YOU PEACE
BUT THE TRIUMPH OF PRINCIPLES. -EMERSON