



THE 7 HABITS

of Highly Effective Families®



PARTICIPANT GUIDE





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of Highly Effective Families

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Welcome

Welcome to *The 7 Habits of Highly Effective Families*. It will enable you to:

1. **Clarify** your family's purposes and priorities.
2. **Create** a practical plan for achieving your desired family outcomes.
3. **Discover** timeless principles of effectiveness that will guide you on your way.

As you might imagine, it was an honor and adventure to have Dr. Stephen R. Covey as a father. For as good as he was as a speaker, professor, and globally renowned author of *The 7 Habits of Highly Effective People*, he was an even better husband, father, and grandfather. He and my equally inspiring mother, Sandra, successfully raised a large, rambunctious family while overcoming many obstacles.

My parents never felt they were the model parents. Like any parents, they struggled and tried many different approaches to raising a family. Some worked, some did not. But they kept trying. People came to admire how they led their family, and over the years sought their advice. We are fortunate to have their profound wisdom contained in this guide.

I pay special tribute to Dr. John and Jane Covey. John is my father's brother and Director of Family Innovations at FranklinCovey. Jane is his best friend, co-speaker, and wife. For the past two decades they have traveled the world teaching, promoting, and living the timeless principles of human effectiveness contained in this guide. Their contributions are relentless.


I also pay tribute to you and the good you are doing in your family. Life can be difficult at times, but we at FranklinCovey trust your ability to apply the principles in this guide to your unique family circumstances.

We wish you the best on your journey,



Sean Covey

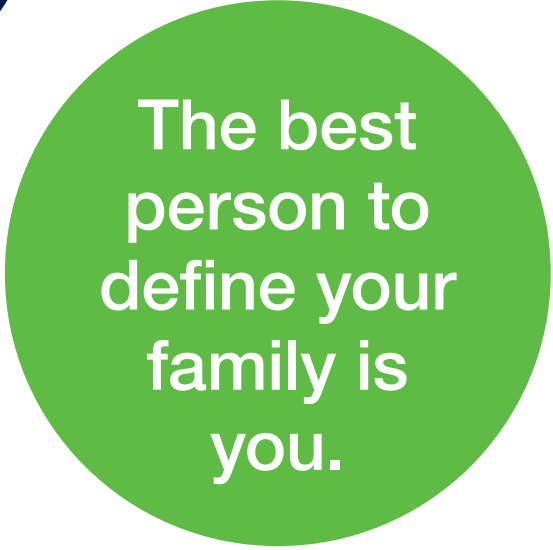
President, FranklinCovey Education Division



**Families
come in all
sizes and
shapes.**



**Each is
unique.**



**The best
person to
define your
family is
you.**

“Family is the most important organization in the world.”

–Dr. Stephen R. Covey

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FAMILY BASICS

Building a Nurturing Family Culture

KEY CONCEPTS

- Highly Effective Families
- Habits of Effectiveness
- How to Change a Habit
- Principle-Centered Living

Highly Effective Families

Around the world, families are vital to the well-being and progress of society. They serve important purposes.

What Are Common Purposes of a Family?

Though no two families are the same, all share some common purposes.

In your experience, what are three common purposes of a family?

Purpose 1:

Purpose 2:

Purpose 3:



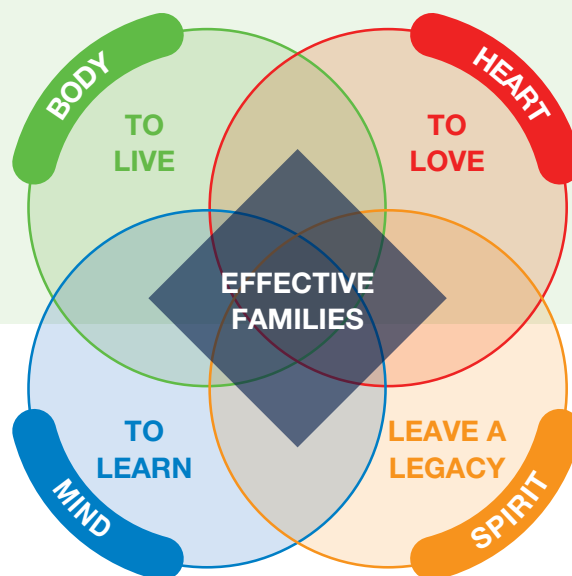
What Common Challenges Do Families Face?

Important organizations, including families, face challenges when attempting to achieve their purposes. Today's world presents many challenges.

Brainstorm a list of common challenges that face families and parents:

Highly Effective Families

Highly effective families work together to meet four basic needs, and do it in a way that grows their relationships over time.

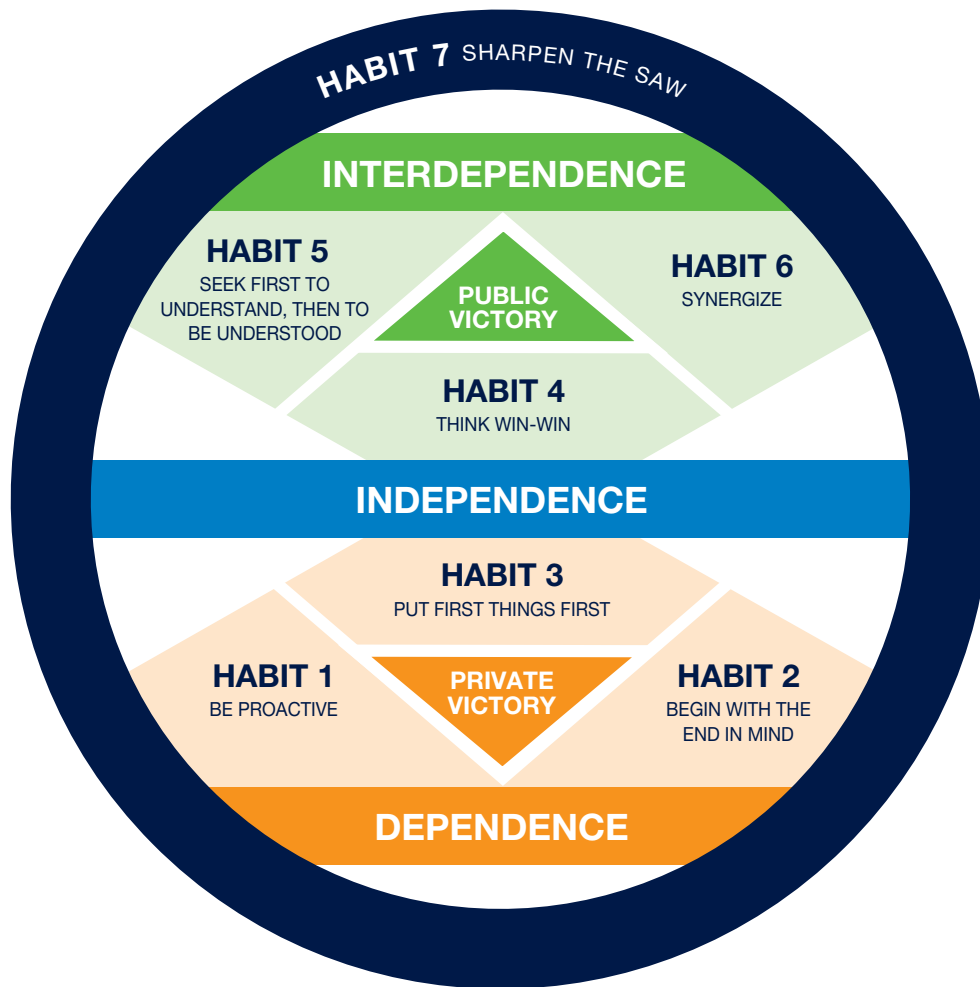


Habits of Effectiveness

A habit is a behavior you repeatedly do. Your habits are daily expressions of your character.

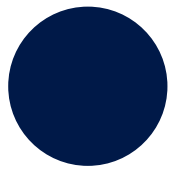
The 7 Habits of Highly Effective People

The 7 Habits enable individuals and families to overcome challenges and achieve their purposes.



“If you apply even one of the 7 Habits today, you can see immediate results; but it’s a lifetime adventure—a life of promise.”

—Dr. Stephen R. Covey



Creating an Effective Family Culture

The combined habits and values of individual family members make up a family's culture. How parents model the 7 Habits sets the foundation for a nurturing family culture.

What words describe the FEELINGS that might result from these two family cultures?

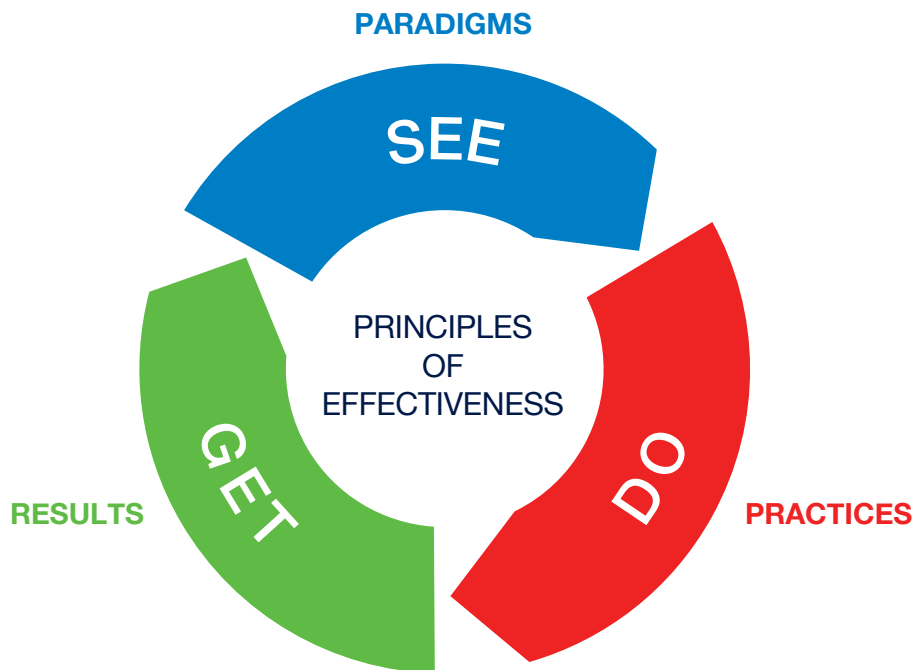
Family Culture #1	Family Culture #2
<p>Be Reactive Lose temper. Blame others.</p>	<p>Be Proactive Stay calm. Apologize.</p>
<p>Begin With Nothing in Mind Don't plan or set goals.</p>	<p>Begin With the End in Mind Have clear purposes.</p>
<p>Put Low Priorities First Be too busy for family.</p>	<p>Put First Things First Make time for family.</p>
<p>Think Win-Lose Always compete and compare.</p>	<p>Think Win-Win Respect each other's needs.</p>
<p>Seek Only to Be Understood Pretend to listen. Interrupt.</p>	<p>Seek First to Understand Listen to each other.</p>
<p>Minimize People's Strengths Focus on weaknesses.</p>	<p>Synergize Value each other's strengths.</p>
<p>Live an Unbalanced Life Burn out. Stop learning.</p>	<p>Sharpen the Saw Exercise. Learn. Have fun.</p>

How to Change a Habit

Changing a habit requires persistent effort and a change of paradigms.

The See-Do-Get® Cycle

The results we GET in our lives and families depend on what we DO. What we do depends on how we SEE the world around us.

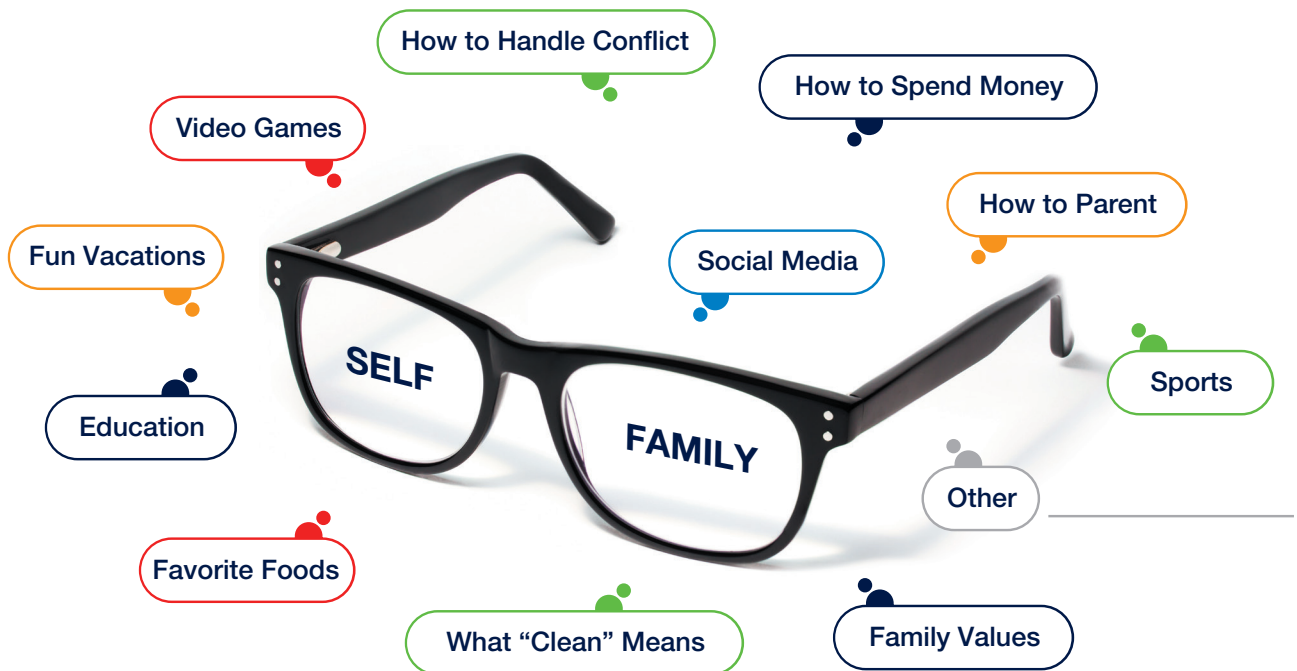


“To make minor changes in your life, work on changing your behavior. To make significant, quantum breakthroughs, work on changing your paradigms.”

—Dr. Stephen R. Covey

What is a Paradigm?

Paradigms are how you view and understand the world—the way you SEE things. Not all family members share the same paradigms.



When a paradigm changes it is called a Paradigm Shift. Describe a time when you or your family had a Paradigm Shift.

1. What was the paradigm shift? (SEE)
2. How did the Paradigm Shift affect your behavior or habits? (DO)
3. What different results did you get? (GET)

Principle-Centered Living

Just as there are principles that govern nature and science—such as gravity—there are principles of human effectiveness. Effective families center their lives on principles.

What Are Principles of Effectiveness?

Consider the following insight from Dr. Stephen R. Covey:

“Principles of effectiveness are self-evident natural laws. They don’t change. They are like a compass. They provide true north direction to our lives.

I find global consensus around what true north principles are. They are basic. I find a universal belief in fairness, kindness, honesty, and patience. Consider the absurdity of trying to live a life or lead a family based on the opposites. I doubt that anyone would seriously consider unfairness, unkindness, dishonesty, and impatience as a solid foundation for lasting happiness and success.”

TRUE NORTH PRINCIPLES

Families are “off course” much of the time—and that is okay. They use principles of effectiveness like a compass to get back on track and reach their desired destinations.



The 7 Habits are Based on Principles of Effectiveness

Principles are timeless and universal. They apply in all countries and in all families. The 7 Habits in families are based on principles of human effectiveness.

Examples include:

Habit	Examples
Be Proactive	Choice, Responsibility, and Initiative
Begin With the End in Mind	Vision, Purpose, Commitment, and Meaning
Put First Things First	Focus, Prioritization, Discipline, and Integrity
Think Win-Win	Courage, Consideration, Mutual Benefit, and Trust
Seek First to Understand, Then to Be Understood	Mutual Understanding, Empathy, and Respect
Synergize	Creativity, Cooperation, Diversity, and Humility
Sharpen the Saw	Renewal, Continuous Improvement, and Balance

Look for these principles of effectiveness throughout this guide. How the principles are applied in each family will be different from family to family, situation to situation.

Family Basics: Taking it Home

1. Family Purposes

Discuss as a family: What are some main purposes of families? Sort your answers into the four basic needs shown on page 3.

2. Family Challenges

All organizations face challenges in trying to fulfill their purposes. Discuss as a family what some of the most common challenges are for families in today's world.

3. Your Family Culture

Discuss with family members: Is there anything we would like to change about how we feel and what we see and hear in our family that would improve our family culture?

4. What Do You See?

Show the picture on the following page to your family. Ask family members to identify what they see, but to not say it out loud. Then ask one person to say what he or she sees before asking if anybody sees anything different.

State that sometimes in life, we only see one part of a picture or situation, or we see something entirely different than what others see. The same is true of paradigms. Two people may see the same situation from different viewpoints.

Ask, where do our paradigms come from? Why are our paradigms important?

Have a discussion about how the different views in your family might benefit the family.

MY REFLECTIONS



ONE THING I WILL DO





HABIT 1

Be Proactive®

Influencing Your Family From the Inside Out

Common Paradigm

Circumstances determine our happiness.



Common Practices

- Get angry. Say things we regret.
- Blame others and try to “fix” them.

Effective Paradigm

We are responsible for our happiness.



Effective Practices

- Pause, think, and choose.
- Focus on the Circle of Influence®.

Principles of Effectiveness

Choice, Responsibility, and Initiative

Pause, Think, and Choose

Between what happens (a stimulus) in life and your response is a space. In that space lies your power and freedom to choose a response. In your choices lie your growth and happiness.

What Are Reactive and Proactive Behaviors?

Proactive Behavior

Choose your responses based on principles and your desired results. Control your own actions, moods, and thoughts.



Reactive Behavior

Respond based on what is happening to you, your circumstances, or your moods.



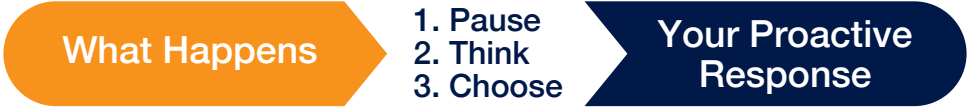
“We have the power and freedom to choose, to create our own weather each day.”

–Dr. Stephen R. Covey

How Can You Make Proactive Choices?

Before responding to an emotional family situation, use your freedom to choose to:

1. **Pause:** Push the “pause button.”
2. **Think:** What are some proactive choices and their consequences?
3. **Choose:** Choose the best response.



A family member says something mean about you. You get angry.



Think of a family situation to which you commonly respond in a reactive way.

The Situation:

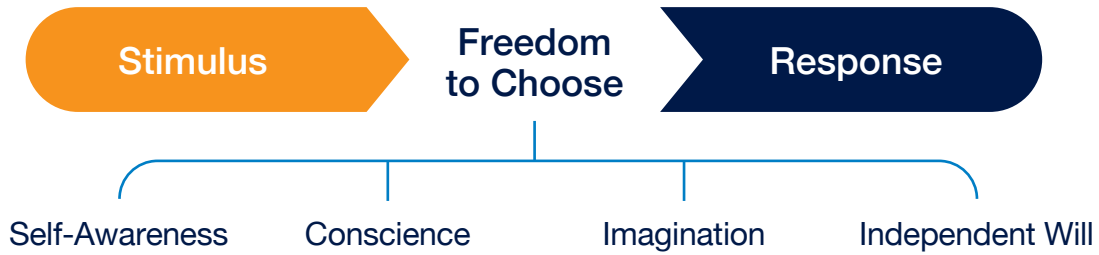
Pause: The next time it happens, what will you do to push the “pause button”?

Think: What are some proactive responses?

Choose: Which response will you choose to get your desired result?

How Do You Expand Your Freedom to Choose?

To expand your freedom to choose, develop your 4 Unique Human Gifts:



Exercising your 4 Unique Human Gifts helps you to be more proactive, not reactive.

	Reactive	Proactive
Self-Awareness	"I am not aware of my thoughts and actions."	"I can stand apart from myself and observe my thoughts and actions."
Conscience	"I am not aware of my inner promptings of right and wrong."	"I can listen to my inner voice to know right from wrong."
Imagination	"I am stuck in the past and unable to see future possibilities."	"I can envision new possibilities."
Independent Will	"I lack the power to act."	"I have the power to act."

Because of these 4 Unique Human Gifts, you can create a fresh start for yourself and family. Your past is your past. Your present and future is a new opportunity!

Evaluate the Development of Your Four Gifts

Occasionally pause and evaluate how you are doing at developing and using your four gifts.

Evaluate the development of your four gifts as you respond to these statements. Do you rarely, sometimes, or frequently view yourself this way?

- R RARELY
- S SOMETIMES
- F FREQUENTLY

Self-Awareness	I am able to stand apart from my thoughts, feelings and actions and see how they impact my life.	R S F
Conscience	I listen to my inner voice to know right from wrong.	R S F
Imagination	I visualize greater possibilities for myself.	R S F
Independent Will	I am able to act independent of my external influences.	R S F



Focus on the Circle of Influence

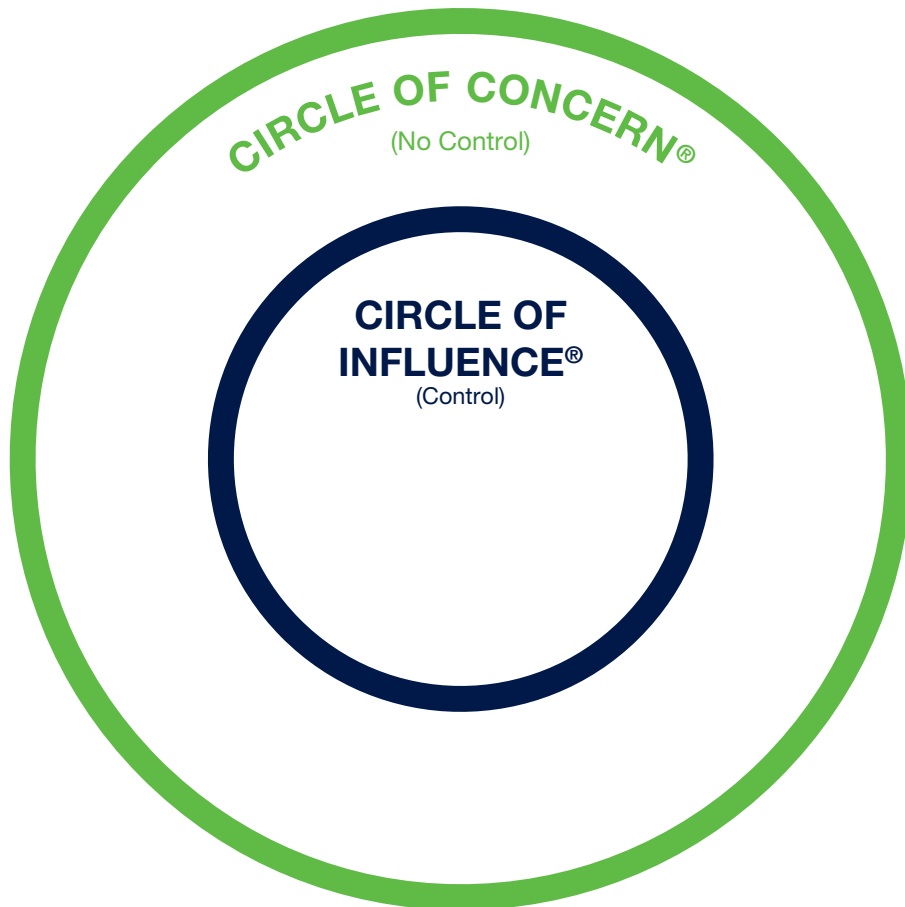
When you are proactive, you focus on what you can influence and don't worry about what you can't. You work from the inside out.

What Can You Influence in Your Life?

Think of your life as two circles:

- *Circle of Concern (No Control)*: What concerns you in life, but is outside your direct influence.
- *Circle of Influence (Control)*: What you can directly affect in life—especially yourself.

What in your family life falls within each of the circles?



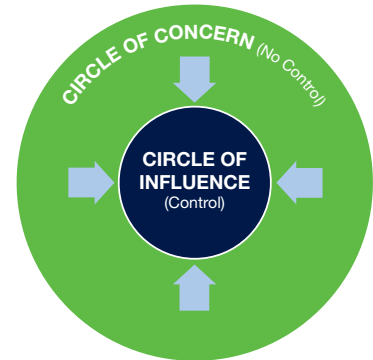
How Can You Increase Your Influence?

People who are *reactive* focus on their Circle of Concern, while those who are *proactive* focus on their Circle of Influence. They also get different results.

REACTIVE FOCUS

- Focus first in the Circle of Concern.
- Try first to “fix” others.
- Blame their mistakes on others or circumstances.

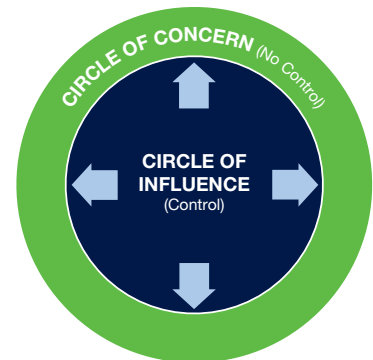
Results: Their influence shrinks. Trust decreases.



PROACTIVE FOCUS

- Focus first on improving what they can most influence—themselves.
- Recognize they cannot control others but can influence through example.
- Take responsibility for their mistakes.

Results: Their influence expands. Trust increases.



What is one reactive behavior you will stop doing?

What is one proactive behavior you will start doing?

“By taking an inside-out approach, you become a leader and a powerful force in establishing your family culture.”

–Dr. John M. R. Covey

Habit 1: Taking it Home

1. Proactive (Water) Versus Reactive (Soda)

Resource: An unopened bottle of soda and an unopened bottle of water.

Firmly shake the bottle that is filled with soda and the bottle of water at the same time, while sharing examples of a day of upsetting events. Use situations applicable to your family. For example: "Imagine this is your day: It started off rushed because the alarm didn't sound, and then a friend made fun of you at school. And then..." Conclude by asking: "How do you feel?"

State: The carbonation in this soda is like a reactive person. The more you shake it up, the bigger the explosion is going to be if you take off the top. Not only will it explode on you, but the soda will get all over everyone around you.

Now, imagine the water bottle is a proactive person. As soon as I stopped shaking it, the water settled down. Being proactive doesn't mean we don't get shaken up, it is natural to get "all shaken up" and it is healthy to have emotions. But when we feel like this, we can take a pause and choose how we will respond so we can make choices based on principles and values.

2. Pause, Think, and Choose

Ask family members to think of a situation where they usually respond reactively. Have each family member write down the answers to the following questions:

- What is the situation?
- What is something you can do to take a PAUSE in this specific situation?
- THINK, what are some choices you could make in this situation?
What will be the consequence of each choice?
- What will you CHOOSE to do to be proactive in this situation?

Invite family members to take a turn to be a performer and act out their situation. Cheer for the proactive choices!

3. Breathe Deeply

Discuss the benefits of taking time to focus on your breathing. Mindful breathing helps people to be proactive because it allows space to pause and take time to be aware of our actions and choices. Practice mindful breathing with family members.

4. Circle of Influence (Control)

Give each family member a blank piece of paper. Invite them to draw the two circles model as illustrated on page 18. Explain that everything in our lives is in these circles. Your Circle of Influence (Control) contains the things you can directly influence in life. Your Circle of Concern (No Control) contains things that concern you but are outside your influence. Ask: What things fall within your Circle of Control/Influence? What things fall within your Circle of No Control/Concern? Ask family members to write their responses in the appropriate circles on their papers.

(Alternate Option) Preparation: Draw the Circle of Concern (No Control) and the Circle of Influence (Control) model (refer to page 18) on a large piece of paper and hang it on a wall. On sticky notes, write examples of things that fall in the three circles and stick them randomly on the walls in the room. In a family discussion, explain what the circles represent and invite them to place the sticky notes on the chart in the appropriate circle. Suggestions for sticky notes: my attitude, my reaction to what people say to me, the weather, etc.

Remind your family that the only thing you have direct control over is yourself such as your thoughts, behavior, actions, attitude and choices.

5. Teach to Learn

Use your own words and experiences to teach family members the paradigms, principles, and practices of Habit 1: Be Proactive.

MY REFLECTIONS

ONE THING I WILL DO





Habit 2

Begin With the End in Mind[®]

Bringing Purpose and Vision to Your Family

Common Paradigm

Go wherever life takes us.



Common Practices

- Make no plans.
- Let others' agendas determine what we do.

Effective Paradigm

We can define our purposes and values.



Effective Practices

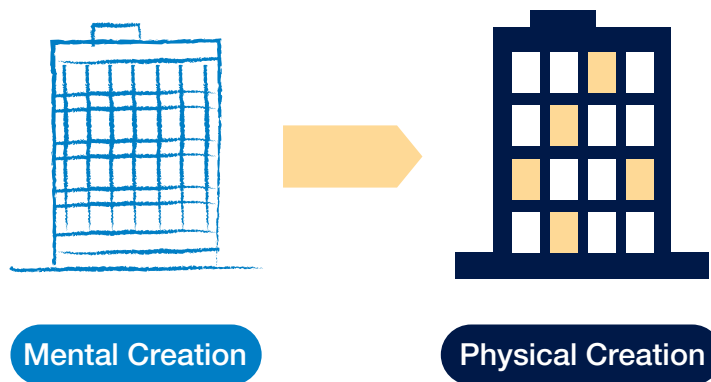
- Plan with purpose.
- Live by a family mission statement.

Principles of Effectiveness

Vision, Purpose, Commitment, and Meaning

Plan With Purpose

A blueprint is created before the physical building is built. Similarly, you can create a blueprint, or plan, for your family.



Putting Purpose Into Your Planning

Effective families plan meaningful purposes into their activities, goals, and projects. They ask such questions as:

- **Vacation:** What are the main purposes of our family vacation?
- **Sports:** What are our main purposes for participating in team sports?
- **Education:** Why do we go to school?

What are some ways your family plans with purpose?

“Do not let society or social media determine your values.”

–Jane P. Covey

Your Family’s Purposes and Values

To plan meaningful purposes into your family life, it is important to identify what matters most to you and your family—your values. Values are the priority you place on people, things, and principles.

Explore what you and your family value most by finishing the following statements:

What is Most Important to Me What We Do Together How We Respect Others	START 1 The three most important things to me are:	2 One character trait I most admire in others is:	3 The one thing I would walk across a high beam for is:
	6 One word that describes how I want my family to treat me is:	5 Two main purposes of our family are:	4 Two feelings I want to feel when I am with my family are:
	7 Friends feel welcomed by our family when we:	8 My favorite time we did something for someone else was when:	9 One thing I want others to say about our family is:
			FINISH

Live by a Family Mission Statement

A family mission statement captures the main purposes, principles, and values of a family.

Why Create a Family Mission Statement?

A family mission statement provides vision and direction. It reminds family members of what to say “no” and “yes” to when making important decisions.

Explore the sample family mission statements below. What do you like? How would you like your family mission statement to be different?



LISTEN before you talk. Play **FAIR**. Tell the **TRUTH**.
Show **RESPECT**. Be **KIND**. **SHARE**. Say you're **SORRY**.
FORGIVE. Stick **TOGETHER**. Be **CLEAN**.
Put **FAMILY** first.

WORK hard.
PLAY hard.
LOVE gently.



Say “Thank You.”
SHARE.
Stay calm. Hug often.
DREAM BIG.
Smile. Truth wins!
BE POSITIVE.
Say “I Love You.”

To **LOVE**
each other.
To **HELP**
each other.
To **BELIEVE**
in each other.
To keep
FAITH.



No **EMPTY** chairs.

Begin Your Family Mission Statement

Creating a family mission statement requires the involvement of all family members. It takes time and is best when kept simple.

Write words and phrases that come first to mind for your family mission statement.

What I want my family to stand for is...

“Families are off track a lot of the time. And that’s okay. The key is that they have a sense of destination and keep coming back to it.”

—Dr. Stephen R. Covey

Habit 2: Taking it Home

1. Puzzle Activity

Preparation: Get a puzzle (about 24 pieces) and take the pieces out of the box so that your family does not see the puzzle picture on the cover.

Invite family members to put the puzzle together without the aid of the picture. After two minutes, give them the puzzle picture and let them complete the puzzle. Ask: “Why is it easier to complete a puzzle with the picture?” Discuss why having the end in mind helps achieve your desired results as a family.

2. Family Values

Explain that family values are what you believe in and care most about as a family—what is most important. Together, make a list of what values your family shares. Discuss each value listed and why it is important. Allow all family members to have a voice. Celebrate your family’s values with a special treat or fun activity.

3. Family Collage

Resources: Poster board or paper, crayons, markers, magazines, scissors, family photos or memorabilia, and glue sticks.

Gather as a family. On a piece of poster board, make a collage of what you want your family to stand for. Cut out pictures and words from magazines, find old photos, or draw words and pictures that represent what you want your family to stand for. Talk about how the words or pictures represent your family’s values, hopes, and goals. Allow space for each family member to make a contribution as they glue the items to the poster board to make a collage. Hang the collage in your home as a reminder of what is important to your family.

4. Storytelling

Reinforce your family values through storytelling. Think of stories from parents, grandparents, other relatives—or your own life—that reinforce one of your family values. Share the stories and discuss them on more than one occasion. Write them down and keep them in a binder. Add photos.

5. A Family Mission Statement

Work as a family to create a family mission statement.

Step 1: Gather inspirational ideas of what your family is about.

- Interview each other using the questions on page 25.
- Read inspirational quotes or listen to motivational songs or poems.
- Research other families' mission statements on the internet.

Step 2: Draft a family mission statement.

- Brainstorm phrases that capture the values that are most important to your family. Invite each family member to contribute.
- Write a draft. Check: Does the draft appeal to all family members? Does it inspire? Does it help you make decisions? Is it short and memorable?

Step 3: Stay on course.

- Place the mission statement draft in a visual, central location.
- Live the mission statement for a while.
- After a month or so, revisit the draft mission statement. Does it still represent the best of your family? Adjust as needed.
- Create family systems to reinforce the mission statement. For example, offer small rewards for family members who get "caught" living all or parts of the mission statement. Make it fun.

MY REFLECTIONS

ONE THING I WILL DO





HABIT 3

Put First Things First[®]

Making Time for Family Time

Common Paradigm

Time manages us.



Common Practices

- Life controls our schedule.
- Try to do it all.

Effective Paradigm

We nurture our most important relationships.



Effective Practices

- Make time for what matters most.

Principles of Effectiveness

Focus, Prioritization, Discipline, and Integrity

Make Time for What Matters Most

Highly effective families put first things first by identifying:

Big Rocks: What is most important.

Little Rocks: What is less important.



“If you don’t put the Big Rocks (your family’s priorities) in your schedule first, they hardly ever get in. When you put those family Big Rocks in first, you begin to feel this deep sense of inner peace. You’re not constantly feeling torn between family, school, and work.”

—Dr. Stephen R. Covey



Make Time for Family Big Rocks

Families fall when they stop nurturing each other from within. Family Big Rocks are systems for nurturing family relationships over time. Three family Big Rocks are:

- One-on-one time
- Regular family meals
- Weekly family time

“You must decide what your highest priorities are and have the courage—pleasantly, smilingly, unapologetically—to say ‘no’ to other things. The way you do that is by having a bigger ‘yes’ burning inside.”

—Dr. Stephen R. Covey

Family Big Rock #1: One-on-One Time

One-on-one time is when much of the most important work of a family gets done. It is when the deepest nurturing occurs.

Think of meaningful one-on-one time you've spent with a family member, then fill in the spaces below:

The time I spent with _____ was special because:

Who is one family member with whom you want to spend more one-on-one time? What one-on-one activities would that person enjoy?

Name	One-On-One Activities



Family Big Rock #2: Regular Family Meals

Research emphasizes the benefits of regular family meals. Gathering together at a meal provides opportunities for family relationships to be strengthened.

What is one thing you can do to improve your family meals?

What meaningful conversation starters could you use during family meals?

Examples:

- What went well today? What made it go well?
- What are you grateful for this week? Happiest about?
- Who did you help today? Who can you help tomorrow?
- What are you looking forward to this week? Weekend?



Family Big Rock #3: Weekly Family Time and Traditions

It is difficult to keep a family closely united when there are so many distractions. Proactively prevent distractions by planning a weekly time to be together.

Ideas to do together include:

- Learn something new
- Play games, have fun
- Serve others
- Go for walks
- Attend cultural events
- Learn the 7 Habits

What is one family activity your family would enjoy?

Traditions are regular family activities that are repeated over time and may last for years. Traditions grow and heal relationships and build a positive family identity.

What is one new family tradition your family can start?

Habit 3: Taking it Home

1. Big Rocks and Little Rocks

Resources: Two clear plastic cups; little rocks (small gravel or jelly beans), enough to fill two thirds of one plastic cup; six bigger rocks, large enough to make them bulge over the rim of the cup when added to the little rocks, and markers to write on the rocks.

Fill one plastic cup two-thirds of the way to the top with little rocks. Add enough big rocks so that the big rocks bulge over the cup.

Select a family member and state: “You’ve been given a cup with big and little rocks in it. The cup represents all the time you have in a week. Big Rocks are important things that must get done. Little rocks are also important but not as important. Label each big rock with one of your most important things to do.”

Continue: “Your task is to get all the rocks into the cup so that they are below the rim of the cup. Rocks above the rim are not allowed. Find a way to make all the important big rocks fit.” (Eventually they will need to put the big rocks in first, followed by the little rocks. Some of the little rocks might not fit, which is okay because they are less important than the big rocks.)

Discuss: What does it mean to put Big Rocks first in your schedule? Why is it important to put Big Rocks first?

2. One-on-One Time with a Family Member

Go on a “date” or casual one-on-one activity with a family member. It does not need to be expensive. Ask what they would like to do, such as go for a walk, have a picnic, play a game, or work on a puzzle. Listen to them and affirm their worth and potential.

Also, look for opportunities to have daily one-on-one times with family members.

3. Family Gratitude Dinner

Turn off any distractions. Gather around the table for a family meal. Invite family members to take turns sharing what they are most grateful for in their life. Encourage family members to take turns sharing why they are grateful for each other.

4. Play Family Trivia

Materials: Index cards, pens or pencils. Optional: photographs and video clips.

Before the activity begins, ask family members to write down family trivia questions on the index cards, such as: “What pet did [insert family member’s name] have when they were young?” To add variety, select some family photos or video clips and write questions about them.

Get started. Play the game by answering the questions in a variety of ways—in teams, on a game board, or just as a quiz contest.

5. Hold Regular Family Meetings

- Be Consistent—pick a time and day and stick to it.
- Keep it short—no longer than 20-30 minutes. Make it fun.
- Create a family calendar. Update it during each family meeting.
- Take turns speaking. Allow everyone to have a voice.
- Choose a scribe to record all decisions and summarize discussions.

6. Traditions Reflection

Pull out photos and memorabilia from events that are part of your family’s traditions. Take turns sharing memories. Discuss why traditions are important to your family.

MY REFLECTIONS

ONE THING I WILL DO





HABIT 4

Think Win-Win®

Making Deposits in Your Family Relationships

Common Paradigm

If one of us wins, the other loses.



Common Practices

- Compete and compare.
- Go for Win-Lose.

Effective Paradigm

Everyone can win in relationships.



Effective Practices

- Build Emotional Bank Accounts.
- Consider others' wins... And your own.

Principles of Effectiveness

Courage, Consideration, Mutual Benefit, and Trust

Build Emotional Bank Accounts

The Emotional Bank Account represents the quality of the relationship you have with others. To build trust and to show you care, make consistent deposits and avoid withdrawals.

What Are Deposits and Withdrawals?

Deposits build and repair trust. Withdrawals break down trust in your relationships.

Withdrawals	Deposits
Be unkind.	Be kind.
Lie.	Be honest.
Apologize insincerely.	Apologize.
Gossip about people.	Be loyal to those not present.
Don't keep promises.	Make and keep promises.
Break confidences.	Keep confidences.
Hold a grudge. Get revenge.	Forgive.
Say one thing, do another.	Model your values.

Think about a recent time when a family member made a big deposit in your relationship. What was the deposit? How did you feel?

Who Determines What Is a Deposit?

At times you may think you are making a deposit in the Emotional Bank Account of a family member when in reality you are making a withdrawal. That is why it is important to understand what a deposit “is” and “is not” for others.

Think of a family member. Indicate whether the following comments coming from them would be a deposit, neutral statement, or withdrawal for you.

What is Said to You	Withdrawal	Neutral	Deposit
I’m here to help you clean your room.			
Surprise! I am taking you to a symphony concert tonight.			
I made you some healthy vegetables for lunch.			
I’ll give you a big hug before you go.			

How can you make sure a deposit is a deposit, not a withdrawal?

“Every family problem, every moment of contention, every unexpected despair, every needy child is an opportunity to make a deposit.”

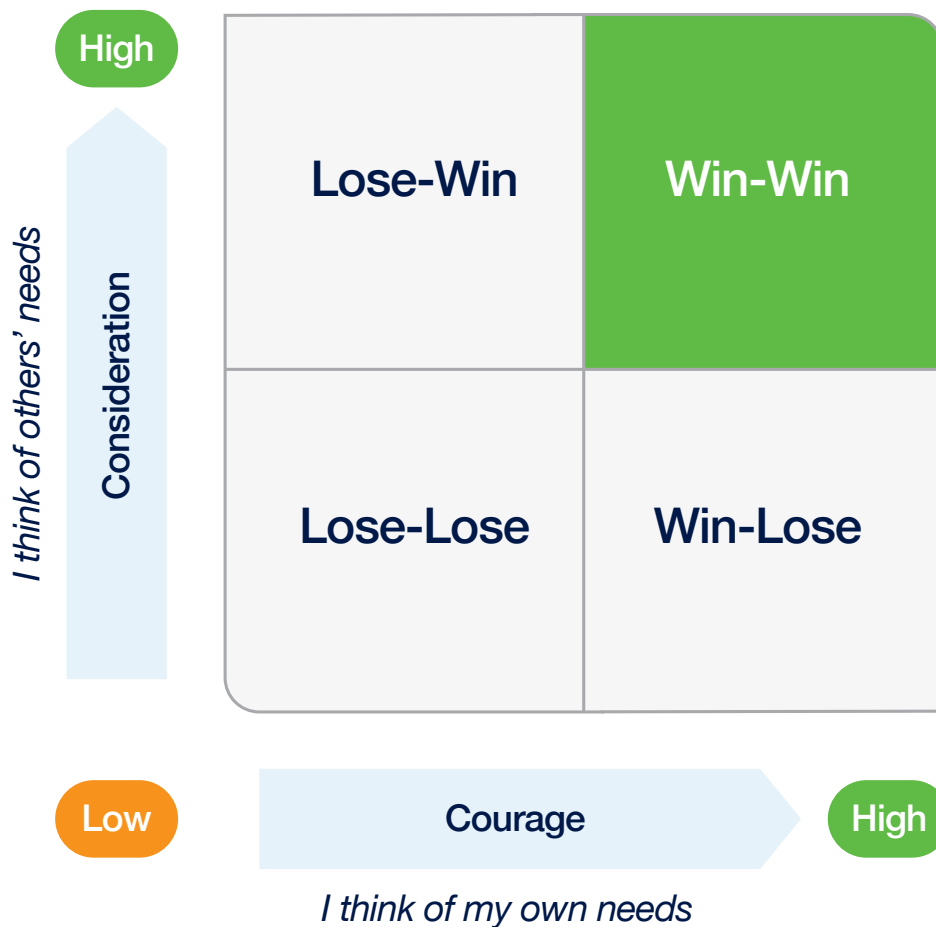
—Dr. John M. R. Covey

Consider Others' Wins...and Your Own

Some families have scarcity paradigms, where one person's win is another person's loss. Highly effective families have abundance paradigms, where everyone can win.

Healthy Relationships Come From Win-Win Thinking

Balance courage and consideration to go for Win-Win.



Create a Win-Win Agreement

Win-Win results when all people involved in a situation identify a win for themselves and for others. What the wins are can be captured in a Win-Win Agreement.

Consider the following three quotes from Dr. Covey:

“You can’t hold people responsible for results if you supervise their methods.”

“Keep believing in the people...holding them accountable in the ways agreed upon.”

“Raise boys, not grass.”

Think of a family situation where you are not getting the results you want to get. Identify what would be wins for you. Ask the other person(s) involved in the situation what would be wins for them.

What is the situation?

Wins for You	Wins for Them

“In the long run, if it isn’t a win for both of us, we both lose. That is why win-win in relationships is the only realistic alternative.”

—Dr. Stephen R. Covey

Habit 4: Taking it Home

1. Relationship Balloon

Resources: Make a list of common deposits and withdrawals you hear in a home. Make the last item a big withdrawal. You will need one balloon for each family member.

State: “We make deposits and withdrawals every day in each of our relationships. This is a relationship balloon. I am going to read a list of interactions that are common to families. When you hear something that you think is a deposit, blow air in your balloon. When you hear something that is a withdrawal, let air out of the balloon.” Read your list of deposits and withdrawals one at a time. On the last item, the big withdrawal, let go of your balloon, allowing it to fly around the room. Ask: “How would you feel if this really was a day in your life? Why? What did you learn or discover in this activity?”

2. Deposits and Withdrawals

Show the deposits and withdrawals examples on page 40 to your family. Review each item and discuss why it would be a deposit or withdrawal. Emphasize that relationships need consistent and sincere deposits. Withdrawals create low trust relationships. Ask each family member what a deposit and a withdrawal is for them. Listen and validate. Remember, it comes from their point of view.

3. Four Ways of Thinking in Relationships

Describe and explain the four ways of thinking in relationships: Win-Lose, Lose-Win, Lose-Lose, and Win-Win. Break into four groups. Assign a way of thinking to each group. Give groups a few minutes to prepare a skit or role-play a family scenario that shows their assigned way of thinking. If needed, give a specific scenario for all groups to plan their skit around, such as people watching TV together and one person has the remote.

4. Abundance or Scarcity

Enjoy an afternoon in the sun with your family. Go to a park, the beach, or a place where there is plenty of sun. Talk with family members about how wonderful the sun is and how there is enough for everyone. Point out that it doesn't take anything away from the sun whether one or one million people are enjoying it. There is an abundance of sunshine, there is enough for everyone. Like sunshine—or love—think with an abundance paradigm. Think there is plenty for everyone.

5. A Win-Win Agreement

Think of a situation where you and a family member (or members) are not getting the results you want to be getting. Describe the situation, then draw a T-Chart (like the one found on page 43) on a piece of paper. Let each person involved in the situation share what a win would be for them by asking, "What would be a win for you in this situation?" Remember that the most lasting wins are often intrinsic.

Create a Win-Win Agreement based on what each side of the situation has agreed would be a win in the situation. Remember to celebrate wins along the way!

MY REFLECTIONS

ONE THING I WILL DO





HABIT 5

Seek First to Understand, Then to Be Understood[®]

Getting to the Heart of Communication

Common Paradigm

Talk first, listen second... if at all.



Common Practices

- Listen with the intent to reply.
- Criticize. Don't express how we really feel.

Effective Paradigm

It's important that everyone feels understood.



Effective Practices

- Listen with empathy.
- Respectfully seek to be understood.

Principles of Effectiveness

Mutual Understanding, Empathy, and Respect

Listen With Empathy

Effective listening is essential in all family relationships. To help family members feel understood in emotional situations, listen empathically with your eyes, ears, and heart.

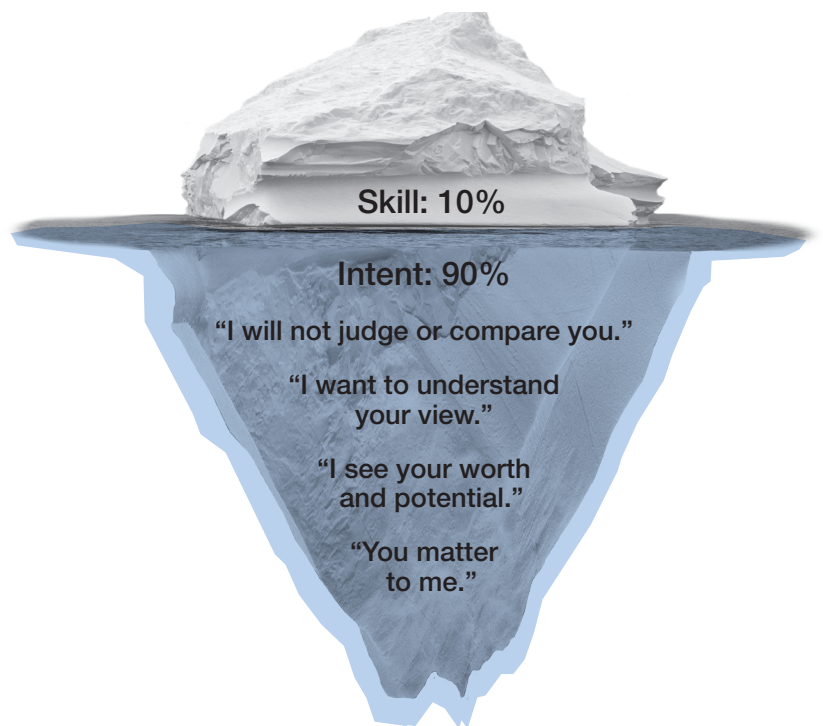
Open Up Communication

“Door slammers” shut down communication. Use “door openers” when seeking to understand.

Door Slammers	Door Openers
PROBE: Ask all kinds of questions.	Ask only clarifying questions.
EVALUATE: Analyze and criticize.	Do not judge the person.
ADVISE: Give unsolicited advice.	Advise only when asked.
INTERRUPT: Talk about yourself.	Be silent. Use ears, eyes, and heart.
RUSH: Be in a hurry or unavailable.	Make time to listen.

INTENT + SKILL

A listener’s intent is more important than their skill. As the saying goes, “People don’t care how much you know until they know how much you care.”



Practice Empathic Listening

Empathic Listening attempts to see things from another's point of view. It is most needed when emotions are high. To listen with empathy:

1. Reflect the FEELING you hear, observe, or feel coming from the person.
2. Repeat in your own words the CONTENT of what is said.

You seem to feel FEELING that/about CONTENT."

Angry, frustrated, sad, excited, nervous
embarrassed, confused, discouraged, etc.

Topic or message
of what was said.

Give it a try. Write an empathic response to the following scenarios.

Brother

I can't believe my girlfriend used a text message to break up with me.

Sister

You seem to feel _____
that/about _____."

Spouse

I don't want to talk about it.
All we do around here is argue.

Spouse

You seem to feel _____
that/about _____."

Give it Another Try

Empathic Listening takes time, patience, and practice.

Select a partner to practice Empathic Listening with. Then follow the steps below.

1. Who is your partner?
2. Each of you choose a family challenge, issue, or topic you feel strongly about, such as finances, in-laws, disciplining children, planning together, social media, etc.
3. Decide who will be the speaker and who will be the listener to begin.
4. The speaker explains the challenge or issue to the listener.
5. The listener practices Empathic Listening—avoiding door slammers and reflecting the speaker's content and feelings until satisfied they are finished sharing.
6. Once the speaker feels understood, switch places and repeat the process so that each partner has a turn to be speaker and listener.

Debrief

What was your challenge or issue?

Did you feel understood?

What was your partner's challenge or opportunity?

Did they feel understood?

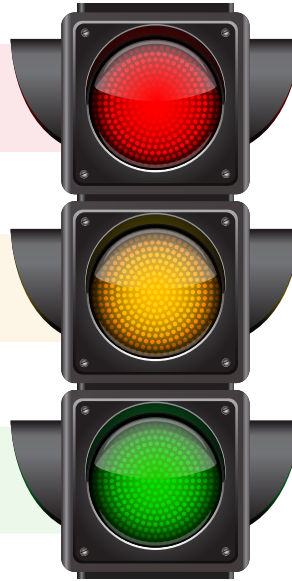
When is Empathic Listening Needed?

Empathic Listening is only needed when important feelings and emotions are being expressed.

When emotions are high,
stop and listen empathically.

When uncertain,
proceed with caution.

When understanding is clear,
it is not needed. Move ahead.



Respectfully Seek to Be Understood

Words can lift or words can crush. In seeking to be understood, use “I” messages to provide feedback without attacking a person’s character.

Use “I” Messages

Two important guidelines for communicating feedback in a constructive, non-threatening way are:

1. **Use appropriate body language, tone, and words.** Do not talk down to people.
2. **Use “I” Messages.** Focus on **FEELINGS** and **CONTENT**, not on personal attacks.

The diagram consists of two speech bubble shapes side-by-side. The left bubble has a red header 'Not This' and contains the text: “You are leaving me out of things.”, “You are rude.”, and *Attack*. The right bubble has a green header 'But This' and contains the text: “I feel like I am being left out of things.” and *Constructive Feedback*.

Use the steps below to role-play with a partner how you might give constructive feedback in a variety of family situations.

Step 1: When I:

Examples:

See dirty dishes, hear loud arguing, etc.

Step 2: I feel:

Examples:

Sad, angry, concerned, lonely, etc.

Communicate Worth and Potential

One of the most important messages you communicate to family members is that they are loved and valued.

Reflect on this quote from Dr. Covey:

“Leadership is communicating people’s worth and potential so clearly that they are inspired to see it in themselves.”

Think of a family member who can benefit from a message that affirms their worth and potential. What one-sentence messages do you want them to hear from you?

Make Digital Devices a Family Friend

Digital devices can be distractions, but they can also be effective tools for communicating important messages.

If you have a digital device, send a message to a family member that communicates their worth and potential.



Habit 5: Taking it Home

1. Mood Charades

Write several different emotions (anger, sadness, happiness, disappointment, etc.) on small pieces of paper and put them in a box. Have each family member draw one of the papers out of the box. Invite each family member to act out the mood on the paper they drew while the others try to guess the emotion. Point out that you can learn a lot about what others are trying to say by using your eyes to watch their faces and body movements.

2. Listen Up!

Get into groups of two. Role-play the following forms of listening:

- Ignore what the other person is saying.
- Pretend to listen to the other person (but don't really pay attention).
- Listen only to select parts of what they say.
- Listen with the intent to reply.
- Interrupt with your own opinions.

Ask: Why is it important to listen? How do you feel when someone listens to you? How do you feel when someone does not listen to you?

3. Empathic Listening Practice

Invite family members to get in pairs to practice Empathic Listening. Refer to page 48 for tips on keeping the door open for understanding. Beware of door slammers!

Invite family members to get in pairs to practice Empathic Listening. Follow the instructions on page 50.

Summarize, "When we listen empathically we are not trying to solve the other person's problem or give advice. We are simply trying to help them feel understood."

4. The Intent Iceberg

Draw an iceberg and label it with "Skill" and "Intent" as shown on page 48. Discuss as a family why intent is more important than skills in communication. Talk about ways to improve family communication.

5. Watch Your Tone!

We add meaning to the words we use by the way we say them—our tone of voice. Write the following phrases on pieces of paper:

- What are you thinking?
- I'm really excited for you!
- Okay, I will help.

Invite family members to choose one of the phrases and use several different tones of voice with the same phrase. Does the meaning change? How?

6. Digital Communication

Have a family discussion with your family or other families who use digital communication effectively. Ask such questions as: What challenges do families face with digital devices? How can your family better keep the communication channels open by using digital devices to your advantage? What specific ways will your family stay better connected using digital communication?

MY REFLECTIONS

ONE THING I WILL DO





HABIT 6

Synergize[®]

Uniting the Strengths
of Everyone

Common Paradigm

My way is the
best way.



Common Practices

- Point out people's weaknesses.
- Compromise.

Effective Paradigm

Working together brings
best results.



Effective Practices

- Celebrate the differences.
- Seek the 3rd Alternative.

Principles of Effectiveness

Creativity, Cooperation, Diversity, and Humility

Celebrate the Differences

Family synergy occurs when everyone in a family combines their different strengths to achieve better results than they would get when working alone. Two rules for getting to family synergy are:

1. Value one another.
2. Recognize each other's strengths.

Value One Another

Every family member wants to feel needed and valued.

Select a family member and finish the following sentences:

1. What I admire most about you is...
2. Something I have learned from you is...
3. One of my favorite memories of you is...

Synergy is not...	Synergy is...
Tolerating differences.	Celebrating differences.
Working independently.	Working as a team.
Thinking you are always right.	Being open-minded.
Compromising: $1 + 1 = 1 \frac{1}{2}$.	Finding a 3rd Alternative: $1 + 1 = 3$ or more.

Recognize Each Other's Strengths

Effective families maximize each other's strengths and minimize weaknesses. They truly recognize and respect each other's different strengths.

Write one strength for each of your family members, starting with you:

Family Member	One Strength
Me	

How can you better use and celebrate each family member's strengths?

*"Never define family members by their weaknesses.
Always define them by their strengths."*

—Jane P. Covey

Seek the 3rd Alternative

Seeking the 3rd Alternative means uniting people’s ideas and talents to achieve a better, more creative outcome. It is not “My Way” or “Your Way” but “Our Way.”



What Are Some Barriers to Synergy?

Ineffective paradigms prevent finding a 3rd Alternative. Use effective paradigms.

Ineffective Paradigms	Effective Paradigms
My ideas are always best.	Everyone has greatness in them.
Involving others takes too much time.	Involvement leads to commitment.
Parents are the only leaders.	Everyone can be a leader.

How might the “ineffective” paradigms prevent a family from achieving synergy?

Involving Children in the 3rd Alternative

When synergy involves children it can lead to improved results and life-changing outcomes for the children, such as greater self-esteem, more confidence, a better sense of identity, and new skills.

Children can be more involved when parents:

1. Utilize their talents.
2. Involve them in decisions.
3. Let them lead.

Brainstorm ways a family can use “effective” paradigms to involve children more.

Effective Paradigms	Ways to Involve Children
Everyone has greatness in them.	What talents or strengths do children have that often go unutilized in a family?
Involvement leads to commitment.	What decisions can children help make in a family that are typically made only by adults?
Everyone can be a leader.	What leadership roles can children fill in a family that are typically filled by adults?

“No involvement, no commitment.”

—Dr. Stephen R. Covey

Habit 6: Taking it Home

1. Landscape Artwork

Resources: Blank sheets of paper (one per family member), crayons or markers, and one large poster-sized piece of paper.

Give each family member a blank piece of paper. Invite each person to draw a beautiful picture of a mountain scene. Have everyone hold up their finished pictures and show each other. Next, invite everyone to work together to draw a beautiful mountain scene on the large piece of paper. It's okay for everyone to draw at once. Discuss what happens when working together as a team. Did everyone have different ways to contribute? Did individuals build on each other's ideas? How did it feel to creatively cooperate? This is synergy!

2. Stronger Together

Materials: About 20 popsicle sticks, or other type of stick that is easily broken on its own.

Give each family member a popsicle stick. Ask them to each try to break their stick. Was it easy? Now give someone several popsicle sticks and ask them to try to break them all. Chances are they won't be able to break the bundle. Ask why that is the case and have a discussion about how the family united together is stronger than one person alone.

3. Value One Another

Preparation: Write each family member's name on a small piece of paper and put it in a jar/bowl. Write the following questions on individual pieces of paper and put them in a different jar/bowl:

- What I admire most about you is...
- One of my proudest memories of you is...
- What I have learned most from you is...

Invite each family member to draw one paper from the "name" jar and one from the "question" jar. Ask everyone to answer the question they drew about the person whose name they drew. Give everyone two minutes to think about their answer, then invite them to share their answer. Valuing one another helps create synergy in families.

4. Recognize Each Other's Strengths

Gather the family around a table. Give each person a blank piece of paper and have them write their name at the top. Ask everyone to pass their papers clockwise to the family

member next to them. Invite everyone to write an attribute they like about the person whose name is at the top of the paper. Continue to pass around and repeat until everyone gets their own paper back. Complete the lists by having everyone add an attribute they like about themselves. Read the lists together and celebrate each other's strengths!

5. Synergize as a Family

Synergy is a creative process. It unifies and unleashes the greatest powers within people and families. When you truly synergize, you create "our way," or the "3rd Alternative," which is the highest form of creative cooperation. Invite your family to think of a certain issue for which your family can come up with a 3rd Alternative that would help your family get the results you would love to get.

MY REFLECTIONS

ONE THING I WILL DO





HABIT 7

Sharpen the Saw[®]

Renewing the Body,
Mind, Heart, and Spirit

Common Paradigm

I'm too busy to take time for myself.



Common Practices

- Rarely invest in yourself. Burn out.
- Don't Sharpen the Saw as a family.

Effective Paradigm

Taking time for myself every day gives me the ability to do everything else.



Effective Practices

- Win the Daily Private Victory.
- Balance life together.

Principles of Effectiveness

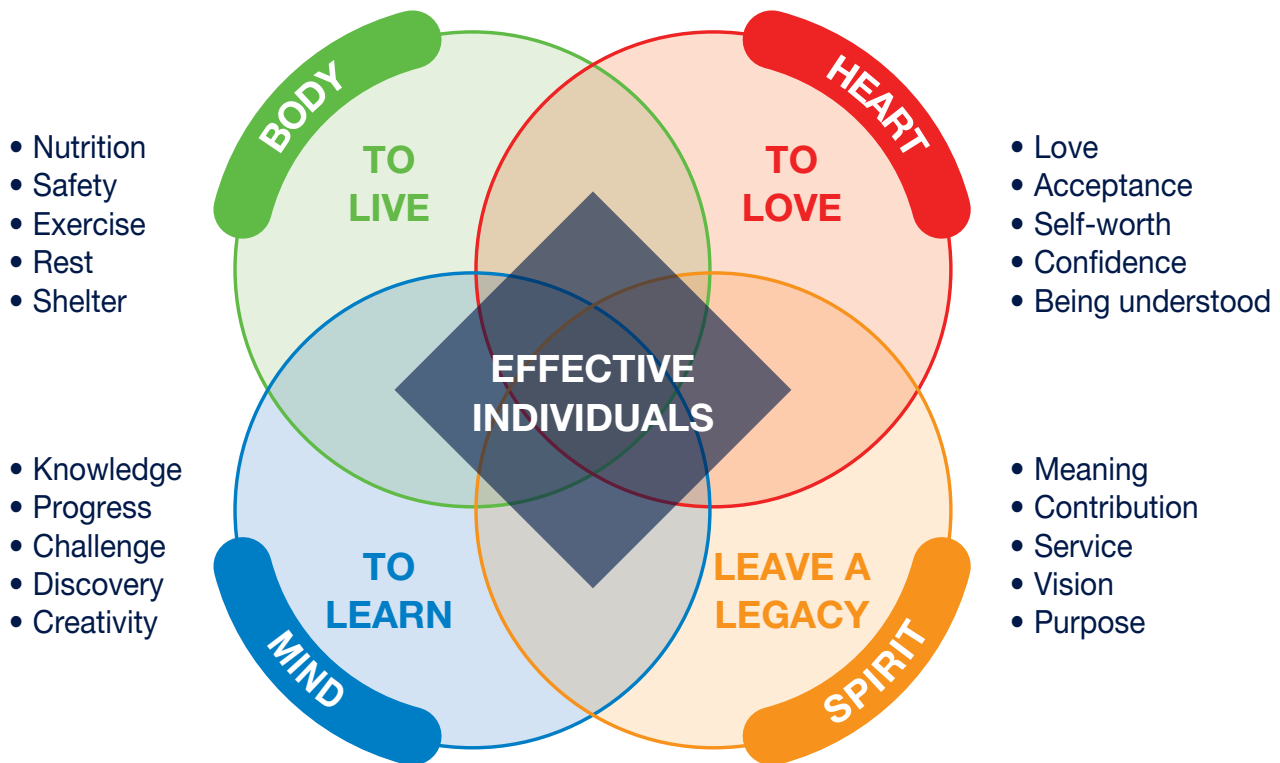
Renewal, Continuous Improvement, and Balance.

Win the Daily Private Victory

Taking time each day to renew and strengthen your body, mind, heart, and spirit is called the Daily Private Victory.

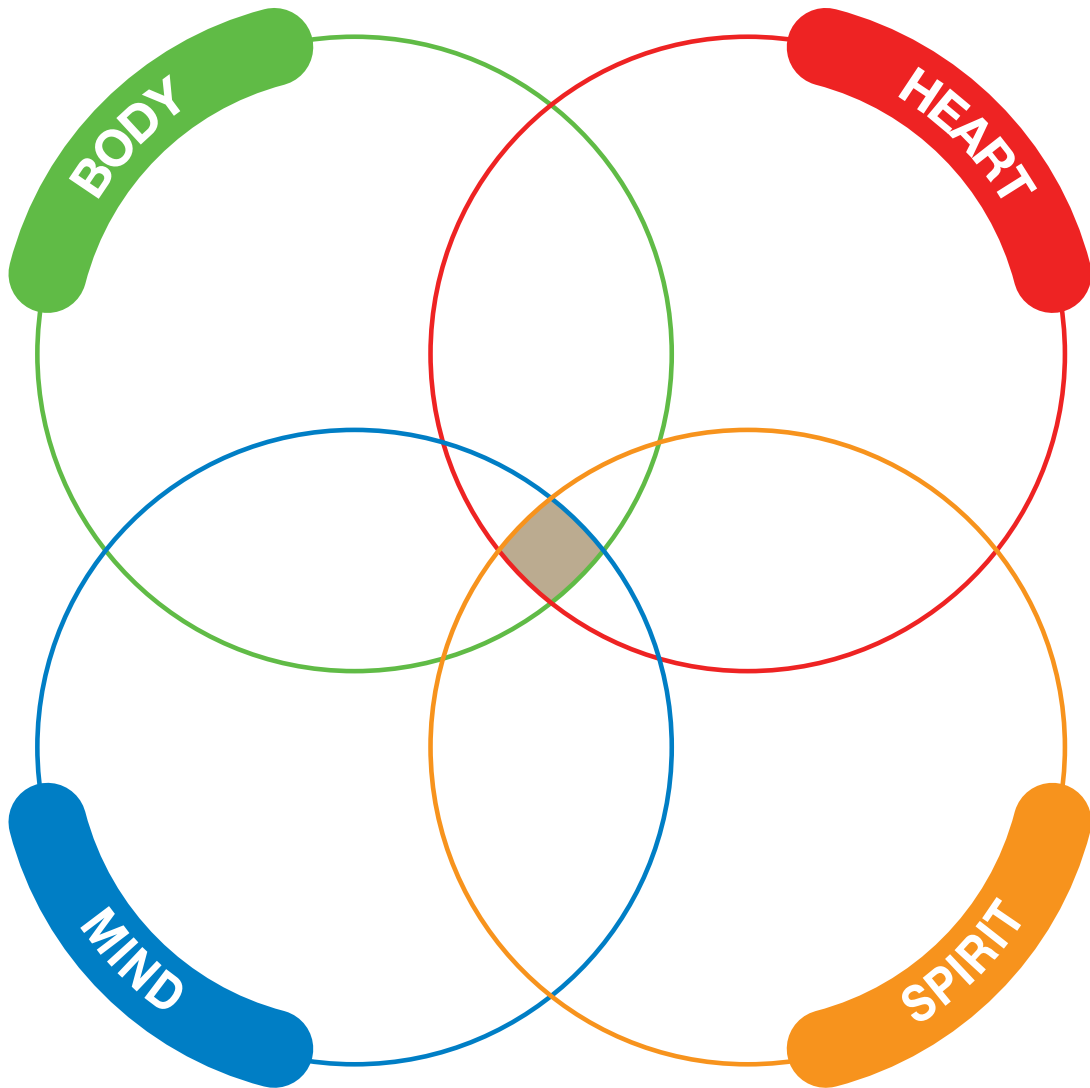
Start With You

Starting with yourself will actually help you be a greater source of strength for others.



What Will You Do?

Tap your conscience. Think about one thing you would like to start, stop, or continue in each area of renewal.



Balance Life Together

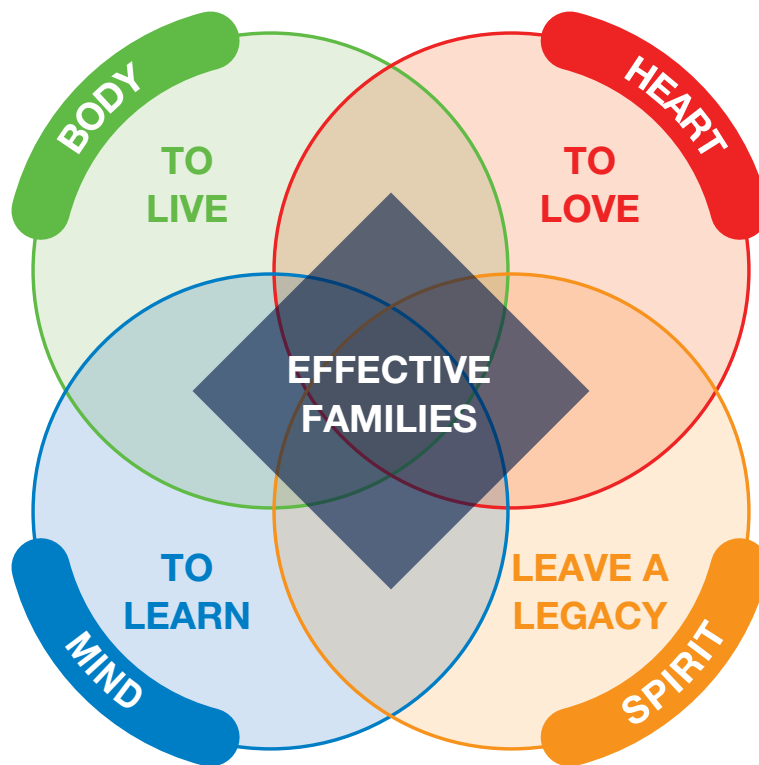
One way to increase your personal commitment to Sharpen the Saw daily is to partner with one or more family members. Sharpening the saw as a family can be fun.

Family Renewal

Families can work together to renew in all four areas during family and one-on-one time and while building family traditions.

- Eat together
- Exercise as a family
- Keep living spaces clean and orderly
- Respect each other's need for rest

- Learn new things together
- Share and discuss ideas
- Develop talents

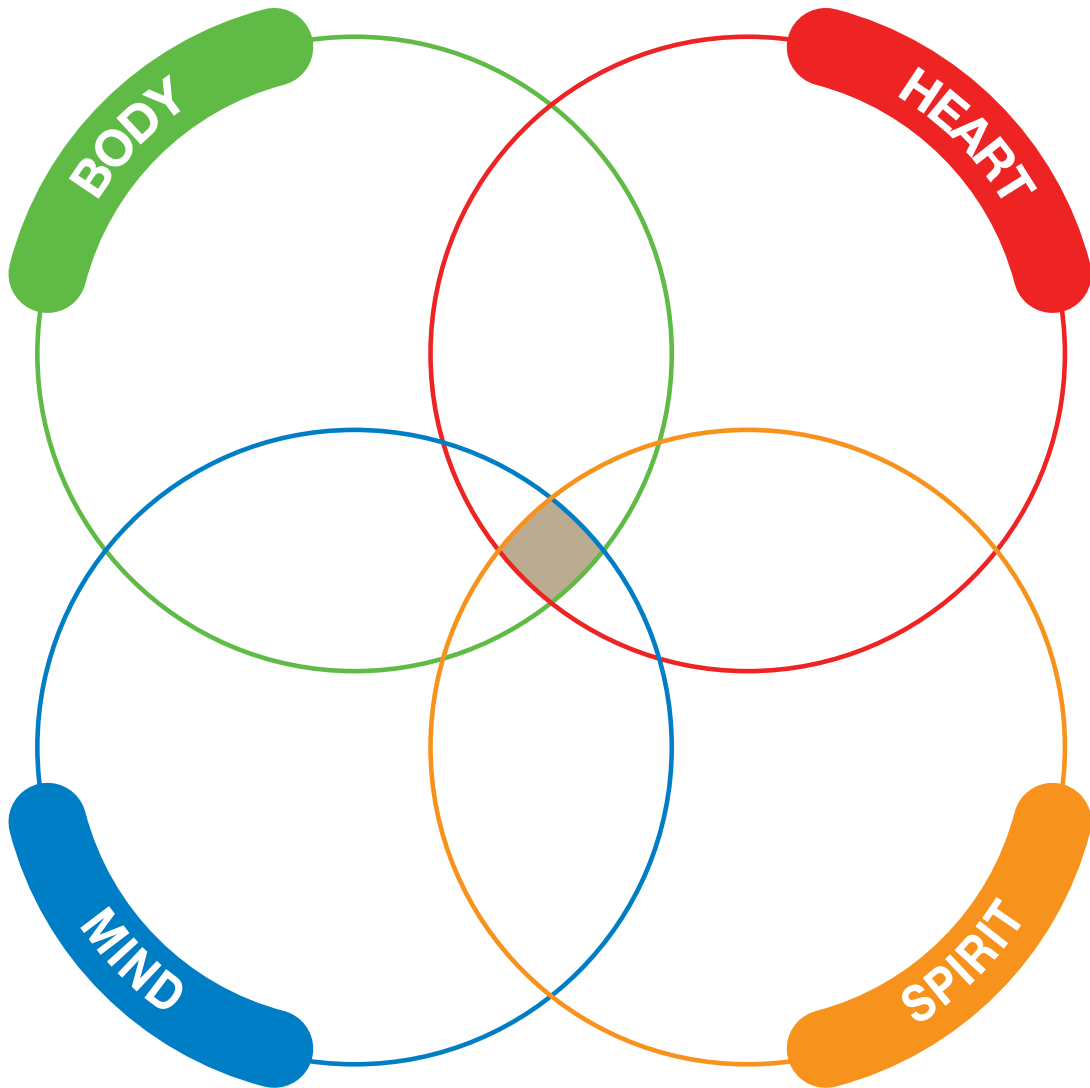


- Listen
- Recognize strengths
- Build trust
- Express love
- Forgive

- Clarify family values
- Do service
- Review family mission statement

Sharpen the Saw as a Family

Tap your conscience. Think about one thing your family would like to start, stop, or continue in each area of renewal.



Habit 7: Taking it Home

1. Balance Feels Best

Invite a family member to sit on a four-legged chair. Ask: “What would happen if one leg broke or fell off?” Identify the four basic human needs: body (physical), mind (mental), heart (emotional), spirit (spiritual). Discuss: Is our family sharpening the saw in all four areas?

2. First Sharpen Your Saw

Explain that on an airplane passengers are instructed to put on their own oxygen masks first before they try to help someone else. Ask: “Why would we need to put on our own masks first? Is that selfish? Why is it important for us to take time every day to sharpen our own saw?” Discuss as a family: How can we help each other take time to sharpen our individual saws?

3. Sharpen the Saw Family Brainstorm

Label four pieces of blank paper with one of the following words on each piece: Body, Mind, Heart, and Spirit. As a family, brainstorm ways your family can Sharpen the Saw in each of the four areas of care. As a family, choose one thing from each of the lists that you would like to focus on and circle it. Commit to complete all four activities you have circled and set a date for completion. Celebrate together as a family when you complete your goal!

4. Plan a Vacation

As a family, discuss options for a family vacation. Allow each member of your family to contribute to the discussion and brainstorm ways the vacation could potentially sharpen their saws.

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

As a family, discuss the importance of all four needs: to live (physical), to love, (emotional), to learn (mental), and to leave a legacy (spiritual).

MY REFLECTIONS

ONE THING I WILL DO





PUTTING THE 7 HABITS TO WORK

Connecting the Habits With Life

THREE APPROACHES

- Focus on the One Most Important Thing
- Solve a Challenge Using the 7 Habits
- Create a Family Flight Plan

Three Approaches for Applying the 7 Habits

The 7 Habits are powerful principles for nurturing a family culture. What follows are three approaches that can help you or your family become more effective.

#1: Focus on the One Most Important Thing

Trying to improve all habits at once is overwhelming and unreasonable.

Dr. Covey shares a simple way to get started.

“Often when we are not at peace in our lives, it is because we are living lives in violation of our conscience, and deep down, we know it. So ask yourself: What is the one most important thing I will start or stop doing that will have the greatest impact on myself and family?”



Plan From the Inside Out

Review the pages of this guide, particularly your reflections and commitments. Select one thing that—if you were to improve it—would have the greatest impact on yourself and your family.

What is your one thing?

What will you do to achieve your one thing?

“Everything starts with the individual because all meaningful change comes from the inside-out... Only after you have successfully begun working on yourself can you start working on your family.”

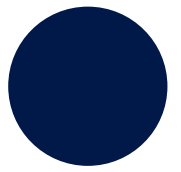
—Dr. Stephen R. Covey

#2: Solve a Challenge Using the 7 Habits

The 7 Habits are proven problem solvers. Apply all 7 Habits to a challenge your family is facing and observe how the 7 Habits can help.

Consider the following prompts when trying to find a solution to a challenge.

Habit	Question Prompt
Paradigms	<ul style="list-style-type: none"> • What are my paradigms regarding this situation? • Do my paradigms need to shift? If so, how?
1	<ul style="list-style-type: none"> • How can I “pause, think, and choose” to control my emotions? • What is within my Circle of Influence? What is not?
2	<ul style="list-style-type: none"> • What is the desired outcome, or end in mind? • How can my family’s values or mission statement help resolve this?
3	<ul style="list-style-type: none"> • Can one-on-one times, regular family meals, or regular family times help? • What is most important in this situation?
4	<ul style="list-style-type: none"> • What deposits can be made into the lives of the people involved? • Are there withdrawals for which I need to apologize? Forgive? • What is a win for all people involved? Do they see it as a win?
5	<ul style="list-style-type: none"> • Have I listened to understand? Do people feel understood? • Have I been clear in sharing my thoughts and feelings?
6	<ul style="list-style-type: none"> • How can I better focus on people’s strengths, not weaknesses? • Who else has strengths that can help resolve the situation?
7	<ul style="list-style-type: none"> • What can be done to improve the situation physically? • What can be done to improve the situation emotionally? • What can be done to improve the situation mentally? • What can be done to lift people’s spirits?



Applying All 7 Habits

In applying the 7 Habits to a challenge, remember to start with yourself. Ask, “How can I use each of the habits to improve the situation?”

Identify a challenge you are currently facing in your family, and consider how each of the 7 Habits can help you or your family address the challenge. Use the prompts on the previous page.

H1. Be Proactive:

H2. Begin With the End in Mind:

H3. Put First Things First:

H4. Think Win-Win:

H5. Seek First to Understand, Then to Be Understood:

H6. Synergize:

H7. Sharpen the Saw:

#3: Create a Family Flight Plan

Good families—even great families—are off course much of the time! And that’s okay. Make a plan for how you and your family can stay on course, or, when needed, get back on course.

A DESTINATION, FLIGHT PLAN, AND COMPASS.

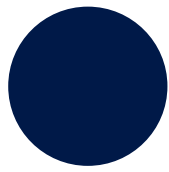
A family is like the flight of an airplane. Before a plane takes off, pilots have a clear destination and a flight plan they can trust. They also have a compass to help them stay on course. But, during the flight, there will be turbulence and other unexpected things that will take the plane off course. Still, the plane arrives at its destination because the pilots are continuously adjusting to get back on course.

The key to a highly effective family is to also have:

1. A clear destination.
2. A flight plan you can trust.
3. A compass—timeless principles—to help you stay or get back on course.

Use the worksheet on the following page to record one commitment for applying each of the 7 Habits with the goal of creating a nurturing family culture.





A Nurturing Family Culture

Name: _____ Family Flight Plan

Habit 7: Sharpen The Saw

Habit 6: Synergize

Habit 5: Seek First to Understand, Then to Be Understood

Habit 4: Think Win-Win

Habit 3: Put First Things First

Habit 2: Begin With the End in Mind

Habit 1: Be Proactive

Family Basics



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