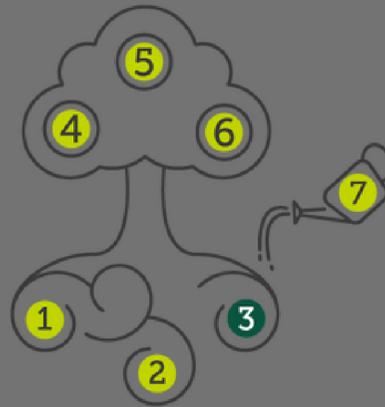


Habit 3

Put First Things First

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Habit 3 - Put First Things First is the practical fulfilment of Habits 1 and 2.

There are 168 hours in your week.

How are you going to spend them?



Habit 3 is the exercise of independent will toward becoming principle-centered.

Habit 1 says, "You are the creator. You are in charge."

Habit 2 is the first mental creation, based on imagination, the ability to envision what you can become.

With that foundation, you can become principle-centred, day-in and day-out, moment-by-moment, by practicing effective self-management, and that is Habit 3.



Habit 3, is the second creation, the physical creation.

Management, remember, is clearly different from leadership. Leadership is more of an art: it's philosophy. You have to ask the ultimate questions of life.

But once you have dealt with those issues, once you have resolved them, you then have to manage yourself effectively to create a life congruent with your answers.

As we have said when discussing **Habit 2 - The ability to manage well doesn't make much difference if you're not even in the "right jungle."** But if you are in the right jungle, it makes all the difference.



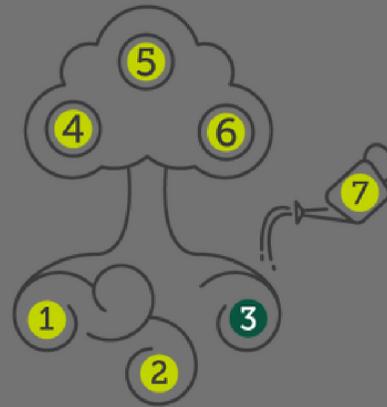
It's independent will that really makes effective self-management possible.

It is the ability to make decisions and choices and to act in accordance with them. It is the ability to act rather than to be acted upon, to proactively carry out the program we have developed for ourselves.

Empowerment comes from learning how to use it in the decisions we make every day.

The degree to which we have developed our independent will in our everyday lives is measured by our personal integrity. Integrity is, fundamentally, the value we place on ourselves. It's our ability to make and keep commitments to ourselves, to "walk our talk."





Discipline derives from the word disciple; disciple to a philosophy, disciple to a set of principles, disciple to a set of values, disciple to an overriding purpose.

In other words, if you are an effective manager of yourself, your discipline comes from within. You are a disciple, a follower, of your own deep values and their source. And you have the will, the integrity, to subordinate your feelings, your impulses, your moods to those values.

While leadership decides what "first things" are, it is management that puts them first, day-by-day, moment-by-moment. Management is discipline, carrying it out.



Effectiveness is a function of two things: what is produced (Production) and the producing asset (Production Capacity).

You are looking for **P/PC** Balance in yourself and in your team.

There are 3 types of assets: Physical, Financial and Human



Time management is a misnomer — the challenge is not to manage time, but to manage ourselves.

Rather than focusing on things and time, we need to focus on preserving and enhancing relationships and on accomplishing results — in short, on maintaining the P/PC Balance.

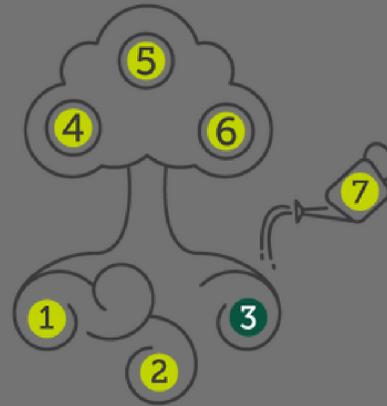
We don't need to manage our time more efficiently so we can do more, we need to question what we're doing with it!



Quadrant 4 not urgent and not important tasks are time-wasting activities that should be ruthlessly cut out.

These activities don't contribute to progress on your goals but can end up taking over large chunks of time.





Some people spend a great deal of time on urgent, but not important Quadrant 3, thinking they are in Quadrant 1.

They spend most of their time reacting to things that are urgent, assuming they are also important. But the reality is that the urgency of these matters is often based on the priorities and expectations of others.

If you don't have a clear idea of what is important, of the results you desire at work and in your life, you will be easily diverted into responding to things in Q3.



Quadrant 1, urgent and important is firefighting. As long as you focus on Quadrant 1, it keeps getting bigger and bigger until it dominates you. This is classic in business. **Never any time to focus on strategy and the future because you are so busy dealing with the pressing problems in front of you.**

The secondary product of this is that the only relief you have is in escaping to the not important, not urgent activities of Quadrant 4.

So, 90 % of your time is in Quadrant 1 and most of the remaining 10 % is in Quadrant 4, with only negligible attention paid to Quadrants 2 and 3. That's how people who manage their lives by crisis live.



Effective people stay out of Quadrants 3 and 4 because, urgent or not, they aren't important. They also shrink Quadrant 1 down to size by spending more time in Quadrant 2.

It deals with things like building relationships, writing a personal mission statement, long-range planning, eating healthily, exercising, preventive maintenance, preparation — all those things we know we need to do, but somehow seldom get around to doing, because they aren't urgent.

Effective people feed opportunities and starve problems.

They think preventively. They do have genuine Quadrant 1 crises and emergencies that require their immediate attention, but the number is comparatively small. They keep P and PC in balance by focusing on the important, but not urgent, high leverage capacity-building activities of Quadrant 2.



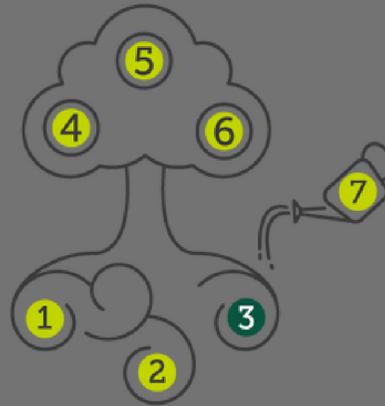
To say "yes" to important Quadrant 2 priorities, you have to learn to say "no" to other activities, sometimes apparently urgent things.

You have to decide what your highest priorities are and have the courage — pleasantly, smilingly, non-apologetically — to say "no" to other things.

And the way you do that is by having a bigger "yes" burning inside.

The enemy of the "best" is often the "good."





The Pareto principle in time management states that 80 % of results will come from 20 % of your effort.

Consequently, being aware of the Pareto principle can help us set the right priorities.

It can help us to focus on activities that will have the biggest impact in our business and personal lives.

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Imagine what a difference personal planning would make to your life.

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Recently we asked you two questions:

Question 1: What one thing could you do that you aren't doing now, that if you did on a regular basis, would make a tremendous positive difference in your personal life?

Question 2: What one thing in your professional life would bring similar results?

Using your imagination, can you add them into your routines?

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