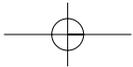
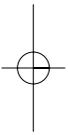
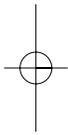


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THE  
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7 HABITS OF HIGHLY  
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EFFECTIVE PEOPLE  
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PERSONAL WORKBOOK

STEPHEN R. COVEY

SIMON & SCHUSTER PAPERBACKS

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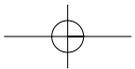
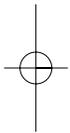
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## ABOUT THIS PERSONAL WORKBOOK

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IN THESE CHALLENGING TIMES, we see rapid change all around us. Some changes are for the better, compelling us to alter or adapt the way we think or the way we live. But other changes may leave us feeling unsettled, confused, and ineffective. *The 7 Habits of Highly Effective People* provides an anchor for our lives—enabling us to live with a sense of constancy amid change—because the habits are based on timeless, universal, self-evident principles of human effectiveness.

This companion workbook to *The 7 Habits of Highly Effective People* will provide you with application exercises as well as the opportunity to make notes, record your thoughts, score yourself on self-assessments, and answer questions designed to provoke thought and encourage deeper insights into the reading material. At the beginning of each section you will be asked to read or reread specific chapters in *The 7 Habits of Highly Effective People*. *The 7 Habits of Highly Effective People* and *The 7 Habits of Highly Effective People Personal Workbook* are designed to be companions. Use them and reuse them!

If you are willing to pay the price to truly understand and apply the habits and principles taught in the book and this workbook, you will reap powerful benefits. You will find your time and activities increasingly becoming a matter of your *choices*, and that you can truly live a richer, happier, and more fulfilling life. You will notice an acceleration of personal development and improvement, and will also discover increased emotional strength and greater self-

discipline. You will see an increase in the quality and effectiveness of your relationships on every level.

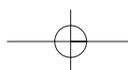
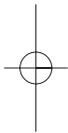
We hope your experience with this workbook will be both empowering and enjoyable as you learn and relearn these timeless principles of effectiveness. Give yourself the opportunity to really dig into the material presented in this workbook. Be honest with yourself and with others as you share your insights and the things you've learned. Make this material work for you!

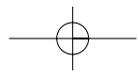
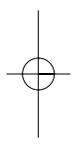
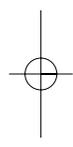


PART ONE

PARADIGMS AND  
PRINCIPLES

Before you begin this section of *The 7 Habits of Highly Effective People Personal Workbook*,  
read pages 15–62 in *The 7 Habits of Highly Effective People*.





## PARADIGMS

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*Our paradigms, correct or incorrect, are the sources of our attitudes and behaviors, and ultimately our relationships with others.*

—STEPHEN R. COVEY

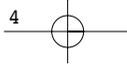
A STORE MANAGER HEARD one of his salespeople say to a customer, “No, we haven’t had any for some weeks now, and it doesn’t look as if we’ll be getting any soon.” The manager was shocked to hear these words and rushed to the customer as she was walking out. “That isn’t true,” he said, but she just gave him an odd look and walked out. He confronted the salesperson and said, “Never, never say we don’t have something. If we don’t have it, say we’ve ordered it and it’s on its way. Now, what did she want?”

“Rain,” said the salesperson.

How many times have you made assumptions similar to the store manager’s? It’s easy to do, because we all see things in different ways. We all have different paradigms or frames of reference—like eyeglasses through which we see the world. We see the world not as it is, but as we are—or sometimes as we are conditioned to see it.

The more we are aware of our basic paradigms, or assumptions, and the extent to which we have been influenced by our experiences, the more we can take responsibility for those paradigms, examine them, test them against reality, change them if necessary, and listen to others and be open to their perceptions.

It becomes obvious that if we want to make relatively minor changes in our lives, we can focus on our attitudes and behaviors. But if we want to make significant quantum changes, we need to work on our basic paradigms—the way we view ourselves and the world around us.



4 THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE PERSONAL WORKBOOK

Have you ever had an experience where you made an assumption, only to find that you had jumped to a conclusion too quickly? Describe the experience below.

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What was the assumption you made?

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Think about some other assumptions you may have made. What will you do this week to work on one of them?

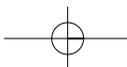
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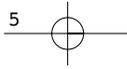
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PARADIGMS AND PRINCIPLES

EXAMINING YOUR PARADIGMS

Have you ever been to a different country or even to a different region in your country? What was strange to you?

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Did people act the way you expected them to? What did you think about their actions?

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Looking back on your travel experiences now, what do you think people thought about you? Do you believe their thoughts about you were probably similar to your thoughts about them?

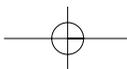
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6 THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE PERSONAL WORKBOOK

If you had the opportunity to get to know people in your travels, how did that change your assumptions about them?

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SHIFTING YOUR PARADIGM

Think about the different routes you can take to your home or work. Are some ways more complex than others? Is one way sometimes more convenient than another? Why or why not?

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Have you ever found a new way home that you didn't know existed? What were the unexpected feelings of traveling different routes?

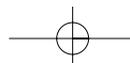
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PARADIGMS AND PRINCIPLES

Now think about the way you interact with people. Are there several ways to approach them? What new ways might you try?

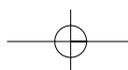
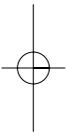
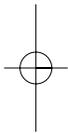
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## PRINCIPLES

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*It is impossible for us to break the law. We can only break ourselves  
against the law.* —CECIL B. DEMILLE

ONCE EINSTEIN SAW the needle of a compass at the age of four, he always understood that there had to be “something behind things, something deeply hidden.” This also pertains to every other realm of life. Principles are *universal*—that is, they transcend culture and geography. They’re also *timeless*, they never change—principles such as fairness, kindness, respect, honesty, integrity, service, contribution. Different cultures may translate these principles into different practices and over time may even totally obscure these principles through the wrongful use of freedom. Nevertheless, they are present. Like the law of gravity, they operate constantly.

Principles are also *inarguable*. That is, they are self-evident. For example, you can never have enduring trust without trustworthiness. Think about it; that is a natural law.

Natural laws (like gravity) and principles (like respect, honesty, kindness, integrity, and fairness) control the consequences of our choices. Just as you get bad air and bad water when you consistently violate the environment, so also is trust (the glue of relationships) destroyed when you’re consistently unkind and dishonest to people.

Remember Aesop’s fable “The Goose and the Golden Egg”? The moral of this fable has a modern application. True effectiveness is a function of two things: that which is produced (the golden eggs), and the producing asset or capacity to produce (the goose). Like the foolish farmer, we often emphasize short-term results at the expense of long-term prosperity.



PARADIGMS AND PRINCIPLES

Effectiveness lies in the balance: the P/PC Balance®. “P” stands for production of desired results—the golden eggs. “PC” stands for production capability—the ability or asset that produces the golden egg.

In spite of the obvious need for balancing P and PC, we frequently neglect and abuse physical, financial, and human resources. For instance, we don’t properly maintain our bodies, the environment, or our valuable physical possessions. Of equal concern, we overlook relationships, neglecting kindnesses and courtesies.

On the other hand, PC investments such as exercising and eating properly, increasing skills, and developing relationships contribute to our quality of life. Relationships are stronger, finances are more secure, and physical assets last longer.

Reflect on Aesop’s fable “The Goose and the Golden Egg.” Take a few moments and write your own fable about yourself. In terms of your production and production capability, where do you need to develop greater balance? Here’s an example to help get you thinking:

A talented and enterprising young woman was a wife, mother, and businesswoman. She wanted to do a good job for herself, her family, and her company. She worked hard and was soon recognized as someone whom people could depend on to get things done quickly, efficiently, and with high quality, whether at home or at work. Things began piling up. She came home barely in time to put the kids to bed. The quality of her life diminished on every level. She felt tired all the time, and she ended up feeling used and abused.

Handwriting practice lines consisting of ten horizontal lines.

