

# IE407 Total Quality Management

## Lecture 05

Instructor: Dr. Ali Ahmad

## Reminder: SA grade

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- ▶ SA grade will be determined by the attendance system
- ▶ More than 8 absents will automatically lead to SA grade
- ▶ Please be careful about your attendance in lectures





## Besterfield Chapter 2: Leadership





# The Seven Habits of Highly Effective People

Stephan R. Covey

OVER 15 MILLION SOLD

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Powerful Lessons  
in Personal Change

With a New  
Foreword and  
Afterword  
by the Author

"A wonderful book that could change your life."  
—Tom Peters, bestselling author of *In Search of Excellence*

Stephen R. Covey

## THE 7 HABITS of Highly Effective People®

- HABIT 1 | Be Proactive
- HABIT 2 | Begin With the End in Mind
- HABIT 3 | Put First Things First
- HABIT 4 | Think Win-Win
- HABIT 5 | Seek First to Understand,  
Then to Be Understood
- HABIT 6 | Synergize
- HABIT 7 | Sharpen the Saw



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# Character Ethic versus Personality Ethic

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- ❖ Covey regards character ethic to be of primary importance in developing habits for success
  - ❖ Integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty, and the golden rule
- ❖ Personality ethic is considered as secondary to character ethic. Personality ethic is what we can do as a result of training
  - ❖ Personality growth, communication skill training, and education in the field of influence strategies and positive thinking



# Paradigm and Paradigm Shift

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- ❖ A paradigm is the way we perceive, understand, and interpret the world around us
  - ❖ It is also referred to as world view
- ❖ A paradigm shift is needed to bring about breakthrough improvement



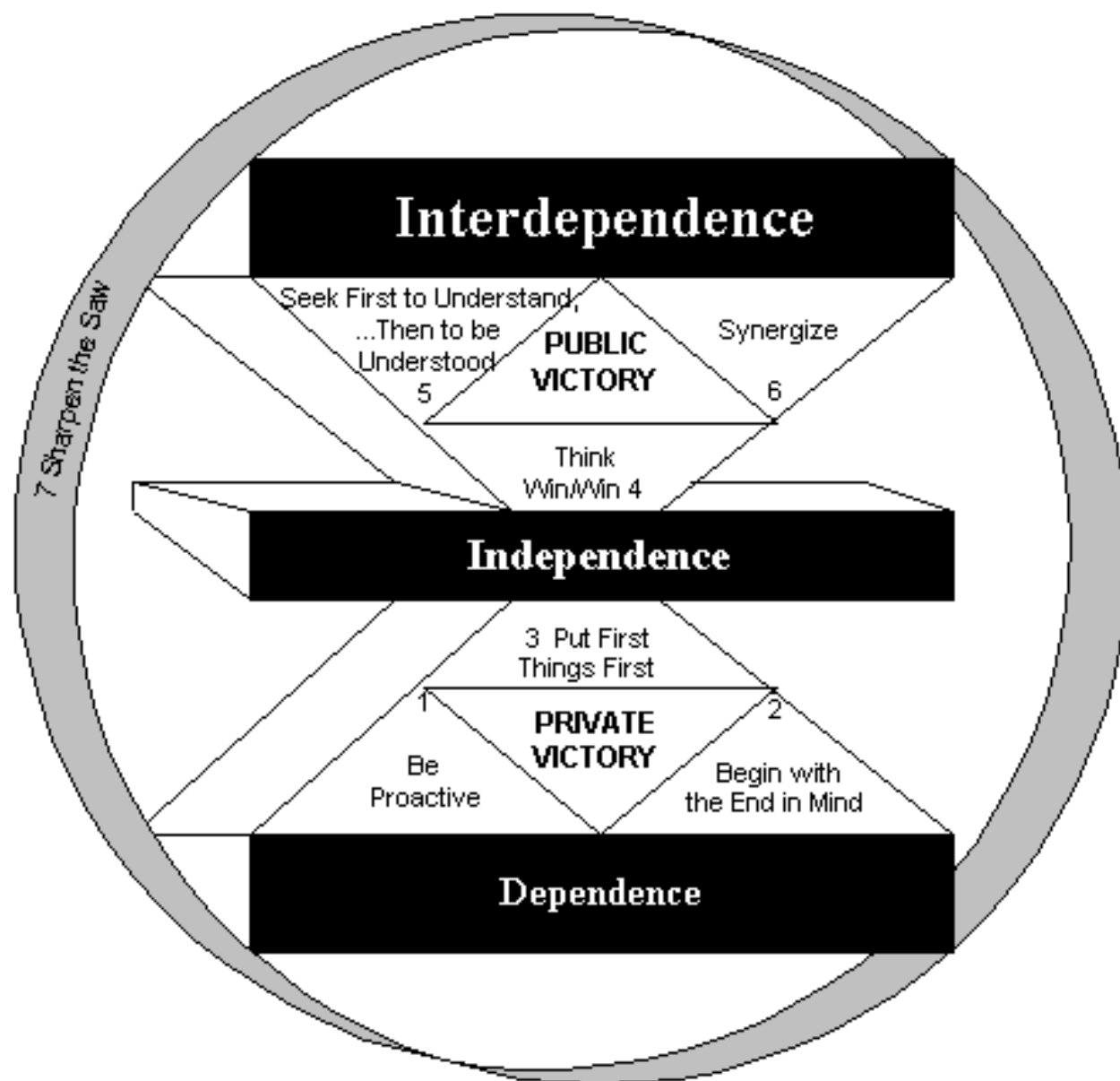
# P / PC Balance

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- ❖ P stands for production of desired results
- ❖ PC stands for production capacity, the ability or asset
  - ❖ Assets can be physical, financial, and human
- ❖ Covey asserts that a balance between P and PC is necessary to be effective
  - ❖ Physical: Lawn mower example
  - ❖ Financial: Principal amount and interest amount example
  - ❖ Human: Training and training schedule example







# Habit 1: Be Proactive

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- ❖ Proactive people make conscious choice based on values
  - ❖ The values are carefully thought-about, selected, and internalized
- ❖ Reactive people let circumstances, conditions or their environment tell them how to respond



# Habit 2: Begin with the End in Mind

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- ❖ Centre your life on correct principles based on a vision of your life as a whole
  - ❖ Develop a personal philosophy of your own
  - ❖ Anything and everything you do should be in alignment with your vision, philosophy and principles
  
- ❖ Some examples of the principles:
  - ❖ Never compromise with honesty
  - ❖ Maintain positive attitude
  - ❖ Do not fear mistakes
  - ❖ Read more examples on page 22 in Besterfield



# Habit 3: Put First Things First

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- ❖ Time should be allocated proactively to important activities well in advance before they become urgent (or emergent)
- ❖ Responding only to urgent activities is called “fire fighting”
- ❖ Classify activities into a time management matrix
  - ❖ See next slide



# Time Management Matrix

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**Time Management Matrix\***

	<i><b>Urgent</b></i>	<i><b>Not Urgent</b></i>
<b>Important</b>	<b>I</b> Crises, fire-fighting Pressing problems Deadline driven projects	<b>II</b> Prevention, PC Relationship building Recognizing new opportunities Planning, recreation
<b>Not Important</b>	<b>III</b> Interruptions, pressing matters Some mail, calls, reports Some meetings, proximate Popular activities	<b>IV</b> Trivia, busy work Time wasters Pleasant activities



# Habit 4: Think Win-Win

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- ❖ Seek mutual benefit in all human interactions
    - ❖ It is not your way or my way, it is a better way
    - ❖ If win-win is not possible then the alternative is no deal
      - ❖ Agree to disagree
  - ❖ Win-Win embraces five independent dimensions of life
    - ❖ Character: integrity, maturity, and abundance mentality
    - ❖ Relationships: trust
    - ❖ Agreements: desired results, guidelines, resources, accountability, and consequences
    - ❖ Systems: cannot talk win-win but reward win-lose
    - ❖ Processes: regard other viewpoint, key issues, acceptable results, and possible new options
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# Habit 5: Seek First to Understand, Then to Be Understood

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- ▶ Empathic listening is the key to effective communication
  - ▶ First understand how the other person sees the world
    - ▶ Listening does not mean agreement
    - ▶ After physical survival the greatest human need is psychological survival
  - ▶ Then be understood
    - ▶ Ethos is your personal credibility or character
    - ▶ Pathos is the empathy you have with the other person's communication
    - ▶ Logos is the logic or reasoning part of you presentation
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# Habit 6: Synergy

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- ▶ Synergy means that the whole is greater than the parts
- ▶ The following provide opportunities for synergy:
  - ▶ Find ways of working in teams
  - ▶ Apply collaborative decision making
  - ▶ Value differences
  - ▶ Build on divergent strengths
- ▶ Example of musical group The Beatles





# Habit 7: Sharpen the Saw

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- ▶ Take time to renew the four dimensions of your nature
  - ▶ Physical
    - ▶ good nutrition, rest and relaxation, regular exercise
  - ▶ Spiritual: commitment to your value system
    - ▶ Prayers, meditation, spiritual reading
  - ▶ Mental: intellectual abilities
    - ▶ Reading, writing, seminars
  - ▶ Social/emotional: relationship with others
    - ▶ Attending social events





# Ethics

This section is skipped because you have  
already completed Ethics course

# References

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- ▶ Besterfield, Dale H. and others. 2019. *Total Quality Management*, 5th edition. Pearson India
- ▶ Besterfield, Dale H. *Quality Improvement*, 9<sup>th</sup> edition, Pearson

