LEONARD WASSENAAR

[Draw your reader in with an engaging abstract. It is typically a short summary of the document. When you’re ready to add your content, just click here and start typing.]

[Document title]

[Document subtitle]

* **Independent Will**, is the ability to make decisions and choices and act upon them
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Time management:

* notes and checklists
* calendars and appointment books
* prioritizing, clarifying values
* managing ourselves rather than managing time

Quadrants:

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Quadrant II organizer meeting six criteria:

* Coherence
* Balance
* Quadrant II Focus
* A People Dimension
* Flexibility
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Four key activities in Quadrant II organizing:

* Identify Roles
* Select Goals
* Scheduling/Delegating
* Daily Adapting

Effective delegation:

* Focuses on results instead of methods. People can choose the method to achieve the results

Why personal victories are necessary:

* Victories in our personal development precede our public victories. Independence is the foundation of interdependence.
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Six deposits:

* Understanding the individual
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Problems should be recognized as PC opportunities, a chance to build up emotional bank accounts

Paradigm of the emotional bank account is the foundation of the habits of public victory required to avoid using personality techniques

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By synergistically creating a mission statement, it becomes engraved in the hearts and minds of the participants in the business.

* **Independent Will**, is the ability to make decisions and choices and act upon them
* **Integrity** is our ability to make and keep commitments to ourselves

Time management:

* notes and checklists
* calendars and appointment books
* prioritizing, clarifying values
* managing ourselves rather than managing time

Quadrants:

* Quadrant I activities are urgent and important
* Quadrant III activities are urgent and not important
* Quadrant IV is the escape Quadrant
* Quadrant II activities are important, but not urgent
* Quadrant II activities are high impact
* the time for Quadrant II activities must come from Quadrants III and IV
* Quadrant I can't be ignored, but should eventually shrink with attention to Quadrant II.

Quadrant II organizer meeting six criteria:

* Coherence
* Balance
* Quadrant II Focus
* A People Dimension
* Flexibility
* Portability

Four key activities in Quadrant II organizing:

* Identify Roles
* Select Goals
* Scheduling/Delegating
* Daily Adapting

Effective delegation:

* Focuses on results instead of methods. People can choose the method to achieve the results

Why personal victories are necessary:

* Victories in our personal development precede our public victories. Independence is the foundation of interdependence.
* **The Emotional Bank Account** is a metaphor describing relationships and the P/PC (Production versus building Production Capacity) balance for interdependence. It describes how trust is built on a relationship.

Six deposits:

* Understanding the individual
* Attend to the little things
* Keep commitments
* Clarify expectations
* Show personal integrity
* Apologize sincerely when you make a withdrawal

Problems should be recognized as PC opportunities, a chance to build up emotional bank accounts

Paradigm of the emotional bank account is the foundation of the habits of public victory required to avoid using personality techniques

More effective managers use Stewardship Delegation, which focuses on results instead of methods. People are able to choose the method to achieve the results. It takes more time up front, but has greater benefits.

Stewardship Delegation depends on trust, but it takes time and patience. The people may need training and development to acquire the competence to rise to the level of that trust.

Stewardship Delegation requires a clear, up-front mutual understanding of and commitment to expectations in five areas:

1. Desired Results - make a quality statement of what the results will look like

2. Guidelines - Identify the parameters within which the individual should operate,

3. Resources - Identify the resources available to accomplish the required results.

4. Accountability - Set standards of performance to be used in evaluating the results

5. Consequences - Specify what will happen as a result of the

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1. **Win/Win** - People can seek mutual benefit of both parties
2. **Win/Lose** - The competitive paradigm: if I win, you lose. The leadership style is authoritarian.
3. **Lose/Win** - The "Doormat" paradigm. The individual seeks strength from popularity based on acceptance. The leadership style is permissiveness
4. **Lose/Lose** - When people become obsessed with making the other person lose, even at their own expense.
5. **Win** - Focusing on getting what one wants, regardless of the needs of others.
6. **Win/Win or No Deal** - If we can't find a mutually beneficial solution, we agree to disagree agreeably - no deal.

The most appropriate model depends on the situation. When relationships are paramount, Win/Win is the only viable alternative. In a competitive situation where building a relationship isn't important, Win/Lose may be appropriate. There are five dimensions of the Win/Win model: Character, Relationships, Agreements, Supportive Systems and Processes.

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