

# Personal Effectiveness

## Session materials

### Worksheet 1 - How Large Is Your Circle?

There are some things over which we have no control (our Circle of Concern) and others that we can do something about (our Circle of Influence).

Reactive people focus their efforts in the Circle of Concern; whereas Proactive People focus their energies in their Circle of Influence.

Write down the various challenges and problems you face. Which area does each fall within? What is your current response? (See examples below)

Challenge/Problem	Area	Response
Overcrowded Underground Tubes travelling to and from work	Circle of Concern	Agitated, stressed
Project Deadline	Circle of Influence	Procrastinating/avoiding, anxious

Challenge/Problem	Area	Response

Keeping in mind the above model, and making your Circle of Influence, grow, choose one challenge from each of the areas above that you would like to work on during this next week. How will you change your response to meet the challenge more effectively?

1. Circle of Concern

2. Circle of Influence

## Worksheet 2 – Discover Yourself

Personal leadership is the desire of an individual to take charge of his or her own life. Personal leaders realise that leadership is not a position or title, but an outlook on life and their role in the world. It is available to most but what it requires is a commitment to balance, a sense of purpose and values.

Those that have Personal leadership have a game plan for life. Call it what you will: personal mission statement, life plan, personal goals, values, philosophy, vision, purpose.

It is all about giving your life direction or establishing a clear path for your life. Develop your own personal mission statement. To help you do this, complete the following first:

**I am at my best when:**

**I am at my worst when:**

**What I really love to do at work is:**

**What I really love to do at home is:**

**My natural talents and gifts are:**

**If I had unlimited time and resources, what would I choose to do?**

**Possible life goals for me are:**

**I want to be a person who:**

**What do I consider to be the best way I could make a positive difference to those around me in the future?**

**Are there things I feel I really should do, even though I may have dismissed such thoughts many times? What are they?**

**Future Planning – What do you want to have, be and do in 5, 10 and 20 years time:**

**Worksheet 3 – Prioritising: The Time Matrix Quick Questionnaire**

This questionnaire is from Stephen R Covey's "The 7 Habits of Highly Effective People: Personal Workbook." It is designed to give you a quick estimate of the relative amount of time and energy you spend in each of the quadrants of the Time Matrix. Circle your response from 1 to 6 to each of the eight questions below:

	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1. I spend much of my time on important activities that demand my immediate attention, such as crises, pressing problems, and deadline-driven projects.						
2. I feel I am always "putting out fires" and working in a crisis mode.						
3. I feel as if I waste a lot of time.						
4. I spend much of my time on activities that have little relevance to my top priorities but demand my immediate attention e.g. needless interruptions, unimportant meetings, non-critical phone calls and e-mail.						
5. I spend much of my time on activities that are important but not urgent, such as planning, preparation, prevention, relationship-building, and self-renewal.						
6. I spend much of my time on busy work, compulsive habits, junk mail, excessive TV, internet trivia, games etc.						
7. I feel I am on top of things because of careful preparation, planning and prevention.						
8. I feel I am constantly addressing issues that are important to others but not to me.						

### Scoring

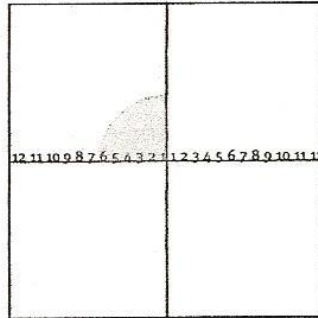
1. Circle your response 1-6 to each of the eight questions on the previous page.
2. For each quadrant, add your responses for the questions indicated.
3. Fill in the area in each quadrant up to the number that corresponds to the total.

EXAMPLE:

Question 1 = 2

Question 2 = 4

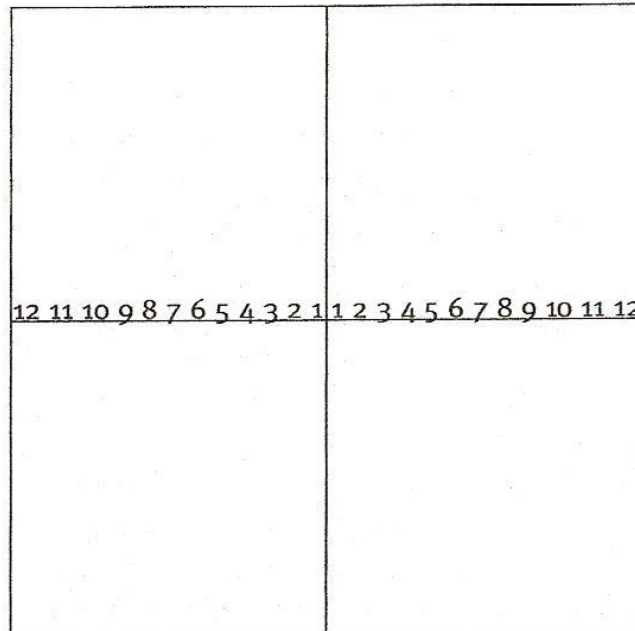
Total = 6



Question 1 = \_\_\_\_

Question 2 = \_\_\_\_

Total = \_\_\_\_



Question 5 = \_\_\_\_

Question 7 = \_\_\_\_

Total = \_\_\_\_

Question 4 = \_\_\_\_

Question 8 = \_\_\_\_

Total = \_\_\_\_

Question 3 = \_\_\_\_

Question 3 = \_\_\_\_

Total = \_\_\_\_

Highly effective people don't really manage their time – they manage themselves. While most of the world spins around in Quadrant I, reacting to urgent matters and managing one crisis after another, people who spend a majority of their time in Quadrant II are leading balanced, serene and ordered lives. They are planning and executing according to their highest priorities.

### **My Priorities**

Now consider your top three priorities for this week. These are your Quadrant II activities. Write them down below.

1.

2.

3.

During this next week, keep track of how you are spending your time. Did you meet your Quadrant II activities? If not, why not?

In the space below, decide on a plan for how you will better meet those Quadrant II priorities this week. Write your plan in your chosen planning tool e.g. diary, planner and schedule any appropriate tasks and appointments.

#### Worksheet 4 – Win-Win Opportunity Questions

Win-Win cultivates an abundance mentality: “We can find options that will be acceptable for everyone. There is always enough for everyone.”

Win-Lose cultivates a scarcity mentality: “My way is the only way. There’s only so much, so I’d better get mine first.”

A Win-Win approach embodies courage to create an outcome that results in a win for you and others. You must be willing to be completely honest and frank. Tell the other person precisely how you see the situation. Be willing to listen and respect the other person’s point of view.

When you work for a win-win outcome, you seek mutual benefit and it requires trust. (A win-win outcome is not always possible. If you can’t achieve win-win, to agree a “no deal” may be your best option).

The questions below will help you to get started toward setting up a Win-Win agreement around a specific situation or relationship.

Question	Answer
What important relationship or issue would you like to improve or resolve by using a Win-Win approach?	
Do you have an Abundance Mentality (everyone can win) or a Scarcity Mentality (you must win)?	
What do you think will happen if you allow yourself to act in a Win-Lose manner?	
What do you think will happen if you approach this relationship or issue with a Win-Win attitude? What benefits can you foresee?	
What will you do to ensure that you reap the benefits of using a Win-Win approach?	
When will you take these actions?	

### Worksheet 5 – Empathic Listening

Empathic listening involves possessing and demonstrating a sincere, true desire to understand another human being.

Three basic skills to use when listening empathically are:

1. Rephrase content
2. Reflect feeling
3. Ask questions for better understanding

#### **Developing a Listening Awareness**

Pick a conversation that you wish you could have again.

Who was it with?

When was it?

What was the topic?

Why do you want to have the conversation again?

What happened?

What can you do specifically to improve your empathic listening in this relationship?

Write the conversation as you would like it to go using empathic listening:

### Worksheet 6 – Valuing Differences

Synergy is the habit of creative co-operation. It is about celebrating differences, teamwork, open-mindedness, and finding new and better ways together.

Synergy means you can literally produce something with another person that neither of you could have produced separately.

Before you can leverage the strengths of others, you must first be able to recognise and value their differences. How much do you value differences?

#### Exercise:

Write down the name of a person you work with. In the area below, write the qualities this person possesses.

**Talents/abilities** (e.g. organized, knowledgeable, assertive, logical, pragmatic etc)

**Background** (e.g. education, race, gender, where grew up etc)

**Interpersonal Skills** (e.g. good listener, trainer, role model, mentor etc)

**Character Traits** (e.g. reliable, honest, opinionated, micro-manager, decisive etc)

**How different is this person from you?**

**How could these differences contribute to accomplishing a common purpose?**



### Worksheet 7 – Self-Renewal

We are the instrument of our own performance, and to be effective, we need to take time to regularly invest in ourselves.

**Physical:** endurance, flexibility, strength, nutrition and stress management

**Mental:** education, reading, training, planning, visualising and writing

**Spiritual/Values:** inspiration source, commitment, vision/goals, study and meditation

**Social:** interpersonal relationships, empathy, personal security and synergy

Commit time to renewing yourself regularly.

#### Physical Dimension

*Imagine you'd had a heart attack in the last month. How would you approach exercise and nutrition?*

To renew yourself physically, consider these suggestions:

- Get the amount of sleep you know your body needs
- Set health and fitness goals e.g. go for regular long walks, reach a certain cholesterol level or a target weight
- Include vegetables, fruits, whole grains, fibre and lots of water in your diet
- Ensure that your exercise routine isn't one-dimensional but includes flexibility, strength training and cardio-vascular activity
- Reduce stress by eliminating Quadrant III activities

#### Did you know?

- Aerobic exercise boosts the supply of nourishing blood to the brain, improves the efficiency of the nerves and increases the neurotransmitter hormones that produce feelings of well-being
- Doctors recommend drinking 1.5 litres of water per day. Drinking less can cause dehydration, headaches, grogginess and problems with blood pressure or circulation
- To optimise performance at work, experts suggest taking 5-10 minute breaks, where you totally disengage, every 90-120 minutes

**Now write down one thing you will consistently do to develop the 'physical dimension':**

#### Mental Dimension

*Imagine your knowledge and skills will be obsolete in two years. What new learning avenues would you explore?*

To renew yourself mentally, consider these suggestions:

- Keep a journal. Your journal can become your space for working out problems.
- Read voraciously. And if you don't understand that word... well, our point exactly.
- Collect quotations. The sentiments of great people stimulate the mind.
- Develop a hobby. It allows you to do something you love doing.
- Continue your education.

#### Did you know?

- About 175 million books have been published worldwide. This number grows by one million per year. You'd better get started
- At birth, your brain had about a trillion neural connections. That sounds like a lot, but remember, we're talking about a baby brain. The best way to grow more connections is to take up a challenging activity that is new to you, like computers, music or a foreign language
- According to one study, taking piano lessons for even four months can improve young people's performance in maths tests by an average of 27%

**Now write down one thing you will consistently do to develop the 'mental dimension':**

## Social/Emotional Dimension

*Imagine that everything you say about people will be heard by them. How might you choose your words differently?*

To renew yourself emotionally, consider these suggestions:

- Keep your relationships in constant repair
- Value the differences in others and look for opportunities to synergize
- Practice empathic listening regularly with the people who are important to you
- Widen your circle of friends
- Forgive yourself and others who may have hurt you
- Build family relationships – both immediate and extended
- Let go of the damaging competitive feelings you may have toward others

### Did you know?

- The number one reason why people leave their jobs is poor relationships with their managers
- In a study of marriages lasting 25 years or more, the ability to solve problems together is the major factor contributing to satisfaction
- Lifespan increases in direct proportion to the amount of contact people have with their closest friends

**Write down one thing you will consistently do to develop the social/emotional dimension:**

## Spiritual Dimension

*Imagine you have a year to live. What legacy would you want to leave?*

To renew yourself spiritually, consider these suggestions:

- Create, review and refine your Personal Mission statement
- Watch, listen and enjoy the world of nature
- Read inspirational literature, in particular biographies of people who inspire you
- Commit to a life of total integrity to your priorities
- Listen to inspirational, uplifting music
- Commit to serve in your community. Give of your time, money and self.

### Did you know?

- Giving service can improve your health. It can boost the immune system, speed wound healing and lower the frequency of colds and others infections. Adults who volunteer live on average longer than their peers who don't volunteer
- Reading biographies teaches us empathy – encouraging us to inhabit, if just for a few minutes, someone else's world
- People work about 11,000 days between their mid 20's and age 65. That's a long time if you are unfulfilled or disengaged at work

**Now write down one thing you will consistently do to develop the 'spiritual dimension':**

---

© Copyright Fujitsu Limited 2011