

ALSO BY STEPHEN R. COVEY

*The 8th Habit*

*Living the 7 Habits*

*The 7 Habits of Highly Effective Families*

*The Nature of Leadership*

*First Things First*

*Principle-Centered Leadership*

*The 7 Habits of Highly Effective People Personal Workbook*

*The 7 Habits of Highly Effective People Journal*

ALSO FROM FRANKLINCOVEY Co.

*The 7 Habits of Highly Effective Teens*

*The 7 Habits of Highly Effective Teens Workbook*

*The 7 Habits of Highly Effective Teens Journal*

ALSO FROM MANGO MEDIA Inc.

*The 7 Habits of Highly Effective Network Marketing Professionals, Kindle Edition*

[goo.gl/haBt9o](http://goo.gl/haBt9o)

*The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change: Snapshots Edition*

<https://goo.gl/B5DmZb>

*A Self-Guided Workbook for Highly Effective Teens: A Companion to the Best Selling 7 Habits of Highly Effective Teens, Kindle Edition*

<https://goo.gl/5kgoJC>

*First Things First, Interactive Edition, Kindle Edition*

<https://goo.gl/cBvprd>

*First Things First: The Snapshots Edition*

<https://goo.gl/e1BHwr>

*Great Work Great Career: Interactive Edition, Kindle Edition with Audio/Video*

<https://goo.gl/ZjzLGz>

*Predictable Results in Unpredictable Times: How To Win In Any Environment, Kindle Edition*

<https://goo.gl/Z4zKog>

*The Stephen R. Covey Interactive Reader - 4 Books in 1: The 7 Habits of Highly Effective People, First Things First, and the Best of the Most Renowned Leadership Teacher of our Time, Kindle Edition with Audio/Video*

<https://goo.gl/zcqv5N>

*The Webinar Manifesto, Kindle Edition*

<https://goo.gl/kUye3k>

*A Sense of Purpose, Kindle Edition*

<https://goo.gl/r8qMnC>

*A Time Conscious Life: Inspirational Philosophy From Dr. Covey's Life, Kindle Edition*

<https://goo.gl/3M69hW>

*Achieving Balance, Kindle Edition*

<https://goo.gl/5Jtkae>

*An Effective Life: Inspirational Philosophy from Dr. Covey's Life, Kindle Edition*

<https://goo.gl/4371Ug>

*Inspire Trust, Kindle Edition*

<https://goo.gl/mFFtDm>

*Self-Integrity, Kindle Edition*

<https://goo.gl/qJVLUb>

# **The 7 Habits of Highly Effective People**

Powerful Lessons in Personal Change

Infographics Edition

Stephen R. Covey

Copyright © 2017 by FranklinCovey Co.

Infographics designed by: Elina Diaz and Roberto Nunez

Produced and distributed by: Mango Publishing Group, a division of Mango Media Inc.

Images provided by: FranklinCovey Co.

Mango is an active supporter of authors' rights to free speech and artistic expression in their books. The purpose of copyright is to encourage authors to produce exceptional works that enrich our culture and our open society.

Uploading or distributing photos, scans or any content from this book without prior permission is theft of the author's intellectual property. Please honor the author's work as you would your own. Thank you in advance for respecting our author's rights.

For special orders, quantity sales, course adoptions and corporate sales, please email the publisher at [sales@mango.bz](mailto:sales@mango.bz). For trade and wholesale sales, please contact Ingram Publisher Services at [customer.service@ingramcontent.com](mailto:customer.service@ingramcontent.com) or +1.800.509.4887.

The 7 Habits of Highly Effective People by Stephen R. Covey (Author) ---  
1st Ed. ISBN: 978-1-63353-310-3

TO MY COLLEAGUES,  
EMPOWERED  
AND EMPOWERING

# ACKNOWLEDGMENTS

Interdependence is a higher value than independence.

This work is a synergistic product of many minds. It began in the middle seventies as I was reviewing 200 years of success literature as part of a doctoral program. I am grateful for the inspiration and wisdom of many thinkers and for the trans-generational sources and roots of this wisdom.

I am also grateful for many students, friends, and colleagues at Brigham Young University and the Covey Leadership Center and for thousands of adults, parents, youth, executives, teachers, and other clients who have tested this material and have given feedback and encouragement. The material and arrangement has slowly evolved and has imbued those who have been sincerely and deeply immersed in it with the conviction that the Seven Habits represent a holistic, integrated approach to personal and interpersonal effectiveness, and that, more than in the individual habits themselves, the real key lies in the relationship among them and in how they are sequenced.

For the development and production of the book itself I feel a deep sense of gratitude:

—to Sandra and to each of our children and their spouses for living lives of integrity and service and for supporting my many travels and involvements outside the home. It's easy to teach principles loved ones live.

—to my brother John for his constant love, interest, insights and purity of soul.

—to the happy memory of my father.

—to my mother for her devotion to her more than 87 living descendants and for her constant demonstrations of love.

—to my dear friends and colleagues in the business, especially:

—to Bill Marre, Ron McMillan, and Lex Watterson for feedback, encouragement, editorial suggestions, and production help.

—to Brad Anderson, who at great personal sacrifice for over a year, developed a Seven Habits video-based development program. Under his leadership this material has been tested and refined and is being implemented by thousands of people across a broad range of organizations. Almost without exception, after initial exposure to this material, our clients desire to make it available to greater numbers of employees, underscoring our confidence that it “works.”

—to Bob Thele for helping to create a system for our firm that gave me the peace of mind to enable me to really focus on the book.

—to David Conley for communicating the value and power of the Seven Habits to hundreds of business organizations so that my colleagues, Blaine Lee, Roice Krueger, Roger Merrill and Al Switzler, and I have the constant opportunity to share ideas in a large variety of settings.

—to my proactive literary agent Jan Miller, and my “can do” associate Greg Link and his assistant Stephanni Smith and Raleen Beckham Wahlin for their creative and courageous marketing leadership.

—to my Simon & Schuster editor Bob Asahina for his professional competence and project leadership, for his many excellent suggestions and for helping me to better understand the difference between writing and speaking.

—to my earlier devoted assistants Shirley and Heather Smith and to my present assistant Marilyn Andrews for a level of loyalty which is truly uncommon.

—to our Executive Excellence magazine editor Ken Shelton for his editing of the first manuscript years ago, for helping refine and test the material in several contexts, and for his integrity and sense of quality.

—to Rebecca Merrill for her invaluable editing and production assistance, for her inner commitment to the material, and for her skill, sensitivity, and carefulness in fulfilling that commitment, and to her husband, Roger, for his wise, synergistic help.

—and to Kay Swim and her son, Gaylord, for their much appreciated vision which contributed to our organization's rapid growth.

# CONTENTS

## PART ONE: PARADIGMS AND PRINCIPLES

### **Inside-Out**

### **The 7 Habits—An Overview**

## PART TWO: PRIVATE VICTORY

### **HABIT 1: Be Proactive**

Principles of Personal Vision

### **HABIT 2: Begin with the End in Mind**

Principles of Personal Leadership

### **HABIT 3: Put First Things First**

Principles of Personal Management

## PART THREE: PUBLIC VICTORY

### **Paradigms of Interdependence**

### **HABIT 4: Think Win/Win**

Principles of Interpersonal Leadership

### **HABIT 5: Seek First to Understand, Then to Be Understood**

Principles of Empathic Communication

### **HABIT 6: Synergize**

Principles of Creative Cooperation

## PART FOUR: RENEWAL

### **HABIT 7: Sharpen the Saw**

Principles of Balanced Self-Renewal

## **Inside-Out Again**

Afterword

APPENDIX A: Possible Perceptions Flowing out of Various Centers

APPENDIX B: A Quadrant II Day at the Office

A Final Interview with Stephen R. Covey

*Part One*

# **PARADIGMS and PRINCIPLES**

## INSIDE-OUT

*There is no real excellence in all this world which can be separated from right living.*

DAVID STARR JORDAN

In more than 25 years of working with people in business, university, and marriage and family settings, I have come in contact with many individuals who have achieved an incredible degree of outward success, but have found themselves struggling with an inner hunger, a deep need for personal congruency and effectiveness and for healthy, growing relationships with other people.

I suspect some of the problems they have shared with me may be familiar to you.

*I've set and met my career goals and I'm having tremendous professional success. But it's cost me my personal and family life. I don't know my wife and children anymore. I'm not even sure I know myself and what's really important to me. I've had to ask myself—is it worth it?*

*I've started a new diet—for the fifth time this year. I know I'm overweight, and I really want to change. I read all the new information, I set goals, I get myself all psyched up with a positive mental attitude and tell myself I can do it. But I don't. After a few weeks, I fizzle. I just can't seem to keep a promise I make to myself.*

*I've taken course after course on effective management training. I expect a lot out of my employees and I work hard to be friendly toward them and to treat them right. But I don't feel any loyalty from them. I think if I were home sick for a day, they'd spend most of their time gabbing at the water fountain. Why can't I train them to be independent and responsible—or find employees who can be?*

*My teenage son is rebellious and on drugs. No matter what I try, he won't listen to me. What can I do?*

*There's so much to do. And there's never enough time. I feel pressured and hassled all day, every day, seven days a week. I've attended time management seminars and I've tried half a dozen different planning systems. They've helped some, but I still don't feel I'm living the happy, productive, peaceful life I want to live.*

*I want to teach my children the value of work. But to get them to do anything, I have to supervise every move... and put up with complaining every step of the way. It's so much easier to do it myself. Why can't children do their work cheerfully and without being reminded?*

*I'm busy—really busy. But sometimes I wonder if what I'm doing will make any difference in the long run. I'd really like to think there was meaning in my life, that somehow things were different because I was here.*

*I see my friends or relatives achieve some degree of success or receive some recognition, and I smile and congratulate them enthusiastically. But inside, I'm eating my heart out. Why do I feel this way?*

*I have a forceful personality. I know, in almost any interaction, I can control the outcome. Most of the time, I can even do it by influencing others to come up with the solution I want. I think through each situation and I really feel the ideas I come up with are usually the best for everyone. But I feel uneasy. I always wonder what other people really think of me and my ideas.*

*My marriage has gone flat. We don't fight or anything; we just don't love each other anymore. We've gone to counseling; we've tried a number of*

*things, but we just can't seem to rekindle the feeling we used to have.*

These are deep problems, painful problems—problems that quick fix approaches can't solve.

A few years ago, my wife Sandra and I were struggling with this kind of concern. One of our sons was having a very difficult time in school. He was doing poorly academically; he didn't even know how to follow the instructions on the tests, let alone do well on them. Socially he was immature, often embarrassing those closest to him. Athletically, he was small, skinny, and uncoordinated—swinging his baseball bat, for example, almost before the ball was even pitched. Others would laugh at him.

Sandra and I were consumed with a desire to help him. We felt that if “success” were important in any area of life, it was supremely important in our role as parents. So we worked on our attitudes and behavior toward him and we tried to work on his. We attempted to psych him up using positive mental attitude techniques. “Come on, son! You can do it! We know you can. Put your hands a little higher on the bat and keep your eye on the ball. Don't swing till it gets close to you.” And if he did a little better, we would go to great lengths to reinforce him. “That's good, son, keep it up.”

When others laughed, we reprimanded them. “Leave him alone. Get off his back. He's just learning.” And our son would cry and insist that he'd never be any good and that he didn't like baseball anyway.

Nothing we did seemed to help, and we were really worried. We could see the effect this was having on his self-esteem. We tried to be encouraging and helpful and positive, but after repeated failure, we finally drew back and tried to look at the situation on a different level.

At this time in my professional role I was involved in leadership development work with various clients throughout the country. In that capacity I was preparing bimonthly programs on the subject of communication and perception for IBM's Executive Development Program participants.

As I researched and prepared these presentations, I became particularly interested in how perceptions are formed, how they govern the way we see, and how the way we see governs how we behave. This led me to a study of expectancy theory and self-fulfilling prophecies or the “Pygmalion effect,” and to a realization of how deeply imbedded our perceptions are. It taught

me that we must look *at* the lens through which we see the world, as well as at the world we see, and that the lens itself shapes how we interpret the world.

As Sandra and I talked about the concepts I was teaching at IBM and about our own situation, we began to realize that what we were doing to help our son was not in harmony with the way we really *saw* him. When we honestly examined our deepest feelings, we realized that our perception was that he was basically inadequate, somehow “behind.” No matter how much we worked on our attitude and behavior, our efforts were ineffective because, despite our actions and our words, what we really communicated to him was, “You aren’t capable. You have to be protected.”

We began to realize that if we wanted to change the situation, we first had to change ourselves. And to change ourselves effectively, we first had to change our perceptions.

**AN IN-DEPTH STUDY OF U.S SUCCESS LITERATURE 1776 - PRESENT DAY**

ABOUT **75%** **OF** THE SUCCESS LITERATURE OF THE PAST

**50** = SHALLOW PANDERING.  
YEARS

**+ HEAVY ON:**

- A. SOCIAL IMAGE CONSCIOUSNESS**
- B. UNPROVEN TECHNIQUES**
- C. QUICK FIXES**

SOCIAL BAND-AIDS

**& ASPIRIN**

**THAT ADDRESSED ACUTE PROBLEMS.**

APPEARED TO SOLVE PROBLEMS TEMPORARILY.

**OVER 80%** OF THE TIME LEFT UNDERLYING CHRONIC PROBLEMS UNTOUCHED TO FESTER AND RESURFACE.

## THE PERSONALITY AND CHARACTER ETHICS

At the same time, in addition to my research on perception, I was also deeply immersed in an in-depth study of the success literature published in the United States since 1776. I was reading or scanning literally hundreds of books, articles, and essays in fields such as self-improvement, popular psychology, and self-help. At my fingertips was the sum and substance of what a free and democratic people considered to be the keys to successful living.

As my study took me back through 200 years of writing about success, I noticed a startling pattern emerging in the content of the literature. Because of our own pain, and because of similar pain I had seen in the lives and relationships of many people I had worked with through the years, I began to feel more and more that much of the success literature of the past 50 years was superficial. It was filled with social image consciousness, techniques and quick fixes—with social Band-Aids and aspirin that addressed acute problems and sometimes even appeared to solve them temporarily, but left the underlying chronic problems untouched to fester and resurface time and again.

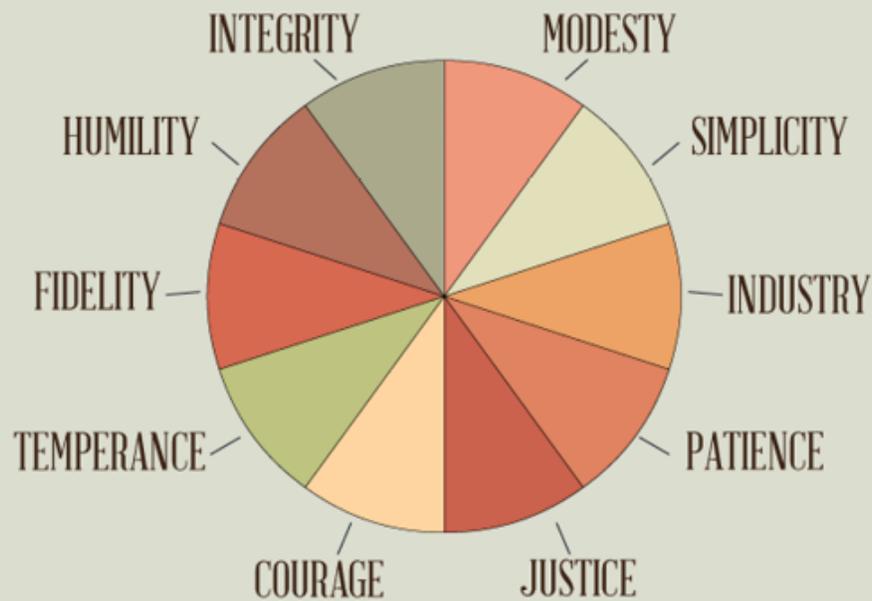
In stark contrast, almost all the literature in the first 150 years or so focused on what could be called the *Character Ethic* as the foundation of success—things like integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty, and the Golden Rule. Benjamin Franklin's autobiography is representative of that literature. It is, basically, the story of one man's effort to integrate certain principles and habits deep within his nature.

IN STARK CONTRAST 1776-1926

AROUND  
65% OF ALL THE LITERATURE  
FOCUSED ON WHAT  
COULD BE CALLED  
THE CHARACTER ETHIC.

CHARACTER ETHICS:

THE FOUNDATION FOR SUCCESS



The Character Ethic taught that there are basic principles of effective living, and that people can only experience true success and enduring happiness as they learn and integrate these principles into their basic character.

## POST WWI – THE PRESENT DAY

# THE BASIC VIEW OF SUCCESS SHIFTED FROM CHARACTER ETHIC TO PERSONALITY ETHIC.

PERSONALITY ETHICS:  
LUBRICATION OF  
HUMAN INTERACTION

- A. PUBLIC IMAGE
- B. ATTITUDES & BEHAVIORS
- C. SKILLS AND TECHNIQUES

PERSONALITY ETHIC'S  
AS SEEN TODAY:  
2 PATHS

- A. HUMAN & PUBLIC RELATIONS  
TECHNIQUES
- B. POSITIVE MENTAL ATTITUDE (PMA)

But shortly after World War I the basic view of success shifted from the Character Ethic to what we might call the *Personality Ethic*. Success became more a function of personality, of public image, of attitudes and behaviors, skills and techniques, that lubricate the processes of human interaction. This Personality Ethic essentially took two paths: one was human and public relations techniques, and the other was positive mental attitude (PMA). Some of this philosophy was expressed in inspiring and sometimes valid maxims such as “Your attitude determines your altitude,” “Smiling wins more friends than frowning,” and “Whatever the mind of man can conceive and believe it can achieve.”

Other parts of the personality approach were clearly manipulative, even deceptive, encouraging people to use techniques to get other people to like them, or to fake interest in the hobbies of others to get out of them what they wanted, or to use the “power look,” or to intimidate their way through life.

Some of this literature acknowledged character as an ingredient of success, but tended to compartmentalize it rather than recognize it as foundational and catalytic. Reference to the Character Ethic became mostly lip service; the basic thrust was quick-fix influence techniques, power strategies, communication skills, and positive attitudes.

This Personality Ethic, I began to realize, was the subconscious source of the solutions Sandra and I were attempting to use with our son. As I thought more deeply about the difference between the Personality and Character Ethics, I realized that Sandra and I had been getting social mileage out of our children’s good behavior, and, in our eyes, this son simply didn’t measure up. Our *image* of ourselves, and our role as good, caring parents, was even deeper than our *image* of our son and perhaps influenced it. There was a lot more wrapped up in *the way we were seeing* and handling the problem than our concern for our son’s welfare.

As Sandra and I talked, we became painfully aware of the powerful influence of our own character and motives and of our perception of him. We knew that social comparison motives were out of harmony with our deeper values and could lead to conditional love and eventually to our son’s lessened sense of self-worth. So we determined to focus our efforts on *us*—not on our techniques, but on our deepest motives and our perception of