

# BUAD 3000 - Integrated Skills for Management

## Session 7

### I. Administration

- Discussion of midterm exam
- All "Team Time"

### II. Review of Last Session

- THE CITY COUNCIL—A REPRISE
  - "Leaderless" group—a classic exercise meant to force leadership to the surface
  - Review of Group Analysis (closest to leader was ???)
  - Importance of agenda
  - Strong personalities require leadership (as we'll see today)
  - Importance of pre-positioning (US fights wars with pre-positioned stocks)
  - Business/Life doesn't have to be a "zero sum game" unless you make it so—a Covey preview
  - Behaviors demonstrated
  - This was a game, supposed to be fun and a learning experience
  - Why are we studying this? Knowing what not to do

### III. This Session

- "The 7 Habits of Highly Effective People" -- a case study approach

### IV. The 7 Habits of Highly Effective People-by Stephen R. Covey

- State of mind or methodology?
- Principal Centered approach
- The 7 Habits of Highly Effective People
  1. Be proactive
  2. Begin with the end in mind
  3. Put first things first
  4. Think "Win/Win"
  5. Seek first to understand, then to be understood
  6. Synergize
  7. Sharpen the saw

### V. The Case--"The Seven Habits of Highly Successful Human Resources Departments"

**The 7 Habits of Highly Effective Problem Solvers**  
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**Session 7**

**The 7 Habits of Highly Effective People**

1. **Be Proactive**
  - ◆ Being responsible, with initiative. Influencing events vs. being influenced (reactive).
  - ◆ Impacts environment vs. impacted by environment. Anticipates needs.
  
2. **Begin with the End in Mind**
  - ◆ Visualize - Where you want to be at the end . . . before you begin.
  - ◆ Identify your center - What do you stand for (principles). How will the end measure up to our principles?
  
3. **Put First Things First**
  - ◆ Quadrant II Attributes
    - Coherence
    - Balance
    - Focus
    - Flexibility
    - Portability
  
4. **Think "Win/Win"**
  - ◆ Significant paradigm shift--away from the traditional value system; i.e. not absolute; all or nothing, win/lose, etc.
  - ◆ We must change the manner in which we view "winning"
  - ◆ What is Win/Win? . . . consider:
  - ◆ What are the rewards for cooperation?
    - See the mutual benefit in all interactions.
    - One person's success not achieved at the expense of others.
  - ◆ Character traits of Win/Winner
    - Integrity (Builds trust) and maturity
    - Abundance mentality (enough to go around for everyone!)
  
5. **Seek First to Understand, then to be Understood**
  - ◆ Diagnose before you prescribe!
  - ◆ "Perception is truth" understanding leads to an awareness of other's perceptions.
  
6. **Synergize**
  - ◆ Integrating your efforts with others' to gain a more effective whole
  - ◆ Teamwork . . . development of unity
  
7. **"Sharpen the Saw"**
  - ◆ Continual improvement and enhancement
  - ◆ If it ain't broke . . . fix it!

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### VI. Lessons to be Learned

- Another "I" word (Impactful, Imaginative, Influencing, INTRUSIVE)
- 7 Habits used as problem-solving methodology
- To be a high-potential player, you must lead - not simply manage

**"The 7 Habits of Highly Successful Problem Solvers"**  
**A Case Study: Imperial Insurance Corporation**  
**BUAD 3000 - Integrated Skills for Management**  
**Session 7**

You are the Vice President, Human Resources for Imperial Insurance Corporation, a large, multi-line insurance company. In late 2009, your firm successfully resisted a takeover attempt by a foreign corporation. However, the price for your firm's continued independence was a heavy debt load that is now coming due. Although Imperial has historically generated modest profits, interest payments on the debt coupled with a 30% decrease in sales has placed the company in serious financial difficulty. In fact, you have heard rumors among your peers that the same foreign company may again attempt a takeover, or worse, that a Chapter 11 filing may be necessary.

Your boss, the CEO, has decided to take drastic steps. At a hastily convened meeting with all department heads (Marketing, Sales, Underwriting, Claims, Finance, etc.) the CEO indicated that he has been meeting with a management consultant privately. The consultant has recommended a major restructuring and downsizing of Imperial affecting every function. From a Human Resources point-of-view, staff reductions of 25% are proposed, along with curtailment of various benefit programs and changes in reporting relationships for most managers and work groups.

Although you are privately upset that you were not consulted prior to the CEO's announcement, you know that your job at this moment is to provide positive leadership, and make certain that the organization does not "self-destruct" during the upheaval of the coming months.

Using the "7 Habits of Highly Effective People" as a methodology for problem solving, what actions can be taken to assure your department's positive impact on Imperial? (Also, what should be the responsibilities of the other major functional department heads?)

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**BUAD 3000 - Integrated Skills for Management**  
**Session 7**

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4. **Think "Win/Win"**
  - ◆ Significant paradigm shift--away from the traditional value system; i.e. not absolute; all or nothing, win/lose, etc.
  - ◆ We must change the manner in which we view "winning"
  - ◆ What is Win/Win? . . . consider:
  - ◆ What are the rewards for cooperation?
    - See the mutual benefit in all interactions.
    - One person's success not achieved at the expense of others.
  - ◆ Character traits of Win/Winners
    - Integrity (Builds trust) and maturity
    - Abundance mentality (enough to go around for everyone!)
  
5. **Seek First to Understand, then to be Understood**
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6. **Synergize**
  - ◆ Integrating your efforts with others' to gain a more effective whole
  - ◆ Teamwork . . . development of unity
  
7. **"Sharpen the Saw"**
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BUAD 3000 - Integrated Skills for Management  
Session 7

Team 1:

1. Be Proactive

- ◆ Being responsible, with initiative. Influencing events vs. being influenced, (reactive).
- ◆ Impacts environment vs. impacted by environment.
- ◆ Anticipates needs.

What are actions you can take immediately and over the course of the restructuring that would be proactive?

How could have your being proactive prior to the CEO's decision gained a greater sphere of influence for your function?

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BUAD 3000 - Integrated Skills for Management  
Session 7

Team 2:

2. Begin with the End in Mind

- ◆ Visualize - Where you want to be at the end . . . before you begin?
- ◆ Identify your center - What do you stand for (principles)?
- ◆ How will the end measure up to your principles?

What do you hope to accomplish?

Would you like to modify the corporate culture?

How would you like employees to feel about Imperial 2 years from today?

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BUAD 3000 - Integrated Skills for Management  
Session 7

Team 3:

3. Put First Things First

- ◆ Quadrant II attributes
  - Coherence
  - Balance
  - Focus
  - Flexibility
  - Portability

What are the actions you should take first? How will those actions affect what happens afterwards?

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**BUAD 3000 - Integrated Skills for Management**  
**Session 7**

**Team 4:**

**4. Think "Win/Win"**

- ◆ Significant paradigm shift--away from the traditional value system; i.e. not absolute; all or nothing, win/lose, etc.
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- ◆ What is Win/Win? . . . consider:
  - What are the rewards for cooperation?
  - See the mutual benefit in all interactions.
  - One person's success not achieved at the expense of others.
- ◆ Character traits of Win/Winners
  - Integrity (builds trust)
  - Maturity
  - Abundance mentality (enough to go around for everyone!)

What actions can you take that will have a Win/Win effect on the other functional groups within Imperial?

What can you do to improve teamwork with your peers, during the upcoming months?

Based on events, what type of relationship do you feel you had with the CEO. Did you have his trust? How could you have created a "win/win" environment with the CEO?

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BUAD 3000 - Integrated Skills for Management  
Session 7

Team 5:

5. Seek First to Understand, then to be Understood

- ◆ Diagnose before you prescribe!
- ◆ "Perception is truth" -- understanding leads to an awareness of other's perceptions.
- ◆ What are the likely concerns to be by:
  - Your peers?
  - Employees?
  - Family members of employees?
  - Your staff?
  - The CEO/Board?

How will these concerns be likely to affect their actions?

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Session 7

Team 6:

6. Synergize

- ◆ Integrating your efforts with others' to gain a more effective whole
- ◆ Teamwork . . . development of unity

How can you cooperate with other departments to enhance both your department's and your impact on the organization?

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Session 7

Team 7

7. "Sharpen the Saw"

- ◆ Continual improvement and enhancement
- ◆ If it ain't broke . . . fix it!

Having just experienced the upset associated with a reorganization, how can you improve your department's ability to be more effective in the future?