

Performance Excellence



Huddle Guide for Managers August 2022 Edition

Performance Excellence Huddles

A daily team meeting, called a “Performance Excellence Huddle,” precedes a shift and is designed to inspire ownership, as well as support a customer-focused and employee-empowered culture.

Gathering a team on a daily basis creates a sense of belonging and, done the right way, sets the tone for the best possible employee and customer experience!

A Huddle is 15 minutes or fewer.

Why Huddle?

The three primary goals of a Performance Excellence Huddle are to:

1. Transition employees from “home to work” enabling an “up” attitude
2. Immerse Bone Dry employees in the 7 Habits of Highly Effective People and key Lead Self principles
3. Foster ONE TEAM spirit and collaboration



Notes:

Four Key Parts to an Effective Huddle

There are four key parts to an effective Huddle.

1. Huddle-Up

The manager or person leading the Huddle:

- Begins the session by simply checking in with the team
- Explores any ideas or suggestions team members might have
- Asks about any assistance team members may need for the day

2. Today's Play

This is an opportunity to share any information that might impact the team members on the day's shift. Examples may include:

- The goals/priorities or reminders for the day
- Incentives and promotions going on (i.e. discounts, KPI goals, competitions)
- Sales or safety stats (i.e. DSR, incidents, COVID policies, weather alerts)
- Production logistics (i.e. Playbooks, call-outs, material needs)

3. 7 Habits Discussion

The Huddle leader shares his/her personal commitment to adapting new paradigms and, where appropriate, shares own experiences in reflecting on and implementing the 7 Habits. The leader then introduces the day's key concept from the 7 Habits book and engages the team in an active discussion about what or how the message:

- Means to him/her and/or the team.
- Relates to Bone Dry business.
- Supports Performance Excellence.
- Can be brought to life. Consider role playing, or asking volunteers to demonstrate the behaviors associated with the Habit or concept of the day.

4. Ready Break!

The Huddle Leader closes out the Huddle by telling everyone to have a good day and ensuring everyone has on their game-faces and winning attitudes!

Tips for Engaging Participating

To engage team members in the discussion, consider these tips!

General Tips

- Involve employees in the planning of Huddles to encourage ownership and engagement.
- Start on time!
- Invite input throughout the meeting.
- Create an environment that tells your team that there are no wrong answers or dumb questions.
 - » Be open-minded to new ideas.
 - » Use open body language and demonstrate a positive attitude
 - » Follow up on suggestions whether implemented or not.
- Redirect tangents to keep discussions moving. Offer to address individual issues or concerns outside of the Huddle.
- Ask open-ended questions regarding customer satisfaction issues. For example,
 - » “Why do you suppose customers rated our performance higher/lower yesterday?”
 - » “How could we raise customer satisfaction scores today?”
 - » “What product or equipment issues arose yesterday?”
 - » “What customer successes did we have yesterday?”
- Use customer feedback to convey a “sense of urgency” or “eagerness”

7 Habits Specific Tips

- Allow time for employees to reflect before responding or moving on.
- Ask for opinions to encourage employees to openly express their thoughts and feelings about changes that are happening or anticipated:
 - » “What are you worried about?”
 - » “What are you excited about?”
 - » “What do you hope will happen?”
- Work to understand resistance by exploring concerns, showing care, and taking them seriously.

Calendar of Topics

Below is a calendar of Huddle topics for the month of August. The theme for the Huddles this month is Habit #3: Put First Things First. Be sure everyone is aware that they should read pages 168 to 212 in the book. You can follow the calendar or implement your own schedule.

Monday	Tuesday	Wednesday	Thursday	Friday
1 Brush off Your Personal Mission Statement	2 Define "First Things First"	3 Eat the Frog!	4 There's an App for That	5 Enter the Matrix
8 Meet the Procrastinator	9 Meet the Yes Man	10 Meet the Slacker	11 Meet the Prioritizer	12 Rocks, Pebbles, Sand and Beer
15 Plan your Week	16 Make Time	17 Just Say No	18 Quadrant II Tool	19 Are You Addicted to Urgency?
22 Plan your Week	23 Gofer Delegation	24 Stewardship Delegation	25 Block Out Time in Advance	26 Busyness Paradox
29 Plan your Week	30 Living It	31 Review		

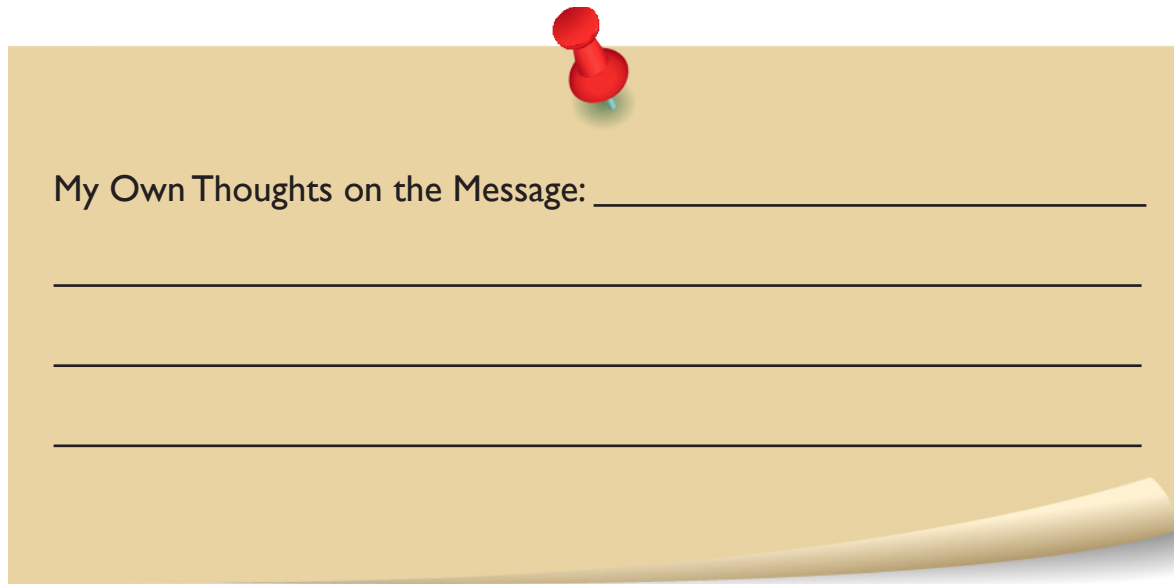
Daily Planning Guide

The primary goal of Huddles is not only to pass along information, but also to illicit information. In other words, Huddles are designed to foster involvement and engagement. In order to effectively lead Huddles, it is important to engage with all participants, encourage participation, and ensure that the conversation promotes Performance Excellence in a meaningful way. Below are the steps you should follow to best lead Huddles.

1. Always prepare the day or night before.
2. Go through the first two parts of the Huddle—Huddle Up and Today’s Play by using the guide (Four Key Parts to an Effective Huddle).
3. Begin the 7 Habits part of the Huddle by reading the 7 Habits message aloud.
4. Use the given reference pages to refer to the related content in the 7 Habits book.
5. Refer to your worksheets from the book review or any other notes you have on the message.
6. Reflect on your own interpretation of the message. There is space in your daily planning worksheet to record some thoughts. Keep this handy to get the conversation started, but first begin by asking others to respond and react.
7. Use the discussion prompts to ask questions and elicit dialogue.
8. Note when you should be prepared with your own examples to prompt discussion. Jot down some thoughts in the spaces provided.
9. Use the “Notes” space to capture key points shared.
10. Use the Follow-Up section to capture ideas or questions that team members bring up that you need to follow up on. Try and get these answers or issues addressed by the next Huddle so you can let your team know that you heard them, value their input, and are committed to taking action.

Huddle #1

- THEME:** Review
- 7 HABITS MESSAGE:** Brush Off Your Personal Mission Statement
- REFERENCE PAGES:** 168-169



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: This month we are going to be developing a plan to put our Personal Mission Statements into action! .These will serve as our road maps to get to where we want to be personally and professionally, as we work with The End in Mind!

ASK: What successes have you had so far in working on or towards your Personal Mission Statement? *Invite discussion.*

SAY: In the book, the first three habits build upon each other. In so many words, Habit 1 says, “You are the driver, not the passenger.” Habit 2 says, “Decide where you want to go and draw up a map to get you there.” Habit 3 says, “Now, get there! Don’t let roadblocks knock you off course.”

ASK: What is the real name of Habit 1, Driver, not passenger? *Invite responses. Look for Be Proactive.* Habit 2, Decide where you want to go and map it out? *Invite responses. Look for Begin with the End in Mind.* And Habit 3, Get there! *Invite responses. Look for Put First Things First.*

ASK: What are some things that seem to knock you off course pretty easily? Any distractions? *Invite discussion.*

SAY: This month, we will be focusing on staying on track and avoiding distractions. Using our Personal Mission Statements as our guides, we will practice creating a plan to achieve our goals based on your Personal Mission Statement.

ASK: What kinds of things would you like to accomplish this month? *Invite discussion.*

SAY: As we strive to accomplish our Personal Mission Statements, we will be focusing on the day-to-day to help accomplish our goals.



Notes:

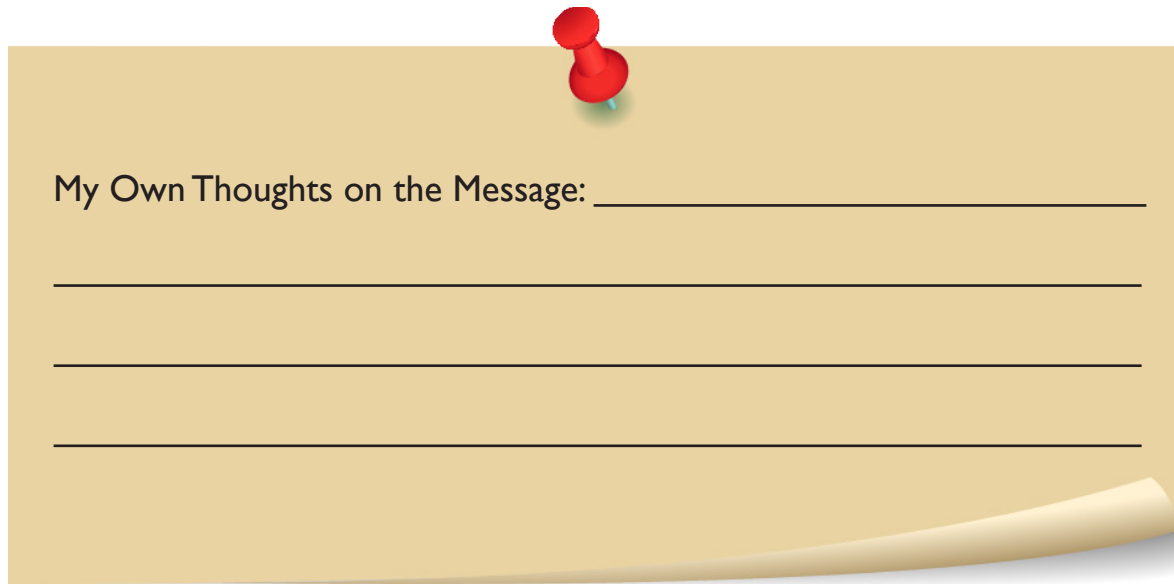
Follow Up:

Huddle #2

THEME: Habit #3: First Things First

7 HABITS MESSAGE: Define “First Things First”

REFERENCE PAGES: 169-170



My Own Thoughts on the Message: _____

Discussion Prompts


SAY: Today we are going to start digging into Habit #3, Put First Things First. In order to live a more balanced life, we have to recognize that not doing everything that comes along is okay. There's no need to over-extend ourselves anymore.

ASK: Have you ever packed a suitcase and noticed how much more you can fit in when you neatly fold your clothes rather than just throwing them in? *Invite responses.*

SAY: It's the same thing when it comes to our lives. The better you organize yourself, the more you'll be able to pack in. It means more time for family and friends, more time for yourself and more time to achieve your First Things.

ASK: What do we mean by Put First Things First? How do you put first things first in your life right now? *Invite responses.*

SAY: In the book, first things are those things you, personally, find most worth doing. If you put first things first, you are organizing and managing time and events according to the personal priorities you established in Habit 2 with your Personal Mission Statement.



Notes:

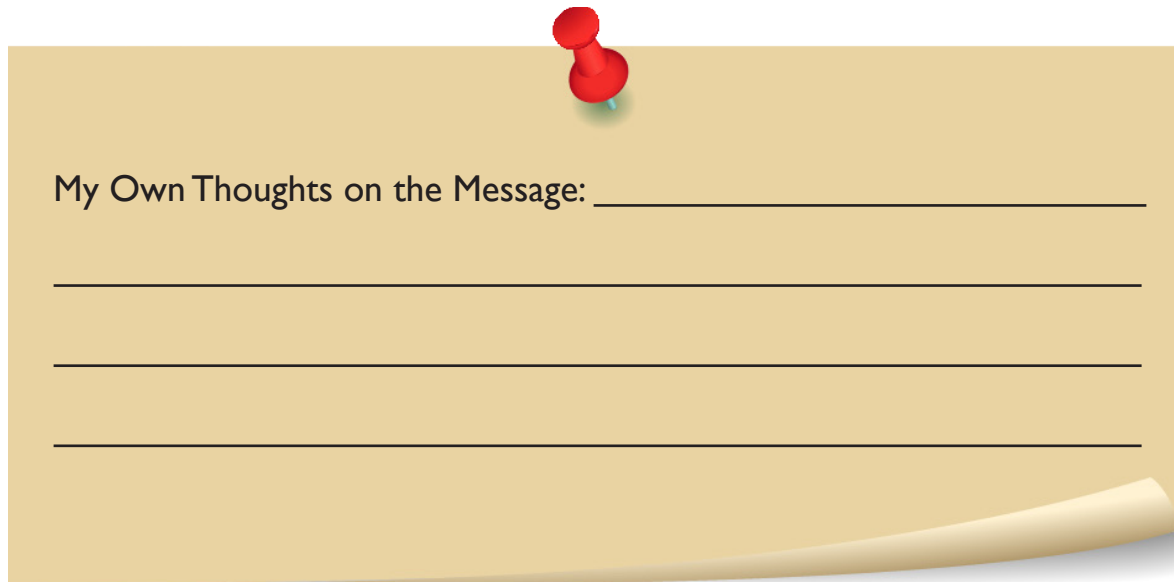
Follow Up:

Huddle #3

THEME: The Power of Independent Will

7 HABITS MESSAGE: Eat the Frog!

REFERENCE PAGES: 170 and YouTube video



My Own Thoughts on the Message: _____

Discussion Prompts

DO: *Props needed:* a toy or rubber frog. If you can find a gummy frog for each of your team members all the better!

ASK: Who's ready to start their day off with eating one of these?

DO: Present either the rubber/toy frog or hand out the gummy frogs.

SAY: Mark Twain once said, "Eat a live frog first thing in the morning and nothing worse will happen to you the rest of the day."


ASK: What do you think he meant by this? *Invite discussion. Look for responses like doing the tough stuff first. Or get the unpleasant things done first and out of the way.*

SAY: Today we are going to start digging into Habit #3, Put First Things First, which is the actual practice of putting together Habits 1 and 2.

ASK: What are your frogs? *Invite responses.* What are common frogs in our division? *Invite responses.*

SAY: In the 7 Habits book, Covey quotes a researcher who came up with this conclusion: All successful people have the habit of doing the things that failures don't like to do. They don't like doing them either, necessarily. But their disliking of the task is less than the strength of their purpose. Successful people "eat the frog."

Sometimes Putting First Things First comes down to Will Power vs. Won't Power. Keep this in mind as you go throughout the day and come across frogs.



Notes:

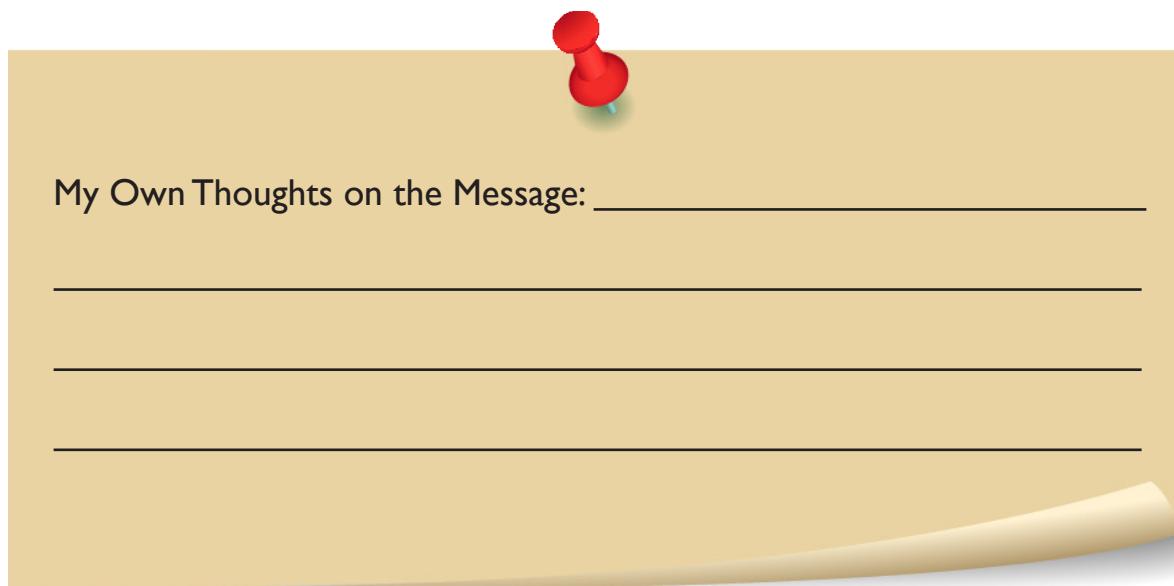
Follow Up:

Huddle #4

THEME: Four Generations of Time Management

7 HABITS MESSAGE: There's an App for That

REFERENCE PAGES: 171-172



My Own Thoughts on the Message: _____

Discussion Prompts


ASK: Quick poll... who here uses a calendar to do their scheduling? Is it an app? If so, which one? *Invite responses.* Who uses a To Do List or a checklist? Is it an app? If so, which one? *Invite responses.*

SAY: Most of us use some sort of app or paper calendar to keep track of our appointments and plans for the future. Currently, these would be considered to be the third generation of time management. The first generation was just keeping notes, checklists or to do lists. The second generation followed with calendars and appointment books. Most of us are into the third generation which is daily planning –Combining to-do lists with appointment books and keeping track of our lives on a daily basis.

ASK: What do you think the fourth generation is? *Invite responses.*

SAY: Rather than focusing on things to do and appointment times, the fourth generation focuses on preserving or enhancing relationships and on accomplishing results.

In the coming days, we will be exploring the Time Management Matrix. Much like the Eisenhower Matrix if you are familiar, this fourth generation of time management will allow you to focus on the important things like your Personal Mission Statement and not get distracted by unimportant things.



Notes:

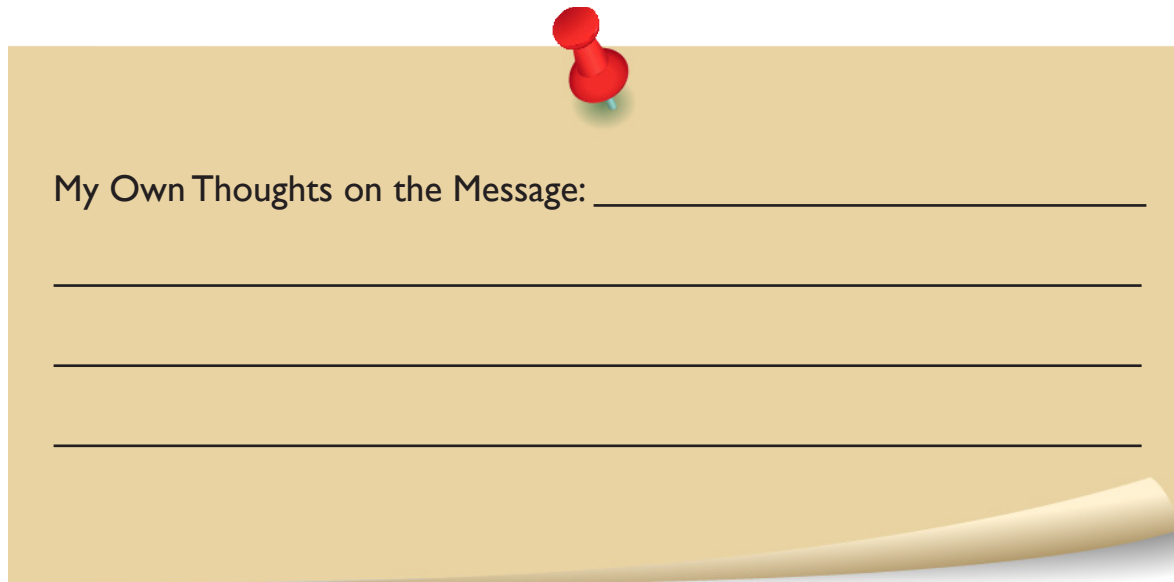
Follow Up:

Huddle #5

THEME: Management Matrix

7 HABITS MESSAGE: Enter the Matrix

REFERENCE PAGES: 172-175



My Own Thoughts on the Message: _____

Discussion Prompts

DO: Make copies of today's diagram or have a chart available to show.

SAY: To help us organize our time to focus on what is really important in our lives, the 7 Habits created the Time Management Matrix. Here is diagram of the four quadrants it creates. Along the top is Urgency. Along the left side is Importance. Quadrant 1 is Urgent and Important. All the crises live here.

ASK: What kinds of crises might we face in our division? *Invite responses.*

SAY: Quadrant 2 is Not Urgent but Important. This is where all the things that we 'should' be doing happen. Quadrant 3 is Urgent but Not Important. This is where the interruptions fall. Then Quadrant 4 is Not Urgent and Not Important. This is where we waste our

time. Today, let's look at the difference between urgent and important.

ASK: What do you think the difference between important and urgent is? *Invite responses.*

	Urgent	Not Urgent
Important	<p style="text-align: center;"><u>Quadrant I</u></p> <ul style="list-style-type: none"> ● Crisis ● Pressing problems ● Deadline driven projects 	<p style="text-align: center;"><u>Quadrant II</u></p> <ul style="list-style-type: none"> ● Relationship building ● Finding new opportunities ● Long-term planning ● Preventive activities ● Personal growth ● Recreation
Not Important	<p style="text-align: center;"><u>Quadrant III</u></p> <ul style="list-style-type: none"> ● Interruptions ● Emails, calls, meetings ● Popular activities ● Proximate, pressing matters 	<p style="text-align: center;"><u>Quadrant IV</u></p> <ul style="list-style-type: none"> ● Trivia, busy work ● Time wasters ● Some calls and emails ● Pleasant activities

<https://upload.wikimedia.org/wikipedia/commons/3/32/MerrillCoveyMatrix.png>

SAY: Urgent are matters that need attention right now. Important matters mean the most, but may not need attention right away. Your Personal Mission Statement will usually fall into Quadrant 2. But if you haven't already noticed, we live in a society that's addicted to urgency. It's the NOW generation. That's why we have the Internet on our phones, instant messaging, Instagram, crash diets, fast food, 140-character tweets, and online shopping. It sounds like Veruca Salt, the spoiled rich girl in Willy Wonka and the Chocolate Factory, who keeps saying, "Now, Daddy! Now! I want an Oompa-Loompa now!" Some of this urgency can be important, but a lot of it is forced on us. Like a phone call.

ASK: Imagine you're having a conversation with a coworker about a very important detail regarding the work you're doing. Suddenly, your phone rings. What do you do? *Invite responses.*

SAY: A phone call or other interruptions are urgent. Urgent means it requires immediate attention. Urgent matters are usually easy to identify. They insist on action, but they may not be that important. Of course some phone calls ARE important, but generally, in our culture, you'll get a text too. This is where the focus on what is important will help you manage your time more effectively. In the following weeks we will go more in depth in this Time Management Matrix to focus more on the important things. We'll also talk more about "important" phone calls!



Notes:

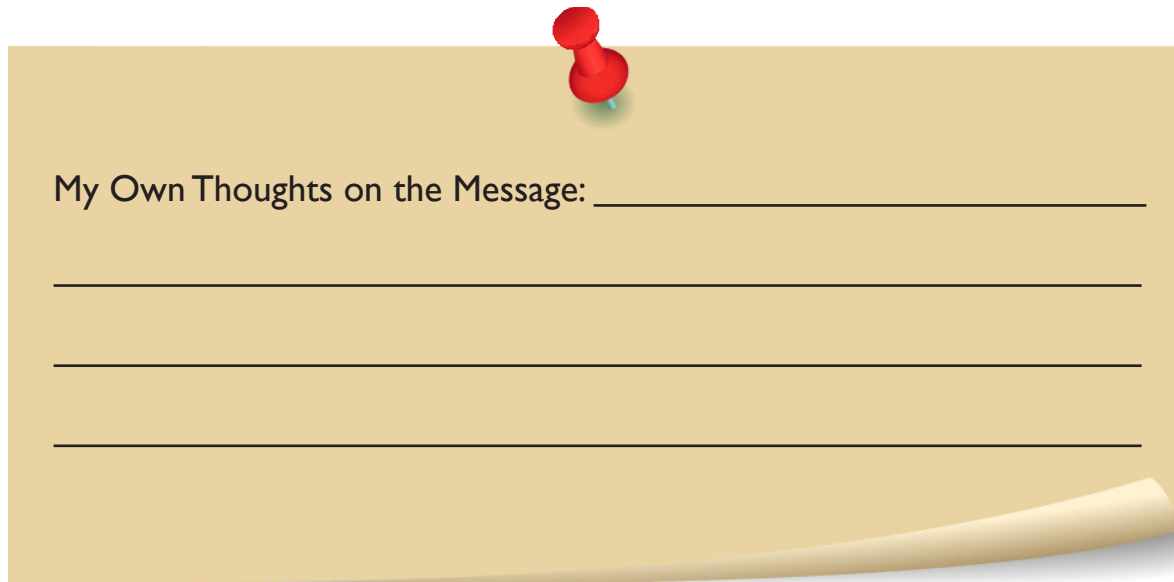
Follow Up:

Huddle #6

THEME: The Time Management Matrix

7 HABITS MESSAGE: Meet the Procrastinator

REFERENCE PAGES: 172-175



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Meet the Procrastinator, who hangs out in Quadrant I where everything is Important and Urgent. Perhaps you know her. Her motto is, “I’m going to stop procrastinating — sometime soon.” Don’t expect her to fill out her paperwork until the night before. And don’t expect her to take time to get gas; she’s usually too busy driving.

ASK: How does this resonate with you? *Invite Responses.* Do you know people like this? *Invite Responses.* Does this sound like you? *Invite responses.*

SAY: Procrastinators are addicted to urgency. They like to put things off until they become a crisis. But they like it that way because it gives them a rush! Sometimes it’s hard to get their mind to focus on an issue until there’s an emergency. And where’s the fun in

planning ahead? It would lose the excitement of doing everything at the last possible moment. The results of spending too much time in Quadrant I are stress and anxiety, burn out and mediocre performance.

ASK: Does this sound like anyone you know? Maybe even yourself? *Invite responses.*

SAY: The goal is to move away from living on the edge and try to start planning or preparing to prevent the crisis in Quadrant I. You might live a little longer!



Notes:

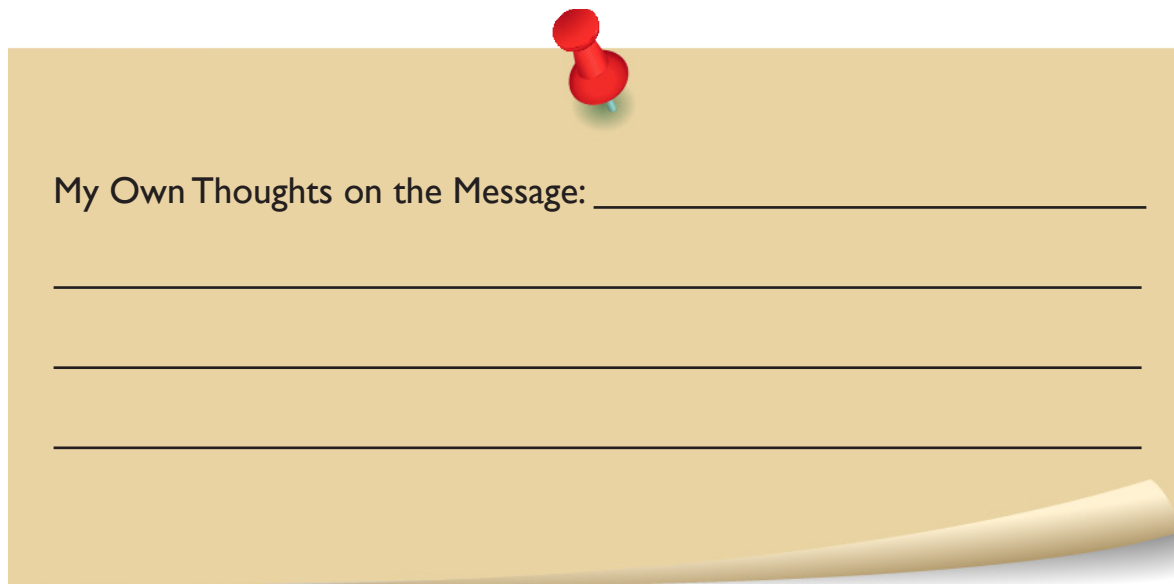
Follow Up:

Huddle #7

THEME: The Time Management Matrix

7 HABITS MESSAGE: Meet the Yes Man

REFERENCE PAGES: 172-175



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: We are going to skip Quadrant 2 and save the best for last. Quadrant 3 is full of Yes-people! They are characterized by trying to please everyone all the time. This quadrant is challenging to identify because things that are urgent or immediate feel important. In reality, they usually are not.


ASK: How many times do you drop whatever you are doing to check your phone? *Invite Responses.* How many times did you check your phone only to find a text that you got from a friend responding “k” or “lol” and that’s it! *Invite responses.*

SAY: It’s usually not really worth the interruption. Quadrant 3 is loaded with activities that are important to other people but not important to you—things that you would like to say no to but can’t because you’re afraid you might offend someone. The motto of people in

Quadrant 3 is, “Tomorrow, I’ll be more assertive—if that’s okay with you.” The results of spending too much time in Quadrant 3 are feeling like a follower instead of a leader, lack of discipline and feeling like a doormat to be walked all over.

ASK: Does this sound like anyone you know? Maybe even yourself? *Invite responses.*

SAY: The goal is to move away from trying to please everyone and start doing things that are more important to you than to other people. You might feel a little better about yourself!



Notes:

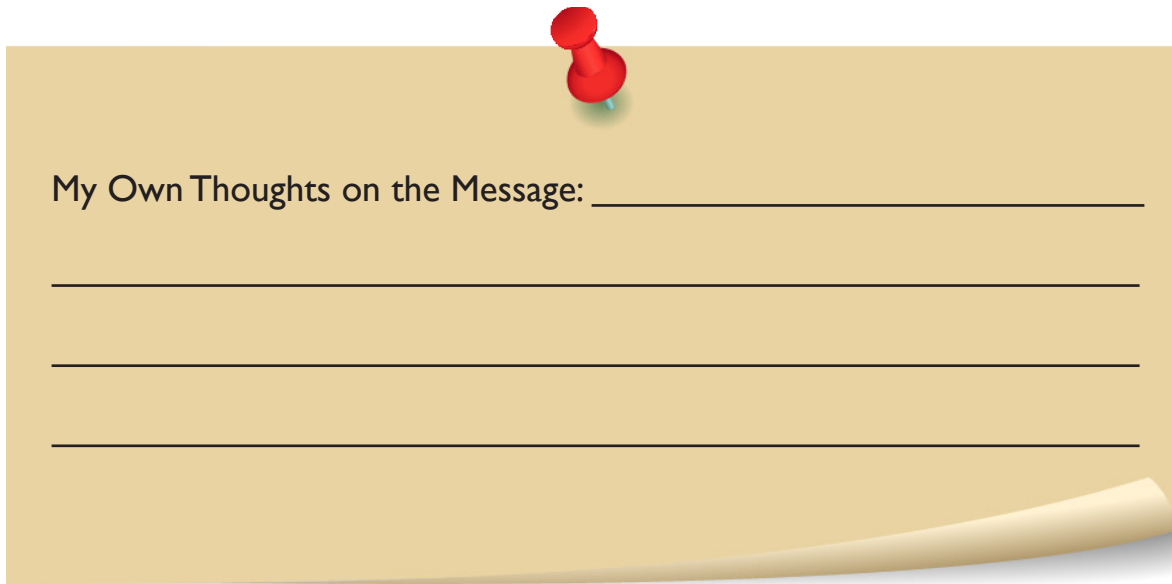
Follow Up:

Huddle #8

THEME: The Time Management Matrix

7 HABITS MESSAGE: Meet the Slacker

REFERENCE PAGES: 172-175



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Quadrant 4 is the category of waste and excess. Activities in this quadrant are neither important nor urgent.

ASK: Who is a fan of TikTok? *Invite responses.* What is the best series on Netflix right now? *Invite responses.* Did anyone catch (insert current popular film or series)? *Invite responses.*

SAY: Of course blowing off steam like watching television or TikTok videos is part of a healthy lifestyle. It's a nice way for some to decompress. It's only when people get stuck in this quadrant do they become Slackers.


ASK: What is the longest you've sat uninterrupted in front of a screen for entertainment? Not talking about your computer at work, but a phone or television? *Invite responses.*

SAY: Watching a television show or Netflix series might just be what you need to relax, which

is great. But when you've watched three seasons of a show you've already seen a dozen times already, you may have crossed over into Quadrant 4 and wasted an entire night keeping you up too late and making you groggy the next morning. Results of becoming a Slacker are a lack of responsibility, guilt, flakiness or missing out on opportunities.

ASK: Does this sound like anyone you know? Maybe even yourself? *Invite responses.*

SAY: The goal is to move away from spending all your time in Quadrant 4. It sure might feel good, but it's not accomplishing much. If you focus more on what's important, you might be able to accomplish quite a bit!



Notes:

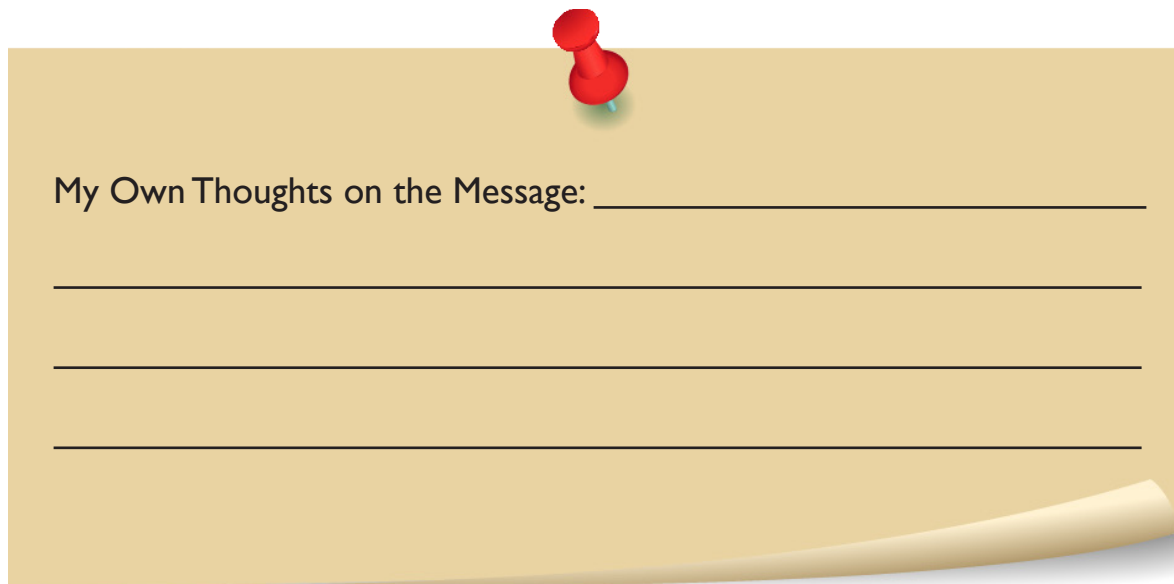
Follow Up:

Huddle #9

THEME: The Time Management Matrix

7 HABITS MESSAGE: Meet the Prioritizer

REFERENCE PAGES: 172-175



My Own Thoughts on the Message: _____

Discussion Prompts


SAY: The Prioritizer lives in Quadrant 2. We've saved the best for last. Someone in Quadrant 2 plans ahead and prepares. They know how to say no with a smile. They work on the important things without getting distracted by interruptions.

ASK: When was the last time you had your oil changed in your car? *Invite responses.* How much gasoline is in your car's tank right now? *Invite responses.*

SAY: Prioritizers are the ones who regularly change the oil in their cars. They fill up their gas tanks before they are forced to coast into the gas station in Neutral. They are the ones who plan ahead to avoid issues and make decisions about the use of their time based on their priorities. Results of making decisions in Quadrant 2 are being in control of your life, balance and higher performance.

ASK: Does this sound like anyone you know? Maybe even yourself? *Invite responses.*

SAY: The goal is to move into Quadrant 2 where things are important but not urgent. Things like exercise, healthcare and prevention, relationship building, discovering opportunities, planning and even recreation. Who knows? You might live a little longer!



Notes:

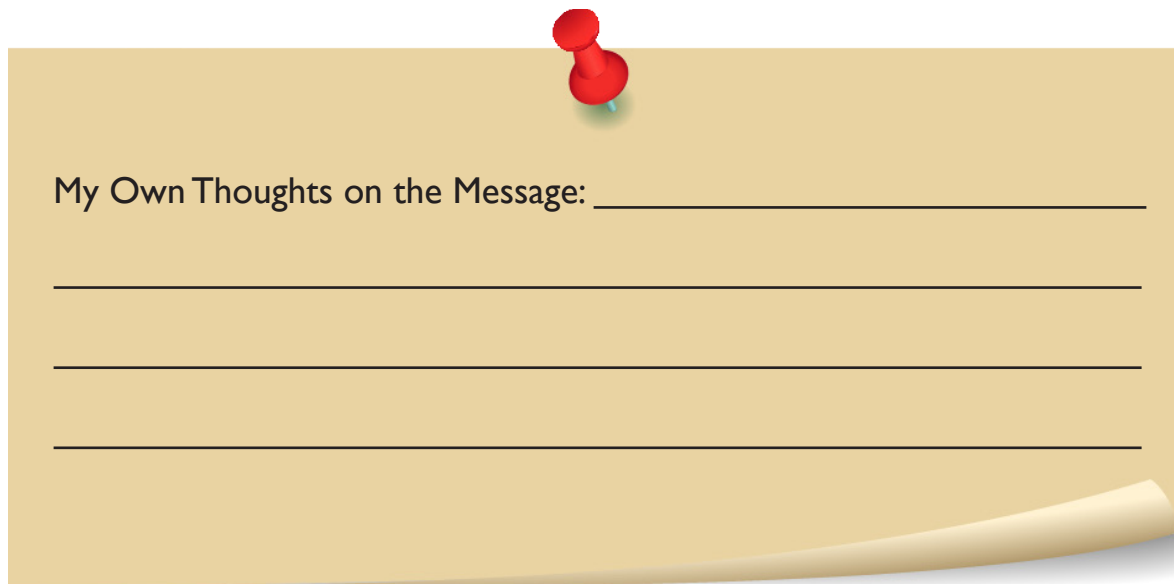
Follow Up:

Huddle #10

THEME: Prioritizing and Making Reservations

7 HABITS MESSAGE: Rocks, Pebbles, Sand and Beer

REFERENCE PAGE: 186-187



My Own Thoughts on the Message: _____

Discussion Prompts

Props needed: an empty mayonnaise jar, several rocks or golf balls to fill the jar, a cup full of pebbles, a cup full of sand and a beer or glass of water.

If these props are not available, follow this link to show a video demonstration of today's lesson:

<https://www.youtube.com/watch?v=SqGRnlXplx0>



SAY: Today we are going to demonstrate how setting priorities and doing the important things first will give you the time to accomplish everything else. Here is a visual example to help explain.

DO: Bring out the empty jar.

SAY: This jar represents your life.

DO: Fill the jar with the larger rocks/golf balls.

ASK: Is this jar full? *Invite responses.*

DO: Pour the jar of pebbles into the jar.

ASK: Is this jar full? *Invite responses.*

DO: Pour the jar of sand into the jar.

ASK: Is this jar full? *Invite responses.*

DO: Pour as much water or beer into the jar without spilling.

ASK: Is this jar full? *Invite responses.*

SAY: This jar represents your life, your time and how you spend it. The large rocks/golf balls are the important things like your family, your friends, your health and your passions. The pebbles are the other important things like your car, your job, and your home. The sand is everything else; just the small stuff.

ASK: What do you think would have happened if I had put the sand in the jar first? *Invite responses.*

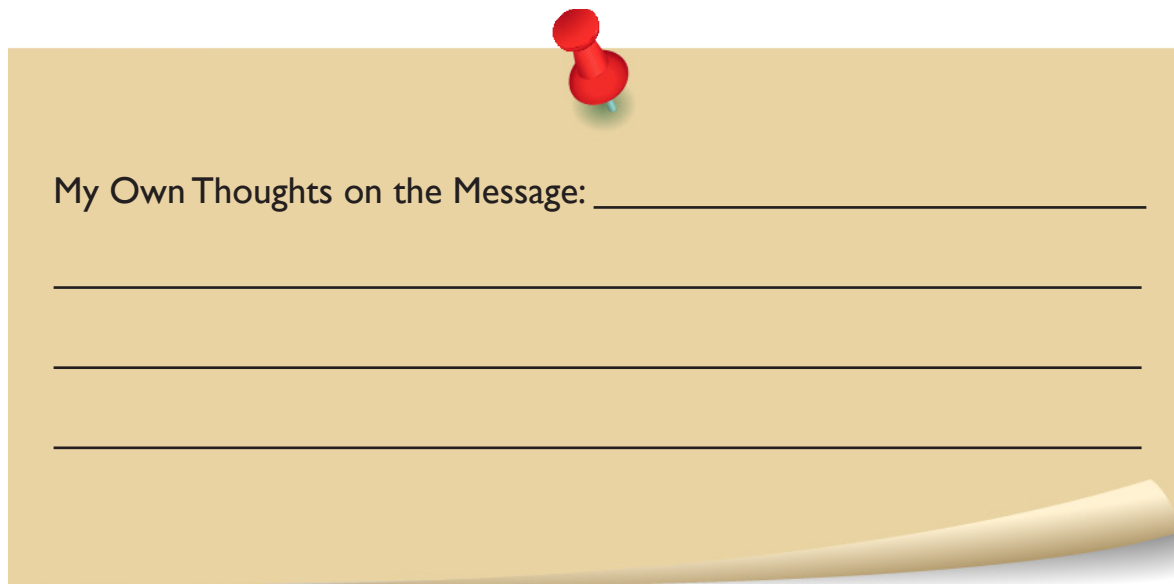
SAY: If you put the sand in first, there wouldn't be room for the pebbles or the rocks/golf balls. The same is true with the Time Management Matrix. If you spend all your time in the sand or the unimportant things like Quadrants 3 and 4, there won't be time to spend on the important things like Quadrants 1 and 2. Set your priorities and work on the important things like the rocks/golf balls and there will still be room for everything else. As for the beer/water, it just goes to show that no matter how full your life may seem, there's always room for a beer with a friend.

Huddle #11

THEME: Introduction to Mission Statements

7 HABITS MESSAGE: A Personal Mission Statement

REFERENCE PAGE: 120-122



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Today we are going to try to make a plan for the week. Now that we have the four quadrants under our belts, we are going to try to put Habit 3 into practice!

DO: Hand out the planning template on the following page.

SAY: Let's use this template to help plan your week. Step 1: Identify your big rocks/golf balls. What important things do you want to accomplish this week? These will probably be tied to your Personal Mission Statement and long-term goals.

ASK: How difficult will it be for you to block out some time in this schedule to make progress toward your important things? *Invite responses.*

SAY: Step 2 is to block out time for your big rocks/golf balls. It's like making a reservation. It's time for you to devote yourself to making progress toward your important things in life.

2. ROLES & GOALS

PLAN WEEK BEGINNING _____

3. ALLOCATE IMPORTANT ACTIONS TO SPECIFIC DAYS

MONDAY _____	TUESDAY _____	WED _____	THURS _____	FRIDAY _____	SAT _____	SUN _____

4. SCHEDULE THOSE IMPORTANT ACTIONS AT SPECIFIC TIMES, THEN MAKE OTHER APPOINTMENTS

1. SHARPEN THE SAW


SPRITUAL	MENTAL
PHYSICAL	SOCIAL/EMOTIONAL

	MONDAY _____	TUESDAY _____	WED _____	THURS _____	FRIDAY _____	SAT _____	SUN _____
8							
9							
10							
11							
12							
1							
2							
3							
4							
5							
6							
7							
8							

NOTES/COMMENTS

ASK: Why are we making a weekly plan instead of a daily one? *Invite responses.*

SAY: A weekly plan lets us have a wider angle view of the situation. Daily plans are too narrow in focus and makes it difficult to see the big picture. Step 3 is to schedule everything else. Now that you have your big ticket items addressed, it's time to look for upcoming events or tasks that need to be done. We will review your plan daily as we go through this week. Don't worry about filling in the Roles for this week, we'll talk about those soon.



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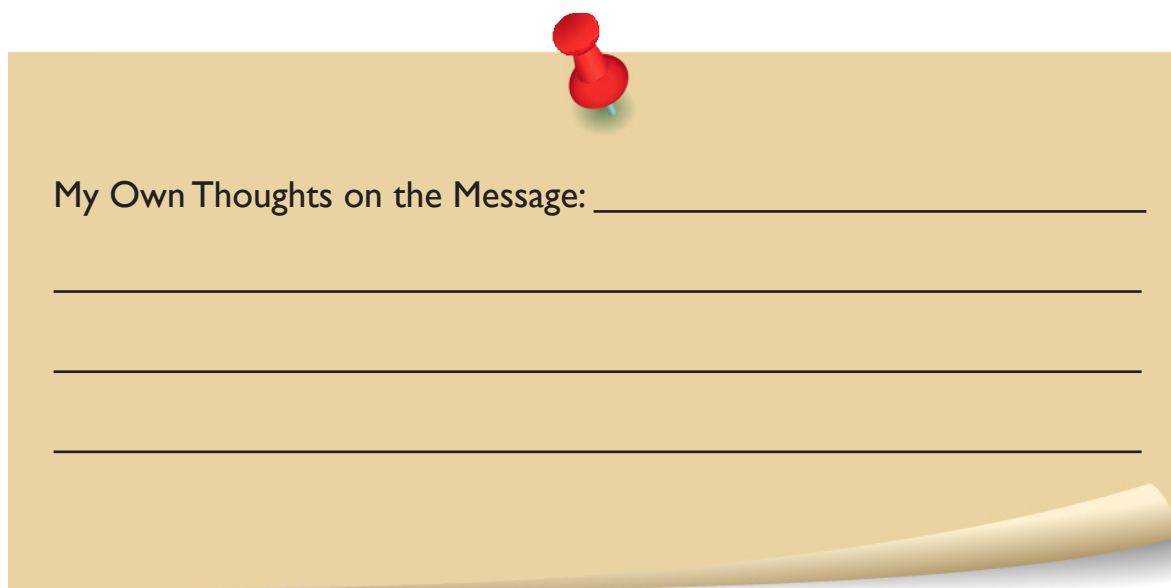
Follow Up:

Huddle #12

THEME: Quadrant II

7 HABITS MESSAGE: Make Time

REFERENCE PAGES: 176-177



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: We all wish we had more hours in the day. Using this Time Management Matrix is the closest thing to feeling like you have more time. By pulling time from quadrants 3 and 4, you'll be able to devote more time to the important things in quadrants 1 and 2.

ASK: What kind of things fall into quadrants 3 and 4 in your life? *Invite responses.*


SAY: Remember that recreation is ok! It's actually a good thing, but when recreational activities take up too much time, they can suck time away from what you've discovered is really important: relationships. You can use that time to build up emotional bank accounts with the important people in your life. Take a look at your Weekly Schedule.

DO: Take a look at your Weekly Schedule.

ASK: Are you making time for the important people in your life? How is your schedule going?

Invite responses.

SAY: Remember, if you pull your time away from Non-Important tasks, you'll have more time to devote to the important things like relationships. It may be tough to pull back on all those time wasters, but you should see some positive changes in your life if you set boundaries and stick to them.

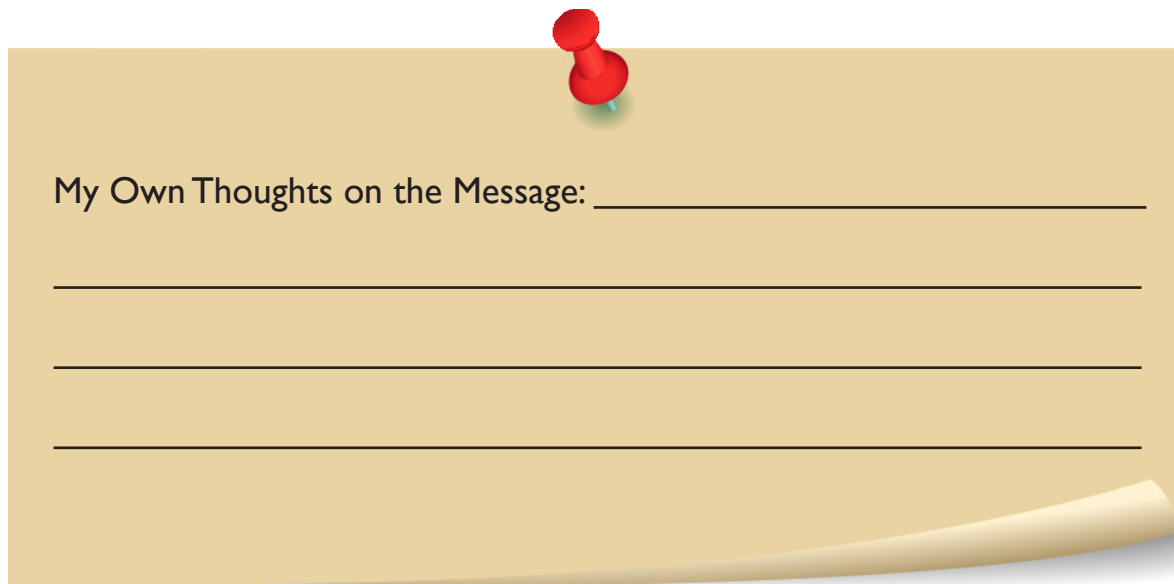


Notes:

Follow Up:

Huddle #13

THEME: Delegation
7 HABITS MESSAGE: Just Say No
REFERENCE PAGES: 177-180



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: The anti-drug commercials in the 1980s made it sound simple to “Just Say No.” Thanks, Nancy Reagan. But in reality it can be very difficult to say ‘no’ to all the demands placed on us.

ASK: Is there anyone in particular you have a hard time saying ‘no’ to? *Invite responses. Follow up with, “Why is that?” Invite responses.*

SAY: Saying ‘no’ or setting boundaries is a very challenging task. The thing to keep in mind is that when you say ‘no’ to a request or an invitation, you are actually saying ‘yes’ to more important priorities. Most of the demands placed on you are important... to the other person! They may not be important to you.

ASK: Think of the last time someone asked you to do something for them. Was it important to

them? Was it important to you? *Invite responses and share experiences.*

SAY: If you can keep your priorities in mind, the really important things in your life and say 'yes' to what you need to focus on, you will find it easier to say 'no' to other distractions.

ASK: What are some common things that distract you from the important things? *Invite responses.*

SAY: Hopefully, you are starting to see that most distractions are just those: distractions from your main priorities. You'll be amazed at how much can be accomplished by not checking your phone or text messages every several minutes. As a goal this week, see if you can get your iPhone's Screen Time statistics to shrink.

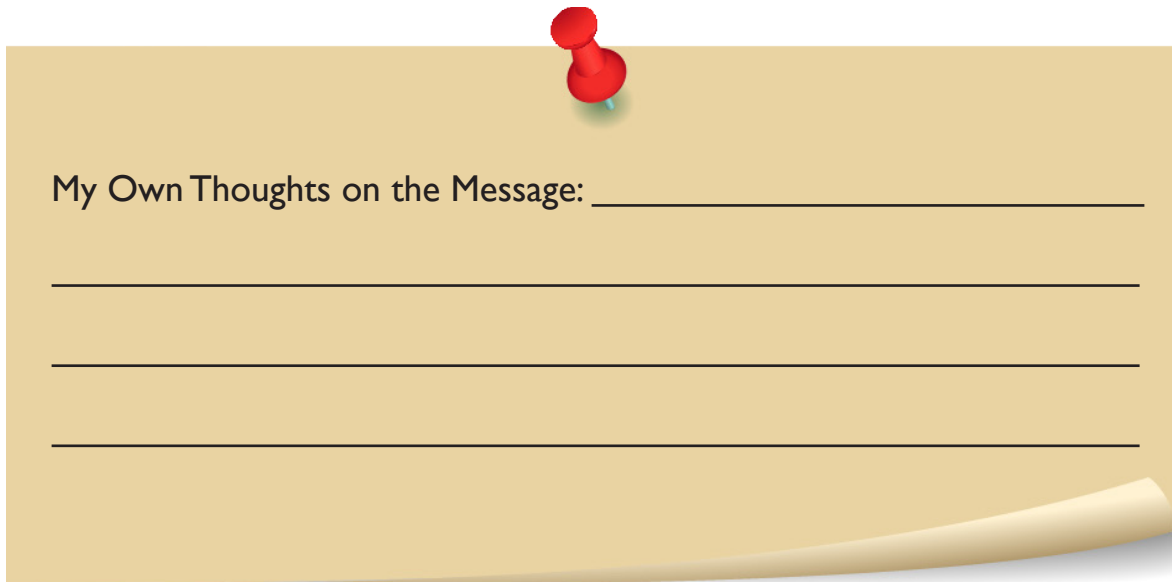


Notes:

Follow Up:

Huddle #14

THEME: Quadrant II Tool
7 HABITS MESSAGE: Quadrant II Organizer
REFERENCE PAGE: 182-183



My Own Thoughts on the Message: _____

Discussion Prompts

ASK: How is your schedule we filled out on Monday working for you? *Invite responses.*

SAY: The schedule is just a tool to keep you focused and organized. There are many different tools out there you can use. Even Google has a calendar and to-do list. They are simple and free, but they are stuck in the third generation of scheduling tools.

ASK: What is missing in the third generation to get us into the fourth generation? *Invite responses.*

SAY: There are six things your scheduling tool should have to keep you focused on your Quadrant 2 goals:

- Coherence. Keep your Personal Mission Statement in mind and can see where it relates to your schedule.

- Balance. There should be a place in your schedule where you can identify your different roles and what your goals are in each of those roles.
- Focus on Quadrant 2. You need a tool that encourages you and motivates you to actually spend time in Quadrant 2. Making it a weekly focus will help.
- A “People” Dimension. There should be a part in your schedule that can adjust to the needs of your important people and not make you feel guilty.
- Flexibility. Your schedule should work for you, not the other way around. It should free you up!
- Portability. You should be able to carry it around easily.

ASK: Are there any tools that you currently use that fit these criteria? *Invite responses.*

SAY: There are many apps for your phone and desktops that might work. Some promising ones are Asana, Trello, ClickUp and Tick Tick. There are also Habit Tracking apps. If you find any good ones, please share them with us!

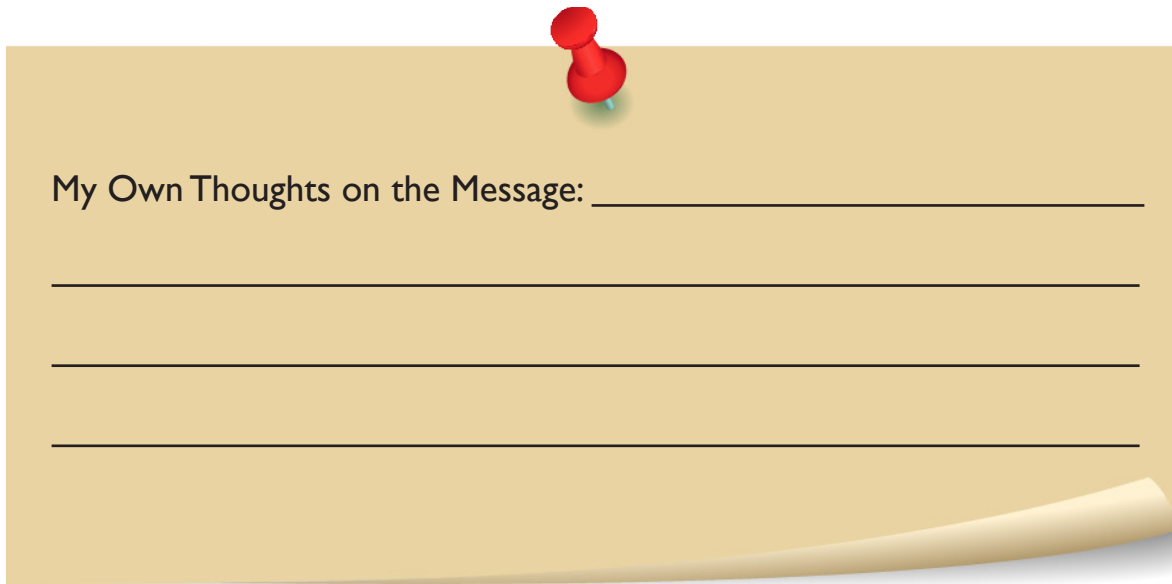


Notes:

Follow Up:

Huddle #15

- THEME:** The Urgency Addiction
- 7 HABITS MESSAGE:** Are You Addicted to Urgency?
- REFERENCE PAGES:** 203-206



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Today we are going to take a little quiz. If you're having trouble staying in Quadrant 2, the Prioritizer quadrant, you might be addicted to urgency.

ASK: Does anyone feel like they don't have to take the quiz because they already know the answer? *Invite responses*

SAY: The quiz is on a Google Form and your results should show up after you submit. No data will be collected from your answers. This is only for your benefit. Follow this link:

<https://formfaca.de/sm/i2Zw4ie7a>

[There is also a QR Code that the team can open using their phones.](#)




ASK: Did anything surprise you about your results? *Invite responses.*

SAY: Keep in mind that if you're like most, you either have an addiction to urgency, or you are developing one. What doesn't help is that most people think that urgency has become a status symbol. A century ago, Americans were judged on how much leisure time they had but now it seems that you have a higher status based on how busy you are.

ASK: Would you agree with that? *Invite responses.*

SAY: In order to work on your urgency addiction, you'll want to shift your focus from urgency to importance. Start putting your effort into the items in Quadrant 2, the important, but not urgent category. Plan ahead and prevent the crises from happening.



Notes:

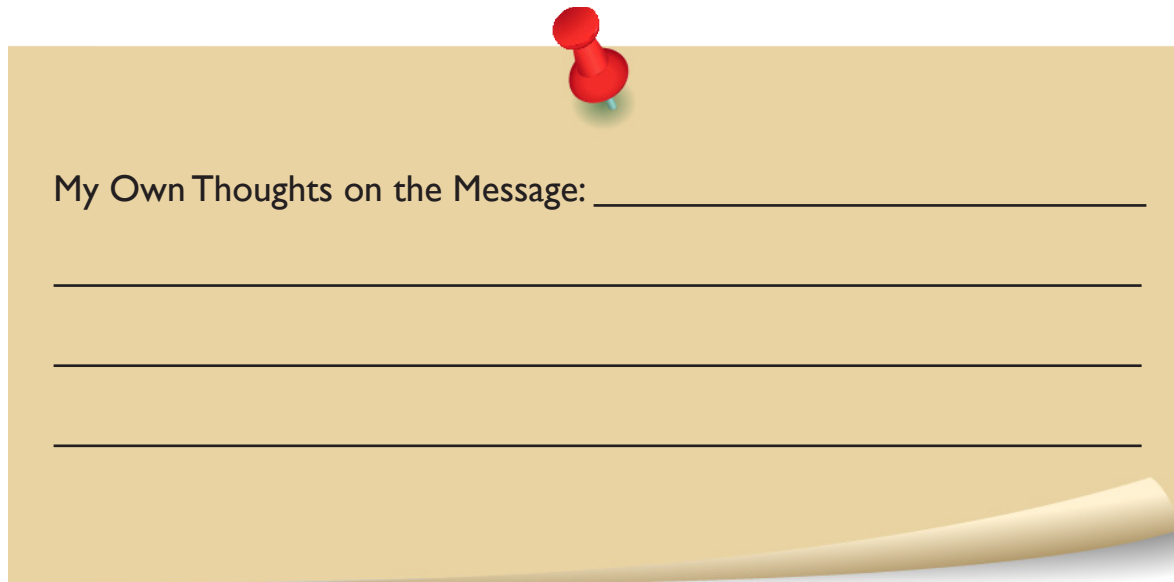
Follow Up:

Huddle #16

THEME: Put First Things First

7 HABITS MESSAGE: Plan Your Week

REFERENCE PAGES: 188-189



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Today we are going to make a plan for this week. We should be feeling a little more comfortable with the practice, so we are going to add Roles to the mix.

DO: Hand out the planning templates on the following page.

https://drive.google.com/file/d/1_FCAC6Wug5npCfjI0-7bw7DQzsvlqqO5/view?usp=sharing

SAY: Let's use this same template to help plan your week unless you've found a different tool you'd like to try. Remember these steps: Step 1: Identify your big rocks/golf balls. What important things do you want to accomplish this week? These will probably be tied to your Personal Mission Statement and long-term goals.

ASK: How difficult was it for you to block out some time in this schedule to make progress toward your important things? *Invite responses.*

2. ROLES & GOALS

PLAN WEEK BEGINNING _____

3. ALLOCATE IMPORTANT ACTIONS TO SPECIFIC DAYS

MONDAY	TUESDAY	WED	THURS	FRIDAY	SAT	SUN

4. SCHEDULE THOSE IMPORTANT ACTIONS AT SPECIFIC TIMES, THEN MAKE OTHER APPOINTMENTS

	MONDAY	TUESDAY	WED	THURS	FRIDAY	SAT	SUN
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1. SHARPEN THE SAW

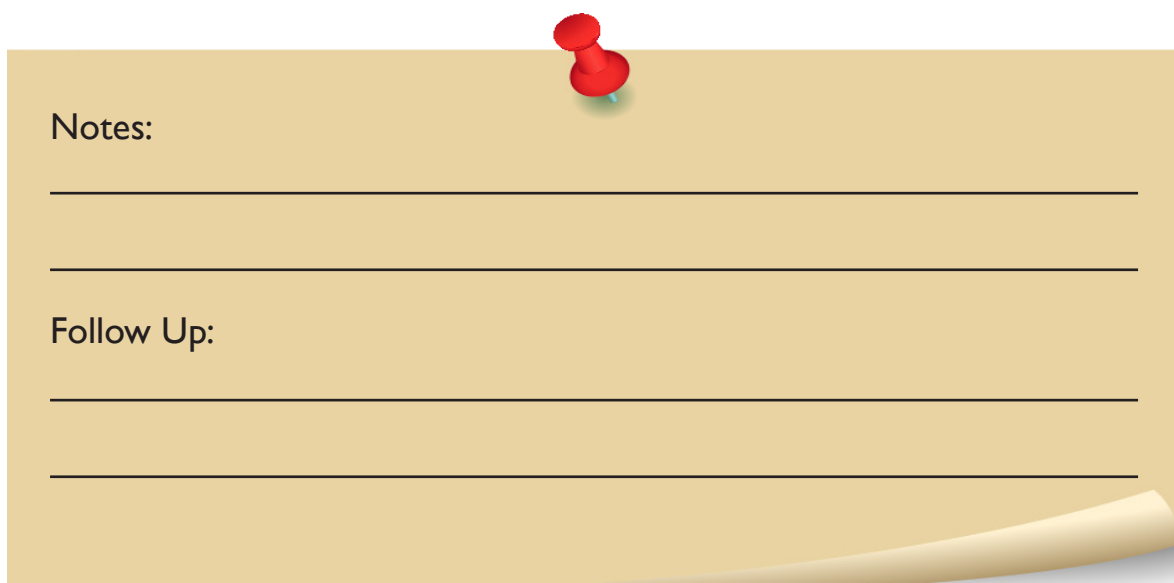
SPIRITUAL	MENTAL
PHYSICAL	SOCIAL/EMOTIONAL

NOTES/COMMENTS

SAY: Step 2 is to block out time for your big rocks/golf balls. It's like making a reservation. It's time for you to devote yourself to making progress toward your important things in life. Step 3 is to schedule everything else. Now that you have your big ticket items addressed, it's time to look for upcoming events or tasks that need to be done. We will review your plan daily as we go through this week. Now let's talk about roles.

ASK: What different roles do you play in your life? *Invite responses.*

SAY: Most of us play many different roles in our lives. There's the Individual, spouse, parent, job responsibilities, church duties, plus many more. We all have goals associated with each of these roles. Things we want to accomplish or maintain. The section in your template has a place for you to fill out the particular role and a place to write down one or two goals you'd like to accomplish this week for each of these roles. Plan out your week this week and don't forget your role goals.

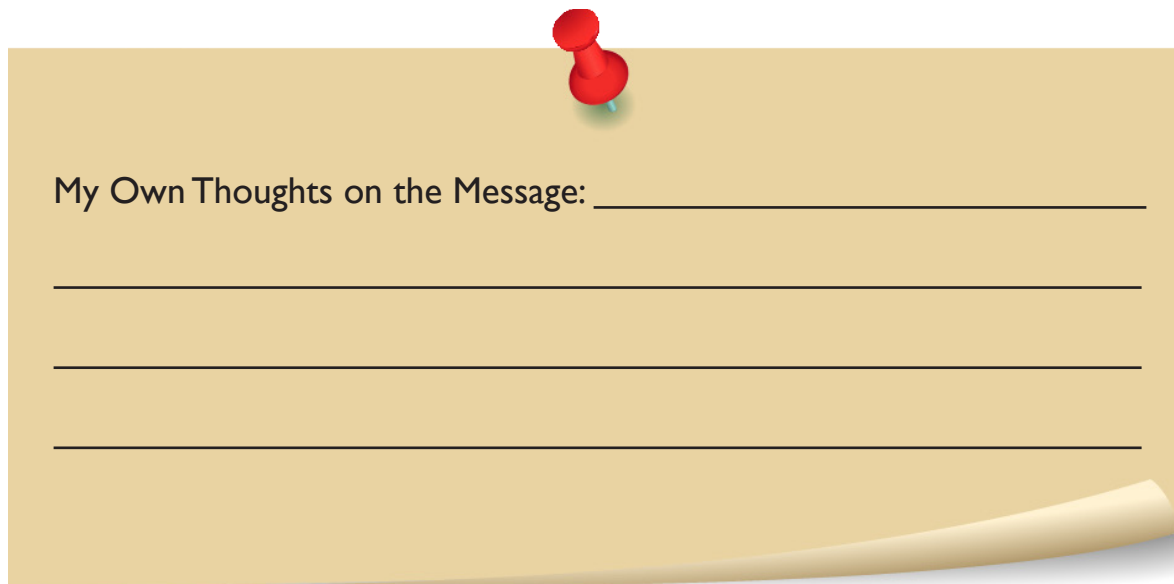


Notes:

Follow Up:

Huddle #17

THEME: Delegation
7 HABITS MESSAGE: Gofer Delegation
REFERENCE PAGES: 162



My Own Thoughts on the Message: _____

Discussion Prompts

DO: *Props needed:* a small item with the Bone Dry logo on it.

SAY: One of the hardest skills to master is delegation. Letting go and letting someone else take the responsibility for doing some things that you think are important is really tough. Dr. Covey talks about two different kinds of delegation: Gofer Delegation and Stewardship Delegation. We'll practice one today and the other tomorrow.

ASK: What do you think Gofer Delegation means? *Invite responses.*

SAY: It's a play on the typical demands of "go for this..." or "go for that..." Today we are going to practice 'Gofer Delegation.'

DO: Find something that has the Bone Dry logo on it that can be thrown into the air.

SAY: We are going to make the cover for a fake brochure as an exercise. When I throw this hat/cup/small object in the air, I want you to take a picture of it on your phone. The best

picture will be featured on the cover of our fake brochure with the tagline, “Bone Dry is Taking Off!” I know you’ve never done this before, so I will direct you when to take the picture.

DO: Before you throw the object gently into the air, be sure to micromanage how they operate their camera.

SAY: Be sure to have your phone turned on. Open the camera app. Adjust your settings, shutter speed will need to be set very fast. If it’s an iPhone, you’ll want to turn on HDR and be sure to have the Live photo feature on. Now I will instruct you when to take the photo. Don’t take it. Wait. Don’t take it.

DO: Throw the small object gently into the air and immediately...

SAY: Take it! Take it! Take the photo!

DO: Repeat as necessary.

ASK: How annoying was that? *Invite responses.*

DO: Review photos to see if any turned out ok. Reward/praise the best photo.

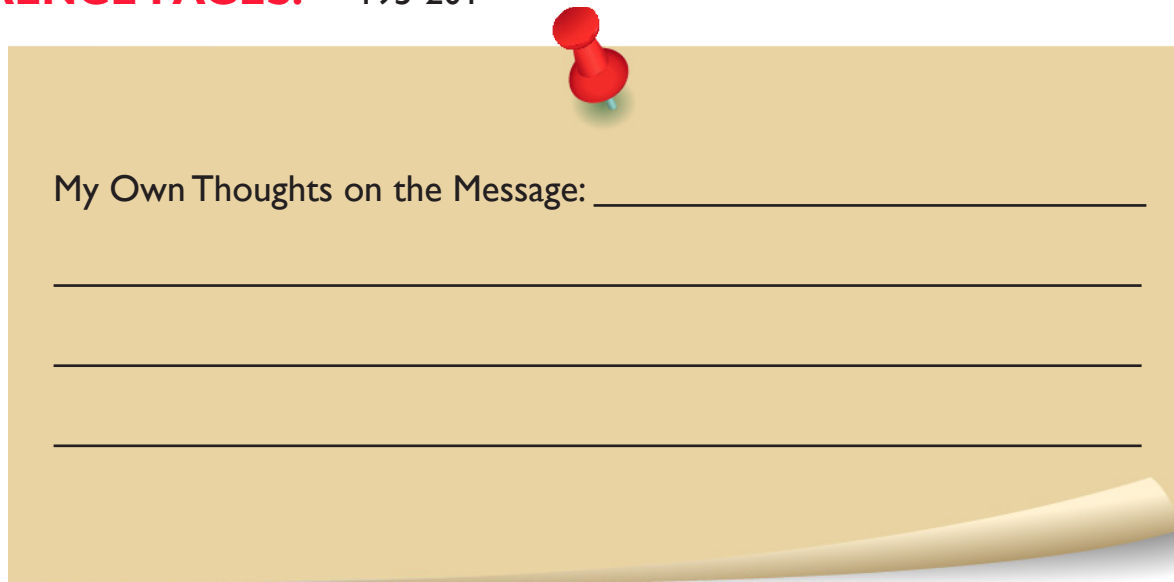
SAY: Gofer delegation is very annoying.

ASK: How much did my delegating really accomplish? *Invite responses follow up with...* How many people could I realistically manage successfully using this method? *Invite responses.*

SAY: There is a much better way which we will discuss tomorrow.

Huddle #18

THEME: Delegation
7 HABITS MESSAGE: Stewardship Delegation
REFERENCE PAGES: 195-201



My Own Thoughts on the Message: _____

Discussion Prompts

DO: *Props needed:* small items with the Bone Dry logo on it. It would help to have one item per small group of 2-3. Groups can be larger if necessary.

SAY: Yesterday was not effective at all. Gofer Delegation is a really ineffective and inefficient way to work. Today we are going to try a better way called Stewardship Delegation. It gives people the freedom to choose how they are going to complete the task and hold them accountable to it. Armed with clear desired results, guidelines, resources, accountability and consequences, Stewardship Delegation can be a much more effective method.

DO: Break your huddle into small groups of 2-3. They can be larger if necessary. Distribute the small items with the Bone Dry logo on it.

ASK: You pretty much know the task from yesterday. Do you think you can do a better job on your own? *Invite responses.*

SAY: The assignment is the same. We need a cover photo for our fake brochure.

- Desired results: one clear picture from each group of this object with the logo showing clearly with no body parts visible holding the object. No people in the frame. The object must appear to be floating or flying. The logo should be in plain view.
- Guidelines: The photo must be taken by each group within the time of this huddle.
- Resources: The object being photographed and your phone's camera.
- Accountability: This is pretty low stakes for this exercise. We will reward the best photo as an incentive.
- Consequences: Again, this is a low stake exercise.

DO: Give the teams time to experiment with taking their photos.

ASK: How was this exercise different from yesterday's? Which did you prefer? *Invite responses.*

SAY: Stewardship Delegation is a much more effective way to get things done. With clear boundaries and expectations, people have more freedom to choose how the task gets completed.

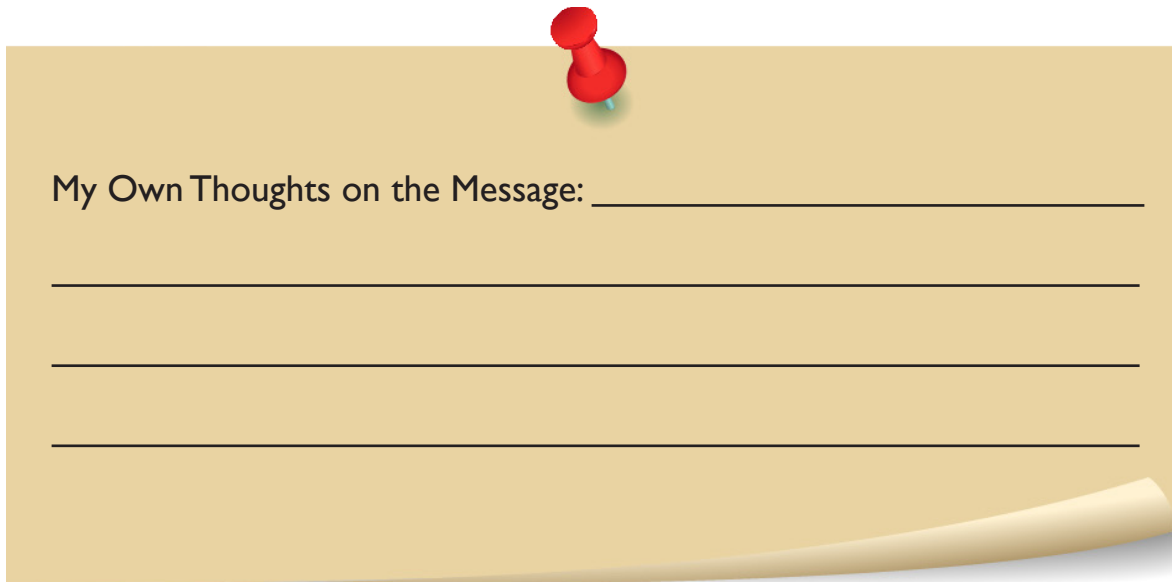


Notes:

Follow Up:

Huddle #19

THEME: Block Out Time in Advance
7 HABITS MESSAGE: Block Out Time in Advance
REFERENCE PAGES: 210-212



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Let's look at this week's Weekly Schedule. Today's huddle is a check up to make sure that we are blocking out time in advance. Take a look at your own schedule.


ASK: Have you made time for the important things? Things that are important but not urgent?
Invite responses.

SAY: Quadrant 2 is where you are going to get the most return out of your time and energy. Quadrant 1 is urgent and important, and the return will be pretty equal to your time and energy. Crisis averted. Quadrant 3 might see some return on your time and energy, but even though it was urgent, it wasn't really important. Of course, Quadrant 4 will see no returns on your time and energy because those tasks were neither urgent nor

important.

ASK: Can you block some time off for important but not urgent tasks? *Invite responses.*

SAY: These include all that proactive work, creative thinking, planning and prevention, learning, renewal and relationship building. Check your Weekly Schedules for these important, but not urgent goals.

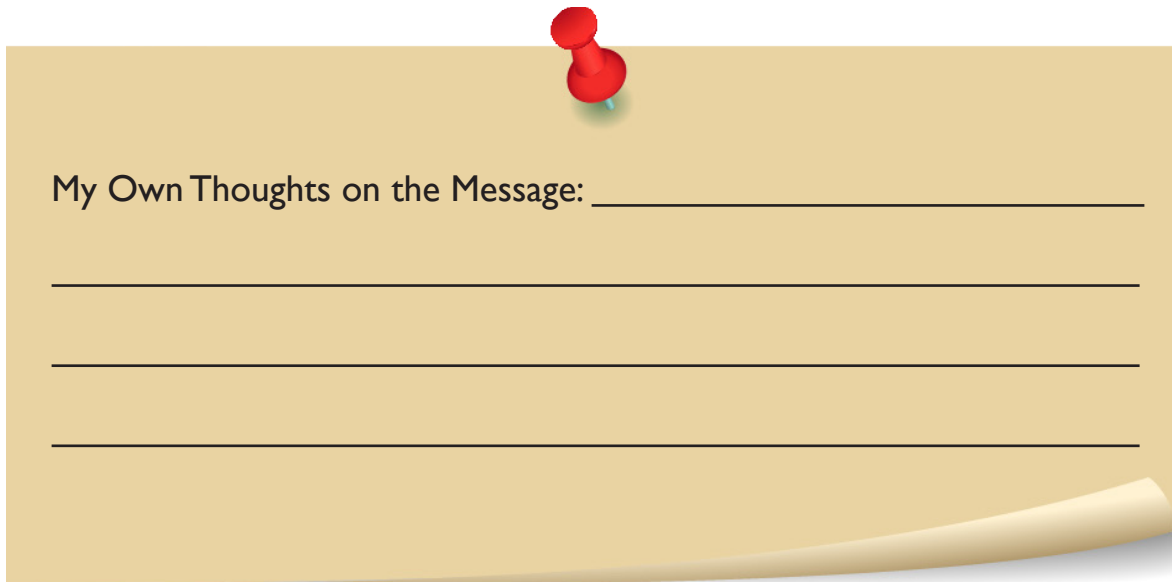


Notes:

Follow Up:

Huddle #20

- THEME:** Life in Quadrant I
- 7 HABITS MESSAGE:** Busyness Paradox
- REFERENCE PAGES:** Harvard Business Review April 2019



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: There is an interesting article in the Harvard Business Review about busyness. Here is a

link to the article: [Preventing Busyness from becoming Burnout.pdf](https://hbr.org/2019/04/preventing-busyness-from-becoming-burnout)

<https://hbr.org/2019/04/preventing-busyness-from-becoming-burnout>

ASK: Has anyone read this article before? *Invite responses.*

SAY: To summarize the article, it says that when we're busy and feel that time is scarce, we typically do a thing called 'tunneling' where we can only look at the task ahead. We concentrate on the low-level, immediate tasks right in front of us. Research has shown

that people actually lose 13 points of IQ in this mode. We typically rush around and put out fires all day to realize at 5:00p that we haven't really accomplished anything important that we wanted to get done.

ASK: Does this resonate with anyone? *Invite responses.*

SAY: There are three things that companies are doing to prevent burn out like this. They are recognizing the **power of social signals** that we are always working. They are trying to make non-work time more visible by being more open about lunch breaks, going on vacation and talking about life outside of work.

They are also trying to **build in slack** for important work. Realizing that humans are terrible at estimating how much time and effort are needed to accomplish things, they are trying to build in a little more time in the estimates to make sure they don't fall behind.

They are also **increasing transparency** into everyone's workload. They think this transparency will help for calling meetings for example. Calling a meeting won't be seen as cost free, but a trade-off from other projects being worked on.

ASK: Would any of these interventions help you in your position? *Invite responses.*

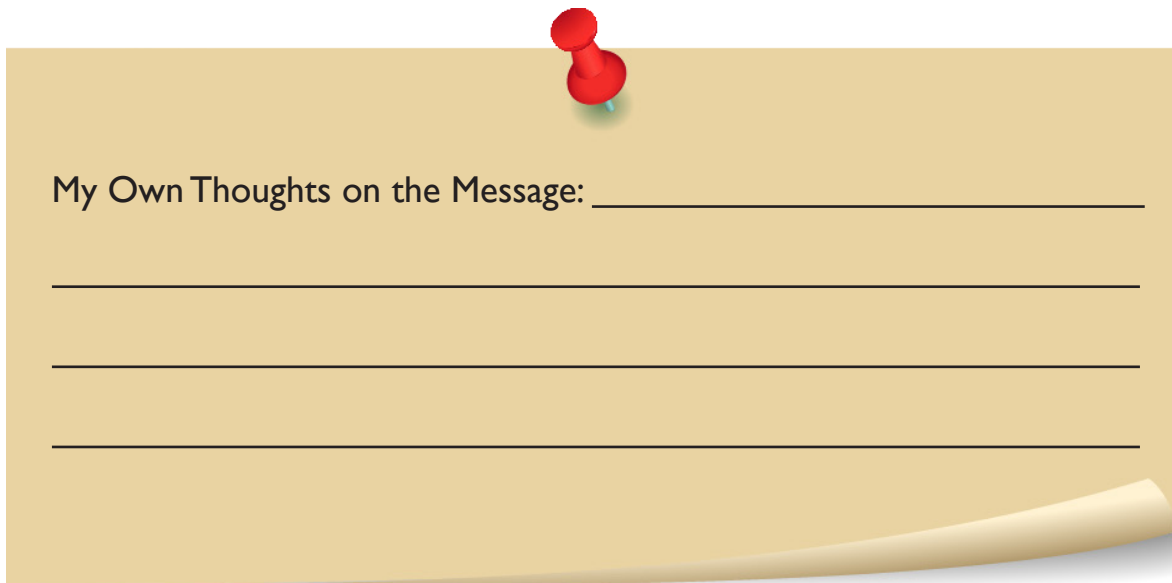
SAY: This article was referenced in the 7 Habits of Highly Effective book and has some interesting insights to the current work situation here in this country. It's an interesting article.

Huddle #21

THEME: Put First Things First

7 HABITS MESSAGE: Plan Your Week

REFERENCE PAGES: 188-189



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: Today we are going to make another plan for the week. We should be feeling much more comfortable with the practice, so we are going to add sharpening the saw to the plan.

DO: Hand out the planning templates.

https://drive.google.com/file/d/1_FCAC6Wug5npCfjI0-7bw7DQzsvlqqO5/view?usp=sharing

SAY: Let's use this same template to help plan your week or use a different tool you'd like to try. Remember these steps: Step 1: Identify your big rocks/golf balls. What important things do you want to accomplish this week? These will probably be tied to your Personal Mission Statement and long-term goals.

ASK: How difficult was it for you to block out some time in this schedule to make progress toward your important things? *Invite responses.*

SAY: Step 2 is to block out time for your big rocks/golf balls. It's like making a reservation. It's

2. ROLES & GOALS

PLAN WEEK BEGINNING _____

3. ALLOCATE IMPORTANT ACTIONS TO SPECIFIC DAYS

MONDAY	TUESDAY	WED	THURS	FRIDAY	SAT	SUN

1. SHARPEN THE SAW

SPIRITUAL	MENTAL
PHYSICAL	SOCIAL/EMOTIONAL

4. SCHEDULE THOSE IMPORTANT ACTIONS AT SPECIFIC TIMES, THEN MAKE OTHER APPOINTMENTS


	MONDAY	TUESDAY	WED	THURS	FRIDAY	SAT	SUN
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NOTES/COMMENTS

time for you to devote yourself to making progress toward your important things in life. Step 3 is to schedule everything else. Now that you have your big ticket items addressed, it's time to look for upcoming events or tasks that need to be done. We will review your plan daily as we go through this week. Now let's talk about sharpening the saw. This is the last habit of the seven, but the quick version is to come up with goals that fit into the four areas of your life you'd like to improve.

ASK: What are these different areas? What goals would you like to try this week? *Invite responses.*

SAY: The four categories are Spiritual, Mental, Physical and Social/Emotional. Again, we will go into more detail on these aspects of your life in December. For now, use that portion of your Weekly Schedule to start the practice.

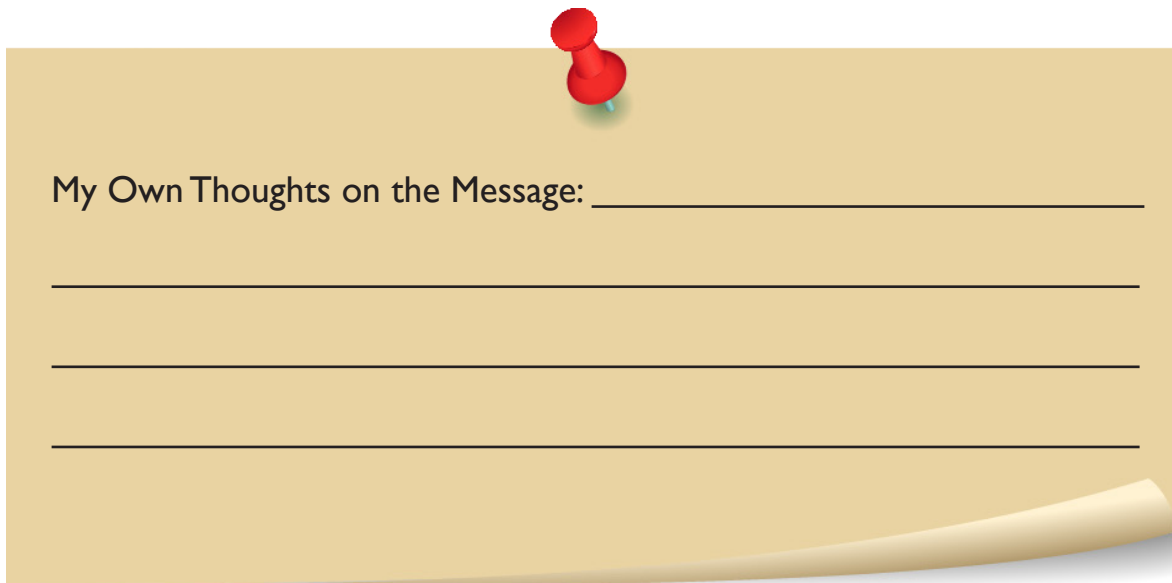


Notes:

Follow Up:

Huddle #22

- THEME:** Living It
- 7 HABITS MESSAGE:** Efficiency vs. Effectiveness
- REFERENCE PAGES:** 190-191



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: As you're living your week schedule, you will undoubtedly come across some challenges. That's ok. While Habit 1 says "You are the programmer," and Habit 2 says "Write the program," and Habit 3 says "Run the program," you are not really a computer and need to take the human element into account.

ASK: What kind of challenges have been thrown into your weekly schedule's path? *Invite responses.*

SAY: Sometimes your relationships with others will take importance over your goals. Remember that with things and goals you want to be efficient. But with people, you need to be effective.


ASK: Have you ever tried to be efficient when dealing with others? How would a child react if you tried to be efficient by reacting quickly and without emotion in dealing with their

scraped knee or bruised ego? *Invite responses.*

SAY: Relationships need the time to work effectively. Dr. Covey's son was big into being efficient with his schedule and had his day all planned including the ten minutes it would take to break up with his girlfriend. As you can imagine, breaking up with his girlfriend took longer than the ten minutes he expected.

ASK: Have you ever tried giving someone, a child, a spouse, a friend ten minutes of "quality time"? How did that go? *Invite responses.*

SAY: Making deposits into your relationship bank accounts takes more time than you might think. Keep in mind that maintaining relationships should be more important than a lot of other tasks. That's why building relationships is in Quadrant 2.

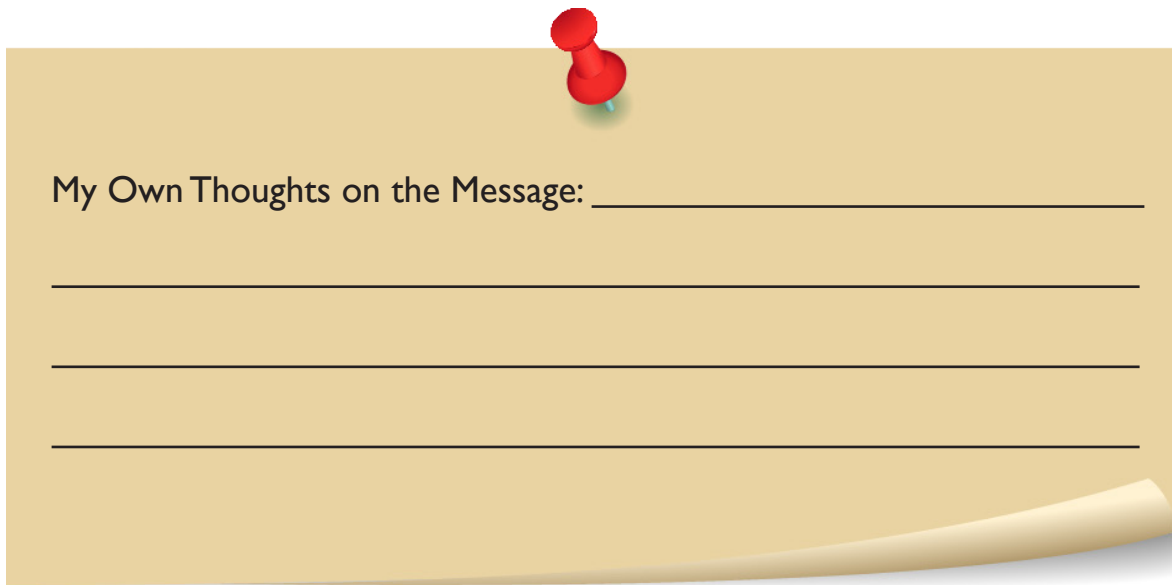


Notes:

Follow Up:

Huddle #23

THEME: Review
7 HABITS MESSAGE: Review: Habit 3
REFERENCE PAGES: 207-210



My Own Thoughts on the Message: _____

Discussion Prompts

SAY: They have surveyed thousands of people on the 7 Habits and they all say that Habit 3 is the hardest habit of the seven.

ASK: Would you say that it is true? *Invite responses.*

SAY: Congratulations on getting through the hardest habit. Keep copies of your weekly schedule and continue to use it or some other tool that you like to use. Some reminders as we wrap up Habit 3:

1. Get a planner. Try it for 30 days before you judge it.
2. Identify your biggest time-wasting activities.

ASK: What are your biggest time-wasters? *Invite responses.*

SAY: 3. If you find yourself saying yes to everything and everyone, try to say no when it's the right thing to do.

4. If you have something important to plan for, try not to procrastinate. Work on it a little bit everyday.

5. Think about something you've been procrastinating for a long time but it is very important to you. Block out some time this week to get it done.

ASK: What kinds of things have you been procrastinating? *Invite responses.*

SAY: Here's a little story to add some perspective to the importance of time.

To realize the value of One Year,

Ask a student who failed his or her AP exams.

To realize the value of One Month,

Ask a mother who gave birth to a premature baby.

To realize the value of One Week,

Ask an editor of a weekly magazine.

To realize the value of One Day,

Ask a daily wage laborer who has six kids to feed.

To realize the value of One Hour,

Ask the lovers who are waiting to meet.

To realize the value of One Minute,

Ask a person who missed their train.

To realize the value of One Second,

Ask the person who survived an accident.

To realize the value of One Millisecond,

Ask the person who won a silver medal in the Olympics.

—Marc Levy, *Et si c'était vrai...*, *Vous revoir*, édition complète 2 en 1