



Capacity Building for Accountable Leadership

by

Baba Aladura Youth Conference (BAYOC)
Centenary Edition

Indoor Hall, Teslim Balogun Stadium, Alh. Masha Road, Surulere, Lagos
State

September 5, 2025



7 Habits Of Highly Effective People

by Stephen R. Covey



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September 5, 2025



Introduction

- Personality
- Paradigms
 - How they can shift
- The Maturity Continuum
- Why it's good to have these 7 habits





The Maturity Continuum

Interdependence

Interdependence is the attitude of **WE**. It is where you think like a team; we accomplish what we want together. We use our individual talents and abilities to achieve something better.

WE

Independence

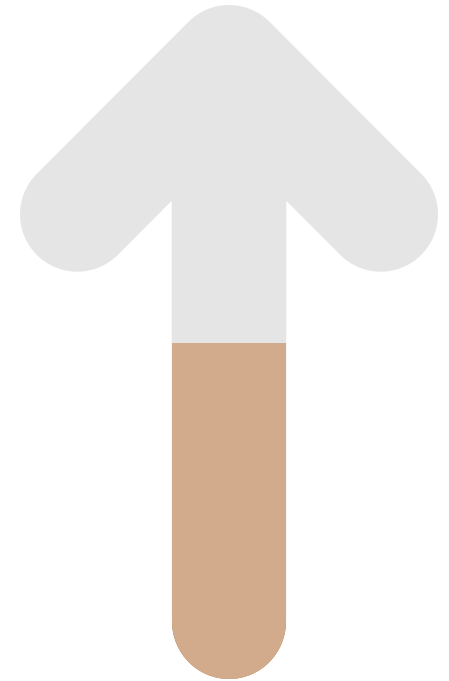
Independence is achieved by mastering the first 3 habits. Most people think independence is the highest level, but it is not. It is the attitude of **I**.

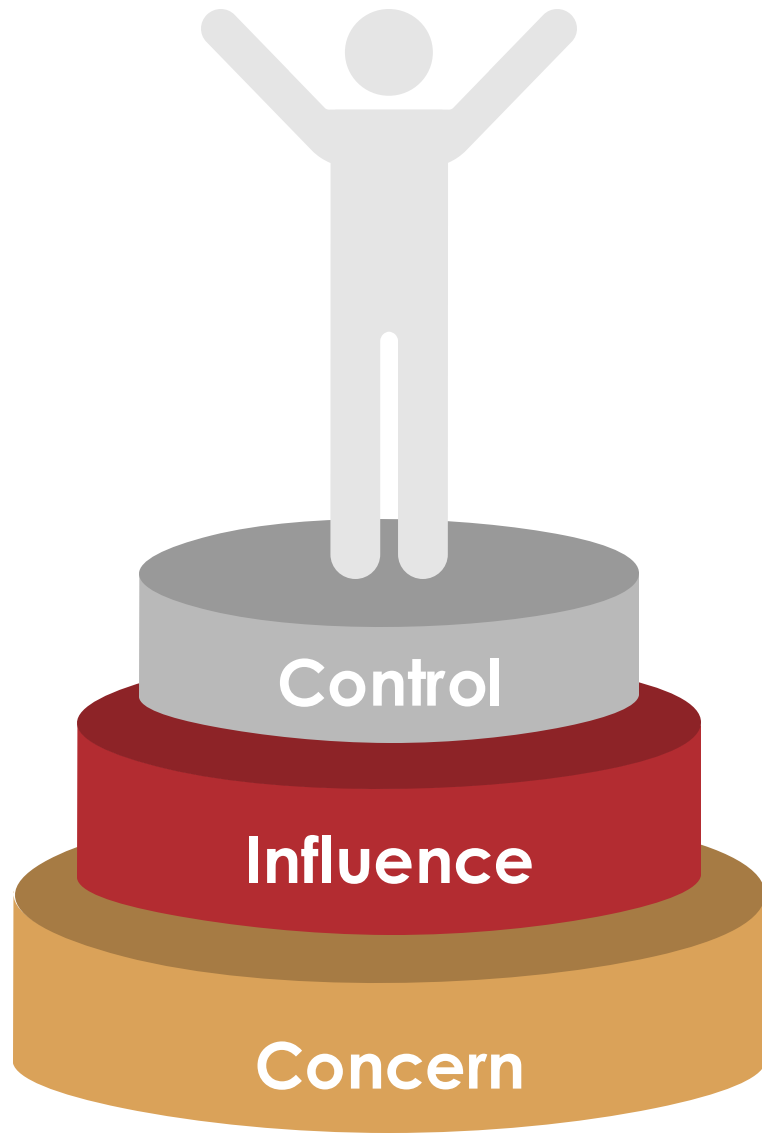
I

Dependence

Dependence is the attitude of **YOU**. It is like the relationship between a mother and a child, and in some cases, a boss and an employee lacking their own inner strength and purpose.

YOU



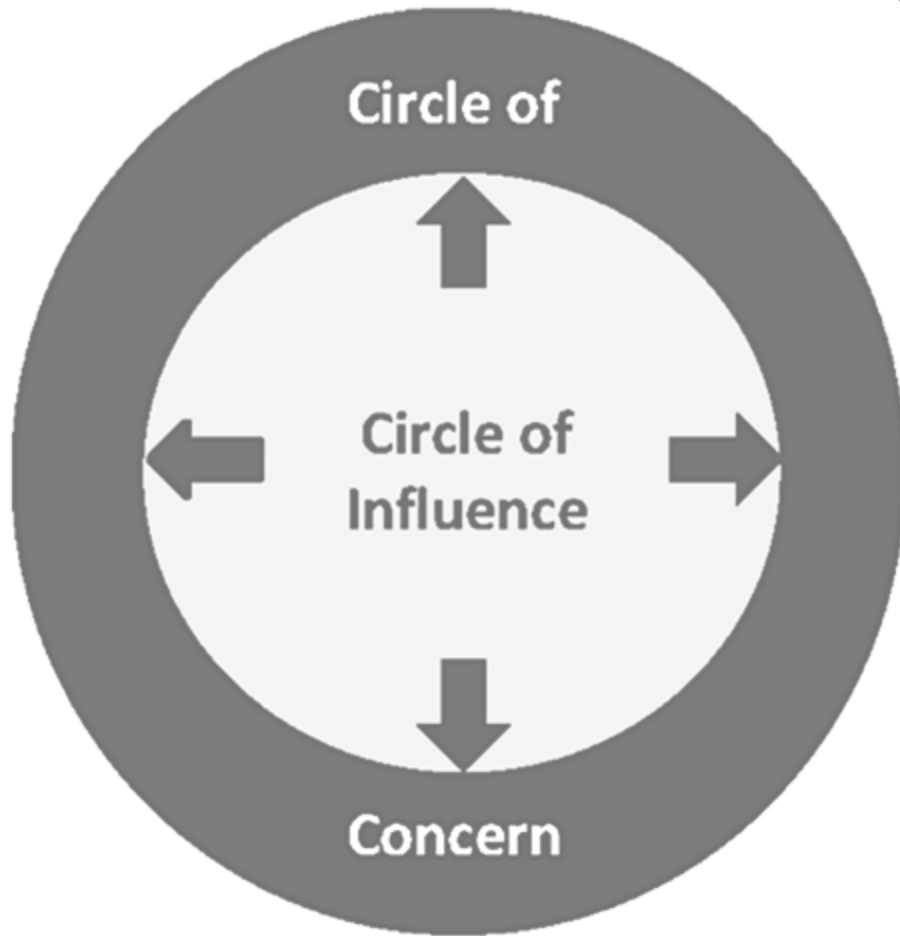


Habit 1

Be Proactive

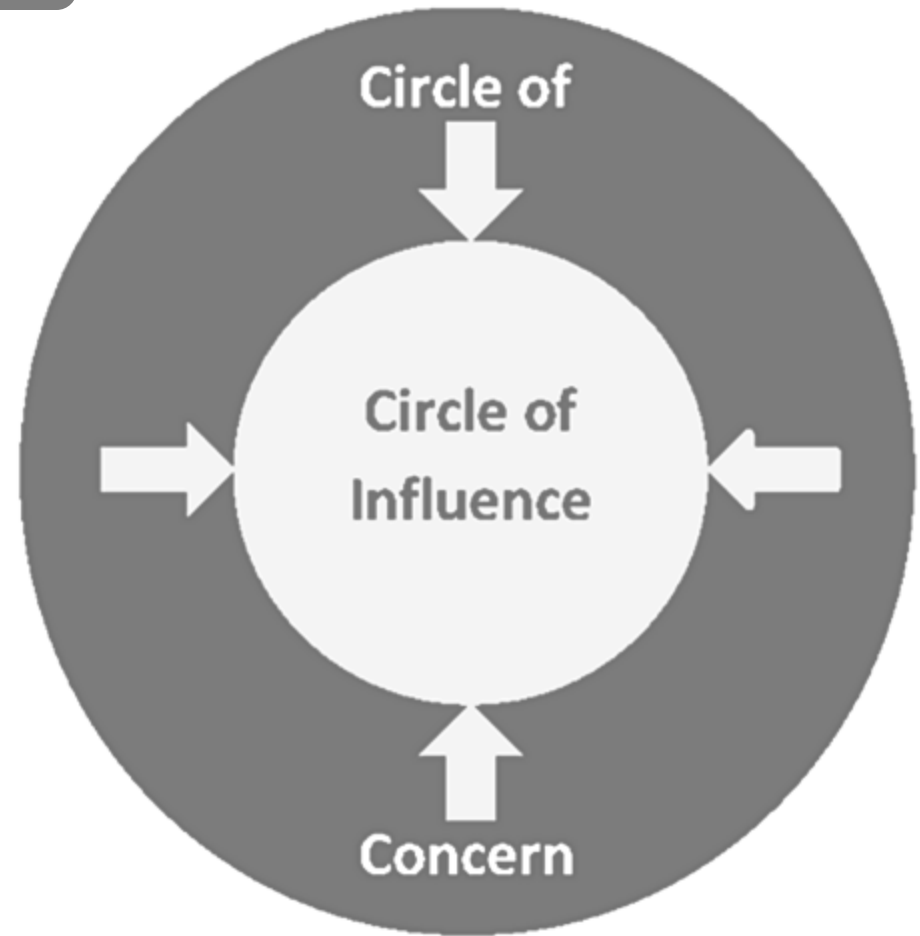


Proactive vs. Reactive



Proactive Focus

Positive energy enlarges Circle of Influence



Reactive Focus

Negative energy reduces Circle of Influence



Habit 1 – Be Proactive

Reactive People

- They focus their efforts in the Circle of Concern--things over which they have little or no control like the weather. Reactive people tend to neglect those issues that are under their control and influence. Their focus is elsewhere and their Circle of Influence shrinks.

Proactive People

- They focus their efforts on their Circles of Influence & Control, which is the area we have control over and we can act upon. They work on the things they can do something about: raincoat, umbrella, face cap, etc. When you act on your Circle of Influence you are able to reduce stress levels and increase happiness, because you can initiate and influence change.

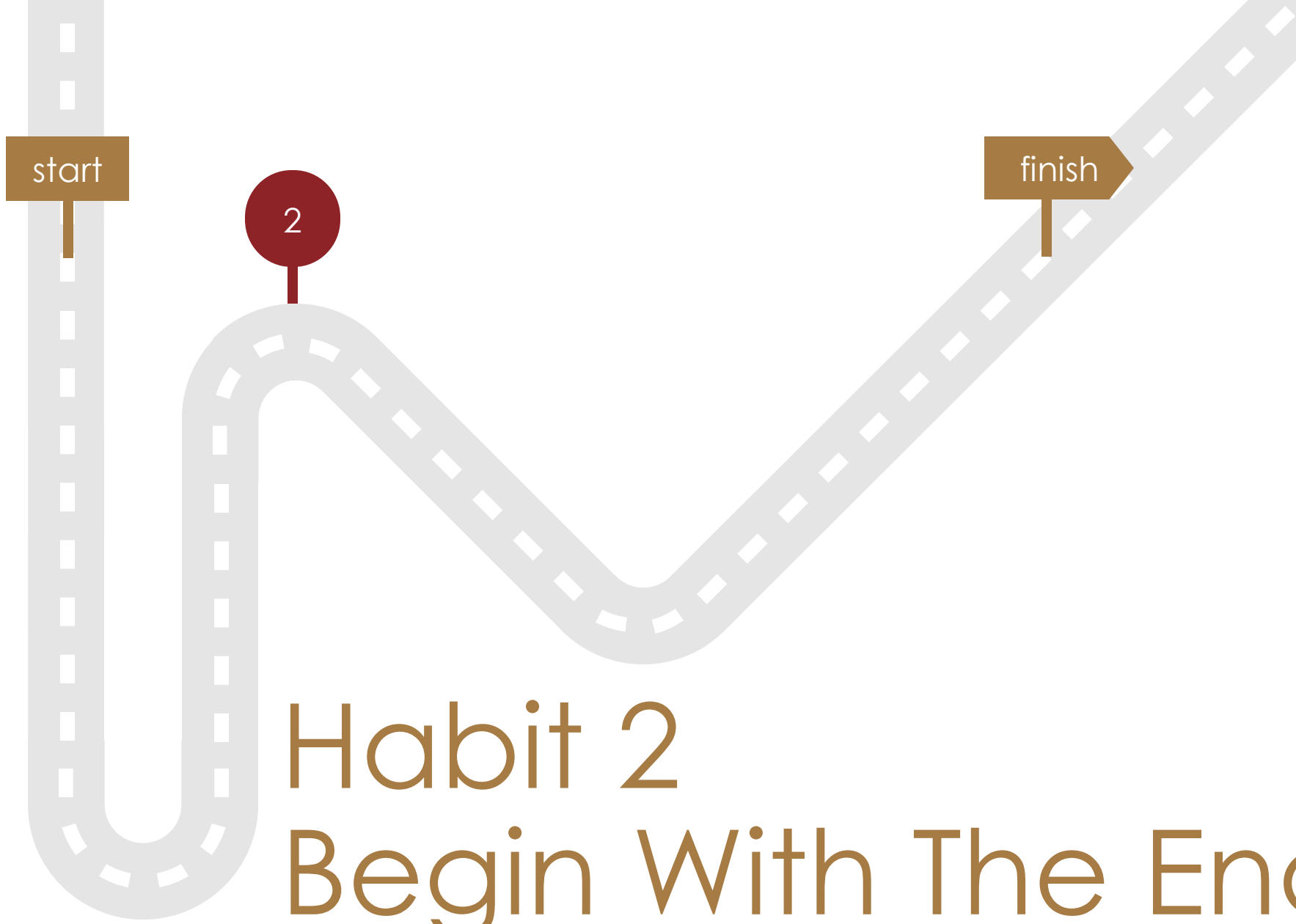


Habit 1 – Be Proactive

Control and Choice

- **“I am not a product of my circumstances. I am a product of my decisions.”** – Dr. Stephen R. Covey
- **“God, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”** – Serenity Prayer





Habit 2

Begin With The End In Mind



Habit 2 – Begin With The End In Mind

- Some people believe that there are three main reasons why the “begin with the end in mind” philosophy is so important
- They are clarity, efficiency, and purpose
- **Clarity** - When you understand where you want to end up, you’ll gain tremendous clarity in many areas of your life
- **Efficiency** - As a result of the Clarity gained by beginning with the end in mind, you will naturally become more efficient, you’ll be able to plan and strategize for the best route to your goals
- **Purpose** - Finally, when you begin with the end in mind, you gain purpose, you’ll be chasing goals that are actually meaningful to you, building a career you can be proud of, and living the kind of life you want



Habit 2 – Begin With The End In Mind

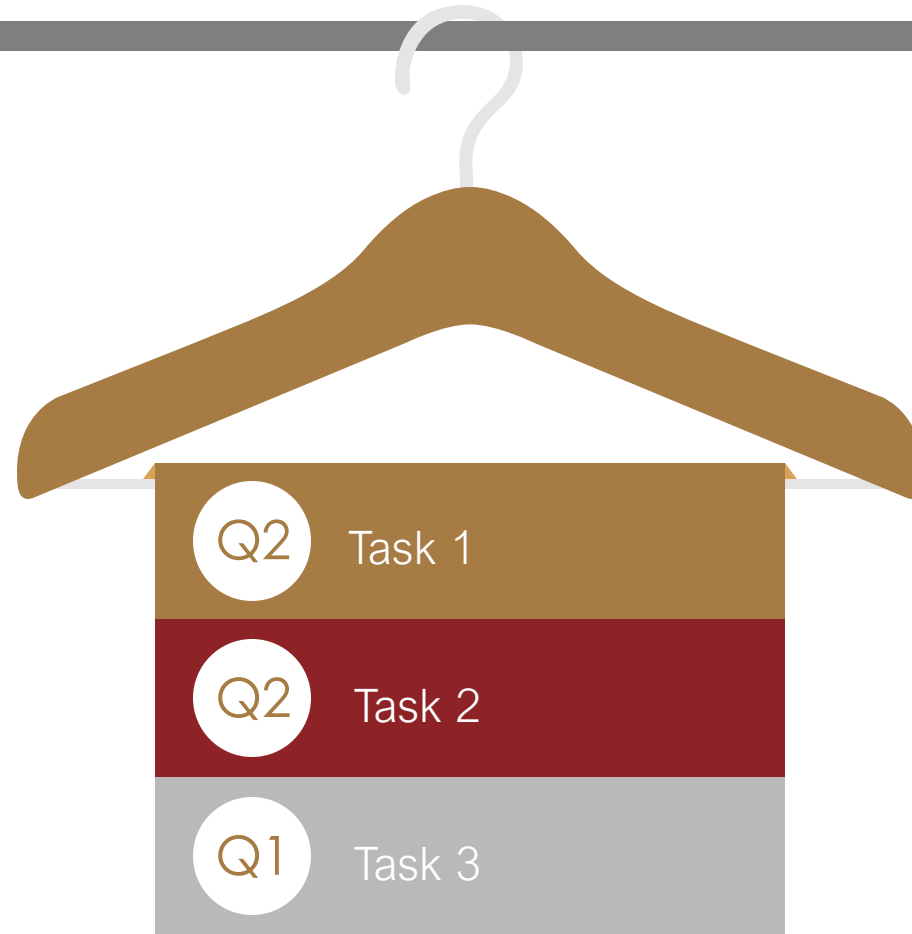
- Picture your life like a ladder, you're climbing up the ladder of life, working hard and doing the right things to get up the ladder, day by day, month by month, and year by year
- Then as you get to the top of the ladder you realise your ladder was leaning against the wrong wall the whole time
- This is how a lot of people live their lives
- **“Your most important work is always ahead of you, never behind you.”** – Dr Stephen R. Covey



Habit 2 – Begin With The End In Mind

- According to Dr Stephen R. Covey, all things are created twice — first in the mind, and then in the real world
- When you begin with the end in mind, you set yourself up for success. There's no better way to identify what you actually want, why it's important to you, and how to get it. To implement this philosophy in your life, simply:
- **Dream Big (Or Small):** What do you really want to achieve?
- **Be Honest:** Where are you now in regard to your goals?
- **Design a Path:** What's the most direct route from where you are to where you want to be?
- **Put Pen to Paper:** Craft a mission statement that encompasses your goals in life or on a particular project, why they're important to you, and how you'll accomplish them
- **Fully Commit:** Decide that you'll put in the work to make your goals a reality





Habit 3

Put First Things First





Practical Activity

Big Rocks vs Small Rocks (sand)



Habit 3 – Put First Things First

- As Covey argues, Habits 1 and 2 are about personal leadership (figuring out where you want to go and what you want to do in life), while Habit 3 is about personal management
- It's about taking the big picture, the abstract, the idealistic, and turning them into the day-to-day, the concrete, the practical
- It's about taking external actions that match your internal convictions
- As Covey puts it, **“While leadership decides what ‘first things’ are, it is management that puts them first.”**

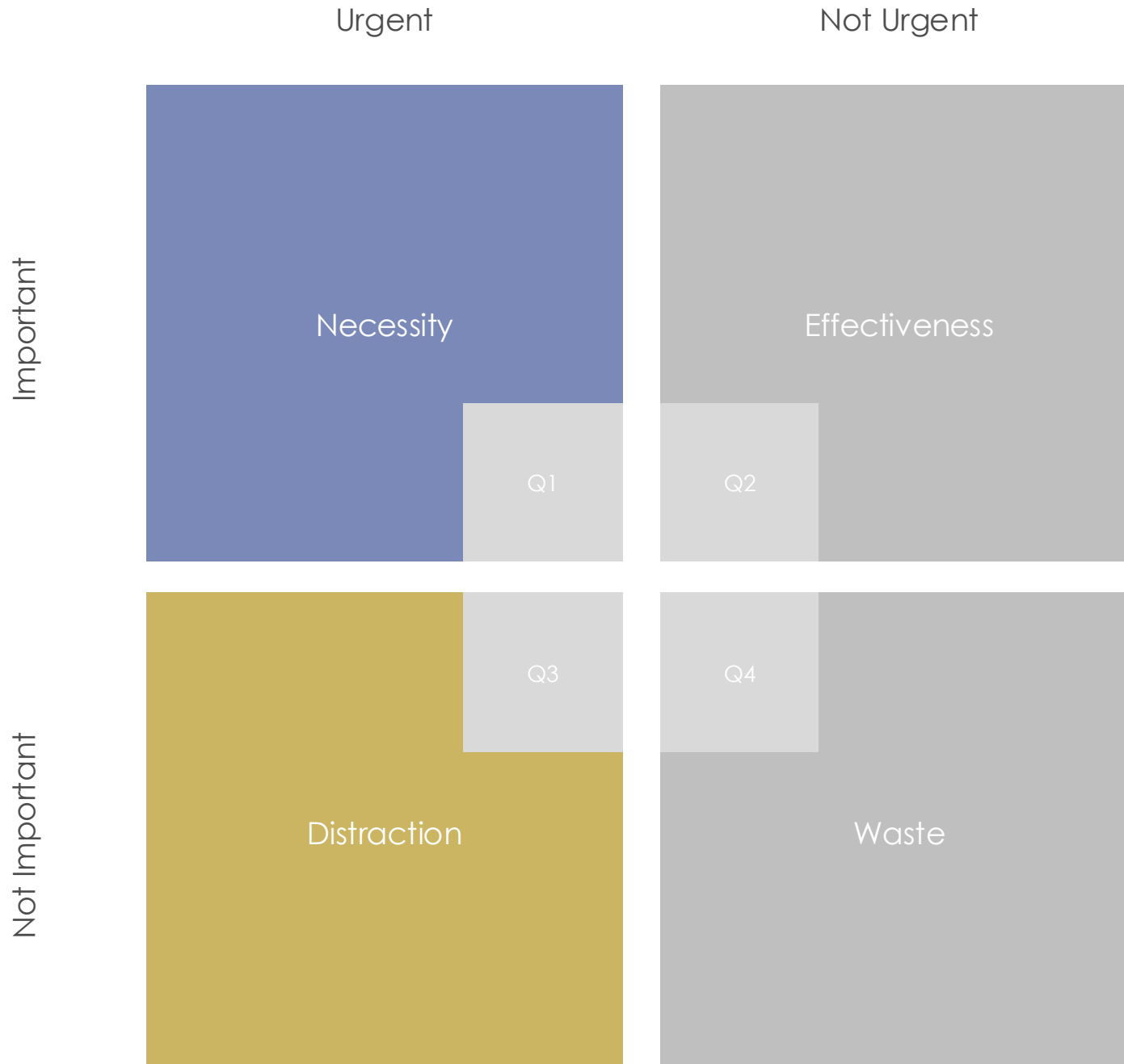


Habit 3 – Put First Things First

Execute on the most important priorities

- To live a more balanced existence, you have to recognize that not doing everything that comes along is okay. There's no need to overextend yourself. All it takes is realizing that it's all right to say no when necessary and then focus on your highest priorities.
- To achieve this, we can turn to the **“Time Management Matrix”** which is also known as the **“Eisenhower Matrix”**
- The Time Management Matrix was created by Dwight D. Eisenhower, the 34th president of the United States, and was later popularized by Dr Stephen Covey
- Using The Time Management Matrix, our daily activities can be broken down into 4 Quadrants, sorted by urgency and importance





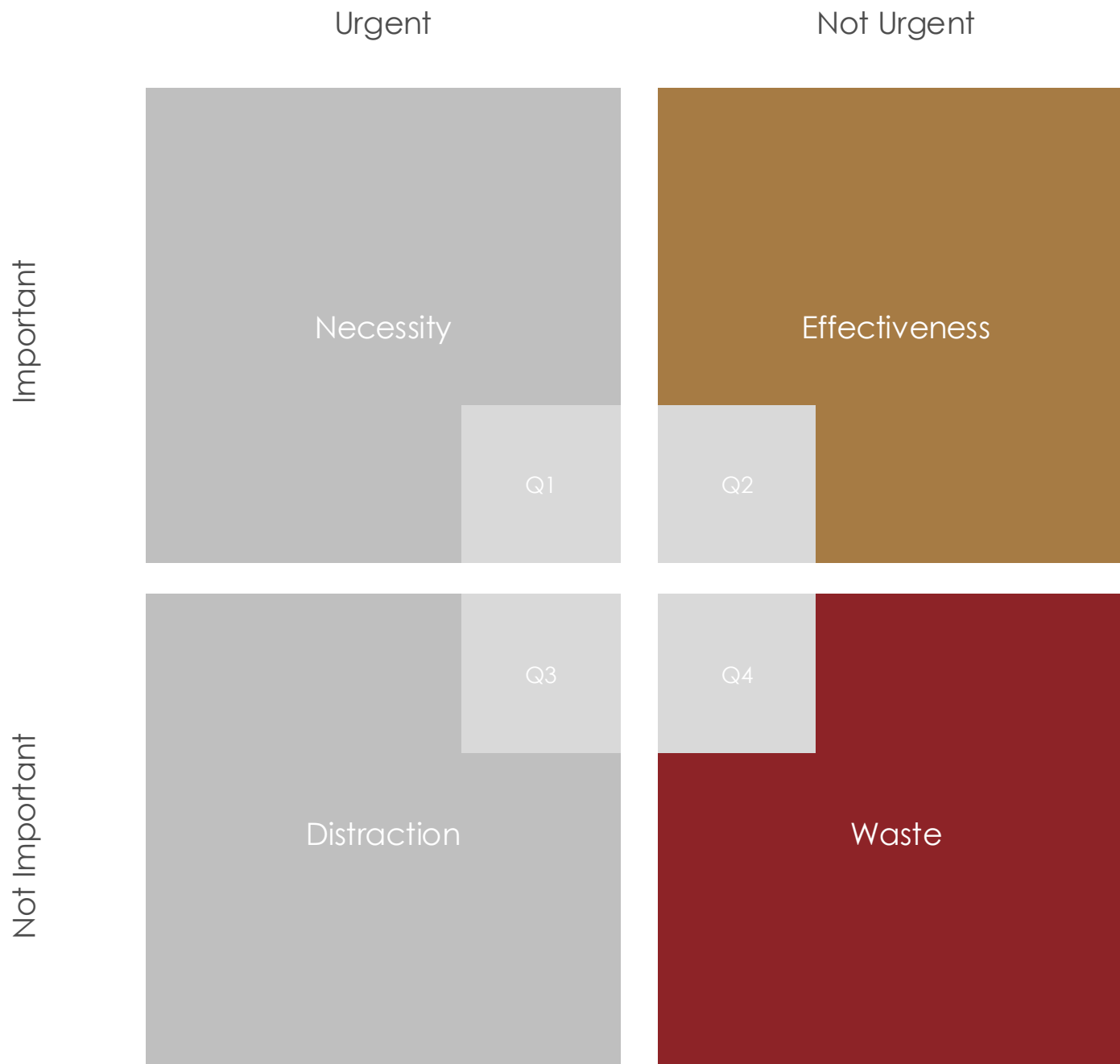
Q1 Necessity

You will find your crises or emergencies here. Quadrant 1 screams for our attention because of its urgent and consequential nature. But in reality, we become **consumed with firefighting every day** instead of crisis prevention.

Q3 Distraction

People spend a lot of time dealing with Q3 tasks and confusing them with Q1 tasks. **They think the tasks are important when they are not.** For example, you may be constantly picking up phone calls during work or always attending meetings that have no value-add. This is why Q3 is called the **Quadrant of Deception**. Many times, the urgency of these tasks are due to others' priorities or needs.





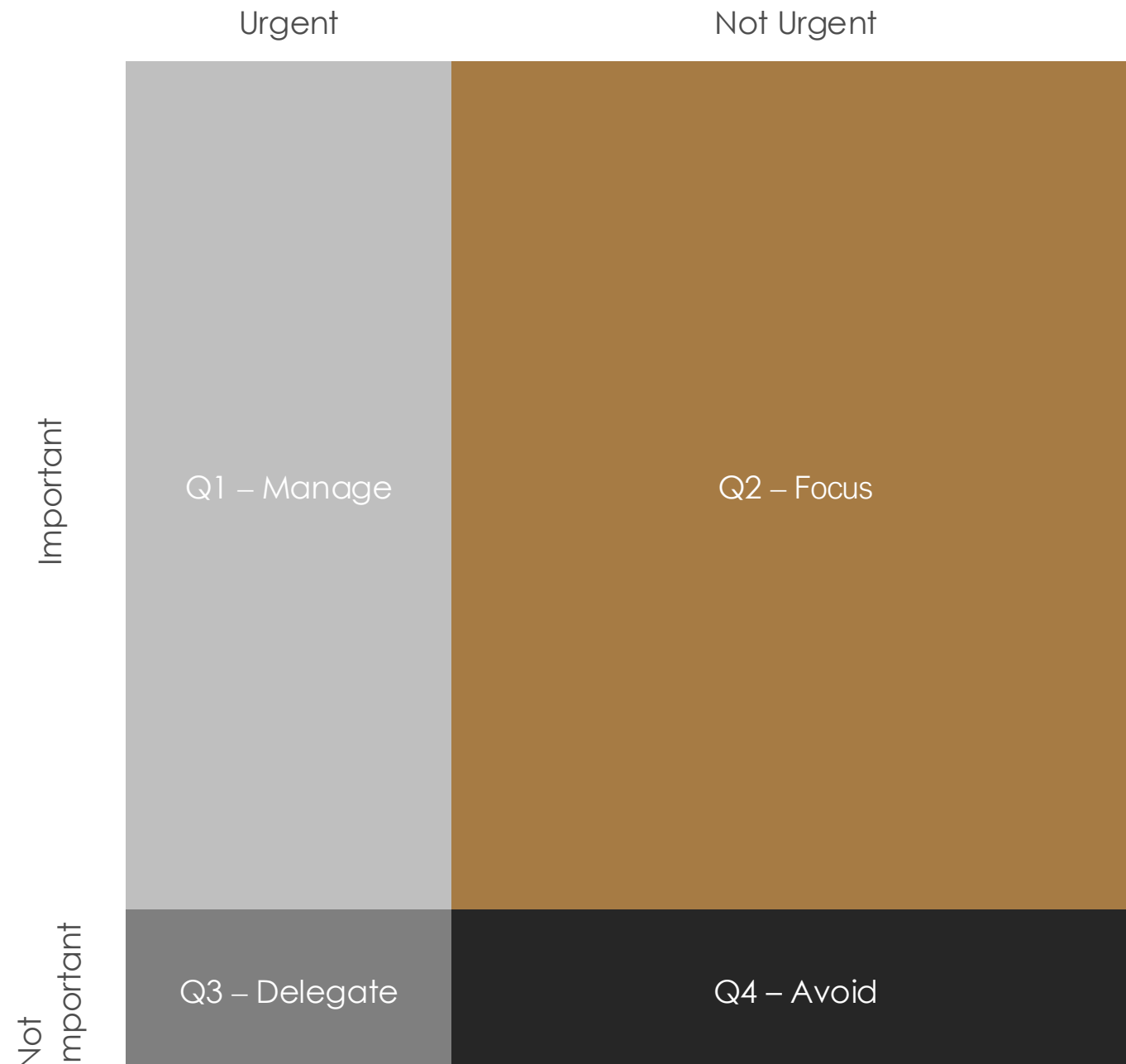
Q4 Waste

This Quadrant **contains all your time wasters**. People living unconsciously tend to hover around Q 3 and Q4.

Q2 Effectiveness

Q2 is the **most important quadrant, yet the most often neglected one**. Two reasons why Q2 tasks are often neglected: Firstly, Q2 tasks never become urgent until it is too late. For example, taking care of your health or pursuing your dreams. Secondly, compared to other quadrants, these tasks require more investment of energy and time to see results, which conflicts with modern society's obsession with instant results. However, Q2 **tasks reap the most reward** in the long run. Think about it as sowing seeds for future harvest.





Conclusion

- Q1** Urgent and Important
Manage immediately to get them out of the way. Spend the required effort such that they do not blow out of portion
- Q2** Not Urgent and Important
Focus disproportionately due to the high payoff from the investment
- Q3** Urgent and Not Important
Delegate to other people due to their urgent nature, but be minimally involved as they are not important
- Q4** Not Urgent or Important
Avoid them as they are neither important nor urgent

An ideal allocation of time across the 4 quadrants, with 0% of time going into Q4



Independence » Self-Mastery

The first 3 habits are about moving you from being dependent to being Independent; they are about self mastery. They help you become more effective as an individual by developing inner strength, purpose, character and values.





Habit 4

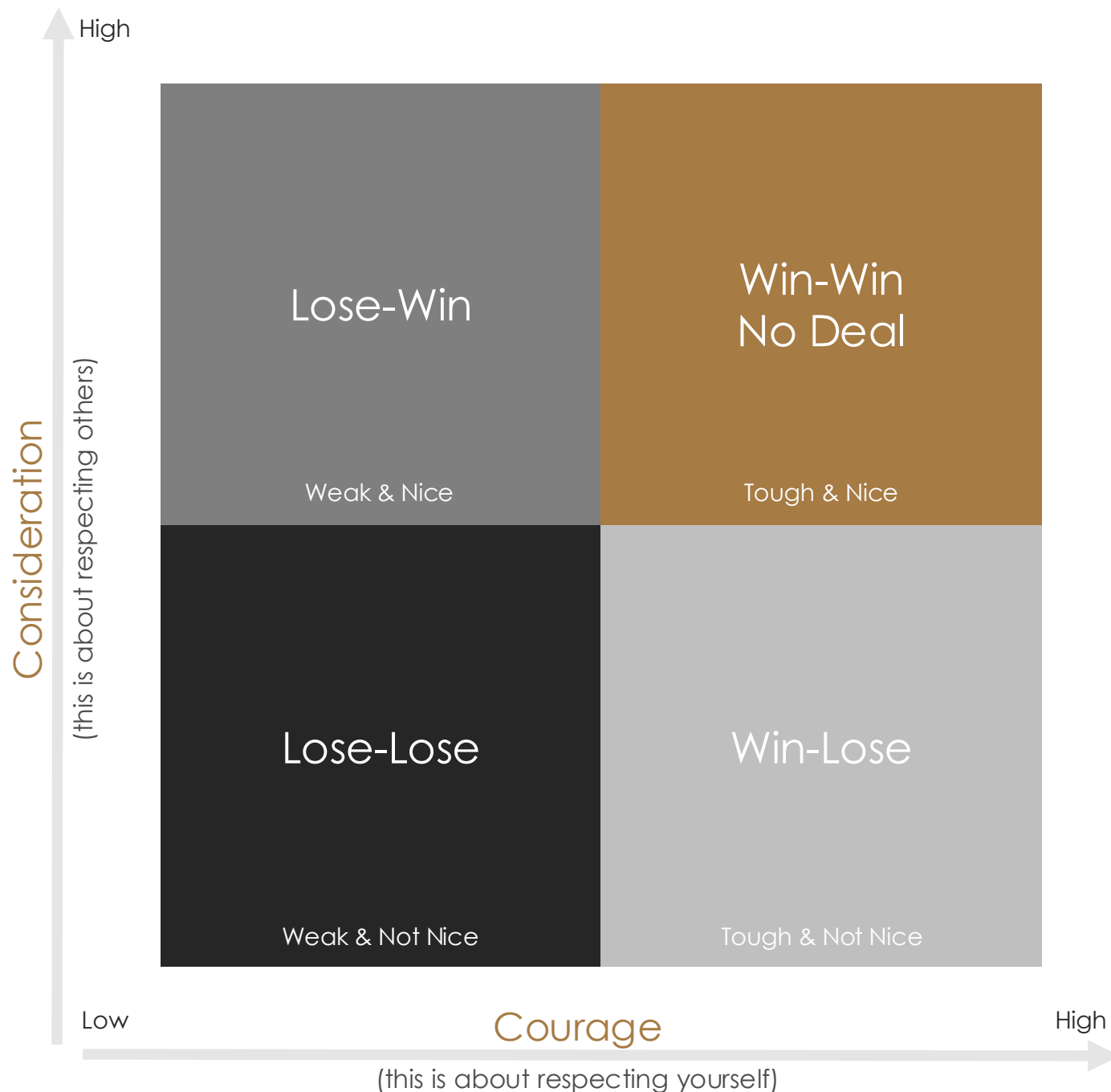
Think Win-Win



Habit 4 – Think Win-Win

- Having realised how much power we actually have over our own lives (Habit 1- Be proactive)
- Then considering what we truly wish to achieve throughout our lifetime (Habit 2- Begin with the end in mind)
- And then taking action (Habit 3- Putting first things first)
- We come to a point where we have to interact with other people who have their own desires and ambitions that might conflict with our own
- How do you successfully navigate the world as an individual who lives among other individuals?
- That's what the next three habits seek to answer, Dr Covey calls them the **“habits of public victory”**
- The first of this trio of outward-facing habits, Think Win-Win, provides the framework, or “paradigm” in Covey-speak, for all of them
- Think Win-Win isn't about being nice, nor is it a quick-fix technique; it is a character-based code for human interaction and collaboration
- Most of us learn to base our self-worth on comparisons and competition; we think about succeeding in terms of someone else failing, i.e. if I win, you lose; or if you win, I lose; life becomes a zero-sum game





The balance between courage & consideration

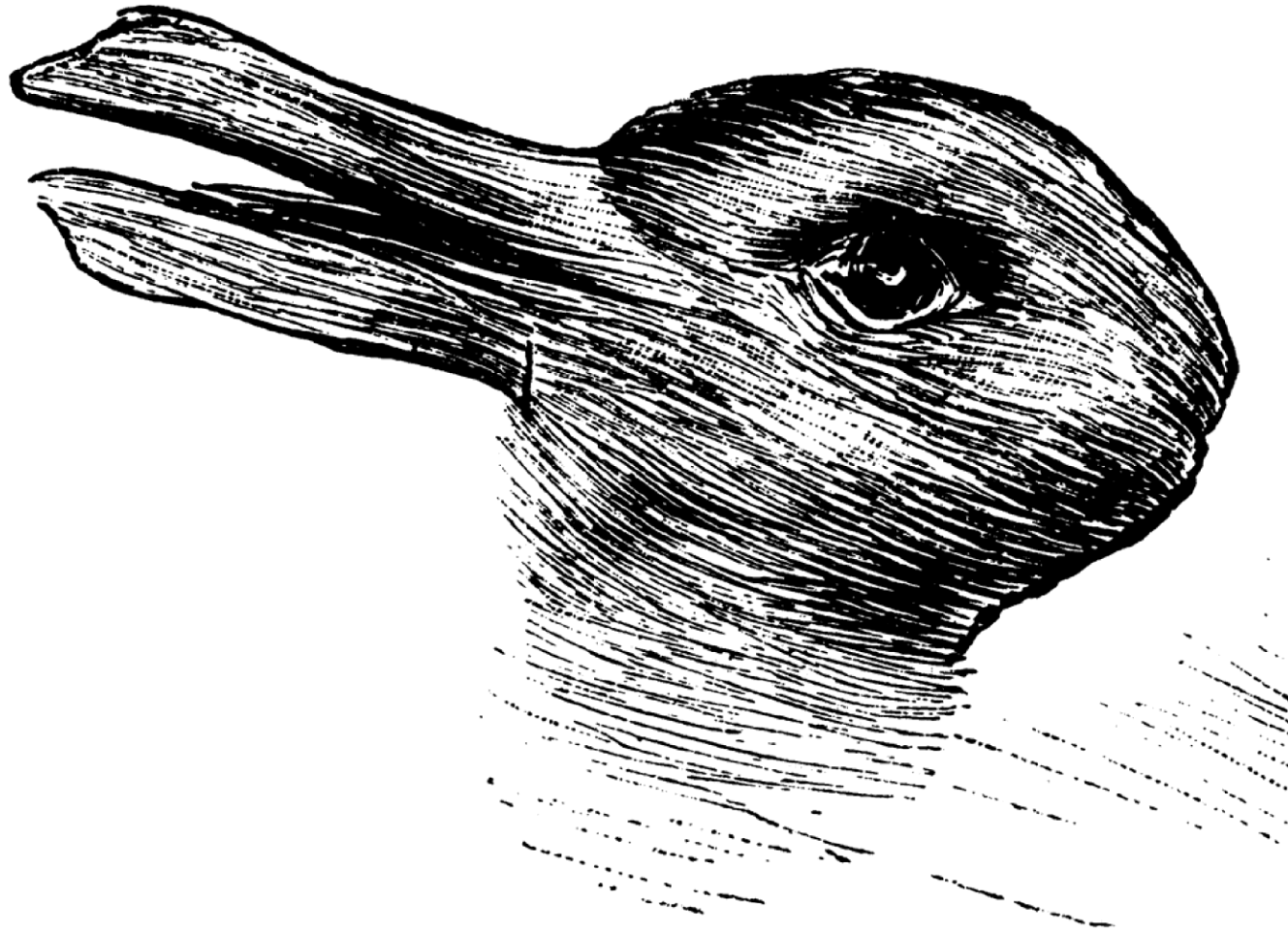
- Win-win sees life as a cooperative arena, not a competitive one
- To Win-win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions; it means agreements or solutions are mutually beneficial and satisfying
- To go for win-win, you not only have to be empathic, but you also have to be confident
- You not only have to be considerate and sensitive, you also have to be brave
- To do that, i.e. to achieve that balance between courage and consideration, is the essence of real maturity and is fundamental to Win-Win



What Do You See?



What Do You See?





Habit 5

Seek First To Understand, Then To Be Understood



Habit 5 – Seek First to Understand, Then to Be Understood

- Effective communication plays a major role in the success of any organization
- **There are four basic types of communication:**
 - Reading
 - Writing
 - Speaking
 - Listening
- In comparison to the many hours spent learning how to do the first three, the last type of communication (**listening**) has been neglected
- Dr Covey explains that seeking to first understand involves a very deep paradigm shift as we typically seek first to be understood
- We have a tendency to listen with the intent of replying rather than with the intent of understanding



Habit 5 – Seek First to Understand, Then to Be Understood

- We are generally either speaking or preparing to speak
- We often consider what the other person is saying only based on our own experiences and points of view
- In doing this we are not truly communicating, which leads to confusion, mixed messages and a lack of clarity (not good communication!)
- **When another person speaks, we're usually "listening" at one of four levels:**
 - **Ignoring** – not listening at all
 - **Pretending** – "Yes. Hmm. Right."
 - **Selective listening** – hearing only selective parts of the conversation
 - **Attentive listening** – paying attention and focusing energy on the words that are being said and not the emotions being conveyed
- Very few of us ever practice listening on the fifth level, which is the highest form of listening, **Empathic Listening**



Habit 5 – Seek First to Understand, Then to Be Understood

- Empathic listening involves getting inside another person's frame of reference, with the intent of truly understanding them
- Seeing the world the way other people see it allows us to understand how they feel
- However, we have a tendency to assume that other people perceive and process the world the same way that we do
- This called the lens problem according to Social Psychologist Nick Epley
- Dr Covey gives a metaphor for this lens problem, by using the example of literal lenses
- **The Lens Problem Example**

- **Context:**

Suppose you've been having trouble with your eyes and you decide to go to an optometrist for help. After briefly listening to your complaint, he takes off his glasses and hands them to you



Habit 5 – Seek First to Understand, Then to Be Understood

- The Lens Problem Example (cont.)

- Conversation:

'Put these on,' he says. 'I've worn this pair of glasses for ten years now, and they've really helped me.'

'This is terrible! I can't see a thing!' you exclaim.

'Well, what's wrong?' he asks. 'They work great for me. Try harder.'

'I am trying,' you insist. 'Everything is a blur.'

'Well, what's the matter with you? Think positively.'

'Okay. I positively can't see a thing.'

'Boy, are you ungrateful!' he chides. 'And after all I've done to help you!'

- Would you go back to such an optometrist? Certainly not
- He didn't try to understand how you saw the world and just assumed what worked for him would work for you
- As Dr Covey puts it, he prescribed before he diagnosed
- **“The ability to hear is a gift. The willingness to listen is a choice”**



Habit 5 – Seek First to Understand, Then to Be Understood

- Overcoming the lens problem takes a lot of self-awareness and a lot of intentionality
- First, recognize that **you have a tendency to understand people through your own egocentric lens**
- Instead of assuming that you have a good handle on someone because they think pretty much like you do, assume that they're seeing the world differently
- Second, instead of trying to fit their perspective into your own, **try to understand it the way they themselves do**
- How do you do that?
- **You ask questions**
- However, **avoid asking “why” questions for two reasons:**
 - Most people do not actually know why they do the things they do or like the things they like. They think they do, but they are likely speculating or following some narrative that has become distorted and embellished
 - Asking “why” questions can make people feel defensive, since, no matter how well-intended, they tend to come off as criticism



Habit 5 – Seek First to Understand, Then to Be Understood

- Covey says that if you authentically apply the fourth level of empathetic listening, the other person will open up to you. You will help them work through their thoughts and feelings. They will grow in confidence that you really are listening and will share deeper thoughts and emotions with you
- **CAUTION** – we should only apply this when we truly want to listen and listen deeply. If we abuse these skills the other person will sense that and it will strip their trust in us instantly. It could be very damaging to your relationships
- **If:**
 - You have taken the time to truly understand the other person's frame of reference
 - The other person trusts you based on your previous interactions
- **Then when it is your turn to speak, Dr Covey says you will be understood**
- Being understood is quite simple from Covey's point of view, but it's rooted in a deep understanding of the other person
- By seeking first to understand, you'll be in a better position to find Win-Win solutions to interpersonal problems, the trust in your relationships will increase significantly, and your circle of influence will expand in turn





Habit 6 Synergise

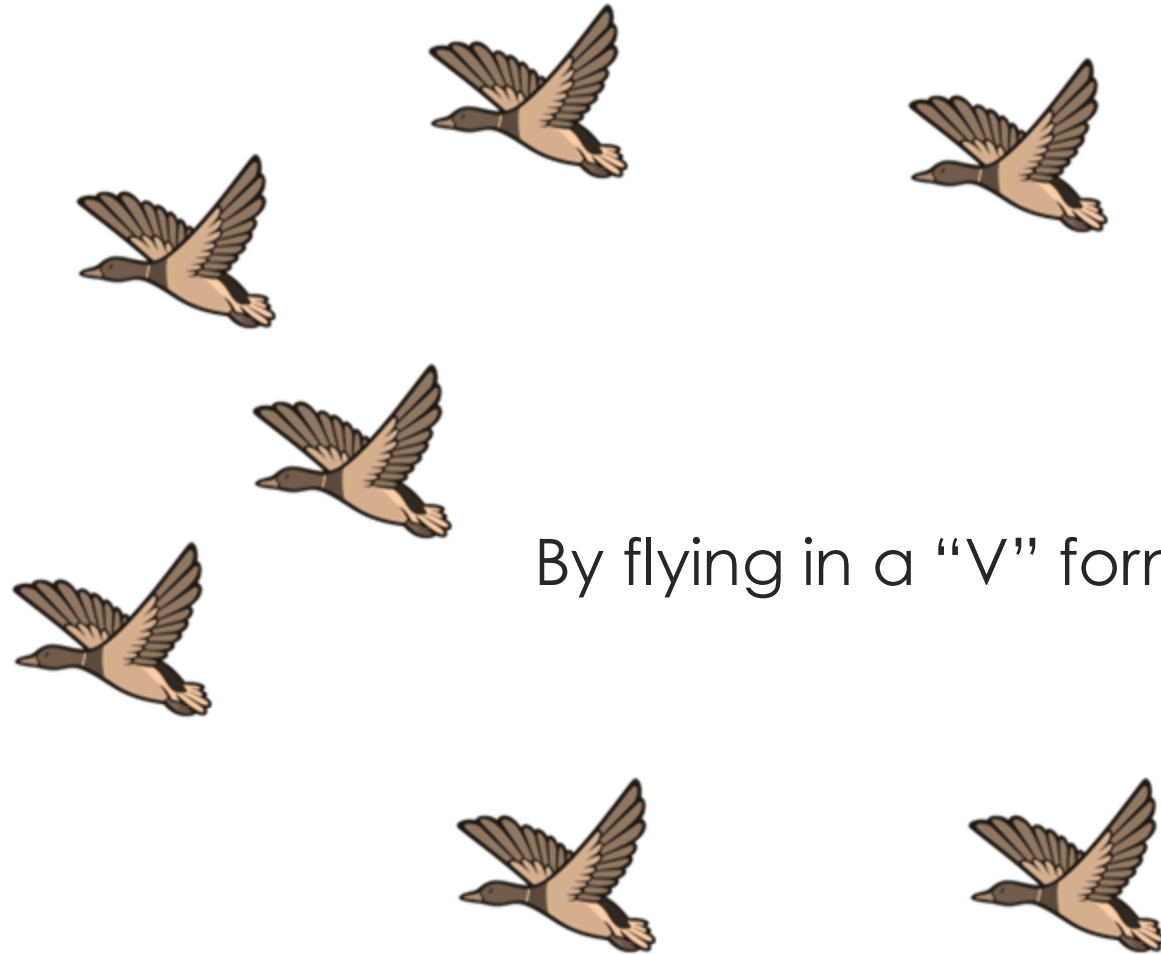


Habit 6 – Synergise

If friends and partners were geese

- When you see Geese migrating, going to a warmer place, to sort the winter, Pay attention that they fly in a “V” formation
- Maybe you will be interested in knowing, why they do it this way





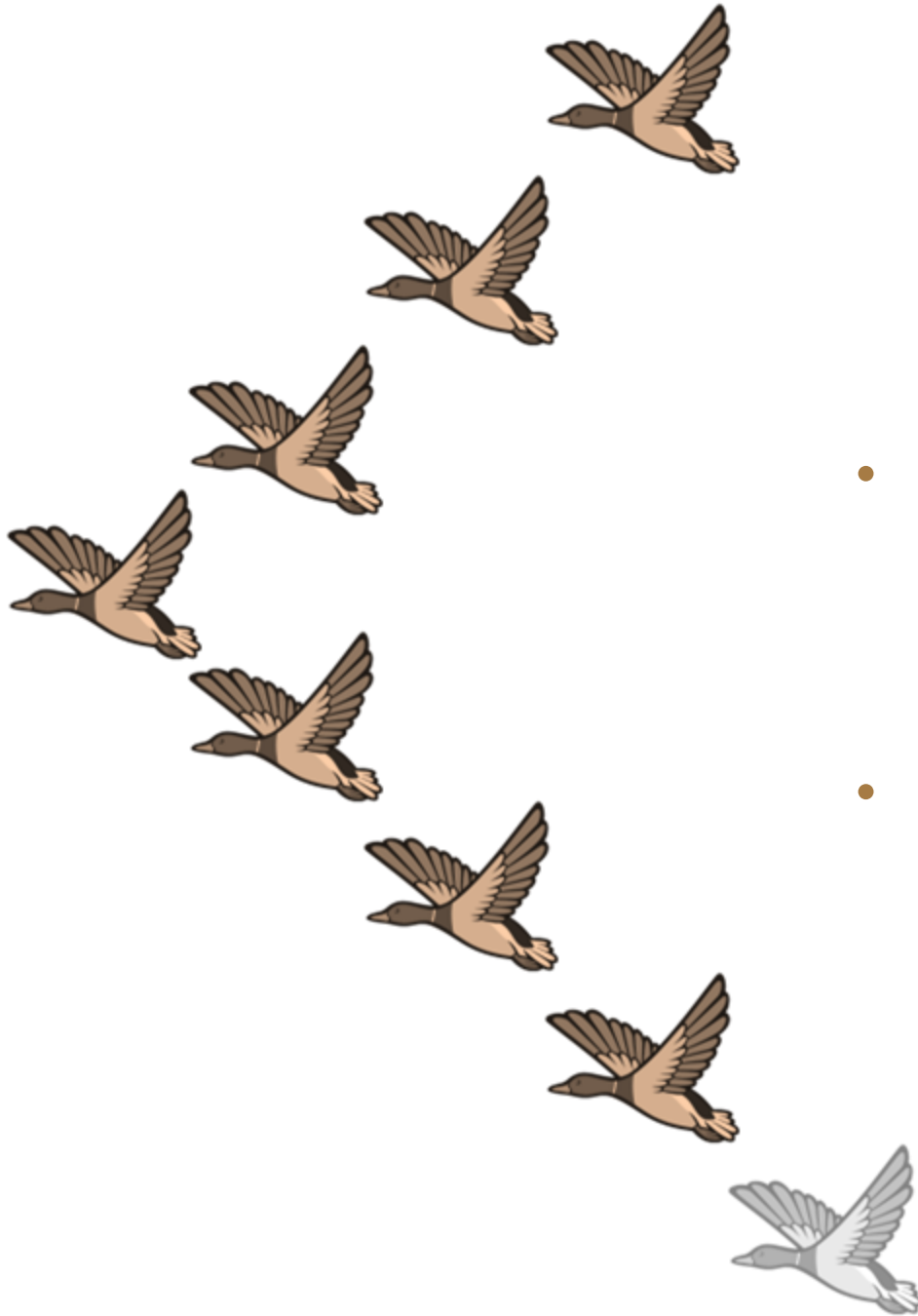
By flying in a “V” formation....





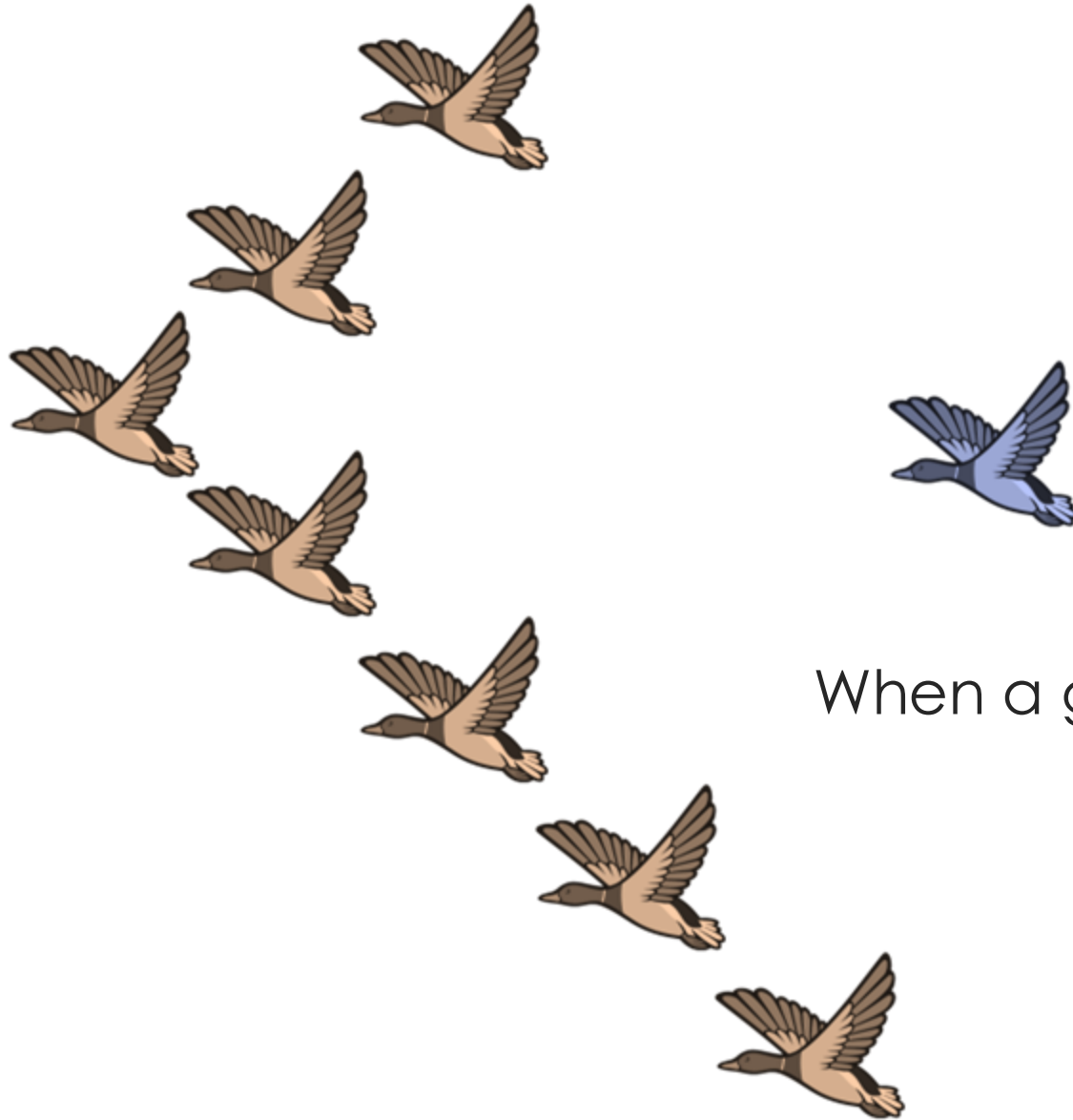
- The whole flock increases the flight efficiency by 71%
- Compared to just one bird flying alone



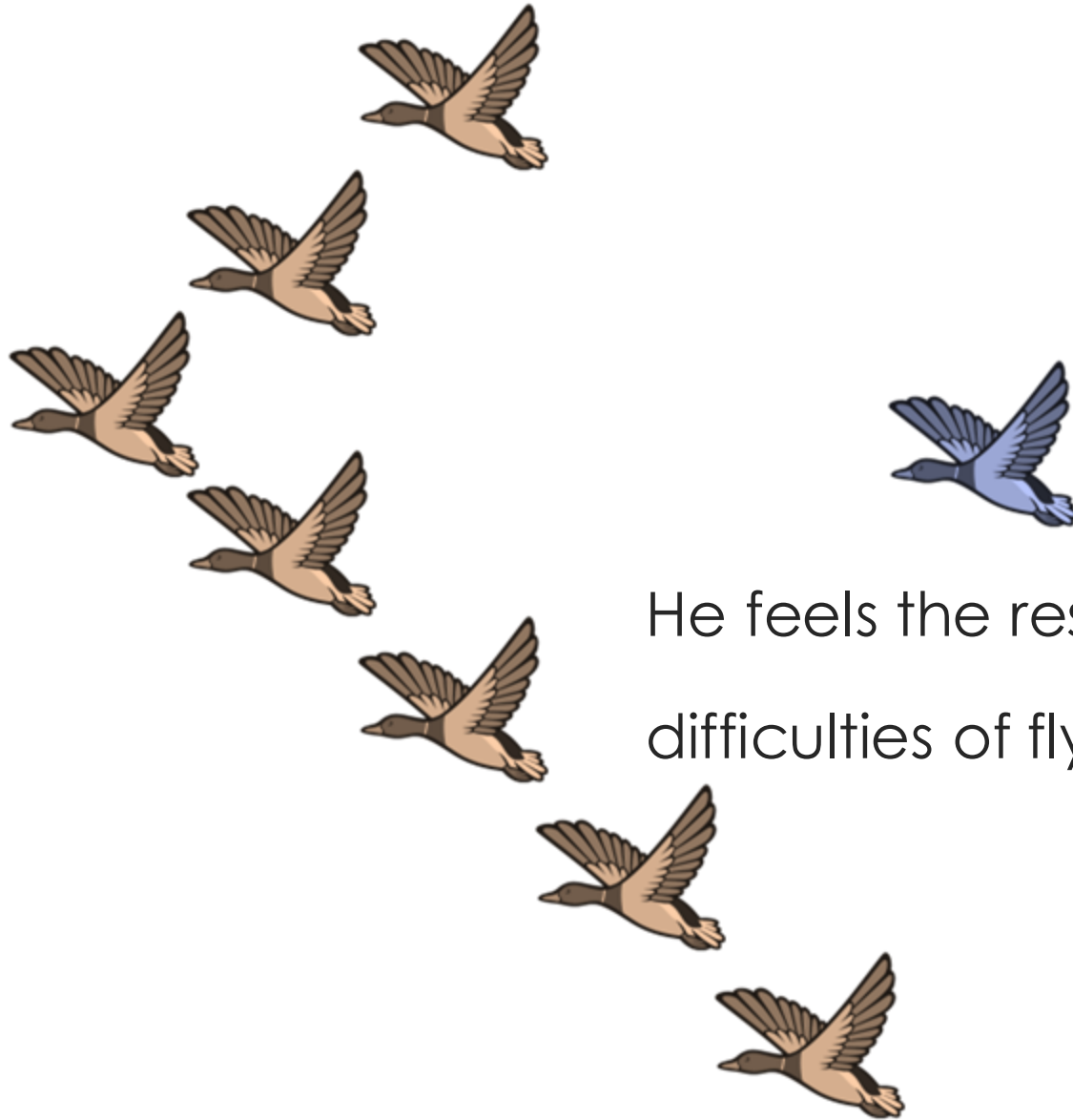


Lesson 1

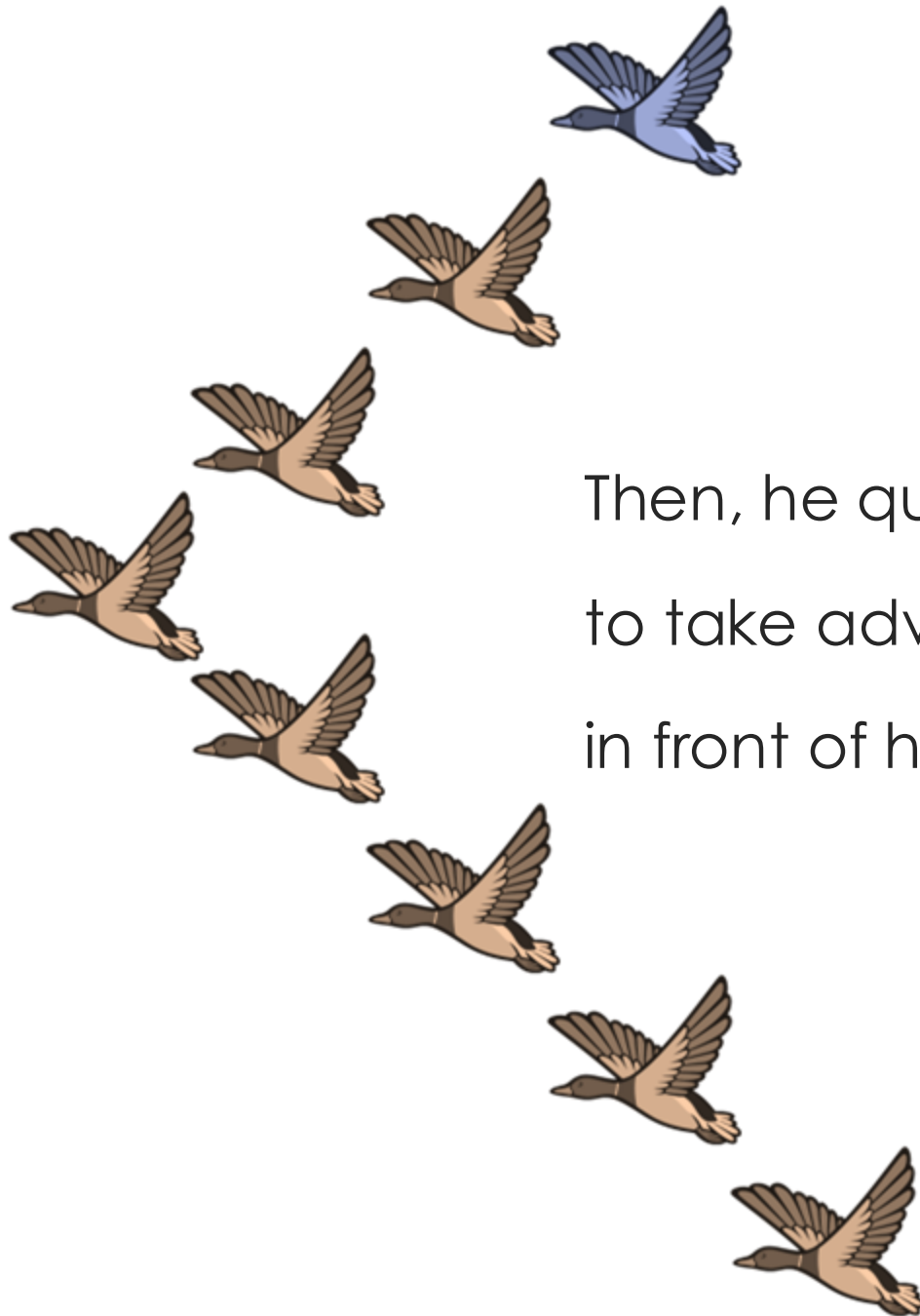
- Sharing the same direction and working as a team, get us to the destination quicker and easier
- By helping ourselves, the accomplishments are greater!



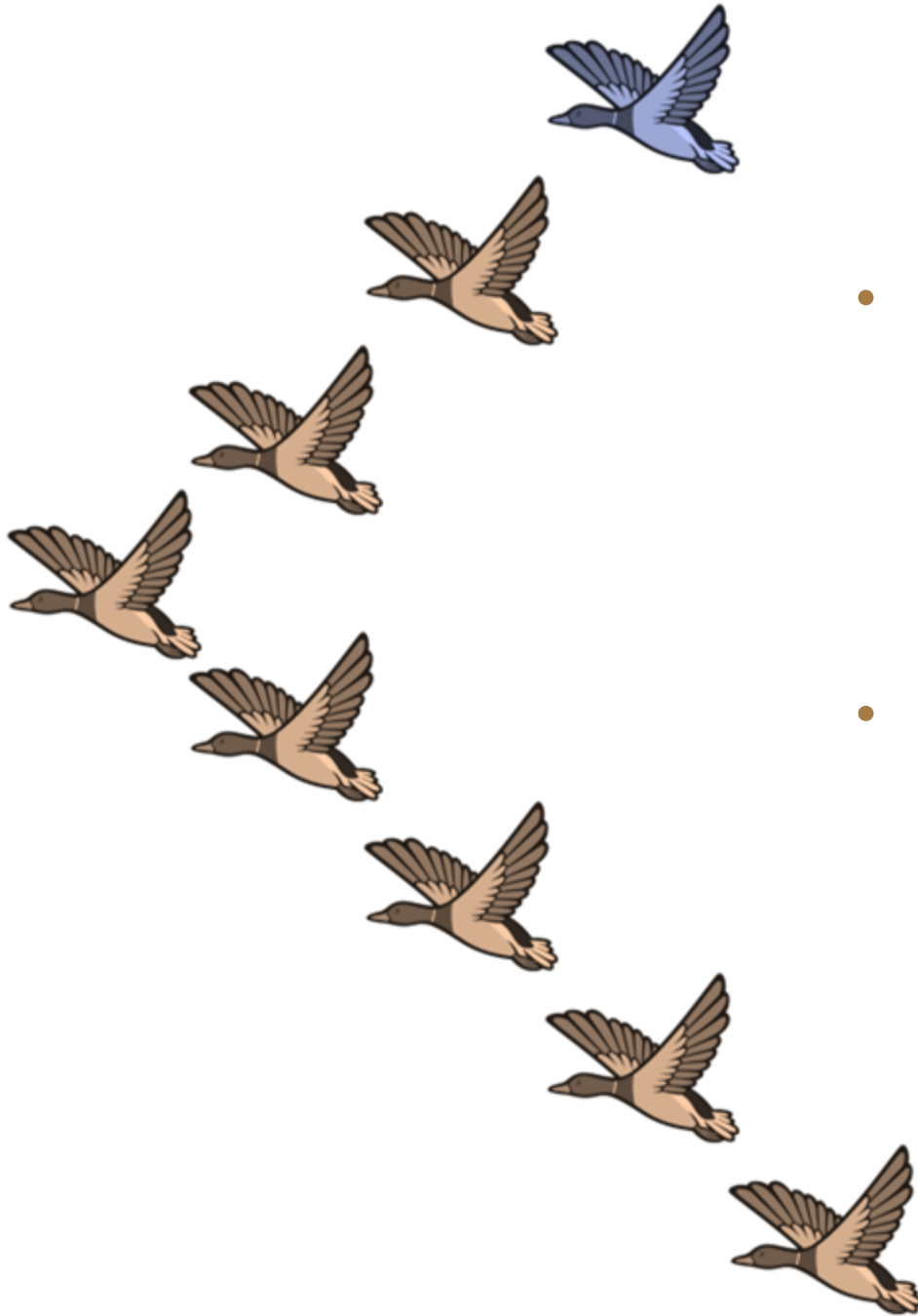
When a goose leaves the formation...



He feels the resistance of the air and the difficulties of flying alone....

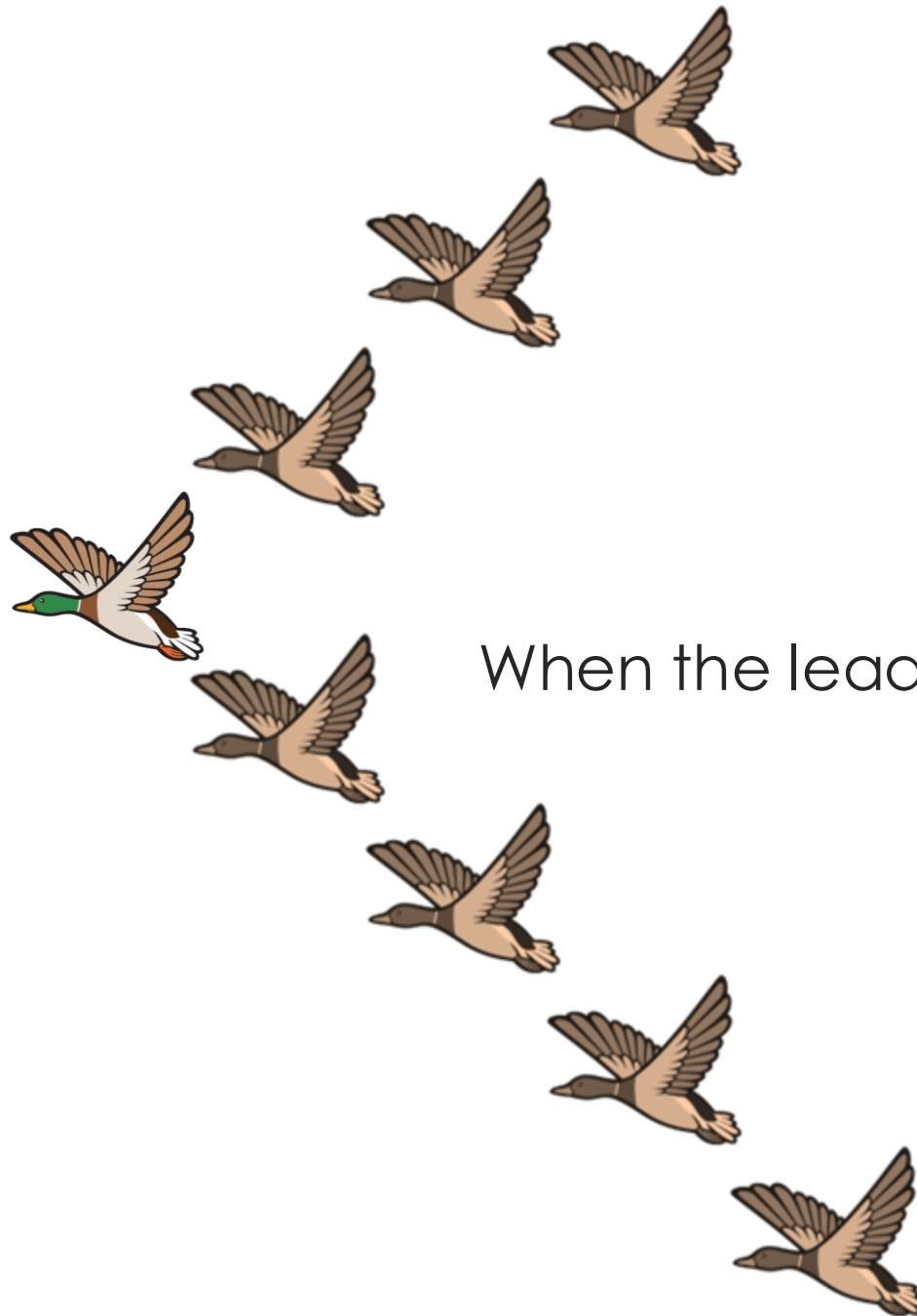


Then, he quickly comes back to the formation
to take advantage of the the flock's power
in front of him...



Lesson 2

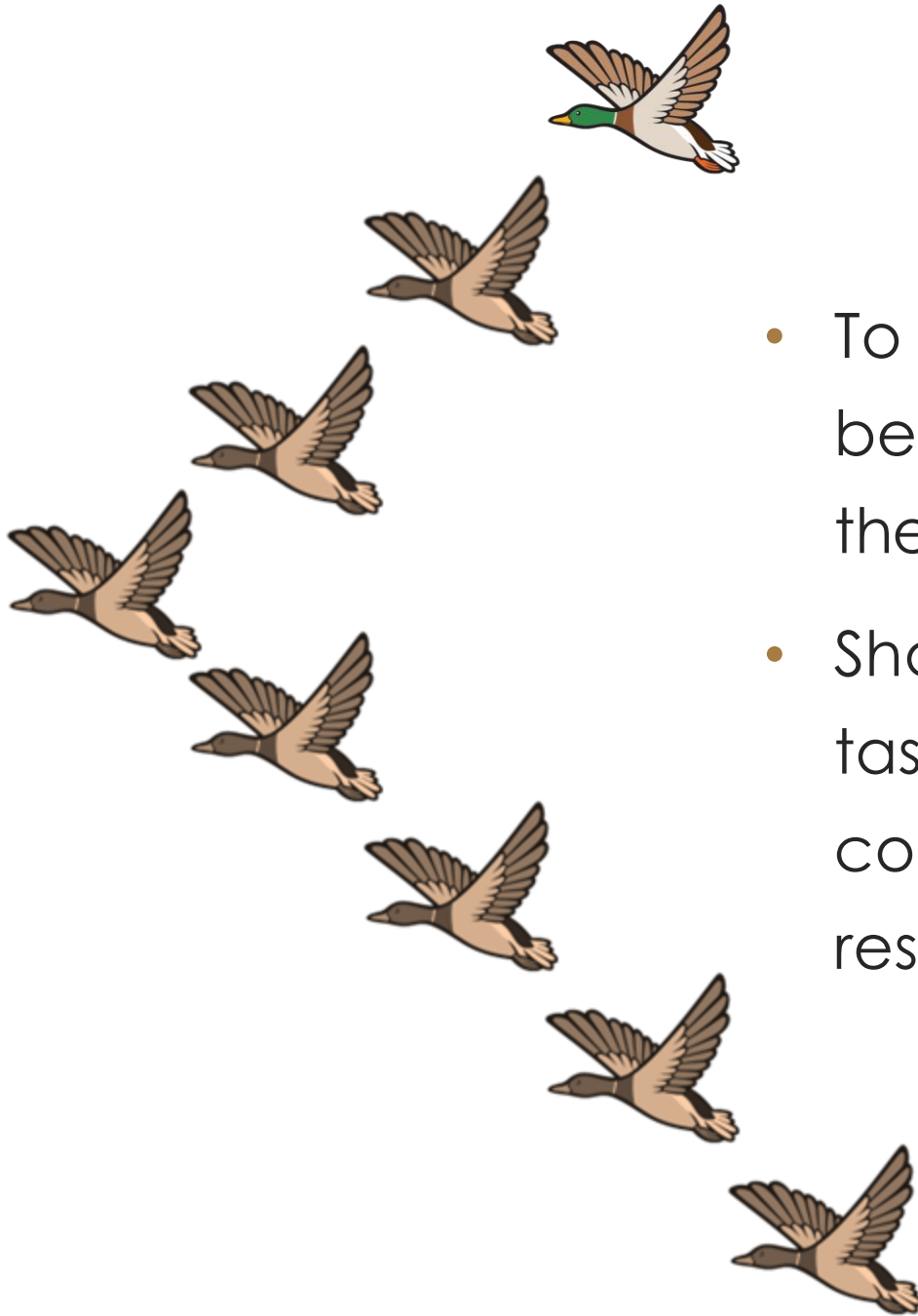
- By staying in tune and united beside those who are going in the same direction, the effort will be less.
- It will be easier and pleasing to reach the goals as everyone will be inclined to accept and give help.



When the leader goose gets tired of flying...



- ...He goes to the end of the “V” formation, while another goose takes the lead.

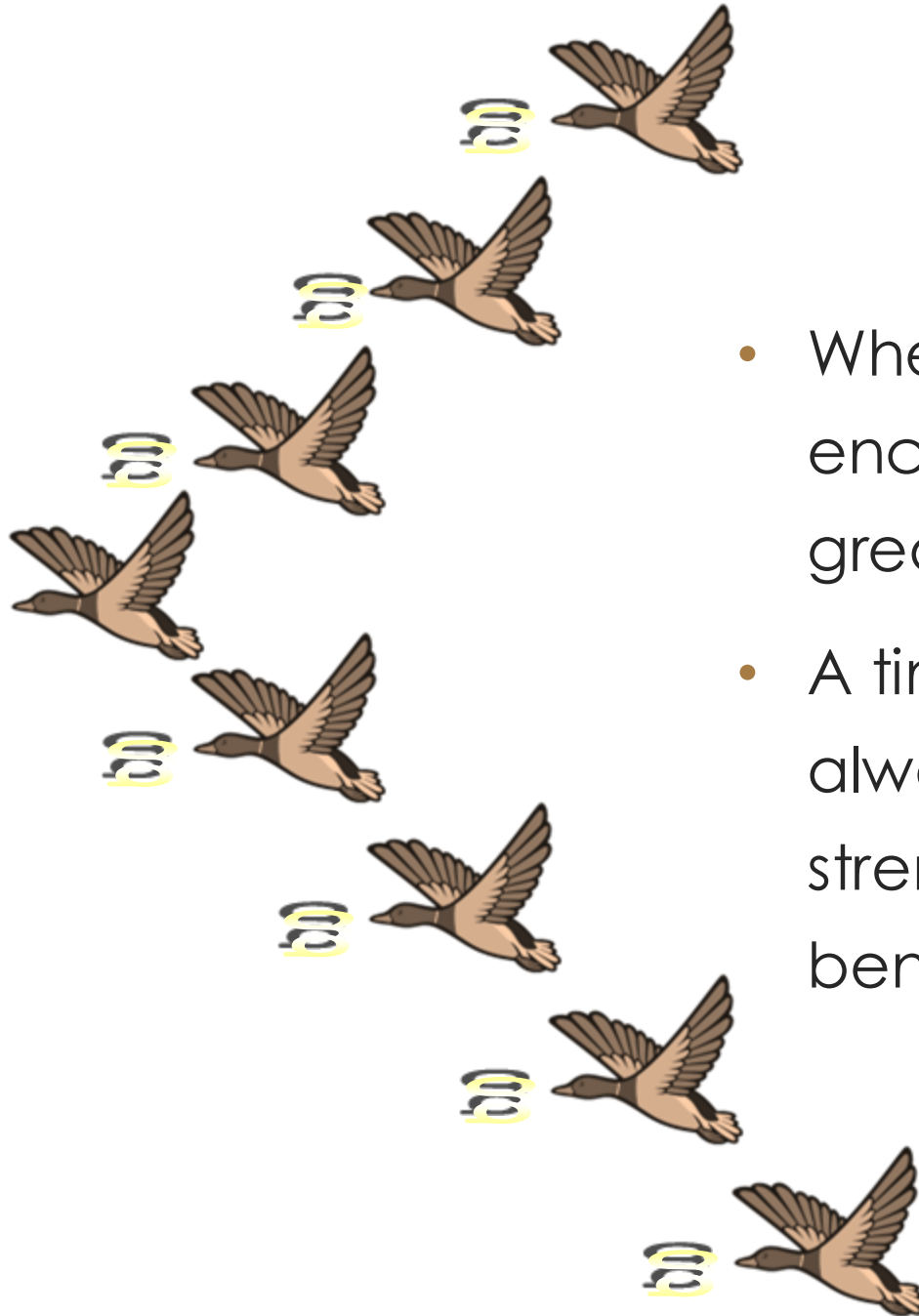


Lesson 3

- To share the leadership there must be mutual respect between us all the time
- Sharing the hardest problems and tasks, gathering our abilities and combining our faculties, talents and resources....



- The geese flying in a “V” formation quack to encourage the ones in the front, this way, they keep the same speed

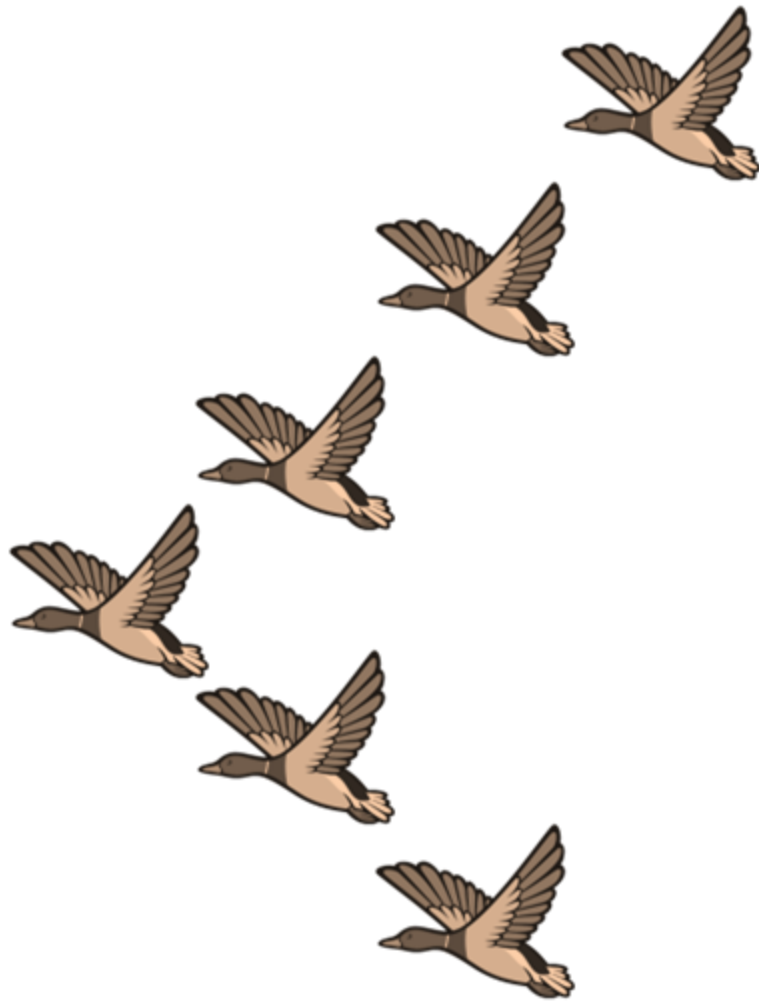


Lesson 4

- When there is courage and encouragement, the progress is greater.
- A timely word of encouragement, always motivates, helps and strengthens, It produces the best of benefits...

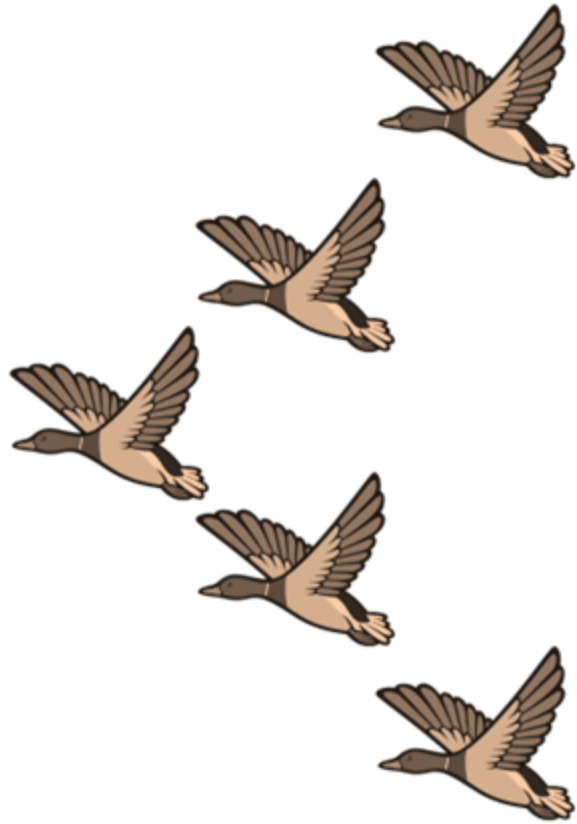


When a goose gets sick, is injured
or gets tired,



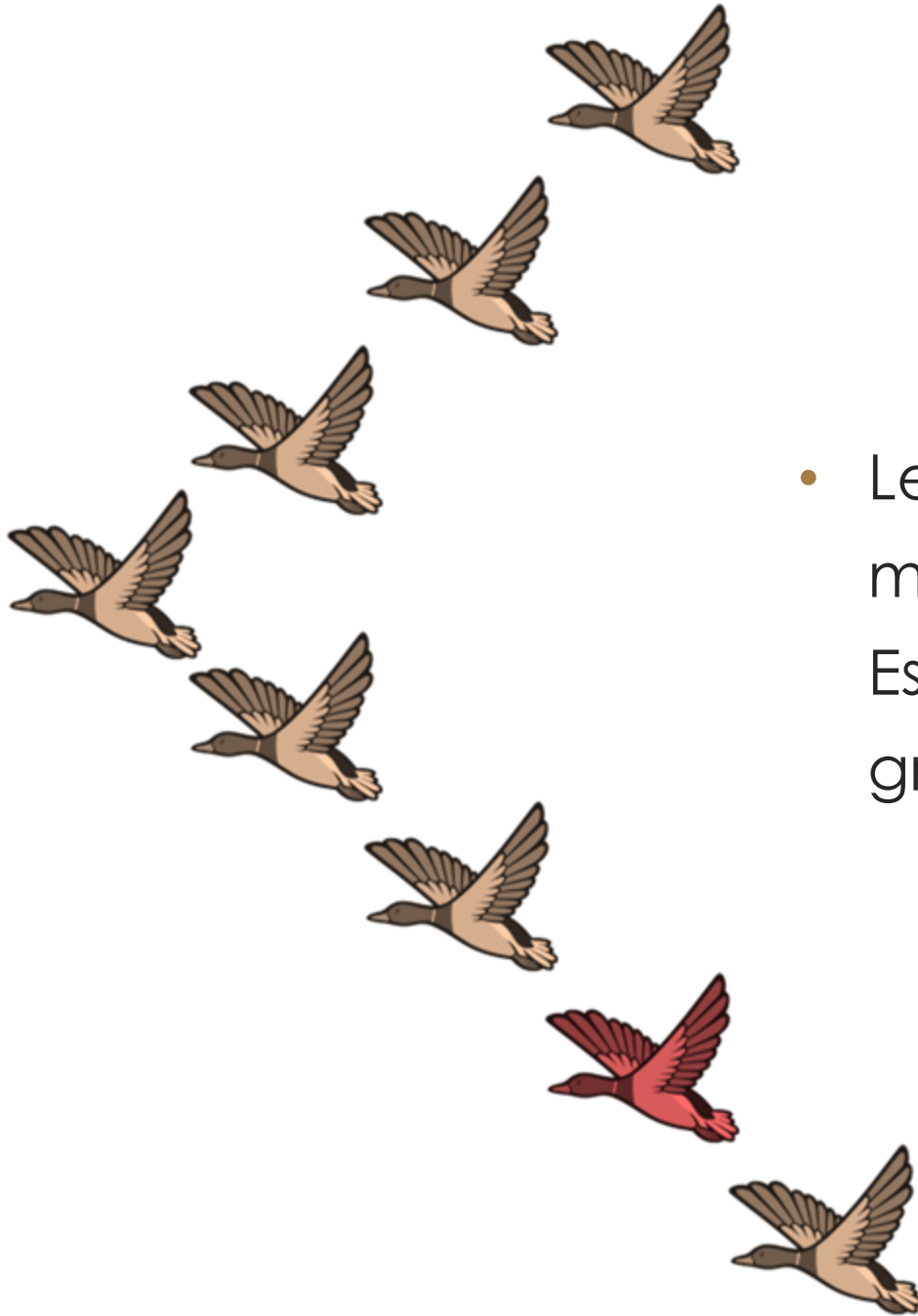
And he must leave
the formation...





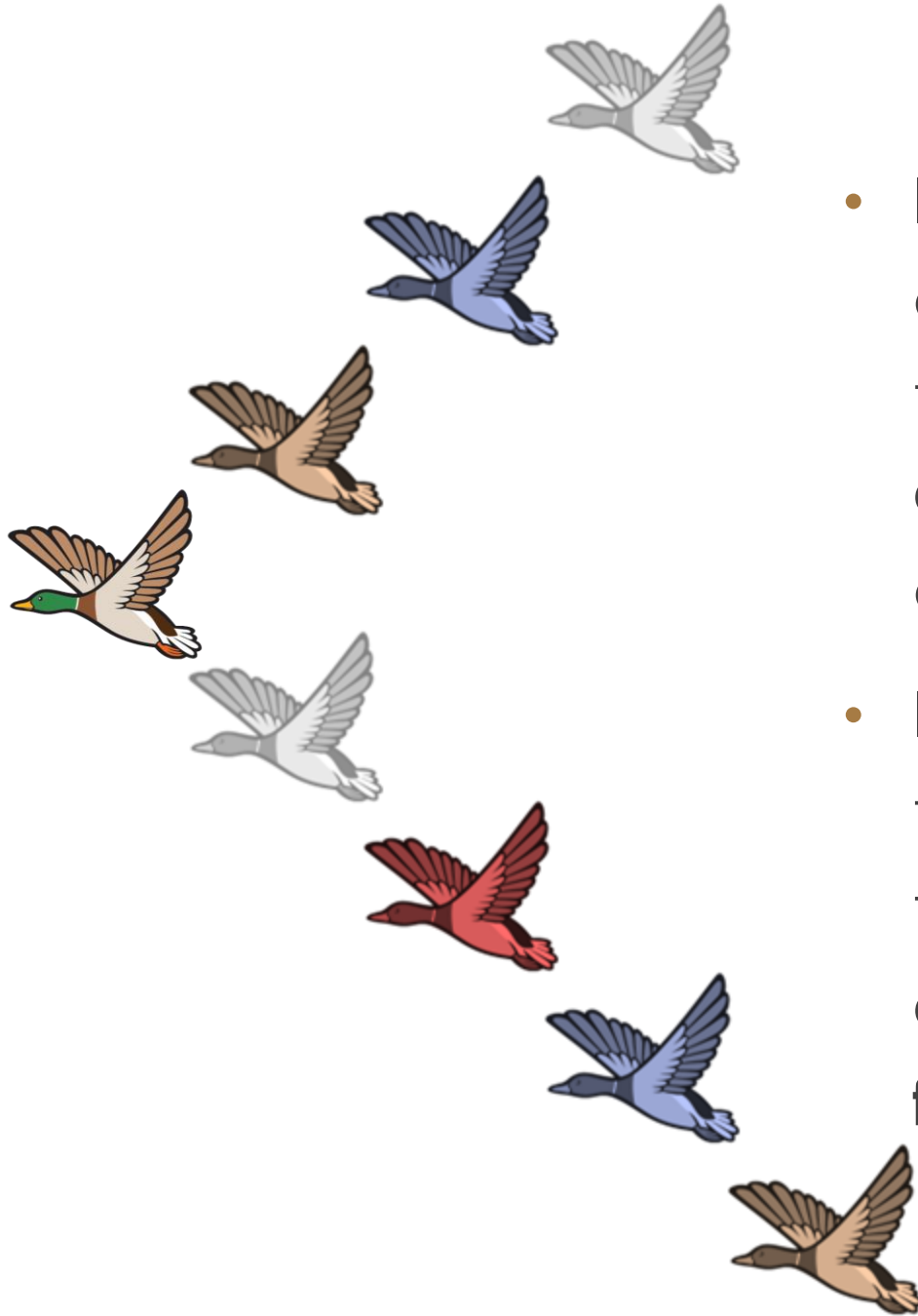
- Other geese leave the formation too
- They fly with him to help him out and protect him
- They remain with him until he dies or he is able to fly again
- They reach their bevy or they just make another “V” formation.





Lesson 5

- Let's stay beside each other no matter what the differences. Especially in times of difficulty and great challenges



Conclusion

- If we bond together, support each other and make true the spirit of teamwork **regardless of our differences**, we can rise to meet our challenges
- If we understand the real value of friendship and are aware of the feeling of sharing, **Life will be easier and the passing of the years more fulfilling**

Habit 6 – Synergise

Innovate and problem solve with those who have a different point of view

- To put it simply, synergy means "two heads are better than one"
- "Synergise" is the habit of creative cooperation
- It is teamwork, open-mindedness, and the adventure of finding new solutions to old problems, but it does not just happen on its own
- It is a process, and through that process, people bring all their personal experience and expertise to the table
- Together, they can produce far better results that they could individually
- Synergy lets us discover jointly things we are much less likely to discover by ourselves
- It is the idea that the whole is greater than the sum of the parts; one plus one equals three, or six, or sixty -- you name it



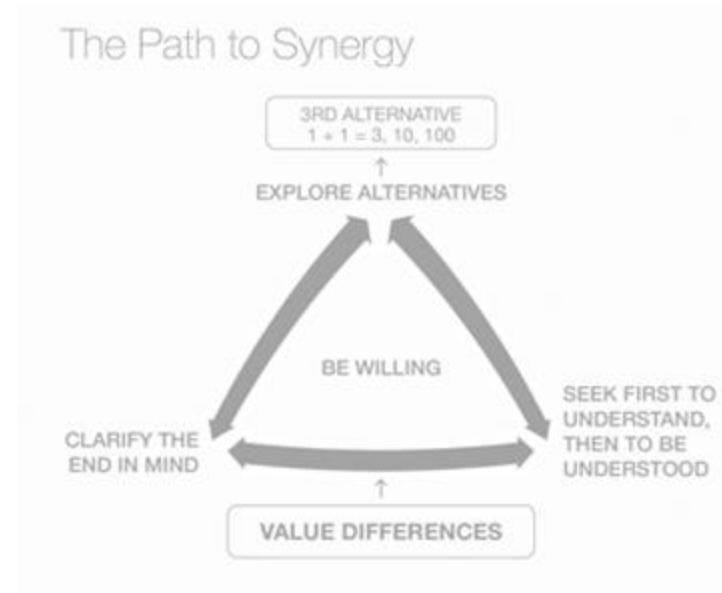
Habit 6 – Synergise

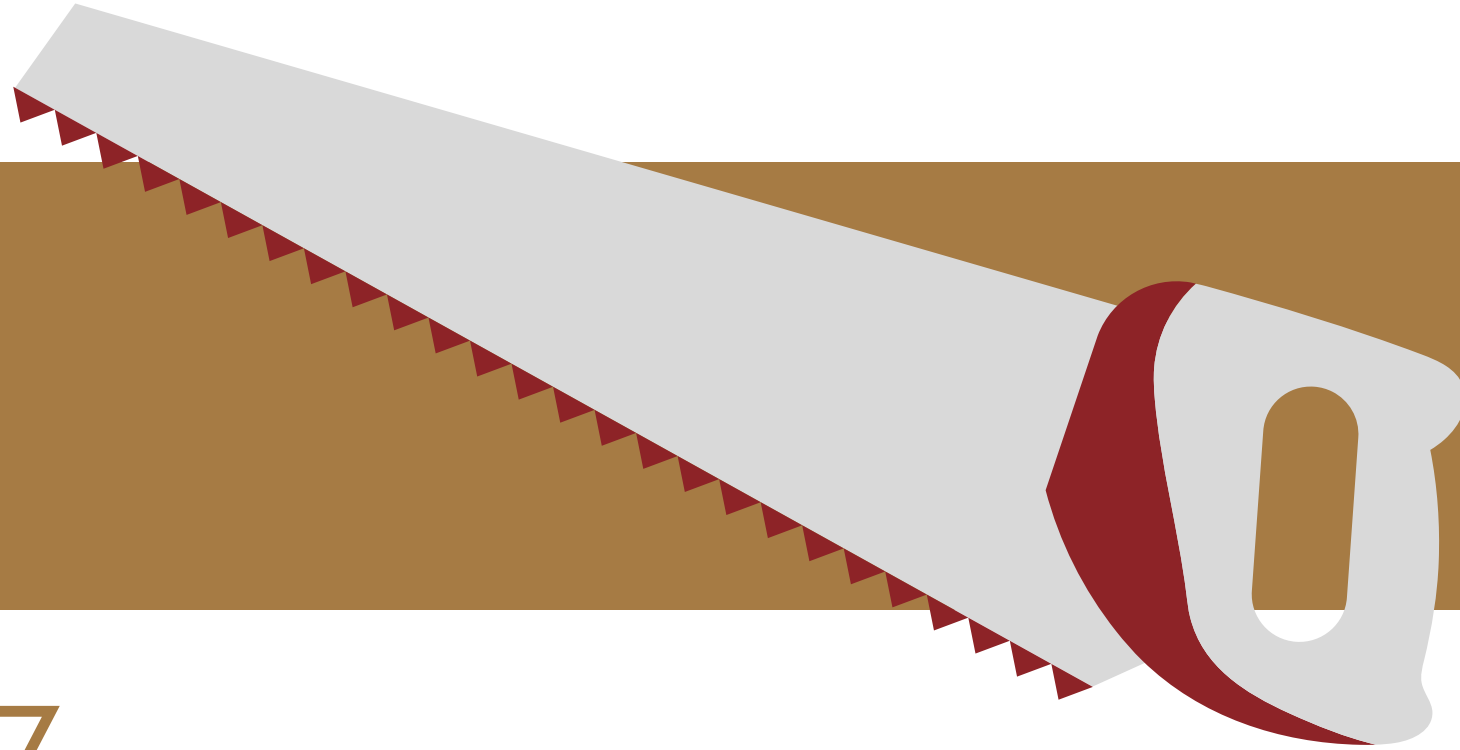
- "Synergy is better than my way or your way. It's our way." - Dr Steven Covey
- "Synergy is not the same as compromise. In a compromise, one plus one equals one and a half at best." - Dr Steven Covey
- The best way of finding a solution to the problems is by creating **an environment where everyone can share their ideas with respect** to their experience and expertise so that one best possible solution can be picked out from the pool of ideas



Habit 6 – Synergise

- **You know you are in synergy when you:**
 - Have a change of heart
 - Feel new energy and excitement
 - See things in a new way
 - Feel that the relationship has transformed
 - End up with an idea or a result that is better than what either of you started with (3rd Alternative)
- Valuing differences is what really drives synergy
- Do you truly value the mental, emotional, and psychological differences among people?
- Or do you wish everyone would just agree with you so you could all get along?
- Many people mistake uniformity for unity; sameness for oneness
- Differences should be seen as strengths, not weaknesses, they add zest to life!





Habit 7 Sharpen The Saw

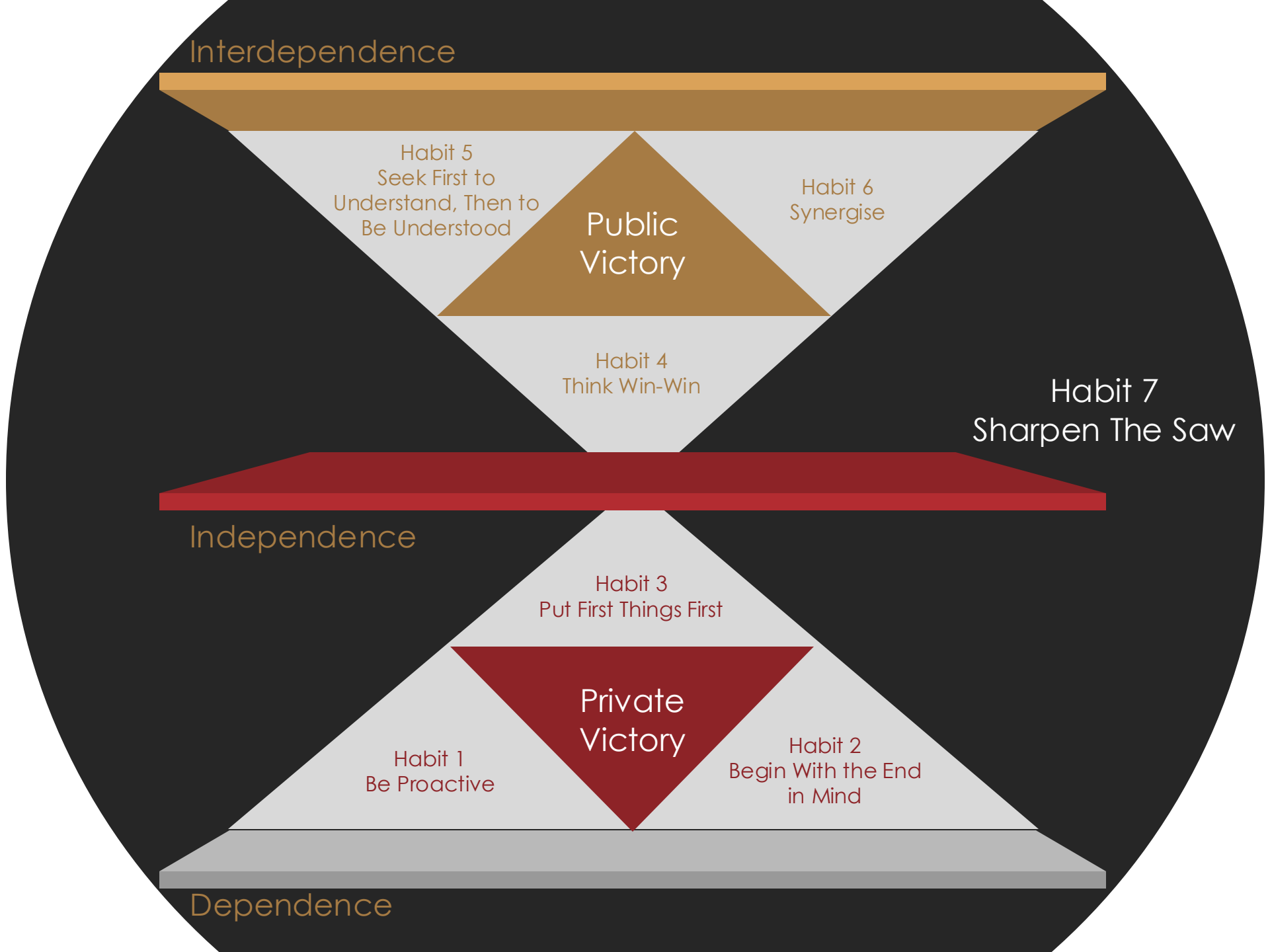


<https://youtu.be/GEE3u7ToWMc>

Daily Private Victory



The Maturity Continuum





Thank you

Any Questions