

# Getting in the Right Frame of Mind

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Slides adapted from Dr. Fogler's "Strategies for Creative Problem Solving" book

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# Steve Covey's 7 Habits of Highly Effective People

- Interviewed the CEOs of Fortune 500s Top Companies
- 246 Weeks on the New York Times Best Seller List
- Recently Published the 8<sup>th</sup> Habit (will discuss later)

# The 7 Habits of Highly Effective People

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## Habit 1: Be Proactive



# The 7 Habits of Highly Effective People

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## Habit 1: Be Proactive

- Take the initiative and make things happen.
- Aggressively seek new ideas and innovations.



# The 7 Habits of Highly Effective People

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## Habit 1: Be Proactive

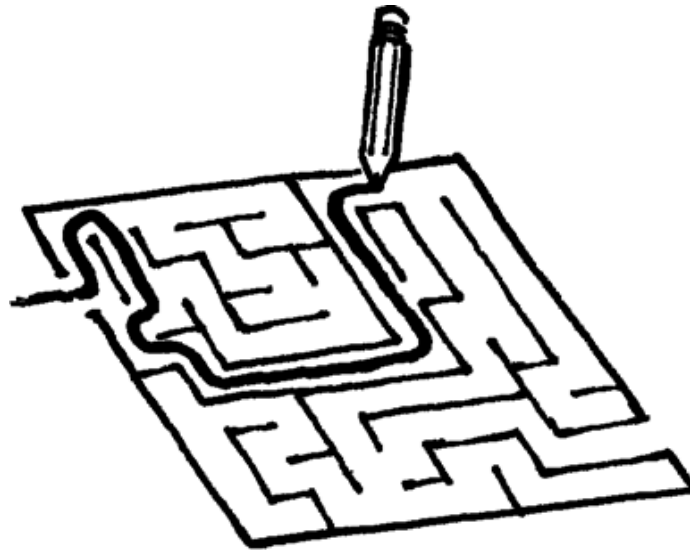
- Don't let a negative environment affect your behavior and decisions.
- Work on things that you can do something about.
- If you make a mistake, learn from it.



# The 7 Habits of Highly Effective People

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## Habit 2: Begin with the End in Mind

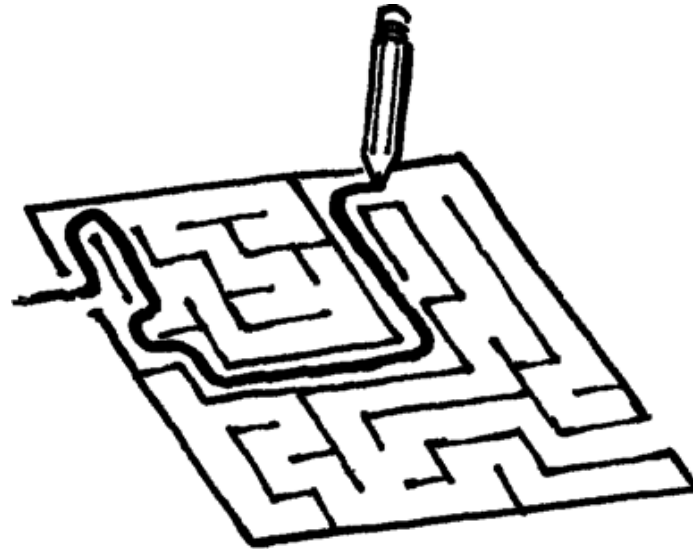


# The 7 Habits of Highly Effective People

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## Habit 2: Begin with the End in Mind

- Know where you are going and make sure all of the steps are taken in the right direction.
- First determine the right things to accomplish, then the right way to accomplish them.



# The 7 Habits of Highly Effective People

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## Habit 3: Put First Things First





# The 7 Habits of Highly Effective People

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## Habit 3: Put First Things First

- Continually review and prioritize your goals.
- Say NO to doing unimportant tasks.



# The 7 Habits of Highly Effective People

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## Habit 3: Put First Things First

- Focus on the tasks that will have impact if carefully thought out and planned.



# The 7 Habits of Highly Effective People

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## Habit 4: Think Win/Win

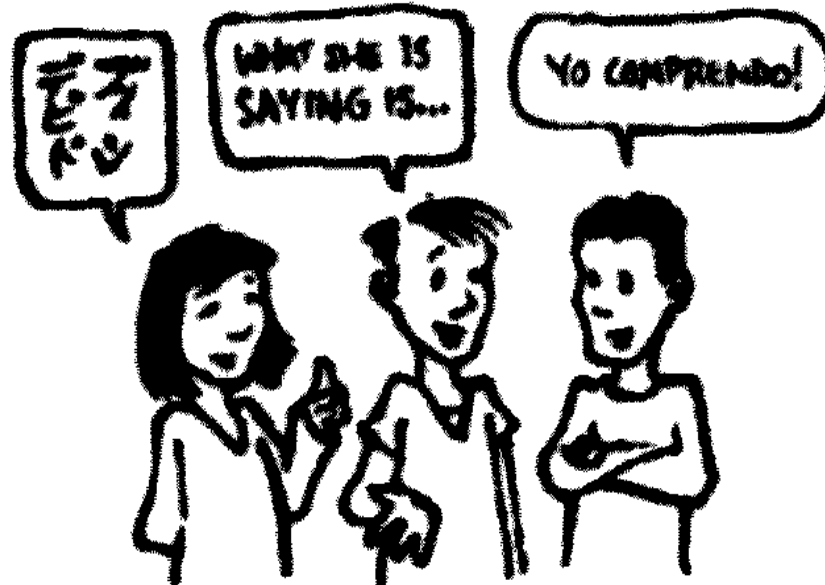
- Identify the key issues and results that would constitute a fully acceptable solution.
- Make all involved in the decision feel:
  - ❖ Good about the decision.
  - ❖ Committed to the plan of action



# The 7 Habits of Highly Effective People

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## Habit 5: **Seek First to Understand,** **Then to be Understood**



# The 7 Habits of Highly Effective People

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## Habit 5: **Seek First to Understand,** **Then to be Understood**

- Learn as much as you can about the situation – “Listen, listen listen”.
- Try to see the problem from the other person’s perspective.



# The 7 Habits of Highly Effective People

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## Habit 5: **Seek First to Understand,** **Then to be Understood**

- Present things logically, not emotionally.
- Be credible, empathic, and logical.



# The 7 Habits of Highly Effective People

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## Habit 6: Synergize

- Make the whole greater than the sum of its parts.
- Help everyone bring out the best in everyone else

$$2 + 2 = 5$$

# The 7 Habits of Highly Effective People

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## Habit 7: Renewal (Sharpen the Saw)

- Physical: Exercise
- Mental: Reading, thinking, visualizing, planning, writing
- Spiritual: Value clarification and commitment
- Social





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# The AIChE Round Table

“What would you tell graduating seniors about having a successful career” Participants

Sid Sapakie, Vice President, General Mills and President of AIChE

Rakesh Agrawal, Sr Mgr, Air Products and AIChE Board of Directors

Gavin Towler, Manager, UOP and AIChE Board of Directors

Jeff Siirola, Manager, Eastman Kodak and President of AIChE

Plus 2-3 Other Chemical Engineers in Top Level Management

## 7 Actions for a Successful Career

# The 7 Actions Necessary for a Successful Career

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1. **Enjoy**. Find a job you enjoy, one that doesn't really feel like work.  
Feel good about what you do or do something else



# The 7 Actions Necessary for a Successful Career

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1. **Enjoy**. Find time to take care of your health.  
Work hard, but have fun.  
Life is short, so save time for yourself.



# The 7 Actions Necessary for a Successful Career

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2. **Learn**. Continue to learn and expand your skill set.  
Listen, question, and learn.  
Learn about the business, the culture, and the politics of the organization to which you belong.



# The 7 Actions Necessary for a Successful Career

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2. **Learn**. Figure out what it takes to succeed.

Learn to manage up and down.

Learn how to take feedback, both positive and negative.

Learn how to communicate and market yourself and your results.



# The 7 Actions Necessary for a Successful Career

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3. **Communicate**. Develop strong communication skills  
– oral, written, and listening.  
The best work is of little value if you can't communicate it clearly and succinctly.



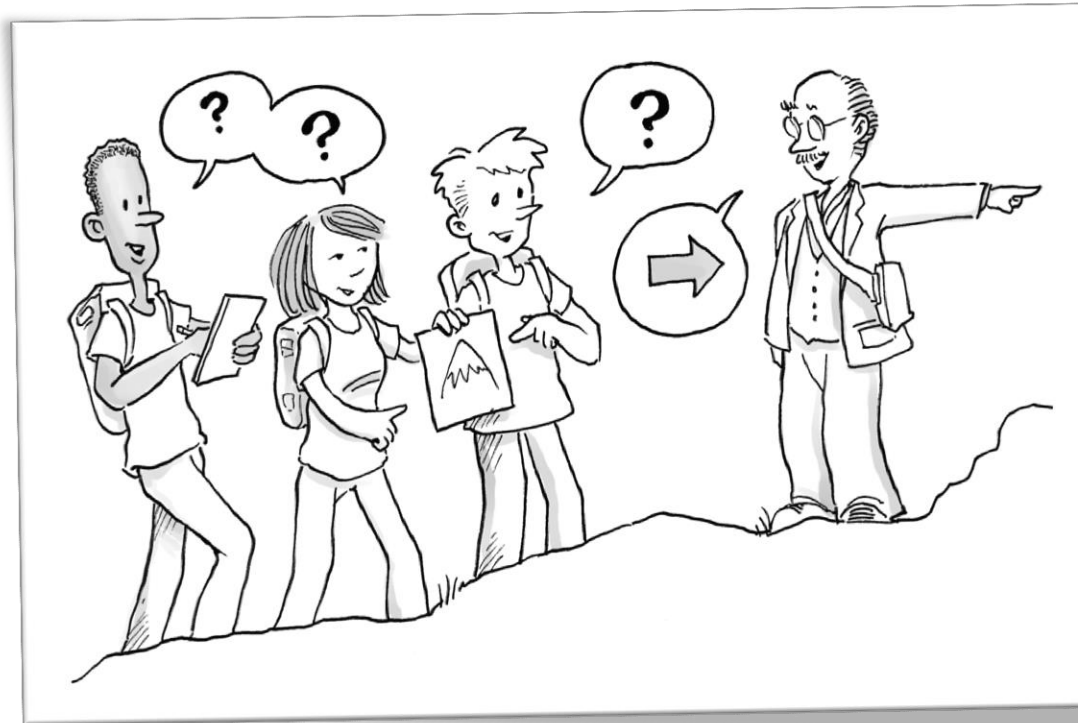
# The 7 Actions Necessary for a Successful Career

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## 3. Communicate.

Develop “active listening” skills.

When you have something valuable to say, say it.



# The 7 Actions Necessary for a Successful Career

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4. **Work hard**. The harder you work, the better you'll do.

Work to build a network of peers, colleagues and mentors who can provide excellent advice and guidance.





# The 7 Actions Necessary for a Successful Career

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4. **Work hard**. Recognize what you know and you don't know.  
Take advantage of other people's knowledge.



# The 7 Actions Necessary for a Successful Career

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5. **Evolve**. Be prepared for changes in your career, and remember that every change is accompanied by new opportunities.



# The 7 Actions Necessary for a Successful Career

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## 5. Evolve. Challenge yourself.

Find useful problems to work on.

Be willing to tackle different problems.



# The 7 Actions Necessary for a Successful Career

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6. **Plan**. Figure out what you want to do in your career and your life.  
Talk to people who are doing what you want to do in 10 years  
and learn what experiences you will need to get there



# The 7 Actions Necessary for a Successful Career

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6. **Plan** If the criteria for success in your organization are incompatible with your beliefs and your style, maybe that organization is not the right place for you.



# The 7 Actions Necessary for a Successful Career

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7. **Share**. As your experience grows, share your knowledge with others.

Find a way to give something back to society.





# Top 10 Group Problems

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## 1. Floundering



Make sure the mission is clear and everyone understands what is needed to move forward.

# Top 10 Group Problems

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## 2. Overbearing Experts



# Top 10 Group Problems

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## 2. Overbearing Experts



List “balance of participation” as a goal and evaluate regularly. Practice “gate keeping” to limit a dominant participant.

Have an agreement among team members that there are no sacred cows and that all team members have the right to explore all areas. Be courteous to everyone no matter how they are behaving.

# Top 10 Group Problems

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## 3. Dominating Participants



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List “balance of participation” as a goal and evaluate regularly. Practice “gate keeping” to limit a dominant participant.

# Top 10 Group Problems

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## 4. Reluctant Participants



Encourage everyone to participate. Ask opinions of quiet members and encourage by validation. Require individual assignments and reports.

# Top 10 Group Problems

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## 5. Unquestioned Acceptance of Opinion



# Top 10 Group Problems

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## 5. Unquestioned Acceptance of Opinion



Ask for supporting data and reasoning. Accept and encourage conflicting ideas. Be careful with criticism and criticize only ideas not individuals.



# Top 10 Group Problems

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## 6. Rush to Accomplishment



Confront those doing the rushing and remind them not to compromise the best solution. Make sure a consensus is reached.

# Top 10 Group Problems

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## 7. Attribution of Motives to Others



For example, “John is just saying this because he is angry with the Sales Department.”

Ask for data to support statements. Verify that the attribution is correct.

# Top 10 Group Problems

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## 8. Discounting or Ignoring a Group Member's Statement



For example, “Linda, your point is not relevant”.

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# Top 10 Group Problems

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For example, “Linda, your point is not relevant”.

Listening effectively is a must for all. Provide training in effective listening. Support the discounted person. Talk off-line with anyone who continually discounts other team members.

# Top 10 Group Problems

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## 9. Wanderlust: Digression and Tangents

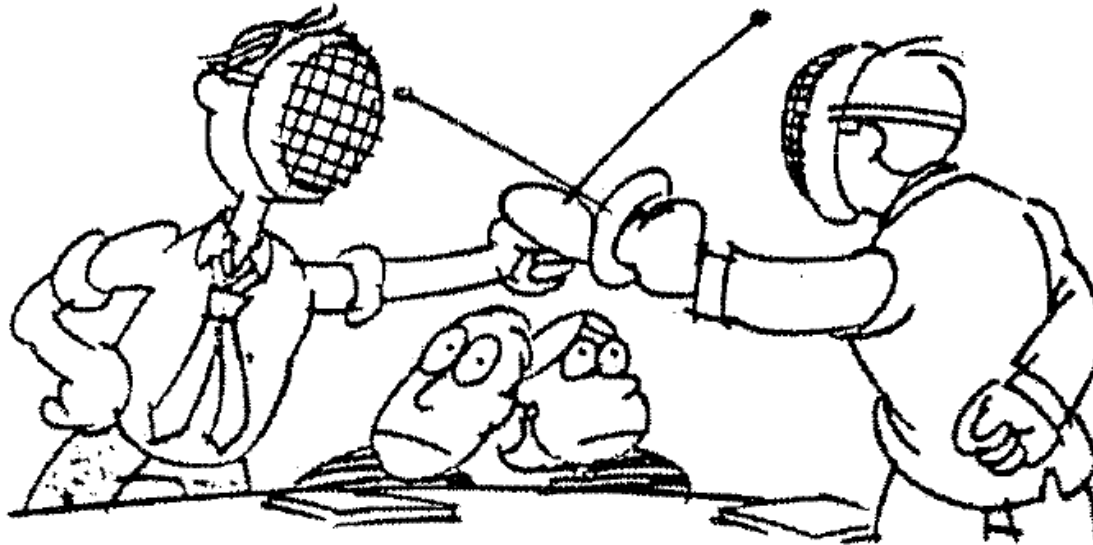


Follow an agenda with time estimates. Keep the topics in full view of the team and direct the conversation back to the topic.

# Top 10 Group Problems

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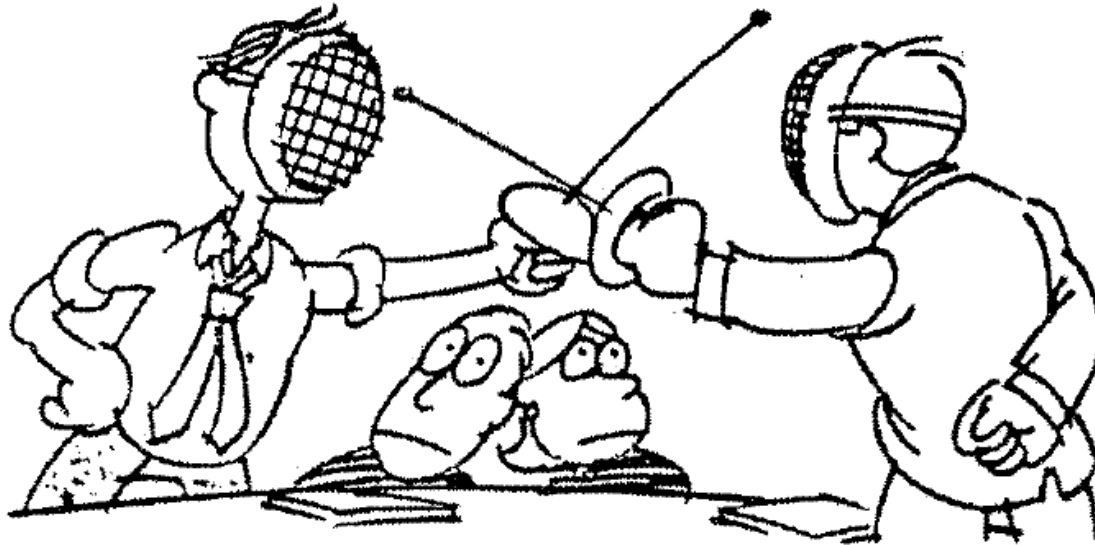
## 10. Feuding Team Members



# Top 10 Group Problems

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Focus on ideas, not personalities. Get adversaries to discuss the issues off-line or get them to agree to a standard of behavior during meetings.

# Have a vision

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- Vision is the ability to see the way things will be in the future.
- Implementing vision requires a master plan.