

THE SEVEN HABITS OF HIGHLY EFFECTIVE FAMILIES (Part 2)

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Edited transcript of presentation to the Brisbane Family Expo on July 14, 2001 by Dr John Covey, director of the home and family division of Franklin Covey, and his wife Jane.

JOHN: We've had a chance to travel the world over and when you start to think about everything you've heard here and all the things you read, they come down to these principles of being a model. Think of being an example as best you possibly can. Then think about building relationships so that your spouse, so that your children, so that your grandparents, so that anybody can feel your love and so that they can begin to value themselves or continue to value themselves. It's a lifelong process.

Then you organise experiences so that the family gets to be an institution that is powerful and that is enjoyable and you can rely on it. It's dependable and you don't have to go to drugs or to other kinds of things to have that support system. **You're born as a family, you live as a family, you die as a family.** It's more critical than we ever think, and then, finally, teach correct principles by the way you live, by the way you relate, by the way you organise and teach, where you spend your time.

We've got a family in all our married children and their parents say, "Oh, we love you, oh, we love you", but they never do anything with them. Well, that's saying one thing and doing another. So teach by the way you behave and so those are four basic inescapable roles that we want to work on. Now, we're going to just touch very quickly on a couple more of these roles in expanding this. I'd like to share a basic concept and let me say this: I have this on my mirror. I'm a 66 year old grandfather and I have these two circles.

The inner circle is the circle of control. It's what you have charge over and the outer circle is the circle of the circle of concern. No control. Now, here's the basic idea; why do I have those circles on my mirror? Because I look at my life and I say, "Today, what can I control, what can I influence and what is in my circle of concern". **When you focus on your circle of influence, that centre circle, you'll find that it will get bigger, but you have to work inside out. You have to work on yourself.**

When you focus on the circle of concern, then your circle of control, your circle of power gets smaller. Now, let me just ask you: What can't you control? The weather; other people. Can you control your spouse? Can you control your children? Yes, you can control little ones and you can threaten and you can

cajole and you can do all of this, and then when they get to be 13, they look at you, like a father said after we were talking about this in Detroit, he said, "Can I talk with you for a minute?" I said, "You bet".

He said, "My - I got married, we had a child, we were divorced. I've raised this child. This fellow is 6 foot 3. I've raised this child, this little boy all of his life and I told him what to do. I've controlled him. Now he's 13. Now he's looking at me and he's pushing back and saying, 'You're not telling me what to do any more.'" What is real discipline? Discipline comes from the word discipleship. If you will teach your children correct principles and love and nurture them and let them choose as much as they possibly can so that they take an inside out approach, so that they internalise what they're learning, so that it's then you're not just telling them what to do, then they'll grow and they'll be strong.

If these were two pop-cans and this pop-can was empty and this pop-can was full, and closed, I could take this pop-can and just crush it, can't I? It has nothing in it. This pop-can you squeeze and squeeze, you can't crush it, because it has inside of itself built-in powerful principles that are part of their commitment. I personally feel that love, real love, is a commitment and I have such a love for my wife after 41 years of marriage, after all we've gone through, I have such a love, I can't explain to you and yet the same words are there, "Oh, Janie, I love you", but the feeling, and I think that it's because I have tried to be true to my commitment.

That's why marriage - married people are happier. They live longer. They have a better financial situation, they are more happy with their lives. There is a book called *The Case for Marriage*. It's a classic and all basically it says is, "It's not good for man to be alone", and it is an eternal principle, marriage and family. But here is what I live by. It's called circle of honour, making and keeping your commitment. I've been asked what I meant by my word of honour. I'll tell you.

Place me behind prison walls, walls of stone ever so high, ever so thick, reaching ever so far into the ground, there is a possibility that some way or another I may escape, but stand me on the floor, draw a chalk line around me and have me give my word of honour never to cross it, can I get out of the circle? No, never. I would die first. When I read this, I said no. If I were hungry, I'd probably get out of it. But I'll tell you something, I have told my wife I would be true. I would die first before I broke that commitment.

I'm convinced that that is because for 41 years we have been happy and loving and she has absolute trust in me. I said, "Janie, have you ever thought that I would cheat on you", and she just laughed. Now, I'm not bragging. What I'm telling you is this: The foundation for this example is to be trustworthy. Make and keep your commitment and the way to do that is to stay right in that centre of what you can control. You can make a promise and keep it to your wife. You can make a commitment. You can do it to your children.

I tell my children, when I jog with them and so on, "You know one thing, I'll always be there for you. I may not be very capable, I may be old and drooling, but I'll always be there for you. I want you to know that", and of course that's what I've told my sweetheart. I think that trustworthiness is the principle for the example

JANE: We talked about the emotional bank account this morning, and I'm going to talk a little bit more about another aspect of the emotional bank account. This is called **seeking first to understand and then be understood.** It has to do with listening. This is a huge deposit in the emotional bank account, and I'd also like to say that more than any other single principle of the things that we know, this has changed my life.

This is easy to learn. You can learn this right now and go home and practise it tonight. This is not hard, and you can do it fast but it takes some time and you have to think about it. Now, here's the idea. There's all kinds of listening. We listen, just to get to the bottom line. You might be listening to somebody and say, "Just give me the bottom line, would you? I don't want to hear a lot of this and this and this, just give me the facts". That's legitimate listening.

Sometimes we do selective listening where somebody is telling you about some TV program they've heard about, maybe one of your children, that they watch. I mean, you don't even care about the program anyway, but you say, "Oh, yes, right, honey. Oh, good, wow. Okay, oh, good". You are, kind of, in and out listening. There is the kind of listening where some little three year old is just prattling on behind you talking and you're not even listening at all. You're just, "Okay, good". I'm not talking about that kind of listening. **I'm talking about the kind of listening when you want to understand how another person feels. We learn how to write in school, we learn how to read in school. We don't learn how to listen and it's as important as reading and writing.** It is really important.

Let me share with you a personal story about this. My father grew up on a small dairy farm. He was the youngest of the children and by the time he was 14 years old, his older brother had married - or gone to college and moved away. So my father was on the farm alone with his father and they worked together on this small dairy farm all day every day. They worked together all summer and they worked together all winter. They worked side by side. By the time my father was 14 years old, he could run the farm. They worked side by side together and they never talked.

They never talked. In my father's whole life, they never talked. Oh, they talked about the work, they talked about the work all day every day but they never shared feelings. My father hated that farm, and my grandfather never knew it. When he was 18 years old, he left that farm, he went away to college, he never returned to the small town. He never returned to the farm and he never returned

to that family. My grandmother died of a broken heart over my dad because he never returned to her ever. I was the oldest, the first of my father's children, and when I was growing up, I said, "I'd like to go back and know those people".

So I went back. They were good people. They were good to their core but they never knew my dad. They just felt he's the rebellious son that left. He wasn't but they never knew him. They never knew his heart, they never knew his dreams, they never knew his thoughts because they never shared feelings. I think that's a tragedy. There are children in our homes who we don't know. There are husbands and wives who don't know each other because they don't share their feelings. **When you share feelings, when you listen to how someone else feels, you say to them, "You matter. What you think and how you feel matters to me. You have value to me".**

The whole thing with the emotional bank account is that you say to another person that you love, "I value you. You have value to me". When you feel valued, you feel a worth as a person, and when you feel a worth as a person, you can do anything. And when you don't, it limits you and so when we say "I love you" to the children, when we show our love to our children, when we control ourselves, when we take that space and act on our values instead of our reactions, we say to that person, "We value you", and when you listen to understand how another person feels, you say to them, "What you think matters to me". Here's the principle.

If you want to have influence over your child, your teenager, your little girl, anybody, they have to feel they have influence over you. Would you go to your boss and tell him your heart and how you feel if you know that what he's going to say to you is, "Oh, no, no, don't give me that. Here's the answer: I already know. I already know what to do". How much would you go to him? You wouldn't go very often, would you, and then you'd stop going. Do you think your son is going to come to you and tell you his heart when you - "Oh, let me just tell you what to do here" - when you don't listen. So if you want to have influence over your son, he has to feel like he has influence over you. "I talk to my dad, and my dad listens to what I have to say. I have influence over my dad, so therefore, I want to talk to my dad. I have some influence over him. I want to talk to my mother. I have influence over her. She listens to me." Or does your son or daughter feel: why would I talk to my dad; he knows everything. I have no influence over my dad. He has got an opinion on everything. He never listens to me. Why would I talk to him? He's not going to talk to you, any more you are going to talk to your boss, because he doesn't feel like he has any influence over you.

If you listen with the intent to understand, you say I value you, you have influence over me. I could be changed by your opinion. I am listening. I am open to you. So how do you do it? **The experts tell us that with about 80 or 90 per cent of our listening, we listen with the intent to reply, not with the**

intent to understand. Jake and Bill are walking along the street and Jake sees Bill and he says, "Hey, Bill, how is it going?" "Pretty good, Jake." "Hey, I hear you are building a new house." "Yeah, we are building a new house." "How is it going?" "Oh, it's going terrible. I mean, ever since we dug the foundation, it has rained every day, and I think my contractor is cheating me." "Hey, you know what, my wife and I built a house a year ago; it's the greatest experience of our life. We are so glad we built this house, and our contractor came in under budget, and we just fix it up every week-end. We have the greatest time. Oh, we're just so happy. Hey, good to see you, glad to hear about your house." We listen with the intent to reply, not with the intent to understand. Have you ever had anybody say to you, "How are you feeling?" "Oh, I'm not really feeling very good." "You've got that? Oh, my gosh, everybody in my family has got it, my kids are sick, we've all had it." "Well, good to see you. Glad to hear how you are feeling." We listen with the intent to reply, not to understand.

But with our children, it is a lot more serious with our children. There's some barriers to listening with our children, and if we don't conquer these barriers, our children will never open up. They will not talk to us. Your wife won't talk to you. Your husband won't talk to you. These are the barriers: Here is barrier number 1, and this is so hard for parents, it is just almost impossible, but this is the first one. **When you want to understand how someone feels, do not give them any advice. Do not. Do you think that is easy for parents to do? I taught this in a class, and a woman came up afterwards and said afterwards, and said, "How can you say that. I was born to give advice."** And I've had other parents say, "Well, what are parents for? It is our role in life to give advice." I said, "Well, do your kids follow it?" "No." Maybe there is a reason. When you want to understand how someone feels, if you want them to open up to you, do not give any advice. That is the first thing.

The second thing is, **don't talk from your autobiography.** Don't talk about yourself. Very hard to do. "Oh, let me tell you about you. Hurry up and get it out so I can tell you what happened to me. Talk a little faster, will you; I can't wait to tell you what happened to me about this." I just did it last night at dinner. Bonnie (Lund) was talking about how she lost her luggage, and I just couldn't wait to tell her about when I lost my luggage. I thought it was just a better story than hers. I told her that. I said, "Bonnie, nothing can top my story. My suitcase got sent to Russia." That is the truth. Mine got sent to the Soviet Union. They stole everything out of it, put it on Soviet Airlines, and sent it back to me empty. And I said, "Can you beat that one?" Talk about security at the airport. Anyway, I couldn't wait to get my story to Bonnie. And that is how we are.

So don't give advice. Don't talk from your own autobiography. Do not criticise. Do not compare, and do not complain. Now is there a time to give advice? Yes. **The miracle is that if you will not give advice when it is not asked for, your child might even come to you and say, "Mum, how do you feel about this?" It is a miracle. It happens.** A son might come to a dad, and say, "What do you

think I ought to do about school?" Great things happen. Okay, those are the barriers: no advice, don't talk from your autobiography, don't criticise, don't compare, and don't complain. Just keep your mouth closed.

I'm going to run through a little scenario here, and I'm going to do it first the right way, and then the wrong way, and I want you to tell me what the difference is. The mother is standing in the kitchen, and her 17 year old daughter, Rachel, comes home from school, and Rachel walks in the house, and she says, "Hi, Mum." Her Mum says, "Hi Rachel," and she just goes to her room. And her mother thinks, "You know, Rachel has been really unhappy for about two weeks. I really need to go to her room and listen to her, and see how she feels. And she is just kind of been putting it off. She has been testy, and cross, and grouchy, and I know there has been something bothering her. I need to go and listen to her."

So she waits for a few minutes and then she goes upstairs to Rachel's room, and Rachel still has her clothes on, but she is under the covers in her bed, and she is asleep. The mother sits down on the edge of the bed. She puts her arm around Rachel. She begins to smooth the hair back from her forehead and says, "You know, honey, I have a little time now with no press of appointment or anything. Tell me about how you are feeling?" Rachel opens her eyes and says, "Oh, mum, you are nice to come up." "Well, what is the matter, honey, you've been unhappy; you don't seem to be yourself. What is going on?" "Mum, did you see what Chrissy had on this morning when she came into the kitchen?" "No, I didn't notice." "Well, she was wearing my earrings and my shoes. She wears my clothes every day, mum, and she comes in my room and gets my things, and doesn't even ask me, and she has got my clothes on in the kitchen while we are eating breakfast, and we've got three minutes to get to school, and says, 'is it okay if I wear this?' She takes my clothes every day. I come home from school, and she is wearing my sweaters, and rolls them up in a ball and throws them under her bed.' She trashes my clothes, she comes in my room. She is just spoilt. She is a brat. Admit it."

The mum says, "So she is taking your clothes, and borrowing them and not asking. Is that what has been making you unhappy, honey?" "Well, not only that, but you know the car that you got us to take to school, we're supposed to be sharing the car." Well, ever since she turned 16, she takes that car, drives around with her friends. I don't even have a way home after school. I mean, I have to get rides with people. She is out riding around with her friends with that car. We're supposed to share that car." Her mother says, "So it's the clothes, and the car; is there anything else, honey?"

"Well, I hate to bring this up. But you know, mum, when she turned 16, do you remember what I did for her?" "I remember you made her a cake." "I made her a cake, mum. I had a band around it that had sweet sixteen on it. I bought her that expensive lotion, perfumed lotion stuff she wanted. I made her a card. I did everything for her when she turned 16. I turned 18 two weeks ago, mum, and

you know what she did for me? Nothing. Not a card. Not a gift. Not that I'm counting my presents, but for heavens sake, she did nothing for me. This is what I live with? She is the most selfish person that ever lived. All she thinks about is herself. She uses my stuff. She dominates the car, she doesn't even care about anybody but herself. This is what I live with. And the mum says, "So it's the clothes, and the car, and your birthday."

"Well, I hate to tell you, but it did hurt me, mum. It hurt me a lot. It is typical of her behaviour." The mother stays there for about another 15 minutes. Just holds her. They don't even talk. And then she goes back upstairs to the kitchen. In a few minutes, Rachel comes in, and she is happy. She is smiling. In this particular case, this is all she needed. She feels like there is one person in his family who understands what I'm going through. There is one person in this family who understands me. It's my mum. And she knows how I feel, and she is happy. In this case, it was all it took.

Now let us run through this one more time. The mother is in the kitchen. Rachel comes home from school. "Hi." Sulks off to her room. The mother realises she has been unhappy, cross, testy, for a long time, at least two weeks, every day. She goes to her room, sits down on her bed, puts her arm around her, and says, "I'm here, honey; let's just have a little visit. Now how are you feeling. We have some time. There is not a big rush here." She opens her eyes and says - tells her about the earrings and the shoes, and her mother says, "Well, honey, I just want to point out to you, you borrow too. In fact, nobody in the family borrows more than you do. "Oh, thanks a lot, mum." "Well, I just want to point that out to you." "Yes, she borrows. I got her that black sweater for Christmas. You had it on before the day was out." "Thanks a lot, mother, I knew you would take her side. You always do." "Well, just wanted to point it out to you, that is what happens in the family, and you are just as bad as she is." "Great mum, thank you for that." "Now, is there anything else?" She tells her about the car.

"Would you like me to tell you what we paid for insurance and taxes on that car? Would you like to know what a sacrifice it was for us to get that car for you? How many people do you know who have a car to take to high school? How many girls have a car to take to high school. When I was your age, we had one car, and my father took it to work, and I took the bus, and when your father was your age, their family had one car, and he walked. In some places, if some place was too far to walk, he didn't go, and you girls have a car, and you fight about it. It's the most disgusting thing I've ever heard in my life." And she says, "Spare me the stories again how you and dad were raised in poverty and did nothing but sacrifice, and we've been handed everything, and we are just spoiled rotten. Just save me that story again, would you?" "Well, I just want you to know we have sacrificed for that car, and you fight about it. I think it is disgusting." "Great mum, I knew that is exactly how you react. I wish you hadn't even come in here." "Well, I just want you to know, you borrow as much as your sister, and it is disgusting about that car." And she says, "Well, good, you can go now." "I

will." And she leaves.

What happened? What did she do? What did she do the second time that she didn't do the first, the mum? Did she talk from her own autobiography? She did. Did she start to give her advice? Yes. Did she compare? Did she criticise? And what happened? The wall dropped. Will she ever hear about the real pain which was the missed birthday? No. She will never hear about that. She will never bring it up to her. And that was the real pain. That was what was hurting Rachel. It wasn't the other things; they're ongoing.

Jenny was getting ready for school one morning, and her father came in and said, "Jenny, your mum tells me that you are not going to go on to college, like we talked about." She said, "No, I'm not going to, dad. You know I've never been very academic, and I've got this great job in a ski resort. I can't wait to start. I've already signed up for it. I'm starting in the fall." "But Jenny, honey, I thought we talked about this before." "Yes, I know dad, but I'm not going to do it now. I've already decided, I'm not going to go on. I'm not that academic. I don't want to go on to college. I've decided not to do it, and my friend Mary-Ann is not going to do it." "What do you mean you're not going to do it, Jenny? Your mother and I are both school teachers. We've given our life for education, Jenny. Of course you are going to do it. Now, honey, is there anything else you want to tell me about how you feel about this? How are you feeling about this, Jenny?" What happened? The wall dropped. Did she talk to him again about it? No. She wouldn't bring it up again. She has no influence over him. If you want to have influence over someone else, they have to feel they have influence over you.

Our daughter Christine, when she was a senior in high school, we used to drive to school together every day, just the two of us in the car, and one morning she said to me, "I will never drive to school with you again. I would rather walk. I would rather get a ride with a neighbour, but I will never get in the car with you to go to school again." And I said, "Well, how can you say that? I thought we had a wonderful time every morning." She said, "I want to tell you, mother, what it is like to get in the car with you in the morning." She said, "I'm getting ready for school. I'm putting on a little makeup. I'm getting ready. I've got this little soft music playing. I like school. I can't wait to see my friends. I'm getting ready, I come into the kitchen. We have a little breakfast; everybody is pleasant, nice, and it is a happy time. I'm feeling great, excited to get to school. And then we get in the car. As soon as we get in the car, this is what you say to me." "You know what, honey, you know about the win/win agreement about your room that we made where I said a win for me would be if you made your bed every day and tidied your room, and you said a win for you would be if you never made your bed and never tidied your room. You liked sleeping in an unmade bed, it felt good, and so we made a win/win agreement that you would make your bed once a week, and tidy your room on Saturday, and we agreed to that? Well, you didn't make it again last Saturday." "Okay mum."

"And then, also, dear, you know about those piano lessons. They are expensive. We are sacrificing for those piano lessons. You know you said if you could take piano, that you would practice 5 days a week, where you practice 3 days last week; I kept track." "Okay, mum." "And about the dishes. You know that we had that your nights are Tuesday nights and Thursday nights, you didn't do your dishes again last Thursday night. I just had to do them for you." "Oh, that's right, mum, I'm so sorry." "And about your school reports. Do you think you could give us more than one night's notice, by telling us the next day you have a 30 page report due and you had to have it done tomorrow morning by 9 o'clock, and the whole house is in an upheaval while you are working on this. Do you think you could -" "Okay, mum."

She said, "Mum, by the time I get to school every day, I am sad. I'm sad." She said, "I would rather not go with you." I said, "I thought this was a perfect time for me to tell you what you are doing wrong." And I always tell you in a nice voice." What does that matter? I said, "Would you give me one more chance?" "Oh, I don't know." I said, "If you give me one more chance." I went out and I bought myself a zipper. Not a regular sized zipper, an industrial size zipper. I put on my industrial size zipper every morning, and we went to school. She turned on the music. I don't like the music that she listens to. Listening to music, chirping all about her friends, and teachers, and she just chirped away all the way to school, listening to this music, and we got there, and we just had a great year. She had a great year. I kept on my industrial sized zipper.

If you don't remember anything else, **remember to listen with the intent to understand how someone else feels so that they will open up and talk to you about their heart**, so that what happened in my father's family will not happen in yours. Just think about your industrial size zipper. One more thing. Habit number 4 in the 7 habits is called **think win/win**. Let me tell you what it means in a family to think win/win. In a family, it is possible to think win/lose. This is win/lose thinking. I am the biggest, I am the smartest, I am the oldest, I bring in the pay cheque. I make the rules. As long as you live in this house, you do what I say. When you get out on your own, you can do anything you want, but as long as you are in this house, you do what I say. I make the rules. Got it? That is win/lose thinking. I make the rules about the car. I make the rules about allowance. I make the rules about homework. I make the rules about this house. Okay? That is win/lose thinking.

Here is an example of lose/win thinking. Well, go ahead and have your way with me. I give up. I've argued with you long enough. Just do as you want. Just walk all over me. I'm used to it. Go ahead. Have your way. That is going for lose/win. It is possible in a family to just go for win, where you think, you know what, I work hard for this family. I bring home that pay cheque every two weeks, and things are going to be a win for me around here. I hope it will win for you. I really like everybody in this family, but I'll tell you this: it's going to be a win for me. That is going for win.

I would like to suggest that in a family situation, if you go for a win/lose, or if you go for a lose/win, or if you go for a win, you may very well end up with lose/lose. There are families who think win/win. When you think win/win, you think this. I don't want to do anything around here that isn't a win for a my 16 year old boy. What would be a win for him? You think in your heart and you mean it. I don't want to do anything that isn't a win for my wife. What would be a win for Wendy? You think, I want everything to be a win for Tom. What would be a win for Tom? You think win/win. I want a win for my boy. I love him. I want him to win on the car. I want him to win on anything, homework, or helping chores, anything. I care about him. I want him to feel like this family is a win for him, but I want to win for me too. I don't want to go for lose/win. I want to think win/win.

Okay, I want to do a little role play. Rich and Elise have been married for 10 years. They have three children. They have a little boy who is in middle grade - third grade. They have a little girl in first grade, and they have a new baby, and Rich is a physical therapist, and he has been working with a big group of physical therapists and he and his partner in this group, his friend, Carlos, have decided that they are going to break off from this big group of physical therapists and start a business of their own, and so in order to do this, they have had to lease a big place. They rented it. They have had to lease or buy a lot of expensive equipment. They've had do a little marketing thing to try to get people to come to them. They've tried to bring their clients with them, so they have had to go into debt, both of them, in order to start this, and in order to make this business go, they had decided that they've got to work five days a week from 6 o'clock in the morning until 8 o'clock at night, and half a day on Saturday, if they're all going to pull this off and make it go, and Rich's wife, Elise, has decided that she is going to have to go back to work in order to help pay off this debt, so she teaches special ed and she has gone back to work half a day. She takes the baby to her mother, and picks the baby up at 12.30 every day, and she has gone back to work.

So this is Tuesday night, and Richard is getting home from work at 8 o'clock at night, and he walks into the house, and he says, "Hi, Lisi, anything for dinner?" "Yes, Rich, there is a plate for you. You can warm it up in the microwave." "Okay, great, thanks." "And after you're through, Rich, would you mind doing the dishes and cleaning up the kitchen. I'm going to go upstairs with little Richard and help him with his homework, and he is going to read to me, which he does every night." "Okay honey, fine." So Rich is kind of moseying around in the kitchen. Now Rich's personality is a happy personality. Rich is an upbeat guy. He is fun to be around. He kind of jokes, he kids; that's why he has done so well in physical therapy. His clients like him. He is fun. He is happy. He is great to be around.

Elise, on the other hand, she pays the bills. She is worried about things. She carries the weight on her shoulders. She is tense a lot. She is tense. So he is

kind of pattering around in the kitchen eating a little, and he hears his little girl Jamie laughing in the next room, and she says, "Daddy, come and play with me." And Rich is thinking, "Why am I in here? I could be in the next room playing with Jamie." She he leaves what he is doing and goes in the next room, and they're laughing and playing and a half an hour goes by. And Elise comes down into the kitchen. She looks around. Nothing is done. It is a mess in there. And she can hear Rich laughing in the next room. She storms in the next room and confronts him. And she says, "You never do anything I ask you. Never. I ask you to do one thing, and you don't do it, and I'm doing it all. I've gone back to work. I'm doing the housework. I'm doing the kids. I'm doing the homework. I'm doing everything. You are doing nothing, and I ask you to do one thing, and you are laughing here in the next room."

And he turns on her and says, "You are the meanest human being that ever lived. You are never happy. You are always grouchy. You are always cross. I never see you smile ever." And they argue bitterly.

Let us leave them for a minute. Let us suppose that Rich and Elise understand what it means in a marriage to think win/win, to think, I want a win for my wife all the time. To think I want a win for my husband. They understand this. They know it. So the next day, Rich goes into Elise and he says, "I'm sorry about last night, Elise. I'm sorry. Tell me, honey, what would be a win for you." And Elise says, "It would be a win for me, Rich, if I really felt in my heart you cared enough about the children's homework and how they are doing in school as I do. Not just surface. In reality, in your heart, you care just as much about this kid's school as I do. That would be a big win for me. And it would also be a win for me if you would fix things around here. Things are falling off their hinges, and nothing is working, and that would be a win for me." And she says, "Would you repeat that back to me so that I know you understand what I said?" That is part of the win/win agreement.

Rich says, "I hear you say that if I help with the homework, and really the schoolwork meant as much to me as it did you, I really lifted that for you, and also if I fix things." She said, "Yes, that would be a win." And then he said, "Would you like to know what would be a win for me?" "Yes." "A win for me, Lisi, would be to walk in the house and see you smile. I know we are under debt. I know you have gone back to work. I know we are under big pressure. But we can be happy. You don't have to be miserable all the time. I just want to see you happy. If you were just smiling, that would be a win for me." And another thing is, "If you want me to fix things, just make me a list. Just don't be five steps behind me and nag me about it. Just make me a list and I promise I'll have it done by Saturday night at midnight. Just let me do it on my own time." And he says, "Would you repeat that back?"

"You would like to see me smile." "That is it, Lisi, I would like to see you smile. I would like to see you happy." "And you want me to make a list for you."

"That's it." That is what it means to think win/win. It is possible to make win/win agreements in families, to think win/win.

JOHN: We've talked about modelling. We've talked about relationship building and we want to build a high level of trust in the relationship and one of the key things is to empathise. Now this third role of **organising. One of the biggest problems that I have found is to balance work and family.** How many have that problem? Trying to balance your whole life and fit it all in. All right? So how do you do this? How do you handle all this time? Well, let me say this: with work, there is all kinds of demands. The boss. There is all kinds of family relationships, and what you end up with is no peace, pressure, and stress. You are trying to meet everything. You are trying to do everything. Now, with work, if you will notice, this is temporary. It is changing, but there is a specific expectation. You have a boss. And you also have measurable expectations at work. If you don't make it, economic welfare, you lose it. So it is a very real pressure, but, on the other hand, with the family, it is a very real pressure, but **there are some illusions. One is that family is postponable. That work takes the priority all the time. That you can postpone family. You can't.**

The second question is: who is the boss at home? Any good man says, "Okay, you're heart. Your conscience is the boss. There is no government employee coming in and saying, "Okay, give us an accountability. Some measurability." It is your own vision. It is your own passion about family, and if you have a powerful strong passion, then you will balance it. You will say, "I'm going to put the important things first in my life." Let me just ask this question: will you think in your mind of the two or three most important things in your life? What comes to your mind? How many had something like this as one or two. Either faith or family? How many had family? That is a major portion. That is in your heart. Our experience world wide is that people say 85 per cent of the time, family is one or two in their lives, so here is the simple principle in terms of balancing your work and life.

Put your priorities in your calendaring first. Here we have 24 hours. Here is this jar that is 24 hours. That is - we don't have any more than that. Now how do you take - this is what we look like when we are overloaded. We've got way overdone, and how do you balance - how do you get a hole in that jar? The thing you do is you take not the little rocks, but the big rocks, and put them in first. Big opportunities. You have got to do that. Time for self. You cannot ignore that. Quality relationships. Planning and preparation. Anticipation. Family. Put that in. Building relationships, put that in. Important assignment. Urgent things. Exercise. How many think that exercise is a big rock? It is absolutely vital. How would we ever exist without this? Service - church service? Is that an important thing? It is for balance. It is for wisdom and judgment. Leaving aside whatever you like. Turn off the tele a little bit more. Major projects. Now those are all the big things that are really the important things in your life, whatever you think they are.

Then, once you have that in your calendar, in your schedule - and we suggest that you plan on a weekly basis, your schedule. I have my plan, and I can tell you that in August of this year, I'll be spending two weeks away with my whole family. In September, in October/November, there will be a time with another commitment. Here are all the birthdays of all my children, and grandchildren. 32 grandchildren. I make sure that we send a letter. We call them, every one. Those are the big rocks. Those are the permanent things. Those are the meaningful things in my life. Then what you do is you take telephones, meetings, all these other things, and you put those in your life. Around your priorities. It is called **putting first things first** in your life.

Now maybe you throw away a little bit of extra reading or internet, or something like this. That is fine. You get it all in, but putting first things first. Decide what your first things are and put them into your calendar first. Schedule them. I want to say with all of my heart - I'm not saying I've got a busy schedule. All I'm saying is I didn't put in first things first, if I didn't put in the family, prioritise the family, trust me, life is such that you could shove everything out. So we have a family mission statement. We encourage you. We have a regular family time in which we meet, including having one-on-one bonding times with everyone of your family members.

We had 10 children. It was quite a challenge for me, and we always said, "This is your time." Rachel, what would you like to do? When she was little, "Daddy, would you get a McDonalds hamburger, and come on and have lunch with me at school?" She loved it. It is just your time. Industrial-sized zipper. You just listen, and build and make deposits. When she gets to be a little bit older, you go jogging with her, and then get some kind of an icecream or something like this, and I remember in the older years, I would say to Rachel, "Rachel, do you feel like I understand you?" "Rachel, do you know that I'll always be with you?" "I'll never leave you." Children need to feel that they've got that sort of foundation. So to balance work and life, put first things first.

I just want to read this and then Jane will close. Here is a letter from my mum. Okay?

Dear John, you are so handsome, full of virtue and integrity and goodness.

Do you think she is teaching me?

I think of you so many times a day. I wish I would see you more often. We are so proud of you, my dear, and your dear family with Jane, etcetera. You are a friend maker.

I was 37 years of age. I got those deposits four or five times every year from my mum. When she passed away, I didn't realise what a nurturing supportive

believe-in person that she was. That is a part - and that is something you can do in your circle of influence. You can start that right now. You can control that.

JANE: During the break, one of you came up to me and said, "It's hard. Does it get any easier? You look like it's kind of easy for you." I said, "Well, sure, we're all dressed up here looking smiling and nice. It looks like we've got it all together." Of course it is hard for us. We have every problem you've got. We work on it every day. We are in a constant state of humility asking for help. We feel it every day. We have problems and challenges and heartaches and worries with our children. Our hearts are reaching out for them every day.

Can we take their problems away? We can't. It is in our circle of concern, but it not in our circle of influence. But we can nurture. We can listen and so can she. We can not just love, but we can wait on people to give advice, to be a friend, to listen. All the things we've learned about today. We can do it. And so can you, and that is what we do. We're all in this together. That is why when we talk to business executives and the CEO of the company is there, and the middle manager is there, and the guy that is out there pushing the product is there, and they are all on the same equal basis, because the guy at the top has the same problems with his son as the guy in the middle. We are all at the same level with this in families. Nobody does any better. Our hearts are all strung out.

I want to share this letter with you.

Dear Mom, I just wanted to write you a note and thank you for all you have done for me. Now that I'm a parent, I start to appreciate the way I was raised. One special note I must say though, you said I would never lie down on the bedspread when it was mine. I still do. I still always squeeze out too much ketchup and mustard on my plate, even though now I'm paying for it. You may not believe it, but I put my feet on the coffee table and I eat out of the kitchen. Funny though, I caught myself telling little Robby to take his socks off when running outside.

Susie and two other mothers looked at me and said, it was cold, he should leave them on. They don't realise that if you had 10 kids, new socks become a major expense. Little Robbie also has the urge to play in the butter. I don't know where that came from. When I am up late at night with the newborn or sick child who is screaming, that is just one time I so appreciate what you did for me. All the times you told me, "I can do anything, and not to listen to what the teachers or the coaches said." I realise now that those special classes I had in school were resource classes. I always thought I was special, so I got to go to extra teachers.

What I didn't realise that I really don't do well in school. You don't know this, but I worked almost full-time in college and had to hire tutors to help me with most of my classes. About a fourth of the test scores I got back I never looked at. I would study so long and hard and when I got the score, it would get me down to the point that I thought about dropping out and just working. I still don't know how I made

it into college, or did well in the business school. Now that I'm out of school, life is easy.

The things I accomplished in my life I can directly relate back to you, and every time you told me to ignore the grade or the label given me. I love you mom, you made me what I am. You should write a book some time, entitled, "How to build your kids' confidence to the point they don't even know how to give up."

Your favourite business rep,

Robbie.

"

Is worth it? It's worth it.

JOHN: I would like to show this final, very brief video. The whole basis is love and trust, the trustworthy example, being a loving relationship with high trust, organising so that there is a wonderful culture and teaching correct principles that they can believe in, and I want to say, for myself, two things that I feel impressed. The first is that you've got to have some standard that you believe in. I don't care what your religion or philosophy is. But have a standard and feast on it, so that you've got a principle base in your life. Here are the scriptures for us. And the second thing is: as a father, every day of my life I prayed for my wife and every one of our children. And I asked God to help us, and I listened, and I tried to follow, and Jane has done the same. And we just want to say that we are no heroes, but we want to thank heaven for all of our blessings, but trust is the foundation and love.