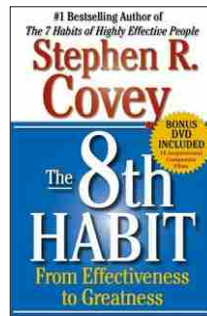




The 8th Habit

From Effectiveness to Greatness



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■ About the Author



Stephen Covey

Dr. Stephen R. Covey is co-founder/vice-chairman of FranklinCovey Company, a leading global professional services firm. FranklinCovey offers learning and performance solutions to assist professionals and organizations in significantly increasing their effectiveness in productivity, leadership, communications and sales. Dr. Covey is perhaps best known as the author of *The 7 Habits of Highly Effective People*, which is ranked as a No. 1 bestseller by the *New York Times*, having sold more than 13 million copies in 36 languages throughout the world. The book's message has created lasting impact-its sales keeping it on numerous best-seller lists for years. Dr. Covey is an internationally respected leadership authority, family expert, teacher, and organizational consultant. He has made teaching principle-centered living and principle-centered leadership his life's work.

Other books by Covey book *Principle-Centered Leadership*, *First Things First*, *The Nature of Leadership* and *Living the 7 Habits: Stories of Courage and Inspiration*.

For more information, visit <http://www.stephencovey.com>.

■ The Big Idea

For years, "*The 7 Habits of Highly Effective People*" has become a bible for individuals and executives who seek to improve their lives and their careers.

According to author Stephen Covey, effectiveness is the tool for survival in today's fast-paced environment. However, in order to truly become excellent and succeed in the new Knowledge Worker Age, you must build on and move beyond effectiveness and into greatness. You must find your own voice and inspire others to find their own as well.

Finding your voice requires a shift in thinking. To succeed in your journey towards greatness, you need a new mindset, a new skill-set and a new habit. Stephen Covey's "**The 8th Habit**" will guide you as you take the necessary change into greatness.

■ The Pain, The Problem and the Solution

The Pain

People become dissatisfied with their jobs for various reasons. These reasons include stress, pressure, terrible bosses, feelings of frustration, and a host of other things. Overworked, underpaid and under-appreciated employees end up affecting the productivity and effectiveness of an organization adversely.

More and more companies are expecting their employees to produce more for less. Furthermore, some companies do not utilize their employees' talents and intelligence to the full extreme. As a result, employees feel that they are not growing within the company. Even worse, employees are left in the dark without a clear vision of where the company is headed.

The Problem

New developments in technology and globalization have ushered in changes in the way people think and operate.

The 20th century was known as the Industrial age. As the new millennium unfolds, civilization is now moving towards a new age - the age of information or the Knowledge Worker Age. This is where the problem begins.

Managers still insist on operating under the controlling mindset of the industrial age. Employees are treated as objects that can be controlled. Lower-level staff members are also not given the opportunity to act on a problem or to come up with solutions on their own.

This paradigm leads to a culture of co-dependency and compliancy. In this culture, a worker loses his voice because he believes that his views are not significant enough.

The Solution

Find your voice.

- Recognize and develop your true nature.
- Express your voice through vision, discipline, passion and conscience.

Inspire others to find their own voice. Live and set an example of what you have learned.

■ Find Your Voice

Discover Your Voice - Unopened Birth-Gifts

Each individual is born with the potential to be great. What you do with this potential is up to you. You must remember that the more you use and expand your present

talents, the more capacity you are given, and the greater your ability becomes.

Three Most Important Gifts

1. *Freedom and Power to Choose.* You have the power to direct your own life based on your own values.
2. *Natural laws or Principles.* These are universal, timeless, inarguable principles that transcend culture and geography. These principles include kindness, fairness, and honesty.
3. *Four Intelligences / Capacities.*
 - a. Mental Intelligence (IQ)
 - b. Physical Intelligence (PQ)
 - c. Emotional Intelligence (EQ)
 - d. Spiritual Intelligence (SQ)

You can develop the four intelligences by assuming the following:

1. For the **mind** - Assume that the half-life of your profession is two years; now prepare accordingly.
2. For the **body** - Assume that you have a heart attack; now live accordingly.
3. For the **heart** - Assume that everything you say about another can be overheard; now speak accordingly.
4. For the **spirit** - Assume that you have to attend a one-on-one meeting with God every quarter; now live accordingly.

Express Your Voice - Vision, Discipline, Passion and Conscience

All great achievers have expanded their four innate human intelligences and capacities into:

1. *Vision* (mental) - seeing with your mind what is possible in yourself, in people, projects, causes, endeavors, and enterprises.
2. *Discipline* (physical) - commitment; bringing vision into reality.
3. *Passion* (emotional) - it is the fire or the drive that sustains the discipline to achieve the vision.
4. *Conscience* (spiritual) - the guiding force; the moral compass of what is right and wrong.

These expressions represent the highest means of expressing your voice.

The illustration below represents a whole person with four basic needs and four capacities and the highest manifestations, all representing the four dimensions of voice.

Whole Person	Four Needs	Four Capacities	Four Attributes	Voice
Body	To Live	PQ	Discipline	Need
Mind	To Learn	IQ	Vision	Talent
Heart	To Love	EQ	Passion	Passion
Spirit	To Live a Legacy	SQ	Conscience	Conscience

■ Inspire Others to Find Their Voice

Inspiring Others to Find Their Voice - The Leadership Challenge

Leadership is defined as *communicating to people their worth and potential so clearly that they come to see it in themselves*. In other words, a leader inspires others to develop their potential and be the best that they can be.

Management and Leadership

Leadership and management are both important in an organization. In fact, one can not be effective without the other. You must, however, learn to differentiate between the two.

Leaders *enable a person* to be the best that he could possibly be. Leaders empower people. Managers, on the other hand, run corporations. Managers organize.

In other words, you manage things while you lead people.

Chronic and Acute Problems

An organization, like a person, has two kinds of problems - the chronic (continuing, underlying and casual) and the Acute (painful, symptomatic and debilitating).

Below are ways on predicting **four chronic problems of an organization and their acute symptoms**:

	Chronic Problems	Acute Symptoms
Mind/ Vision	No Shared Vision	Hidden agendas, playing political games, using different criteria in decision making
Body	No Alignment / Discipline in Organization Structure	Misalignment with employees, marketplace and suppliers, interdepartmental rivalry
Heart	Disempowerment	Boredom, fear, anger, apathy, moonlighting

Leadership Response (Four Roles of Leadership)

1. *Modeling* (conscience/spirit) - Setting a good example.
2. *Path finding* (vision/mind) - Jointly determine the course.
3. *Aligning* (discipline/body) - Set up and manage a system to stay in course
4. *Empowering* (passion / heart) - Focus on results, get out of people's way, give advice when requested.

■ Focus-Modeling and Path-Finding

The Voice of Influence - Be a Trim-Tab

The center of any leadership method is modeling. Modeling is not the work of a sole individual. Rather, it must be the job of the entire team. Group identification is based on involvement, whether directly or indirectly.

A Trim-Tab

A trim-tab is a "rudder on the rudder" of a ship. It is what makes it easier to turn the rudder, and, in turn, easier and quicker to turn the ship.

To be a trim-tab leader, you must take the initiative to extend your circle of influence no matter how small it may be. You must, however, be sensitive and wise while you take initiative. Practice perfect timing. Do not step on other people's toes and do not portray negativity.

7 Levels of Initiative or Self-Empowerment

1. *Wait until you are told.* This will cause your area of influence to become smaller. Your voice will not be heard. People under this influence tend to become insecure and engage in destructive behaviors such as criticizing, complaining, comparing, competing and contending.
2. *Ask.* Ask about something within your job description but outside your circle of influence. This may be impressive and can increase your area of influence.
3. *Make a recommendation.* There are five basic steps to making a recommendation:
 - a. Analyze the problem.
 - b. Come up with alternative and recommended solutions.
 - c. Develop recommended steps to execute the solutions.
 - d. Incorporate an awareness of all realities.
 - e. Make a recommendation in a way that only requires approval by a single signature.
4. *I intend to.* This goes beyond making a recommendation. You must be prepared to carry out the action or plan once it has been approved.
5. *Do it and report immediately.* Do an evaluation and submit it to people who need to know
6. *Do it and report periodically.* Self assessment (within job description and circle of influence).
7. *Do it.*

The Voice of Trustworthiness - Modeling Character and Competence

A leader's character can make or break an organization. A person with integrity and one who is trusted by his peers and employees will be seen as a good leader.

Trustworthiness is an important factor in any relationship - personal and professional. It is the glue that holds together a family and an organization.

Personal Trustworthiness

Trustworthiness comes from *character* and *competence*. There are **Three Aspects**

of **Character** that build trustworthiness:

1. *Integrity.* You incorporate principles and natural laws when dealing with people. You are honest and you keep promises made to yourself and to others.
2. *Maturity.* You can deal with difficult issues with compassion.
3. *Abundance Mentality.* You see life as full of opportunities. You don't compare yourself with others and you are sincerely happy for other people's success.

The **Three Aspects of Competence** are:

1. *Technical competence.* The skill and knowledge required to finish a task.
2. *Conceptual knowledge.* The ability to see the big picture.
3. *Interdependency.* The awareness that everything in life is interconnected.

Modeling is living **The 7 Habits of Highly Effective People**:

1. *Be proactive.* Take the initiative and be responsible for the choices you make.
2. *Begin with the end in mind.* Have a clear purpose or goal.
3. *Put first things first.* Prioritize and organize.
4. *Think win-win.* Seek mutual respect in every interaction.
5. *Seek first to understand, than be understood.*
6. *Synergize.*
7. *Sharpen the saw.* Undergo constant renewal in the four basic areas of life (physical, social/emotional, mental and spiritual).

The Voice of Speed and Trust

Seeking to expand the circle of influence and inspiring others to find their voice means that you have to build strong relationships. The higher the trust one earns, the easier it would be for you to communicate with people.

Moral Authority and the Speed of Trust

The table on the next page illustrates what Covey calls the **Emotional Bank Account**. These **Ten Key Deposits or Withdrawals** can either destroy or build relationships.

Moral Authority and the Speed of Trust			
Deposits	Withdrawals	Sacrifice Required	Internalized Principles
Seek first to understand	Seek first to be understood	Impatience, ego, your agenda	Mutual understanding
Keeping promises	Breaking promises	Moods, feelings, emotions, time	Integrity / execution
Honesty, openness	Smooth manipulation	Ego, arrogance, control	Mutual Understanding
Kindness, courtesies	Unkindness, discourtesies	Self, time, perception, stereotypes, prejudices	Vision/Values, Integrity/Execution
Win-win or no-deal thinking	Win-lose or lose-win thinking	"Winning means to beat" competitiveness	Mutual Respect / Benefit
Clarifying expectations	Violating expectations	Kiss-up style communication	Mutual Respect / Benefit, Mutual Understanding, Creative cooperation, Renewal
Loyalty to the absent	Disloyalty, duplicity	Some social acceptance, heart massage	Vision/Values, Integrity/Execution
Apologies	Pride, conceit, arrogance	Ego, arrogance, pride, time	Vision/Values, Integrity/Execution
Receiving feedback and giving "I" messages	Not receiving feedback and giving "you" messages	Ego, arrogance, pride, reactive communication	Mutual Understanding
Forgiveness	Holding grudges	Pride, self-centeredness	Vision/Values, Integrity/Execution

The ten deposits epitomize principles essential to human relationships with the following common denominators:

1. Initiative - made up of willpower and determination.
2. The presence of humility and absence of selfishness.
3. Requires sacrifice.

Blending Voices - Searching for the Third Alternative

The Win-Win mindset is the principle behind the Third Alternative. It is not important for both parties to think Win-Win. Only one party has to believe in this mindset. That one party must prepare the other party by practicing empathy and deep listening until the other party feels trust.

The Skill-Set of Searching for the Third Alternative

The most important skill in life is communication and this can be broken down into four categories - reading, writing, speaking and listening. Of the four, listening represents 40 to 50 percent of communication time. Unfortunately, only a miniscule percentage of people have been trained formally on how to listen.

Below are the **5 levels of listening**:

1. Ignoring.
2. Pretending to listen.
3. Selective listening.
4. Attentive listening.
5. Emphatic listening.

Two Steps to Searching for a Third Alternative

1. You must be willing to search for a solution that is infinitely better than what all parties have proposed.
2. You must agree to one simple ground rule - no one can make his or her point until they have restated the other person's point to his or her satisfaction.

One Voice - Path-Finding Shared Vision, Values and Strategy

The 8th habit is a combination of attitude, skill and knowledge. To be a great leader you need more than your trustworthiness. You need to be able to guide people on how to become better individuals. People need a model to see how they can work and lead in a different way.

Path-finding is the toughest undertaking of all since you have to deal with many issues, personalities, agendas, levels of trust and egos. To fully comprehend and execute the path-finding role, you must know and wrestle with four realities. You need to clarify these four realities before you can focus on where the organization is heading.

The Four Realities

1. *Market Realities*. How do the people in the organization perceive the marketplace?
2. *Core competencies*. What are your unique strengths?
3. *Stakeholder wants and needs*. Target consumers, suppliers, owners, and employee needs.
4. *Values*. Central purpose of the organization.

Path-finding (Focus) Tools - The Mission Statement and Strategic Plan

Through group interaction, create a written mission statement and a strategic plan. A mission statement should include your sense of purpose, your vision and your values. This is your goal - your roadmap.

A strategic plan describes how you will provide value to your customers and stakeholders. This is your focus. Your strategic plan tells you how to be on track.

Empowered mission statements are usually produced when there are enough people who are fully informed, who interact freely and synergistically, and are in an environment of high trust.

■ Execution - Alignment and Empowering**The Voice and the Discipline of Execution - Aligning Goals and Systems for Results**

The second major source of trust is the organization. However, an organization requires both organizational character and organizational competence. These are the very principles that people have built into their value systems. These principles are the basis for designing structures, systems, processes and personal values aligned with organizational values.

Discipline is needed at this phase. You need to be able to align your structures, systems, processes and culture to be able to realize your vision.

Aligning requires constant vigilance. It requires constant adjustments due to changes in realities. Systems must be changed to keep up with the times but must also be based on unchanging universal principles.

One alignment tool that you can use is the **Balance Score Card** feedback system. This system can inform you if your strategy is still in line with your mission.

The Empowering Voice - Releasing Passion and Talent

Empowerment is the result of personal and organizational trustworthiness. It allows people to take control, manage and organize their lives and careers.

When people are empowered, the leader ceases to be the boss. He becomes a servant to the organization. It shows that the leader is not afraid of losing control. Rather, the leader is giving his people the power to take control of the things that directly affect them.

Leaders create a much higher degree of flexibility, adaptability and creativity by focusing on the maturity, character and competence of each team member.

Empowerment and Performance Appraisal

1. How is it going?
2. How are you learning?
3. What are your goals?
4. How can I help you?
5. How am I doing as a helper?

■ The Age of Wisdom

The 8th Habit and the Sweet Spot

The 8th Habit gives you the key to understand and unleash both your own potential and the potential of the other people around you.

As a review, you must remember what part each role plays and their importance:

1. Modeling - inspires trust without expecting it.
2. Path-finding - creates order without demanding it.
3. Aligning - produces institutionalized moral authority.
4. Empowering - unleashes human potential without external motivation.

Modeling and path-finding give you focus. Aligning and empowerment, on the other hand, make things happen.

Six Core Drivers to Execution

1. Clarity.
2. Commitment.
3. Translation.
4. Enabling.
5. Synergy.
6. Accountability.

The Four Disciplines of Execution

1. Focus on the wildly important.
2. Create a compelling scoreboard.
3. Translate lofty goals into specific action.
4. Hold each other accountable all of the time.

■ Final Words

The seven habits you have learned from Stephen Covey's previous book are still relevant. However, the Knowledge Worker Age calls for the need of an 8th habit that can help you further in your journey towards personal and organizational excellence.

You must find your voice and inspire others to find theirs. Start by creating your own personal significance. After you have done so, inspire others to do so as well. If you are managing a team, create a trusting work environment where people search for win-win solutions and share visions. With the 8th habit, what was good can only get so much better.