

#1 Bestselling Author of
The 7 Habits of Highly Effective People

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Featuring
the Author

The **8th**
HABIT

From Effectiveness
to Greatness

The 8th Habit



DISCOVER YOUR VOICE

EXPRESS YOUR VOICE

INSPIRE OTHERS TO FIND THEIR VOICE

MODELING AND PATHFINDING

ALIGNING AND EMPOWERING

THE AGE OF WISDOM



Discover Your Voice



THE PAIN

- The four basic needs and motivations of all people: to live, to love, to learn, and to leave a legacy.
- People decide how much of themselves they will give to their work depending on how they are treated on their opportunities to use all four parts of their nature.
- If you neglect any one of the four parts of human nature, you turn a person into a thing, and what do you do with things? You have to control, manage, and carrot-and-stick them in order to motivate them.

THE PROBLEM

- Mediocrity: a result of low trust, high ego, quick fix mentality, no shared vision or values, victimism and indulgence. This is the fragmented person.
- People are put on the P&L statement as an expense; equipment is put on balance sheet as an investment. When all you want is a person's body and you don't really want their mind, heart or spirit, you have reduced a person to a thing. This type of management practice comes from the industrial age and the manual manufacturing worker.
- “Most elite organizations have developed a functional blindness to their own defects. They are not suffering because they cannot resolve their problems, but because they cannot see their problems.” - John Gardner
- “The significant problems we face cannot be solved at the same level of thinking we were at when we created them.” - Einstein
- Anytime you think the problem is out there, that very thought is the problem.
- You cannot talk yourself out of problems you have behaved your way into.
- “The difference between what we are doing and what we are capable of doing would solve most the world's problems.” - Mahatma Gandhi

Discover Your Voice



THE SOLUTION

- Greatness: The whole person created through an inside-out process fulfilling the body, mind, heart, and spirit.
- Cultivate the highest manifestations of human intelligence: vision, discipline, passion, and conscience.
- Our four corresponding universal human needs are met when we are paid fairly, treated kindly, use creatively, and given opportunities to serve human needs and principled ways.
- This eighth habit is to find your voice and inspire others to find their's.
- “There are a thousand hacking at the branches of evil to one who is striking at the route.” - Henry David Thoreau

UNOPENED BIRTH GIFTS

- There so many gifts still unopened from your birth day. There so many handcrafted presents that have been sent to you by God. The Beloved does not mind repeating, “everything I have is also yours.”
- Make personal leadership (influence) a choice.
- Most great cultural shifts started with people who first change themselves from the inside out. Their character, competence, initiative, and positive energy (their moral authority) inspired and lifted others.
- These people realize that they can’t wait for their boss or the organization to change. They become an island of excellence in a sea of mediocrity. And it’s contagious.
- They serve and inspire others. They apply principles that govern growth and prosperity in human beings and organizations; principles that draw the highest and best from a whole person – body, mind, heart, and spirit.
- Everyone chooses one of two roads in life. One is the broad, well-traveled road to mediocrity, the other, the road to greatness and meaning.

Express Your Voice

VISION

- “When you are inspired by some great purpose, some extraordinary project, are your thoughts break their bounds. You're mine transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great, and wonderful world.” - The Yoga Sutras
- “The spirit of man is the candle of the Lord.” - Proverbs 20:27
- The greatest risk of all, is the risk of riskless living.

DISCIPLINE

- Next to life itself, the power to choose is your greatest gift. We are product of choice, not nature or nurture.
- Between stimulus and response, there is a space. In that space lies our freedom and power to choose our response. In those choices lie our growth and our happiness.
- Responsible- response able. Mind over mattress.
- You could study tennis by reading books and hearing lectures, but until you actually played it, you wouldn't really know the sport. To know and not to do, is not to know.
- “He who cannot change the very fabric of his thoughts will never be able to change reality, and will never, therefore, make any progress.” - Anwar Sadat
- “Back of every noble life there are principles that have fashioned it.” - George H Lorimer
- “You must gain control over the patterns that govern your mind: your worldview, your beliefs about what you deserve and about what's possible. That's zone of fundamental change, strength, and energy – and the true meaning of courage.” - Peter Kostenbaum



Express Your Voice

PASSION

- IQ computers have, EQ exists in animals, SQ is uniquely human and the most fundamental of the three. It is what we used to develop our longing and capacity for meaning, vision, and value. It allows us to dream and to strive.
- Discipline arises when vision joins with commitment. Passion is the fire, the desire, the strength of conviction and the drive that sustains the discipline to achieve the vision.
- “Imagination is more important than knowledge.” - Albert Einstein
- Memory is past. It is finite. Vision is future. It is infinite. Vision is greater than history, greater than baggage, greater than the emotional scars of the past.
- “In everyone’s life, at sometime, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people rekindle the inner spirit.” - Albert Schweitzer
- Mental vision, physical discipline, emotional passion, spiritual conscience = creative force.

CONSCIENCE

- “All that is necessary for the triumph of evil is that good men do nothing.” - Edmund Burke
- “The fruit of silence is prayer. The fruit of prayer is faith. The fruit of faith is love. The fruit of love is service. The fruit of service is peace.” - Mother Teresa
- “We must become the change we seek in the world.” - Gandhi
- People whose lives are a function of their appetites and passions rather than their conscience cannot give of themselves.
- “Anger is an acid that can do more harm to the vessel in which it stands than to anything on which it is poured.” - Gandhi



Inspire Others to Find Their Voice



THE LEADERSHIP CHALLENGE

- Most people think of leadership as a position and therefore don't see themselves as leaders. Even if they perceive a need, they don't take the initiative to act. They wait to be told what to do by the person with formal title, and then they respond as directed.
- "The visionary leader thinks big, thinks new, thinks ahead, and most important, is in touch with the deep structure of human consciousness and creative potential." - Peter Kostenbaum
- "Leadership is the capacity to translate vision into reality." - Warren Bennis
- Leadership is communicating to people their worth and potential so clearly, that they come to see it in themselves.
- The four roles of leadership: pathfinding, aligning, empowering, modeling. These are the positive manifestations of body, heart, mind, and spirit in an organization. Whereas chronic problems are the negative manifestations of neglecting them.
- If people exercise their freedom of choice to learn the knowledge, skills, and character traits associated with leadership (vision, discipline, passion, and conscience) they will learn to be leaders that others will happily choose to follow.

THE VOICE OF INFLUENCE

- Inspire (from the Latin word "inspirare") means to breathe life into another.
- The highest challenge inside organizations, including families, is to set them up and run them in a way that enables each person to in releases his or her own worth and potential for greatness and to contribute his or her unique talents and passion to accomplish the organization's purpose and highest priorities in a principle centered way.
- The key to influence is always to first be influenced- to first be open and seek understanding.



Inspire Others to Find Their Voice



THE VOICE OF TRUSTWORTHINESS

- You can never succeed with stockholders until you first succeed in the marketplace, and you can never succeed in the marketplace until you first succeed in the workplace.
- Muscle development precedes skill development, and skill development precedes team and system development. Similarly, personal development precedes the building of trusting relationships, and trusting relationships are an absolute prerequisite to developing in organization characterized by teamwork, cooperation and contribution to the wider community.
- *Ethos* is your ethical nature, your personal credibility, the amount of trust or confidence others have in your integrity, competency, and principles. (SQ) Spiritual Intelligence
- *Pathos* is empathy. It means that you understand how another person feels, what his needs are, how he sees things, and what he is trying to communicate – and he feels it. (EQ) Emotional Intelligence
- *Logos* is logic. It has to do with the power and persuasion of your own presentation, your own thinking. (IQ) Mental Intelligence
- To move to logos before people feel understood is futile; to try to create understanding when there is no faith in your character is likewise futile.

SEARCH FOR THE THIRD ALTERNATIVE

- Would you be willing to search for a solution that is better than what either one of us have proposed?
- Synergy is not a compromise. It is a better solution.
- Agree to the simple ground rule: no one can make his or her point until they have restated the other persons point to his or her satisfaction.
- The five metastasizing cancers: contending, comparing, competing, criticizing, and complaining.

Modeling and Pathfinding



VALUES

- “The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible no matter whether it is on a football field, in an army, or in an office.” Dwight D Eisenhower
- 90% of all leadership failures are character failures.
- “Character, in the long run, is the decisive factor in the life of an individual and of nations alike.” - Theodore Roosevelt
- “One man cannot do right in one department of life whilst he is occupied in doing wrong in any other department. Life is one indivisible hole.” - Mahatma Gandhi
- If we neglect developing our emotional intelligence by failing in our self-discipline to win the private victories that lead to public victories, we will experience emotional traumas, stresses, in such negative and disruptive emotions as anger, envy, covetousness, jealousy, and irrational guilt.
- “When a man is getting better, he understands more and more clearly the evil that is still left in him. When a man is getting worse, he understands his own badness less and less. A moderately bad man knows he is not very good; a really bad man thinks he is all right. This is common sense, really. You understand sleep when you are awake, now while you are sleeping. You can see mistakes in arithmetic when your mind is working properly; while you were making them, you cannot see them. Good people know about both bad and evil, bad people do not know about either.” - C. S. Lewis
- The personal level of character development always precedes the trust building in interpersonal relationships, which precedes the creation of a culture in an organization that truly executes on its highest priorities. It is never too late. Life is a mission, not a career.

Modeling and Pathfinding



SHARED VISION AND STRATEGY

- Communication is without question the most important skill in life. There are basically four modes of communication: reading, writing, speaking and listening. Most people spend three fourths of their waking hours doing those four things.
- “Treat a man as he is and he will remain as he is; treat a man as he can and should be and he will become as he can and should be.” - Goethe
- The three elements of habit: knowledge, attitude, and skill.
- “That which we persist in doing becomes easier, not that the nature of the thing has changed, but our ability to do it has increased.” - Ralph Waldo Emerson
- People are naturally wired to focus on only one thing at a time with excellence. We must learn to narrow our focus.
- If organizations focus only on producing golden eggs (achieving results today) and neglects the goose (building capability for tomorrow) they will soon be without the asset that produces the golden eggs.
- 4 needs of an organization: survival- financial health (body), growth and development (mind), relationships/synergy/teamwork/trust (heart), meaning and contribution- lifting all stakeholders and making a difference in the world (spirit).

ROLES OF LEADERSHIP

- Modeling - inspires trust without expecting it.
- Pathfinding - creates order without demanding it.
- Aligning - nourishes both vision and empowerment without proclaiming them.
- Empowering - unleashes human potential without externally motivating it.

Aligning and Empowering



THE DISCIPLINE OF EXECUTION

- The main thing is to keep the main thing the main thing.
- No system can long command the loyalties of men and women which does not expect of them certain measures of discipline, and particular self-discipline. The cost and comfort may be great. The sacrifice may be real. But this very demanding reality is the substance of which comes character and strength and nobility.
- Those who execute always have the upper hand.
- Building strong relationships not only requires a character foundation of inner security and abundant personal moral authority, but it also involves stretching ourselves in developing vital new interpersonal skills that will make us equal to the challenges we face with others.
- “Courage is not the absence of fear, but rather the judgment that something else is more important than fear.” - Ambrose Redmoon

ALIGNING GOALS AND SYSTEMS FOR RESULTS

- We do not see the world as it is; we see the world as we are.
- Mission statements and strategic priorities that are developed in a rush by those at the top and then announced, are forgotten. Without involvement or strong identification, there will be no commitment.
- The litmus test of a good mission statement and strategic business plan is being able to approach any person at any level of an organization and have them be able to describe how what they do contributes to the strategic plan and is in harmony with the governing values.
- Six core drivers to execution in an organization: clarity, commitment, translation, enabling, synergy and accountability.

Aligning and Empowering



RELEASING PASSION AND TALENT

- “The best way to inspire people to a superior performance is to convince them, by everything you do and by your everyday attitude, that you are whole heartedly supporting them.” - Harold S. Greeneen
- Sometimes in organizations, as well as families, people believe in the potential of others but not in their worth, so they're not patient, persistent, long-suffering, trust giving, and self-sacrificing.
- Pay me fairly, treat me kindly and respectfully, use my mind creatively in doing work that truly adds value and doing it in a principle centered way.
- “Carrot and stick” motivation is animal psychology. People have the power to choose. You can buy someone's back, but not their heart and mind. You can buy their hands, but not their spirit.
- Water what you want to grow.
- Integrity is the child of humility and courage; wisdom and abundance are the children of integrity.

INTELLIGENCES

- Physical intelligence (PQ): nutrition, consistent balanced exercise, proper rest, relaxation, stress management, and prevention thinking.
- Mental intelligence (IQ): continuous, systematic, discipline study and education, cultivate self-awareness, learning by teaching and doing.
- Emotional intelligence (EQ): self-awareness, personal motivation, self-regulation, empathy, social skills.
- Spiritual intelligence (SQ): integrity, meaning, voice.

The Age of Wisdom



PARADIGMS OF CIVILIZATION

- The five ages of civilization: the hunter and gather age, the agricultural age, the industrial age, the information/knowledge worker age, and finally an emerging age of wisdom.
- The age of wisdom is symbolized by a compass, which signifies the power to choose our direction and purpose and obey the natural laws or principles that never change and that are universal, timeless, and self-evident.
- “The most valuable asset of a 21st century institution, whether business or non-business, will be its knowledge workers and their productivity.” - Peter Drucker

THE SWEET SPOT

- The more you know, the more you know you don't know.
- If you think education is expensive, just try ignorance.
- “Education is a progressive discovery of our own ignorance.” - Will Durant
- Wisdom comes to those who educate and obey their conscience. The essence of wisdom is to see the connectedness of all things.
- People who have made a commitment to continual learning, growth and improvement are those who have the ability to change, adapt, flex with the changing realities of life, and become fundamentally equipped to produce in any area of life.
- “I know this now. Every man gives his life to what he believes. Every woman gives her life for what she believes. Sometimes people believe in little or nothing, and so they give their lives to little or nothing.” - Joan of Arc.
- “No thyself, control thyself, give thyself.” - Ancient Greek wisdom for self-mastery.
- The seven habits of highly effective people: be proactive, begin with the end in mind, put first things first, think win-win, seek first to understand then to be understood, synergize, sharpen the saw.

The Age of Wisdom



UNLEASH HUMAN POTENTIAL

- Love is a verb. Love – the feeling – is a fruit of love the verb. So love her. Sacrifice. Listen to her. Empathize. Appreciate. Affirm her. Are you willing to do that?
- “To every man there comes in his lifetime, that special moment, when he is figuratively tapped on the shoulder and offered a chance to do a very special thing unique to him and feed into his talents. What a tragedy if that moment finds him unprepared or unqualified for the work which would be his finest hour.” - Winston Churchill
- The more the mind is used, the stronger it becomes; the more responsive the mind is to the conscience, the wiser it becomes.

USING OUR VOICES TO WISELY SERVE OTHERS

- The kind of leadership that inspires followership comes only when we put service above self.
- “I believe that the rendering of useful service is the common duty of mankind and that only in the purifying fire of sacrifice is the dross of selfishness consumed and the greatness of the human soul set free.” - John D Rockefeller Jr.
- Organizations are established to serve human needs. There is no other reason for their existence.
- The very top people of truly great organizations are servant leaders. They are the most humble, reverent, open, teachable, respectful, and caring.
- “I know not what your destiny will be, but one thing I know: the only ones among you will be truly happy are those who have sought and found how to serve.” - Albert Schweitzer
- “Give the world the best you have and you may get hurt. Give the world your best anyway.” - Mother Teresa
- “I slept in dreamed life was a joy. I awoke and saw that life was service. I acted, and behold, service was joy.” - Rabindranath Tagore