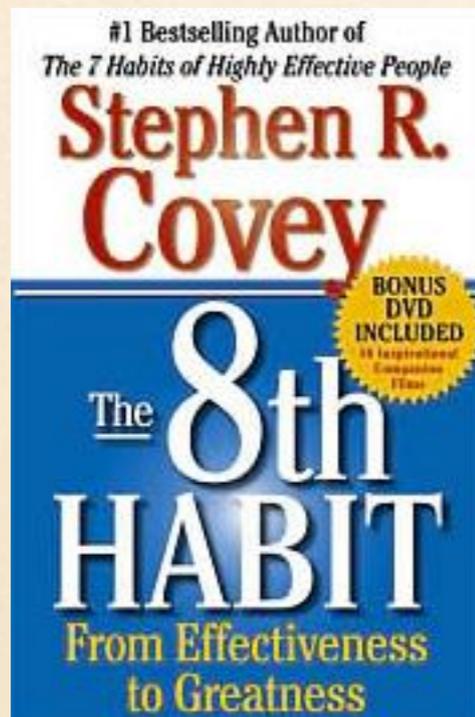


The 8th Habit: Effectiveness to greatness

by Steven R. Covey



Presented by:
Paloma Franco
Pepper Lopez
Daniel Mendoza

Outline of Presentation

About the Author

Summary of Book

- New reality of the 7th Habit -- The 8th Habit

Your Voice and others

- Activity

Book Critique

How to Apply to SA

About the Author:

Steven R. Covey

- ✚ Writer, Inspirational Speaker, and Teacher
- ✚ Educational Background:
- ✚ B.S. in Business Administration from the University of Utah, Salt Lake City
- ✚ M.B.A. in Business Administration from Harvard University
- ✚ Doctorate in Religious Education from Brigham Young University
- ✚ Recognized as one of Time magazine's 25 most influential Americans
- ✚ Legacy: Principle-Centered Leadership
- ✚ Passed on July 6, 2012 due to medical complications from a bicycling accident that happen earlier in April that year at Rock Canyon Park in Provo, Utah



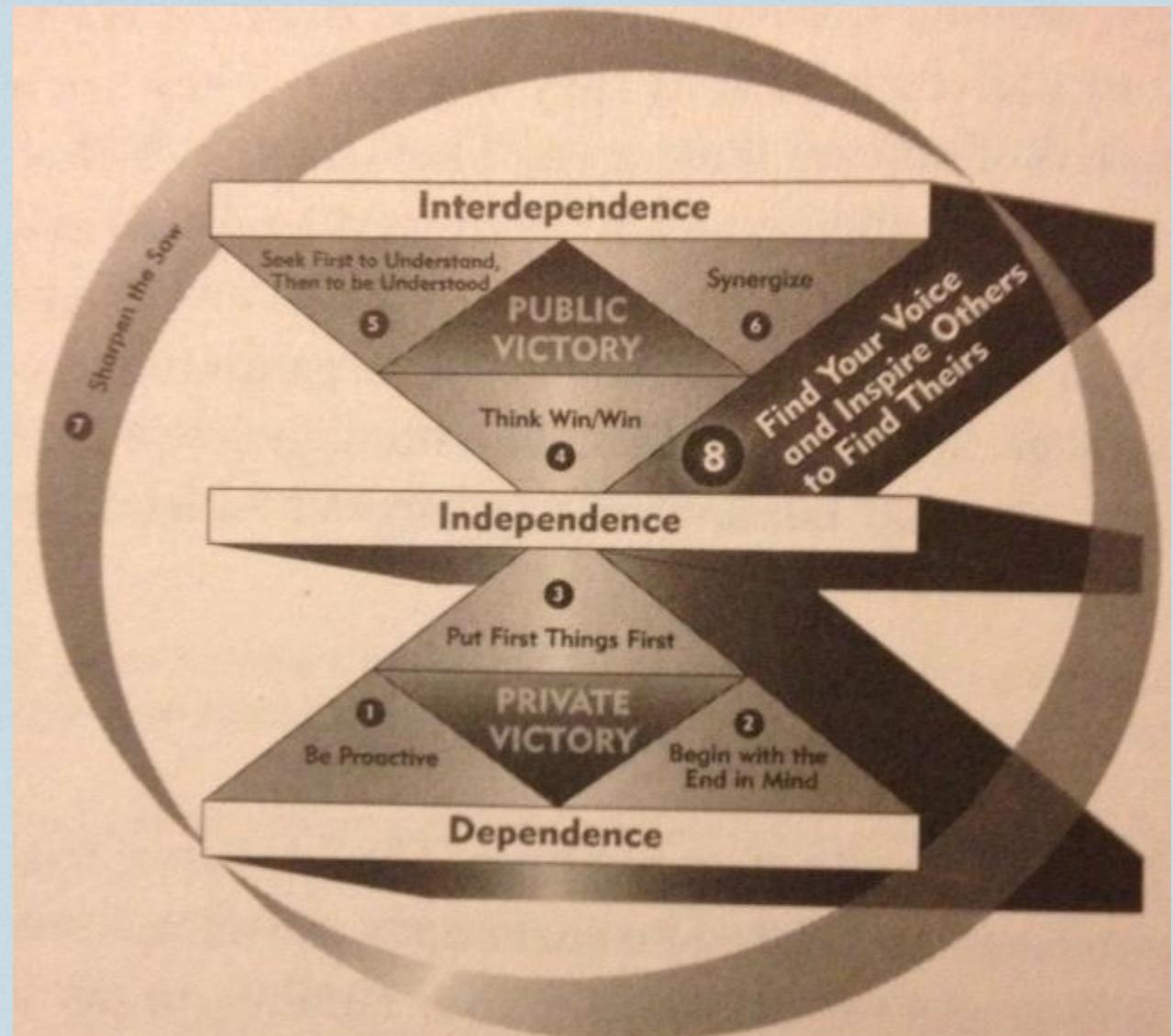
What follows is a subjective attempt to be relatively objective and present

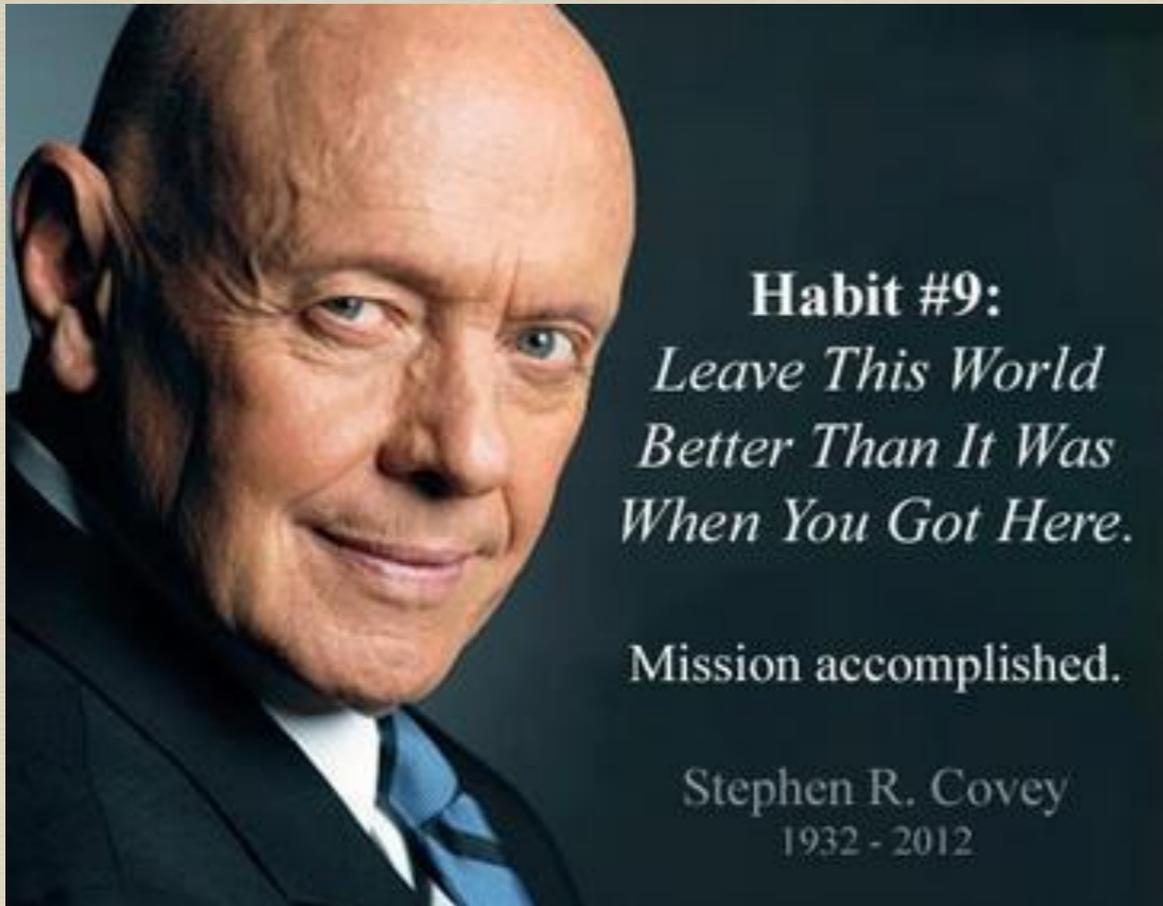
Summary of the Book:

The 8th Habit: From Effectiveness to Greatness

by Stephen R. Covey

*Author of The Seven Habits of Highly
Effective People*





Habit #9:
*Leave This World
Better Than It Was
When You Got Here.*

Mission accomplished.

Stephen R. Covey
1932 - 2012

The Whole Person Paradigm



Part 2: Inspire Others to Find their Voice

Leadership Defined

“Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves” (Covey, 2004)

Goal in Part 2: “ is to help [the reader] discover how, by working and struggling to solve your personal challenges and problems, you can greatly increase your own influence and the influence of your organization - whether it be your team, department, division or entire organization, including your family”

There is great importance to grasp the “whole person” view in order to understand and solve problems happening in your organization

New Knowledge Worker Age

SEVEN Seismic shifts that characterize the new knowledge worker age

The Globalization of Markets and Technologies

The Emergence of Universal Connectivity

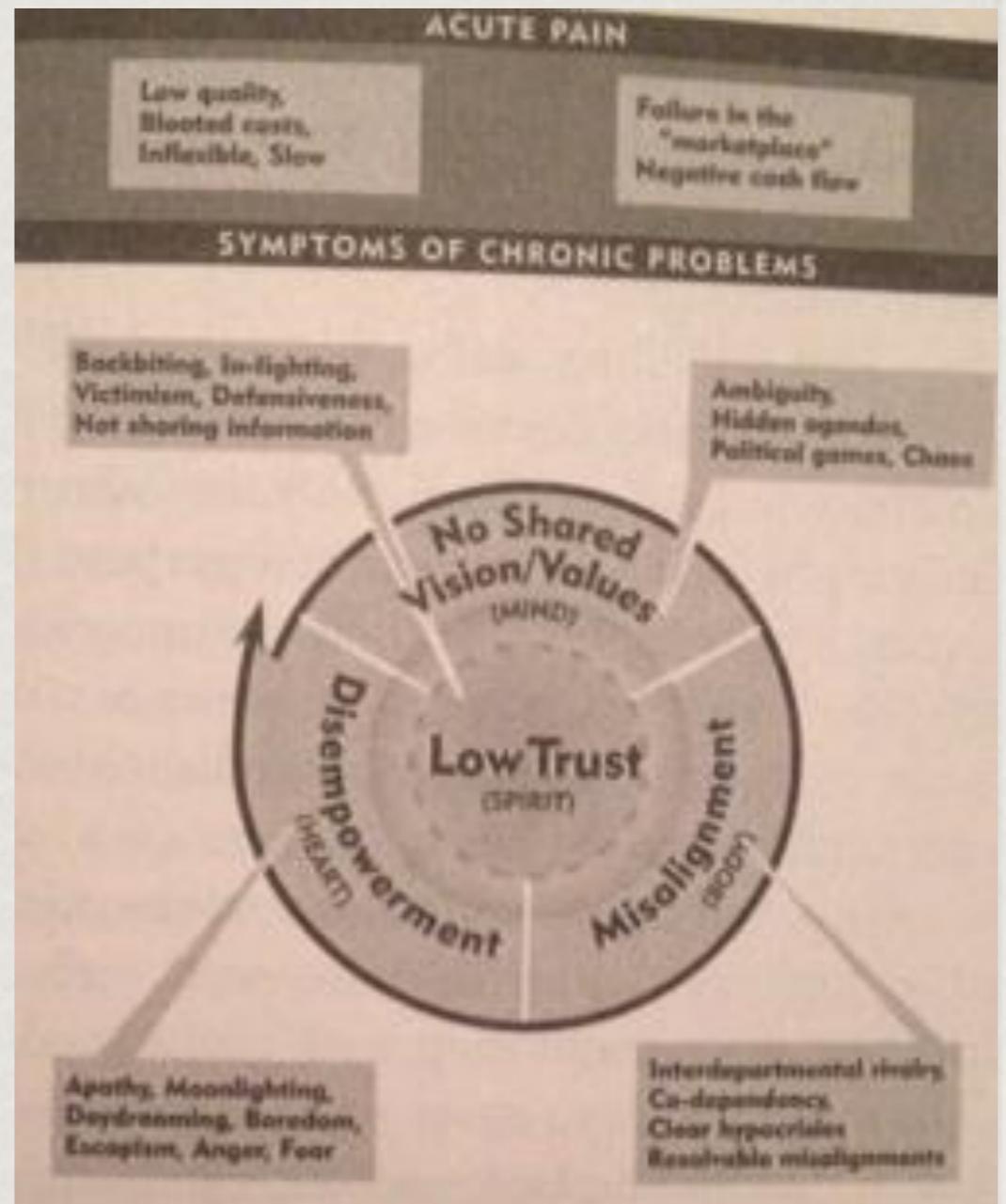
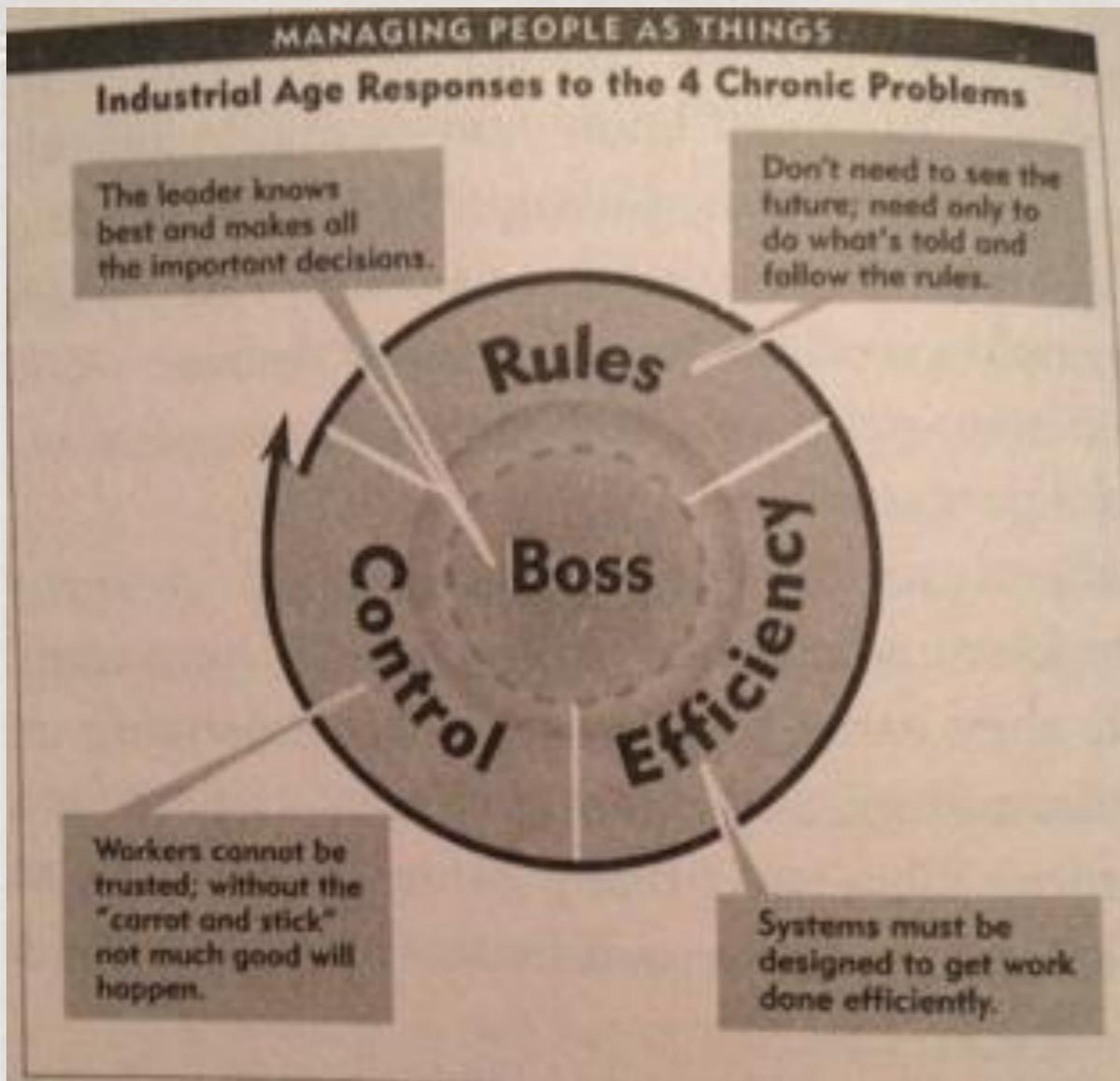
The Democratization of Information/ Expectations

An Exponential increase in competition

The Movement of Wealth Creation from Financial Capital to Intellectual and Social Capital

Free Agency

Permanent White water



Two kinds of problems in both the physical body and in organizations :
Chronic and acute

Whole person paradigm allows one to see both the chronic and acute problems that happen in org when they neglect the mind, body, heart, or spirit of its people.

Things that need managing (Controlling):

Things *without* freedom to choose

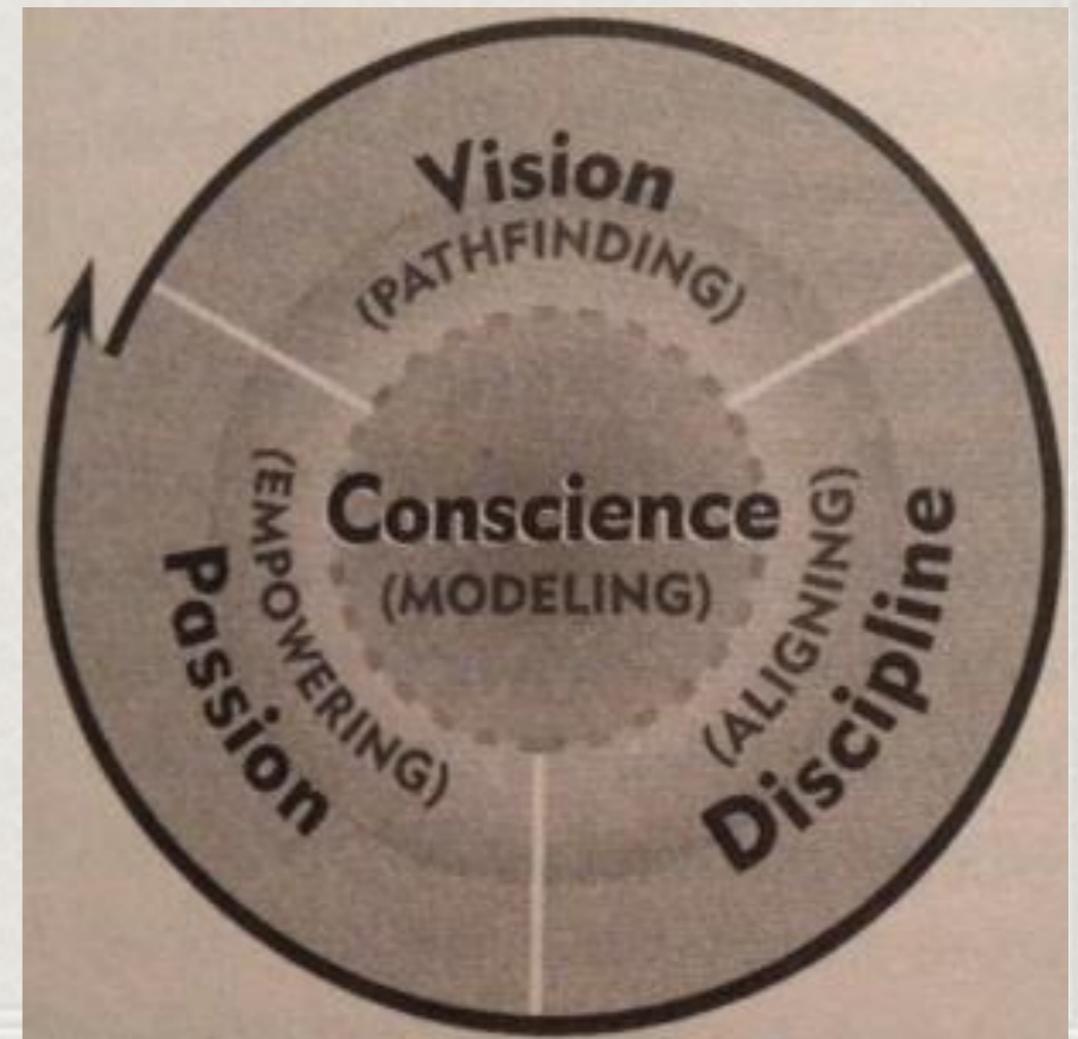
| | | |
|-------------|------------|--------------------|
| Money | Structures | Physical Resources |
| Costs | Systems | Facilities |
| Information | Processes | Tools |
| Time | Inventory | |

Sometimes..

“People” choose to be managed under their own leadership

Covey suggest that we must move away from this and move towards ---

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What successful leaders do?

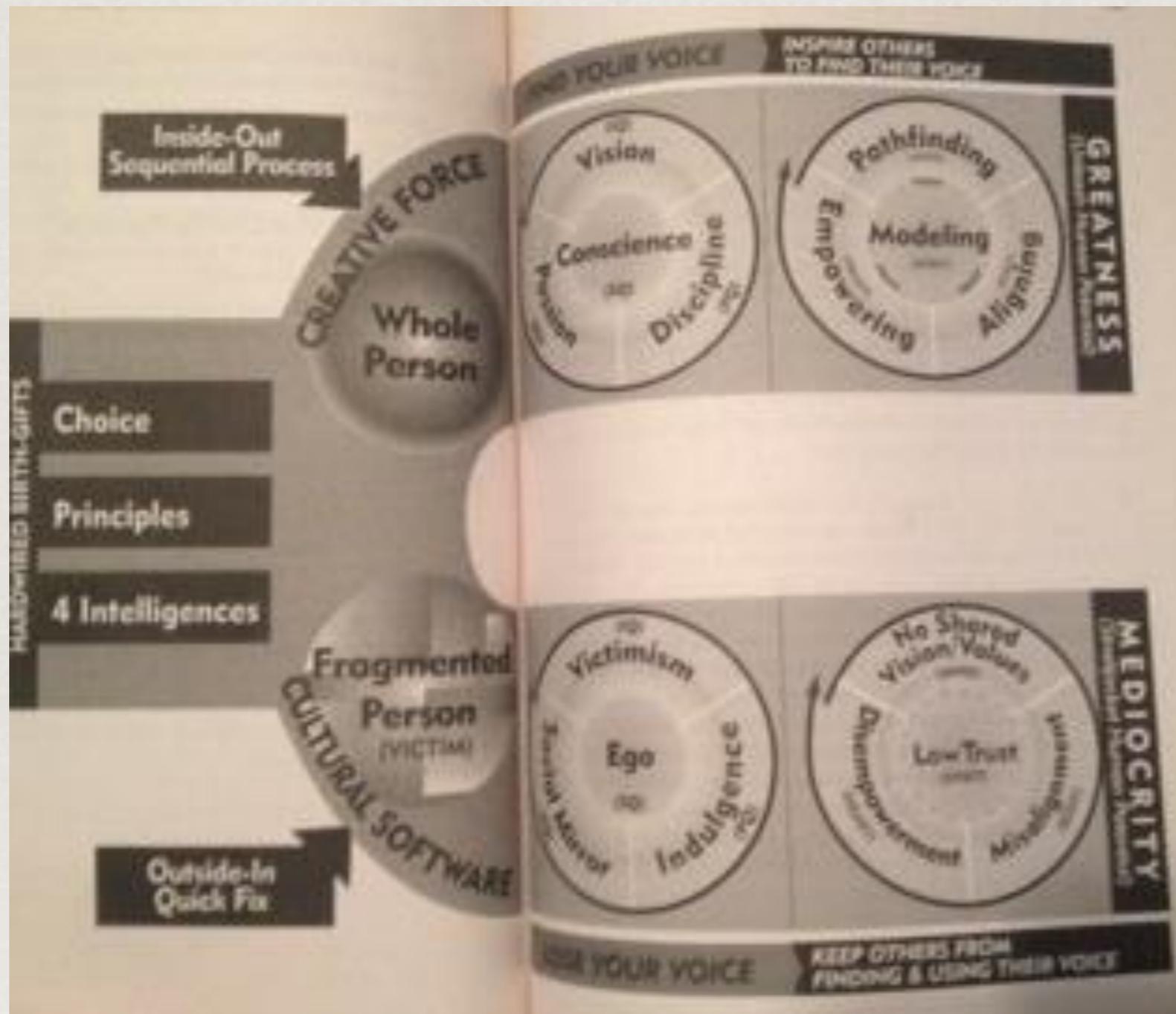
SET DIRECTION

DEMONSTRATE PERSONAL CHARACTER

MOBILIZE INDIVIDUAL COMMITMENT

ENGENDER ORGANIZATIONAL CAPABILITY

(Ulrich, Zengar, Smallwood, Results-Based Leadership)



Inspiring others to find their voice a HABIT by developing their ATTITUDE, SKILL and KNOWLEDGE by focusing on

*Modeling
Pathfinding
Aligning
Empowering*

Focus: Modeling & Pathfinding

The voice of Influence
The voice of Trustworthiness
The voice of Speed of Trust
Blending Voices
One Voice

The Voice of Influence

Becoming a trim-tab

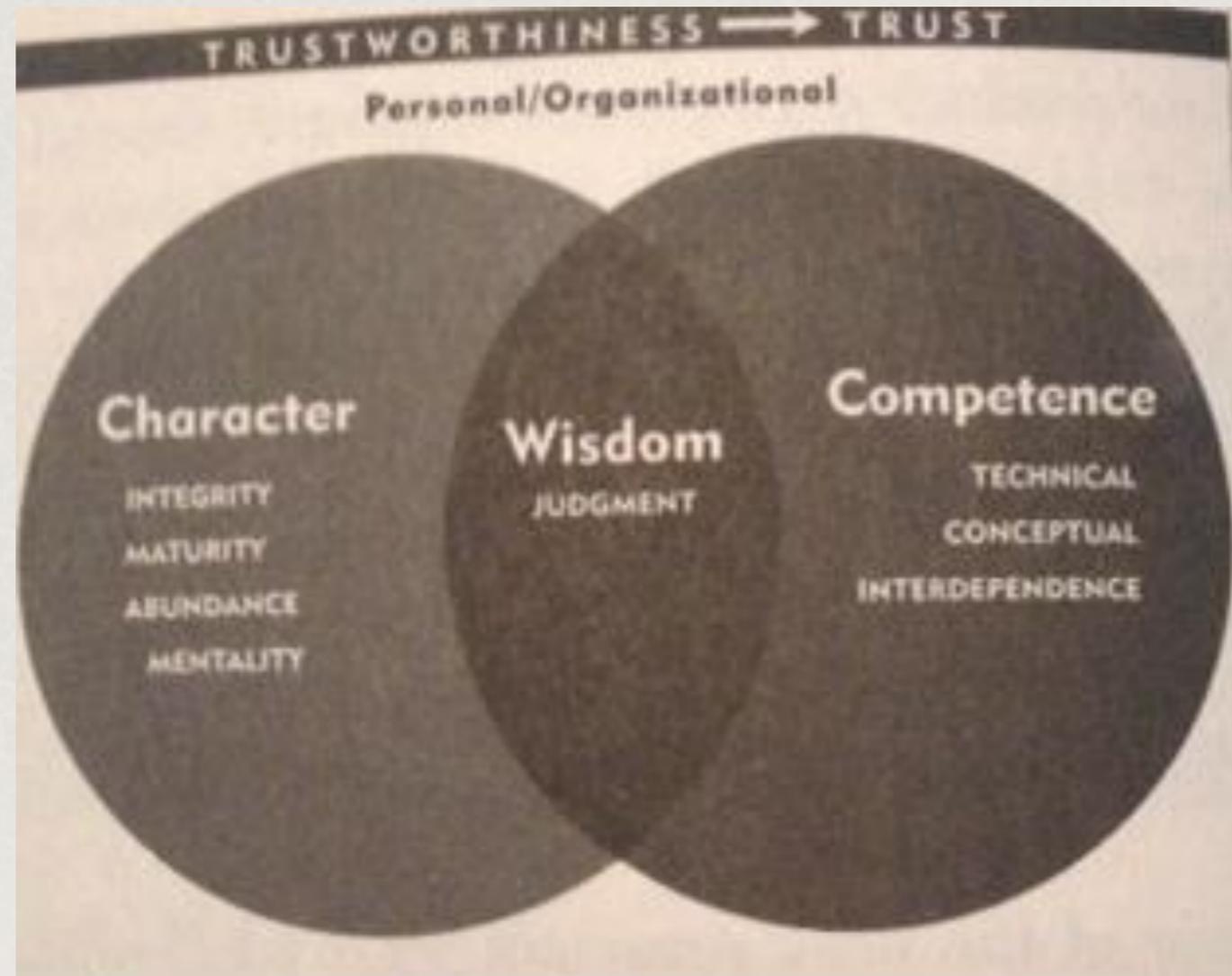
“A trim-tab on a boat or plane is the small rudder that turns the big rudder that turns the ship”

----- A trim tab leader moves themselves and their team in a way that positively affects the entire organization.

--Building trust

Voice of Trustworthiness

“Trust is the key to all relationships, so also is trust the glue of organizations” (Covey, 2004, p 147)



The voice and speed of trust

When there is trust in a relationship, it becomes easier to communicate

| MORAL AUTHORITY AND THE SPEED OF TRUST | | | |
|--|--|---|---|
| DEPOSITS | WITHDRAWALS | SACRIFICE REQUIRED | INTERNALIZED PRINCIPLES |
| Seek first to understand | Seek first to be understood | Impersonal, Ego, Two agendas | Mutual Understanding |
| Keeping promises | Breaking promises | Words, Feelings, Emotions, Time | Integrity/Character |
| Honesty, openness | Smooth manipulation | Ego, Arrogance, Control | Value/Values, Integrity/Character Mutual Understanding |
| Empathy, courtesy | Unkindness, discourtesy | Talk, Time, Perceptions, Stereotypes, Prejudice | Value/Values Integrity/Character |
| Win-Win or No Deal Working | Win-Lose or Lose-Win Working | "Winning means to beat," Competitiveness | Mutual Respect/Benefit |
| Outliving expectations | Violating expectations | Eye-to-eye communication | Mutual Respect/Benefit Mutual Understanding Creative Cooperation, Renewal |
| Loyalty to the absent | Outrightly disloyalty | Some social acceptance, Heart Message | Value/Values, Integrity/Character |
| Apologies | Prick, conceal, ignore | Ego, Arrogance, Pride, Time | Value/Values, Integrity/Character |
| Receiving feedback and giving "I'm" messages | Not receiving feedback and giving "I'm" messages | Ego, Arrogance, Pride Respectful Communication | Mutual Understanding |
| Respect | Heating pride | Pride, Talk Controversies | Value/Values, Integrity/Character |

10 deposits and withdrawals we can make that can have a profound impact of the level of trust in our relationships

Blending Voices

Always seeking the Third Alternative

--Third Alternative isn't your way, isn't our way-- its our way. (Win-Win)

Buddhists call this concept the middle way- "a higher middle position that is better than either of the other two ways."

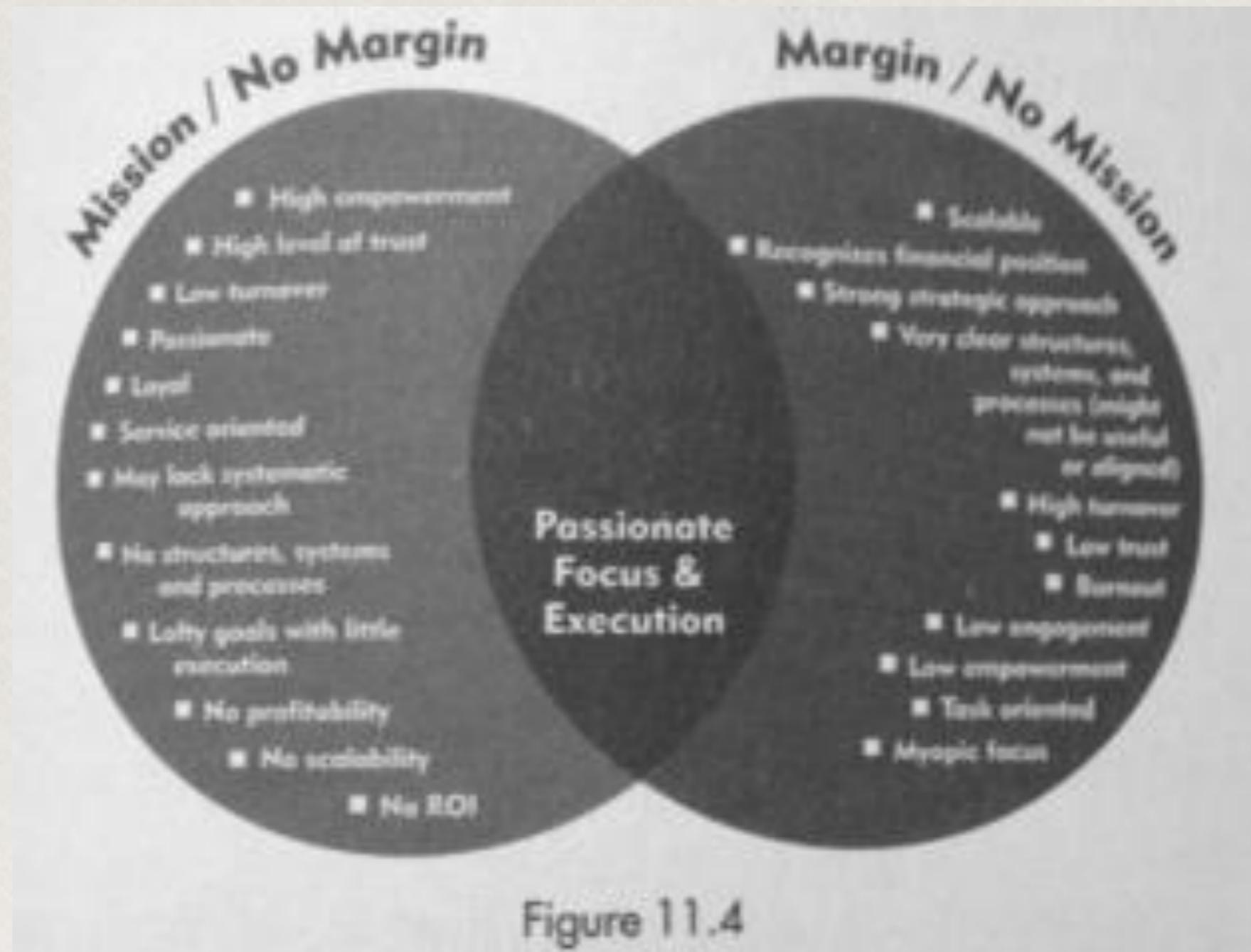
(Covey, 2004)

How do you accomplish that?

Listening

“To Truly listen means to transcend your own autobiography, to get out of your frame of reference, out of your own value system, out of your own history and judging tendencies, and to get deeply into the frame of reference of reference or viewpoint of another person.” (Covey, 2004, p. 192)

One Voice



Execution: Aligning & Empowering

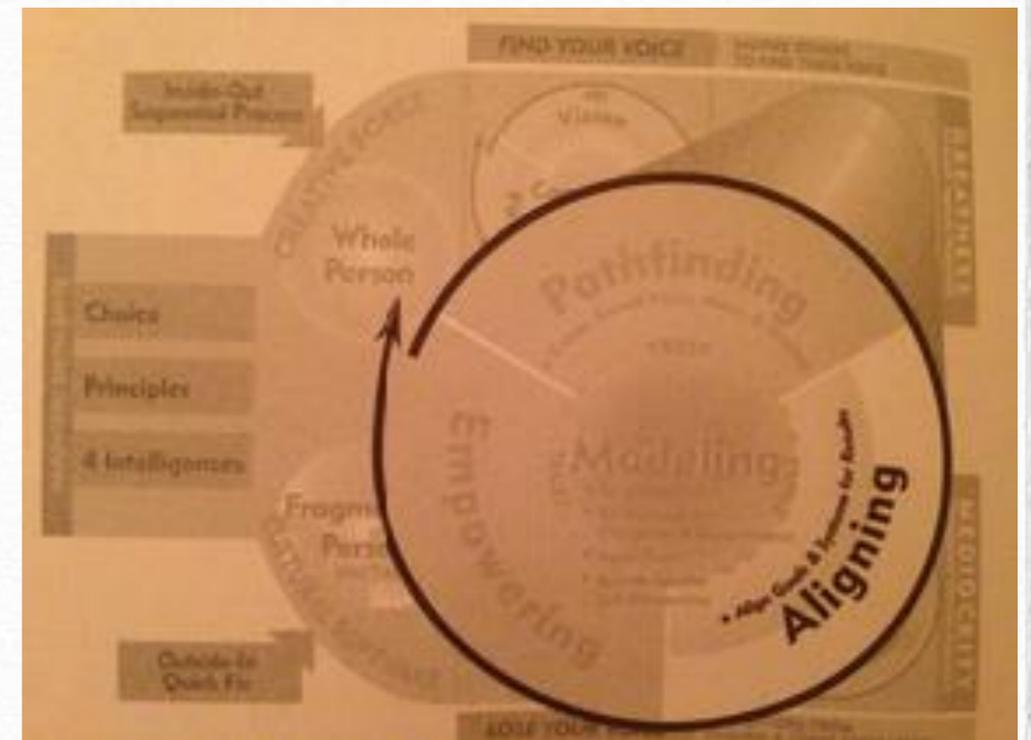
Aligning Goals And Systems For Results (three options)

- Use both personal moral authority and formal authority to create systems that will formalize and institutionalize your strategy and principles embodied in your shared vision and value
- Create cascading goals throughout the organization that are aligned with your shared vision, values and strategic priorities
- Adjust and align yourselves to regular feedback you receive from the market place and organization on how well you are meeting needs and delivering value

“You water what you want to grow”

ALIGNMENT: Designing and executing systems and structure that reinforce the core values and highest strategic priorities of the organization

- Organizational trustworthiness
- Aligning requires constant vigilance
- Institutionalized moral authority



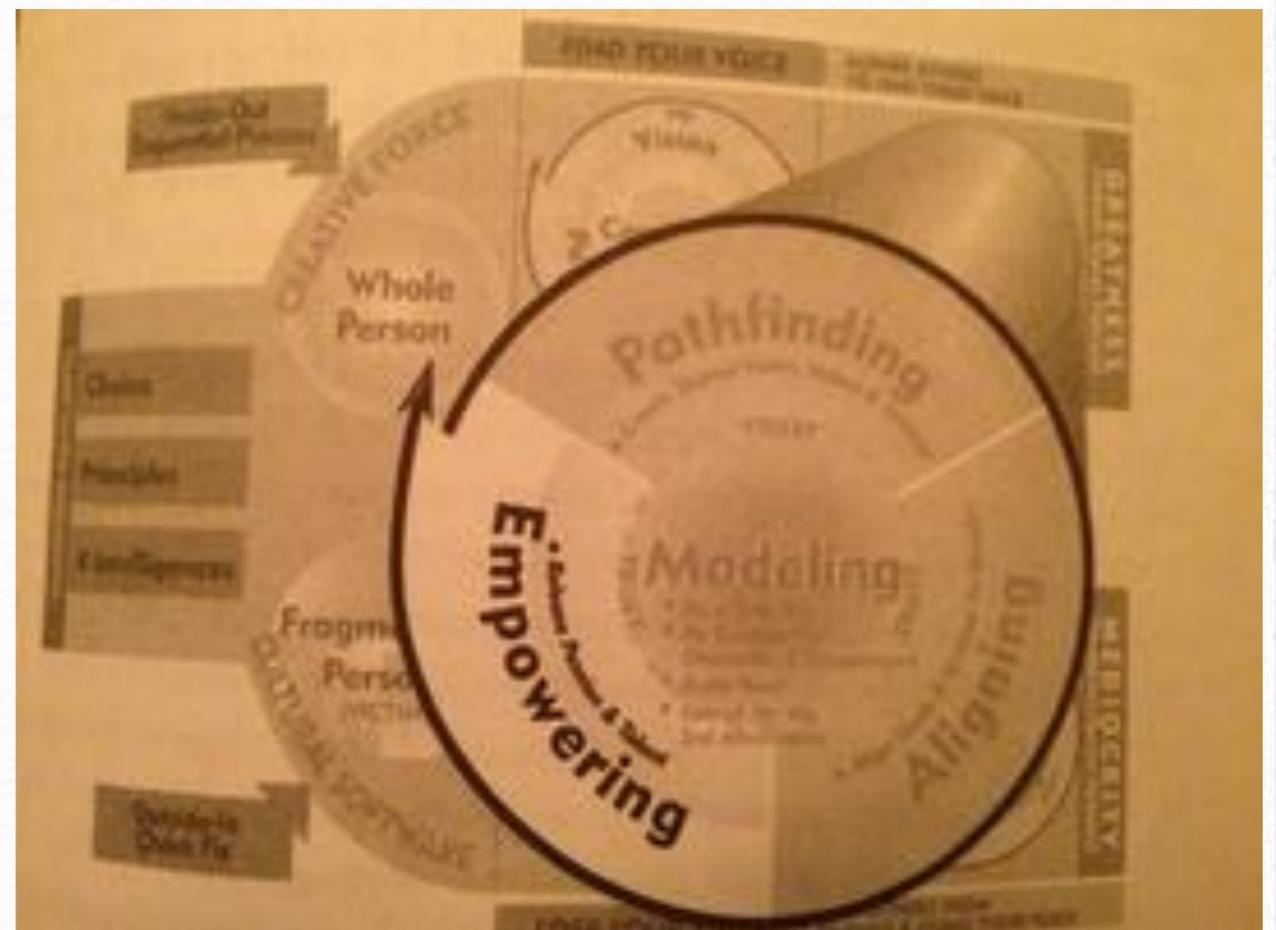
Releasing Passion And Talent

Release passion and talent creating a Knowledge Worker (three options)

- Directed autonomy through win-win agreements around cascading line of sight goals and accountability for results

Knowledge Worker

“We live in an age of the knowledge worker, where intellectual capital is supreme.”



Empowering tools:

- *Win-Win Empowerment*: overlapping of organization's needs & individual's needs

- Financial Health (*physical*)
- Growth and Development (*mental*)
- Meaning and Contribution (*spiritual*)
- Synergetic Relationships with Stakeholders (*social/emotional*)

- *Empowerment and Performance Appraisal*

“Big Boss” should become the humble servant

How is it going?

What are you learning?

What are your goals?

How can I help you?

The Age of Wisdom

The 8th Habit

“The difference between what we are doing and what we are capable of doing would solve most of the world’s problems” - Gandhi

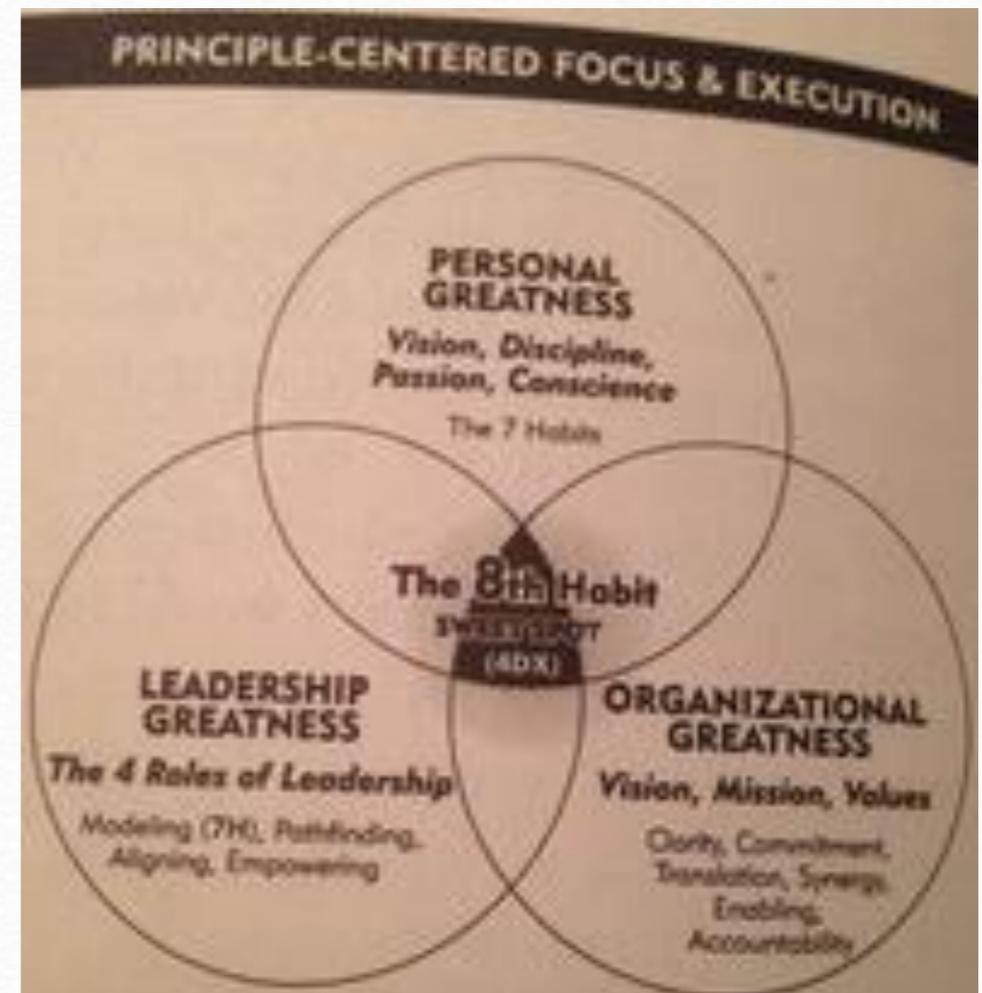
Goal: Find your inner voice and inspire others to find their own.

Modeling and Pathfinding =
FOCUS (strategic work)

Aligning and Empowering =
EXECUTION (creating structures)

Six core drivers to **execution**:

- Clarity
- Commitment
- Translation
- Enabling
- Synergy
- Accountability



Three types of greatness are covered in this book:

- Personal greatness
- Leadership greatness
- Organizational greatness

The Sweet Spot

The 4 Disciplines of Execution

- Focus on the wildly important
- Create a compelling scoreboard
- Translate lofty goals into specific actions
- Hold each other accountable; all of the time