The 8th Habit: Effectiveness to greatness

by Steven R. Covey

Presented by:
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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

Mind

Heart

Spirit

Body
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 shift 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 ---

>
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
“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.

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

Mission / No Margin
- High empowerment
- High level of trust
- Low turnover
- Passionate
- Loyal
- Service oriented
- May lack systematic approach
- No structures, systems and processes
- Lately goals with little execution
- No profitability
- No scalability
- No ROI

Margin / No Mission
- Scalable
- Recognizes financial position
- Strong strategic approach
- Very clear structures, systems, and processes (might not be useful or aligned)
- High turnover
- Low trust
- Burnout
- Low engagement
- No empowerment
- Task oriented
- Myopic focus

Passionate Focus & Execution

Figure 11.4
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