

Moral Authority and the Speed of Trust
The Emotional Bank Account is like a financial bank account into which you make emotional deposits and withdrawals, in your relationships that can either build or destroy them.

THE 8TH HABIT: FROM EFFECTIVENESS TO GREATNESS BY STEPHEN R. COVEY

INSIDE THIS ISSUE:

<i>Four Intelligences</i>	2
<i>Freedom to Choose</i>	3
<i>Vision & Passion</i>	4
<i>Leaders & Managers</i>	5
<i>Circle of Influence</i>	6
<i>7 Levels of Initiative</i>	7
<i>Chronic Problems</i>	7

Special points of interest:

- Developing the 4 Intelligences
- Leadership Solution in an Organization
- Expand your Circle of Influence
- The Four Roles of Leadership

THE 8TH HABIT: FIND YOUR VOICE AND INSPIRE OTHERS

Covey builds upon the insights and lessons from his previous book, *The Seven Habits of Highly Effective People*, and lifts you to the next dimension with the 8th Habit, promising to help you find your voice and inspire others to do so as well. By voice Covey means find what you do well, what you enjoy doing and what you should be doing to open your four birth-gifts and to use those talents to find your calling. The book is divided into three parts: the first explores your personal passion, discipline, and conscience and vision and allows you to look at your inner being. The second explains how to apply these four gifts at work and the third begins to meld into a synergy of the 7 Habits and a consensual win-win attitude toward conflict. Perhaps the

the 7 Habits was time management and the creation of time for all that matters, including our careers. In *The 8th Habit*, Covey's greatest insight is that by empowering others through liberty and responsibility, we create our own "internal integrity and peace of mind"



"Find your voice and inspire others to find theirs."

An Executive book
Summary by
Connie C. Topott

A Brief Summary:

In his book *The 8th Habit: From Effectiveness to Greatness*, Stephen R.

Read and answer the following four questions to reveal your opportunity to find you inner voice and inspire others.

1. What need do I sense (in family, in my community, in the organization I work for)?
2. Do I possess a true talent that, if disciplined and applied, can meet the need?

3. Does the opportunity to meet the need tap into my passion?
4. Does my conscience inspire me to take action and become involved?
If you answer all four ques-

tions with an affirmative and make a habit of developing a plan of action and following through on it, you will find your true inner voice in life-a life of deep meaning, satisfaction and greatness

Discover Your Voice – Unopened Birth-gifts.

We are given three gifts at our birth: the freedom to chose, natural laws or principles, the four intelligences/capacities of our nature.

The Voice of Trustworthiness- Modeling Character & Competence.

The Modeling Tool-Personal Planning System

Focus your life by answering the following questions:

- What are your highest values?
- What can you contribute to your family and your community?
- How can you maintain and enhance your health?
- How will you continue to develop your mind?
- What are your true talents?
- Where does your passion lie?
- How can you make a difference at work?
- What will your legacy be?

“All Children are born geniuses; 9,999 out of every 10,000 are swiftly, inadvertently degeniused by grownups.”
Buckminster Fuller

The freedom to choose: Humans are free to choose their reactions to life's situations rather than simply reacting as animals do. We choose the direction of our life. “Between stimulus and response is a space. In that space lie our freedom and power to choose our response. In those choices lie our growth and our happiness.” This revelation may be equally frightening for those who must stop blaming the environment and others and accept personal responsibility for their situation. **Natural laws or principles:** Natural Laws, such as gravity, are stamped by nature and control the planet. Nature also stamped people with the freedom and power to choose. People have the freedom and power to choose and reinvent themselves.

This is natural authority.

Moral Authority: Moral authority is the principled use of our freedom to choose. Principles such as respect, honesty, kindness, integrity, service and fairness, control the consequences of our choices.

Values are social norms. All of us have values-they are personal, emotional, subjective and arguable. The important question to ask one's self is, Are your values based on principles? Principles are natural laws; they are factual, objective and self-evident. Consequences are governed by principles, and behaviour is governed by values. One must deeply anchor their values in changeless principles as vales control behaviour, principles control the consequences of behaviour. Moral authority requires the sacrifice of

short term selfish interests and the exercise of courage in subordinating social vales to principles.

THE FOUR INTELLIGENCES/CAPACITIES OF OUR NATURE

The Four Intelligences/ Capacities of Our Nature.

Mental intelligence: Is our ability to analyse, reason, think abstractly, use language, visualize and comprehend. **Physical Intelligence:** Is our body's ability to maintain all involuntary and voluntary functions.

Emotional Intelligence: Is one's self-knowledge, self-awareness, social sensitivity, empathy and ability to communicate successfully.

Spiritual Intelligence: It is the source of guidance for mental, physical and emotional intelligence. It represents our drive to connect

with the infinite. It allows us to discern true principals held deep in our conscience and is a symbolic compass. **The key to high moral authority is to follow “true north” principles.**

Developing the 4 intelligences/capacities

A quick check for balancing one's life:

1. **For the body-** assume you have had a heart attack; now live accordingly.
2. **For the mind-**

assume the half-life of your profession is two years; now prepare accordingly.

3. **For the heart;** assume everything you say about another, they can

overhear; now speak accordingly.

4. **For the spirit-** assume you have a one-on-one visit with your Creator every quarter; now live accordingly

HUMANS ARE FREE TO CHOOSE THEIR DIRECTION IN LIFE

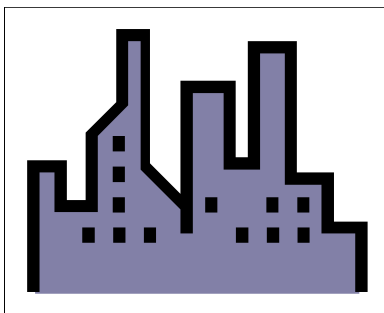
The freedom to choose: Humans are free to choose their reactions to life's situations rather than simply reacting as animals do. We can choose the direction of our life. We are not a product or victim of our genes, our past, or the way others treat us as we have the power to choose our reactions and determine our own course. "Between stimulus and response is a space. In that space lie our freedom and power to choose our response. In those choices lie our growth and our happiness." This revelation may be equally frightening for those who must stop blaming the environment and others and

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THE PAIN IS PERSONAL AND IT'S DEEP

The Pain. *"I have no life. I'm burned out – exhausted." "I'm frustrated and discouraged." "I'm sick of the backstabbing politics and kissing up." "I can't change things."* This is the voice of the *pain* of managers, laborers, parents, professionals and

executives throughout the world. The 7 habits are about becoming highly effective using timeless principals but today's world demands not just effectiveness, but greatness in the form of fulfillment, passionate execution, and significant contri-

bution. To tap into the genius and motivation requires a new mind-set, a new skill-set ... a new habit. The 8th Habit will lead from pain and frustration to fulfillment, relevance, significance and contribution both professionally and personally.

THE PROBLEM AND THE SOLUTION

The Problem. The core of the problem is society's deeply imbedded paradigm from the industrial age that people are "things" that must be controlled and motivated and a set of traditions in the workplace that fails to recognize the four interdependent

dimensions: Mind, heart, body and spirit.

The Solution. One must be open to changing oneself from the "inside out" to find their true character and moral authority in order to find their own voice and inspire others to find theirs.

**"All that is necessary for the triumph of evil is that good men do nothing."
Edmund Burke**

7 Habits of Highly effective People, Refresher:

Habit 1-Be Proactive

Freedom to choose between stimulus and response

Act vs. to be acted upon

Take initiative

Habit 2- Begin with the End in Mind. Is the ladder leaning against the right wall?

Everything is created twice

Identifying goals and roles

Habit 3-Put First Things First

Time management matrix

Habit 4- Think Win-Win

Think in terms of "we" not "me"

Habit 5-Seek First to Understand, Then to be Understood

Faithfully reflect your understanding of the other person before seeking to be understood

Habit 6-Synergize

Value the different opinion, viewpoints, and perspectives of others when seeking a solution

Habit 7-Sharpen the Saw

Engage in continuous physical, spiritual,

“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.*



Express Your Voice-Vision, Discipline, Passion and Conscience.

The four intelligences manifest themselves as: mental or vision, physical or discipline, emotional or passion, and spiritual or conscience.

Vision: vision results when your mind joins with possibility. It is the ability to see beyond the present and recognise the possibility in people, projects, in causes and enterprises. Without *vision*, people tend to fall toward victimization.

Discipline: arises when vision joins with commitment. It is paying the price to bring vision into reality by dealing with the hard, brutal facts of reality and doing what is necessary to make things happen. The opposite of discipline and

the commitment that inspires sacrifice is *indulgence*-sacrificing what matters most in life for the pleasure and thrill of the moment.

Passion: arises when human need overlaps unique human talent. It is the fire, desire and strength of conviction that drives and sustains the discipline to achieve the Vision. Without passion one, the void is filled with insecurity and empty chatter. In relationships and organisations, settings, passion includes

compassion.

Conscience is the guiding force to vision, discipline and passion and is the opposite of a life lead by ego. It is the inward moral sense of right and wrong that drives toward meaning and contribution.

Ghandi: if you reach an admirable end through unethical means it would ultimately turn to dust in your hands. His teachings list the seven

Immanuel Kant taught that the means used to accomplish the ends are as important as those ends. **Machiavelli** taught the opposite, that the ends justify the means. **Ghandi** taught that if you reach an admirable end through unethical means it would ultimately turn to dust in your hands. His teachings

list the **seven unprincipled and unworthy means to an end that will destroy us:**

***Wealth without work**
***Pleasure without conscience** ***Knowledge without character** ***Commerce without morality** ***Science without humanity** ***Religion without sacrifice**

***Politics without Principles**

It is **conscience** that reveals the value of both the ends and the means and how they are inseparable. **Ego** states that the end justifies the means, unaware that a worthy end can never be accomplished by unworthy means.

EGO IS TYRANNICAL, DESPOTIC AND DOCTORIAL. EGO FOCUSES ON SURVIVAL, PLEASURE, AND IS SELFISHLY AMBITIOUS.

Ego: Conscience is the still, small, quiet, peaceful, voice within. **Ego** is tyrannical, despotic and doctorial. **Ego** focuses on survival, pleasure, and is selfishly ambitious. **Ego** micromanages controls and disempowers. Conscience allows people to man-

age themselves. **Conscience empowers.** **Ego** is threatened by negative feedback and punishes the messenger. It censors information and denies reality. Conscience values feedback values the truths it contains. It is aware of reality from every direc-

tion. **Ego is myopic** and interprets all of life through its own agenda. Conscience is a social ecologist listening to and sensing the entire system and environment. **Conscience** is sacrifice-subordinating one's ego to a higher purpose principle or cause.

A.B. COMBS ELEMENTARY

Childhood is the best time to discover your voice and develop your four intelligences. But what if you have had a difficult childhood that filled with victimization, competition, complaining, contending, comparing and criticising? Perhaps a school can become a surrogate parent and compensate for the dysfunctionality of home and encourage children to find their own voice, make their own choice, and determine their own course. In Raleigh, North Carolina, Principal Muriel Thomas

Summers, with the partnership between school and student homes, introduced principle based character education using *The 7 Habits of Highly Effective People* as their curriculum to develop the four intelligences of the kindergarten to grade 5 students. The principles of responsibility, purpose, integrity, win-win, seek first to understand, synergy and sharpen the saw were integrated into the total curriculum. The result was an increase in student per-



The 7 Habits were integrated into the curriculum at A.B. Combs Elementary

formance from 67% performing at or above national standards to 94% performing at or above grade level in 18 months.

*"People who find their voice
require no management
S. Covey*

The difference between leadership and management:

Both leadership and management are vital-either one without the other is insufficient.

Leadership vs Management

"Leaders are people who do the right thing; Managers are people who do things right."

"Leadership is about coping with change. Management is about coping with complexity." J Kotter

"Leadership has about it a kinesthetic feel, a sense of

movement...Managing is about 'handling' things, about maintaining order, about organization and control." Kouzes and Posner

"...Leaders are concerned with what things mean to people. Managers are concerned about how things get done." A Zaleznik

"Leaders are the architects...

Managers are the builders" Matiotti

"Leadership focuses on the creation of a common vision..." "Management is the design of work...it's about controlling..." G Weathersby
To lead is to empower people. To manage is to control things. You cannot lead things as they cannot choose.

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 (many professionals and other producers)

The Four Roles of Leadership

The Sweet Spot
"The difference between what we are doing and what we are capable of doing would solve most of the world's problems."

M Gandhi

Modeling-Inspires trust without expecting it (Personal Moral Authority)

Pathfinding-Create order without demanding it (Personal Moral Authority)

Aligning-Nourishes both vision and empowerment without proclaiming them (Personal Moral Authority)

Empowering-Unleashes human potential without

externally motivating it (Personal Moral Authority)

Execution: Making it happen requires the creation of structures, systems and processes (**aligning**) that intentionally enable workers to translate the larger vision (**pathfinding**) into day-to-day goals. Thus, people are **empowered** to get the work done!

The 8th Habit: From Effectiveness to Greatness

<u>ISSUE</u>	<u>OLD INDUSTRIAL AGE CONTROL MODEL</u>	<u>NEW KNOWLEDGE WORKER AGE RELEASE/EMPLOYMENT MODEL</u>
Leadership	A Position (formal authority)	A choice (moral authority)
Management	Control things and people	Control things, release (empower) people
Structure	Hierarchical, bureaucratic	Flatter, boundary-less, flexible
Motivation	External, carrot-and-sticking	Internal – whole person
Performance Appraisal	External, sandwich technique	Self-evaluation using 360 feedback
Information	Primarily short-term financial reports	Balanced scoreboard (long-and-short-term)
Communication	Primarily top-down	Open: Up / Down / Sideways
Culture	Social rules / mores of the workplace	Principle-centered values and economic rules of
Budgeting	Primarily top-down	Open, flexible, synergistic
Training & Development	Sideshow, skill oriented, expendable	Maintenance, strategic, whole person, values

The 8th Habit in our Schools?

Covey's faith shines through in the 8th Habit as he uses a holistic approach to first understanding our own internal conscience and voice. A reflective process allows us to balance body, mind, spirit, and heart. He encourages us to find our moral compass and conduct all of our personal and professional activities and decisions through this lens.

Covey notes that true change is not initiated externally, but internally. We need to be the change we wish to see in others. (Gandhi). Covey is concerned that the external locus of control has created a society of blaming and victimization. It is only through deep personal reflection and responsibility for choosing our own reactions and attitudes that we can come to our birth gifts and share them with others.

We must first change ourselves and then others. Just as responsibility for our own decisions empowers us, delegating responsibilities to others empowers them. Empowered workers are the *knowledge* workers and this will allow us to reach our potential as an organization and as individuals.

Can Covey's 8th Habit work in education? The education system is by nature hierarchical and bureaucratic. However, as A.B. Combs Elementary School proved the 7 Habits were successful for students, teacher and parents. Perhaps the 8th Habit would work best if it was embraced at all levels in the educational system. But will teachers be willing to accept the added responsibility and will Directors and Administrators be willing to give up the reins of control? According to Covey it is only way to achieve more than personal and organizational effectiveness, but personal and organizational *greatness*.

THE EMPOWERING VOICE-RELEASING PASSION AND TALENT

“Complement, don’t criticize, your boss.”

“Leadership is the capacity to translate vision into reality.”

W. Bennis.

Organization Defined.

Organization is made up of individuals who have a relationship and shared purpose. Almost everyone belongs to some type of *organization*. An *organization* can be as simple as a partnership or a marriage. Most of the world’s work is done by *organizations*. The Leadership challenge is to set up and run *organizations* in a way that enables all to inwardly sense their own innate worth and potential, unique talents and passion, or voice. To

reach the organizations principal-centered goals.

Reality of New Paradigms

Carrot & 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 spirits.

The **Servant Leader** empowers other with the following questions:

How is it going? What are you learning? What are

your goals? How can I help you? How am I doing as a helper?

Trim Tab: is a small rudder that turns the big rudder that turns the ship. Gandhi was a trim-tab. The trim-tab leader exercises initiative within his or her own **Circle of Influence**.

EXPAND YOUR CIRCLE OF INFLUENCE

1. Wait until told. Lies outside of your Circle of Influences and your job. Rather than obsessing over things that you can do nothing about, and falling into the trap of co-dependency that breeds emotional cancers, try finding issues or concerns you can do something about and accept that there are some things beyond your control. **2. Ask.** Falls within your job description but outside of your Circle of Influence. An intelligent question that is the result of careful analyses may increase your Circle of Influence.

3. Make a Recommendation.

Making a recommendation falls on the edge of your Circle of Influence. As it saves your leader time and energy and require much more initiative from you it can enlarge your Circle of Influence considerably.

4. “I intend to.” Is on notch higher on the initiative ladder and is on the outside edge of one’s Circle of Influence. In “I intend to” the person has done more analytical work and is prepared to take action once it is approved.

5. Do it and report immediately.

Falls on the outside edge of one’s Circle of Influence but within one’s job. You report immediately because other people need to know.

6. Do it and report periodically.

Falls within your job description and within your Circle of Influence. This may be self-evaluation or a formal report allowing information to be reported to others.

7. Do it. When something is at the centre of your Circle of Influence and your job description, you just do it.

THE 7 LEVELS OF INITIATIVE

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THE LEADERSHIP SOLUTION IN AN

Modeling
(conscience): Set a good example

Pathfinding
(vision): Jointly determine the course.

Aligning
(discipline): Set up and manage systems to stay on course.

Empowering
(passion) Focus tal-

ent on results, not methods, then get out of people's way and give help when requested.

Five Cancerous Behaviours

- Criticizing
- Complaining
- Comparing
- Competing
- Contending

CHRONIC AND ACUTE PROBLEMS

Chronic and Acute Problems: *Chronic* means underlying, causal, continuing. *Acute* means painful, symptomatic, debilitating. Not all chronic problems have acute symptoms.

Low trust: Trust is the *spirit* of the company. The acute symptoms are: backbiting, in-fighting, victimization, defensiveness, infor-

mation hoarding, defensive, protective communication.

No shared vision or common value system: Vision is the *mind* of the company. The acute symptoms are hidden agendas, playing political games, inconsistent criteria for decision making, resulting in a ambiguous chaotic

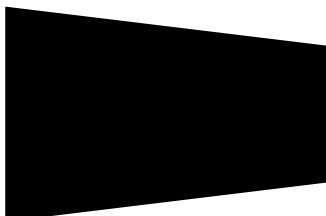
culture.

Lack of system alignment: is the *body* of the company. The acute symptoms are: Bureaucracy, hierarchies, rules and regulations. People become an expense, not an investment. People become co-dependant, needing external motivation and "wait until told."

Moral Authority and the Speed of Trust

The Emotional Bank Account is like a financial bank account into which you make emotional deposits and withdrawals, in your relationships that can either build or destroy them.

or destroy them.



Find your Voice and Inspire Others



The book contains 8 appendixes that answer many questions and function as a personal “workbook” to the 8 Habit. Appendix 2 includes a review of 26 books on Leadership Theory.

Deposits	Withdrawals	Sacrifice Required	Internalized Principles
Seek first to understand	Seek first to be understood	Impatience, ego, Your agenda	Mental Understanding
Keeping promises	Breaking promises	Moods, Feelings, emotions, time	Integrity/Execution
Honest, openness	Smooth manipulation	Ego, Arrogance, Control	Vision/Values, Integrity/Execution, Mutual understanding
Kindness, courtesies	Unkindness, discourtesies	Self, Time, Perceptions, stereotypes, Prejudices	Vision/Values, Integrity/Execution,
Win-win or no deal	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 from 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,

ABOUT THE AUTHOUR: STEPHEN COVEY

In 1996, Stephen R. Covey was recognized as one of Time magazine's 25 most influential Americans and one of Sales and Marketing Management's top 25 power brokers. Dr. Covey is the author of several acclaimed books, including the international bestseller, *The 7 Habits of Highly Effective People*. It has sold more than 15 million copies in 38 languages throughout the world. Dr. Covey's newest book, *The 8th Habit: From Effectiveness to Greatness*, which was released in November 2004, has risen to the top of several bestseller lists, including New York

Times, Wall Street Journal, USA Today Money, Business Week, and Amazon.com and Barnes & Noble. The 8th Habit has sold more than 360,000 copies. Dr. Covey is cofounder and vice chairman of FranklinCovey, the leading global professional services firm with offices in 123 countries. FranklinCovey shares Dr. Covey's vision, discipline and passion to inspire, lift and provide tools for change and growth of individuals and organizations throughout the world. On May 30, 1997, a merger of Covey Leadership Center with Franklin Quest created Franklin-

Covey. Dr. Covey's vision of empowering organizations to implement "principle-centered" leadership in their cultures continues to be an important focus of FranklinCovey.

“Internal integrity and peace of mind”