

## THE EIGHTH HABIT: FROM EFFECTIVENESS TO GREATNESS

by Stephen Covey  
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- Eighth habit: Find your voice and inspire others to find theirs
- Voice lies at the nexus of talent, passion, need, and conscience
- Influence and leadership comes by choice, not from position or rank
- The8thHabit.com
- For the first time, substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves. And society is totally unprepared for it.
- We live in a Knowledge Worker Age but operate our organizations in a controlling Industrial Age model that absolutely suppresses the release of human potential.
- Because many in positions of authority do not see the true worth and potential of their people and do not possess a complete, accurate understanding of human nature, they manage people as they do things. This lack of understanding also prevents them from tapping into the highest motivations, talents and genius of people.
- If you want to make minor, incremental changes and improvements, work on practices, behavior or attitude. But if you want to make significant, quantum improvement, work on paradigms.
- If you neglect any one of the four parts of human nature (heart, mind, body, spirit), 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.
- Identity is destiny.
- Most of the great cultural shifts-ones that have built great organizations that sustain long-term growth, prosperity and contributions to the world – started with the choice of one person. These people are islands of excellence in a sea of mediocrity. And it is contagious.
- Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. Marianne Williamson
- Between stimulus and response there is a space. In that space lays our freedom and power to choose our response. In those choices lie our growth and our happiness.
- Any time your emotional life is a function of someone else's weakness, you disempower yourself and empower those weaknesses to continue to mess your life up.
- To find a new wellspring of strength and integrity to draw on when you need it most:
  - For the body: assume you have had a heart attack, now live accordingly
  - For the mind: assume the half-life of your profession is two years, now prepare accordingly
  - For the heart: assume everything you say about another, they can overhear, now speak accordingly
  - For the spirit: assume you have a one-on-one visit with your Creator every quarter, now live accordingly.
- The highest manifestations of these four intelligences are for the mental, vision; for the physical, discipline; for the emotional, passion; for the spiritual, conscience. These manifestations also represent our highest means of expressing our voice.
- Passion is the fire, the desire, the strength of conviction and the drive that sustains the discipline to achieve the vision.
- Conscience is the inward moral sense of what is right and what is wrong, the drive toward meaning and contribution.
- The best leaders operate in four dimensions: vision, reality, ethics, and courage. These are the four intelligences, the four forms of perceiving, the language for communicating that are required to achieve meaningful, sustained results.
- Albert Einstein: Imagination is more important than knowledge.
- Only the disciplined are truly free. The undisciplined are slaves to moods, appetites and passions.
- Successful people have formed the habit of doing things that failures don't like to do. Successful people don't like doing them either, necessarily, but their dislike is subordinated by the strength of their purpose.
- Enthusiasts believe that the best way to predict the future is to create it. In fact, enthusiasm becomes a moral imperative, making the person part of the solution rather than part of the problem of feeling essentially hopeless and helpless.
- Emmanuel Kant said, "I am constantly amazed by two things, the starry heavens above and the moral law within.
- Ego can't sleep. It micromanages. It disempowers. It reduces one's capacity. It excels in control. Conscience deeply reveres people and sees their potential for self-control. Conscience empowers.
- Ego is threatened by negative feedback and punishes the messenger. It interprets all data in terms of self-preservation. It constantly censors information. It denies much of reality.
- Conscience is sacrifice – the subordinating of one's self or one's ego to a higher purpose, cause or principle. Sacrifice really means giving up something good for something better.
- Conscience often provides the why, vision identifies what you are trying to accomplish, discipline represents how you are going to accomplish it and passion represents the strength of feelings behind the why, the what, and the how.

- Conscience transforms passion into compassion. It engenders sincere caring for others, a combination of both sympathy and empathy, where one's pain is shared and received. Compassion is the interdependent expression of passion.
- When you engage in work that taps your talent and fuels your passion – that rises out of a great need in the world that you feel drawn by conscience to meet – therein lies your voice, your calling, your soul's code.
- Leadership is a choice to deal with people in a way that will communicate to them their worth and potential so clearly they will come to see it in themselves.
- The highest challenge inside organizations, including families, is to set them up and run them in a way that enables each person to inwardly sense his or her innate worth and potential for greatness and to contribute his or her unique talents and passions – in other words, voice – to accomplish the organization's purpose and highest priorities in a principle-centered way.
- Bureaucracy, hierarchies, rules and regulations become like prostheses for trust.
- Managing (controlling) people never inspires them to their greatest work and contributions around their true voice or passion. These are volunteered.
- When you neglect the heart, you will find a great deal of moonlighting, day dreaming, boredom, escapism, anger, fear, apathy and malicious obedience.
- Four roles of leadership
  - 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 talent on results, not methods, then get out of people's way and give help as requested
- Without exception, companies that outperformed their industry peers excelled at four primary management practices:
  - Strategy – Devise and maintain a clearly stated, focused strategy
  - Execution: Develop and maintain flawless operation execution
  - Culture – Develop and maintain a performance-oriented culture
  - Structure – Build and maintain a fast, flexible, flat organization
- Victimism gives your future away.
- Any time that you think the problem is out there, that very thought is the problem.
- Co-dependency spawns the five metastasizing emotional cancers: criticizing, complaining, comparing, competing and contending.
- 90% of all leadership failures are character failures.
- Integrity means you are integrated around principles and natural laws that ultimately govern the consequences of our behaviors. Honesty is the principle of telling the truth. Integrity is keeping promises made to self and/or others.
- Maturity develops when a person pays the price of integrity and winning the private victory over self, allowing him or her to be simultaneously courageous and kind. In other words, such a person can deal with tough issues compassionately. The combination of courage and kindness is both the source and the product of integrity.
- Integrity is keeping promises made to self and/or others.
- Both character and competence are necessary, but individually insufficient.
- Technical competence is the skill and knowledge necessary to accomplish a particular task.
- Conceptual knowledge is being able to see the big picture, how all parts related to one another. It is being able to think strategically, and systematically, not just tactically.
- Interdependency is an awareness of the reality that all of life is connected, particularly with organizations and complementary teams that are attempting to win and keep the loyalty of customers, associates, suppliers and owners.
- The first three habits (Be Proactive, Being with the End in Mind, Put First Things First) can be summarized in a simple four word expression: Make and keep promises. The ability to make a promise is proactivity. The content of the promise is Begin with the End in Mind and keeping the promise is Put First things First.
- Even more powerful than visualization, writing bridges the conscious and the subconscious mind. Begin by writing down what matters most to you and then build those governing priorities into your planning system so that you can effectively balance the need for structure and discipline with the need for spontaneity.
- Deposits for moral authority and trust:
  - Seek first to understand
  - Keeping promises
  - Honesty, openness
  - Kindnesses, courtesies
  - Win-Win or No Deal thinking
  - Clarifying expectations
  - Loyalty to the absent
  - Apologies
  - Receiving feedback and giving "I" messages
  - Forgiveness

- All deposits are characterized by the absence of selfishness and the presence of humility. Like most worthwhile things in life, they require a sacrifice. (Giving up something – even something good – for something better.)
- Lying makes a problem part of the future; truth makes a problem part of the past.
- When No Deal is truly a viable option, you can honestly say to the other, “Unless this is a true win for you and you deeply and sincerely feel it, and unless it is a true win for me and I deeply and sincerely feel it, let’s agree right now to go for No Deal.”
- The best way to give feedback in a private circumstance is to describe yourself, not the person. Describe your feelings, your concerns or your perceptions of what was happening rather than accusing, judging and labeling the person.
- People in authority should make pushing back and giving feedback legitimate. When you do receive feedback, you need to speak explicitly about it and express gratitude for it, however much it may hurt.
- Anger is an acid that can do more harm to the vessel in which it stands than to anything on which it is poured. Mahatma Gandhi
- Love is a verb. Love, the feeling, is a fruit of love the verb. Reactive people make love a feeling.
- Many people believe both people have to think win-win. Not so. Only one has to think it. Most people also believe that the other person must cooperate, but creative cooperation that produces Third Alternatives does not come until later, when you synergize. One simply has to first prepare the other for it by practicing empathy or deep listening, seeking his or her interest and consistently staying with it until the other person feels trust. (Example of arm wrestling: One person allows the other to “win” and then convinces opponent to take turns...both people end up winning for each time they put the other person’s arm down.)
- When I ask you to listen and you start giving advice, you have not done what I have asked. When I ask you to listen to me and you begin to tell me why I should not feel that way, you are trampling on my feelings. When I ask you to listen and you feel you have to do something to solve my problem, you have failed me, strange as it may seem. Listen! All I asked was that you listen; not talk or do – just hear me... I can do for myself. I am not helpless. Maybe discouraged and faltering, but not helpless. When you do something for me that I can and need to do for myself, you contribute to my fear and feeling of inadequacy. But when you accept as fact that I do feel what I feel, no matter how irrational, then I can quit trying to convince you and can get about the business of understanding what is behind this irrational feeling. And when that is clear, the answers are obvious and I do not need advice. Ralph Roughton, M.D.
- Those things you experience before being presented with new information color the way you look at that information.
- We do not see the world as it is; we see the world as we are.
- When you borrow strength from position power but lack moral authority; you build weakness into yourself, in others and in the relationship. You create codependency.
- To understand does not mean to agree with. It just means to be able to see with the other person’s eyes, heart, mind and spirit.
- We must be quiet, even silent, to begin to deeply empathize with others. Ask: In saying what I have in mind, will I really improve on the silence?
- Two steps to achieving synergy (third alternatives)
  - Be willing to search for a solution that is better than what either one of you have proposed.
  - Agree on a ground rule: No one can make his or her point until they have restated the other person’s point to his or her satisfaction.
- Suing and “the law” should be used as the court of last resort, not the first. A litigious culture is unhealthy for society, destroys trust, gives terrible modeling, and at best results in compromise.
- Do not artificially force interdependency. It has to come naturally through people’s getting to know and understand and trust each other. Then they can become creative. Until this happens, people see interdependency as dependency.
- People need a model to see how they can work and lead in a different way-different from what they are used to, different from the culture of the organization they work in, different from the controlling, transactional traditions of the Industrial Age. Your most important modeling will be to show others how a person who has found his or her voice acts inside the other three primary roles of a leader – pathfinding, aligning and empowering.
- Leadership creates an environment that makes people want to, rather than have to, do. It is a business imperative to create that environment. I must give purpose, not just work and function. As a business person, I am obligated to create an environment where people feel part of something feel fulfilled, and have purpose.
- Managers are typically rated high on work ethic (modeling) but low on their ability to provide focus and clear direction (pathfinding). As a result, people are neither clear about, nor accountable to, key priorities, and whole organizations fail to execute. The disconnect is this – people are working harder than ever, but because they lack clarity and vision, they are not getting very far. The, in essence, are pushing a rope...with all of their might.
- Whereas modeling inspires trust, pathfinding creates order without demanding it.
- Aligning structures and systems with values and strategy is one of the toughest of all leadership and management challenges, simply because structures and systems represent the past – tradition, expectations and assumptions.
- Modeling principle-centered trustworthy behavior inspires trust without “talking it.” Pathfinding creates order without demanding it. Aligning nourishes both vision and empowerment without proclaiming them. Empowerment is the fruit of the other three.

- In an organization, “win-win” means that there is an explicit overlapping of the four needs of the organization (financial health, growth and development, synergistic relationships with key stakeholders and meaning/contribution) with the four needs of the individual (physical – economic; mental-growth and development; social/emotional-relationship; and spiritual-meaning and contribution).
- Emile Durkheim: When mores are sufficient, laws are unnecessary; when mores are insufficient, laws are unenforceable.
- Execution gaps:
  - Clarity – people do not clearly know what the goals or priorities of their team or organization are
  - Commitment – people do not buy into the goals
  - Translation – people do not know what they individually need to do to help the team or organization achieve its goals
  - Enabling - people do not have the proper structure, systems or freedom to do their jobs well
  - Synergy – people do not get along or work together well
  - Accountability – people do not regularly hold each other accountable
- Personal Greatness: Vision, Discipline, Passion, Conscience; The 7 Habits
- Organizational Greatness: Vision, Mission, Values; Clarity, Commitment, Translation, Synergy, Enabling, Accountability
- Leadership Greatness: The 4 Roles of Leadership; Modeling (7 Habits), Pathfinding, Aligning, Empowering
- The intersection of Personal, Organizational and Leadership Greatness – 8<sup>th</sup> Habit Sweet Spot
- Without crystal-clear measures of success, people are never sure what the goal truly is. Without measures, the same goal is understood by a hundred different people in a hundred different ways.
- Courage is not the absence of fear, but rather the judgment that something else is more important than fear. Ambrose Redmoon
- Education is a progressive discovery of our own ignorance – Will Durant. If Circle of Knowledge increases, the circumference (Ignorance) also increases.
- Developing the five components of Emotional Intelligence through the Seven Habits
  - Self-awareness: Be Proactive
  - Personal motivation: Begin with the End in Mind
  - Self-Regulation: Put First things First, Sharpen the Saw
  - Empathy: Seek First to Understand then to be Understood
  - Social Skills: Think Win-Win; Seek First to Understand, then to be Understood, Synergize
- Principles embodied in the 7 Habits:
  - Be Proactive: Responsibility/Initiative
  - Begin with the End in mind: Vision/Values
  - Put First Things First: Integrity/Execution
  - Think Win-Win: Mutual Respect/Benefit
  - Seek First to Understand, then to be Understood: Mutual Understanding
  - Synergize: Creative Cooperation
  - Sharpen the Saw: Renewal