

## Summary and Analysis

### Stephen R. Covey's the 8th Habit: From Effectiveness to Greatness

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#### **The 8th Habit: From effectiveness to greatness.**

**Author: Stephen Covey**

#### **General overview:**

Stephen Covey is cofounder and vice chairman of Franklin Covey, a global professional services firm. Acknowledged by Time Magazine as one of the 25 most influential Americans, Dr. Covey is the author of seven books including *The 7 Habits of Highly Effective People*, *First Things First* and *Principle-Centered Leadership*. Dr. Covey holds an undergraduate degree from the University of Utah, an MBA from Harvard and a Doctorate from Brigham Young University. He is the recipient of a large number of awards and recently founded the Covey Leadership Center.

It is 18 years since Stephen Covey open his influential work in different forms like “*The 7 Habits of Highly Effective People*”, which was an enormously outstanding book. In that book, Dr. Covey exhibited us how to become as effective as we probably could be. In the 8th Habit, he opens up more potential for all – by moving from “effectiveness to greatness”. The world today is different, with more challenges, ambiguity and complexity and the 7 Habits book gives us a clear explanation of all these problems but providing deeper clarification in the next step of – the 8th Habit – The 8th habit of highly effective people is: “Find your voice and inspire others to do likewise”. This latest habit is not an add-on to the original seven habits, but represents another

dimension of effectiveness which will enhance the performance of each of the other seven habits.

The 8th Habit answers so many great questions and that is all about the human voice. I believe there are some handy tips to be found in the book. The book is divided into two sections. The first focuses on “finding your voice” and the second on “inspiring others to find theirs”.

### **Finding your voice:**

Covey in first part illustrates that how to find the voice, for this heart, body, mind and spirit are all engaged. To find your voice, you need to examine your natural talent, what you absolutely love to do, and what really interests you. You must listen to the confirming inner voice of your conscience that tells you what the right thing to do is.

We can discover our voice because of the 3 gifts we are born with:

- Gift 1: The freedom to choose
- Gift 2: The natural laws or principles – those that dictate the consequences of behavior. Positive consequences come from fairness, kindness, respect, honesty, integrity, service and contribution
- Gift 3: The four intelligences – mental, physical, emotional and spiritual.

Covey talks about great achievers expressing their voice through the use of their intelligences; for example:

- Great achievers develop their mental energy into vision
- Great achievers develop their physical energy into discipline
- Great achievers develop their emotional energy into passion
- Great achievers develop their spiritual energy into conscience – their inward moral sense of what is right and wrong and their drive towards meaning and contribution.

Covey says that the reality in business today is that there are many people who have not found their voices or have lost their voices. We see this every day – people go to work to serve their “bodily”

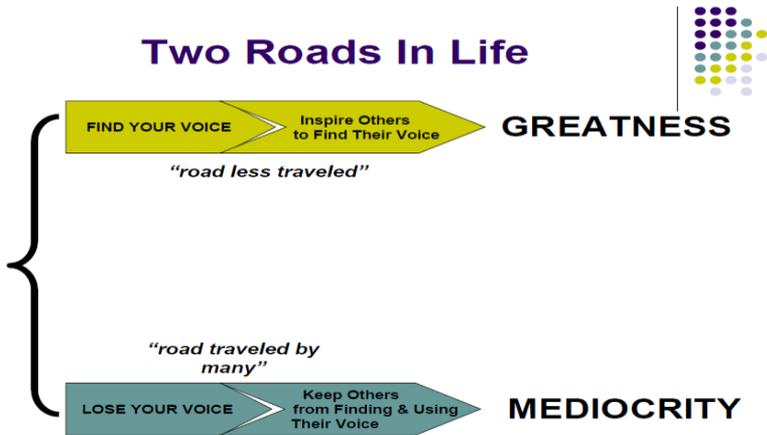
needs, but do not really put their creativity, talent and intelligence into the job. Very true – and losing your voice is a good metaphor for understanding – the question of course is; how do we get our voice back?

**Inspiring others to find their voice:**

When you have found your voice, you can begin inspiring others to do the same – this is really about leadership. Great leaders have always inspired people to be self-aware, to find themselves and to find their voice – that is the essence of greatness. People and organizations who have truly found their voices go on to become great.

Leadership greatness is about 4 things; modeling the 7 habits, path finding, aligning and empowering. Covey illustrate four things that is very much important to enables peoples to identify and unleash their potential

Organizational greatness comes from a vision, mission, commitment and translation etc. Covey says that an organization with great leaders (who live the 4 leadership roles) and great people (who have discovered their voice) has hit the “sweet spot”. Such kind of leaders and people focusing on only those things which can provides greatness to organizations.



**Chapter by chapter summary and analysis**

**The Pain**

Covey illustrate "The Pain" in this chapter which refers to frustration, discomfort, dissatisfaction and to many other problems that many professional people feel in today's fast-paced, technology-driven workplace. To curing all these pains, Covey gives his first demonstration in the form of 8<sup>th</sup> Habit finding ones voice. The chapter includes a diagram and written explanation that describes the "voice" as "unique personal significance." If you able to find the voice so that guarantees you of what is correct and that prompts you to really do it." The story of Muhammad Yunus, founder of a bank that extends microcredit loans to the poor of Bangladesh, is an example of "the voice"

### **The Problem**

In the old era humans were used as a machine, they consider human as an expense and machine as their assets but now the scenario is completely changed and going against of the old fashion. For to bring effectiveness and efficiency in work place the organization need to satisfy their employees on every aspect.

The author uses the short film Max & Max Since personal temperament is to a great extent determined by an individual's capability to settle on decisions with respect to their reasoning and movements, it is vital for administrators and pioneers to make a setting that satisfies every human component once more, a specialist or gathering part's body, personality, heart and soul. It is crucial for managers and leaders to create a setting that fulfills each human element—again, a worker or group member's body, mind, heart and spirit.

### **The Solution**

In Part 3 the author concentrates on setting up the thoughts that are all the more completely analyzed in subsequent chapters. In short, "the solution" to the pain and issues of advanced society opinion and business is running across and communicating one's voice by picking up a healthy understanding of particular personality, then demonstrating to others best practices to contact their own particular interesting abilities and blessings.

In this part the author illustrates, for the success of an individual, groups and systems are mainly centered on solution of the above discussed problems.

## **Part 1: Find Your Voice**

### **Discover Your Voice—Unopened Birth-Gifts**

Covey defines “birth-gifts” as an individual’s talents; capacity, rights, intelligences, and opportunity that for the most part remain unused without a specific, chosen effort to allow running free them. The three most important birth-gifts are the ability to make choices, the static natural laws or principles that guide nature, and humanity’s four intelligences that relate to four mechanism of human nature—physical/economic, emotional/social, mental, and spiritual. By gaining awareness of these primary aspects of life, especially the greatly empowering effect that grasping the freedom of choice produce, an individual is prepared to find out their voice and go on to achieve immense accomplishment and happiness. "The entire idea driving Finding Your Voice and Inspiring Others to Find Theirs is a synergistic idea," Covey composed. "It is the coordination of our intelligences and limits, which unleashes human potential." According to author when the above abilities and intelligence are get together in the shape of integrated force so automatically it will bring fruits in the future of individual as well as organization.

By picking up attention to these major parts of life, particularly the extremely enabling impact that getting a handle on the opportunity of decision evokes, a distinct is prepared to run across their voice and happen to accomplish incredible achievement and satisfaction.

### **Express Your Voice—Vision, Discipline, Passion and Conscience**

Here Covey all the more profoundly breaks down the four innate human intelligences discussed in previous chapters. "The most astounding signs of these four intelligences are: for the mental, vision; for the physical, discipline; for the emotional, passion; for the spiritual, conscience. These signs likewise speak to our most surprising way for communicating our voice." Vision,

discipline, and passion are the time-immemorial characteristic of a developer who has had incredible impact on present and future eras of adherents. At the point when soul (or "good power") enters the mathematical equation as a guiding force for alternate intelligences, then changing the world in a positive manner follows. A rundown of Part I closes chapter 5 by compactly capsulation the ideas presented thus for. The author wrote:

"I acclaim to you again this basic method for considering life: an complete person (body, mind, heart and soul or spirit) with four fundamental needs (to live, to learn, to love, to leave a legacy), and four intelligences (physical, mental, emotional and spiritual) and their most surprising appearance (discipline, vision, passion or energy, inner conscience), all of which signify to the four measurements of voice (need, talent, passion and spirit). As we respect, create, coordinate and counterbalance these intelligences and their most elevated indications, the collaboration between them lights the blaze inside us and we discover our voice."

## Find Your Voice: Summary



← Discover Your Voice		→ Express Your Voice	
<b>Whole Person</b>	<b>4 Needs</b>	<b>4 Intelligences</b>	<b>4 Attributes</b>
BODY	To live	Physical Intelligence (PQ)	Discipline
MIND	To Learn	Mental Intelligence (IQ)	Vision
HEART	To Love	Emotional Intelligence (EQ)	Passion
SPIRIT	To Leave a Legacy	Spiritual Intelligence (SQ)	Conscience

### Part 2: Inspire Others to Find Their Voice

#### Inspiring Others to Find Their Voice—the Leadership Challenge

Leadership is a collective behavior which contains three main things people, influence and goals. Basically leadership is the ability to influence people toward the attainment of goals. The leadership challenges are broad and for this now a days in

workplace they need to provide a right path to inspire the people to find their voice.

Part 2 starts with a briefly expressed meaning of leadership: "to telling to individuals their value and potential so simply that they come to see it in themselves." Within the connection of an organization, according to Covey: "an association is made up of people who have a relationship and a shared purpose.. The key function of leadership is managing change and distinguishing, then alleviating, both "intense" and "interminable" problems. Four different parts of leadership involve: "Modeling" (setting a great case guided by inner voice); "path finding" (deciding the association's course with the imaginative data of partners by applying vision); "Aligning" (building and keeping up frameworks to stay on course utilizing teach); and "Empowering" (with passion as a directing power, "center ability on results, not techniques, then escape individuals' direction and give help as asked").

To explain effective leadership, the author offer what he calls "a sports man metaphor," if the player wants to be succeed in their sport plan he or she should be sound from every aspect. It is important for the player that if he did not develop his or her skill so he or she cannot become a useful member of team.

### **Focus—Modeling and Pathfinding**

#### **The Voice of Influence—Be a Trim-Tab**

Modeling is the basic component for all leadership endeavors and is grinding away before and at all times throughout the other three leadership role or parts described in Chapter 6. It doesn't simply apply to one man in an key position, but instead to the whole hierarchical group. "When you have a group of individuals that expands on every unique quality and sorts out to make correct individual weaknesses, you have genuine power in an organization," Covey wrote. Leadership is not a quality strictly held for those in the role of "boss." Workers at all levels ought to show authority if an organization is going to flourish. Covey's "7 Levels of Initiative or Self-Empowerment" give a managing continuum:

1. Wait until told Ask
2. Make a recommendation
3. I intended to
4. Do it and report immediately
5. Do it and report periodically
6. Do it

## **The Voice of Trustworthiness—Modeling Character and Competence**

Personal and professional integrity, a leader's character, is an extremely important factor affecting an organization's performance. "Trust is the glue of organizations," according to Covey, who identifies three sources from which it derives: "the personal, the institutional, and one person consciously choosing to *give* it to another—an act that leads me to *feel* your belief that I can add value.

The "Huge Rocks" film on the book's DVD shows an allegorical illustration of adjusting necessities into an understandable plan that is not difficult to take after. The activity hails from Covey's workshops. The span of a stone compares to the vitality of a specific necessity in one's life.

"Put the huge shakes first. On the off chance that you fill your vessel or your existence with stones first and foremost, and afterward you have a real emergency with one of your kids, a budgetary or wellbeing setback, or a huge new innovative open door, what are you going to do? Those things are huge rocks, and there is no room left for them in your life. Continuously think regarding enormous shakes first." (Covey, The eighth Habit)

Basing choices around the "enormous rocks" is a certain blaze approach to take out anxiety when circumstances oblige you to say "no" to things that appear pressing yet not as critical as your fundamental necessities.

## **The Voice and Speed of Trust**

In this chapter the author illustrate the importance of trust. Trust plays a vital role in common life. If there is no trust relationship in between employees and leader so there will be no effectiveness and efficiency.

Trust is the most supreme section of any relationship. It assists correspondence by uprooting the hampering impact of uncertainty.

"It is the glue that holds organizations, societies and acquaintances together...it is the soil grown foods of normal movements enlivened by the still, small voice and the heart," Covey states, and it must be joined by the qualities of modesty and admiration. Creating enduring trust takes after this dynamic, marked "stores" in the "passionate bank balance":

1. Seek first to understand another person's perspective.
2. Honesty and integrity must frame all interaction.
3. Kindness and courtesies—the "little things" in life matter profoundly.
4. Think "win-win or no deal."
5. Clarify expectations.
6. Be loyal to those who aren't present—never speak ill of someone behind their back.
7. Apologize—never let the ego prevent you from saying you're sorry or admitting faults.
8. Give and receive feedback—never shy away from giving negative feedback in a constructive way, and don't be put off when you receive it in the same manner.
9. "Forgiveness involves forgetting, letting it go, and moving on."

The film "Teacher" on the DVD is about Helen Keller, who was deaf and blind, and her teacher, Anne Sullivan, who was blind and also had a rough childhood in her own right. Covey advises:

"As you watch this film...study it through the lens of the two roads—the upper road to greatness and the lower road to mediocrity...Study how the relationship of trust between Anne and Helen was formed through constant deposits, study the speedy, subtle communication that was enabled—the patience, the persistence, the understanding—and the bonding that took place...It is a beautiful story of two magnificent persons who found their own voices and devoted their lives to inspiring others to find theirs..."

### **Blending Voices—Searching for the Third Alternative**

In this chapter the author discusses conflict resolution. Covey write that conflict resolution is an innovative skill based

"upon the ethical power at the individual level and trust in relationship," as per Covey. Alternative The driving force for attaining the Third Alternative is communication with a particular emphasis on its listening aspect. Two non-sequential steps must be taken in order to reach the synergy needed for the Third Alternative to come to fruition:

1. "Would you be keen to scan for an answer that is superior to what either you one (us) have proposed?"
2. "would you consent to a basic standard procedure: No one can make his or her point until they have restated the other individual's point to his or her contentment."

A case of synergistic, third-elective results is prove in the feature "street Hawkers" on the book's DVD. It recounts the story of a South African organization that opened a garments retail store in an old area of a city that was customarily possessed by road sellers who sold leafy foods. As opposed to getting police to get out the road vendors who gathered before the store on its opening day, making a wreck and hindering its front passage, the store chief rather looked for a Third Alternative. He examined things with the merchants, and then communicated his needs. "Together, this most impossible group of retail administrators and road peddlers created a synergistic arrange that worked for both of them" (Covey, The eighth Habit).

**One Voice—Path finding Shared Vision, Values and Strategy**

Path finding is a means to creating organization without expressly, authoritatively demanding it. All members of a team must have input into a group’s mission, otherwise full and unanimous commitment to it will invariably lag. Through focused and empowering communication, all involved will agree on the necessary criteria that will guide all subsequent decisions related to the organization’s course of action. Covey lists four realities with which a leader must contend in order to properly execute path finding:

1. Market realities—internal perceptions and external forces that affect an organization’s function.

2. Core competencies—determining the inherent strengths that pertain to the nexus between an organization’s best abilities, its primary passions, and market demand, as well as the input of one’s conscience or spirit that results in a found voice leading the way toward mission fulfillment.
3. Stakeholder Wants and Needs—taking into consideration the interests of various factions that are relevant to a particular organization, for example from target customers, to the owners, to employees, and to the broader community and natural environment.
4. Values—”Most people...haven’t developed the criteria that will inform and govern all other decisions, and now we’re trying to do it for an entire group...Think how complex that is, how interdependent—really, how challenging” (Covey, *The 8th Habit*).

### **Execution—Aligning and Empowering**

#### **The Voice and Discipline of Execution—Aligning Goals and Systems for Results**

This chapter addresses the complex question of “how do we execute both values and strategy consistently without relying on the formal leader’s continuing presence to keep everyone going in the right direction?” Alignment, which needs constant attention, is the answer, which means coming up with and instituting systems and structures that bolster an organization’s core values and most important priorities. It is crucial to establish organizational trustworthiness in addition to personal trustworthiness. This is achieved by avoiding contradictory strategies such as promoting cooperation and teamwork while simultaneously sponsoring incentives based on competition among employees, according to Covey. “Feedback systems” are the tool through which an organization’s state of alignment is assessed.

Covey preps readers/viewers to “think of how truly difficult it is for people to develop a new mind-set, a new paradigm, a new and different way of thinking—how it requires a new skill-set and a new tool-set.” The author also points out the futility of attempting to teach new things with an old mindset, stressing the

importance of grasping a fresh way of thinking in addition to utilizing new technology or thriving within a new political and economic paradigm.

### **The Empowering Voice—Releasing Passion and Talent**

In this chapter the author discussed empowerment techniques on the power to choose is much more effective in the 21st century economy than the “carrot and stick” method that was the norm of the bygone industrial age, which Covey equates to “animal psychology.” *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. It is the natural result of both personal and organizational trustworthiness, which enables people to identify and unleash their human potential.”

The “Win-Win Agreement Process” is Covey’s empowering tool. It is a flexible, psychological and social contract that expressly defines expectations between a boss and employee. This is not a written document, but rather a creative and adaptable understanding that “is written first into the hearts and minds of people.”

“The Case of the Janitors (Turning Manual Workers into Knowledge Workers)” is a poignant illustration of empowerment. It demonstrates that if, through empowerment techniques, you can have “whole” people working a whole job that is “menial, unskilled, and low-paid,” it can happen in any occupation (Covey, *The 8th Habit*). As a result of a management development instructor’s training of first-level supervisors to better motivate their janitorial crew, which was suffering from low productivity and discipline problems, after a relatively short time “quality went up, job turnover and discipline problems went way down, social norms developed around initiative, cooperation, diligence and quality, and job satisfaction increased significantly” (Covey, *The 8th Habit*). This was because the maintenance supervisor engaged more of the janitors’ hearts and minds by consistently giving them more say in the planning, execution and evaluation of their work

providing for them more say in the arranging, execution and assessment of their work.

## **The Age of Wisdom**

### **The 8th Habit and the Sweet Spot**

In this chapter the author state that the reason why the Eighth Habit is such idea which really helps to understand the whole person- an understanding that gives its possessors *the* key to crack open the limitless potential of the knowledge worker economy. It is leadership that so clearly conveys to people their worth and potential that they are able to see it within themselves. With regard to execution, Covey provides four “Disciplines” toward putting 8th-Habit theory into practice:

1. Focus on the wildly important
2. Create a compelling scoreboard
3. Translate lofty goals into specific actions
4. Hold each other accountable all of the time

As we discussed in the start that 8th Habit answers so many great questions and that is all about the human voice. I believe there are some handy tips in this book that if individuals, organizations, leaders and other practitioner adopt so life will become easy.

### **Using Our Voices Wisely to Serve Others**

The "Age of Wisdom" is almost upon us, Covey noticeably states: He further defines this concept as the fusion between knowledge and information and purpose and principles. In the telling “Conclusion” section of this, the book’s final chapter, Covey sums up his central intention for *The 8th Habit*:

"This book has basically tried to show one fundamental ideal model: that people are whole people, body, mind, heart and spirit. As a person engages in the *sequential 8th Habit process* of finding one’s own voice, settling on the decision to grow her impact by moving others to discover their voice, she builds her opportunity and force of decision to illuminate her best difficulties and serve human needs; she figures out how leadership can inevitably turn into a decision not a position, so that leadership, the empowering symbolization, is generally dispersed all around

organizations and society, and therefore, while we oversee or control things, we lead (empower) individuals."

The video "Gandhi," an excerpt from the Hollywood film on the book's DVD, displays "a person of weakness and pride, but also a person who used his birth-gifts to develop humility, courage, integrity, discipline and vision" (Covey, *The 8th Habit*). Gandhi is a historical figure who very poignantly exemplifies someone whose life is a shining example of 8th-Habit living. Never elected to any kind of formal authority, Covey points out that, as Gandhi himself observed, "any ordinary person who used his or her powers could do the same thing"—effect profound influence for the good of his people and the whole of mankind.

### **CRITICAL ANALYSIS**

The purpose for writing a critique is to evaluate somebody's work (a book, an essay, a movie, a painting) in order to boost the reader level of understanding of it. A critical analysis is subjective writing because it indicates and expresses the writer's view or evaluation of a manuscript. Analysis mean to break down and study the parts and material for the purpose to create understanding and show to the reader that either it is applicable for the upcoming generation or to need some basic improvements and changes.

I have read this book very carefully and try to read every word of this book which covey has published. And by read I mean read and re-read and think deeply about and tried level best to apply. Positively, I have done my fair share of idea on the principles and rules regulation for the successful people that he espouse, which has been view and shared in every part of the world. In worldwide covey is considering one of the most influential management thinkers of the last three decades. So what is the 8th habit? It is all about and focus book that illustrate that for the successful member of the society and any type of organization the individual needs to work as an integrated force rather than isolation. Because his thought and view clearly gives us the sign that unity is strength.

In Covey speak it's the partly cover of personal greatness (applying the 7 habits in the form of vision, discipline, passion and conscience), leadership greatness (applying the 4 roles of leadership (modeling the 7 habits, path finding, aligning and Empowering), and organizational greatness (turned into a vision, mission and values that bring clarity, commitment, translation, synergy, enabling and accountability).

In practical way that how well will this book can be take in to account in the place of work. It will not be the easy task but one of the most difficult works to take these rules in to action. Because in practical and work environment there are many companies that having these habits but doesn't have the required skills to make the organization successful with the 8th habit. The most important idea that many people got from studying this book as well me that this book is serious and heavy in concept.... but having low impact on today environment because most of the people in their organization not using these habits properly and specially In Pakistan.

Dr Covey starts up at about 500 feet in the air and jump very high from the start but rarely reach to the destination. So for concern of very deep thinking the 8th habit book is helpful, But not sufficient in and of itself alone.

Most of the management related people will oppose with this point of the book, and most people will wonder that what add this book to Dr Covey's work on their previous done work. **“Very less is my feeling.” But on the other hand the author works a lot for the betterment of one's life in the organization and personal life.**

I believe that the 8th habit book would have worked a lot healthier if the objects had been cut down and make it part of the 7 habits book.... And renamed as “The 8th Habits of Highly Effective People.”