From Effectiveness to Greatness

Based on Stephen Covey’s the 8th Habit, www.the8thhabit.com)
Overview

- Context
- The Two Roads
- *Find Your Voice and Inspire Others To Find Theirs*
- Conclusion
“Few of us can do great things, but all of us can do small things with great love.”

Mother Teresa
Context
Integrate What You Learn Into Your Life

- *To know and not to do, is really not to know*
- To learn and not to do is not to learn
- To understand something and not apply it is really not to understand it
- It is only in the *doing*, the *applying* that knowledge and understanding are internalized
Organizations

- Believe that high achievers are made, not born
- If staff are given enough information (*knowledge*) and trained long enough (*skilled*) they will be productive
Training

- Focused on identifying which abilities staff are lacking and trying to fill in these unfortunate gaps
- “Areas for improvement” an euphemism for “Areas of weaknesses”
Great Organizations

- Know the difference between knowledge, skills and talent
- **Talent**, channelled through the right job, is the one constant required for superior performance
- Intelligence is not a reliable indicator or superior performance, **talent** consistently is
What Is Talent?

- Many people assume it is a special gift given only to a handful of people.
- Talent is much more than this and a lot more pervasive than is generally viewed.
- **Everyone** has talent – the natural predispositions that make each of us particularly effective.
- When this recurrent pattern of thinking, feeling and behaviour is applied to the right role, superior performance is generated.
- The trick is to find that role in which talents can be put to their best use.
How do we achieve greatness in any position and in any setting?

- By finding the right balance of four human attributes: talent, need, conscience and passion.
- At the nexus of these four attributes is the **VOICE** – the unique personal significance we each possess.
NEED
What drives you?

TALENT
What can you be the best?

PASSION
What are you deeply passionate about?

CONSCIENCE
What does it tell you?

VOICE
Unique personal significance

NEED
What drives you?

PASSION
What are you deeply passionate about?

CONSCIENCE
What does it tell you?
Whole Person Paradigm

- MIND
- SPIRIT
- HEART
- BODY
For simple assumptions in our lives

- For the **body** – assume you’ve had a heart attack; now live accordingly
- For the **mind** – assume to the life of your profession is two years; now prepare accordingly
- For the **heart** – assume everything you say about another person, they can overhear; now speak accordingly
- For the **spirit** – assume you met with the Almighty; now live accordingly
4 Needs of People

Growth & Development
TO LEARN
(MIND)

Meaning & Contribution
TO LEAVE A LEGACY
(SPIRIT)

Relationships
TO LOVE
(HEART)

Survival
TO LIVE
(BODY)
Whole person in a world job

Use Me Creatively MIND

Let Me Serve SPIRIT

Treat Me Kindly HEART

Pay Me Fairly BODY
Organization Needs

- **Meaning, Integrity, Contribution (SPIRIT)**
- **Growth & Development (MIND)**
- **Relationships (HEART)**
- **Financial Health (BODY)**
The Two Roads

- Find Your Voice
- Inspire Others to Find Theirs
Two Roads In Life

FIND YOUR VOICE

Inspire Others to Find Their Voice

“road less traveled”

GREATNESS

LOSE YOUR VOICE

Keep Others from Finding & Using Their Voice

“road traveled by many”

MEDIOCRITY
Find Your Voice
Find Your Voice

1. Discover Your Voice
2. Express Your Voice
1. Discover Your Voice

- Potential we have from birth – birth gifts
- Mostly unopened
Birth-Gifts

Freedom and Power to Choose

Principles (Natural Laws)
- Universal
- Timeless
- Self-Evident

The 4 Intelligences
- PQ
- IQ
- EQ
- SQ
Stimulus & Response

Stimulus

SPACE
“Freedom to Choose”

Response
Principles

- Fairness
- Kindness
- Respect
- Integrity
- Honesty
- Service
- Contribution
4 Intelligences

- IQ Mental (MIND)
- SQ Spiritual (SPIRIT)
- EQ Emotional (HEART)
- PQ Physical (BODY)
2. Express Your Voice

- *Disciple* for the physical
- *Vision* for the mental
- *Passion* for the emotional
- *Conscience* for the spiritual
**Find Your Voice: Summary**

<table>
<thead>
<tr>
<th>Whole Person</th>
<th>4 Needs</th>
<th>4 Intelligences</th>
<th>4 Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>BODY</td>
<td>To live</td>
<td>Physical Intelligence</td>
<td>Discipline</td>
</tr>
<tr>
<td>MIND</td>
<td>To Learn</td>
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<td>To Leave a Legacy</td>
<td>Spiritual Intelligence</td>
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**Summary**

- **SPIRIT**: Conscience
- **HEART**: Passion
- **MIND**: Vision
- **BODY**: Discipline

**4 Needs**

- To live
- To learn
- To love
- To leave a legacy

**4 Intelligences**

- Physical Intelligence (PQ)
- Mental Intelligence (IQ)
- Emotional Intelligence (EQ)
- Spiritual Intelligence (SQ)
Inspire Others To find Theirs

The Leadership Challenge
“90 percent of all leadership failures are character failures”
Trust

Character  Wisdom  Competence
“Leadership is the capacity to translate vision into reality”
An Effective Leader

- Courageous
- Expert
- Motivator
- Model
- Dedicated
- Other
- Decision Maker
- Caring
- Visionary
- People Focused
- Communicator
- Integrity

The chart illustrates various leadership qualities with bars indicating their relative importance. Integrity is the most significant, followed by Communicator and People Focused, while Courageous is the least important among the listed qualities.
4 roles of Leadership

- **Modeling**: Inspires trust without expecting it (Personal Moral Authority)
- **Pathfinding**: Creates order without demanding it (Visionary Moral Authority)
- **Aligning**: Nourishes both vision & empowerment without proclaiming them (Institutional Moral Authority)
- **Empowering**: Unleashes human potential without externally motivating it (Cultural Moral Authority)
What Do Successful Leaders Do?

- **SET DIRECTION**
  (vision, customers, future)

- **DEMONSTRATE PERSONAL CHARACTER**
  (habits, integrity, trust, analytical thinking)

- **MOBILIZE INDIVIDUAL COMMITMENT**
  (engage others, share power)

- **ENGENDER ORGANIZATIONAL CAPABILITY**
  (build teams, manage change)
### Leadership: Summary

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#### Focus
- Conscience
- Learning
- Purpose

#### Execution
- Modeling
- Pathfinding
- Aligning
- Empowering
Focus & Execution

- **Focus**: “What matters most”
- **Execution**: “Making it happen”
The 4 Disciplines of Execution

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

- **Clarity** – not knowing clearly the goals and priorities of the team or organization
- **Commitment** – not buying into the goals
- **Translation** – not knowing what they need to do to help the team or organization achieve its goals
- **Enabling** – not having the proper structure, systems or freedom to do their jobs well
- **Synergy** – not getting along or work together
- **Accountability** – not holding each other accountable
Leadership

PLAN (MIND)

SERVE (SPIRIT)

EVALUATE (HEART)

DO (BODY)
Review

- Context
- The Two Roads
- *Find Your Voice*
- *Inspire Others To Find Theirs*
Three Generations Principle-Centered Living

HUMILITY  COUGARCE
ARROGANCE  COWARDICE

INTEGRITY  DUPLICITY

WISDOM  ABUNDANCE MENTALITY
FOOLISHNESS  SCARCITY MENTALITY

PARENTS  CHILD  GRAND CHILDREN
Courage is not the absence of fear.

Rather, the judgment that something else is more important than fear.
The Three Kind of Greatness

PERSONAL GREATNESS
7 Habits

LEADERSHIP GREATNESS
4 roles of Leadership

The 8th Habit

ORGANIZATIONAL GREATNESS
Vision, Mission, Values
A Prayer

- Grant me the serenity
- To accept the things I cannot change,
- Courage to change the things I can,
- And wisdom to know the difference!