



Toastmasters Leadership Institute

Finding Your Voice

The 8th Habit: From Effectiveness to Greatness



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Agenda

- First, The 7 habits
- Why an 8th habit?
- Finding your voice
- Inspiring others to find their voice



Why 7 habits?

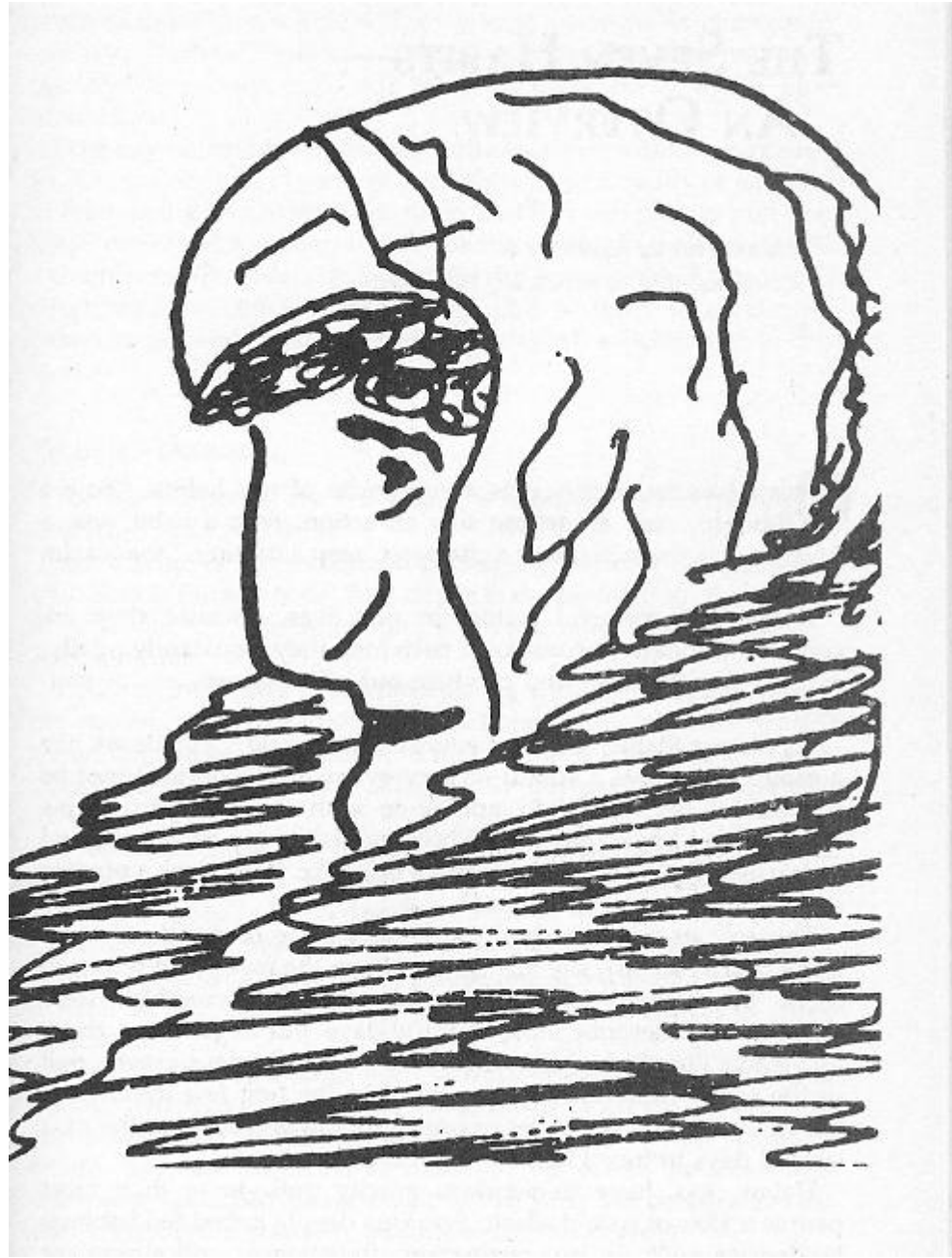
- Major paradigm shift in “success” literature
 - “Character Ethic” as foundation of success
 - Integrity, humility, fidelity, temperance, courage, justice, etc.
 - Golden Rule
 - Principles integrated into basic character
 - “Personality Ethic” approach
 - Social image, techniques, quick fixes
 - Temporary, often manipulative
- New level of thinking
 - Principle-centered, character-based approach to personal effectiveness

The banner features a blue background with several circular logos. On the left is a logo with a globe and the text 'SOCIETY FOR HUMAN RIGHTS'. In the center is a logo with the text 'DASTIRAS'. On the right is a logo with the text 'INTERNATIONAL'.

Principles influenced by our perception

- Principles are natural laws of humanity
- Our perception based on personal experiences
- Let's try an experiment in perception...



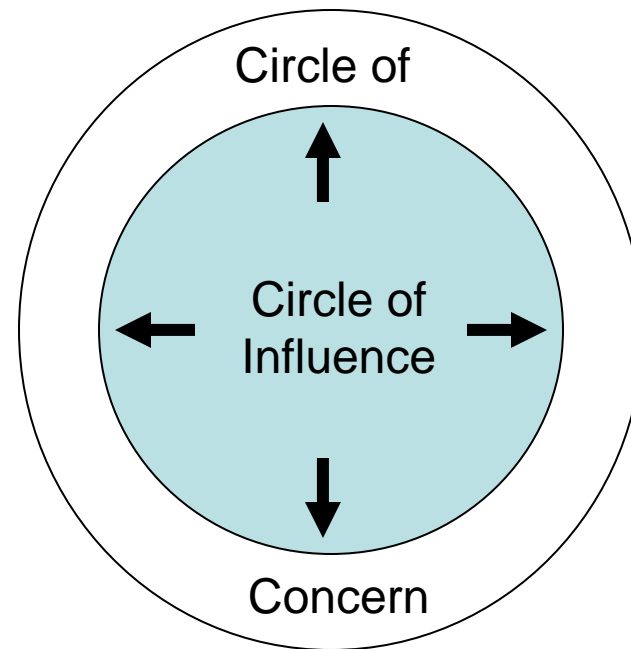
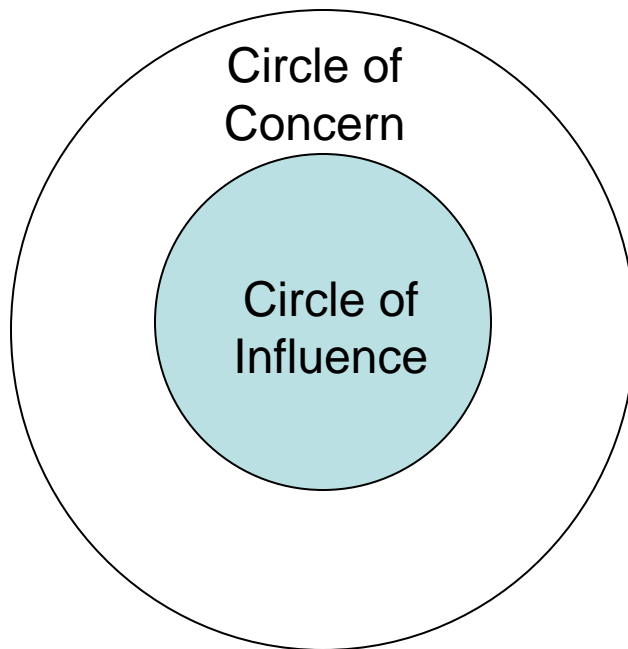






Habit 1 – Be proactive

- Take responsibility (response-ability)
- Expand your circle of influence





Habit 2 – Begin with the end in mind

- What are they going to say at your funeral?
 - Family members
 - Friends
 - Co-workers
 - Church/community organization acquaintances
- Finding your center
 - Principle centered
 - Security, guidance, wisdom, power
 - Alternative centers
 - Spouse, family, money, work, possessions, pleasure, friend/enemy, church, self



Habit 3 – Put first things first

- Manage yourself, not time
- Schedule priorities, rather than prioritize your schedule
- Focus on Quadrant II

	Urgent	Not Urgent
Important	I. ACTIVITIES Crises Pressing problems Deadline-driven projects	II. ACTIVITIES Prevention Relationship building Recognizing new opportunities Planning, recreation
Not Important	III. ACTIVITIES Interruptions, some calls Some mail, some reports Some meetings Proximate, pressing matters Popular activities	IV. ACTIVITIES Trivia, busy work Some mail Some phone calls Time wasters Pleasant activities



Habit 4 – Think Win/Win

- Win/Win, or No deal!
- Five dimensions of Win/Win
 - Character
 - Integrity
 - Maturity
 - Abundance mentality
 - Relationships
 - Agreements
 - Desired results
 - Guidelines
 - Resources
 - Accountability
 - Consequences
 - Supportive systems
 - Processes
 - Focus on principles instead of positions



Habit 5 – Seek first to understand, then to be understood

- Empathetic listening
 - Listen with your ears, eyes and heart
 - Listen for meaning, feeling, behavior
 - Avoid “autobiographical” responses
 - Evaluate – agree or disagree
 - Probe – ask questions from our frame of reference
 - Advise – give counsel based on our experiences
 - Interpret – figure people out based on our motives and behavior
- Seek to be understood
 - Ethos – personal credibility, ethics
 - Pathos – empathy, emotional part
 - Logos – logic, reasoning part



Habit 6 – Synergize

- The whole is greater than the sum of its parts ($1+1=11$)
 - Two pieces of wood
- Value the differences
 - A man and a woman produce a child
- Synergy means finding the Win/Win instead of compromise
 - Compromise means $1+1=1.5$
 - Both sides give up something, meet in the middle



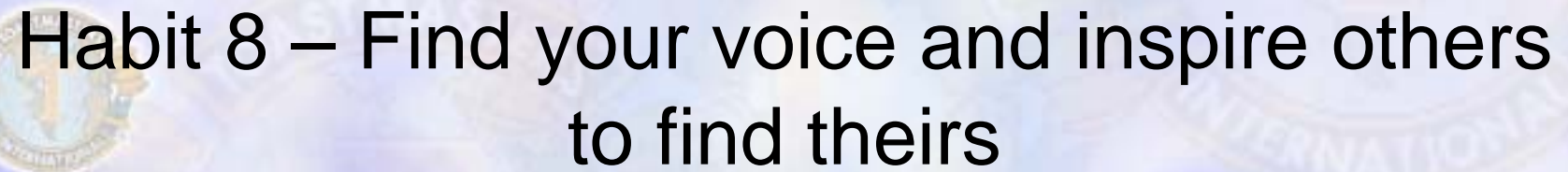
Habit 7 – Sharpen the saw

- Preserving and enhancing your greatest asset – YOU!
- Four dimensions of renewal
 - Physical
 - Exercise, nutrition, stress management
 - Mental
 - Reading, visualizing, planning, writing
 - Spiritual
 - Value clarification & commitment, study & meditation
 - Social/Emotional
 - Service, empathy, synergy, intrinsic security



Why an 8th habit?

- We are in the “Information/Knowledge Worker Age”
 - Society still geared toward Industrial Age
- Being “effective” no longer enough
 - True for individuals and organizations
 - Must learn new skills, develop a new habit



Habit 8 – Find your voice and inspire others to find theirs

- Unique personal significance
 - Talent
 - Passion
 - Need
 - Conscience
- A whole person vs. cog in a machine



Discover your voice

- Unopened birth-gifts
 - Freedom and power to choose
 - Principles (Natural Laws)
 - Universal
 - Timeless
 - Self-evident
 - The 4 Intelligences/Capacities
 - IQ – Mental
 - PQ – Physical/Economic
 - EQ- Emotional/Social
 - SQ - Spiritual



Express your voice

- Highest manifestation of our four intelligences:
 - Mental – Vision
 - Imagining the possibilities
 - Physical – Discipline
 - Paying the price to turn vision into reality
 - Emotional – Passion
 - Driving force to sustain discipline
 - Spiritual – Conscience
 - Internal moral compass



Inspire others to find their voice

- The leadership challenge
 - Empowering people vs. controlling them (management)
- The Four Roles of Leadership
 - Modeling (conscience/spiritual intelligence)
 - Pathfinding (vision/mental intelligence)
 - Aligning (discipline/physical intelligence)
 - Empowering (passion/emotional intelligence)



Focus – modeling and pathfinding

- The voice of influence
 - Be a trim-tab
- The voice of trustworthiness
 - Modeling character and competence
- Blending voices
 - Searching for the third alternative (win/win)
- One voice
 - Pathfind shared vision, values and strategy



The voice of influence

- Be a trim-tab – make small adjustments
- Depends on your circle of influence
- Levels of initiative/self-empowerment
 - Wait until told
 - Ask
 - Make a recommendation
 - “I intend to”
 - Do it and report immediately
 - Do it and report periodically
 - Do it



The voice of trustworthiness

- Modeling character and competence
 - Seek first to understand
 - Keeping promises
 - Honesty, openness
 - Kindnesses, courtesies
 - Win/Win or No Deal thinking
 - Clarifying expectations
 - Loyalty to the absent
 - Apologies
 - Receiving and giving feedback
 - Forgiveness



Blending voices

- Searching for the third alternative (Win/Win)
- Two steps to achieving synergy (do not have to be in sequence)
 - Would you be willing to search for a solution that is better than what either one of you (us) have proposed?
 - Would you agree to a simple ground rule: No one can make his or her point until they have restated the other person's point to his or her satisfaction.



One voice

- Pathfind the shared vision, values and strategy
 - Requires tapping into all four parts of their nature to find their voice
 - Survival – financial health (body)
 - Growth and development – economic growth, customer growth, new products and services, etc. (mind)
 - Relationships – strong synergy, strong external networks and partnering, teamwork, trust, etc. (heart)
 - Meaning, integrity and contribution – serving and lifting all stakeholders: customers, suppliers, employees, etc. (spirit)



Execution – aligning and empowering

- Align goals and systems for results
 - Reward ALL who meet goals vs. only the top performers
 - Win/Win vs. Winners/Losers
 - Empower the knowledge worker
 - Product cost was 80% materials, 20% knowledge
 - Reversed to 30% materials, 70% knowledge



The four disciplines of execution

- Focus on the wildly important
 - Undivided attention produces better results
- Create a compelling scoreboard
 - People play differently when they're keeping score
- Translate lofty goals into specific actions
 - Bite-sized pieces, everyone knows what they are supposed to do
- Hold each other accountable – all of the time
 - Report problems, look for third alternative, clear the path



If you really want to learn this stuff...

- GET THE BOOKS!
- Habits aren't changed overnight



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I will post this complete presentation in the public downloads section of my club website: <http://babbleon.freetoasthost.org>



References

- Covey, S.R. (1990). The 7 habits of highly effective people: Powerful lessons in personal change. New York: Fireside
- Covey, S.R. (2004). The 8th habit: From effectiveness to greatness. New York: Free Press