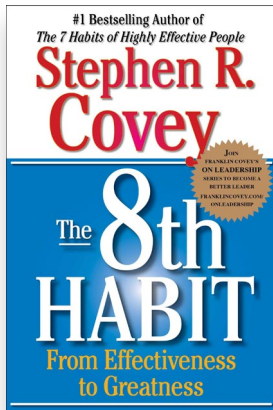


# EXECUTIVE BOOK SUMMARIES

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## ABOUT THE AUTHOR

**Stephen R. Covey**  
Stephen R. Covey is the author of *The 7 Habits of Highly Effective People*.

## The 8th Habit

### THE NUTSHELL

Free Press 2004

#### 1. The Pain

Being *effective* as individuals and organizations is no longer optional in today's world. The purpose of this book is to give you a road map that will lead you to true fulfillment, relevance, significance and contribution in today's new landscape. In short, it will lead you to *find your voice*.

#### 2. The Problem

Many of our modern management practices come from the belief that you have to control and manage people. When all you want is a person's body and you don't really want their mind, heart or spirit, you have reduced a person to a thing.

#### 3. The Solution

Where does a person get the internal strength to swim against the current? They learn of their true nature and gifts. They use them to develop a vision of great things they want to accomplish. With wisdom they take initiative and tap their higher motivations. In short, *they find and use their voice*.

#### 4. Discover Your Voice—Unopened Birth-Gifts

The power to discover our voice lies in the potential that was bequeathed us at birth. We were given magnificent talents, capacities, privileges, intelligences, and opportunities at birth so the potential within an individual is tremendous, even infinite.

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# The 8th Habit

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## 5. Express Your Voice—Vision, Discipline, Passion and Conscience

When you study the lives of *all* great achievers, you will find a pattern. They have greatly expanded their four native human capacities: for the mental, *vision*; for the physical, *discipline*; for the emotional, *passion*; for the spiritual, *conscience*. These are our highest means of *expressing our voice*.

## 6. Inspiring Others to Find Their Voice

Simply put, *leadership is communicating to people their worth and potential so clearly that they come to see it in themselves*. The highest challenge is to enable each person to inwardly sense his or her innate worth and potential for greatness and to contribute his or her unique talents and passion—in other words, voice—to accomplish the organization's highest priorities in a principle-centered way.

## 7. The Voice of Influence—Be a Trim-Tab

A trim-tab on a boat or plane is the small rudder that turns the big rudder that turns the entire ship. I believe there are numerous potential trim-tabbers in every organization whether business, government, schools, or families who can lead and spread their influence no matter what position they hold. They can move themselves and their team or department in such a way that it positively affects the entire organization.

## 8. The Voice of Trustworthiness—Character and Competence

Ninety percent of all leadership failures are character failures. Just as trust is the key to all relationships, it is also the glue of organizations. I have also learned that *trust is the fruit of the trustworthiness of both people and organizations*. Just as trust comes from trustworthiness, trustworthiness comes from *character* and *competence*. Personal *character* has three facets: integrity, maturity and Abundance Mentality.

## 9. The Voice and Speed of Trust

What is communication like when there is high trust? It's easy, it's effortless, and it's instantaneous. What happens when there's high trust and you make mistakes? They hardly matter. People know you. "Don't worry about it, I understand." "Forget it." Enduring trust in a relationship cannot be faked, and is rarely produced by a dramatic, one-time effort.

## 10. Blending Voices—Searching for the Third Alternative

I am convinced that one of the most difficult and challenging problems of life, whether at home, at work, or elsewhere, is how you deal with conflict, or how you deal with human differences. What if you had the character and the SKILL to resolve differences better?

# The 8th Habit

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## 11. One Voice—Pathfinding Shared Vision, Values and Strategy

Influence begins with *modeling* trustworthiness so that people will have confidence in you. 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 which are *pathfinding*, *aligning* and *empowering*.

## 12. The Voice of Execution—Aligning Goals and Systems for Results

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? The answer is alignment which is designing and executing systems and structures that reinforce the core values and priorities of the organization.

## 13. The Empowering Voice—Releasing Passion and Talent

*Modeling* principle-centered, trustworthy behavior inspires trust. *Pathfinding* creates order. *Aligning* nourishes both vision. *Empowerment* is the fruit of the other three. In other words, empowering enthrones self-control, self-management and self-organizing.

## 14. The 8th Habit and the Sweet Spot

The 8th Habit: *Find Your Voice and Inspire Others to Find Theirs* is an idea whose time has come. It embodies an understanding of the whole person. *Modeling* and *pathfinding* can be summarized in the word *focus*. *Aligning* and *empowering* can be summarized in the word *execution*.

## 15. Using Our Voices Wisely to Serve Others

This book has primarily attempted to teach one basic paradigm: that people are *whole people* with a body, a mind, a heart and a spirit. As a person engages in the *sequential 8th Habit process* of finding one's own voice, and inspiring others to find their voice, she increases her freedom and power of choice to solve her greatest challenges and serve human needs.