

the **C**  *ompass*



# 10 LEARNINGS

from the 7 Habits

“There is an internal moral sense...of  
the principle of purpose...of renewal.”

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# 10 Learnings FROM THE 7 HABITS

**The 7 Habits was published in 1989. Given your experiences in the many years that have followed, what would you change, add, or subtract?**

I'm not responding lightly, but frankly I wouldn't change anything. I might go deeper and apply wider but I have had the opportunity to do that in some of the books released since then.

For example, over 250,000 individuals were profiled showing Habit 3, *Put First Things First*, as the habit most neglected. So, the *First Things First* book (published 1996) went deeper into Habits 2 and 3 but also added more substance and illustrations for all the other habits.

*The 7 Habits of Highly Effective Families* applied the 7 Habits framework of thinking into building strong, happy, highly effective families.

Also, my son, Sean, applied the framework to the unique needs, interests and challenges of teens in a very visually attractive, entertaining, and edifying way in *The 7 Habits of Highly Effective Teens*.

We have also had tens of thousands of people tell us of the significant impact of becoming the creative force of their own lives through internalizing the 7 Habits. Seventy-six of them shared the details of their fascinating stories of courage and inspiration in *Living the 7 Habits* – showing the transforming power of the principles in all kinds of personal, family, and organizational settings regardless of their circumstances, organizational position, or prior life experiences.

**What have you learned about the 7 Habits since the book's release?**

I have learned or had reinforced many things. I'll briefly mention ten learnings.

**1** The importance of understanding the difference between principles and values. Principles are natural laws that are external to us and that ultimately control the consequences of our actions. Values are internal and subjective and represent that which we feel strongest about in guiding our behavior. Hopefully we will come to value principles, so that we get the results we want now in a way that enables us to get even greater results in the future, which is how I define effectiveness. Everyone has values; even criminal gangs have values. Values govern people's behavior but principles govern the consequences of those behaviors. Principles are independent of us. They operate regardless of our awareness of them, acceptance of them, liking of them, belief in them, or obeying of them. I have come to believe that humility is the mother of all virtues. Humility says we are not in control, principles are in control, therefore we submit ourselves to principles. Pride says that we are in control, and since our values govern our behavior, we can simply do life our way. We may do so but the consequences of our behavior flow from principles not our values. Therefore we should value principles.

**2** From experiences all over the world with this material I have come to see the universal nature of the principles undergirding this material. Illustrations and practices may vary and are culturally specific, but the principles are the same. I have found the principles contained in the 7 Habits in all six major world religions and have actually drawn upon quotations from sacred writings of those religions when teaching in those cultures. I have done this in the Middle East, India, Asia, Australia and the South Pacific, South America, Europe, North America, Africa, and among Native Americans and other indigenous peoples. All of us, men and women alike, face similar problems, have similar needs, and internally resonate with the underlying principles. There is an internal sense of the principle of justice or win/win. There is an internal moral sense of the principle of responsibility, of the principle of purpose, of integrity, of respect, of cooperation, of communication, of renewal. These are universal. But practices are not. They are situationally specific. Every culture interprets universal principles in unique ways.

**3** I have come to see the organizational implications of the 7 Habits, although, in the strict technical sense, an organization does not have habits. Its culture has norms or mores or social codes, which represent habits. An organization also has established

systems, processes, and procedures. These represent habits. In fact, in the last analysis, all behavior is personal. It is individual even though it often is part of collective behavior in the form of decisions made by management regarding structure and systems, processes and practices. We have worked with thousands of organizations in almost every industry and profession and have found that the same basic principles contained in the 7 Habits apply and define effectiveness.

**4** You can teach all 7 Habits by starting with any one habit. And you can also teach one habit in a way that leads to the teaching of the other six. It's like a hologram where the whole is contained in the part and the part is contained in the whole.

**5** Even though the 7 Habits represents an inside-out approach, it works most successfully when you start with the outside challenge and then take the inside-out approach. In other words, if you are having a relationship challenge, say a breakdown of communication and trust, this will define the nature of the needed inside-out approach in winning the kind of private victory that enables the public victory meeting that challenge. This is the reason I often teach Habits 4, 5, and 6 before I teach Habits 1, 2, and 3.

**6** Interdependence is ten times more difficult than independence. It demands so much more mental and emotional independence to think win/win when another person is into win/lose, to seek to understand first when everything inside you cries out for understanding, and to

search for a better third alternative when compromise is so much easier. In other words, to work successfully with others in creative cooperative ways requires an enormous amount of independence, internal security, and self-mastery. Otherwise, what we call interdependency is really counter-dependency where people do the opposite to assert their independence, or codependency where they literally need the other person's weakness to fulfill their need and to justify their own weakness.

“the consequences  
of our behaviour  
flow from principles,  
not our values...”

**7** You can pretty well summarize the first three habits with the expression “make and keep a promise.” And you can pretty well summarize the next three habits with the expression “involve others in the problem and work out the solution together.”

**8** The 7 Habits represents a new language even though there are fewer than a dozen unique words or phrases. This new language becomes a code, a shorthand way of saying a great deal. When you say to another “was that a deposit or a withdrawal?” “Is that reactive or proactive?” “Is that synergistic or a compromise?” “Is that win/win or win/lose or lose/win?” “Is that putting first things first or second things first?” “Is that beginning with the means in mind or the end in mind?” I've seen entire cultures transformed by a wide understanding of and commitment to the principles and concepts symbolized by these very special code words.

**9** Integrity is a higher value than loyalty. Or better put, integrity is the highest form of loyalty. Integrity means being integrated or centered on principles not on people, organizations, or even family. You will find that the root of most issues that people are dealing with is “is it popular (acceptable, political), or is it right?” When we prioritize being loyal to a person or group over doing what we feel to be right, we lose integrity. We may temporarily gain popularity or build loyalty, but, downstream, this loss of integrity will undermine even those relationships. It's like badmouthing someone behind their back. The person you are temporarily united with through badmouthing someone else knows you would badmouth them under different pressures and circumstances. In a sense, the first three habits represent integrity and the next three loyalty; but they are totally interwoven. Over time, integrity produces loyalty. If you attempt to reverse them and go for loyalty first, you will find yourself temporizing and compromising integrity. It's better to be trusted than to be liked. Ultimately, trust and respect will generally produce love.

**10** Living the 7 Habits is a constant struggle for everyone. Everyone falters from time to time on each of the seven and sometimes all seven simultaneously. They really are simple to understand but difficult to consistently practice. They are common sense but what is common sense is not always common practice 🍀

Dr Stephen R. Covey, co-founder and vice-chairman of the FranklinCovey Company, is also the author of the best-selling books “The 7 Habits of Highly Effective People” and “The 8th Habit: From Effectiveness to Greatness”.

# The Power of Personal MISSION Statements



*By Dr. D. H. (Dee) Groberg*

## Individual versus organizational development

Many organizations think of training and development as either personal development (helps the individual) or organizational development (helps the organization). This is an artificial dichotomy that misses the point: in most cases personal development is the foundation, the key, the sine qua non of organizational development.

Organizations are run by people. People make decisions, write memos, operate machines, create new processes, take responsibility, decide to cooperate, etc. But the term “people” is only the plural form of “person.” So in a sense, it is not “people” but rather each individual who makes decisions, writes memos, operates machines, creates new processes, takes responsibility, decides to cooperate, etc.

Therefore, the only training and development that will have a significant long-term impact on the organization are those items that significantly help the individual see, think, and act better in whatever role he or she is playing (making decisions, writing memos, operating machines, creating new processes, etc.).

At the end of the day, each individual is going to see things through their own mental maps, think about things through their own values, and act according to what things matter most to them. Therefore, the most powerful leverage point to increase organizational effectiveness is to help the individual come to grips with their own mental maps, their own values, and what matters most to them. This is the goal of our 7 Habits of Highly Effective People workshops.

Let me illustrate by addressing

just one of the 7 Habits - Habit 2: Begin with the end in mind. This involves writing a personal mission statement.

## Personal mission statements

The process of coming to grips with these things is called developing a personal mission statement. I believe it is one of the most powerful steps leaders can take both for themselves, and for others.

A man by the name of Robert Fritz has a school where he teaches people to create. He says that the main thing you have to do is to create your own life, create your own future. Fritz says it's amazing how many people view their lives like an old TV series. Instead of creating what they want from their lives, they passively observe their life and wonder what's going to happen next.

Creating a personal mission statement helps an individual create his or her own future.

Let me answer some questions people sometimes have about mission statements. “How long should it be?” The answer to this is “As long as you want.” There is no set length. I’ve seen some that were one sentence long, and others that were four pages long. Most of them are two or three short paragraphs.

“What writing style do I use?” The answer is, “Whatever works for you.” Prose, poetry, outline – whatever you want. I have even seen it done without words. The person used graphics to represent what his values were.

One of the most memorable mission statements I have seen was only one sentence long. It said, “My mission is to be the type of person

my dog thinks I already am.”

Once you have written a draft of your mission statement, the next step is to evaluate it. Make sure it represents what you really want out of your life. Make sure it states what you stand for.

Let me give you three questions you can use to evaluate it. First, “Does this describe the best possible me?” Or you could ask, “Does this describe me at my best?” Second, “Does this list the principles I choose to live my life by?” Third, and maybe most importantly, “Does this inspire me?” In other words, does it make you want to stretch and grow?

Remember the lines of Robert Browning:

**“A man’s reach should exceed his grasp, else what’s a heaven for?”**

The words of the architect Daniel Burnham describe to me the idea for a mission statement. He says,

**“Make no little plans. They have no magic to stir men’s blood and probably will themselves not be realized. Make big plans; aim high in work and hope, remembering that a noble logical diagram, once recorded, will never die, but long after we are gone, will be a living thing exerting itself with ever-growing insistency.”**

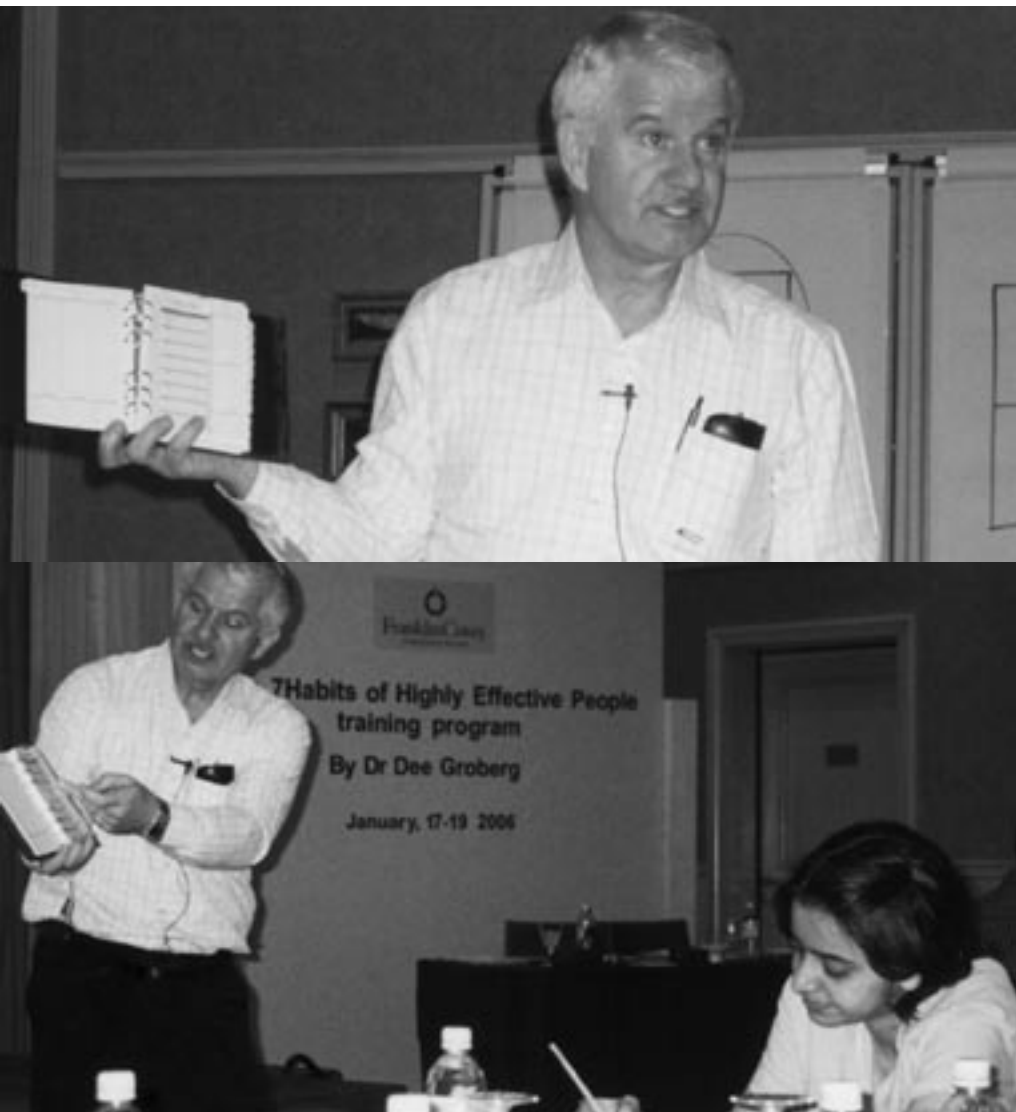
That’s what a mission statement should do for you.

Again, from the teacher of creativity, Robert Fritz:

**“It is surprising how few people actually organize their lives toward what matters to them. Often they think that once things “settle down” they can finally do what they want to do. Where does their time and energy go? Usually toward activities that they think of as temporary, unimportant, distracting, a matter of basic survival.”**

Your personal mission statements will help you to organize your life toward what matters to you. If you have a only a working draft—even if it’s not complete, or exactly the way you want it—it will still be very useful to you until you have something better. That is why it is a key focus area in our workshops 🌱

FranklinCovey Malaysia’s associate consultant Dr Dee Groberg helps participants to harness the power of mission statements, among other things, at our “7 Habits of Highly Effective People” (Signature Program) workshops. Dee’s next workshops will be on May 9-11 at the JW Marriot, KL and on June 27-29 at the Sunway Lagoon Resort Hotel. The “7 Habits of Highly Effective People” (Signature Program) workshop is also conducted by our experienced Malaysian facilitators. Please refer to our training calendar or contact us at 03-7955 1148 for more details.





“However smart a person you are, you will not be able to excel unless you create that space for yourself to think and reflect on all that knowledge you already have and then to apply it to the problem at hand.”

## 7 HABITS PERSONALITY PROFILE

# Ooi Hock Lim

Samsung Corning (Malaysia) Sdn Bhd



Ooi Hock Lim is General Manager, Management Innovation Group, at Samsung Corning (Malaysia) Sdn Bhd - SCM - in Seremban. Married, with three children, this Korean graduate worked at a Samsung plant in Korea before returning to Malaysia when Samsung set up its Malaysian operations in 1995.

SCM won the Innovation Golden Award at the recent 2005 Samsung Corning Global Six Sigma Challenge Day held in Gumi, Korea, the first time an overseas plant has won the award. In the Best Practices category, SCM was also recognized for reinforcing Six Sigma culture through its Innovation School program, a combination of Lean and 7 Habits training. Congratulations and well done, Samsung Corning Malaysia!



**Q: When did you first come into contact with the 7 Habits?**

A: I attended the 7 Habits workshop last year, but before that I had already read the book. I asked a previous participant about the program and he recommended it highly. I discovered it's a very good program.

**Q: What happened next?**

A: We noticed that although people were being sent for 7 Habits training, it had not become part of the company's culture. Not many people could understand the 7 Habits language, which was being used by only a few people. We saw an opportunity to make 7 Habits a part of our Innovation School project along with some other initiatives that are already in place.

**Q: How many people here at Samsung Malaysia have gone through the 7 Habits program so far?**

A: 650 of our employees have gone through the 7 Habits program or the Malay equivalent, 7 Tabiat, so far.



**Q: Do you have a favourite Habit?**

A: I have two, actually. First, Habit 1 – Be proactive. However smart a person you are, you will not be able to excel unless you create that space for yourself to think and reflect on all that knowledge you already have and then to apply it to the problem at hand. If you don't give yourself this space, you will only be carried away by the emotion of the moment, whether you are angry or happy.

My next favorite Habit is Habit 2: Begin with the end in mind. I think everyone should have a life agenda, from which comes the courage and energy to carry out the changes necessary in today's world.

**Q: Do you find any Habit particularly challenging to practice?**

A: Habit 3: Put first things first. It's quite a challenge because sometimes our time is not fully controlled by us. Because of the interdependent reality of life, we have to constantly adjust our priorities – family, colleagues, boss etc.

**Q: Any tips for those who are just beginning their 7 Habits journey?**

A: I think it's good to focus a lot on Habit 2: Begin with the end in mind. We should be looking at the larger picture of life itself, not just the end in mind for our jobs or our careers. We should also be thinking about the legacy that we want to leave behind 🌐



# CRUCIAL CONVERSATIONS: How to Speak Up without Causing a BLOW-UP

By Joseph Grenny



Joseph Grenny, author of the New York Times bestsellers “Crucial Conversations” and “Crucial Confrontations” and acclaimed keynote speaker, is consultant and chief development officer of VitalSmarts – a consulting firm specializing in organizational performance and leadership training. He recently delivered a “Crucial Conversations” half-day seminar in Kuala Lumpur.



**M**ost employees feel frustrated, concerned, upset, or discouraged at some point during their workday. Why? Because they disagree with the boss, don't support the suggestion of a colleague, or otherwise possess different views from the vocal majority. And yet almost none of these employees share their opinions in a way that gets results. They either clam up because they figure it's politically unwise to disagree with the majority or the authority, or hold their

are likely to happen. So we go to silence. Better to let someone else speak his or her mind than risk our own reputation.

We go to violence because we're so unskilled at holding crucial conversations. While research shows the ability to hold crucial conversations is the key to influence, job effectiveness, and even marital success, most of us have little or no formal training on the topic. Unfortunately, we've developed our existing style by watching our parents, friends, and former bosses. When we do decide to speak up, we inevitably draw from the mediocre skills exemplified by these role models and end up using sarcasm, caustic humor, guilt trips, debate tactics, and other forms of verbal violence. Eventually we note that we're in trouble for having said something and we pull back into silence. We toggle from silence to violence and back again, and it's not pleasant.

The good news is that it doesn't have to be this way. When we employ the skills of crucial conversations we can elevate our capacity to influence decisions, improve relationships, and speak our minds in a way that gets heard. Use the following tips to increase your skills:

● **R**everse your thinking. Most of us decide whether or not to speak up by considering the risks of doing so. Those who are best at crucial conversations don't think first about the risks of speaking up. They think first about the risks of not speaking up. They realize if they don't share their unique views, they will have to live with the poor decisions that will be made as a result of holding back their informed opinions.

● **C**hange your emotions. The primary reason we do badly in crucial conversations is that by the time we open our mouths we're

irritated, angry, or disgusted with the other person's views and opinions. Then, no matter how much we try to fake it, our negative judgments creep into the conversation. So, before opening your mouth, open your mind. Separate people from the problem. Try to see others as reasonable, rational, and decent human beings—even if they hold a view that you strongly oppose. Remember—if you hold court in your head, the verdict will show on your face.

● **H**elp others feel safe. Often we believe that certain topics are destined to make others defensive. Skilled folks realize people don't become defensive until they feel unsafe. Try starting your next high-stakes conversation by assuring the other person of your positive intentions and your respect for them. When others feel respected and trust your motives, they let their guard down and begin to listen—even if the topic is unpleasant.

● **I**nvoke dialogue. After you create a safe environment, confidently share your views. Once you've done so, invite differing opinions. This means you actually encourage the other person to disagree with you. Those who are best at crucial conversations aren't just out to make their point; they want to learn. If your goal is just to dump on others, they'll resist you. If you are open to hearing others' points of view, they'll be more open to yours.

● **L**earn to look. And finally, if you can't remember anything else in the heat of the moment, ask yourself: "Are we in silence or violence?" If you are, do your best to return to healthy dialogue.

The next "Crucial Conversations" workshop is on 3-4 May 2006 at the Saujana, KL, and will be led by a certified Malaysian facilitator. Please contact us at 03-7955 1148 or email us at [ben@malaysianinfoscience.com](mailto:ben@malaysianinfoscience.com) for registration details.



differing opinions inside until they eventually blow a gasket. That is, they toggle from silence to violence. Neither method gets an idea out into the open where it can be made part of the collective view—and neither method helps improve working conditions or relationships.

Why do we routinely toggle from silence to violence? We go to silence because we dread crucial conversations. These are interactions where stakes are high, opinions differ, and emotions run strong. We fear them because our past experience has taught us that if we're both emotional and honest, bad things

# Project Management It's Not Just About WORK

By Lynne Snead

*When our eyes see our hands  
doing the work of our hearts,*

*the circle of Creation is  
complete inside us,*

*the doors of our souls  
fly open*

*and love steps forth to heal  
everything in sight.*

Michael Bridge

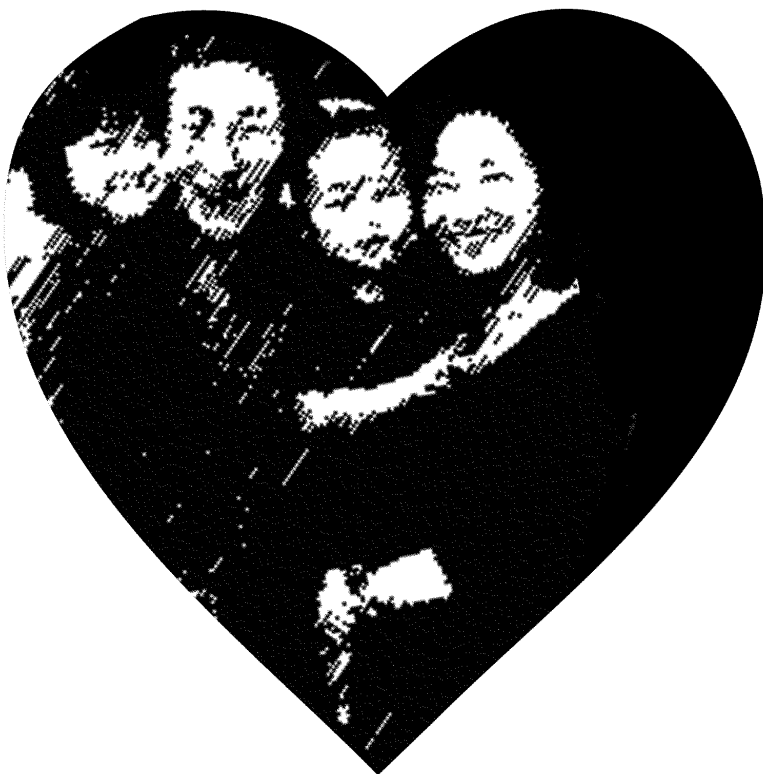
**P**roject management isn't just about being effective at work. As a project management consultant and the author and developer of Franklin Covey's Planning for Results project and workload seminar, I have spent much of the seven years traveling nationally and internationally, teaching and discussing project management with thousands of individuals from hundreds of organizations.

Lynne Snead is a Vice President with FranklinCovey, specializing in project and workload management training and consulting. Lynne is the program author and developer of several FranklinCovey Project Management training programs. This article is excerpted from "To Do, Doing, Done: A Creative Approach to Managing Projects and Effectively Finishing What Matters Most" by Lynne Snead & Joyce Wycoff.

This is what I hear from participants time and time again: "I have my regular job, and then there are my projects." Translation: projects are what we do on top of our daily job requirements. I don't know of many professionals these days who work a forty-hour week. Work and stress seem to spill over into the rest of our lives, and in doing so, they often throw our lives out of balance, increasing the stress to a frustrating and sometimes hazardous level.

## **It's about bringing life into balance.**

Learning to effectively manage and finish the projects we begin helps bring our lives back into balance. Not only do we learn how to complete more effectively in less time but the simple process outlined in this book also shows us how to choose projects that match our life values. Understanding how our projects align with our life direction stimulates commitment and energy for these projects, reducing stress and making us more effective.



## A creative approach

All projects begin with an idea: therefore projects are a way we bring our idea into reality. While I was teaching a seminar for an automobile manufacturing company, one participant was disturbed that what I was teaching was not consistent enough with their problem-solving class curriculum. His concept of projects was that they came from problems. Period. However, if we initiate projects only when a problem arises, we become locked into a reactive, crisis management mode. This person didn't seem to understand that our projects can also come from our values, from our dreams and from chance opportunities...or from problems that need to be solved.

## EVERYTHING begins with an idea

Most of the project management classes I have attended and books I have read begin by clarifying and defining a project. But if a project begins with an idea, shouldn't we spend some time thinking about how we generate those ideas? Shouldn't the creative aspect of project management be just as important as clarifying and defining?

Creativity is a key element of project management, yet most project management books and seminars never mention the word. Most of them focus on the technical aspects; with the result that creativity is lost or diminished in importance. The project management trade journals are full of articles written by academics, many of whom are out to prove to other academics how intelligent they are, and while there is occasionally a helpful tip or technique, I have never read an article in those journals specifically about the creative aspects of project management.

## It's all about inner peace

Truly effective project management, however, rests on an even deeper foundation. Our dreams, goals, and ideas come from our values. Values are simply the principles and qualities we care about most. While they may be different for each of us, all individuals and all organizations have values. If what we are doing does not come from what we care about most in life, it is meaningless. You may complete a well-managed project, but if your values and those of the organization didn't support that project, it would not lead to a personal sense of satisfaction and accomplishment.

Hyrum Smith, vice chairman and one of the founders of Franklin Quest (now Franklin Covey Co.), believes that aligning our values with the projects we manage is a critical element of inner peace. In a recent conversation he explained how he makes this connection with his time management seminars:

The theme that permeates the entire time management seminar is the acquisition and maintenance of inner peace. That's what it's all about.

I've taught lots of seminars, and often I'll start the seminar by asking, "Why did you come to this class?"

Their first response is almost always the same. They'll say, "I want to be more productive." Then I ask them why they want to become more productive, and they'll think about it and generally say something like "Well, I could get more stuff done." Then I ask them why they want to get more stuff done, and by the time I've asked the question four or five times, we always get to the same answer: "I'm in this class because I want to feel better."

Being in control feels better than being out of control. Quite frankly, if people can learn to manage projects – massive projects such building a automobile down to building a boat in my basement – if people can learn to do that better, faster, more efficiently, with greater satisfaction, then that's right in line with what we're all about as a company – helping people get better control of their lives. If I can better manage my projects at work, I will, in fact, be able to spend more time with my family and I won't have all the stress marks of being out of control.

The end result of being able to efficiently and effectively complete the projects we choose to work on is an important strategy for developing inner peace and life harmony 🌟

The FranklinCovey Project Management workshop, incorporating many of the creative elements mentioned in this article, is now available in Malaysia. The next workshop will be on 20-21 June 2006 at the Concorde, KL. Please contact us at 03-7955 1148 or email us at [gshan@malaysianinfoscience.com](mailto:gshan@malaysianinfoscience.com) for registration details.

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Do you have comments, anecdotes, reflections and experiences to share regarding living the Seven Habits principles? We would love to hear from you. Please contact us or write to us so that we can publish them in The Compass.

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# PUBLIC PROGRAM CALENDAR

April – June 2006

	TRAINER	DATES	DURATION	FEES
The 7 Habits of Highly Effective People® Signature program (upgraded version)	Dr Dee Groberg Presenter/Consultant USA	May 9-11, 06 JW Marriott, Kuala Lumpur  June 27-29, 06 Sunway Lagoon Resort Hotel, Petaling Jaya	2½ days	RM 3,900/pax  RM 3,500 (5 or more participants) from one organization
The 7 Habits of Highly Effective People® Signature program (upgraded version)	David Kinkel Presenter/Consultant USA	April 17-19, 06 The Gurney Resort Hotel, Penang	2½ days	RM 3,900/pax  RM 3,500 (5 or more participants) from one organization
The 7 Habits of Highly Effective People® Signature program (upgraded version)	Franklin Covey Presenter/Consultant Malaysia	April 4-6, 06 The Saujana Kuala Lumpur  May 9-11, 06 Hilton, Kuching  June 13-15, 06 Concorde Hotel, KL	3 days	RM2,590/pax  RM 2,350 (5 or more participants) from one organization
The 7 Habits of Highly Effective Teens®	Franklin Covey Presenter/Consultant Malaysia	May 27 & 28, 06 The Mines, KL	2 days	RM 750/pax
7 Tabiat Orang Yang Amat Berkesan® (Claimable under PROLUS scheme) *	Franklin Covey Presenter/Consultant Malaysia	April 18-19, 06 The Saujana Kuala Lumpur  May 10-11, 06 Concorde Hotel, KL	2 days	RM 990/pax  RM 900 (5 or more participants) from one organization
4 Roles of Leadership™ (Claimable under PROLUS/ SBL-KHAS scheme) *	David Kinkel Presenter/Consultant USA	April 25-27, 06 Concorde Hotel, KL  June 6-8, 2006 Concorde Hotel, KL	2½ days	RM 2,950/pax  RM 2,700 (5 or more participants) from one organization
The 4 Disciplines of Execution	Mike Simpson Presenter/Consultant USA	April 4-5, 06 JW Marriott, Kuala Lumpur	2 days	RM 2,950/pax  RM 2,700 (5 or more participants) from one organization
Project Management **	Franklin Covey Presenter/Consultant Malaysia	June 20-21, 06 Concorde Hotel, KL	2 days	RM 990/pax  RM 900 (5 or more participants) from one organization
Writing Advantage **	Franklin Covey Presenter/Consultant Malaysia	April 12-13, 06 Concorde Hotel, KL	2 days	RM 990/pax  RM 900 (5 or more participants) from one organization
Presentation Advantage**	Franklin Covey Presenter/Consultant Malaysia	June 27-28, 06 Concorde Hotel, KL	2 days	RM 990/pax  RM 900 (5 or more participants) from one organization
businessThink FOR SENIOR MANAGEMENT	Franklin Covey Presenter/Consultant Malaysia	April 13, 06 JW Marriott, Kuala Lumpur	1 day	RM 1500/pax  RM 1,350 (5 or more participants) from one organization
businessThink ** FOR EXECUTIVE & MIDDLE MANAGEMENT	Franklin Covey Presenter/Consultant Malaysia	April 24-25, 06 Evergreen Laurel Hotel, Penang  June 14-15, 06 The Saujana Kuala Lumpur	2 days	RM 1,850/pax  RM 1,650 (5 or more participants) from one organization
Helping Clients Succeed	Scott Savage Presenter/Consultant USA	April 18-20, 06 JW Marriott, Kuala Lumpur	3 days	RM 4,750/pax
Crucial Conversations **	VitalSmarts Presenter/Consultant Malaysia	May 3-4, 06 The Saujana, Kuala Lumpur	2 days	RM 1,850/pax  RM 1,650 (5 or more participants) from one organization

For registration/enquiries, please contact Mr. Shan, Mr. Ben Ong, Ms. Yvonne or Cik Fida at 03-7955 1148 or 7957 6627; Fax: 03-7955 2589 or 7958 6646 or Email: gshan@malaysianinfoscience.com / ben@malaysianinfoscience.com • Website: www.franklincoveymalaysia.com

\* Terms and conditions apply.

\*\* Contributing Organizations are recommended to claim under SBL scheme of HRDF.