

# the **Compass**

## The Challenge of **Greatness**

### inside:

The challenge of greatness •2

Family first: Work-life balance •4

Don't just plan your meetings – *Frontload* them •7

The troubled employee •8

Training games – Building blocks •10

One for the album – Fuji Electric facilitators, Kulim •11

Public program calendar •12





**By Bob Whitman**  
*Chairman & CEO, FranklinCovey*

After years of working with most of the Fortune 500 companies, FranklinCovey has identified four basic outcomes of greatness. While many organizations show evidence of one or more of these outcomes, all of them are needed. Lacking even one of them, an organization's ability to grow and flourish is drastically diminished. These outcomes are i) Sustained Superior Performance, ii) Loyal Customers, iii) Engaged Employees, iv) Distinctive Contribution

FranklinCovey Chairman and CEO Bob Whitman expands on the theme.

**“Good”** may be good enough for some.

But most of us want more than that.

Something inside us makes us want to be better than good. We want to be part of a team whose members, even years later, will be remembered for what they accomplished. We want to go for greatness!

At FranklinCovey, our passion and mission is to enable greatness in people and organizations everywhere. And we have studied the topic of great performance at perhaps an unprecedented level.

We have been privileged to work with thousands of organizations striving to achieve it. We have gone deep inside the operations of more than 500 of these organizations, examined and synthesized the data from more than 225,000 survey respondents, and worked with and analyzed more than 2,000 work teams. We wanted to understand what constitutes great

**We want to be part of a team whose members, even years later, will be remembered for what they accomplished. We want to go for greatness!**

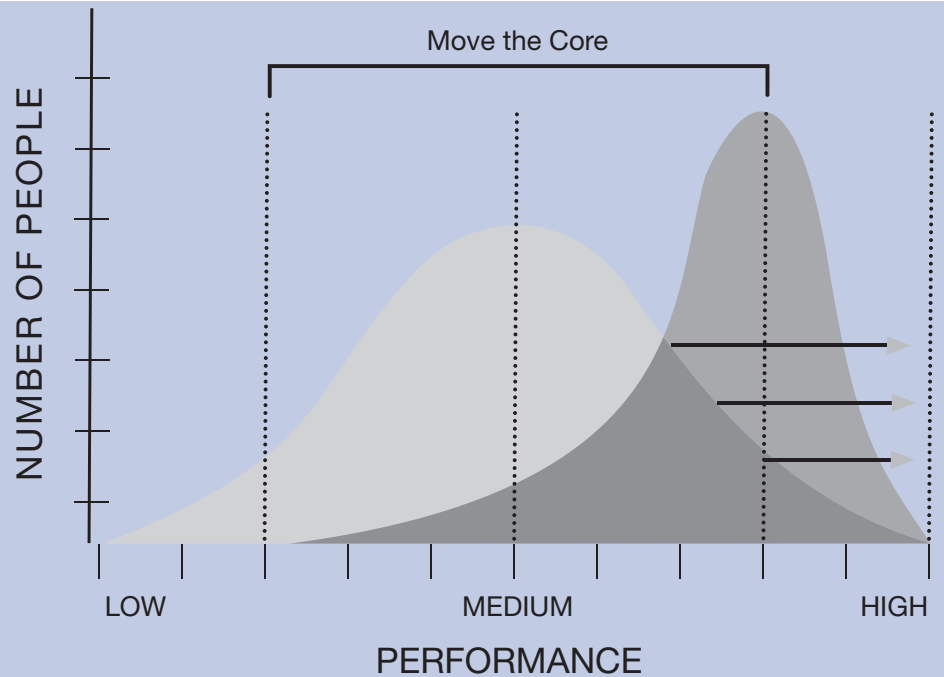
performance; what gets in the way of it; what conditions are necessary for it; and what a leader's role is in achieving it.

As a result, we have learned a lot about the topic of organizational greatness and what does and doesn't matter in getting there. For example:

- The “strategic hand” dealt to great performers was not materially different from that dealt to good performers. Great performers simply did more with the hand they were dealt.
- There are pockets of great performance in every organization, and the great performers didn't typically have more basic know-how than good performers. Great performers were simply much more successful at institutionalizing what they did know. They were better at execution; better at reducing inconsistency and getting the middle 60 percent of their operations – their core performers – to operate at levels much closer to that of their top performers.

## Moving the Middle

Every company has top, middle, and low performers. By leading the “core” (middle 60 percent) of operations toward the top, companies can achieve great results.



### What Is Greatness?

While absolute financial or operating performance is often the only “measure of greatness” people look at, our research shows that great organizations always produce four key outcomes.

These four outcomes produced by great performers are:

- 1) Sustained superior performance. They succeed financially, or operationally, in both the short and long term - and not just on an absolute basis, but relative to their market potential, or the hand they’re dealt.
- 2) Intensely loyal customers. They earn not only the “satisfaction” of their customers, but their true loyalty.
- 3) Highly engaged and loyal employees. The people who work at great organizations are more than satisfied - they are energized and passionate about what they do.
- 4) Distinctive contribution. They do more than “business as usual” - they fulfill a unique mission that sets them apart from the crowd.

These four outcomes are measurable, unmistakable, and attainable by any organization.

### The Rewards of Greatness

Why would an organization “go for greatness”? Why not settle for merely being good? What is the value of meeting the greatness challenge? It turns out that the rewards of achieving this rare level of success are enormous.

#### Great organizations:

- Are 50 percent more profitable than their peers.
- Grow more than twice as fast as their peers.
- Win the loyalty of all stakeholders, which makes it easier to continue to win in the future.

Beyond these rewards, there is something deeper and more meaningful: the reward that comes only to those who have truly paid the price to excel 🏆

# FAMILY FIRST

## Time well spent with loved ones yields high emotional profits.

### Stephen Covey's 7 Habits of Highly Successful Families®

- 1: Be proactive. Become an agent of change in your family.
- 2: Begin with the end in mind. Develop a family mission statement.
- 3: Make family a priority in a turbulent world.
- 4: Think win-win. Move from "me" to "we."
- 5: Seek first to understand, then to be understood. Solve family problems through empathic communication.
- 6: Synergize. Build family unity by celebrating differences.
- 7: Sharpen the saw. Renew the family spirit through traditions.

In my book *The 7 Habits of Highly Successful Families*®, I recount a story about a busy father, sitting in his home office checking his appointment schedule for the next day. His five-year-old daughter walks in and stands by unnoticed until she asks, "What are you doing, Daddy?"

Without looking up, he replies, "Nothing, honey, just writing down the names of all the important people I need to visit and talk to." The little girl hesitates and then asks, "Daddy, am I in that book?"

The little girl has got right at the heart of how busy people can make time for family in today's world. They make it a priority. They schedule specific times for family gatherings and for one-on-one time with

each child, a spouse, or an extended or surrogate family. Then they put those appointments in their planner and don't change them unless a true emergency happens. We schedule our client appointments and our tennis dates, but too often we just hope that family time will happen.

As Johann Wolfgang von Goethe said, "Things that matter most must never be at the mercy of things that matter least." Scheduling time for family can be particularly challenging for busy people because their activities are dictated by the schedules and demands of others. Clients phone, other salespeople fax offers, and prospects walk in the door. You can't always create a schedule weeks in advance.

According to a 2004 survey by

the National Association of Realtors, 29 percent of realtors reported being frequently interrupted by work when spending time with their families. More than one-third felt they didn't spend enough time with their families, and one in five wasn't able to make or keep family commitments.

Yet, as I said earlier, it boils down to priorities. No matter how busy I am, my team knows that calls from my wife or my children should always be put through. And I tell my staff they should do the same thing – put their families first, ahead of work for me. I've also learned that far from taking advantage of this flexibility, everyone on my team will go that second mile to get the job done.



Quah Ban Gim / Dreamagic

One way busy professionals can ensure that client demands don't interrupt family time is by partnering with other people in their office — just as doctors in a practice cover for one another. Partnering is often hard for these professionals. They're independent people; they don't often think interdependently. Yet, interdependency and the nuanced communication it requires is the most mature way to interact with others. By partnering, you not only gain free time but also benefit from the synergies of working with another skilled professional.

### **Making family your mission**

Once you've decided to make family your priority, one of the best ways to begin building a strong, lasting

relationship is to create a joint family mission statement. Such statements create a compelling visualization of your family's life together — what it is, what you want it to be, and how you'll get there.

Mission statements are important because they help families define their priorities and the criteria they want to live by. They help family members build self-awareness as well as awareness of the family as a whole. Mission statements are also important for couples. Because people grow up with different value systems, each spouse's approach to life and personal interaction is different. If a couple don't agree on a shared set of principles early in their relationship, communication will break down and eventually lead to problems.

Begin your mission-creation process by asking each member of your family, What's the purpose of our family? What do we stand for? What are our goals? How can we as a family serve others? Another option, which works well with younger children, is to ask each family member to show pictures of what they'd want their family to be like.

One family I know — all avid climbers — based their mission statement on a mountain-climbing metaphor. They envision themselves roped together, climbing up to the peak, then standing in a circle holding hands at the summit. Another uses the motto "No empty chair" to symbolize the family members' commitment to always support and care for one another.

It may take weeks or even months to develop your family's mission statement. Keep the process as simple as possible; don't make it onerous. But do it. Then revise it as needed. Remember, you must begin with the end in mind.

### **Building family bonds**

Creating a family mission statement is a strong bonding experience. Yet, once the mission is complete, it's vital to keep extending and strengthening your bonds. Begin by scheduling at least one night a week for a family dinner and meeting—a time when you sit down together, turn off the phone and TV, and talk. The meetings are an opportunity for family members to share concerns, to make plans for family outings and vacations, and to review and discuss elements of the mission statement.

You can also use the meetings as teaching experiences — to share values or solve problems. For example, one family used a weekly meeting to discuss how the family would cope when the father lost his job. By sharing the budgeting

challenges they faced – yet at the same time being reassured that they could weather the temporary problem – the entire family was able to accept limitations on spending. They even agreed to do all they could to cheer up the father and keep his confidence up while he looked for another job.

Sometimes you may encounter resistance to the meetings, especially from teenagers. Be persistent and change planned meeting times only when absolutely necessary. By showing that you make the meetings a priority, you're sending a message to your family members that they're the most important people in your life.

You can also use these same techniques to build stronger relationships with your extended family and friends. Whether it's an annual picnic, a weekend trip, or just getting together to share a meal, regularly scheduled interaction will reinforce how valuable these people are to you. If your family or surrogate family is spread out across the country, you can build bonds with a weekly family e-mail, a monthly newsletter, or a regularly scheduled phone call.

### **Focus on the individual**

In addition to group activities, it's critical to spend one-on-one time regularly with each family member. Whether you listen to music, engage in a sport together, or just talk, the sessions provide a way to connect emotionally with each person.

One-on-one time doesn't mean taking a child along with you when you refill flyer boxes or pick up the dry cleaning. That's fine, too. But during true one-on-one times, you must make the child or spouse the complete focus of your time and let that person set the agenda. What's important to your child, spouse, or

friend should be as important to you as that person is.

One-on-one times can be as simple as going for a bike ride or a movie. One woman told me that her greatest childhood memory was of her father taking her to McDonald's for breakfast before going to work. With such attention and the unconditional love it demonstrates, you'll help instill a sense of self-worth in a child that will carry that child through life and strengthen your relationship to weather any number of problems.

By spending time both one-on-one and with the entire family, you also help build up your emotional bank account – your core of trust and communication – with each family member. Making deposits to this account through acts of kindness and concern – showing loyalty and unconditional love to your family and close friends and being willing to apologize when you're in the wrong and to forgive when others are – will pay long-term dividends in strong relationships. By admitting your own failings to your loved ones, you give them the right to fail and the confidence to tell you about it.

In every interaction with family members or close friends, exert all your power to really listen to what's being said. Don't attempt to give advice or interpret what you're hearing, at least not initially. Instead, seek to understand how those speaking see the situation. You must look at life through their frame of reference and let them know that what's important to them is important to you.

### **Time for yourself, too**

Finally, just because you've chosen to put your family and friends first, it doesn't mean you should neglect yourself. Unless you take time to

renew yourself physically, emotionally, spiritually, and mentally, you and your commitment to your family will deteriorate. Like a car engine that's never maintained, you'll eventually stall. I call this renewal process sharpening the saw. Take time to eat a healthy diet and exercise. Renew your spirit with prayer, meditation, and great literature. Keep your mind sharp by writing, visualizing success, and learning new skills. Reinforce your emotional and social well-being by building friendships and serving others in the community.

You can also make these revitalizing activities a family affair – go on a family hike, attend a worship service, or cook a meal together. Done regularly, some activities can become traditions that provide another way to come together as a family. For example, our family developed a tradition of inviting each child's favorite teacher of the year over for dinner to show our appreciation. We used the good china and dressed up, and each child told why the favorite teacher was valued. The family bondings I've described here are within the reach of each of you. It's just a matter of making family a priority. Once you do, the ways in which you help strengthen your family become easy. The challenge is making the choice in a culture that encourages you to put other things first.

As a successful professional, you've learned to use your empathy and your problem-solving skills with clients and associates. Use those same abilities to achieve a new closeness with your family. The biggest challenge is making up your mind to do it 🎯

Adapted from the original article in REALTOR Magazine, August 2005.

# Don't just plan meetings – *frontload* them!

At our Meeting Advantage™

workshops, we help our participants set standards for high-focus meetings and introduce them to an effective three-step process to implement these standards; the first step is called *Frontloading*.



## **Frontload effectively**

A key to getting maximum returns from a meeting is to frontload the meeting. *Frontloading* a meeting is more than just planning it; *frontloading* is focusing on the overall goal and bringing people together to achieve it in explicit ways.

## **What is Frontloading?**

The term *frontloading* comes from the world of quality management and is the first step in a quality process. To *frontload* is to Begin with the End in Mind®:

- To focus on an overall goal that needs to be realized
- To define with maximum clarity the precise outcome of the process
- To get the richest input possible as early as possible from as many stakeholders as possible.

Consider the following typical example of the differences among no planning, typical planning, and *frontloading*.

## **No planning:**

“Come to the meeting.”

## **Typical planning:**

“Come to the meeting. We are going to be discussing budget problems.”

## **Frontloading:**

“Come to the meeting. We will be discussing the need to cut RM500,000 from our current budget. I would like you to examine your section’s budget and be prepared to make suggestions for potential cuts. By the end of the meeting, we will prepare our recommendations for the reduction.”

## **Don't just plan your meetings – *frontload* them!**

Learn how to *frontload* meetings at our next Meeting Advantage™ workshop on August 28-29, 2007. Please contact us at 03-7955 1148 for more details.

“Most people have attended at least a few meetings in which there’s been a real breakthrough... you can just feel the energy in the room. It’s possible to have more experiences like that if you design your meetings with the same care that you use to design your products.”

Michael Begerman



# The Troubled Employee

had not improved. They indicated that she was aware that this was the last straw and that she would be losing her job. It sounded like they had followed proper procedures and done their homework. It appeared that the termination, though never a pleasant thing to do, was unfortunately justified.

Yet I had never met this

winning me over by being so candid. I was heartened that she didn't flinch and that she told me just exactly what was on her mind. She didn't try to make any excuses. She also told me that she liked her job.

"Then why would you act in a way that would cause supervisors and others to conclude what you need to go, that they need to termi-

Consider the value system of this general legal counsel. He puts operating on principle, on the value of an employee, on the importance of understanding the dynamics of the situation, and on the desire to do what is right above taking the efficient approach of automatically going along with the recommendations of supervisors and others about a troubled employee. As you read this story you can feel the integrity of this man and the amount of respect he had for this very troubled person. — Stephen Covey

I am the general legal counsel for a large company. I received an urgent request one day to meet the director of human resources and one of our division directors about an employee they intended to terminate. They came to my office and made a strong, well-documented case.

This woman had frequently used foul language in the workplace. She'd lost her temper repeatedly with her co-workers. She was uncooperative, irrational, and just plain ornery. On top of that, she was known for coming to work late and for taking extended lunch hours with no explanation.

I asked the normal questions. "Have you talked with her? Have you given her a chance to correct her behavior?" Their responses were satisfactory. It appeared that they had tried to work with her over a period of time but her behavior

woman employee, and that bothered me. I like to get my own read on situations, even when I trust all of the parties involved. I wanted to talk with her just to see, perhaps out of an abundance of caution, what her viewpoint was. Truthfully, I also wanted to see if she seemed inclined to sue us over the termination. I really wanted to understand why her behavior was so out of line with expectations [Habit 5: Seek first to Understand, Then to Be Understood]. She had a good job with the company and I wondered if there was something about the job or the culture that needed to be addressed.

I fully expected her to be defensive and to deny the allegations, and perhaps to blame the work environment for her behavior. So I was taken aback when she came to my office, at my request, and said, "I know why you called me in here. You are going to fire me."

Her directness caught me off guard. I explained that I wanted to understand why she had performed so poorly. I told her what I had heard regarding her behavior: the foul language, cantankerous temperament, and poor punctuality. She didn't deny anything. She said that it was "unfortunately true."

I have to confess; she was

nate your employment? Why this behavior?"

She responded by asking if I was really interested in her personal life. I said I was if it would help cast a light on her poor performance in a job she claimed to enjoy.

Then she told me her story. She had grown up in a close and loving family in which all generations took care of each other. And so she had felt responsible when her husband's father, a widower, had become senile as a probable result of Alzheimer's disease. She had fought her husband's plan to put his father in a nursing home. Instead, she had demanded that her father-in-law live with them so that she could give him loving care. Her husband told her that if she wanted that, it would be her responsibility and her burden to do so.

It turned out to be a far more demanding task than she had dreamed possible.

"I brought him into our home and it was worse than I thought it would be," she told me. "He is incontinent. I have to change diapers. He often doesn't recognize who we are or where he is. He wanders away, sometimes in the middle of the night. We can't afford to put any kind of security system in our

house so I don't sleep well some nights. I dress him in the morning to get him ready for a nurse who comes in and watches him part of the day. I make his lunch so he eats well because people with Alzheimer's disease often lose their appetite or forget to eat, causing them to lose weight and get sick. Sometimes I have to leave during the middle of the day to go take care of him, to find him if he has wandered off, or to calm him.

She told me how caring for her father-in-law had caused stress in her marriage. "I feel really bad about it. I keep telling myself that I won't do it anymore, but I guess I'm just at my wit's end. I'm just burned out and tired. I don't blame you for firing me," she said.

After hearing that, I didn't feel like firing her. I wanted to pin a medal on her instead. I was more inclined to take disciplinary action against those who had judged her without really trying to understand what was behind her behavior – myself included.

Instead of handing her termination papers, I talked with her further to fully understand her dilemma. She told me that in spite of all the difficulty, she planned on caring for her father-in-law until he died. She said she could not bear to see him go off to a nursing home, particularly since she and her husband could not afford to send him to a high-quality place.

I came to feel that we had let her down, not the opposite. I told her that we had not been very good employers. "You are doing some heroic things and we haven't been sensitive enough to find out what was going on at home," I said.

I asked her what we could do to make it easier for her to continue to work for us while she cared for her father-in-law [Habit 4: Think Win-Win]. We talked about set-

ting her up in a home office with a computer and fax machine, and we discussed giving her a more flexible work schedule. I enjoyed our conversation, and I think she did, too. We both felt good about her future with the company.

She agreed that she would forgive the people who had been harsh with her, who had talked behind her back, and who had accused her of being a poor employee. She said she would be more up-front with people about her dilemmas at home so that they could understand what she was going through. We agreed that she would no longer use foul language, nor would she direct her frustration and anger at her co-workers.

In exchange for those concessions from her, I made a commitment to provide her with whatever she needed to get her work done, as long as she kept up with her duties. I had a bit of explaining to do when I told her supervisor and the director of human resources what I had done. They were angry with me at first, but they reluctantly agreed to give her another chance. They didn't think that she would pull it off. I said, "Trust me. This thing will work. I have confidence in this woman."

We worked it out so she could spend more time at home when she needed to be there for her father-in-law, and she kept her word. She became an outstanding employee, in part, I believe, because she had come to believe that we were on her side and that we were willing to help her get through a difficult time.

She and I forged a strong friendship. She shared her dreams with me, and she moved up in the company. Her father-in-law died just six months after our first talk, and her performance improved even more. She became so highly re-

garded that, six years later, she was hired away by another company to run an entire division.

Getting to know and to understand her and seeing both the company and this valuable employee benefit was a great learning experience. Initially, I did it because seeking to understand seemed like the right way to approach this difficult situation. It was the logical thing to do, to diffuse a potential conflict by trying to understand the other side.

If we had not met together, if we had simply terminated her, she might have concluded that we didn't care about her or that we had fired her for reasons other than poor performance. She might have sued, or talked badly about us in the community. Instead, something quite beautiful came out of this. A man was allowed to spend the final months of his life in dignity and among people he loved. A troubled marriage was repaired. A career was saved ♣

Comment by Dr Stephen Covey: I've come to feel that being efficient with people in difficult situations is usually ineffective. It is so easy to be efficient, to make quick judgments or to act on other people's judgments without any involvement or effort to understand, and to judge everything in terms of its impact upon the bottom line. Listening is like peeling an onion. There are many, many layers and a soft inner core. Once you get to the soft inner core your whole picture of the situation often profoundly changes, as do your actions. This new correct picture affects your attitude and usually creates in you a feeling of reverence for other people. You cease judging and third-alternative solutions are more naturally produced. When two people are congruent and authentic, when they both say what they feel is in harmony with what they are experiencing, creative energies are released and deep bonding almost always takes place. But when there are incongruencies, when people are not expressing what they are feeling, or they are not feeling what they are really experiencing, a seedbed of confusion, frustration and low trust is sown.

(excerpted from the "Managing: Think Win-Win" section of "Living the 7 Habits – Stories of Courage and Inspiration" by Stephen R Covey, Simon & Schuster, 1999)

This game can be carried out when teaching Habit 2, Habit 4 and Habit 5.



TOTAL TIME: 30 minutes

PROPS:

A tub of Lego pieces – Ensure sufficient number of duplicate pieces for each team to build replica.

OBJECTIVE:

Teams to build a replica of a hidden lego model within 6 rounds of play. When completed, the shape, colour and number of pieces must be the same.

PROCESSES:

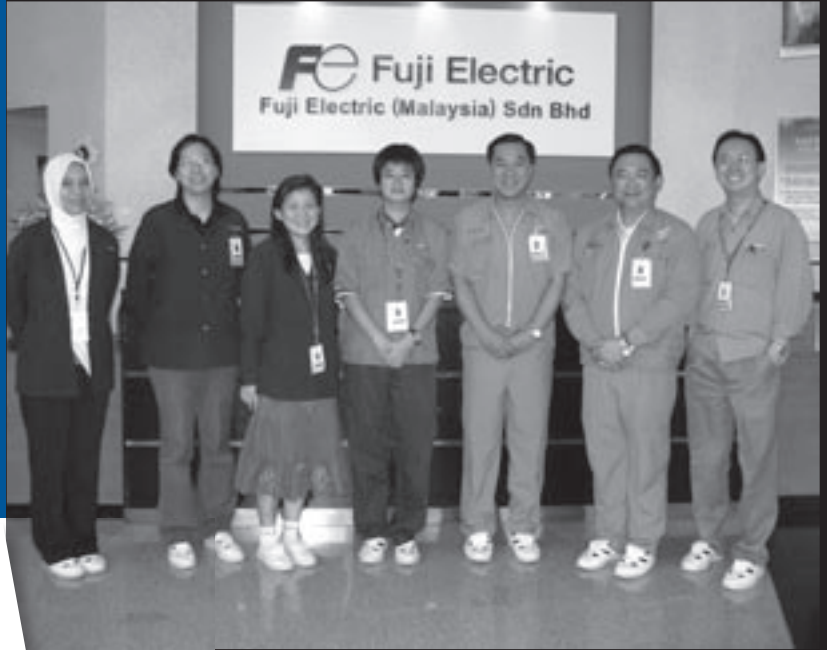
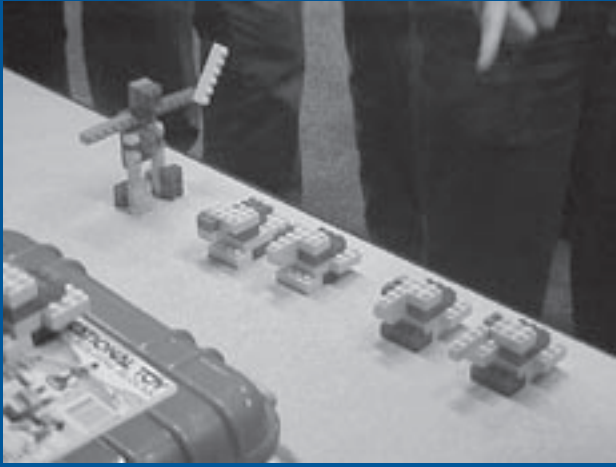
1. Divide participants into clusters of 4-6 per team.
2. Provide a tub of lego pieces (Called the LEGO BANK) in a central place for teams to have free access.
3. Pre-assemble a simple lego model comprising 6 layers (using 12-15 pieces).
4. Place the lego model outside of the room or at a corner hidden from general view of participants.

RULES:

1. 6 rounds of play - 2 minutes per round.
2. Each round comprising 1 minute of viewing time followed by 1 minute of building time.
3. During viewing time, only one representative per team is allowed. The representative is not allowed to bring anything with him/her (no camera phones, pen, paper, lego pieces, etc).
4. Do not touch the model and no viewing of model during building time.
5. Teams may send the same representative at every round during viewing time.
6. Allow teams to strategize for 5-10 minutes before start of the game.

# TRAINING GAME:

# BUILDING



- DEBRIEF:**
1. The importance of having a clear End in mind.
  2. Clarity leads to power – Teams have better chance of completing the model accurately when they repeatedly send the same member to view at every round.
  3. Win-win, Win-Lose, scarcity mentality (if we observe members hoarding lego pieces).
  4. Synergy within teams / inter-teams (if we observe inter-team co-operation)
  5. When the big picture (End in mind) is missing, it affects efficiency & effectiveness
  6. Planning.

*By Kim Yeong, FranklinCovey Malaysia Consultant*

## 7 Habits® and Leadership Greatness

licensed facilitators at Fuji Electric (M) Sdn Bhd, Kulim, Kedah.

*Standing from left to right:*

Ms. Rosiah bt. Murat, Ms. Neoh Wey Li, Ms. Vicky Thum, Ms. Yeoh Mooi Kuan, Mr. Choo Chuan Lee, Mr. Chong Nee Hwa, Mr. Chong Kah Chen.

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Do you have comments, anecdotes, reflections and experiences to share regarding living the 7 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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# BLOCKS

# PUBLIC PROGRAM CALENDAR

August - November 2007

PROGRAM	TRAINER	FEES	VENUE & DATES
The 7 Habits of Highly Effective People® Signature Program (upgraded version) (*Claimable under SBL / SBL KHAS scheme)	Dr. Dee Groberg	RM3,900 per participant / RM3,500 (per participant) for a group of 5 or more	The Ritz Carlton Hotel, Kuala Lumpur August 14-16, 2007 - FULLY BOOKED!  Kuala Lumpur Oct 30 - Nov 1, 2007
The 7 Habits of Highly Effective People® Signature Program (upgraded version) (*Claimable under PROLUS / SBL KHAS scheme)	Presenter / Consultant Malaysia	RM2,590 (per participant) / RM2,350 (per participant) for a group of 5 or more	The Northam Hotel, Penang August 8-10, 2007  Kuala Lumpur August 22-24, 2007  FranklinCovey Training Center, PJ October 2-4, 2007
7 Tabiat Orang Yang Amat Berkesan™ (*Claimable under PROLUS / SBL KHAS scheme)	Presenter / Consultant Malaysia	RM1,390 per participant / RM1,250 (per participant) for a group of 5 or more	MS Garden Hotel, Kuantan August 20-22, 2007  FranklinCovey Training Center, PJ September 10-12, 2007
7 Habits of Highly Effective Teens	Presenter / Consultant Malaysia	RM900 per participant	The Palace Beach & Spa Hotel, KL August 18-19, 2007
Leadership: Great Leaders, Great Teams, Great Results	International Presenter, Dr. Blaine Lee	Fee: RM3,900 per participant / RM3,500 (per participant) for a group of 5 or more	The Ritz Carlton Hotel, Kuala Lumpur September 4-6, 2007
Leadership: Great Leaders, Great Teams, Great Results	Presenter / Consultant Malaysia	RM2,590 per participant / RM2,350 (per participant) for a group of 5 or more	FranklinCovey Training Center, PJ August 7-9, 2007 - FULLY BOOKED!
The 4 Disciplines of Execution™ (*Claimable under PROLUS / SBL KHAS scheme)	Presenter / Consultant Malaysia	RM1,950 per participant / RM1,750 (per participant) for a group of 5 or more	Persada Johor International Convention Centre, Johor Bahru August 9-10, 2007  FranklinCovey Training Center, PJ October 29-30, 2007
FOCUS: Achieving Your Highest Priorities	Presenter / Consultant Malaysia	Fee: RM1,490 per participant, RM1,350 (per participant) for a group of 5 or more	FranklinCovey Training Center, PJ September 25-26, 2007
Enlivening Self Excellence™ - A 7 Habits® Awareness Program	Presenter / Consultant Malaysia	RM550 per participant, Early Bird/Group participation RM450 per participant	FranklinCovey Training Center, PJ August 25, 2007; October 27, 2007
Crucial Conversations®	VitalSmarts™ Presenter / Consultant Malaysia	Fee: RM1,850 per participant, RM1,650 (per participant) for a group of 5 or more	Franklin Covey Training Center, PJ August 22-23, 2007; September 18-19, 2007
What Matters Most™	Presenter / Consultant Malaysia	RM550 per participant, Early Bird/Group participation RM450 per participant	FranklinCovey Training Center, PJ August 11, 2007; September 15, 2007
Project Management™	Presenter / Consultant Malaysia	RM990 per participant, RM900 (per participant) for a group of 5 or more	FranklinCovey Training Center, PJ November 20-21, 2007
Meeting Advantage™	Presenter / Consultant Malaysia	RM990 per participant, RM900 (per participant) for a group of 5 or more	FranklinCovey Training Center, PJ August 28-29, 2007
Writing Advantage™	Presenter / Consultant Malaysia	RM990 per participant, RM900 (per participant) for a group of 5 or more	FranklinCovey Training Center, PJ October 23-24, 2007

For Registration or Enquiries: Call **03-79551148** or **79576627**; Fax: **03-79552589** or **03-79586646**

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