

the **Compass**


Leadership in Turbulent Times

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for more info*

Dr Stephen Covey
• Live in Kuala Lumpur
• 15 October 2003

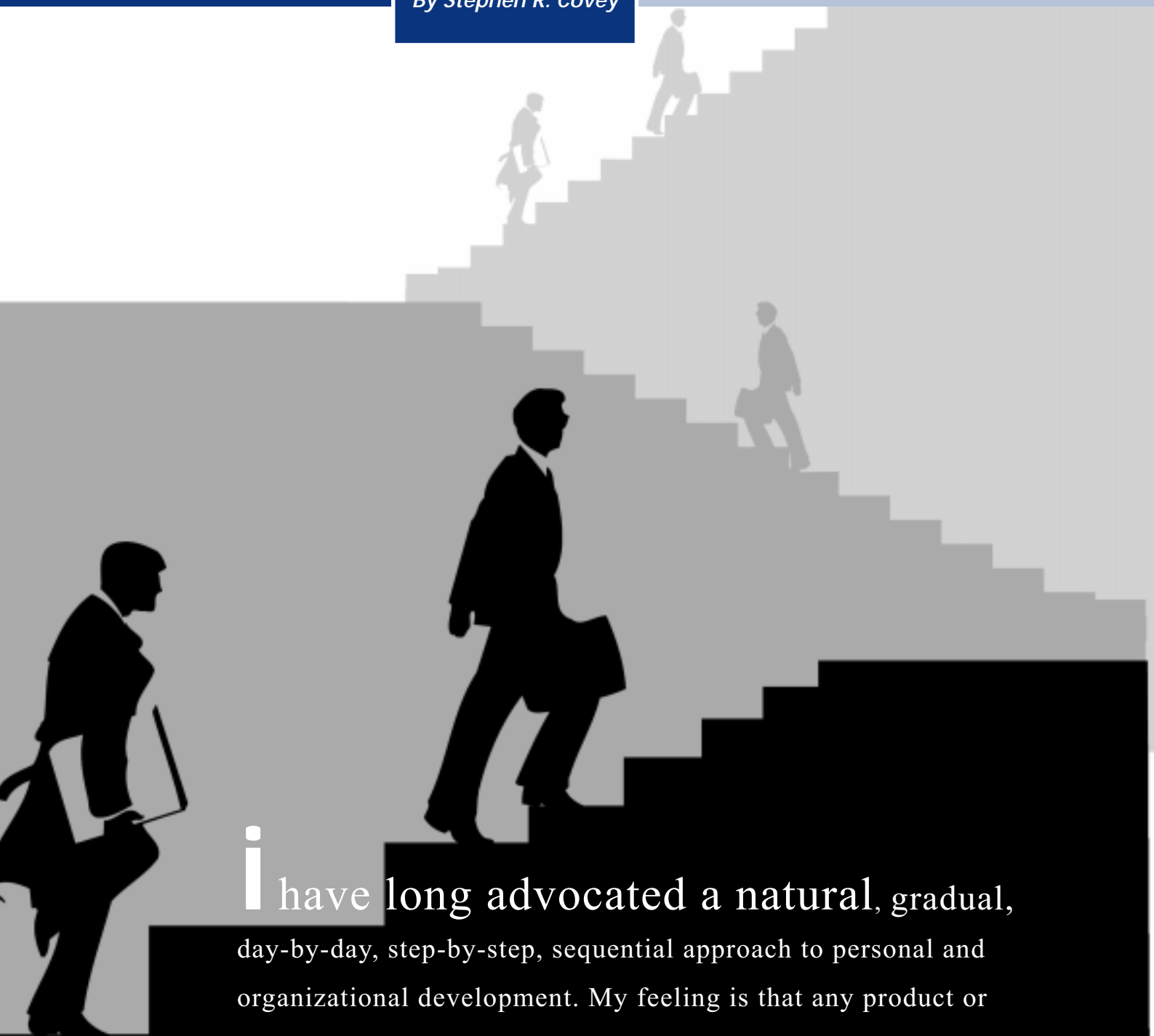
inside: Dr Stephen Covey

The Taproot of Trust

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Taproot of Trust

By Stephen R. Covey



i have long advocated a natural, gradual, day-by-day, step-by-step, sequential approach to personal and organizational development. My feeling is that any product or program whether it deals with losing weight or mastering skills that promise “quick, free, instant, and easy” results is probably not based on correct principles. And yet virtually all advertising uses one or more of these words to entice us to buy. Small wonder many of us are addicted to “quick fix” approaches.

In this article, I suggest that real character and skill development are irrevocably related to natural laws and governing principles; when we observe these, we gain the strength to break with the past, to overcome old habits, to change our paradigms, and to achieve primary greatness and interpersonal effectiveness.

Of course, we do not live alone on islands, isolated from other people. We are born into families; we grow up in societies; we become students of schools, members of other organizations. Once into our professions, we find that our jobs require us to interact frequently and effectively with others. If we fail to learn and apply the principles of interpersonal effectiveness, we can expect our progress to slow or stop.

And so we must also acquire the attitudes, skills, and strategies for creating and maintaining trustful relationships. In effect, once we become relatively independent, our challenge is to become effectively interdependent with others. To do this, we must practice empathy and synergy in our efforts to be proactive and productive.

Very early in my life, at age twenty, I was assigned to manage the work of others and to train men and women more than twice my age in the principles and skills of effective management and leadership. It was a humbling, frightening experience.

Like me, most people once on their own soon find themselves in some sort of “management” position. Often these responsibilities come before we are ready for them. But we learn by doing and by making mistakes, and over time we gain some degree of competence and confidence.

When we become leaders of organizations, we encounter a whole new set of problems. Some of these are chronic, others acute. Many are as common to Fortune 500 companies as they are to families, small businesses, and volunteer groups: certain conditions of organizational effectiveness apply across the board.

No leader can afford to forget that personal and organizational integrity are closely intertwined. Nor can any leader afford to lose sight of

the mission and shared vision: the constitution of the corporation.

Personal Dilemmas

Throughout history, the most significant breakthroughs have been breaks with the old ways of thinking, the old models and paradigms. Principle-centered leadership is a breakthrough paradigm—a new way of thinking that helps resolve the classic dilemmas of modern living:

- How do we achieve and maintain a wise and renewing balance between work and family and between personal and professional areas of life in the middle of constant crises and pressures?
- How do we adhere to simplicity in the thick of terrible complexity?
- How do we maintain a sense of

Trust or the lack of it is at the root of success or failure...

direction in today’s wilderness where well-developed road maps (strategies and plans) are rendered useless by rapid change that often hits us from the blind side?

- How do we look at human weakness with genuine compassion and understanding rather than accusation and self-justification?
- How can we be genuinely happy for the successes and competencies of another?
- How do we replace prejudice (the tendency to pre-judge and categorize people in order to manipulate them) with a sense of reverence and discovery in order to promote learning, achievement, and excellence in people?
- How can we be empowered (and empower other people) with confidence and competence to solve problems and seize opportunities without being or fearing loose cannons?
- How do we encourage the desire to change and improve without creating

more pain than gain?

- How can we be contributing members of a complementary team based on mutual respect and the valuing of diversity and pluralism?
- Where do we start, and how do we keep recharging our batteries to maintain momentum for learning, growing, and improving?

Management Dilemmas

Principle-centered leadership will also help you to resolve the classic managerial and organizational dilemmas:

- How do we maintain control, and yet give people the freedom and autonomy they need to be effective in their work?
- How can we have a culture characterized by change, flexibility, and continuous improvement and still maintain a sense of stability and security?
- How do we get our people, the culture, aligned with the strategy so that everyone in the organization is as committed to the strategy as those who formulated it?
- How do we unleash the creativity, resourcefulness, talent, and energy of the vast majority of the present work force whose jobs neither require or reward such use?
- How do we clearly see that the dilemma of whether to play tough hardball to produce a bottom line or to play softball to “be nice” to people is based on a false dichotomy?
- How do we serve and eat the lunch of champions (feedback) and then the dinner of champions (course correction) within the context of the breakfast of champions (vision)?
- How do we turn a mission statement into a constitution—the supreme guiding force of the entire organization—instead of a bunch of nebulous, meaningless, cynicism-inducing platitudes?
- How do we create a culture where management treats employees as customers and uses them as local experts?
- How do we internalize the principles of total quality and continuous improvement in all our people at all

levels of the organization when they are so cynical and fatigued from the disillusionment in the wake of all the past programs of the month?

- How do we create team spirit and harmony among departments and people who have been attacking, criticizing, contending for scarce resources, playing political games and working from hidden agendas for years?

Perhaps you have asked yourself one or more of these questions as you have grappled with real-life challenges in your personal life and in your organizations. As you gain an understanding of the basic principles of effective leadership, you will be empowered to answer these and other tough questions by yourself. Without this understanding, you will continue to use hit-and-miss, seat-of-the-pants approaches to living and problem solving.

Four Levels, Four Principles

Principle-centered leadership is practiced from the inside-out on four levels:

- > personal (my relationship with myself);
- > interpersonal (my relationships and interactions with others);
- > managerial (my responsibility to get a job done with others); and
- > organizational (my need to organize people to recruit them, train them, compensate them, build teams, solve problems, and create aligned structure, strategy, and systems).

Each level is “necessary but insufficient,” meaning we have to work at all levels on the basis of certain master principles.

Trustworthiness at the Personal Level.

Trustworthiness is based on character (what you are as a person) and competence (what you can do). If you have faith in my character but not in my competence, you still wouldn't trust me.

Many good, honest people gradually lose their professional trustworthiness because they allow themselves to become “obsolete” inside their organizations. Without character and competence, we won't be considered trustworthy. Nor will we show much wisdom in our choices and decisions. Without meaningful on-



going professional development, there is little trustworthiness or trust.

Trust at the Interpersonal Level.

Trustworthiness is the foundation of trust. Trust is the emotional bank account between two people, which enables two parties to have a win-win performance agreement. If two people trust each other, based on the trustworthiness of each other, they can then enjoy clear communication, empathy, synergy, and productive interdependency. If one is incompetent, training and development can help. But if one has a character flaw, he or she must make and keep promises to increase internal security, improve skills, and rebuild relationships of trust. Trust or the lack of it is at the root of the success or failure in relationships and in the bottom-line results of business, industry, education, and government.

Empowerment at the Management Level.

If you have no or low trust, how are you going to manage people? If you think your people lack character or competence, how would you manage them? When you don't have trust, you have to control people. But if you have high trust, how do you manage people? You don't supervise them they supervise themselves. You become a source of help. You set up a performance agreement so they understand what's expected. You overlap their needs with the needs of the organization. You have accountability, but they participate in the evaluation of their performance based on the terms of the agreement. People are empowered to judge themselves because their knowledge transcends any measurement system. If you have a low-trust culture, you have to use measurement because people will tell you what they think you

we have to work at all levels on the basis of certain master principles

want to hear.

Alignment at the Organizational Level.

If you have a low trust culture with a control style of management, you will have a hierarchal organization with small spans of control. You will resort to “go-fer” delegation and prescribe and manage methods. Your information system will gather immediate information on results so you can take decisive corrective actions. Your motivation system will be the carrot-and-stick. Such primitive systems may enable you to survive against soft competition, but you are easy prey for tough competitors.

If you have a high trust culture, your organization can be very flat and extremely flexible with large spans of control. Why? People are supervising themselves. They are doing their jobs cheerfully without being reminded because you have built an emotional bank account with them. You've got commitment and empowerment because you have built the culture around a common vision on the basis of certain bedrock principles, and you are constantly striving to align strategy, style, structure, and systems with your professed mission (your constitution) and with the realities out there in the environment (the streams).

My challenge is this: when you find something out of alignment, work on it developmentally at all four levels from the inside out on the basis of the four master principles.

Dr. Stephen R. Covey is an internationally respected leadership authority, family expert, teacher, organizational consultant, and co-chairman of Franklin Covey Co. He is also the author of several acclaimed books, including The 7 Habits of Highly Effective People®.

From *Executive Excellence Magazine*

Some objections to the 7 Habits®

Ways to handle them

By Dr D H (Dee) Groberg

“I am already doing these things.”

Sometimes people don't accept the 7 Habits®. Here are some of the reasons or objections that I have heard people give.

One way of addressing them is to have participants think of answers to them. Here are some I have thought of:

“I am already doing these things.”

People who are already doing these things the best recognize them as valuable principles. Sometimes they are doing them unconsciously. Making unconscious competence conscious makes it more useful to a person, enabling them to apply the principles at a much deeper level.

This program provides a systematic way of instilling these traits/habits in others who may not yet be doing them already.

One of the most common mistakes people make is to confuse believing in something with actually doing it. Most people fail to recognize how often they are **not** acting consistent with their beliefs. Their actual behavior is often far from what they think it is. This is an opportunity to self-examine.

“These are just common sense.”

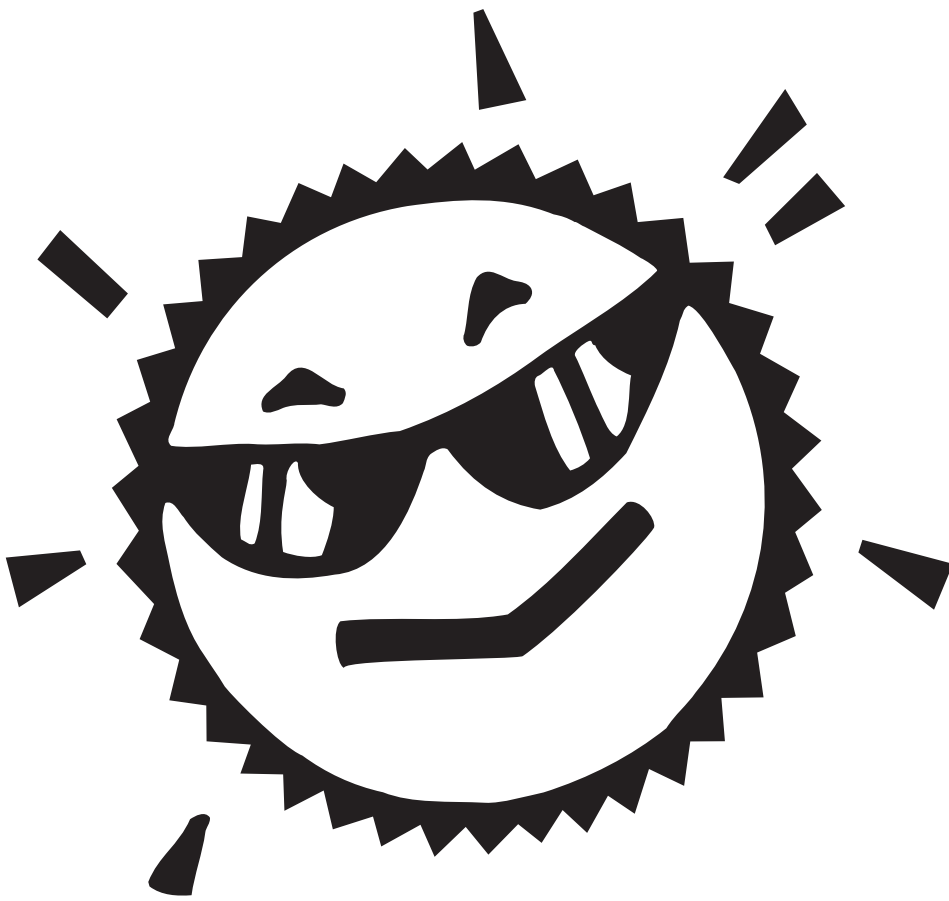
“These are just common sense.”

Common sense is seldom common practice. Bai Juyi went to “Bird Nest” Master Daolin of the Tang Dynasty to ask how to follow the path of Zen. He was told to avoid doing evil and do as much good as possible. Bai Juyi said, “Even a three-year old knows this!” He was told, yes, “Yet even a man of eighty fails to live up to it!” Everybody knows the logic of a truth, but how many people actually practice it? This program gives tools to make common sense more available as common practice.

Something that is common sense on the surface, is often profound at the depths. By seeing one level of it, we often miss the deeper power. A common sense use of a book might be to build a fire with. A higher level might be to transmit knowledge. An even higher level might be to inspire and transform lives.

Lao Tzu said, “Some people say my teaching is nonsense. Others call it lofty but impractical. But for those who look deep within themselves, this nonsense makes perfect sense, and this loftiness has roots that go deep.”

Dee Groberg is an associate consultant at FranklinCovey Malaysia.



How can you stop the sun from shining...?

by C F Wong

Recently I had an opportunity to observe some energetic young people enjoying themselves at the A'Formosa Water Theme Park in Malacca. I could feel the vigor they were exuding as they went about having fun as though the sun would never stop shining. I wonder how many people above forty of age wish they could stop the ageing process and go back to the days of sunshine and running in the beach for hours without a care in the world.

Let's get back to reality. Stopping the physical ageing process is unreal, unnatural and not possible. It reminds me of that part of the lyrics in that evergreen Bee Gees song that goes: "How can you stop the sun from shining...". In the context of today's business reality, the business sections of newspapers and magazines are full of headlines about downsizing, right-sizing, re-sizing, re-location, mergers and acquisitions. As an employee, can we stop such corporate decisions dictated outside in by market

forces? Would blaming top management for executing such unpopular business decisions make us feel any better? For me, I realize that since I cannot stop the sun from shining, I might as well adapt and learn to enjoy the sunshine. One can always choose to adapt and work differently. Is this very profound? Or is it just the sensible thing to do?

One of the practical thinking processes we teach is the Circle of Influence and Circle of Concern. Remember this: a person's Circle of Influence includes those things he or she can affect directly. A person's Circle of Concern comprises all matters that he or she cares about. If we focus on our Circle of Influence, there are many things we can influence or adapt to but it is only us who think we cannot. Take a simple example. Suppose you are on the 70th floor of Tower Two, Petronas Twin Towers. You receive a call at 1pm, Monday afternoon, a time when Kuala Lumpur's traffic crawl is at its

peak. The context is such that if you can be at, say, Sunway Pyramid within 20 minutes, you will be given a million ringgit. Clean, legal and with no conditions attached. Would you be able to make it? If you are like most people I asked, I am sure you would be very adaptive. You would focus on your Circle of Influence and strive to meet this major appointment within 20 minutes. At that moment perhaps that 'a million ringgit' represents something that matters most or a mission higher than oneself.

I believe if we can focus on our Circle of Influence, we will come into contact with people having a larger Circle of Influence. In the process it just enlarges our Circle of Influence. I remember such an incident happening to me some time back. On May 23, 1996, I was facilitating a program up in Awana Genting, alone. That evening, I knew for sure that when the next day came, my voice would break because I was suffering from a bad case of common cold with sore throat as a consequence. What did I do? What could I do?

I focused on my Circle of Influence: things I could affect directly or adapt to. I called on my associates who could help. Unfortunately, they were all either overseas or not available. After calling up a number of associates, finally one of our licensed facilitators, who is now my very good friend, responded. I remember speaking to him at 10:30pm that night. He was just back from a game of badminton with his friends. After listening to me and understanding my situation, all he said was to give him 15 minutes to re-schedule all his prior appointments. He called back later and said he would be in my room the next morning by 6 a.m. Next morning, at 6 a.m. sharp we discussed what we needed to do. The workshop went on as planned and the client gave us another workshop the following month. I am sure many of us can recall such events in our lives where, when we focused on our influence without knowing it, things just fell into place.

In today's ever-changing world, there is a tendency to worry about events we fear might happen to us or to our loved

ones. We can all remember how at some point in our lives, we magnified our fears regarding our studies, career and future, and those fears never materialized. In hindsight, we might have unconsciously focused on our Circle of Concern, unaware that we were wasting our precious time on events we may not have been able to adapt to or influence at all.

Recently I was invited to share how the 7 Habits can be of help to employees who have decided to take their respective company's voluntary separation packages. Such situations are always emotional and never easy to rationalize. As someone who went through such a situation back in 1993, I can relate to this. I found tremendous inspiration and hope by reviewing my personal mission statement when such news became a reality. By reviewing our personal mission statements and clarifying our roles in life, we are focusing on our Circle of Influence. Many of us may not be particularly brilliant or gifted but if we apply ourselves with unflagging zeal during challenging situations, all manner of things can become possible. Not everyone can attain, or are destined for, great wealth or fame, but by focusing on our influence we will be capable of living up to our own unique potential. This can be summarized beautifully in the phrase, "To Live, to Love, to Learn and To Leave a Legacy"

So, my friends, how can you stop the sun from shining? Have you met somebody who can? Well, neither have I. For me, I know that I can't. I would rather adapt to working with the sun shining above, striving to contribute wherever I can, perhaps using and applying my natural gift or talent in the relevant area. When I do that, I believe I will be more adaptive, innovative and flexible, confident in my ability to make successful decisions and acting on them. In the process, as we all do this in our own unique ways, we add value to our organizations, and bring a measure of satisfaction to our lives and the lives of others within our Circle of Influence.

C F Wong keeps the sun shining at FranklinCovey Malaysia as its senior consultant.

Productivity

Tips

Comprehensive solutions to optimize your productivity

Mind Your Language

Effective communicating and listening both begin with language.

Are you proactive or reactive in your language?

Between stimulus and response, you have the freedom to choose. This is your greatest power. One of the most important things you choose is what you say. Your language is a good indicator of how you see yourself.

A proactive person uses proactive language - ***I can. I will. I prefer...***

A reactive person uses reactive language - ***I can't. I must. If only...***

Reactive people believe they are not responsible for what they say—they have no choice.

Think of a situation in your life during the last week when you responded in a reactive way. Write down and describe what you said.

Now think of a proactive response you might have used in the same situation. Write it down, just for practice.

Make it a point to really listen to your language during the next week. Is your language more proactive or reactive? Is your language different between work and home life?

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WHAT MATTERS MOST®

TRAINING



The following

facts are based on research performed by the Jack Phillips Center for Research on individuals who participated in *What Matters Most*® (WMM) training since 1999 and completed follow-up evaluations. The industry types for these organizations included retail, non-profit, government, health and manufacturing.

Companies and organizations that participate in Franklin Covey's *What Matters Most*® training will achieve results similar to the following:

Level 1 - Reaction To The Training

In a study of over 30,200 participants within a twelve-month period of time, the following results were reported:

- 98% rated the overall workshop to be above average or excellent.
- 96% of those trained would **highly** recommend the workshop.
- 92% rated the success of the workshop in increasing their knowledge to be above average or excellent.

Level 2 - Learning

Participants gain an understanding of personal productivity concepts, develop their mission, values, and goals, learn to

use the Franklin Planner and begin to align their choices with what matters most.

Level 3 - Application and Behavior Change

In a study of 520 participants across 30 studies, the participants' behaviors that **improved** the most were:

- Using a task list daily (52% improvement)
- Preparing each day with a plan (40% improvement)
- Spending time planning (34% improvement)
- Having a list of specific goals (33% improvement)

Participants also reported a significant behavior change in the following areas:

KEY QUESTIONS	BEFORE TRAINING	AFTER TRAINING
Prioritize Job Tasks.	34%	85%
Identify Specific Work Goals	23%	66%
Planning Every Day	18%	65%

Level 4 – Organizational Results

In a study of 520 participants across 30 studies, participants reported that the training had influence on many organizational results. The following outlines what the participants reported on the top three organizational results:

EFFICIENCY: 65% of respondents reported a “significant or very significant” impact on efficiency.

WORK OUTPUT: 52% of respondents reported a “significant or very significant” impact on work output.

QUALITY: 50% of respondents reported a “significant or very significant” impact on quality.

Participants reported that the training improved their organizations’ focus on planning, preparing and working to prevent problems. The following time-based, quadrant analysis charts illustrate this improvement:

BEFORE TRAINING

		Urgent	Not Urgent
Important	I	30	24
	II		
Not Important	III	25	20
	IV		

AFTER TRAINING

		Urgent	Not Urgent
Important	I	31	30
	II		
Not Important	III	22	17
	IV		

Level 5 – Financial Results – Return on Investment

Return on investment (ROI) is a comparison of net financial improvements (\$ benefits – cost of program) to the cost of a program. The ROI calculation determines the cost effectiveness of program implementation. The financial benefits used in the calculation should be benefits that occurred to the organization because of the program being analyzed. At right is an illustration of the ROI calculation.

ROI Calculation – Example

$$\text{ROI} = \frac{\text{Net Program Benefits}}{\text{Program Costs}}$$

Costs per program (25 participants) \$88,000

Benefits per program (1st year) \$230,000 from 25 participants

$$\text{ROI} = \frac{\$230,000 - \$88,000}{\$88,000} = 1.61 \times 100 = 161\%$$

Industry	Average ROI
Retail	954%
Manufacturing Industry	312%
Non-Profit Industry	350%
Health Industry	555%
Government	446%
Overall Average	557%

FranklinCovey at Asia HRD Congress 2003

FranklinCovey colleagues were at the recent Asia HRD Congress in full force. We met up with many of our old friends there and made many new ones, especially those who won free seats to Dr Stephen Covey's talk in October! The Congress, held over three days at the Sunway Pyramid Convention Center from 16 – 18 July, was well-attended, with participants coming from as far as Australia, Great Britain, Bahrain, India and the United States, as well as from the ASEAN region.

At the exhibition area, the FranklinCovey Malaysia booth received many enthusiastic visitors, and our associates were kept busy by the steady stream of inquirers who wanted to know more about our programs.

Over at the conference, the FranklinCovey organization was represented by CF Wong from FranklinCovey Malaysia and Reg Polson of FranklinCovey Australia.

CF Wong, who is senior consultant of FranklinCovey Malaysia, facilitated a post-conference workshop entitled "Business Results Summit – Confronting the Challenge of Dynamic Change", which offered a forum for participants to discuss the major challenges and problems of doing business today. CF's workshop provided participants with insights on how to thrive in challenging times and create highly effective organizations by understanding the interaction of forces that determine both short and long term success, driving critical decisions that align organizations with principles resulting in lasting and meaningful change, and applying proven methods and processes to help realize long-term personal and organizational success.

Reg Polson, who is the business development manager for FranklinCovey Australia and New Zealand, facilitated a conference session entitled "Regional Trends in Human Capital Management". In his session, Reg covered the significant global and regional trends in human capital management and the ways in which organizations are managing their staffing, structure and HR practices to adapt to these trends.

If you would like more details and information on CF Wong's Business Results Summit, please do contact us at 03-79551148.



Dr Stephen R Covey

“Leadership in Turbulent Times”

It's one of choice, not of position or title

A seminar on steering through the storms of life



The challenges of today's leaders are significant. Global economy, high-speed technological change, family instability and increasing social problems create a host of new and complex challenges. Every day we make choices that affect the direction of our lives, our families, our organizations and our communities, but what is the basis of our choices? The path to greatness is strewn with unfulfilling success because we fail to recognize the need to understand the true nature of life and leadership. For decisions that truly count, we need to return to timeless principles that can see us through the darkest of storms. So come discover what it really takes to lead your life through turbulent times.

The principles Dr Stephen R Covey will share at this high-profile seminar apply to your organization and to you personally, whether you are a formal leader, manager, or even one with no leadership position. The application is universal because it's all about principles that matter. Leadership is a choice, not a position and those who grasp these life-giving principles are those who have the most influence and ability to truly lead. So don't miss this opportunity of a lifetime to learn from the internationally respected leadership authority, family expert, teacher, organizational guru and best-selling author of *The Seven Habits of Highly Effective People* in person. Sign on today and experience a dynamic presentation by one of *Time Magazine's 25 Most Influential Americans*, right here in Kuala Lumpur!

Participant Fee: RM850 per person

Booking Hotlines: 603 7957 6627/7955 5160/7955 4914

Book early! Only limited seats available.

About Dr Stephen R Covey

Dr Stephen R Covey, co-founder of Franklin Covey, is best known as the author of *The Seven Habits of Highly Effective People*®, which has sold more than 13 million copies in 36 languages throughout the world. Listed by *Forbes* as one of the top ten most influential management books ever, *The Seven Habits*®' message has created lasting impact, with its sales keeping it on numerous best seller lists for years. Dr Covey earned his MBA from Harvard and completed his doctorate at Bingham Young University, where he was also professor of business management and organizational behavior. He is a recipient of numerous awards, among which are the *International Entrepreneur of the Year Award* and the *National Entrepreneur of the Year Lifetime Achievement Award for Entrepreneurial Leadership*.

Live in Kuala Lumpur

9.00am–12.30pm

15 October 2003

Dewan Merdeka

Putra World Trade Centre

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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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Ideas for energizers after lunch / tea breaks:

By Kim Yeong

Massage

Props: None.

Total Time: 3 minutes (2 minutes massage, 1 minute to organize).

Ask participants to stand in a single file (for bigger groups, make 2 or more lines). Once ready, play music and ask participants to massage the person in front of him/her. After 30 secs, ask them to change to "chopping". After 30 seconds of "chopping", ask participants to turn around & repeat the same. Thank participants by clapping before asking them to return to their seats.

Singing

Props: Prepare lyrics of a selected song on a slide.

Total time: length of the song (2-5 minutes).

Ask participants to stand abreast, facing front, with arms linked in 2 or 3 layers (depending on group size) in front of the class. Once ready, display lyrics on screen & play music. As participants begin singing, ask them to sway to the music, encourage them to sing aloud and dim the lights (optional). Thank participants with a round of applause before asking them to return to their seats.

Kim Yeong is an associate consultant at FranklinCovey Malaysia.

New Zealand Learning Convention
25-27 September 2003
Auckland, New Zealand

Experience and enjoy best practices of Learning from inspirational World Class Masters, including speakers from the FranklinCovey organization.

More information can be obtained from our website: <http://www.franklincoveymalaysia.com>

Workshop Schedule 2003-2004

The 7 Habits of Highly Effective People® by Dr Dee Groberg
(RM 2,950 per pax)
[Please register at least four weeks in advance]

Hyatt Regency Saujana, Subang	November 3-5, 2003
	February 2004
	April 2004
	June 2004
	August 2004

The 7 Habits of Highly Effective People® by Malaysian Facilitator
(RM 2,250 per pax)

Hotel Armada, PJ	September 2-4, 2003
Hotel Armada, PJ	October 20-22, 2003
	December 8-10, 2003
	February 2004
	March 2004
	May 2004
	July 2004

7 Tabiat Orang Yang Amat Berkesan® by Malaysian Facilitator
(RM 990 per pax)

	January 2004
	April 2004
	June 2004
	August 2004

What Matters Most® Time Management by Malaysian Facilitator
(RM 970 per pax)

Hotel Armada, PJ	September 17, 2003
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4 Roles of Leadership™ by VS Pandian / CF Wong
(RM 1,950 per pax)

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