

A man and a woman are sitting together, looking thoughtful. The man is on the left, resting his head on his hand, and the woman is on the right, also resting her head on her hand. They are both wearing light-colored, long-sleeved shirts. The background is a soft, out-of-focus green and blue.

HAVE YOU FOUND YOUR CALLING?

IN HIS CLASSIC NOVEL,
*THE 7 HABITS OF HIGHLY
EFFECTIVE PEOPLE*,
AUTHOR STEPHEN R.
COVEY HELPED US FOCUS
ON EFFECTIVENESS. HIS
LATEST BOOK, *THE 8TH
HABIT*, BUILDS ON COVEY'S
PREVIOUS WORK, SHOWING
US THE PATH TO GREATNESS
BY HELPING US FIND OUR
CALLING IN LIFE.

He's an author, entrepreneur, organizational guru, you name it. Stephen Covey has seen and done it all when it comes to helping people realize the greatness within them. His first book, *The 7 Habits of Highly Effective People*, which has sold over 15 million copies worldwide, was chosen as the most influential business book of the 20th century by *Forbes* magazine. In 1996, *Time* magazine named Covey one of the 25 most influential Americans. Millions of people in business, government, schools and families have benefited by applying the principles in Covey's classic book.

The world, however, is a different place than when Covey wrote the book. Today's challenges and complexities are of a different magnitude. Being effective as individuals and organizations is no longer an option—survival requires a new mind-set, a new skill-set. It is what Covey calls *The 8th Habit*—the answer to the soul's yearning for greatness and humanity's search for its voice.

Success from Home recently spoke with Stephen Covey about his new book, his ties to the direct selling industry and how anyone, regardless of business background, can find their voice and inspire others to find theirs.



STEPHEN R. COVEY IS THE AUTHOR OF THE BESTSELLING BOOKS, *THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE* AND *THE 8TH HABIT: FROM EFFECTIVENESS TO GREATNESS*. COVEY IS AN INTERNATIONALLY RESPECTED LEADERSHIP AUTHORITY, FAMILY EXPERT, TEACHER, ORGANIZATIONAL CONSULTANT AND COFOUNDER AND VICE CHAIRMAN OF FRANKLINCOVEY CO. HE AND HIS WIFE AND FAMILY LIVE IN THE ROCKY MOUNTAINS OF UTAH.

SFH: Was there a particular spark that ignited your decision to write *The 8th Habit*?

SC: I think the key thing that caused me to get into this material was an awareness that came about five or six years ago of how the shift from the Industrial Age to the knowledge-worker economy has become so profound. The world has changed drastically since *The 7 Habits of Highly Effective People* was published in 1989. Being effective as individuals and organizations is no longer enough. In this new Knowledge Worker Age, people will be required to build on and reach beyond effectiveness. The call for this new age is for greatness and a longing to gain fulfillment, experience passion and to contribute to society. Getting access to these higher levels of human genius and motivation requires a new mind-set, a new skill-set, a new tool-set; essentially an entirely new habit. The 8th Habit is about finding your voice while inspiring others to find theirs.

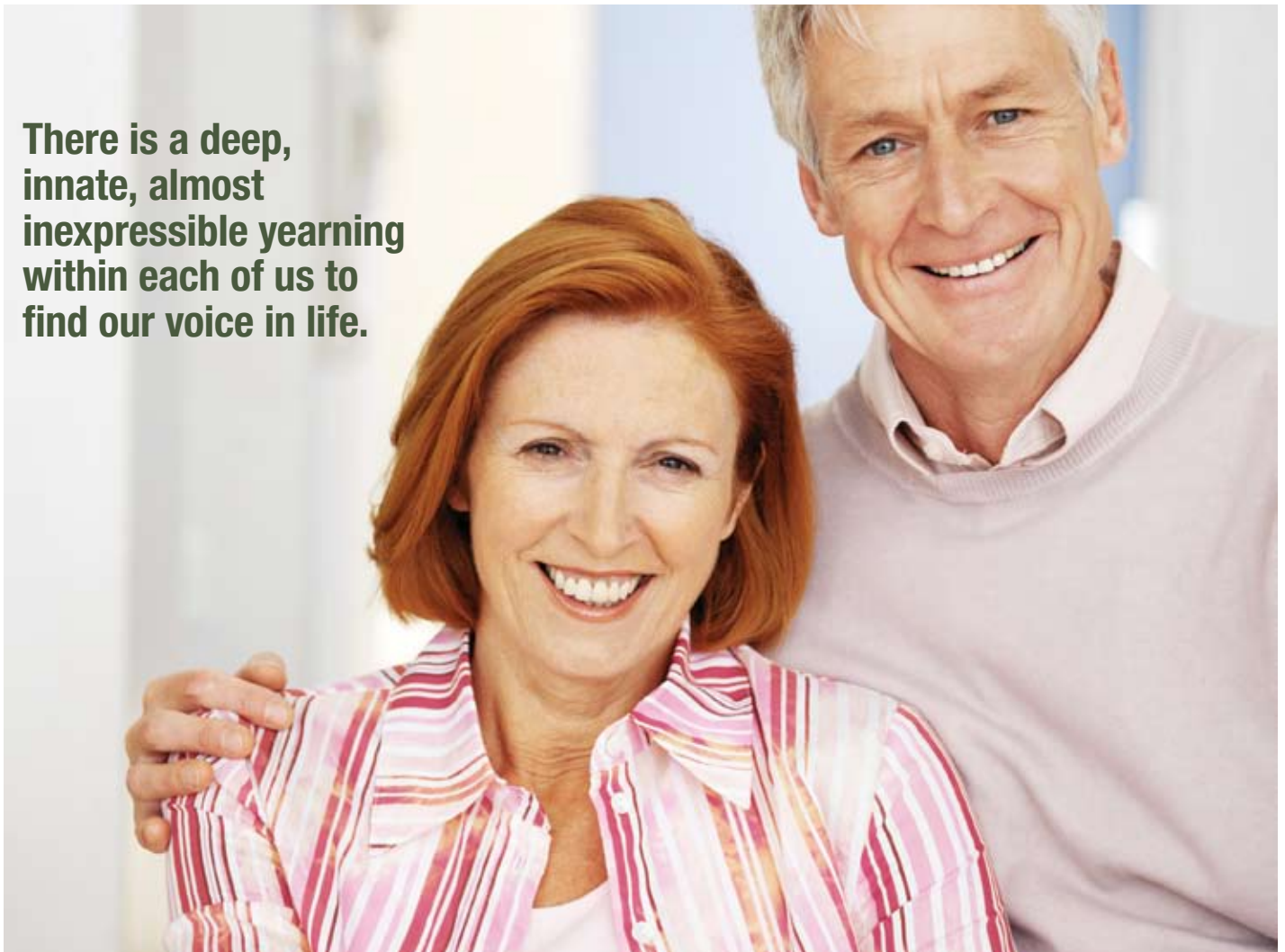
SFH: You spent years of research in preparation for *The 8th Habit*. Can you tell us a little about the fact-gathering process that led you to your stunning findings?

SC: I found that throughout most of the 20th century, only 20 to 30 percent of the value-added goods and services came from knowledge work. Today, it's 70 to 80 percent. This points to the absolute necessity to get out of Industrial Age practices, which suppress the release of human potential, and into the Knowledge Worker Age that unleashes and realizes the greatness of human potential. We also gathered all kind of data about how alienated most people are in their job environments and how much compartmentalization and lack of trust there is, how disempowered and frustrated people are.

SFH: From what we've learned, your findings confirmed are by many who attend your speaking engagements. Tell us a little about the feedback you've received so far.

SC: I ask two questions of the audience right up front that really hit them hard. The first one is, "How many of you have achieved your level of success, whatever it may be, partly or largely because someone believed in you when you didn't believe in yourself?" You'll find that immediately about 60 to 70 percent of the hands in the room will go up. And if you listen to their stories, they become very tearful and emotional, and so authentic and real that others around them also become quite emotional. You come to realize that

There is a deep, innate, almost inexpressible yearning within each of us to find our voice in life.



we need to affirm peoples' worth and potential so clearly that they come to see it in themselves.

The second question I ask points to the disempowerment out there. I ask them, "How many agree that the vast majority of the work force possesses a lot more talent, capacity, passion, intelligence and creativity than their present jobs require or even allow them to use?" Nearly every hand goes up. It just goes to prove that the Industrial Age model is really sick and, even though it's still the dominant model, it's becoming increasingly obsolete. It suppresses the human spirit so terribly.

SFH: Does *The 8th Habit* make the other 7 Habits irrelevant?

SC: I get this question a lot and the answer is no. The 7 Habits are more essential than ever. The greater the change and more difficult the challenges, the more relevant they become. The 7 Habits are about becoming highly effective. They represent a complete framework of timeless principles. *The 8th Habit* is not about adding one more habit to the other 7, it's about seeing and harnessing the power of a third dimension to the 7 Habits that meets the central challenge of the new Knowledge Worker Age. *The 7 Habits* are the foundation

and are based on general truths, like taking responsibility, being proactive, beginning with the end in mind, thinking win-win and using the golden rule. These are all foundations of general truths that are accepted throughout society. But to find your voice, coupled with your unique calling to inspire others to find their voice, is a very a personal truth.

SFH: How does this yearning for people to find their voice tie in with direct selling?

SC: In my mind, the direct selling industry finds a huge market in people who

are frustrated with their current situations. These are people who are disenchanted, and who are broken in spirit and are looking for some kind of entrepreneurial opportunity where they can use their talents and their passion toward a greater good. Direct selling helps affirm their worth and potential and can open up a new, alternative-income stream that can make a huge difference in their lives. I've worked with many in the direct selling industry, and I'm pretty familiar with the kinds of realities facing the industry. These are the people who are trying to find their voice.

SFH: What advice would you give someone looking at starting a direct selling business? What are some of the things they can look for in a company that will help them find their voice?

SC: Those who are excited about the direct selling concept need to choose a company they can get passionate about, making sure they find a particular product or service that meets a human need and, most importantly, gets them excited. Having a great compensation plan and the finan-



The Whole-Person Paradigm

cial benefits of the opportunity are equally important, but there needs to be a balance. I think to find a person's voice means that you are serving in a motivating and meaningful way the human need as well as serving your own need for financial independence.

SFH: What can happen to someone who is focused on the money aspect of the business, but neglects the product/service benefits it can have for those who need it?

SC: Financial success is a secondary success. Primary success is about character and contribution. I have worked with many successful people who have made a lot of money in the direct selling industry, and I've found that a singular focus on financial rewards can gradually change a person. It changes their motivation, and it can change the quality of their integrity and their family life. Even though they are very wealthy people, a spirit of selfishness can creep into their relationships. It affects people, if there isn't a true balance. But, more importantly, if money is your first objective, you will not be able to affirm other peoples' worth and potential to help them find their voice.

I think this could be a unique exercise for your readers to learn more about the nature of the product and services they sell and the needs they serve. There is a hunger out there to represent a service that is a peacemaking or healing service instead of just making people richer.

SFH: Could you explain more about the four dimensions that make up the Whole-Person Paradigm?

SC: At the core, there is one simple, overarching reason why so many people remain unsatisfied in their work. The fundamental reality is that human beings are not things needing to be motivated and controlled; they are four-dimensional—body, mind, heart and spirit.

The body basically deals with the physical and economic side. This is where you deal with your physical well-being, your physical intelligence, as well as your economic well-being and success. It's that financial independence that gives you the flexibility to do a

lot of things with your family, giving service and so forth. The mind has to do with the development of one's talents. The heart deals with your natural inclination and passions. The spirit has to do with the meaningfulness of the product or service you provide and how it meets a human need. Lastly, it deals with living with total integrity and a peace of conscience and void of offense toward God and man.

Peace of conscience is so much greater than peace of mind, where you're not wor-

The Soul's Yearning For Greatness

By Stephen R. Covey

The purpose of *The 8th Habit* is to give you a road map that will lead you from frustration to fulfillment and to relevance, significance and contribution in today's world—not only for your work and organization, but also in your life. In short, *The 8th Habit* will help you find your voice.

VOICE =

TALENT (your natural gifts and strengths)

PASSION (those things that naturally energize, excite, motivate and inspire you)

NEED (what the world needs to pay you for)

CONSCIENCE (that small voice within that assures you of what is right and prompts you to actually do it)

When you engage in work that taps your talent and fuels your passion—that rises out of a great need in the world that you feel drawn by conscience to meet—therein lies your voice, your calling, your soul's code.

There is a deep, innate, almost inexpressible yearning within each of us to find our voice in life.



ried about finances and other worries. Peace of conscience gives you a sense of calling. I really believe that when we are born, our work is born with us and we have to find out what that is. For many, direct selling is that work that they were called to do. You can

use, it's important to learn that everyone is unique. You cannot try to mold someone in your image. They must find their own style, their own way of doing the business. For example, Sue might want to make only a couple hundred dollars a month to help

Everyone has their own motives and dreams for what they want their business to provide them.

hear it when they get on stage and tell their story. They have found their voice and are doing exactly what they were born to do.

SFH: How is your concept of finding your voice much like “finding your ‘why,’” a common phrase used by direct selling companies that helps business owners remember why they started their business in the first place.

SC: I really like the concept of finding your ‘why’ because it is so similar to finding your voice. No matter what term you

with the car payment. John might want to work a little harder to earn enough to pay his oldest son’s college tuition. Everyone has their own motives and dreams for what they want their business to provide them. Everyone needs to find their own calling in life, finding your ‘why’ is just like finding your voice.

For those who have read my first book, *The 7 Habits of Highly Effective People*, this goes to the heart of habit No. 5. It teaches that you need to get inside the head and heart of other people by not trying to project your motives on their behavior, so you tailor and individualize your approach based on this kind of behavior.

SFH: Is it true you found your ‘why’ just after graduating from business school, much to the chagrin of your father? Tell us about it.

SC: That’s true. I was part of a family with a very successful business. And I was the heir apparent to our family business, which owned several hotels, motels and lots of land. But something happened. I found my ‘why’ somewhere else. A gentleman I knew got me into teaching, mainly training leaders, and I loved it dearly. I had just finished Harvard Business School when I realized I wanted to make teaching a career. Then came the hard part: breaking the news to my father. Initially, he was disappointed but, later, he told me that he never found his true voice in business. His passion all along was architecture, history, philosophy and sociology. This personal story, along with many others—is the impetus behind why I wrote *The 8th Habit*.

SFH: How did you get the courage to tell your father about your desire to teach?

SC: I think practicing the 8th Habit in my own life is what enabled me to make that decision to become a teacher. Sure, I was afraid of what my father was going to say. But I had to be true to myself, I had to find my voice, my ‘why.’ I feel that I have truly found my voice, and it causes me to say to other people, ‘You, too, have a unique calling. Have you found it?’

SFH: Most of your books are about business and the experiences you’ve drawn from researching and studying companies throughout the world. Can everyone benefit from reading *The 8th Habit*, regardless of business background?

SC: Absolutely. Even if you’re not in business, *The 8th Habit* applies to anyone searching to find their calling, their voice. Although

most of the stories I use in my books are business stories, the principles are universal. The 8th Habit, namely 'finding your voice,' is what the direct selling industry is all about. And if each independent business owner would see their leadership role of as one of moral authority, in which they help other people and inspire others to find their voice, I think they would not only keep their own integrity on track, but they would develop such a reputation for trustworthiness that it would be like a magnet drawing other people to them.

Happiness and success are byproducts of service. So it's not about what's in it for you. My good friend, Jim Collins, in his book *From Good to Great* found that the most important ingredient that brought organizations from good to great was humility. They were servant leaders. It's something to think about.

SFH: How can people starting a business for the first time turn their fear into confidence and assurance?

SC: The key to overcoming fear is not the absence of fear, it's the awareness of having something more important than fear. If you have this sense of calling, the fear will subside, eventually. You may have it, but you are subordinating the fear to that which is more important. But those who try to overcome fear by not having a more meaningful 'why' are messing with the symptoms and not getting to the source of the problem.

I remember having a little fear myself while growing up, and my father would always say, "If you can do it, you do it. If you can't do it, you teach." **SH**

