

ACHIEVERS WITH HEART



INTERNATIONAL NEWSLETTER VOLUME 6

From the Desk of Stephan

Dear Friends and Colleagues,

We just concluded our last regional conference in Costa Rica. It was great seeing our talented partners and discussing new opportunities for expanding their business success. Latin America presents great potential for our offerings. Our partners are stepping up to the challenge of setting up new strategies to reach even higher goals.



Participants at the Latin America Regional Conference, located in San Jose, Costa Rica.

At our regional conferences, we spoke about achieving organizational greatness. For any organization to succeed at greatness, its people must first succeed. Therefore, greatness really is a measure of our individual and collective performances.

How can each and every one of us, worldwide, contribute to achieve greatness? Let's review the Five Pillars of Greatness, which were shared by Bob Whitman at the U.S. Symposia and presented at the International Regional Conferences. I would like to invite each of us to determine how we can personally impact each pillar. Greatness is everyone's job. Regardless of your title or job description, ask yourself: How can I make a difference?

Here are the Five Pillars:

1. **Superior Top Line Growth** - Requires us to use effective business practices for selling, closing and invoicing, and to follow our processes and procedures. How do you affect revenue growth?
2. **Compelling Business Model** - Demands that we are accountable for always looking for ways to work smarter and better, so we can strengthen

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our profitability and succeed at our mission. How do you affect EBITDA?

3. **Intense Customer Loyalty** - Necessitates that we always deliver superior services and products to our customers to help them succeed, and strive for Net Promoter Scores (NPS) of 9 or 10. How do you affect your NPS?
4. **Winning Culture** - Involves each person feeling valued and working as true Knowledge Workers who embody the 8 Habits. Keys to achieving a winning culture include working as a team to seek understanding, resolve conflicts or challenges through win/win synergies, and proactively changing or improving our business activities. xQ helps us all identify successes and gaps in our culture. What is your xQ score? How are you doing on your action plan?
5. **Distinctive Contribution** - Requires us to have a sense of mission and to engage our whole-person (body, mind, heart and spirit) towards achieving great purposes, to find our voice and to inspire others to find theirs. Have you found your voice?

Thank you for your contributions and passion for greatness all over the world. You make all the difference!

With Warm Regards,

Stephan

An Inside Look at Todd Davis, Vice President People Services, OSBU

Interview with Janita Andersen



How are we attracting and retaining achievers with heart?

FranklinCovey is all about greatness. Of course, the only way we achieve greatness is through our people. Our associates are our greatest asset and we know that our success depends on attracting and retaining achievers with heart.

I believe our most effective recruiting tool is our own associates. They are passionate and committed to our mission, and they know what it takes to help us succeed. They are therefore well equipped to help us find others who will significantly contribute to the ongoing success at FranklinCovey. We get many valuable referrals through our network of FranklinCovey associates.

We have also hired a full-time recruiter, Aaron Thompson, to help us achieve our goal of doubling our sales force in the next four years. Having been in sales at FranklinCovey for many years, Aaron knows exactly what to look for in a successful sales person. We're very fortunate to have him and he's doing a tremendous job. Aaron started his new role at the beginning of this fiscal year, and has already helped us bring on several extraordinary sales professionals and consultants.

In addition to hiring great people, we are intensely focused on retaining all of our talent through various programs and win/win systems. This year we have made significant headway in seeing that all associates are trained in our core content including the 7 Habits

series, 4 Disciplines, and Focus. We also have win/win agreements in place with 99% of all OSBU associates (we're still hunting down that last 1%)! We are continually doing compensation surveys, making every effort to be at market. We have also started creating a much stronger culture of "celebration".

How and what we communicate to our associates is as important as how we help them develop. We hold Town Hall Meetings every quarter to share good news and highlight team and individual achievements. At each Town Hall Meeting several people are acknowledged by receiving a Summit Award in recognition of their "over the top" contribution.

People Services has an exceptional team of five associates who care deeply about the personal and professional well-being for all of our employees. I so appreciate the efforts and support that they give each day towards achieving our company's mission and goals.

What do you look for in a candidate?

We look for a proven track record of performance and achievement with the right competencies and skills. Experience and a track record for results always count... a lot!

However, we go deeper than that because we need people who can contribute to the FranklinCovey culture. We hire people who model the principles embodied in the 7 Habits. We carefully listen to their language and try to discover what matters most to them. What motivates them? We also observe how they think and process things, to identify their competencies and skills. Ultimately we want people with heart and passion for what we do, coupled with results-driven skills and proven measures of accomplishments.

A question I find that tells us a lot about a candidate is simply "What do you look for in a career?"

The response to this question effectively reveals the person's passions, values, ambitions and capabilities. It can be a very telling question.

How do you view your role at FranklinCovey?

My greatest responsibility is to care for and nurture the goose - production capability (PC) - our people. I spend a significant amount of time working with leaders to help them help their direct reports succeed. I coach leaders to follow a paradigm of: "What am I doing to

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An Inside Look at Todd Davis, Vice President People Services, OSBU

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nurture, support, and sustain the goose?” This requires leaders to have a more intimate understanding of their associates - to understand their hopes and ambitions - and to help them grow.

I see myself first and foremost as a coach. I put tremendous effort and focus into understanding others. I find that Habit 5 - Seek First to Understand, Then To Be Understood - is where I focus 90% of my time. It is so powerful when working with people. It is key to resolving problems or challenges, and key to building trust and collaboration. As Stephen Covey says, “With people, fast is slow and slow is fast.” If we would all take a little more time to understand each other’s perspective, I’m convinced we could significantly eliminate many of the obstacles that slow down our success.

Our competitive advantage is our people. And if in our hurry to be efficient, we compromise our principles and values towards our people, we will lose that advantage.

What do you enjoy most about your job?

I love my job. I love to serve and I love the opportunity I have each day to help various teams and individuals move forward with their goals.

It is so rewarding to work for a company where people are genuinely dedicated to their work and to doing their very best. We have **great** people at FranklinCovey. I really believe in our people. There is a quote from Abraham Lincoln that is used in the new 7 Habits for Managers course, and it’s one of my favorites.

“It’s better to trust and be disappointed once in a while, than to distrust and be miserable all of the time”

I have this quote on my desk to remind me everyday of the importance and power in believing in people. If you trust people - if you really believe in people - the majority will rise to the occasion time and time again. And in fact, at FranklinCovey - they do.

“If we would all take a little more time to understand each other’s perspective, I’m convinced we could significantly eliminate many of the obstacles that slow down our success.”

- Todd Davis

Dr. Stephen R. Covey Spreads 8th Habit Greatness across the Globe

Janita Andersen



Stephen chats with Uwa Osa-Oboh of ReStraL Consulting, Ltd., Licensee Partner in Nigeria

Over a period of 15 days in March, Stephen R. Covey traveled over 44,000 miles to spread the message of 8th Habit Greatness to business leaders, government officials, youth groups and families. His tour included Japan, South Africa, Nigeria, Kenya, Dubai, Bahrain, India and Sri Lanka. This marked the most countries Stephen had visited in one tour.

“I am so impressed with our International partners and the warm welcome they always give me. They are such gracious hosts and their events are always first class. I appreciate everyone who worked so hard to create these opportunities for people and organizations to learn about principles of greatness and how they can find their voice. The countries I visited are thirsting for principle based solutions to their social, economic and government challenges. The work that, you, our partners are doing is so crucial to inspiring change and improvements in your countries. You are an inspiration to me,” said Stephen.

The following is an overview of the tour:

Japan - Stephen helped launch a broad partnership between FranklinCovey Japan and NuSkin Japan. He addressed 25,000 NuSkin associates, which included the leadership, management and distributors. He also met separately with 1,100 managers and 200 NuSkin executives.

South Africa - Stephen visited Durban for the first time where he presented to 600 leaders from the public and private sectors. In Johannesburg, he addressed 1,100

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Dr. Stephen R. Covey Spreads 8th Habit Greatness across the Globe

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leaders and also did a family program. As a mentor coach for Life College, Stephen was thrilled to meet, for the first time, with his two students at the Johannesburg event.

He also participated in a forum discussion with 100 people who represented the diversity of South African communities. This forum, which focused on the audience's questions on forgiveness and loyalty, was taped and will be distributed to movie theaters throughout South Africa in an attempt to reach the general public in a cost effective way. FranklinCovey South Africa is excited to create this new channel to help more people.

Finally, Stephen was very grateful to Life College for facilitating a brief but impactful private meeting with Nelson Mandela. He felt a great connection with Mandela and was impressed with his soft-spoken and spiritual demeanor. Stephen felt honored to meet such a great, enduring 8th Habit leader.

Nigeria - Stephen's first visit to Nigeria focused on the pressing needs of a country that has been riddled with corruption. He spoke on the subject of Leadership Challenges of the 21st Century: The Role of Institutions, before a packed hall of 1000 people in Lagos. It was promising to see leaders from both the private and public sectors of Nigeria attending the event in such a large number to learn more about how they can institutionalize principles of effectiveness. Stephen spoke about the need to create systems, processes, and structures to institutionalize positive change. The audience was keen to learn more about how to move their country forward and sustain gains.

Kenya - This was Stephen's first visit to Kenya, and it also marked the first time Kenya had hosted a leadership authority like Stephen. He spent an evening with Kenya's top 100 CEOs then presented to an additional 450 business leaders the next day.

During his time in Kenya, Stephen met Stone for the first time, and invited him to participate in his presentation. After showing the video on Stone, Stephen invited him to share his experiences before the audience. It was a thrilling moment. Stephen was so grateful to finally meet Stone and found him to be a powerful and humble illustration of the 8th Habit - someone who has found his voice and is motivated by love to inspire others to find their voice.



In Bahrain, Stephen addressed senior government officials, ministers and other guests. He highlighted the importance of investing in human resources through ongoing education and development.

Dubai - CEOs, senior managers, and government officials from across the Gulf region joined a morning session to hear Stephen speak about the 8th Habit. In the afternoon, Stephen traveled to Bahrain to address the Economic Development Board which hosted 100 delegates, including senior government officials and ministers. Sheik Mohammed of the United Arab Emirates is leading visionary change for a diversified economic base and, with this in mind, Stephen focused specifically on the Economic Development Board's goals and how they are scoreboarding results. This opened up rich discussions around execution.

Stephen also met with a client that has been pursuing an aggressive leadership development process. They hosted a graduation celebration to honor those leaders who had gone through a series of training around the 7 Habits and 4 Roles of Leadership. The event was broadcast within the client organization.

India - Stephen traveled to New Delhi, Calcutta, Mumbai, and Bangalore to address leaders from the public and private sectors on the need for 8th Habit Greatness. More than 500 people attended each event in each city and in Calcutta over 2,200 people attended an event focused on the family. Cecile Pelous and Diana Peterson of First Hope were also in attendance and met with Stephen. This event was especially impressive to Stephen because of the intense desire of the audience to learn about how to build and sustain greatness in their families.

In Mumbai, Stephen presented an award to the executive team of Hindustan Lever, one of our biggest

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Dr. Stephen R. Covey Spreads 8th Habit Greatness across the Globe

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clients in India. He also later visited their corporate office after a trip to an Islamic school which is the first in India to be implementing the 7 Habits Teens content.

Sri Lanka - Stephen addressed 650 people on the subject of the 8th Habit. The event was broadcast to Lahore and Karachi in Pakistan, which was a first. He also met with 250 CEOs and senior executives at an evening reception.

Success Story from FranklinCovey Benelux

Hans van't Sant, Internal Trainer, Unilever Netherlands

Hans van't Sant has worked for 20 years in manufacturing and training at Unilever Netherlands. After a downturn in the mid 90's, the organization sought to stimulate business growth by building a highly effective organization through effective teams and employees. Hans began the work by implementing The 7 Habits of Highly Effective People workshops. In five years, Unilever Netherlands became one of the most successful European Unilever Companies.

Unilever, a multinational company with 500 companies in 90 countries and 234,000 employees, is well known by their brands such as Dove, Lipton, Knorr and Ben & Jerry's. Their division in the Netherlands, which produces meat, sauces and canned soup, originated from the merger of two meat processing and exporting businesses. In 1995, the company experienced major financial and product quality problems. The market was decreasing as well as motivation from their management and front line workers. The decreasing motivation was visible in their reactive behaviors, which seemed to focus on win/lose or lose/win decisions. The challenge was to change behaviors and make it a profitable business.

Chairman Tex Gunning and other leaders such as Hans Synhaeve, Operations Director, played a key role in changing the direction of this company. They introduced new tools, processes and training to accelerate this change. They held Learning Conferences for all employees, where over 100 workshops of the 7 Habits of Highly Effective People were facilitated by an internal trainer. Proactive behavior and win/win thinking became their new paradigm. Hans van't Sant recently accepted a Greatness Award in the category of 7 Habits Greatness



Hans van't Sant meets with Dr. Stephen R. Covey. At the FranklinCovey Symposium in Dallas Hans was presented a Greatness Award in the category of "7 Habits Greatness".

at FranklinCovey's Dallas Symposium. He shares that a part of the success of the 7 Habits was due to the circle of influence held by their internal trainer who had almost daily contacts with employees at all levels.

In five years time, Unilever Netherlands made a successful transformation with yearly growth of 10%. This remarkable transformation has been captured by Philip Mirvis, a professor at the University of Boston, the London Business School and the Jiao Tong University in Shanghai, in his book *To the Desert and Back*. This great transformation not only manifested itself in profitability for the company, but employees saw changes and growth in their personal lives.

The 7 Habits is now part of a formal Unilever Netherlands Leadership Development Program. Hans van't Sant, recently retired from Unilever, is still involved in operating the workshops. He currently has about 250 7 Habits workshops running from the board level to the shop floor where 80% of the employees have been trained. Hans emphasizes that "Personal growth is the basis for business growth and commercial growth. People make the difference. Teams make the difference."

Global Operations Updates

International Case Studies: Denmark

Two case studies have been provided by Denmark. The first, Danske Bank, highlights the enthusiasm, the process and the experience of their road to improvement using the 7 Habits. The second case study, Maersk Industries, illustrates the process of focusing on the larger picture. Both case studies provide exceptional examples of our services at their best.

The case studies are posted on the q2 in the International Communication section. We are currently working on creating a Case Studies/Best Practices page on the site. If you would like to provide case studies and/or best practices, contact your International Business Partner.

Best Practice: Invest in Preparation Time!

Richard James - Facilitator, Effective Leadership Bermuda

My primary recommendation to facilitators of 7H for Managers is: invest in preparation time. The investment will pay tremendous dividends. Here are some practices I use:

1. I carefully review the slides, slide orders, and slide builds.
2. I incorporated local heroes to personify Habit 2 and Habit 3. This really makes a critical connection with the participants. Both of the individuals I use in our session have passed away, but their legacy lives big in the hearts of Bermudians.
3. I use a split screen with my presentations, and place the presentation on the white board (extend desktop to 2nd screen) and the presenter's screen on my laptop. I have all of my notes available to me and they can only be seen by me. Facilitator statements and questions and other reminders and prompts are available to me on the presenter's screen. I have taken the information from the Facilitator's Guide and transferred them to the notes section of the PowerPoint presentation: It's great!
4. I am careful to stick to the timelines noted in the Facilitator's Guide. If one strays, (and I did) you will face unforgiving time constraints. The Third

Alternative group work is very powerful. If you are pressed for time, this very powerful activity may suffer.

Preparation, Preparation, Preparation! Preparation will be the difference between the participants having an effective experience and a mediocre one.

Achiever with Heart Recognition: Porntip Iyimapun, FC Thailand



How did you join the business?

I had started Thailand's first workforce recruitment company shortly after completing an MBA in 1992. The business did remarkably well with 40-50% annual growth until 1997 when Thailand was hit by Asia's economic crisis. Thailand was hit especially hard and I was faced with the worst business experience in my life.

From each crisis, I strongly believe there are opportunities. In 1998, at the worst moment in my new business career, someone introduced me to the 7 Habits and I decided to attend a workshop in Malaysia. In reflection I would consider this investment to attend the 7 Habits as one of the most important decisions I have taken in my life.

During this time not only did I have the opportunity to learn very powerful principles to help me lead my life and company through the difficult times, but I also discovered one of the best leadership development tools for Thailand. It was then that I decided to become a licensee partner. I strongly believe that what we do provides the right skills and tools for people and organizations in Thailand to cope and lead with change and to improve their effectiveness.

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Achiever with Heart Recognition:

Porntip Iyimapun, FC Thailand

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What are some of the challenges in your country and marketplace?

During the past few months, we've had a leadership crisis with our prime minister, who failed in his execution of moral and ethical standards. This caused much debate and mixed opinions in Thailand. Our prime minister finally resigned and we are now waiting for a new leader. Perhaps the hardest hit industry from this instability is tourism - people have been reluctant to come to Thailand.

In the business marketplace our challenges include the organizational and individual resistance to adapting to change. Many of Thailand's leaders currently lack the knowledge and skills for setting a new course and the country's workers also lack the skills to be proactive and adapt to new ways. In Thailand, people are very obedient and wait to be told what to do. They tend not to think for themselves or make decisions on their own as much as they should. So they are vulnerable to bad leadership and organizational structures that are authoritarian and top-down.

What inspires you about your work, personally and professionally? Please share any memorable experience with a client who has or is transforming their life and/or work.

I have always told other people that I am so lucky to have been given the opportunity to be in this business. I have so many opportunities to help others to grow while developing myself. I learn so much from our clients and my career is so rewarding.

I spend half of my time conducting workshops and on consulting work. I only discovered my passion and talent in facilitating workshops four years ago when we were short on facilitators. I find this is a new role which I love doing in addition to managing the business. I feel so fulfilled when people come to me at the end of the workshop and tell me that "these are the best 3 days in my life", or "I wish I would have attended this program ten years ago".

I believe it is my great honor to be given the trust of our client's organizations - to invest 2-3 days of their senior executives' time with me. I must do my very best to make their investment worthwhile. We aim to secure 8-10 new workshops from every successful workshop we deliver to our client's senior executives. We are very proud to say that today PacRim Group is at

the forefront in leadership development in Thailand. The FranklinCovey leadership development program has become the most well-known program amongst multi-national corporations, Thai organizations and the Thai government sector. We reach over 70% of top 100 organizations in Thailand.

What is your dream or aspiration?

One of the legacies I want to leave is that of building PacRim as a model of what we teach, where great people are working together to make a significant impact on improving the quality of leadership in Thailand.

In working to achieve our goals, I believe we will be able to develop our own people and help them to maximize their true potential and achieve their own personal missions. We want to build a company culture that attracts and retains "achievers with heart".

How are you transitioning to the sustained superior (xQ, 4D) process? Please share a specific client example - how are responding to SSP and the opportunities you see?

Before we can offer the SSP solutions to our clients, we first have to implement it in our company. We started the process last year with the theme "Disciplined People with Disciplined Thoughts and Disciplined Actions". We had our company annual retreat last December to set our WIGs for the organization and team. Each individual has their own action plan aligned to their team's WIGs. We have scorecards for individuals, teams and the organization. We keep on improving and we are beginning to see the power of the process.

We are proposing three big projects based on the SSP solution (xQ, 7 Habits, 4 Roles, 4Ds, and other customized services) to our key clients and we are confident that we will be able to close these three big projects within next two months.

Please share a little about your home town, environment and family.

I grew up in a Chinese family with strong values in family, responsibility and hard work. These have become the foundation of my working style. I have been married to Mak for 15 years and he is a key supporter and driver behind all my achievements. He is my partner, my friend and my personal coach. We live with my loving parents on the outskirts of Bangkok. I have two younger sisters who are also my great supporters in business. I am so blessed to have so many wonderful people around me and I owe them so much.