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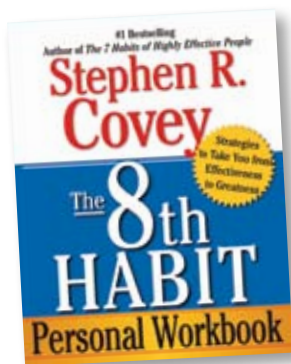
## *The 8th Habit – From Effectiveness to Greatness*

By Stephen R. Covey

Simon and Schuster Inc., New York

259 pages, softcover, \$12.50

Reviewed by William M. Elvey



A few years ago I was trying to decide whether to read Stephen R. Covey's book, *The 8th Habit – From Effectiveness to Greatness*. I have been a long-time Covey convert since the 90s after reading his earlier book, *The 7 Habits of Highly Effective People*. So I thought what more could Covey possibly contribute to the subject of managing organizations and leading people that could be worthwhile at that time in my life? Well, I decided to read

the book and I couldn't have been more delighted with the result. *The 8th Habit* is definitely a winner of a book that all facilities professionals must keep on their bookshelf for future use and reference!

Never mind whether you have previously read *The 7 Habits of Highly Effective People* or not. Covey manages to reintroduce them in a way that seems as relevant today as it was back then. After all, the principles he introduced in *The 7 Habits* are "universal, timeless, and self-evident."

I read *The 8th Habit* so many times – highlighting specific passages and placing tabs on pages – that I consider it to be highly

relevant to everyday encounters in my professional and personal life. The book also comes with a DVD of short films that readers are invited to watch after most chapters in the book. These film vignettes (many of which have won prestigious national and international film awards) "enable you to see, feel, and better understand the material." I strongly agree that the book and DVD created a most powerful learning experience.

Part 1 of the book covers the general topic of "finding your voice." Covey does an excellent job of modeling this concept as follows:

- the whole person – mind, body, heart, and spirit
- 4 needs – live, learn, love, and leave a legacy
- 4 intelligences/capacities – physical, mental, emotional, and spiritual
- 4 attributes – discipline, vision, passion, and conscience
- Expressing your voice – need, talent, passion, and conscience

Part 2 of the book is "Inspiring Others to Find their Voice." In chapter 8, the author begins to focus on trustworthiness and modeling character and competence. After all, he says, "90 percent of all leadership failures are character failures." In chapter 9 he refers to the "voice of trustworthiness," and in chapter 10, he talks about "blending voices – finding the third alternative." I can't tell you how important finding the third alternative has been, in making my role as a facilities professional successful.

The book starts to reach a crescendo in chapter 13, "The Empowering Voice – Releasing Passion and Talent." As a former naval officer I got a special kick out of Covey's discus-

sion regarding the “Principle of Stubborn Refusal.” Sorry folks, if you want to learn about this concept then you’ll need to read the book! There is also a highly relevant example for all facilities professionals in this chapter called “The Case of the Janitors (Tutoring Manual Workers into Knowledge Workers.)”

Covey ties everything together in the second to last chapter in a concept he calls “The Sweet Spot.” Think of the Sweet Spot as the intersection of Personal Greatness (vision, discipline, passion, and conscience), Organizational Greatness (vision, mission, and values) and Leadership Greatness (the 4 roles of leadership – modeling, pathfinding, aligning, and empowering).

The book’s closing chapter is titled “Using Our Voices Wisely to Serve Others.” As facilities professionals and leaders of our respective facilities management organizations, isn’t that something that we’re expected to do every day?

In summary, please consider *The 8<sup>th</sup> Habit – From Effectiveness to Greatness*, by Stephen R. Covey, a must-read book. And be sure to pass along a strong recommendation to your friends and colleagues!

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### *It’s Your Ship*

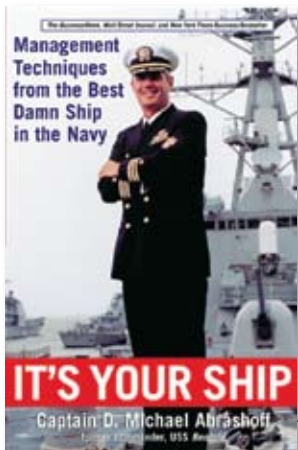
**By Captain D. Michael Abrashoff**  
**Warner Business Books, New York**  
**212 pages, hardcover, \$24.95**  
**Reviewed by Connie Hagberg**

**I**s “your ship” heading in the wrong direction, or actually slowly sinking? If so, the leadership practices discussed in *It’s Your Ship* should benefit your operations in today’s treacherous waters!

In *It’s Your Ship*, Captain D. Michael Abrashoff unfolds the fascinating story of his command of the *USS Benfold*. Upon boarding, Abrashoff realized quickly that he had a ship loaded with cutting-edge technology, but burdened with low productivity by the crew.

Abrashoff was quite savvy in this challenge by beginning with himself. Change must begin from “the top-down.” Abrashoff recognized he must improve his own leadership skills before he could improve his ship.

He began his journey by spending several months analyzing every process on the *Benfold*. He asked everyone “Is there a better way to do what you do?,” at which he aggressively listened to their thoughts. In addition, Abrashoff encouraged people to “*have fun, for fun’s sake!*” Another practice included “*Do the right thing for your people, not yourself.*” Very powerful and sound business



advice! He wisely understood that every leader sets the tone for the organization.

Under Abrashoff’s command, the *USS Benfold*, which was a key player in the Persian Gulf fleet, experienced amazing cost savings to winning the highest gunnery score in the Pacific Fleet.

Are you on board? If so, retain a copy of *It’s Your Ship* for you and your crew!

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### *Made to Stick*

**By Chip Heath and Dan Heath**  
**Random House, Inc. New York**  
**291 pages, hardcover, \$16.40**  
**Reviewed by David Gray**

**H**ow effective is your organization in communicating ideas? Do good ideas and important messages struggle to gain traction? If so, you are probably like many of us. Authors Chip Heath and Don Heath address this problem in this best-selling book *Made to Stick*.

This book is about the process of “nurturing ideas so they will succeed in the world.” The authors review the presentation of dozens of ideas and messages; from the telling of urban myths to the writing of health warnings about sun exposure. Some subjects are true, some not, some important, some not, some interesting and some definitely not. The purpose is to look for common threads that make these ideas “understandable, memorable, and effective in changing thoughts or behavior.” In other words, “sticky.”

In researching stickiness, the authors present six principles to combat the primary villain to effective communications – namely the “Curse of Knowledge.” These principles provide help to the presenter in shaping the content and format of their messages as well as piquing the interest of the audience in the message itself.

Chip Heath is a professor of organizational behavior in the Graduate School of Business at Stanford University. Brother Dan Heath is a consultant at Duke Corporate Education. A former researcher at Harvard Business School, he is a co-founder of Thinkwell, an innovative new-media textbook company. Both brothers contribute to *Fast Company* magazine. ☛

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