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A Quick Overview of The 5 Choices: The Path to Extraordinary Productivity

Every day brings a crushing wave of demands: a barrage of texts, emails, interruptions, meetings, phone calls, tweets, blogs — not to mention the high-pressure demands of our jobs — which can be overwhelming and exhausting. The sheer number of distractions can threaten your ability to think clearly, make good decisions, and accomplish what matters most, leaving you worn out and unfulfilled.

FranklinCovey’s research of more than 350,000 people from all over the world shows that they feel they are spending their time, attention, and energy on unimportant or irrelevant things about 40 percent of the time. That is almost half of their time every day, leaving people feeling overwhelmed, disillusioned, and demoralized.

Now, FranklinCovey offers the latest science and years of experience and research in the time management field to help you master your decision, attention, and energy management through five fundamental choices that will increase your ability to achieve the right things, not everything. The 5 Choices provides powerful shifts in thinking and behavior that will help you feel accomplished at the end of every day.
The 5 Choices: The Path to Extraordinary Productivity

**CHOICE 1  Act on the Important, Don’t React to the Urgent.** This choice helps you to discern the important from the less and not important, as well as how to increase your ROM (Return on the Moment) in the midst of fierce distractions. In today’s world, you are drowning in email, overwhelmed with demands, and trying to do more with less. With Choice 1, you will filter the virtually important priorities from the less and not important, so you can focus on what matters most.

**CHOICE 2  Go for Extraordinary, Don’t Settle for Ordinary.** This choice helps guide your decision making through a framework of what success looks like in your current, most important roles. You want to make a difference, but competing priorities often prevent you from achieving extraordinary results. With Choice 2, you will redefine your current roles in terms of extraordinary results to achieve high-priority goals.

**CHOICE 3  Schedule the Big Rocks, Don’t Sort Gravel.** This choice provides you with tips and tools to plan weekly and daily to execute with excellence on the most important things. The crushing increase in workday pressures can make you feel helpless and out of control. With Choice 3, you will regain control of your work and life through a cadence of planning and execution that produces extraordinary outcomes.

**CHOICE 4  Rule Your Technology, Don’t Let It Rule You.** This choice provides you with tips and tools to make technology work for you, not against you. Turn your technology into a productivity engine. An electronic avalanche of email, texts, and social-media alerts seriously threaten productivity as never before. With Choice 4, you will leverage your technology and fend off distractions by optimizing platforms like Microsoft® Outlook®, Google®, and IBM® Notes® to boost productivity.

**CHOICE 5  Fuel Your Fire, Don’t Burn Out.** This choice provides you with simple, yet critical ways to increase energy so you can think clearly, make good decisions, and feel more accomplished at the end of every day. Today’s exhausting, high-pressure work environment can burn you out. By applying the 5 Energy Drivers™ in Choice 5, you will benefit from the latest in brain science to consistently recharge your mental and physical energy.

**THESE 5 Choices,** when consistently made, will help individuals personally and professionally feel more accomplished at the end of the every day.
DECISION MANAGEMENT

1. ACT ON THE IMPORTANT
   DON'T REACT TO THE URGENT

2. GO FOR EXTRAORDINARY
   DON'T SETTLE FOR ORDINARY

3. SCHEDULE THE BIG ROCKS
   DON'T SORT GRAVEL

4. RULE YOUR TECHNOLOGY
   DON'T LET IT RULE YOU

5. FUEL YOUR FIRE
   DON'T BURN OUT
Act on the Important, Don’t React to the Urgent

In today’s world, you may feel like you are drowning in email, overwhelmed with demands, and trying to do more with less. Or you may feel at the end of the day that you have been extremely busy but didn’t get anything worthwhile accomplished.

Choice 1, the first of two choices that encompass decision management, helps you understand how your most important asset in the Knowledge Age, the brain, processes information and decides on what to focus attention. This understanding enables you to filter the vitally important priorities from distractions, so you can focus on making a real contribution. Once you personally understand the difference between the “Reactive Brain” and the “Thinking Brain,” you need to have the skills to discern important priorities from less important things. Many times, you feel like you have no control of the incoming; that it is the boss or others that keeps you trapped in the “urgency” world. This is only partial reality. With the right mindset and process in place, you will find rich opportunities to consciously reclaim your own time, attention, and energy.

Once you have those skills, the next step is to create a culture where the people you interact with—your boss, peers, direct reports, (even your family!)—act on the important instead of reacting to the urgent.

As you, your team, and your loved ones master the process of “discernment,” it leads to a “productivity culture of importance.” Then everyone speaks the same language and always tests urgency and importance for the greatest results.

Unless you have the ability to do this and commit to consciously choosing the important over the urgent or not important, none of your other choices matter.
DECISION
MANAGEMENT

1. ACT ON THE IMPORTANT
   DON'T REACT TO THE URGENT

2. GO FOR EXTRAORDINARY
   DON'T SETTLE FOR ORDINARY

3. SCHEDULE THE BIG ROCKS
   DON'T SORT GRAVEL

4. RULE YOUR TECHNOLOGY
   DON'T LET IT RULE YOU

5. FUEL YOUR FIRE
   DON'T BURN OUT
Go for Extraordinary, Don’t Settle for Ordinary

Once you have the processes in place to discern the incoming, you complete decision management with zeroing in on that which is truly important, in order to make the highest-value decisions every day. On a superficial level, many things are important to you. But when you really examine your heart and mind, you get down to the few things that really matter and deserve your finest effort. You want to make a difference in these areas, but competing priorities and overload often prevent you from feeling like you are making a powerful contribution.

Choice 2 is about narrowing your focus to your few, most important roles in life today, and determining what success looks like in those roles. By creating Q2 Role Statements, you are providing your brain the framework by which to make the highest-value decisions. A Q2 Role Statement is a brief statement that articulates your vision of success and the outcomes and essential activities you will accomplish in your few, most important roles. The incoming rushes in and you are being challenged by demands, requests, crises, and more. Staying conscious and keeping your vision of success “in mind” helps discern whether you should be acting on the incoming or doing something different. It’s about slowing down and activating your “Thinking Brain” to make the highest-value decision and determining the level of importance of what you should focus on at that moment in time.

To help define this framework, even further, is the choosing of one or two key, measurable goals for each of your important roles. You have many, many goals, and choosing the one or two most important ones to ensure the vision of success in your roles will guide your mind to choose which activities get done—when—or even at all!

The framework of a few, well-defined, most current, and important roles, along with a few key goals to fulfill them, provides the decision-management tools you will need as you go for the extraordinary instead of merely settling for the ordinary.
ATTENTION MANAGEMENT

1. **DECISION**
   - **ACT ON THE IMPORTANT**
     - DON'T REACT TO THE URGENT

2. **ATTENTION**
   - **GO FOR EXTRAORDINARY**
     - DON'T SETTLE FOR ORDINARY
   - **SCHEDULE THE BIG ROCKS**
     - DON'T SORT GRAVEL

3. **ENERGY**
   - **RULE YOUR TECHNOLOGY**
     - DON'T LET IT RULE YOU
   - **FUEL YOUR FIRE**
     - DON'T BURN OUT
Honing your decision-management skills is not enough. Deciding on what is important is one thing, but actually executing on it is another. The crushing increase in workday pressures can make you feel helpless and out of control, even when you know what is really important. You will regain control of your work and life, and enable focused attention on that which is most important through a cadence of planning and execution. You need to have a system in place that ensures the “Big Rocks”—your most important activities—get scheduled first. Then you let the “gravel”—the unprecedented day-to-day activities and sometimes uncontrollable distractions—fall in around the “Big Rocks.” This process is Q2 Planning.

“Q2 Planning” is a process where you take some time to quiet your mind and work from the “Thinking Brain” to consciously and intentionally load the “Big Rocks” into your weeks and days first, to make sure they get accomplished.

The Q2 Role Statement framework from Choice 2, the Master Task List, and Time Zoning are the backbone tools of Q2 Planning. The Master Task List will provide you with one place for all tasks. But more important, it provides an additional filter to determine if an activity is truly important or not. The Master Task List is also another way to keep you in your “Thinking Brain,” not your “Reactive Brain.” This allows you to identify the right tasks to plan, instead of trying to plan everything.

The Master Task List and Q2 Role Statement framework enable and power the disciplines of Time Zoning and Weekly/Daily Q2 Planning. “Q2 Planning” will dramatically increase your ability to be and feel accomplished at the end of every day. It is a process that will transform the way you approach every hour you spend.
ATTENTION MANAGEMENT

1. **DECISION**
   - Act on the Important
   - Don't React to the Urgent

2. **ATTENTION**
   - Go for Extraordinary
   - Don't Settle for Ordinary
   - Schedule the Big Rocks
   - Don't Sort Gravel
   - Rule Your Technology
   - Don't Let It Rule You

3. **ENERGY**
   - Fuel Your Fire
   - Don't Burn Out

The 5 Choices: The Path to Extraordinary Productivity
Consistent planning systems are only the beginning in mastering focused attention. An electronic avalanche of email, texts, and social-media alerts seriously threaten your productivity as never before. Every day, you face a serious hazard from incoming technological disruptions—real challenges to managing your attention.

People with a Choice 4 paradigm first make sure they are aware of and manage their level of “technology addiction.” This means that you need to understand how tempted the brain is by “novel” dings and pings.

Next, with the dings and pings under control, the way is paved to have technology work for you and not against you. We need to practice “Swordlessness” and the “First Principle” (page 118). Sometimes we think if we just had the right tool or gadget, then all our problems would be solved. When we embrace the idea that no tool will automatically save us, we act from the “First Principle,” which is to be independent in every way and keep our presence of mind in all circumstances. It also means we embrace the ideal of “Swordlessness,” which means you can use all tools freely to win the battle.

Begin with “Where’s your stuff?”—a system for managing workflow to accelerate, rather than slow down productivity. The paradigm shift is that the incoming, whether a pile on your desk or your email, is not just chaos. There is order in the chaos. You just need the ability to see it.

Realize that each piece of incoming information can only fall into one of four categories: an appointment, a task, a contact, or a note. Then, you manage workflow. The second task is to ask yourself, “Where are my appointments, tasks, contacts, and notes?” Are they synced across your gadgets? Or is your information redundant, or incomplete, or on multiple technologies, or on pieces of paper? Once you know where your stuff is, then you can employ principles like the “Rule of One (page 121),” “Win Without Fighting (page 132),” and “Everything in Every Place (page 122),” to name a few, to be able to turn gadgets and programs into a “productivity engine” to really win the battle.
ENERGY MANAGEMENT

1. Act on the Important
   Don't react to the urgent

2. Go for Extraordinary
   Don't settle for ordinary

3. Schedule the Big Rocks
   Don't sort gravel

4. Rule Your Technology
   Don't let it rule you

5. Fuel Your Fire
   Don't burn out

The 5 Choices: The Path to Extraordinary Productivity
Decision and attention management take an enormous amount of mental energy. Today’s exhausting, high-pressure work environment burns people out mentally and physically at an alarming rate. Grab-and-go lunches, sitting at your desk all day long, lack of sleep, no time for important relationships, and crashing the moment you walk in the door at home seem to be the “rule” rather than the “exception.” The energy drain leaves your “Thinking Brain” with very little strength to make conscious, high-value decisions, and to stay focused on the execution of your most important things.

Choice 5 is based on the principle of renewal for your brain.

Our interviews with doctors and neuroscientists have shed new light on the gaps in energy management that become more critical every day. Understanding how much oxygen and glucose you need, and nurturing the prefrontal cortex to make high-value decisions and stay focused, will make you think differently about these 5 Energy Drivers. Sitting is the new smoking. Lack of sleep affects the ability to learn well. Too much sugar makes you crash. Cortisol from stress is damaging. Human connection is a deep-seated neurological need for survival and thriving.

You need to assess how you are doing in each driver to have even a chance at high productivity in work and life. With even slight changes in behavior, new and sustainable energy can be tapped to allow you to give your best to both your work and your life.
For Leaders and Managers: Being a Q2 Leader

So many times frontline workers and middle managers feel like all they do is put out fires and go from one good idea to the next. Q2 leaders, on the other hand, realize two things: first, they must model the “productivity behaviors” they yearn for in their workforce; and second, they have the power to create a “culture of productivity.” In doing so, they will find that they have unleashed the potential of their knowledge-based workforce to accomplish that which is most important to the organization, in a high-quality way.

What Leaders Can Do

In this day and age, modeling the behavior you desire is key. The days of “Do what I say, not what I do,” are long over. Following our guidelines of “modeling” through the 5 Choices will set a tone and an example that will encourage the rest of the workforce to follow suit. Seeing leaders think deeply about priorities, role contributions, corporate calendar usage, email conventions, and energy will energize the workforce. They will feel excited, supported, and willing to offer their best efforts to the clear priorities of the team or organization.

Building a Q2 Culture in Your Organization

When you have a “Q2 culture” inside your organization, you will find that people:

• Self-orient around the highest priorities.
• Self-select the activities that will generate the highest return against those priorities.
• Self-deploy their finest attention around those activities, with people bringing their best selves to work.

When a Q2 culture is in place, the most important things you are trying to achieve are now turbocharged. Our research shows that within just a few months, organizations see their workforce report spending an increase of 24 to 35 percent on important activities.

Following the guidelines to “install” the 5 Choices will provide you the decision, attention, and energy management on an organizational level that will yield results beyond what was thought to be possible.
KORY KOGON

Kory is FranklinCovey’s Global Practice Leader for Productivity, focusing her research and content development around time management, project management, and communication skills. She is one of the authors of *The 5 Choices to Extraordinary Productivity®, Project Management Essentials for the Unofficial Project Manager™*, and *Presentation Advantage®* work sessions.

Kory brings more than 25 years of business expertise from frontline positions to an executive team member. Prior to FranklinCovey, Kory spent six years as the executive vice president of Worldwide Operations for AlphaGraphics, Inc. She was responsible for the teams and projects that helped franchisees start up their business, develop staff, and reach profitability. She led the implementation of ISO 9000 globally, and managed the installation of the first company-wide global learning system.

Kory is well known for her ability to provide the practical application and logic that consistently motivates people to take action. In 2005, *Utah Business* Magazine honored Kory as one of the Business Women to Watch in Utah. In 2012, Kory earned a Certificate in the Foundations of NeuroLeadership from the NeuroLeadership Institute, of which she is an ongoing member. She lives in Tucson, Arizona.

ADAM MERRILL

Adam Merrill is FranklinCovey’s Vice President of Innovations. Adam has been developing content in the area of time management and productivity for more than 25 years. In 1994, he was involved in the research that produced *The New York Times* best selling book *First Things First*, by Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill. He lives in American Fork, Utah.

LEENA RINNE

Leena Rinne is a FranklinCovey Senior Consultant. Leena has more than 15 years of experience in international business and high-level client relationship management. She is in her 10th and lives in Salt Lake City, Utah.
Dear Journalist:

Are you feeling buried by an overwhelming flow of emails, tasks, appointments and obligations? Or even worse, do you define your self-worth by how busy you are?

You’re not alone. In a six-year FranklinCovey study, 351,613 respondents indicated that more than 40 percent of their time was being spent on things that were not important to them or their companies.

To provide us with a solution, FranklinCovey productivity experts Kory Kogon, Adam Merrill and Leena Rinne drew on the latest brain science, technology and performance psychology, to write *The 5 Choices: The Path to Extraordinary Productivity* (Simon & Schuster; December 30, 2014 hardcover, $28).

Ironically, technology has made it both easier and harder than ever to achieve extraordinary productivity. It is easier because technology enables learning, accessibility and connections in ways never before possible; and it is harder because it enables an unstoppable flow of information and demands that are irresistible to our brain.

Our brain can become wired to react to what feels “urgent,” and it actually gives us a dopamine high when we respond to and immediately act on that which seems “important,” because it is “urgent.” We feel busy and productive in the moment, but then realize at the end of the day we made decisions to spend time on activities that were not of high value. The latest brain science shows that we can overcome “urgency addiction” by rewiring our brain to pause and consider what’s actually important. With this strategy, which the authors call “Pause-Clarify-Decide,” we will pause our “Reactive Brain” long enough to use our “Thinking Brain” to clarify everything that is coming at us. Then, we can make a conscious and intentional decision as to what is of high value and thus, worth our time and energy. The more we hone this skill, the more we will be able to accomplish the right things and get a better “ROM”—return on every moment in our day.

The secret to feeling and being highly accomplished is to rewire our brain to make intentional high value decisions, have very focused attention, and have the sustainable energy to make it all happen. The path to do this is by consciously making the 5 choices:

Choice 1: Act on the Important, Don’t React to the Urgent
Choice 2: Go For Extraordinary; Don’t Settle for Ordinary
Choice 3: Schedule the Big Rocks, Don’t Sort Gravel
Choice 4: Rule Your Technology; Don’t Let it Rule You
Choice 5: Fuel Your Fire, Don’t Burn Out

The practical wisdom in the 5 Choices will assure that our decisions are not driven by the “unrelenting” urgent. And, at the end of every day, week, month, and year, we will no longer feel discontent, but instead we will feel highly accomplished.
Kory Kogon is the Global Productivity Practice Leader for FranklinCovey. Adam Merrill is Vice President of Innovations for FranklinCovey, and Leena Rinne is a Senior Consultant with FranklinCovey.

Please contact us about the possibility of a review or interview.

Sincerely,

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FOR IMMEDIATE RELEASE

New Book *The 5 Choices: The Path to Extraordinary Productivity* Released From Franklin Covey Co. and Simon & Schuster

*FranklinCovey Productivity Experts Offer New Approach to Feeling Highly Accomplished at the End of Every Day in New Book, Based on World Renowned 5 Choices to Extraordinary Productivity Work Session*

“FranklinCovey has spent decades helping people become more effective in achieving their goals and dreams. The authors of *THE 5 CHOICES* build upon the important work of FranklinCovey by giving the reader insightful principles and tools to stop reacting to the ‘urgent’ and start focusing on what is important. I recommend this book to anyone who feels that they work hard all day, but spend a large portion of their time reacting to demands and not on what they would choose to do.”

—Joel Peterson, Chairman, JetBlue

SALT LAKE CITY & NEW YORK—(BUSINESS WIRE) Franklin Covey Co. (NYSE:FC), in partnership with Simon & Schuster, today announced the release of *The 5 Choices: The Path to Extraordinary Productivity* (Simon & Schuster; December 30, 2014; hardcover, $28.00; www.franklincovey.com/books/the5choices).

In a six-year FranklinCovey study, 351,613 respondents indicated that more than 40 percent of their time was being spent on activities that were not important either to themselves or to their organization. This lack of productivity can be attributed to two primary factors:

- The second-by-second battle for our attention and the draining demands on our personal energy, resulting from the constant, streaming flow of decisions with which we are presented;
- The failure to consciously and proactively choose what is most important and use that as the primary filter for navigating through the never-ending demands for our attention.

The combination of these factors has a significant impact on how accomplished or how buried alive we feel on any day, not only at work, but at home and in our community. (See video: www.the5choices.com/buried_alive.)

To provide a solution, FranklinCovey productivity experts Kory Kogon, Adam Merrill, and Leena Rinne drew on the latest brain science, technology and performance psychology research to write *The 5 Choices: The Path to Extraordinary Productivity*. The book is also based upon the content in FranklinCovey’s flagship productivity work session, *The 5 Choices to Extraordinary Productivity*. Tens of thousands of FranklinCovey client participants have attended the work session, and have had practical experiences in applying the 5 Choices in numerous situations, and in organizations throughout the world.

The book provides us with a proven path to extraordinary productivity, a path which offers us the opportunity to feel highly accomplished at the end of every day.
Ironically, technology has made it both easier and harder than ever to achieve extraordinary productivity,” write the authors. “It is easier, because technology enables learning, accessibility and connections in ways never before possible; and it is harder because it enables an unstoppable flow of information and demands that are irresistible to our brain. We will remain captive by this productivity paradox unless we take a fundamentally different approach to addressing the overwhelming flow of decisions and information—an approach rooted in five key choices.”

(See video: www.the5choices.com/overview.)

Our brain can become wired to react to what feels “urgent,” and it actually gives us a dopamine high when we respond to and immediately act on that which seems “important,” because it is “urgent.” We feel busy and productive in the moment, but then realize at the end of the day that we made decisions to spend time on activities that were not of high value. The latest brain science shows that we can overcome this “urgency addiction” by rewiring our brain to pause and consider what is actually important. With this strategy, which the authors call “Pause-Clarify-Decide,” we can pause our “Reactive Brain” long enough to use our “Thinking Brain” to clarify everything that is coming at us. Then we can make a conscious and intentional decision as to what is of high value and thus, worth our time and energy. The more we hone this skill, the more we will be able to accomplish the right things and get a better “ROM”—return on every moment in our day.

The secret to feeling and being highly accomplished is to rewire our brain to make intentional, high-value decisions, have very focused attention, and have the sustainable energy to make it all happen. The path to do this is through consciously making the 5 Choices.

The 5 Choices: The Path To Extraordinary Productivity
(See video: www.the5choices.com/5_choices.)

Choice 1: Act on the Important, Don’t React to the Urgent. This choice helps us discern the important from the less and not important, as well as how to increase our ROM (Return on the Moment) in the midst of fierce distractions. In today’s world, we are drowning in email, overwhelmed with demands, and trying to do more with less. With Choice 1, we will filter the vitally important priorities from the less and not important so we can focus on what matters most.

Choice 2: Go for Extraordinary, Don’t Settle for Ordinary. This choice helps guide our decision making through a framework of what success looks like in our current, most important roles. We want to make a difference, but competing priorities often prevent us from achieving extraordinary results. With Choice 2, we will redefine our current roles in terms of extraordinary results to achieve high-priority goals.

Choice 3: Schedule the Big Rocks, Don’t Sort Gravel. This choice provides us with tips and tools to plan weekly and daily to execute with excellence on the most important things. The crushing increase in workday pressures can make us feel helpless and out of control. With Choice 3, we will regain control of our work and life through a cadence of planning and execution that produces extraordinary outcomes.
Choice 4: Rule Your Technology, Don’t Let It Rule You. This choice provides us with tips and tools to make technology work for us, not against us. Turn technology into a productivity engine. An electronic avalanche of email, texts, and social-media alerts seriously threaten productivity as never before. With Choice 4, we will leverage our technology and fend off distractions by optimizing platforms like Microsoft® Outlook®, Google®, and IBM® Notes® to boost productivity.

Choice 5: Fuel Your Fire, Don’t Burn Out. This choice provides simple, yet critical ways to increase energy so we can think clearly, make good decisions, and feel more accomplished at the end of every day. Today’s exhausting, high-pressure work environment can cause burnout. By applying the 5 Energy Drivers™ in Choice 5, we will benefit from the latest in brain science to consistently recharge our mental and physical energy.

These 5 Choices, when consistently made, help us feel more accomplished at the end of the day, personally and professionally.

As we improve at organizing our day by using the framework of The 5 Choices, we won’t try to “get it all done,” which can be frustrating, tiring, and overwhelming. Instead, we will intentionally make decisions on how to handle incoming opportunities, stay focused on what is really important, and know-how to sustain the energy to get the right things done—personally and professionally. Then, we will complete the things that make a difference in terms of accomplishments and results, at work and in our personal lives—and that will be extraordinary.

In The 5 Choices book, we will learn:
- The three challenges to our productivity, brought on by new trends.
- Why it’s a myth that some people do their best work “under pressure.”
- How to evaluate the price we pay for how we are spending our time on one thing vs. another.
- How to make technology our servant, not our master.
  - How to give our inbox a detox.
  - The top 25 email protocols.
  - How to choose apps that will accomplish our goals, instead of distract us from them.
- How to generate the energy to discern the important and execute with excellence.

The practical wisdom in The 5 Choices will ensure that our decisions are not driven by the unrelenting “urgent.” And, at the end of every day, week, month, and year, we will no longer feel discontent, but instead we will feel highly accomplished.

The 5 Choices to Extraordinary Productivity Work Session - Availability

FranklinCovey offers The 5 Choices to Extraordinary Productivity work session, which measurably increases the productivity of individuals, teams and organizations. The 5 Choices is the process by which participants acquire the skills of decision, attention, and energy management to make high value choices amidst 21st century distractions and demands.
The work session is available to the general public, facilitated in live, two-day open enrollment work sessions or one-day online sessions through the American Management Association. Additionally, one- and two-day client in-house work sessions are available through FranklinCovey. Call 1-888-868-1776 for more information.

For more information about The 5 Choices: The Path to Extraordinary Productivity book and press kit, please visit www.FranklinCovey.com/books/the5choices.

For more information about The 5 Choices to Extraordinary Productivity work session, visit www.the5choices.com.

For press interviews with the authors, please see press contacts below.

ABOUT THE AUTHORS:

Kory Kogon is FranklinCovey's Global Practice Leader for Productivity, focusing her research and content development around time management, project management, and communication skills. She is one of the authors of the following FranklinCovey work sessions: The 5 Choices to Extraordinary Productivity®, Project Management Essentials for the Unofficial Project Manager™, and Presentation Advantage®. Kory brings more than 25 years of business expertise, from frontline positions to an executive team member. In 2005, Utah Business Magazine honored Kory as one of the Business Women to Watch in Utah. In 2012, Kory earned a Certificate of NeuroLeadership Foundations from the NeuroLeadership Institute, of which she is an ongoing member. She lives in Tucson, Arizona.

Adam Merrill is FranklinCovey’s Vice President of Innovation. Adam has been developing content in the area of time management and productivity for more than 25 years. In 1994, he was involved in the research that produced the New York Times bestselling book First Things First, by Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill. He lives in American Fork, Utah.

Leena Rinne is a FranklinCovey Senior Consultant. Leena has more than 15 years of experience in international business and high-level client relationship management. She is currently in her 10th year with FranklinCovey and she lives in Salt Lake City, Utah.

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About Franklin Covey Co.
Franklin Covey Co. (NYSE: FC) is a global company specializing in performance improvement. Franklin Covey partners with organizations to help them achieve results that require a change in human behavior. The company’s expertise is in seven areas: leadership, execution, productivity, trust, sales performance, customer loyalty and education. Franklin Covey clients have included 90 percent of the Fortune 100, more than 75 percent of the Fortune 500, thousands of small- and mid-sized businesses, as well as numerous government entities and educational institutions. Franklin Covey has more than 100 offices providing professional services in over 150 countries. For more information, visit www.franklincovey.com.

About Simon & Schuster
Simon & Schuster, a part of CBS Corporation, is a global leader in the field of general interest publishing, dedicated to providing the best in fiction and nonfiction for consumers of all ages, across all printed, electronic, and audio formats. Its divisions include Simon & Schuster Adult Publishing, Simon & Schuster Children’s Publishing, Simon & Schuster Audio, Simon & Schuster Digital, and international companies in Australia, Canada, and the United Kingdom. For more information, visit our website at www.simonandschuster.com.

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Why did you write *The 5 Choices: The Path to Extraordinary Productivity*?

FranklinCovey has been the leader in time management and productivity for almost 30 years. A few years ago we refocused our attention on the changing workforce, the role technology is playing in our lives, and the disappearance or increasing hardship of work-life balance.

We knew we needed an updated set of mindsets and behaviors to help people, worldwide, have the ability to go to sleep at night feeling like they accomplished something. We started with Dr. Stephen Covey’s timeless principles and blended them with the research and science of today’s fast-paced world. This led us to develop *The 5 Choices*, which leverages the imperatives of decision, attention, and energy management.

What do you think is the fundamental time management challenge professionals face at work today?

The fundamental time management challenge is what we call the “productivity paradox.” It is both easier and harder than ever to achieve extraordinary productivity.

Technology is a wonderful and amazing thing. We could write pages of how technology saves lives, enables global communication in an instant, and has provided learning resources to the most remote areas of the world. And yet, technology also provides an unstoppable flow of information 24/7. It enables demands from everyone, everywhere, not just a “functional” boss (not to mention family and friends). And, because we are in survival mode, we just try to handle everything coming in, all the time. We are trying to get everything done, and not just in an 8-hour day, but in what is now a full 24-hour day.

In a worldwide, six-year, FranklinCovey study based on 351,613 respondents, people indicated that more than 60 percent of their time was being spent on important things and about 40 percent was being spent on things that were not important to them or to their companies. Not only is this a very large (and expensive) hidden cost to organizations, but a cost to employee engagement and commitment, as well. How frustrating is it to feel like half your day is just a waste?

This, to us, is the heart and soul of today’s time management problem.
FranklinCovey has been in the time management and productivity business for more than 30 years. What are some of the significant challenges facing people today, as opposed to 30 years ago?

**Challenge 1:** We are making more decisions than ever before. No longer does the majority of workers perform redundant assembly-line-type labor, where the goal was for the worker to have only one or two decisions to make. Any “thinking” was eliminated from their jobs. More and more of today’s workforce, which is largely made up of knowledge workers, are paid to think and make decisions. There are no processes in place today to help people “think” better around the “incoming.” Everyone is just trying to survive and handle everything as it comes along. This is the most significant problem that can be solved.

**Challenge 2:** While we are trying to handle the hundreds of decisions “incoming,” our attention is under unprecedented attack. All the beeps, buzzes, and banners are novelty to our brains and we cannot stop ourselves from checking what all the noise is about. This is a survival pattern of our brain, and it takes conscious effort to change the way our brain reacts to all that stimuli. The great news is that with conscious awareness and some behavior change, we can master the art of the “ding.”

**Challenge 3:** We are suffering from a personal energy crisis. As knowledge workers trying to make good decisions all day and night, trying to stay focused on anything, and dealing with the “incoming,” our brains are really worn out. A great example is someone who gives everything at work all day long and then goes home without an ounce of energy to have a decent conversation with a spouse or significant other. This problem is rampant everywhere. Without fixing this, decision making and attention management get worse and worse, leaving people feeling like they have no control and no sense of contribution in their days.

**What are the 5 Choices?**

**Choice 1: Act on the Important, Don’t React to the Urgent.** This choice helps you to discern the important from the less and not important, as well as how to increase your ROM (Return on the Moment) in the midst of fierce distractions. In today’s world, you are drowning in email, overwhelmed with demands, and trying to do more with less. With Choice 1, you will filter the virtually important priorities from the less and not important so you can focus on what matters most.

**Choice 2: Go for Extraordinary, Don’t Settle for Ordinary.** This choice helps guide your decision making through a framework of what success looks like in your current, most important roles. You want to make a difference, but competing priorities often prevent you from achieving extraordinary results. With Choice 2, you will redefine your current roles in terms of extraordinary results to achieve high-priority goals.

**Choice 3: Schedule the Big Rocks, Don’t Sort Gravel.** This choice provides you with tips and tools to plan weekly and daily to execute with excellence on the most important things. The crushing increase in workday pressures can make you feel helpless and out of control. With Choice 3, you will regain control of your work and life through a cadence of planning and execution that produces extraordinary outcomes.
**Choice 4: Rule Your Technology, Don’t Let It Rule You.** This choice you with tips and tools to make technology work for you, not against you. Turn your technology into a productivity engine. An electronic avalanche of email, texts, and social-media alerts seriously threaten productivity as never before. With Choice 4, you will leverage your technology and fend off distractions by optimizing platforms like Microsoft® Outlook®, Google®, and IBM Notes® to boost productivity.

**Choice 5: Fuel Your Fire, Don’t Burn Out.** This choice provides you with simple, yet critical ways to increase energy so you can think clearly, make good decisions, and feel more accomplished at the end of every day. Today’s exhausting, high-pressure work environment can burn you out. By applying the 5 Energy Drivers™ in Choice 5, you will benefit from the latest in brain science to consistently recharge your mental and physical energy.

These 5 Choices, when consistently made, will help individuals personally and professionally feel more accomplished at the end of the day.

**Is Choice 5: Fuel Your Fire, Don’t Burn Out all about diet and exercise?**

The core skills of The 5 Choices are around building mindset and behavior to consciously make high-value decisions, having focused attention in the midst of unbelievable distractions, and having the energy to do so. Choice 5 is about ensuring your brain has what it needs to be at a sustainable level of cognitive ability through the day and night.

It is also about making good decisions and executing well, both at work and then at home, even if you had an incredibly busy and stressful day. Your brain requires great amounts of oxygen and glucose. Diet and exercise will help, but not without the other three energy drivers of sleep, relaxation, and connection. Another key area of Fuel Your Fire, Don’t Burn Out is to consider whether or not you are filled with purpose and motivation around what you think is important (see Choice 2). This purpose or “drive” will help you achieve what is important, even in the midst of a barrage of interruptions and demands.

**What is The 5 Choices to Extraordinary Productivity® Work Session?**

FranklinCovey offers The 5 Choices to Extraordinary Productivity work session, which measurably increases the productivity of individuals, teams and organizations. The 5 Choices is the process by which participants acquire the skills of decision, attention, and energy management to make high value choices amidst 21st century distractions and demands.

The work session is available to the general public, facilitated in live, two-day open enrollment work sessions or one-day online sessions through the American Management Association. Additionally, one- and two-day client in-house work sessions are available through FranklinCovey. Call 1-888-868-1776 for more information.

For more information about The 5 Choices to Extraordinary Productivity work session, visit www.the5choices.com.
How have the 5 Choices helped the organizations with whom you work? Are there tangible results participants can expect from learning and following the 5 Choices?

In a pre- and post-survey, the organizations with whom we are working with have enjoyed participants confidentially self-reporting that they feel they are spending more time on the most important and relevant things. They have also reported they are better able to manage or rule their technology through our “3 Master Moves.”

As Heikki Rinne, CEO, Halton Group, said, “At Halton Group, we implemented The 5 Choices training first at our sales units, and eventually for all of our staff in 30 countries. This training and follow-up made a major difference in our corporate culture. We gained a common ‘5 Choices language’ and utilized The 5 Choices tools throughout the company. Now, our discussions focus more on what is important than what is urgent, at the personal, as well as at the team and at the corporate level. These principles have made me personally more effective as a CEO, and I credit Halton’s recent success as a company to people living the principles of The 5 Choices. I recommend these principles to any company looking to improve personal and organizational effectiveness.”
“No one understands time management and productivity better than the researchers and consultants of FranklinCovey. The 5 Choices provides new, exciting, and above all, practical insights that can help you cope with your overwhelming workload and realize your full potential, in and out of work.”

—Dr. Heidi Grant Halvorson, Ph.D., Associate Director, Motivation Science Center, Columbia Business School, Senior Consultant, The NeuroLeadership Institute

“A very timely book that fits a real need in these turbulent, but opportunity-rich, times.”

—Steve Forbes, Chairman and Editor-in-Chief, Forbes Media

“As a working mom I have a very full life at home and at work. Staying productive is an extraordinary feat. The 5 Choices: The Path to Extraordinary Productivity brings together some of the best principles of Dr. Stephen Covey with the best thinking of how to better use my time, my technology, and my brain in order to keep my projects, my sanity, and most importantly my most important relationships prioritized. Extraordinary indeed!”

—Jill Clark, Global Vice President, Talent Management, JDA–The Supply Chain Company

“The 5 Choices book is the answer to the overwhelming and debilitating stress levels that have become part of every day. With accessibility now 24 hours a day, these choices provide the methods to get the right things done, not try to get everything done, and to feel like you made a meaningful contribution at the end of the day.”

—Kevin Turner, Chief Operating Officer, Microsoft Corporation
“This incredible book contains practical solutions to modern productivity challenges that are insightful, well-researched, and yet simple enough to apply each and every day. The 5 Choices: The Path to Extraordinary Productivity includes the perfect blend of time management and prioritization tips, neuroscience research application, ways to address feeling overwhelmed with technology, and guidelines on how to manage our mental and physical energy. Utilizing the tools and recommendations provided will give you greater success at work and even more importantly, greater health and balance in everyday life.”

—Brandon Wade Anderson, Ph.D., Director, Organization Development & Talent Management, Transamerica, Inc.

“The 5 Choices is a great summary of what we know about the brain and managing our attention. It puts a lot of complex research in an accessible, digestible, and practical set of steps that can help people be more productive everywhere.”

—Dr. David Rock, Director, NeuroLeadership Institute

“I live a hectic, high-energy and sometimes overwhelming life. As an executive for a large company, working mom and the wife of a NCAA Division I head coach, I constantly feel like I am swimming upstream — up early, getting kids to school, business travel, conference calls, meetings, after-school activities, and community events. While recovering from a serious horseback riding accident I read The 5 Choices and have applied its timeless principles, tips and techniques for managing my life, not just my work or time. I have had great results, which have allowed me to spend more time with family, coach my work team, and recover my health. If you live a hectic life or you want to be more fulfilled The 5 Choices is a must read.”

—Tabetha Taylor, Senior Director, Learning & Delivery, Manheim | AutoTrader

“Sometimes in life you happen upon a ‘game changer,’...that thing you realize can radically alter perceptions and outcomes. As I digested the principles and tools shared in The 5 Choices: The Path to Extraordinary Productivity, I realized I had indeed found a game changer. The 5 Choices gave me the insights and tools that would enable me to raise my personal bar, live in greater alignment, and increase the probability of achieving those goals that mattered most personally and professionally. The genius of this book is found in its real time “do-ability.” If you’re wired as the type of person who wants to live an ‘extraordinarily productive’ life, this book is a must read.”

—Jeff Hill, Senior Vice President, Global Sales, Team BeachBody
“In The 5 Choices, the ‘aha’ for me is that busy does not mean important. So, busy is not the badge of honor, rather it is accomplishment of the important. That one paradigm shift is changing my life and the lives of those around me.”

—Kimo Kippen, Chief Learning Officer, Hilton Worldwide University

“The 5 Choices: The Path to Extraordinary Productivity is the perfect complement to the most influential book I’ve read, The 7 Habits of Highly Effective People. It provides simple and meaningful solutions to today’s paradox; it’s both easier and harder to achieve extraordinary productivity in today’s fast-paced, interconnected world. The 5 Choices can help you and your organization become extraordinary.”

—Steve Randol, Vice President, Nestle Retail Operation Center

“As a woman who is managing numerous roles, trying to meet and balance the many demands at work and at home, The 5 Choices provides a practical guide to cut through everyday distractions, make high-value decisions about where you spend your time, attention, and energy in order to feel accomplished at the end of each day. A game changer, professionally and personally!”

—Marty Draude, Manager, Training & Delivery Services, Talent Development, Avnet Inc.

“Not only will The 5 Choices help you personally, its practical insights will help leaders everywhere create a culture where people perform at their highest level. Read this book and get the right things done!”

—Ken Blanchard, coauthor of The One Minute Manager and Leading at a Higher Level

“The first step to developing ‘brain envy’ is that you’ve got to want to have a better brain. The 5 Choices will help you to ‘Fuel Your Fire and Not Burn Out’ physically and mentally. Read this book so you will be able to focus on the important things and “change your life!”

—Dr. Daniel G. Amen, M.D., Amen Clinics, Inc.
“A clear, well-organized and easy to use book revealing The 5 Choices that can help you take control of the chaos, make better decisions, and feel accomplished at the end of every day. It’s a must-read for anyone who wants to live a more rewarding and fulfilling life.”

—Dr. Edward M. Hallowell, M.D., coauthor of Driven to Distraction

“Boosting your productivity at work is within your reach no matter your industry or position. The 5 Choices is a fantastic, practical, real world guide to getting your work–life organized, starting from the inside out.”

—Julie Morgenstern, Productivity Expert, New York Times Best Selling Author of Organizing from the Inside Out

“Once again, FranklinCovey has created the blueprint to achieve extraordinary productivity. As a FranklinCovey training partner, it is no surprise that The 5 Choices: The Path to Extraordinary Productivity course is now one of AMA’s top-selling training programs.”

—Edward T. Reilly, President & CEO, American Management Association

“Life is busy and getting more complex. People are working longer hours and doing their best to tend to their professional and personal commitments to achieve some version of worklife harmony. We’re all looking for ways to be as efficient and productive as possible. The 5 Choices provides realistic and useful frameworks to help focus energy and zero in on what’s most important.”

—Jeff Johnson, Senior Director, Talent Management & Development, Frito-Lay, a Division of PepsiCo.

“FranklinCovey has spent decades helping people become more effective in achieving their goals and dreams. The authors of The 5 Choices build upon the important work of FranklinCovey by giving the reader insightful principles and tools to stop reacting to the ‘urgent’ and start focusing on what is important. I recommend this book to anyone who feels that they work hard all day but spend a large portion of their time reacting to demands and not on what they would choose to do.”

—Joel Peterson, Chairman, JetBlue
“What a lovely surprise to read *The 5 Choices: The Path to Extraordinary Productivity*! It is just what we need to continue to develop everyone in our organization to be extraordinarily productive. Congratulations on a practical and timely body of work that will assist managers in all industries with improving output, while maintaining high levels of engagement.”

—Barbara S. Bras, Vice President, Best Western International

“This book will provide people with the tools they need to make intentional high-value decisions and maintain focused attention in the midst of distraction and change. I have used *The 5 Choices* myself and with my team in LEGO Education and we have found it very useful in raising productivity and allowing people to take control of their own work life.”

—Jacob Kragh, President, LEGO Education, Denmark

“This book is an invitation to switch off the auto-pilot, make deliberate choices about your attention and your time, and then do what matters most every day.”

—Jeffrey Boyd, Ph.D., Senior Director—Organization Effectiveness, Mohawk Industries

“Ever felt like yelling, ‘Stop the world—I want to get off!? Then this is the book for you. *The 5 Choices: The Path to Extraordinary Productivity* provides a roadmap for switching from a constant code red mentality to a strategic can-do mindset. It provides the mental muscles to make high-value decisions and stay focused in the midst of a dizzying array of distractions. Don’t just go along for the ride; own it!”

—Lorri Freifeld, Editor-in-Chief, *Training* magazine

“A timely and worthy companion to *The 7 Habits*, *The 5 Choices* offers practical productivity tools to help us take control of our always connected, 24/7 hyper-paced world. Taken together, these works offer us a roadmap to achieve better business results and live healthier and happier lives.”

—John Scott Boston, Vice President, Global Talent Management & Human Resource Operations, Kimberly-Clark
“At Halton Group, we implemented *The 5 Choices* training first at our sales units, and eventually for all of our staff in 30 countries. This training and follow-up made a major difference in our corporate culture. We gained a common ‘5 Choices language’ and utilized *The 5 Choices* tools throughout the company. Now, our discussions focus more on what is important than what is urgent, at the personal, as well as at the team and at the corporate level. These principles have made me personally more effective as a CEO, and I credit Halton’s recent success as a company to people living the principles of *The 5 Choices*. I recommend these principles to any company looking to improve personal and organizational effectiveness.”

—Heikki Rinne, CEO, Halton Group, Finland
The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

The 7 Habits of Highly Effective People is a holistic, integrated approach to solving personal and professional problems by becoming principle-centered. With sales of more than 25 million copies in 52 languages, this revolutionary guidebook shows you how to achieve peace of mind within and build trust without by seeking the roots of human behavior in character and by learning principles rather than merely practices.

Since the book's original publication, the 7 Habits have changed not only the way people around the world think about personal achievement and influence, but also the way they act on these thoughts.

With pointed anecdotes and penetrating insights, Stephen R. Covey reveals how our actions follow from who we are. He shows how we can end self-defeating behavior at home, and at work by adopting the 7 Habits of Highly Effective People. Covey shows how the 7 Habits are not a quick fix, but rather a timeless step by step pathway to the principles of fairness, integrity, service, and human dignity that give us the security to adapt to change in our family and business lives—as well as the wisdom and power to take advantage of the opportunities such change creates.

The 7 Habits of Highly Effective People is one of the great classics of its time. It has become an international phenomenon. Stephen R. Covey and the book will forever be remembered for re-imagining these time-honored principles and bringing them to the world anew.

The 8th Habit: From Effectiveness to Greatness

The world is a vastly changed place in the 25 years since Stephen R. Covey wrote The 7 Habits of Highly Effective People, which has benefited tens of millions of people in business, government, schools and families, and most importantly, individuals.

Being effective as individuals and organizations is no longer merely an option—survival in today’s world requires it. In order to thrive, innovate, excel, and lead in what Covey calls the new Knowledge Worker Age, we must build on and move beyond effectiveness. The call of this new era in human history is for greatness, it’s for fulfillment, passionate execution, and significant contribution.

Accessing the higher levels of human genius and motivation in today’s new reality requires a sea change in thinking: a new mindset, a new skillset, a new toolset—in short a whole new habit. The crucial challenge of our world today is this: to find our voice and inspire others to find theirs. It is what Covey calls the 8th habit.

So many people feel frustrated, discouraged, unappreciated, and undervalued—with little or no sense of voice or unique contribution. The 8th Habit is the answer to the soul’s yearning for greatness, the organizations’ imperative for significance and superior results, and humanity’s search for its “voice.” Profound, compelling, and stunningly timely, this ground breaking new book of next-level thinking gives a clear way to finally tap the limitless value creation promise of the Knowledge Worker Age. The 8th Habit will transform the way we think about ourselves and our purpose in life, about our organizations, and about humankind.
First Things First

In the spirit of *The 7 Habits of Highly Effective People*, the #1 *New York Times* nationwide best seller, *First Things First* is a revolutionary guide to managing your time by learning how to balance your life.

Traditional time management suggests that working harder, smarter, and faster will help you gain control over your life, and that increased control will bring peace and fulfillment. The authors of *First Things First* disagree. In the first real breakthrough in time management in years, Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill apply the insights of *The 7 Habits of Highly Effective People* to the daily problems of people who must struggle with the ever-increasing demands of work and home life. Rather than focusing on time and things, *First Things First* emphasizes relationships and results. And instead of efficiency, this new approach emphasizes effectiveness.

*First Things First* offers a principle-centered approach that will transform the quality of everything you do by showing how it involves the need to live, to love, to learn and to leave a legacy. With the wisdom and insight that made *The 7 Habits of Highly Effective People* a #1 best-seller, *First Things First* empowers readers to define what is truly important, to accomplish worthwhile goals, and to lead rich, rewarding, and balanced lives.

Principle-Centered Leadership

Ineffective people try to manage their time around priorities, says Stephen R. Covey, whereas effective people lead their lives and manage their relationships according to principles—natural laws and governing values that are universally valid. Leadership is the ability to apply these principles to problems, resulting in quality, productivity, profitability, and win-win relationships.

Covey invites readers to center their lives and leadership around timeless principles. He shows how no person or organization can be content to stay where they are—how the goals of excellence and total quality express an innate human need for progress in personal, interpersonal and organizational life.

Drawing on 25 years of teaching and consulting, Covey writes about the key to managing expectations, the six conditions of effectiveness, and the patterns of organizational excellence. He explains how nothing fails like success, how to understand people’s potential rather than just their behavior, and how to “manage from the left, lead from the right.” With the integrity, sensitivity, and insights that made *The 7 Habits of Highly Effective People* a nationwide best-seller, *Principle-Centered Leadership* demonstrates how lifelong learning can empower relationships at work and at home.
Smart Trust

After illustrating the global relevance of trust with his book, *The Speed of Trust*, by selling more than one million copies in 22 languages, Stephen M. R. Covey again illuminates the hidden power of trust to change lives and impact organizations in *Smart Trust*. In a compelling and readable style, he and longtime business partner, Greg Link, share enlightening principles and anecdotes of people and organizations that are not only achieving unprecedented prosperity from high-trust relationships and cultures, but—even more inspiring—also attaining elevated levels of energy and joy.

The sustainable success these leaders and enterprises are exhibiting is paradoxically being produced in what has proved to be the lowest trust climate in years, if not decades. *Smart Trust* shows what they are doing and the five actions they are commonly taking to prosper, against the odds, in the same circumstances causing so many others to fail.

They show why trust is fast becoming the most consequential life and leadership skill of our time—a career-critical competency required to navigate and compete in this perilous 21st-century interdependent, global economy. Covey and Link teach how to cut through traditional either/or thinking to extend “Smart Trust,” enabling you to exercise sound judgment in a low-trust world by minimizing risk and maximizing possibilities.

*Smart Trust* has met the strict scrutiny of business leaders around the globe and is validated by research from multiple sources that confirms that high-trust organizations outperform low-trust organizations by nearly three times.

The Speed of Trust

In the readable and riveting style of *The Tipping Point*, Stephen M. R. Covey uncovers the overlooked and underestimated power of trust in a page-turning look into what he calls “the one thing that changes everything.” A groundbreaking and paradigm-shifting book, *The Speed of Trust* challenges our age-old assumption that trust is merely a soft, social virtue and instead demonstrates that trust is a hard-edged, economic driver—a learnable and measurable skill that makes organizations more profitable, people more promotable, and relationships more energizing. Written from his informed perspective as the former CEO of a $100 million enterprise, Covey draws on his pragmatic experience growing Covey Leadership Center (founded by his father, Dr. Stephen R. Covey) from a shareholder value of less than $3 million to a value of more than $160 million.

In this powerful book, Stephen M. R. Covey articulates why trust has become the key leadership competency of the new global economy. Covey convincingly makes the case that trust is a measurable accelerator to performance and that when trust goes up, speed also goes up while cost comes down, producing what Covey calls a “Trust Dividend.”

Covey reveals the 13 Behaviors common to high-trust leaders throughout the world and persuasively demonstrates actionable insights that will enable you to shift your behavior to increase—and inspire—trust in the important relationships in your life.
The Leader in Me: How Schools Around the World Are Inspiring Greatness, One Child at a Time, 2nd Edition

The world has entered an era of the most profound and challenging change in human history. Most of our children are not prepared, and we know it.

Parents around the world see the change and know that the traditional three R’s—reading, writing, and arithmetic—are necessary but not enough. Their children need to become far more responsible, creative, and tolerant of differences. They need to increase their ability to think for themselves, take initiative, get along with others, and solve problems.

Business leaders are not finding people whose skills and character match the demands of today’s global economy, including strong communication, teamwork, and analytical, technological, and organizational skills. They need young people who are self-motivated, creative, and have a strong work ethic.

How will we bridge this ever-widening gap? The Leader in Me is the story of the extraordinary schools, parents, and business leaders around the world who are preparing the next generation to meet the great challenges and opportunities of the 21st century.

The best way to prepare the next generation for the future is to emphasize the value of communication, cooperation, initiative, and unique, individual talent—for nothing undermines confidence more than comparison. Whether in the classroom or at home, it is never too early to start applying leadership skills to everyday life. Drawing on the many techniques and examples that have already seen incredible success around the world, The Leader in Me shows how easy it is to incorporate these skills into daily life. It is a timely answer to many of the challenges facing today’s young people, businesses, parents, and educators—one that is perfectly matched to the global demands of the 21st century.

For more information, please visit www.theleaderinme.org.
Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or, was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it is likely no one even noticed.

What happened? The “whirlwind” of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow! *The 4 Disciplines of Execution*, authored by Chris McChesney, Sean Covey, and Jim Huling, can change all of that forever.

*The 4 Disciplines of Execution* (4DX) is a simple repeatable, and proven formula for executing on your most important strategic priorities in the midst of the whirlwind. By following the 4 Disciplines:

- Focusing on the wildly important
- Acting on lead measures
- Keeping a compelling scoreboard
- Creating a cadence of accountability

Leaders can produce breakthrough results, even when executing the strategy requires a significant change in behavior from their teams.

4DX is not theory. It is a proven set of practices that have been tested and refined by hundreds of organizations and thousands of teams over many years. When a company or an individual adheres to these disciplines, they achieve superb results—regardless of the goal. 4DX represents a new way of thinking and working that is essential to thriving in today’s competitive climate. Simply put, this is one book that no business leader can afford to miss.