

FIRST THINGS FIRST

To Live, to Love, to Learn, to Leave a Legacy

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MAIN IDEA

Putting first things first is a new approach to time management.

The new system focuses on doing what is important rather than what is urgent. It stresses effectiveness rather than simple efficiency as the key to using time management systems to improve the quality of life. In turn, true effectiveness is based on a principle-centred approach - that is, on principles which have been revered throughout history and which have been shown to enhance the quality of a person's life over the experience of many years and many generations.

Putting first things first is not a quick-fix shortcut to business success. Rather, it stresses living a meaningful life rather than a purely efficient life. It is based on the premise that the deepest motivations felt by every person are to live, to love, to learn and then to leave a legacy for future generations. The key lies in escaping the tyranny of the clock and following your internal compass.

1. THE CLOCK AND THE COMPASS

Time management systems have typically worked on the principle of increasing efficiency - that is, of increasing the amount of tasks that are accomplished each day. However, for most people, being able to do more in the same time is not the major concern. The real issue is doing the right things - tasks that will add value to the quality-of-life.

Therefore, a new time management system is needed which not only aligns with the clock (efficiency) but also aligns with the compass of effectiveness. That is, a new system is required which allows people to spend more of their time efficiently doing those things that will add to the quality of their lives.

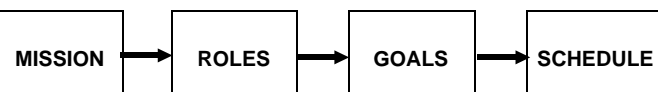
By closing the gap between the way people spend their time and what is most deeply important to them, quality of life can be greatly improved and enhanced.

2. THE MAIN THING IS TO SHIFT THE FOCUS FROM "URGENCY" TO "IMPORTANCE"

Spend 30 minutes a week aligning the clock with your own personal compass.

In other words, have a regular weekly planning session in which you plan ahead the activities of the coming week. This simple process will ensure the things which you consider to be most important are not lost in the daily hustle-bustle of accomplishing the activities which are urgent.

The weekly planning session should follow this sequence:



3. THE SYNERGY OF INTERDEPENDENCE

The real advantage of the 4th generation time management system is that it provides a way for any organization to make a transition from typical to high-performance through the establishment of interdependent business associations.

The concept of interdependency is unique to the 4th generation time management system. It proposes that communicating and dealing with other people is at the very core of effective time management, and that by taking into account the uniqueness and capacity of every individual, an organization can move ahead more effectively than individuals could ever do on their own.

Interdependence applies not only to unifying the efforts of everyone within the organization, but also to the creation of beneficial strategic alliances between one organization and another.

	Urgent	Non Urgent
Important		X
Not Important		

4. PRINCIPLE-CENTRED LIVING

When you have aligned your time management system with the correct principles, the quality-of-life you can enjoy while working towards your ultimate destination is very high. In fact, the journey and the destination become one and the same.

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Supporting Ideas

For most people, there is a gap between the compass and the clock - between doing what is most important and the way they spend their time. Being aware of this, the traditional approach has been to attempt to manage time better - to do more things in less time.

Over the years, time management has evolved through three distinct generations:

1. Notes and Lists

In the first generation of time management techniques, people become obsessed with keeping notes and check lists. By carrying a "To Do" list at all times, you hope to accomplish more.

2. Planning

In the second generation approach, time is carefully planned in calendars and appointment books. Targets and deadlines are set, appointments and commitments are meticulously written down and everything is carefully and methodically organized.

3. Priorities

In the third generation of time management, every task is assigned a relative importance. You work hard to accomplish those things with the highest priority, and some of the tasks with lower priority if possible.

The only problem with these generations of time management is the essential difference between efficiency and effectiveness. Specifically, a gap still remains between what is most deeply important to a person and the way they spend their time.

Therefore, a fourth generation time management system is needed which will close that gap and allow people to achieve with their lives whatever is most important.

4TH GENERATION TIME MANAGEMENT PROGRAM: FIRST THINGS FIRST

Fundamental Question:

What are the "first things" and how can they be put first?

The 4th generation program focuses on taking the true principles that most people are aware actually determine the quality of life, and translating those principles into the fabric of day to day life. That is, to live a life which conforms with your most fervently believed principles without becoming submerged in a myriad of unimportant tasks which constantly crop up and drain all available time and energy.

Instead of focusing on doing more, the 4th generation program focuses on doing the right things in a balanced and productive way.

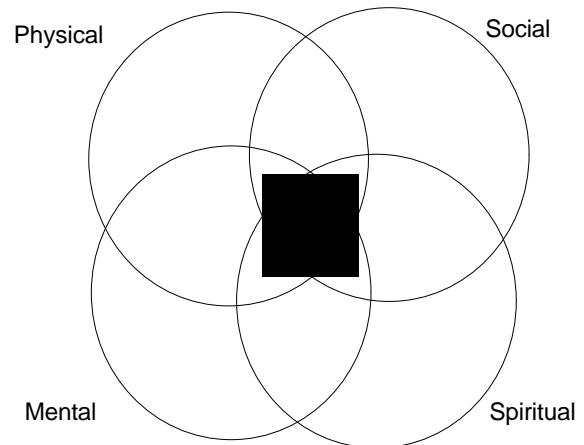
3 Key Ideas

1. Fulfillment of the four human needs and capacities.

Humans feel empty and incomplete unless they find a meaningful way to meet four basic needs:

1. Physical needs - food, clothing, shelter, security.
2. Social needs - to belong, to relate to others, to love.
3. Mental needs - to develop and grow.
4. Spiritual need - sense of meaning, to leave a legacy.

If any one of these basic needs remains unmet, the quality of a person's life is greatly reduced. In fact, most people will not be able to rationally consider time management while any of the four basic needs remains unmet.



There is a certain amount of balance and synergy between the four separate needs. When all four needs are being met in an integrated way, a person is living in the shaded area on the chart above. At this point, a person could be described as having a "fire within" leading to visions of future greatness, passion and a spirit of adventure. Generally speaking, at this point, a person starts to focus on leaving a legacy for future generations rather than just seeing each day through.

2. The reality of "true north" principles.

A 4th generation time management program must acknowledge that not only meeting the four basic needs is important but the way we seek to meet those needs is equally important. There is no sense of achievement if we don't respect the process by which we got there.

A person's quality-of-life arises from living a life which is aligned with character traits and principles which have formed the foundation of every great person or society in history. This goes beyond values, practices or religion to the laws at the heart of happiness and quality-of-life.

Examples of principles include the law of the harvest (You reap whatever you sow in the long term), thrift, industry, trust, saving for future needs, self-reliance, reaching out and helping other people, etc.

3. The potentiality of the four human endowments.

Humans, as distinct to animals, have the ability to choose a response to any stimulus which is presented. The four human endowments which influence the response are:

1. Self-awareness - our ability to think about how we are thinking.
2. Conscience - our internal guidance system which connects us to the wisdom of the ages and our heart.
3. Independent will - the ability to act in any situation regardless of any other person's choices.
4. Creative imagination - the power to create something mentally before it exists physically.

Each of these endowments is necessary to create quality-of-life. When combined, they can create a synergy of additional power that can drive a person to great achievement. An effective 4th generation time management program takes advantage of these human endowments.

Foundation:

The distinction between the important and the urgent.

Basically, every person spends their time in one of four ways:

	Urgent	Not Urgent
Important	1 -Crisis -Immediate problem -Project driven by a deadline which is about to expire	2 -Preparation -Planning activities -Prevention -Relationships -New opportunities -Creativity
Not Important	3 -Interruptions -Phone calls -Mail -Reports -Pressing matters -Popular activities	4 -Trivia -Busy work -Junk mail -Friends killing time -Escape activities

1. On activities that are urgent and important
2. On activities that are important but not urgent.
3. On activities that are urgent but not important.
4. On activities that are neither important nor urgent.

The majority of people spend too much time in areas 1 and 3. In fact, most traditional time management programs focus on the urgent activities of areas 1 and 3. By planning meticulously, these people work hard at becoming more efficient.

However, there is a vital difference between effectiveness and efficiency. The 4th generation time management program is based around the objective of maximizing time spent in the most productive area - area 2.

Focusing on area 2 activities hold the key to personal effectiveness and lies at the very foundation of a 4th generation time management program. Area 2 activities greatly enhance quality-of-life and ultimately influence the accomplishment of all activities.

The most effective people don't just do the same things differently - they do different things.

Key Thoughts

"The within is ceaselessly becoming the without. From the state of a man's heart proceed the conditions of his life; his thoughts blossom into deeds, and his deeds bear the fruitage of character and destiny."

- James Allen, Author

"The significant problems we face cannot be solved by the same level of thinking that created them."

- Albert Einstein

"The important task rarely must be done today, or even this week. The urgent task calls for instant action. The momentary appeal of these tasks seems irresistible and important, and they devour our energy. But in the light of time's perspective, their deceptive prominence fades; with a sense of loss we recall the vital task we pushed aside. We realize we've become slaves to the tyranny of the urgent."

- Charles Hummel, Author

"This is the true joy in life...being used for a purpose recognized by yourself as a mighty one...being a force of Nature instead of a feverish selfish clod of ailments and grievances complaining that the world will not devote itself to making you happy...I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die. For the harder I work the more I live. I rejoice in life for its own sake. Life is no brief candle to me. It's a sort of splendid torch which I've got to hold up for the moment and I want to make it burn as brightly as possible before handing it on to future generations."

- George Bernard Shaw

"Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant."

- Stephen Covey

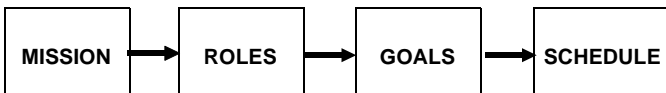
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Main Idea

Spend 30 minutes a week aligning the clock with your own personal compass.

In other words, have a regular weekly planning session in which you plan ahead the activities of the coming week. This simple process will ensure the things which you consider to be most important are not lost in the daily hustle-bustle of accomplishing the activities which are urgent.

The weekly planning session should follow this sequence:



Supporting Ideas

By planning ahead one week at a time rather than each day, you gain a better perspective of what is urgent and what is important.

The weekly planning session:

1. Should start with a personal mission statement.

From the perspective of your entire life, what is it that you most care about and what gives meaning to your life? What do you want to be and do in your life?

A written mission statement encapsulates what you want to become and achieve. It holds the key to producing quality-of-life enhancing results and generating a genuine and deep passion for life.

Most people live on three social levels: public, private and inner. A mission statement must accurately reflect what your inner self holds to be the ultimate objective of living.

An effective mission statement:

1. Is an expression of your own unique capacities.
2. Inspires you rather than impresses anyone else.
3. Is based on true principles which produce quality-of-life.
4. Includes the physical, social, mental & spiritual areas.
5. Deals with what you want to be and do with your life.
6. Balances all the significant roles of your life.

Until a person has taken the time to develop a personal mission statement, any talk of time management is pointless. You may be efficient, but efficiency in and of itself is pointless if you're heading in the wrong direction.

A good personal mission statement should be highly motivational and inspiring. It should empower you to go onwards and upwards. It is never a static statement, but should be refined and enhanced as life moves forward.

2. Identifies all roles.

Everyone has numerous roles to fulfill. These are the responsibilities we undertake, and the natural result of living a full and balanced life.

Some examples of roles: Vice-President of your company, husband, father, brother, manager of research, creative thinker, home manager, mother, PTA President, etc.

Much of the frustration many people feel comes from the fact that they are succeeding at one role but failing at others. To

lead a well balanced life, each of your personal roles must work together for the accomplishment of your mission.

Roles are the avenues through which you accomplish your vision. Each role has a physical, spiritual, social and mental dimension to it.

In addition, one of your important long-term needs is to maintain your production capacity. To do this, you need to allocate time to figuratively "sharpen the saw". That requires spending time maintaining good physical health, social well being, our mental capacities and our spiritual foundation.

Balance is created when you address each role on a regular basis. The weekly planning session should be a good time to identify all roles which are applicable and vital to future progress.

3. Selects important goals for each role.

For each role that you've identified, stop and ask:

What is the most important thing I can do this week to make progress in this specific role?

If you try and answer that question using both your mind and your heart, the answers should represent what is most important rather than what is most urgent.

At your weekly planning session, you should write down one or two goals for each of the roles you've specified.

Goals should be based around doing the right thing for the right reason in the right way. The characteristics of effective weekly goals are:

1. They are in harmony with your conscience.
2. They are important but not necessarily urgent.
3. They reflect basic needs and capacities.
4. They fall within the scope of things we control.

When setting a weekly goal for one of your roles, take the time to consider the What-Why-How framework:

1. Specify what your goal is precisely.
2. Note all reasons why achieving that goal is desirable.
3. Specify exactly how the goal is to be achieved.

There are numerous refinements that can be added. For example, you can develop a wish list of goals that you may want to adapt in the future. You can also develop goals that require absolute obedience to be successfully achieved and others that require just a best effort.

The important principle is not the precise goal system you use, but that you take the time each week to set one or two goals for each role which you fill.

4. Sets aside time firstly for important goals, and then fits other urgent activities around those times.

From the perspective of the entire week, create time zones for specific important activities. The idea is not to fill the entire week with time zones, but to set aside a few specific periods during which you can concentrate on non-urgent and important activities related to your goals.

The advantage of planning one week at a time is you have context and perspective as you consider workdays, evenings and the weekend. You can strive for balance between your various roles from the weekly viewpoint.

The weekly perspective helps us schedule renewal time during which we can engage in recreational activities that charge our batteries and provide balance. It also allows us to balance the details with the vision, and to look for ways to create synergy by combining activities which fall under more

than one role. It also puts content - the activities of life - into the correct context of what is most important in life.

The ideal planning will schedule time for each goal to be accomplished without filling every possible minute with activity. There must be some flexibility left for the unexpected which always comes along.

5. Prepares the person to exercise integrity in moments of choice which will arise in the week ahead.

The daily objective now is to live the plan and actually spend your time as planned. To strengthen that commitment, you might:

1. Take a few minutes each morning to preview the day.
2. Set priorities for the day.
3. Differentiate time-sensitive and other activities.

Throughout the day, unexpected choices will present themselves in numerous forms. You need to stop at each decision and ask yourself:

What is the best use of my time right now?

What is the most important thing I can be doing right now?

Once you ask yourself those questions, stop and listen to your conscience. When your inner voice suggests you should take advantage of this unexpected opportunity, you can then move ahead with courage and enthusiasm. By contrast, if your conscience identifies the opportunity as a side road to achieving your mission, you then know you should stick to your weekly plan.

By anticipating these moments of decision in your weekly planning session, you can arm yourself with ammunition to deflect being diverted. You can then remain focused not on whatever is urgent but what is actually most important.

6. Provides an opportunity to evaluate progress each week.

Unless you take the time to turn the experience of one week into the foundation for achievement of the next, you are missing an opportunity to increase your personal effectiveness. You then run the risk of making the same mistakes week after week without correcting your actions.

Each week, you should stop and ask:

What goals did I achieve?

What challenges were encountered?

What decisions did I make?

What successes and failures did I have?

How much time was actually spent on important activities?

What keeps getting in the way of achieving my goals?

What have I learnt from this week that will help me?

The real value of any week is not only what is achieved but also what has been learned from it, and what you have become as a result of it. Unless you stop and take the time to evaluate these factors on a regular basis, you're limiting your personal effectiveness.

When you take the time to evaluate on a regular weekly basis, your weeks move into an upward spiral of learning more and becoming more effective, which in turn lead to an upward spiral of living more fully and eventually achieving your own personal mission.

Key Thoughts

"What I like about experience is that it is such an honest thing. You may have deceived yourself, but experience is not trying to deceive you. The universe rings true whenever you fairly test it."
- C.S. Lewis

"Real learning gets to the heart of what it means to be human. through learning we re-create ourselves. through learning we become able to do something we were never able to do. through learning we extend our capacity to create, to be part of the generative process of life. There is within each of us a deep hunger for this type of learning."
- Peter Senge

"As long as you live, keep learning how to live."
- Seneca

"That which we persist in doing becomes easier to do not that the nature of the thing has changed, but that our ability to do has increased."
- Emerson

"We who lived in concentration camps can remember the men who walked through the huts comforting others, giving away their last piece of bread. They may have been few in number, but they offer sufficient proof that everything can be taken from a man but one last thing: the last of the human freedoms - to choose one's attitude in any given set of circumstances, to choose one's way."
- Viktor Frankl

"Wisdom comes from balance. Workaholics are very intelligent, interesting, often witty and charming people, but they lack this inner wisdom. The crises in their lives attest to this. Good judgement comes when your logical and rational thoughts and ideas are supported by a gut reaction that the decision "feels right", and you can live comfortably with the consequences of your action. Inner wisdom goes even farther because the decision not only feels right, but it also fits in with your values and beliefs. Something deep inside you can answer, "Yes!""
- Dr. Barbara Killinger, Psychologist

"Over whatever a man may preside, he will if he knows what he needs and is able to provide it, be a good president, whether he have the direction of a chorus, a family, a city or an army. Do not, therefore, despise men skillful in managing a household; for the conduct of private affairs differs from that of public concerns only in magnitude."
- Socrates

"Everyone has his own specific vocation or mission in life; everyone must carry out a concrete assignment that demands fulfillment. Therein he cannot be replaced, nor can his life be repeated. Thus, everyone's task is unique as his specific opportunity to implement it."
- Viktor Frankl

"Every human being has a work to do, duties to perform, influence to exert, which are particularly his, and which no conscience but his own can teach."
- William Ellery Channing

"We have to turn inwards, to look into ourselves; look into this container which is our soul: look and listen to it. Until you have listened in to that thing which is dreaming through you, in other words - answered the knock on the door in the dark, you will not be able to lift this moment in time in which we are imprisoned, back again to the level where the act of creation is going on."
- Sir Laurens van der Post

3. THE SYNERGY OF INTERDEPENDENCE

Main Idea

In the typical organization, the allocation of most people's time is as follows:

	Urgent	Non Urgent
Important	1. 25-30%	2. 15%
Not Important	3. 50-60%	4. 2-3%

By contrast, in most high-performance organizations, the time allocation is:

	Urgent	Non Urgent
Important	1. 20-25%	2. 65-80%
Not Important	3. 15%	4. 1%

The real advantage of the 4th generation time management system is that it provides a way for any organization to make a transition from typical to high-performance through the establishment of interdependent business associations.

The concept of interdependency is unique to the 4th generation time management system. It proposes that communicating and dealing with other people is at the very core of effective time management, and that by taking into account the uniqueness and capacity of every individual, an organization can move ahead more effectively than individuals could ever do on their own.

Interdependence applies not only to unifying the efforts of everyone within the organization, but also to the creation of beneficial strategic alliances between one organization and another.

Supporting Ideas

At the very heart of the 4th generation time management program lies the fact that for most people and in most occupations, dealing with and communicating to other people takes up the greatest amount of a person's time. The greatest successes (and greatest pains) are found in the business and personal relationships formed with other people.

Traditional time management programs have focused on dealing with other people - that is, arranging to use them as a resource while working to achieve your own goals. However, a 4th generation approach is to consider the principle of interdependence - that is, we can work in tandem with other people to create superior win-win situations that are far better than anything one person can accomplish by themselves. From this perspective, other people are viewed more as potential partners than just resources.

So how do you go about creating a working alliance between two separate parties? The steps are:

1. Think win-win.

Move away from the mindset that the only way for you to win is if another party loses. Acknowledge that you can create a situation where you both achieve your individual objectives, and that you both contribute to and feel good about.

2. Seek first to understand.

Before you suggest a solution, be sure you have a clear and unobstructed view of the actual problem. When you can look at the challenge from both your viewpoint and the other party's, and understand the key issues involved and the preferred solution for both parties, you are then in a situation to move forward interdependently. Until you can communicate this clearly and unambiguously, you're still not ready to move forward.

3. Synergize.

With a mutual commitment to creating a solution in which both parties benefit, consider creative solutions to the challenge at hand. Is there some way of structuring a strategic alliance so you both help each other achieve your goals? Try to create a possible list of ways to move ahead, and be open to new and original ways of working together.

In most cases, it will be useful to sit down together and prepare a written agreement which specifies the basis on which both parties are planning to work together. This agreement should:

1. Specify the desired results.

This is the statement of the desired outcome or objective. It explicitly states what is to be accomplished by working together, focusing on the desired results rather than the method used.

2. Set any necessary guidelines.

To avoid any problems, the agreement should state any organizational principles or policies that must be adhered to. The amount of flexibility allowed and initiative to act on behalf of either party should also be specified, along with any known traps that are to be avoided.

For example, a guideline may specify the upper limit on expenditure on the project, and the contribution of each party to the expenditure and so on.

3. Identify available resources.

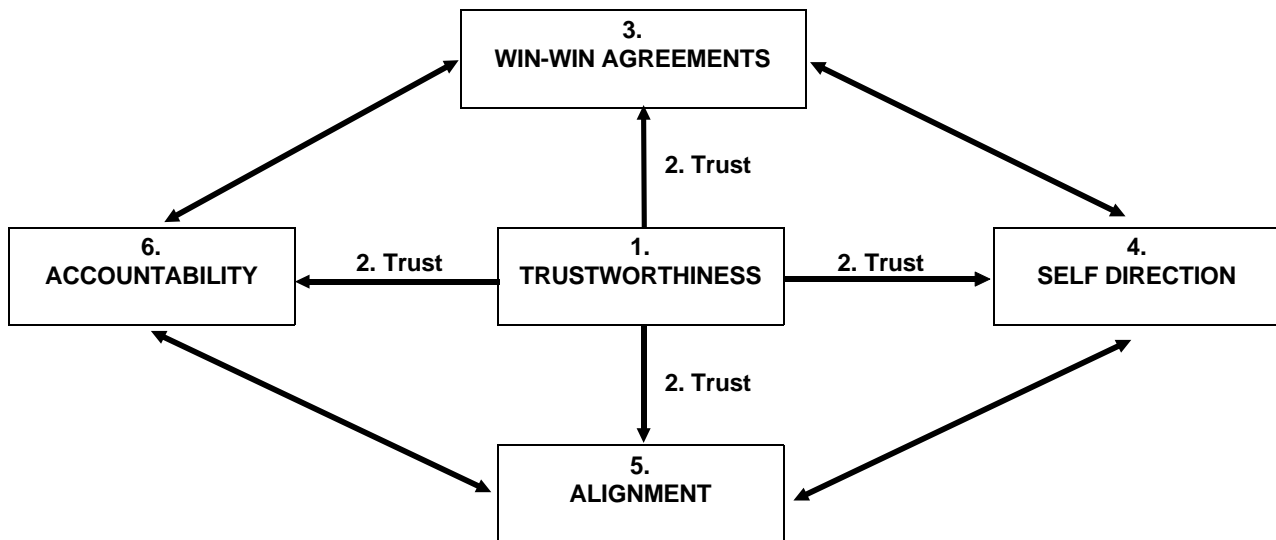
An effective agreement will list the financial, human, technical and organizational resources which are available. Any limits or reporting requirements could also be included in this section.

4. Define measurement/accountability.

In this section, the criteria by which the results of the agreement will be judged can be set out, along with some idea of how and when the results will be measured. This creates integrity and consistency around the agreement, and avoids ambiguity.

5. Specify the consequences.

In addition to stating what will result if the desired results are or are not achieved, the consequences situation may also include matters such as compensation, opportunities for advancement or other incentives which are contemplated. Again, this removes any ambiguity and improves communication between the parties.



The key to spending more time on activities that are important but not urgent is to create an environment in which everyone associated with you is empowered to be able to help you achieve and do more.

To cultivate the conditions of empowerment:

1. Trustworthiness.
At the very heart of the process is the fact that you and the other party are trustworthy. That requires both character and competence. Integrity must be combined with the necessary technical skills to create trustworthiness.
2. Trust.
Trust is the glue that holds the entire process together, and is the natural result of both parties being trustworthy.
3. Win-Win agreements
These agreements create shared expectations and generate increased understanding. Whenever two parties share their vision and strategy, they empower each other to work together effectively.
4. Self directing individuals or teams
Both parties accept the responsibility to govern themselves according to the win-win agreement. In effect, the agreement becomes the supervisor and both parties can plan, act and evaluate on their own initiative within the boundaries of the agreement. People become accountable for their results rather than the methods used.
5. Aligned structure and systems
All internal management and reward systems must be aligned with the objective of creating an empowered system. For example, if you are trying to encourage cooperation in your organization but your reward system is based on competition there is a lack of alignment.
6. Accountability
As criteria have been specified during the development of the empowered work environment, there must be an opportunity at regular stages to stop and evaluate progress towards the achievement of all objectives.

Once the conditions of empowerment have been cultivated, there are two more things that can be done to strengthen that environment:

1. Encourage regular feedback and dialogue.
One of the most effective ways to work towards building character and competency is to regularly seek feedback from everyone involved. If you can do that and then follow through and act on the information received, performance and effectiveness can be greatly enhanced.
2. Become a leader/servant.
The most effective leaders create a shared vision. In that situation, the organizational leader becomes a resource rather than a judge. That is, the leader provides whatever the members of the organization require to bring the vision into effect.

In the final analysis, an organization's culture is the sole competitive advantage that cannot be copied. Technology, information, capital resources and physical assets can be duplicated, but the combined knowledge, experience and abilities of the organization cannot. The key is to create an interdependent environment in which all these competitive advantages can be brought to bear on accomplishing the goals of the organization.

Key Thoughts

"A person cannot do right in one department of life whilst attempting to wrong in another department. Life is one indivisible whole."

– Gandhi

"Three-fourths of the miseries and misunderstandings in the world will disappear if we step into the shoes of our adversaries and understand their standpoint."

– Gandhi

"Only men who are capable of truly saying Thou [an attitude of deep respect] to one another can truly say we with one another."

– Martin Buber

"Interdependence is and ought to be as much the ideal of man as self-sufficiency. Man is a social being."

– Gandhi

4. PRINCIPLE-CENTRED LIVING

Main Idea

When you have aligned your time management system with the correct principles, the quality-of-life you can enjoy while working towards your ultimate destination is very high. In fact, the journey and the destination become one and the same.

Supporting Ideas

The 4th generation time management system is based around personal leadership rather than time management. It involves asking how and why something is to be done and not just when. In this situation, you can focus all efforts on those things that will bring the greatest long-term benefits.

When we exercise a management system which puts first things first, an inner peace grows and we can move forward with passion and confidence to continue to enhance our quality-of-life.

The two keystones of an effective 4th generation time management program are:

1. Contribution - the motivation to create and leave a legacy. This gives meaning to and energizes everything else a person tries to achieve. Any person focused more on contributing than consuming has created the perfect base from which peace of mind results.
2. Conscience - the connection to true principles. A person can never find peace in any accomplishment if it is not aligned with the inner voice of the conscience.

Becoming principle-centred is a lifetime quest, but there is intense peace and satisfaction in undertaking the journey itself. The results lie along the path, not just at the final destination. It requires letting go of all the things that hold you back at present and working towards making a contribution to society.

Key Thoughts

“Service is the virtue that distinguished the great of all times and which they will be remembered by. It places a mark of nobility upon its disciples. It is the dividing line which separates the two great groups of the world - those who help and those who hinder, those who lift and those who lean, those who contribute and those who only consume. How much better it is to give than to receive.”

– Bryant S. Hinckley

“We must become the change we seek in the world.”

– Gandhi

“Nothing can bring you peace but yourself. Nothing can bring you peace but the triumph of principles.”

– Emerson

“Life is difficult. This is a great truth, one of the greatest truths. It is a great truth because once we truly see this truth, we transcend it. Once we know that life is difficult - then life is no longer difficult. Because once it is accepted, the fact that life is difficult no longer matters.”

– M. Scott Peck, Author

“We know not of the future, and cannot plan for it much. But we can hold our spirits and our bodies so pure and high, and dream such dreams of lofty purpose, that we can determine and know what manner of men we will be whenever and wherever the hour strikes that calls to noble action. No man becomes suddenly different from his habit and cherished thought.”

– Joshua L. Chamberlain, General Commander,
Union Forces, Battle of Gettysburg