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# The 3rd Alternative

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Solving Life's Most Difficult Problems

Stephen R. Covey

with Breck England



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In the case of all things which have several parts, the whole is something beside the parts.

—*Aristotle*

Synergy is the only word in our language that means behavior of whole systems unpredicted by the separately observed behaviors of any of the system's separate parts or any subassembly of the system's parts.

—*Buckminster Fuller*

Synergy: a mutually advantageous conjunction or compatibility of distinct business participants or elements.

—*Webster's Dictionary*

The emergent is unlike its components insofar as these are incommensurable, and it cannot be reduced to their sum or their difference.

—*G. H. Lewes*

Synergy is when the whole is greater than the sum of the parts.

—*Fourth-grade student, A. B. Combs Elementary School, Raleigh, North Carolina*



*To my wife and eternal friend, Sandra—  
full of life, light, and courageous hope*