

the enlightened leader

IMPROVING THE QUALITY OF WORK AND LIFE

Reflections from Izzo



My wife Leslie and I are movie buffs. In August she convinced me to go see the National Geographic Feature Film, *The March of the Penguins*. As I watched the previews, munching on popcorn, I looked forward to two hours of entertainment but then remembered I was about to watch a documentary on the mating life of penguins! In spite of my trepidation, I found the film both beautiful and enlightening.

The film follows the amazing mating journey of the Emperor Penguin. Through beautiful cinematography and good humored narration by Morgan Freeman, the film crew brought to life the remote Antarctic winter. During their nine month journey from the first walk from the sea to the mating grounds some 70 miles (yes, miles) away, both males and females make extraordinary sacrifice to ensure the survival of their species. Among other things, they walk seventy miles several times in the cold Antarctic winter, nearly starve to death (many do), spend a dark cold winter sitting on eggs, and sacrifice their individual well being (and often life) for the community. The film shows both the miraculous power of nature and the way collaboration at the deepest level is critical to the species success.

When I left the film, I was struck by the tremendous sacrifice the entire community must make in order to ensure the future. As parents we make tremendous sacrifices to raise healthy, well-rounded and aware children...but what about ensuring the future of our entire species?

When I contemplate my children's future, I realize that it depends on many things beyond instilling good values and getting into the right university. Will the oceans still support significant life by the time they are my age? Will the climate be so different that food will be scarce? Will the warming of the oceans mean that hurricanes like Katrina become commonplace causing human misery of a scale we cannot imagine? Will the destruction of open space and forests leave them a world less beautiful than the one I inherited? Will our inability to cooperate and solve our differences without violence mean they live in a world where terrorism is commonplace?

If the Penguins can endure a frozen journey that risks life for the future, what am I willing to sacrifice? Will I recycle everything humanly possible? Will I take a few less automobile trips each week or trade that SUV in for a hybrid? Will I make the preservation of the planet's resources a priority in my voting and political activities? Will I seek to understand other cul-



tures and plant seeds of understanding? Will I do everything in my power to ensure that when my great grandchildren are my age, films like the one I just saw will remind them of the sacrifice our generation made to ensure their future? I do not know the answer to my own questions, but the movie left me with a profound reminder of the miracle that calls us to advance and preserve life. May the beauty of their simple journey remind us of our own responsibility to the future.

John B. Izzo

National Appearance Schedule

September 2005

Sept. 12	Healthcare Client	Pembroke, VA
Sept. 12	City of Roanoke	Roanoke, VA
Sept. 14-15	NWONE	Seattle, WA
Sept. 21	MSCAA	Vancouver, BC
Sept. 22	Healthcare Financial Mgt.	Bremerton, WA
Sept. 28	NOKIA	Vancouver, BC
Sept. 29	Catholic Health Assn	Toronto, ON
Sept. 29	TD Canada Trust	Niagara Falls, ON

October 2005

Oct. 4	GVRDHR Conference	Vancouver, BC
Oct. 5	Rogers Media Television	Toronto, ON
Oct. 7	American Legal Admin Assoc.	Minneapolis, MN
Oct. 12	City of Vancouver	Vancouver, BC
Oct. 14	Henrico Doctors Hospital	Richmond, VA
Oct. 15	Rogers Communication Inc.	Toronto, ON
Oct. 22	Capilano College	<i>Mr. Rex Weyler</i>
Oct 19-21	Saskatoon Reg. Health-Leadership Retreat	
Oct 25	The Pastoral Institute	Columbus, GA
Oct 26-28	Doctor's Hospital Leadership Retreat	Columbus, GA

November 2005

Nov. 1	Ontario Nurse Association	Toronto, ON
Nov. 5	CDN. Tourism Human Resc.	Halifax, NS
Nov. 9	Sarkeys Foundation	Norman, OK
Nov. 10	HOLD	
Nov. 21	Royal LePage Relocation Services	Vancouver, BC
Nov. 22	HOLD	
Nov. 23	TD Canada Trust	Toronto, ON
Nov. 27	HOLD	
Nov. 29	HOLD	
Nov. 29	Saskatoon Regional Health	<i>Ms. Olivia McIvor</i>

Speaking Availability?

If you need information regarding upcoming dates please contact us: info@theizzogroup.com

Dr. Izzo in Columbus, Georgia



Several times each year, Dr. Izzo conducts seminars that are open to the public. On October 25th, he will be doing three public sessions in Columbus, Georgia for the Pastoral Institute. A morning seminar on Creating the Soulful Workplace, a lunch talk on Leadership, and an afternoon session for Clergy Leaders. If you want more information please go to www.pilink.org.



Work-life Balance and Wellness is a growing concern for many of us personally and for leaders. Stress is the #2 cause of workplace absenteeism according to a recent study (HRPAO 2005). Here are a few personal tips to stay well at work:

Find small ways to relieve stress and add wellness to your day. Here are some simple suggestions: Get up fifteen minutes earlier every day and take that time for yourself. Start your day with a quiet time so that you start off the day feeling well. Another idea is to integrate wellness into your working day. A manager told us that she loves to walk as her major "wellness" activity but that her days are so busy that she was having a difficult time fitting it in. So she began trying to plan one of her meetings every day as a "walking" meeting. Each day she would examine her calendar for the next day and choose one meeting that could be conducted while walking. To her surprise, about 80% of those she invited to have the meeting while walking were happy to oblige. Now on about four of every five days, one of her meetings does double duty as a wellness break.

Employee Attitude Update:

Retirement Plans: What We Plan to Do After Work

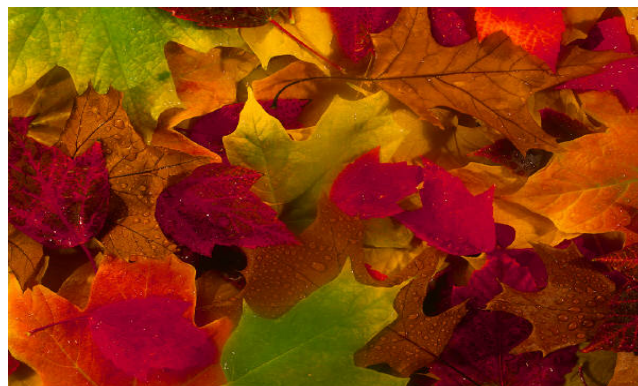
A recent Merrill Lynch study found that 76% of baby boomers want to continue to work beyond the traditional retirement age. Of those, over half said they planned to start a whole new career. The key to keeping these workers is to offer them the opportunity to alternate between work and leisure (for example three months on, one month off) as almost half said this was their preference while 16% wanted part time work. Only 17% said they never wanted to work for money again. When might we retire for good? Most said 70-75 was the right time.

We Are Working Less...And More:

A recent study by Stats Canada shows that Canadians are working more and, well, less. While the % of us who are working over 41 hours is growing so is the % of us working less than 30 hours. The % of people working as contractors has doubled in the past 15 years from 11% to 21%.

Communication Overload: SAD

A recent study commissioned by Siemens to identify whether new technology had changed patterns of business etiquette uncovered a new phenomenon. The study found that a growing number of us are suffering from communication overload and the rise of the SAD workforce (that is stressed, angry and distracted). In one workplace, people were routinely bombarded with 8-10 instant message interactions per hour and frequently changed screen names in hopes their colleagues could not find them. One company has an e-mail and instant message free day each week. Next time you are thinking of interrupting someone, ask if it is necessary. The study suggested turning devices off or do what Dr. Izzo does, and have three set times each day when you will answer e-mails, otherwise, keep it off.



great workplace culture series

VIDEO VIGNETTE SERIES

Dr. Izzo has produced a new series of teaching videos averaging 7-12 minutes in length. The nine videos are meant to be shown at the beginning of staff meetings, at performance reviews or at the beginning of a conference to set a specific tone and assist in creating change. Our goal is to encourage and assist you in your leadership role of creating a culture of excellence.

Each video explores one of Dr. Izzo's key messages with new stories and material including: "Enjoy the Rowing", "100/0", "Your Most Important Customer", "Make Someone's Day", "Be the Dog", "The Five Rows", "Complainers and Contributors", "Appreciation..., Priceless!", "What's Your Edge?" and "What Questions Rule Your Life?".

The intention behind these vignettes is to supply you with a variety of messages in short useable chunks to enhance an idea, new direction or message you would like to encourage with-in your workplace.

The series are crafted into three specific DVD's

CREATING THE HEALTHY WORKPLACE

- * "Complainers, Complacent or Contributor?"
- * "Appreciation"
- * "Be the Dog"

CREATING WORKPLACE EXCELLENCE

- * "100/0"
- * "Make Someone's Day"
- * "Most Important Customer"

PERSONAL SUCCESS

- * "What Questions Rule Your Life?"
- * "What's Your Edge"
- * "The Five Rows"

We have had many inquiries regarding this product and have made a few changes based on your feedback—thank you to all who contributed to its development.

*If you wish to inquire further please e-mail us at:
info@theizzogroup.com
or call us directly—604-913-0649*

Comments or
Suggestions?

*Do you know someone who
might benefit from our news-
letter?*

*Please feel free to
contact us at :*

info@theizzogroup.com

*You can also contact us if you
wish to have your name taken
off our mailing list.*

Downloading past editions of our newsletter...

Many individuals have asked about back issues of the 'Enlightened Leader'. If you visit our website you can view and download all the past editions. Simply go to: www.theizzogroup.com 'click' on "newsletter" and there you should find all past editions.

Happy Reading.



Want to write an article for us?

Simply e-mail us your article—we allow for a maximum of 500 words and we do reserve the right to correct, edit and check any facts contained in the document.

Book Ideas?

Have a great book you think readers should look at? Let us know we'll spread it around!

Know of a great workplace?—let us know—we'll feature them in an upcoming edition on best practices and best workplaces.

Know of a great individual who deserves recognition? Write us and tell us about them—we're dedicating an edition to all those we don't recognize enough!

*Thoughts, ideas or letters to the editor
you can contact us at:
Info@theizzogroup.com
Please write and tell us.*

Disagree More At Work: It Might Be Good for Your Career

When you're at a meeting and the boss tables a proposal, do you nod your head up and down, shake it sideways or react not at all? Office wisdom suggests that the best way to keep your career moving forward is to be a yes person — nodding your head up and down a lot — and that you disagree with those in authority only at your peril.

But there is a growing body of research that dispels that thinking. In fact, disagreeing more at work might actually be good for your career. The research shows that those who disagree frequently are consistently more highly rated by managers than those who don't. It also shows that being a bit more disagreeable is likely to lead to you being seen as having leadership qualities. And employees are more committed, innovative and satisfied in a climate where disagreement is encouraged.

But how much you disagree and how you disagree have an impact on how you are seen at work.

Furthermore, studies suggest that managers appreciate a disagreeable type — so long as the disagreeing is done judiciously and effectively — while the compliant ones, those who just sit there and accept the status quo are not well appreciated, and in fact are not the most successful.

Over the past decade, studies looking at how managers view staff have found they tend to put employees into one of three categories: complainers, compliants and contributors.

Complainers are those who are constantly negative. When they disagree, they are seen as noticing only problems (usually ones that they perceive to be caused by and need to be cured by others), and rarely have any suggestions on how things can be better. These are the people who cause eyes to roll at meetings whenever they begin to speak. Not surprisingly, complainers are rated lowest by their managers.

Compliants are those perceived as acquiescing to whatever the manager or company wants. They are rarely seen as giving input or raising a fuss of any kind. Few meetings ever go longer because of compliants. Now, mind you, some compliants do disagree, but these disagreements are usually expressed in informal conversations when no one in authority is around to hear.

Contributors are employees that are perceived as having strong opinions and who frequently disagree even with those in authority. But unlike complainers, when they disagree they often suggest solutions at the same time. These "contributors" are consistently rated highly by their managers.

The interesting thing is that those who disagree often but are not perceived as complainers are consistently rated more highly than the compliants. What's more, these people serve a critical role in organizations

because they raise issues that might be ignored (if raised by a complainer) or left unsaid (if a team is filled with compliants).

But how does one disagree in a way that will get you branded a contributor instead of a complainer? Here are some suggestions...

How to Be Seen As A Contributor:

Be careful how you disagree at work. Here's a primer on how to be seen as a contributor and not a complainer:

- * If you're going to say something won't work, have a potential solution; never disagree without some suggestion about how it could be better. Choose your battles. Complainers are often seen as those who disagree with everything. Monitor yourself and choose to agree when you don't feel strongly about something.
- * Appeal to the common good. When disagreeing, make sure others know that you are disagreeing because of a shared value.
- * Be humble. Complainers are often people who seem to feel they have a corner on the truth.
- * Keep your emotions in check, always.
- * Test the waters. Let's face it, not all disagreements are welcome at work. So put your ideas out there but be prudent. If the reaction is strongly negative, reassess your need to speak up.

How Managers Encourage Disagreement:

Managers often complain about having too many compliants but rarely too few complainers. What they really want are contributors, and here's how to foster them:

- * Tell employees on their first day that you want their ideas and that disagreement is a valued part of their role.
- * Show appreciation for disagreement. By praising disagreement, you will get more of it, and by highlighting how that person disagreed (with solutions and without blame), you will send an important message about the most productive ways to disagree.
- * Take time to coach complainers and compliants. Encourage those who say too little to speak up and those who complain to do it effectively. Complainers don't usually want to be seen as complainers, and may have good ideas.
- * Have a monthly "make it better" meeting wherein the way you get points is to have ideas



Greening the Corporation

Ways to care for the Environment



Recycling is the last of the three R's—Reduce, Reuse and Recycle. However it is in fact the least we can do to hand over a healthy useful planet for future generations. Here are a few easy things you can do at work and at home. (next newsletter we'll focus on Re-using)

At Work

1. **Take a mug to work** and if you can, buy five extra mugs for the folks who don't have one. Try to stop purchasing Paper and Styrofoam cups.
2. **Recycle all paper** in the office and where possible use your computer screen to read....don't print to read then recycle. Print only when you have to.
3. **When stopping** at Starbucks (or your favorite coffee shop) to get your coffee take your own mug in to be filled! Not only do you get 15 cents off your coffee—they'll wash your mug out for you before they put in your "nectar of the gods".
4. **When traveling**—book hotels that have recycling programs—do you know how many shampoo bottles end up in our landfill? The other option.. take whatever you don't use home...I hate to say it but its strange what kids think is cool—hotel shampoo and conditioner, yes your used soap (we share at home right?)
5. **Share office newspapers, magazines, reports etc.** We have learned to bring our own reading to work....could we not share a few things and decrease the amount of paper products consumed—did you know that in one month the average office consisting of 120 employees uses the equivalent of a hectare of wood products?
6. **Turn off all computers** at the end of every day and use censored lighting to turn lights off when no-one is in a given room.
7. **Donate old office furniture** to schools in your area. Many schools are in need of computers, screens, desks and chairs.
8. **Reuse shipping boxes, envelopes, bags and mailers.**
9. **Purchase as many green products as possible**—printer cartridges for example—some are recyclable and some are not. Choose ones that you can take back to the store to be recycled.
10. **If you don't have a recycling program at work start one.** DO your best to waste less, use greener products and increase your co-workers awareness of the impacts that individual behaviors have on conservation.

Greening the Home

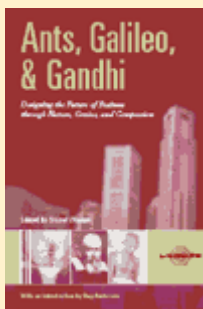
1. **When grocery shopping** look at the containers that your products come in, are they recyclable? Many products come in recyclable containers and many do not. Milk jugs (the plastic containers) are recyclable however the cardboard and wax and cardboard cartons are not. Choose to purchase the items that can be recycled.
2. **Decide to be an environmentally friendly household.** Each bedroom should not only have a garbage can—but a recycling bin as well. We have teenagers...pop cans, homework scraps, paper bags and wrappers are rampant in their rooms. Ensuring they find their way into the right bin is responsible. Start young!
3. **Decide to stop using paper napkins, paper or Styrofoam plates, or cups.** Plastic cutlery ...same thing. Reusable materials are a better buy and a better choice.
4. **Round up** the old clothing, books, furniture, sheets, towels, kids clothing and take a bundle to either the Red Cross, the Local Salvation Army, or the local shelter instead of throwing anything out. Most of the time...someone else can use what you no longer need.
5. **Whenever you are heading out the door** with any of these phrases in your head "*I just gotta grab*"... "*I need to get*"... "*I need to have*"....ask yourself, do I need this item? Does the world need me to have it? One of the biggest problems today is the rate at which we, in North America, consume. Part of managing our environment starts with decreasing the amount we consume and use. Products are created mainly because we buy them, not necessarily because we need them. Take one month and only purchase what you NEED—see how much money it saves you and how much less you actually bring in the front door.

Websites to Visit

- www.seventhgeneration.com
A product website that shows us products with a conscience
- www.interfaceinc.com
An ecological pioneer, with values and goals far beyond the industry standard
- www.ericfredine.com
An artist who uniquely photographs the beauty of wild places and shows what our individual efforts can save



Suggested Books



Ants Galileo and Gandhi

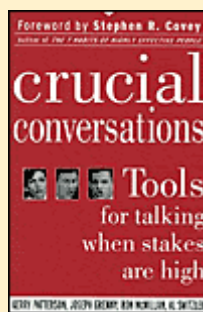
Designing the Future of Business through Nature, Genius and Compassion

ALTHOUGH sustainability efforts in business are still a work in progress, it is increasingly clear that key elements of a new generation of enterprises will be radically different from those of our contemporary modern industrial economy. The core distinctions between what currently exists and what is being created are communicated in this book through the compelling metaphor of *Ants, Galileo, and Gandhi*.

This collection, developed from The Natural Step's conference on Sustainability and Innovation in 2002, provides radical ideas for generating a new perspective on the dynamics of business systems. 'Ants' symbolize the lessons to be learned from nature and the dependence of individual beings on broader, complex systems. 'Galileo' embodies brilliance in perceiving and proving that the current paradigm is flawed. 'Gandhi' exemplifies exceptional compassion in fighting for fundamental change.

All of these attributes are increasingly relevant in a world where, globally, we are experiencing both a steady decline in life-supporting resources and rising demands. Recognition of these challenges is sparking innovation within the private sector where the first glimmers of systemic change can be seen. The book examines the emergence of 21st-century enterprises that recognize their reliance on broad social and ecological systems ('ants'), incorporate sparks of genius rooted in rigorous analyses ('Galileo'), and acknowledge the importance of compassion and determination within any endeavor ('Gandhi').

With contributions from Ray Anderson, Gretchen Daily, Karl-Henrik Robert, Alois Flatz, Allen White and many more, the book illustrates that pioneering companies recognize that new opportunities emerge from recognizing the broader systems on which all businesses rely. Efforts to work with ecological and social dynamics of vibrancy and resilience offer a new space for innovation. Companies are stepping into this space and exploring innovative approaches to developing sustainability-focused products, operations and strategies. These sustainability-inspired business efforts are considering new ways to address human needs and desires. The most promising approaches are based on systems thinking and recognition of the linkages between 'upstream' and 'downstream' effects of actions. Understanding the undesired 'downstream' impacts of a firm's practices draws attention 'upstream'. This assessment highlights the most expedient approach: to design these impacts out of enterprises from the very start.



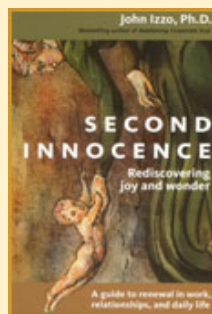
Crucial Conversations:

Tools for Talking when Stakes are High

By Kerry Patterson, Joseph Grenny and Ron McMillan

Crucial conversations are interpersonal exchanges at work or at home that we dread having but know we cannot avoid. How do you say what needs to be said while avoiding an argument with a boss, child, or relationship partner?

Crucial Conversations offers readers a proven seven-point strategy for achieving their goals in all those emotionally, psychologically, or legally charged situations that can arise in their professional and personal lives. The techniques are geared toward getting people to lower their defenses, creating mutual respect and understanding, increasing emotional safety, and encouraging freedom of expression. Among other things, readers also learn about the four main factors that characterize crucial conversations, and they get a powerful six-minute mastery technique that prepares them to work through any high impact situation with confidence.



Second Innocence:

Rediscovering Joy and Wonder

By Dr. John Izzo (Berrett Kohler 2004)

Is it possible to age and keep the sense of wonder about life that we had when we were young? Can we age without becoming cynical? Is it possible that our willingness to hold on to our innocence and idealism influences our ability to discover joy in our lives and make a difference in our world? Does our experience in the world take away our innocence, idealism and sense of wonder or does our choice to give up those qualities shape our experience?

Many people have become more cynical and skeptical about business, government, the world, about whether one person can make a difference, and our ability to create a healthy society where our children and families are safe. In his new book, *Second Innocence: Rediscovering Joy & Wonder*, respected business advisor and former minister, Dr. John Izzo, suggests that only if we are willing to reclaim our innocence and idealism can we hope to create better communities, better families, better workplaces, and ultimately a better world.



This Newsletter is produced by
The Izzo Group Ltd.

Canada - USA

Ph: (604) 913-0649 Fax: (604) 913-0648

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