

the enlightened leader

IMPROVING THE QUALITY OF WORK AND LIFE

This Newsletter is produced by The Izzo Group Ltd. Canada o USA

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

To subscribe or to order back issues

info@theizzogroup.com

Ask us about Ordering printed copies!

Web: www.theizzogroup.com

Please make note of all revised contact information in this subscription.

Izzo Reflections:



Almost everywhere I go these days in business, people ask me how to integrate the message of "making profits" with "making a difference." Since growth and profitability are key priorities this is an important question. To me, profits in any business (even in a nonprofit business expressed as "margin"), is akin to oxygen for a human being. Very few of us wake up in the morning thinking that the one thing we have to have today is oxygen. We likely don't say to ourselves: "Boy, this will be a great day if I get some oxygen!" Yet if we were to be deprived of oxygen for even a few moments, we would be able to think of nothing else. A few years ago in Trinidad, I almost drown and will never forget the feeling of gasping for this thing I take for granted.

Profits in a business are the same way. Like oxygen, profits enrich a business—allow it to grow, to expand, to treat its employees well, and to expand its brand. Take away those profits (or that margin) and suddenly the organization is gasping for air, and doing all kinds of counterproductive things like laying off employees, cutting services, and soon finds itself in survival mode.

That is why as leaders we must always remember two things. First, we have to help our people see that "profitability" is like oxygen, if we have it we can focus on all the things that matter most—service, great place to work, wowing customers and so on. But to do this, we need profits. The second thing we must remember is that just as human beings don't live for oxygen, employees don't work for profits. If we focus too much on profits and revenue, our people will lose heart. We must appeal to their deeper motives as well—the desire to make a difference, to feel proud of the company they work for, to connect with others, and to feel that our services are truly unique and value added.

Organizations need profits just like people need oxygen, but we would not define a good life as "having oxygen." Senior people spend a lot of our lives talking about "shareholder" value (and this is important) but we must remember it is not necessarily the top priority for our people but rather a by product of doing excellent work. The more we help people see the connection, the more they will commit to our enterprise.

National Appearance Schedule

Due to confidentiality consideration we have not included some client's names in our calendar

March 2005

Mar 1	Conf. Board Of Canada	Vancouver, BC
Mar 3	Alberta Energy	Edmonton, AB
Mar 8	TGIF	Bahamas
Mar 9	Golden Corral Restaurants	New Orleans, LA
Mar 13	NCCBH	San Francisco, CA
Mar 18	Doctor's Hospital	Columbus, OH
Mar 22	Manor Care	Minneapolis, MN

April 2005

Apr 6	Corporate Client	Toronto, ON
Apr 11	National Chaplains Assn	Albuquerque, NM
Apr 12	Rare Hospitality	Savannah, GA
Apr 21	Restaurants Unlimited	Seattle, WA
Apr 23	Hospital Trustees	Old Springs, VA
Apr 25	Good Samaritan Society	Edmonton AB
Apr 26	Hostess Frito-Lay	Victoria, BC
Apr 27-	Manulife Financial	Cancun, Mexico

May 2005

May 3	IRAW	Hyatt Lake, Las Vegas
May 4	AT&T	Whippany, NJ
May 11	Doctor's Hospital	Richmond, VA
May 17	DAC Group	Clearwater, FL
May 18	Canadian Marketing Assn.	Toronto, Ont.
May 20	Edward Hospital	Naperville, IL
May 31	Norske Canada	Calgary, AB

June 2005

June 2	AARN	Jasper, AB
June 9	Conf. Board of Canada	Vancouver, BC
June 9	Prof. Convention Mngmt. Assn.	Vancouver, BC
June 16	The Innovation Group	Sarasota FI
June 17	Delta Hotels	Calgary, AB
June 21	ConocoPhillips Canada	Calgary, AB
June 22	Agrium Inc.	Calgary, AB
June 23	Life Insurance Institute	Toronto, Ont.

July 2005

July 1-25	Family holiday in Italy	
July 29th	The Nash Institute	South Carolina

Speaking Availability?

If you need information regarding upcoming months please call us or e-mail your interest to leslie@theizzogroup.com

What Kind of A World Do We Want to Leave Our Children?

What kind of world do we want to leave our children? This is an important question and one that each of us should ask ourselves. Dr. Izzo has brought together a group of prominent people from business, the arts and the community to create a national conversation about the future. At the core of this idea is to have a series of meetings across Canada that will involve prominent Canadians in dialogue with thousands of people to ask the question: What kind of a world do we want our children to live in? Over the last fifty years, in one small lifetime, humans have changed the planet dramatically. If we are not wise, we may leave a planet to our children much less rich than the one we inherited. From the collapse of ocean fisheries to climate change, from the loss of soil and biodiversity, we have used the bounty we inherited with little thought about the future. Dr. Izzo has brought together a number of leaders including David Suzuki and Allan MacDougall (CEO of Raincoast Books) to explore the idea of a national conversation on the future. If you want to join us in some way, please write us. One of our visions is that every school and every classroom in Canada will have a conversation about what kind of planet we want to leave to our children (a conversation they will bring home to their parents). A number of our colleagues from the United States have already asked to be involved.



Great Places to Work...

Ideas You Can Use!

In every newsletter we try to provide a few ideas that you can implement right way to create a better workplace—here are a few ideas:

- **Have a make it better meeting** every month in your department or division—simply have an open meeting with the question—“what can we do that would make things better here?”
- **Story time.** At the beginning of every meeting have a brief time for people to tell a story of a recent time when you made a difference for customers or clients.
- **Get your team members** to “write their own retirement” speech and share it with the team. Ask them to write about what they really want to be remembered for, and where they feel they have to work to be more successful
- **Regularly ask team members**—what is one thing you are proud of right now in your life? Or, what is one thing you are really excited about in your life? Then ask them about that activity or pursuit on a regular basis

Look for Dr. Izzo in Training & Development Magazine



Our work on intergenerational values will be featured in an article in the May issue of Training and Development Magazine (**the official publication of ASTD**). The article explores changing employee values and what companies are doing to manage and lead amidst these changes. Our work with managers at Southern Company and Georgia Power will be featured in the article. Look out for it!

Poetry Corner

Many of you have expressed appreciation for the poems Dr. Izzo uses in his talks. One of the most popular is a poem by Danish Poet Benny Andersen titled “Time”. Here is a copy for your interest:

Time

By Benny Andersen

There are twelve clocks in the house but still it seems there is never enough time.

*You go to the kitchen to get chocolate milk for your young spindly son
But when you return he has grown too old for chocolate milk and
demands beer, girls, and revolution
You must make the most of time while you have it.*

*Your daughter brings their newborn infant home for you to watch
while they go to the theater
But while they are away, the child graduates with some difficulty
from the twelfth grade
You must make the most of time while you have it*

*You photograph your hitherto beautiful young wife with full-bodied
gypsy headscarf
And an opulent fountain in the background but no sooner is the picture developed that she announces it is her turn to sign up for social security*

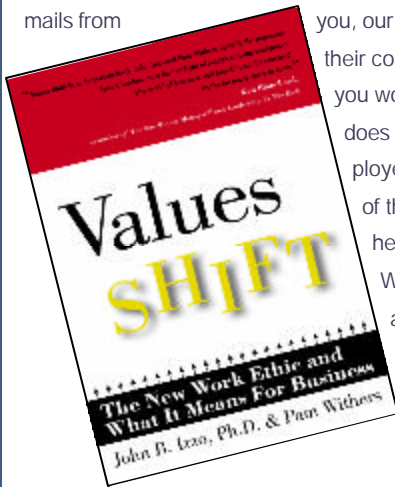
*Where has our time gone, was it ever really there at all
We must make the most of our time and be in our time in such a way
That we will be ready when we call home
And hear the machine say—are you trying to reach 566-4400, I am
sorry
That number is no longer in service.*

Values Shift:

Revised Edition

We still want your ideas!

John Izzo book **Values Shift** is undergoing major updates and revisions and is scheduled for publication in October of 2005. We have received a few e-mails from



you, our readers, suggesting that we use their companies as possible case studies. If you work in an organization that you think does a really good job at addressing employees values or more specifically, one of these following values, we want to hear what you have to say!

We are looking for companies that address their culture's need in the following areas:

- Balance and Synergy between work and life
- the need for work to have a noble cause
- the need for individuals to grow and develop for and beyond the job
- The need to be respected as a Partner of the company/ organization
- The Expectation to develop a Community at work
- The Expectation that their workplace be trustworthy

There is one other value that Dr. Izzo will be highlighting in this new edition but you will have to wait to read about it!

Please send your information to info@theizzogroup.com

We Asked—You Responded!

Southern Company Employee is thankful for their Corporate Diversity Efforts!

" Thank you for your interest in the ways companies are responding to the need for balance, trust, partnership, community, and noble cause. As an employee of the "Net" generation (born in 1981), I am proud to express how Southern Company has sought to promote these values in the ever-changing workplace, as they directly effect my sense of loyalty and belonging to the Company.

Southern Company has sponsored several affinity groups whose missions all relate back to the overall goal of incorporating the bigger picture of life into the workplace. These groups do everything from sponsor career development training to hosting community service events. They also seek ways to vocalize the opinions of employees and bring about positive change in the Company's culture.

Here are just several examples of our affinity groups and their respective mission statements:

AMIGOS affinity group:

Our mission is to serve as a bridge between the company and our growing Hispanic/Latino community -- to be "A Citizen Wherever We Serve."

African American Women's Networking Group:

To provide a support group for African American women through leadership development, mentoring, and community involvement that will foster a mutually beneficial work environment for African American women and Georgia Power Company.

Asian Pacific American Affinity Group:

Our mission is to help the company unlock the full potential of its Asian Pacific American ("APA") employees, customers and community.

The New Professionals Affinity Group:

The New Professionals Organization serves to help integrate new employees by facilitating the exchange of ideas and to educate the Southern Company community.

The sponsorship of affinity groups is an excellent way for companies to begin "respond to the new world of work!"

Melissa D

Georgia Power Company



Motivation is Nice, But Habits are Better

Often companies call us saying they want someone to come in and “motivate” their people. Motivation is a good thing but rarely sufficient to achieve anything in life or business. One way to think about this is that while “motivation gets you started, it is habit that gets you where you are going.”

Here is an example. Leaders may feel motivated to appreciate people but may not have any habits that will lead to that result. Habits might be things like starting every meeting with appreciation, keeping a list of employees and recognizing each of them once per month and crossing it off the list, or writing two thank you notes every week (even when you are not in the mood to do so).

Businesses can also benefit from this simple idea. For example, we have worked with many hotel chains over the years. All hotels try to motivate their employees to provide good service to guests but some hotels have organizational habits that help them get there. For example at the Ritz Carlton they read their vision statement every day before they get started and at the Park Hotel each department begins each day with a meeting asking one simple question- “what are we going to do today differently than we did yesterday?”

One of my personal habits is to read my personal and vocational vision statements at the beginning of every day. Another is to make a “to-do list” every week for my personal life so that I am as in-

tentional in personal life as in work life.

So next time you have a meeting and get people “motivated”, ask this question as well— “what habits are we going to take on or change” in order to make our motivation become reality.



Comments or Suggestions?

Do you know someone who might benefit from our newsletter?

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.

Dr. Izzo to be in Toronto!

**The Centre for Spirituality at Work
invites you ...**



Second Innocence: Renewing the Work Journey

Tuesday May 17, 2005

7:30 pm to 9:30 pm

The Friends' House, Downtown Toronto.

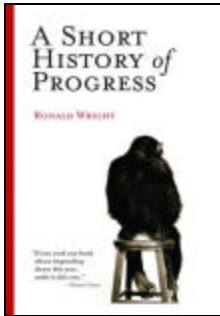
Wonder and enthusiasm are all too often associated only with youth. Rediscover them as you explore the personal challenges and opportunities that are inherent in renewing your life work and life journey. Also explore organizational strategies that can help revitalize the careers of employees. At this workshop, experience masterful storytelling about the journey of life at work, discern lessons from your career journey thus far by doing replicable and interactive exercises, and learn about case examples of how organizational training can help mid-career people find that place of second innocence.

Registration: \$30 received by Thursday May 12 or \$40 at the door. Send your name, workplace, address, phone number and e-mail address to info@SpritualityAtWork.org. To pay by VISA, send the name embossed on your card, the number, and expiry date by calling **416-482-9175**, or fax 416-482-9969. Seeds of Hope is the transaction that will appear on your statement. Or mail cheques payable to: **Centre for Spirituality at Work**, Box 100, 162 Spruce St., Toronto M5A 2J5. Cancellations: You may substitute another person for no additional fee.

Location: The Meeting Room at the Friends' House, 60 Lowther Ave., two blocks north of Bloor St. W. between St. George St. & Bedford Rd. St. George subway station - Bedford exit, free street parking, and a paid lot east from Bedford Rd. just north of Bloor.

If you wish to attend please call the number listed to register.

Recommended Books...

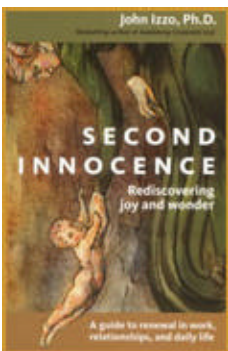


A Short History of Progress:

by Ronald Wright

Each Time history repeats itself, so it's said, the price goes up. The Twentieth century was a time of runaway growth in human numbers, consumption and technology, placing a colossal load on all natural systems, especially earth, air and water—the very elements of life. The Great question of the twenty-first century is how or whether, this

can go on. In A Short History of Progress Ronald Wright shows how our modern predicament is a s old as civilization, a 10,000 year experiment we unleashed but have seldom controlled. Only by understanding the patterns of progress and disaster that humanity has repeated around the world since the Stone Age can we recognize the experiment's inherent danger's and, with luck and wisdom, shape its outcome.



Second Innocence:

Rediscovering Joy and Wonder

By Dr. John Izzo

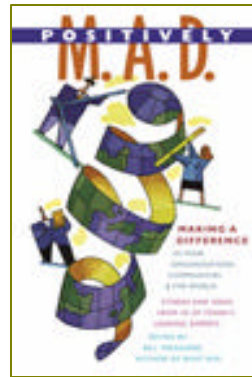
Is it possible to age and keep the sense of wonder about life that we had when we were young? Can we age without becoming cynical? Is it possible that our willingness to hold on to our innocence and idealism influences our ability to discover joy in our lives and make a difference in our world?

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.

As children we do not choose to be innocent-it is simply our nature. We begin life with a native enthusiasm, a sense of wonder, a firm belief in ourselves and others, and a willingness to engage deeply in our days without fear our guilt. Most of us, in our youth, believed that we could change the world in some small but significant way. Yet, as we matured, our innocence met disappointment, embarrassment, scientific fact, betrayal, financial concerns, the evening news, and so on. Slowly our natural innocence slipped away from us. Second Innocence explores the ways we can rediscover innocence in our lives and use that innocence to renew our life in four realms--daily life, relationships, work, and faith.



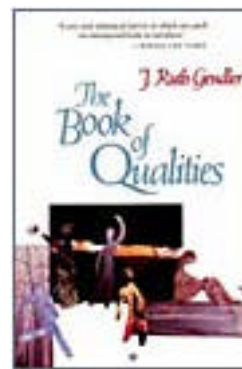
Positively MAD:

Making a difference in your organization, communities and the world:

Brings together 50 of Berrett-Koehler's top authors to share real world stories about making positive and lasting change, despite the challenges of our times Emphasizes people, actions, and ideas that are "mad"-out-of-the-ordinary, unexpected, counter-intuitive, defiant, offbeat, and edgy.

Description

Visionaries and idealists are often dismissed as being, well, mad-stark-raving loonies. *POSITIVELY M.A.D.* turns such labels around-telling the stories of people who courageously pursued "crazy" ideas that challenged conventional thinking, re-imagined the way things could and should work, and, ultimately, made a difference. This compelling and moving guide to personal empowerment offers stories, advice, examples, and ideas that can be immediately applied in your own life.



The Book of Qualities

by J. Ruth Gendler

Excitement wears orange socks.

Despair papered her bathroom walls with newspaper articles about acid rain. Joy drinks pure water.

The Book of Qualities presents 74 qualities—including Pleasure, Anger, Terror, Beauty, and Change as everyday characters who live among us. Both personal

and impersonal, the Qualities convey a variety of human emotions in a simple and entertaining manner; readers are inspired to reflect on their own qualities and communicate their feelings with new clarity.

I am what Dr. Izzo refers to as "the born nurse" so given that Nurses' Week will be upon us shortly I thought this book would be perfect for this month's feature list. I picked up this wonderful book over ten years ago at a healthcare manager's retreat. It describes 72 human qualities, of which imagination, courage, change, power, beauty, doubt, trust, integrity, alienation, and many more are described.

This book personifies each quality then allows you to assemble the qualities you hold close to your heart while addressing those you tend to deny. This is a gentle book—one that can lay those unkind qualities at your feet and gently nudge you to, well, at least recognize them. It is truly a wonderful read as well as an enlightening one!—Leslie Nolin-Izzo

Books can be ordered through:



Assessing Contribution in Your Organization

In every newsletter we try to ensure there is a "print and post" page that reminds you to **"make a change"** or incorporate something different into your daily routine. We hope you find this one helpful but mostly we hope it stirs some thought!

The statements below allow for an initial assessment of the progress you and your organization have already made on the **Path of Community**. The assessment is meant to guide your exploration, as opposed to provide some definitive quantitative assessment of the state of your organization's Corporate Soul.

For each statement, answer as to how true this is of you in your present work situation and then for you company.

1— Strongly agree 3.— Disagree 2. — Agree 4 — Strongly disagree

____ The customer's voice is amplified in our company so people hear from their customer's the difference they make.

____ Our company has significant ways of giving back to the community that directly involve our people in a hands-on manner.

____ As a leader, I remind people regularly of the difference our work makes.

____ Our company has feedback loops in place to help people see the outcome of their work.

____ I am aware of the significant ways my job makes a contribution to a worthy purpose.

____ I am aware of daily moments of holy ground/meeting in which I can make a difference to others.

____ Our company regularly celebrates when individuals or teams have completed a significant project or goal.

____ In our company we have helped people recognize their contribution our products and services make to others.

____ Discussions about contribution, service and the difference our work makes are a common occurrence around our company.

Reflections:

Based on the previous responses what are areas of potential growth for you?

Your company?

What actions will you take to deepen your sense of purpose?

What actions will you take to help others deepen their sense of purpose?
