

the enlightened leader

IMPROVING THE QUALITY OF WORK AND LIFE

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

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Reflections from Izzo



I recently read an obscure article about a research project that examined the most common graffiti messages in sixty countries. Having been to graduate school I can easily picture minions of poorly paid graduate students' content analyzing bathroom walls. The study's finding was that the most common message worldwide was something like: "I was here!"

This did not surprise me as after twenty years of working with organizations I am convinced that the one thing people want to know is that they matter...that someone noticed they were here. This is why it is so important that we make a big deal of people especially when they leave our place of work.

Last year I spoke at an event for an unnamed large company. Halfway through their annual banquet, the head of the division mentioned in passing that one of their people was attending his last meeting as he was retiring after almost thirty years with the company. With this one brief line, an entire lifetime devoted to a company was summed up.

After my talk, a young man who had just joined the company the year before thanked me for my talk and then proceeded to tell me that he had decided that night to leave the company. When I asked him why he said: *"You know that man they said was retiring tonight. Well he is not the best salesman we have ever had but he is certainly not the worst, and he is the kindest best team member you could ever have. Tonight when they casually mentioned that this was his last meeting I could see into the future. I imagined myself here for the next thirty years of my life and knew what was waiting at the end of the journey—one casual comment about it being my last meeting. And frankly, that is not enough."*

Next time someone is leaving your place of work (either to retire or take another job), remember the most common message scribed on walls all over the world—I was here! Make a big deal when people leave—collect personal notes from

people who have worked with them, get customers to give them a call, personally thank them for the life they sacrificed to join your enterprise, make a list of their accomplishments, and let them know in every way you can that it mattered they were here. Another simple idea is to create a book that colleagues can write what this person meant to them—like the books we used to have people sign when we graduated. They will likely look at the book for years to come. Don't just throw a party with the standard cake—find a way to show them they made a difference. And remember that young people who have just joined your company are watching and peering into their own future.

To all of you, I wish a great and renewing summer.

National Appearance Schedule

June 2005

June 2	AARN	Jasper, AB
June 7	Manitoba Telecom	Winnipeg, Man
June 9	Conf. Board of Canada	Vancouver, BC
June 9	Prof. Convention Mgt. Assn.	Vancouver, BC
June 16	The Innovation Group	Sarasota Fl
June 17	Delta Hotels	Calgary, AB
June 20	Alberta Energy	Edmonton, AB
June 21	ConacoPhillips	Calgary, AB
June 22	Agrium Inc.	Calgary, AB
June 23	Life Insurance Institute	Toronto, Ont.

July 2005

July 1-25	<i>Family holiday in Italy</i>	
July 29	The Nash Institute	South Carolina

August 2005

Aug. 3	La Madeleine	Frisco, TX
Aug. 7	AANA	Washington, DC
Aug. 9	Mercy Medical Center	Sioux City, IH
Aug.10- Sept 9th	<i>Writing</i>	

September 2005

Sept. 12	Healthcare Client	Pembroke, VA
Sept. 14-15	NWONE	Seattle, WA
Sept. 21	MSCAA	Vancouver, BC
Sept. 22	Healthcare Fin. Mgt.	Bremerton, WA

October 2005

Oct. 4	GVRDHR Conference	Vancouver, BC
Oct. 7	American Legal Association	Minneapolis, MN
Oct. 14	Henrico Doctors Hospital	Richmond, VA

Speaking Availability?

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

Social Responsibility Important to Employees and Customers

A survey commission by Hewlett Packard showed that Canadians are very concerned about whether companies they buy from, work for, and hold stock in are socially responsible.

Over...

90% of Canadians say social responsibility & ethical behavior matter a great deal in choosing a product and a company to work for (one of the highest in the world).

40%...

say they have punished a company in the last year by avoiding their products &/or selling their stock.

But ...

the survey showed that many people are frustrated about how to know if a company is socially responsible. This survey demonstrates that companies that find ways to demonstrate clearly that they are good corporate and environmental citizens can gain significant employee and customer loyalty. So how is your company demonstrating its ethical behavior?



Values Shift: Revised Edition We 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 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

Personal To-Do List

Many of us begin our week by creating a "to-do" list at work, a long list of activities to be accomplished during the week. Why not begin every Monday with a personal to-do list as well? Write down 4-6 six things you will do that week to feed your soul, energize you or improve your family life. They may be simple things: Have lunch with a colleague, take a walk twice, spend one evening one-on-one with your child. Then be as intentional in crossing off the personal list as you are in crossing off your work list.



PBS Special to plan for

The **Skoll Foundation** is sponsoring a four part series on PBS that features individuals all over the world who are, against all odds changing the world in a positive way. Hosted by Robert Redford, the documentary series tells 12 dramatic stories of social entrepreneurs who bring innovative, empowering solutions to intractable social problems around the world. The series airs on **June 28, July 2, 5 and 9**. The foundation is also encouraging people to have "house parties" so that people can watch the series together and have a dialogue concerning this compelling idea.

Please check out the website at

www.skollfoundation.org

Secrets to a Great Culture From the World's Greatest Bank

Many of you know that for several years I have told the story of Umpqua Bank, whose slogan is *"the world's greatest bank."*

They have done a great job of creating a culture of caring and service. I asked Ray Davis, their CEO, to share some of their secrets for maintaining and building a great service culture. Please read his intriguing article below.

CREATING A CORPORATE CULTURE TO BE PROUD OF

by Ray Davis, Umpqua Bank CEO

When new banking associates join the Umpqua team, we tell them: "You are part of something that is making people's lives better. You have the power to make someone's day. Right now, you are the most powerful person at this bank." And that sense of empowerment — that we prepare each and every one of our associates to handle any customer request and to take leadership in providing peerless customer service — is at the heart of Umpqua's culture and sets us apart from other banks.

When you invest in the people who represent your company and give them all the tools they need to succeed, a remarkable thing happens: Associates respond by giving their best in everything they do, by rising to the occasion and owning problems. And while preparing our associates for success has helped Umpqua strive to become "the world's greatest bank," it's also helped us create a vibrant, bank-wide culture of enthusiastic, service-oriented associates. Here are just a few of the ways that Umpqua empowers its employees to make independent decisions and develop strong leadership skills.

The World's Greatest Bank University

The first step in empowering employees is through training. At Umpqua, we send our new associates through a crash-course at our internal training center in Roseburg, Oregon, known as The World's Greatest Bank University. Built in 2003, this 20,000-square-foot, \$2.5 million facility provides associates with a stimulating environment where they gain vital knowledge and job skills. Every new associate enrolls in several introductory courses, designed to introduce them to the bank, the services and products we offer, and our unique culture. Associates enroll for additional courses depending on their position. So a new associate who will be working on the front line, courses would include New Teller, New Accounts 101, IRA, Sales/Service and Notary Public among others.

Putting on the Ritz

The next step toward associate empowerment is providing a model of excellence. Because all banks, more or less, offer the same services and products, one of the key ways that Umpqua differentiates itself is through its peerless customer service. To help define our benchmark for service, Umpqua decided to train with the best. In 2003, I sent seven associates to San Francisco's Ritz-Carlton to capture the essence and mystique of the Ritz's legendary service and learn how to translate that same level of excitement for Umpqua's customers. After an extremely successful first round of training, I sent every one of our 210 managers through training with the Ritz. This resulted in a bank-wide atmosphere in which customers feel at home and know that, whatever their banking needs, they'll be taken care of.

The Customer Is King, But Associates Are In Control

The third way we empower our associates is by investing our confidence and trust in them. When a customer walks into an Umpqua store, every associate is trained to help them — no matter what they need. Associates are even empowered to act independently to resolve customer problems. That means an associate might immediately acknowledge an error on a customer's statement with flowers. But associates consistently go above and beyond to wow customers. In our Fruitdale store in Oregon's Josephine County, an elderly customer who had recently lost his wife came in to the store to make a withdrawal from his checking account, only to find that his monthly Social Security check had not been deposited and that the account, upon reaching zero, had been closed. As an associate helped to reverse the problem, Cheryl Vega heard him lament that his rent still needed to be paid and that he hadn't eaten for the entire weekend. By day's end, Cheryl and her daughter had delivered a full box and a full bag of groceries donated by associates at the Fruitdale store to the customer's house. Needless to say, he never expected his bank to be so personally invested in him.

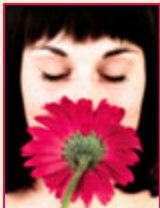
Umpqua's culture of passionate associates is the direct result of making them feel like they're taking part in something big, something that's impacting people's lives in meaningful ways. And they are. Our associates are Umpqua's face to the world and, most importantly, our customers. If we can give our associates the knowledge and skills they need to succeed and empower them with the confidence that we trust their best judgment, our associates will feel that they're truly valued and be inspired to give their very best. Now that's a culture to be proud of.

“The Great Workplace” **VIDEO SERIES:**

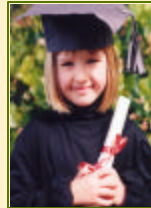
Dr. Izzo has produced a new series of videos averaging 3-7 minutes in length. The ten videos are meant to be shown to associates and managers, to encourage them to take leadership and create a culture of excellence. Each video explores one of Dr. Izzo's key messages with new stories and material including: *“Enjoy the Rowing”*, *“100/0”*, *“Your Most Important Customer”*, *“Make Someone's Day”* (The Higher Purpose of Work) and *“Be the Dog.”*

Our intention behind these videos is to supply you with a message or story to start a staff meeting, start a conference, start a performance discussion or appraisal, the choice is up to you really. The goal of the video series is to supply you with some of the important messages Dr. Izzo speaks about in short useable chunks that managers can use throughout your organization. **If you would like more information on this new tool—please contact us at info@theizzogroup.com**

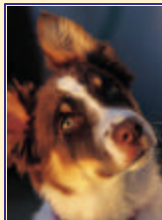
“Make Someone's Day”



“Your Most Important Client”



“Be the Dog”



“100/0”



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 and enjoy your summer.



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:

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