

THE ENLIGHTENED LEADER

THE IZZO CONSULTING GROUP NEWSLETTER IMPROVING THE QUALITY OF WORK AND LIFE

Volume 5

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Welcome to the fifth edition of the Enlightened Leader, an e-mail newsletter designed by the Izzo Consulting Group. In today's issue, we will pass on some very interesting information about "Milking Cows", how to let people go, Mission Statements, Playing hooky and also included is another excerpt from John's upcoming book, "Second Innocence".

Thoughts from Izzo—Hooky Anyone?



A few weeks ago in early June I came downstairs for breakfast to find our daughter Sydney, aged nine, sitting in the family room. Since it was past time for her to catch the bus for school I asked her why she was not on the way to school. "Are you sick?" I inquired. "You need to talk to mom," she replied. When my wife joined us I was told that Sydney had told mom the night before that school was getting to her, all the questions, the homework, the demands. She needed to play "hooky." And my wife, who had heard her reasons, rewarded her honesty and self disclosing with a day off to rest.



Over the next few minutes I initiated a mini-rant about teaching responsibility, keeping the nose to the grindstone, role modeling, etc. My wife would hear nothing of it but simply said with one eyebrow raised, "she needs a break and sometimes that's all you need to go back at it."

When I arrived in my office I had one voicemail. It was a reporter from a new magazine for professional women called **Scarlett**. She was doing a story on "playing hooky from work" and had heard that I wrote books on changing employee values and was a proponent of such ideas. She added that she liked my idea of giving employees personal days instead of sick days so they can play "hooky" without guilt. I sat there with a rather large grin on my face.

Think of our mutual amusement when I called her back and told her about my morning. For many years I have taught leaders about the importance of creating an environment where people can take care of themselves and take time if they need it. I was busted!

So here is a thought for the summer months. Are you practicing what you preach? Is there a "disconnect" between your "espoused values" and the ones you truly practice? And while you are at it, if you need to play hooky or know someone who does, go for it. My wife is right (as always), sometimes all we need is a break to go back at it. I probably need a little "hooky" myself about now, after a busy year of working with great clients like you and writing my fourth book. But I will have to talk to my boss, rumor has it he supports this kind of thing.

Professional Women :check out www.scarlett.com
Its worth a few minutes!

Interviewing For Values: Milking the Cows



This technique and story comes from one of our favorite organizations, St. Joseph's Hospital in Chippewa Falls, Wisconsin. They have worked very hard to create a values-driven culture and want to ensure that those they hire will live those values. As part of their employment application, prospective employees receive a copy of the hospital's values and are asked to write three brief essay questions including their reaction to the

values and an example of how they have lived those values in previous employment. Many managers use that same question during interviews. In one such interview a home care nurse said that in her previous employment she lived the value of "going the extra mile" when a man whose home she was visiting was irritated when she arrived to provide her home care duties, saying that the man who was supposed to milk his cows had not come as scheduled! She donned a pair of rubber boots and milked those cows before doing the treatment. Needless to say she was hired.

Have to Let People Go?

Many companies today are having to let people go due to a tough economic climate. This is never an easy thing to do, especially if you want to create high levels of employee loyalty. Recently, MEN'S WEARHOUSE had to lay employees off. After determining those who should go based on performance, they trained all their managers to have a 30 minute "passion" conversation with those employees were being let go. The idea was that most of them were performing poorly because the job was not a "good fit" for their natural talents and skills. The goal was to make each employee understand what they were good at and why this job was not the best use of their skills. We can't guarantee that their method was the right one, but it is the right way to think about letting people go.

Employment Opportunities at IZZO

Sales & Marketing Associate:

Izzo Consulting is in search of an individual with the inner desire to help us connect and influence more people. Previous sales and marketing experience essential along with some experience in the meeting planning or professional development industry.

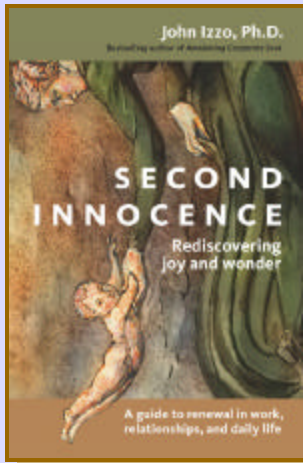
Send your resume to:
Leslie@izzoconsulting.com

Comments or
Suggestions?
Do you know someone
who might benefit from
our newsletter?
Please feel free to
contact us at :

info@izzoconsulting.com

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

New Book Developments



We would like to take a second opportunity to thank all those who completed and sent back the title survey. Many of you supplied us with precious feedback that ultimately helped choose the most appropriate title for John's fourth book.

We will continue to featuring short excerpts from the book and will notify you when we can begin accepting advanced orders.

What is this book about?

Second Innocence is not the same as our first innocence, nor is it a second childhood, it's a chosen path

that leads to rediscovering the joy and wonder in our work, our relationships, our faith and in daily living. Filled with some stories from John's talks and many he has never told. It will help all who read it rediscover joy and purpose in life and work.

Book Excerpt

With Summer upon us we felt this excerpt was appropriate.

My Kids' Favorite Subject

My children rarely agree. They argue about what television show to watch, book to read, movie to rent, restaurant to eat at, weekend activity to pursue as a family, who touched who first. But they all agree on one thing: Their favorite subject at school is recess. Hands down, recess wins.

Our children are fortunate; at most schools there is a defined time for recess. As adults we must make our own, but we rarely do. To reflect on a full life, a life of innocent wonder without discussing the concept of recess is unthinkable.

The concept itself is an interesting one. The *Oxford* dictionary defines recess is a "temporary cessation of business, as in parliament is in recess" (perhaps an oxymoron). To me recess is more than simply pausing. Kids get recess at school because even the old grumpy teachers know that all work and no play makes Jack a not-very-good student. Recess is so important because we need times for self-renewal.

To know what recess is for you is a profound thing, to make room for it in your life essential. On the surface it may seem like a very simple question, but it takes some noticing to become aware of what best serves that purpose for you. It has been said that you know when you are in your bliss when you lose track of time. It could be said that you know when you have been at recess when you come back more ready for work.

At best, we save recess up and try to do it in one big chunk, called a "vacation," but there is a reason why schools have recess every day. We often think of our grown-up recess in the form of long trips laying on the beach in a far-off sunny place or some specific adventure, such as backpacking in the mountains of South America. These longer times of recess have their place, but are not a replacement for the more daily need for a little time off. Our children have "summer vacation," but this does not reduce the need for daily play.

I will never forget the time I picked my daughter Sydney up from second grade. On the way home I asked her, "What was the favorite part of your day?" She shrugged. (I hate it when kids don't want to participate in our ever-so-orderly attempts to have "quality time" with them.) So I asked again and the shrug was repeated.

Finally, after my third try, she blurted out: "Dad, you just don't get it. Every part of my day was fun. I can't pick just one." I am taken aback, deeply so. As I reflected on my day I cannot think of one

part of my day that felt like fun and yet she cannot find one part that did not feel that way. I began to notice how many of my days have no recess.

Becoming aware of the things that provide one with a recess is the entry point. Walking outside in nature is recess for me. In that sense my fortune is quite good since our home is on the side of a mountain overlooking the water. On any clear day, I can step outside and instantly be in the elements. The fact that our small village has few level streets also means that a walk around our town is like a natural stair master. Even on my most harried days, a ten- or twenty-minute walk outside gives me the experience of recess and brings me back ready for the tasks that await me. Yet I am aware of how easy it is to ignore this simple need.

Reflect for a moment: What is recess for you? From what source do you draw energy? Our society does not value recess, at least not for adults. And now our children's lives often mirror our own busy lives, filled with activity after activity. The son of one of our friends plays five sports, is a member of three clubs and is only eight years old. No wonder at a recent dinner party he collapsed in sheer joy on the couch, his body telling him what was already obvious to an outsider. We were not meant for such incessant busy-ness and many adults vacation with the same insane need to accomplish that drives their vocation.

What is the root of this situation? Robert Louis Stevenson once wrote that "everything we do as human beings is meant to distract us from the reality of our mortality." Undoubtedly this is too strong an indictment of our tight focus, but it does serve to remind us that we often can't even remember why we are doing all the things we are doing. Can we begin to see recess as having equal value, even if we only allow recess its due for a brief period once a day?

Other animals seem to know the value of the time out, even if we have forgotten it. Because we work at home, and because we have two cats and a dog as pets, reminders of recess are never far from our offices. Anyone who has worked for us must have a love or at least a tolerance for the feline and canine staff members. These furry staffers have a very different rhythm, one that has much to teach. All day long they move from activity to recess, from accomplishment to relaxation. One moment they will be outside chasing prey or wrestling with each other, the next curled up by the heater in a joyous nap. Some enlightened workplaces have created nap rooms for staff members who feel the need to be like our cats. Cynics scoff, but wise people know that this is the natural rhythm. An interesting exercise is to ask what activities are the equivalent of curling up by the heater for you. How can these be MORE naturally fused into your daily experience?

One of the things I have recently begun to do is to make sure I take some form of recess every day, to engage in some activity or non-activity that is renewing for me. And what I have noticed is a profound shift in my experience of life through the simple act of daily recess.

As was mentioned earlier, in our workshops on spirit, we often ask people to remember all the things they loved to do as children. It is a wonderful and simple exercise. Participants write down as many of those childhood loves as they can think of. After they have identified them, we ask them to step back and ask two questions: What do they notice about the things they loved to do as children? And as they consider their lives now, what strikes them as similar or different from their childhood?

There are two things that inevitably emerge from this exercise. First, people notice that as children they loved to play, to take time for friends, to be outside and to be creative. When they consider their present lives many people notice that they spend little time playing, not much time with friends, hardly ever get outside and don't feel very creative. And it is not too late if we want to recapture the innocent wonder of life, to make room for these things.

Every kid's favorite subject is recess.



NEW!

Be The Dog Column



This is a new section in our newsletter. Many of you have heard Dr. Izzo talk about "Being the Dog." A concept he got from his dog who for ten years went to the door every time the bell rang even though never once was it for him! Great leaders go to the door. Every month now we will feature examples of people who kept going to the door to create powerful change.

When the new president took over the helm at Howard University he joined an organization with a great reputation but a university in serious need of renewal. He asked for a meeting with the "leaders" of the university. When told there were only 30 or so, he responded that there must be more leaders than that! He asked that a group of 300 be formed that represented all levels and that they spend a day with him to talk about ways to revitalize the organization. Following that meeting day he realized that people were just not used to being asked to give their ideas... as they were all leaving the rather large conference room he stepped back up to the microphone and said "STOP!" he asked them all to come back into the room. He spoke genuinely and said to them "I don't think you understand, I REALLY need and want your ideas!" His perceptions and efforts have paid off significantly at Howard, but all because he kept going to the door until people would listen.

Do you know someone who's **being the dog**?

Write to us and send your story along with your favorite dog photo and we' will feature it in our now **monthly** newsletter starting September!

e-mail us at:

bethedog@izzoconsulting.com

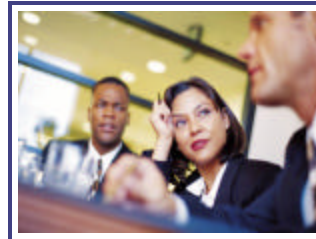
Time to Re-Think Your Mission Statement?

Studies on employee engagement show that employees are more engaged when they work for companies whose mission statements inspire them. Is it time to re-think the mission of your business? Is your mission statement noble or trivial? Does it express only the business purpose of your enterprise or also the higher purpose? We learned of two great examples recently. The first is from Toro, one of the world's largest manufacturer's of lawn equipment. Their old mission statement was "we cut grass" or something like that, but was changed to "we beautify and preserve the outside environment." According to their CEO Ken Melrose, that new mission has helped breathe new life into the company. Kellogg cereals original mission statement was to "add value to grain" (hardly something to get modern workers running to join in). But as research on the health of grains started to come in, they re-worked it to "we create healthy living through our foods." The former president told



us it made a world of difference in the engagement and pride of employees. And if you already have a great mission statement, do you find ways, on a regular basis, to highlight the difference your products or services make in people's lives. One of our clients, Amgen has pictures in their offices of real patients whose lives were changed by their pharmaceutical products along with testimonials.

Professional Learning.



Here are some top picks of conferences that are known as exceptional learning centers. We highly recommend you visit their sites and inquire about their conferences and learning opportunities: They are not conference John Izzo is speaking on but rather ones he has either attended , been a speaker or simply supports because of the valuable content they offer. Happy learning!

The Greenleaf Center for Servant Leadership—Conference is in June and they host many learning opportunities across the country: **www.greenleaf.org**

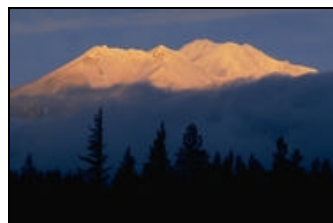
Miriam's Well: This retreat and rejuvenation center features modern thought leaders including David Whyte and Meg Wheatley. **www.miriamswell.com**

American Society for Training and Development: A truly invaluable resource for anyone in OD or Leadership Development: **www.astd.org**

Licensing Opportunity!

We are looking at conducting another licensing retreat. At the moment many facilitators are interested in licensing to do the Renewing the Spirit at Work Employee Renewal Program. If there is anyone else interested in attending a retreat we would like to know if we should plan for two sessions or one. There is a limit pf 25 people per retreat. Cost: 3995.00US/5195.00CND. Includes facilitator manual, PowerPoint presentation and practitioner license. **Contact** Leslie at: 604-913-0649

Whistler Get Away



Are you feeling the need to "Get Away?" How about a stay in the world renowned Whistler Village? Stroll through the pedestrian only streets and shop or browse at the wide variety of shops and specialty stores. Try one of the many distinctive restaurants, cafes, lounges or nightclubs in the area, and during summer watch as the

village comes alive with clowns, musicians and presentations on the streets. If you're into skiing, Whistler Blackcomb mountains have over 7,000 acres of ski and snowboard terrain, with 12 alpine bowls, 3 glaciers, 200+ marked trails and 33 lifts. Or take your bike through Whistler Mountain Bike Park, which is North America's most progressive 4,000 foot gravity park containing more than 200 km of lift-serviced trails for all abilities. Available only to our clients is an opportunity to stay in Whistler in a one bedroom condo at the Lost Lake Lodge for a reduced rate of \$140 Canadian (\$100 US) per night. Summer rates of \$90 Canadian (\$65 US) per night start May 1. If you are interested, please contact us. Both of these offers are only valid with a two night minimum stay.

The Book Corner

Turning to One Another:

Simple Conversations to Restore Hope to the Future by Margaret Wheatley



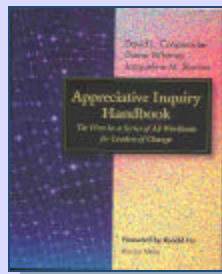
Would you like to talk about any of these questions?

What is my faith in the future?
What do I believe about others?
Am I willing to claim time to think?
When have I experienced good listening?
What is the relationship I want with the earth?

This book is about changing the world by turning to each other and talking more. Simple human conversations. Not debates, negotiating, problem solving or medicating, but simple honest conversation where we each have a chance to speak, we each feel heard and we each listen well. This book was written as a starting point.

Appreciative Inquiry Handbook by David Cooperrider, Diane Whitney and Jacqueline M. Stavos
Lakeshore Communication Inc.

This manual contains everything needed to Launch any kind of Appreciative Inquiry initiative., from a one hour introduction to AI to a complete two-day program. The Author's provide background information on what AI is and how it works. It also offers sample project plans, designs, agendas, course outlines, interview guidelines, participant t, a complete slide presentation, a list of resources and more.



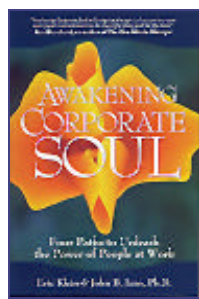
Making the Grass Greener on Your Side: A CEO's Journey to Leading By Serving by Ken Melrose



Making the Grass Greener on Your Side is the story of how Ken Melrose, CEO of the Toro Company, adopted a philosophy of leading by serving and made it work in a real-world and often challenging situation. His mission as CEO of Toro has been to build an environment that not only serves the needs of the corporation, but also provides a climate for its constituents, the employees— to grow and develop as human beings. Readers will learn how to cultivate an environment for individual growth and create a win-win situation for the company and the employees.

Awakening Corporate Soul: Four Paths to Unleash the Power of People at Work
by John Izzo and Eric Klein
Fairwinds Press

Our 1996 bestseller, this book helps leaders and individuals explore four paths to more soul at work. Based on the spiritual traditions of east and west, it has sold over 50,000 copies to date. With a nice mix of personal development for leaders, ideas for creating spirited, engaged workplaces, and exercises to rediscover the purpose of your own work/life, *Awakening Corporate Soul* is an indispensable tool to discover more soul at work.



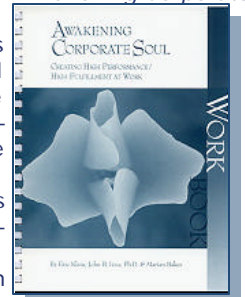
Awakening Corporate Soul: The Companion Workbook
By John Izzo, Eric Klein and Marion Baker

This workbook is a companion to our book *Awakening Corporate Soul*. It is an effective "field" book that helps leaders with scores of practical tools and ideas for creating an engaging soulful workplace. In addition to helping create better teams, it contains a 12-week process for creating more soul in your own life and work.

Numerous organizations have used this manual as an ongoing management development guide.

The book was co-written with Marian Baker, one of our favorite coaches, who is writing a new book herself titled *True Choices*.

This Manual can only be ordered through Izzo Consulting In.
Orders : info@izzoconsulting.com or visit our website .



amazon.com.

Where is Dr Izzo going Next?

Upcoming Programs:

July

July 9-10th Providence Leadership Retreat— **Washington**
July 25-Aug 8 **Bermuda**

August:

August 15th—Umpqua Bank Leadership Retreat—**Portland**
August 21-24th Attending Miriam's Well Retreat
August 25th ToysRUs Leadership Retreat closed - **Toronto**

September:

Sept 5th Homes by Avi - **Calgary**
September 15-16th IVP Care Leadership Retreat -**Dallas**
Sept 18th—Canadian Office Products Association—Toronto
[open event Check it out at www.copa.ca](http://www.copa.ca)
Sept 23rd—Mayo Clinic—**Minnesota**
Sept 23-24th Providence Leadership Retreat **Minnesota**

Consulting Projects

Nurse Retention-Providence Health Care—**Washington**
Engagement Survey-Good Samaritan Society—**Alberta**
Customer Service Culture-Fairmont— **Bermuda**
Leadership Culture Initiatives—ToysRUs—**Toronto**
Cultural Change Initiatives—Mercy Medical Center—**Iowa**

Want information On Dr. Izzo availability and fees to speak to your corporate group or an association that you belong to?

Speaking Availability?

Please call us toll free at: 1-877-913-0645 or
e-mail your interest to
info@izzoconsulting.com