

THE ENLIGHTENED LEADER

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

Volume 4

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Welcome to the fourth 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 branding, recognition in employees, Leadership issues and Leadership through change. Also, we have an excerpt from John's upcoming book.

Thoughts from Dr. Izzo



As I write this, clients from all over North America are mentioning the weather as I talk to them on the phone. Spring is starting to take hold all over (though my Minnesota and Calgary clients tell me that spring includes the occasional dusting of snow)

Spring is a time when we plant new things, when we are reminded of the ability of nature to renew itself, and that if we are patient new life almost always comes forth.

The seasons have much to teach us, whether in business or in life.

The best leaders understand what season their organization is in and what is required of them. In Spring, people need us to set goals and visions while making plans for moving forward. In Summer, they need us to get out of the way and occasionally bring lemonade for refreshment (in the form of recognition, celebration, and ways to keep the success going). In Fall, our people need us to challenge them with new ideas and to be open to what must be "let go" of, if we are to move forward. And in Winter, our people need us to be willing to open up, to go inside, and work together to figure out how we must change for spring to come again. This newsletter will find leaders in every season (no matter what the temperature gauge is saying). In nature, spring comes without us doing very much, and that is the wonderful thing about this home we have been given. Let us take a moment and be thankful for the renewal all around us. But in the world of work, it is we leaders who must do the work that brings on the spring-so we wish you well in whatever season you find yourself. All the seasons are important and all roads lead to Spring, if we do our work well.

Have People Recognize Each Other:

Not feeling recognized is the #1 reason why front-line people say they quit and managers often feel the burden of "recognition" is all on them. One of our colleagues, Graham, is the CEO of an aviation company. As you can imagine, it is an industry that is going through a great deal of change. Recently, he gathered 50 of his people together and had each of them say what one gift or contribution they were most proud of bringing to the organization. After each person spoke, others would add what they thought were the best gifts or contributions that person had made. By the end of the session, people were charged and motivated (and left feeling deeply recognized). In a team of 5 or 50, what a great way to have people feel valued.

What Are Leaders Worrying About?

Accenture, one of the world's largest consulting companies conducted a survey of senior executives in Europe and North America in April to identify their top concerns during these current tough times. The study showed that four of the five top priorities were "people" issues. The top five were: Attracting & Retaining Staff; Changing Employee Attitudes & Corporate Culture; Changing Leadership Behaviors; Improving Worker Performance; and Customer Care & Service. All of these issues were ahead of "cost reduction" and "competitive pressures."

People-Centered Leadership:

Our training program, People-Centered Leadership, is a four-module program aimed at helping leaders improve their ability to coach and mentor their employees and create engaged teams. Unlike many such programs, each module builds on the previous session and leaders implement specific practices between sessions. Accountability for change is built into the process. The four modules cover self-engagement, interpersonal engagement, and creating an engaging culture. Clients who are conducting the program report that leaders are making real changes in their behavior. For more information on this program, please contact our office or use our website.

Fortune's Best Companies to Work For:

Congratulations to two of our favorite companies that made Fortune's top 10 to work for list again. TD Industries in Dallas was # 7 and is the only company to make the list every year it has been published. Synovus Bank came in at #9. Well done!

Branding from the Inside Out:

How does a company brand itself? Usually we think of branding as advertising and promotional efforts to create a certain image in our customer's mind. Sometimes this takes the form of slogans-Quality is Job 1, the Friendly Skies, Have it Your Way-and so forth. But think about this for a moment: Every day your employees interact with customers and potential clients (not to mention the people they meet when they are not at work). It has been our experience that a large percentage of what our "brand" is comes from the inside out. In fact, aligning our employees around our values and message is so critical that even one unfriendly interaction with a flight attendant can make millions of dollars of "Friendly Skies" advertising flush down the drain. Branding begins and ends from the inside out.

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.

Dr. Izzo's Newest Book: February, 2004

As many of you know, Dr. Izzo is in the process of completing his third book, to be published by Barrett Koehler in February, 2004. Although the title is still being decided, the book will help each of us reclaim the wonder and idealism that most of us had when we were very young. Filled with a few stories he uses in his speeches, it will help each of us rediscover joy and purpose in our lives. Thank you to all of you who recently participated in a title survey we conducted. We will keep you posted. Each month we will be putting an excerpt from the new book in our newsletter. We welcome your feedback.

Bake a Cake for the Office Troublemaker

An excerpt from Dr. Izzo's forthcoming book

Almost every office of any size has one of them — an office troublemaker. The one person whom everyone agrees would not be missed if he or she found another place to work. It may be someone who is negative, the team gossip, the one who does not do their fair share, the one who bad mouths everyone, or the one who is simply out of step. Although there may be exceptions, most of these people did not start out with this role on the first day of their job. At some point they got hired because somebody thought they would do a good job and there is a good chance they even did so for a while. But somehow, somewhere along the way, a shift occurred and whatever innocent affection we felt towards this person and whatever love they felt for the work passed over into disillusionment. How do we recapture that innocence? How do we break through?

Some time ago, a friend told me about just such a person in her workplace. My friend is a nurse and she said there was a nurse in her unit whom everyone disliked. She was negative, didn't pull her own weight, backstabbed others and was, all in all, someone everyone agreed should leave. Some people had tried to give this person feedback, but to no avail.

For months my friend thought about what she could do to get through to this woman. Hard as she tried, she could come up with no cogent strategy to reach the woman. One Saturday morning, she woke up and had an inexplicable desire to bake a cake for the "troublemaker." She had no idea why this notion had come to her or what baking a cake might accomplish, but the urge was irresistible. The only thing she had ever heard this woman say she liked was chocolate, so that Saturday morning my friend started her day by baking a chocolate cake. Looking up the woman's address in the phonebook, she took the finished cake and headed to her home.

Arriving at 11:30 on a Saturday morning, you can imagine the troublemaker's shock when she opened the door. "What are you doing here?" the woman asked incredulously. "Well," my friend said, "it is kind of hard to explain. I know you like chocolate and I woke up this morning wanting to bake you a cake, so I did." She held the cake out like an offering to an angry god. The woman smiled ever so slightly and said: "Well, would you like to come in?" Entering her home, my friend met the woman's husband and began to get a sense of where some of the negativity came from.

For the next hour they sat at the kitchen table, ate chocolate cake and talked. They did not talk about the woman's attitude, her behavior towards colleagues; they simply had small talk and ate cake. Monday morning the woman arrived at work, the same grumpy person she had been the week before — but with one notable exception: she was nice to my friend. The next day she even brought my friend a coffee to start the day. Over the

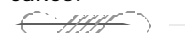
next few weeks, they slowly became friends to the point where they were able to have a heart-to-heart conversation about the workplace. Encouraged by the friendship she felt with my friend, the woman slowly started becoming more positive, began asking others for feedback on how she could be a better team member and eventually regained the innocent enthusiasm she had when she started her job. It took months, but it did happen.

How do we start again with someone who has wronged us at work? Where do we start when everything else we have tried has not gotten through to someone? It seems to me that it must begin with kindness, with the courage to reach out with no expectations at all. It begins when we decide to be the one friend to the friendless, the one person reaching out when everyone else has shut down, the one who will care enough to be innocent again.

A manager I work with told me about one of his employees who was "hell on wheels." Tempted to read him the riot act one more time, my friend resisted and instead invited him out to coffee. At the table, he said: "You don't seem very happy to me and it seems to be showing in how you act and feel at work. It must be hard to be so unhappy. What is happening for you? I'm wondering if there's anything I can do to help." The manager spoke the words with such honest sincerity that the man let down the wall which he had so assiduously built around him and opened up. He began to speak about how he was feeling at this stage of his career: lost, a failure, disliked by others. For the first time they had an honest, frank, open conversation. A miracle did not happen that day, but suddenly it felt as if they were on the same side.

When I was growing up in Staten Island, New York, we lived in a neighborhood filled with immigrants from the Old World: Germans, Italians, Irish, and Poles. Next door to us, was a grumpy old Italian man, who was so mean that he used to threaten us kids with a big reaping tool if an errant baseball found its way into his yard. Nobody was friends with Mr. Mattucci and no one got along with him — with one exception. Across the street from our house there was a "developmentally challenged" kid and in those days, we innocently called him a "retard." His name was Johnny Gruber and he was the brunt of many jokes. Maybe because he wasn't very smart, or possibly because he was more innocent than the rest of us, he would go over and talk to Mr. Mattucci. He didn't know that no one got along with Mr. Mattucci. While the rest of us assumed he was unreachable, Johnny innocently walked over to the fence and struck up conversations. They became the best of pals. Even as a young person I wondered what might have happened if a few more of us had just innocently gone over to the fence and started talking.

Got a troublemaker in your office? Have a neighbor with whom no one gets along? Have an employee whom you have tried everything with, all to no avail? Well, how about this: bake a cake, walk over and start a chat, let them know that you care and ask honestly what is happening for them. Let that innocent part of you — the part that is not so jaded as to believe you already know the outcome — go on over and give it a try. Sure, they may not eat the cake, they may not want to chat, but there is something about an innocent act of simple kindness that even the grumpiest of us can't resist. And if you happen to be the office troublemaker or the neighborhood curmudgeon, remember it is never too late to change your stripes. By the by, when Johnny Gruber died, the mentally challenged kid across the street, we all cried. That's what we do for those who bake cakes.





Nurse Week

by
Leslie Nolin-Izzo, R.N

When I accepted my nursing pin back in 1988 with the 3rd highest score in Canada on my Nursing exams, I distinctly remember being completely overcome with a deep sense of pride that I had turned my intrinsic need to help people into my new profession. I spoke the words of my pledge along side 87 other committed graduates with tears of joy. I remember holding my three-month old son in one arm and my dozen roses in the other, baby dribble down one shoulder, while balancing my starched and barely clinging white cap as I congratulated my colleagues, thinking, "it really doesn't get much better than this". Little did I know it was the multi tasking skills of a good Nurse already in-action.

I ventured into my new career with two humble and unselfish purposes, "to save lives and stamp out disease", and each and every day, even if unspoken, it was my Mantra. I stopped at car accidents, hyperventilated along side laboring mothers and in some cases birthed their babies (don't tell the doctors), comforted the dying and then comforted their families after and I have stitched a young boy's leg back up and then that of his teddy bear. I have advocated the rights of the elderly and performed a poor rendition of the last rights and heard a confession because my patient needed me to before she expired. I've coached parents through their child's first surgery and I've drained and measured more bodily fluids than I care to share. The stories are as endless as they are precious. A few of the wonderful things about Nursing are the sheer number of people's lives nurses get to touch and the combination of expertise and love that are an integral part of the profession.

Now, it has been six years since I left active nursing and as much as I too complained about the pitfalls of the profession along side my colleagues, I can say with certainty that I really do miss the contribution, purpose and challenge of working as a Nurse. As much as there was to complain about there was twice as much to celebrate and it isn't until those celebrations are no longer a part of your daily life do you realize how great the profession is and continues to be. Nurses are the constant presence in healthcare, the face really, not unlike the flame in Florence's lantern, always there, always bright and always dependable. If you are a Nurse remember why you entered your field, you are vital and appreciated. If you know a Nurse, find a way to thank him or her for all the patients who forgot to.

**May 12-16 is International Nurse Week.
Find a Way to Celebrate it.**



The Next Level:

THE ENLIGHTENED LEADER COACHING PROGRAM
by Dr. John Izzo

In a time of busy schedules, career advancement and life transition, Leaders do not often find, or invest the time in, a coach's expertise. "The Next Level" is a two day, one on one life and leadership coaching session with Dr. John Izzo. Your commitment is your time and your inner desire to take your life, relationships and leadership to the next level. With this program, Dr. Izzo invites you into his home, supports your inner reflection, action planning and commitment to a six month growth process that you create during your visit. Dr. Izzo has facilitated this coaching process with many of North America's distinguished leaders who were in need of spiritual and life guidance or professional leadership advice. Dr. Izzo takes the time to nurture your life changes, tailoring the steps specifically for you. He will help you re-discover you inner self, define who you are, regain your motivation and challenge yourself to be the best you can be.

For more information on The Next Level, contact us at (604) 913-0649 or e-mail info@izzoconsulting.com

Dr. Izzo's Latest Speech Topic:

Second Innocence: Rediscovering the Joy & Wonder of Life

In our youth, many of us had a natural enthusiasm and idealism towards life. As we age and learn life's tough lessons, we often lose that innocence. In this keynote, John will explore what it means to combine innocence, the state in which we experience life with joy and purpose, with wisdom, as we turn the numerous corners of our lives. He will inspire you to reclaim your idealism, rediscover the wonder of daily life, and how to learn to be more present. This keynote will inspire your audience (at whatever level they are) to reengage with life and work in a deeper way.

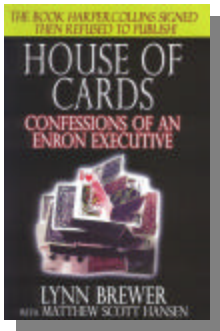


A Whistler Get Away Offer

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 200km of lift-served 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

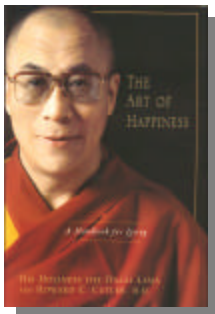
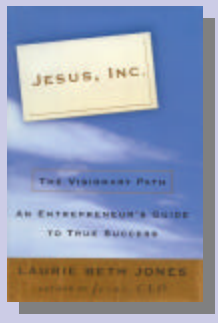


House of Cards: Confessions of an Enron Executive by Lynn Brewer - Virtual Bookworm.com

Lies. Deceptions. Scandal. These words are synonymous with Enron, the "Crooked company with the crooked E." In this gripping tale, Lynn takes you behind the scenes of the company that ran amok in the name of greed and power.

Jesus, Inc. : The Visionary Path by Laurie Beth Jones - Crown Business

Using timeless wisdom from the Bible and anecdotes from her own life and consulting career, Laurie Beth Jones shows that there is no contradiction between earning a comfortable living as you use your job to promote your deepest spiritual and personal beliefs.

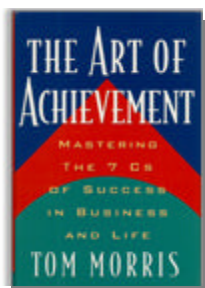


The Art of Happiness: A Handbook for Living by His Holiness the Dalai Lama and Howard C. Cutler

Through conversations, stories and meditations, the Dalai Lama explores many facets of everyday life and shows us how to ride through life's obstacles on a deep abiding source of inner peace.

The Art of Achievement by Tom Morris—Andrews McMeel Publishing

Contemporary philosopher and popular business speaker Tom Morris gathers an extensive knowledge of success and excellence into a universal tool kit for achieving nearly any goal. The Art Of Achievement outlines a simple framework that will lead readers down a road of excellence and helps them map out new paths to better health, greater efficiency, and deeper satisfaction.



Spring is the season when we think of change, growth and renewal. An Awakening of Soul. With these thoughts comes ideas on how to accomplish these changes in a positive and supportive way. We are showcasing the two books "Awakening Corporate Soul" and "Awakening Corporate Soul: The Workbook" as just one of many ideas to help in your transition to spring.

Awakening Corporate Soul Workbook:



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 had management teams use the workbook together, each week taking a different section for several months. The workbook is like having a personal coach on soul at work. The

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

Awakening Corporate Soul:

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 soulful 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.



Dr. Izzo's Partial Calendar

Upcoming Keynotes/Workshops

- April 17** - Trans Canada Pipeline - Calgary
- May 1-2** - Mercy Health Care - Iowa
- May 13-14** - Vancouver Health Region Nurse Week - BC
- May 17** - National Restaurant Association - Chicago
- May 28** - Visions Group - Saskatchewan
- May 30** - Assoc. of Can. Search, Employment and Staffing - Alberta
- June 2** - National Retail Council - Toronto
- June 3** - University of BC Faculty of Commerce - BC
- June 6** - Greenleaf Center for Servant Leadership - Indiana
- June 10** - Canadian Healthcare Association - Alberta
- June 17-18** - St. Francis Hospital - Minnesota (Consulting)
- June 26** - World Business Congress - Vancouver
- June 27** - Washington Bankers Association - Washington

Consulting Projects

- Nurse Retention-Providence Health Care
- Engagement Survey-Good Samaritan Society
- Customer Service Culture-Fairmont Bermuda