

# Izzo Consulting Inc.

IMPROVING THE QUALITY OF WORK AND LIFE

Volume 2

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Thank you for joining us again! We are proud to present our second edition of the Izzo Consulting Newsletter. For those of you who did not receive the first edition, we are running a "Name the Newsletter" contest. Send us some thoughts on a name for our newsletter, and if we like and use your idea, we will send you a copy of our workbook companion to Dr. Izzo's best-selling book, "Awakening Corporate Soul." But hurry, this is the last month we will be offering this contest!

Inside this issue, you will find practical ideas for your workplace, helpful tips on living in the season of Winter, some useful gift ideas for the holidays, as well as some upcoming events where Dr. Izzo will be presenting.

## Thoughts from Dr. Izzo



*This year my 12 year-old son is part of a performance of the Dicken's classic- "A Christmas Carol." He refers to it simply as- "Scrooge!" I suspect this simple story remains so popular because there is a little bit of Scrooge in each of us and we know it. We never quite became the leader, the person, the parent, the co-worker, or the spouse we intended to become. Even amongst the best leaders there is always something that needs to grow within us-some ghost of seasons' past that calls*

*us to a different life. Right about now, most of you are seriously in search of gifts of various kinds for those at home and those at work. In the spirit of the Dickens' classic, why not add one more present to your shopping list. Identify some part of your leadership that you feel you need to grow and make a commitment to a new year of earnest effort. Make it something specific-become a more appreciative leader, become a leader who lets go and empowers, become a leader who talks more about what is going right than the problems that need fixing, a leader who takes time to get out in the field and listen. This kind of a gift will have a lasting impact. And while we are all at, perhaps a personal commitment or two wouldn't hurt-to be less critical of your partner, to take more time to play with your children, to volunteer like you always said you would when you were not so busy.*

*And let's not forget kindness-to open our hearts to others and pocketbooks too. Years ago I saw a Christmas Pageant re-enacting the first Christmas. A little boy named Howard played the Innkeeper whose one line was to tell the Holy Family that "there is no room in the inn." But when the night for the great performance came and the family pleaded their case, Howard paused. The audience waited, and Howard said "Ah, come in." That a boy, there's the spirit.*

*So we at Izzo Consulting wish you a blessed holiday season. May we all, like Scrooge and Howard, look inside and hear a deeper calling.*



## Barrett-Koehler to Publish Dr. Izzo's Next Book

Dr. Izzo will see his third book on store bookshelves in early 2004. The most personal of his books to date, it will focus on how we can live more intentional lives, focusing on the things that matter most to us by aligning our lives and our intentions. Stay tuned for title and more details. Barrett-Koehler has published numerous business best-sellers by authors including, Richard Leider, Meg Wheatley and Joseph Jaworski.

## Management Training Program a Success

This past month, we launched our newest training program: *People-Centered Leadership-Leading for Engagement*. This four module program helps leaders understand the keys to creating engaged teams, re-examine their role as leaders, and to learn new skills and behaviors aimed at creating greater engagement from colleagues and teams. The program can be conducted by our team or we can train your trainers to lead the sessions.

## Top Reasons Front Line People Quit

Every wonder why front-line people quit? The top two reasons most cited in a recent survey are not feeling appreciated and not listened to. These two responses ran neck and neck and may be two sides of the same coin. When we create a place where people feel appreciated (personally) and when they feel we care about their ideas they stay. Simple things produce important results.

## Dr. Izzo Participated in WYNCOM's World Wide Tele-conference on Rebuilding Corporate Trust



This past month, Dr. Izzo joined several leading thinkers and authors in a worldwide tele-conference on Rebuilding Corporate Trust. Among other things, Dr. Izzo suggested that "today's employees are putting trust near the top of their list. Baby boomers are especially wanting to work in organizations that are trustworthy and where values are real." He went on to suggest six things every leader should do to rebuild trust: Examine every action for subtle messages about what really counts in your company; send the occasional big message about your values-that is live the values when it is tough; when you make a mistake-admit it, fix it, and make sure it won't happen again; create a culture of dialogue and challenge; make everyone responsible for values; and sell your values to new recruits." Younger workers say trust and values matter a great deal to them. He was joined by Ron Archer, Dr. Tom Morris, Lynn Brewer (Enron whistleblower), and Dr. William Bennett. If you are interested in such a program please contact us.

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

[info@izzoconsulting.com](mailto:info@izzoconsulting.com)

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

## Listen More Deeply to Your Employees

Jack Lowe at TD Industries in Dallas, Texas has a listening meeting every other Wednesday morning and has done so for a decade. Employees are randomly invited and get to spend two hours sharing their concerns with the CEO with 15-18 of their colleagues. Every 18 months or so he gets to most of the 1,500 employees. Jack does some talking but mostly listens to what is on their mind.

### Bad Teamwork Can Kill You!

This fall Dr. Izzo was invited to speak to National Health Service leaders in England about shifting values and creating soul at work. While there, several university researchers shared with him their research on teamwork in hospitals. The research has shown a strong relationship between mortality rates and how well a team works together. That is, the more people have a strong collaborative team, the more likely the patient is to get out of the hospital alive! One more good reason to improve teamwork, whatever business you are in.

### Team Spirit at Work: Weekly Brown Bag-No Biz Talk

Here is a great idea from one of our clients. Every week their team has a brown bag lunch. Everyone brings their lunch and the team meets together. But there is a rule-no business talk at the lunch. Only conversations about life and outside interests are allowed. Given our work in Values Shift that says people want a more personal experience at work, sounds like a winner of an idea.

### CEO Survey-Improving Morale?

A survey was recently conducted with 500 CEO's in Canada. They were asked what actions would have the greatest impact on improving morale in their workplaces. The top choice was to be more effective at selling their vision to their people. The second most mentioned response was better communication between senior people and colleagues. The survey was an open-ended survey so the responses are even more significant. From our experience, selling a compelling vision and listening more deeply to people is the key to raising morale and commitment at work. And by the way, we find most leaders think "better communication" means talking more, whereas most employees say they want to be listened to more. So we seem to communicate best with our ears.

## THE WORK OF WINTER

As we journey along our paths of life we, like the earth we live on, flow through seasons of change. We can in a sense, compare our spiritual changes to those of the earth, but ours are not determined by set time frames. Whereas the earth has specific times of hibernation and renewal, fitting neatly in our yearly package, our spiritual seasons can be in spaces of months or even years.

Using the common terms for our physical seasons, the model below shows the seasons of change in our lives.



Between these phases are actions and emotions we have that initiate the changing of our seasons. The chart below shows some examples of things that may signal the season you are in, as well as some actions you may consider to move from one season to another.

<i>Season</i>	<i>Examples</i>	<i>Actions we consider</i>
<b>Fall</b>	Business slacking Losing passion in your work Burned out Marriage is tired	Realize what is happening, start to think of why it is happening and what steps might be considered
<b>Winter</b>	Business is down Career is stagnant Want to renew marriage Teenage children	Focus inward, it is a time to think about the next step and how you will go about accomplishing it.
<b>Spring</b>	Implement new business plan Going back to school Starting a new position Fulfilling a childhood dream	Time to take the next step, start the learning process towards the change you want to see
<b>Summer</b>	Business is humming! Fulfilling job Fallen in love again with your spouse Great hobby	The changes have happened so sit back and enjoy, the world is on cruise control

As we move forward into the earth's winter season, we can't help but wonder what this season means to us in the spiritual sense, as well as the physical. When we think of winter, we think of cold snowy days, hibernating bears and less daylight. Some of us long for the hot, lazy days of summer but feel they will never come. While we can accurately judge the time when summer of the land will arrive by observing the changes in the earth, such as budding trees and blooming flowers, the same can not be said when we are in the winter of our spirit. The little signs of spring can be hidden, so small as to be overlooked. Because we cannot see the summer clearly, we feel as though we never will. In desperation, we sometimes try to skip a season here or there to reach it more quickly, ignoring the need of our spirit to follow the natural steps of renewal. Sometimes this works, but most times it doesn't. When we try to speed up our own cycle, we tend to lose sight on what Winter really means for our spirit.

The winters of the spirit are those times in our lives or in a business when it feels like things "are not working." It is during this season that it becomes critical to absorb and listen to our inner voice. We need this time to reflect on things that matter, give us time to rest and observe ourselves. We learn the most about ourselves when we can sit back with a cup of hot cocoa and think about what we have done in the last year to help ourselves evolve into the person we want to be. Without this time of reflection, the busy pace we keep through summer would continue, eventually wearing us down, blocking our senses and forcing us to view our life through tired, overworked eyes.

When a business is in winter, its leaders must go inside and ponder deeply the current situation, how we go to that place, and what we truly must do to move forward. In our personal lives, winter offers the opportunity to reflect on what really matters to us and what changes are required for our life to align with those values.

What we have to learn to do, is to accept what season we are in. For some, the physical winter is a joyful experience. Skiing, snowboarding, making snow angels with the kids, all invoke a time of enjoyment and the feeling of "alive". For others, summer is their season, with lying on the beach soaking up the sun, or listening to the waves lap against the side of a boat. But a lot of people look forward to spring and fall, those times of transition from hot to cold, new to old, hibernation and rebirth. We have to find the spirit in each season, realize we are in it and do what we need to do to move through it.

So take lessons from the seasons, and those that naturally follow them, and to learn to live life to the fullest, even in Winter.



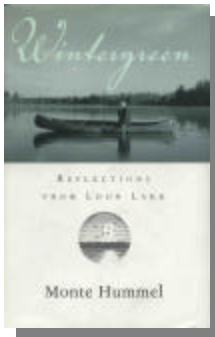
## The Book Corner



In this edition of the book corner, we will give you some wonderful gift ideas for this festive season. Listed below are a some books that may be of interest to the people in your life.

### For Him:

Wintergreen—Reflections From Loon Lake by Monte Hummel, Key Porter Books Ltd. 1999

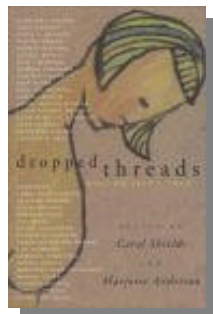


This book is an intimate, intensely evocative story of a man and a very special place. Monte Hummel, one of Canada's foremost conservationists, invites us to join him at his cabin on Loon Lake, on the Canadian Shield, where he takes us hiking, canoeing and snowshoeing through woods and wetland. Organized by season, the author shares his experience of living in a wilderness cabin, his encounters with local inhabitants, both wild and human, and his love of birding, fishing and star-gazing. Hummel encourages all Canadians who enjoy the privileged of being landowners to become stewards of the land.

### For Her:

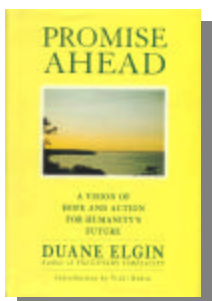
Dropped Threads by Carole Shields and Marjorie Anderson, Villard books

A beautifully woven tapestry of the perspectives and voices of women on the silences that women still keep, this anthology includes essays that are broad-ranging in their subject matter: vanity, power in the workplace, promiscuity, spirituality. Others are distinctly personal: family secrets, abortion, middle-age lust, the liberating powers of belly dancing. Dropped Threads offers a community of voices that readers - not just women - will want to hear, for the experiences are ultimately those that give us our jagged human dimensions of joy and sorrow. Perhaps readers will also find the strength to examine their own areas of surprise and silences in the process.



### For You:

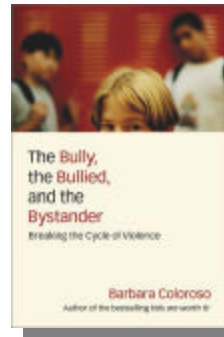
Promise Ahead by Duane Elgin, William Morrow, 2000



This book by the best-selling author of Voluntary Simplicity outlines in compelling words the state of human consciousness and the key shifts we must make to leave the planet better than we found it. This book is a must for any leader or thinking person who is concerned about this critical time in human history and what it will take for us to fulfill our destiny and meet the challenges of our generation. Timely, well-written, and important reading.

## For Educators and Parents

The Bully, the Bullied and the Bystander by Barbara Coloroso, Harper Collins, 2002



It's the deadliest combination going: bullies who get what they want from their target, bullied kids who are afraid to tell, bystanders who either watch, participate, or look away, and adults who see the incidents as simply "teasing" and a normal part of childhood. We have only to look to the headlines to understand that this is a recipe for tragedy. Some bullying victims, their cries unheard, have fought back with violence that has devastated entire communities; others have committed suicide; many more suffer in silence, their lives a constant round of emotional and physical

pain. In *The Bully, the Bullied and the Bystander*, Barbara Coloroso gives parents, caregivers, educators—and most of all, kids—the tools to break the cycle of violence.

## COMMUNITY GIFT GIVING IDEAS

As the holidays near, the feeling of community gets stronger. Here are a few ideas on how to share yourself with your community.

- Unselfishly empty your pantry of canned food and take it to the local food bank. What are condiments to us, is a meal for the hungry.
- Ask your church or community center about a family who needs help this season. Adopt a family and make sure their Christmas is as good as yours.
- Gather your friends, family and especially children, and make a tour of your town and sing Christmas carols. Visit the seniors home or nearby shelter. You'll be amazed at how the cheer will spread.
- Take your old blankets, clothes, coats, hats, boots and scarves to the nearest shelters. There is always a need for warm clothing in the winter months. If there are children there, encourage your children to find some of their old toys they don't use anymore and donate them.
- Go through your database and call 5 people you have been meaning to contact for a long time. Take the time to keep in touch on a more personal level.

### A Few of Dr. Izzo's Upcoming Events

York Communications Property Management Forum, December 5, 2002—Toronto

El Paso Independent School District, December 12, 2002—El Paso Texas

Western Retail Lumber Association, January 18, 2003, Saskatoon Saskatchewan.

Real Property Institute of Canada, January 30, 2003, Ottawa Ontario



### CONSERVATION TIP:

Buy a potted Christmas tree. Then, after the Holidays, take a day with the family and plant it somewhere special.