

# THE ENLIGHTENED LEADER

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

Volume 3

Welcome to the third edition of the Izzo Consulting Newsletter. After much thought and consideration, we have chosen *The Enlightened Leader* to be the name of our newsletter. We wish to thank everyone who submitted an entry and a copy of our companion workbook to Dr. Izzo's best selling book *Awakening Corporate Soul* is being sent to our winner.

### Thoughts from Dr. Izzo



As I write these words, the headlines are filled with rumors of war and terrorism, as well as hints of more bankruptcies in the airline business and layoffs at several large companies. Last month, Fast Company interviewed me on "Pumping" people up in tough times which was itself a sign of the times. This month, I would like to share a few thoughts on this time in business and this period of time in our world.

For we business leaders these are unusual times. Almost every business is now sharing the uncertainty that our health care and education clients have experienced for years, how do you motivate and engage people during an extended period of "downturns"? It seems to me that the critical thing is to recognize that people are important at every place on the business cycle and that a wise business should not have cycles in their concern for people. Many leaders make the mistake of focusing on people in good times and focusing on things in tough times. People are the key to weathering downturns - they control our costs, they keep our customers happy, they create the products for the next "up" cycle. What they want from us is appreciation for what they are doing during tough times, they want us to ask for their ideas on how we can stay successful during these times, and they want us to stay positive about the future by helping them see the vision beyond the tough times. Most of all, they want to know they can trust us and that we value them.

Now, for a moment, let me say a word about the current world events surrounding Iraq. This is not usually a political newsletter but these are not usual times. As a dual citizen of Canada and the United States, what has struck me is how many of us don't seem to have a view on what our governments should do. We seem content to let the leaders decide the best course for our people to take. Democracy is based on each one of us taking the time to have a point of view, and making sure that viewpoint is heard. Where you stand on these issues are your business, but that each of us takes a stand and finds a way to voice those concerns is at the heart of what it means to be free. So, have a say, don't be a bystander, and do pray for our tiny little planet - that in this new millennium we might want find a new path.

### Ideas for This Month:

#### Celebrating Employee' Birthdays:

Many managers or teams celebrate team member birthdays in a variety of ways. Here is one of our favorites: Circulate a birthday card for an employee before their birthday. Ask each employee to write one thing on the card that they really value about having this person on the team. Our clients say this kind of card is often treasured as opposed to seen as just a "throw away." A simpler version, send one as a manager but include a personal note - "here is what I like most about having you on my team."

### Purposeful Rounding:

One of our clients, Scott Bond, CEO of the Southwestern Washington Region of the Sisters of Providence Health System passed this idea on to us: Purposeful Rounding. The idea is that many senior people make "rounds" to be more visible to their staff but often simply ask staff members how they are doing. The conversations are often very surface and short. Purposeful rounding is to engage staff on more significant issues as you walk around - questions might be things like - What is something you really have to work against to get your job done? Is the equipment you have working for you? What is something you all have accomplished recently that you are proud of? Fill in your own questions, but as you round, ask meaningful questions and listen.

### The Most Popular Regional Manager:

Engagement studies show that when managers take an interest in employee's lives outside of work it makes a big difference. Some time ago I did an event for a large oil company for their regional managers. One of them came up and told me he was the "most popular" regional manager in the history of his company (and humble too!). He said one of his secrets is that when he visits a gas station he asks each person what is exciting that is happening in their lives. As he leaves, he writes down what they share in a little book. When he comes back six weeks later he asks them about the things they mentioned and finds out what else they are excited about. For him, the little book is a way of taking a serious interests in people's lives outside of work. Why not try it?



### Dr. Izzo's Latest Speech Topic: The Buzz Factor

Some workplaces have a "buzz," a definable, palpable energy that makes people want to commit and do their best. Buzz is hard to define, but we all know it when we experience it. It is characterized by high commitment, passionate belief, deep trust, and a tremendous sense of pride.

We have heard about such workplaces, but what is their secret? Why do some companies and organizations have what some have called "magic." In this keynote, Dr. Izzo shares a lifetime of learning from working with and researching many of these unique places where passionate commitment reigns as normal everyday reality. He will help leaders and colleagues understand the key factors that create "buzz," gain practical ideas on how to create it, and be inspired to strive to become one of those truly engaging places to work.

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.

We are located at :

200 Islevie Place  
PO Box 668  
Lions Bay, BC  
Canada, V0N 2E0

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

E-mail:  
[info@izzoconsulting.com](mailto:info@izzoconsulting.com)

Web:  
[izzoconsulting.com](http://izzoconsulting.com)

## Positive Approach to Change: Appreciative Inquiry

By Jeffery VanderWielen, Ph.D.

"The best way to discover the future is to create it"  
-- Peter Drucker

### Introduction

This article briefly describes the Appreciative Inquiry (AI) model and approach to positive change. Please note, the AI model, principles and theories described in this article were developed by David Cooperrider and his associates.

Leaders have a choice in their approach to organizational growth and change. The most common choice is to see organizations as "broken" and to discover "problems" that need to be "fixed" to identify "barriers to overcome", define the "weak links" or to "manage risk." This approach fails to generate a bold, ideal future image of the organization and leads people to see what is wrong and unhealthy about themselves and the company. Typically this results in finger pointing, turf battles, and resentment. Tactically the problem solving approach leads to risk management strategies, and lacking the element of future direction, rarely inspires people to move the organization to new levels of performance. Appreciative Inquiry offers a proven, constructive, life-giving alternative to the problem solving approach to change.

Appreciative Inquiry is a whole system, positive approach to change. There are several key underlying principles of the AI model. One, the model proposes that organizations are living systems made and imagined by people, and therefore are always open to redefinition and alteration. Second, organizations have a tendency to evolve toward the most positive image of themselves, and away from the negative images. Finally, change begins with the first question, not later when plans are implemented, and that systems move in direction of the questions that we ask. To be effective change leaders we need to understand and leverage these basic principles of human organization.

### Definitions

Ap-pre'ci-ate, v. .

1. Valuing the act of recognizing the best in people or the world around us; affirming past and present strengths, successes and potentials; to perceive those things that give life (health, vitality, excellence) to living systems.
2. To increase in value, e.g., the economy has appreciated in value.

In-quire' (kwir), v. .

1. The act of exploration and discovery.
2. To ask questions; to be open to seeing new potentials and possibilities.

### Four Phases of Appreciative Inquiry

The AI change process involves a series of four phases referred to as the 4-D Cycle: Discovery, Dream, Design, and Destiny.

Before the discovery phase begins, the organization defines a set of affirmative topics that serve as the focus of the appreciative process. Examples of topic choices include, team mindset, customer satisfaction, engaging leadership style, appreciative culture, ownership, diversity, empowerment, service orientation, and quality.

### Discovery Phase

The key objective in the discovery phase is to identify and appreciate the best of "what is" in the organization. A large number of employees from all levels participate in the process of appreciative interviews to discover best of what is and what makes the organization vital and alive. These interviews are powerful, not only because of the rich data they produce, but the process itself stimulates a mind-shift and orientation toward seeing and appreciating what is good and most vital to the health of the organization. David Cooperrider has developed a general protocol to guide the formation of AI interview questions. While the wording may vary, the essence of the questions below form the basis for the questions used in the appreciative interview.

1. What do you value most about: Yourself; your work; the organization?
2. Think about a time when you were really engaged in and excited about your work. Tell me a story about that time. What was happening? What were you feeling? What made it a great moment? What were others doing to contribute to this moment? What were you doing?
3. If you had three wishes for your organization (or team, etc) what would they be?

### Dream Phase

The primary task of the dream phase is to imagine bold, new possibilities of what could be for the organization. During this phase participants envision their highest ideals, hopes and wishes for the future of the organization. Groups of 6-8 review themes from the interview data and engage in dialogue around questions designed to provoke ideal future images of the organization. For example:

*Imagine that we are in the year 2005 and Your Company has grown to be the organization that we believed it would be. Briefly describe your image of Your Company as you look into the year 2005.*

- What are leaders doing more of? Less of? What are you doing to make a contribution?
- What did we learn to do better as an organization?
- What do front-line people feel about working here?
- What are customers saying?
- What is the real work we did to become a more cohesive team?

The process can also combine reading topical articles (e.g., leadership, culture, customer service, etc), reviewing benchmark data and best practices to open minds and help people realize new possibilities for the organization.

### Design Phase

During the design phase a transition is made from images of "what could be" developed in the Dream phase to a set of provocative propositions describing what "what can be" for the organization. Cooperrider defines a provocative proposition as "A statement describing your ideal organization...it lives the qualities you most desire." They are designed with these criteria in mind:

- Do they stretch the imagination?
- Do they challenge and interrupt the way things have been done?
- Are they grounded in the experience of the organization? (based on information from interviews)
- Are there examples that illustrate the ideals as real possibilities?
- Are they stated in affirmative and bold terms?

Once developed, the provocative propositions form the basis for the ideal image of the future organization.

### Destiny Phase

This is the delivery phase of the change process. Typically this involves bringing together large numbers of stakeholders in an open space planning and commitment session. Here, participants create personal and organizational action plans to help achieve the ideal organization described in the provocative propositions. The session serves to build momentum, stimulate new positive language and focus, and create a shared sense of destiny across the organization.

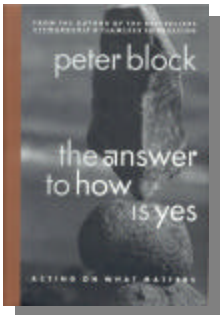
*"Good organizations know how to preserve the core of what they do best. Preserving the right things is key. Letting go of other things is the next step." -- David Cooperrider*

One of the more powerful tenets of AI is the concept of "discover and preserve the core." Discover and nurture those things that give life and vitality to your organization; look for what works and keep doing it. What's core is typically found in success stories told at all levels of the company. For example, one client of ours desired to create a "new" culture of appreciation, involvement and service. Through dialogue they soon discovered a rich history of service, caring for one another at work, along with existing programs and stories that fit their image of the desired future. Because of several difficult years, many people lost sight of the core. This re-discovery of who they are led to the realization that the work was not to create a new culture, but to renew and build upon the existing culture, and to restore the rich history of the organization. The work is not to tear down, but to add on to and build up. The switch from seeing the culture as broken and needing to be fixed, to something good and rich in history, generated excitement and mobilized people across the organization.

**Jeffery VanderWielen, Ph.D.** is a senior Consultant for Izzo Consulting Inc.

## The Book Corner

### The Answer to How is Yes: Acting on What Matters by Peter Block, Berrett—Koehler Publishers Inc.



Author Peter Block puts the “how to” craze that has turned us into instruments of efficiency and commerce in perspective and presents a guide to the journey of awareness of the things that truly matter in life—idealism, intimacy, depth and engagement. He brings to light our struggle to find purpose and act on what matters most, so that instead of keeping our heads down and sticking to the rules, we follow life and our hearts and act on what we know to be of importance. Showing us how our obsession with tools and techniques actually prevents

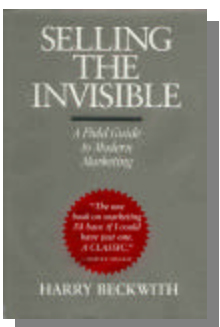
us from doing things we believe in, he identifies what is required of us to not only know what matters, but to act on that knowledge.

### Bird By Bird by Anne Lamott—Random House Inc., 1994

This inspirational little book is full of wit, humor and warmth. It is a guide for all of us who write, or ever wanted to write, and motivates us to get off our “duffs” and start writing... now! With lots of stories and anecdotes, Anne Lamott reveals her love of writing and offers superb advice that is helpful and provocative.



### Selling the Invisible by Harry Beckwith—Warner Books, 1997



The problem with services is since you can't touch, hear, or see your company's most important products, how do you sell, develop and make them grow? Based on the authors 25 years of experience, this book answers that question with insights on how markets work and how prospects think. With quick, practical and easy to read strategies this book delivers its wisdom with unforgettable and often surprising examples that will open your eyes to new ideas in the crucial branch of marketing.

### The Future of Life by Edward O. Wilson—Published by Alfred A. Knopf, 2002

Today we understand that our world is infinitely richer than was ever previously guessed. Yet it is so ravaged by human activity that half its species could be gone by the end of the present century. In The Future of Life, Pulitzer Prize winning author Edward Wilson comes to us with an impassioned call for quick and decisive action to save Earth's biological heritage, and a plan to achieve that rescue. This timely and important book is both a moving description of our biosphere and a guidebook for the protection of all its species, including humankind.



### CONFESSIONS OF AN ENRON EXECUTIVE

LYNN BREWER TO SPEAK IN VANCOUVER ABOUT CORPORATE TRANSPARENCY AND THE FALL OF AN EMPIRE

**Media Contacts:** Allan Holender, Director CCBE (604) 484-6654, a1-lanholender@shaw.ca

Leslie Nolin, VP Marketing, Izzo Consulting (604) 913-0649, les-lie@izzoconsulting.com

**Date:** Friday, March 7, 2003

**Time:** 7:00 am

**Place:** The Fairmont Hotel, Vancouver, BC

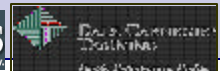
Corruption, greed, smoke and mirrors...Enron-like companies are doing business everywhere. How do you know if you work for one? How can big business be made accountable? And how can leaders rebuild investor confidence in today's polluted economic climate? **On Friday, March 7<sup>th</sup>, Enron whistleblower, Lynn Brewer**, author of *House of Cards: Confessions of an Enron Executive* and now one of North America's most in-demand speakers, will provide a hard-hitting account of the most publicized multi-national meltdown in history.

As head of Enron's Risk Management in Gas and Power Trading Operations, Brewer was a first hand witness to their rise and fall. She is surprising audiences by demonstrating why so many organizations are vulnerable to becoming the next fallen Goliath: Along with the vital lessons she learned, Lynn will speak about:

- What all employees should know about their organizations
- What full-disclosure really means and why it's crucial today
- How a corporate culture is created—intentionally or not
- The five things all companies must do to prevent corruption

In her first appearance in Canada, hosted by The Carnegie Center for Business, Lynn Brewer will be interviewed by radio and TV personality Allan Holender before a live and interactive audience. Sponsors also include Izzo Consulting Inc., *BC Business Magazine* and CKNW. 10% of every ticket will be donated to the CKNW Orphans Fund.

Tickets through TicketMaster at (604) 280-4444 or [www.ticketmaster.ca](http://www.ticketmaster.ca)



### Dr. Izzo's Speech & Project Calendar

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

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

**Mercy Health Partners**, Feb 5-6th, 2003 Organizational Culture Change Process: Ongoing

**Fairmont Southampton Princess**, Bermuda, Feb 12-13, 2003 Service Excellence Culture Development—Ongoing

**Providence St. Francis Hospital**, Feb 18-19, 2003 Executive Retreat

**Benedictine Health System**, Feb 20-21, 2003 Executive Retreat Leadership Retreat

**Providence St Peter Hospital**: Feb 25th, 2003 Ongoing Nursing Retention Process

**Help Desk Institute**, March 18, 2003, Las Vegas Nevada

**Mercy Health Partners**, March 20-21, 2003, Change Process

**Association of Legal Administrators**, April 10, 2003, San Diego, CA



**Environmental Tip:** Cloth bags aren't just for grocery shopping, remember to take them with you wherever you plan to shop.