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In this issue:

- [Reflections From Dr. Izzo](#)
- [Four Generations-One Workplace Program...](#)
- [Team Building Idea](#)
- [Women's Leadership Forum](#)
- [The Five Secrets You Must Discover Before You Die](#)
- [The Five Secrets Television Series in U.S. Stores](#)
- [Book to Read - A Must](#)
- [Four Generations- One Workplace - CARD SERIES](#)
- [Thank You for Your Attention Today](#)

Reflections From Dr. Izzo



Leading in Tough Times

I hope your summer was an enjoyable one. One that found time for relaxation and for some renewal. We all need it with the constant headlines of "gloomy economic news." In the last few weeks, companies ranging from Citigroup and GM to Starbucks, American Airlines and Air Canada have all announced significant layoffs. High fuel prices and a slowing world economy mean that tough times may be ahead for many companies. But how do leaders keep people engaged and motivated during tough times? How can you keep your people on-side and productive even while you adapt to a potential slowdown? Remember that how leaders navigate tough times is the ultimate test of a corporate culture.

Rule # 1: Stay focused on selling your long term vision. In tough times it is

tempting to focus on the current challenges. The CEO and other leaders must remain positive and keep reminding people about the long term vision. Show how you plan to weather the storm and come out ahead down the road. Remember no one wants to work hard for a losing team or a sinking ship. You can bet the folks at Starbucks aren't telling people they are abandoning their long-term vision which is to "be one of the world's most admired companies."

Rule # 2: Communicate more than you think you need to. Remember that in tough times, employees get nervous about job security and employee insecurity means lost productivity. Wise leaders keep the channels of communication wide open, keeping people informed about what is happening and the how the company is responding. When rumors do emerge, respond promptly.

Rule # 3: Be visible. During tough times it is tempting for leaders to "hide" away in the office. Do the opposite. People need to see more of you. Remember when the flight is going well, the pilot should let people enjoy the movie. When turbulence comes, they want to hear the soothing voice of a calm pilot telling them how long the turbulence may last. Make regular rounds putting it on your calendar as a priority.

Rule # 4: Ask your people for help. Tough times usually require belt tightening and your employees are your best resource for finding ways to keep costs down and service/quality up. During change, people need to feel like they are doing useful things to help. Engage your people and ask for their ideas on how to reduce costs while keeping quality high. Instead of having people sit around worrying, get them involved in solving problems.

Rule # 5: Focus on Gaining Market Share. Downturns are often the best time to gain market share. While your competitors lose focus and serve up disengaged people you can gain advantage. As you tighten your belt, engage your people in looking at ways to serve the customer during the downturns. Add value even to those who aren't buying right now. When things turn around, your market share will rebound.

Rule # 6: Finally, let people know that "we are in this together." If we are asking our people to sacrifice, leaders must make them as well. The senior people at most airlines took bonuses amidst record losses while the CEO of Delta Airlines turned down his yearly salary. No wonder a recent business column said Delta was "least likely" to go out of business of all major U.S. airlines. This is not the time for management bonuses while initiating layoffs or keeping fancy perks for some people while others lose the basics. The main point here is use common sense-perception matters.

Remember that how we manage the downturns says as much or more about our corporate culture than how we manage the growth cycles.

best,

John

New Programs by Dr. Izzo

Dr. John Izzo has been hearing what his clients have been struggling with: How to keep the best and the brightest employees; What changes are necessary to decrease our impact on our planet; How to focus on the public's values and demands while honoring investor's commitment; and many others. The programs listed below are from this past year. Programs that worked hard to combine years of conservation leadership with the Sierra Club and the Canadian Parks and Wilderness Society with Dr. Izzo's 22 years of corporate culture expertise to help leaders globally deal with the retention crisis as well as the environmental one.

Dr. Izzo has been presenting to companies across the globe on the following topics.

A Company of Owners: Igniting Passionate Commitment from Your People

The Green Advantage: Making Your Business a Sustainability Leader

Leading in Tough Times: Energizing and Motivating Your People

Business and the Green Challenge: How Business Will Save the Planet

For more information on Dr. Izzo's programs, please visit our website.

Four Generations-One Workplace Program...

Goes to the Supreme Court of Pennsylvania

Our program *Four Generations-One Workplace* is being taught now in the Pennsylvania Supreme Court! The organization has licensed the program to help leaders and supervisors learn more about engaging and retaining the complex workforce in these tough times. Based on the newly revised book, *Values Shift: Recruiting, Retaining and Engaging the Multigenerational Workforce* by John Izzo and Pam Withers.

The program presenter, Ms. Olivia McIvor has worked with The Izzo Group for the past seven years and Dr. Izzo and Olivia McIvor created a program aimed at educating people about the four generations sharing the workplace today. It is a program that educates managers and leaders on ways to see the different generations for what they are. This program has won acclaim in health care, utilities and retail organizations. for more information on this program please visit www.theizzogroup.com.



Team Building Idea

Here is a great idea from a manager at one of our clients-Norhrop Grumman. To help his team get to know each other better, a manager had each team member prepare a power point presentation about their life. At each staff meeting one team member presented their life in a brief 5-10 minute slide show. People got very creative and showed hobbies, family and what really mattered to them. What a simple and great way for people to get to know each other and build the team.

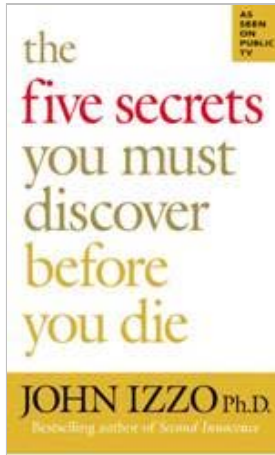
Women's Leadership Forum

Vancouver-September 29-30

The second annual Women's Leadership Forum will be held in Vancouver, BC-September 29-30. The Forum will feature scores of great speakers on leadership and life and the opportunity to network with other

women leaders from a variety of industries. Dr. Izzo will be the morning keynote speaker on September 30 on The Five Secrets and offer a breakout session on The Buzz Workplace. Dr. Janet Lapp will also speak at this program. Sign up now: www.womensleadershipforum.ca

The Five Secrets You Must Discover Before You Die



Named BEST SELF-HELP BOOK of 2008

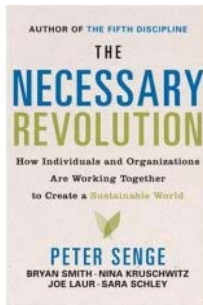
Dr. Izzo's newest book, *The Five Secrets You Must Discover Before You Die*, was recently awarded the top honor by the Independent Publisher's Association as the best self-help book published in the last twelve months. The book is being published and translated in fifteen different languages over the next year including Spanish, French, Japanese, German and Chinese. More and more companies are buying the book as a gift for employees and clients.

Click here: www.fairwinds-press.com to order your copy of the book or TV series.

The Five Secrets Television Series in U.S. Stores

The Five Secrets You Must Discover Before You Die - Television Series is now available on DVD at major stores across the U.S. Look for it next time you are in a Borders Store. The series features Dr. Izzo presenting before a live audience in a five part series based on his book *The Five Secrets you Must Discover Before You Die*. Get your copy today.

Book to Read - A Must

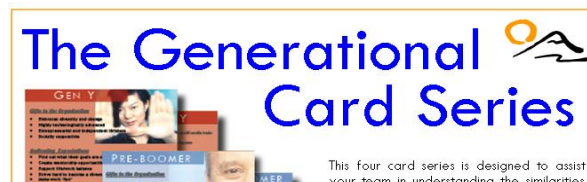


The Necessary Revolution by Peter Senge

This new book by Peter Senge (Author of The Fifth Discipline) explores the important role business is playing in meeting the sustainability challenge. The book is filled with great examples of how companies are leading the revolution but also shows how individual leaders and citizens can make a big difference by taking personal initiative. The book is a great overview of the challenge we face and what businesses are doing to lead the way. Highly Recommended.

Four Generations- One Workplace - CARD SERIES

This card set is designed to help you understand the different values and needs of the four generational groups currently within the workplace.



Based on Dr. John Izzo's book, "*Values Shift: Recruiting, Retaining and Engaging the Multigenerational Workforce*" (2nd edition), this card set outlines generational gifts and skills, training expectations, learning needs, motivational needs and communication expectations of the four valued generations sharing the workplace today in a very quick reference style.

Use these cards to increase your knowledge and promote constructive communication. Use them as hiring aids or mentoring and management training tools. They are up to date quick reference guides that anyone can use to better their culture and foster collaborative relationships.

These cards are available in packages with 10 sets so you can share them with your colleagues, to order visit: www.fairwinds-press.com

Thank You for Your Attention Today

We would like to thank you for taking the time to learn and to grow today.

Your subscription to "The Enlightened Leader" Newsletter is valued and we hope that the information and content shared in the newsletter is enlightening and useful.

If you have comments for us please send your remarks to info@theizzogroup.com

We sincerely thank you,

Dr. John Izzo and The Izzo Group



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