

Conscious Communication™

Helping Business Leaders Manage Their Careers and Their Resources

Volume 2 Issue 6

Fall 2006

**“Everything will change.
The only question is growing up or decaying.”**

– Nikki Giovanni

It's autumn! This is my favorite season – seeing the leaves fall, wearing turtle-necks, and watching Chef Snoopy and Woodstock serve up popcorn, toast, pretzels and jelly beans to Charlie Brown and the Peanut gang for Thanksgiving!

I recently took my 7-year-old son to a birthday party held at a skating rink. While there, I joined my little one in skating around the rink. I quickly learned (as my body ached) that I may be young, but I'm no spring chicken!

Obviously, my son and I are in totally different generations. He already navigates very well on a computer, moving the mouse around on his favorite Web sites like www.Disney.go.com and www.PBSKids.org. I didn't play on a computer at his age; I played outside with my cousins – making up games or playing with my Barbie dolls. In high school, I took a typing class on typewriters! My son is the inspiration for this quarter's issue of Conscious Communication™: Generational Diversity.

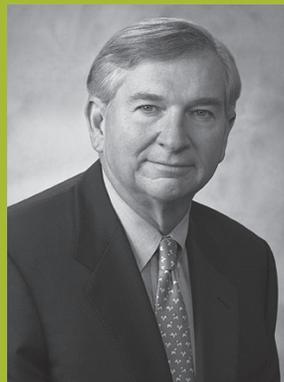
Are you managing across generational lines? Are you aware of your team members' differences and similarities? Do you know how to retain each of the four generations at work? If you are in career transition, your definition of leadership may be different from that of the people who are interviewing you. Read all about it in our Fall 2006 edition of Conscious Communication™.



Executive Dialogue

With Tom Bell

Tom Bell is the Vice Chairman of the Board, President and Chief Executive Officer of Cousins Properties. He has held senior positions in business and government and is a member of the boards of Emory Healthcare, Regal Entertainment Group, AGL Resources, Inc., the Metro Atlanta Chamber of Commerce, and the U.S. Chamber of Commerce.



CC: What do you think about younger talent entering the workforce?

TB: Fortunately, they're talented. Unfortunately, they're quick to want more, so company longevity is not their strong suit. To retain them, we need to keep them challenged with new and different tasks – ones that they find interesting and that benefit the organization.

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Executive Dialogue Cont.

CC: What do you think about diversity in general?

TB: It's both an important social goal, and it's critical if we're going to be successful in our marketplace. Only through diversity will we see and meet the needs of the people we serve.

CC: What do you look for in a candidate?

TB: In a word, accomplishment. Beyond that, I look for specific skills, a sense of realism, a willingness to sacrifice in the name of the customer, and compatible long-term goals.

CC: How would you advise younger people today who want to build strong, successful careers?

TB: First, outperform expectations. Create a reputation as a doer. Be the go-to person who gets the job done. Second, be aggressive – be the one who says to management, "I think this new thing is something we should do and I'd like to take a shot at it."

CC: Is job-hopping ever a good thing?

TB: I'm always wary of the habitual job hopper who won't be satisfied anywhere. But I believe it is healthy to move in order to develop different skill sets and benefit from exposure to different employers and mentors and hence become a more well-rounded person. I've personally had many enjoyable jobs in business and government – right now I love the real estate business!



Career Connect

Leading Across the Generational Divide

For the first time in history, the workforce comprises individuals from four generations – with vastly different definitions of leadership. While one cannot stereotype based solely on date of birth, the commonality of life experiences translate into employee expectations.

- The “Silent Generation,” which includes those born prior to 1946, is defined by duty and sacrifice. “Silents” value loyalty and hierarchy, and they define leadership by position.
- The “Baby Boomers,” 1946-1964, are competitive, hardworking individualists, and they value leaders who build consensus and create clear chains of command.
- “Generation X’ers,” 1965-1980, are extremely flexible, independent, and skeptical. To them, leadership is defined solely by competence, with no respect for titles or tenure.
- “Generation Y,” 1980-1998, values structure and teamwork and defines leadership as guidance.

Leaders with a multigenerational workforce can't possibly demonstrate all of these different characteristics, yet it's essential to honestly assess and clearly communicate how success is measured in an organization. To create a road map for how high achievers can grow into leadership positions:

- Identify the characteristics common to your senior leadership team members.
- Communicate these “leadership competencies” to your organization so that employees can understand what drives the business and what will determine their success.

Pathbuilders, Inc. helps organizations develop the potential of their high-performing female employees and build gender-diverse senior management teams. Unique programs are tailored to the needs of women at the four key stages in their careers, combining mentoring, executive education, and peer networking. Since 1995, over 2,000 women and over 300 Atlanta-area organizations have benefited from the Pathbuilders experience. www.pathbuilders.com



Special Recognition: Hala Moddemog

Congratulations to this summer's featured executive, Hala Moddemog, on her new role as CEO of the Susan G. Komen Breast Cancer Foundation!

Go Deeper

Connecting Generations: The Sourcebook for a New Workplace

By Claire Raines

Generation Me: Why Today's Young Americans Are More Confident, Assertive, Entitled—and More Miserable Than Ever Before

By Jean M. Twenge

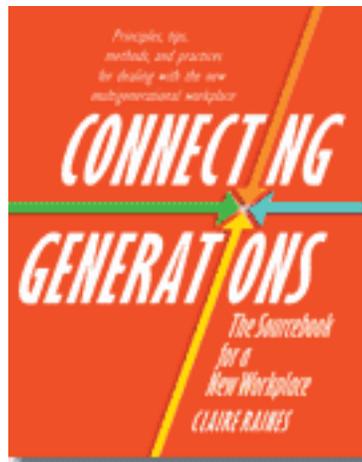
Getting Them to Give a Damn: How to Get Your Front Line to Care about Your Bottom Line

By Eric Chester

How to Win Friends and Influence People

By Dale Carnegie

**In alphabetical order by title*



Final Tips

Generations. Someone once said that every generation blames the one before. Even if that is true, no workplace can be productive if teams cannot get along and focus on the business at hand. Everyone has a part in making that a reality. Let's take a closer look.

Hiring Managers: Obviously, you can get more bang for your buck by hiring younger workers. However, be ready to spend real time coaching them and answering their questions. Take a balanced approach – it is good to balance out your teams with older workers who have “been there, done that” and can help you mentor younger team members.

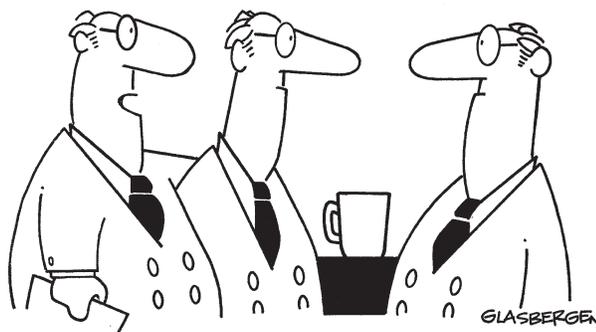
Up-and-Comers: Knowing how to work within the generational divide is not only about older workers understanding you, the younger worker. It works both ways. You, too, need to know what makes your managers tick and how to work with others on your team. People skills are essential to your success.

In Transition: Currently interviewing? You may have a different definition of leadership than your interviewer does. Be sure to learn about the “leadership competencies” for your desired organization so that you can set yourself up for success once you are on board.

Damali



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“In the interest of cultural diversity, we’ve hired Phil. He does a great impersonation of Chris Rock!”

“It is important that your workforce mirrors your customer base. We believe that in order to ‘win the war on talent,’ every search conducted must be a ‘diversity search’ – open to exploring differences and similarities in thought, leadership, knowledge, and experiences – challenging the status quo by expanding the definition of diversity to not merely focus on race and gender but to include cultural and generational differences as well. How competitive do you think an organization is if everyone who works there is the same?”

**- Damali Edwards, founder and CEO
Edwards Consulting Firm, Inc.**

Employers, please call 404.288.8824 for more details on how we can help.



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Our Mission

You spend more time *in* your position than looking for one; you need to know how you can keep your job and do it well. Then, if you choose to grow your career upward, you need to know how to move up and get promoted. Our mission is to provide real, no-nonsense strategies for managing your career and resources, whether you're a top executive, a middle manager, or an up-and-comer.

Those with upwardly mobile careers enjoy both individual on-the-job effectiveness and outstanding team-building skills – they play well with others, and they create and maintain top-talent teams. From us you'll learn how top executives do it, get coaching from guest experts, and find intriguing reading material and helpful tips.

We've created this unique resource to promote position effectiveness, longevity, and overall success, dedicated to those serious about building careers and not just working at jobs. We look forward to helping you get there. See you at the top!

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