

# Conscious Communication™

Helping Business Leaders Manage Their Careers and Their Resources

Volume 3 Issue 1

Winter 2007

**“Never give an order that can’t be obeyed.”**

– General Douglas MacArthur

**H**appy New Year! It’s 2007 — can you believe it? If you haven’t done so already, it is the time of year to create new goals and resolutions. One of my personal resolutions this year is to be happy no matter what. I bought a Snoopy® calendar for my office wall to remind myself throughout the day not to take myself too seriously. Whenever I find time to watch television at home, I’ve been watching only funny movies (old or new) and cartoons. Laughter really is the best medicine.

Just as we make personal changes, this is a great time of year to make changes in our businesses and careers. One of the best ways to make this happen is to make it your mission to embody Leadership Now!, the topic of this quarter’s issue of Conscious Communication™.

Are you ready to make changes in your business? Do you know what pitfalls to avoid in creating measurable results? Are you hiring for your company’s future? Are you ready to lead by example no matter where you are in your organization? We uncover the answers to these questions and more inside this Winter 2007 edition of Conscious Communication™.



## Executive Dialogue

*With Erroll Davis*

*Erroll Davis is Chancellor of the University System of Georgia, which consists of 35 public colleges and universities. He is the first Georgia chancellor from outside academia and the first African-American to hold the position. Previously, Davis served as Chairman of the Board of Alliant Energy Corporation.*



**CC:** Can you share with us some of your thoughts on leadership?

**ED:** All leaders must understand “follow-ship” to understand leadership. You must make people feel valued and important at every level. If you expect someone at the lowest level to deliver for you, that person must have a good reason to do so.

**CC:** How do you hold people accountable to ethical leadership?

Cont. on page 2

## IN THIS ISSUE

**Personal Note** 1  
By Damali Edwards

**Executive Dialogue**  
With Erroll Davis

**Career Connect** 2  
By Rick Johnson

**Go Deeper**

**The Funnies**

**Final Tips** 3  
By Damali Edwards

**Our Mission** 4

## Executive Dialogue Cont.

**ED:** I tell people that it is a privilege to lead, not a right, and you have to work hard to keep that privilege. A deserving leader must be ethical. I like to find out not only whether the objectives are being accomplished, but how. I want to know if the organization is being enhanced or degraded by particular leadership styles.

**CC:** How can someone who is not a top executive gain more influence within an organization?

**ED:** Be a flexible resource. Take time for self-evaluation and ask yourself questions such as: Am I a valued contributor? Am I picked to participate on teams? How good are my active listening skills?

**CC:** Do you have specific advice for minorities or women in the workplace who aspire to join the executive ranks?

**ED:** Yes. Both minorities and women can be an integral part of the executive world. I think that women have a natural nurturing side that they can use to their advantage. I also think that it is important for minorities or women who have had negative experiences in the past to learn from their trials and look to the future in order to create a bright future for themselves. My advice is to be yourself, let others know what you're capable of, and make use of your strengths.

# Career Connect

## Change on Purpose (C.O.P.)

By Rick Johnson

**M**ost companies thrive on the concepts of change, achievement, responsibility and accountability. Make them part of your culture — become a **C.O.P., Change on Purpose.**

### Eight Reasons Why Change Efforts Fail

- 1. They do not establish a great enough sense of urgency.**  
Communicate in vivid detail the reason for change and how the change will impact employees.
- 2. They do not create a powerful enough guiding coalition.**  
Assemble a team and empower the members with enough authority and responsibility to get the job done.
- 3. They lack a vision.**  
Know what is expected to get done and exactly what the expected outcome is.
- 4. The vision is not communicated.**  
Make sure the vision end game is communicated with laser-like clarity.
- 5. There is a failure to remove obstacles or deal with critical constraints.**  
Eliminate any systems or structures that seriously undermine the vision.
- 6. There is no systematic planning or creation of short-term wins.**  
Plan and create short-term wins. Praise and reward progress.
- 7. Victory is declared too soon.**  
Don't declare that the battle is over until it's over.
- 8. Changes in the organizational culture are not anchored.**  
Institutionalize the new approaches, communicating the connections between the new behaviors and corporate success.

*Sign up to receive "The Howl," a free monthly newsletter by Rick Johnson that addresses real-world industry issues, at [www.ceostrategist.com](http://www.ceostrategist.com). Johnson is an expert speaker, leadership strategist for the wholesale distribution industry and founder of CEO Strategist, LLC, a firm that helps clients create and maintain competitive advantage.*

*Need a speaker for your next event? E-mail [rick@ceostrategist.com](mailto:rick@ceostrategist.com).*



# Go Deeper

## 13 Fatal Errors Managers Make and How You Can Avoid Them

By W. Steven Brown

## The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization

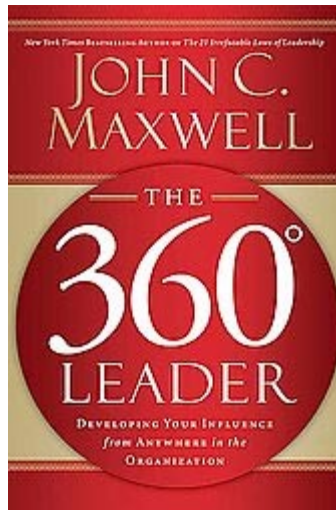
By John C. Maxwell

## Purpose: The Starting Point of Great Companies

By Nikos Mourkogiannis and Roger Fisher

## Why Should Anyone Be Led by You? What It Takes to Be an Authentic Leader

By Robert Goffee and Gareth Jones



# Final Tips

**L**eadership is not solely the responsibility of those at the top. Leadership is a quality each employee must embody in order for organizations to remain competitive and sustainable in this ever-changing global marketplace. How are you participating?

### Senior Executives:

No matter how you got to the top, to stay there you must gain and keep the trust of your shareholders, customers and employees. Should your stakeholders follow your lead? Be sure to create your own personal board of advisors to counsel, support and inspire you to greatness.

### Hiring Managers:

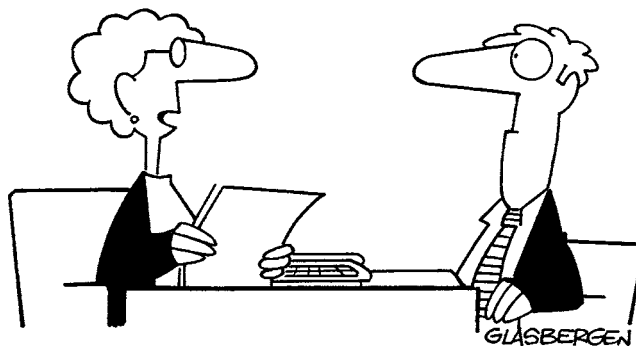
Are you just putting bodies in seats today? You must hire and map talent for the company's future. If you want employees to embody more leadership qualities, hire talent who take ownership for their job responsibilities, can make decisions and have a sense of urgency.

### Up-and-Comers:

No matter what your title is, you can be a leader. Gain respect by being the "go to" person. Learn to be a team player. Get a mentor to help you chart your goals and fill in any gaps.

## THE FUNNIES

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**"According to your résumé, you were an Egyptian Pharaoh in a past life. Have you updated your leadership skills since then?"**

**"Succession planning is by far the best way to plan for your company's long-term success and retain the best employees. However, sometimes you lack the ideal fit for critical roles or projects internally and you need to bring in outside talent. We deliver a diverse pool of prequalified candidates for your technical, middle management or executive direct-hire searches. If you would like to 'try before you buy' or hire interim staff, we have a contract option for you as well."**

**- 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!

4

