

**A Newsletter From Edwards Consulting Firm, Inc.  
Helping Business Leaders Manage Their Careers and Their Resources**

## Welcome to our Winter Edition!

“Leadership and learning are indispensable to each other.”  
– John F. Kennedy



The marketplace is saturated with material on leadership. Visit any bookstore and you can learn how to lead your team using “military techniques” or that leadership is really about “presence” or “winning,” or better yet, you can learn how to be an “authentic” leader. It is enough to make you extremely dangerous or perpetually confused.

Traditional leadership is changing. Increasingly, women, members of racial or religious minorities, people with disabilities, and those from disadvantaged backgrounds are creating a movement of leadership transformation by assuming roles that were not open to them in the past.

The pace of business has increased as well. It is easy to focus on monetary results, but if no ongoing evaluations take place to ensure that the ethical fabric of an organization is intact, corruption leads to failure, as we have seen recently with Enron and others. Leadership without ethics is not a winning combination.

Let’s kick off the year by asking ourselves – how can we be better leaders? How can we grow? How can we change? Which leadership model works? This quarter’s issue explores the following leadership questions: What are the skills needed for the next generation of leaders? How can character contribute to success? How can we get the support we need to keep ourselves balanced?

This issue’s One-on-One features Dr. Betty Siegel, President of Kennesaw State University in Georgia and an authority on ethical leadership. This issue also reviews *Decent People, Decent Company: How to Lead with Character at Work and in Life*, by Bob and Lyn Turknett, which outlines the Leadership Character Model. Finally, Joseph Dixon, an executive and personal coach for CEOs and senior executives, encourages readers to create “mastermind groups” to support leadership development and achieve goals.

*Conscious Communication* is dedicated to providing valuable human capital management strategies and career tips on a quarterly basis to our clients, career seekers, and professional networks. You are invited to share this newsletter with your colleagues and friends and to visit [www.edwardsconsultingfirm.com](http://www.edwardsconsultingfirm.com) to learn how you can benefit from our executive search and contract services.

Make 2006 a great year and, as always, we welcome your feedback and ideas for future issues of *Conscious Communication*.

Best Regards,



Damali Edwards  
Founder and CEO

## One-on-One Invitational Leadership



Dr. Betty Siegel, the first woman to head an institution in the 35-unit University System of Georgia and the longest-serving female college president\* of Kennesaw State University since 1981. When she arrived, Kennesaw had just converted from a two-year institution to a four-year institution. Under her administration, the university evolved from a four-year college with an enrollment of 4,000 students and 15 baccalaureate-degree programs to a university

with more than 18,000 students and 55 undergraduate and graduate degree programs.

In addition to her work at Kennesaw, Dr. Siegel has served on five corporate boards: NSI, Inc.; Atlanta Gas Light, Inc.; Equifax, Inc.; Accordia of the South; and Georgia International Life Insurance Company. She is currently serving as a founding member of the board of One Georgia Bank, a new banking initiative from Atlanta. Her community board service includes Arby’s Foundation, Inc.; Atlanta Ballet; the CDC Foundation’s Advisory Board; Possible Woman Foundation, Inc.; SafeAmerica, Inc. (founding chair); United States Association of Disabled Athletes; and WellStar Foundation.

In November 2005, President Siegel received the coveted Howard Washington Thurman Ecumenical Award, a prestigious award given by Morehouse College’s Martin Luther King Jr. International Chapel, for her “contributions to humanity in interfaith, interdenominational, and interracial spiritual and ethical development.”

### Conscious Communication:

You have been first many times. You were the longest-serving female president at a state university. Prior to your tenure at Kennesaw, you became the first female academic dean at Western Carolina University and you became the first female Dean of Academic

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Affairs for Continuing Education at the University of Florida. Does being first carry additional responsibility?

**Siegel:**

I've been asked that many times and have been introduced that way publicly, but I don't think of myself in those terms. I do, however, think about how thankful I am to others who helped make my accomplishments possible. Whenever you are first at something, someone had to believe in you and perhaps advocate for you in new ways. A favorite saying of mine is that if you see a turtle on a fencepost, you know it didn't get there alone. Women have made remarkable inroads into government, business, medicine, and education. I feel blessed by all the people who helped me get on the post.

**Conscious Communication:**

Why did you stay at Kennesaw for such a long time?

**Siegel:**

I came to Kennesaw as a new president knowing that the shelf lives of college presidents are relatively short, usually about five years or so. However, every five years at Kennesaw, it became the college I would have wanted to go to next.

**Conscious Communication:**

What is Kennesaw doing to prepare graduates for productive employment?

**Siegel:**

We want our graduates to move beyond entitlement and understand that they are citizens of the world. I believe it is the university's responsibility to talk about the fullness of life and give students experiences that go beyond information gathering. Universities are becoming more interested in what makes a great leader. The skills that I think graduates are going to need for the future are leadership skills.

**Conscious Communication:**

What other skills are necessary for new graduates to become the next generation of leaders?

**Siegel:**

They need to have communication skills and team-building skills, as well as the ability to work effectively in cross-functional teams. It is important to be able to work with people whose methods and perspectives differ from our own, to understand diversity, and to have a global perspective. Those are the skills that we want our graduates to have.

**Conscious Communication:**

What would you like your legacy to be at Kennesaw?

**Siegel:**

To provide a truly meaningful education, we must give our students much more than a collection of courses that act as a ticket to a trade. We must lead them to a deeper understanding of the values of service, moral imagination, civic responsibility, and diversity. We should encourage them to ask themselves what they can give, rather than what they can be given. In this way, we can help our students achieve lives of meaning and significance as engaged, ethically motivated citizens.

**Conscious Communication:**

You coauthored the book *Becoming an Invitational Leader: A New Approach to Professional and Personal Success*. What characterizes an invitational leader?

**Siegel:**

I believe it is a way at looking at life and looking at others. In our book, we talk about how people intentionally or unintentionally interact with others from an invitational perspective. It is a leadership style that shifts the focus from control to cooperation. Inviting leaders interact with others intentionally. My hope is that we will be concerned with seeing things from other people's perspectives and open to the idea that we can change. This is a very interrelated world, connected now through technology; we cannot be isolated.

**Conscious Communication:**

What is your next step beyond your silver salute?

**Siegel:**

I'm going to continue my work in ethical leadership and social responsibility. I have a chair in my honor and will take a sabbatical but will continue talking with leaders and lecturing abroad. I plan to come back to Kennesaw to teach in our doctoral program.

**Conscious Communication:**

Are you going to get any well-deserved rest?

**Siegel:**

I'm in my third act, and I believe that the good life should have a satisfying third act. I'm fascinated by concepts of meaningful aging. Life occurs in stages. I believe that as life spans grow longer, rather than extending old age, we will be young for longer!

*\*Dr. Betty Siegel recently celebrated her silver salute but plans to stay at Kennesaw as interim president until her replacement is selected.*



## Connect Your Career

### A Book Review

by Robert & Carolyn Turknett

In *Decent People, Decent Company: How to Lead with Character at Work and in Life*,

Bob and Lyn Turknett show that when you develop your own leadership character, the integrity of your organization develops, too. Building on their background in psychology as well as their extensive work with corporate leaders, the Turknetts introduce the Leadership Character Model, a practical framework that guides individuals through a process of growth and helps them develop the character needed for leadership. Readers acquire tools for changing behaviors and learn the stories about real-life leaders who have undergone remarkable personal transformations and shaped vibrant organizational cultures.

The book, published in February 2005, has been positively reviewed and is in its second printing. According to *Business to Business*, the book "seeks to encourage an

empowering, and therefore successful, business environment by laying out the parameters for a balanced relationship between responsibility and respect.” The review in *HR Magazine* highlighted the fact that the presence of leadership character strengthens both ethics and the bottom line. “The Turknetts maintain that ‘companies and individuals have a moral imperative to behave with integrity, whether it leads to financial success or not.’ But the authors also note that when leaders exhibit character, everyone takes responsibility for success and wants to invest themselves in their jobs.”

Based on solid research and filled with interesting and motivating anecdotal evidence, *Decent People, Decent Company* provides a powerful tool to help anyone think about and communicate the principles of leadership character. Kent C. “Oz” Nelson, former chairman and CEO of UPS and author of the foreword to the book, agrees, stating that the “book offers all employees in every organization the opportunity to meet their responsibility to be effective leaders.”

Leading with character helps create organizations in which everyone takes responsibility for and ownership of success. In addition, members all treat each other with decency and respect, are willing to challenge the ethics of any action, feel that all have seats at the table, and want to enthusiastically invest their energies. Kimberly Douglas, former president of *SHRM-Atlanta*, recommends this book for HR practitioners who serve as change agents, top leaders who want to make their companies places where everyone works as enthusiastically as they do, and middle managers and team members who simply want to lead more effectively and truly make a difference.

*Bob and Lyn Turknett are an innovative husband-and-wife team and cofounders of the Turknett Leadership Group, an Atlanta-based consulting firm whose clients have included BellSouth, Kodak, and Mercer Human Resources Consulting. They have been featured as leadership experts in Entrepreneur, The Wall Street Journal, The Atlanta Journal-Constitution, HR Magazine, and Red Herring. You can learn more at [www.leadershipcharacter.com](http://www.leadershipcharacter.com) and [www.decentpeopledecentcompany.com](http://www.decentpeopledecentcompany.com).*



## A Balanced Life The Mastermind Principle by Joseph Dixon

The phrase “mastermind group” was first coined by Napoleon Hill in his classic book *Think and Grow Rich*. In researching his book, Hill spent twenty years studying hundreds of successful Americans, including Henry Ford, John D. Rockefeller, and Thomas Edison, who were all in a mastermind group together. On his deathbed, Hill was asked which of the success principles he identified as most important. He replied, “the mastermind.”

To state it simply, a mastermind group is a support team that meets on a regular basis to share advice, feedback, and ideas among its members. Together we know more

and can focus more energy than any one of us can alone. The mastermind group can function as your personal board of directors.

The most common mastermind groups are comprised of entrepreneurs, business owners, and CEOs. However, there are also specific mastermind groups for other purposes with members ranging from chief marketing officers, CFOs, and CIOs to authors and artists. The common denominator in each case is that individuals leverage the power of a group for a specific purpose.

### Success tips for creating a mastermind group

**Ask up.** Ask someone whose success you’d like to emulate. This prevents your fears from stopping you and ensures that your mastermind group provides the greatest benefit.

**Start with one person at a time.** Many times the thought of forming the mastermind group seems too challenging. In reality, you need only find one other person. Once you’ve found that person, the two of you can work together to discover the third person, and so on.

**Be rigorous.** The mastermind group is a place where you get to hear what others are not willing to tell you, and you get to share at a very deep level.

**Begin now.** It is easy to start a mastermind group, yet it is also easy not to. Take action now to create your mastermind group, and you will quickly experience the power and results that flow from this action.

*Joseph Dixon is an executive and personal coach for CEOs and senior executives. He is the founder and executive director of the Six Sigma Leadership Forum – Atlanta, an exclusive membership organization comprised of Six Sigma deployment champions for global Atlanta corporations including Home Depot, GE Energy, The Coca-Cola Company, Delta, CheckFree, CIBA Vision, and others. To find out more, visit his Web site at [www.onthecourtcoaching.net](http://www.onthecourtcoaching.net).*

## RECOMMENDED READING

*Becoming an Invitational Leader: A New Approach to Professionalism and Personal Success*  
by William W. Purkey, Ed.D. & Betty L. Siegel, Ph.D.

*Decent People, Decent Company: How to Lead with Character at Work and in Life*  
by Robert L. Turknett & Carolyn N. Turknett

*How to Win Friends and Influence People*  
by Dale Carnegie

*Think and Grow Rich*  
by Napoleon Hill

**Conscious Communication**  
**A Publication of Edwards Consulting Firm, Inc.**  
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Suite 171  
Decatur, Georgia 30033-5989



# Conscious Communication

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To provide valuable human capital management strategies and career tips to our clients, career seekers and professional networks.

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