

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

Welcome to our Spring Edition!

“Who has confidence in himself will gain the confidence of others.”
- Leib Lazarow



Ever wonder what those executives over there on “executive row” are doing? You know ... the ones with the plush corner offices and well-appointed reception areas? What are their concerns? What are their perspectives? What are their needs? Whether you want to put yourself on the fast track to join them or you just want to be more confident in your own position, read on. Because this spring’s edition of *Conscious Communication* takes a sneak peek at the “C-suite” and gives you some insight

on how you can think like the executive you will become.

We’ll uncover what’s good and what’s bad about being a C-level executive. We’ll look into whether or not these execs notice what up-and-comers like you wear to work. (Hint: They do!) And for those times when you have to know how to come across as savvy, confident, and poised, we’ll load you up with great tips that will work for a lifetime.

This issue’s One-on-One features Steven Voorhees, the CFO of Rock-Tenn Company, as our C-level executive profile. Mark Fonseca, a professional clothier and wardrobe consultant to leading executives and entrepreneurs, shares his tips for “dressing for success” and “dressing for leadership.” And we wrap up this issue with advice on how to appear confident and in control in “trying situations.”

Conscious Communication is written to provide valuable human capital management strategies and career tips. It goes out quarterly to our clients, interested career seekers, and several professional networks. We want you to feel free to share this newsletter with your colleagues and friends. And sometime soon, we hope you’ll visit www.edwardsconsultingfirm.com to learn how you can benefit by our executive search and contract services.

Enjoy your reading!

Best regards,



Damali Edwards
Founder and CEO

One-on-One CFO Outlook



Steven Voorhees is executive vice president and chief financial officer of Norcross, Georgia-based Rock-Tenn Company (NYSE:RKT), a position he has held since September 2000.

Prior to joining Rock-Tenn, Mr. Voorhees had over 20 years’ experience in the energy industry, most recently as managing partner of Kinetic Partners, LLC, a project development and consulting firm headquartered in Birmingham, Alabama. Prior to forming Kinetic, he worked for Sonat Inc., a diversified energy company engaged in the exploration and production of natural gas, interstate transmission of natural gas, and energy services. At Sonat, he held management positions responsible for electric power marketing, interstate gas transmission, exploration, production, and international offshore drilling.

Mr. Voorhees received his B.A. in economics and mathematics from Northwestern University and his M.B.A. from the Darden School at the University of Virginia.

Conscious Communication:
What’s good about being in the C-suite?

Voorhees:
You can have an impact on things. If you don’t like something or if you see an opportunity to improve, you have the chance to make a difference more directly than you otherwise would.

Conscious Communication:
What, if anything, is bad about being in the C-suite?

Voorhees:
Surprisingly, you’re probably somewhat detached from the day-to-day business itself; it is hard to take the time to go see customers; it’s harder to do the “work” of the business.

Conscious Communication:
In a recent article at CFO.com, it was mentioned the CFO position is overworked? Do you agree?

Voorhees:
I certainly think the CFO position is challenging, and has become even more challenging because

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of the Sarbanes-Oxley Act 2002 (SOX). I've had to work to become more organized but I wouldn't necessarily say I am overworked.

Conscious Communication:

OK, you may not be "overworked" but the article further states that most CFOs do not have time for hair, golf, or tennis. Do you have time for hair, golf, or tennis?

Voorhees:

My hair does not require a lot of maintenance. I play a highly occasional round of golf and perhaps an even more occasional game of tennis. But I have started playing baseball in the last year.

Conscious Communication:

You have also made time to give back to your community. What current projects are you excited about?

Voorhees:

Education. I taught a junior achievement class in the past year and I really enjoyed that. I also serve on the board of the Economic Empowerment Institute where we're educating college students on finance. And I'm able to serve on the Corporate Community Campaign Committee for the Georgia Center for Nonprofits.

Conscious Communication:

Should every worker know about the company's finances? And is it the same for lower-level workers as it is for managers of major divisions?

Voorhees:

Yes and yes. Here's what they need to know: Are they making money? Are they growing or not growing? Why? If I'm working for a company, I want to know that the company is going to be there. If they are shrinking because they are losing market share, that is not necessarily a good thing. Are they taking on more debt and does the business have enough cash flow to sustain that debt? These are things everyone needs to know.

Conscious Communication:

What should we look for in future trends at Rock-Tenn?

Voorhees:

We are a manufacturing company so we have to work on doing things right the first time. Therefore, our focus is on operational excellence. We just have to keep on getting better all the time.

Conscious Communication:

Do you feel the manufacturing sector is still being impacted by the China factor or is domestic productivity catching up in order for the U.S. to be competitive in the global market?

Voorhees:

We will continue to be affected by China and other countries as the ebb and flow of the global economy goes on. You may have seen the article this week citing shortages of workers for manufacturing jobs in China. In our business, Canadian participants are shutting down paper mills in response to unfavorable exchange rates. Domestic manufacturers have to improve productivity to remain competitive – and the good news is that they are doing just that.

Conscious Communication:

What are you most proud of in your career at Rock-Tenn?

Voorhees:

I guess it's what I've been able to do to make the company better. The company is better than it was five years ago and I believe that I helped contribute to that success.



Connect Your Career Dressing for Leadership

by Mark Fonseca

If you were to walk into a room full of highly successful people you didn't know, what message would you want your clothing to send? Or maybe the better question is this: What message are you sending with the clothing you're wearing?

In the world of business leadership, our attire is one of our most powerful forms of non-verbal communication.

"One of the most important – but least understood – functions of male attire is to lead the viewer's eye toward the face." – Alan Flusser. The two essential characteristics that achieve this desired result are color and proportion. When it comes to dressing well, color is everything. Fully 95 percent of the men I see every day – with the exception of my clients – are wearing colors that do not work for them.

You want people focused on the message you're sending – not what you're wearing. What you're wearing should be so well put together that your audience is immediately focused on what you have to say. It is well proven that the clothes you wear, if they're wrong for you, can detract from your message and more important, from your image.

And if you think personal packaging doesn't matter, think again. Many of my C-level executive clients tell me all the time that they definitely notice what the up-and-comers are wearing. I am routinely told of employees being groomed for leadership positions because they "fit" the corporate profile and dress the part. As the old adage goes, "dress for the position you want – not the position you have."

Leaders known for demonstrating this practical business sense include Ronald Reagan, John F. Kennedy, Larry Ellison, Michael Jordan, Jack Welch, Stephen Covey, Rudy Giuliani, and Lee Iacocca, just to name a few.

As a business professional, you represent a product: yourself. How you talk, walk, act, and look reflects the product. You are, after all, a walking advertisement for yourself. Before you even speak a single word, most people will size you up by the way you appear. So you should carefully consider your wardrobe. In doing so, ask yourself one question: Do you look like a leader with whom people would want to do business?

"Dress is the outward expression of a man's state of mind, and it is his attire that tells the world what he thinks of himself." ~ Pearl Binder

Mark Fonseca is a professional clothier and wardrobe consultant to leading executives and entrepreneurs. He is a member of the Custom Tailors and Designers Association, has been a wardrobe consultant to CNN / Turner Broadcasting for four years, and conducts seminars for Fortune 500 companies. He also worked with Alan Flusser in presenting the successful "Dressing the Man" seminar for Nordstrom's Men's Department. To find out more, visit his Web site at www.dresstheman.com.



A Balanced Life Four Tips for Looking Confident When You Don't Feel It

by Kirk Miller

The exhortation "Don't ever let them see you sweat" has always made me nervous. I can imagine my sympathetic nervous system getting very excited at precisely the moment it shouldn't and producing a fine sheen of perspiration that everyone can see. So what do you

do to make sure you look confident when you need to? Especially when you feel remarkably un-confident?

Dr. Albert Mehrabian, a UCLA professor emeritus and highly regarded researcher, studied the believability of messages and found that 55 percent of the people in his tests depended upon the "visual" component of the message: attire, grooming, posture, movements, visual aids, and hand-outs; 38 percent depended on the "vocal" component: voice pitch and volume, timbre, and cadence; and seven percent depended on the actual words used to convey the message. His remarkable findings point to the power of nonverbal factors in communication.

This is good news, for it simply means that we can *appear* more confident than we *feel* at any given time. We don't have to spin a good story, have all the answers, or remember everything we're supposed to do in order to appear confident and in control of ourselves. All we have to do is *appear* confident and in control. And for that, here are four solid tips:

1. Be honest.

Some of the most confidence-busting situations are the ones we're not prepared for. Be honest about not knowing. Say calmly and matter-of-factly, "You've caught me off guard. Let me find that information and get back to you." Being confident doesn't mean you know everything, it means you can find out anything.

2. Relax.

When you're caught unprepared, your body expresses physically the anxiety you're feeling. A rapid heartbeat is an involuntary reaction to the "threat" of looking foolish, but breathing slowly and deeply actually forces your body to relax. And check your posture. If you are slumping in trepidation, you'll look and feel anxious. Stand up straight and keep your chin from drooping.

3. Admit to nothing.

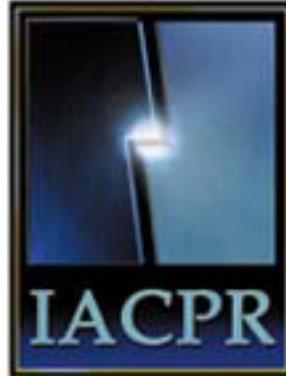
Gather your thoughts before making any response. For example, if someone is asking for information earlier than expected, wait a moment and calmly reply, "I can work on it for you today if you like, but as you'll recall, it's due the day after tomorrow."

4. Anticipate the worst and practice your response.

Give yourself the experience of responding thoughtfully to an unexpected or unwelcome demand. Think of a situation you could be thrust into that would set your mind reeling; for example, being called upon to speak to a group of people extemporaneously, or having the president of your company or the board of directors ask you for information you don't have. Picture your response. Practice taking deep breaths while gathering your thoughts and then practice what you would say, out loud.

Being confident doesn't mean you know how to handle every situation. Being confident just means you know you can handle any situation. All it takes is time, and you are the person who can make sure you have all the time you need.

Kirk Miller has provided soft-skills training in a variety of settings for diverse groups of people for more than 19 years. His special passion is helping organizations achieve the values and behaviors that ultimately bring them greater success and employee and customer loyalty. Clients include AT&T, Bristol-Myers, and the Environmental Protection Agency. To learn more, visit his Web site at www.kirkmillerandassoc.com.



Edwards Consulting Firm, Inc. was recently accepted as a new member of The International Association for Corporate & Professional Recruitment (IACPR).

IACPR is the premier, global retained search industry association, an invitation only network of senior level HR executives with primary executive search responsibilities and retained executive search consulting firms. Other members of the IACPR network include the following firms: Avon Products, Inc., Charles Schwab, Coca-Cola Company, Heidrick & Struggles International, Inc., Korn/Ferry International, PepsiCo International, Russell Reynolds Associates, Starbucks Coffee Co., UBS Investment Bank and World Travel BTI.

RECOMMENDED READING

5 Steps to Professional Presence:

How to Project Confidence, Competence, and Credibility at Work
by Susan Bixler and Lisa Scherrer Dugan

Dress Smart Men:

Wardrobes that Win in the New Workplace (Chic Simple)

Dress Smart for Women:

Wardrobes that Win in the Workplace (Chic Simple)

by Kimberly Johnson Gross & Jeff Stone

The New CFO Financial Leadership Manual

by Steven M. Bragg

*The Next Level: What Insiders Know about Executive Success**

by Scott Eblin

**Book scheduled to be published May 1, 2006; call 1-800-CEO-READ*

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Conscious Communication

Mission



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

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