

Conscious Communication™

Helping Business Leaders Manage Their Careers and Their Resources

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Summer 2006

“The best performance improvement is the transition from the nonworking state to the working state.” – John Ousterhout

It's summer! I personally kicked off the summer with a trip to Las Vegas with my husband, to celebrate our 10 year wedding anniversary. While there we enjoyed fine dining at Wolfgang Puck's Spago at Caesar's Palace and at the Eiffel Tower Restaurant at the Paris Hotel. But one of the highlights of our trip was attending Celine Dion's show "A New Day," a unique collection of song, dance, and technology created by DRAGONE and presented by Chrysler. Ok, that's all I can share about my trip, because what goes on in Vegas, stays in Vegas!

Still, learning about Celine Dion's unprecedented contract to perform an exclusive extended engagement at Caesar's Palace got me thinking about career management and influenced this quarter's issue of Conscious Communication™: Career Transitions.

Are you hiring and on-boarding talent effectively? Have you recently changed positions or been promoted within your company? Do you know how to establish credibility in a new role? If you are currently in career transition, are you using your time wisely? We explore all this and more inside this Summer 2006 edition of Conscious Communication™. Read on.



Executive Dialogue

With Hala Moddelmog

Hala Moddelmog became the first woman to lead an international quick service restaurant (QSR) brand when she was named president of Church's Chicken in 1995. Since leaving Church's in 2004, she has served as CEO of Catalytic Ventures, LLC, which she founded to evaluate investment opportunities and consult in the multinational retail, foodservice, and franchising arenas. Moddelmog embraced change in her career and now enjoys time with her family, traveling, and listening to books-on-tape, as well as giving back to community-oriented boards.



CC: You were promoted to president from the VP of marketing role at Church's Chicken. How did you manage that transition?

HM: Some of it was easy, because I love being in charge and getting things done. Certainly, there was a lot to learn also,

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Executive Dialogue Cont.

because now I was in charge of real estate, human resources, and operations for the first time, and there was so much to learn. The key to my successful transition was getting and keeping a good team.

CC: What have you learned about career transitions from your executive perspective?

HM: Transitions in general are difficult for most people; we tend not to like, seek or want change – the human condition. Some people are a lot better at transitions than others. My biggest advice for someone going through change is to embrace it fully. If you are changing to a new department or adjusting to a new promotion or new boss, you should not underestimate the value of getting to know the people well in that environment. At the end of the day, you might drive numbers but you drive numbers with and through people.

CC: What advice would you give our readers on taking their careers to the next level?

HM: I would tell them to do the absolute best job they can in the job they are in; that is the best way to get the next job. I also would encourage others to think highly of themselves – think BIG. People can do more than they think they can.

CC: OK, how many boxes of chicken did you eat when you were President of Church's Chicken?

HM: I ate it on average twice a week!



Career Connect

Transparency: A Clear Path to Credibility, Trust, and Results

By Barbara Pagano and Elizabeth Pagano

When leaders practice transparency, they build trust and experience enhanced collaboration with their peers and followers. Both the organization and the individual leader are perceived as having higher levels of credibility.

Transparent, credible leadership requires mastery of the following:

- 1. Being Overwhelmingly Honest**
Deliver honesty with respect and concern for others.
- 2. Gathering Intelligence**
To learn and grow, leaders require self-awareness, which, ironically, requires input from others.
- 3. Being Composed**
Followers expect leaders to be composed, and they are always watching.
- 4. Letting Your Guard Down**
Leaders build credibility when they create meaningful connections with their followers.
- 5. Keeping Promises**
Followers who understand why promises are broken are more accepting of the consequences.
- 6. Properly Handling Mistakes**
How leaders handle mistakes may be more important than getting things right the first time.
- 7. Delivering Bad News Well**
Most people appreciate having bad news delivered promptly and with honesty, directness, care, and concern.
- 8. Avoiding Destructive Comments**
Language that divides or is otherwise destructive undermines the reasoning behind leadership transparency: improved relationships, increased trust, and credible reputations.
- 9. Showing That You Care**
Leaders show they care by developing, recognizing, and seeking to understand their followers.

*Barbara Pagano, Ed.S., and Elizabeth Pagano of Executive Pathways are co-authors of **The Transparency Edge: How Credibility Can Make or Break You in Business** (McGraw-Hill, ©2004), a Fast Company magazine book of the month. Visit www.executivepathways.com and www.transparenciedge.com.
Barbara Pagano is pictured above.



Go Deeper

The First 90 Days: Critical Success Strategies for New Leaders at All Levels
By Michael Watkins

The Magic of Thinking Big
By David J. Schwartz, Ph.D.

Managing Transitions: Making the Most of Change
By William Bridges

The Transparency Edge: How Credibility Can Make or Break You in Business
By Barbara Pagano and Elizabeth Pagano

Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life
By Spencer Johnson



Final Tips

Management changes. So do programs, policies, mergers and acquisitions. You may not control them, but you do control your reactions, levels of participation, and what you believe. Face it, change happens. Let's review some guidelines.

Hiring Managers: If your company does not already have an effective on-boarding program, create one for your new hires. Help your new hires be successful by creating an open dialogue. Give them feedback on how they are doing, and ensure they understand your company's culture and organizational nuances.

Up-and-Comers: Have you been promoted, given more responsibility or a different assignment? Be proactive. Get to know your stakeholders; build solid relationships. Show your interest. Create momentum by understanding your deliverables, and get some quick wins to establish your credibility.

In Transition: If you are not working, reflect now on things you've done well and how you can improve. Don't delay; make necessary adjustments – invest in yourself. When that new opportunity arises, don't overestimate the time you have to prove yourself. Get in, get going, and add value fast!

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

The frequency of our follow-up on-boarding program is based on the strategic nature of the positions recruited. Employers, please call 404.288.8824 for more details on how we can help.





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2871-D North Decatur Road

Suite 171

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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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