

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

One-on-One

The New Grady Model



Dr. Andrew Agwunobi, born in Scotland, UK, is the youngest CEO in Grady Health System's recent history. He graduated as a pediatrician from Howard University Hospital in 1995 and was accepted to Stanford Graduate School of Business (one of 350 accepted out of 6,000 applicants) in 1999. He was awarded the Certificate of Excellence for his work at Quality of Life Health Services (QOLHS) and received additional awards for excellence and leadership at Harvard Vanguard

Medical Associates (HVMA). Prior to joining Grady, Agwunobi served as president and chief executive officer of South Fulton Medical Center (SFMC), leading the facility through a massive reorganization.

During his work as Grady's CEO, Dr. Agwunobi has transformed customer service, improved net income from -\$33 million in 2002 to -\$7 million in 2004, reduced the number of full-time employees by 256, implemented a pharmacy co-pay program and strengthened the organization's fund-raising arm. He has successfully created a new vision and a new image for Grady Health System.

Conscious Communication: You mentioned recently in the *Atlanta Business Chronicle* article that a leader is someone who can inspire. With that said, in your position, you came to the company as an outsider. How were you able to inspire Grady and turn it around? How do you inspire others?

Agwunobi: Two things are important for a leader to address in order to inspire others: vision and meaning. Vision allows us to clearly articulate what an organization needs to do to address whatever challenges it has, as well as where the organization is going and what the organization will become. "Communicating" is helping employees, followers and workers to

IN THIS ISSUE

Welcome
A Founder's Note
Page 1

One-on-One
Featuring Dr. Andrew Agwunobi
Pages 1-2

Connect Your Career
By Linda Travis
Pages 2-3

A Balanced Life
By Stacey Mayo
Page 3

Welcome to our Spring Edition!

"Hide not your talents, they for use were made. What's a sundial in the shade?"

—Benjamin Franklin



Conscious Communication is dedicated to quarterly providing valuable human capital management strategies and career tips to our clients, career seekers and professional networks.

With this quarter's issue on branding, you will find important and, we hope, practical information on a variety of critical issues. We'll explain how to create and execute a new vision for your company and how to successfully change the image of your organization, even if it has a challenging or negative history. You'll also discover the difference between bragging and branding, how to build and grow a personal brand that will benefit you and your employer, and the importance of leveraging resources in the pursuit of uncommon success.

This issue's One-on-One features Dr. Andrew Agwunobi, CEO of Grady Health System and the creator of a successful new vision for the largest hospital-based public health system in the southeastern United States. Linda Travis, a 20-year veteran of marketing, educates us on how to stay marketable in our personal careers through Personal Branding®. And to help us achieve our goals, Stacey Mayo, director for the Center of Balanced Living, reveals her top five success strategies.

Branding is an essential component in any successful business strategy, yet we often take it for granted in our personal careers. As we enjoy the advent of spring, let's take the time to put the bloom back on our company and personal brands.

You are invited to share this newsletter with your colleagues and friends. It's easy to visit www.edwardsconsultingfirm.com to benefit from our executive search and contract services. And . . . we welcome your feedback and ideas for future issues of *Conscious Communication*.

Best regards,



Damali Edwards
Founder and CEO

understand the work – why they are doing the work they are doing. As a leader, it is one thing to have a vision or be a strategic thinker, but at the end of the day you must be able to execute that vision at an operational level or you will not be able to build relationships.

Conscious Communication: You have been commended for your efforts in turning Grady around. When you began at the company, did you already have the transformation mapped out or did you create the plan as you went along?

Agwunobi: There is no cookie-cutter answer, but I think that in any organization the devil is in the details. I spent my first two months asking questions and listening to external and internal stakeholders and management to develop a framework for what I needed to do at Grady. There are always technical issues and delicate relationships to deal with. While Grady had its own unique set of challenges, I did bring some bread-and-butter hospital management techniques and ideas to the organization.

Conscious Communication: What are your current challenges and what are you doing to overcome them?

Agwunobi: What I'd like to do on behalf of the executive team, employees and board is to have Grady emerge from the difficulties it has had and become one of the leading institutions of choice for services in the region. Moreover, I hope to see this new and financially viable Grady contributing to policy at state and national levels. I actually take a multipronged approach: I divide Grady's mission into the six pillars of quality, service, people, communication, growth and costs. I find huge challenges in each area, but they are also interrelated.

Conscious Communication: What is your greatest accomplishment to date?

Agwunobi: I'm an ambitious person, but the accomplishments that I'm proud of are not necessarily career oriented. I'm happy about being at a good point in my life and that I'm contributing to providing healthcare for the uninsured and underinsured. I have good health, a loving and supportive family and I sleep well at night.

Conscious Communication: Grady Hospital is unusual in that it has two schools of medicine: Emory School of Medicine and Morehouse School of Medicine. How is this a benefit to Grady?

Agwunobi: It is a benefit to Grady because we have a diversity of talent. Emory focuses on high-level, subspecialty care and Morehouse has a focus on primary care. The two schools in cooperation can offer a robust, comprehensive array of services. It is a very nice match.

Conscious Communication: How would you describe the "old" Grady's brand? How has that image changed?

Agwunobi: Actually, in the old days, our physicians and Grady's management focused on one thing only – treating patients. They didn't focus time, energy or resources on getting the word out about the wonderful job they were doing at Grady Health System and they did not develop a brand. The problem with that approach is that when people don't know about your services or quality of care, they don't know about the good work you do or people tend to go with what they hear and what they know – and the information isn't always accurate. The press used to refer to Grady as "Fortress Grady," because they had such a

hard time getting in. But the new Grady model opens its doors to the press because we want to inform and educate the local, regional and national public about Grady. It is not about glitzy advertising, but rather public awareness.

Conscious Communication: How would you describe your personal brand, Dr. Andy? By the way, how did you get the name "Dr. Andy"?

Agwunobi: I used to tell people to just call me Andy because I'm a very informal person, but most called me "Dr. Andy" instead. In terms of my own brand, I am a doer and very results oriented. I believe that if you shoot for the moon, you will hit the tree tops. If you shoot for the tree tops, you will hit the ground. So I shoot for the moon. I believe that although you are not perfect, if you are objective, firm, fair and a good steward over what has been given to you, you will be OK.

Conscious Communication: What is it like being the youngest CEO in Grady's history?

Agwunobi: I really think it is less about age and more about mileage. I've never known anything but health care. My grandfather was a physician, my father was a surgeon and I am a physician. I'm certainly not at Grady for the salary, but because of the great responsibility. I keep in mind Grady's remarkable history – the first Georgia kidney transplant was done here, and the CEO at that time needed the vision to allow that to happen. I've focused on what I can contribute in this one period of time.

Connect Your Career

Personal Branding® - How to Stay Marketable

by Linda Travis



The myth that *quietly doing good work day in and day out will eventually lead to advancement* has disappointed many a hard worker. Staying marketable requires you to think and act like a valued brand! Apply these tried and true marketing principles to help you better champion your talents, package your capabilities, and promote yourself into opportunities that benefit both you and your employer.

Distinguish Between Bragging vs. Branding To be a better self-promoter, first recognize the difference between the act of Bragging and the discipline of Branding. *Bragging* is purely for self-gain. *Branding* recognizes the bigger picture - taking into account the needs of the organization and how you can best match your unique talents to those needs.

Build Your Personal Brand Around Five Fundamentals The need to differentiate or "brand" anything is useful whenever there are multiple ways to satisfy a single need - 22 kinds of toothpaste, 250 local accounting firms, 500 potential candidates for an open position. How will you

brand yourself?

- 1 Identify the set of talents/skills that makes you a one-of-a-kind.
- 2 Understand what is valued by your “target buyer” and speak to that.
- 3 Focus - a strong brand does not try to be all things to all people.
- 4 Be consistent - match your words with supporting actions to build credibility.
- 5 Tell others - Communicate what you bring to the table - over and over and over.

Establish Alliances and Visibility Successful marketing requires that someone first be aware of what you have to offer, and then try what you have to offer, and then continue to make use of what you have to offer - Awareness, Trial, and Usage.

- 1 Create Awareness - Make yourself known to the right people.
- 2 Build Trial - Lower the risk of selecting you by presenting evidence of past successes.
- 3 Establish Usage - Build a communication plan to advance along your desired path.

By learning to “think like a brand” you can distinguish your abilities and create new opportunities that leverage your strengths. Remember, to stay marketable and be an effective promoter of *your own talents*, you must first identify, articulate, and believe in them yourself!

Linda Travis is Principal of The Brand Renovator (www.brandrenovator.com), specializing in branding professional firms and the professionals who represent those firms. A 20-year services marketing veteran and founder of Personal Branding®, Linda applies fundamental marketing principles to help professionals better champion their talents, package their capabilities, and promote themselves into positions of leadership.

A Balanced Life

Top Five Strategies For Becoming Successful



by Stacey Mayo

Here are 5 of 26 proven strategies gleaned from interviews with highly successful people who have overcome obstacles to accomplish their goals. Regardless of your career or industry, when applied, these success principles can shorten your learning curve, maintain a better sense of balance and be a catalyst for your success.

1) Honor Numero Uno: Design Your Life Around Your Priorities

Many people try to fit their dreams into their life and complain there are not enough hours in the day to make it happen. If you want your dream to become a reality, make it a priority. Otherwise, it will never be more than a pipedream.

2) Easy Does It: Inspired Action Always Trumps Forced Action

Inspired action is joyful action that is in alignment with your dream. It is action you want to take and the idea of it brings a smile to your face. When you take inspired action,

you are aligned with what you are doing and things flow naturally.

3) Laser in On One Idea, Business or Income Stream at a Time

One of the mistakes people make is diversifying too quickly. This is true whether you are trying to build multiple streams of income or are just working on several different ideas at one time.

4) Streamline Your Efforts; Align Your Natural Talents With Your Goal

Success comes easier and more quickly when you enhance your strengths and delegate in areas where you are weak. Your natural talents are those things you do so easily and naturally that you think they are no big deal.

5) When you Leverage, Time, Knowledge and Money, You'll Skyrocket to Success

One person can only do so much in the number of hours in a given day. Leverage is about using resources such as time, money and knowledge in such a way that expands your capabilities beyond your own internal resources.

These principles were excerpted from the book, “I Can’t Believe I Get Paid To Do This” by Stacey Mayo. Stacey is Director of the Center for Balanced Living (www.balancedliving.com) and a Master Certified Coach. She has worked with thousands of people in creating great careers and lives over the past nine years and has been quoted in Forbes, the Wall St. Journal and Newsday and interviewed for the CBS evening news and by the Associated Press.



Bellsouth sponsored Damali Edwards, founder and CEO of Edwards Consulting Firm, Inc., to the Winter 2005 FastTrac training session through Georgia State University. FastTrac is a nationally known, award-winning training program for small business owners developed in 1986. FastTrac is supported by the Kauffman Foundation of Kansas City, Missouri. The foundation is devoted to accelerating entrepreneurship in America. It was established in 1992 by noted entrepreneur Ewing Marion Kauffman. For more information on FastTrac, visit www.fasttrac.org.

RECOMMENDED READING

Be Your Own Brand: A Breakthrough Formula for Standing Out from the Crowd
by David McNally & Karl D. Speak

Differentiate or Die: Survival in Our Era of Killer Competition
by Jack Trout

The Pathfinder: How to Choose or Change Your Career for a Lifetime of Satisfaction and Success
by Nicholas Lore

The Personal Branding Phenomenon
by Peter Montoya



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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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