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# STRATEGIST



**What's  
Next  
in Your  
Career?**

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**From the Editor**

During his distinguished career, Robert L. Dilenschneider has hired more than 3,000 successful professionals — and mentored and counseled many others.

In this issue, Dilenschneider, founder of the Dilenschneider Group and former president and CEO of Hill & Knowlton, offers career advice for PR practitioners in the over-50 category, who either need a new job or hope to start their own consultancy.

Some of the wisdom comes from his recently published book “50 Plus! Critical Career Decisions for the Rest of Your Life.” Many of his own successes came after the age of 50.

“When I started The Dilenschneider Group 25 years ago, I put together a team of the best people I could find — many of them who were over the age of 50,” he writes on Page 6. “I like working with experienced pros who don’t need a lot of direction, can work as a team, have contacts in the media and know how to run a business without minute-by-minute supervision.

Steve Lubetkin, APR, Fellow PRSA, is another PR professional who continues to achieve career accomplishments. In 2004, his corporate livelihood came to an end after a series of reorganizations and mergers. He took this as an opportunity to reinvent himself. Tapping into his experience as a radio broadcaster after college, Lubetkin launched a podcasting service.

“The message from my experience ... is to dig deeply into the skill set you have created and look for the things that excite you and drive your passions,” he says on Page 12.

**The new CCO**

In keeping with the issue’s career theme, Managing Editor Amy Jacques recently attended a presentation at Edelman on the Arthur W. Page Society’s new report titled “The New CCO: Transforming Enterprises in a Changing World.”

We offer some quick takeaways on the report on Page 32. (You may find a more robust version of this article on the PRSA website.) Two years in the making, “The New CCO” examines the ways communications is shifting and what this means for both CCOs and their organizations.

“The CCO has evolved as the role has moved from being a manager to more of an integrator,” Tina McCorkindale, Ph.D., APR,

president and CEO of the Institute for Public Relations, told *The Strategist*. “How stakeholders are communicating has changed the game. Most aspects of the organization are touched by these systems — legal, marketing, finance, customer service, HR, IT. The CCO can be the ‘octopus’ of the organization with tentacles stretched in many areas — the CCO is fluid and constantly moving to help integration.”

Afterward, McCorkindale shared more thoughts on the topic with Amy, including the research she conducted with Dr. Terry Flynn of McMaster University.

**On the changing C-suite:**

“We found that the C-suite has doubled in size over the last 30 years — CEOs have more direct reports than ever. This can be challenging to functionally implement, as well as enact integrated strategies. Silos were still the function of some C-suites,” she said. “Clearly,

there is a need for more integration and collaboration. Change management, employee engagement and corporate culture were other issues that impact the C-suite. This is why the new CCO report is critical. It lays the basic foundation, but also talks about the role of integrator and builder of Digital Engagement Systems (DES).”

**On the shifting roles of other senior-level leaders:**

“We also found that the roles of the individual members of the C-suite have evolved as well. CIOs are focused on digital and engagement, as well as innovation; security is an important concern as well. This was not necessarily the case 10 years ago. Research conducted by the Arthur W. Page Society found that CCO engagement with the CIO has increased dramatically, thanks in part to the DES.” ■



Read the full  
version of  
“The CCO of Today —  
and the Future” here:



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# Staging a Career Reinvention

## How a PR Executive Got Into Podcasting

By Steve Lubetkin, APR, Fellow PRSA

*Editor's Note: This is an edited version of the introduction to "The Business of Podcasting: How to Take Your Podcasting Passion From the Personal to the Professional," by Steve Lubetkin, APR, Fellow PRSA, and Donna Papacosta.*

**A**s it turns out, I've been preparing to be a podcaster since I was a teenager. I just didn't know it at the time.

But that experience came in handy as I navigated the treacherous waters into which I was plunged when, after 29-plus years in senior corporate communications roles, I hit the wall of having too much age — and too much compensation — in 2004.

Thrown off the corporate bus after successfully leading communications through two of the biggest bank mergers of the early 2000s (FleetBoston Financial's acquisition of Summit Bank in New Jersey, and the subsequent acquisition of Fleet by Bank of America), I needed to reinvent myself, and pretty quickly.

But it all goes back to my love for radio, so let me start there.

### A discovered passion

I got bit by the radio bug in high school. My dad worked at Fort Monmouth, the military base in central New Jersey where the U.S. Army had its

training school for the Signal Corps, the unit that handled the Army's communications needs. The base taught photography, television and radio skills to military and civilian personnel from the U.S. Armed Forces and from our allies.

When I was about 12 or 13, my dad arranged for me to spend an afternoon at the mock radio studio where they trained Armed Forces Radio Service announcers and disc jockeys. One of the instructors taught me how to work the board, cue up vinyl records and segue between them, interspersing station IDs and promos from tape cartridges.

From that day on, I knew I wanted to be on the radio.

At home, I created a studio of sorts in my parents' basement, recording make-believe radio shows using a reel-to-reel tape deck, a record turntable and a microphone. I played them back solely for my best friend's and my enjoyment.

When I got to college, the first place I headed was the campus radio station, where they agreed to try me out on the air, with the understanding that I would very quickly study for and obtain the FCC's Third Class Commercial Radio-

telephone Operator License with basic broadcast endorsement, which would enable me to legally sign the radio station's transmitter log as the operator on duty.

I did my first full on-air shift at WMCX-FM on Sept. 9, 1974. It was an amazing experience, getting to pick the music, run the board and talk to the unseen audience. (Although when I listen to the aircheck recording of that first, tentative step into radio announcing, it's painful after all these years!)

The following year, the station's music director, Lee Mrowicki, a club deejay who had strong connections in the Asbury Park, N.J., music scene, landed himself a position voicing commercials at WJLK, a major AM/FM station on the Jersey Shore. Lee learned they needed a licensed broadcast engineer to produce public affairs shows on Sunday nights.

He recommended me for that position, which mainly involved playing taped shows over the air, one after another, from 6 to 9 p.m. on Sunday nights.



After a while, a weekend newscaster position opened up, and I started working in radio news on Friday and Saturday nights. From there, I started doing fill-in shifts in news and production, and learned a lot about commercial radio.

I stayed in radio for almost five years, including a memorable assignment in 1977, when another reporter and I became the first journalists to cover a rock concert with a portable computer.

It was a Grateful Dead concert in Englishtown, N.J., and the *Asbury Park Press* sent us there with a portable data terminal to file our stories. In addition to writing for the paper, I was also collecting audio interviews and sound from the concert that I fed back to WJLK, the radio station that the *Press* owned.

After I graduated from college, I needed to make a bit more money than the part-time radio gig was paying. I bounced between a retail sales job and a radio shift at a different station but finally took a job in print journalism at the *Red Bank Register*. That job lasted just nine months, until I was recruited into a PR position with a company that I had covered as a reporter. I stayed in corporate public relations for the next 25 years.

I tried to apply my broadcasting skills to the PR world, often using a por-

table cassette recorder to tape company events and trying to feed audio over the phone to the local New Jersey stations. Today, with digital recording, websites and social media, it is much easier to distribute audio clips like this.

In the 1990s, I was working for Standard & Poor's, the world's largest bond rating agency, and we launched a telephone conference call series to promote the expertise of our analysts.

I took the role as program host, and we formatted it like a radio talk show. The analysts loved the format and scheduled the calls around my availability so they could use me as the on-air moderator.

#### A new opportunity

So that brings me to the point when my corporate career ended. After getting through the Bank of America merger, and a year of praise, a promotion and even a pay increase, the bank reorganized the communications functions, and I found myself outside looking in.

In retrospect, it was the best gift they could have given me.

This was in 2004, right around the time podcasting was becoming visible as the latest form of what we then called "new media." My wife, Judy, heard an early news story about podcasting on NPR and suggested that it might be an

**"After getting through the Bank of America merger, and a year of praise, a promotion and even a pay increase, the bank reorganized the communications functions, and I found myself outside looking in."**

opportunity for my skills.

When I listened to podcasts, I was struck by how cool it would be to distribute those make-believe radio shows I had been doing as a teenager.

I also realized that many of the programs I was hearing were being created by amateurs who didn't know how to announce, edit or even manage volume levels in a recording. I decided to become proficient at digital recording so I could produce podcasts.

I wasn't so interested in recording myself talking as I was in selling this service to businesses. I knew that to be convincing to corporations, a podcast had to sound as professional as anything you might hear on NPR. That's when I began acquiring digital recording gear and software and reaching out to prospective clients.

It wasn't very long before we needed to add video podcasting to the product mix, and today we produce a wide range of audio and video content for corporate and organizational clients.

In the past 10 years, my podcasting business has come full circle, back to my broadcast-news experience. With the rise of online-news organizations, the skills I've developed in podcasting have come back into play as I create audio- and video-news reports for several online-news websites.

The message from my experience for baby boomers is to dig deeply into the skill set you have created and look for the things that excite you and drive your passions. You may even have to go back to your teen years to figure out what that passion is all about.

If you have a real hunger, then it could one day serve you as the basis for your own reinvention and the next chapter in a multicareer lifetime. ■

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## Résumé Tips for Senior-Level Job Seekers

## NEWS BRIEF

Senior-level professionals who are job hunting face particular challenges, including how to present decades of experience in a way that stands out. In a March 25 post on Forbes.com, a panel of experts suggested focusing your résumé on your biggest career accomplishments. Think about the arc of your career story and then translate it into a strong statement of purpose.

Demonstrate your value by citing not just your achievements but also how you reached them and why they were important to the company. Show how your leadership and management abilities directly contributed to measurable indicators of success such as higher revenue and profits, lower expenses or faster turnarounds. Include a career-highlights section that accentuates your leadership skills and achievements, backed by solid examples. Make it easier for a busy recruiter or hiring manager to find your most important information while scanning your résumé. — Greg Beaubien



Steve Lubetkin, APR, Fellow PRSA, is a former member of the PRSA National Board of Directors (2001-2003). His first book, "The Business of Podcasting: How to Take Your Podcasting Passion from the Personal to the Professional," co-authored with

Toronto-based podcasting pioneer Donna Papacosta, is out in paperback and as an e-book on the Amazon Kindle.