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THE MAGAZINE

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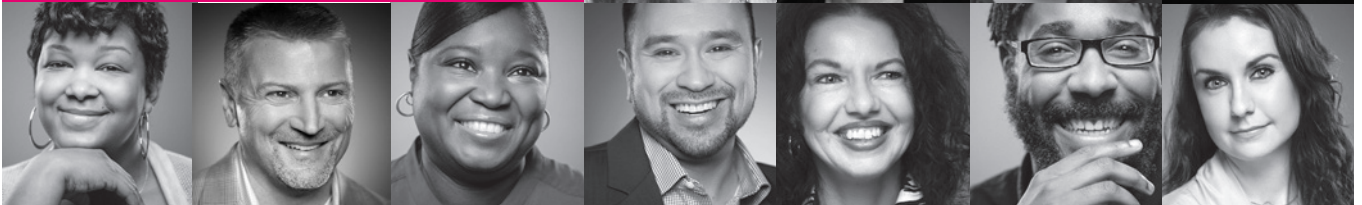


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## CONTRIBUTORS



Veteran automotive journalist **Brian Armstead** writes FastLane for **Atlanta Tribune**, bringing readers the best of what's new from the auto industry. Got a car question? Email him at [autosense@comcast.net](mailto:autosense@comcast.net).



**Jacqueline Holness** is a freelance writer who has written for several publications including the *Atlanta Business Chronicle*, *upscale magazine* and *Atlanta Home Improvement Magazine*. Her work has also appeared on Citysearch.com and the New Georgia Encyclopedia website. She enjoys reporting about a variety of topics including business, women's health and spirituality.



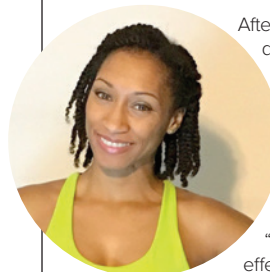
**John Stephens** is owner of JAS Photo LLC, photographer, writer, and artist, who uses photography to tell stories that connect the viewer with commercial brands & artistic perspectives. Stephens is a self-taught professional that has been honing his skills in photography for more than 11 years. Stephens current creative projects include JAS Photo Naturals & Death of A Clown (DOAC). Visit Stephens online at [www.jasphotoonline.com](http://www.jasphotoonline.com).



**Leah D. Stone** is a marketing professional who has worked in brand management with Procter and Gamble, and Kao Brands Company for more than 10 years. She is currently freelance writing and enjoys writing on a variety of topics, including business, social issues and entertainment.



**Dawn M. Richards** is the founder of the food and lifestyle brand, D.M.R. Fine Foods. With her food passion leading the way, Dawn shares recipes, travel stories, fashion, entertainment and lifestyle features on [dmrfinefoods.blogspot.com](http://dmrfinefoods.blogspot.com) and other media outlets, while maintaining a career as a *FORTUNE* 500 legal executive.



After years of under- and unemployment, depression, anxiety, and multiple sports-related surgeries, **Lashawn Henighan** decided to run towards her passion of health and fitness, use her inherent talents in coaching and motivating, and enhance the fitness lives of thriving entrepreneurial women who are "too busy" for workouts by creating effective and efficient strategies for them. While building healthy bodies, she builds healthy minds so women can confidently serve their clients.

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## PUBLISHER

Pat Lottier – plottier@atlantatribune.com

## EDITOR

Katrice L. Mines – kmines@atlantatribune.com

## Associate Editor

Kamille D. Whittaker – kwhittaker@atlantatribune.com

## ART DESIGN

Jayme Ogles

## Photography

John Stephens

## Multimedia

American Technologies

## National Sales Manager

Duane Torrence – dtorrence@atlantatribune.com

## New Business Development

Armenious Patterson – ap1207@aol.com

## Marketing Promotion & Circulation Coordinator

Allison Slocum – aslocum@atlantatribune.com

## ATLANTA TRIBUNE INTERNET EDITION

Editorial Staff

## DISTRIBUTION

Publication Marketing & Distribution  
404.216.1476

## ADVISORY BOARD

John Brewer  
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🐦 "This issue [of Emerge] set in motion the release of Kemba Smith as well as leading her to be a productive member of society again."  
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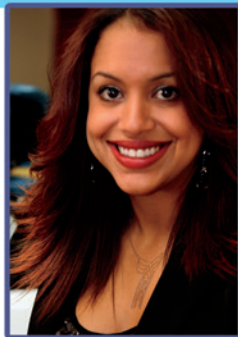
f Thank you so much for featuring me, Mel M Proctor, and the Atlanta Hawks this month. We are all very honored to be a part of your prestigious publication!  
– Nzinga Shaw

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## THE EDITOR'S VIEW

**W**hen we were working on this issue, I was constantly taking side notes while researching and after having spoken with various experts in the fields of wellness. I always learn so much about how I can improve my overall approach to living my best life through my physical health and it never fails that every year, some myth or misconception I have about food or fitness is debunked. My family and friends are always getting an earful — like how getting eight hours of sleep can improve your chances of minimizing and losing belly fat. A few Thanksgivings back, I was talking to one of my uncles and inquiring about whether or not he would be joining our family wellness challenge that following January. He didn't hesitate to tell me that he didn't really need to be a part of it because he was always working. His cavalier attitude about the topic of his physical fitness was a little surprising — considering how fit he looked to the naked eye. I thought maybe he lifted weights, but he told me that his construction work was enough of a work out for him. That statement, of course, led to a debate about the difference between how work tears your body down and working out builds it up. He suffers from hypertension, which I was sure he had heard from his doctor could be treated in part with exercise as cardiovascular, or aerobic, exercise can help lower your blood pressure and make your heart stronger. Perhaps, he had not. I also learned during our conversation that he only ate one meal a day; a hearty dinner, he said. For breakfast, he drank 16 ounces of chocolate milk. I was stunned. By this time, others were chiming into the discussion and scolding him for not being more mindful of his health. At some point, he said he'd look into the family challenge and possibly participate. I couldn't tell if he said it to stop the ranting from all of us or if he'd actually taken to heart any of what we'd said. But, what I learned from that interaction I took to my cousin who heads up the five-month health and wellness challenge that our family undertakes annually. The introductory letter that went out to everyone before it kicked off was much more extensive than it had been in the past. In it, she included some background on common ailments within our family medical history as well as common untruths that we may have taken on as facts. And she ended the letter with a



Katrice L. Mines  
EDITOR  
kmines@atlantatribune.com

concise few words of encouragement: This is not some magic diet or secret formula, but simple awareness of what we are putting in our bodies and recognizing our daily physical activity.

That was enough for many of us because we have now, three years into it, realized that it is about a lifestyle change. We gain a bit more all the time in our individual pursuits. And we are better for it. **AT**





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**S**moothies are a great way to enjoy something filling, tasty and healthy without spending too much time in the kitchen. Of course, we love to concoct with interesting blends of fruits and, when we're really feeling disciplined, fruits and veggies. But, health foodies are telling us that vegetable smoothies should be on our radar. One, because they allow you to consume several servings of vegetables in one sitting. And two, because according to the Harvard School of Public Health, we should be aiming to consume at least nine servings of vegetables and fruits each day. We're willing to try one, if you are.

## Jalapeno Green Smoothie

2 bananas, broken into chunks  
2 cups baby spinach  
1 cup frozen mango chunks  
1/2 teaspoon chopped jalapeno pepper, or to taste  
1 cup water, or as desired

### *Directions*

Prep  
5 minutes  
Ready In  
5 minutes

Layer banana, spinach, mango, and jalapeno pepper in a blender; add water and blend until smooth, adding more water for a thinner smoothie. Serve. **AT**



# DIANNE BERNEZ LEADS NORTH HIGHLAND'S ECONOMIC EMPOWERMENT SOCIAL IMPACT PLATFORM

Global management consulting firm North Highland in September launched its social impact platform — Economic Empowerment — under the direction of Dianne Bernez, its newly appointed global head of philanthropy.

To address the root cause of economic disparity, enabling at-risk individuals and families to become economically stable, the Economic Empowerment initiative will partner with civic, community and business organizations to deliver strategies and programs that support long-term financial stability, such as work skill development, in the communities where firm consultants live and work across the globe. The localized community aspect of the program will allow consultants to take advantage of the networks and resources they know.

“Through Economic Empowerment, we will leverage our business leadership skills and consulting expertise to help solve problems in the communities in which we work and live by stopping poverty before it starts,” says Dan Reardon, North Highland CEO.

The goal, he explains, is to create long-term economic empowerment by helping at-risk individuals develop the skills required to break the cycle of poverty.

Bernez, a seasoned communications executive is well-equipped to lead the charge with more than 25 years of experience building, launching and driving impactful public relations, marketing communications, brand and employee communications programs. She has held senior communications positions at companies such as ING Americas, AT&T and, most recently, Equifax. At Equifax, she was senior vice president of communications. Additionally, she has managed community affairs’ activation programs, is active in the community and has served on a number of nonprofit boards.

“I am excited to be joining a team that shares my passion for and commitment to Economic Empowerment,” Bernez says. “Our intention is to get to the heart of economic disparity, find solutions that work and deliver an impactful new philanthropic approach focused on transformative initiatives that will align civic, community and business partnerships.”

This year, North Highland — an employee-owned firm, headquartered in Atlanta, with more than 3,000 consultants worldwide and 60+ offices around the globe — is running Economic Empowerment pilot programs at its offices in Atlanta, London, Los Angeles, Philadelphia/Basking Ridge and Portland. Its consultants will support projects that tackle financial stability, family sustaining employment and housing. Based on learnings from these pilots, North Highland will build a unified firm strategy that will be localized in each of its 23 communities where consultants live and work across the globe. **AT**





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## White House Initiative on Historically Black Colleges and Universities' Third Class of HBCU All-Stars

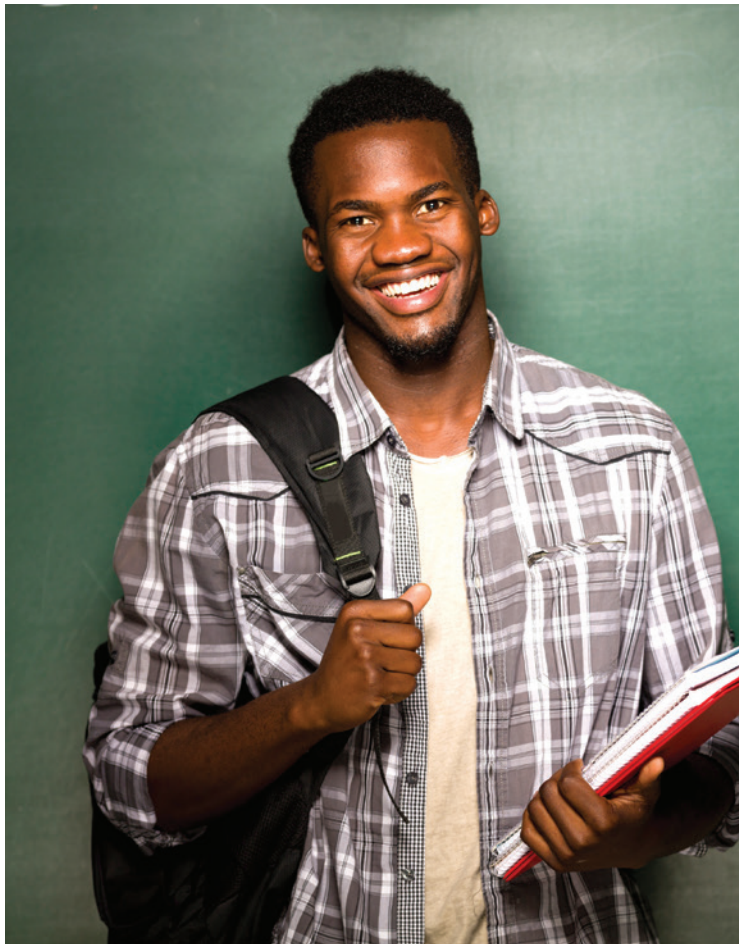
The White House Initiative on Historically Black Colleges and Universities recently named 73 students from across 63 HBCUs as the 2016 HBCU All-Stars. The All-Stars, comprised of undergraduate, graduate, and professional students, are being recognized for their accomplishments in academics, leadership and civic engagement.

Over the next year, the students will serve as ambassadors by providing outreach opportunities and communicating with other students about the value of both education and the Initiative as a networking source. Using social media, relationships with community-based organizations, and sessions with industry professionals, they will share proven practices that support opportunities for all young people to achieve their educational and career potential.

The All-Stars were selected from more than 300 students from 24 states, including Georgia, the District of Columbia, Ghana, Nigeria, and the Virgin Islands. They will work together and as a group and network with one another to achieve their goals participating in the White House HBCU Week Conference, national and regional events, and webinars.

“During the course of one academic school year, the 73 All-Stars will distinguish themselves as exemplars of the talent that HBCUs cultivate and as noble ambassadors of their respective institutions,” says U.S. Secretary of Education John B. King Jr.

“We’re looking forward to working with this new class of HBCU All Stars,” continues Kim Hunter Reed, U.S. Deputy Under Secretary of Education and acting executive director, White House Initiative on HBCUs. “Our goal is to provide a unique opportunity for these talented students that exposes them to critical national conversations and thought leaders. No doubt they will make their mark and represent their campuses well.” **AT**



### GEORGIA

ALBANY – ANGELICA HOWARD,  
Morehouse School of Medicine, Atlanta, Ga.

ALBANY – CHELSEA BASLEY,  
Albany State University, Albany, Ga.

ATLANTA – JARELL JORDAN,  
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# MEET THE JUDGE: CALVIN S. GRAVES, *Chief Judge,* Municipal Court of Atlanta

Chief Judge Calvin S. Graves was appointed to the Municipal Court of Atlanta in 2005. Prior to being appointed to the bench, Graves served as chief judge, judge, and Pro Hac judge of the City Court of Atlanta to which he was appointed in 1993. Graves has a long career in civil and criminal law. He was previously a partner in the Smolar, Brantley, and Barnes civil law firm, where he served for many



years. Graves had the honor of serving as special assistant attorney general for the State of Georgia, associate judge of Fulton County Juvenile Court, child advocate of Fulton County, associate public defender of Fulton County, assistant solicitor general of Fulton County, conflict attorney for the U.S. Public Defender's office, and adjunct professor in the paralegal program at Atlanta Technical College. He is a past president of the Gate City Bar Association, past president of the Gate City Bar Association Foundation, past member of the editorial board of the "State Bar of Georgia Journal," and founding co-chair of the Gate City Bar Association Judicial Section. The Atlanta native is a recipient of many awards and honors, but he is particularly proud of the award he received in honor of his mentor Judge Clarence Cooper. Known as the Judge Clarence Cooper Judicial Section Award, this award is given to jurists for outstanding service to the judiciary and the community.

### What is your story in a 140 characters or less?

Being a judge and serving the community is very important to me, but when my work is done, my main focus is family and time with my loved ones.

### How did you decide to become a judge?

I have always had a passion for helping people and wanting to impact the world. I grew up with the ability and privilege to experience and see many impactful things that brought me to my judicial calling. My faith in God has been and always will be what guides me. I have been fortunate to accomplish many things because of the help of others; thus, I always strive to be a judge and leader that remembers to keep a servant's spirit.

### Are you driven by the determination to succeed or the fear of failure?

It would definitely be my determination to succeed. My will to live my purpose and help others keeps me going to the finish line. I have seen too many people allow setbacks to detour them permanently. I try to show people the power in perseverance. It has been my hope that my actions and triumphs can demonstrate to others why they should never give up.

### What is your superpower, or said another way, what is your spirit animal?

It would be a lion. They are strong, resilient and command respect.

### What is something true about you that almost nobody agrees with you on?

People find it hard to believe that I am bashful. I am often laughing and talking to people, so this could be misleading. While I never met a stranger, I am indeed reserved.

### Who is the smartest person you personally know and/or have known?

My Morehouse College brother and the 54th and 56th Mayor of Atlanta, the late Mayor Maynard Holbrook Jackson. Mayor Jackson was one of a kind in regards to intelligence. Mayor Jackson had a way of teaching others by meeting them where they were. "You cannot talk over people when it comes to your knowledge, you have to talk to them, and help them learn and become better." This is a lesson I cherish from Mayor Jackson, and I try to apply the same to my own life. **AT**

# ATTORNEYS' CORNER



**QUESTIONS**  
*Judge Me Not*

*Favorite Word?*

**Freedom**

*Least Favorite Word?*

**Can't**

*Sweet Tea or Lemonade?*

**Sweet Tea**

*Los Cabos or Greece?*

**Greece**

*Monica or Toni Braxton?*

**Toni Braxton**

*Superman or Batman?*

**Superman**

*Jimmy Carter Library & Museum or Swan House?*

**Jimmy Carter Library and Museum (I got married here.)**

*Manual's Tavern or Mary Mac's Tea Room?*

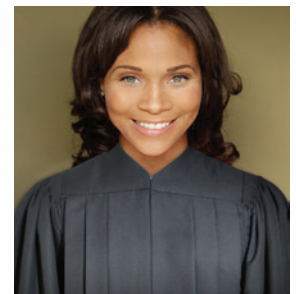
**Mary Mac's Tea Room**

*Bid Whist or Spades?*

**Bid Whist**

*TV King or Bookworm?*

**Bookworm**



by Judge Terrinee L. Gundy,  
Municipal Court of Atlanta



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# FIVE WAYS TO IMPROVE YOUR FINANCIAL SITUATION

If you are having trouble paying your debts, it is important to take action sooner rather than later. Doing nothing leads to much larger problems in the future, whether it's a bad credit record or bankruptcy resulting in the loss of assets and even your home. If you're in financial trouble, then here are some steps to take to avoid financial ruin in the future.

If you've accumulated a large amount of debt and are having difficulty paying your bills each month, now is the time to take action — before the bill collectors start calling.

**1. Review each debt.** Make sure that the debt creditors claim you owe is really what you owe and that the amount is correct. If you dispute a debt, first contact the creditor directly to resolve your questions. If you still have questions about the debt, contact your state or local consumer protection office or, in cases of serious creditor abuse, your state attorney general.

**2. Contact your creditors.** Let your creditors know you are having difficulty making your payments. Tell them why you are having trouble — perhaps it is because you recently lost your job or have unexpected medical bills. Try to work out an acceptable payment schedule with your creditors. Most are willing to work with you and will appreciate your honesty and forthrightness.

**Tip:** Most automobile financing agreements permit your creditor to repossess your car any time you are in default, with no advance notice. If your car is repossessed you may have to pay the full balance due on the loan, as well as towing and storage costs, to get it back. Do not wait until you are in default. Try to solve the problem with your creditor when you realize you will not be able to meet your payments. It may be better to sell the car yourself and pay off your debt than to incur the added costs of repossession.

**3. Budget your expenses.** Create a spending plan that allows you to reduce your debts and itemize necessary expenses (such as housing and healthcare) and optional expenses (such as entertainment and vacation travel). Stick to the plan.

**4. Try to reduce your expenses.** Cut out any unnecessary spending such as eating out and purchasing expensive entertainment. Consider taking public transportation or using a car sharing service rather than owning a car. Clip coupons, purchase generic products at the supermarket and avoid impulse purchases. Above all, stop incurring new debt. Leave your credit cards at home. Pay for all purchases in cash or use a debit card instead of a credit card.



**5. Pay down and consolidate your debts.**

Withdrawing savings from low-interest accounts to settle high-rate loans or credit card debt usually makes sense. In addition, there are a number of ways to pay off high-interest loans, such as credit cards, by getting a refinancing or consolidation loan, such as a second mortgage.

**Tip:** Selling off a second car not only provides cash but also reduces insurance and other maintenance expenses.

**Caution:** Be wary of any loan consolidations or other refinancing that actually increase interest owed, or require payments of points or large fees. Also, second mortgages greatly increase the risk that you may lose your home.

You can regain financial health if you act responsibly. But don't wait until bankruptcy court is your only option. **AT**

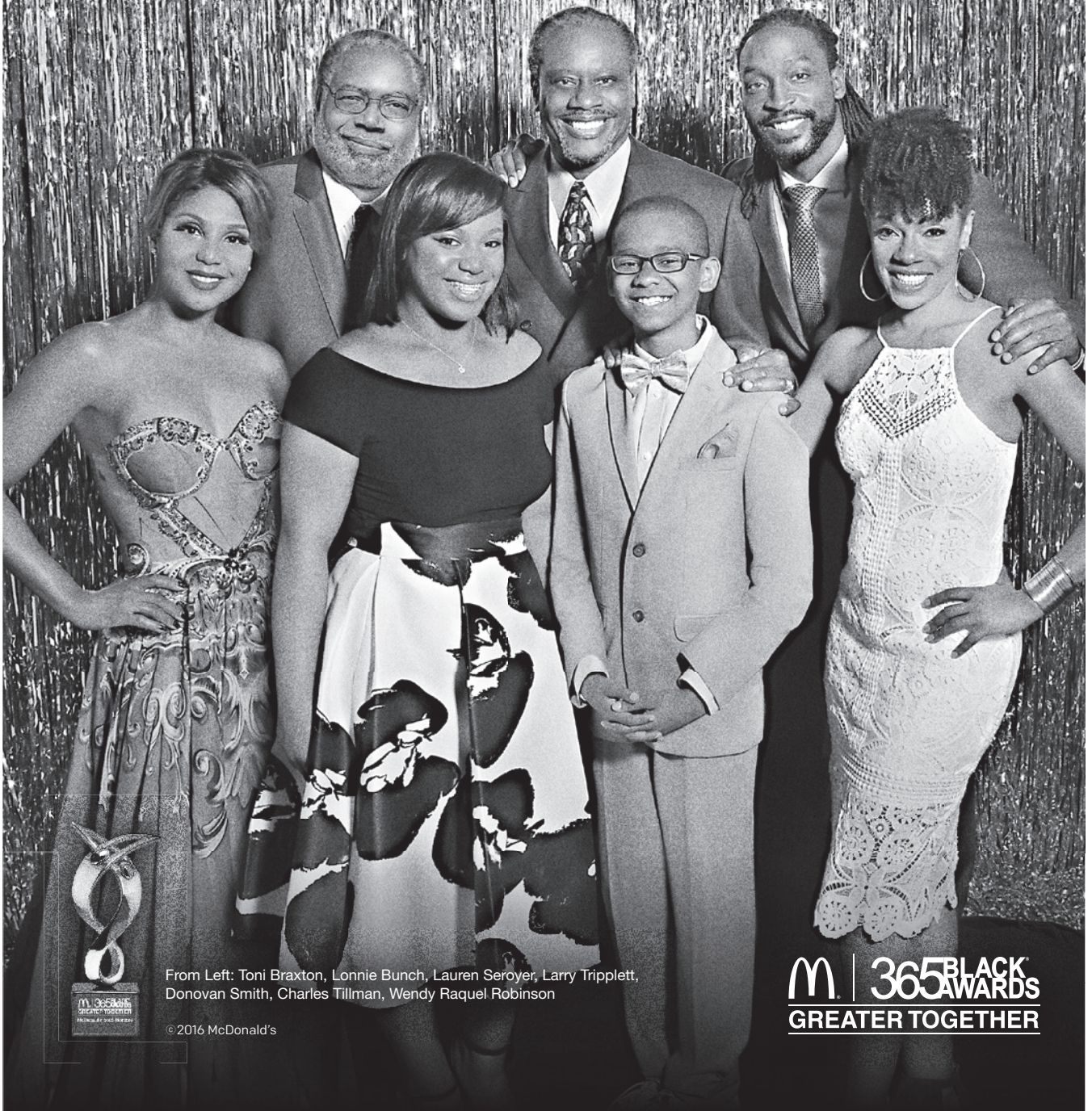


**Steve Julal** is a principal with VAAS Professionals. He is a certified public accountant and a member of the Georgia Society of CPAs as well as the American Institute of Certified Public Accountants. Julal can be reached at 404.223.1058, or via e-mail at [steve.julal@vaasprofessionals.com](mailto:steve.julal@vaasprofessionals.com).

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From Left: Toni Braxton, Lonnie Bunch, Lauren Seroyer, Larry Tripplett, Donovan Smith, Charles Tillman, Wendy Raquel Robinson

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**GREATER TOGETHER**



## LegalSMARTS

# Accommodating Religious Requests in the Workplace

Employers sometimes encounter circumstances where their employees' religious beliefs conflict with workplace rules or requirements. When that occurs, employers and employees should work together to determine if there is some way the employer can reasonably accommodate an employee's religious beliefs by eliminating the tension existing between performance of the workplace requirement and the employee's religious beliefs. These tensions typically arise when employees are scheduled to work either on days that might be considered their Sabbath or religious holidays. Importantly, however, an employer is only required to offer a reasonable accommodation and is not obligated to provide an employee with his or her preferred accommodation.

In *Telfair v. Fed. Express Corp.* (11th Cir., 2014), the Eleventh Circuit recently affirmed a lower court decision ruling in Federal Express's favor. In that case, two plaintiffs sued the Company alleging that it failed to accommodate their religious beliefs when it changed their schedules to include working on Saturdays. Before the schedule change, the plaintiffs worked Monday through Fridays. When business declined on Mondays, the Company changed the schedules to require working from Tuesday through Saturday. The plaintiffs, who were Jehovah's Witnesses, complained that the revised work schedule conflicted with their religious beliefs and proposed continuing to work in their current jobs but only on Tuesdays through Fridays. The Company rejected their requested accommodation, but offered other alternatives including transferring into another position that allowed a Monday-Friday schedule but at a lower hourly rate. The Company also permitted them, pursuant to company policy, a 90-day period to find another internal job. Pursuant to Company policy, if the plaintiffs were unsuccessful in locating another position, their employment would terminate. The plaintiffs failed to apply for any positions though several were available and, after giving the Plaintiffs additional time to apply for positions, the Company terminated their employment. In supporting the company's decision, the Court concluded that Federal Express's offer of alternative positions eliminating the conflict between the plaintiffs' religious beliefs and the work schedule and also permitting the plaintiffs to seek other internal positions were reasonable accommodations and, therefore, the Company met its legal obligations. Further, the Court concluded that the Company was not obligated to provide plaintiffs with their preferred accommodation (e.g. working only from Tuesday through Friday) or to demonstrate that the plaintiffs preferred accommodation would cause undue hardship to the Company.



How can employers and employees work together to resolve workplace conflicts that might exist between employees' religious beliefs and an employer's workplace requirements? Some helpful strategies would include:

- (1) Having employees first inform their employers that they actually have a sincerely held religious belief that is conflicting with a workplace requirement.
- (2) Training managers to consult with Human Resources to determine if a reasonable accommodation exists or, alternatively, if the employer would suffer an undue hardship.
- (3) Working with the employee to find a reasonable accommodation, if any exists.
- (4) Modifying policies, where appropriate, to alert employees that certain policies may be modified to accommodate religious beliefs. **AT**



**Dionysia Johnson-Massie** is a veteran litigator and shareholder at Littler Mendelson, P.C., the largest labor and employment law firm in the country exclusively representing national and international employers. Johnson-Massie may be reached at 404.760.3901 or [djmassie@littler.com](mailto:djmassie@littler.com).



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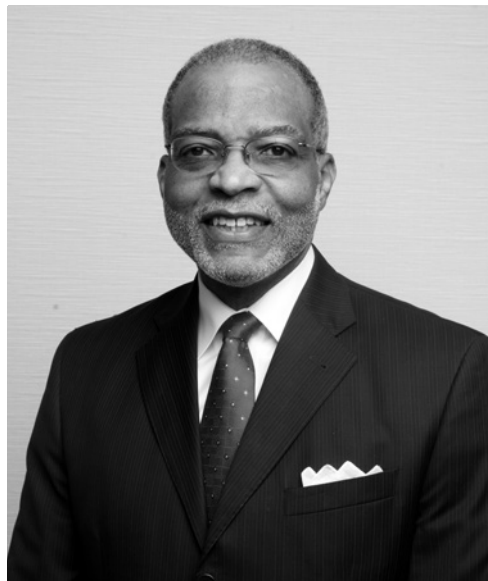
Komen Atlanta funded the mammogram that detected Delphyne Lomax's breast cancer early. She now acts as a voice in the African-American community and beyond for the importance of early detection in the fight against breast cancer.

**susan g.  
komen**   
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# THE CHIEFS OF GRADY



By Leah Stone and Jacqueline Holness  
Photography by John Stephens  
*Grady's shot callers.*

# A LIFE OF CARE

By Leah D. Stone



**W**hile many wait their entire lives to find their purpose, Dr. Rhonda A. Scott — chief nursing officer, chief operating officer and executive vice president of Grady Hospital — was born into it.

“As the middle child of five I was always a caretaker,” Scott says. “I think it was just in my spirit.”

Scott decided early that she wanted to go into the medical profession, following the example of her favorite aunt, who worked as a registered nurse. While obtaining her nursing degree at University of Chattanooga, she did an internship at Vanderbilt University working in critical care and solidified her desire to work in an academic medical center.

Numerous degrees and titles including PhD, RN, NE-BC and NEA-BC, later, she most recently she decided to embark on a dual role of COO while retaining the CNO position she had maintained for 11 years.

“It’s been a journey, but I’ve enjoyed every bit of it,” Scott remarks. “I see the things that I’ve put in place or inherited and feel that I’ve stepped into my purpose.”

Scott buckets her professional achievements in distinct areas. First, from a quality perspective, Scott is credited with helping Grady improve drastically in everything from patient care to leading the nation in fall prevention programs. She also helped introduce the Epic System which was one of the first electronic medical records systems in Atlanta and has helped the hospital win the “Most Wired” award five years running. Next, Scott has increased patient satisfaction and employee engagement that has led to growth overall. Finally, she has tackled the hospital’s finances helping to take the center from multimillion-dollar debt to operating in the black. Jokingly called the “Cheap Nursing Officer” by her staff, Scott considers herself a good steward of resources and has been able to put tools in place that help make the hospital more efficient. With additional aid from county, state and governmental support, Grady is able to help more people in the state of Georgia that cannot pay for care.

“Just like the commercials state, Atlanta can’t live without Grady; it would cripple the healthcare system in Atlanta if Grady were not here.”

Scott credits her relationships with people, both medical and patient staff, as her source of strength and grounding. Often, days will find her donning Grady’s mandatory white uniform, making rounds and spending time with her staff as she values being a hands-on executive.

“The higher you go there is a tendency to be further away from the true mission of your organization,” Scott says. “I try to be as transparent as possible and they recognize that.”

Others have recognized, too. Scott has received numerous awards and honors, including the Inspiring Mentor Award from Grady Health Foundation and the Outstanding Chief Nursing Officer of the Year Award from Tenet Healthcare Corporation. In the mid-2000s, she was appointed by the Bush Administration to serve on the National Advisory Council on Nursing Education & Practice, a position that advises the Secretary of Health and Human Services and Congress on national nursing issues.

“My favorite phrase that gets quoted by the staff a lot is ‘Consider it done,’” Scott shares, “meaning I am a woman of my word and will do whatever it takes to get the job done.” And that extends to her family, the crowning joy of Scott’s legacy: Her relationship with her high school sweetheart and husband, Thomas, of 30 years, and being a mother to two successful sons Thomas Lee, a journalist, and David — a scholar and baseball player.

“Even though I had a job with a lot of responsibilities I have always made my sons my priority, attending all of their school functions,” Scott remembers fondly.

When she’s not spending time working or with family, she may be in the wilderness enjoying a camping trip or humming along to a country music playlist, her favorite type of tunes.

“I’m a huge country fan; you always get a great story from the music.” **AT**



# COMPLIANCE 101: A PROFILE OF YOLANDA RICH

By Leah D. Stone

“Integrity” is defined by Merriam-Webster as a “firm adherence to a code of especially moral or artistic values” and is a value that’s often considered paramount to a person who has dedicated their livelihood to compliance; like Yolanda Rich, vice president, chief compliance and privacy officer of Grady Health System, who exhibits this value daily.

“I always say to new employees, you’re expected to come in and do the right thing,” Rich says. “Who you are when no one is looking is what’s important.”

Rich has been weaving integrity throughout all of her stints in the compliance area for the majority of her career in healthcare, beginning as a Medicare investigator with Blue Cross Blue Shield. She moved to Atlanta in 2012 when offered her current role at Grady and hasn’t looked back.

“I just love it,” Rich says. “I get pleasure out of conducting audits and seeing how we’re doing.”

Since Rich’s arrival, Grady has seen continuous improvement, putting systems in place that help enhance patient privacy protection and making sure compliance is being met overall. She excels at department collaboration and, as such, gets more inquiries and is sought out by other departments more than most.

“I approach my role as a service and when you

do that, compliance is a guide — there to help us understand what we need to understand.”

This collaborative spirit is what has made Rich successful at Grady, where she believes one of the keys to collaboration is truly enrolling your team in decisions.

“It’s important to really take time to explain and help people understand the ‘why’ in a friendly fashion.”

Outside of Grady, Rich is active in compliance organizations like the Healthcare Financial Management Association where she has been a member for many years, even serving as president of the Alabama chapter from 2005-2006.

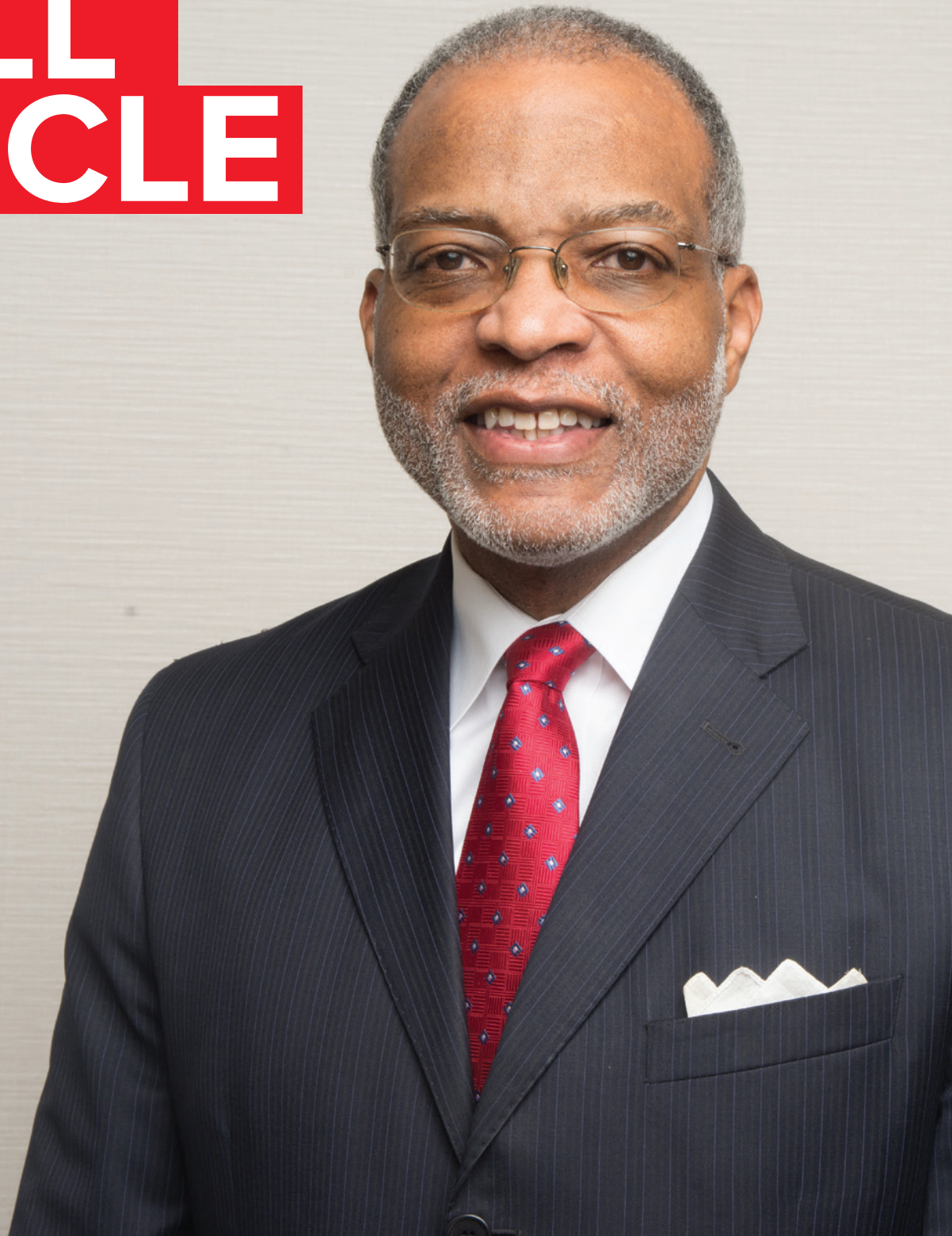
Rich enjoys spending time with her husband of 32 years, Andre, and is learning to experience life as a “true empty nester” now that her daughter is embarking on a career in pharmacy. Recently, she has revived a high school passion and ROTC skill of marksmanship, and enjoys time at the shooting range.

Ultimately, Rich desires to continue her career in compliance with Grady or beyond.

“[In five years] I would hope that Grady would be on an amazing track and my career in compliance continues to grow.” **AT**

# FULL CIRCLE

By Jacqueline Holness





**W**hen Grady Hospital faced a potential shut-down in the wake of a financial crisis in 2007, the city of Atlanta faced losing its main hub of hope for those who have healthcare challenges that Grady is uniquely positioned to treat. But since then, through a governance change, the hospital has been revived and Dr. Kelvin J. Holloway, who is senior vice president of medical affairs, deputy chief of staff and chief patient safety officer for Grady Health System, counts being involved in the hospital's resurgence as one of his proudest accomplishments.

"I had the opportunity to serve as the executive leader who coordinated efforts to respond to a less than optimal Joint Commission of Accreditation visit that took place in 2007," says Holloway, who is also an associate professor in the Department of Pediatrics at Morehouse School of Medicine. "Having put the infrastructure in place along with the people who facilitated that infrastructure has allowed us, since that time, to have three extremely successful accreditation visits in 2010, 2013 and now most recently in July."

Holloway's most recent position is chief patient safety officer. "The chief medical officer wanted to elevate the status and importance of improving patient safety and decreasing harm for our patients within our organization so that is how that position just came into existence in the early winter of this year. It's a new role, and I am the first person in that position at Grady."

Although Holloway is involved in Grady Health System administration, he still sees patients at

the allergy and asthma clinic at Hughes Spalding Children's Hospital every Wednesday as his specialty is pediatric allergy and asthma treatment. And since he became a doctor almost 40 years ago, he has now treated the children of the children he treated years ago. Holloway, who is a graduate of the Howard University College of Medicine, chose pediatrics because of his rotation experiences.

"Children are resilient. Most adults have chronic illnesses that are going to be with them [like] diabetes, hypertension, COPD, but most kids' illnesses are recoverable," says the former children's hospital's medical director.

Following his Howard University Hospital residency, Holloway, who is a graduate of Atlanta Public Schools and the Georgia Institute of Technology, returned to his native Atlanta. His parents were APS educators.

"I'm blessed that they are still alive and in my life. They still reside in the house where I grew up off of Martin Luther King."

Holloway also credits his older brother who is a pediatrician in Montgomery, Ala., as an influence. "We went to different medical schools. He went to Meharry in Nashville, but being a doctor was a dream of his and it kind of resonated with me as well."

Building relationships throughout his life is a proud accomplishment for Holloway. "My own personal sense of mission is very much relational based as everything that we are comes from relationships starting from family, your church community and so forth." **AT**

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# FOUR SIMPLE WAYS WELLNESS AND MINDFULNESS CAN LEAD TO WEALTH

By Dr. Roshawna Novellus

**I**n my yoga practice, I'm aware of my breath and the movements of my body. I turn my intentions into actions and bend my body to my will. The same is true of my wealth: I actively pursue my goals and turn my visions into reality by being present in every aspect of my career.

So, this one goes out to all the people who claim not to have the time or money to do yoga. Maybe you still have excuses in the back of your mind like, "Yoga is too expensive!" or "I'm busy! I don't have time to sit around like a flying swan." Well, we're going to put thoughts like those to rest. Here are four ways yoga works and will not only save you money, but also help you on your path to a more authentic life:

### **You will reduce your stress, weight and medical bills**

Yoga is super effective at reducing not just stress, but also anxiety and blood pressure. Making long-term healthy habits like yoga means fewer sick days and fewer trips to the hospital.

Yes, fancy yoga studios can be expensive, but no, you don't have to go to one to get benefits. Depending on where you live there can be donation-based classes, and there are always cheap or free resources available all over the Internet.

Finally, if you've read "The Power of Habit," you'll know that establishing healthy habits in one area will lead to being more mindful in other aspects of your life. This could mean saving massive amounts of money and adding happy, productive years to your life.

### **Being mindful means you'll spend more carefully**

If you're more mindful, you'll be way more careful with money. You'll reduce chances of making impulse buys for things you don't need on Amazon or at the store. And to be honest, why buy things if they won't help you live a more fulfilling life?

Yoga works and can provide the invaluable time for you to connect with your mind and body. It can give you with the space to see your true self and check impulses that don't connect with your goals.

I attribute my success to my mindful pursuit of the manifestation of my dreams. Remember, wealth and mindfulness are connected — and you deserve both. This isn't an act of penny-pinching or greed. It's an act of self-love. It's about appreciating yourself, and being aware of the desires and goals that will lead you to a life of fulfillment.

### **You will become more active in general**

Think about it like this: if you've just done yoga, checked in with yourself about your goals and dreams, are you really going to want to sit in front of the TV for hours, space out on the Internet or eat a bunch of snacks? No way.



If you feel fitter and sharper mentally, are you more likely to be up for more adventures, quit bad habits and take more calculated risks? Yes, Indeed.

### **You'll build a stronger social network**

When it comes to after-work socializing, who do you think it's better to hang with: The ones checking out at happy hour or those checking in with themselves at yoga? Yoga classes lead to friendships, support or maybe even business opportunities. At the very least you'll be happier and friendlier.

Sure, happy hours can be a fun and easy way to socialize. But at the end of the day, which is the more productive and cheaper go to? Is yoga or a cocktail haze more likely to help you meet your financial life goals? Too much alcohol can disconnect you from yourself and make you sluggish.

Set a focus, make goals and take charge of your life. Yoga can help. Don't drift away in a happy hour haze or get lost in impulses to buy, buy, buy. Spiritual connectivity and wealth go hand in hand. Get in touch with yourself and see what you can really do. **AT**

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*Dr. Roshawna Novellus, known as the Wealthy Yogi, is a mindful wealth multiplier, business strategist, and author **Budgeting is More Liberation than Limitation**. She has developed a 5-step blueprint for mindful money management to show any entrepreneur how to create a stress free wealthy lifestyle. Through her books, programs and retreats, she has helped thousands of entrepreneurs achieve intentional personal success.*

# THE PEOPLE APPROACH TO SUCCESSION

By Kamille D. Whittaker

**T**he first black-owned investment company on the New York Stock Exchange, Daniel & Bell, which once traded in municipal underwriting worth billions of dollars, was ruled insolvent by the courts in 1996. After the death of the founder, Travers J. Bell, his son, Darryl Bell, inherited the firm. But because the father failed to plan how the business would be run after his death, he had not groomed his son as its successor. Inexperienced in finance and business, the son spent most of the company's assets rapidly. The courts eventually ruled that the firm and its properties were to be sold to fulfill multi-million-dollar creditor obligations.

It's not always like this.

More frequently, businesses fall victim to accumulated negligence and a failure to look at the overall health of a company's composition beyond the financials — a slow burn of neglect and devaluation, a loss of talent, reputation and confidence. More “fade to black” than “crash and burn.”

Despite surveys that show succession planning is the number one challenge threatening a business's long-term health — ahead of labor costs, health care expenses, finding qualified employees, and foreign competition — only 16 percent of firms have a discussed and documented succession plan in place, according to a PricewaterhouseCoopers 2014 survey.

“The all-important issue of succession has still not been fully grasped or effectively addressed by far too many,” the PwC survey reported.

When queried further, companies that report they have a succession plan in place for some or all senior roles revealed that those “plans” are not properly documented.

“A plan that is not written down is not a plan,” stated the PwC findings. “It's just an idea, and this is an issue family firms must address with the same commitment and energy as they are devoting to professionalizing other aspects of the business. Without it, the entire enterprise is at stake.”

Tom McGee, national managing partner of Deloitte Growth Enterprise Services, Deloitte LLP considers family-owned businesses to be a huge component of the U.S. economy, and their attention to good governance practices can have an impact on success and failure. “Given that these companies are considered engines of job creation, a sharper focus on governance is important to their longevity, and to the success of our economy as a whole.”

“Many family-owned businesses struggle to maintain their family-owned status past the second generation,” adds McGee. “And while succession planning can be an uncomfortable topic for owners, especially founders, it is critical to the success of an enterprise. By creating a stronger governance and succession strategy, a family-owned business is much more likely to preserve the founder's long-term vision for generations to come.”

While most succession plans fixate on the financials, the best succession transitions provide a people-focused combination of succession management and leadership development as an integral part of the overall business strategy where they identify and develop high-potential leaders capable of executing corporate strategy. When done right, succession management involves two major functions: legacy management and proactively developing a strong talent pool of future leaders and legacy preservers.

## **Name Change: Introducing Succession Development**

“We see many companies put more effort and attention into the planning process than they do into the development process,” says Marshall Goldsmith is executive educator and coach and author of “What Got You Here Won't Get You There.” “Succession planning processes have lots of to-do's — forms, charts, meetings, due dates and checklists.



## **HIRE HIM:**

*Robford Hill, president and CEO of REACH Consulting Group*

*Developed the 3P Consulting Methodology — “People. Process & Price” — key principles for strategic initiatives and business processes during transitions.*

# PLANNING

They sometimes create a false sense that the planning process is an end in itself rather than a precursor to real development. Many humans fall into the same trap regarding physical fitness. We may have fantastic plans in place to lose weight. We may be very proud of our plans, which include detailed daily goals for diet, alcohol consumption, and exercise. And if our execution were half as impressive as our planning, we would be very svelte. Our focus should be on weight loss, not planning for weight loss.”

## External Advisory Board

There will inevitably be blind spots throughout the succession process and a crack external advisory board comprised of known and trusted CPAs, acquisition attorneys and strategic cost reduction consultants tasked specifically with scrutinizing succession-related activities that can help steady the ship, and bring objectivity and clarity to what could otherwise be a highly emotional and political experience.

## The Best Succession Development Plan is also a Talent Management and Retention Plan

Succession management requires marrying practices that mitigate risk such as preparing successors, with practices that require risk-taking such as allowing those successors to take on roles they are not quite prepared for, according to Janelle Pritchard and Karen Becker, co-authors of “Succession Management as a Knowledge Management Strategy.” This marriage is essential for continuity though, as the organization has to collect knowledge from the incumbent and develop it in the successor.

When employees are in roles that play to their strengths, they function effectively and are better able to collaborate with others and create a culture of innovation and meet organizational goals and objectives even in the midst of transition. It’s critically important for organizations to align their goals and objectives with the personal goals and

ambitions of company leaders and associate, ensuring that individual career plans are in sync with organizational succession plans. Organizations that demonstrate that they value employees and experience the highest levels of employee retention have found ways to blend organizational succession plans with individuals’ needs and goals. Essentially, an effective succession management program can serve as a retention tool.

## Bench Strength Analysis

How does having sufficient bench strength foster innovation and contribute to organizational wellness? If organizations don’t have the right people in the right jobs, they’ll have difficulty carrying out the core operations of the enterprise. But bench strength analysis goes beyond an evaluation of current capability and capacity; it should also anticipate future needs and assess whether there are appropriate back-ups for key leaders and associates in difficult-to-fill jobs.

One strategy is to have a “three-deep” succession plan with different time frames, offers Frank Cespedes, senior lecturer in the entrepreneurial management unit of the business administration department at the Harvard University Business School. For example, he says, successor one may be ready immediately or within six months, successor two has the potential to be ready in one to two years, and successor three, ready in three to five years. This facilitates a variance in competencies and time frames for them to season and ripen.

While a recent Bersin survey by Deloitte showed that more than half, 52 percent, of business leaders do not have confidence in the ability of their direct reports to reach the C-suite, be cautious about choosing replacements just like yourself. A common mistake business owners make is thinking the next leader of their company should have the same skill set and personality as they do even though different times call for different leadership styles and new skills.

## IS YOUR COMPANY READY FOR SUCCESSION?

- Are the company’s governance records (e.g., by-laws, minutes, stock records) complete and current?
- Does your company have an employee handbook that is current?
- Are there valid employment agreements for key employees with enforceable restrictive provisions?
- Do the loan documents permit the transfer of ownership?
- Are the agreements with vendors and suppliers in place?
- Are there agreements in place with key employees that give them an incentive to stay employed with the business, such as deferred compensation plans?
- Is the business in compliance with leases of real estate and equipment? Do those leases permit a transfer of ownership or do they require the lessor’s consent?
- Has the company taken proper steps to protect its intellectual property such as trademark, trade secrets, copyrights and patents? If some of the intellectual property is owned by the senior generation, is it properly documented? How will the business continue to use this intellectual property in its operations?

*Source: Levin Ginsburg*

*(Continued on page 39)*



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Atlanta, GA

# WORK(out) YOUR WAY TO HAPPY



If you're looking for a simple way to increase your happiness, improve sleep, reduce stress and quite possibly better your life overall, look no further than a consistent exercise regimen. It's a fact that finding the time and motivation to jump in may outweigh the benefits that sound so ideal. If this is you, you're not alone. Less than 5 percent of adults participate in 30 minutes of physical activity each day and just one in three adults receive the recommended amount of physical activity each week. But, we're here to help with trainer Elmore McConnell who's sharing a bit of insight on the exercise as a way of life.

**AT//** People often say that it's best to get up and work out first thing in the morning to begin your day strong. Are there benefits to working out in the morning versus at other times throughout the day (that make it better)?

**Elmore McConnell//** Working out in the morning does three things:

1. It jumpstarts your metabolism so you will burn more calories throughout the day.
2. The endorphins from working out will give you a more positive outlook on your day and give you the sensation of happiness.
3. You feel less stress because you have completed one task on your to-do list.

## QUICK TIPS

- Drink at least 64 oz. of water before 12 p.m.
- Don't eat after 7 p.m. unless you work over night.
- Always eat breakfast.
- Never skip a workout.

*(Continued on page 39)*



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## WORK(out) YOUR WAY TO HAPPY

(Continued from page 37)

**AT//** What's a common fitness myth that you hear from new clients or in passing that you would like to dispel once and for all?

**EM//** Most clients think when they start to lift weights or workout that somehow they are going to wake up the next day looking like a body builder. Generally speaking, most body builders can lift one to two times their body weight, consume anywhere between 2,000-5,000 calories per day and spend over \$250-500 a month on supplements. If you bulk up, trust me it's a miracle.

**AT//** What are your go-to fitness apps and why?

**EM//** MyFitnessPal, which helps to track calories, on-the-go, from the foods you eat. FitRadio, for music to fuel your workouts. And heart rate monitoring apps – they will let you know how many calories you burned during your workouts.

**AT//** How do you determine how your or a client's diet should change according to a particular fitness regimen?

**EM//** My approach to nutrition is lifestyle and behavioral change. So I change the way my clients look at food and offer realistic approaches to eating which allows for greater success and longevity! **AT**

*Elmore McConnell earned a Bachelor of Arts degree from Mississippi State University in fitness management and has trained in Texas, Alabama and California before making Atlanta his home. His high energy personality and fun workouts keep clients coming back for more. McConnell's "The \$5 Dollar Boot Camp" for people who can't afford Personal Training. October I will be Donating Proceeds of the Boot Camp to Breast Cancer, November will be to Feed the Hungry, December Toys for Tots! Hopefully I can impact lives and Elevate the Community*

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## THE PEOPLE APPROACH TO SUCCESSION PLANNING

(Continued from page 35)

### Focus on Legacy Management

It is important to ensure continuity throughout a succession management plan, and one way to do this is through knowledge management. Janelle Pritchard and Karen Becker have studied knowledge management as a succession and brand legacy management strategy and see it as a way to promote continuity. "It has long been believed that the effective management of knowledge will be a key contributor to successful organizations in the new millennium. The extensive interest in knowledge management as a discipline began in earnest in the 1990s as those organizations facing tumultuous external environments attempted to manage their "knowledge assets" to ensure continuous innovation." One of the prerequisites for this management of knowledge is the ability to attract employees with knowledge that can be applied within the organization, and to retain those who contribute to the knowledge capital of the organization. Being able to provide employees with a clear career path, and the ability to develop without having to leave the organization.

### Transparency

Do you tell your high performance employees that they are an integral part of your company's succession plan? According to research conducted by the Center for Creative Research, 77 percent of high-potential leaders surveyed reported that being formally identified was highly important to them. Furthermore, knowing one's status as a high potential has a significant impact on retention. Of those formally identified, only 14 percent were currently seeking other employment compared to 33 percent who were not formally informed by their organizations — they were either unaware of potential career paths or simply not engaged enough to stay. According to a 2014 Towers Watson survey, more than half of global employers reported having

difficulty retaining high-potential employees. Letting employees know that their skills and experience are valued dissuades top performers from leaving, according to David Leonard, executive director of the executive development program at the University of North Carolina. He recommends providing top performers with leadership development opportunities as a way to drive engagement and satisfaction. Another way is to hold candid discussions about how the person's performance and potential is perceived, and what the options are for development given their status. This should be a regular two-way discussion. With regular and candid feedback, there should be no surprises and each individual gets development that's appropriate for their unique development needs. Letting your employees know that their skills and experience are valued dissuades top performers from leaving on the other side of the transition.

On the other hand, there are risks. Kim E. Ruyle, president of Inventive Talent Consulting LLC, says clueing your workforce in on their role in succession plans can create a sense of entitlement. "Potential is a continuum, not a permanent condition that you either have or you don't. High-potential employees don't need to be told they have high potential."

### Internal Task Force

When transparency is the order, an internal "succession" task force of key organizational employees with varying levels of responsibility can be crafted and challenged with the quantitative and qualitative components of the transition — including identifying areas for change and growth. This is an important way of recognizing these employees' value to the organization and ensuring alignment throughout the transition by partnering with them in formulating customized development plans for the present and future. **AT**



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# A Sisterhood of Promise

By Cati Diamond Stone

*As Komen Atlanta celebrates its 25th Anniversary, executive director Cati Diamond Stone outlines the organization's initiatives to increase early detection and reduce mortality in Metro Atlanta.*

**D**elphyne Lomax was uninsured and in need of a mammogram after her divorce in 2014 when she visited the Center for Black Women's Wellness and was provided with a mammogram and diagnostic tests that were funded by Komen Atlanta. Her breast cancer was detected early, and she is now living a life without cancer. Since then, her experience fuels her passion. Lomax understands the importance of early detection and works within the African-American community and beyond, encouraging friends and family members to be proactive and get a mammogram.

Breast cancer is the most common cancer diagnosis, and the second most common cause of cancer deaths among women in Georgia. It is lesser known that African-American women in metro Atlanta are 40 percent more likely to die from breast cancer than their Caucasian counterparts. Every day in the Atlanta area, two African-American women are diagnosed with the disease, and these diagnoses are often at a later stage, making it much harder to treat. This disparity holds true among all socioeconomic groups.

One factor contributing to this disparity is simply genetics. Many African-American women are diagnosed with triple negative breast cancer, which is a much more difficult breast cancer to treat. But there are other factors, including cost, fear, a lack of culturally appropriate education materials and limited African-American role models who can talk with other women about breast cancer. Extensive research shows a lack of African-American women sharing information about breast cancer in their community, which leads many to believe that breast cancer is not an urgent health issue. In both media and at the individual level, they see more Caucasian women, which leads many to believe that breast cancer is a Caucasian woman's disease.

Komen Atlanta is working hard to tear down these barriers, and as it celebrates its 25 years of dedication to this cause, its goal is to reduce mortality rates among African-American women in metro Atlanta by 25 percent in the next five years by focusing on educating the community about the need for early detection, and then providing access to screenings for those who could not otherwise afford those services. Like in Lomax's case, early detection is the key to survival, and Komen Atlanta wants to empower women — and men — to take the potentially life-saving first step of

getting screened and educated through several initiatives.

The first is the Sisters of Promise group, which was formed in 2014. The Sisters is a group of African-American women who are ambassadors in their communities who are helping spread the message of early detection. As well, the Worship in Pink program, now in its 10th year, takes place every October during Breast Cancer Awareness Month. Worship in Pink is a breast health education program that reaches almost 200,000 people every year through places of worship and faith based organizations.

Currently, \$1.6 million in Komen Atlanta grant funds are supporting the work of community partners like the Center for Black Women's Wellness, YWCA and Mercy Care — educational resources that have made a significant impact through targeted outreach programs and free medical screening services.

Outside of Komen Atlanta's grants processes, a collaborative initiative is in the works that will create a holistic wellness program for underserved members of the community — providing health counseling and education for healthy cooking and smart, economical grocery shopping, gym memberships and breast and health screenings.

Twenty-five years down; 25 more to go. **AT**



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The Filipino ube has darker, rougher skin than regular yams and grows above the ground. A main crop and food source in the Philippines, it is commonly made into a powder and used in Filipino desserts like ice cream. When cooked, it tastes like any other yam. As well, like regular yams, ubes are extremely nutrient. High in potassium, plus B6, vitamin C, fiber, plus antioxidants, purple yams are truly one of nature's wonders.



## POKE

is a raw fish salad served as an appetizer in Hawaiian cuisine. Traditional forms are aku — an oily tuna and he'e — octopus. Increasingly popular ahi poke is generally made with yellowfin tuna. Adaptations may feature raw salmon or various shellfish as a main ingredient served raw with the common "poke" seasonings. Traditional poke seasonings have been greatly influenced by Japanese and other Asian cuisines — including soy sauce, green onions, and sesame oil. Others include chopped, dried or fresh chili pepper, seaweed, sea salt, roasted crushed candlenut, fish eggs, wasabi and Maui onions.



## NO WASTE

Twenty percent of produce goes to waste each year because of aesthetic imperfections. In fact, so much — that is actually edible — is being discarded that an entire movement has taken shape to reduce food waste. For example, finding uses for bits like peels, broccoli stalks, radish tops and beet greens. Did you know that you could concoct fresh celery salt from celery leaves? Yes, it's a thing. If you're interest is piqued, [thekitchn.com](http://thekitchn.com) has plenty of creative options for you to use more than you lose in your own kitchen.



*Apple season tip (from [thekitchn.com](http://thekitchn.com)):* Make jelly: Any apple peels will do, but red colored ones make an especially lovely jelly.

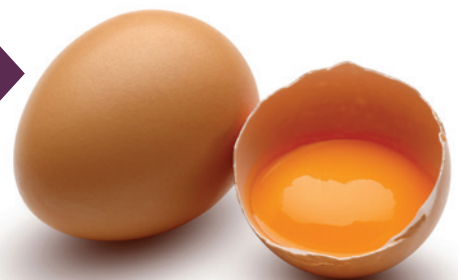
## ASHWAGANDHA

Also known as Indian Ginseng, Ashwagandha has been hailed for everything from lowering cortisol levels, promoting joint health, adrenal gland support to balancing thyroid hormones and fighting cancer. You can take it in capsule form or a bit of the powder or tincture to your daily juice or smoothie.



## ASTROLOGICALLY FARMED EGGS

The old becomes new again in this next step in biodynamic farming, where crops are planted based on the moon's wax and wane — and on 100 percent ethical, self-sufficient land for the organic win. For eggs, farmers use a moon almanac to birth healthier chickens, which, in turn, lay biodynamically synchronized eggs. **AT**





# 3 WAYS TO BOOST MENTAL TOUGHNESS IN FITNESS

By Lashawn Henighan

I used to wonder why I would have amazing practices but then my mind would sometimes lock up on competition day. I had my steps down; I had run down the runway so many times. I knew the rhythm (after all, a long jumper needs speed, technique and rhythm). I learned much later that I was doing the work to get my body right by practicing every day, but I wasn't doing the mental work to prepare for competition.

It was frustrating — knowing that most things we do in life require us to be mentally prepared, and yet I wasn't doing the work I needed holistically to be 100 percent ready for competition. I was a great athlete, but more importantly — I was so close to being an extraordinary athlete.

Mental toughness is necessary for you to succeed in your fitness journey, and maintaining that toughness highly depends on your “why” motivation.

Some things you can do to heighten your mental toughness are:

**1. Once you begin to feel fatigued, do three more repetitions or hold your static position for five more seconds.**

This is a fundamental lesson in mental toughness. Do you ever get to the last set of an exercise, when you're the most tired, and just wing those last couple of reps so you can say that you finished the exercise? Well, this is where you need to learn to push yourself to the max. Your body will give out well before your mind. So push yourself. Feel that burn, and finish those sets with finesse. Your body will thank you.

**2. Use your “why” to override your distractions.**

If your why isn't enough to get you out of the bed, off the couch, or to get you to your

workout area, then it's not big enough. This is another fundamental rule of mental toughness. You need a why in fitness, your career and in your life. Ask yourself: What makes me tick? What pushes you to be and do your absolute best so that you can reap the benefits in the future? Is it so you can be around for your children or other loved ones? Is it because you have a legacy you want to leave ... A job you want to complete? Is it a life or death situation? Whatever it is, it should be more important than you flipping channels or looking for that next Netflix Original movie to binge watch. Fitness

requires a mental toughness and willingness to stick to your why.

**3. Focusing on the progress will push you farther than focusing on the result.**

Have you ever heard the phrase “Enjoy the journey”? It couldn't be more fitting in this case. When you're constantly obsessing over what you're going to look like after this fitness journey is over, you make yourself miserable in the process because you're focused on something that hasn't happened yet. Instead, try focusing on being in the moment. When you experience each moment, you get to learn more and more about yourself — including what impedes you and what motivates you. When you're enjoying the journey, you tend to reach your ultimate goals much faster, because you're living in the now.

Letting go of hampering ideals about perfection is really the name of this game. Perfection simply doesn't exist and fitness isn't a one-way destination. It's a lifestyle change and journey that you set

out on for the rest of your life. The benefits — a healthy mind and body. You have to want it badly enough for yourself that you can kick those bad habits of starting and stopping for good. Push yourself; remember your WHY, and focus on the progress, not the result if you want a more fulfilled fitness journey. **AT**

*If your why isn't enough to get you out of the bed, off the couch, or to get you to your workout area, then it's not big enough.*

# Will Marketing Bots Make Website Lead Forms Obsolete?

There has been a ton of talk around bots ever since Facebook announced its chatbot platform back in April. And now, more than 11,000 bots have been added to Facebook Messenger. The original use for bots centered around customer support, but now Drift.com, a messaging app platform for creating marketing bots, is looking to help companies use the technology to connect with website visitors and convert them to customers.

Dave Gerhardt, director of marketing for Drift, discusses the role marketing bots can play in interacting with modern consumers, and how marketing bots are poised to make filling out Web lead forms a thing of the past.

## So, how do marketing bots change the game?

**Dave Gerhardt:** Machine learning and artificial intelligence has so much power to offer to the most important part of your business, which is the relationships it has with its customers. And so, there's no reason why somebody should have to show up to your site and be treated like a completely anonymous visitor.

As marketers, we use all of the methods we hate. We don't like going to a website and having to fill out a form and then wait to get a response. Or getting hounded by sales rep emails and phone calls. But even though we know as people we don't like those things we go to our jobs and do them because that's the only way it's been done.

Everybody has probably used live chat before whether you're a business or as a consumer on somebody's website. But it has traditionally been only used for customer support and customer service. And the pushback has always been on the marketing and sales side. But we're starting to focus on solving the problem of having one-to-one real-time conversations at scale because increasingly this is the way that people want to interact with businesses.

## Do marketing bots replace humans?

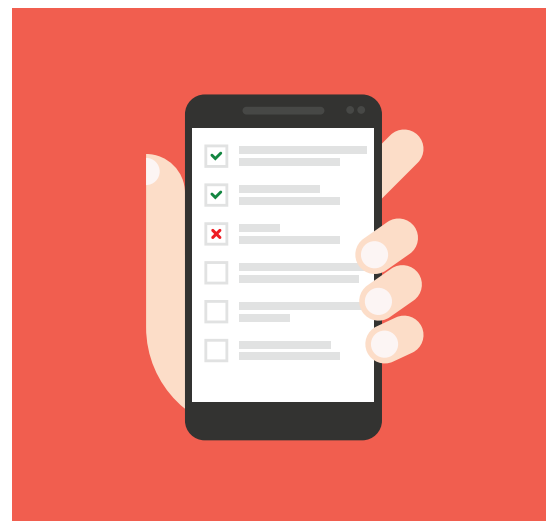
**DG:** We think bots could actually go a long way in replacing marketing qualified leads and sales qualified leads. And if you think about why those things were invented in the first place it was so sales reps wouldn't waste their time talking to everybody. So a website visitor

would go to this page and fill out this form that has 13 or 14 fields and therefore they're a qualified person because you meet all of these criteria. You work at this company type, this company size ... and to us there's just a better way to do that, and that is by having a conversation on your website and the bot can help facilitate some of that stuff. And so we think that the future is no more forms. No more MQLs. All that stuff happens within a conversation.

So if you go to our website right now and you type in a question, the bots are going to ask you who you're trying to reach. Is it sales? Is it support? Are you a customer that has a question? And then the bot is going to help route you to the right person, so it's going to get you to the sales rep that's working right now.

## So, bots will make filling out forms on websites obsolete?

**DG:** Yes, because we want to be able to treat you like Brent, not like Brent at gmail dot com, which is just a lead; and that's what you become when you fill out a form. That's the experience on most people's websites today. Marketing and sales are these gatekeepers where they act in this world where information isn't free, but it's 2016, and so many businesses have already broken the mold, whether it's companies like Slack or Trello or Buffer. All those companies have sales or marketing processes that feel like a modern business, and we want to help bring that to any company. **AT**



### About the Author:

Brent Leary is a partner of CRM Essentials. He is co-author of "Barack 2.0: Social Media Lessons for Small Business." You can follow him on Twitter at [twitter.com/brentleary](https://twitter.com/brentleary)





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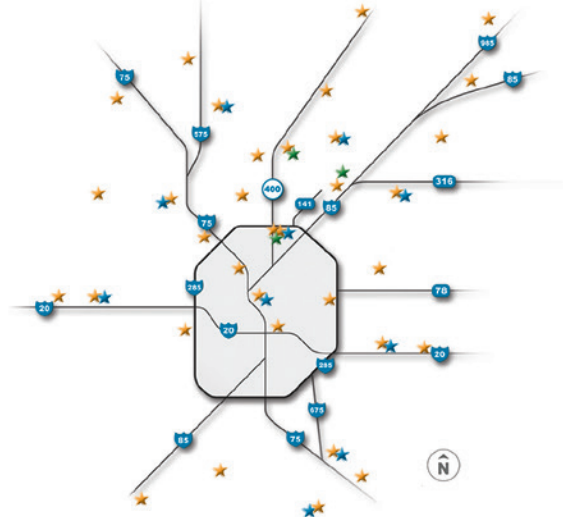
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# CHEF CARLA ALEXANDER, NUTRITIONIST



Culinary expert and nutrition expert Carla Alexander has been passionate about cooking since she was 12 years old ... which by default, kind of, means: she's been passionate about food. While the owner of Callard Cuisines & Sweets spends her days concocting soul food, Italian and Mexican dishes as well as an array of desserts, she can also be found consulting on better eating choices.

## **AT// What inspired you to pursue a career as a nutritionist?**

My overall love for the culinary industry. It has come to be my art and each day presents an opportunity to perfect my craft. Also, the accountability of what people put in their bodies is essential for the soul.

## **AT// What about nutrition do you find yourself discussing most?**

I believe the importance of nutrition in one's life begins as a child. Therefore, I stress to parents that they mandate their children maintain healthy eating habits that will eventually progress into their adulthood.

## **AT// Who generally seeks the expertise of nutritionists? Why should anyone consider utilizing a nutritionist?**

Typically, men and women of age are usually the individuals who seek nutritionists for lifestyle changes. Their goals are to discover new and healthy ways of refraining from risks such as diabetes, high blood pressure or obesity. Anyone whom possesses the desire to live healthier would consider getting consultations from a nutritionist.

## **AT// What is one big nutrition myth you'd like to squash once and for all?**

Although there are several platforms that express fast food as a downfall for a diet, it's not all true. In fact, you can have fast food intake as long as it is in moderation. Do not overeat. Drink plenty of water and maintain a consistent workout at least 3 to 4 times a week for 40 minutes to an hour.

## **AT// What is something a nutritionist can advise on that would be surprising?**

The darker the fruit or vegetable, the better chance of fighting off cancer cells. **AT**

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.com

# Leisure power

p55

## BEAUTY + BODY



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OLEHENRIKSEN.COM

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# PURA VIDA

By Kamille D. Whittaker

**T**here's little to nothing on the 30-minute drive from the airport to Costa Rica's Papagayo peninsula to which the Pacific Ocean lays claim. Nothing – as in no busy town squares or bustling markets or other city dweller comforts. Instead there are sugar cane fields and green pastures for miles on either side of the road with errant broods of cattle or horses to break up the vast expanse. The Guanacaste region is unsullied and unspoiled. In the distance, under a ring of mist – volcanoes loom. They skirt the country's seven provinces and when active, literally birth new landscapes and vistas. Seldom imposing – just there to

balance, protect and when it's time, renew. On December 1, 1948, then President José Figueres Ferrer of Costa Rica abolished the military after victory in the civil war in that year. In a ceremony in the Cuartel Bellavista, Figueres broke a wall with a mallet symbolizing an end to Costa Rica's military spirit, channeling all of its money into education and public well-being and wagering that anyone who passes through would come to know and embody its purest of intentions: Only peace here – or Pura Vida meaning pure life, more precisely. It is wet season in Costa Rica – from May to Mid-November – and all things living are lush and begging to be seen – moody and

Arepa, Pico de Gallo and Guacamole at Chao Pescao



No traditional check-in process here



gestating; complementing and counteracting. When the humidity and breeze, soft and lilting, work together as a salve, it is a *mélange* of delightful contrasts.

It is deep in this blending of nature and sanctuary that Hyatt's Andaz Peninsula Papagayo Resort rests, dug into the terraced hillside overlooking Culebra Bay as the conceptual marvel of homegrown Costa Rican architect Ronald Zürcher. His highest considerations came to perfect fruition in its structure and scale: free of barriers, secluded, *set apart*, but inherently communal. The sense of place achieved here is minimalistic by way of the residual opulence that crowns the region itself. In each fixture, aesthetic flourish and gesture -- a blend of heritage and community saturated with Pura Vida ethos and Tico sensibilities. An unexpected offering of soothing Aloe poolside, for example, a chilled, lemongrass-infused towel at just the right time, banter that forgives missteps of cursory Spanish instruction bygone. Never formulaic, just perceptive. Like family.

There's talk of the ethos over a family-style dinner at the ebullient Chao Pescao as the last chalice of sunlight saunters through the space. The tapas style spread to soak it in takes on Costa Rican classics including a Gallo Pinto iteration that humbly promises to be outdone by the morning with another take offered at the Rio Bhongo -- or a Gallo Pinto Scrub at the ONDA Spa, both open-air -- pick your pleasure. The consensus amongst my





ONDA Spa Mixology spread

trip mates was that each of the resort's 153 rooms and suites' rain showers – a step in an out, were indeed the marquee of the best the resort had to offer; closely followed by the intuitiveness of the space like the motion-sensing lights and smart air-conditioning that detect when the doors are open, reducing waste and living up to the eco-chic moniker. And the monkeys – two species ubiquitous and thrillingly social here – gleefully remind you to come out to play. At every chance – from wading with the stingrays at Andaz's secluded beach to ziplining over plunging ravines and pore liberating natural hot springs – I did just that. This is life, come to life.



## EAT

The **Rio Bhongo** is a culinary "paseo" – just like a farmer's market. Fresh fruits, delectable pastries, simply prepared meats and fish; a specialty egg station plus the irreplaceable Gallo Pinto, creating a perfect start to the day. **Ostra** serves up a wide range of sophisticated seafood dishes in posh setting and offers guests the opportunity to create their own custom ceviches at a dedicated station. Take a night-time dip in the adults-only pool right after.

## BLEND

The science behind a well-built drink comes in three parts, says master mixologist Jose Pina who curates libations from the nectar of the sugar cane every Monday at Chao Pescao: Mix a spirit as the anchor, a sweet or sour flourish, and a bitters complement. Shake, or stir, and be on your way.

## UNWIND

Elevate into the trees, gaze over the water and find your way to Pura Vida. The meditative experience of ONDA Spa aligns your physiology with the quiet pace of Papagayo, as you discover the expansive nature of wellness. **AT**





# THE LOOKOUT

## Beauty + Body

MY VICARIOUS LIFE  
MYVICARIOUSLIFE.COM

I've had laser hair removal professionally and was happy with the results. But, who wants to constantly be on the lookout for Groupon specials to get it done affordably? Not me. So, having a DIY option at home ... Yes to this.

**Illuminage Touch**  
\$445

NORDSTROM.COM



**Refreshing Clean Gentle Konjac Sponge**  
\$12

HONESTBEAUTY.COM



**St. Ives Invigorating Apricot Scrub**  
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DRUGSTORES



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**e.l.f. Micellar Cleansing Water**  
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TARGET



**blackUp Cosmetics Matte Lip Pencil**  
\$22

BLACKUPCOSMETICS.COM



**Deborah Lippmann Very Berry**  
\$36

DEBORAHLIPPMANN.COM



**Kat Von D Lock-It Concealer Crème**  
\$26

SEPHORA.COM



**Maybelline Volum' Express The Colossal Spider Effect Mascara**  
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DRUGSTORES



**Marc Jacobs Beauty Under(cover) Perfecting Coconut Face Primer**  
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BEAUTY + BODY



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**HD:** HD television req'd. Number of HD channels based on TV plan.

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# 2017 VOLVO S90: Swedish Masterpiece

By Brian Armstead

For decades, Volvo has built automobiles for families who wanted the ultimate in safety and convenience. Indeed, my daughter came home from her birth hospital in a 740 Wagon. Yes, it was built like a tank. Volvos were uber safe, yet utterly boring. As competition grew within the industry from upstarts like Lexus and Infiniti, Volvo decided to sell its car business and was ultimately purchased by Ford in 1999, and then left to dangle in the wind when Ford attempted to sell the company during the 2008 economic crisis.

On the brink of extinction, Volvo found itself in dire straits with mass layoffs and no development/research capital, as the Swedish government did not have the financial means to bail out the company.

So, for several model years, Volvo just survived; barely. In 2010, Volvo Cars was sold to the Chinese Geely Holding Group, which provided critical funds to get the storied automaker back on its feet, but wisely left the Swedes alone to do what they do best — build quality cars.

The XC90 was the first home run hit by the new Volvo. Dealers can barely keep them in stock. For 2017, the S90 rewrites whatever it is you thought about Volvo.

As you approach the S90, you'll be struck by its beauty. The wheels are stretched to both ends of the car, resulting in a sizeable cabin chock full of luxury and safety features. "Sensus" telematics with 9" screen (arrayed like an iPad Mini) and standard Wi-Fi (with six months free service), navigation, 12.3" central instrument display, Bluetooth, SIRIUS with HD Radio; moonroof, leather, rear camera, walnut inlays, four zone climate control and much more.

For all the bells and whistles, opt for the \$3,300 "Inscription" package. It's got a load of comfort and luxury features to enhance your S90 experience. Several other packages are available including the must-have Bowers & Wilkins Premium Sound System Package (\$2,650).

On the road, all current Volvos are powered by four cylinder turbo engines with varying power outputs. S90's four delivers a strong 316 horsepower punch in "T6" trim. Coupled with All-Wheel Drive, road dynamics are superior. Critics argue it's no BMW 5 Series. Fine with me. It does not have to be because it's a Volvo. The safety never went away, and now class-leading luxury is part of the equation.

S90 prices begin at \$46,950. My tested T6 AWD Inscription came in at \$52,950 base, \$66,105 with options and \$995 destination charge. **AT**



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# WEEKENDER

## GETAWAYS WORTH FALLING FOR

Autumn is *the* perfect time to get in a quick weekend trip to your favorite spots: the summer tourists are gone and locals reign – blend in.



### ST. MICHAELS, MD. |

*Take part in the three P's: Pumpkin, Pie and Puppies*

Embrace this picture-perfect town as the foliage begins to change along Chesapeake Bay. Stroll through the annual “Fall into St. Michaels” festival for pumpkin carving and pie baking contests, soak in the scenery from the terrace of Inn at Perry Cabin by Belmond, or get out on the water with the hotel’s Sailing Academy.

### NAPA VALLEY | *Smell the scent of wine that permeates the air*

October in Napa Valley is the time when vineyard workers pick the grapes at the peak of ripeness and transport them into the fermenter to start making wine. Several wineries offer hands-on experiences, including harvesting grapes, blending wine and behind the scenes tours. At B Cellars, learn about the winemaking process and try wine straight from the barrel; at Rutherford Hill Winery, join the “Blend Your Own Merlot” program; and stomp grapes at Grigich Hills. In November, the weather is still nice, but the crowds are gone, which means one-on-one time with winemakers.

### NANTUCKET |

*Skip the line at island’s favorite ice cream parlor*

While Nantucket’s rich history as one of the most important whaling ports is still a key part of its identity, it’s now considered the ultimate east coast chic escape with quiet harbors, dramatic cliffs, sandy beaches, lighthouses and 19th century mansions. Fall is an ideal time to visit — the crowds have thinned out and travelers are still able to enjoy all of the outdoor offerings: biking, sailing and golfing. Stay at the White Elephant, overlooking the harbor and walking distance to town or opt for The Wauwinet, which offers a series of activities only available in the fall — including lobstering and surfcasting.



### BONUS: PROVENCE | *Seek out a \$75 mushroom*

This one’s overseas, but, why not? While most consider spring and summer the best time to visit Provence, come fall, the crowds have dissipated and average temperatures are in the 60s. Go in September and October to experience the olive and grape harvests — known as vendange. Domaine de Manville has bikes at the ready for guests to ride to tastings at the 12 surrounding wineries and mills producing olive oil with the Vallée des Baux de Provence AOC designation. In November, the hotel organizes truffle hunting followed by hands-on truffle-themed cooking classes with the executive chef. Guests can also take part in the time-honored tradition of visiting daily farmer’s markets in the local villages where the chef will join them to shop for ingredients. **AT**



# BLISSBEHAVIN' IN ST. TROPEZ, FRANCE

by Regina Lynch-Hudson

Photography by Courtland C. Bivens III

St. Tropez

**S**aint-Tropez, the glamour capital of the Cote d'Azur and one-time unspoiled fishing village, was made famous by '60s sex-symbol Brigitte Bardot, and has long since been a playground for the rich and famous. But who needs fame? All you need to appear 'super-starish' is a mysterious face-shielding brim and rose-tinted sunspecs that you'll constantly slide down your nose — *for a better look*. Chance celebrity sightings abound in the notoriously haughty seaside resort town.

Topless sunbathing is customary in Saint-Tropez. I found bliss in soaking up the sun, fully clothed, and posing in some of the same spots where Brigitte Bardot posed for Picasso.

Gazillionaires descend upon this out-of-the-way oasis via yacht or helicopter. Commoners, like us, fly into Nice Côte d'Azur Airport and take the train from Nice to St. Raphaël, then catch a bus or ferry from St. Raphaël into St-Tropez.



**A SLIGHT TEASE:** First stop was *Place des Lices*, St-Tropez's main square. A central gathering spot, the open-air square is dotted with century-old plane trees, terraced cafés, boule players, and people watchers. The must-see Citadelle de Saint-Tropez, built in 1602, looms over the bluffs overlooking St-Tropez to the east. Views are unsurpassed! Reserve time to explore the nearby villages of Grimaud, Gassin, and Ramatuelle. An enviable roster of world-class eateries, boutique hotels, swank shops, vineyards and lavish leisure activities will keep you entertained.

**FASHION PLATES:** L'Acacia, the gourmet restaurant located at Châteaude la Messardière ([www.messardiere.com](http://www.messardiere.com)) rolls out French classics and superb Mediterranean fusion cuisine. If you're not into foie gras and fatty French sauces, you'll find straightforward fare like roasted chicken and grilled fish at the highly recommended La Table du Marché. ([www.christophe-leroy.com/la-table-du-marche-saint-tropez](http://www.christophe-leroy.com/la-table-du-marche-saint-tropez))

**PLAY DATE:** The newly refurbished Caves du Roy (inside Hôtel Byblos) is the legendary French Riviera nightclub/bar where St-Tropez's party animals gather — to see and be seen, with emphasis on the latter. [www.lescavesduroy.com](http://www.lescavesduroy.com)

The 91-room, five-star Hôtel Byblos is situated in the heart of St-Tropez, mere minutes away from the beaches and port. The hotel concierge can arrange excursions from yacht cruises to parachuting, at the snap of a finger. <http://www.byblos.com> **AT**



Navigating small port town



Strolling walkable St. Tropez



*Blissbehavin' In* covers top bliss destinations where busy executives indulge in leisure activities. Publicist/travel writer Regina Lynch-Hudson has developed articles, and destination marketing concepts for countless airlines, venues and tourism boards. [www.thewritepublicist.com](http://www.thewritepublicist.com)

# Students Without Mothers

## Empowering Students Through Higher Education



STUDENTS  
Without  
MOTHERS

Students Without Mothers is a non-profit organization dedicated to helping high school students without mothers help themselves by empowering them to continue their education. The organization's main purpose is to provide scholarships for college bound high school seniors who are without their mothers due to death or other unfortunate circumstances.

Students Without Mothers provides both advocacy and support to help its students to consistently make the best choices in a constantly changing world.

## How You Can Help

Since its inception in 2004, Students Without Mothers has provided 57 students with four year scholarships in the amount of \$4,000 each. The students receive support in annual disbursements of \$1,000. There are many more students in need of support but our funds are limited. Please help by making a one-time donation, becoming a Monthly Donor, an Event Sponsor or a Corporate Sponsor.

## Testimonials

*"SWM has been more than a blessing to me. I honestly don't think I would have made it through my first year in college without them. I don't have parents or any source of income to get things that any normal college student would need. SWM sent care packages, encouraging emails and came through in so many ways. Truly an organization sent from heaven."* - **Monifa, Scholarship Recipient**

*"With this being my last year as a scholarship recipient, I am going to take everything I've learned from Ms. Mary, as well as other recipients, and use it to push me through life and its' endeavors. Being a part of SWM has inculcated a sense of purpose that will embrace lifelong learning."* - **Brittany, Scholarship Recipient**







## Moving Your Business Forward Conference Part III

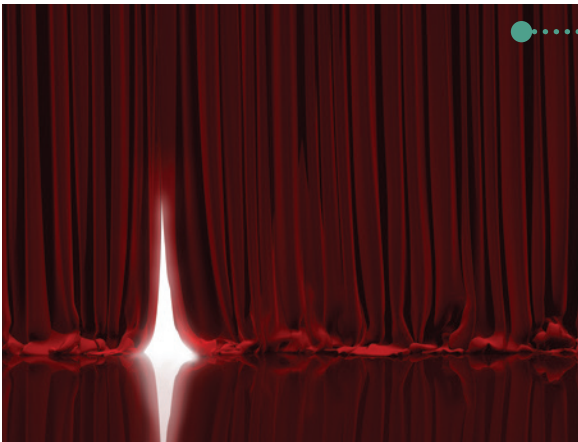
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## Taste of Atlanta

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The 15th annual Taste of Atlanta three-day festival serves up eats from Atlanta's best restaurants — all for your tasting pleasure.  
[Tasteofatlanta.com](http://Tasteofatlanta.com)



## Annual Black Theatre Festival Creative Conference

**PORTER SANFORD III  
PERFORMING ARTS CENTER  
OCTOBER 10-12, 2016**

Professional development workshops during the conference are open to seasoned and emerging writers, producers, directors, actors, agents, and entertainment entrepreneurs.  
[AtlantaBTF.org](http://AtlantaBTF.org)

### SAVE THE DATE

## 2016 Hall of Fame Induction Ceremony

**755 CLUB @ TURNER FIELD  
NOVEMBER 10, 2016 | 6-9:30 P.M.**

For the 18th consecutive year, Atlanta Tribune: The Magazine and the George A. Lottier Golf Foundation will recognize the achievements of Georgia's most notable individuals at its 2016 Hall of Fame Induction Ceremony.  
<https://at2016hof.eventbrite.com>





# Women's Wearables

**B**ellabeat, the wellness-oriented company focused on creating innovative and aesthetically pleasing technology for women, launched its new LEAF Urban — a health tracker designed for busy women that helps predict stress levels based on lifestyle habits. LEAF Urban syncs with the LEAF app to track women's activity and sleep, provide an overview about reproductive health, and help predict and manage stress through meditation exercises — providing women with a holistic look at their health and wellness. The stress-predicting feature analyzes different lifestyle habits to help users not only manage stress, but also prevent it by determining the triggers that cause it. Its stress-

and mindfulness-management features help users focus on their mental well-being by encouraging them to learn and practice controlled, deep breathing techniques through guided meditation exercises built into the LEAF app. Going the extra mile, LEAF Urban will track activity, sleep and menstrual cycles, which helps women trying to conceive to identify ovulation days and increase their chances of successful conception, all things being equal. By cross-referencing daily activity in LEAF app with their menstrual cycle, women are able to better understand their health trends during this specific time. The health tracker can be worn as a clip, bracelet or necklace — stylishly stress-free. [bellabeat.com](http://bellabeat.com)

# TIPS FOR A HEALTHY LIFESTYLE



## A daily fitness routine

- (three sets of this)
- 10 push-ups
  - 20 sit-ups
  - 20 squats
  - 20 lunges
  - 80 jumping jacks
  - 60 second wall sit.
- #PowerWorkout



## @EXERCISES

**Running:** it's a top calorie-burning exercise, no expensive equipment required, it lifts your mood, alone time, & it lengthens your lifespan.

## @FITAdvice

You won't lose weight in a healthy way by starving yourself.



## @Women\_Fit

Less sugar, more fruit. Less meat, more veggies. Less soda, more water. Less worry, more sleep. LESS WORDS, MORE ACTION.



## To get a flat stomach:

- Do 30 minutes of cardio five to six times a week.
- Don't eat two hours before you go to sleep.
- Do 100-300 abdominal exercises a day and try to vary them (crunches, planks, etc.).
- Get at least eight hours of sleep.



## @EXERCISES

Focus on your health, not your weight.

**"Fitness is 100 percent mental. Your body won't go where your mind doesn't push."**



## @StayFitDaily

### Basic weight loss tips:

- drink more water
- adjust your portion sizes
- lower your sugar intake
- limit carbs to 1x per day
- no fast food

## Tip for staying limber

Add stretch bands to your routine. Stretch bands can increase your mobility and stimulate some of your dormant muscles. To get the best results with stretch bands, maintain correct posture, move slowly and keep constant tension on the stretch band.



**"Strength doesn't come from what you can do. It comes from overcoming the things you once thought you couldn't do."**

*Rikki Rogers*



## @HealingMB

Any kind of exercise is good for physical & mental health. Take the first steps to fitness through a daily walk. It lowers blood pressure. Reduces symptoms of depression and anxiety. Etc.



## @FitnessFam

**A friendly reminder:** don't hang out with people that make you feel bad about yourself.

## @FiveFitness

**When You Feel Like Giving Up, Think About Why You Started. #Motivation #Gym**

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## The Family Gourmet Feast

- 2 (5 oz.) Filet Mignons
  - 2 (5 oz.) Top Sirloins
  - 2 (4 oz.) Boneless Pork Chops
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# GARDEN FARE: Heirloom Tomato Gazpacho with Toasted Breadcrumbs

The final days of warm weather are drawing near. And before we say farewell to the season that's served us well on both the food and entertaining fronts, I couldn't think of a more apropos dish to savor than a fresh, vibrant, chilled gazpacho. And not just any gazpacho — but one with juicy, colorful, seasonal, crème de la crème, heirloom tomatoes. It's all the goodness of a traditional tomato gazpacho — turned up a notch. This soup couldn't be easier to bring together and delivers both rich flavor and great texture from the vegetables (I consider it a vegetable garden in a bowl). And I'll add that it's a surefire hit with everyone who tries it, so you can't go wrong.

If you're looking for that one final taste of summer that's worth savoring — this is it.

Happy Eating!



## HEIRLOOM TOMATO GAZPACHO WITH TOASTED BREADCRUMBS

### Ingredients:

- 3-5 heirloom tomatoes
- 1 hothouse cucumber
- 1 sweet bell pepper, cored and seeded
- ½ red onion
- 1 jalapeno pepper, seeded
- 3 garlic cloves, minced
- 3 cups tomato juice
- ¼ cup red wine vinegar
- ¼ cup, plus two tablespoons, extra virgin olive oil
- 1 tablespoon Worcestershire sauce
- Juice of ½ lime
- 2 teaspoons kosher salt, plus more for breadcrumbs
- Freshly ground black pepper to taste
- Baguette or other crusty bread (for breadcrumbs)

### Method:

#### FOR THE GAZPACHO:

Roughly chop the cucumber, bell pepper, tomatoes, jalapeno and red onion into one-inch cubes. Put each vegetable separately into a food processor fitted with a steel blade and pulse until it is coarsely chopped. Do not over process.

After each vegetable is processed, combine them in a large bowl and add the garlic, tomato juice, vinegar, oil, salt, pepper, lime and Worcestershire. Mix well and chill before serving.

#### FOR THE BREADCRUMBS:

Slice bread into one-inch cubes. Heat two tablespoons of oil in a medium skillet. Toss in cubes and begin to sauté until golden brown and season with salt and pepper.

Before serving, garnish the gazpacho with the toasted breadcrumbs. Enjoy! **AT**



**Dawn M. Richards** is the founder of the food and lifestyle brand, D.M.R. Fine Foods. With her food passion leading the way, Dawn shares recipes, travel stories, fashion, entertainment and lifestyle features on [dmrfinerfoods.blogspot.com](http://dmrfinerfoods.blogspot.com) and other media outlets, while maintaining a career as a *FORTUNE 500* legal executive.



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## [PODCAST] **GASTROPOD**

Gastropod looks at food through the lens of science and history. Co-hosts Cynthia Graber and Nicola Twilley serve up a brand new episode every two weeks that looks at the hidden history and science behind various food and/or farming-related topics — from aquaculture to ancient feasts, from cutlery to chile peppers, and from microbes to Malbec, interviewing experts -- visiting labs, fields, and archaeological digs, all along the way and discovering new ways to understand the world through food.

## [DOCUMENTARY] **"COOKED"**

"Cooked" is a four episode docu-series on Netflix that investigates how the four natural elements — fire, water, air, and earth — transform raw ingredients into food. It gives the viewer an enlightening and compelling look at the evolution of what food means to us through the history of food preparation and its universal ability to connect us. Each of the four episodes in the series focuses on one of the natural elements: In "Fire," New York Times bestselling author Michael Pollan learns from Australian Aboriginal hunters and a barbecue pit master. In "Water," he looks to the kitchens of India to learn the value of pot cooking, exploring the consequences of highly processed foods in the diet. The third episode, "Air," takes the viewer to Moroccan fields and food labs to learn about bread making. In the last episode, "Earth," Pollan investigates how microbes help create delicacies like chocolate and cheese.

## [COMMUNITY] **MINDBODYGREEN**

mindbodygreen is an online lifestyle repository dedicated to inspiring you to live your best life. They want to give you everything that's great for you: mentally, physically, spiritually, emotionally and environmentally — because they believe these pillars of wellness are vital, interconnected and unified. Hence mindbodygreen (one word, not three).

[TED TALK]: A Commodities Exchange for Ethiopia

Eleni Gabre-Madhin: Economist Eleni Gabre-Madhin outlines her ambitious vision to found the first commodities market in Ethiopia. Her plan would create wealth, minimize risk for farmers and turn the world's largest recipient of food aid into a regional food basket.

## [COLLECTIVE] **GROW WHERE YOU ARE**

Grow Where You Are is an Atlanta-based social enterprise in the field of local food systems that inspires people to grow quality, local food in beautiful systems that support the ecology, encourage the economy and improve human health. The good people at the collective design, install, and maintain multiple public and private spaces where food is produced using Agro-Ecological principles. They have been training Atlanta residents in this dynamic form of urban agriculture for more than 10 years. **AT**



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