

**Vol. 4, No. 29 - 2/07**

Dear #name#

Greetings from your strategic thinking business coach in Lancaster, Pennsylvania. WOW – where did the month of January go? It is hard to believe that we are now halfway through this winter season. 2007 is off to an exciting start for us with new business opportunities that have resulted from some solid strategic thinking, planning and actions last year.



Click To Articles on Our Web Below.

**In This Issue:**  
[The Dangerous Consequences of Micromanaging Your Business, According To Your Strategic Thinking Business Coach](#)

We are also excited about the changes that are underway for our web site that hopefully will be ready by our next issue. We are recommitting our efforts to continuously encourage you to use the power of strategic thinking, planning and actions to achieve your business and personal visions and goals.

Please contact Glenn Ebersole via [email](#) so we can listen and hear what you have to say and also talk about your business or organization and its challenges and opportunities. We would appreciate the opportunity to assist you through our professional coaching, guiding, facilitating, and strategic thinking and planning.

[Dysfunctional Planning of Goals Facilitates Failure, According To Your Strategic Thinking Business Coach](#)

We have some exceptional and insightful articles for you in this newsletter issue regarding: the dangerous consequences of micromanaging your business; failures from dysfunctional planning of goals; and business ethics guidelines. For additional great information for you and your business, please visit our web site by clicking on the right.

[Business Ethics Guidelines: An Ethical Action Test From Your Strategic Thinking Business Coach](#)

*And now on with this issue of our newsletter.*

*"Since February 2003, I have had the opportunity to work with Glenn Ebersole of The Renaissance Group. As a business consultant for my employer, he does an excellent job of facilitating our strategic and executive business planning efforts. In this role he also gives individual support to the members of our management team through quarterly one-to-one meetings during which he challenges and encourages us to continue growing in our positions. Glenn is prompt in responding with answers and makes himself available by phone, e-mail, or in person to provide advice. He brings a strong knowledge of business practices with him and stays current with the business climate resulting in feedback and input that is relevant to our needs. Glenn maintains a consistently high level of professionalism in all interactions while also building a personal rapport that reflects his strong people skills and sensitivity to confidentiality."*

*Kristina Munger  
 Human Resources Manager, Triangle Refrigeration Co.*

**In the next Issue - Look For:**

How To Strategically Raise Your Warm List To Your Hot List, According To Your Strategic Thinking Business Coach

Strategic Thinking

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## Glenn's Golden Grains To Grasp

### Recommended Reading:

"The Art Of The Strategist, 10 Essential Principles For Leading Your Company To Victory"

By: William A. Cohen, Ph.D., Major General, USAFR, Ret.

ISBN: 0-8144-0782-X

Available online at [www.amacombooks.org](http://www.amacombooks.org)

If you want to learn how to be an effective strategist, then you will want to read this book. William A. Cohen has taken more than 40 years of developed and executed strategies in the military, academia, and corporate America and an analysis of more than 7000 years of strategic triumphs and distilled his findings into ten principles that can help you formulate strategies for success. I highly recommend that you read this book if you want an indispensable guide to develop your strategic skills that will lead you and your company/organization to success.

### Words to the Wise for Work:

*"When one door closes, another opens; but we often look so long and so regretfully upon the closed door that we do not see the one which has opened for us."*

– Alexander Graham Bell

**If you would like to have some of your thoughts, comments or web sites included in the next issue, let us know by [clicking here](#) and entering your items in the comments section.**

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## Business Coaching

### The Dangerous Consequences of Micromanaging Your Business, According To Your Strategic Thinking Business Coach

By J. Glenn Ebersole, Jr., Founder & Chief Executive of J. G. Ebersole Associates and The Renaissance Group™

One of the most dangerous and damaging practices of business owners is MICROMANAGING their business. And this practice is entirely too prevalent in today's business world and it wastes valuable resources of time, talent and financial assets. It is particularly prevalent in entrepreneurial businesses. And the reason behind that may be rooted in the fact that entrepreneurs are motivated to start their businesses so they could be their own boss, make more money and gain more freedom.

So, with that being said, I need to ask those of you out there who are entrepreneurial business owners a couple of questions. My first question is: If you had to leave your business for an extended period of time, let us say a couple of months, would you come back to a business that is still running smoothly and profitably? My second question is: What would your answer be if we changed the time frame of your absence to two weeks? Let me say that if your answer was anything other than yes, then you probably don't really own a business, you own a job.

Well guess what? The good news is that you are not alone. It is well known that small business owners are among the hardest working people in the world. However, it cannot be said that they are among the smartest working people in the world. To be successful in today's business world, it is imperative you adopt and develop a strategic thinking mind-set. As a strategic thinking business coach, I emphasize repeatedly to my clients

– A Wise Business Investment, According To Your Strategic Thinking Business Coach

Ten Tried & True Ways To Irritate Reporters, According To Your Strategic Thinking Business Coach

and more...

that a major goal for them is to develop a self-managing and systems-oriented business that still runs predictably and profitably while they are not there. And this enables them to “work on the business” instead of having them only “work in the business.”

The first commitment a business owner must make is to stop acting like an employee and start thinking and acting like a CEO. A transition is necessary for the business owner to think and behave more strategically and less tactically in their role as owner. The business owner must stop micromanaging and delegate. The business owner must start reducing the amount of time they spend involved in the daily transactions of their business.

Michael Gerber implores business owners to implement systems and procedures into their business that ensure daily tasks are completed correctly. In any well run business, all current systems and procedures need to be evaluated based upon results and updated as needed. In addition, documentation for all procedures, policies and systems need to be created to have a reference for employees and new trainees. Another good proactive and strategic business practice is to cross-train your employees before the need arises, not after the panic has set in.

Please read this very carefully - Trust your employees. One of the common major issues I hear from employees in my business coaching practice is that they are not trusted by the owner(s) of the business. What a sad commentary that is on business today. If you cannot trust your employees to complete the daily tasks and act in the best interest of the company, then maybe they shouldn't be employees. In the long run, the more hands-off you can be, the more time you will have to work on the strategic issues and the larger vision for the business, which is what a business owner needs to do.

Boiling all this down to a single thought: you should run your business; it should not run you, your family or your life. You need to have a systems-dependent business, not an owner-dependent business. Many of these concepts are very challenging for owners. And some owners will never “get it” and will continue in a vicious cycle of turnover in their business and failure to achieve full potential in their business. Other owners will recognize the error of their ways and transition into a new way of thinking and managing. The owners that understand this will survive and thrive, while those who refuse to let go of the “micromanaging mentality” will experience turnover of employees, less than optimal performance of employees, continual dysfunctional behavior and decision-making in their business and therefore be destined to be under-achievers and failures in the long run.

If you would like to learn more about using a strategic thinking approach to run your business, stopping and avoiding any micromanaging within your business, and how a strategic thinking business coach can serve as your guide and facilitator to accomplish what you want to achieve, please contact Glenn Ebersole today through his website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or email [Glenn](mailto:Glenn).

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## **Business Help**

### **Dysfunctional Planning of Goals Facilitates Failure, According To Your Strategic Thinking Business Coach**

By J. Glenn Ebersole, Jr., Founder & Chief Executive of J. G. Ebersole Associates and The Renaissance Group™

That age old adage, “If you fail to plan, you are planning to fail” may be more true in today’s business world, than at any other time. I have been

truly amazed at how many clients I have that will tell me that they never had any kind of business plan, marketing plan, financial plan, strategic plan or any kind of plan, until they met me and starting working with me in a business coaching relationship. And they all shared various forms of challenges, frustrations, issues, etc. with their business. Well, honestly, in the absence of planning or in the presence of dysfunctional planning, the diagnosis is simple as to the reasons for the struggles.

So, let me share why I say that dysfunctional planning of goals will facilitate failure. And to make it easier for the reader, I decided to do this by setting out ten (10) things you can do to facilitate failure. Here are (10) actions to facilitate failure in your business.

- + Decide to do no planning whatsoever!
- + Develop a list of why it is impossible for you to plan and reach any goals.
- + Decide to put off any planning until you have time to plan.
- + Develop goals that are so vague, they are meaningless.
- + Constantly change your goals so they cannot be easily visualized.
- + Always speak negatively about your goals and tell everyone that you cannot achieve them.
- + Totally ignore any deadlines to reach your goals.
- + Set goals that you know are absolutely impossible for you to reach.
- + Avoid any accountability for any goals you set.
- + Talk about your goals, but never take any actions toward achieving your goals.

If you would like to learn how to stop the spread of failing to plan or stopping dysfunctional planning in your business, please contact Glenn Ebersole today through his website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or email [Glenn](mailto:Glenn).

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## **Business Building**

### **Business Ethics Guidelines: An Ethical Action Test From Your Strategic Thinking Business Coach**

By J. Glenn Ebersole, Jr., Founder & Chief Executive of J. G. Ebersole Associates and The Renaissance Group™

Each of us is ultimately responsible for our own actions. Although in today's business world, I imagine many skeptics would take exception to that statement because there is evidence that people are not held accountable for their actions, even when they are unethical. And even more disturbing, some are even rewarded for unethical actions. Each of us makes a choice to act ethically or to act unethically.

It is essential that we know what is ethical and what is unethical. But, more challenging and difficult than knowing what is ethical, is knowing what is right and then doing what is right. Always doing the right thing is required for long-term success in your business and personal lives. So what advice and guidance are available to check if the action is right before implementing a decision to act? Well, your strategic thinking business coach has a set of questions to provide guidance to you for ethical decisions and actions.

My advice as a strategic thinking business coach is to ask the following ten (10) questions about any action and idea you are contemplating. And if you cannot answer yes to any of these questions, then you must develop an alternate strategy or seek advice and counsel from others.

- + Is the idea or action congruent with your core values and guiding principles of your business life and personal life?
- + Is the idea or action legal?
- + Will the idea or action be fair to all concerned?
- + Will the idea or action pass the Golden Rule test (Do Unto Others Test)?
- + Would the idea or action stand up to a critical public review if brought out into the open?
- + Will the benefits of the idea or action exceed the costs?
- + Does the idea or action comply with your company or organization's rules and regulations?
- + Will you feel comfortable and without any feelings of guilt if you follow through on the idea or action?
- + Does the idea or action meet stated goals and objectives?
- + Would the most ethical person I know follow through on the idea or action?

These are very practical and useful questions to test your ideas and actions. You may develop other questions and add them to the list. If you use these questions to test your ideas and actions and remember that acting ethically is a requirement in everything you do, you will greatly increase your potential to be very ethical and successful.

If you would like to learn more about the importance of business ethics in your business and how to foster an environment of ethical behavior, please contact Glenn Ebersole today through his website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or email [Glenn](mailto:Glenn).

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***Until Next Time, keep striving to  
reach your goals and vision!***  
**Glenn Ebersole**  
***"Your Strategic Thinking Business Coach"***

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