

Vol. 2, No. 11 - 7/05

Hello;

We have some great articles for you this month on networking, public relations, teams and motivation. For more great information visit our new web site by clicking on the image to the right. And now on with this month's issue.



Click To Articles on Our Web Below.

In This Issue:

[Networking Tips from the "Networker's Networker"](#)

[More Public Relations Advice from the "PR Doctor"](#)

[Another Client Success Story](#)

[Overcoming The Five Dysfunctions of a Team](#)

[Secrets of Motivation, Work Ethics and Counter-Productive Behaviors](#)

If you find this newsletter useful and informative, please forward it to a friend or colleague who may find it useful as well.

"We find them every day in the performance of people at the top of their game whether it is a non-profit organization, a business venture, a sports figure, a musician, teacher... everyone who leads their field. We find a coach behind the scenes in the lives of these top performers.

Everyone in a leadership role needs a coach to be a top performer; a thinking partner, that is totally committed to their strategic objectives and to them as an individual. Not a "yes man", but someone who has the right experience to compliment your business; who has demonstrated competence with their work; who is invested in your development and who can be trusted completely. Glenn Ebersole has those qualities. He'll ask the hard questions, stretch your thinking, help you commit to a course of action and help hold you accountable."

Jeffrey J. Williams
Business Executive

Business Help

Networking Tips from the "Networker's Networker"

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

One of the best compliments related to networking that I ever received was when a highly respected chief executive introduced me to speak as "The Networkers' Networker." Networking is a very powerful marketing tool and one that can be very positive and valuable if done properly and very costly if done improperly or not at all.

In thinking about what tips to share with you, I decided to think back over my own personal experiences and what has worked well for me and my clients. What I have developed is called my MVP (Most Valuable Professional) Networking Tips. Here they are.

MVP NETWORKING TIPS

In the next Issue - Look For:

Strategies to Win Back a Client or Customer's Loyalty

Power Marketing Advice to Grow Your Business

Achieving "Swift" Vision for Your

1. Always develop a plan that has a strategy and clear goals.
2. Always carry plenty of business cards with you at all times.
3. Prepare and practice a great 10 second introduction.
4. Prepare and practice a 30 second advertisement as a follow-up to your introduction. Brand yourself!
5. Be yourself and be genuine. And always remember your manners.
6. Ask "Who do you know?"
7. Listen and hear what people are saying to you. Engage in quality conversations. Take notes on the back of business cards you receive.
8. Always offer something first to help others when networking. Then take something second to help you or your clients.
9. Build relationships and find ways to connect your contacts with your network.
10. Follow up! Keep in touch by calling, emailing, writing, etc. And send handwritten notes and thank yous to really stand out and differentiate yourself from others.

Business or
Organization

Cost-cutting
Essential to
Maintaining Profits

Vision Getting
Dim?

and more...

Do you believe you could be a more effective networker? Do you believe you could benefit by using the MVP networking tips? If you answered yes, please [contact me](#) and let's talk about how you can become an MVP Networker.

ALWAYS remember: networking is a lifelong process, not a one time effort!

Business Help

More Public Relations Advice from the "PR Doctor"

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

The reputation of a company or organization is an intangible asset, but it is an extremely important and valuable asset. Some people believe and have written that a good reputation is an organization's most priceless asset. Unfortunately businesses face inevitable crisis situations with the potential to seriously damage a good reputation.

One may ask what can be done to establish a good reputation, keep that good reputation and when hit by a crisis, repair a damaged reputation? Is there a prescription out there that provides some solid advice on this subject? Well, the "PR Doctor" researched the subject and was referred to a book entitled "The 18 Immutable Laws of Corporate Reputation. Creating, Protecting and Repairing Your Most Valuable Asset," and authored by Ronald J. Alsop.

Mr. Alsop provides information on "lessons learned" from real world company and organization crises and provides a roadmap with his 18 Immutable Laws. He breaks those 18 laws into 3 parts. Part 1 is about establishing a good reputation. Part 2 deals with keeping that good reputation and then Part 3 presents information on repairing a damaged reputation.

Part 1 - Establishing A Good Reputation

- Law One: Maximize Your Most Powerful Asset_
- Law Two: Know Thyself - Measure Your Reputation
- Law Three: Learn to Play to Many Audiences_
- Law Four: Live Your Values and Ethics
- Law Five: Be a Model Citizen_

- Law Six: Convey a Compelling Corporate Vision_
- Law Seven: Create Emotional Appeal

Part 2 - Keeping A Good Reputation

- Law Eight: Recognize Your Shortcomings
- Law Nine: Stay Vigilant
- Law Ten: Make Your Employees Your Reputation Champions
- Law Eleven: Control the Internet Before It Controls You
- Law Twelve: Speak with a Single Voice
- Law Thirteen: Beware the Dangers of Reputation Rub-off

Part 3 - Repairing A Damaged Reputation

- Law Fourteen: Manage Crises with Finesse
- Law Fifteen: Fix It Right the First Time
- Law Sixteen: Never Underestimate the Public's Cynicism
- Law Seventeen: Remember - Being Defensive Is Offensive
- Law Eighteen: If All Else Fails, Change Your Name

For a good summary of each of the 18 laws, please go to:
www.bizsum.com/current.asp

The book is available at amazon.com.

If you want to discuss how we can assist and guide you and your organization in creating, protecting and/or repairing your business or organization's reputation, please [contact me](#).

Business Help

Another Client Success Story

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

It is always a pleasure to hear good news and to receive feedback about what you have done to positively impact someone's life or business. In continuing our tradition of celebrating success and sharing positive stories about our clients, I want to share another testimonial with you about the coaching side of our business.

Jeff Williams and I first met at an informational meeting for an organization that provided an alternative to a high priced board of directors. Jeff became one of the first members of our strategic board and also was one of the people I had a business coaching relationship with for his professional work as a business executive.

Jeff is and always has been committed to being receptive to advice and assistance in personal and professional growth. And he does act on advice he receives. I also worked with Jeff in facilitating and guiding the development of a strategic plan and action plan. This year, during a time of launching his new business career, I asked him to share with me his thoughts on our business coaching relationship. Here is what Jeff said:

"We find them every day in the performance of people at the top of their

game whether it is a non-profit organization, a business venture, a sports figure, a musician, teacher... everyone who leads their field. We find a coach behind the scenes in the lives of these top performers.

Everyone in a leadership role needs a coach to be a top performer; a thinking partner, that is totally committed to their strategic objectives and to them as an individual. Not a "yes man", but someone who has the right experience to compliment your business; who has demonstrated competence with their work; who is invested in your development and who can be trusted completely. Glenn Ebersole has those qualities. He'll ask the hard questions, stretch your thinking, help you commit to a course of action and help hold you accountable."

Jeffrey J. Williams
Business Executive

My personal congratulations and best wishes to Jeff in his new business career. And thank you Jeff!

Many, if not all of us, have benefited from at least one coach and/or mentor who has helped us along in life. One of my passions is to be a coach and/or mentor to business owners and their management team that are committed to grow their business and to manage the growth of that business. No matter how big or small your business is now or how long you have been in business, there are real benefits to be realized from some coaching and mentoring.

Please [contact me](#) to talk about how you can benefit from business coaching and some solid strategic thinking and planning.

Business Help

Overcoming The Five Dysfunctions of a Team

By Ira S. Wolfe

Does any of this sound familiar? Despite stagnant sales, falling productivity, low morale sucks, and a shrinking bottom line, management meetings are not only dreaded but non-productive; nothing ever seems to get done. "At least we didn't get in another one of those shouting matches" is considered a sign of success, even if nothing was accomplished.

The lack of results frustrates you to no end. You've hired and promoted a group of managers of undeniable intelligence, experience and education. Individually they all seem competent, reasonable and motivated. But collectively they drain all your energy and consume all your time.

These talented managers blame their lack of results on too much to do, too many meetings and too many incompetent employees. Direct reports and colleagues complain about these same managers lacking a few key social graces and leadership skills.

A typical management meeting goes like this. Every time Mikey disagrees with a recommendation or report made by a fellow manager, she rolls her eyes in apparent disgust or mumbles something under breath. When asked "what's that all about?", Mikey retorts with "What?", like she has no idea what anyone is talking about.

And then there's Martin, a brilliant engineer, rarely participates in meetings. Instead he sits at the table pounding on his laptop keyboard, checking emails, and reading articles. When he does chime in, it's usually

to find fault with another manager. Even when he's right - and he usually is - his sarcasm just flames the tension in the room.

Of course, every management team has a Carlos, too. He works long hours with no complaints and doesn't expect additional recognition or compensation. Carlos just sits back and listens. Carlos is just happy when the team isn't fighting so he goes out of his way to help in any way he can.

Mikey, Martin, and Carlos are just a few of the managers Patrick Lencioni describes in his book, *Five Dysfunctions of a Team*. Unfortunately, one or more of these managers may have the uncanny (and unhealthy) resemblance to managers on your own team.

Effective teams are focused on achieving results. Individual members trust one another. They are unafraid of debate and encourage constructive conflict. They are willing to put aside individual feelings to commit to decisions and plans of actions because they have an opportunity to be heard without repudiation or retaliation. They are willing to hold one another accountable for delivering results and all energies are focused on the achievement of collective results.

Dysfunctional teams aren't teams at all but collections of individuals, like Mikey, Martin and Carlos, forced to work together under one roof or other similar circumstances. So much time is spent guarding individual positions and looking out for career advancement that individual status and ego overwhelm the goals of the organization.

A meaningful and collective focus on specific objectives and a willingness to put aside individual status for the good of the organizations is what drives teamwork....and that can't come without trust among team members.

Trust, or the absence of it, is the first of the five dysfunctions identified by Lencioni "Essentially, absence of trust stems from an unwillingness to be vulnerable with the group," he writes. "Trust is the confidence among team members that their peers' intentions are good".....and are "confident thatvulnerabilities will not be used against them."

Lack of trust results in team members holding back, fearing conflict. Discussions are filled with veiled truths and guarded comments.

This lack of healthy conflict, the second dysfunction, is a problem. Without having a venue to air opinions, team members rarely, if ever, buy in to decisions resulting in a lack of commitment, the third dysfunction.

Without commitment and buy-in, team members hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team. Avoidance of accountability is the fourth dysfunction.

Without accountability, desired results won't happen. When team members are more concerned with protecting their own hide and put their personal achievements ahead of the collection goals of the team, inattention to results occurs, the fifth dysfunction.

Building an effective and cohesive team begins with overcoming dysfunction #1, the absence of trust. Lencioni offers solutions for each of the dysfunctions and identifies personality and behavioral preference profiles as among "the most effective and lasting tools for building trust on a team." He continues, "these help break down barriers by allowing people to better understand and empathize with one another."

(Lencioni also encourages 360-degree feedback, although he admits (and

I agree) that these programs are a bit riskier and should be divorced from compensation and formal performance evaluation.)

Business Help

Secrets of Motivation, Work Ethics and Counter-Productive Behaviors

By Ira S. Wolfe

Are bad attitudes, lack of commitment or low morale cutting into your bottom line? Are you frustrated with hiring star employees who only give you attitude and poor performance? Well, believe it or not, these employees are motivated. Unfortunately they invest their energy in the wrong places - in fighting change, complaining, and disrupting the workplace.

Studies have suggested that 70 percent of employees today are less motivated than they used to be, 80 percent could perform better if they wanted to, and 50 percent put forth enough effort each day to keep their jobs.

I'll go one step further. All employees are motivated. But based on extensive research, the Quality of Motivation (QM) Theory identifies sources of motivation as having both positive and negative influences. How can motivated employees produce negative results?

Motivation can be derived from both pleasure and pain. You might ask why anyone would be motivated by pain.

Have you ever heard the phrase "no pain, no gain" or "nothing comes easy"? These beliefs drive people toward pain, believing a little pain now will reap pleasure down the road. Think about the marathon runner or the professional athlete. Despite the risk of chronic pain due to the constant pounding of their joints and extreme stress to body systems, these athletes are relentless in their drive to reach the finish line at any cost, even long-term crippling and incapacitating injury.

Self-punishment is also rewarded in the today's workplace. It's what we call workaholism. While doing more with less is driving American productivity and admired as good old work ethic by managers, it is also driving the rates of chronic disease sky-high. "A little pain never hurt anyone" isn't necessarily true. Getting workers to "tough it out" may have the short-term benefit of increased productivity but long-term negative consequence of burnout, injury and even premature death.

What can employers do to avoid motivating these counter-productive behaviors and ensuring they create a positively motivated workplace? Managers must first recognize that enthusiasm, drive and high-paced activity alone are ineffective measures of motivation. People employed in your business bring their own unique motivational sources and skills to the workplace. That explains why some people seem to run and run....and run - just like the Energizer Bunny. Think about it. Watching Robin Williams perform can make you tired. So can hyperactive, pencil-tapping, knee shaking employees. Their activity and busy-ness uses lots of energy but their results aren't always productive; their work habits are not necessarily efficient.

Rewarding hard work and a strong work ethic is one thing but when it inadvertently rewards self-punishment, the cost to the bottom line is devastating.

Self-punishment is just one of four maladaptive behaviors that motivate employees and shape a company's culture. Motivation is more complex than just pumping up spirits and getting people to work harder. By understanding that motivation has both positive and counter-productive effects, employers can create work environments and employee incentives that get the business results they want and avoid the long-term debilitating consequences of encouraging the wrong behaviors.

How do you measure motivation? How do you know if an employee is motivated enough or too much? Which motivational sources positively affect performance, safety, and stress?

Employment Help "The Perfect Labor Storm"

By Ira S. Wolfe

<http://www.super-solutions.com>

Fact #326:

In the United States, four of every 10 people in the work force will be older than 45 in just two years. By the end of this decade, one of every five employees will be older than 55. (Source: AARP Global Aging Program)

Fact #327:

Twice as many people older than 50 have college degrees as did 20 years ago, (Source: AARP)

Fact #328:

By the year 2050, there will be 2 billion people older than 50 in the world, compared with 600 million today. (Source: AARP Global Aging Program)

Fact #329:

In 2050, people older than 50 will rise to 21 percent of the worldwide population, up from 8 percent today, while the percentage of children will decline to 20 percent, from 33 percent today. (Source: AARP Global Aging Program)

Fact #330:

By the middle of this century, there will be more older people than children on the planet for the first time in human history. (Source: AARP Global Aging Program)

Do you know about "The Perfect Labor Storm?" If not, I suggest you learn as much as possible as soon as possible so you and your business will be prepared to keep ahead of the "Storm". My recommendation to you is to obtain and read "The Perfect Labor Storm Fact Book" by Ira S. Wolfe. AND - For some great advice related to managing, motivating & matching your employees for success, I recommend you read Dr. Ira Wolfe's weekly newsletter "The Total View." Ira's web site address is: www.super-solutions.com You will find out how to get his book and how to sign up for his newsletter by visiting the site.

Virus Or Not - Hoaxes and Warnings

Listed below are the virus that were "coming out" this month and what the real outcome of the situation was. Use this information to find out if you need to update your protection or let it fly.

| Virus Name | Out There Or Not Out There |
|---------------|----------------------------|
| Wobbler | Not Out There |
| Yaha | Out There |
| Win a Holiday | Not Out There |
| WTC Survivor | Not Out There |

If you want to check out other hoaxes and warnings visit -
www.truthorfiction.com

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

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