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**Vol. 2, No. 10 - 6/05**

Hello;  
We have some great articles for you this month on dealing with change and strategies for it, disaster plans, responsibility and how to be a part of it and crisis communications. For more great information visit our new web site by clicking on the image to the right. And now on with this months issue.



Click To Articles on Our Web Below.

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If you find this newsletter useful and informative, please forward it to a friend or colleague who may find it useful as well. "Glenn Ebersole has been and continues to be a great asset to MetroServ Management. His strategic thinking consulting firms, J. G. Ebersole Associates and The Renaissance Group (tm) have provided the most comprehensive marketing and growth strategies available. J. G. Ebersole Associates and The Renaissance Group (tm) have been essential to the growth of our companies. From research and development to implementation, they are definitely a "one-stop" firm for all the business consulting and marketing needs of our companies."

**Sherman Hall, President**  
MetroServ Management

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**Business Help**  
**Change Is Here To Stay - Thoughts From A Change Agent"**

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

"The trouble with the future is that it usually arrives before we're ready for it." Arnold H. Glasow

Whenever someone refers to me as a "Change Agent," I accept it as a real compliment because that is a very accurate description of what I am. Since change is here to stay, I wanted to share some thoughts about change and some strategies on dealing with change.

Change in the workplace and in our lives is inevitable. The way most people deal with change can vary from trying to ignore it; getting angry; wishful thinking and/or running away. A very positive way to deal with change is to look at change as a spawning ground for new opportunities for the business or organization.

A major challenge is to help employees and the management team adapt

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

Networking Tips from the "Networker's Networker"

More Public Relations Tips from the "PR Doctor"

Another Client Success Story

Overcoming The Five Dysfunctions of a Team

to change and to change their attitudes about change. In looking for a "Top 10" list on this subject I found such a top 10 list entitled: "The Top 10 Strategies for Changing Attitudes" by Mike R. Jay, Happeneur, Executive Coach, Writer & Student. He can be reached at [change10@leadwise.com](mailto:change10@leadwise.com). His top 10 strategies are:

1. Release people from prior commitment.
2. Provide new information.
3. Use fear positively.
4. Resolve cognitive dissonance.
5. Gather influence from friends, peers and family.
6. Co-opt.
7. Have compassion.
8. Seek first to understand.
9. Have acceptance.
10. Dialog.

Please go to <http://topten.org/public/AC/AC79.html> to read the details of the strategies and the full article by Mike R. Jay. You may also visit his website at <http://www.leadwise.com>

Are you facing an upcoming change in your organization? Do you believe you are prepared to deal with the change? Do you believe you could benefit from some advice from an independent third party? If you answered yes to any of these questions, please [contact me](#) so we can discuss how I can help provide guidance for the changes you are facing.

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## Business Help

### Crisis Communications Planning or What To Do Before, During Or After It Hits The Fan

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

Do you have a crisis management or crisis communications plan for your business or organization? Do you believe your business or organization is too small to need a crisis communications plan? Or do you believe that crises only happen to others?

If you are like the majority of businesses and organizations today, especially small to medium sized ones, you answered NO to the first question and probably YES to the second question. And I hope you answered NO to the third question.

Well, I cannot emphasize too strongly that no matter how big or small you are, every organization should have a crisis management and crisis communications plan.

If you read the newspapers or watch the news on TV or hear the news on the radio, you know that crises happen every day. No person or organization is immune from crises. Think about such recent crises as fires, bank robberies, corporate scandals, sexual harassment, product recalls, death of top executives, closing a facility, etc.

So what should you do? The answer: develop a crisis management plan in 2 parts. The first part is the crisis management plan (how your company or organization will deal with the crisis at hand to minimize negative impacts). The second part is the crisis communications plan (how you will communicate with the media and the public about the crisis).

Secrets of  
Motivation, Work  
Ethics and  
Counter-Productive  
Behaviors

**and more...**

Too many companies prepare one without the other. Both are critically important. Your goal needs to be that most crises will never get reported in the media because you handled the situation skillfully enough that it never became visible to the media. And the development and implementation of a good crisis communications plan will help make sure of that.

Some great tips and techniques for your crisis management program can be found on the Public Relations Society of America website and I recommend that you visit the website at: [www.prsa.org/resources/crisis.asp](http://www.prsa.org/resources/crisis.asp) for Tips & Techniques: Crisis Management, with these headings.

- General principles that can positively affect your actions and communication in a crisis situation.
- Crisis communication planning can help you deal effectively with those unexpected disasters, emergencies or other unusual events that may cause unfavorable publicity for your organization.
- Before the crisis, successful communication will depend, in large part, on the preparations you make long before the emergency occurs.
- During the crisis, your focus is to deal with the situation, gather accurate information and communicate quickly.
- Reporters provide few surprises in a crisis situation.
- Your spokesperson should be forthright in dealing with media questions. There are, however, some questions he or she simply cannot and should not answer.
- Your spokesperson should not respond to media questions with "no comment" because this answer can imply a lack of cooperation, an attempt to hide something or a lack of concern. There are more appropriate responses when he or she either doesn't have one or is not at liberty to give certain information
- After The Crisis

My goal with this article and recommending that you visit the PRSA website is to cause you to think about taking some initial steps to prepare yourself and your organization to start the development of a crisis management and communications plan. Don't wait until "it hits the fan" to start your planning. Please [contact me](#) today to discuss how I can facilitate and guide you through the process.

P.S. I also have developed a presentation for companies and organizations which I entitle: "What to Do Before, During and When It Hits The Fan" and have presented this to many types of businesses and organizations. If you would like to have me speak to your company or group, please [contact me](#).

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## **Business Help**

### **Who is Responsible?**

By Sharon Drew Morgen

While writing an article recently on effective ways to bridge the IT/Management communication gap, I realized that few of us are eager to take responsibility in our business lives to make something different happen and be part of the solution.

Indeed, we have a culture based on blaming: sellers would obviously close more sales if it weren't for the buyer; decisions could easily get

made in meetings if people could make up their minds; systems would get designed correctly if the users could get it right the first time; teammates would get along if it weren't for those in the team that were difficult, etc. etc. In other words, it's HIS/HER fault.

The problem is that unless each of us is willing and able to take the responsibility to create a win-win interaction, nothing gets fixed.

While I can't offer a formula to teach folks how to eagerly seek out this level of responsibility, I can offer a communication formula, as embedded in The Buying Facilitation Method®. There is a way to not only take responsibility for every communication, but to ensure that your communication partners are supporting your effort effectively.

Let's look at the seller/buyer system as a model for responsible communication. Buying Facilitation® offers sellers (or changERs - anyone wishing to create change of any kind) a way to take responsibility for creating the parameters of a buyer's (or changEEs) decision; it systematically leads buyers through all of the sometimes hidden, often idiosyncratic issues that need to be taken into account before a decision to do something different can get made.

Yet when buyers turn the tables and want something from sellers, and try to get a seller's behavior to meet their needs, the buyer is the person responsible - hence, the buyer becomes the 'seller' of change and is therefore the one needing to 'own' the responsibility for creating an avenue to get their needs met.

In other words, whoever wants something from the interaction is the seller. Optimally, both parties understand the need to move the mantle of 'seller' and 'buyer' back and forth between communication partners.  
WHOSE RESPONSIBILITY IS IT ANYWAY?

On a business trip some years ago, my business partner had to leave unexpectedly. That meant I had to rent a car to get to the airport. Now, I'm on the road all the time; I don't always really know what city I'm in, and certainly don't remember highways.

I went to the nearest car rental company and began filling out the paperwork to get my car. As the papers were being completed, I asked the clerk how to get to the airport. Without looking up he mumbled:

"Go outside, get onto 17, go 'til you get to 35 and you'll see signs for the airport."

"Do I take a right or left on 17? Do I go north or south on 35?"

"Go outside, get onto 17, go 'til you get to 35 and you'll see signs for the airport."

"I don't think you heard me, so let me say it again. DO I TAKE A RIGHT or a LEFT on 17?????"

"Look lady, just do as I say: Go outside, get onto 17, go 'til you get to 35 and you'll see signs for the airport."

By this time I was furious. My head was screaming at me: What the Hell is His Problem? I'm THE CUSTOMER here! Doesn't that idiot KNOW I'm THE CUSTOMER and I SHOULD GET WHAT I WANT? WHY ISN'T HE RESPONDING PROPERLY???"

Just as I was about to scream at him, which he was expecting and glaring right back at me, I moved into my coach/witness self-talk: Yo, Sharon Drew. YOU ARE THE ONE WHO NEEDS TO GET TO THE AIRPORT. NOT HIM. YOU ARE THE SELLER HERE!!!!!!! BE NICE OR YOU'LL BE IN THIS DAMN TOWN FOREVER.

I smiled at the red-faced clerk and said, sweetly, "See, I've got a problem. I have a terrible time with directions and get lost frequently. Would you mind making a map to get me to the airport? That would be so much easier than verbal directions. I'd really appreciate it. Thanks." "No problem." And it was done.

I had a belief that just because I was the 'customer' that I was the one who should get what I wanted. But in this case I had to become the 'seller' and sell the clerk the idea of giving me what I needed in the way I needed it, separate from his accustomed response. He became my buyer. IT'S NOT ABOUT RIGHT - IT'S ABOUT RELATIONSHIP

We all face this problem daily: we believe we're right, that we need something done OUR way, that the other person is beholden to us to give us what we want OUR way, and that we're being perfectly reasonable and understandable, in word choice, request, or outcome. Indeed, we might even BE right. But that's not the point: we're seeking a communication, not a monologue.

We forget that we are operating out of our own set of beliefs and values and that others have separate and different beliefs and values. Stir into the mix our often disparate communication capabilities, skill sets, goals, job descriptions - and we're off and running.... in different directions. Then we can say things like:

- it wasn't my fault; I was clear;
- he seemed to understand me when I was speaking with him;
- when I left, we had agreed. I don't know what happened;
- I thought we were on the same page. I didn't realize until too late how far apart we were;
- what's his/her problem?
- obviously not a decision-maker; not smart enough;
- I was speaking perfectly plain English. The guy's a jerk.

Let's assume that everyone is doing the best they can do. Let's also assume that most people are nice, and willing to be helpful. So what happens that makes them jerks?

What's happening is that the other person is hearing us through their unique, very idiosyncratic beliefs systems and filters. Studies have shown that we only listen for data that will concur with what we already believe or are comfortable with.

When we get new data, it's up for grabs as to how we accept it. According to accepted learning theories (G.M. Edelman and G Lowenstein as per discussion in Driven: How Human Nature Shapes our Choices by Paul Lawrence and Nitin Nohria) if there is a small gap between what the listener is hearing that is familiar and what is divergent, a perceived large

gap between the two, or non-perceived large gap, there will be no response or a fear-based response to the talker. It's only when there is a perceived medium gap will any action be taken - and then the listener will attempt to close the gap by following his/her own standard operating procedure.

In other words, people don't like to be out of their comfort zone.

So if you've got something to say to someone that involves - something new to think about, - some need for change, - anger/annoyance about something the listener didn't realize s/he created or didn't create with purpose, the odds of being heard in a way that supports collaboration are minimal at best.

The sad thing is that relationships get damaged when one person gets annoyed that their communication partner is not responding 'appropriately' ("You're not hearing me!"), or 'adequately' ("You didn't respond to what I just said."), or 'sufficiently' ('buyers are liars' fits here). HOW DO WE TALK TO EACH OTHER RESPONSIBLY

In order to ensure that our communications are received the way we want them understood, we need a way to create a 'we space' between communicators.

That means, someone - the 'seller' or the person wishing something from the communication - must make sure that each person is heard, understands what's being said, and responds appropriately.

I'd love to tell you that each person in all interactions are willing to take responsibility, but that's just not true. Prospects have no reason to make sure they are being heard, or hear, efficiently; hostile partners or teammates don't care if they hear you or not; etc. Try convincing a teenager that they need to hear you lecture. Particularly when we get into our individual 'stuff', when our beliefs get triggered, it's very difficult - if not impossible - to really hear the person who's triggered our discomfort.

We're not talking about 'right' here; we're talking about taking a level of responsibility above and beyond the normal 'communication' level, and working toward a collaboration regardless of who might be in the 'right'.

So how do you take responsibility for another person's communication? How do you correct misinterpretations - before they happen? How do you fix something gone - or going - wrong?

While there are several complex skills that are required to support this level of communication integrity, there are some simple behaviors that can go a long way toward making a difference. Primary is the recognition of a problem to begin with. Let's look here at the noticing aspect, the correcting aspect, and the make-sure-it-continues-to-go-right aspect.

Noticing if it's working or not:

1. physical. Note the other person's demeanor. Notice facial expressions and posture. Was there a shift? Does there seem to be confusion? Does the facial expression seem to be congruent, but the words are not in total alignment with your end of the communication? If it doesn't seem right to you, it probably isn't. There's probably a glitch somewhere between what you thought you said and what they thought you said.
2. emotional. Are you both in rapport? How do you know? Do you continue in rapport as the communication proceeds? Do the words used have a natural cadence of up and down? Is there

- some malleability to your communication partner's voice, rather than a stern or emotionless voice tone? Has this person gone from comfort to discomfort? From soft to hard, or from light to heavy? If you are feeling discomfort, the other person is also.
3. mental. Are the messages you are sending being heard in the connotation you imply? If your message isn't being received properly you will hear a non-sequitor in response. Or you will hear what sounds like a normal response, but the affect/pitch/tone will be flat.

Correcting a misperception:

When you notice something is awry, you must go in and fix it immediately or it gets carried along within the dialogue as a huge sore that no one is attending to but is acutely impacting the communication. As one of my client's from Boston once said, it's like the turd in the punchbowl: everyone knows it's there, but everyone avoids it; everyone claims they are not thirsty and no one will take the responsibility to fix it, so they move on to another party where they can get punch. It's lose-lose.

I'm suggesting that the person who wants something from the communication make sure the punch bowl is clean.

As the owner of the communication, you must be the one to say: "Excuse me. I think there might be a confusion in our communication. I hear you saying X and it seems to me you might have heard me say Y. Is that true?"

or

"It seems to me you're annoyed by what I said, and that wasn't my intent. I want to make sure we stay on the same page: can you tell me what you heard me say so I can either correct it or re-state it?"

or

"It sounds as if you've lost interest in our conversation. Is there anything you need me to know in order to get back on track with you?"

Because communication is a two-way exercise, losing the Receiver means you're not communicating. That might be ok in some situations, but not in others - especially when your job or relationship depends on it.

The question I leave you with is: What would you need to know or believe differently to be willing to take responsibility for both sides of a communication? What are you currently missing to make that happen?

It might make the difference between success and failure.

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## **Business Help**

### **Business Disaster? Won't Happen to Me**

By Denise O'Berry

As fast as you can say business disaster, your business can go up in smoke. That's what happened a while back to Castle Carpet One. Gone were thousands of dollars worth of equipment and carpet, plus two smaller businesses that were housed in the same building. Luckily the owners, Larry and Diane Cox, had plenty of business insurance to cover

their physical losses. But they lost their most important business asset - customer records - because of failed back up systems. Rebuilding their customer base will be tough and the long-term revenue impact is hard to measure.

With disasters like hurricanes, tornados, fires, floods and terrorism, to name a few, it's critical for small companies to have a disaster plan. And for companies with only one location, it's even more important. One location companies have the potential to lose the entire business if disaster strikes. For a home-based business, it's even worse. You could lose your home and your business in one swoop. Any small business owner can minimize the damage by simply having proactive strategies in place to deal with an emergency when it happens. What if:

- You arrive at your business to find it vandalized and all of your customer records missing?
- Your most critical employee becomes ill and requires an extended absence?
- Your computer hard drive (or network) crashes?
- You become the primary care giver for a sick family member?
- You become ill and can't manage your customer commitments?
- Your business becomes inaccessible because of an emergency on your street?

What would you do?

Would your business survive? What would you grab if you had to leave your business quickly? After the emergency, how would you communicate with your employees? Customers? How long would it take to get back to business as usual?

Without a disaster plan, you'll have a harder time getting back to work. Most businesspeople think it will just take two or three days. That's tough to do if you have no plan for action and little money to move forward. The reality, experts say, is more like several months and at least 25 percent of businesses that experience a disaster never reopen.

But most small business owners just don't make time for planning. We think it's "never going to happen to us." It could. The time to formalize a game plan for an emergency is before it happens. Do it now.

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## **Employment Help**

### **"The Perfect Labor Storm"**

By Ira S. Wolfe

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

#### **Fact #396:**

The population of undocumented residents in the United States increased by about 23 percent from 8.4 million in 2000 to 10.3 million in 2004. (Source: Pew Hispanic Center)

#### **Fact #397:**

The U.S. foreign-born population, regardless of legal status, was 35.7 million in 2004. Those of Mexican descent comprised the largest group - more than 11 million. (Source: Pew Hispanic Center)

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](http://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.

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### 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](http://www.truthorfiction.com)

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

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