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"I have been in the business of 'Business Manners' for over twenty years and I have never worked with anyone who is the perfect example of professionalism except for Glenn Ebersole. I have been engaged in several business dealings with him and every single time he has been detailed, punctual, polite, follows up and is extremely professional. He could easily consult my clients on an appropriate business image.

Glenn is also excellent at communication and public relations. We worked on a national survey together and he was on top of the project at all times in terms of national exposure and contacting me. I would highly recommend him to anyone; you won't be disappointed."

Pamela Hillings
Hillings Enterprises
Pasadena, California

Business Help **"Manners Always Matter"**

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

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Pamela Hillings
Hillings Enterprises Pasadena, California

Several years ago I had the good fortune to meet and become friends with Pamela Hillings of Hillings Enterprises in Pasadena, California. Pamela and her mother wrote a book entitled "Manners in a Minute," which is a practical guide for proper conduct and good manners when dining in or out. Pamela has been the official Royal Court Protocol Consultant to the Tournament of Roses Queen and Court and has been referred to as the "Miss Manners of the Internet," as she has taught "How to Have Great Business Manners" through an Internet class. And I had the privilege of being one of her guest "speakers" during the course to talk about business manners. Pamela Hillings has been my guide for business manners ever since our first contact.

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AND since I strongly believe that manners ALWAYS matter and since I have learned much from Pamela Hillings, here are just a few of Pamela's tips that have always served me well:

- Remember people's names. Repeat their name and use it occasionally in conversation and when departing. If you can't remember someone's name when meeting them again, shake their hand while reintroducing yourself, they will usually reply in kind. If someone mispronounces your name, correct them in a polite way.
- Be respectful of others when using your cell phone. Go outside if needed and turn it off when appropriate. Never use your phone in the restroom.
- Write e-mail like a letter, keeping it brief and avoiding abbreviations.
- Always reply to phone calls and e-mails within 24 hours.
- At the table, remember "solids," like bread plates, on the left and "liquids," as in glassware, on the right.
- Use utensils from the outside in.
- Don't begin eating until everyone is served unless you are invited to go ahead. If you're waiting to be served, be extra nice by telling others to start without you.
- If someone uses the improper utensil or dish, don't say anything. If they use yours, such as a bread plate, don't make a fuss, simply ask the waiter to bring you another one.
- When greeting and eating, be considerate of others and respectful of other cultures.
- The perfect wave is refined, yet friendly. Hold your fingers together and turn your hand as if screwing in a lightbulb, add a bright and sincere smile.

If you want to learn more about the importance of good business manners and how you can acquire them, please feel free to contact Pamela Hillings at: HillingsEn@aol.com

Organizations

Communications
Tips

The Brain Drain -
Who Will Store The
Company
Knowledge?

Top 10 Tips on
How To Write
About Yourself

and more...

Business Help

More on Referrals

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

The importance of referrals was included in one of my previous newsletters. And I mentioned how I was referred to Bill Cates, a referral coach. Bill recently wrote an article entitled "The 7 Deadly Referral Sins - Are You Making Them?" I have read this many times and find it to be a great reminder of what not to do when it comes to referrals. The 7 deadly referral sins according to Bill Cates are:

- #1 Not Committing to Referrals
- #2 Making the Referral Process about You
- #3 Not Working on Your Referability
- #4 Winging It
- #5 Not Using Your Referral Source for Introductions
- #6 Being too Generalized
- #7 Letting Your Fear Get in the Way of Your Success

To read the full article go to: <http://www.referralcoach.com/newsletter.asp>

Interested in learning more about how a referral program can help your business grow, please [contact me](#).

Business Help

More Business Coaching & Strategic Planning Success Stories

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

There is a very good feeling one gets when receiving affirmation of the success of an endeavor and that you learn that you have "made a difference" in someone's life or business. I believe in celebrating success and sharing positive stories of success in what we do. The sharing may be a few quotes of testimonial or a few paragraphs of a particular project or special assignment. And I am pleased to share a few in this issue of the newsletter.

Brian Ebersole of Ebersole Brothers Construction (no we are no related, but I would be proud to be related to Brian and his family) committed to developing a strategic plan and an Action Plan to direct and manage the growth of his custom home building, remodeling and specialty millwork installation business. Brian and his staff were involved in developing the strategic plan, which included a vision statement, a mission statement, a list of company core values and a list of short and long term goals. My role was as a facilitator, guide and business coach. After 2004 ended, I asked Brian to share with me his thoughts on our strategic planning process and coaching and how the business performed. Here is what Brian said:

"Glenn's encouragement and guidance were keys in our firm's development of a strategic plan. He took the time to get to know us as a company - our strengths and weaknesses. This interest and knowledge helped Glenn to ask the tough questions during the planning process, which guided us in setting the course for the coming years. We reached some milestones in 2004 which were exciting to see. Our business volume increased more than 50% over previous years and we hit a new high for total revenue."

Brian K. Ebersole, President
Ebersole Brothers Construction, Inc.

Congratulations to Brian and his staff for a very successful year! And thank you Brian!

Another success story comes from working with **Steve Huber and The Steve Huber Team, RE/MAX Associates of Lancaster**. A decision and commitment were made to move forward with the strategic planning process and a strategic plan and an Action Plan were developed with involvement of the entire team. In January of 2005, I asked Steve if he would share his thoughts on our strategic planning process and how the business performed. Here is what Steve said:

It has been more than a year since our team, The Steve Huber Team of RE/MAX Associates of Lancaster, completed our strategic plan using the professional services of Glenn Ebersole. Glenn took our thoughts, ideas, principles, values and goals and molded them into our Vision Statement, Mission Statement, Core Values and Goals (short term and long term). Our focus in 2004 was on our strategic plan. As a result, our real estate business grew by 26% above the previous year. I highly recommend Glenn's strategic planning services to anyone desiring to take their business to a higher level. Thanks Glenn.

Steve Huber
The Steve Huber Team
RE/MAX Associates of Lancaster

Congratulations to Steve and his team for a very successful year! And thank you Steve!

No matter how big or small your business is today or how many years you have been in business, you can still benefit from strategic thinking and planning. The time is right for you - right now. Please [contact me](#) so we can schedule an appointment to discuss your business and how you can benefit from strategic thinking and planning. Thanks.

Business Help

"Do You Want To Become A Rainmaker?"

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

During my 35 year career, I have had the privilege of being referred to as a "Rainmaker" in several news articles and stories during interviews with some of my clients. I take that as a very kind compliment. Some may ask, what is a "Rainmaker?" The American Indian tradition would say that the Rainmaker used magical powers to bring rain to nourish crops to feed the people of the tribe. Today, the most common and simplistic definition I can offer would be this: A "Rainmaker" is a person who brings the most revenue into a company or organization and the revenue or money is the rain. Today's "Rainmaker" makes things happen, generates the most new customers, new business and takes the art of the doing business to new levels.

This past Christmas (2004), I was given a very special and interesting book by Jeffrey J. Fox. The title: "How to Become A Rainmaker." This is a great book and I have reread this book once a month since I got it. Jeffrey Fox has hit a home run with this book, in my opinion, because he has put his advice into a handbook form that is easy to read and understand and very valuable to anyone who wants to become a "Rainmaker."

And just to wet" your appetite further, here is "The Rainmaker's Credo" from Jeffrey Fox's book - How To Become A Rainmaker"

- Cherish customers at all times.
- Treat customers as you would your best friend.
- Listen to customers and decipher their needs.
- Make (or give) customers what they need.
- Price your product to its dollarized value.
- Show customers the dollarized value of what they will get.
- Teach customers to want what they need.
- Make your product the way the customers want it.
- Get your product to your customers when they want it.
- Give your customers a little extra, more than they expect.
- Remind your customers of the dollarized value they received.
- Thank each customer sincerely and often.
- Help customers pay you, so they won't be embarrassed and go elsewhere.
- Ask to do it again.

For information on how to get Jeffrey Fox's book, go to:
www.hyperionbooks.com or write to: Hyperion, 77 West 66th Street, New York, NY 10023-6298

Feature Article

Personality Tests Help Uncover The Right Stuff

By Ira S. Wolfe - Perfect Storm

Admit it. More than once this past year, you've identified a person by his or her personality. Everyone does it, from time to time, to make a point. Here's how it goes.

Joe is so compulsive about details, he's probably an accountant.

Mary's house is perfect. Even magazines on the coffee table are placed so the spines are aligned. You can tell she is an architect.

A friendly guy like Sam should be in sales. No one can say no to him

Using this simplistic logic, outgoing and garrulous folks should be steered toward careers in sales, entertainment, motivational speaking, and the like. The quiet, introverted population should be tucked into safe Dilbert-like cubicles focused on facts and figures, far away from customers, clients, and the rest of the world.

Here's the flaw in the logic. Humans are social beings. Consequently, we veer toward outgoing people. Extroverts have the edge, being considered lively and fun to be around. Extroverts are described as having "fun personalities." By comparison, staid and detail-oriented people suffer from a statement like, "She's a great gal, but not much personality."

So, we classify people as having "great personalities" and "zero personalities." Each of you can recognize a boss, co-worker, friend or family member who fits one of these personality classifications. Are these descriptions accurate? That depends on who is making the judgment. Think back to that dreadful blind date your best friend described as having a "great personality." Has there been an occasion when a schoolmate, co-worker, boss, or neighbor described you as having a "problem personality?"

What does it really mean anyway when people talk about personality?

We typically define personality as the unique bundle of motivation, attitudes, and behaviors that make each of us who we are. One individual may be outgoing, creative, and excitable while another is reserved, organized, and calm. Something happens when the quiet person is made to speak up and the assertive person is tamed. Do aliens take over their bodies so can they operate in, what seems to them, a weird and unnatural way? Can people easily change something as hard-wired as personality?

No, not really. Changes like the ones just described reflect behavioral adjustments rather than personality changes. Behavior reflects how a person reacts to specific such as problems, people, pace of environment, and procedures. A willing and able person can easily modify and adapt his or her behavior. Not so with personality.

The overwhelming consensus is that personalities rarely change after adolescence, and if change does occur it happens slowly. Let's take this

into the workplace. You recently hired a salesperson who steadfastly refuses to work your database and call prospects and clients. You "diagnose" call reluctance and invest thousands of dollars in training, provide coaching and phone scripts, and add sales incentives. The result? Maybe, just maybe, the short-term behavior will change. In time, one of two things will happen. Either the basic willful personality will come forward or the salesperson will experience burnout from the Herculean effort of modifying his basic behavior for forty (or more) hours a week.

Think of workplace behavior as packaging. Not all packaging is a dead giveaway to what's inside. Many managers base hiring and succession planning decisions on packaging: that is, observed behavior. Take away the packaging and you get the essence of the person—his or her personality.

This is a significant problem. All job applicants have access to information on how to ace an interview. The successful applicants know how to "wrap the package." Currently, personality testing saves managers the expense, heartache and embarrassment of hiring a "great personality" only to find out the applicant has a "problem personality". Personality tests based on the five-factor model help hiring managers determine who a person really is and how that person will fit an environment, a team, or a job.

One five-factor test, TotalView, helps separate achievers from doers, risk-takers from risk aversion, outgoing from reserved, and relaxed from easily excitable. It helps identify those individuals who adapt to or lead change, who display leadership or sales ability, and who are likely to benefit from coaching and development.

When looking to build an organization of people with the "right stuff," think personality. Volumes of empirical research prove this is the best approach. Technological breakthroughs help crack the code for identifying peak performers and developing that potential. Let SPS use Total View for easy, reliable application of state-of-the-art personality testing.

Business Help

The Top 10 Priorities That Guard Your Five-Star Reputation

By Gala Gorman

Making money doesn't make your reputation... your reputation makes you money. Gala Gorman

Whether your business is product or service-oriented, the loyalty and dedication of your customers is greatly dependent on your reputation. Your most effective sales force is your existing customer base. Word-of-mouth or the personal recommendation, serves to create an expectation that you must only live up to - rather than one that you must create from scratch. The assets of your business have traditionally included property, plant, equipment, and your customer base. Progressive organizations understand that the concept of business assets should be expanded to include their good reputation. By being responsive to change, having the ability to conduct a constructive dialogue with stakeholders, and taking advantage of networked resources, the organization further extends their tangible and in-tangible non-traditional assets.

Companies are increasingly adopting socially responsible business practices based on sustainable development to ensure efficiency, stimulate innovation, and create top-line growth. This new approach to business requires leadership to re-think priorities with a focus on a longer-term agenda. The socially responsible leader understands that decisions

made by management must focus not only on profit-making but also on reputation- building. Fortunately the latter feeds the former.

These are the Top 10 priorities that will ensure a sustainable future for your business or organization. After thoughtful consideration, priorities must be established (re-established) and communicated to stakeholders. With every area of the organization working in alignment with the vision, mission and values, goals and objectives are more easily reached. To begin the discovery process, use this list to honestly evaluate your organization's priorities.

1. Define and demonstrate your values.
 - What products or services do you provide and how do they serve to demonstrate your values? You must first define your values and create your mission with a clear understanding of the values you wish to demonstrate. If your products and services can't be reconciled with your values, trust is eroded.
 - How will your products or services impact stakeholders? Your stakeholders include stockholders, but the group also extends to staff, associates, vendors and the community that is directly or indirectly impacted by what you produce. Stakeholders become a far-extending community of concerned parties.
 - What filter is in place for decision-making? Your filter is created from having a clear understanding of your values and mission. Decisions are run through this filter before being communicated or implemented.
2. Create a recognizable image.
 - What is your desired image? Once you have defined your values and mission, you have an easier job of creating your image. You know how you want to be perceived and recognized and, consequently, you can take action that will create the desired result.
 - Are your logo and promotional materials consistent and memorable? Your logo is a powerful trigger that creates recognition for your organization. Careful thought and consideration should be given to your logo and how it communicates the message desired.
 - Does your marketing support and extend the desired image? Your marketing plan and program should serve to create and extend your brand recognition. All activities, whether they are marketing related or otherwise, should serve to create and support your brand environment.
3. Know your market and customer.
 - Who is your perfectly-aligned customer? You should be able to readily communicate the profile of your perfect customer. By creating this profile, you set the universal law of attraction into motion so that you can focus your energy on customers whose values and beliefs are in alignment with the organization's.
 - What does your perfectly-aligned customer expect from your services? If you are focused on serving a customer that is perfectly-aligned with your values, by understanding how they expect to benefit from your services you create a powerful business model. You walk a mile in the
 - How might you extend your services to exceed expectations? Once you understand customer expectations, you can begin to discover ways to exceed them. It is important to maintain focus and know what you can realistically do without diluting your energy.

4. Strive for perfection.
 - Is perfection expected? Perfection isn't conditional. It must be the primary goal regardless of circumstances. Every level of the organization should understand what it means to perfect its product or service.
 - How are mistakes or errors turned into learning opportunities? Mistakes and errors can be transformed into tremendous opportunities if they are given appropriate consideration. The root cause can be mined for its eye-opening insight into breakdowns in an organization's systems and infrastructure.
 - Who decides if it's perfect enough? There must be one clear standard that is demonstrated at every level of an organization. This standard applies regardless of time pressures or circumstances.
5. Treat your stakeholders like family.
 - Do you understand who your stakeholders are? Stakeholders is a fairly new term that extends far beyond an organization's stockholders or owners. Even the organization's customers are stakeholders - they have a vested interest in the organization's continued existence and success.
 - Is community encouraged? For example, staff spends more of their waking hours with fellow workers than they do with their own family. By encouraging community through fostering relationships between stakeholders, the organization creates loyalty, dedication, and commitment.
 - Are wealth creation and benefits shared fairly? Careful consideration should be given to the distribution of wealth amongst those that are most instrumental in creating it - intrinsically and consequentially. All members of an organization's family can expect to benefit from the success created by sharing and progressing the agenda.
6. Contribute to your local community.
 - Is your local community defined and understood? For some, local may be limited to a 10-mile radius. For others, local will encompass the globe. In order to contribute effectively to your local community, you must understand its make-up.
 - Is community participation encouraged and rewarded? The organization should create a win/win relationship with its community. The community provides it with its means for creating success and it gives back to the community appropriately by allocating and sharing its resources.
 - Do you understand how your local community extends globally? While many organizations may limit their focus to a community that is in their neighborhood, all organizations impact the global community in some way, shape, or form. It is instrumental in progressing the social responsibility agenda to initiate the dialog and take global considerations into account.
7. Make decisions considering intrinsic and consequential costs/benefits.
 - How are costs determined in decision-making? In the evaluation of any project or initiative, there are clearly identifiable associated costs. There are also consequential costs that can easily be overlooked if the decision-making process isn't designed to incorporate a full-spectrum of cost considerations.

- Are decisions made with a long-term focused perspective? Short-term motivations are generally limited to a strictly profit-oriented agenda. In order to effectively incorporate progressive and socially responsible initiatives, longer-term results must be considered and prioritized.
 - Does the organization tell the truth? There are lies and..there are lies. The truth should provide the recipient with the information needed to make an informed decision. If a decision is made based on inaccurate or incomplete information, it is based on lack of the truth.
8. Manage the organization with integrity.
- Are financial records maintained to ensure accurate and meaningful reporting? Accurate financial reporting is critical to effective decision-making. Financial policies should be employed to create records that provide the most genuine and meaningful results of operations.
 - Does management emphasize being socially progressive? Most organizations delay the implementation of a socially responsible agenda until the pain associated with the delay is intolerable. By taking a pro-active approach, social responsibility becomes the competitive edge.
 - Do the company's products and services promote quality of life? If the organization's success is dependent on the degradation of society's health and welfare, integrity will be beyond the organization's reach. Products and services should be designed to contribute to human welfare.
9. Encourage innovation and continuous improvement.
- How does the company capitalize on technological advancement? Technology is a powerful tool that can bring an organization's stakeholders into closer proximity. In order to foster community, technology can be a great ally.
 - Are employees encouraged to increase competencies? Continuous improvement requires a commitment to education and personal/professional development. The organization's compensation program should reward those that increase their skills that can be developed and applied to meet customer's needs.
 - Are resources allocated to research and development? It is tempting to focus on today. In the competitive environment we operate in, a today-oriented focus is critically shortsighted. Innovation and improvement must be supported with a commitment of resources.
10. Tread lightly on the planet.
- Is the workplace environmentally friendly? As was pointed out above, we spend more time in the workplace than we do in our home-place. The environment should be thoughtfully created to promote creativity, health, and productivity - with an emphasis on the environmental implications.
 - Have products and packaging been developed considering life cycle? The organization should have a clear understanding of where their products or services will end up 10 (or 100) years from now. When life cycle is taken into consideration, a product's cost incorporates an entirely new perspective.
 - Does the organization understand its environmental impact? There is a trickle-down effect associated with just about anything we say or do. This trickle-down effect could also be referred to as a trickle-out effect. The environment is effected in seen and un-seen ways.

Your reputation is one of the most valuable assets of your business. By incorporating a new set of values and priorities into what has proven to be a successful formula on many levels, I believe that business will be the platform for a new agenda - the Social Responsibility Agenda. That agenda will solidify your reputation as an organization that is worthy of its stakeholders' dedication and loyalty.

Regardless of the size of your business, you make a contribution to the global marketplace that impacts humanity with a rippling effect. As an organization's leader, you choose whether that ripple will be felt positively or negatively. Even a small movement or change in a socially responsible direction can have a dramatic effect. Every day produces a new opportunity to mold the way your organization is perceived and to enhance your reputation!

Employment Help "The Perfect Labor Storm"

By Ira S. Wolfe

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

Fact #361:

Half of all Americans today say they are satisfied with their jobs, down from nearly 60 percent in 1995. But among the 50 percent who say they are content, only 14 percent say they are "very satisfied." (Source: The Conference Board, 2005)

Fact #362:

Job satisfaction has declined across all income brackets in the last nine years. While 55 percent of workers earning more than \$50,000 are satisfied with their jobs, only 14 percent claim they are very satisfied. (Source: The Conference Board, 2005)

Fact #363:

The largest decline in overall job satisfaction, from 60.9% to 49.2%, occurred among workers 35-44. This is also the worker group next in line for management and leadership positions. (Source: The Conference Board, 2005)

Fact #364:

The second largest decline took place among workers aged 45-54, with the satisfaction level dropping from 57.3% to 47.7%. (Source: The Conference Board, 2005)

Fact #365:

With less than 47% of householders claiming to be satisfied with their current job, workers in the Middle Atlantic and Mountain states are the least satisfied workers in the U.S. (Source: The Conference Board, 2005)

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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