

Vol. 3, No. 19 - 3/06

Here we are in the month of March. We hope this month and the rest of this year will bring you and your business many new opportunities for growth. We want to be with you to assist and guide you to turn those opportunities into real positive growth experiences.



Click To Articles on Our Web Below.

We have some great articles for you this month on: sustainable growth in your company or organization; tips for effective business communications; and coaching to success. For more great information, please visit our web site by clicking on the right.

And now on with this month's issue.

In This Issue:
Preparing For Sustainable Growth in Your Company or Organization

Effective Business Communication Tips

Coaching to Success in 2006 and Beyond!

How's Your (Business) Form?

Gorilla vs Guerilla - How Smaller Businesses Can Win

"Working with Glenn has been a rewarding experience for us on many levels. He has shown an understanding of our business and been able to make suggestions that have helped us along our path. His patience and thorough way of doing things are a big asset."

*Jeff Weaver
President, Bedrock Computers*

Glenn's Golden Grains To Grasp

Recommended Reading:

"The Brand Called YOU" by Peter MonToya and Tim Vandehey
ISBN 0967450659

This is one of the most recent books I have read and here is my review as posted on amazon.com: What a find! I have been searching for a kindred spirit in the power of branding. And now I have found a kindred spirit in Peter Montoya. Peter not only shares, he promotes the belief that people, not the products and services, produce effective branding! And Peter with Tim Vandehey have written a "world class" primer that I believe is a must read for business owners and professionals who want to realize the power of branding. I strongly recommend the purchase and reading of this book and then putting its advice to work to Brand YOU!

Favorite Websites:

Google Maps - Need an incredible satellite image of your next vacation spot? Google Maps has it. Google Maps is a new online map service and location finder featuring dynamic, draggable maps, as well as satellite imagery by region.

Words to the Wise for Work:

"I dream, I test my dreams against my beliefs, I dare to take risks, and I execute my vision to make those dreams come true." - Walt Disney

In the next Issue - Look For:

Major Benefits Of Using A Facilitator

Strategic Thinking - What Does It Really Mean?

Team ReConstruction In Challenging Times

Your Winning

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.

Season!

10 Questions a
Small Business
Owner Should Ask

Business Help

Preparing For Sustainable Growth in Your Company or Organization

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

and more...

As a business owner or senior manager, you are in business to grow your business and then sustain that growth. Companies and organizations try to avoid uncontrolled or unmanaged growth, but realize there are many pitfalls that cause growth to disappear.

Fortunately there are ways to prepare for sustainable growth. I found a very good resource article written by Geri Stengel, President of Stengel Solutions, and a business strategist. Geri provides 10 tips for us in "Ten Tips to Prepare for Sustainable Growth." Here they are:

1. Know Your Financials
2. Know Your Outside Financing Options
3. Leverage Core Competencies
4. Focus Externally as Well as Internally
5. Consider Non-Organic Ways to Grow
6. Move From Micro-Management to Macro-Management
7. Make Strategic Use of Outside Advisors
8. Reap the Rewards of Technology
9. Protect Intellectual Property
10. Manage Risk Through Insurance

I recommend that you read the entire article found at www.stengelsolutions.com/tips15.htm

In addition, I discovered another good reference on this subject. Mark Smock, president of www.business-buyer-directory.com (the first international business buyer directory of its kind). Mark wrote, "10 Cardinal Rules for Business Growth," which can be accessed at <http://ezinearticles.com/?10-Cardinal-Rules-for-Business-growth&id=62413>, and listed the following proven tactics for business growth:

- Give priority to new product or service development
- Find new applications for existing products or services
- The "easiest" sale of them all (to existing customers)
- Know where to get all the answers
- "Buy" rather than "Build"
- Think "out of boundaries"
- Go "E Commerce"
- Know when to say "No" and "Stop"
- There is always a price to pay for business growth

If you want to further explore how to prepare for sustainable growth in your company or organization and are following the advice of seeking outside advisors, then please [contact me](#) so we can discuss your specific growth situation.

New Business Help

Effective Business Communication Tips

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

Do you consider yourself to be an effective business communicator? Have you honed your skills when communicating via E-mail and voice-mail messaging, in addition to the more traditional formal business writings? Could you use a little help improving the effectiveness of your business communications in each of these forms?

Regardless of how you responded to my questions, I am going to say that I believe each of us can always use some help in improving the effectiveness of our business communications. And I want to assist you and guide you in finding ways to do just that. And I will start with the more formal or traditional written business communications form. Tina Miller is a freelance writer who's been published in Corporate & Incentive Travel and the Milwaukee Business Journal and she offers the following tips:

1. Write the way you speak.
2. Take a positive approach.
3. Tell your readers what's in it for them.
4. Write at the reader's level.
5. Never send a business communication when you are angry.
6. Anticipate questions.
7. Be careful with acronyms and technical language.
8. Reap the Rewards of Technology.
9. If you can wait an extra day before sending the communication, take advantage of that extra time.

I recommend that you read the entire article found at:
www.klariti.com/business-writing/10-Tips-Effective-Business-Communications.shtml

Next, let's look at E-mail, which is a major means of business communications and in fact is the "preferred" business communication form for a major part of the total communications effort by many businesses today. I found 10 tips to writing effective E-mail prepared by Jessica Bauer and Dennis Jerz. Here they are:

1. Write a meaningful subject line.
2. Keep the message focused and readable.
3. Avoid attachments.
4. Identify yourself clearly.
5. Be kind - don't flame.
6. Proofread.
7. Don't assume privacy.
8. Distinguish between formal and informal situations.
9. Respond promptly.
10. Show respect and restraint.

Again, I suggest you read the entire article found at:
<http://jerz.setonhill.edu/writing/e-text/e-mail.htm>

And finally let's look at voice-mail messaging, another major means of business communication. Here are 10 tips for effective voice-mail messages from Jeff Wuorio, a veteran freelance writer and author based in southern Maine.

First - what to do when you're the one leaving the message:

1. Get to the purpose of your call.
2. Put contact information up front as well.
3. Don't repeat what the system already knows.

4. Get to know the person who's getting the message.
5. Avoid trying to leave a message about numerous topics.

Second - tips for your recorded voice-mail greetings:

1. Consider changing your greeting every day.
2. Offer specifics.
3. Encourage detailed messages.
4. Use humor and offbeat material with caution.
5. Always review your outgoing message.

Please read Jeff's entire article found [clicking here](#).

If you truly want to become more effective in your business communications, then please [contact me](#) to talk about how to improve your business communication skills.

Business Building

Coaching to Success in 2006 and Beyond!

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

2006 is well underway and each day presents opportunities for each and every one of us to be successful. But do we recognize the opportunities for success? Do we act upon the opportunities for success that are recognized? How does one become skilled in recognizing, seizing and acting upon opportunities for success? One very powerful answer: "through coaching."

Business and personal coaching, in addition to the athletic coaching I have had over my career have played a monumental role in my development, personally and professionally. If I reflect upon more than 35 years in my professional career, I would offer the following as what I believe are some golden keys to unlock your potential for achieving success in business and life.

1. Be **Passionate** about your business and what you love to do. Your passion will help you remain motivated and will foster creativity.
2. Be **Open-minded** and be prepared to step outside of your comfort zone.
3. Become or continue to be a **Life-Long Learner**.
4. Create a **Business & Personal Strategic Plan** with a vision, mission, guiding principles and goals.
5. Increase your **Interpersonal Skills** to the highest possible level.
- 6 Increase your **Verbal and Written Communication Skills** to the highest possible level.
- 7 Be **Committed** to success.

To use the golden keys mentioned above one needs to have some help. I believe that each of us can use some help from time to time and that help can come through a coach. Your coach can certainly help you work with those golden keys. To illustrate what I mean, let's look at some of the benefits you will receive from engaging the concept of "coaching to success." Your coach and the coaching process will:

1. Help you see the bigger picture and help you expand your frame of reference on business and life.

2. Help you develop your business and personal vision.
3. Help you develop short & long term goals to reach your vision.
4. Hold you accountable and keep you on track to reach your goals and vision.
5. Expand your thinking and become more open to new ideas.
6. Encourage you and buildup your self-confidence.
7. Help you hone critical thinking skills and learn to think strategically.
8. Provide a safe and confidential forum and environment for discussion of your challenges, concerns, problems, etc.
9. Help you improve your life's balance of work and play.
10. Develop a professionally personalized coaching program for success, specially designed for you.

Now, let's pause and reflect for a moment on the above. I want you to ask yourself right now – what is hindering me from achieving success? Are you: Overwhelmed? Confused? Stuck? Closed-minded? Discouraged? Unorganized? Out of balance with your work and play? Without clear business and personal vision and goals? Do you really want to achieve success in 2006? If you answered Yes to any of these questions, I want you to please [contact me](#) today to request a consultation to discuss a specifically tailored coaching program for you to achieve success. You do not have to go it alone if you want to be as successful as you can be. I look forward to hearing from you.

Online Help

How's Your (Business) Form?

By Bill James-Wallace

Being in business is a tough job. Many business owners work so long it hurts. If you take the advice of my personal trainer, hurting is the place where you grow. I decided to get a personal trainer when I just got sick and tired of not staying in shape. I know it's all up to me and if I had any discipline at all, I'd do it all myself. Then I thought "Tell Ian Thorpe that!" Anyway, having a personal trainer is not the point of this.

It's about holding your form.

Briefly ...

What I've learned from my PT is that it isn't just enough to pull/push weights. It's about doing it correctly so you gain the full benefit. It means pulling the weight all the way down, or up and holding your back straight as well as tightening your abdominals.

In the end the results come quicker and are better because you've been doing it right.

So, how is your business form?

I hear many business owners say: "Don't worry, it's hurting!" and I'd agree. As I said when I started this post, being in business is tough.

Now let me ask you another question (one I ask myself continually):

Are you doing each thing correctly?

Ahh, now there may be a pause before you answer this time.

I hear responses of:
"I'm doing me best."
"I don't know any other way."
"Are you questioning my work ethic?"

I'm certainly not questioning anyone's efforts.

I am questioning technique though. Technique can make a huge difference.

Here are some thoughts for you:

On the topic of client service:

1. Do you contact your current clients regularly?
2. Have you surveyed them recently as to how you're doing?
3. Have you asked them how you might improve your service to them?

On the topic of focus:

1. Have you got a well defined, written business plan?
2. Are you following it?
3. Do you have the resources to accomplish it?
4. Is there anything you're doing that you should stop doing?

On the topic of progress:

1. What have you implemented in the last 12 months that you'd call significant?
2. What have you had to prune from your business?
3. What changes ahead do you see and how are you preparing for them?

On the topic of process:

1. Are you and your team fully conversant with your policies?
2. Are critical work practices written down and easy to follow/learn?
3. Can new staff get up to speed quickly?
4. Are you keeping abreast with developments in your industry?

It's a lot to consider. However, form and technique are critical to a successful business and an enjoyable career.

And yes, putting these things in place may cause some pain (alright it WILL) but in the end, you'll be more streamlined, focused and able to deal with the challenges that come your way far quicker and easier than before.

Online Help

Gorilla vs Guerilla - How Smaller Businesses Can Win

By Jim Estill

We make our living as guerillas – not the bad kind, but more of a freedom fighter. By using the term 'guerilla' I mean EMJ fights for business against big gorillas (other distributors) in the field. Our competitors are almost 100 times our size; EMJ is a Canadian-based, \$165 million per year distributor. We have made an operating profit for the past 80 consecutive quarters. So even though we are up against the big gorillas as a distributor, we must be doing something right.

If you are in a business where some of the competitors are much larger,

you may be able to benefit from using guerilla tactics. The principles of running a guerrilla organization differ from running a gorilla organization. As a guerrilla, we hide from our competitor; we do not try to crush them. I even go so far as to examine what they do well and let them do it. At the same time, I look for under-serviced markets and get to these markets fast.

A gorilla takes all competitors head on, trying to crush the competition. Sometimes this takes the form of a price war. Sometimes it takes major prolonged, drawn-out investment. This works as long as you are the same size, or larger than the competition. Even then, such a long battle can sap power and ultimately profits.

Companies that die often believe they were gorillas. It is certain death for a business to fight gorillas unless they can withstand the siege. Any time we hire someone with a gorilla-company background, we watch and coach that person to make sure they are indoctrinated with the appropriate tactics. We have to make sure they understand our business model.

My 8 favourite guerilla tactics are:

1 – Act fast. I use my company's size for my advantage. I can act lightning fast. In the computer business, this is a huge asset. Things change so rapidly that moving fast and being first to market is a huge advantage. Larger companies do not react quickly. Develop a reputation for being first – it gets the attention of customers.

2 – Welcome smaller opportunities. Gorillas tend to say 'no' to manufacturers who don't think they can do significant volume with. But a small opportunity rejected by a gorilla can be a very profitable opportunity for a guerilla. For EMJ, a million dollar per product line is an opportunity big enough to get the attention of my first string. In your business, look for the right-sized opportunity for you. Frequently, it is the smaller opportunity that has the best promise. The gorillas will leave you alone. There is always a right-sized opportunity for a company of any size. Knowing your rightful place in the market can help you to thrive.

3 – Get focussed. Higher focus means we know more, stock more, and sell more product of fewer manufacturers. The smaller our product listing, the more powerful we become. We know a lot about a little. That means we know the products we sell better than a gorilla, and we become a sales tool for the reseller, not just an order-taker. Could you become more focused and specialized in a business area by giving up on a part of your business?

4 – Be more flexible. We can adapt more easily to our customers and suppliers. We try not to be ruled by policy. The bigger a company gets, the more likely they are to have policy and some of it is required. As a small distributor, we can be more flexible. Are there areas that your competition is ignoring that by being more entrepreneurial, you can capitalize on?

5 – Be smarter. This sounds too simple, almost embarrassing to write. Since we are smaller, we can look at the business we do more carefully and make sure it makes good business sense. We don't pick up another manufacturer just to increase the size of our line card. That's just not good business sense for us. That's the way we have to think – and so should you.

6 – Lower your overhead. For some reason, most companies seem to choose more expensive offices and furnishings as they grow. This expectation tends to increase costs in all areas of the company that distribution, at current margin levels, can ill afford. At EMJ, we buy quality

used furniture. We are on the outskirts of Guelph where the cost of land and taxes is less. Our capital base is even high enough that our cost of capital is less than some of the gorillas. Are there areas that you can be lower overhead than the gorillas in your field? Costs always add up on the bottom line.

7 – Foster staff loyalty – one major advantage guerillas have over gorillas is the ability to attract, motivate, and keep good people. Primarily this is because guerillas can be more flexible, easier to work for and give people more of a sense of accomplishment because what they do contributes more directly the company's bottom line. I have always found there to be great power by being smaller and treating my people with respect and not just as numbers. Gorillas can try to do this but it is tough for them to copy you.

8 – Just BE a gorilla. We like to enter market areas that we can dominate and specialize in. We may not be the biggest but in certain specific niches, we dominate. As long as we are the biggest in an area, we can act the part. We can under-price and over-service the competition forever. Anyone who enters our markets learns that it is expensive and often impossible to unseat us.

9 – Be personal. One thing a smaller organization can do is to be more personal. People buy from people. You can foster relationships that will help you sell. Part of the way we are personal is by showing our customers what markets and products ARE profitable. There is nothing that cements a customer relationship better than making them money, because you'll be making money for them AND for you!

10 – Be opportunistic – to sum up guerilla strategy is simply to be opportunistic. Take advantage of opportunities that the gorillas cannot do. There are many companies that remain profitable by being opportunistic.

In summary, unless you are huge – think guerilla. Appropriate guerilla tactics for your size will win any battle.

Employment Help **"The Perfect Labor Storm"**

By Ira S. Wolfe

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

Fact #38

44 percent of the Sandwich Generation - ages 45 to 55 - have children under 21 years of age and living in-laws or parents or both.

Fact #39

69 % of caregivers report arriving late or leaving work early.

Fact #40

67% took time off during the day to attend to an elderly dependent.

Fact #41

By 2010 we will have 167,754,000 skilled jobs to fill in the United States alone.

Fact #42

By 2010 we will have only 157,721,000 people in the workforce to fill those jobs.

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
A Moment Of Silence	Not Out There
Adware-PassiveCow	Out There
All Seeing Eye	Not Out There
Spyware-RaxSrch	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!*
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