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"Sorry we missed you in April but we took the month off from our newsletter and updated our web site for easier navigation and better use by our clients and prospective clients. Click on the new home page design to the right to view our updates. I think you will like what you see!"



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QUICK BUSINESS NOTE:

On June 1, I will be presenting a program to the Lancaster Chamber Small Business Group at The Lancaster Country Club at 7:30 a.m. The title of the program is "Success in the 21st Century Through Marketing or Divine Intervention". The program will provide an overview of different marketing approaches, styles and strategies utilized by well known business leaders. I will also share tips from the world's highest paid marketing consultant, Jay Abraham, from his best-selling book "Getting Every Thing Out of All You've Got." I hope to see you there.

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™

It is a real great feeling to be able to share additional affirmations of success in someone's life or business. This month, In the spirit of continuing to celebrate success and sharing positive stories of success in what we do, I want to talk about Darek Potter and Harbor Engineering, Inc.

Darek Potter, P.E., Founder and President of Harbor Engineering, Inc. was referred to me during his first year in business. After we met, Darek made a very important decision that many business owners put off for years. Darek committed to developing a strategic plan and an Action Plan to direct and manage the growth of his civil engineering and landscape architecture business. Darek 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. Harbor Engineering, Inc. has experienced growth in number of employees and number of clients and continues to grow toward the established vision for the company. After 2004 ended, I asked Darek to share with me his thoughts on our strategic planning process and coaching and how the business performed. Here is what Darek said:

"Glenn's ability to envision what is right for our Company and his

In the next Issue - Look For:

Managing Change and Changing Attitudes - Tips & Strategies

Crisis

assistance in developing our Strategic Plan has been extremely helpful in guiding our Company to where it is today."
Darek Potter, P.E., President of Harbor Engineering, Inc.

Communications
Planning

My congratulations to Darek and his staff for a very successful year and special kudos for deciding to start thinking strategically the first year in business! And thank you Darek!

Business Disaster?
Won't Happen to
Me

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.

Who is
Responsible?

and more...

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

Strategic Thinking & Planning for Nonprofit Organizations

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

"Glenn Ebersole did an excellent job with leading our Board of Directors through strategic planning and development. We're moving forward to accomplish our vision...Glenn got us moving in the right direction. I highly recommend him."

Dan Krug
Executive Director, Kenbrook

Is strategic thinking and strategic planning important for nonprofit organizations? Or is it just for those "for profit" organizations? Let's think about this for a moment. Do you wonder where your nonprofit organization will be in 5 or 10 years? Do you believe your organization is equipped to continue successfully in the future? Can you imagine how your organization will be impacted by regulatory changes, reduced revenues, fewer human resources, increased membership demands and on and on and on? I hope you can identify with these questions because they illustrate what strategic thinking and strategic planning endeavors will address. And Yes - strategic planning is a tool that any group of people such as a municipality, association, government body, agency, council or special interest group can use to proactively plan their future.

Okay - so what will the strategic planning process do for the nonprofit organization? The answer is that it will do many things, including: examining where your organization is now, where you want it to be, and how you are going to get there; developing a vision, mission, and a road map for the organization; developing a set of goals and strategies that will help the organization proactively deal with change; setting priorities for actions; and being a "compass" to guide the organization toward its vision and mission.

I think some people interchange the terms long range and strategic planning. However, I believe they are not the same. Strategic planning is much more than long range planning. Compared to long range planning, strategic planning focuses on strategic thinking from individuals in the organization to anticipate changes and to proactively respond to those changes.

Well - what are some of the benefits of strategic planning for your nonprofit? For one, it will enable your group to be influencers, instead of simply being influenced by others. It will also empower you to deal positively with change, which is inevitable. Strategic planning will provide a framework to address the critical issues facing the organization. You will also see that it assists in finding more ways to be innovative and how to use resources more efficiently and effectively. And it will help decrease the amount of crisis management the organization will have to do.

So who out there among you could be found on a list of nonprofit organizations who have used strategic thinking and strategic planning? Here is a partial list of the types of nonprofit organizations that have used and continue to use strategic thinking and planning: hospitals; government agencies; community groups; municipalities; school boards; colleges; agencies; nonprofit boards of directors; chambers of commerce; professional associations; local civic organizations; et al.

I have worked with and continue to successfully work with nonprofit organizations regarding the development of strategic plans, conducting focus groups and acting as a facilitator for them for offsite meetings and retreats. The groups I have worked with are very diverse. One success story is Kenbrook. The testimonial from the Executive Director, Dan Krug can be found at the beginning of this article and on the homepage of my website. [Click here to view it.](#)

If you want to learn more specifics about how your nonprofit can benefit from strategic thinking and strategic planning, please [contact me](#). I will be pleased to share more success stories and discuss with you how you can achieve a success story of your own.

Business Help

Communications Tips

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

"The Greatest problem in communication is the illusion that it has been accomplished."
George Bernard Shaw

The great quote by George Bernard Shaw confirms what I have experienced in my 35 plus year career. And in my past 23 years in my own business, I cannot think of a single instance where "communication" was not listed as a problem, challenge, frustration, irritant, etc. in the focus groups, discussion groups and other strategic planning endeavors I have conducted. Communication is a challenge. And it is an opportunity for very positive impressions if one works at doing it effectively.

And let's remember that communications involves listening and hearing also. I have seen and heard a multitude of slogans and communication campaigns that tout a company, organization or individual as a good listener. Well, I also want to know if they hear as well as they listen. Yes, we need to hear what someone is saying also.

In searching for some quick tips to share with you on communications, I found the following:

Quick Tips For Effective Communication

The Top Ten List from www.advocacyguru.com

1. Know What You Want
2. Know Who To Ask
3. Know What You're Talking About
4. Be Polite, Personal, Thoughtful, and Rational
5. Pick a Method of Communication that Works for You and Your Message
6. Know When to Ask
7. Don't Underestimate the Value of Staff
8. Follow Up
9. Understand the Limitations of the System
10. Have fun!

Ten Rules For Effective Listening

From Dr Philip E. Humbert, author, speaker and personal success coach. Dr Humbert has hundreds of tips, tools and articles on his website that you can use for your own success! It's a great resource! Visit him on the web at: www.philiphumbert.com And, be sure to sign up for his great newsletter!

Listening, really listening, with our whole being, is a skill and one of the most important compliments we can give another human being. The following 10 "rules" can help.

1. Stop Talking! It is difficult to listen and speak at the same time.
2. Put the other person at ease. Give them space and time and "permission" to speak their peace. How we look at them, how we stand or sit, makes a huge difference. Relax, and let them relax as well.
3. Show the other person that you want to hear them. Look at them. Nod when you can agree, ask them to explain further if you don't understand. Listen to understand them and their words, rather than just for your turn.
4. Remove distractions. Good listening means being willing to turn off the TV, close a door, or stop reading your mail. Give the speaker your full attention, and let them know they are getting your full attention.
5. Empathize with the other person. Especially if they are telling you something personal or painful, or something you intensely disagree with, take a moment to stand in their shoes, to look at the situation from their point of view.
6. Be patient. Some people take longer to find the right word, to make a point or clarify an issue. Give the speaker time to get it all out before you jump in with your reply.
7. Watch your own emotions. If what they are saying creates an emotional response in you, be extra careful to listen carefully, with attention to the intent and full meaning of their words. When we are angry, frightened or upset, we often miss critical parts of what is being said to us.
8. Be very slow to disagree, criticize or argue. Even if you disagree, let them have their point of view. If you respond in a way that makes the other person defensive, even if you "win" the argument, you may lose something far more valuable!
9. Ask lots of questions. Ask the speaker to clarify, to say more, give an example, or explain further. It will help them speak more precisely and it will help you hear and understand them more accurately.
10. STOP TALKING! This is both the first and the last point, because all other tools depend on it. Nature gave us two ears and only one tongue, which is a gentle hint that we should listen twice as much as we talk.

If you want to improve your communication, listening and hearing skills, please [contact me](#) about my coaching services in this area.

Business Help

"The Brain Drain - Employees Come and Employees Go But Who Will Store The Company Knowledge?"

By Ira S. Wolfe- Perfect Storm

Jack and Jill went up the hill to fetch some water. Jack and Jill each had a 5 gallon container. Jack's container was shaped like a jug with a small mouth opening while Jill's container was a pail with a very wide opening. On the way up to the top of the hill, Jack challenged Jill to a race to see who could fill their container the fastest and then get back down to the bottom of the hill first.

When Jack and Jill reached the top of the hill, they both rushed to fill their respective containers. Because Jill's wide-mouthed pail was easier to fill than Jack's jug, Jill was headed down the hill before Jack barely had his jug half-filled. While charging down the hill, Jill's pail was swinging wildly and water schlossing right out of her pail. By the time Jack filled his jug, Jill was nearly at the bottom. He ran as fast as he could although at a much slower pace than Jill. He was very cautious not to lose any water.

Jack finally caught up to Jill. Jill beat Jack to the bottom of the hill by several minutes. "What took you so long", Jill said with a broad smile and sarcastic tone. "But who has the most water in the container?", Jack shouted back. Jill looked down to see her pail was only half-full. She leaned over to peer down Jack's jug to see that his container was filled to the brim. "You may have beat me down the hill but I've got the most water", Jack snickered.

Who won the race? If the goal was to get to the bottom of the hill first, Jill won. If the goal was to finish with the most water, Jack won.

Now you may be thinking - who cares about Jack and Jill's race. You should. If you hire, train, manage, or coach employees, this Jack and Jill story mimics what managers want to know. Will the employee be "smart" enough to do the job?

The problem is that managers don't always evaluate the right kind of intelligence. Scientists believe we have two kinds of intelligence, fluid and crystallized. Fluid intelligence is defined as our on-the-spot reasoning ability, the ability to "think on our feet". It includes the speed and accuracy with which information can be analyzed.

Crystallized intelligence is accumulated information and vocabulary acquired from school and encompasses the skills, experience and knowledge acquired from everyday life. Scientists like to compare these two kinds of intelligences to a computer. Think of Fluid Intelligence as the computer hardware, specifically the processing chip. Now think of Crystallized Intelligence as the computer software, the programs that control the computer. Finally think of the data stored inside the computer as an individual's lifetime of accumulated knowledge.

In an older person, the "hardware" may become worn out or obsolete just like an old computer. But the old person still possesses a great deal of data and powerful software from his many years of living. What that

means is that the old person's "system" (strong software and an extensive body of data) may prove superior to a younger system (young person) who has faster "state of the art" hardware but not as much data and less "wise" software.

Why is this important? In this information economy, knowledge and skill requirements will continue to change. Employees need to become "life-long-learners" and constantly renew their abilities to add value to the services they perform. Historically this is a problem. The trend has always been that older workers have decreased learning rates. Tasks that use well-practiced skills or familiar information are generally not affected by age. However, complex tasks that require taking in new information and analyzing it may become more difficult. As a result, the aging workforce often displays superior "crystallized intelligence" (routine thinking), but not "fluid intelligence" (flexible thinking).

In an attempt to onboard innovation and flexibility, organizations have been replacing older workers with younger ones for years. The implications for businesses are two-fold. The workforce is aging. At the stroke of midnight, January 1, 2004, the youngest of the Baby Boomers began turning 40, the official entrance to "middle age." Second, organizations have encouraged aging workers to take early retirement or were out-sourced, re-engineered, and down-sized. As a result, employers have lost essentially re-formatted their hard drives but forgot to back up their data. Years of information, experience and skills have been lost.

In an information economy, organizations cannot be competitive without retaining (or replacing) their acquired knowledge or without the employees who have the flexibility and ability to acquire new knowledge quickly. These criteria are not always easy to meet.

Hiring the right person for any job requires more than just personality; it requires an understanding of the employee's skills and experience as well as their potential to learn. While the behavioral interview still remains an excellent "test" of skills and experience, it is ineffective at evaluating the general abilities associated with fluid intelligence. An assessment like TotalView™, which includes a personality assessment based on the reliable and proven Five Factor Model, as well as a General Abilities assessment is the perfect complement to the interview to accurately assess the job fit of today's knowledge worker.

Business Help

Top 10 Tips on How To Write About Yourself

By Suzan St Maur

Many people find it really hard to write for business and marketing purposes about themselves and/or their product or service – much harder than it is to write about someone or something else. If that sounds familiar, read on; in this article professional business writer Suzan St Maur shares her top tips on how to write about yourself and what you do, efficiently and effectively.

1. Before you do anything else, ask yourself not what you want to say, but what you want to achieve with the text. Be honest with yourself and don't be overly ambitious. Once you've clearly identified your objective keep it in mind throughout the writing exercise. You'll find that keeps you on track far more effectively – what you want to achieve should define what you say.

2. Forget modesty. As an experienced salesperson would say, "if you don't think you're good, why the hell should I?" Equally of course you don't want to exaggerate your strengths – that can lead to problems when you're eventually called upon to deliver! But be realistic about what you can do and don't be afraid to describe it in a positive light.

3. A useful way to achieve tip #2 is to step outside of yourself and regard yourself as a product or better still, as a brand. For the purposes of this exercise you are not Mary Doe the person. You are writing about Mary Doe the brand. It's not as difficult as it sounds; write in the third person to start with, if you find that more comfortable. Imagine you're a colleague writing about you.

4. Bear in mind that whoever reads this text probably won't care much about you; they'll only care about what you can do for them. Structure everything with that in mind. If you need to include factual/statistical information (educational details, qualifications, etc.) then make sure you stick it in a box so it's visually separated from the main text.

5. Where possible, identify the audience who will be reading your text and aim your writing squarely at them. It's possible that the "core" of your text can remain the same for a number of different purposes, with individual "tops and tails" aimed at specific audiences. The more relevant your text is to the reader – telling him/her how you and your service meet their needs – the more successful the text will be.

6. First person or third person? In point #3 we suggest writing in the third person to make it easier for you to regard yourself in an objective light. However there are times when you may need to present your text in the first person – e.g. in a letter or email. Try where possible to use the third person – if for no other reason than it gives you more leeway to write enthusiastically about yourself.

7. Follow the rules of modern business writing; keep it simple. Use "active voice" rather than "passive voice" where possible. Keep your sentences down to a sensible length and use no more than three or four sentences per paragraph. Use cross headings and "pullouts" to break your text up visually and allow the reader to pick up on the main points.

8. Where appropriate, use short clips of testimonials from existing clients or customers. Avoid the pleasantly banal bits and use phrases and sentences that have some meaning and bite. A sentence or two normally is plenty – any more and the reader will probably just skim over it.

9. Be sure that your grammar, spelling and punctuation are right. Although standards have been slipping in the last few years the recent publication of "Eats, Shoots & Leaves" has focused everyone's attention on the tekkie bits of writing again. Goofs of this nature make your text, and you, look amateurish.

10. Do a reality check on your text after you've completed it. Show it to friends and colleagues and ask not if they "like" it, but if they feel it represents you fairly – and if not, why not. Then take other people's opinions on board, but don't lose sleep over them. At the end of the day you probably know yourself, and your market, better than anyone else. Don't be afraid to make final judgments.

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

Fact #398:

When asked to provide a ranking of factors, executive women identified corporate culture as the number-one reason why they left their executive positions. The women stated they felt their roles were not valued and that they were not "heard" by senior management. Additionally, they felt information was not openly shared and they were excluded from important meetings, pipelines of information and informal networks. (Source: The Leader's Edge 2005)

Fact #399:

A recent poll of 7,718 American workers revealed some of the feelings employees have about their current position:

- 42% Coping with feelings of burnout
- 33% Feeling at a dead end in current job
- 21% Looking for new job at another company
- 20% Looking for a major career change
- 9% Feeling I do not have adequate training or knowledge for my job

(Source: New Employer/Employee Equation Survey, Harris Interactive 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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