

Vol. 4, No. 37 - November 07

Greetings from "Your Strategic Thinking Business Coach" in Lancaster, Pennsylvania and thanks for subscribing to "Glenn's Guiding Lines – Thoughts From Your Strategic Thinking Business Coach" newsletter.



Click To Articles on Our Web Below.

What are you planning to achieve by the end of the year? How are you feeling about what you accomplished this year? Do you feel any disappointment or frustration? How much planning did you do this year? And did you really commit to implementing your plan? Your Strategic Thinking Business Coach reminds you that lack of planning is one of the major reasons why people come to the end of the year and feel they have not achieved what they wanted to achieve. However, those who do have plans and implement them should be realizing positive results. So – what will you do with the opportunity that remains to end this year with a positive feeling of achievement? I really want you to be a positive achiever and to finish this year with some great success. Please share your success stories with me.

I appreciate the responses I have gotten and continue to get from readers of our newsletter and I wanted to ask you for a favor. Please don't keep me and our newsletter a secret. Please help spread the value and tell your friends and colleagues.

Please continue to contact Glenn via [email](#) if you and your business or organization are facing challenges and opportunities and would benefit from a strategic thinking business coach. Glenn continues to listen and hear. And more importantly, Glenn has a commitment to understand what he has heard! He gains an understanding of what your business and/or personal vision, challenges, opportunities, and goals are and then assists, guides and coaches you in the development of strategically thought out and planned solutions to realizing those visions and goals and the related challenges, issues and opportunities

We have some exceptional and insightful articles for you in this newsletter issue regarding: your circle of influence and what that says about you; a strategic thinking approach to making good decisions; and ten powerful benefits of using a professional outside facilitator. For additional great information for you and your business, please visit our web site by clicking on the right.

And now on with this issue of our newsletter.

"I very much enjoyed the presentation you made to our lenders. You were right on the money with your suggestions and advice. Thank you for bringing us some very actionable ideas."

In This Issue:
[A Strategic Thinking Approach To Making Good Decisions, From Your Strategic Thinking Business Coach](#)

[Ten Powerful Benefits From Using A Professional Outside Facilitator, According To Your Strategic Thinking Business Coach](#)

[Who Is In Your Circle of Influence & What Does That Say About You?"](#)

In the next Issue - Look For:

Ten Symptoms Of A Business Relationship Problem According To Your Strategic Thinking Business Coach

Business Luncheon Manners Always

Stephen R. Burke
Retired Chairman and Chief
Executive Officer
Mellon Bank, N.A.

Matter, Ten Tips
From Your
Strategic Thinking
Business Coach

Glenn's Golden Grains To Grasp

Recommended Reading:

"TOUGH CALLS AT AT&T and the Hard Lessons Learned from the Telecom Wars"

By: Dick Martin

ISBN 0-8144-7243-5

Available online at www.amacombooks.org

A Strategically
Structured Outline
For Business
Succession
Planning From
Your Strategic
Thinking Business
Coach

and more...

"TOUGH CALLS AT AT&T and the Hard Lessons Learned from the Telecom Wars", authored by Dick Martin provides an insider's look at how a great company tumbled. This book is a guide for developing strategies for weathering unforgiving business conditions. It provides a behind the scenes look and an analysis of the strategies and maneuverings of AT&T. The author provides a look at how and why the telecom business changed and provides insight into how AT&T tried to cope with a "perfect storm" of fierce competition, economic turmoil, and punishing media scrutiny. I recommend this book to all of those who have, are currently, or will be experiencing turbulent times in fast-changing business sectors.

Words to the Wise for Work:

"The entrepreneur in us sees opportunities everywhere we look, but many people see only problems everywhere they look. The entrepreneur in us is more concerned with discriminating between opportunities than he or she is with failing to see the opportunities."

– Michael Gerber, Author & Entrepreneur;
"The E-Myth" and "The E-Myth Revisited:
Why Most Small Businesses Don't Work
and What to Do About It".

Your Strategic Thinking Business Coach's Challenge to Commit:

I CHALLENGE YOU TO COMMIT: "that your decisions and behaviors will be the kind that others will want to tell positive stories about well beyond your years."

Please [send me your responses](#) to my challenge to commit.

Your Strategic Thinking Business Coach's Recommended Resource

My recommended resource for this month is Ezine articles. I recommend that you visit the site by [clicking here](#) to view almost 300 business articles from the number one ranked business coach author on the Ezine Article website. There are articles on strategic planning, strategic thinking, marketing, public relations, business ethics, business coaching.

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.

Business Coaching

A Strategic Thinking Approach To Making Good Decisions, From Your Strategic Thinking Business Coach

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

Did you ever stop and think about how many decisions you are required to make each and every day. There are probably hundreds of decisions that need to be made in your business and your personal life every day. And those decisions range from very simple to very complex. The ability to make sound decisions is critical for each of us. So, do you believe that you have the skills to make those decisions most strategically and effectively? When a crisis occurs or tough choices need to be made, the ability to make accurate judgments is critical. At times the choice is between two defined alternatives, at other times there may be many possibilities. Making the wrong decision or judgment can have grave consequences.

Your Strategic Thinking Business Coach offers the following tips to engage in a strategic thinking approach for your decision making and to help you make the right decisions, no matter what the situation.

Tip #1: Develop a clearly focused and defined business vision and personal vision statements and use these as a reference and guide for your decisions.

Tip #2: Develop clearly focused and defined business and personal mission statements and use these as a reference and guide for your decisions.

Tip #3: Develop and define a list of your core values and guiding principles in your business and personal life and use these as a reference and guide for your decisions.

Tip #4: Develop clearly defined and measurable business and personal goals and use these as a reference and guide for your decisions.

Tip #5: Gather the data and information needed and conduct a thorough analysis before making your decision. Too often, decision makers make decisions based on inconsistent messages or incomplete data.

Tip #6: Identify criteria for a good decision. Ask: What would a successful decision look like? What is required of the solution? When the decision is between a set of alternatives, first identify the criteria required for the ideal solution. Then weigh solution alternatives against the criteria.

Tip #7: Make a list of possible solutions. Be cautious about stopping at and selecting the first solution. Develop a list of all possible solutions—even zany, off-the-wall ideas. This exercise will increase the possibility of finding a creative solution.

Tip #8: Eliminate the temptation of making purely emotional decisions. Emotions can override our better judgment and can keep you from making a good decision.

Tip #9: Avoid making time-pressure decisions that put added stress on you and can force you to make a judgment based on incomplete analysis. Quick decisions can often lead to wrong choices.

Tip #10: Be cautious of overconfidence. Although confidence can be a laudable trait in many situations, having too much confidence can work against you when it comes to making good decisions. You need to be aware of alternatives and other points of view and not become blinded to them because of overconfidence bias.

Your Strategic Thinking Business Coach wants to emphasize that effective and strategic decision making can not be achieved simply through luck or common sense. It requires an ongoing, systematic

process of strategic thinking so educated, informed and strategic decisions can be made. Your Strategic Thinking Business Coach encourages you to develop your strategic thinking skills and adopt an effective decision making process based upon strategic thinking. If you would like to learn more about how a strategic thinking business coach can facilitate and guide you in that endeavor, please contact Glenn Ebersole today through his website at www.businesscoach4u.com or by email Glenn.

Business Help

Ten Powerful Benefits From Using A Professional Outside Facilitator, According To Your Strategic Thinking Business Coach

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

When you plan an offsite meeting for strategic planning or other focused purposes, do you as the business owner or CEO/President run the meeting? Or do you have one of the management team members, like a vice president, run the meeting? Or do you use an "outsider" in the form of a professional certified facilitator? If you have not used an outside facilitator, you are probably missing some strategic benefits of doing that.

A professional facilitator brings an independent and open-minded perspective to your meeting, and the focused reasons for the meeting. He or she will keep the discussion focused, keep the process on track, and will encourage team members to act as equals in the process. Some organizations choose to "go it alone" and attempt to conduct the meeting entirely "in house." In my own personal and professional experiences over more than 35 years, I have always witnessed better outcomes when an outside professional facilitator is brought in. In fact, many of my clients come to me AFTER they have tried and failed at doing the process themselves.

Okay, so what are the benefits of using an outside facilitator? Your Strategic Thinking Business Coach offers a list of ten (10) of the most powerful benefits from using a professional outside facilitator for your strategic planning and other focused purpose meetings.

Powerful Benefit #1: Unbiased objectivity. An outside facilitator is not biased and can be objective and assist you to achieve the desired outcome of your meeting.

Powerful Benefit #2: Increased probability of a successful outcome. The professional facilitator has the experience of going through many of these and brings that experience to bear for your benefit.

Powerful Benefit #3: Outside-the-box thinking. The outside facilitator will bring outside the industry vision and will ask valuable "beyond the traditional and normal" questions that many insiders cannot see, will not think of or are afraid to ask.

Powerful Benefit #4: Ensure a level playing field and gain greater buy-in and implementation from team members. If the owner, CEO, or another senior manager runs the meeting, the team members attending the meeting may believe there is an unannounced pre-determined plan and there is some clever maneuvering going on. This can cause resentment and hinder the genuine participation and input from the attendees. And then you will end up with no team buy-in and weak implementation.

Powerful Benefit #5: No negative personal agendas. If an insider facilitates the meeting, their ability to objectively lead discussion will be adversely affected if and when the discussion focuses on their area of responsibility.

Powerful Benefit #6: The owner, CEO or other senior manager can participate.

It is extremely difficult, if not impossible for the CEO or other insider, to effectively facilitate because the other people will still react to the CEO or inside person as their superior. When you use an outside facilitator, you can be fully engaged in participation and help produce stronger, more strategic, and increased probability of implementing outcomes of the meeting.

Powerful Benefit #7: Completion of your meeting and achievement of your desire outcomes in a timely manner. The outside facilitator will be committed to making sure you finish the meeting in a timely manner.

Powerful Benefit #8: Raising issues that need to be raised. An outside facilitator will raise issues that the insider may try to avoid and will bring the benefit of a dispassionate perspective and can more effectively diffuse arguments and channel intense moments into problem solving moments.

Powerful Benefit #9: Increased probability of a successful outcome. An outside professional facilitator brings the experience from going through many of these types of meetings and brings that experience to bear for your benefit.

Powerful Benefit #10: Creating a safe, non-threatening environment for open discussion and helping participants feel less intimidated.

Your Strategic Thinking Business Coach encourages you to benefit from strategic thinking in developing and conducting planning meetings. If you would like to learn more about how a strategic thinking business coach can facilitate and guide you in that endeavor, please contact Glenn Ebersole today through his website at www.businesscoach4u.com or by email Glenn.

Business Building

Who Is In Your Circle of Influence & What Does That Say About You?"

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

We have heard that old saying, "You are judged by the company you keep." And that saying is important in our business life and our personal life. It is a fact that we allow ourselves to be influenced by our peers. And for that reason, parents will pay attention to who their kids have as friends; employers will do background checks on job candidates; private schools will do in-depth parental interviews prior to admission of their child; private clubs will often restrict membership to individuals nominated by current members; and why police will ask who is in a victim's circle of influence when they investigate a crime.

The major point of all the above is this: who you associate with will say as much about you, your ethics, your integrity, your honesty, your core values, your beliefs, your passion and your future intentions as your actual personal behavior does. And as a business owner or business leader, you are being observed every minute of every day. Colleagues, clients, vendors, suppliers, et al are all scrutinizing, watching, listening to those

people you influence. Therefore, this is a serious matter for consideration when you decide who will be in your circle of influence.

We know that it is difficult and sometimes very painful to break off and end relationships. This is especially true when those relationships are long-standing ones with friends, colleagues, employees, and others who have greatly influenced our life. And we need to remember that effective leaders, winners and high achievers gain their positions of stature by a very deliberate and well thought out process of selecting who they associate with in their business and personal lives.

Another part of the harsh reality you must face, as you advance up through the ranks of success and leadership is that many of your former friends and colleagues may not be making the upward journey with you. Some of them will fall and fade away for a variety of reasons. A major risk to advancement and growth is sticking with the masses that get stuck in a time warp and stop growing and maturing. By hanging around with these people you will be infected and may actually stall or destroy your own growth. So you must decide that you will either maintain stagnant and no growth relationships or you will move on to more challenging and fulfilling relationships. In fact you must make this choice since you cannot have it both ways.

Your Strategic Thinking Business Coach challenges you to stop and look around you. Who do you see? Who is there? Who is in your circle of influence? Are they losers, whiners, blamers, lawbreakers, cheaters, low achievers, liars, etc? Or are they winners, trusted friends or colleagues, high achievers, honest & law-abiding people, etc.? Now is a great time to review your circle of influence and ask yourself if the people you see there are: helping or hindering you and your efforts; are building up or demolishing the image you desire; positively or negatively impacting the achievement of your business and personal visions; and providing positive support or bringing a negative attitude to you.

Furthermore, Your Strategic Thinking Business Coach reminds you that it is your life and it is your right to choose who will be in your circle of influence. Ask yourself if you are making wise choices about your circle of influence. And be brutally honest with yourself when you answer that question. Your choices and your answers are critical to your future. Know that the people that you have in your circle of influence will speak more loudly about you than any words you can say.

Your Strategic Thinking Business Coach encourages you to fully realize the benefits of building a strong circle of influence for you and your business. If you would like to learn more about how a strategic thinking business coach can facilitate and guide you in that endeavor, please contact Glenn Ebersole today through his website at www.businesscoach4u.com or email Glenn.

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

J. G. Ebersole Associates
1305 Wheatland Avenue
Lancaster, PA. 17603-4720

Phone: (717) 393-9350
Fax: (717) 393-1166
Email: glenn@jgebersoleassociates.com

The Renaissance Group™
1305 Wheatland Avenue
Lancaster, PA. 17603-4720

Phone: (717) 393-9350
Fax: (717) 393-1166
Email: glenn@renaissanceman4u.com

Copyright 2004 The Renaissance Group™ - A Strategic Planning Consulting Group
Created by [Crafted Images & Design](#)

Unsubscribe: If you would like to unsubscribe from our list, just go to our web site newsletter signup page by [clicking here](#) and enter your signup information and click the "Unsubscribe" radio button. You will instantly be removed from our most recent valid list automatically.

Please Note: We respect your privacy, all names and addresses supplied will be kept for our records only and will never be sold to other solicitors for lists or vendors for mailings or used for any other purpose than for the Strategic News Monthly mailings.