

**Vol. 3, No. 20 - 4/06**

Dear #name#

Spring is here and new life is appearing all around us in the gardens, fields, the trees along our streets and on the farms. We hope you are seeing new life appear in your business and organization too and that you are looking forward to strong growth ahead. We are here to coach, facilitate and guide you to reach your goals and realize your vision.



Click To Articles on Our Web Below.

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We have some great articles for you this month regarding: strategic thinking; rebuilding teams in challenging times; benefits of a facilitator; business coaching; and reviewing goals. For more great information, please visit our web site by clicking on the right.

*And now on with this month's issue.*

*"For two years I had the pleasure of working with Glenn Ebersole as facilitator of a TAB group. TAB organizations are advisory boards joining small business CEOs in noncompetitive industries to perform as company directors for each other. Glenn has a highly developed skill as a facilitator. He is always pleasant and respectful, is a good listener and has the ability to encourage discussion between diverse opinions. Meetings were well-directed and accomplished the agenda goals. I do not hesitate to recommend Glenn and his abilities in this capacity."*

*Karen C. Smith-Kernc  
 Chief Executive Officer, KCS International LLC*

**Glenn's Golden Grains To Grasp  
 Recommended Reading:**

"Simplified Strategic Planning"  
 by Robert W. Bradford and J. Peter Duncan with Brian Tracy.  
 ISBN 1-886284-46-6 Available through amazon.com

This great book is another very recently read book and I am providing you with a copy of the book review I wrote and posted on amazon.com: EUREKA! I have found a breakthrough book and a phenomenal primer on strategy in "Simplified Strategic Planning A No-Nonsense Guide For Busy People Who Want Results Fast!" And as a bonus, I also have discovered kindred spirits in the strategic planning world in the persons of Robert W. Bradford and J. Peter Duncan. This book is well written, practical and an extremely useful guide for creating winning strategies. I strongly recommend that you get this book into your hands and the hands of your management team ASAP and then read and use it as your guide to

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

The Importance and Awesome Power of Project Management in Today's Environment

Essential Habits and Principles For Great Leadership

Reaping Rewards From An Effective

embark on an incredible journey to a future filled with success through simplified strategic planning.

**Favorite Websites:**

[PrintVendors.com](http://PrintVendors.com) - Need a printer for your next brochure or company collateral. Try PrintVendors.com Printing Quotes Fast from Multiple Nationwide Printing Companies.

**Words to the Wise for Work:**

*"I have learned this at least by my experiment: that if one advances confidently in the direction of his dreams, and endeavours to live the life which he has imagined, he will meet with a success unexpected in common hours."* - Henry David Thoreau

**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.**

Referral System

The Why Not Factor - Your Secret to Success

Cutting Business Expenses Through Outsourcing

**and more...**

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## Business Help

### Major Benefits of Using An Outside Facilitator

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

Are you and your team, task force, committee, or any other working group struggling with issues and divergent viewpoints? Do you attend meetings that take up hours of your time but do not produce actionable plans at the conclusion of the meetings? I believe a majority of you answered YES to both questions.

So what is my advice to you? My advice is to use an outside facilitator for your meetings and retreats. A qualified outside facilitator will free you and your group to focus on the agenda items and will provide a catalyst to keep everyone focused and on track. Effective outside facilitators can help bring out the best in each member of your group and help all members work together to address issues and items on the agenda. An outside facilitator will bring a fresh objective viewpoint and will help your group produce actionable, results-driven plans.

Outside facilitators provide major benefits that include:

- + creating a safe, non-threatening environment for open discussion
- + providing a neutral third party
- + providing management of the meeting process
- + helping participants feel less intimidated
- + helping to clearly define the issues and problems without bias
- + providing assistance in dealing with rivalries within the group
- + making more effective use of the meeting time by keeping the discussion focused on key issues
- + helping break down complex issues and problems to aid the group in working together to solve problems
- + cultivating a commitment of the group to follow-up on the action plan
- + helping to "visualize" what can be in the future by creating a unified vision
- + helping create accountability
- + helping develop specific goals and action plans to address issues and items

Please don't wait to take action and reap the benefits of using an outside facilitator. I would love to talk with you about how I could work with you as an outside facilitator and how you can realize the benefits shown above. Please [contact me](#) now!

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## Business Help

### Strategic Thinking – What Does It Really Mean?

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

Recently I was working with a client's management team and we were having a discussion about thinking. And as the discussion ensued I thought to myself that we think a lot, but we very seldom think about how we think. As a strategic thinking and business coach I do think quite a lot about how we think and especially how people in business think or shall I say how they "don't think!"

In today's economy with the global competitive pressures faced by business each day, it seems to me that there needs to be a great deal more emphasis on strategic thinking. And in my view, strategic thinking should no longer be limited to or encouraged of those in planning. I believe that strategic thinking is now necessary for everyone.

Strategic thinking really implies planning and maneuvering to a goal or a set of goals over a defined period of time and to some ultimate vision. Strategic thinking does have an "end" or "vision" in view today. I believe that strategic thinking also implies that one is out-thinking, out-planning and out-maneuvering competitors and/or other forces to achieve the goal or vision.

Strategic thinking is thinking that incorporates principles and functions of the strategic planning process. This is especially exemplified when one considers the identification of strategic issues, formulation of a vision for the future and a strategy to achieve the vision.

One of the most beneficial features of strategic thinking is that it can be done anywhere, anytime and under any conditions. It could involve one or many strategic principles and it will contribute to strategic solutions. One could say you can do strategic thinking without a complete strategic planning process, but you cannot do strategic planning without strategic thinking.

Based on my own experience, here are 7 major things that I believe strategic thinking involves:

1. a systems or holistic view
2. a focus on intent – a vision, a mission, a set of core values, goals
3. an understanding of how people go about finding solutions is often more important that the actual solutions they find
4. an understanding of the difference between tactical and strategic approaches
5. thinking in time to link the past, the present and the future
6. identifying strategic issues from a wide spectrum of issues put forth for review and discussion
7. having participants that are active, alert, committed, connected, involved and stimulated

Would you like to find a way to add value to yourself and your organization? Are you serious about your future and learning how to address opportunities, challenges and problems? If yes, you have come to

the right place. If you want to acquire strategic thinking skills and learn the art of forward thinking, then please contact me at [jgecoach@aol.com](mailto:jgecoach@aol.com) today!

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## **Team Building**

### **Team Reconstruction in Challenging Times**

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

Building or rebuilding successful teams in challenging times is a very difficult job. One must restore productivity and profitability in the workplace that has been hit by change. One must also deal with angry, confused, distracted, emotional, irritated, stressed, etc. employees. There is a need for a strategy to handle the pressure of this type of change and rebuilding your team(s).

Recently my professional business and strategic thinking coaching practice has been working very closely with team reconstruction during challenging times. During my research and review of past experiences and approaches used successfully by others, I was fortunate to find a very useful reference and handbook by Price Pritchett & Ron Pound. The title of this publication is: "Team ReConstruction Building A High Performance Work Group During Change A Handbook for Managers."

The authors have put together some guidelines to team reconstruction in difficult times. The methodology is presented in 14 steps, which are:

Face Reality.

Empower Yourself.

Take Charge.

Set a Clear Agenda

Focus on Hard Results Rather than Intangibles.

Analyze Your People Assets

Re-Recruit Your Keepers

Carve Out Roles and Responsibilities

Show a Sense of Urgency

Tighten Discipline

Spend Freely with "Soft Currency."

Lay New Communication Pipelines.

Point Your Team Toward "Magnetic North."

Pay Attention to Process.

I highly recommend this handbook to you. The handbook is ISBN 0-944002-10-2. You may order the publication by calling 800-992-5922 or by going online at [www.pritchett.net](http://www.pritchett.net)

Are you and your organization facing team rebuilding during change in your organization? Would you like to have someone to coach, guide and facilitate the needed reconstruction of your team or teams? If you would like to find out how we can help you, please contact me at [jgecoach@aol.com](mailto:jgecoach@aol.com) today!

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## **Online Help**

### **10 Questions a Small Business Owner Should Ask**

By Margaret Catalfamo

It is the beginning of a new year and traditionally the time for resolutions, review of goals – both past and present and time to set our goals and

objectives for the new year. Many of us were busy reviewing the past year with a glass in hand and deciding on the standard resolutions at about five minutes to midnight on December 31. Sadly, many small business owners treat their business goals and strategies with the same considerations and thoughtfulness. Many new clients tell me: "I don't need to do a business plan or strategic planning; I don't need financing and I'm just a small business."

Here are 10 questions every small business owner should ask themselves about their business:

1. Do I have a budget for the current year?
2. Do I know how much and where my company spent money last year?
3. Do I know what my cash flow looks like for the next six months, next year?
4. Do I have specific plans for generating new business?
5. Do I know where my business came from last year?
6. Do I know who my customers are and why they buy from me and not my competition?
7. Do my clients regularly refer business to me?
8. Do my employees know what is expected of them?
9. Do I have written procedures and policies?
10. Do I receive regular reports on sales, quality, budget variances, profit, customer satisfaction and employee performance?

Even as a sole proprietor, without employees, it is important that you know the answers to the above questions. By being able to answer yes and articulate your responses you position your business to succeed.

### **Budgeting and Cash Flow**

As a small business you may not think you need a budget. Without some idea of your overhead and expenses you will have no idea how to price your products or services so that you generate a profit, or at least break even. Creating a budget is not complicated. You don't need expensive software programs. Microsoft Excel comes with a budget template; if you don't have a computer you can even use paper and pencil.

By creating a budget and reviewing it at least weekly you are able to track your expenses and manage them. Taking it to the next step, reviewing last years budget and looking closely at where you spent your money allows you to make better decisions on this year's budget items. It is also important for you to know what your cash flow looks like, remember cash flow and profit are two different animals. You can price your products so that you have a 35% profit, but your accounts receivable may be lagging behind your accounts payable. You need to pay close attention to when your customers pay you. If you know your biggest customer always takes 45 days to pay your invoices, without careful planning you may miss a payroll or pay your vendors late.

### **Business Development**

Sometimes, we begin to take business for granted. It is easy to become complacent; we are able to pay the bills, even put some money back into the business. We stop looking for new business, because we are comfortable. When this happens, it is just a matter of time before the business is in trouble. You need to have a defined plan for generating new business and you need to work your plan consistently. By evaluating your existing customers and discovering why they buy from you, you can devise a marketing plan to generate additional business. Your existing customers can be your most cost efficient generator for new business. Ask for referrals and provide incentives. By rewarding your existing customers for referring new business to your company you are getting twice the value – satisfied existing customers and new customers who have already been sold on your products and services.

As a caveat - if most of your business comes from just a few of your customers you should make it a point to broaden your customer base. If one customer provides 50% of your revenue and they go out of business or choose to buy from a competitor your business will be struggling until you can replace that revenue.

### **Policies and Procedures**

As your business grows you may find the need to hire additional associates. The best way to get the most out of your investment in human capital is to make sure your employees know what is expected of them. By developing clear and detailed policies and procedures and providing them to your employees you create an environment for success. Providing your employees with written policies and procedures makes it easier for them to do their jobs efficiently. Expectations are clear and when there are questions, it is an easy matter to refer to the policy or procedure. Written policies and procedures give clarity and direction to your managers and supervisors on how to handle specific employment issues fairly and consistently. The relatively small investment of time initially will save you much time in the future.

### **Measuring Success**

You must set specific and measurable standards and goals for your business. You can't measure success if you don't know what it looks like. As you were preparing your budget for the year, you should have set sales goals, established quality standards for your products and services, and performance goals for your employees. At a minimum, you should review your sales, budget variances, accounts payable and receivable, and P&L monthly. By constantly reviewing your results and holding yourself and employees accountable you can and will achieve your business goals.

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## **Online Help**

### **Your Winning Season!**

By Christy Geiger

Are you winning your game?

Are you playing at peak performance?

Do you feel like you are sometimes on the court, but more often on the bench, in the bleachers, or (even worse) at the concession stands?

There is a concept called PATTERN LANGUAGE. "Pattern Language"

means taking language and concepts that are already familiar to you and applying them in a new environment so as to quickly and effectively communicate a new concept or message. Coachville, LLC/YOUR WINNING SEASON Coaching Company is using the Pattern Language of sports in such a way that it will dramatically improve your results in business and in life.

Dave Buck, the CEO of YOUR WINNING SEASON, says: "In my 10 years as a professional coach I have noticed that most people – even those who seem to be successful on the surface – have an awkward feeling that they are falling behind in reaching their goals. Every day, no matter how long or how hard you work, the to-do list just gets longer. It's like being on a losing team in a season that never ends! By using sports pattern language and seeing yourself as the Player-Coach of a highly visible sports team, you can dramatically improve your results AND your level of fulfillment."

When you approach life like you do the preparation for a winning season in sports, you are clearer, focused and prepared to win the games, and ultimately the season. Coachville/YOUR WINNING SEASON Coaching Company teaches 7 keys to have a winning season in your life and business so you can play your season with CLARITY, FOCUS and a STRATEGY to WIN!

To start thinking as the Player-Coach of your own game, ask yourself the following:

1) WHAT IS MY GAME? In life we do play a game. Your game is what you are focused on, what you want to win. Maybe your game is an aspiration to be a professional speaker, maybe it is earning a certain income, or maybe it is something else. When you know exactly what game you are playing, you have the CLARITY that is needed in order to really play full out, excel to the next level and win. Write down the game you are playing and intend to win this year. As Wilson Mizner said, "In order to excel, you must be completely dedicated to your chosen sport. You must also be prepared to work hard and be willing to accept destructive criticism. Without 100% dedication, you won't be able to do this."

2) WHY ARE YOU PLAYING? Answering this question gives you the focus you need to compel and motivate you to work hard. No athlete is going to spend the time and energy without a clear purpose! Why are you playing? What is it that you want to accomplish by playing this game?

3) ARE YOU WINNING? If yes, great! Keep doing what you are doing. If not, what is happening? Assess and design your strategy for a winning season. For example, an athlete might say "we are losing because we don't have enough players", "we are weak", or "we are not as skilled as the competitor". But, what is it for you? Write down 3 things that will be critical for you to start doing so that you can win the games and have a winning season. (i.e. more training, team development, networking, more focus/discipline, etc.) What will it take for you to be competitive in the game, playing hard and pushing for the win? How can you play full out?

This is just the beginning of designing your Winning Season, but it is an important beginning because every game starts with:

CLARITY – the specific game that you are playing,

FOCUS – the reason why you are playing, and

STRATEGY – the things you need to do to stay in the game.

Wayne Gretzky said, "We miss 100% of the shots we don't take." Take your shot: if you pick a game, focus on what it takes and work your strategy, you will score. So, know your game, focus and plan and enjoy a winning season this year!

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## Employment Help

### "The Perfect Labor Storm"

By Ira S. Wolfe

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

#### Fact #43

Assuming that 5% of the workforce holds two jobs, we still will have approximately 2.2 million jobs unfilled. Source: Human Trend Alerts, October 2002

#### Fact #44

Between 2000 and 2030, the U.S. population will grow by 26%.

#### Fact #45

The 65 and over segment of the population will grow by more than 80%. Source: BLS

#### Fact #46

The number of physicians in radiology training fell from just under 6,000 in 1994 to 3,600 in 1999.

#### Fact #47

It takes 10 to 12 years to train a radiologist.

Do you know about "The Perfect Labor Storm?" If not, I suggest you learn as much as possible as soon as possible so you and your business will be prepared to keep ahead of the "Storm". My recommendation to you is to obtain and read "The Perfect Labor Storm Fact Book" by Ira S. Wolfe. AND - For some great advice related to managing, motivating & matching your employees for success, I recommend you read Dr. Ira Wolfe's weekly newsletter "The Total View." Ira's web site address is: [www.super-solutions.com](http://www.super-solutions.com) You will find out how to get his book and how to sign up for his newsletter by visiting the site.

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## Virus Or Not - Hoaxes and Warnings

Listed below are the virus that were "coming out" this month and what the real outcome of the situation was. Use this information to find out if you need to update your protection or let it fly.

Virus Name	Out There Or Not Out There
Hotmail hoax	Not Out There
W32/Sdbot-ALZ	Out There
Olympic torch	Not Out There
Troj/BankDI-AP	Out There

If you want to check out other hoaxes and warnings visit - [www.truthorfiction.com](http://www.truthorfiction.com)

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

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