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**Vol. 3, No. 27 - 12/06**

Dear #name#

Can you believe that soon we will bid farewell to 2006? This year seemed to pass along so swiftly. And can it be possible that I am preparing to enter into my 25th year of business? At this time of year there is so much to reflect upon and to be thankful for in our businesses and or personal lives. The holiday season is upon us and the end of year challenges, opportunities and responsibilities are awaiting our attention. And we must give attention to those things. However, it is my hope that each of you will make and take time to have a joyful celebration of Christmas, Hanukah, Kwanza or whatever holiday you are passionate about celebrating during this holiday season. And I also want each of you to know how thankful I am to have you as subscribers of our newsletter and for your wonderful feedback.

We are here to help you and we encourage you to contact Glenn Ebersole via [email](#) so we can listen and hear what you have to say and also talk about your business or organization and how we can work with you to ensure that you reach your vision and goals.

We have some exceptional and insightful articles for you in this newsletter issue regarding: succession planning; tactics for marketing professional services; business mentoring and business coaching as a powerful combination; networking; and business continuity planning. 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.

*"Strategic planning is a living, on-going process (not an event that sits in a binder gathering dust) that gives meaning and direction to your organization. For best results, a capable facilitator from outside your organization should be your guide to help give leadership, support and accountability to the process. I've worked alongside Glenn as he's guided this process and found him to be an excellent guide to senior leadership; facilitating, not controlling; leading discovery, not forcing an agenda; and most importantly for me, professionally holding us accountable to the process.*

*Discovering and identifying the vision, mission and core values of your organization is hard, necessary and very rewarding work. It may be cliché, but without a business and organizational plan that is constantly being measured, acted upon, evaluated and adjusted you will not get the results you expect. Glenn can help get you there when you decide it's time to get serious about your business!"*

Jeffrey J. Williams



Click To Articles on Our Web Below.

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

Got Business Challenges, Issues & Opportunities?

past president of a general contracting company

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Then Get Strategic Thinking Business Coaching!

## Glenn's Golden Grains To Grasp

### Recommended Reading:

"The Good, the Bad, and Your Business: Choosing Right When Ethical Dilemmas Pull You Apart"

By: Jeffrey L. Seglin

ISBN ISBN 0471347795

Available from Amazon.com at [www.amazon.com](http://www.amazon.com).

I totally agree with the following review quote from George Gendron's editorial review of this book.

"Just when you thought all the angles on management had been tackled, along comes THE GOOD, THE BAD, AND YOUR BUSINESS. This is the first book to address everyday business ethics and their powerful potential for disaster or triumph. Shaped as much by Seglin's expertise as by business readers' responses to his "Black and White" column in Inc., this book will change the way you make business decisions."—George Gendron, Editor-in-Chief, Inc. magazine

I highly recommend that you read this book If you want a guide to help navigate the whitewaters of everyday business moral dilemmas.

### Favorite Websites:

[Smartphone & Pocket PC Magazine](#) - Pocket PC magazine online, resources, downloads, tips, news, reviews and articles for the users of Windows CE based, Windows Mobile Pocket PCs, Handheld PCs, and Smartphones.

### Words to the Wise for Work:

*"It is not hard to make decisions when you know what your values are.."*

– Roy Disney  
(nephew of Walt Disney),  
American film writer, producer

**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.**

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## Business Coaching

### Business Mentoring – Add It To Business Coaching For A Powerful Combination

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

In today's competitive and challenging business world, everyone looks for an edge, an advantage over the competition. In many cases, business people look to business mentoring or business coaching to give them a competitive advantage. But, I ask the question of why choose one or the other when you can choose and use both! The combination of business mentoring and business coaching provides some very awesome power to those who use both.

Yes, I know I am reading minds of the readers of this article and they are asking what is the difference between mentoring and coaching? One of

Ten Major Causes of Powerless Presentations, According to Your Strategic Thinking Business Coach

How Clear Is Your Vision For Your Business? Is It Time For A Business Vision Examination

The Importance of Basic Sales Skills for the Small Business Owner

Beyond the Five Most Dangerous Trends that are Destroying Your Business

and more...

the major differentiations is the focus of the effort. Business mentoring focuses on the individual, his or her career, and growth and maturity, while business coaching focuses on performance and development of specific skills. In addition, business mentoring does not necessarily have a specific agenda, while business coaching will involve much time spent on specific goals and objectives.

Business mentoring provides benefits such as a sounding board for the protégé to use and be able to pick and choose from the advice received. It also presents an opportunity to learn from others' errors and successes and is often free through such organizations as SCORE (Service Corps Of Retired Executives) and others. A business mentor also brings a network of contacts of higher-level decision makers that could be a very valuable asset to the protégé.

A business mentor, in the broadest sense, will be someone who takes a special interest in helping you develop into a successful business professional. He or she will share his or her life experiences, wisdom and specific technical and professional expertise and the business mentor will also grow personally from being exposed to new ideas and perspectives of the protégé. There are many potential rewards from business mentoring and the risks are low to zero.

Business mentoring and business coaching is not the same thing and in combination provides an awesome advantage to anyone who enjoys a positive relationship with both. I encourage you to use both to help you become the best that you can be at whatever you do in business.

Would you like to learn more about the power of the combination of business mentoring and business coaching and how to use this awesome power? If you say YES, please contact Glenn Ebersole through his website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or email [Glenn](mailto:Glenn).

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## **Business Help**

### **A Business Coach's Top Ten Tactics for Marketing Professional Services**

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

Marketing professional services is a real and difficult challenge. The challenges of marketing professional services are different from those of marketing products. Two major reasons for the differences are that clients cannot see or touch professional services before they buy them and the professional services are often produced and consumed simultaneously. And another reason is that marketing professional services is split among marketing, sales, professional and management staff instead of a dedicated marketing and sales force.

How do you meet these challenges? What tactics really work in marketing professional services? To answer those questions, I researched what successful professional service firms do and also drew upon my personal experiences of more than two decades of marketing professional services for others and myself. Based upon my research and my own professional experience, I developed a Top Ten Tactics for marketing professional services.

My top ten tactics for marketing professional services are:

1. Develop a list of your 100 most desired clients.

2. Develop and implement a client relationship program.
3. Arrange business development meetings with existing, past and prospective clients on a regular basis.
4. Network, network and network!
5. Conduct focused seminars and workshops of interest to your target markets.
6. Arrange speaking engagements with your target market's industry and professional organizations.
7. Write articles for professional and trade publications on current topics of interest to your target markets.
8. Publish and distribute a newsletter.
9. Generate positive publicity for your company.
10. Get involved in the communities where you work and live.

You may rank these tactics differently than me, but I hope you will compare a list of your current tactics with this list and look for potential areas to make real improvements in your professional services marketing efforts.

If you are interested in learning more about successfully marketing professional services and how a business coach can provide guidance in that area, please contact Glenn Ebersole through his website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or email [Glenn](mailto:Glenn).

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## **Business Building**

### **Do You Know Where Your Succession Plan Is? And Do You Know What To Do If You Can't Find It?**

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

A Strategic Thinking Coach focuses on bringing new perspectives to clients. With an understanding and appreciation of the past, the strategic thinking business coach helps shape the future of the client and his or her respective business. Strategic thinkers are always looking at opportunities and challenges from a long-term point of view. We know the future does not just happen. The future can be and must be built with a plan and this is especially true regarding succession planning.

Many business people detest thinking about succession planning, let alone actually doing succession planning. It becomes another one of those items to be done "tomorrow." The enormous risk in putting this off is that without a succession plan in place, the continuity of the business and its future direction could be totally lost. And it is important to impress upon you that succession planning is needed earlier in your life of your business, not later.

So let's hear it out there. Do you or don't you have a succession plan? And if you do, is it written down somewhere so it can be found? Or is it in your mind and no one else has any idea of what your succession plan looks like or where to find it? And if you cannot find it do you know what to do?

In many instances, people have great difficulty in handing over the controls of their business and it is very painful to do so. However, if you use good solid strategic thinking and planning you can develop a well designed succession plan. Time after time I see and read about an owner getting very sick, injured, dying or plain “burned out” without any system in place to see that the business continues and the owner’s family is taken care of in the future.

Based upon my recent readings and my business coaching practice experiences, there is some solid advice available for what to do for your succession planning. Here are my eight (8) strongest recommended actions to take if you do not have or cannot find your succession plan.

Action #1: Start now, not later, to think about and begin your succession planning.

Action #2: Develop a clearly focused vision of your goals for succession planning.

Action #3: Seek guidance from someone skilled in the succession planning process.

Action #4: Gain a clear understanding that great tax planning and great succession planning have different focuses. Tax planning focuses on the financial and succession planning focuses on the future ownership and leadership of the business.

Action #5: Develop alternate scenarios for the ownership succession transitions and rank the scenarios based upon your vision, goals and other preferences and constraints.

Action #6: Develop a business plan with the selected succession scenario.

Action # 7: Consult with an outside advisory firm with a strong reputation and solid experience with succession plans.

Action #8: Inform your family, management team and employees that a succession plan exists and share whatever level of information about the plan that is appropriate.

If you want to learn more about this strategic element of business planning and how it can specifically relate to your business, please contact Glenn Ebersole today through his website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or email [Glenn](mailto:Glenn).

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## **Small Business Help**

### **Is Your Networking Working?**

By Audrey Burton

Small business owners attend networking events to get clients. Much of the time, it doesn't work the way they anticipated, and they often give up before really determining why it didn't work. They move to a different group and are destined to repeat the same mistakes.

First of all, let's talk about networking basics. In order to get the maximum bang for your networking buck, join a group where your target market gathers and keep showing up. That means to go to every event you can possibly attend over and over so you can build relationships with the other members and they grow to trust you. You are not just looking to get clients

directly from the group though; you want them to refer others to you, so that relationship is very important. Also, you need to stick with it for at least several months (depending on the frequency of the meetings), bringing the same consistent message.

There are several basic reasons why networking might not work for someone and here they are:

1. You're networking with the wrong people
2. You're doing it wrong
3. It's just not a good group for you

Determining what the problem is, is the first step.

Here is the biggest clue that it is not you – if you are networking at more than one place regularly and getting clients at the ABC group, but not at the 123 group, it's probably not you. If you have been regularly attending 123 for at least 4-6 months, take an objective look at why it might not be working for you.

If the other members of this group are not in your target market, and they also do not share your target market, that could be the problem. You could be the best dentist on the planet, but if you're marketing to the "Proud False Teeth Wearers Society", it isn't going to work for you! Cut your losses and leave!

Occasionally, it's just not the right place. Maybe the members' occupations or hobbies are not remarkably different than the ABC group, but you're just not getting any business. It could be that they are very cliquy or disorganized. Maybe there is already someone there with the same business as yours who is getting all the referrals already. Don't swim upstream all the way – just find another group.

An important message to get from this is – it's not personal. Nobody in the group is out to get you; they don't even know you. Don't beat yourself up over it – it's not you.

But what if it really IS you? What if networking doesn't work for you no matter where you do it? Maybe you just aren't doing it right. Here are the most common mistakes I see over and over:

1. No clear target market – there is a woman in one of the groups where I network who sells a skin care line. When she introduces herself and her product line, she closes with "...and my best client is anyone with skin!" That does not help me figure out whom to refer to her. Does she really want me to refer every living being I've ever encountered? Clearly communicating your target market – as though you are painting a picture with your words – is the best way to get referrals. The reaction you're going for is this: "Oh my gosh! That's me/my sister she's talking about!" Would that happen with a target market of 'anyone with skin'? Never. The more specific you are, the more likely you are to get a referral.

2. Unprofessional – people, dress up. There are a few business owners who really don't have to wear a suit or other professional attire, but not many. For example, fitness instructors, contractors, artists, etc. - it is expected that they will not be in a suit. For everyone else, dress up. In fact, it is ok to over-dress – err on the side of caution. I know a woman who owns a wig shop. She always wears a pretty dress and full makeup, like I would wear to have cocktails with a friend. During her 30-second intro, she changes her hair once or twice! It makes quite an impression.

For most people, wear a little makeup and comb your hair. I suggest you actually have a hair style! You will be judged – dress appropriately.

3. Too many hats – no, this is not another style issue – I'm talking about people who are promoting more than one thing. MLMs (multi-level marketers or network marketers) are the most frequent offenders as they are not only trying to sell their product, but also promoting the business opportunity. Just pick one thing and stick with that consistently. If you mention both every time, the other members don't know what to do for you – don't make people try to figure stuff out or think too much because they just won't.

Conduct a return on investment analysis periodically – once a month at least. Look at the time and money you're putting into your networking and ask yourself if you're getting a positive return on your investment. If not, you need to figure out why before you quit, but you may need to quit. Many people don't want to stop going to the meetings because they paid a big annual fee, but if they continue going they are only continuing to waste more time and money. Make it work, or get out.

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## **Business Plan Resources**

### **Do You Have a Business Continuity Plan?**

By Ray Herold

Many years ago, I worked for a small insurance company. Just like many other businesses, we shut down operations for the Christmas holiday. As it happens, this one eventful year Christmas fell on a Monday. The company gave their employees the preceding Friday off as well, thereby granting a fourday holiday.

The weather that Christmas season was bitterly cold, as is normal for that part of Virginia. The building maintenance staff turned off the heat in our 7-story building to save costs. Unfortunately, they neglected to turn off the water. I received a call Sunday afternoon informing me there was a serious problem. Apparently, a major water pipe had ruptured on the upper floor.

When I arrived at the building there were literally large sheets of ice emanating from all the windows and cascading down the sides of the building. Upon entering, I could see just how disastrous this ruptured pipe, unattended for several days, was going to be. The ceiling tiles on every floor had broken away and fallen into the work areas. All the desks, file cabinets, computer equipment, furniture and so on were covered in debris, ice and water.

We obviously had no choice but to turn the heat back on in order to melt the ice. As the ice melted it just further compounded the water problem. Most floors in the building had a foot or more of standing water. The water damage to file folders and documents, electronic equipment, furniture and everything else in the building was devastating.

It took many months to completely recover from what we later referred to simply as "the incident". Many important insurance documents were permanently lost. Much of the computer equipment and other electronics were damaged beyond repair.

Unfortunately, the company had made no plans for such a disaster. There was no way to quickly move data processing requirements to a backup location. There was no offsite storage for the microfilm records used to back up the paper documents. Most of the microfilm, stored in metal

canisters, survived. However, the majority of microfilm readers didn't since electronics and water just don't mix.

The company ultimately survived, but just by a thread. We were unable to process premium payments for weeks, and many people who were expecting insurance payments did not receive them in a timely manner. It was, to put it bluntly, a complete and total mess.

Business Continuity is one of those topics that just doesn't receive the level of discussion it requires. Too many business owners completely ignore it altogether. That can be a fatal mistake, as it nearly was for the company I once worked for.

Business Continuity is all about planning for the unforeseen events that can occur. Many people also call it disaster planning or contingency planning. No one likes to think about such eventualities, but as the saying goes, "stuff happens".

Developing a business continuity plan involves making a thorough review of your overall business structure and identifying potential weak links in that structure. Some of these weak links are internal to your business, while others are external. A good business continuity plan will examine the entire range of "what if" scenarios that could adversely affect your business, and then identify possible contingencies.

Every aspect of your business needs to be considered: ownership, product or raw material sources, sales mechanisms (web site, storefront, et cetera), distribution chains, customer support, accounting, financial reporting, and so on.

Of course, these "what if" scenarios will be different for every business. It would be impossible for me to account for every possible manifestation in this article. Instead, I will discuss some of the more commonly overlooked things that can happen. It will be up to you to extrapolate from that discussion in order to identify potential fatal links within your own business environment, and develop appropriate contingency plans. I can only ask the questions.

## INTERNAL CONSIDERATIONS

Is your business dependent on a single key person? Such a person could be the owner, product developer, web site manager and so on. In such a case, that person represents a single point of failure. What happens to your business if something happens to that person? For instance, if your product derives from the efforts of one person, do you have a way to mitigate the effect of that person no longer being available? Can you overcome such a fatal flaw?

Do you keep all your accounting, customer and financial records in a one place? Do you have backup records in an offsite location? What would happen to your business if there were a fire, flood, earthquake, or other circumstance that destroyed those records? Do you have a plan in place to recover from such an event? It amazes me the number of people who don't back up their computer or paper records. If the hard drive on your computer failed, could you continue your operations?

Do you keep your inventory of products in a single location? What would happen if you experienced a fire or flood in that location? Would you have a way to quickly replenish your stock? Would you be able to continue to fulfill orders in a timely fashion? If the answer is no, you have yet another single point of failure.

In U.S. Gulf Coast area where my wife and I live, we are at the mercy of hurricanes each year. In the case of Hurricane Ivan and Hurricane Katrina, we lost our power and phone service for nearly a week. If something like that happened to you, do your customers have a secondary way to contact you, or you to contact them? Do you provide your customers with a cell phone number where they can reach you? Is there some local facility (e.g., library, Internet café) where you could go to check your email?

## EXTERNAL CONSIDERATIONS

If you purchase your product or raw materials from a wholesaler, is that company your one and only source? What happens to your business if that company has a fire, flood, or folds its tent? Do you have a secondary source you can quickly switch to? With the company I ran many years ago, I primarily used three distributors as the source for most of my products. But I also had arrangements with several others I could utilize if necessary. These companies had my Tax ID, reseller, and other information already on file. If I had to make a switch, that switch would have been virtually seamless from the perspective of my customers.

Are you dependent on a single carrier for your product delivery? What happens to your ability to deliver your product if members of that carrier go on strike? It happens. Just as with your suppliers, do you have a contingency plan for moving to a backup carrier if needed?

What about the company that hosts your web site? This is a critical consideration if your primary sales vehicle is via online means. What happens to your business if that hosting company has a fire or flood? Do they have a contingency plan in place to move operations to an offsite location? If they don't, do you have a way to quickly move to another hosting service? What happens if they go out of business? Do you have backups of your own web site (including your shopping cart/order database) that you could move? Can you quickly move your site to another hosting service?

## DUE DILEGENCE

As I said, this list is not meant to be all-inclusive. Much depends on your particular business operations. But you do need to consider the possibilities, and their potential adverse impact. Consider all the possibilities.

My recommendation would be to develop a document to define your plans and courses of action for business continuity. It doesn't have to be complicated; three columns is all you need:

- 1) Potential disaster scenarios (internal and external),
- 2) Potential impact on your business (you can use a 1-5 rating system for this – 1 being low impact, 5 being catastrophic)
- 3) Contingency Plan

Obviously, the higher the impact rating, the more important it is to define a contingency plan. But don't just ignore it. Your business can survive many disaster situations, but only if you plan ahead.

## "The Perfect Labor Storm"

By Ira S. Wolfe

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

### Fact #85

In California, nearly 12.5 million people - 39.5 percent of those 5 and older in the state - spoke another language. Source: U.S. Census Bureau

### Fact #94

In 2000 1.56 million U.S. residents ages 16 to 19 were not high school graduates AND not enrolled in school. Source:Employment Policy Foundation

### Fact #95

50 percent of the U.S. population ages 16 to 65 are functionally illiterate. Source:Employment Policy Foundation

### Fact #96

The cost of job stress to businesses is estimated at \$200 billion per year. Source: Integra

### Fact #97

A recent Integra survey found that 12 percent of employees have called in sick, as a result of stress. Source: Integra

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
Olympic torch	Not Out There
Troj/StraDr-Fam	Out There
ATM Theft	Not Out There
Troj/QQHelp-P	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!*  
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