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Hello

Seasons Greetings! We hope this newsletter finds you well and able to enjoy some quality time with family and friends during this holiday season. And we also hope it will be a time to celebrate the successes of your businesses in 2005. We have some great articles for you this month on business ethics, time management, negotiations, communications and marketing. For more great information visit our web site by clicking on the image on the right.



Click To Articles on Our Web Below.

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This season is a time to be thankful and we want to thank you for your feedback throughout 2005. It is very helpful in trying to be responsive to what you find interesting and useful. We are always thankful for all our clients!

We are looking forward to 2006 with its new beginnings and new opportunities to grow our businesses and to communicate with you to share more insights, tips, information, success stories and more. The new year has potential for great growth and prosperity for each of us if we think and plan strategically.

And now on with this month's issue.

"Spending time with you was a real blessing and you've got me thinking about some important things again that I think I had shoved into the closet of my mind! You are definitely gifted in.... mentoring others and your genuine interest in them shines through."

Business coaching client

In the next Issue - Look For:

Coaching Solutions For You

Public Relations Prescription from the "PR Doctor"

Why I Love to Hear From Clients and Why You Should Too

Glenn's Golden Grains To Grasp

Recommended Reading:

"Fierce Conversations Achieving Success at Work & in Life One Conversation at a Time" by Susan Scott. "Fierce Conversations" is the master guidebook to transforming the conversations that are central to your success, offering opportunities for positive personal and organizational change, greater effectiveness in everyday interactions, a renewed sense of purpose, and a new way of relating to people - at work, at home and in every area of your life. - *quoted from the book jacket*. ISBN 0-670-03124-0 Published by Viking - A member of Penguin Putnam Inc. website: www.penguinputnam.com

Favorite Websites:

RoboShopper.com - You have heard of sites that are comparison

shopping for you and giving you the best price, right? Well, this site takes it one step further. This will take you to the top online stores and do the search for you. It only lists the top 6 stores for you depending on your search criteria.

Business
Communication:
The Good, The
Bad, & The Ugly

Words to the Wise for Work:

"The newest computer can merely compound, at speed, the oldest problem in the relations between human beings, and in the end the communicator will be confronted with the old problem, of what to say and how to say it." Edward R. Morrow

Communication
and Trust in Highly-
Effective Teams

and more...

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 Help

The Business of Ethics and The Ethics of Business

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

In 2002 the corporate world in the United States was rocked with scandals. Enron, Arthur Anderson, WorldCom, Citi Group, HCA, Tyco and others were headline news in print and the lead story on the television news because of business ethics failures. This caused me to reemphasize and stress to each of my clients then and now, the importance of business ethics and to challenge each of my clients to integrate their core values into their policies, practices and decision making. And I recommend that they rededicate themselves to conducting business to the highest ethical standards.

A 2005 National Business Ethics Survey (NBES) was released by the Ethics Resource Center on October 12, 2005. Some of the key findings include:

52% of employees observed at least one type of misconduct in the workplace in the past year, with 36% of these observing at least 2 or more violations.

69% of employees report their organizations implement ethics training, up 14 percentage points from the 2003 NBES.

65% of employees indicated their organizations have a place they can seek ethics advice.

55% of employees who observed misconduct at work reported it to management, down 10 percentage points from the 2003 NBES.

Five of six elements of a formal ethics and compliance program measured by NBES have increased over time with the presence of written standards of ethical business conduct up 19 percentage points since 2004.

The NBES defines misconduct as any behavior that violates the law or organizational ethics standards. The two most common types of misconduct observed by employees are abusive or intimidating behavior towards employees and lying to employees, customers, vendors, or the public.

Types of misconduct most observed by employees include:
21% observed abusive or intimidating behavior towards employees.

19% observed lying to employees, customers, vendors, or the public.
8% observed a situation that places employee interests over organizational interests.
16% observed violations of safety regulations.
16% observed misreporting of actual time worked.
12% observed discrimination on the basis of race, color, gender, age or similar categories.
11% observed stealing or theft.
9% observed sexual harassment.

Note: For the full news release on the NBES go to:
www.ethics.org/nbes/nbes2005/release.html

At the close of 2005 I am still asking the question - How can a company "SUSPEND" the company's ethics code? How can an individual businessperson in conducting business or an elected or appointed government official, at the local, state or federal level, waive ethics in their governance activities? And what can be done to respond to this dysfunctional and unacceptable behavior?

Here are five things I believe we need to assure will happen.

1. Business and government need to seriously look at strengthening their ethics programs and demonstrate a commitment to integrity in the way they perform their business and governance activities.
2. Companies and organizations must build ethical values and goals into the Vision and Mission Statements of their strategic plans and make sure the managers and employees understand the importance of these values and ethical standards.
3. Ethics should be integrated into everything the organization and individual does.
4. Organizations should reward ethical behavior and penalize unethical behavior. Everyone needs to be held accountable for his or her actions.
5. Any new ethical issue should be addressed immediately and a definite plan established to deal with the issue.

How does your company or organization address ethics? I would be interested in hearing from you. If you would like to share how your company addresses the subject of ethics, please submit your thoughts to me by going to our contact form by [clicking here](#).

Workplace Help

Managing Your Time - 20 More Tips

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

Every day we hear someone say, "I am so busy. I just don't have enough time to get things done!" And I imagine each of us has fallen into that same feeling from time to time. Are you a good manager of your time? Could you improve upon your use of this limited and precious item called time? If we are honest, the responses are probably "No and Yes."

As part of my business coaching and strategic thinking and planning consulting work, we do work on improving time management of individuals and of teams. We search to find more time by becoming more efficient

and much more conscious about how we spend our time. Here are 20 more tips I have found to be helpful in managing one's time.

1. Determine the time of day you are most productive and use that time to accomplish difficult tasks.
2. Prepare a TO DO list the night before or each morning with priorities set for you.
3. Do more than one thing at a time. Return a phone call while waiting for a document to be copied, for example.
4. Set deadlines for yourself.
5. Collect articles you want to read in a folder and mark if "Reading." Take it with you so you can read the materials as you wait for appointments, planes, etc.
6. Be organized. Establish systems and procedures for your job and/or business.
7. Block out specific times for specific tasks such as phone calls, planning, emails, etc.
8. Develop templates of documents you create regularly, and then modify them as needed.
9. Whenever you feel yourself procrastinating, ask yourself what you are avoiding?
10. Hold meetings only when there is a need for one.
11. Break down large projects into smaller tasks.
12. Store your reference materials, manuals, etc. in one convenient place.
13. Always begin meetings on time and don't wait for latecomers.
14. Keep all project information in one place.
15. Develop and use a "tickler" or "follow-up" system.
16. Use a simple filing system.
17. Set goals.
18. Learn to say "NO." It is said to be the most powerful word in time management vocabulary.
19. Allocate your time to those who "deserve" it rather than to those who "demand" it.
20. Ask for advice when needed.

Do you want to find some time, manage your time more effectively and get more things done? Would you like some advice on how to do that? If you said Yes, then please ["contact me"](#) and we will discuss who you can become a better time manager.

Business Building

Immunizing Your Business Against Recession By Using Marketing Tools

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

One of the hot topics of discussion in the fall of 2005 is the concern about various types of flu and how people, especially those in high-risk categories, should get immunized. And I also note that there are some people talking about a possible recession in the world. So I thought we should look at immunizing our businesses against recession by using marketing tools.

In researching for this article, I turned to one of my talented marketing strategy sources, Steve Hackney, the "Service Business Profit Wizard," of Hackney Marketing Ltd. located in the United Kingdom. I have learned much from Steve and I most strongly agree with his advice "DON'T STOP MARKETING! in any economic situation, good or bad." Steve developed what he calls "recession proof service business marketing tools." I happen to believe these tools work well for other businesses too and I want to

share them with you.

Here are Steve Hackney's 8 Recession Proof Service Business Marketing Tools:

1. Reactivate "dead customers"

Contact past customers who you previously did work for. The quickest way is to call them and say "Hello, it's Glenn. I'm calling just to touch base and see how you're doing, since it's been a few months since we last spoke." Ask them what's going on with their business, home etc.

Don't specifically ask them for work but end the conversation - "Well it's been good talking with you. Keep in touch, and if there's anything I can ever help you with, don't hesitate to give me a call."

You can send a letter if you prefer.

The purpose of the call is to keep in touch and serve them better. You'll be surprised how many ex-customers will give you some more work!

2. Give a superior service to your customers

In difficult times you want to hold on to your current customers. Give them more than they expect. Serve them well - better than before. Use my secrets for creating the 'WOW Factor'

3. Use cross sell and up sell to get more money from new and existing customers

This is a great failing in many service businesses. It's so easy to sell more to a customer, once they've taken that first step and said, "Yes."

Make sure you're taking every available opportunity to sell more services to your customers.

4. Plan an aggressive new business marketing campaign It pains me to say this because this should never occur.

You should be continually marketing - if you're a POWER Marketer. The main reason for this is that relationship building takes time - particularly when selling services.

If you start now it may take another 6 months before you see the fruits of your marketing. Continually marketing takes this problem away.

5. Experiment and test your marketing

This is the only way to get more for less. Test your headlines, your offers, and your lists (the people you target).

6. Execute a postcard mailing

Postcard mailings can be excellent for lead generation. One of my accountancy POWER Marketers recently got an 11% response from a lead generation postcard mailing. They're inexpensive to produce and you pay the lowest postage rate!

7. Use broadcast fax advertising

Again like all these things I'm talking about - fax broadcast should be one of your regular marketing tools.

In the UK a fax can be sent for as little as 3 or 4 pence depending on the volume you send (and even less in places like the US). 20,000 faxes for example, can be sent for just ?800 (at 4 pence each). Better still that cost includes the list, and you've got no print cost.

As long as you follow some simple (little known) advertising secrets specific to broadcast fax - you can't go wrong!

8. Set up a planned contact strategy

Make sure you're contacting your prospects and customers at least once every 4-6 weeks and preferably once every month.

Putting in place a contact strategy like this is one of the most powerful and effective things you can do. If you don't already do this - I urge you to do it now. You won't believe the results!

I join Steve in recommending to you that you have a marketing activity plan running throughout the year. If you want to develop a yearlong marketing activity plan for 2006, please ["contact me"](#) now.

Business Help

Negotiate To Win

By Joe Love

Negotiating is an art form. It gives you great power. And if you know how to negotiate correctly, if you know how to structure negotiations so that others get what they want, and you get what you want, you will be a lot more successful in life. Not only that, but a great deal of pressure, stress, and friction will be removed from your life.

A skillful negotiator is a person who moves ahead in the business world. He or she has a skill that today is used in everything from getting a raise

to delegating an unwanted assignment to reaching a business agreement worth millions.

Negotiation is not a matter of making concessions or butting heads. Good negotiation is based on principle and deciding issues based on their merits. When you bargain over positions, you get locked in and get sidetracked from meeting both parties' concerns, and that makes getting an agreement much harder.

Here are three critical points you must incorporate into any negotiation to have a successful outcome:

1. Separate the people from the problem, the relationship forms the substance of the negotiation. Try to view the situation for the other person's perspective and provide opportunities for both of you to express your emotions. Pay attention, listen, and do whatever you can to build a working relationship.
2. Focus on interests, not positions. You know your interests, the ones that have caused you to take your position. Now try to figure out the other person's. Acknowledge his or her interests; give the person on the other side positive support equal in strength to the vigor with which you emphasize the problem.
3. Invent options for mutual gain. Then broaden your options, looking for room to negotiate. Look for mutual gain by identifying shared interests. These opportunities exist in every negotiation. You need to stress them in order to make the negotiations smoother and more amicable. Always look for ways to make the other person's decision easy. So look for possible agreements early in the process.

Frame each issue in the negotiation process as a bridge for objective criteria, as if you assume the other party is doing the same thing. Reason soundly and be open to reason. But yield only to principle, not pressure. When you feel pressure, invite the other side to state their reasoning. Then suggest objective criteria, and refuse to budge except on this basis.

Sometimes you're not negotiating on a level playing field. The other side may be richer, better connected, have a larger staff, or have more powerful weapons. You can't change that, but you can protect yourself from making a bad agreement. Before negotiations start, know the worst outcome you'll accept. Keep that in mind as your bottom line. At the same time, make the most of all your assets. Know what you'll do if the negotiations fail. Be willing to break off the negotiations if you can't reach an acceptable agreement.

You're always going to encounter people who won't budge from their positions. Don't push back. In these cases, silence is always your best weapon. It can create the impression of a stalemate, which will cause the other side to break by offering something different.

Never lose sight of the fact that settlements are negotiated because they're beneficial to both sides. Before you enter the negotiation, do your homework. Amass enough factual information to back up the case you want to make. Think about the person you're negotiating with. What are his or her likes? Dislikes? Is he or she flexible? Or narrow-minded? What are your strengths and weaknesses? What will happen if you get what you want? When, where, and how will the negotiations be scheduled? Before you enter into any negotiation, you should rehearse them first with a friend or a colleague.

Leave nothing to chance. One of the most basic details is the place and time of the negotiating session. A neutral location is always best if you can

arrange it. Keep the meeting free of any distractions. Studies have shown that the best time to have a negotiating session is around 11a.m., because this is the time when most people are at their peak efficiency. Early in the week is better too. Never have a negotiating session on a Friday because people are thinking about the weekend.

Start the negotiating session by identifying all the parties involved, the person or persons who are in a position to sit down with you and negotiate. If one is obviously not right, broaden the discussion group to include others. And remember that just because you've identified the people who are committed to the negotiation doesn't guarantee it will always happen. Sometimes the opportunity to negotiate is just not there.

Use props and personal attitudes to dress up your negotiations and build credibility and impact. Start off with an air of formality. It will give you room to maneuver that you lose if you open more casually. Use some sort of prop to help you control the pace of the session. For example, carefully prepared research notes, video, or audio tape will help. Make sure you give the other person something, such as a photocopy of your material, that perhaps captures his or her attention and allows you to lead the conversation.

Leverage is a very important tool to use in negotiating. Leverage is the ability to get multiple benefits from your assets. Truthful self-evaluation is the key to the successful use of leverage. For example, if you have a certain type of character, admit it and use it to your own advantage.

You should always try to use leverage to maximize your efforts. But never use it in unproductive ways with the other person. For example, many people negotiating for a job begin with two strikes against them because their resume' includes too much that is not applicable to the job. Be selective. Negotiation is communication. Don't confuse the main issues by heaping on irrelevant factors.

Never abuse the person you're negotiating with. For example, you'll get a lot more by using "I really wish I could afford to pay you what this fine old house is worth" than with "This old junk pile is about to fall over, and it will take a lot to get it in shape, so here's my top offer."

For every gain you make, give something back in return, even if it is little more than a formality. It's important for you to have a clear mind as to what you want and what you can afford to give up. Remember, the shortest distance between two positions in any negotiation is never a straight line.

A successful negotiator is an expert at clarifying and conveying a point of view to the other person. So never be afraid of offending someone with simplicity. First, break up your discussion into compact and understandable little bites of information and begin to discuss them with the person you're negotiating against. Next, let the other person think about the information. But don't take on faith that all the key points have been communicated. Keep returning to them. A little redundancy won't hurt. Most people will actually enjoy hearing information again that they have just learned.

There are five key signs you should look for that indicate the negotiations are turning in your favor:

1. Fewer counter arguments.
2. Both sides' points are close together.

3. The other person talks about final arrangements.
4. The other person extends a personal invitation to you and your spouse.
5. The other person is willing to put the agreement in writing.

Cement the completed negotiations by setting up a meeting to sign the agreement. Never put the formal agreement in the mail. Be a good winner. Never gloat. You're in the game for the long run. Send the other person a thank-you letter, noting that you look forward to a long working relationship.

Personal Help

Internal Communication: 12 Essential Elements

By Lee Hopkins

There are 12 essential elements of a successful internal communications strategy:

1. Effective employee-directed communications must be led from the top. Effective communications require the active commitment and endorsement of senior managers. It is not enough simply to develop a 'vision statement' or formulate in general terms the values by which the company lives. Behaviour is what counts. Managers must be seen to behave in a manner that is consistent with the ethos they are promoting.
2. The essence of good communications is consistency. At all costs, avoid following fashion and tinkering. If you try to improve communications and then fail—because your messages are inconsistent or are 'good news only'—things will not quietly settle back into the way they used to be. You will inevitably have created expectations, and may have to live with the consequences of having disappointed those expectations.
3. Successful employee communications owe as much to consistency, careful planning and attention to detail as they do to charisma or natural gifts. We might not all be another Zig Ziglar, Tony Robbins or Bill Clinton. But even such communication 'giants' slip up if they fail to plan, fail to pay attention to detail and fail to project a consistent message.
4. Communication via the line manager is most effective. 'Line Manager to employee' communication is an opportunity for people to ask questions and check that they have understood the issues correctly. However, be aware that business urgency and reality may dictate the need, on many occasions, to inform employees directly rather than relying entirely on the cascade process. (Though managers will still need to answer people's questions and listen to their views.)
5. Employee communications are not optional extras, they are part of business as usual and should be planned and budgeted for as such. An employee communications plan—key themes, targets, objectives and resources—provides a context in which to deliver initiatives that arise at short notice.
6. There must be integration between internal and external communications. There must be a fit between what you are telling your people and what you are telling your customers, shareholders and public. (By the same token, there must be a fit between what you are telling your people, and what the external media are telling them.)

7. Timing is critical However clearly expressed and well-presented your message may be, if it arrives at the wrong time you might as well not have bothered. Old news is often worse than no news. Consequently, it is important to ensure that the channels you use can really deliver at the time you need them to.

8. Tone is important Expressing overly-gushing enthusiasm about a technical change of little real significance to your staff or public at large is scarcely calculated to make people take your message to heart. If they don't take that message to heart, why would they take the rest of what you say to their bosoms?

9. Never lose sight of the 'what's in it for me?' factor We are self-interested creatures. I may have invented the most amazing gadget ever, but unless I get you emotionally involved you are never likely to listen to my message about it. But if I can show you how my gadget will revolutionise your life, add dollars to your wallet, free up your time, fix your smelly feet, wash your car for you, stop your kids arguing with you, bring peace with your spouse, bring world peace...

10. Communication is a two-way process Employee communications are NOT a one-way information dump. Capturing feedback is of critical importance, and if you are not seen to be listening and acting on what you are told, why should people bother telling you?

11. A single key theme or a couple of key themes is a means of giving coherence to a range of diverse employee communications initiatives In recent years, the overriding theme of many corporate employee communications has been the impact on the business of competition, regulation and economic forces. Many messages and initiatives can therefore be evaluated according to the light they shed on one or more of these key themes.

12. Set your standards and stick to them Determine which channels should be mandatory and which should be optional; establish quality standards for all channels and review these at least annually.

Employment Help "The Perfect Labor Storm"

By Ira S. Wolfe

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

Fact #22:

The population 65 and over is projected to rise from just 13 percent of the total population in 2010 to nearly 20 percent in 2030.

Fact #23:

Annual growth rate in the working population (those between 20 and 64) is projected to average just 0.3 percent per year over the next 75 years.

Fact #24:

Over this same period, the population of retirement age is expected to grow at an annual rate of 1.3 percent

Fact #25:

A growing number of retirees must be supported by the production and income of relatively fewer workers. This is called the dependency ratio, or the ratio of the elderly population to that of the working age.

Between now and 2080, the dependency ratio is expected to double.

Fact #26:

39 percent of the workforce now has worked for six or more employers, up from 27 percent in 1999.

Fact #27:

45 percent of workers want to change jobs at least every three to five years, up from 26 percent in 1999.

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
All Seeing Eye	Not Out There
PWS-Banker.as	Out There
AIDS	Not Out There
Viewpoint	Out There

If you want to check out other hoaxes and warnings visit - www.truthorfiction.com

**We wish you a happy, healthy, peaceful
and prosperous New Year!**

**In the spirit of the season,
Glenn Ebersole
"Your Strategic Thinking 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

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