

**Vol. 3, No. 21 - 5/06**

What an interesting year we are experiencing in the world of business. Each day presents new challenges and new opportunities, if we recognize and act upon them. We hope you are prepared to take or have already taken advantage of some opportunities this year that will help you achieve your vision. We are here to help coach, facilitate, guide and train you to reach your goals by carrying out your defined mission and vision.



Click To Articles on Our Web Below.

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**In This Issue:**  
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**and Principles**  
**for Great**  
**Leadership**

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

**Reaping Rewards From An Effective Referral System**

**The Why Not Factor - Your Secret to Success**

**Cutting Business Expenses Through Outsourcing**

We have some exceptional articles for you this month regarding: the power of project management; essential habits and principles for great leadership; rewards of an effective referral system; cutting business expenses through outsourcing and a success secret. For more great information, please visit our web site by clicking on the right.

And now on with this month's issue.

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*"Glenn, has been our outside consultant for Triangle Refrigeration Co. the past four years. Glenn leads us by example.*

*Glenn, always has an open mind when he listens to our concerns or issues that we have in our roles/positions at Triangle Refrigeration Co. He supports us in whatever we are going through. When we have questions and he does not have an answer for us at the time he will always get back to us with valuable ideas and input in helping us to make our decision. He does hold us accountable to the commitments that we have made on a project or to other team members."*

*Linda Weaver, Chief Financial Officer  
Triangle Refrigeration Co.*

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**Glenn's Golden Grains To Grasp**

**Recommended Reading:**

"Tell Me How I'm Doing A Fable About the Importance of GIVING FEEDBACK"  
by Richard L. Williams. ISBN 0-8144-0832-X  
Available through American Management Association at  
[www.amacombooks.org](http://www.amacombooks.org)

My recent reading of this book may have been predestined. I won the book from a random drawing of attendee business cards at a business presentation on feedback. This book is an easy read and provides step-by-step guidance for improving one's ability to relate to the people around you each day. The book also illustrates just how important it is to receive

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

Media Tips From Your PR Doctor For Effective Media Interviews

feedback and what impact it can have on an organization. If you want a good book to help you understand how to interact more constructively with others, then I recommend you read this book.

**Favorite Websites:**

[FreelancersDirect.com](http://FreelancersDirect.com) - Is your business needing to outsource a job or find a professional outside your area of expertise? Create projects on this site to find the perfect people you deserve.

**Words to the Wise for Work:**

*"Leadership is not magnetic personality-that can just as well be a glib tongue. It is not "making friends and influencing people"-that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations."* - Peter F. Drucker

**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.**

Succession  
Planning For Your  
Business - Better  
Now Than Later

Seven Stimulating  
Strategies for  
Success in  
Marketing Your  
Business

A Simple Plan to  
Sales Success

Is Buying from  
You Too Risky  
for Customers?

**and more...**

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## Business Help

### Essential Habits and Principles for Great Leadership

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

You have probably heard it said that many people are born leaders. However, the ability to lead is an art and requires learning a powerful set of skills and principles and then honing those skills and practicing those principles to the highest level. The legendary football coach Vince Lombardi said this about great leadership, "Leadership rests not only upon ability, not only upon capacity; having the capacity to lead is not enough. The leader must be willing to use it. His leadership is then based on truth and character." So, what are some of the essential habits and principles that will help you and your clients grow into great leaders?

In researching for a response to the above question, I found the following to share as essential habits and principles to develop great leadership.

- Be an example of **Absolute Integrity**. Great leaders maintain their integrity 100% of the time.
- Be a **Visionary** and declare your vision. A great leader shares the declared vision, anticipates the future and identifies opportunities before others do.
- Be a **Life Long Learner**. The great leaders will dedicate themselves to do this and will spend time each day to devote themselves to learning something new.
- Be **Surrounded by Great People**. Success is not a solo achievement and great leaders are committed to the success of others as well as their own success.
- Be an **Excellent Communicator**. Simple and clear written and verbal communications are very essential to great leadership.
- Be **Committed to Creativity and Innovation**. The great leaders look at fresh approaches to long-standing problems and are willing to try things others would not think of trying.
- Be **Inclusionary**. Another habit of great leaders is exchanging information with employees and customers and seeking opportunities to tell everyone what they need to know to accomplish their tasks and reach their goals.
- Be **Inspirational**. Great leaders are inspirational and are able to

provide and promote an environment to motivate themselves and others to higher performance levels. Great leadership also commits to delivering exceptional results.

- Be **Positive**. Great leaders will develop and promote a positive attitude on a daily basis and will look for opportunities to turn disadvantages into advantages and will expect positive results.

Do you want to learn how to acquire the essential habits of great leadership and how to build a motivated and highly effective team? If this is one of your goals, please contact me through my web site at [www.businesscoach4u.com](http://www.businesscoach4u.com) or by [email](#).

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## Business Help

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

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

Why is project management important and what awesome power exists with project management in today's business environment? The first reasons that come to my mind about why project management is important (based upon more than 35 years of my personal project management experience), are tighter budgets, diminishing resources, more and more time constraints, and competition to improve the ways we do business. The awesome power of project management makes it possible to focus on priorities, track and measure performance, overcome challenges and problems, become flexible enough to adapt to change and achieve higher performance and a higher probability of success in each project.

What do we mean by a project? A project can be defined as an endeavor with a clear start and finish, a set of defined goals and objectives and a sequence of activities. Some examples of projects include constructing a new facility, developing a new product or service, restructuring your business organization, planning a special event, developing a strategic plan, planning a move, rearranging the office floor plan, etc.

Project management is applicable to many industries and organizations. Some key industries that use project management include: telecommunication, construction, information technology, software development, banking, manufacturing, professional engineering and architecture, computers, etc.

What do we mean by project management? Project management is a discipline and a process. It is a set of tools and techniques that define a project's goals, plan all work to reach the goal, lead the project and support teams, monitor progress and optimize the use of resources (time, people, money, etc.) in order to reach and exceed the customer's expectations from that project.

What is special about project managers? Project managers need to be very skilled in the management of communications, human resources, procurement, quality, time, cost, documentation, systems integration, etc.

Project management is very important in today's business environment when one considers the consequences of the absence of good project management or when project management is poorly applied to projects. Here are some of the consequences that can be experienced with the lack of or poor project management: missed deadlines, cost overruns, poor

workmanship, conflicts among team members, redoing work to correct errors, unclear directions for the project, continuous changes in project scope, forgotten key tasks, poor morale of team, duplication of effort, etc. Because of these potential consequences, project management is critical to a project's success. Effective project management will help: meet or exceed customer expectations, maximize the use of your resources (time, people, money, space, etc.), bring the project to a successful conclusion on time and within budget, document what was done for any need of future reference, and build confidence in your team for future projects.

Would you like to increase the probability of success for your next project? Would you benefit by learning more about project management and how it can be applied to your projects? Would you like to increase your value to your business or organization by becoming proficient in project management? If you answered YES to any of these questions, please contact me today through my website at [www.renaissanceman4u.com](http://www.renaissanceman4u.com) or by [email](#).

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## **Team Building**

### **Reaping Rewards From An Effective Referral System**

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

Let me pose a question to you that could really impact the growth of your business. Do you routinely and systematically ask for referrals? And if you do ask, do you enjoy doing it? Do you feel uncomfortable and nervous about asking for referrals? If you were totally honest, your answers would show that there are probably quite a few of you that dislike, or dare I say hate, asking for referrals.

What can you do to overcome this disdain for asking for referrals? How can you get rid of that feeling that you do not want to impose on others? I have good news for you! There are a number of ways to gain referrals effectively without you having to "endure the pain" of asking for referrals in a face-to-face fashion. And I am going to share some ways for you to do that so you can gain referrals and grow your business.

Here are seven suggested ways to gain referrals without a direct face-to-face ask.

1. Call existing customers and inform them you are expanding your business. Then ask them for names of people you could call to let them know about your expanding business.
2. Develop and offer your customers an incentive for referrals. This incentive could be a gift certificate, discount on their next invoice or purchase, or something personalized for the referrer. And the incentive is delivered when referrals become customers.
3. Create strategic alliances with other non-competitor businesses and give them a discount on your products and/or services if they agree to market your business in their mailings to their customers.
4. Give referrals to others. Reverse your way of thinking from "how do I get referrals?" to "how do I give referrals?" This is based upon the philosophy of the giver will gain.
5. Thank the people who provide referrals to you. Send a personal handwritten thank you note expressing appreciation for the business generated from their referral. This gesture will help confirm to them that you value their input and may encourage them to give you additional referrals.
6. Develop a "transaction-based" referral system. In other words, build your referral system into the transaction. For example, your favorite restaurant, drycleaner, lawn care provider or other entity

that you do business with, sends a promotional letter to you with an offer of \$50.00 to you if you refer someone that becomes their customer.

7. Contact business associates and offer to provide your services and/or products at a special rate or discount to your associates and to anyone that they refer to you when that referral becomes a customer.

Would you like to grow your business through referrals? Could you benefit by having a coach, facilitator and guide to work with to develop and implement a systematic referral system? If your answer is YES, please contact me today through my website at [www.businesscoach4u.com](http://www.businesscoach4u.com) or by [email](#).

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## **Business Help**

### **The Why Not Factor - Your Secret to Success**

By Chuck Groot

Let's go on a little flight of fancy. Let's go car shopping. Now usually when you go car shopping you start with a budget in mind, don't you? You go from dealer to dealer, trying to get the best deal that you can, but what really sells you in the end? Is it the value? Is it the price? Is it the features?

Try as you might, emotions always come into play, you buy the car that looks the best, feels the best, and you look the best in it –don't you?

Put yourself in your clients' shoes. What are they looking for, the cheapest price, unmatched packages, exceptional quality, or the photographer showing incomparable quality? Naturally, they will tell you, all of the above!

But in reality, can they really tell the difference? We would like to think that we fit the bill in all of the above but do we? Can we?

What happens, when in your clients' eyes there are too many similarities to really tell. Then it boils down to the best salesperson, the best sales presentation, or what I call the best Why-Not!

Your Why-Not! defines the nature and purpose of your business. It is the one thing that compels people to buy from you instead of from your competitors. Often it is call a "USP" (Unique Sales Point), or your Mission Statement.

Your Why-Not! is much more than both of the others put together – yet simpler.

It stands for

#### **Why Hire You – No Other Temptations**

You must answer the question for your clients – Why Hire You? Then you must make it so that there can be – No Other Temptations!

The exciting part of it is that anyone reading it will get a clear picture of the personality of the company and what you stand for.

Personality shows emotion and a human side.

USP's and Mission Statements are documents and documents are cold and impersonal.

More importantly, it will tell the client what you will do for him or her.

Too often a company fails because it doesn't know who it is trying to serve. Trying to be all things to all people is fool-ish. You have to come up with a specific Why-Not! - a unique and compelling claim or offer - that's targeted like a laser to give you a direction.

It answers the question "What is our reason for being?" Why would someone buy from us? And when they hear the answers that they are looking for they will exclaim, "Why-Not!"

But this is not to say that you can't have two or three different Why-Not!s for different product lines or services that you offer.

There are many different kinds of Why-Not!s and you must define this yourself because your entire marketing and operational success is built upon the Why-Not!. All studios need a clear sense of where they are trying to go and what they want to be in order for the diverse elements to pull in a uniform direction.

What you are doing is providing your prospective clients is a clear cut picture of who you are , what you are going to do, and what you stand for.

Why do you want to do this?

Why-Not! Just teasing with you.

One reason is that our society makes celebrities out of people who are unique or who have special abilities. Their qualities and attributes are polished to a bright shine and then professionally presented to the rest of us. We then strive to be like these individuals and yet the very nature of success demands authenticity.

### **So what's the secret?**

It's simple really. We are ALL unique. We ALL have something special to give. Being authentic and true to ourselves is the only chance we have of being liked, being successful, and being truly happy. Improving yourself requires polishing what's great about you and proudly presenting it to the world. My first year Philosophy Prof loved to ask, "Why should you be moral?" Then he would quickly follow up with "Why should you be immoral?"

Then with a smile on his face and a glint in his eye he would say, "The correct answer is Why Not!"

Some companies position themselves as having the best selection or broadest array of buying options. Their Why-Not!. is obviously "broad choice."

Other companies may offer more limited selection, but their Why-Not! is "low price" or "low markup."

Another company may decide they don't want to be known for just price or selection, so instead they offer the finest quality at a higher, but still reasonable price. "Quality" or "exclusivity" is its Why-Not!.

## **Most Why-Not!s' encompass three elements:**

### 1. A purpose/role element

A. In a nutshell, what is the purpose of the company?

i. I am going to take nature photographs, specializing in species which are on the endangered species list.

B. What role are you going to play?

ii. My goal is to raise awareness of these precious animals by writing books and articles about them, my experiences, and how the effects of man are playing out in these animals lives.

### 2. A boundaries element

This element defines what you will and will not do. In the example above you might write something like.

I will write books and articles to serious journals and magazines but I will not do greeting cards and postcards. My goal is to depict the plight of endangered speices but not demean them or make light of their existence.

### 3. A values-based/philosophical element

Here are some more questions to ask yourself. What do you stand for? What do you want to be known for? What will be your legacy? And one last question: If you don't stand for something, what do you settle for?

The principal features are usually a broad definition of the basic business code of conduct and the scope of the organization. It is important to have a clear, concise overall goal for you and your company. This can be as long as 10 pages or as short as one sentence. Generally it is better to keep it as simple as possi-ble. Your Why-Not! is the road map which you and your employees can follow anytime there is a question that surfaces out of the ordinary. Any answer which does not fall in line with your Why-Not! shouldn't be used.

Another example would be if you own a portrait studio and Mrs. Jones comes in and complains that she doesn't like her photographs and you look at them and they are as good as they are going to get. Your Why-Not! states that you guarantee 100% satisfaction, but you are torn, as far as you are concerned, they are great shots. Without hesitation and with a smile – you give her money back or offer to retake them. This course of action will always work to your favour, maybe not immediately, but it is the right course. If you have employees, they would be empowered to do the same, immediately, without fear of repercussion.

Basically your Why-Not! can stand alone as an advertisement that sells your company to you, your employees and your clients. As a matter of fact, it can be used as an ad and it should be used in all your ads.

## **A few more points about Why-Not!s'**

There are many different formats; there is no right or wrong type.

It remains fairly stable over time.

It may be expressed at different levels of abstraction; a balance must be

struck between too wide and too narrow a definition.

Some Why-Not!s' include objective, strategic thrust, policies and guidelines.

They describe your products in terms relevant to your customers.

Differentiate – explain how your product is different than the competition's, with different benefits. Whenever people buy, they are only concerned with "What's In It For Them."

Effectively choose pricing and positioning strategies.

These strategies may be based on the fact that:

1. You are an expert in your field.
2. You have degrees or education in your specialty.
3. You may finish your products with better quality or more expensive finishes.
4. You may frame each print.
5. You may have an escalating hourly fee depending on the degree of difficulty, safety, distance, specialty, or uses of the photograph or in the photographing,

### **Steps to develop your Why-Not:**

Keep in mind:

- There is no right or wrong statement for your organization just as there is no best or most appropriate format.

- Focus on the concept not on the words; the words can be fine-tuned later.

- Most Why-Not!s' suffer, at least to some degree, from mother-hood-it is, it's important that you stay away from platitudes.

- The greatest flaw of most Why-Not!s are that the implicit message is the "we" are smarter, will work harder, and will do a better job. In the competitive marketplace of goods, services and ideas, to assume that you are smarter, faster or meaner than the competition inevitably leads to surprises and the realization that you and your colleagues are just about on par with the quality of the people with whom you are competing.

- Although it is difficult, try to build creativity into your work. This is a first attempt at development of a Why-Not so it is important to build in new ways of viewing things at the beginning. It will be refined and reworked later so try to open up and be creative now.

To give you an idea as to how a Why-Not can look I'll show you one of mine.

Old Masters Portrait Studio Why-Not is:

Old Masters Portraits Studio desire is to create an exciting and memorable image for each and every one of our customers. The image will be technically perfect and of excellent quality, using the finest materials that we can find. It is our goal to provide service to the customer that is unsurpassed in the industry so that all of our customers will want to come back year after year.

It is imperative that we charge a price that provides value to the client and a good return on our efforts. We will be happy if our clients are happy and our clients will be happy if we are happy.

**Writing your Why-Not Start by answering the following questions.**

1. What is the purpose of our organization?
2. What is our reason for being?
3. What are we going to photograph and why?

After spending some time on the first three questions, begin to filter in the following questions.

- a. Who do we serve?
- b. What do we do best?
- c. What are some of our weaknesses?
- d. What kinds of programs and services do we provide or should we provide?
- e. What outcomes do we hope to achieve?
- f. What do we hope to accomplish?
- g. What would happen if our organization did not exist?
- h. What is special about the way we operate?
- i. Where do we or should we provide our product or service? What do I or our shareholders want?
- j. From the previous exercise you can now put together a Unique Selling Proposition or Mission Statement that will give you a direction and major driving force for your company.

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## **Business Help**

### **Cutting Business Expenses Through Outsourcing**

By Julie Bonner

Many small and medium sized businesses are run from home and other places where the need for a minimal amount of employees is a must. To profit from a small or medium sized business, you need to cut costs where ever you can, this includes only hiring employees that you will need on a regular basis. In our high tech world, we have found a solution that integrates the finances of a small or medium sized business with the

intermittent nature of some of its requirements. What we have found is outsourcing.

Outsourcing is by far one of the greatest assets to a small or medium sized business. You are not bound by the parameters of your town or city, but you can access unlimited knowledge from all over the world. You can tap into greater talents through outsourcing than you could by hiring a full-time local employee. However, not every business owner or company manager has the time, finances, or know-how to seek out and contact a freelance professional from half-way around the world. That is where an outsourcing solutions provider comes in: to find and hire talented professionals, so when your company needs custom software or technical support, you know right where to look.

### **A Cost Effective Solution**

The biggest advantage of outsourcing your company's business needs is that it is a cost-effective solution. There are many aspects that a company must tend to when it has employees. They have a responsibility to their workers year round, which is often costly.

For instance, a company has the responsibility of providing their employees with a specific amount of work each and every week. This is why outsourcing is so popular with companies who assign the everyday work of their business to a small amount of employees and then outsource jobs that need to be done less often. If your company specializes in selling golf clubs, you may not want to formally hire a programmer when you only require his services a few times a month.

You may also have a responsibility to provide your employees with health benefits, overtime, time and a half for holiday pay, a certain number of paid sick days, or other incentives. Providing these kinds of "extras" puts more strain on a small business's finances. However, outsourcing allows you to spend that money on other aspects of your company.

### **Less Hassle for You**

The second advantage of outsourcing is that there is less hassle involved as opposed to hiring company employees. When you go through a company that specializes in providing quality independent contractors to small and medium sized business, there are many time consuming duties that the company supplies for you.

You will not have to advertise for employees or conduct numerous interviews with potential hires. A company that specializes in contract employees has already spent a great amount of money recruiting experienced independent contractors, tested each one to determine their skills, conducted any background checks to make sure they have the correct credentials, and chosen the best of the best from the lot.

What's more, you also will not have to deal with scheduling your independent contractors. Once you place a call to an outsourcing company and express your needs, they will then take over the task of determining which contract employees are best suited for your project and who is available to complete your project within the time frame specified. They also have the ability and manpower to schedule several employees if you have a large project you require to be complete within only a few days.

Another issue you will not be forced to deal with is the paperwork and tax responsibilities that go along with hiring new employees. Either the company you go through, or the independent contractors themselves, will take care of their own tax obligation. You won't even be responsible for

sending a 1099, since that will be the responsibility of the company who recruited the contractor.

### **No Long-Term Commitment**

Often the hardest part of hiring someone is if you eventually have to fire them. Many managers and business owners dread having to tell someone that they no longer have a job with the company. On the other hand, if that employee is not producing at the expected level and living up to the standards the company has set, then it would be a financial inconvenience to keep them on the payroll, plus pay someone to fix their mistakes or fill in for them on a daily basis.

When you obtain a contractor through an outsourcing company, you no longer have to worry about that. If the job is not complete to spec, you let the company know and it is their job to take care of it. If the initial contractor did not finish their work or failed to complete the project requirements satisfactorily, there is a good chance the company will schedule another contractor to fix the job at no charge to you.

### **Convenience**

Last, but not least, another valuable benefit of outsourcing your business needs is that you can use their services when you need them, no more and no less. If you want one contractor for one project but five contractors for another project, they are all available to you without any additional effort on your part. There is still only a single phone call to be placed and a single payment to be made.

As you can see, there are many advantages when it comes to outsourcing the needs of your business. The rewards are great and, at the end of the day, you have less to worry about. This allows you more time to focus on the other important aspects of your business. To put the icing on the cake, outsourcing allows a small or medium sized business access to the same quality of freelance professionals that a large company has, on their own budget.

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## **Employment Help** **"The Perfect Labor Storm"**

By Ira S. Wolfe

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

### **Fact #48**

The number of x-ray images taken in 2001 increased 78%.

### **Fact #49**

A patient over age 55 needs the services of a radiologist 3X more often than a younger patient.

### **Fact #50**

The vacancy rate for radiology technicians is approaching 20%.

### **Fact #51**

The productivity research challenge of the new millennium is the measurement of 'presenteeism'- employees who are at the worksite regularly, but for a variety of reasons, are not producing as they should.  
*Source: The Health Promotion Research Advocate*

### **Fact #52**

Presenteeism reportedly accounts for 80% of lost productivity.  
Source: American Productivity Audit

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
A Moment Of Silence Hoax	Not Out There
Puper	Out There
All Seeing Eye hoax	Not Out There
Exploit-CreateTxtRng	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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