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Vol. 2, No. 14 - 10/05

We have some great articles for you this month on strategic planning, business coaching, crisis management and networking. For more great information visit our web site by clicking on the image to the right.



Click To Articles on Our Web Below.

We also wanted to let you know we are starting a user input section called "Glenn's Golden Grains to Grasp". The section's purpose will be to share a thought, a suggested book, a suggested website, etc. and it will premier in our November issue, so be sure to be on the lookout for it.

And now on with this month's issue.

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"I have been in the business of 'Business Manners' for over twenty years and I have never worked with anyone who is the perfect example of professionalism except for Glenn Ebersole. I have been engaged in several business dealings with him and every single time he has been detailed, punctual, polite, follows up and is extremely professional. He could easily consult my clients on an appropriate business image.

Glenn is also excellent at communication and public relations. We worked on a national survey together and he was on top of the project at all times in terms of national exposure and contacting me. I would highly recommend him to anyone; you won't be disappointed."

Pamela Hillings
Hillings Enterprises

Business Help
Surviving Change & The Stress It Creates

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

Change is the status quo. Change is everywhere. And so is stress! Some have called stress the invisible epidemic. The truth is that stress is spreading rapidly and just about everybody is feeling the effect.

Acting as a change agent, I get to witness stress quite often. I see what today's stress is like and imagine what the future will hold and what stress it has the potential to produce. Tomorrow will no doubt give us a more complex world with a faster rate of change. Therefore, it is imperative that we learn how to handle life better and improve upon how we adapt to change and the way we handle it.

In the next Issue - Look For:

How To Brand Your Business Using Ten Action Items

Making Plans Now For A Better Business Year in 2006

Many of my clients ask about what drives change and what are the basic mistakes that are made that create major job stress and how can we cope with an even faster rate of change? And all these questions require solid answers and advice. And I seek counsel from others to get the best advice I can for my clients. So as I researched for a resource to provide that counsel, I was very fortunate to find the answers to my clients' questions in a handbook entitled, "A Survival Guide to The Stress of Organizational Change" by Price Pritchett and Ron Pound. These authors have more than 20 years of consulting experience with organizations going through major change.

In the handbook, they talk about 3 key drivers to change: people; technology and information. They also present 15 basic mistakes that create major job stress and they also provide a "Survival Guide" for each basic mistake.

Those 15 basic mistakes include:

1. Expect somebody else to reduce your stress
2. Decide not to change
3. Act like a victim
4. Try to play a new game by the old rules
5. Shoot for a low-stress work setting
6. Try to control the uncontrollable
7. Choose your own pace of change
8. Fail to abandon the expendable
9. Slow down
10. Be afraid of the future
11. Pick the wrong battles
12. Psychologically unplug from your job
13. Avoid new assignments
14. Try to eliminate uncertainty and instability
15. Assume "caring management" should keep you comfortable

To find out the survival guide tips for each of these mistakes, I recommend you get this handbook and read it carefully. It can be ordered online at www.pritchett.net

AND to find out even more about how you can learn to manage change in your company or organization, please [contact me](#) today!

Business Help

Your Estate Does Matter

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

In my business coaching and strategic thinking and planning consulting work, I have found too often that the owners and managers of small to medium size businesses frequently fail to do adequate estate planning and lack suitable estate planning documents. The lack of effective planning can result in costly probate proceedings or unnecessary estate taxes. Therefore, my real mission with this article is to try to convince you that "your estate does matter!" and you need to make sure you have committed to take the needed action to get your estate planning in order now.

I believe it is fair to say that business owners and managers do not intentionally plan to neglect this type of planning. However, it probably is fair to say that it is something that is "put off" because of the conflicting advice and confusing laws and regulations that cover this subject.

Creating An Environment Of Trust, Support & Teamwork In Your Business

Planning for the Unthinkable

Legal Planning for Small Businesses: Ten Biggest Mistakes

and more...

Rising to the challenge of finding a solid resource and references for advice in this matter, I looked to my clients and found Patti Spencer, Esq. Patti is widely recognized as a preeminent estate planning attorney and is the founder and owner of Spencer Law Firm in Lancaster, PA. In her 25 years of practicing law, Patti has assisted both clients and other professionals with estate planning, probate, taxation and closely held business issues. She has published numerous articles on estate planning topics and is the author of a weekly column, "Taxing Matters" for the Lancaster Intelligencer Journal, Lancaster, PA.

And we are very fortunate that Patti has also written a book, "Your Estate Matters Gifts, Estates, Wills, Trusts, Taxes and Other Estate Planning Issues." The book is available on the amazon.com website at www.amazon.com and I do highly recommend it. I have read the book and have posted my review on the amazon.com website and below for your review.

Amazon.com Review

Highly Recommended Lifetime Guide on How to Prepare, Preserve and Protect Your Estate Matters,

August 22, 2005

Reviewer: J. Glenn Ebersole, Jr. "Renaissance Man For You" (Lancaster, PA) - See all my reviews

Patti Spencer, Esquire, is widely recognized as an authority on estate planning matters. She has written a weekly column in the Lancaster Intelligencer Journal, "Taxing Matters" since 1999. Her book, "YOUR ESTATE MATTERS" grew out of those weekly columns. Patti is known for her "down to earth" conversational style and for using humor in presenting what most times is a dry and dull subject. Patti presents very valuable information and advice which will enable the reader to greatly increase their knowledge on the subject. The book is easy to read and helps debunk many myths about estate planning, including the one about: if you don't have a will, the state gets everything." This book is the one resource I have found that provides practical and understandable advice and reasonings regarding estate matters. Patti has really hit a home run with this book. It is a must read for anyone, from an individual, a retiree, a business person or anyone who is getting prepared to address their estate matters. In 35 years of professional life, this is one of those valuable resources that has the potential to have a profound impact on changing the way people think about the subject of estate planning. I highly recommend this book and will be sure that my business clients, especially those with family owned businesses, get this book and read it cover to cover. It should become a part of every business owner's business survival kit and everyone's personal library. J. Glenn Ebersole, Jr., Founder & Chief Executive, J. G. Ebersole Associates and The Renaissance Group (TM), and author of "Glenn's Guiding Lines - Thoughts From Your Strategic Thinking Coach" Newsletter.

I would also recommend that you visit her website at www.spencerlawfirm.com to learn more about her estate planning work.

Please remember that "your estate does matter" and that you need to take action now to assure adequate estate planning is achieved.

Business Help

Do You Know Where Your Disaster Recovery Plan Is?

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

Disasters of major magnitude are major news again after the Gulf coast region of the United States was hit by 2 major hurricanes. So it is very timely for me to ask each of you: "Do you know where your disaster recovery plan is?" "Do you even have a disaster recovery plan or crisis management plan?" "What business contingency plans do you have?" I am very concerned that in too many cases the answers would be "No" "No" and "None!"

The plain hard truth is that if your business is going to continue to perform at a profitable or administratively adequate level when a crisis occurs, crisis/emergency planning is imperative. You must have a properly prepared disaster recovery plan in place and have the appropriate staff fully briefed on their responsibilities.

Businesses need to focus on demonstrating a capacity to effectively manage and weather a crisis. This can be done by employing effective security measures to prevent crisis incidents arising and by designing adequate contingency plans to invoke when crises occur. A successful business approach to crisis management and recovery must be flexible, feasible, and practical.

The basic steps to develop an effective crisis management plan include

1. Identify a crisis management team
2. Assess the most likely crisis scenarios
3. Develop a crisis management plan document
4. Conduct periodic crisis training exercises
5. Develop guidelines for crisis communications – internal & external
6. Continuously review and refine the plan.

My challenge to you is to start developing your own disaster recovery/crisis management plans NOW! You do not have to do this alone. In fact, I do recommend outside assistance. If you would like to learn how I could assist, facilitate and guide you through this plan development process, please [contact me](#) today.

Business Help

Halo Effect: "Brownie, you're doing a heck of a job."

By Ira S. Wolfe

When President Bush looked toward his embattled director of FEMA and announced to the world "Brownie, You're doing a heck of job", he epitomized one of the most frequent and damaging problems in corporate America today - the halo effect.

Not unlike thousands of managers everyday, President Bush patted his guy - Michael Brown, former director of Federal Emergency Management Agency - on the back for failing to do his job. This unfortunately all-too-common method of giving positive but undeserved accolades is the bane of managers everywhere. Known as the halo effect, managers tend to rate all employees as excellent, good, or acceptable regardless of actual job performance. Why would a manager take this tenuous path to performance management?

As his leader, the President wanted to stand behind his man, encourage his employee, and direct attention to the positives he was doing. He did

the right thing too by not admonishing Mr. Brown publicly for the incredibly difficult and embarrassing position he placed his boss. Instead President Bush found ways, like he has done in the past, to support his team in moments of glory as well as times of crisis.

Bush also relishes loyalty and dedication. That is very likely how Mr. Brown got his job in the first place: payback for his loyalty and dedication. Both are admirable characteristics in effective leaders and good followers.

But like everything else there are consequences of every action.

The problem with Bush's comments is that Brownie wasn't doing a heck of a job, an assessment expressed by nearly all observers. By publicly recognizing Brown for his efforts, Bush damaged his credibility with the residents of the Gulf Coast and the rest of the world watching one of his early communications. This is what happens when managers don't deal with underperforming employees - they lose the endorsement and respect of co-workers and peers who experience the results of this poor performing employee first-hand. Morale takes a hit and followers cry out for strong leadership.

So why do managers choose the halo effect as the strategy of choice when evaluating employees' performance. First the halo effect amounts to taking the easy way out. It's simply easier to give a good appraisal than addressing performance problems and missed expectations.

Sometimes the halo effect has nothing to do with the employee's performance and it has everything to do with the manager's need to save face; you hired him you and admitting he failed means you failed

Rightfully so, you never want to embarrass or admonish an employee publicly for poor performance. A few managers go too far and President Bush might have crossed that line too. To demonstrate their support, managers throw around a few "atta-boys" and other words of encouragement hoping to jumpstart a nice-guy-in-the-wrong-job into their next super-star.

Timing has a lot to do with the halo effect, too. You're faced with filling a vacancy and your long-awaited vacation is just a week away. You just don't have the time to write a detailed performance improvement plan or deal with an unhappy employee, so you pad the appraisal with niceties to keep this employee in place until you have more time to concentrate on it. Then again, maybe he'll quit first and you won't have to be the bad guy after-all.

Regardless of the reason, the day of reckoning always comes when the employee bungles a job and you have no choice but to discipline or even terminate him. Now that you are finally ready to deal with the poor performance, you realize you don't have any documentation to support your actions. Your ability to take a productive action is hamstrung and you're left with the possibility of wrongful discharge lawsuits or handing over a lucrative severance package.

Thankfully, few of us will ever be faced with the aftermath of a halo effect with such enormous implications as those associated with Michael Brown. But every one of us will be expected to provide feedback in one form or another to employees. The halo effect can have devastating outcomes affecting productivity, morale, and risk management. It is a manager's responsibility to give out the pats on the back while dishing out the counsel and discipline when necessary.

Business Help

Personal Image and Networking - How To Be Noticed and Trusted

By Thomas Murrell

Image is essential for any successful business person and with this comes the issue of trust. A highly regarded and trusted business person will form stronger relationships, have a better personal brand and generally find more success in their business.

A Reader's Digest survey has found burns specialist Dr Fiona Wood is Australia's most trusted person, followed by singer Olivia Newton-John and Tasmanian-born Crown Princess Mary of Denmark.

The survey is in its fifth year, but for the first time asked a statistically representative sample of 756 people who was the most trusted person out of a list of 100 well-known Australians.

"The better known you are, the more important that ability to instil trust becomes. But as our first Most Trusted People poll shows, you don't have to be running for prime minister to be put to the test," said the article published in the June edition of Readers Digest.

Interestingly women often do better than men.

For example, Prime Minister John Howard's wife Janette (at 74) is more trusted than her husband (85), while model, mum and charity patron Sarah O'Hare (43) is well ahead of her husband, media executive Lachlan Murdoch (93), and Home and Away starlet and mum-to-be Bec Cartwright (59) also is more trusted than her partner, tennis player Lleyton Hewitt (73).

"If we don't know someone personally, we'll judge based on whatever information we know about them at the time," said body language expert Alan Pease in the article.

In terms of professions, ambulance officers, firefighters and mothers were the most trusted, while politicians, car salesmen, real estate agents, psychics and journalists are the least trusted.

Fathers came in at 8 and life coaches at 20, after domestic cleaners at number 17. Consultants, trainers, speakers and authors weren't listed.

So whatever line of work you are in, how can you get noticed and be trusted?

Here are my Top 10 Tips To Be Noticed and Trusted:

1. Be Involved In Community Service.

Offer your time, expertise and skills to those that need it most, community or not-for-profit groups. Not only will you feel better, you will be noticed more and trusted. According to Dr Fiona Wood: "Every patient I treat is an inspiration."

2. Network.

Network with others to increase your circle of influence.

3. Ask For Help, Introductions or Referrals from Your Trusted Circle of Influence.

Nothing will get you noticed and trusted quicker than asking for help to get known and meet other people.

4. Get a Coach or Mentor.

A coach and mentor can fast-track your career, keep you accountable to your goals and give honest, independent advice.

5. Join or Set-up a Mastermind Group.

Link up with others who have a similar goal, passion or purpose in life.

6. Have A Professional Photograph Taken.

If you want to be noticed and trusted, people need to see your face. Have it done professionally and have both digital and hard copies available.

7. Write An Article.

Share your unique knowledge, expertise and insights in an article. This could be a trade magazine, local newsletter or opinion piece for a major newspaper. Keep to around 600 words, ask someone to edit it for you and include a photograph and contact details at the end if appropriate.

8. Give A Presentation or Speech.

Public speaking or running a seminar is the quickest way to get noticed and trusted fast. There are thousands of community, business and industry groups looking for speakers everyday. Overcome your fear and turn your unique knowledge into an entertaining story with some take home lessons for the audience.

9. Be Quoted In The Media.

The media has big impact because of its mass appeal. It is the world's largest database and will reach people you can never duplicate with a direct mail campaign. It also delivers credibility through third party endorsement.

10. Write a Book.

A commercially published book by a big-name publisher is the fastest way to build credibility, trust and be noticed.

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

By Ira S. Wolfe

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

Fact #427:

The cost of high teacher turnover and attrition rates is enormous. Every year, American schools spend \$2.6 billion on teacher attrition.

Fact #428:

Between the end of the 1999-2000 and the beginning of the 2000-2001 school years, about 67,000 teachers retired, accounting for only 24 percent of the 278,000 turnover and only 12 percent of the total turnover of 546,000 during that period. Rather, the data show that the demand for new teachers, and subsequent staffing difficulties, are primarily due to pre-retirement teacher turnover. (Source: U.S. Department of Education)

Fact #429:

According to a National Center for Education Statistics (NCES) survey of 8,400 public and private school teachers, the main reasons for high teacher turnover and attrition rates are with inadequate administrative support (38 percent) and workplace conditions (32 percent).

Fact #430:

Two-thirds of the nation's mathematics and science teaching force will retire by 2010. Source: National Commission on Mathematics and Science Teaching for the 21st Century

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
A Virtual Card For You	Not Out There
Generic Downloader.q	Out There
BUDDYLST.ZIP	Not Out There
W97M/Alamat	Out There

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

Until Next Time, keep striving to reach your goals and vision!
Glenn Ebersole
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