



Increase the Effectiveness of Your E-mails

The rise of virtual teams and long-distance workplaces has meant a growing dependence on e-mail. Like every form of communication, e-mail is a tool that requires a certain amount of finesse. The following tips will help you and your team get the message across “e-ffectively”:

1. One e-mail, one topic. Don’t try to cover too much territory in a single e-mail. Team members may have trouble deciding which topic is a priority, or may simply miss one item among all the rest. Limit yourself to one subject to avoid misunderstandings.

2. Specify the desired action. Without verbal cues or body language to depend on, your team needs clear-cut direction that’s unambiguous: “We need to have this part of the operation concluded by 3:00 p.m. EST on Friday, March 9.” Leave no room for error.

3. Choose recipients selectively. Everyone receives more e-mail than he or she can read. Restrict your group messages to team members who need your message in order to get something done. Resist the urge to send copies to everyone in your address book just to be on the safe side.

4. Include alternate contact information. Create a signature with your phone number and address. This

2003 — Can You Believe It?

Time seems to really fly whether you are having fun or not. The past year was a most trying one for most businesses. We are pleased to say that our results were an improvement on the previous year.

We were recently featured in a Chicago Tribune article regarding the use of technology in business.

This issue of the newsletter begins our tenth year of publication. We welcome and encourage any and all comments, criticisms and suggestions.

Best wishes for a most successful 2003.

Your friends at EMBA, Inc.

gives team members, customers, and everyone else the option to pick up the phone and call you right away if they prefer.

5. Go face to face for sensitive communication. If you’re unsure of how a team member will react to information or instructions — or if you’re sure the person will react negatively — skip the e-mail. Call the person or visit him or her face to face. When issues have the potential to become emotional, you’ll do a better job of handling the situation if you can address it in person.

— Adapted from “E-mail: Good news and bad news,” by Norm Cadsawan, on the CEO Refresher Web site.

.....
: If at first you DO succeed, try something harder —
:.....

DID YOU KNOW

1941 Prices:

A new car: \$850.00

Gallon of milk: \$.54

Movie ticket: \$.25

Cup of coffee \$.05

Combo lunch/ entrée,
potatoes, coffee and
dessert \$.35

Decent restaurant dinner:
(chicken, steak, chops,
potatoes, salad, beverage,
dessert \$.75

House in a good
neighborhood \$3,800.00

Street car fare \$.05

A 1st class stamp \$.05

A good sandwich \$.25

Big ice cream cone \$.05

Good salary week \$30.00

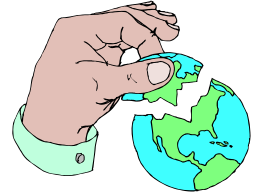
Men's shoes \$10.00

Woolworth lunch \$.20

Now consider what
wasn't around: TV,
home air conditioning,
video, cell phones, ATMs

*Change is inevitable,
Except from a vending
machine*

Delegating Wholes, Not Pieces



*Which would you rather have for lunch?
A couple slices of a large pizza or a 9-
inch whole lunch size pizza of the same
volume?*

*Which would you rather have for
dessert? A slice of apple pie or an
individual whole pie?*

*If you worked on an automotive
production line, would you rather
tighten bolts all day as different cars go
by or would you rather be part of a team
that builds a whole vehicle?*

Most people would prefer the individual pizza and apple pie. Somehow, it is always preferable to receive a whole something rather than a piece of something, which has other pieces that go to someone else. With regard to the production line, it's been proven that both production and quality go up when people feel responsible for a whole finished product rather than just a small part of it.

In manufacturing, workers in teams now build entire products, often conducting their own quality tests. If an entire factory can be organized this way, why can't these same principles be foremost when delegating?

Too often, managers delegate by identifying which element of the work is safest to give away (fewer things can go wrong) and then assign that "piece" to a subordinate. The manager retains the need to check all work because he or she has also retained many of the pieces. The subordinate ends up with a bunch of random pieces, or tasks, with no finished product with which to identify.

Look at what you're now delegating.
Are subordinates truly accountable for results or are they simply preparing

inputs into work you ultimately put together?

Assess your tolerance for errors. You may not need to check everything. If you have capable people, let them learn, as you coach them, by taking the risks of responsibility.

Look at what you're now doing. If you're spending too much time on day-to-day activities and too little on the planning and organizing functions your job requires, maybe it's time to let your subordinates keep the ship afloat while you steer.

Find some wholes and delegate them. Make your subordinates in charge of their jobs, totally accountable for results in identifiable areas. You'll reap the benefits of greater morale and enthusiasm, you'll gain performance and productivity and you'll find out which of your people really have potential for increased responsibilities.

Be continually available for coaching but don't make decisions for your people!

The final word: Make sure, when you delegate, that you provide the necessary information and authority to do the job. Give them such things as signature authority and access to key people. Let them know how they can use your authority when necessary. Be sure to tell them where their authority stops and yours begins.

*Carter Johnson, Buying Time
630-910-1927*

.....
: I'm only attending school until it
: becomes available on CD-ROM —
: *Anonymous 6th grader*
:

The Top 3 Online Marketing Strategies

1. Email addresses are the gold of the Internet. If someone gives you their email address, they're interested in your business and are likely to be a future customer. By gathering email addresses, you can then send subscribers information immediately, or on a regular or periodic basis.

To get an email address, offer something of value in return. Two great items used to gather email addresses is to offer a free report about something of interest, or free subscription to an email newsletter than includes information about new services, promotions, etc. Plus, this is a great way to send out those ever-popular auto responders.

2. Promote your web site for free on search engines, pay-per-clicks like GoTo and NetFlip, and get listed in directories like Yahoo and LookSmart. Even if you only serve a local market you're more apt to get their business if they saw you on the web.

3. Finally, make it a point to update your site periodically. People are more apt to return to your site if they know that you routinely update it. It's a cost free way of adding value.

These strategies should help you jump start your new web site.

POWER LISTENING LESSONS



By
Judith Filek – President
Impact Communications, Inc.
jfilek@att.net

Listening is the number one skill for success in business today. Poor listening skills make people angry and make them feel you don't value them. They affect all relationships, especially business relationships.

Most people think they are good listeners. In reality, we listen effectively only 25% of the time. In fact, most people only listen to the first three or four words of any sentence. Instead of listening, they begin to formulate their response.

Even when people have been told they aren't good at listening, they do very little to improve. They still think having their say is more important.

The following are tips for listening in a face-to-face meeting, or on the phone.

1. Make a conscious decision to listen. Put your mind into the right framework.

2. Take notes. It will force you to put aside what you are currently thinking.

3. Paraphrase what you have heard the other person say. People appreciate the fact that you are trying to get it right. This is particularly important when the other person is upset.

4. Acknowledge the points you hear being verbalized. Use statements such as, "I can see what you mean," or "Wow, I never knew something like that could happen." People want you to feel their pain or inconvenience.

5. If you are face-to-face, nod, lean forward and maintain strong eye contact.

6. Remember, it is difficult to demonstrate that you are listening if you are on the phone. Use your voice to demonstrate concern and involvement. Be sure to vary your pitch and inflection. Monotones make people feel you are

disinterested. Offer frequent acknowledgments. If you are speaking to someone you don't know, focus on a family member's picture. It will help you to personalize your conversation.

7. Never interrupt. When the other person has finished speaking, take a two second breath, hold it for two seconds, and exhale slowly. Then begin your response.

8. When the other person has finished speaking, frequently say just one word, "Oh." Typically, he or she will continue to elaborate. As they put more words to what they are saying, they gain focus.

9. Only schedule yourself for meetings with others when your energy is at its highest. Before or after lunch is risky for all parties.

10. If you know you are out of energy, tell the other person that this is not a good time. In the end, the person will appreciate your honesty. However, be sure to reschedule the conversation.

11. If your job entails taking a lot of customer complaints, replenish your energy level. Practice stress management.

12. If necessary, when a conversation is over, keep a log of what was said...especially any next steps. Review the log before the next conversation or meeting.

Real listening takes effort and commitment, but it's worth the effort. It will improve performance and build a strong team that will be noticed by all.

.....
: No man would listen to you talk if he :
: didn't know his turn was next. :
:.....

Effective Marketing and
Business Assistance

Your off-site Marketing Department

2511 Windsor Lane
Northbrook, IL 60062
Tel. No. 847-272-2884
Fax No. 847-272-3551

E-mail: eblack@embainc.com
www.embainc.com

Email: info@embainc.com

From the Editor's Desk

We, here at EMBA, hope your holidays were joyous and that the New Year brings you health, happiness and prosperity!

If your New Year's resolution is to grow your business, our company can help you do just that. Give us a call for a free consultation, and let us show you what we can do for you. It might be the best decision you ever made!

MAXINE, Newsletter Editor