

## Carol Hanlon Announced as Winner of ACLW's Awards



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## **Carol Hanlon Announced as Winner of ACLW's 'Sustaining Women's Empowerment in Communities and Organisations' (SWEKO) Awards**

The Hon Catherine Cusack MLC and Dr Diann Rodgers-Healey, Executive Director of the Australian Centre for Leadership for Women (ACLW) joined distinguished women leaders to Award Finalists and Winners of ACLW's Sustaining Women's Empowerment in Communities and Organisations (SWEKO) Award on the 6 March 2015 at the Parliament Theatre, Parliament House Sydney.

Western Australian Small Business advocate Carol Hanlon was announced as the winner of the following category - *'Empowering women in a community or organisation in Australia'* of ACLW's 'Sustaining Women's Empowerment in Communities and Organisations' (SWEKO) Awards.

Carol Hanlon as Founding Manager and Business Facilitator of the Belmont Business Enterprise Centre Inc. (Belmont BEC) and Founder, Manager & Mentor of Textile, Clothing, Footwear Resource Centre of WA Inc. (TCF Australia / TCF Global) has provided low cost and 'no cost' training and mentoring to develop the business skills and business growth potential of more than 16,000+ women in new or existing small businesses in Western Australia and across all states and territories of Australia including regional & remote. Both organisations are not for profit (NFP) community associations.

Since the mid 1990's Carol Hanlon, Founding CEO of both Centres has been assisting women in business across Australia, via phone, email & face/face training and mentoring and

since 2010 initiated online training services via webinars.

One particular program that Carol Hanlon developed for the Belmont BEC is the BPW Business Incubator Project. The BPW Business Incubator Women in Business Online Training & Mentoring Project – a two year project conducted across Australia during 2013-2014 which has helped 780 women develop business skills and the growth potential of their small businesses. During 2014, the BPW Business Incubator Women in Business Online Project was also adopted as an APEC Pilot across 5 economies of Chinese Taipei, Republic of Korea, The Philippines, Chile and Australia. BPW is an International organisation established over 85 years, located in 99 countries with a focus on equality for women, leadership and empowerment, Carol has served twice as president of the BPW Belmont Club.

Carol Hanlon said of the win, "I am honoured to have been selected as a winner of the award amongst such a distinguished group of amazing women."

Carol Hanlon is currently in the United States presenting a Forum on behalf of Belmont BEC & TCF Global (TCFWA) during the United Nations Commission Status Women 59 NGO Parallel events in New York on March 10<sup>th</sup>. The Forum will be titled, 'Empowering Women in Business through Online Training & Mentoring' and will showcase the BPW Business Incubator Project to an international audience and our TCF Global projects. I will be mentioning the wonderful

award that I have just received from ACLW at the event."

Carol continued, "My ongoing goal is to further expand this valuable project across Australia and globally through attracting ongoing sponsorships for scholarships for women who are eager to receive business mentoring and skill development. Recently a NSW small business woman sponsored 10 online training scholarships with us for women in Madagascar. Requests for support constantly arrive from women across Australia and over the year from many other countries such as South Africa, St Kitts, Puerto Rico, Mozambique, Fiji, Palestine, Philippines, Kuwait, Bangladesh, Nepal, India, Madagascar, Bangladesh, Afghanistan and PNG to name just a few countries and we will be pleased to hear from anyone who would like to be involved to assist us provide further scholarships for women to develop their business growth potential."

"I would like to congratulate The Australian Centre for Leadership for Women, Founder and CEO, Dr Diann Rodgers-Healey for her efforts, time and commitment to run the annual SWEKO Awards to showcase women from across Australia. My thanks also extend to the esteemed judging panel for their valued time and deliberations." Carol said.

For more information on the awards please see [www.leadershipforwomen.com.au](http://www.leadershipforwomen.com.au)

# Message From the AIEF President



Australasian Institute of  
Enterprise Facilitators

Greetings! Welcome to the June edition of “That’s Enterprising”

On behalf of the AIEF Board Members, I would like to extend a very warm welcome to our Members and also the extended readership of our publication.

At our last Board meeting, the AIEF National Committee were considering a subtle name change to include the word “Business”.

If we go ahead (*and this will require the approval from all current AIEF Members*), the name of the Association will be the *Australasian Institute of Business and Enterprise Facilitators Inc.*

This name change, we believe, will better reflect the diverse range of members and their skills, and the wide range of activities that the AIEF is involved in.

The AIEF Board and our many Members have breadth and depth of experience in the profession of both business and enterprise facilitation. And the AIEF has a national reach with an established network.

I would also like to take this opportunity to thank our journal’s contributing authors, all of whom have volunteered to contribute to the success of the journal.

We welcome contributions that can demonstrate practical usefulness, particularly contributions that take a multidisciplinary / convergent approach because many real world problems are complex in nature.

As Enterprise and Business facilitators, practitioners and researchers, we aim to seek ways to meet some of these real world challenges, so often faced by entrepreneurs and business owners, and to provide substance for practitioners to help clients making informed judgments on important matters.

“*That’s Enterprising*” is intended to provide an ideal forum for exchange of information and more, including case studies as well as best practice articles written by industry experts.

“*That’s Enterprising*” is published four times a year, and from time-to-time we will also publish special issues on relevant themes proposed by our Members and readers.

Clearly, the AIEF can play a significant role in assisting you to network, both through our social media and journal as well as our face-to-face events.

Finally, we wish to encourage more contributions from the Business and Enterprise Facilitator’s community and industry practitioners to ensure the continued success of the journal. Authors, reviewers and guest editors are always welcome.

We also welcome comments and suggestions that could improve the quality of the journal.

Thank you. We hope you continue to find our journal informative.

Regards  
Dennis Chiron  
AIEF National President

The Australasian Institute of Enterprise Facilitators (AIEF) was founded in 1997 as a result of the recommendations of the Industry Task Force on Leadership and Management Skills. In their report, entitled *Enterprising Nation*, the taskforce recommended that: “.... a comprehensive accreditation process be established for small business trainers, educators, counsellors, mentors and advisers so as to upgrade the quality of small business advice.”

The AIEF was largely the vision of Dr John Bailey who became the first President of the Association and now a Life Member.

The AIEF is the Peak Body for Enterprise and Business Facilitation and Facilitators.

Our mission is to be the leader in fostering excellence, integrity and professionalism in our industry, and to establish and maintain the high standard of skills required for enterprise facilitation.

The AIEF is an Incorporated Association with members drawn from many diverse industries within Australia and New Zealand.

What unites our members is the common theme that they are all involved (in some manner) in the facilitation of assisting individuals, groups and/or communities develop, start and/or grow business and enterprise initiatives.

Post-nominals for Members of the Australasian Institute of Enterprise Facilitators are (MAIEF) and Fellow of the Institute of Enterprise Facilitators (FAIEF) in Australia and New Zealand.



# Something To Say?



## Entrepreneurial Personality Profiling Tools

Thank you for this article (*March 2015, page 10*) . I found it both informative and comprehensive.

In fact, after reading this article, I actually tried [Everything DISC®](#), and it was everything you said it was.

I particularly found it useful in assisting both staff and students gain more insight into their behavioural tendencies and their general communication.

*\*Graham Naylor, Compliance Manager, Austech Institute.*

## Against All Odds

What an inspirational article! Thank you for providing this moving story of John Smout.

He is an absolute credit for his perseverance and self-believe, and should be held up as a model for us all.

“Against All Odds” was a most appropriate title, and this brave man really had all the odds stacked against him.

I commend you for printing this article, and absolutely commend John Smout for “defeating his many demons”.

If John was living in Sydney and applied for a position with me, he would have it.

As John said: **“We can ALL have a good life.”**

*\*Graham Ogilvy, PBS Accountants, Auburn NSW.*

Letters and Article Contributions from AIEF Members and readers are most welcome

Please send your letters to [info@aief.org.au](mailto:info@aief.org.au)

## What Makes An Exceptional Facilitator?

I think that this article has explained many of the traits that we, as Facilitators, appear to have in common.

However, the question I have to ask is: What moves a facilitator to the next level—from competent to effective to exceptional and beyond?

I think that [Insources](#) have got it covered: Effective facilitators practice active listening and ask probing questions that create clarity.

A group achieves more and works more collaboratively as a result of their work with an effective facilitator. A truly exceptional facilitator always brings the right tools and facilitation strategies to the table, empowering the group even beyond the stated expectations.

As a result, the exceptional facilitator creates immediate and observable progress and a long-term impact for the group.

In a nutshell, Competent facilitators actively listen, and have the communication skills to successfully lead a meeting.

*\*Colleen Richards, Qld Learning Centre, Milton QLD.*

## NEW MEMBER PROFILE



**KATE MURPHY**

I am an experienced business person, having established, owned and operated businesses in the manufacturing and construction sectors for more than 25 years.

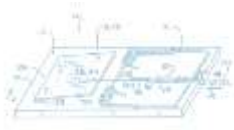
My experiences have given me an understanding of the difficulty of commencing a business with minimal capital and the joys (and pitfalls) of running your own small business.

I believe the major key to effective business facilitation and advice is to be an active and engaged listener (we have 2 ears and 1 mouth for a reason), which allows the client to air their concerns and views both verbally and non-verbally.

In my position at the Hunter Region BEC, I am constantly inspired by the passion that people have for their businesses and I enjoy helping them regain their passion and confidence when times are tough by brainstorming with them to identify strategies to assist their recovery.

# Inventors & Inventions

## Potential Millionaires Miss Out



### The Humble Toothbrush

**William Addis** (1734-1808) was an English entrepreneur believed to have produced the first mass-produced toothbrush in 1780.

Addis was born in 1734 in London England. In 1770, Addis had been jailed for causing a riot. While in prison, and observing the use of a broom to sweep the floor, he decided that the prevalent method used to clean teeth at the time – crushed shell or soot – was ineffective and could be improved.

To that end, he saved a small animal bone left over from the meal he had eaten the previous night, into which he drilled small holes. He then obtained some bristles from one of his guards, which he tied in tufts that he then passed through the holes in the bone, and which he finally sealed with glue.

After his release, he started a business that would manufacture the toothbrushes he had built, and he soon became very rich. He died in 1808, and left the business to his eldest son, also called William, and it stayed in family ownership until 1996.

Under the name Wisdom Toothbrushes the company now manufactures 70 million toothbrushes per year in the UK. By 1840 toothbrushes were being mass-produced in England, France, Germany, and Japan.



### First Programmable Computer

**Konrad Zuse** (Born 22 June 1910 – 18 December 1995) was a German civil engineer, inventor and computer pioneer.

His greatest achievement was the world's first programmable computer; the functional program-controlled [Turing-complete Z3](#) became operational in May 1941. Thanks to this machine and its predecessors, Zuse has often been regarded as the inventor of the modern computer.

Zuse was also noted for the S2 computing machine, considered the first process-controlled computer. He founded one of the earliest computer businesses in 1941, producing the [Z4](#), which became the world's first commercial computer. From 1943 to 1945 he designed the first high-level programming language, [Plankalkül](#). In 1969, Zuse suggested the concept of a [computation-based universe](#) in his book *Rechnender Raum* ([Calculating Space](#)).

Much of his early work was financed by his family and commerce, but after 1939 he was given resources by the Nazi German government

There is a replica of the Z3, as well as the original Z4, in the Deutsches Museum in Munich. The Deutsches Technikmuseum in Berlin has an exhibition devoted to Zuse, displaying twelve of his machines, including a replica of the Z1 and several of Zuse's paintings.



### Windshield Wiper

**Mary Anderson** (1866–1953) was an American real estate developer, rancher, viticulturist and inventor of the windshield wiper blade. In November 1903 Anderson was granted her first patent for an automatic car window cleaning device controlled inside the car, called the windshield wiper.

Mary was born in Greene County, Alabama, and in 1889 she moved with her widowed mother and sister to the booming town of Birmingham, Alabama. She built the Fairmont Apartments on Highland Avenue soon after settling in. By 1893, Mary Anderson had moved west to Fresno, California where until 1898 she operated a cattle ranch and vineyard.

In 1902, in a trolley car on a frosty day, she observed that the motorman drove with both panes of the double front window open because of difficulty keeping the windshield clear of falling sleet. She designed a hand-operated device to keep a windshield clear and had a local company produce a working model. In 1903 Mary was granted, a 17-year patent for a windshield wiper. Her device consisted of a lever inside the vehicle that controlled a rubber blade on the outside of the windshield. The lever could be operated to cause the spring-loaded arm to move back and forth across the windshield. A counterweight was used to ensure contact between the wiper and the window





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# The Top 7 Mistakes Entrepreneurs Make With Mentors

A business mentor is someone with a lot more experience who is willing to teach you what they know.

But there are common persistent mistakes that entrepreneurs make when consulting a mentor. Let's examine each one, and find out ways you can avoid falling into the same trap.

## **Mistake 1: Choosing an unenthusiastic mentor**

Not everyone will be knowledgeable about your industry or even understand your business – especially if it's something completely new. Think twice about engaging with a mentor who doesn't seem interested in your vision.

Instead, choose someone who displays clear enthusiasm in what you are trying to achieve. You don't necessarily want someone to gush about your business, and you do need a mentor who will point out issues. But there's a difference between a mentor who delivers tough love – versus someone who squelches your dreams.

## **Mistake 2: Setting expectations too low**

Everyone who goes into business for themselves has an idol. Maybe it is Steve Jobs, Bill Gates or Richard Branson?

Don't expect a mentor to be a billionaire like Branson or Gates. But do set your sights on someone you look up to and reach out to that person.

The worst he or she can do is say no, and what have you really lost? A few hours of your time? But then again,

the person might say yes!

## **Mistake 3: Expecting your mentor to do your work**

A mentor is not an unpaid employee or contractor. A good mentor will be extremely busy with his or her own business matters. He or she will make time for you, but will lose patience if you try to palm off your workload. If your mentor is a consultant, attorney, accountant, etc., don't expect the mentor to perform those services for your company without compensation.

## **Mistake 4: Not accepting input**

Once you decide to go into business for yourself, you need an open mind and a thick skin. People will not always agree with you, and in order to make changes, you have to be willing and able to accept constructive feedback. Freaking out when someone criticizes your business is not going to endear you to your mentor.

So sit back, take a deep breath, and invite your mentor to take a no-holds-barred approach to your business. Invite input, no matter how much "tough love" you're getting. Then take that input to make your company better.

## **Mistake 5: Doing all the talking**

It can be easy for you to launch into talking about your aims, ambitions, and ways of doing things – and never come up for air. But you are not going to learn anything if you don't allow the mentor to speak and impart his or her wisdom. Remember to ask questions, listen and take copious notes.

## **Mistake 6: Worrying about secrets**

You may feel sensitive about your business secrets. And in some cases, the need for secrecy may be justified,

such as in the case of patentable inventions.

If you truly feel you have a patentable invention or trade secret, talk with an attorney about what you need to do to protect your rights, including asking the mentor to sign a non-disclosure agreement. Unless your attorney tells you it involves something requiring extreme confidentiality for legal reasons, open up so you can get value out of the relationship with your mentor.

## **Mistake 7: Being too persistent and needy**

Mentors are busy people, with schedules as long as your arm.

That is why constantly bombarding them with phone messages, emails, and text messages; asking constant questions; and demanding more and more of their time is going to lead very quickly to you and the mentor parting company.

So take a chill pill, keep all your questions written down for your next mentoring session, and give your mentor the space to get on with his or her business and life. Be a respectful colleague — not a stalker.

Having a business mentor can have big positive advantages for the future evolution of your company – if it is done properly. Hopefully, the seven common issues outlined here will help you from falling into the same trap as other entrepreneurs and lead to a fruitful mentorship relationship.





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# Advertising - is there a better way?



## What is a USP?

A USP is a Unique Selling Proposition, first popularized in 1961 by advertising legend Rosser Reeves in his book, "Reality in Advertising."

Your USP is your proprietary competitive edge stated in clear, concise terms. Every business must have one to succeed. But most businesses don't. Not surprisingly, many businesses fail. Your USP needs three traits to be effective:

- It should make a specific promise to customers. Example: "Buy this product and you will get this clear benefit."
- It should be one that your competitors cannot or will not match. It must be unique. Your customers should not be able to get the benefit anywhere else.
- It should be so strong that it can create a crowd of eager buyers. Ideally, nobody would refuse to buy from you.

It's a fact that 80% of all ads do not have a USP. If you look through your local paper or Yellow Pages, I think you'll find this percentage may be even higher.

Keep your ideal prospect in mind when creating your USP. There's a big difference between affluent customers and bargain hunters who look only at price.

Which group do you want buying from you?

## 70% Of Your Advertising Misses Its Target

**Here's proof that 70 percent of your marketing may be missing its mark:**

- People buy to increase pleasure or decrease pain
- Other reasons they buy are to increase or improve their condition, seize an opportunity, and make life better.
- They buy to preserve what they've got, avoid risk, and improve their well-being.

The Internet is the best way for advertisers to market to business decision-makers, according to a poll. A recent survey of nearly 1,000 small business owners found 60% agreeing the Web was persuasive.

Fifty percent said it influenced them to make a purchase. "Business decision-makers have told us that the Web is the best place to reach them," said Chris Schroeder, CEO of Washington Post/Newsweek Interactive. "Most importantly, they've made it clear that what they're seeing on the Web is leading directly to purchases."

## Do You Have Business Insight?

The insight you require is the knowledge that your marketing is not about you. It is not about your business. It is not even about your product or your service.

There is always a very good chance that what you have to offer will mean a lot to your target audience. And there's a small but real chance that it will mean a great deal to them right

now.

Those simple facts should mean a lot to you before you plunge headlong into a marketing attack. If you can adapt your approach to just what your offering can mean to your prospects, you're thinking properly.

Since your attitude is centred around your customers, other facets of your business will follow suit. Your service will pick up and customers will notice. The people you hire will share your attitude, and again, customers will notice. The way you run your business will never seem stale to them because you'll be innovative in ways to deliver **CUSTOMER SATISFACTION.**

Focusing on your customer is the way to go, and "business as usual" now means "business as unusual" if you're to have true business insight with the right attitude, seeing things from your customers' point of view, meeting and then exceeding their expectations. That calls for knowing where you're headed, what your competitors are doing and what your prospects and customers are thinking. ■

## USEFUL TIP

Make customer service your competitive edge. It's one area where you have the greatest advantage over the big guys.

Do it better than anyone else and people will take notice.



## Hepatitis A Outbreak - Recall of Nanna's Frozen Berries

*"Health authorities have confirmed four new cases of hepatitis A linked to frozen berries, bringing the number of people infected in the outbreak to 18.*

*The 18 people are believed to have contracted hepatitis A from eating Patties Foods' Nanna's frozen mixed berries. Seven are in NSW, seven in Queensland, three in Victoria and one in Western Australia."*

This was the news emblazoned on the front page of almost every newspaper in Australia a couple of months ago.

And this news made Australia stop and ask the burning question: Where does our food actually come from? ... Turns out, that most of us have no idea where much of our fruit and vegetables are grown or packaged.

*"Why are we importing berries from China?"* asks Trudie Sims, one of the victims who contacted hepatitis A from eating Nanna's berries. This was the question being asked by half the nation, and we all wondered why we don't grow our berries.

Then we started to look into the issues of hygiene, and food handling and food safety, as well as the totally confusing debate of food labelling.

Not many of us know that according to the [Australian](#)



[Competition](#) and [Consumer Commission](#) (ACCC), a product with a "made in Australia" label, doesn't have to contain any Australian ingredients at all. In fact, as long as 50% (or more) of the cost of production to make the product was incurred onshore, then you are allowed to include the label "made in Australia". (Editor's note: What a joke)

However, none of this is a surprise the co-director of the [Milkwood Permaculture](#), Nick Ritar. *"For years now, we have seen a growing concern about genetically engineered products, contaminated food, and also contamination in industrial food systems. But, most of all, we are now asking where does the food we eat really come from."*

Milkwood Permaculture was established in 2007 near Mudgee in Central New South Wales, and it is now a thriving social and educational enterprise, and farming business which offers world class workshops and training in permaculture.

*"Woodmilk attracts passionate foodies who are intent on growing their own produce. It also attracts a fair share of city folk who are looking to connect with the soil and harvest good, clean, healthy food for their families,"* Rita said.

Milkwood's slogan, which is emblazoned on their website is: "Rais it; Build it; Grow it; Cook it; Design it.

Milkwood runs training courses and workshops all across the state of New South Wales, including [The Farm](#), which is a 32-hectare sustainable estate at Ewingsdale, a small distance from Byron Bay.

All produce grown at *The Farm* is one hundred per cent spray and chemical free. It also boast a restaurant, bakery, florist, café as well as a training and educational facility.

*"We have a philosophy of 'grow, feed, and educate,"* said Tom Lane, the prime mover behind the success of *The Farm*.

Nick Rita believes that we are going to see more and more of these types of enterprises springing up all over the country. "The more hands that the food passes through, the more separated we become from the soil that it was grown in, and the less we come to trust it."

He said: "We want to grow it ourselves or by it from the person who we knew grew it, or at the very least buy it from someone who knows who grew it."

Rita points out that it is not realistic however, for people to produce all of their own food. "We still need farmers to do that."



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# Look Inside

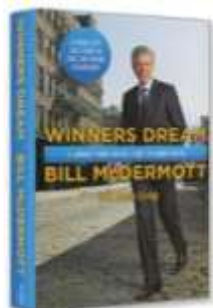
Business Book Review

## WINNERS DREAM

By Bill McDermott

**A Journey from Corner Store to Corner Office.**

A leadership and career manifesto told through the narrative of one of today's most inspiring, admired, and successful global leaders.



In *Winners Dream*, Bill McDermott—the CEO of the world's largest business software company, SAP—chronicles how relentless optimism, hard work, and disciplined execution embolden people and equip organizations to achieve audacious goals.

Growing up in working-class Long Island, a sixteen-year-old Bill traded three hourly wage jobs to buy a small deli, which he ran by instinctively applying ideas that would be the seeds for his future success.

After paying for and graduating college, Bill talked his way into a job selling copiers door-to-door for Xerox, where he went on to rank number one in every sales position he held and eventually became the company's youngest-ever corporate officer. Eventually, Bill left Xerox and in 2002 became the unlikely president of SAP's flailing American business unit.

There, he injected enthusiasm and accountability into the demoralized culture by scaling his deli, sales, and management strategies. In 2010, Bill was named co-CEO, and in May 2014 became SAP's sole, and first non-European, CEO.

Colourful and fast-paced, Bill's anecdotes contain effective takeaways: gutsy career moves; empathetic sales strategies; incentives that yield exceptional team performance; and proof of the competitive advantages of optimism and hard work. At the heart of Bill's story is a blueprint for success and the knowledge that the real dream is the journey, not a preconceived destination.

## LEADING CHANGE

By Paul Lawrence

**How Successful Leaders Approach Change Management.**



It is often claimed that 70% of organizational change efforts fail, despite the popularity of linear change models. However these linear approaches to change are often based on the premise that change is predictable and straightforward, when actually change is complex, with the 'human' element often changing the functioning of the organizational system as a whole.

*Leading Change* provides the practical framework that allows leaders to actively engage with a complex adaptive system to bring about successful organizational change.

### Some comments about the book:

Leading Change is the umpteenth book on change management but it treats it very differently from other books I have come across. Paul manages to make it very personal and thus recognisable. He shows the struggle that each and every change agent is going through and makes it clear there is no one answer. The book builds up 'the Emerging Change Model' step by step, chapter by chapter, taking the reader by the hand. It shows how all the elements are themselves subject to change and how they all influence each other. **Karin Bax, Change Manager at HEINEKEN International**

Paul Lawrence has used his unique background as businessman, author, coach and consultant to provide a practical approach to a new way of understanding how successful change really works. **Andreas Priestland, Director Learning Project and formerly Senior Organisational Development Consultant BP Group**

# Growing Jobs and Small Business

Minister for Employment Senator the Hon Eric Abetz released a statement coinciding with the release of the 2015–16 Budget.

New measures will focus on making job seekers more employable, reducing the costs of taking on new staff, and bringing job seekers and employers together.

The Government will also deliver a \$331 million Youth Employment Strategy.

The Youth Employment Strategy includes a \$212 million *Transition to Work* programme to help disengaged young people, aged 15 to 21 years, become job-ready. This programme will commence on 1 January 2016.

Eligible young job seekers will receive intensive support from community-based organisations with expertise in helping young Australians to develop the work-related skills employers want and need.

This programme will target young people who are either not in the workforce or who are at risk of disengaging from the workforce.

The *Transition to Work* programme will be supplemented by \$106 million for intensive support to vulnerable young people most at risk of long-term unemployment, including migrants, parents and those who experience a mental illness.

The Government will establish an \$18 million *National Work Experience* programme for around 6,000 job seekers annually, particularly young people.



Minister for Employment  
Senator the Hon Eric Abetz

This will allow particularly young job seekers the chance to develop practical skills, gain workplace experience, and better connect them with real jobs.

The *National Work Experience* programme will work in tandem with new wage subsidy arrangements for employers.

The *Growing Jobs and Small Business* package will assist employers to grow and to employ young job seekers, mature workers, parents and the long-term unemployed.

The Government is investing \$6.8 billion to establish *jobactive* to improve the quality of services delivered to job seekers and employers.

This includes a \$1.2 billion national wage subsidy pool to support employers and assist job seekers into work.

The Government will improve wage subsidy arrangements to create more opportunities for job seekers, especially those aged over 50 years and parents returning to the workforce.

From 1 November 2015, eligible employers will receive up to \$6,500 if they hire an eligible young job seeker under 30 years of age, an Indigenous job seeker, a parent returning to the workforce, or a long-term unemployed job seeker, and up to \$10,000 under the Restart programme for workers aged 50 or older.

Employers who hire an eligible job seeker will be able to receive a wage subsidy from the time they start in the job (currently employers are required to wait six months) and paid in fortnightly instalments.

These reforms will provide assistance to employers when they need it most by helping with the upfront costs of hiring and training new staff.

Large employers who take on 10 or more mature aged staff will also be able to negotiate the timing of payments to help meet the specific costs associated with hiring multiple staff, including lump-sum payments covering multiple employees. This enables large employers to meet up-front costs such as group training and induction programmes.

The Government will also increase current wage subsidies to encourage more employers to take on a new employee.





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# Group Coaching

## Editor's Note:

*Dr. Tim Baker is an international consultant, successful author, keynote speaker, master trainer, executive coach, university lecturer and skilful facilitator.*

*In a nutshell, he has conducted over 2,430 seminars, workshops and keynote addresses to over 45,000 people in 11 countries across 21 industry groups.*

*"Dr Baker leads the world in offering an innovative new approach to appraising employee performance. His research and energy in the specialised field of performance management is evidenced by his international profile as a renowned speaker, management consultant and facilitator." Stephen Hartley, Australia's leading expert on project management and author of Project Management: Principles, Processes and Practices.*

I'm not sure whether you have had any exposure to group coaching. If not, I wanted to give you a quick overview of this powerful learning experience.

## What is Group Coaching?

Group coaching continues to increase in popularity. Essentially, group coaching brings the coaching conversation into a small group context. It is an intimate conversation space, focused on goal-setting, deepening awareness around key issues, taking action, and accountability. Size of groups should not extend to more than 15. Most groups are much smaller, particularly those in the virtual environment.

They are not workshops with the focus on a trainer and set content. Group coaching is the opportunity for the coach to facilitate an interactive process where

all participants can support and guide each other; in short, they learn from each other. They can be done face-to-face or virtually.

## What are the Benefits of Group Coaching?

Group coaching benefits you and your team by facilitating peer learning, commonly referred to as tapping into the collective wisdom of a group. This peer learning is often more influential than interaction with an external authority. Consider these benefits:

- Many clients find the process gives participants more time to reflect and integrate their insights.
- As some contribute their ideas and insights, other participants see the practical application and are more inclined to try these new desirable behaviours out.
- It is more cost-effective than one-to-one coaching or workshops.
- Organisations find benefit by opening up communication between silos or group members in different parts of the organisation; group coaching enhances cross-functional communication.
- Group coaching sessions create valuable informal networks across organisations and build natural mentoring relationships.
- Group coaching can also be positioned as a training follow-up, supporting learners with the transfer and application of their learning, creating an on-going accountability structure.
- Group coaching is an on-going conversation, which supports desirable organisational change.
- This process often deepens organisational values and culture.

It helps with establishing organisational priorities and managing time.

## What are the Practical Applications of Group Coaching?

Group coaching takes many forms and has many applications. Here are some uses of group coaching:

- Cross-divisional teams brought together to elicit culture change within the entire organization.
- Teams who want to build understanding of co-workers business issues and break down the silo mentality.
- Supervisors who want to effectively resolve and act on common management challenges.
- High potential groups with a key assignment from a senior executive.
- Developing common understanding in a new departmental management team.
- Managers who want some additional feedback on their multi-source leadership report.
- A group coaching program for two teams that need to collaborate on a project.
- Group coaching for emerging leaders as a follow-on to leadership training, with conversations occurring monthly over a year.

A group working on a specific issue, such as continuous improvement, that affects everyone.

In sum, group coaching is a highly effective process, with a broad scope of applications, that draws on the collective wisdom of the group to guide and inform practical learning and facilitate common understanding.

If you are interested to learn more about this, please contact me.





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## Why Do Businesses Fail?

There have been many attempts to define what makes businesses successful, and unfortunately no one has found the secret formula to guarantee success.

Luckily there has also been a lot of research done on why businesses fail, and here there does seem to be a more quantifiable theme.

Worldwide research indicates that approximately 60% of all new businesses will disappear within their first three years, and 90% in the first ten. This doesn't mean that they all went broke, as many business owners simply give up because it's all too hard and gone back to working for someone else.

Others will have been taken over by their competitors or moved into other markets, but the cold, hard statistics are still very sobering for anyone considering venturing into the world of business ownership.

This same research has found that 90% of business failure can be attributed to faulty management – more particularly, poor financial management. However if we can avoid these seven deadly sins, we may not entirely avoid the risk of failure, but at least we can maximize our chances of success:

***Failure to plan properly before start up.*** Otherwise known as errors of omission; it involves getting your structure right, having access to adequate capital, knowing your market, and determining your human and physical resource requirements.

All of the things that a good Business Plan should tell you.

*The good thing about not planning however is that failure comes as a complete surprise, and isn't preceded by a period of worry and depression.*

***Failure to monitor financial position.***

Developing a profit plan and cash flow budget, and then monitoring performance to determine variance. Looking at ratios and benchmarking to determine stability and efficiency, against industry benchmarks and your own targets. Remember if you're not doing so well and the rest of your industry is, chances are it's your fault.

***Failure to understand the relationship between price, volume and costs.*** Understanding how each of your expense categories vary with sales so you can accurately determine your contribution margin and breakeven sales.

***Failure to manage cash flow.*** There is an old accounting saying that profit is a matter of opinion, but cash is reality. If you can't manage your cash flow to maintain your liquidity, it doesn't matter how profitable you are, your creditors will simply shut you down.

***Failure to manage growth.*** Growth is good but it can also bring you down if it isn't controlled. It never ceases to amaze some people that the majority of businesses that go broke each year are actually highly profitable. They simply grow too fast and therefore run out of the ability to fund the uncontrolled expansion.

***Failure to borrow properly.***

The golden rule of borrowing is to match the term of the loan with the life of the asset. Even bankers will agree that the worst product they sell is an overdraft, and yet many business owners put their cash reserves at risk by using this facility to make major capital purchases. Dealing effectively with banks and other finance institutions is critical to success.

***Failure to plan for transition.*** In the end for most owners there are only three ways to get out of their businesses. Sell it, shut it down or give it away (usually to your kids). With the emerging demographic bubble as the baby-boomer generation approaches retirement, and the majority of owners seeing their business as a major component of their retirement income, planning your exit strategy early will become crucial. Potential investors will target well managed, systemized businesses that do not rely on the current owner for their continued success.

As I said before, there is no magic formula for success and avoiding the above will not necessarily guarantee you achieve it, but it at least gives you the best chance of realising your personal and business goals in the ever-changing world of business.





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**timeequalsmoney**

## How to get back in control... when you are out of control!

Here are 4 tactics you can apply that will help you instantly take back control and get a grip on what is going on...

1. **Your first job is to “Get square”.** Regain control of what direction your life is headed in. Do this first step quickly, with urgency! Clear ALL the rubbish first, and be RUTHLESS. Answer quick requests quickly. As you are doing this take advantage of how you are feeling and unsubscribe from stuff you have been meaning to, decide to delegate, and if you see a pattern set up filters/rules so that low priority mail is automatically sorted for you.

2. **Bring yourself Up To Speed.** What's happened or is happening in your business/company/work place. Who do you need to speak to (AFTER you have read their e-mails) so you are on the front foot with the discussions that matter?

3. **Once you are clear and are up to speed, what do you really need to do?** What must get done and when are you going to do it? What *really* needs to be completed today, this week, and what can wait? Make appointments and tasks for yourself to do your own work. Make sure you schedule sufficient time to do the job to the standard you require. Feel free to “hide” from the world to get things accomplished if you need to. However, be sure to set realistic time limits on how long you “hide.” And while hidden, work on

your most important NOT emails!

4. **Leave Clear.** Clear on what you are going to be doing the next day and rest of the week, clear desk and clear mind (focus). A place for everything, everything in its place so you focus on what you need to do, you look in control and you are.

Imagine if you could get an extra 2.3 hours per day and increase your productivity by up to 67% without working any more or spending any more of your time. Or imagine working half the amount of time and getting the same amount done as you're accomplishing right now. Again, freeing up the other half of your time to do what you want with. How would it change your life to actually double your productivity? What would it mean to your business? What would it mean to your income? What would it mean to your time off? What would it mean to your social life?

When we feel in control of our time, when we feel we are getting ahead, using our time well, we know that what we're doing is succeeding.

I'd like to share the blueprint I discovered that I've made that made me become a lot more productive and made me a lot more money in the process.

I'd like to invite you to join me for the best ever no fluff, practical program you are ever going to come across, I want to invite you to join me for my newest class of Instant Time Mastery.

If you are exhausted... Waking up tired... working long hours and not getting anywhere... feeling overwhelmed by all you need to do... wishing you had more time for your family... putting on weight... wishing you could quit and just get a job... just wishing the problems will go away but not knowing how to make them go away then then join me in Instant Time Mastery.

This program has been used by thousands of people to succeed in growing their businesses and improving their personal lives, growing their success, and getting more time off.

So this program is absolutely perfect if you own your own business ... or several businesses like me and you frequently have to wear many hats.. It's also perfect if you consider yourself tech challenged...

It will give you a powerful set of tools to focus and get things done in your busy day-to-day environment. It comes with a no risk money back guarantee and trial period. Test us out, you will wonder why you were never taught this information in school.

To find out more go to: <http://bit.ly/1Av1pyK>

*\*\*Angie Spiteri is a highly sought after speaker, author and consultant.*

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## Is This the END of Brick-and-Mortar Retailing?

*Amy is a self-confessed appliance nerd, customer experience advocate and author of the book, Retail Rockstar, the 5 game changing steps to becoming a highly profitable, memorable & locally famous retailer to be released June 2015. She has over 18 years experience in the appliance and retail industry and a real passion for technology, marketing and experiential retailing.*

I watched an entertaining video on [Appliance Retailer](#) the other day. It was a [slam poem video](#) about two blokes, “Ben” and “Ken” who both needed a new washing machine.

Poor Ken decided to buy his washer from a brick-and-mortar store and had all kinds of problems including; his car broke down, rain, traffic, not to mention he opted for no delivery so more hassles there – mainly self inflicted ones.

Meanwhile Ben, chose to purchase his washer online and was at home on his lap top with his lovely wife sipping a warm tea.

He decided to get delivery with installation and of course had time for extra smooches with his partner, while dopey Ken was surely not getting ANY (kisses of course)!

It was a very cute and clever attempt to show the up-side to selling appliances online and somewhat exacerbate the down-side of the brick-and-mortar store experience. In fact, we used to see a lot more of this, “bricks-and-mortar is dead” several years ago.

While Ben and Ken might be a little slow, big e-tailers like Amazon, ebay and Shoes of Prey have realised they were losing opportunities because people couldn't see, touch, feel, and try on their products or simply didn't want to wait/pay for them to be shipped.



Facebook picture from Shoes of Prey

Bottom line is, successful retailers are adapting to what best suits their customer, not just what's best for their bottom line.

Jodie Fox, Co-founder of [Shoes of Prey](#), was just in the media last week talking about the transformation of her business from it's humble beginning in shoe-design office parties.

After transitioning into online, they later adapted to a standalone boutique inside David Jones in Sydney, then opened their own boutique in Westfield at Bondi Junction.

Fox explained Shoes of Prey's expansion into bricks and mortar was just a part of the natural growth of the company, what customers were asking for.

“We started going offline because the customers wanted to know what the shoes looked like in real life, and that meant they wanted to know what the leather felt like on their feet and all those sorts of things,” she said.

Tim MacKinnon, eBay merchant development director says, “We know that the eBay shopper in Australia spends more as percentage via mobile than any other eBay market, meaning they are always shopping on the go.

If they can purchase something on the train on the way to work and pick it up in their lunch break we are taking some

of the friction out of the shopping process and creating more opportunities for our retail partners to best service their needs,” he said.

So is bricks-and-mortar dead? Not by a long shot! Seems what is dead however, is a nicely packaged description of what retail now is.

Constantly adapting, clever retailers are not concerned about labeling themselves as one or the other, they are simply listening and making changes.

Let's face it, we too ARE consumers. Sometimes WE want to buy online, sometimes WE want to touch and feel and get a sense of what it is we are buying.

It's not the titles of; bricks-and-mortar, omni-channel, multi-channel, pure-play, e-tailer that we need to be concerned about. It's really about connecting and providing a remarkable experience for our 'ideal customer'.

It's not the end of bricks-and-mortar or e-tailers, but the beginning of a retail revolution.

I'd love to hear what YOU  
think about it?  
Happy Retailing!



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## Failing Takes No Planning

In the coming months the automotive industry will no doubt pick up pace in the planned closures of various plants around the country.

The trickle-down effect on the economy will take time to seep into our everyday lives.

Change is everywhere on the planet.

The mining boom has now hit many parts of once thriving townships. Vacant houses in the dozens and even hundreds abound in many once mighty swaggering townships.

It is a time for great reflection on what to do next. Of course the drought will also be a nice double whammy for our country kin. They are tough folk, but this time it is really a nightmare for many.

Now is the time for all business owner to work out “where to next”. So where do you start? This is always the tricky part of any exercise like this but all options this time have to be on the table.

However, a trip to the past is a good starting point. What do I mean by that?

See what trends your revenue has been taking over the last few years. Segment out your sales by groups to see what is still working and what is not.

Be prepared to cut some products or services that are costing you to be kept



alive. Be careful when you do this as some non-performers can be a leveraging point into other more profitable existing products.

Only you know. Whilst it might sound a bit cavalier, be prepared to raise prices and get better margins. Yes you can and probably will lose sales but the increased profit could be enough to give you the margins you need to keep going.

I say this only if sales are weak and transactions are contracting. Many will say “I can’t do that”. However if the resultant price increase translates out into a few dollar or cents more, all you have to do is “find a few dollars or, cents more value”, not the whole lot of the transaction.

No, it is not nice but it can be a plan to work your way through the complex issues facing business owners today.

The new quaint term for Hard Times is

Economic Headwinds listen to what the Government is saying.

Yes, there is money around but, it is harder to get and, your job is to work out how to keep your business going and indeed growing.

Keep costs low, inventory at levels that can meet demand yet keep you liquid. Moreover work out innovative ways to sell and market your products. Innovation does not need money thrown at it.

Money to spend wisely is good however, in many cases innovation can be the result of a lot of hard thinking. Sometimes, the idea can be so good it costs nothing to implement.

I have seen many businesses increase sales by a coat of paint, moving the stock around, taking up a low cost social media campaign on Facebook, re-working their website to better levels of leads or online sales or just being more proactive with the markets they serve.

Remember a good plan today is better than a perfect plan tomorrow. Take a long hard look at your business now and you will reap rewards.





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## Motivation: The Real Challenge

Pay rise. Promotion. Bonus. Award. They are all synonyms of the **“old school” motivational tool: recognition**. Its establishment disappears in the mists of ancient times and its modern institution emerges when the rise of the industrial age replaces feudalism.

But does it still perform as good as expected? Or is there something else, probably more effective that you as business owner seriously need to take into consideration?

As a first step, let's just see what recognition really is. It is a **strong motivational force**. It's based on our inter-personal needs.

The good old Maslow pyramid pretty highly ranks the urge for acknowledgement: it sits on the fourth level just below the top in the classical pyramid. And just like all the others except the top level, it is **deficit based**: impairment of your self-esteem will result in serious existential crisis.



On the other hand, recognition is a secondary drive. It is taught: **we are conditioned** during a lifetime to expect others' praise.

First comes our family, then school teachers, friends and colleagues and of course our own spouse, and yes our boss is also there in the contest to satisfy our pressing needs.

We are so hungry for this extra charge, yet it's often forgotten that compliment becoming habitual deteriorates its driving force!

Recognition is an **extrinsic drive**. As it comes from the outside, typically builds lifelong dependence on this Sword of Damocles: “Am I good enough?” We are so thirsty for others' compliment and feel depressed by being criticised.

So, let's go for the reward? Well, a strange relationship requires attention here: extrinsic motivation has a negative effect on its counterpart, intrinsic one.

Experiments show that “carrot and stick” motivators either don't work with creative tasks, or even block the innovative process. The all-time champion of **contingent motivator can have negative impact on performance**. Now the question is this: **if not money, then what?** What is the ultimate force that drives higher performance year after year, brings satisfaction and builds loyalty? I believe this surplus is coming from the inside.

It is your employees' **innermost motivation** that once tuned to your corporate mission, can make the magic.

I heard from a staff member of a non-profit organization that “No way to seek employment at for-profit oppositions.”

Why they have this negative view?

What's wrong with profit? Actually, nothing – this is the **different attitudes that cannot be matched**.

Think of your marketing: what is the image it communicates about your company? And how about the atmosphere in the office?

Do you mind the values of your staff? Do you ask them why go, when they leave you for another organization?

Standing out of the crowd, not only requires an **ambitious plan**, but also a **charismatic leader** and a **committed crew** that can implement it. The fine balance of this trinity is what makes up a great company.

Unfortunately, the third party of the equation is often neglected. Business owners are careful of selecting top managers, yet the same attention is rarely given to those who have fundamental role in service and do form the corporate culture.

**Do you want an outstanding company?** Make it admirable to the best people!

Hire the ones who excel by their talent. Be meticulous about their intrinsic drives, but match them with your goals. Don't care too much about decades of experience sticking out of the resume. Most probably they all have it.

Chances are that those long years have made them bored anyway. Challenge them with the impossible, and let them liberate their inner potential. Let them fly up to the top!



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## Empathy and Responsiveness to Customer Needs – A Core Business Process

As we move into the 21<sup>st</sup> century in ever changing, highly demanding business environments, where Internet has taken over the world, small to medium business are left questioning their approach, their value and position in the market.

The world has changed.

There is no constant, there is no certainty and no guarantees. Customers have a multitude of choices, and with the click of a mouse they can choose someone else. Businesses are constantly under pressure to produce, which places a strain on every day operations and has a flow on affect on personal life.

With the best intentions we can find ourselves constantly slogging and competing to position ourselves in the market as reputable and reliable in our field of expertise.

But what do we need to be experts in? In 34 years of business I have experienced time and time again, forging business relationships by tuning into what really matters most to clients trumps processes.

We can have outstanding products and services, great technology and carefully developed processes, but implementation often falls short of the mark. Implementation needs people, and nothing happens in business without people.

While this may sound like the bleeding obvious, it's not as simple as people turning up and simply doing their job. How often do we hear customers complaining about service or employers complaining about employees?

We have to ask ourselves; "What's

Customer Empathy creates that warm glow you get when you return to a business and they remember your name and are pleased you've come back.

Or when you are obviously interested in your customer as a person, or are genuinely concerned about fixing some inconvenience that you may have caused, and you sincerely care that they have been put out.

(C) Dennis Chiron, VECA Pty Ltd March 2014

going wrong?"

Competitive advantage, market share and profit require a focus on 'people values', and demonstrate empathy and responsiveness. This means developing the skills and competencies to effectively take care of customer concerns. Ineffective human interaction translates to dissatisfied customers who will look elsewhere, especially with the unlimited choices in the market today.

Customers not only want to be assured of quality products, but that we show genuine empathy and care, and they want us to demonstrate this in action. Customers continually assess whether we understand their needs and that we listen to what's important to them, not what's important to us.

When they walk through our doors or make a phone call or pop onto the Internet to research a product or make an enquiry, they create a story about their experience.

Their story is an interpretation of how things are for them, and their emotional reality and what drives them towards or

away from us.

How can we positively influence the emotional experience of our customers? It starts by having more effective conversations that go beyond product knowledge.

Language is probably the most powerful method of social influence, and is an essential business skill. The words we use are critical, and just as critical is how we listen and what we are listening to.

Three things are going on when you and I have a conversation:

- 1) the conversation between us,
- 2) the silent conversation in my head,
- 3) and the silent conversation in your head.

It is likely that as you are reading this article you are listening to your silent conversation of a personal experience from earlier today or some other time in the past.

We all have a history and we can't help but bring our history into every conversation. It is our history and our life experiences that shape our interpretations.

It is a critical competence to fine-tune our listening and reserve our judgments and personal influences.

To truly empathise and be responsive to client needs we must not allow our silent conversations and our emotions influence our words and actions.

Only then will we demonstrate empathy in action, and take care of what really matters to our customers.



# About Tom Peters

## The “Father” of Post-Modern Corporation



**Thomas J. "Tom" Peters** is an American writer on business management practices, best known for [In Search of Excellence](#)

**Born:** November 7, 1942 (age 73), Malta

**Education:** He went to [Severn School](#) for High School and attended [Cornell University](#), receiving a [bachelor's degree](#) in [civil engineering](#) in 1965, and a master's degree in 1966. He later studied business at [Stanford Business School](#), receiving an [M.B.A.](#) and PhD. In 2004, he also received an honorary doctorate from the [State University of Management](#) in Moscow.



**“Your principal moral obligation as a leader is to develop the skillset, ‘soft’ and ‘hard,’ of every one of the people in your charge ... to the maximum extent of your abilities.” — TOM PETERS**

About two years ago, Tom Peters felt as if he were falling behind. In response, he cleared out his calendar and spent much of the next 18 months reading recent business books. The result? “I’m more confused than when I started,” he quips.

“Tom Peters is an enthusiast, a storyteller, and a lover of capitalism. He says that effective management is management that delivers more value to customers and more opportunity for service, creativity and growth to workers. He is saying that the decent thing to do is also the smart thing. It’s a wonderful message.” *Paul Weaver, The Wall Street Journal*

*Fortune* magazine called Tom Peters the “Ur-guru” of management (Tom doesn’t know what that means either) and compares him to Ralph Waldo Emerson, Peter Drucker, Henry David Thoreau, Walt Whitman, and H.L. Mencken.

Without much doubt, Drucker and Peters have shaped the idea of modern management more than any others over the last six decades.

Drucker is said to have “invented” management as a discipline worthy of study—In particular, he gave management of large firms the essential tools to deal with their post-World War II enormity, complexity and growing global reach.

Peters, in turn, led the way in preparing management for the current era of staggering change, starting in the mid-1970s—and accelerating to this day.

The remark is vintage Peters—a stimulating mix of provocation, sloganeering, down-home wisdom, and self-deprecation. In a world that’s anything but straightforward and simple, Peters refuses to reduce business and management to an orderly set of bullet-point prescriptions.

This is, after all, the man who famously declared that “If you’re not confused, you’re not paying attention.”

### Quotes From Tom Peters

- Management is about arranging and telling. Leadership is about nurturing and enhancing.
- Excellent firms don't believe in excellence - only in constant improvement and constant change.

- The magic formula that successful businesses have discovered is to treat customers like guests and employees like people.
- If a window of opportunity appears, don't pull down the shade.
- Leaders don't create followers, they create more leaders.
- Communication is everyone's panacea for everything.
- Remember my mantra: distinct... or extinct.
- If you're not confused, you're not paying attention.
- As a consumer, you want to associate with brands whose powerful presence creates a halo effect that rubs off on you.
- Everyone has a chance to learn, improve, and build up their skills.
- Life is pretty simple: You do some stuff. Most fails. Some works. You do more of what works. If it works big, others quickly copy it. Then you do something else.



## Introducing our Board Members

The Board Members of the AIEF are all volunteers, and they all have a wide and diverse range of experience and backgrounds.

Their common ground is their belief in the Goals and Objectives of the AIEF, and their passion for Business and Enterprise Facilitation and supporting both entrepreneurs and the 2.9 million Australian small and micro businesses.



First Name	Board Position
<a href="#">Dr. John Bailey</a>	Board Member (& Life Member)
<a href="#">Geoff Carter</a>	Public Officer
<a href="#">Dennis Chiron</a>	President
<a href="#">Kerry Hallett</a>	Board Member / Minute Secretary
<a href="#">Carol Hanlon</a>	Board Member / Treasurer
<a href="#">Geoffrey Hawke</a>	Board Member
<a href="#">John Hetherington</a>	Board Member



Who can be a Member of the AIEF?  
**YOU CAN!**

(Your Name): Member of the Australasian Institute of Enterprise Facilitators (MAIEF)

Simply visit our website at [www.aief.org.au](http://www.aief.org.au) and go to Membership on the Menu

Have You Considered Becoming a Board Member of this Dynamic National Institute?

Want more information?

Please contact the AIEF at [info@aief.org.au](mailto:info@aief.org.au)



# About the Institute

## AIEF Code of Conduct

All AIEF members are obliged to maintain professional standards and ensure the legitimate interests of their clients are paramount. They must ensure that any conflicts of interests are avoided and confidentiality maintained. Members are required to adhere to the highest standards of facilitation, advice, referral, information provision, support and client care through undertaking ongoing professional development.

## The Process of Becoming an AIEF Accredited Facilitator

To be an accredited Member of AIEF, submit your application form to the AIEF Secretariat.

The AIEF Accreditation Committee assesses the experience and qualifications and will advise the applicant of the Institute's decision.

Often this decision is partly based on Recognition of Prior Learning (RPL) in which the committee takes into account the equivalent experience of the candidate. The new AIEF Member is provided with a certificate, and is invited to have their name listed on the AIEF website, and can immediately use the post nominal M.A.I.E.F. after their name.

Whether it is a concern about business start-up or growth, a marketing issue, an HR issue or a financial matter, a Member of the Australasian Institute of Enterprise Facilitators (MAIEF) can provide effective guidance and support to owners and managers of business enterprises.

## Benefits of Membership Some benefits include:

**Recognition** of the professional qualifications of Member of the Institute of Enterprise Facilitators (MAIEF) and Fellow of the Institute of Enterprise Facilitators (FAIEF) in Australia and New Zealand.

**The ability to use the post-nominals**, MAIEF and FAIEF in promoting their activities and achieve:

- credibility/validation as an enterprise facilitator
- a premium for services
- client confidence and direct benefits to their business secure and regular employment/use as a business facilitator and enhanced market/business opportunities

## Personal confidence and increasing business:

- through business support organisations including training providers and centres increasingly requiring counsellors/advisers to be professionally trained and experienced facilitators
- achieved through the formal recognition of practitioner skills
- by becoming preferred contractors.

## The sharing of knowledge and skills and growth of new business through:

- peer networking and interchange of ideas with other Members and Fellows
- peer mentoring of other Members and potential Members

- enabling contacts (formal and informal) with peer organisations and alliances

## Regular electronic Newsletters and communications that:

- disseminate news of major developments in the business support industry
- notify Members of relevant conferences and events
- keep Members up to date with current issues
- notify Members about opportunities in professional development

## Development of business facilitation skills and knowledge through the provision of:

- notification of opportunities to participate in ongoing targeted and specific professional development
- access to professional development in recommended training courses
- the best and most up to date information on business and training/facilitation.

**Representation to others** (government and non-government) on Members behalf on issues affecting business facilitation.

**A.I.E.F.  
Established 18 Years**

## The Aims of the Institute

- To establish and uphold professional standards of competency, responsibility, objectivity and integrity in enterprise facilitation.
- To identify, promote or provide access to training to maintain professional standards for business enterprise facilitators.
- To provide all members with current information about relevant conferences, seminars, meetings and publications to maintain professional competence.
- To promote the AIEF's goals and objectives to the business support industry to ensure maximum utilisation of Institute services and resources.
- To encompass all in the business support industry to uphold the AIEF's code of conduct and high professional standards.
- To encourage, undertake and support research into the art and science of enterprise facilitation and its impact on small business performance.
- To advise and inform government, industry and business on matters relating to the building of an enterprise culture in Australia and New Zealand.

Australasian Institute of Enterprise Facilitators

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