

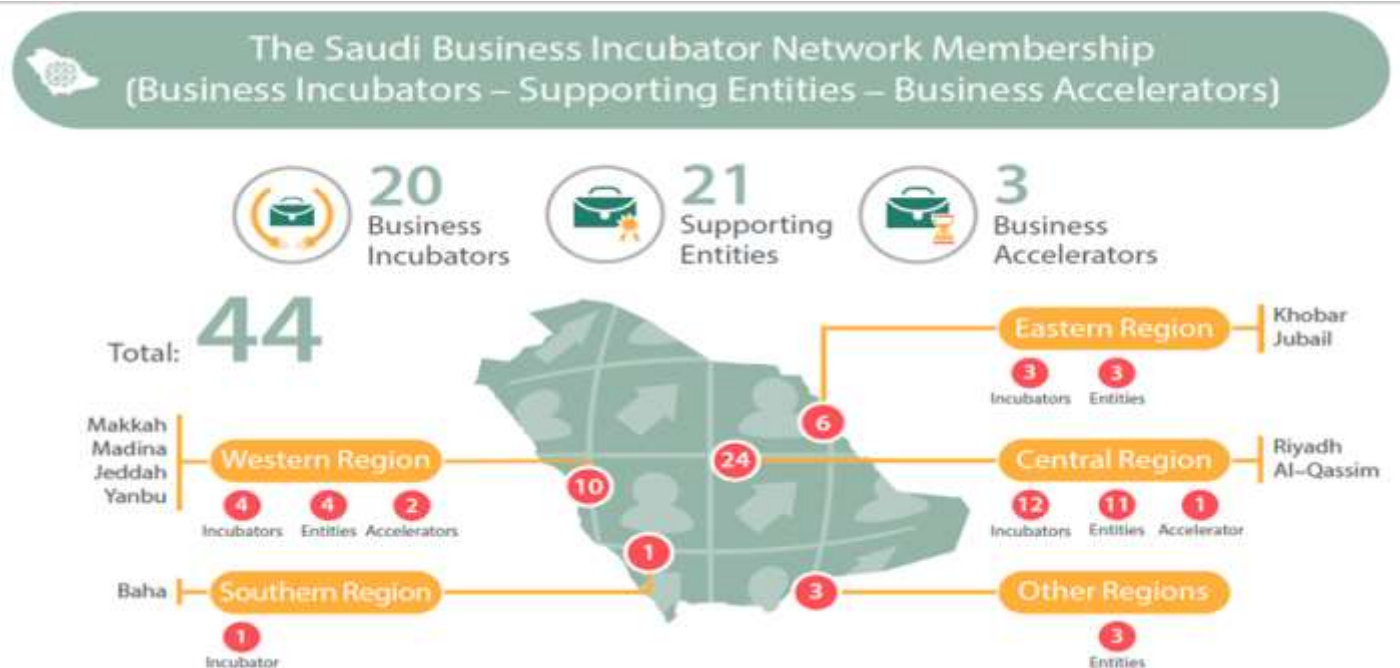
Enterprise Facilitation and Business Incubation in Saudi Arabia



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Enterprise Facilitation and Business Incubation in Saudi Arabia



John Mercer is an AIEF Founder Member and past Board Member with continuous membership since 1997. He was Secretary from 1999 – 2001, Vice President from 2001 to 2008 and AIEF representative on the SEAAZ Board from 2005 to 2007. John was awarded the AIEF John Bailey Award for Innovation in Enterprise Facilitation in 2004. The following is an article provided by John.

Australian's helping the establishment and growth of Business Incubation in Saudi Arabia.

From 1993 to 2008, I was the Manager of the Snowy-Monaro Business Enterprise Centre in Cooma. Since 2008, I have worked with CREEDA Projects Pty Ltd., Australia who won the contract to set up the first ICT technology incubator in Saudi Arabia, for the King Abdulaziz City for Science and Technology (KACST), the main body responsible for research funding in the Kingdom.

This contract completed in 2010 when the incubator transitioned to local management.

Since then CREEDA was recontracted for a further five years and recently an additional two years to provide consultancy services to assist the further development of business incubation in the Kingdom and provide KACST and BADIR with strategic advice and incubator capacity building support. My wife Yvonne and I have been the resident in the Kingdom since 2008. As resident consultant

I am supported by CREEDA Managing Director Julian Webb and various international Associate Consultants who visit Saudi on a regular basis.

During our contract we have seen the BADIR Program for Technology Incubators come into being (www.badir.com.sa/en) which includes ICT, Advanced Manufacturing and Biotechnology incubators and an accelerator, with more incubators on the way in other sectors; a national incubation policy has been created; support is provided to other organizations to establish incubators in the Kingdom.

The Saudi incubation network is up and running; incubator management training is conducted regularly; performance is formally reviewed

annually; conferences are hosted once a year; and an angel investment network have been formed.

Knowing oil is a finite resource; Saudi Arabia is serious about diversifying the economy and is well on the way to the goal of establishing 80 technology incubators as a part of the strategy to become a knowledge based economy.

Performance is reviewed annually by a panel comprising Dinah Adkins (Emeritus President NBIA), Julian Webb (CREEDA Projects

P/L) and a Saudi National, with a view to continuous and steady improvement.

In 2013 the impact of the first 3 BADIR incubators from 2009 to 2013 was analysed by Booz & Company, CREEDA Projects and Oxford Innovation. The results are impressive.

Continued next page

Business Incubation in Saudi Arabia



Julian Webb, Sultana bin Saleh bin Sultan (BADIR PMO Director), Dinah Adkins (Emeritus President NBLA) and John Mercer, flying back from Jeddah during the 2013 BADIR Annual Performance Review

Criteria	Achievements	Key Insights
Employment Creation	1,077 jobs created	Number of jobs created per incubatee is comparable to benchmark incubators Cost per job created is decreasing but is still above benchmarks (approximately double)
Value Creation	SAR 85 Million in portfolio value	29 BADIR incubated clients and graduates valued through one of 3 methodologies SR 3 Million average value of a BADIR incubated client or graduate company
Economic Impact¹	SAR 167 Million economic contribution	0.0064 % contribution to relevant-sector GDP 11% growth in GDP contribution since 2011, increasing trend expected to continue
Access to Financing	SAR 128 Million funds secured by incubatees	0.9 cumulative investment leverage 36% annual growth since 2010, with increasing trend expected to continue

Notes:

1. to convert to AUD multiply the SAR figure by 0.345 (as at 11/6/15)
2. investment leverage is the ratio of cumulative incubator funding to the funds secured by incubatees, including equity, grants, loans and self-investment

Some of the client successes are:

- Mekshat a social media site for desert excursions, www.mekshat.com/vb/ In 2011 alone, it received 210 million visits to its online site.
- ACE Biotech, reagent manufacturing, www.acebiotech.com/en_default.aspx
- Yatooq automatic Arabic coffee machine manufacturing, www.yatooq.com/

It's an exciting place to work. When we first started I remember Julian and I were often the only people left in the building at 6.00pm and we conducted training with men in the front of the room and women at the back behind a screen, watching and participating by video. These days when I leave, at say 7.30pm, there are generally some enthusiastic BADIR staff still working and we have mixed training sessions."

Incremental change and reform is the norm in Saudi Arabia. This isn't to say it is always easy. The business ecosystem is not ideal, segregation of males and females can be a headache and BADIR itself is transitioning from KACST, a government body, to Teqnia an autonomous government owned venture capital company, a process which is bound to have its teething pains.

Fortunately serious and strong commitment from government and great young Saudi staff to work with makes it all very satisfying. KACST are planning to commit funding over the next five years to extending the BADIR network of incubators across the country to 15 as well as providing funding for 25 university incubators. KACST are in the process of design for the national headquarters for BADIR in Riyadh that will incorporate ICT, biotechnology, advanced manufacturing and energy incubators with 33,000 m2 of floor space and 11,000 m2 of car parking on a site adjacent to KACST that is due for construction completion by 2017.

On a personal note previously my wife Yvonne and I had spent our early married years from 1978 to 1988 living and working in Dubai and the Sultanate of Oman. We feel privileged to have been offered the chance to spend our later years from 2008 until a planned 2017 in Saudi Arabia.

We have been given the opportunity through our 4WD trips and camping expeditions to see a considerable amount of Saudi Arabia. We have experienced its magnificent landscapes of deserts, dry river beds, hills and mountains and its flora and fauna. We have been privileged to share amazing Saudi hospitality as well see some of the developed and undeveloped archaeological sites, many pre-Islamic and historical landmarks.

*John Mercer
Executive Consultant,
King Abdulaziz City for Science and Technology, BADIR Program*

Message From the AIEF President



Australasian Institute of
Enterprise Facilitators

It was less than six months ago that I attended a seminar in New Zealand which focussed on the paradigm shift in business models which are now almost a feature of everyday life.

The main theme that came across was the fact that there is no such thing as the “typical business” any more.

Naturally, the question was asked (and argued) by a number of the seminar participants: “What is a paradigm shift in business?” and it was explained thus: *A paradigm shift occurs whenever there's a significant change in the way an individual or a group perceive something, and the old paradigm is replaced by a new way of thinking, or a new belief.*

Individuals have their own paradigms, or lenses through which they view the world. Small business, corporations, community enterprises and other organizations also have paradigms regarding the methods by which they believe their goals will best be accomplished.

As a Business and/or Enterprise Facilitator we are confronted with this dilemma almost daily; and it is imperative that we need to take on the role of a *Transformational Coach* in order to empower our clients to shift their current paradigm to make way for what is desired.

[The Paradigm Shifts Coaching Group](#) describes it like this: *“A coach is an expert empowering people and organizations at strengthening commitments to their Vision. From these commitments come actions that produce powerful results. A transformational coach adds a unique dimension to coaching in that*

they are masterful at assisting you in revealing the very core interpretations and beliefs that support each and every aspect of your life remaining unfulfilled.”

Theoretically, individuals who enable, empower or implement change are called coaches, consultants, leaders, managers, navigators and facilitators.

[Steve Denning](#), international guru in leadership and management believes that a discontinuous paradigm shift in management is happening.

It's a shift from a firm-centric view of the world in which the firm's purpose is to make money for its shareholders, to a customer-centric view of the world in which the purpose of the firm is to add value for customers.

The shift in management is a shift from *shareholder capitalism* in which the firm revolves around the manager to a *customer capitalism* in which the firm revolves around the customer.

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 MAIEF
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.



Hong Kong Australia Business Association AIEF Member Wins Business Excellence Award



Textile Clothing Footwear Resource Centre of WA Inc. (TCFWA) has won the Business Excellence Award at the Hong Kong Australia Business Association - WA Chapter Business Awards 2015 (HKABA-WA).

This coveted award was sponsored by the ANZ Bank and recognises significant achievements resulting from plans and actions in the commercial sector to and/or from Hong Kong SAR/China by an Australian organisation, in any industry sector.

TCFWA / TCF Australia / TCF Global provides support and assistance to fashion, textile, clothing, footwear, creative industries new and existing small businesses through business planning, marketing plans, fashion and business skills training, mentoring, fashion product development, fashion industry sourcing and links to global TCF supply chains.

TCF provides member helpline services and development of specialised online industry webinars and workshops to better equip those operating in the industry, and is recognised as a leader and role model TCF not for profit Industry organisation across Australia and overseas assisting small businesses.

Since its inception, TCF has been working closely with various organisations in Hong Kong and China to provide opportunities for Australian Designer Showcases and TCF Trade Buying Missions to Hong Kong & China. This also



Gareth Arbuthnot ANZ; Matthew Clark HKABA - WA; Carol Hanlon TCFWA

provides promotional & economic opportunities for fashion designers at an international level via the Exhibitions and the Buying Missions. TCF also provide networks for the micro-economic development of women starting small sewing businesses in Asia.

TCF has participated since 2002 in many international trade and exhibitions in Hong Kong & China including Hong Kong Fashion Week, World Boutique Hong Kong, Gifts & Premium Fair Hong Kong, Interstoff ASIA Essential Fair Hong Kong, Intertextile Home Textiles & Apparel Textile Fairs Shanghai, Global China Sourcing Fairs Hong Kong and the China International Silk Fair Hangzhou.

TCF has in the past presented an Industry Seminar at Hong Kong Fashion Week on 'Doing Business in Australia', hosted numerous TCF Information stands at World Boutique Hong Kong and staged a number of fashion parades and PR events in Hong Kong over the years for the

local Media and Buyers utilising Australian models TCF hosted from Western Australia.

Over the past 17years TCF has facilitated many business opportunities for fashion designers and in the process has also made many linkages with other Fashion Industry organisations around the globe. TCF is also secretariat of the International Fashion Incubator Network of not for profit fashion incubators.

In addition, TCF has strong linkages with Hong Kong Trade Development Council Sydney Office and the Hong Kong Economic and Trade Office, Sydney and refers Australian small businesses throughout the year for one to one business matching sourcing linkages and business contacts.

Carol Hanlon, CEO of TCFWA said, "With our very long association with Hong Kong, TCFWA are thrilled to win this special award. This win also has extra special personal meaning to me. I was a visitor at the first ever Hong Kong Fashion Week held in 1977 as a designer of my own fashion label and since then have been working hard on developing trade opportunities for the TCF industry between both countries."

TCFWA will now represent Western Australia in the National Hong Kong Business Association Awards in Sydney on September 18th, 2015 in the Business Excellence Award. For more information on the awards please see <https://www.hkaba.com.au/Calendar.html>



Something To Say?



Entrepreneurial Personality Profiling Tools

I was interested to see the letter from Graham Naylor on DISC Personality Profile. Unfortunately I had not read the article in the previous issue. I did a DISC Profile Assessment back in September 1987 which back then was accurate but a little limited. The model was initially developed in 1928 by Dr William Moulton Marston with its focus on preferred style of decision-making.

I have recently done a Meyers Briggs – MBTI Step 11 Profile survey which can only be accessed through CPP in Melbourne <http://www.cppasiapacific.com>. The Personality Assessment instrument was developed by Isabel Meyer and Katharine Briggs, who both worked for Carl Jung and developed it based on his theory of psychological types.

I would recommend anyone who wants a detailed Interpretive Report on their personality to do it. It really requires a psychologist to work through it with you. I was fortunate that our business incubation program in Saudi Arabia had contracted Cheryl Gilroy of People Dynamics, Brisbane, who is assisting us with our organization's people and organizational development. Cheryl worked through the reports with consultants and staff and just sharing our personality types and preferences with the team has had a remarkable impact on teamwork and leadership.

John Mercer
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Letters and Article
Contributions from AIEF
Members and readers are
most welcome
Please send your letters to
info@aief.org.au

“That’s Enterprising” is Enterprising

Thanks for the magazine and the info. I find TE informative and diverse. I particularly enjoy reading both the “Inventors and Inventions” page as well as “Look Inside”, where I have found some interesting reading through your book recommendations.

Roy Knight, Director and CEO Franchisor
“A Gentle Clip”
Ningi, Queensland

Who is Small Business Solutions

Small Business Solutions (SBS) is a one-stop shop for all small business.

Designed to enhance the business skills, profitability and growth of small businesses, SBS provides small business owners with the opportunity to get real business assistance from accredited industry professionals.

What we offer

SBS offers small business owners access to:

- › Tailored Training Events for specific small business needs
- › One-on-one coaching from qualified mentors in their workplace
- › Vocational Education and Training Qualifications through Skills Recognition

There is nothing that compares to SBS. While traditional business coaching services are widely available, they are financially prohibitive to most small businesses. They are also notoriously unpredictable, varying greatly with regards to quality of services provided.

Small Business Solutions is a program you can trust. Better still, it's government-subsidised, making it realistic for small business owners. You can be confident that you are being advised by qualified industry professionals with a proven track record in owning and managing successful small businesses of their own.

All our mentors have been meticulously selected to be of service to you and your business, and they have all been extensively trained on the proven Small Business Solutions diagnostic process, a structured, consistent approach that gets results.

How are we different?

Small Business Solutions is the first government subsidised initiative of its kind, making it affordable and accessible to small businesses across Queensland.

Fees

Our goal is to ensure Small Business Solutions is accessible and realistic for any small business wishing to participate. Accordingly, our government-subsidised rates are extremely competitive in today's marketplace.

From \$395 you can participate in Business workshops and receive one-on-one mentoring for your business. You may also become eligible for a nationally accredited qualification.

Cost is valid for the program running between 1st July 2014 to 30 June 2015.

Please contact our Customer Service Centre
on **1300 40 60 80** for more information or visit
www.smallbusinesssolutions.qld.gov.au

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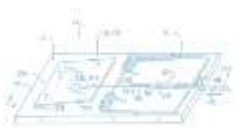


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SMALL BUSINESS SOLUTIONS

Inventors & Inventions



Instant Noodles

Momofuku Ando (March 1910 – January 5) 2007 is known as the inventor of Instant Noodles and Cup Noodles.

In 1933, Ando traveled to Osaka where he established a clothing company while studying economics at Ritsumeikan University.

After World War II, Ando became a Japanese citizen and moved to Japan, where he entered Ritsumeikan University and at the same time founded a small merchandising firm in Osaka with the inheritance from his family. "Momofuku" is the Japanese reading of his Chinese given name while *Andō* is a common Japanese surname.

He was convicted of tax evasion in 1948 and served two years in jail. In his biography, Ando said he had provided scholarships for students, which at the time was a form of tax evasion. After he lost his company due to a chain reaction bankruptcy, Ando founded what was to become Nissin in Ikeda, Osaka, Japan, starting off as a small family-run company producing salt.

With Japan still suffering from a shortage of food in the post-war era, the government tried to encourage people to eat bread that was supplied by the United States. Ando wondered why bread was recommended instead of noodles, which were more familiar to the Japanese.

So Ando decided to develop the production of noodles by himself. The experience convinced him that "Peace will come to the world when the people have enough to eat."



Water Bed

Neil Arnott (May 1788 – March 1874) was a Scottish physician.

Neil Arnott FRS was a distinguished graduate of Marischal College, University of Aberdeen (AM, 1805; MD 1814) and subsequently studied in London under Sir Everard Home (1756–1832), through whom he obtained, when only eighteen, the appointment of full surgeon to an East Indiaman.

After making two voyages to China acting as a surgeon in the service of the British East India Company (1807–9 and 1810–11), he settled in London where he practised from 1811–1854, and quickly acquired a high reputation.

He gave lectures at the Philomathic Institution published as *Elements of physics* (1827).

He was one of the founders of the University of London, 1836. Within a few years he was made physician to the French and Spanish embassies, and in 1837 he became physician extraordinary to the Queen. He was elected to the Fellow of the Royal Society (FRS) in 1838.

From his earliest youth, Arnott had an intense love of natural philosophy, and to this added an inventiveness which served him in good stead in his profession and yielded the Arnott waterbed in 1832, which later was developed into a water-filled chair



Wetsuit

Hugh Bradner (November 1915 – May 2008) was an American physicist at the University of

California who is credited with inventing the neoprene wetsuit, which helped to revolutionize scuba diving.

A graduate of Ohio's Miami University, he received his doctorate from California Institute of Technology in Pasadena, California, in 1941. He worked at the US Naval Ordnance Laboratory during World War II, where he researched naval mines.

In 1943, he was recruited by Robert Oppenheimer to join the Manhattan Project at the Los Alamos Laboratory. There, he worked with scientists including Luis Alvarez, John von Neumann and George Kistiakowsky on the development of the high explosives and exploding-bridgewire detonators required by atomic bombs.

After the war, Bradner took a position studying high-energy physics at the University of California, Berkeley, under Luis Alvarez. Bradner investigated the problems encountered by frogmen staying in cold water for long periods of time.

He developed a neoprene suit which could trap the water between the body and the neoprene, and thereby keep them warm. He became known as the "father of the wetsuit.". He retired in 1980. In retirement, continued to work both on oceanographic research, as



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AUSTRALIAN BUSINESS
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Leadership in Marketing

I'm sure you've been there. Bored to tears by someone who only talks about themselves, never pauses for breath or asks a question, and doesn't pay attention to the clear signals to 'please stop!'

For many years, this was the world of marketing – taking the lead and controlling the communication to target audiences. How things have changed!

Social media has given over much of the lead on communications to the customer, converting the role of marketing into prompting and participating in a conversation.

Holding a two way conversation allows you to interact and engage with consumers in a direct and responsive way, forging stronger relationships and also eliciting valuable insights into your market.

Just like the scenario above, social media conversations are like 'real life' conversations – similar rules apply to ensuring your audience isn't dying to escape. Here are five tips on holding a conversation with your customers, in the new age of social media:

1. It's not about you, it's about them.

You shouldn't be constantly talking about your company and products. Not only is that boring, you're not interacting with others if you focus only on yourself.

When you're posting on social media, think of the 70-20-10 rule:

- 70% of your posts should be adding value through information or entertainment.

- 20% of your posts should be sharing other people's ideas or Facebook posts. Consider commenting on other's posts to add additional value or build additional credibility

- 10% of your posts should be promotional - endorsing products or announcing upcoming events.

2. Participate – don't eavesdrop.

A conversation is not about sitting silently on the outskirts; you need to get involved with comments and starting conversations.

Consider sharing a report you have developed with a relevant community group, or asking an open question about a business problem. Invite customers to join the conversation within your own social media pages, through your emails, events, invoices and other 'offline' communications.

By adding interesting content exclusively to your social media pages, like weekly offers or video, you can quickly generate interest.

3. Openly address the negative.

Not all of the conversations may be positive, and there are inherent opportunities to engaging in conversations which focus on the negative.

By responding promptly to complaints online, you can develop a

lasting relationship with your consumers. Furthermore, you can build kudos with other community members by showing that you are listening and care about your customers.

4. Be human, make it personal.

No one holds a lasting conversation with a robot. Personalisation is critical when it comes to your communications, so it's essential to be yourself. Social media makes it easy to bring your company culture to life through posts, photos and designs.

However you should still establish guidelines for your team, to ensure that conversations are maintained within the boundaries of professionalism and reflective of your brand values.

5. Entertain me.

Ever been stuck in a heavy conversation with no light relief?

Interjecting some entertainment into your content will break up the serious content and catch community attention.

As the forward thinking sociologist Marshal McLuhan said, on the advent of the television, "Anyone who tried to make a distinction between education and entertainment doesn't know a thing about either".

In the world of the social media, that comment has never been more relevant. ☒

Cheers!

Enterprise Facilitation and Business Coaching: Using Constructive Feedback vs. Praise and Criticism

Which is more effective in improving an individual or team's performance? [Jack Zenger and Joseph Folkman](#) in an article in the Harvard Business Review believe that there is an [Ideal Praise to Criticism Ratio](#) using positive feedback to let people know when they're doing well, or offering constructive comments to help them when they're off track?

New research suggests that this is a trick question. The answer, as one might intuitively expect, is that both are important. But the real question is — in what proportion?

[Marty Brounstein](#) believes that One of the responsibilities of Enterprise and Business Facilitators is to give performance feedback to employees. Performance feedback can be given two ways: through constructive feedback or through praise and criticism.

Don't fall into the trap of giving praise and criticism on employee performance.

- **Constructive feedback is information-specific, issue-focused, and based on observations.** It comes in two varieties:

Positive feedback is news or input to an employee about an effort well done.

Negative feedback is news to an employee about an effort that needs improvement. Negative feedback doesn't mean a terrible performance, rather a performance in which the outcomes delivered should be better. So negative isn't a negative word in this case.



Marty Brounstein

- **Praise and criticism are personal judgments about a performance effort or outcome.** The information given is general and vague, focused on the person, and based on opinions or feelings.

The following examples help show the difference between constructive feedback (either positive or negative) and praise/criticism:

- *Praise:* You did a great job on that project. Good work.
- *Positive feedback:* The contributions you made on this project were a big help. I noticed that the work you produced was thorough and accurate. In addition, whenever I needed help in coordinating the team and managing the project schedule, you stepped in and covered for me or gave me assistance, which kept the team and the project on schedule.

When team members had questions, you were available to help get them answers. Thanks so much for your contributions in helping make this project a success.

- *Criticism:* You were not much help on this project. You were really ineffective. I hope this isn't

the best you can do.

- *Negative feedback:* Here are the concerns I have regarding your assistance on this project. As I explained at the beginning of the project, your services were needed to help coordinate the project management in terms of keeping people focused on their assignments and on the schedule.

I did not see much effort of coordination occurring.

For example, many of the team members came to me with questions about assignments and schedule issues, often after they could not get answers from you.

Most of the time, I noticed that you were working on your part of the project, but the interactions with the others about the overall project and its progress were not evident.

When I asked you to cover for me at three of the meetings, each of the meetings ended after a brief time with no minutes or action items produced.

Delays have occurred in the project, and we'll now require everyone's attention to get back on track.

The two types of constructive feedback come across as far more objective, specific, and nonjudgmental than praise and criticism. Because constructive feedback is based on observations in specific terms about issues of performance, it's not a right or wrong.

Constructive feedback encourages a discussion after the person gets the feedback. As a result, you and your employee can learn more about the situation and, if needed, set a positive course of action.



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Write It Down



“When you write down your ideas you automatically focus your full attention on them. Few if any of us can write one thought and think another at the same time. Thus a pencil and paper make excellent concentration tools.”
 Michael Leboeuf

I have been doing some 60-minute brain storming sessions with a number of small business owners over the last few weeks, and they have all started their sessions overflowing with ideas.

What usually happens in the first 10–15 minutes is that they generally talk about what started them in business, the mistakes they’ve made, and the marketing they’ve done in the past.

Once we have sorted through the ideas (and I’ve offered my thoughts) and selected a few priorities, we then develop an **Action List, and this is where their future success really begins.**

When it comes to successful marketing, you've got to put it in writing. If you want to understand how important it is to write down your thoughts, ideas and goals, just consider a study conducted on students in the Harvard MBA program. The participants were asked if they had clear and written goals for the future and whether they made plans to accomplish them.

Only 3% of the students had goals and plans in writing. After 10 years, that 3% earned, on average, 10 times as much as the other 97% combined. If you want to experience the remarkable effects of putting your goals in writing, [Evince](#)

[Marketing](#) recommend utilizing the following three simple strategies:-

1. **Dream Big:** Think about what you really want, and remember that it is your chance to dream – don’t be afraid to set lofty goals.
2. **Solidify Your Vision:** Translate your successful vision into actionable goals. For example, if your dream is to work for yourself, make starting your own company your primary objective.
3. **Set Benchmarks (and Celebrate Reaching Them):** Every successful step in your journey, however small, should be celebrated. Use small achievements based on predetermined benchmarks to keep your motivation high.

It’s a known and proven fact, that by writing down our specific goals this will increase our focus, strengthen motivation, help us come up with a strategy/plan of attack to make our dreams a reality, engage the right resources/support, and they also help us measure our success.

Out of all the areas of peak performance, goal setting is one of the fastest ways to raise the bar and improve your results.

[Paula McKinney](#) offers these thoughts:

1. **Ideas and new goals don’t stay in your mind for long.** – How many times have you had a great idea in the shower or while driving then later try and remember it but can’t.

2. **When you write down a goal it all the sudden becomes much more important.** A written goal brings clarity and focus. It’s a map for your mind to follow. Clarity is most important in times of stress or failure. Written goals help you stay on track during those times and keeps you from quitting.

3. **Our minds are powerful things but sometimes it needs to “unload”.**

It’s very stressful to have to remember every little thing – like how many eggs are left in the refrigerator. You become less stressed and can think clearly when you can declutter your mind by jotting down what’s on it.

Feeling relaxed improves your health and helps your day to go smoother. Having it all written down gives you an overview of what needs to happen so you can also solve problems faster.

Writing things down serves two purposes: It forces you to flesh out your ideas and it serves as a reminder. Write down everything you need to do to keep your customers happy. Don’t forget to include a budget, a time line and a monitoring and measurement system.

Check your time line every week so you don’t fall behind. Refer back to your marketing plan on a regular basis --you’ll be able to correct small errors before they become major problems, and you won’t let any of those great marketing ideas fall by the wayside.





Look Inside

Business Book Review

PURPLE COW

Transform Your Business by Being Remarkable

By [Seth Godin](#)

Purple Cow was itself marketed through some of the techniques that Godin describes in his book. The first, self-published edition came packaged in a milk carton and was sold for just shipping and handling charges. The cover is purple and white, and the words are printed sideways. In the book's first two years of release, it sold more than 150,000 copies over the course of 23 printings.

Seth Godin is the author of twelve bestselling books, a popular blogger and a successful entrepreneur. His books have been translated into more than 35 languages. He founded Squidoo.com, one of the hundred most popular websites in the United States. Godin has been a columnist for *Fast Company* and the *Harvard Business Review* and has given thousands of keynote speeches for companies, governments and non-profit organizations.

Godin uses the principle of the Purple Cow to show businesses how to leave behind their boring marketing strategies and stand out from the herd. Risky, edgy, and enlightening, *Purple Cow* will stand with Malcolm Gladwell's *The Tipping Point* and Godin's other books as classics of business innovation.

The book consists of general concepts interspersed with examples. The argument starts with the presumption that advertising is less effective than it has been, and that the only way now to gain attention in a market is to not only market a product in a remarkable manner, but also to have a remarkable product to market.

Godin gives examples of products and marketing programs that have been remarkable, but indicates that it is no use copying these directly. He says, "Today, the one sure way to fail is to be boring. Your one chance for success is to be remarkable."

The book ends with a Ten Point Checklist that sets out how to create a remarkable product.



GOOD TO GREAT

By [Jim Collins](#)

Why Some Companies Make the Leap...And Others Don't

The Challenge

Collins earlier book, *Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness?

The Study

For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great?

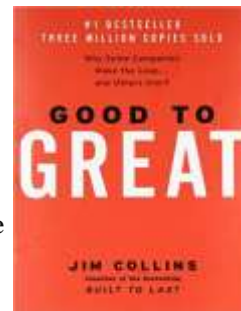
The Standards

Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck.

The Comparisons

The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good?

Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't.





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Group Coaching

****Editor's Note: This article has been re-printed by request**

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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Top 10 Tips to Encourage Employee Development

The cost of bad management to all business is enormous, and is often overlooked by most business owners. As Tom O'Toole, the infamous Beechworth Baker says, he sees the biggest problem in his business every morning when he has a shave. That doesn't mean he's a bad manager, far from it, but he recognises that he must constantly work to develop his own skills if he is to inspire his entire team to do the same thing.

Recent statistics indicate that the five major traits that employees find incredibly demotivating with their manager, and those that are most likely to cause them to seek alternative employment are:

1. Fail to inspire;
2. Accept mediocrity;
3. Lack clear vision and direction;
4. Unable to collaborate and be a team player; and
5. Fail to walk the talk.

Clearly, for us to inspire our staff and build their ownership in the vision for the business, we need to ensure they see their part in bringing the vision to life. They need to understand how personal development will be necessary to make sure they not only have a job now, but also a career with the company into the future.

Here are some tips on how to build pride and direction within each staff member to ensure they not only understand the role of personal

development, but also why it is crucial to their future in the business.

1. Tell them. Employees need to hear that it is their own responsibility to develop their skills and competencies. Too many organizations don't correct the mistaken perception that it is the organization and/or the manager's responsibility. Put this in writing and as part of the annual review process.

2. Structure the annual review so that the second half is focused on personal development for the future (not just past performance).

3. Target 1-2 areas. Help the employee pick 1-2 competencies to develop over the next review period. Having too many goals tends to block progress; it is better to focus on very few development goals if you want to encourage real growth.

4. Tie development goals to work goals. That is, how will growth in a competency such as stronger project management skills support the employee in achieving set work objectives?

5. Concrete plan. Once a development goal is set, get commitment to real steps to achieve that goal. Templates with columns for dates, actions taken, resources, and who will support the employee each should be completed and referred to frequently.

6. Provide resources for employees to access when creating their personal development plan; that is, booklets such as the Rapid Skill-Builder series that are short, work-oriented and include checklists and templates. These self-study resources support other

development options such as courses, workshops, online research, learning from others and on-the-job activities.

7. Diversify. Encourage the employee to construct a development plan that includes different avenues of learning: self-study or reading booklets or books, learning from others such as shadowing or interviewing experts in the competency, on-the-job activities to build strength and outside pursuits.

8. Share the plan. Encourage the employee to share his/her development plan with peers, family and other significant others to get frequent feedback on progress from multiple sources.

9. Find an accountability coach. Check in with the employee regularly (perhaps monthly) or assign an "accountability coach" who will do this to keep the person on track and meeting developmental milestones.

10. Reward progress whenever you see it. For example, if the employee is working on improving his/her communications skills and you hear or see new and positive behaviours, tell him or her as soon as possible to reinforce improvement.

All of the above won't ensure success for any enterprise, but it will certainly give you the best chance of developing the best and most forward looking team to help you the many challenges we face every day in business.





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3 Quick Ways to Increase Profits

A few weeks ago we had an unexpected extended holiday in Bali because our flights were cancelled due to volcanic ash.

When we got back I started the process of putting in an insurance claim. Which was easy. Ten days later our insurer offered a third of what I expected back. I identified the problem, called them and got it fixed. Not so easy!

... Meanwhile, our modem died. So I called and ordered a new one which was to be delivered in 5 working days. Easy.6, 7, 8 passed, no modem. Another call I didn't want to make.

Not so easy AND not off to a good start. Meanwhile, I read in the Perth Business News that a few retail shops have closed in Subiaco and Claremont, and I think about all the coupons/deals I've bought online... and how NOT ONE retailer has EVER contacted me with a follow up offer.

What a waste!!!

Three of the easiest ways to increase profits are:

1. Sell again/more to people who have already bought from you
2. Follow up/stay in touch with people who are interested in buying from you
3. Do what you say you are going to do. Make it easy to do business with you.



What helps you do this easily and easier? Systems.

They don't have to be expensive, they don't have to be complicated... but they need to be in place so you measure the right things, eliminate waste, automate what you can and work out how you are going to do the rest.

I was engaged to coach a fellow new to sales who was having trouble hitting his monthly target. When I got to his office I could instantly see he had no systems. So he was always on the back foot. Lurching from one tender request to the next.

Never having enough time to build relationships or follow up tenders submitted. Getting involved in customer order rather than moving them onto the areas that needed to deal with them. Reacting to what was coming up rather than strategically using his time.

Together we worked put in place systems to regain control, build relationships and hit his goals easier. The systems helped us work out, was he doing enough proactive action, with the right people... was he offering the right solutions and

taking the right approach with them.

He smashed his monthly target and still boasts there isn't a target he can't hit. Do you have systems in place to ensure you build relationships, follow up and deliver??

Do you use your systems to the extent that you could do?

Do your people know how and when to use them so that you can improve customer satisfaction and increase profits?

"You cannot improve what you do not measure" [William Edwards Deming](#)

Reviewing your systems for ease is a continual process. Get a fresh set of eyes on the process and find out what do you need to measure and what systems could be put in place to save time and increase efficiency.

Download Free Video: Systems that help you create profits: **Tools and systems every business needs to delegate, streamline supercharge productivity**
<http://systemstoprofit.gr8.com/>

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

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CUSTOMER SERVICE COMES NATURALLY TO SOME BUT IT'S NOT LUCK

I have just had a week away and it was nice to sit around and do very little at the beach. I had time to do a bit of shopping for myself and enjoy the numerous coffee and cafes on the Coast.

I have planned another hiking holiday and took the time to do a bit of shopping for this trip that requires a bit of specialised gear. Being a novice at hiking, I found that the world of hiking is not about a good pair of joggers and a cap. It is a whole industry with an avalanche of products for the newbie and veteran hiker.

So, I found myself in the Kathmandu stores and, as luck would have it there was a sale on. Never put a man with a new hobby near a store that has all the needs he thinks he needs!

I had been to one of their stores in Toowoomba and was blown away at the advice, product knowledge, and genuine desire to give me what I needed and not what I thought I needed.

On my holiday I found myself in Byron Bay and as if by some magnetic force my car parked right outside the Kathmandu store. Yup in I went. The sale was still on and the deals were just amazing.

I went a little over the top and got a bit more (well maybe a little bit more than a bit more!) T-Shirts, Coats that can work in the Antarctic (never been there but, be prepared as they say).



www.socialmediatoday.com

The staff were just so helpful and knowledgeable. They said that some things I had looked at were NOT for me and others that I had overlooked were just right and they were. I hung on to Antarctic coat.

I rarely enjoy shopping and do not like to muck staff around but, when I am buying I am happy to listen and, take the time needed to get what I want. I came back to where I was staying and, found to my dismay that a few things that I had picked myself were in fact too small.

I rang and asked if I could come back and replace them. Not a problem. I went back and did that and, saw another few things that I liked that added to my bill.

Yet, the transaction was just so well done with the young woman and man who were helping me doing all the adjustments on the transaction being so very helpful.

I said to the young woman that I was involved in Small Business Training

and that the experience I had in the store was just exemplary. I asked if they trained her and was delighted to hear that she was.

It seems there is an induction period as many of their products are very technical and people need to get the right gear as, they are in the main going to be in hostile environments. So it is vital that customers get what they want.

The training pays off of that I can attest. I was able to get all my needs fixed easily and with courtesy.

I now look a little like Jungle Jim with all my new kit. However, I have experienced for the first time in a long time a really first class degree of service.

When you work for yourself and have no employees it is easy to give good service, as it is in your interests to do so. But when there are staff involved in remote sites it is good management that makes the staff feel dedicated to good customer care.

Every day we shop at stores like this and see varying degrees of service. Some of it is good some of it is woeful. When it is just right then it is truly a great experience.

Have you got your customers feeling like that after dealing with you?





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Improving Workplace Health

When we talk about Workplace Health and Safety (WHS), we very often focus almost completely on **safety** to the exclusion of **health**. In this article I will explore some aspects of **workplace health**, particularly in office environments, and provide some simple strategies designed to improve the health of your workers, for their benefit and consequently yours.

Times change and we now understand that smoking in the workplace, including passive smoking, affected the health of generations of workers, and as a society we undertook reforms to smoking practices that have improved the health of the current generation of workers.

Now we have new challenges to consider including:

- The effects of a sedentary occupation / lifestyle
- Stress due to overwork, deadlines to meet, poor culture, etc.
- Hydration / nutrition deficiencies

The adverse effects of sitting

Various recent studies have highlighted the growing body of evidence that prolonged sitting is bad for human health, including increased risks of heart disease and diabetes, with the consequent disabling results and the chance of early death. The average person spends half their day sitting, whether it be at work, commuting or at leisure.

The challenge is to break up the periods of sitting into smaller timeframes, which may require managers and workers to co-operate in developing work strategies and practices that allow for a variety of positions and activities.

Sit/stand workstations enable workers to alternate between sitting and standing, but care must be taken to ensure that we don't just move from sitting all day to standing for prolonged periods, which also has adverse effects. The idea is to have frequent changes – sitting, standing, walking.

Try having meetings standing up or even walking around, and break up longer meetings with the chance to stand, stretch and walk. Encourage exercise during meal breaks, and allow for enough flexibility so that, for example, workers can go for a run or to the gym at lunchtime.

Water

One of the simplest but most effective strategies to assist with the improvement of employees' health, is to encourage them to drink lots of water. In itself, water is good for the body.

However, don't let them have the water at their desk, but insist that they go to the water-cooler or tap. This means that they have to get up from their desks. And if they drink lots, they will also have to get up again to go to the bathroom! Simple but effective!

Stress

Reduce stress in the workplace – happier workers are more productive and less prone to poor health and time off. There are many aspects to this, much of it psychological – provide strong leadership, clear communication of expectations, effective work practices and a positive culture.

Employee wellbeing, productivity and creativity are also enhanced when natural elements including natural light, fresh air and pot-plants are part of the work environment. Open the curtains, open the windows and introduce plants to the office!

The use of essential oils such as Peppermint or Lavender, may provide health benefits to combat mental and physical fatigue and stress. They can be used aromatically by means of a diffuser in the office to create a pleasant and effective aroma.

Nutrition

While it is difficult to control what your staff are eating and drinking, the encouragement of good habits (including setting a good example) has health spin-offs that benefit employers as well as employees.

Even something as simple as providing a supply of fresh fruit in the lunch-room sends the right message. Look for opportunities to promote a healthy lifestyle among your employees and your workplace will be the better for it.



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Leading Your People as a Coach

Being a coach and a leader at the same time is challenging. Changing your hat requires high emotional intelligence and great flexibility. After all, your team is responsible for their performance and this greatly determines the judgement of your enterprise and so your profit. You have to choose the best timing to apply your personal coaching arsenal.

Coaching is not for every situation but definitely it is, **when the team needs to bear their responsibility over a given situation.** What can you do, how can you best facilitate the process using the unique coaching approach, instead of old school military commands? Let's examine what this means to you as a manager.

As a coach, you rather **play a facilitative role in the discussions**, where the team is looking for a solution or new ideas. You ask questions from team members to work on, rather than providing them the answers. First you actively listen just then speak – meaning you show sincere interest in the speakers and their message.

You help them **stretching their goals and change their thinking**, so that they can step out of the box and find answers outside. You pass on tasks and delegate responsibilities to team members to assist their growth.

Forget about being the boss, and adopt a collegiate attitude – in exchange expect openness and superb ideas



popping up.

Your role as a leader is not to control or outshine others, but to **draw out the full potential of your team** as a whole and let them perform. Many chiefs even when intellectually believe in this, their inner fear of losing control inhibits them from committing to coaching. But yes, evidences are out there to prove that coaching style can be beneficial, too.

What does it take to **apply the coaching approach?** First, you have to get results from your staff rather than knowing or doing yourself it all. This may be challenging for brilliant and experienced old hands – they need to find a good balance.

They may oscillate between the two styles without warning, thus leaving their team confused. They make it very clear through their words and body language the only answer they want to hear. Others may say they are coaching but they really are mentoring, by offering their advice and best practice.

The key to use your coaching successfully is to **clearly signal what mode you are in.** Discuss your role as a leader with your team, including when and how a coaching style can be effective. Let them know when you are facilitating. Listen to others before you say what you think – do not influence their response. Doing the opposite way makes them hard to contradict.

Develop your own coaching style. You can either coach a team or work with individuals. But learning about coaching and its tools is really the very first step.

While many books and articles are now available, learning from a professional is the best way. Then chose the tools best fit to your personal style. Pick the appropriate tool that suits for a given purpose and use it.

Don't forget, coaching is never about you, it is all about the other.

General rules are:

- ⇒ choose a time and shape the **environment**, where and when you can talk undisturbed.
- ⇒ **Listen**, rather than talk.
- ⇒ **Ask questions and give feedback.**
- ⇒ **Encourage** the other. **Make the goal accessible** by dividing it into smaller steps.
- ⇒ **Examine** the other's strengths and weaknesses related to the goal.
- ⇒ And last but not least, **become their friend.** Not just fake it, make it from your heart.





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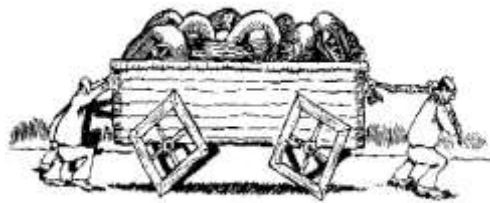
HOLISTIC TREATMENTS IN BUSINESS - I.

Introduction to Systems Thinking



Be careful with this message.
It contains information that
might change your life.

SYSTEMS THINKING



stepping back and looking at the bigger picture
may reveal insights that otherwise we would miss

where to go and what to change if we
want to get something different.

We live in living systems. Living systems are utterly complex, and **if we don't know how systems work, we might be changing certain elements of it amateurishly, yet will not get the desired outcomes.** You know the joke: The mechanic comes to repair a washing machine, and in a minute he can find out what to do. With his hammer he bangs on a screw and charges \$100. - "One hundred dollar for a one-minute work?" - he is asked. - "Yes, because I know where to look for the fault in the system, I unmistakably identify it, and I know how to fix it with the least effort to get a long-term, stabilised result. You'll pay not for my physical effort but for my expertise."

So, when looking for changes **what we are looking for is the leverage point, where with the least effort and time we get our desired, long-term outcome.** You do this when for example playing chess: you are constantly scanning the alterations on the chessboard to see where this leverage point is: where the main element (i.e. the king) can be trapped.

But first, when we speak about systems,

we must clearly see what they are. In the society there are "education system", "justice system", etc.; in biology: "nervous system", "cardiovascular system", "digestive system", etc.; and in nature: "ecosystem". So, the **"WHOLE"** comprises systems, and systems comprises elements. Your business is also a "system", of which certain elements primarily defines the game of the chessboard, while other elements have not a lot of influence on it. Undoubtedly, the more chess pieces (i.e. elements) are on the board, the more complex the game is.

Systems Thinking has developed into a science, of which one critical discovery points out an important feature; so-called: "tipping point". **Nothing lasts for ever: not even stable systems. Below the surface the patterns - the behaviour of the elements - keep repeated but their small changes can lead to the tipping point, that forms another completely different pattern.** This is like the moment water crystallises into a solid, the last drop that makes the glass overflow, or the last straw that breaks the camel's back.

We are looking for the leverage points and the tipping points in our systems to get different results.

Changes can take place at conscious and at subconscious level. The latter one can take time and pain, where we call the result: "Fate". **Conscious changes requires responsibility, ownership, awareness, and taking the role of a Co-Creator.**

(To be continued next issue)



Being a breadwinner and a mother of 4, I have worked as an English teacher, a global educator, a personal development trainer and a coach for 20 years.

Taking a closer look on the nature of barriers delaying goals, working out a better and faster way to get to the destination excited me most. This professional history of mine, my husband's early death, the challenges of my four daughters' upbringing and my original curiosity drove me into passionate studies of various communicational and personal developmental methods.

Look at some photos of you. What is there?... And what is NOT there?... What is harsh, extreme, eye-catching?... What is hidden, what is covered?... What would it be like if they turned into a film?... And what if you could transform these two-dimensional pictures into 3D?...

If you connect the dots of your answers **you can realise the latent and dormant leitmotif that you might have been unaware of. This is what has been writing the script of your life and business defining your successes as well as your failures. You might attribute the good and bad luck to the ebb-and-flow of economic cycles, but admittedly, they derive from your mental, emotional, and behavioural models.** "If we continue to believe as we have always believed, we will continue to act as we have always acted. If we continue to act as we have always acted, we will continue to get what we have always gotten." - says Marilynn Ferguson. So, now, let's see



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Let's Talk About Trust

If we want to improve our personal and professional relationships we need to have a conversation about trust.

Trust is an essential human value and without it we wouldn't survive as a species. We need trust in order to co-inhabit and to coordinate actions together. Trust is quite often taken for granted in our personal and professional relationships, it's an expectation that we can and should trust those we live and work with. That is, until trust is breached. An extreme outcome of a breach of trust is that we may begin to live as though *'people cannot be trusted'*.

Trust is an erosion of interaction that stems from the assessments we make about people and the actions they take and whether they are to our liking. Assessments are judgments or opinions we have about people, events and circumstances and the world based on our standards, preferences and prejudices. It is important to point out that our assessments are often vague, inaccurate conclusions and generalisations about a person or a situation.

We may not language the generalisations as a breach of trust but somehow something doesn't sit right with us and as a result our relationship is damaged.

We make broad statements such as; "Mike is a liar", "Sally is lazy", "Jo doesn't care", "Peter can't do the job" and so on. These generalisations fundamentally characterise a person and are not a good foundation



for a 'trust' relationship. Until we clearly identify what action or distinguishing feature of the situation we don't like, and why this is important to us, we put the relationship at risk. Wasted time is spent in constructing stories full of assessments. Our time would be much better spent in putting our assessments to the test so together we can repair and develop stronger relationships built on a foundation of trust rather than mistrust.

What do we need to keep the relationship on track, or repair what has been damaged and move toward a strong and trusting relationship? First we need to test our assessments e.g. what is the action (evidence) to support this assessment and what is the standard criteria upon which I am basing this assessment?

Secondly we need to look at what concerns of ours we are taking care of when making this assessment? To do this we take a look at the four elements of trust to paint a much clearer understanding of specifically what it is we don't trust:

Sincerity:

An assessment about whether the person

is genuine in their actions and intentions. Has this person made an agreement through speaking that they are sincere about their intention to carry out an agreed action? 'Yes' means 'yes'. No hidden agenda.

Reliability:

An assessment about whether someone is reliable relates to time and standards. The commitment made to arriving or producing something on time according to my expectations and the agreed or implicit standards.

Competence:

An assessment of whether a person has the knowledge, experience and competence to accomplish the required task or take care of this particular concern I have.

Involvement:

An assessment of how I think this person has listened and understood what is important to me. This standard applies to the level of emotional involvement we expect others to have in our interactions – does this person genuinely care?

Putting trust to the test is uncomfortable but it can overcome the barriers we experience in our personal and professional relationships because it is dedicated to strengthening relationships.

Therefore trust requires that honest, authentic and sometimes difficult conversations are not avoided and things not left unsaid.



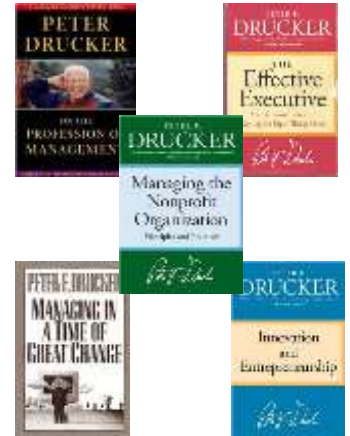
About Peter Drucker

The “Father” of Modern Manage-

Peter F. Drucker was an [Austrian](#)-born American management [consultant](#), [educator](#), and [author](#), whose writings contributed to the philosophical and practical foundations of the modern business [corporation](#).

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

He was also a leader in the development of management education, he invented the concept known as [management by objectives and self-control](#)



“There is nothing quite so useless as doing with great efficiency something that should not be done at all.” — PETER DRUCKER

Peter F. Drucker was a writer, professor, management consultant and self-described “social ecologist,” who explored the way human beings organize themselves and interact much the way an ecologist would observe and analyze the biological world.

Hailed by *BusinessWeek* as “the man who invented management,” Drucker directly influenced a huge number of leaders from a wide range of organizations across all sectors of society. Among the many: General Electric, IBM, Intel, Procter & Gamble, Girl Scouts of the USA, The Salvation Army, Red Cross, United Farm Workers and several presidential administrations.

Drucker’s 39 books, along with his countless scholarly and popular articles, predicted many of the major developments of the late 20th century, including privatization and decentralization, the rise of Japan to economic world power, the decisive importance of

marketing and innovation, and the emergence of the information society with its necessity of lifelong learning. In the late 1950s, Drucker coined the term “knowledge worker,” and he spent the rest of his life examining an age in which an unprecedented number of people use their brains more than their backs.

Throughout his work, Drucker called for a healthy balance—between short-term needs and long-term sustainability; between profitability and other obligations; between the specific mission of individual organizations and the common good; between freedom and responsibility.

Drucker’s first major work, *The End of Economic Man*, was published in 1939. After reading it, Winston Churchill described Drucker as “one of those writers to whom almost anything can be forgiven because he not only has a mind of his own, but has the gift of starting other minds along a stimulating line of thought.”

Driven by an insatiable curiosity about the world around him—and a deep desire to make that world a

better place—Drucker continued to write long after most others would have put away their pens.

The result was a ceaseless procession of landmarks and classics: *Concept of the Corporation* in 1946, *The Practice of Management* in 1954, *The Effective Executive* in 1967, *Management: Tasks, Responsibilities, Practices* in 1973, *Innovation and Entrepreneurship* in 1985, *Post-Capitalist Society* in 1993, *Management Challenges for the 21st Century* in 1999.

Drucker, who had taught at Sarah Lawrence College, Bennington College, and New York University, spent the last 30-plus years of his career on the faculty at Claremont Graduate University. In 2002, he received the Presidential Medal of Freedom, the nation’s highest civilian honor.

He died in November 2005, just shy of his 96th birthday.



AIEF Board Member Profile

"That's Enterprising" talks to AIEF members to see what "makes them tick".



Name: John Bailey
Organisation: Melbourne Business School
Email: jbaileydoncaster@gmail.com

- ♦ **Star Sign:** *Aries*
- ♦ **Nickname:** *Beetle*
- ♦ **Family:** *Bailey*
- ♦ **Favourite Sport:** *Tennis*
- ♦ **Hobbies:** *Singing Jazz*
- ♦ **Best Movie:** *"Shawshank Redemption"*
- ♦ **Best Song:** *"You Raise Me Up"*
Secret Garden
- ♦ **Favourite Place:** *Waikiki Beach*
- ♦ **Fav. Food:** *Spaghetti & Seafood*
- ♦ **Fav. Drink:** *Coffee*
- ♦ **Hero:** *Jesus Christ*
- ♦ **Pet Hate:** *Terrorists*
- ♦ **Superstitions:** *I'm not aware that I have any*
- ♦ **What was your first job:** *Design Draughtsman*
- ♦ **How would you describe yourself:** *An Encourager of those with talent*
- ♦ **What has been your biggest splurge:** *Business Class around World Flight / Holiday*
- ♦ **What are you passionate about:** *Mentoring disadvantaged children*
- ♦ **Last book read:** *"Lincoln Lawyer"*
- ♦ **Pet Peeves:** *Selfish Drivers*
- ♦ **What do you sing in the shower:** *Frank Sinatra songs*
- ♦ **What is your worst vice:** *Over-eating*
- ♦ **Most embarrassing moment:** *Being told by a consulting client that my "report" is not useful*
- ♦ **The things you'd like to change about yourself:** *The shape of my stomach*
- ♦ **The one thing that frightens you:** *Snakes*
- ♦ **In one sentence how would you describe what you do:** *I mentor young entrepreneurs who have some great ideas, but few contacts*
- ♦ **Your secret to success:** *Under promise and over - deliver*
- ♦ **I'm so tired of:** *People who think someone else owes them a living*
- ♦ **I think they're underrated:** *Mushrooms - grilled*
- ♦ **I think they're overrated:** *Rappers*
- ♦ **Who would you like to sit next to on a long plane trip:** *David Baldachi (Author)*
- ♦ **If you were made Prime Minister tomorrow, what is the first thing that you would change:** *Inequitable taxation policies*
- ♦ **What is your one wish:** *That selfishness is replaced with selflessness*
- ♦ **Motto or phrase that you live by:** *Do unto others as you would have them do to you*
- ♦ **Where would you like to be 10 years from now:** *Waikiki Beach*
- ♦ **Do you have any words of wisdom for our readers:** *Always acknowledge a person's prior experience before providing new advice.*

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
<u>Dr. John Bailey</u>	Board Member (<i>& Life Member</i>)
<u>Geoff Carter</u>	Public Officer
<u>Dennis Chiron</u>	President
<u>Kerry Hallett</u>	Board Member / Minute Secretary
<u>Carol Hanlon</u>	Board Member / Treasurer
<u>Geoffrey Hawke</u>	Board Member
<u>John Hetherington</u>	Board Member



Please contact the AIEF at 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.

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Any contributions that the publisher deems may require changes or alterations will be returned to the author with the appropriate changes for final consent of the author before being printed.

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