That's Enterprising

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# Your Business

## Is Work-Life Balance Really Important?



(Photo Source: yanyong/iStockphoto)

**Inside this issue**


# Your Business
# Is Work-Life Balance Really Important?


Is work-life balance completely overrated? If you're working long hours doing what you love, what does it matter if the scales are out of balance?

For lots of entrepreneurs who have turned their passion into a business, there's no need to keep work and life in separate boxes. When your passion and your work are in synch, spending your days (and nights) on the job is just how you enjoy spending time.

For devoted business owners who are a tad fed-up with people suggesting they need to get a life, the latest data from the Household, Income and Labour Dynamics longitudinal survey could provide some valuable ammunition.

It found work actually improves our general health. Plus, it concluded there is "no evidence that long hours of work (51 or more hours a week of paid work and 81 or more hours of total work) are detrimental to health."

However, a recent study, published in the American Journal of Epidemiology, shows that a combination of stress, raised blood pressure and unhealthy diets stemming from long working hours may be the cause of thousands of workers' serious health problems.

The latest findings discovered by scientists at the Finnish Institute of Occupational Health support results from a 2011 British survey that revealed that doing more than 11 hours of work a day raised heart disease risks by 67 percent.

Lead researcher Dr. Marianna Virtanen and her team gathered data from 12 different studies going back to 1958, when researchers first suggested that working long hours could be linked to poor heart health.

In total, the studies involved more than 22,000 business owners and employees, from Britain, the USA, Japan, Sweden, Finland, Denmark and the Netherlands.

"There are several potential mechanisms that may underlie the association between long working hours and heart disease," study authors wrote. "One is prolonged exposure to psychological stress."

Researchers said that other factors could be increased levels of the stress hormone cortisol, poor eating habits and lack of physical activity due to limited leisure time.

But, according to the ABC, in a report on the 21st August 2015, working 55 hours or more can significantly increase your risk of having a stroke, according to a new study.

The study, published in *The Lancet* , analysed data from 25 studies that tracked the health of over 600,000 men and women from Europe, the US and Australia for up to eight and a half years.

"Pooling of all available studies on this topic allowed us to investigate the association between working hours and cardiovascular disease risk with greater precision than has previously been possible," says the study's lead author Professor Mika Kivimäki of the Department of Epidemiology and Public Health, University College London.

The data showed that people working 55 hours a week had a 33 per cent greater risk of having a stroke than people who worked a standard 35 - 40 hour week.

And, the more hours people worked beyond standard hours, the higher their chance of having a stroke - even after accounting for other factors such as smoking, alcohol consumption, physical activity, blood pressure and cholesterol.

Working beyond 55 hours a week was also linked to a modest 13 per cent increased risk of developing coronary heart disease.

"Our findings suggest that more attention should be paid to the management of vascular risk factors in individuals who work long hours," say the researchers.

The researchers say a number of factors such as stress, physical inactivity, and high alcohol consumption may contribute to the higher risk of stroke seen in people who work longer hours.

Professor Dino Pisaniello of the University of Adelaide says physical inactivity for extended periods is an underlying risk factor for both stroke and coronary heart disease .

"Long working hours is a proxy for other risk factors, which may be more common in workers of low socio-economic status," says Pisanello.

"The [study] should provide a stimulus for workplaces and regulators to re-examine long working hours and in particular, long periods of physical inactivity for men in lower paid jobs."

Tony LaMontagne, a professor of work, health and wellbeing at Deakin University says the study reinforces a growing body of research that has linked long working hours to a variety of adverse health outcomes, as well as with work-family conflict.

Recent research by LaMontagne's group found that working over 49 hours was associated with lower mental health, especially for women working in jobs at higher occupational skill levels.
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# Message From the AIBEF President


Although, already we are half-way through 2016, it is still our sincere endeavour to raise the bar higher and deliver better value to all our stakeholders this year.

I am also hopeful that we would be ably assisted in this task by all AIBEF members and continue to grow and function as a group, bound together by a sense of pride, belonging and unity of purpose.

It is refreshing to see our membership numbers growing, and it seems that we are attracting a broader and more diverse range of highly-skilled professionals seeking membership.

However, it's not a case of now *"resting on our laurels"*.

Our Board has been working to update AIBEF's strategy and priorities, and as you would be aware, there has been some early work by the Board on:

- Member surveys;
- Affiliation;
- Updated Constitution, and also
- Membership development.
- Offering more value for membership

While our plans are still to be settled, we sense that increasing the relevance of the Institute to practitioners, supporting better service delivery to members and giving voice to the AIBEF in national and State arenas will all be important.

We believe that actions that deliver valued services and that raise the standing of our profession will drive membership.

We recognize the need for continuous improvement in all aspects of our activities.

Among the challenges for this year is the absolute need to continue to increase our membership.

High on our agenda is the updating and modernisation of our website and its complementary tool – *"That's Enterprising"* which is the AIBEFs E-Newsletter - both are very important for the AIBEF. ….. and we need those members who have the burning zeal to come up with creative ideas for both mediums. ….. And your ideas and input as members are always very welcome.

These two communication/PR arms of the AIBEF should effectively project our organisation and its activities to the community of present and prospective members, students, sponsors – past, present and future.

Our website should be a gateway to the rich resources – with many downloadable resources and e-books, as well as member access to ongoing professional development.

It should also be the initial contact point when clients or potential clients are seeking support and guidance in their business and enterprise endeavours … and this is what we are working towards, and hopefully will achieve this in 2016.

Regards

*Dennis Chiron MAIBEF*
*AIBEF 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 Business and Enterprise Facilitation and Facilitators. *(In 2015 we became the Australasian Institute of **Business** and Enterprise 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 AIBEF 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 Business and Enterprise Facilitators are (MAIBEF) and Fellow (FAIBEF), and Associate - *both for individuals and also organisations* - is AIBEF (Assoc.)

# Empowering Women

*Long-serving AIBEF Member Carol Hanlon recently presented at the UN CSW60, New York, 2016, Parallel NGO Event*

**Topic:** *'Empowering Women in Small Business through Online Training & Mentoring that develops Sustainable Enterprises providing Social, Environment & Economic community benefits.'*

Carol Hanlon, is the CEO of Belmont Business Enterprise Centre Inc. (BEC Global), TCF WA Inc. ( TCF Australia | TCF Global), BPW Business Incubator Training & Mentoring Program in conjunction with BPW Western Australia (BPWA WA)

Carol has also been nominated as one of only 20 Business & Professional Women (BPW) from around the world that will represent BPW International at the United Nations during CSW60. This year's priority theme is 'Women's empowerment and its link to sustainable development.' The review theme is 'The elimination and prevention of all forms of violence against women and girls'

The 'Empowering Women in Small Business' Forum highlighted a range of Women in Business Online Training & Mentoring projects developed and conducted by the Belmont BEC Inc, (BEC Global) & TCFWA (TCF Global) based in Perth, Western Australia.

The Forum also highlighted creative sustainable products from women participating in TCF Global and BPW Business Incubator projects and provide the outcomes of fashion and TCF related small businesses who participated in energy efficiency training & mentoring.


The NGO CSW Forum gave non-government organisations from around the world the opportunity to discuss issues pertaining to women and girls, to network, share strategies/good practices, and to lobby governments to implement resolutions and treaties.

Carol has an extensive 22 year record of delivering small business development programs for the benefit of women across Australia and Internationally.

Carol was an Australian Government delegate at the 2012 APEC Women Economy Forums, St Petersburg, Russia, APEC 2013 Bali Indonesia and APEC 2015 Manila Philippines where Carol was also recognised in the Iconograph Exhibition 'Women Icons of APEC'. She was also invited by the NGO Forums at United Nations CSW55, CSW56 and CSW59 to deliver forums on women and business empowerment. Carol was inducted in the Inaugural 2011 WA Women's Hall of Fame for her passion and commitment with micro small business owners to achieve their business dreams.

**Forum Highlights included:**
**Australia – TCF Australia Online Energy Efficiency Training and Mentoring Project** – a three year project 2012-2015 conducted across Australia to 1,000 Fashion, Creative and textile, clothing, footwear (TCF) small businesses to reduce energy usage in their business and through their upstream and downstream supply chains.

**APEC Economies - BPW Business Incubator Women in Business Online Training & Mentoring Project** - a 6 month pilot providing business skill development to women in five APEC economies during 2014-2015 including Chinese Taipei, Republic of Korea, The Philippines, Chile and Australia.
**Australia - BPW Business Incubator Women in Business Online Training & Mentoring Project** – a two year project conducted across Australia 2013-2014 assisting 760 women develop business skills and the growth potential of their new or existing homebased, micro small business.

**Global - Social Enterprise Projects** providing economic outcomes and community social benefits and **TCF Global & BEC Global Small Business** support provided to Pakistan, South Africa, Mozambique, Fiji, Vietnam, Cambodia, Philippines, Nepal, India, Afghanistan, Nigeria, St Kitts, Puerto Rico, Mongolia and numerous organisations and designers from many countries.

Carol Hanlon said, *"For two weeks in March, the UN Commission on the Status of Women (CSW) turned the focus of the United Nations towards women and gender related issues worldwide. This year there was a record-breaking number of applications from organisations around the globe wanting to present at the parallel events (over 500!).I'm honoured to have been invited to present a forum in the NGO CSW Forum"*

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# Something To Say?

### Informative & Instructive

Congratulations and well done on another very informative Newsletter (March 2016).

There is certainly some useful information and links in this edition and is just the thing to demonstrate 'value' for our members.

A lot of my work is facilitating groups - often of up to 25-30 senior executives - and any further information regarding useful 'tools' to assist to engage with the group and promoting group interaction and 'buy-in' are always useful.

I will be seeking out the "Skilled Facilitator" book you reviewed this edition!

***Geoff Carter*** *MAICD MAIBEF*
*Managing Director | Strategic Governance Group Pty Ltd*
*Curtin ACT*

### Thanks For The Effort

Great effort with the March 2016 publication. Very informative and heaps of information. I pass it on to many of my clients.

*Peter Nicol*
*Wisdom Marketing & Management Services*
*Toowoomba QLD*

### Simple Message: 'Cairns Cares'

I read with interest your article entitled "*Challenges and Issues Facing Management and Boards of Not-For-Profit Enterprises*" (*That's Enterprising*, March 2016).

I also thought some of Richard Male's comments in the article were very accurate.

However, I thought your readers might be interested in learning more about Cairns Cares, a non-profit organization dedicated to creating flexible, rewarding and meaningful volunteer opportunities in the Cairns community.

In relation to the article, I also thought your readers might be interested in an organization that would enable them to "try an alternative path." Cairns Cares offers between 5 and 10 volunteer projects a month, all scheduled after typical working hours.

The projects range from cleaning the riverfronts and parks to escorting the elderly on walks to walking dogs at the local RSPCA.

I realise that this type of volunteer activity is poles apart from your industry sector of business facilitation, but thought it was worth mentioning. Sometimes we simply just don't give ourselves the opportunity to "smell the roses".

Thank you also for a very interesting and useful publication.
*Carolyn Fuller, President*
*Cairns Cares*

Letters and Article contributions from AIBEF Members and readers are most welcome
Please send your letters to
info@aief.org.au

Asia-Pacific Economic Cooperation

### APEC Accreditation and Training

The Asia Pacific Economic Cooperation (APEC) program was developed by an international panel of experts. Its objective is to create a professional standard across APEC for the small business counselling industry. It was endorsed by APEC Small Business Ministers in 1997. It is recognised by Canada, Australia, Brunei, Darussalam, Chinese Taipei, Hong Kong, Indonesia, Korea, Malaysia, Mexico, Papua New Guinea, Philippines, Russia, Singapore, Thailand and the USA.

In Australasia the program is delivered through a collaboration between Australia's APEC Accrediting Institute – TAFE Adelaide Small Business Training Centre and the Australasian Institute of Business and Enterprise Facilitators (AIBEF).

On completion of the program business counsellors (including facilitators, advisers and consultants), gain international recognition of their status throughout APEC countries and gain professional membership of AIBEF with nationally recognised professional status through use of the letters "MAIBEF".

For details of APEC business counsellor certification process, training modules and workshop details please click on the links below:

APEC Accreditation and Training
APEC Accreditation Process
APEC Accreditation Training

# WELCOME NEW MEMBERS

**JEANETTE MUNDY**
*AIBEF (Assoc)*

Hi, I'm Jeanette, and I am delighted to part of the AIBEF.

For as long as I can remember I have been interested in how people relate to themselves and to others. When we attend to ourselves first, we connect well with others, and improve our ability to learn and contribute.

During the last 35 years I have helped people learn and thrive. I bring people together in conversation as equals in an environment where there is rich territory for learning.

I love working with people to help them understand what's really going on in our conversations to improve they way they work and interact.

I cultivate growth environments. I run workshops for teams, community organisations and I coach individuals.

I write, and I develop formal and non-formal learning programs. My workshops are highly practical and involve each person as a learner, where each person has equal opportunity to learn, develop and contribute.

jeanette@jeanettemundy.com

**JANELLE MACPHERSON**
*AIBEF (Assoc)*

I have had the privilege of developing individuals in the workplace for over 28 years.

I have established my own business in Life Coaching so that I can continue with this privilege in both areas of the workplace and the individual's life.

I am a qualified Life Coach (inc. NLP), Change Facilitator, Mindfulness Coach, and Acceptance Commitment Therapist (ACT), *in the business sector Therapist gets changed to Trainer.*

I guide my clients through goal achievement as well as other cognitive issues that can be holding them back in life.

A qualified Life Coach like me, is like a Counsellor/Phycologist in that we have all done the training into human behaviour and how our minds work.

The difference is that a life coach will not dwell on the past but help the client move forward.

My passion is helping people reach their potential in life and in their work.

emPOWERfulsolutions@yahoo.com.au

http://empowerfulsolutions.com.au/

**RON COURT**
*AIBEF (Assoc)*

After 20 years as the OHS Trainer and Advisor with the Moreton Bay Regional Council, I felt it was probably time for a change.

I left council in July 2009, and for a while I dabbled in self employment, and as well as consulting in OHS to SME's, I also 'had a crack' at guest speaking at local business networking breakfasts and meetings.

I eventually found my niche, and although I now juggle a few different "hats", I have never regretted taking the leap from secure employment into the world of self employment.

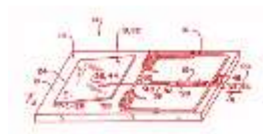
Currently, I am:

- Branch Chairperson & Trainer at Queensland Justices Association
- Civil Marriage and Funeral Celebrant in the Moreton Bay region.
- OH&S Consultant and Trainer

These three roles keep me busy, and out of trouble.

I also find that the whilst the Civil Celebrant side of my business keeps me very busy, I enjoy the diversity of OH&S consulting and training as well as the occasional guest speaking role.
roncourt@aapt.net.au

# 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 intended to prevent seasickness.

Other inventions include the Arnott ventilator, the Arnott stove, etc.

## 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 well as on the DUMAND deep ocean neutrino astronomy project.




# The True Value in Setting Goals

Goal setting is the process of establishing an outcome (a goal) to serve as the aim of one's actions. In educational and training settings, the ultimate outcome is usually some form of learning as operationalized by the facilitator and/or the students *(Source: Marzano, Pickering, & Pollock, 2001, p. 93).*

Setting goals increases motivation. In fact, goals and motivation are so intertwined that many definitions of motivation incorporate goals. For instance, Mitchell (1982) defines motivation as "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed" (p.81).

The effects of goals on motivation and behaviour, however, depend on their properties. For example, it has long been known that giving people specific goals to achieve rather than telling them to do their best increases their motivation *(Source: Locke & Brian 1966, Brian & Locke, 1967;*
*Locke & Latham, 2002).*

One of the most important benefits of setting goals isn't achieving your goal; it's what you actually do and the type of person you become in order to achieve your goal that's the real benefit. … or at least this is what Rohn sincerely believes.

Goal-setting is powerful because it provides focus. It shapes our dreams. It gives us the ability to hone in on the exact actions we need to perform to achieve everything we desire in life.

Goals are great because they cause us to stretch and grow in ways that we never have before. In order to reach our goals, we must become better.

Mike Holubik issues this stern alarm about goal setting: *"Warning. Written Goals May Lead To Success."*

All too often, we hear about the importance of setting goals, but how many of us truly appreciate the idea of writing goals down? Surprisingly few, it seems.

Today, an estimated 93% of people have no written goals. Setting goals and objectives is a great way to evaluate the effectiveness of emergency preparedness and response exercises.

In many situations, organizations can review their emergency preparedness and response strategies and establish new milestones. A common goal of emergency preparedness and response drills, for example, is to develop a higher level of preparedness.

Meanwhile, other goals are often driven by the needs of your organization – it is crucial for staff members to show that they are trained or that your emergency plan is reliable and valid.

Objectives provide details that highlight what an exercise will accomplish. Lastly, measures help organizations ensure that they meet their objectives.

Sumeeta Kumar says that: *"Setting goals is a fundamental component to long-term success. The basic reason for this is that you can't get where you are trying to go until you clearly define where that is."*

Research studies show a direct link between goals and enhanced performance in business. Goals help you focus and allocate your time and resources efficiently, and they can keep you motivated when you feel like giving up.

Goals also help your clients stay aware of what is expected from them and leave little room for people to hide behind the curtain of unspecified expectations.

Furthermore, setting and achieving goals translates to feelings of success for both individuals and companies, which in turn spurs greater productivity and confidence.

*"Having a goal written down with a set date for accomplishment gives you something to plan and work for. A written goal is an external representation of your inner desires; it's a constant reminder of what you need to accomplish."* Keep Inspiring Me

There's a very common theme that comes with working towards goals that we are all familiar with:

You set your mind to something, you initially become enthusiastic, apply initial effort (either physical or mental effort - or both) and then, if success isn't instant, our motivation starts to diminish.

*Having goals that you can focus on and visualize helps you better connect yourself with your inner desires, and gives you the motivational energy you need to work through periods where your focus inevitably starts to disappear.*

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# The Real ROI On Professional Development For Your Team

*by [Jay Tankersley](#) President & CEO, [Vital Learning](#)*

***HOW VALUABLE IS PROFESSIONAL DEVELOPMENT?***


Every business's main goal is profitability. So, when you hear professional development program benefits like "team morale" and "employee loyalty," you might write them off as "nice-to-haves" that aren't really essential to your company's bottom line.

But, you'd be wrong.

The right professional development program returns much more than an intangible ideal: It reaps real monetary advantages for your organization.

Remember that the next time you find yourself asking, "Is professional development really worth the cost?" Here, we'll break down the answer for you, and show you how to gauge the impact of management training on your company, team or clients.

**The Payoff Of Professional Development: Retention.**

Replacing an employee is a costly enterprise. The average expense of replacing an entry-level worker is 30-50% of their annual salary. For mid-level employees or managers, it's about 150% of their annual salary. And for high-level individuals, you're talking 400% in replacement costs.

These numbers stem from a few issues:

- New employees are often brought on board at a higher salary.
- Every new employee requires training.
- Your leaders lose work time searching for, interviewing and training candidates.
- Your company loses productivity as a new employee learns the ropes.
- Companies often lose business opportunities in the interim of a key leader being replaced.

As a business, when you fail to retain employees, it hurts your profitability.
An investment in professional development, however, helps you protect that bottom line.

If employees feel more engaged in their work as a result of management training courses, they're less likely to get bored with the position and leave. An investment in training also shows your people that you're invested in them as individuals – which makes them more inclined to stay.

**Succession Planning**

It usually takes about 90 days for companies to replace CEOs, according to the [2014 Report On Senior Executive Succession Planning And Talent Development](#). And, nearly 40% of companies don't have a candidate already prepped to take on high-level positions in the event that a leadership member leaves for any reason. That's valuable productivity time gone to waste.

With a strong professional development program in place, and a commitment to cultivating essential leadership skills, you're in a much better position to make a transition like this smooth and seamless. [Succession planning](#) translates to stability within your company and helps you preserve your profitability in times of leadership change.

**Efficiency**

When your employees are properly trained to do their jobs, they work much more efficiently. Through professional development courses, your leaders learn to train and coach employees to elevate their job performance.

Think of an issue that slows your team down, like poor communication. Your workers might have problems understanding expectations or getting their messages across. If you invest in communication training to hone this essential leadership skill, you equip them with the tools they need to improve communication and streamline workflow.

**Measuring Management Training ROI**

Now that you know the areas in which professional development pays off, use the following methods to gauge your return on investment.

**Look At The Numbers**

The most straightforward way to monitor success is by tracking specific metrics at your company. Pay attention to numbers like retention rate and internal promotion.

**Talk To The Team**

Employee feedback is hugely beneficial in evaluating the success of a professional development program. Talk to employees about what they want out of a training program, and when it's over, ask them if they felt the material was applicable. In the months following, find out how they've applied any management training lessons to their daily work.

**Communicate Success**

When you begin to see how your organization's investment in professional development is helping employees rise to success, communicate those wins to the company at large. Give personal examples from your team about the real-world benefits of their management training, using them to inspire and encourage even greater success.

***Maximize your return on a professional development investment by harnessing the power of succession planning. Download Vital Learning's informative guide to learn more about this initiative.***

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# How Important is Professional Development For The Facilitator?

*Compiled by Dennis Chiron AIBEF Member*

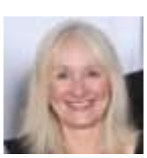

In today's international economy with its rapidly changing environment, any business that isn't investing in professional development courses for their managers, their staff, **and themselves**, will most likely fall behind.

It is equally important for the facilitator to "stay on top of their game", and it is a fundamental part of being a professional to undertake ongoing or Continuing Professional Development (CPD). Along with 'on the job learning', CPD helps to ensure your competence over the course of a career. Undertaking CPD activities, combined with experiential learning, is an essential activity to help ensure that your all round skills and knowledge are up to date.
The importance of continuing professional development should not be underestimated – it is a career-long obligation for practicing professionals.

We are often asked to describe the importance of continuing professional development. Why is CPD important and why does it matter?

Obviously, continuing professional development is important because it ensures you continue to be competent in your profession. It is an ongoing process and continues throughout a professional's career.

The ultimate outcome of well-planned continuing professional development is that it safeguards the public, the employer, the professional and the professional's career.



[Vivian Kloosterman] of [Continuing Professional Development] says: *"Well crafted and delivered continuing professional development is important because it delivers benefits to the individual, their profession and the public."*

In this constantly changing world, we are all frequently challenged to develop new skills, knowledge and approaches in order to continue to perform well in our roles as a Business of Enterprise Facilitator.

It has long been recognised that one of the most important things a facilitator can do is continue to learn.

The Australasian Institute of Business and Enterprise Facilitators recognises that *"continuous, high quality Professional Development is essential to the goal of ensuring that high standards of learning and the delivery of that learning should be the pursuit of all professionals who are involved in business and / or enterprise facilitation."*

It is a fact that the need for quality Professional Development for facilitators is recognised at the highest levels of modern Western Society. Improving facilitator knowledge and quality can improve learning outcomes for their clients or students.

In fact, [Jenny Blake] believes that: ***"If you are not actively learning, you are obsolete."*** To succeed in your business or career you need to take an active role in your continued learning and professional development. **No one else will do it for you.**

Personal continuing Professional Development is a topic I feel strongly about and one that is close to my heart both as a Business and Enterprise Facilitator and also in my Training & Development activities. My role is to help people grow and take ownership over their lives and career, and to make sure I'm setting a good example by doing the same.

So, what is Continuing Professional Development (CPD)? It is simply a method of ensuring that you achieve the right abilities to do your job and maintain/enhance your expertise. It embraces everything that you do to improve your performance and your 'lifelong employability'.

**Knowledge updating**
Some professions require a certain amount of professional development every year to retain their status.

Whether this is a requirement or not, make sure you're up-to-date with what's happening in your field, or you could lose credibility and potentially expose yourself and/or your organisation to risks.

You can keep updated by reading professional journals or trade press, attending industry events, conferences, workshops or your own research. The rise of webinars, e-newsletters and online forums means it's easier than ever to participate in learning from your office desk or at home.

*** If you would like Free Templates for:*

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☑

Strategic advisors offer growth and efficiency guidance, advice and plans to improve businesses.

# Are You A Strategic Advisor?


**The Role of Strategic Advisors**

A strategic advisor guides work, rather that executing it. Think of the position as someone who tells you what to do rather than doing it himself. Strategy is the creation of goals and how to get there, while tactics are the tools you use to do the job. A career as a strategic advisor is consulting in nature, requiring expert skills and knowledge to advise people and companies on what they need to do and how to do it.

Sam Ashe-Edmunds believes that: *"Strategic advisors research and assess the performance of a business or a department to determine its strengths, weaknesses, opportunities and threats. This usually involves reading financial and production reports, interviewing key personnel and evaluating the competition. The advisor might interview customers, potential customers and vendors. Once the advisor has gathered this information, they can then identify specific problems or opportunities and develop plans to solve or take advantage of them. A business might have several strategies it can follow to achieve its goal, but a strategic advisor will choose the one with the biggest likelihood of success, based on objective data."*

People often use the words "strategy" and "tactics" interchangeably, but they are two different tools for business. Strategy is the "what," while tactics refers to the "how." For example, a business might decide on a strategy of increasing sales of its low-margin products. Tactics might include selling the product in big box stores instead of boutiques, changing the packaging or selling it online. A strategic advisor's primary goal is to help companies plan specific strategies to fix problems or create opportunities. The plan includes deploying tactics to do so, but the advisor's main goal is to make sure the company starts out on the right path, identifying realistic problems and pursuing attainable opportunities.

Have you ever thought about the role strategic advisors such as accountants, lawyers, risk managers, auditors, business facilitators, HR managers, IT managers and many others might play in the success of organisations? I mean really thought about it? You probably have.

Bryan Whitefield states that if you are a strategic leader receiving the advice you have probably thought about the need for key expertise and advice that you can rely on ……. Key elements required to develop trust in the relationship.

If you are a strategic advisor you have probably thought about ensuring your expertise is up to date, that your advice is sound, if not sage-like, and that you deliver it as clearly as possible so it is understood and acted on. You would have been seeking to develop trust also.

A major problem that is encountered is that strategic advisors are tasked with much more than providing this advice and these other tasks can interfere with the relationship and the level of trust.

Finance need to put into place financial controls for example, usually along with a bunch of other administrative controls such as for travel and procurement.

HR and IT do the same, as does legal and as do risk and compliance people while auditors are often seen as good cop and bad cop all in one.

These controls create friction between the support departments and management. This leads to complaints and/or excuses being wielded at the strategic leaders.

The challenge of course is striking a balance. No one likes a back office Nazi. However, how many of the advisors in your organisation that provide you advice, or that work for you, gets the balance right? How many are cutting through with their advice and being invited to provide more?

If the answer is not nearly enough then you need to work with them to improve their ability to both design and build appropriate policy and systems while building trust through providing valuable advice.

After all, for even an average piece of business advice given in 15 minutes, it has taken 8 hours of someone's or a team's time to prepare it. Whether giving or receiving you want those 15 minutes to be valuable.

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# Handling Some Common Facilitation Challenges


Even the most experienced facilitators must face challenges now and then in their facilitations As facilitators, we have all thought at one time or another, "Am I the only one who has experienced this?" Or, "There must be another way to handle this situation."

Amy Gallo states: "Great managers strive to do right by their employees — treat them well, motivate them to succeed, and provide the support and support each person needs. This is often easier said than done, especially when it comes to facilitation or coaching. That's because this takes time, skill, and careful planning. And there are certain types of people who may be particularly challenging for managers to coach.

Think about the person on your team who is pessimistic at every turn, or the person who refuses your advice with a smile on his face. It's not fair to you or to the employee to give up, so what do you do?

Susan David, a founder of the Harvard/McLean Institute of Coaching and author of the HBR article "Emotional Agility" gives her insight on some of the more vexing facilitation situations that managers and consultants face and what to do about them.

As with most interpersonal difficulties at work, the first step is to look at yourself. David says that the problem often starts in the manager's head. "When a leader is coaching someone who they've identified as 'challenging' it means that leader has an attachment to an idea about that person," she says.

You might think, *This person is such a pessimist*, or *This is going to be difficult*. "There's a fair amount of research that shows that kind of orientation is not going to be helpful," she says. Being "stuck" to those ideas leaves little "space for change, hope, or optimism."

To overcome this mindset, there are several things you can do.

**Assume change is possible**. If you go into any facilitating situation presuming that people are who they are, you're setting yourself up for failure. "You're on a fool's errand because you can't help someone change if you don't think they're capable of it," says David.

Ask yourself whether you're going into the context with a preconception that is fundamentally undermining what you are trying to do. If so, try the next few steps.

**Take an alternative view**. If you find yourself thinking negative thoughts about the person you need to coach (e.g., *He's so negative*. *She's such a downer*. *I don't really trust him*.), it's difficult to show compassion or curiosity. "One of the critical tools of an effective coach," says David, "is to take a different perspective." Instead of thinking, "This person is…" try "One view of the person is that he can be quite negative.

What are other options?" Think about the other people he works with. Is there someone who doesn't seem to share your view and genuinely enjoys working with him? Try to put yourself in that colleague's shoes. Look for disconfirming evidence or instances

when your direct report does the opposite of what you expect — taking a positive or neutral stance, for example.

I also asked David about what to do in a few specific, tough scenarios.

Of course, every situation is different and what you do will depend on the content of your coaching, your relationship with the coachee, and the culture of your organization, but these suggestions may help you get started:

***Scenario #1: Your client is pessimistic and defensive.***

Your direct report messed up an important part of a project and she refuses to admit it. Instead, she insists that she followed directions or that her approach would've worked if other people had done their jobs. This can be frustrating, but the good news is you don't need to bang your head against the wall. "Sometimes leaders get hooked on trying to get the other person to see the facts," says David.

If you're desperately trying to get her to acknowledge her mistake, you may never succeed. "People are designed to self-protect and if someone is defending themselves, it may be near impossible to persuade them of 'the facts,'" she says.

Give up the need for the coachee to see things exactly your way. "Some managers approach coaching as a means to get someone to do what


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# Handling Some Common Facilitation Challenges

*Continued from Page 12*

*they* want them to do," she says. Instead, think about what the defensiveness is indicating. "Chances are they feel threatened," posits David. "And as a coach, it's your job to help the person feel psychologically safe."

One way to do this is to create a shared perspective. Focus on what you do agree on. Get her to describe her version of events and indicate where you see eye-to-eye.

"It doesn't matter that the person has a different perspective as long as you can move into problem solving together," she says.

"Facilitation works best when you walk in the other person's shoes and come to a shared version of what needs to happen."

***Scenario #2: Your "student" lacks confidence.***

You have a talented employee who just doesn't believe he has what it takes. Because of this insecurity, he undermines himself in front of others and doesn't do all that he's capable of.

David acknowledges that it can be really tough to build confidence in these types of people. But it's not impossible.

She explains: "If you say to someone, 'Gee, you don't have the self-confidence to see that you're good at your job and you're undermining your ability to get yourself promoted,' it isn't helpful."

And paying compliments doesn't help either because more often than not, the person will discount any compliment you give her, thinking, *She's just saying that to make me feel better*.

One solution is to have her own a compliment. Instead of giving broad praise like, "You're really good at your job," focus on something specific she has done well.

Then help her to analyze it, unpacking her skills and strengths. Ask: What does that compliment mean to you? Why do you think I'm choosing to give it to you? "Research has shown that this kind of intervention has long-term effects on low self-esteem," explains David.

You can also help a direct report own a compliment given by someone else. For example, you might say, "I heard John tell you that you did a good job with the quarterly report. Why do you think he said that?

What about the report do you think he was particularly impressed with?" This will guard against any discounting that the person might do.

You can then take it a step further by helping your direct report to apply those skills in other places. "My boss said that you're really good at problem solving.

How can we take that strength of yours and expand it to other areas?

How can you better problem-solve with your peers?" David explains: "You're looking for ways to embed the positive thinking."

***Scenario #3: You don't trust your coachee.***

One of your team members has been dramatically inconsistent.

Sometimes he knocks a project out of the park. Other times he barely makes his deadlines.

You're not sure if you can trust him but you want to coach him to be more reliable.

The good news is that the facilitation process is meant to build trust. "Monitoring and checking in is built in from the beginning so it doesn't look like you're checking up on them when they're doing something wrong," says David.

Don't get too hung up on how trustworthy the person is. Trust the process. You may want to set explicit expectations, saying something like, "OK, let's map out what this might look like. What are the three steps you're going to take and by when?" Then you can follow up appropriately.

But if you think the person is dishonest or repeatedly fails to meet the objectives you've mutually agreed upon, then remember that there are limits to facilitation.

You may need to seek help from HR, hire an outside facilitator, or let the person go.

"Coaching and facilitating is meant to be about positive change," says David. Of course, you will run into tricky circumstances, but remember that worrying or focusing on those challenges won't move you, or your direct report, forward.

Make room for the change you want to see.

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***Amy Gallo** is a writer and editor, and also the author of Harvard Business Review "Guide to Managing Conflict at Work," business book ghost writer.*

Glenn Smith

# One Reason Why People Don't Refer Your Business

*"If the marketplace isn't talking about you . . . there's a reason. The reason is that you're boring. And you're probably boring on purpose. You have boring pricing because that's safer. You have a boring location because to do otherwise would be nuts. You have boring products because that's what the market wants."* – Seth Godin, from The Referral Engine, by John Jantsch

In his book, Jantsch says, *"To build a business, territory, or practice based primarily on referrals, you must first discover or create the remarkable thing about you or your products, the thing that gets people talking—that almost forces them to tell others about you. Boring people, products, and companies are hard to refer!"*

**Everyone Wants Referrals**

**Why would your customers refer someone to your company?**

Do you offer a noticeable level of customer service that makes you stand out from your competitors? Do you really? I hear many people talking about their "outstanding service," but often I have a hard time seeing how they are any different. If your difference in service is not noticeable, it's not remarkable.

And if it's not remarkable, it's boring. A referral marketing strategy can't work with a boring business!

**How Does Your Business Stand Out?**

Here are some questions to ask:

- Does your product or service do something that makes you stand out? Do you really provide a remarkable product, process, service, or outcome? Or are you pretty much just like everyone else—boring?
- Do your people treat prospects and customers in a way that the customer walks away saying, "Wow! I really like the way I was treated.
  I don't get treated like that very often." If not, you're just like everyone else—boring.
- Do you deliver so much value that the people you serve don't really question the price and they aren't always looking for a "cheaper" solution? I know, everyone wants the best price.
  But are your customers not inclined to "price shop" because they feel so good about the additional value that they receive from you? Or are they bored with what they are getting?

**A Referral Marketing Strategy**

If we want to build a strong referral marketing strategy, we must give people a reason to refer us! We must do something that stands out.

And whatever that "something" is, it must be remarkable to the point that it is noticeable—that people will enjoy talking about it.

As a business facilitator serving Sugar Land, Katy, and the Houston area, I find that many business owners would benefit greatly by giving some thought to their unique difference.

Engage your team. Make it fun! Raise the bar and challenge them! By doing so, you just might create a culture of "remarkable" within your company—and people will surely talk!

**You're most powerful salespeople are your advocates – your customers that are generating business referrals and giving high praise about your business to their friends and associates.**

Tobin Jarrett tells us: "It comes down to the way humans are wired. The desire for financial gain and the desire to help our friends with a great recommendation are utterly distinct."

If your aim is to motivate your customers to spread the good word about your business so that their friends and neighbors can enjoy the same benefit while simultaneously making the world a better place by spreading your business's mission, then put away your money and pound *that* drum.

Muddying the motivation by offering referral commissions confuses your customers on a subconscious level, while diluting the potency of both the mission and the monetary motivation.

Ultimately, when you do this, your confused customer ***moves on*** to the next thing in their day, with*out* being moved to share for you, because they lack the laser sharp clarity they need about **why they're referring**.

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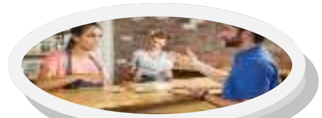
# Dealing With Unhappy Customers



Did you know that right now, there are over [2,200,000 small businesses] operating within Australia? If you are one of these 2.2 million entrepreneurs, you most likely understand the challenges and demands involved with establishing a stand-out company.

No business owner (or staff member) wants his or her customers to be unhappy. Not to mention that it's bad for business.

Many of us have to deal with irate or unhappy clients as part of our roles, and it's never easy. But if we know what to say and, more importantly, how to say it, we may be able to save the situation. In fact, we can even end up with a better relationship with our client than we had before.

Between increasing revenue and finding the ideal product-market fit, it's not uncommon to overlook the essentials that make your business a true success, like maintaining a strong relationship with clients.

In addition to being important, customer service can also be incredibly challenging.

Timo Selvaraj, the co-founder of SearchBlox, claims that keeping quality customer service is one of his company's biggest challenge.

Add in the emotions of an angry client and maintaining excellent service is even more difficult.

However, there are several steps you can take to improve your customer service skills ten-fold, especially when you're dealing with an angry customer.

Bryan Phelps suggests that these following four steps will help you become a rockstar entrepreneur and a stellar customer service representative.

1. **Understand The Magnitude, Motive and Impact**

Before you can begin to resolve an issue with a customer, you must first understand *what* they are so upset about and how serious their complaint truly is. Have an idea of what the customer is unsettled about. Do they want a refund? Are they looking for an exchange? Perhaps they'd simply like an apology or to be heard.

2. **Don't Let The Customer's Complaint Fester**

Be assertive to all issues that arise. By avoiding a problem or issue with a customer, news of your company's poor assertiveness will likely spread - whether it be to other customers, competitors or even social media and the news.

One approach is to give customers immediate attention with an auto-response email. However, the more personalized you can make your customer service, the better the outcome will be for everyone involved.

3. **Console And Remedy With Care**

Instead of going on the defensive or mounting a counter attack, acknowledge your customer's grievances with compassion and empathy. This will likely calm them down and reassure them that they are being heard.

Furthermore, remain calm when talking with a customer, even if you know they are after a freebie or are a chronically dissatisfied client.

4. **Request Cooperation And A Positive Review**

If the time is right, engage with the customer and empower them to be cooperative and active in helping you resolve the problem.

Not only does this make them feel involved and in charge of the process, but it also gives you an opportunity to encourage them to provide positive feedback and a review of your friendly service.

Remember, having happy clients is the key to a successful business. Unfortunately, complains, issues, and concerns will always be a challenge your company will have to overcome.

If you can perfect your customer service skills as an entrepreneur, you can rest assured you'll establish a booming, customer-friendly business

Even the most experienced facilitators must face challenges now and then in their facilitations As facilitators, we have all thought at one time or another, "Am I the only one who has experienced this?" Or, "There must be another way to handle this situation."

# What Is a Facilitator in a Business?

*(Compiled by Dennis Chiron, Member of the AIBEF)*

Bob Zimmerman believes that the Business Facilitator needs to be Part Business Analyst. Part Orchestra Conductor. Part Psychologist.

He further explains: *"Think about what it takes to lead 100 musicians to make beautiful music together. Or how much sensitivity it takes to understand why people behave the way they do. While the qualities that separate a great conductor or therapist from a mediocre one may be subtle, the outcomes are obvious. The same holds true for facilitators."*

Do you think of yourself as an effective facilitator but unsure how others perceive you? Maybe you've been at a meeting recently where the facilitator is doing a fantastic job but you just can't figure out exactly she is doing differently.

The differences are subtle. This series is about those subtleties that separate the great facilitators from the mediocre ones.

Put simply: Facilitators help get things done.

**Definition**

A facilitator helps a group of people in a business to reach an outcome or decision for which everyone will take responsibility and be fully committed. A facilitator helps by providing a structure to a process enabling cooperative decision-making.

You must note that a facilitator doesn't lead, but rather guides. The facilitator doesn't offer solutions or recommend decisions, but rather helps the group discover solutions. In the simplest terms, they are consensus builders.

**Roles**

Many view a facilitator as someone who can help the group view the matters they must confront as learning experiences and not as antagonistic or confrontational experiences. If you ever act as a facilitator, you will serve three functions:

1. **Intervention**: You help the group learn from one another by intervening when necessary to calm tense situations or situations that are threatening to collapse the process. You intervene by guiding the conversation to a more productive avenue. You also create a safe environment that is receptive to the exchange of constructive feedback.

2. **Encourage objectivity**: You help the group take a step back and observe itself and its interactions objectively. You help it theorize and experiment with new approaches of accomplishing goals, objectives, tasks or problem solving.

3. **Understanding the learning process**: You help members understand their respective learning processes. Once someone understands how to learn, we can change many different types of situations into learning experiences.

This should help put issues before the group in a more positive light and help facilitate a resolution by each member learning about the issues from different perspectives and different approaches to solutions.

A good facilitator needs a set of core competencies, which include the following:

- Careful observation skills
- Active listening skills, which is where you provided feedback to the person communicating to you by restating or paraphrasing what has been spoken to confirm your understanding
- Having a good since of timing--knowing when to intervene and when to refrain from intervening
- Being sensitive to the groups dynamics
- Permitting a group to move in directions or areas that you may not agree or feel uncomfortable about

WHAT MAKES A GREAT FACILITATOR?

*While most facilitators bring their own approaches to a session, the best facilitators allow the solution to be defined and owned by the individuals they are facilitating. She has the tact and skill to:*

- Help the team clarify and align on their objective. Then, facilitate by making progress towards the objective.
- Help keep the group's energy high so everyone contributes, is engaged and feels heard.
- Keep momentum or rhythm flowing towards the objective. (Although they can help the team change direction if the team believes it is required.) Staying on track can be tricky since the facilitator needs to balance discussion on side topics that are helpful to the objective vs. topics that derail the goal.

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# Is It Okay To Complain Online?

*Should you be allowed to complain about businesses online?*
*One man doesn't think so.*

Not so long ago, you had very few options for expressing your dissatisfaction with a product or service. You may have told your friends and family about your experience. Maybe you filed complaints with state and federal regulatory agencies, the ACCC or the Office of Fair Trading or the local consumer-watchdog reporter.

Similarly, if you were really happy with a purchase, there were few ways of getting your recommendation out there.

**IF YOU experience bad service, should you be allowed to complain about it online? Or is it like your mother always told you — if you can't say anything nice ...**

In a time when anonymous reviews from disgruntled customers can make or break small businesses, one man is on a personal mission to bring some positivity back to the internet.

Paul Ryan, head of marketing company Intouch group and co-founder of the company formerly known as Wizard Home Loans, is the man behind a new venture called Kudos2.

It's an online testimonial service in the vein of UrbanSpoon or Yelp, but with a fairly significant catch — you're only allowed to post positive feedback.

"Service is subjective," Mr Ryan explains. "One man's drink is another man's poison. What could be good service for you might not be good service for others."

According to Mr Ryan, sometimes "people have bad days" and while your grievance may be legitimate, it's unfair to publicly sledge a business without first giving them the opportunity to rectify the issue.

"Today we're very quick to jump on negativity, but I think we should be rewarding effort. If you post a negative review online, it just breeds more negativity."

Mr Ryan hopes people will use Kudos2 to share positive service experiences, and others will make their judgement based on the number of recommendations a particular business has.

"Say you wanted to move to Port Macquarie — you'll need to find a real estate agent, an insurance broker, a dentist, a nice coffee shop," he says. "We want people to be able to jump on Kudos, type in 'Port Macquarie', and see all the businesses that have happy customers."

It all sounds lovely, but it begs a fairly obvious question — what if a business just isn't up to scratch? Don't customers have a right to warn off others if they believe they'll have a bad experience?

"When a customer has a bad experience, they want one of two things — they either want to vent, or they actually want something done about it. If it's the second one, the best people to speak to are the businesses themselves."

And if it's the first one, Mr Ryan would prefer it was done the old-fashioned way — having a whinge to your mates at the BBQ, rather than putting it up on Facebook where thousands of people can potentially see.

"Seventy per cent of people are now researching online and trusting recommendations they find — there's still Facebook, Yelp and the rest. They can see all the negative reviews there as well, and they'll make their own decision."

Kudos2 is only 12 months old and Mr Ryan isn't sure when it will turn a profit. Around three hundred businesses have been given 'Kudos', and the site has around 200 registered users.

Conversely however, Some doctors require that their patients sign an agreement promising not to post comments about them on public sites. It's not clear how enforceable those agreements are, although doctors have been using them to persuade some sites to remove patient reviews.

RateMDs.com maintains a "Wall of Shame" that lists the names of doctors using such agreements.

"There are over 1.4 million Australian businesses out there with fewer than four employees. These are businesses that don't have huge marketing budgets, so the question is how do they get themselves known in the wider community?"

***** Should people keep their negativity to themselves, or does poor service need to be called out?***

***Please email your thoughts to info@aief.org.au***
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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

## [*The Complete Facilitator's Handbook*]: [*by John Heron*]


John Heron, well known for his previous books, "The Facilitator's Handbook" (1989) and "Group Facilitation" (1993), both of which have become standard reading on the subject, now integrates, builds on and updates those works to provide this comprehensive guide to making a success of facilitation.

The model presented in this book provides a key to successful facilitation. Originating at the Human Potential Research Project, University of Surrey, and rooted in the realities of facilitator training, this model has been continuously developed for over 25 years, and is committed to empowering whole people in highly flexible learning environments.

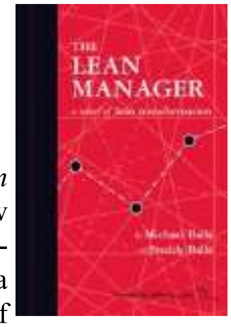
The key to this new book lies in the way in which it helps facilitators to understand and develop a personal style to their work. Analytical in approach and highly structured, it offers strong theoretical content on the fundamental thinking underlying facilitation (which includes exploration of its dimensions and modes, whole person learning, and a comprehensive group dynamic theory) but combines this with a wide repertoire for practical action designed to enable facilitators to build up their skills effectively.

Analytical and well structured, it relates six basic learning dimensions to three primary forms of decision-making, and within this framework offers an extensive repertoire for practical action. It provides essential support for facilitators to develop their own style and build effective skills relevant to the diverse situations they encounter.

John Heron's distinctive merit here is his demonstration of the benefit to be derived when such skills not only suit facilitator's own personality but can also be matched to whatever situation facilitators encounter.

As well as practical guidance, there is strong theoretical content, covering group dynamics, facilitator authority, experiential and whole person learning, personal charisma, co-operative inquiry and social change. The appendix applies the whole model, in detail to the manager as facilitator.

## *The Lean Manager: By Michael Ballé and Freddy Ballé*




*The Lean Manager: A Novel of Lean Transformation* reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement.

Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today.

*The Lean Manager* tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey of becoming a lean manager. Under the guidance of Phil Jenkinson (whose lean journey was the core of *The Gold Mine*), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant's operations, to foster a lean attitude that sustains continuous improvement.

This book will help you learn both the **how** of doing lean, as well as the **why** behind the tools, to enable you to become lean. Lean is an important business model for competitive success. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts.

The biggest problem for these companies is *becoming* lean: how can they advance beyond realizing isolated gains through the use of lean tools, to fundamentally changing how they operate, think, and learn? How can companies learn to go beyond lean turnaround to achieve lean transformation?

*The Lean Manager* addresses this critical problem. As we move from what Jim Womack, LEI founder and lean management expert calls "the era of lean tools to the era of lean management," *The Lean Manager* gives companies a definitive guide for sustaining their ability to learn, improving their operations and financial performance, while continually developing their people.

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# WORKPLACE HEALTH & SAFETY

## The Hidden Costs of Accidents & Injury

Today let's have a look at some of the indirect costs of an accident or injury at work: Most times we don't even think of the consequences when that incident happens.

- Minor injury, some first aid and just a little time lost.
- An injury that that needs to have the person to seek medical treatment, medium time lost
- An injury that requires medical treatment at a hospital, here the time lost can be significant, how many people are now involved for this one person injured.
- Now we have an injury that at the very least can have life changing consequences and not just for the injured person, the work colleague whom witnessed the incident, the cost of the investigation into the incident, replacement worker, insurance premium, the family of the injured person they now have change their routines to accommodate the new situation.
- Then there is the fatality which in itself is very hard to accept and come to terms with, as this will have life changing consequences for so many people.

So when you think about that next job to be done check it out first and ask yourself "what could go wrong ".
OH&S legislation tells us what we must do to minimise hazards in the


workplace and in what order.

◊Elimination
◊Substitution
◊Isolation
◊Engineer
◊Administration
◊PPE (Personal Protection Equipment)

So what is a HAZARD, it is anything with the potential to cause death, injury or illness.

A RISK is the likelihood of injury or illness arising from the exposure to any HAZARD and decree of effect.

You can get information about your OH&S obligations and other valuable OH&S resources both in hard copy and online from their websites. http://www.deir.qld.gov.au

Always seek independent legal advice on what is applicable to your situation.

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### Looking For New Customers?

Are you looking for new customers? It pays to consider who's already using your competitors' services or products.

If you're wondering why those customers should do business with you, well, that's exactly the question you'll have to answer if you expect them to make a vendor change.

So before you attempt to woo a customer away from a competitor, you must ask yourself these questions:

What can I offer that's different from my competitor? How can I bring more to my customer's business? How can my product or service add more value to the potential customer's business?

Once you've answered all these questions, there's one thing left to ponder: What is the competition doing that you can do better, and what isn't the competition doing that you can offer the customer?

Suppose your prospective customer has been buying from Acme Widgets for a long time. It's likely Acme is taking that business for granted or even becoming complacent about the service they provide.

That's a perfect opportunity for you to offer your new prospect a "teaser," such as a week-long free trial (or 30 days, or a discounted price, or whatever makes sense for your business) so he or she can see that the kind of value you offer makes your company much better than the competition.

Then you can say, "If we don't prove ourselves, stay with your present vendor. I promise you, once you try our product, you'll understand why changing suppliers is good for your business."

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# 16 Powerful Ideas to Reward Your Team

*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".***

**Testimonial from Stephen Hartley, Australia's leading expert on project management and author of "Project Management: Principles, Processes and Practices.**

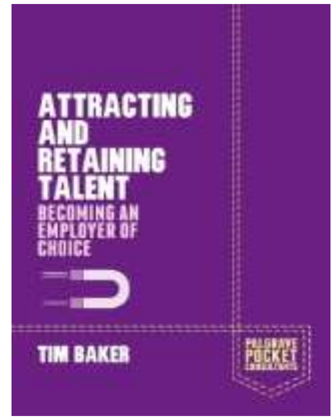
Here are some practical and powerful ideas for extrinsically rewarding a high performing team:

- Giving verbal praise at a team meeting;
- Inviting the team to present its work at a whole-of-staff meeting;
- Prominently displaying a poster showing team photographs and accomplishments in the lunch room;
- Sending the team on an outing, such as a boat trip or to a sporting event;
- Inviting the team to the business owner's home for a barbecue;
- Placing a photograph and story about the team in the company newsletter of community newspaper;
- Encouraging team members to attend and present at professional conferences by paying travel expenses;
- Asking the GM to attend a team meeting to praise its performance; and
- Giving each team member a T-shirt, hat, or mug with his or her name (or team's name) on it.

On the other hand, some people respond better to intrinsic rewards. Following are some ideas:

- Asking the team to accept a new challenge to resolve in the business;
- Giving the team the opportunity to meet off-site at a nice venue;
- Giving the team improved resources, such as new equipment;
- Asking the team's opinion about how to handle problems or new business opportunities;
- Asking the team to help another team start up or solve a problem;
- Offering to pitch in and help the team directly; and
- Empowering the team to act independently.

Both extrinsic and intrinsic rewards are effective in rewarding and reinforcing exceptional team performance.




Their value will depend on the team's preference, the culture of your business, and the resources at the disposal of the manager or business owner. A combination is often the most effective form of recognition.

The key message here is: If we want good team work then we must be prepared to reward it when it occurs.

***This is an extract from Tim Baker's latest book - Attracting and Retaining Talent: Becoming an Employer of Choice.***

***Dr Tim Baker is an international consultant and author of four books. (http://www.winnersatwork.com.au)***

***He was voted one of the 50 Most Talented Global Training & Development Leaders by the World HRD Congress last year.***

☑

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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 exactly how and when to use these systems 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/

*Contact me for a 30 minute Solution Strategy Session where you tell me **what's going** on in your business and what your **current challenges** are and I help you **take the next steps**.*
*Angie Spiteri is a highly sought after speaker, author and consultant. To connect with Angie visit www.timeequalsmoney.net.au*

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***Angie Spiteri, works with **time poor, tech challenged entrepreneurs** who need to **calm their administrative challenges and eliminate unnecessary chaos** so they can make more money with the limited time they have.*

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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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# How Do You Increase Your Sales, While Charging More Than Your Competition?

The better your business communicates your products or services deliver benefits the customer wants, in a way that they want it - the higher the price you can ask.

When you take the time to understand the needs and wants of your target market you can establish your uniqueness in the market place.

'A Grade' customers prefer to pay more for benefits. If your customers baulk at prices, they either don't care about the benefits you are offering or they simply are NOT 'A Grade' customers. 'C Grade' Customers (Challenging) tend to want cheap, not extra benefits.

Think of the car manufacturer, Ferrari. Why can Ferrari sell its cars for up to twenty times the price of many cars on the market?

Is a Ferrari twenty times faster, more fuel efficient or more comfortable than other cars on the market? The answer is no. So why does Ferrari have the ability to charge twenty times more than most cars?

***Because Ferrari is unique!***

Ferrari focuses on developing a reputation of a unique, high quality brand.

Their USP of excellence is not only reflected in the cars they sell. Ferrari demonstrate their USP of obsession with quality to every area of their business.

For example; Who they sponsor and how they present themselves, their website, letters, brochures, show room floor, customer service and even their factory floor!

Your USP should be so powerful and identify with your ideal customers so clearly that you can confidently "shout it from the roof tops".

Your USP should be on your stationery, signage, vehicles, banners, business cards, radio ads, TV ads, promotional material, etc. Your USP could even be a headline to your advertising.

***Some successful businesses have even used their business name to share their USP!***

What is unique about your business that your customers would consider a fantastic benefit?

Here are some examples to consider …

- ❑ Absolutely, positively overnight!
- ❑ Get it first time or get it free!
- ❑ At your door in 30 minutes or it's free!
- ❑ If we waste your time the appointment is free AND we'll pay you $50 for wasting your time!
- ❑ Coke is it!
- ❑ 11 Secret Herbs and Spices

Once you have established your USP, the next task is having a strategy to integrate it into your business.

Some things to consider are …

- How will you insure that your market place knows about the ways that make you unique from your competitors?
- What systems need to be adjusted to make sure your USP is being delivered consistently?
- When will you 'check in' with your customers to make sure your USP is perceived as being an important factor to them?

Your USP may stay the same for the life of your business, or it may change regularly. Develop a system to monitor the effectiveness of your USP.

Take the time to get this right. It is a key element to your sales, marketing and business success. Your USP is your unique businesses identity.

***How do I know my USP is not working?***

Answer … you compete on price! If you drop your price to make sales, something is not working the way it should be.

The goal is to continually innovate and find ways of adding value to your customers so that they are happy and willing to pay more for the experience of dealing with your business.

If you would like to experience a complimentary review of your business that takes less than an hour, call me on 0414 567 188.

***I'll rush to you an easy to understand Business Diagnostic Tool!***

Remember … "Business is More Fun When There's Profit!"

(PSSST … that is our USP)

☑

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# When Buying and Selling a Business

When buying or selling a business there is an often overlooked, yet very important detail that needs your attention…

**It is Domain Name Ownership.**

If you are selling:

First of all, you need to decide if you are going to include the website as well as the ownership of the domain name as part of the sale. An established and effective website can mean a higher asking price for your business.

Secondly, there is a fee involved to legally transfer your domain name ownership over to the new owners (Usually around the $100-$200 mark depending on the supplier). You can include this in the price of the sale or request that the new owner pays for it as an extra. This ownership transfer is usually best done after the new owner has broken away the domain name to their own management account with either the same or a different supplier to the one you have used.

To make this break away possible, you need to supply the new owner with your ownership password, commonly called and Auth Code, EPP Code or Registry Key (depending on if it is a com.au or .com). Provide this password to either the new owners or to the web designer you have chosen to 'broker' this arrangement.

**Most web designers can act as a mediator in this process to ensure everything runs smoothly.**

If you currently look after your domain name directly, you will receive an automated email to release the domain name to the new party when they put through the request to break away it using the ownership password.

You will have to click on this link for the break away to be approved. If your current web designers looks after it, ensure that they know you are selling and to expect the automated email so that they can action that step asap.

The BIGGEST tip with domain name ownership transfers and letting them break away the account is only provide the ownership password once the sale is finalised. Also, this ownership password is different to your domain name login password. It is advised not to provide them with your account logins either as these accounts are often linked to your credit card/payment information etc without you editing it first. Getting them to break away the account is always a better option.

Once the domain has been transferred, then it is up to the new owner to update contact details on their new domain name account (including billing details etc).

**If you are buying:**

Just because you buy a business and they give you some passwords to does not mean you "own" the domain. To be recognised as the legal owner, the domain name must be registered under your business name/ABN. For .com.au especially, there is a governing body called the AUDA that helps regulate domain name rights. It is important that you gain legal ownership of the domain name to avoid potential ownership issues down the track and to also give you the right to on-sell the domain name if you wish to do so into the future.

**Things to remember:**

- Agree if you or the previous owner will incur the fee involved to transfer of the domain name ownership. Usually around $100-$200.
- Ensure that all email, hosting and domain name passwords are included in the sales contract along with the domain name ownership passwords commonly called and Auth Code, EPP Code or Registry Key.
- Once you have access to all of these logins, go through and update your contact, technical and billing information including payment details in the backend so that all future notifications, renewals and invoices come directly to you. Arrange to have your domain name broken away from its existing account under your own account with a domain supplier of your choice.
- Make sure that the existing owner legally owns the domain name first so that they have the right to sell it to you. They may not have gone through this process meaning you may need to liaise with the *actual* legal owners of the domain name to get it.

To check who the legal owner of any domain name is, go to: www.who.is and type in the domain name in question.For further information, please feel free to email Karen ~ *The Webgirl.*

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AUSTRALIAN BUSINESS Consulting & Solutions

# 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!

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***I am a qualified Accountant and I have celebrated my 20th anniversary as a Registered Tax Agent this year. During my time in Public Practice I have assisted clients to achieve business growth and prosperity. My earlier career included positions in banking, manufacturing, construction and retail. My particular interest is in promoting a culture of using local industries and business in order to build a strong community.***

# Considerations When Purchasing An Existing Business

There is always some excitement to purchasing a business, and passion definitely plays a large part in making a business successful.

However, this purchase is like any other investment, and should be treated with the same caution and research as investing in real estate, stock market, or other investment.

Purchasing a business which is already trading is a good way to achieve a cashflow without the startup problems on commencing a new business.

Solid businesses will show good inwards cashflow and efficiency in terms of operating costs. So the hard work is mainly done.

This hard work is called Goodwill, and it is the valuation of goodwill where there is the most negotiation on purchase price.

When investigating and evaluating a business you must do a due diligence process to ensure that the business is valued appropriately, has all the relevant permits and licences in place, and is achieving income as per the income statement provided by the seller.

The due diligence can be done by yourself, or your Accountant, depending on the depth of review required.

Also consider your personal suitability to the operations of the business, your skills and whether further training will be required.


Items to consider:

- Does the business fit with your personal skills, preferences and time commitment
- Has the owner provided you with an income or trading statement, plus a list of plant and equipment or chattels that are being sold with the business
- What regulations apply to this business?
- Is the business run from leased premises? Does the lease have any further time to run, and will it be able to be transferred to the new owner?
- Are there any staff? Are they to stay with the business?
- Are there any copyright or trademarks that need to be dealt with?
- What condition is the plant and equipment in, and is it owned or leased?
- Will you need to have the seller sign a restrictive covenant?

These are just a few of the considerations that need to be investigated before committing to purchase.

In most cases, a confidentiality agreement will be required by the owner before any sensitive information is released.

If you have to borrow to buy the business, then your financier is going to want to see a number of year's trading figures, and will also want some security, usually real estate.

In many cases this is your house, so your investigations into the business should be really thorough.

It is good practice to discuss the business figures with your advisor so they can provide a different perspective, and discuss issues that you may not have thought of.

They will also be able to provide guidance on profits, trading margins and cashflow.

They can also recommend the appropriate trading structure for the business taking into account your personal circumstances, the perceived risks of operating the business and tax considerations.

If you are considering purchasing an existing business, then don't hesitate to call us for an appointment to assist you in the review process.

☑

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FINANCIAL SERVICES

# 5 Ways to Control Emotional Investing

We all know that we should buy low and sell high when investing. We know this intellectually but when it comes to money and investing our emotions often get the better of us. The chart below tracks markets from December 1987 (i.e. after the October '87 crash in real estate and shares) up to 2014 but interestingly co-relates the major developments in world markets with the emotions that investors and traders experience.


All Investments go Up and Down.

It is important to keep this in mind when we have money invested so here are 5 things to help keep you on track.

1. **Volatility** is normal because there are investors and traders with differing goals and criteria, which are often different to your own criteria. People with different criteria to ours should not adversely sway us. So, be prepared that volatility will occur and you will be more comfortable with your own strategy to achieve your own goals.

2. **Market Corrections can create opportunities**. Traders can 'overshoot' with their trades both upwards and downwards in the price cycle. Quite often, a big 'sell off' in the market overshoots and creates bargains to be had. In this way, volatility can be good for investors

3. **Stop/Start Investing**. Some put money in and then pull it out of markets creating a stop/start method of investing. This can be OK but it can be uncannily difficult to get this strategy right. It requires great knowledge and very close contact with markets. If your strategy is long term such as retirement savings or wealth creation you could choose to stay invested and employ my next strategy

4. **Invest Often**. Buy into markets on a regular basis employs the very powerful 'Dollar Cost Averaging Strategy'. Please contact me for a full explanation but net effect is to buy very well over a long term of months to years. The best example of this is your superannuation where you invest a little each pay over many years.

5. **Re-Invest Investment Income**. If you are in Accumulation phase, please consider re-investing all investment income in addition to investing often. It brings into play another very powerful strategy called Compounding. Quite simply it is interest earned on interest. Compounding takes a while to get going but when it does, the returns are spectacular. Again, your superannuation employs this strategy to your advantage.

I may have raised more questions that I have answered in this article because my space is limited but your advisor can assist to maximise these and other strategies.

Please contact me for an obligation free deeper explanation because each concept above expands immensely.

Invest wisely and dispassionately, not emotionally!

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

www.socialmediatoday.com

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).

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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# HOLISTIC TREATMENTS IN BUSINESS - II.

## Introduction to Systems Thinking


*'How long are you going to put up with this misery?' I asked a client as emphatically as I could. 'What do you mean?' she asked with her eyes wide open. '**All right, imagine, next year at the same time you are still in the same situation, but you feel even more wounded and less powerful**' I answered. 'Oh, no, I want to do something now!... I wish I knew what.'*

We are afraid of the unknown, the uncertainty, the insecurity, so we'd rather choose to tolerate unbearable situations, because the new area might be even more frightening, or its consequences may challenge us beyond our limits. **What we are the most scared of are the unexpected and unanticipated side-effects**, e.g. what the others will think of us, what if the friends leave us, how we can get along with our new identity, etc. **We mustn't lessen these fears, they are often reasonable!** So, then what can we do?

As discussed in the previous issue, **even a tiny change on the chessboard leads to a radical effect if the decisive element and action are smartly selected. However, if we are less knowledgeable, it is us who will be trapped by the same tiny change!**

'Simplify the things if you have an issue!' my friend's grandma used to tell her. 'Yes, certainly you should, but not in the first place!' I tell her now. And this is the point: Things are not simple.


**In complex systems cause and effect are often distant in time and space**

**Things are complex and sometimes complicated, too. In order to see them as they really are,** we must take a step back, or even **we must take several steps back to see, understand and untangle complexity.** Seeing the broader picture, the key elements will emerge. But how will you know that you could have found the right acupressure points?

Before we rush to answer, we must examine some false premises:

Firstly, we should bear in mind that **the "cause and effect" principle applies differently outside a sterile laboratory, out of the sphere of physics, where the other elements never alter**. Life is organic! Thus, we often falsely suppose that if we eliminate the one cause we won't get an effect.

**In a living system not one thing causes the effect but the constellation of the elements and the structure of the system.** For example, think about all the elements that could influence your customers to choose (or not choose) your service!... How many variables could you find? Could you identify the cause? And even if you could, and then if you terminated it, would the system run smoothly again?

**The other false belief is that the cause is the same as the leverage point** (see "Holistic Treatments I.")! Let's consider, for instance, that a martial artist doesn't focus on the cause, but stops the attacker at that leverage point, which requires the least effort and ensures the best effect.

We might as well take the chicken-or-egg dilemma, that is, which came first: the cause (e.g. price-rise) or the effect (e.g. less customers)? **As a result of system-operation: the cause or the effect came first – doesn't matter at all**.

We falsely assume that the cause and the effect are in proportion! **Tiny slips could cause huge losses while enormous mistakes will go without any action resulted**.

After certain alterations in the system, the result should show itself in no time, shouldn't it?! Take care, **it might take long time to sense the result of changes.**

Next time **we'll continue with the acupressure points** of your business-system! **Meanwhile, just zoom out and embrace complexity.**


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# Energy That Matters

In this article I'm going to give you a **business insight of renewable energy projects**. Follow me on this journey, so that you can witness the new potential with your own eyes. After this, you may decide to look deeper into the matter with an expert on your side.

**Clean Energy Finance Corporation** (CEFC) is a Commonwealth Authority, established by the Clean Energy Finance Corporation Act 2012. It helps investing in renewable energy, low-emission technology and energy efficiency. Since its birth, CEFC has committed over $1.4 billion in clean energy projects worth $3.5 billion. CEFC lists several case studies on its website, sorted by categories.

The following is a short collection of the studies demonstrating business growth followed by renewable upgrades.

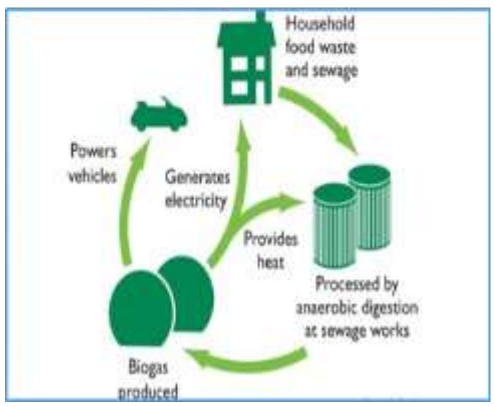
**Nu Fruit** is a fruit and vegetable wholesaler in Victoria that **produces over 10% of its electricity needs** through a 100kW rooftop solar at its Wangaratta operations. Nu Fruit accessed $220,000 in finance through CEFC to cover the upfront cost of the solar PV.

Nu Fruit's electricity cost before the upgrade was about $15,000 per month running the refrigerated warehouse.

Looking for renewable energy sources, solar panels came No 1.

They have **installed 100kW solar PV** covering almost their entire roof. The next step to further reduce their energy consumption will be installing LED lighting throughout the building.

**Darling Downs Fresh Eggs** near Toowoomba, Queensland, uses chicken manure and other organic waste from its own egg production to **generate bio gas** via an anaerobic digester. They produce so much energy, that they actually **save more than $250,000 a year** on electricity costs. The power plant is capable of producing 60% of their annual consumption in the first year, and provides 100% of the energy in non-peak periods.




But the benefits are two-fold as heat is also generated on the biogas engine's exhaust pipe. The heat will be captured and used to warm up chicken sheds and heat the water for the grading floor. The facility will also reduce the company's carbon emissions by up to 1000 tonnes a year and its methane emissions by over 6000 tonnes annually.

**Tumut Shire Council's** administration building in the Snowy Mountains, NSW has **reduced its grid electricity costs by 66%** by installing energy efficient lighting and solar PV panels, as well as upgrading the old air conditioning system.

The work involved the replacement of the 30 year old air conditioning system with a **heat pump**, installation of new **fluorescent lights**, a 30kW **solar PV** array as well as applying **ceiling insulation**. Six months later the energy audit showed that annual electricity consumption has fallen by a projected 329 MWh.

This was 80 MWh more than originally estimated. The council is expecting to make additional savings in the medium term through reduced maintenance expenditure.

The above is only a small bunch of the many reassuring examples around Australia that demonstrate the practicability of such fresh thinking. But **as industries vary, so the applicable measures do**: there is no a one fit all solution. While ones only need a sufficiently sized rooftop panel, others attempt to combine more sophisticated technologies. And as time goes by, new and more efficient ones are also introduced to the market, making the earlier versions rapidly obsolescent.

Only those who are closely involved in the industry can keep up with such fast technological improvement and provide you with a well-established advice on the appropriate design and equipment.

Therefore the best outcome can only be assured if you **involve your local expert into the project team** – it's worth the price.
☑

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CONVERSATION. INSIGHT. CHANGE.

# 4 Reasons We Don't Manage Commitments And 3 Ways To Do It Better

We don't do ourselves any favours in business and in life when our commitments are poorly managed.

We make commitments everyday and the conversations that precede the commitments are often costly and time wasting. Why is this?

1. We make assumptions we have clarity
2. We rush into the actions
3. We don't nail down the other person's commitment to US
4. We don't communicate well

**1. We make assumptions we have clarity**

When we first sit down to a conversation for commitment we find it hard to get past our own concerns or excitement. We're either spending too much time getting things off our chests or getting caught up in our own thoughts and emotions and we forget to listen.

**2. We rush into the actions**

Rushing into actions overlooks the most crucial part of making a commitment, and it can result in a very complicated commitment. This is dangerous and won't guarantee mutual understanding as a basis for moving forward.

The way I see things may be very different to you. That doesn't mean I'm right and you're wrong, it just means we have different ways of looking at things. If we don't get clarity around this we will never nail down a common commitment.


**3. We don't nail down the other person's commitment to US**

Without ensuring we're clear that the other person shares the same commitment as us, we have no basis for moving forward. None.

**4. We don't communicate well**

We think we know how to communicate well but in reality we often don't. Communication is much more complex than we what we assume.

If we're distracted we're not listening and if we're not listening, we're not taking part in the conversation. To listen we must put our thoughts aside, stop talking and use clarifying questions until we are both certain at the very least we understand each other as a basis of moving forward.

Let's do it better…

It's really very simple but we complicate it and maybe that's because we don't stop long enough to consider what a common commitment is. There are 3 ways we can improve our commitments.

***A common commitment can be assumed when we have reached conditions of satisfaction for the commitment.***

1. Conditions of satisfaction

(Not limited to these)

- Determine time frames
- Set reviews
- Discuss the details and responsibilities
- Determine location
- Make clear requests
- Make clear commitment to our promises
- Clarify financial restraints and responsibilities

**2. Possible types of conversations**

- Gain clarity (initial and ongoing)
- Make the common commitment (Initial and revisit)
- Explore possibilities
- Coordination of action
- Assess progress & express concerns
- Applaud accomplishment
- Express appreciation
- Deal with broken promise (Accountability)

It's much easier to have these conversations when we spend time getting clarity in the beginning. The initial conversations must support the commitment. The last thing we want in business and in life is to build resentment. It's a sour pill to swallow.

**3. Emotions**
We take our emotions into every conversation. We must manage them so we don't get caught up in them.

☑

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# 7 Extremely Common Mistakes That Can Damage Your Reputation

Warren Buffett is famous for saying that everything you do should be seen through the lens of how you'd feel if you saw it on the front page of a newspaper the next day. In other words, protect your reputation and do right every day.

While most of us live by this mantra in the large scale -- i.e., don't engage in insider trading, duh! -- some falter when it comes to the little things. Those little things can add up to build what's called the "book" about you -- the few words people use to describe your persona.

"Jack's a great salesman, terrible manager."

"Deborah's a giver, and she gets things done."

"Cody's a smart guy, but he's so disorganized."

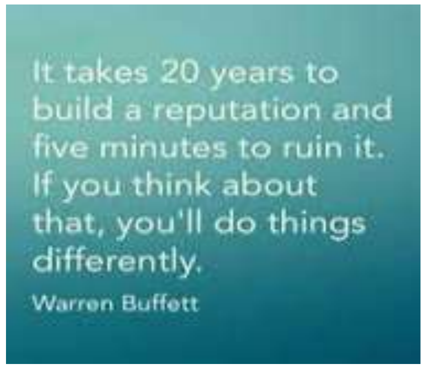
These are all things I've heard said about real people, over and over again in many different circles. Once you have a book on you, it's hard to shake off because people repeat it amongst themselves, even if they haven't a clue about who you are.

The best thing to do is watch out for even the small infractions you commit that can undermine your reputation.

Here are seven of the most common ones:

1. **Negativity:** As I mentioned in an earlier post, sometimes it's OK to gossip with your colleagues, as it builds a kinship. And yes, most gossip involves something a little negative about a person or the company.

   However, if almost everything




   you say every time you open your mouth is negative, you'll likely be managed out pretty soon.

2. **Reading Your Emails in Meetings:** Everyone does this, including me. But it's terribly offensive to whoever is speaking at the moment. Some people never get off their phones once they enter a meeting, so make it a point to stop.

3. **Never Following Up on Introductions:** I don't care how great virtual technology is, nothing replaces face-to-face meetings. So when a colleague introduces you to a new person, be sure to follow up quickly. Shame on you if you don't -- not only are you putting your own reputation at risk, you've just put your colleague's at risk, too.

   A corollary to this is if you tell someone you'll send him or her something the next day, be sure to actually send it the next day. People remember these things, but they almost never call you out on them.

4. **Spelling Errors and Grammar Mistakes:** ***This may be the English major in me talking,*** but even though you may have a perfectly good excuse as to why your emails are full of missing periods and weird capitalizations, you still come across as illiterate. Especially if the email is to your boss or senior colleagues. Take a few moments to spell check your emails and sentences. You don't want to look careless.

5. **Lying:** This is pretty obvious. It's still interesting to see how many people do it, not knowing that others have an easy way to check their stories out. This TED Talk on how to spot liars is one of my all-time favourites.

6. **Sloppiness:** These days, it's perfectly normal to show up in jeans and kicks if you're working at a tech company. But that doesn't mean you can start wearing sweats and looking like you just came from the gym.

   If you're not dressed to look your best at work then you won't be treated the best.

   You don't need to wear a three-piece suit, but caring about how you look shows that you care about your work and the people around you, too.

7. **Showing Up Late:** People are so scheduled out these days that if you're even five minutes late you can mess up a whole afternoon's worth of meetings. Not to mention being late is disrespectful. Sometimes being late can't be helped, in which case always have the person's cell number so you can call or text early and warn him or her.

☑

# About Gary Hamel

Gary Hamel
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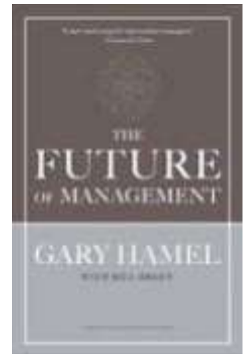
Dr. Gary P. Hamel is an American management expert. He is a founder of Strategos, an international management consulting firm based in Chicago.
Wikipedia
Born: January 1, 1954 (age 62), United States of America,
Education: Andrews University, University of Michigan



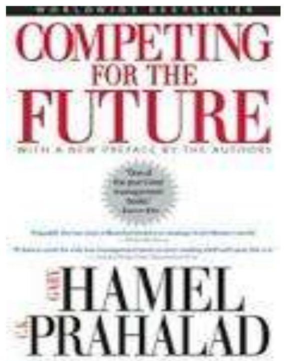

**Gary Hamel** is one of the world's most influential and iconoclastic business thinkers.

He has worked with leading companies across the globe and is a dynamic and sought-after management speaker. Hamel has been on the faculty of the London Business School for more than 30 years and is the director of the Management Innovation eXchange (link is external).

Hamel has written 17 articles for the *Harvard Business Review* and is the most reprinted author in the *Review's* history. His landmark books have been translated into more than 25 languages.

His most recent bestsellers are *The Future of Management* and *What Matters Now*. In these volumes, Hamel presents an impassioned plea for reinventing management and lays out a practical blueprint for building organizations that are "fit for the future."

*Fortune* magazine describes Hamel as "the world's leading expert on business strategy," and the *Financial Times* calls him a "management innovator without peer."




Hamel has been ranked by *The Wall Street Journal* as the world's most influential business thinker and is a fellow of the Strategic Management Society and of the World Economic Forum.


Hamel's groundbreaking concepts such as "strategic intent," "core competence," "industry revolution," and "management innovation," have changed the language and practice of management in organizations around the globe.

Hamel's work inside of organizations has been equally pioneering.

Gary Hamel is the originator (with C. K. Prahalad) of the concept of core competencies. He is also the director of the Woodside Institute, a nonprofit research foundation based in Woodside, California. He was a founder of the consulting firm Strategos, serving as Chairman until 2003. The UTEK Corporation acquired Strategos in 2008 in an all stock transaction as reported by the SEC.

The Wall Street Journal ranked Gary Hamel as one of the world's most influential business thinkers, and Forbes magazine has called him "the world's leading expert on business strategy".

In 2013, his name was not present on an updated version of the Wall Street Journal list.

He is also a member of the Reliance Innovation Council formed by Reliance Industries Limited, India.

Hamel was Visiting Professor of International Business at the University of Michigan (PhD 1990) and at Harvard Business School. He is a visiting Professor of Strategic Management at London Business School.

Hamel is divorced and currently lives in Salt Lake City.☑

# **A d v e r t i s i n g** - is there a Better Way?

Some Tips You Might Wish To Pass On To Your Clients To Help Make Their Advertising Work,

*from Dennis Chiron*

**"Business is like a wheelbarrow. You can fill it with anything but nothing happens until you push it."**

**Advertising techniques are tools**. The tools you use to attract attention, engage minds, trigger emotions, and change what people think. All of which can lead to sales. Or votes. Or clicks.

**Advertising techniques can influence behaviour** across the spectrum of persuasive communications: direct mail, newspaper and magazine ads, commercial websites, radio and TV, even social media pages.

You'll make more effective ads, faster, if you know which ad techniques work, and which work best.

Having the right advertisement can sometimes, have people coming to your store, shop or office in droves.

Preparing your advertisement often requires a great deal of thought, and SKILL.

**The Body of the Advertisement**

Offer this in the form of benefits from the customers point of view. Customers want to know **W**hat **I**s **I**n **I**t **F**or **M**e (WIIFM). What will I gain if I go to the store or buy that service?

Everyone knows that freshly squeezed orange juice makes you feel great and gives you get up and go. Firstly:

- Keep it simple, to the point and with a benefit to the customer.

- If you use lots of words, break these up with subheadings, or mini headlines.

- Using lots of words suggests you have something important to say, and people will read as long as you retain their interest.
  This is the same way you read articles in a newspaper. You skip to the next article often before completing the current one because you have lost interest.

**Find a Unique Feature**

- Find something which will makeyour product/service appear different from the others on the market. If everything appears the same people buy on price.

- Appeal to a characteristic of the target group you wish to read the advertisement; for instance, age or health, occupation.

- Try not to be a "me too" advertiser. Everyone is advertising .."mince".. so why not me?. See if you can show how your .."mince".. is different, even in a small way, or how it can be used to make a greater variety of meals.

**Taking up the Offer**

- This is where you ask the customer to visit or take up your offer

- Offer information on how to get the product, your name, address and phone number.

- Perhaps they need to cut out a coupon and post for more information.

- Make it easy for people to find and do business with you.

- Perhaps a map in the advertisement will help.


- Make sure you have a number on the front of the shop or location. It is very frustrating trying to find number 53, when no one has street numbers.

Write your ad with a natural style. Don't try to be pretentious or over friendly. Just write it the way you'd say it.

Decide who you're target audience is, and suit your language to your intended audience.

The final sales pitch, when it comes, must have three specific parts:

- It must incorporate a good deal; e.g. "40% off!"

- It must be urgent; e.g. "Only seven more days!"

- It must be risk free; e.g. "Backed by a 90-day, no-questions-asked, money-back guarantee!"

End by telling the reader what to do; e.g. "Ring now" or "Click here to order now for immediate delivery!"

Needless to say, ordering details must be clearly visible and simple to follow.

Cheers!

# 10 Essentials of a Marketing Plan in 2016


*Founder and Chairman of Palo Alto Software and bplans.com, [Tim Berry] offers his thoughts on preparing a quality Marketing Plan*

Clearly, technology has changed marketing a lot. We fast forward through ads on television and block them on our devices. We have amplified word of mouth in social media. We pour over analytics and metrics. But what about the marketing plan? Has technology changed marketing planning?

One thing for sure: The fundamentals still apply. As much as ever, marketing is still getting people to know, like, and trust your business. As much as ever, marketing still needs defining target markets, knowing those market segments, reaching the right people with the right message. Pricing is still the most important message, and the lowest price is – as always – not necessarily the best price.

Another thing for sure: the marketing mix, the tactics, are changing rapidly. Goodbye to the yellow pages, hello Facebook. Goodbye public relations, hello social media. Goodbye advertising, hello content marketing.

And where is the marketing plan, in all this? Let me suggest x essentials of a marketing plan for 2016. A classic marketing plan might include the following pieces:

- **Target Marke**t. The better you define it, the better for the marketing. Experts recommend describing an ideal target customer in detail. Don't try to please everybody. Instead, please some specific kinds of buyers who have the right set of needs, habits, locations, etc.

- **Messaging**. A summary of the main tag lines, key selling points, value proposition and so forth (we could call this messaging). There are a lot of different jargon words for this, so be flexible.

- **Media**. Discussion of media, which almost has to be social media and content marketing these days, but used to be advertising budgets, placement, and so on. I'm growing more interested in taking steps beyond just content marketing, to distributed marketing, and real engagement. That means something more than "post and pray.' As you think about this topic, think about where your potential customers will see your message. What else do you do to help the right people find your message? To track what they say about it?

- **Pricing**. You have to make pricing match product or service, market, or messaging. Don't assume that the lowest price wins. Pricing is your most important marketing message. Would you buy day-old sushi because it's cheap? Your price needs to synchronize with your product offering and your target market. If you discount excellence, it becomes less credible in the eyes of your potential customers. And if your strategy is selling an undifferentiated lowest price product or service, make sure that matches the rest of your marketing

- **Channels**. For product businesses you have the classic question of channels of distribution, either direct (usually web and mobile these days) or via distributors and retail, or direct to retail. Information and service businesses need to consider channels too, even though the channels are marketing channels, such as web and mobile. We all need traffic of one sort or another.

- **Promotion**. These days promotion might be as simple as consistent presence in the main social media platforms. It might be email marketing, advertising, affiliate sites, public relations, price promotion, and events.

- **Tasks and major milestones**. Every good plan requires some specific tasks and major milestones to make it concrete. Otherwise it's just theory. You need to be able to track progress against the plan. Milestones help us get things done. We work towards goals.

- **Important metrics**. It takes real numbers to actually work a plan. That might be sales, web traffic or store traffic, leads, presentations, seminars, conversions, tweets, posts, likes, follows, or whatever. Make it measurable.

- **Review schedule**. Keep your plan as short as possible, just lists and tables, because it's only good for a few weeks before it needs revision. The real world keeps intervening. You need to plan ahead for a monthly meeting to review results and revise that plan.

- **Budgets**. You have to manage the money. A good marketing plan needs to include budgets for expenses, and the sales that result from the different activities.

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# Biz Tips


### Promote Your Business Through a Media Release

- How can you get your business to stand out from the crowd?
- How can you do this without it costing you a fortune.

One way to gain recognition and exposure for your business is to write and send out a media release. The media are always looking for stories of interest to fill their newspapers, magazines, websites, TV and radio shows.

If you can offer them something that is newsworthy, topical, interesting or entertaining then you have a good chance of your story being used.

Sending *newsworthy* media releases will help you establish good relationships with the local media and can be excellent public relations for you and / or your business when your story is run.

The local Press is also very supportive and you should make contact with them to identify media releases that they would consider newsworthy.

### Help Your Customers Solve Their Problems

As you probably already know, people don't buy shampoo, they buy clean, great-looking hair.

That means **Selling a Benefit**

A way that some shampoos have achieved a profit is by assuring consumers that their shampoo cleans hair, then also stressing that this shampoo solves the problem of unmanageable hair - which means both a benefit and a solution to a problem.

Right now, products and services that are enjoying success are those that are helping people quit smoking, lose weight, earn more money, improve health, grow hair, eliminate wrinkles, and save time.

These are problem-solving products and services. Your biggest challenge is to be sure that your products and services do the same … **Sell The Benefits.**

### Know Your Product's Benefits

If you hope to make a sale, the first thing you need to do is ensure that your product or service meets the needs of your prospect. A good place to start is by asking yourself some questions:

"What is it about my product or service that makes it superior to my competitor's product or service?"

"If I were my prospect, what would convince me to buy this particular product or service?"

Make a list of pros and cons about your product and those of your competitor. Then, list ways a prospect could be persuaded to purchase your product or service, as opposed to that of your competitor.

Address the question of, "What's in it for me?" Most people are going to buy a product or service because of what it's going to do for them. If your product or service doesn't appear to be beneficial to your prospect, that's one sale you won't be making.

### What's in a Brand?

Negative or positive, everyone and every business stands for something. You can't always control the opinions others form about your business, but you can influence them. The challenge is to ensure your brand represents what you want it to stand for and that it's viewed in a positive way by your customers.

There's a perception in small business that a brand is the company's logo or its advertising campaign.

However, branding is much more than that. Branding is about the relationship a business has with its customers. A strong brand can influence the customer and create value for the business.

For the customer, the value of a brand is in the promise that it makes. A brand can evoke experiences, emotions or perceptions — either positive or negative — and this ultimately influences the customer's purchasing decisions.

That's why a strong brand is a powerful tool for building business.

### Do You Know Who Your Customers Are?

Do you know who your customers are, and where they are from? Do you know why they choose to come to you, and whether they will want to come back again?

Do you know if they will recommend you to others?

Undertake market and customer research constantly to determine if you are meeting (or exceeding) the needs and expectations of your customers.

Remember, customers are the lifeblood of your business …. Try doing without them for 24 hours or more!!!

☑


**Is Your Business Advisor Qualified, Accredited, Experienced and Officially Recognised as an Expert in their Field?**

The business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, mentor or consultant.

***"Business Facilitation and Coaching has copped its fair share of flak in recent years, primarily because the industry has a reputation for attracting spruikers and touts."***

*Denise McNabb Sydney Morning Herald*

aibef

***Look for the AIBEF Accreditation with your Advisor, and you know that you have an experienced Professional who is a qualified and recognised expert in their industry.***

# Meet Our Board Members


The Board Members of the AIBEF 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 AIBEF, 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 |
|---|---|
| Dr. John Bailey | Board Member *(& Life Member)* |
| Geoff Carter | Board Member / Public Officer |
| Dennis Chiron | Board Member / President |
| Kerry Hallett | Board Member / Vice President |
| Carol Hanlon | Board Member / Treasurer |
| Geoffrey Hawke | Board Member |
| John Hetherington | Board Member |



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

(Your Name): Member of the Australasian Institute of Business and Enterprise Facilitators (MAIBEF)

Simply visit our website at 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 AIBEF at info@aief.org.au


# About the Institute

## AIBEF Code of Conduct

All AIBEF 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 AIBEF Accredited Facilitator

To be an accredited Member of AIBEF, simply submit your application to the AIBEF Secretariat.

The AIBEF Accreditation Committee then assesses your experience and qualifications and will advise you of the Institute's decision.

Often this decision is partly based on Recognition of Prior Learning (RPL) where the Committee takes into account the equivalent experience of the candidate. The new AIBEF Member is then provided with a certificate of Membership and is invited to have their name listed on the Institute's website, and can immediately use the post nominal *M.A.I.B.E.F.* after their name.

Whether it is a concern about business start-up or growth, a marketing issue, HR or financial issue, a member of the AIBEF can provide effective guidance and support to entrepreneurs, business owners, communities or organisations.

## Benefits of Membership
## Some benefits include:

**Recognition** of the professional qualifications of Member of the Institute of Business and Enterprise Facilitators (MAIBEF) and Fellow of the Institute of Business and Enterprise Facilitators (FAIBEF) in Australia and New Zealand.

**The ability to use the post-nominals**, MAIBEF and FAIBEF 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.B.E.F.**
**Established 20 Years**

# The Aims of the Institute

- To establish and uphold professional standards of competency, responsibility, objectivity and integrity in business or 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 and enterprise 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 Business and Enterprise Facilitators

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