

AUSTRALIAN SMALL BUSINESS

TOTAL OVER
2.18 MILLION

EMPLOYS
4.9 MILLION

ACCOUNT
FOR 44.8%
OF ALL
EXPORTS

1 IN 6
AUSTRALIANS
WANT TO
START THEIR
OWN
BUSINESS

*A survey of over 2,000 Australians shows
that one in four working Australians
are self-employed*

*"Shopping centres and franchises are the worst
culprits. They are ruthless and take advantage of the
small business owners."*

*The survey also revealed that 1 in 6 want
to start their own businesses*

The Official Journal for
Professional Business and
Enterprise Facilitators

WHO ARE BUSINESS OR
ENTERPRISE FACILITATORS?

Virtually any professional,
qualified person or organisation
involved in assisting
entrepreneurs, organisations, or
communities to improve their
Skills; Knowledge; Business;
Staff; and/or Life.

- Accountant
- Advisor
- Bookkeeper
- Coach
- Commercial Property Advisor
- Consultant
- Counsellor
- Dispute Resolution
- Financial Advisor
- H. R. Professional
- Industrial Psychologist
- Insurance Advisor
- Investment Advisor
- IT Consultant
- Lawyer
- Mentor
- Trainer
- Web Designer
- WHS Specialist

..... These are just a few of the
qualified professionals and
industries who, either directly or
indirectly provide advice,
facilitation and support to
Australian Small and Medium
business, organisations and
communities.

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Message From the AIBEF President



Welcome to our first edition of “That’s Enterprising” for 2017; and I’m pleased to report that I have a number of ‘good news’ stories to start the 2017 year off.

Firstly, we have now introduced the Master of Business and Enterprise Facilitator Certification.

We recognise the current qualifications and knowledge of both our Full Members and our Associate Members, and this Certification is the hallmark of excellence in Business and Enterprise Facilitation. It illustrates to the world, that you are the consummate professional, and that you have achieved the premier National qualification and certification available to professionals in the industry.

As a current member or Associate member of the **Australasian Institute of Business and Enterprise Facilitators Inc. (AIBEF)**, it is acknowledged that you already have all of the skills and competencies required.

(For more information on how to apply for your Master Certification please refer to page 5)

Secondly, we have had an intake of new Associate Members join us in the past month or two.

A number of these people are outstanding in their specific industry field and I believe it is a real coup to have people of this quality deciding to join us.

Some of our newest Associate Members are, for example:

Dr Tim Baker: Tim is an international consultant, successful author, keynote speaker, master trainer, executive coach, and he is recognised as one of the world’s top 10 Thought Leaders.

Brett Chamberlain: International Speaker, Management Advisor, Entrepreneur. Brett also established the Sleep Clinic franchises (and still runs them today), and for a number of years he was the General Manager and Director of The Results Corporation.

Denis Keating: Denis is an exceptional HR and WHS Specialist, and has presented to many business groups throughout Australia. He has over 25 years’ experience as a Senior Executive in manufacturing, particularly within the packaging and textiles sectors, in both public and private companies, in Australia and New Zealand.

We also have two new Members who have come onto the AIBEF Board: Namely:

Christine Vanohr AIBEF (Fellow): Christine was with the ITABs for many years, before branching out, and amongst other business interests, she now runs two very successful RTO’s.

Peter Nicol MAIBEF: For a number of years Peter ran the Toowoomba BEC before he established his own very successful Marketing and Management firm.

And I feel privileged to say that all of these people are personal friends of mine.

So I know that I can speak for all of us when I wish them all a Warm Welcome to AIBEF, and look forward to their input and contributions.

*Dennis Chiron MAIBEF
AIBEF National President*

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One In Six Australians Want To Start Their Own Business



A survey of 2,000 Australians has revealed a large cohort that want to start their own businesses—although they might not want to be called “small business owners”.

The “Rethink Success” white paper from National Australia Bank looks at how Australians are approaching business in 2017. A chapter from the paper, titled “Working for Success in the Digital Age” reveals many Australians believe having their own business is an avenue to success, with one in six wanting to take the plunge.

NAB surveyed 2,019 Australians aged between 16-70 years old. Thirty-two percent of those surveyed were aged between 50-70, 29% between 22-35, 28% between 36-49, and 12% between 16-21.

The report shows one in four working Australians are self-employed. Out of those surveyed that don’t currently own their own business, one in six said it was something they would like to accomplish.

Respondents falling into the Generation Y category (22-35-year-olds) were the most enthusiastic about starting their own business. Eighteen percent said they plan to, and 37% of those who had plans said they would act on them in the next 12 months.



Council of Small Business Australia chief executive Peter Strong believes it is “pretty easy” to start a business in

Australia, but that doesn’t mean everyone should run one.

Strong believes from a technical standpoint, it’s relatively simple to start your own business, but notes things can start falling down when optimistic new business owners are taken advantage of. “New business owners are typically trusting and optimistic.

They’re so excited about starting a business they forget to ask the right questions, and then they get taken advantage of,” Strong told [SmartCompany](#).

“Shopping centres and franchises are the worst culprits. People establish a business there and then find the people they’re working with are ruthless, and running a business isn’t all that fun.”

Strong says despite the relative ease of setting up a business in Australia, it doesn’t mean everyone should run one. He also notes the different “schools of thought” when it comes to government’s approach to supporting business.

“There’s one way of thinking about it which is the sink or swim approach. Let businesses go at it and if they fail they fail. I can’t believe some people still think like that,” he says.

“Then there’s the other way of thinking about it which is much cleverer. The approach is ‘what can we do to get information to these people so they can get everything done and employ the right people?’”

One way to employ this approach would be to begin the education of business operating and entrepreneurship in schools, with Strong saying some of the one in six “are probably still in school”, Strong says.

“What are we doing for this one in six? The school system needs to identify these kids and provide a mentoring program, so when they do start their own business

they are prepared.”

The power of the “entrepreneur”

NAB’s report also revealed many of the small business owners surveyed did not picture themselves as small business owners, instead labelling themselves as “an entrepreneur”.

This was particularly prevalent in Generation Y, with 38% of those respondents calling themselves an entrepreneur, and labelling their businesses start-ups.

Strong thinks this change in perception is

a good thing for new business owners and says current small business owners don’t dwell on terminology.

“Business operators don’t care about terminology. They call themselves a newsagent, or a florist, or an owner-driver,” he says.

“We’re the ones that call them small business operators. Let’s start mixing up the terms.”

Another survey conducted by Phoenix Research found that of the 1,600 adults surveyed, 63 percent of people in their 20s either owned their own businesses or wanted to someday, and of those who were not already entrepreneurs, 55 percent hoped to be in the future.

And while the urge to be your own boss isn’t confined to the young, people under 30 have more of an entrepreneurial itch than their older counterparts. In the survey, the older the respondent, the lower the likelihood that he or she had entrepreneurial ambitions. Only 26 percent of those over 60 not already running their own businesses had any desire to do so.



Certified Master Business and Enterprise Facilitator

Available to AIBEF Members and Associate Members



The title **Certified Master Business and Enterprise Facilitator** is the hallmark of excellence in Business and Enterprise Facilitation.

It illustrates to the world, that you are the consummate professional, and that you have achieved the premier National qualification and certification available to professionals in the industry.

The assessment process evaluates your skills and knowledge and your overall competencies, and once obtained, this certification will set you apart from all other facilitators.

This certification will illustrate to your clients your exceptional competence, and they will know that you will provide integrity, skills, knowledge and trust in all your business and enterprise relations.

As a member or Associate member of the **Australasian Institute of Business and Enterprise Facilitators Inc. (AIBEF)**, it is acknowledged that you already have all of the skills and competencies required.

However, by undertaking this **Certified Master Business and Enterprise Facilitator** program, you can not only proudly display to the world that you are a Master in your role and in your industry, but it will entitle you to use the post nominals *MBEF (Certified)*.

This title truly reflects the role of a Business and Enterprise Facilitator who not only is the complete and total professional in their industry, but one who also applies knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Facilitators at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use solid communication skills to support both their clients and their own teams to meet goals and organisational or enterprise requirements.

For an Information Pack please email info@aibef.org.au

About Our Members



John Mercer MAIBEF

WELCOME HOME JOHN

Long standing AIBEF John Mercer, has recently returned home to Australia, after spending almost a decade in Saudi Arabia.

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

From 1993 to 2008, John was the Manager of the Snowy-Monaro Business Enterprise Centre in Cooma.

Since 2008, he worked with CREEDA Projects Pty Ltd., Australia who won the contract to set up the first ICT technology incubator in Saudi Arabia, for the King Abdulaziz City for Science and Technology (KACST), the main body responsible for research funding in the Kingdom.

John said: “Yvonne and I made the decision to leave Saudi in September after 9 years here. We decided not to return to Cooma but re-establish our house in Canberra.”

“Whilst this is semi-retirement I have made myself available to do other international and Australian consulting projects. It is likely I will be back in Riyadh for two one-week visits and some remote consulting work this year.”

“I hope to be spending time with sons and new grandson, and setting-up our home in Canberra as a Smart Technology and Environmentally Sustainable House. So I think Yvonne and I will be busy.”

The Institute Introduces Two New Board Members

The AIBEF has always been fortunate in having a wide and diverse range of skills and talent on our Board, and our two newest Board Members are no exception.



Christine Vanohr

AIBEF (Fellow)

Christine has been working in the vocational education and training field for more than 20 years, most of which has been focussed on training systems, compliance and business development.

After a great foundation of experience working in Industry Training Advisory Bodies (ITAB) and completing a Bachelor of Business, Christine established a consultancy business 16 years ago to assist businesses become Registered Training Organisations, remain compliant and grow.



Peter Nicol MAIBEF

Peter is the Director of *Wisdom Marketing and Management Services*, a company he has been running for many years.

Interestingly, Peter was once the Manager of the Toowoomba BEC and must take the credit for turning it around from a failing enterprise to a viable and successful entity.

And in 2013, Peter was a National Finalist in the Australian/Shell Innovation Challenge, which was held in Canberra, with his innovative Garden Prong www.prong.com.au.

We look forward to working with both of these talented people.



Julia Ashton-Sayers AIBEF (Assoc)

New Associate Member

I have been connected to the world of learning and development for all my professional life.

I am the Principal Consultant with Enigma Insights Consulting with over twenty years' experience consulting to Vocational Education and Training Sector as well as the private sector and until recently working in organisational transformation in the Australian Public Service.

I confess to being one of those practitioners who has enjoyed positive experiences of learning and enjoys seeing the impacts of learning in others.

I am a passionate adult educator and love being engaged with every step of the learning process.

I am always researching new ways to not only empower individuals with appropriate skills and knowledge but seeking new processes and concepts to make the organisation more effective.

In my experience, I've come to learn that the culture of the organisation needs to be healthy. People want to work and contribute. They need to feel validated by doing meaningful work with opportunities to stretch and grow within the organisation.

If these fundamentals are realised employees will be engaged and willing to perform at their optimum ability. It's like listening to a healthy heart-beat of a high-functioning organism.

About Our Members



Dr Tim Baker AIBEF (Assoc)

New Associate Member

Dr Tim Baker was voted as one of the *50 Most Talented Training and Development Leaders* by the World HRD Congress in 2013. Last year he was nominated for *Thinkers 50*, which identifies the 50 most influential management thinkers in the world.

He is author of seven books, including his latest: *The End of the Job Description* (Palgrave Macmillan). Tim is a specialist in organisational performance.

He has a successful track record in transforming organisational capability through change programs and leadership capability development.

Organisational effectiveness and efficiency is Tim's forte. He is a disruptive thinker willing to challenge conventional HR practices and come up with practical, innovative solutions to real-world problems.

Tim has conducted over 2,430 seminars, workshops, keynote addresses and coaching programs to over 45,000 people in 11 countries across 21 industry groups.

Visit www.winnersatwork.com.au to learn more. Tim can be contacted at tim@winnersatwork.com.au



Brett Chamberlain AIBEF (Assoc)

New Associate Member

Conference Speaker / Management Advisor / Wordsmith. "I fix broken businesses & make good businesses great."

[Brett Chamberlain](#) is an International Speaker; Author; Advisor and Consultant, and is one of Australia's leading business improvement consultants and management advisors.

During a 20 year consulting career he has been responsible for dramatically improving the profitability of literally hundreds of businesses around Australia and overseas, including many major corporations and hundreds of smaller businesses, by showing how to master fundamentals that deliver profitable growth.

Brett says: "I'm not a franchisee or theoretician. I've earned those titles and qualifications (and a huge amount of experience) by working 'at the coal face', helping to build or turn-around businesses."

Because my nature and my training as an Army officer have equipped me to take a logical, methodical and no-nonsense approach to "the business of business". As a prior 'Senior Instructor – Tactics' in the Australian Army, I see angles, opportunities, threats and solutions in a different way."

Certified Master Business & Enterprise Facilitator



What some of our Members are saying



Dr John Bailey
Fellow AIBEF

AIBEF Board Member

The introduction of the Certified Master is excellent, and brings the AIBEF to a whole new level.



Ian Smith MAIBEF
(Retired)

Well what can I say other than, what a sterling and much needed concept to promote the aspirations and further the recognition of the AIBEF within the business community

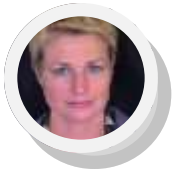
Would that I was younger and not so thoroughly, and actively, enjoying my retirement I would certainly be among the first participants.

My best wishes to the members and I encourage active participation in this positive move.



Carol Hanlon MAIBEF
Past President and
current Board Member

Congratulations! Great work to all concerned.



Betty Zsoldos AIBEF
(Assoc)

This is an exciting opportunity for everyone involved in the AIBEF. I have applied to undertake the program and look forward to completing it.



Something To Say?



2016 NFP Governance and Performance Study: Raising the Bar

The Australian Institute of Company Directors (AICD) has recently released the 2016 NFP Governance and Performance Study. The 2016 Study, entitled Raising the Bar, highlights the key themes, challenges and opportunities the not-for-profit sector is currently facing.

Compiled from focus groups, one-on-one interviews and a survey of NFP Directors and Executives, the 2016 NFP Governance and Performance Study is the most up-to-date snapshot of governance across the sector.

The AICD found that the sector is well-governed and achieves outstanding results. However, it has also highlighted key issues to address to raise the bar in the sector.

The research emphasised that NFPs must aim to be financially strong. This means that NFPs must make a profit that can be re-invested to achieve the organisation's outcomes.

It also underlined the importance of strategy with directors in the sector finding they are being drawn to short-term or operational matters at the expense of the bigger picture.

In addition to the themes of financial strength and strategic

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

focus, the study delves into the need for the sector to redefine its relationship with government; the increasing level of collaboration within the sector; and the trend towards performance measurement at NFPs.

Are You A "Do'er"?

Firstly, I would like to congratulate the AIBEF on your excellent publication. It is packed with information and advice which is very relevant to the business owner.

During the many years that I have been consulting and running my own small business I have noticed a similar attribute that is common in many business owners:

The vast majority are 'planners' rather than 'do'ers.'

In reality, being a do'er is perhaps the ultimate mark of a successful person. It's what makes entrepreneurs a rare breed. Rather than thinking or wishing, they get out there and make something happen.

But I have also encountered many small business owners who get into trouble 'doing' the wrong marketing activities the right way or 'doing' the right marketing activities the wrong way.

If you want to 'do' the right marketing activities the right way you must start with a marketing plan., and in my opinion you'd be a fool to attempt this without the support of a good business facilitator.

Peter Athey
Specialized Management Services

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.)

About The Facilitator



What Does a Facilitator Do?

According to [Management Help](#): *“The role of the facilitator (in the context of personal, professional and organizational development) is to guide and support clients to get clear on the results they want to accomplish and what methods they might use accomplish those results.”*

The facilitator might also guide and support the client to actually implement those methods, and even evaluate the implementation and results. The results and methods and the nature of how the facilitator works with clients depends on the situation.

[Study Academy](#) believes a Business Facilitator is as follows: *“A **facilitator** helps a group of people or an individual 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 client discover solutions. In the simplest terms, they are consensus builders.”

Roles

Many view a facilitator as someone who can help the client view the matters they must confront as learning experiences and not as antagonistic or confrontational experiences.

As a facilitator, you should serve three functions:

The first is **intervention**; you help the clients or groups 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.

The next aspect involves **encouraging objectivity**. Here you help the client or group take a step back and observe itself and its interactions objectively.



You help them to theorize and experiment with new approaches of accomplishing goals, objectives, tasks, or problem solving.

Finally the third function deals with **understanding the learning process**.

You try to help clients 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 client or group in a more positive light

and help facilitate a resolution by learning about the issues from different perspectives and different approaches to solutions.

According to [STARTRTS](#) Enterprise Facilitation aims to promote local economic growth by providing support to local entrepreneurs wishing to start or expand a small business enterprise.

Enterprise Facilitation aims to help would-be entrepreneurs transform their ideas into viable enterprises, and it is a model of development that supports the creation of wealth from within a community by nurturing the resourcefulness of its people.

Entrepreneurial facilitation is a community-based method of addressing the needs and barriers facings local entrepreneurs. The objective of entrepreneurial facilitation is to encourage and retain a diverse and robust local entrepreneurial economy that leads to more opportunities for local residents. [Eric A. Scorsone and Kathleen Powers](#)

Entrepreneurial facilitation can be seen as the process of providing direct, customized professional assistance to an aspiring, active entrepreneur, group or community, or, in fact, an existing business seeking to grow or expand, diversify, or the organisation may be struggling and needs direction and guidance.

The consummate facilitator recognizes that the person, rather than the business idea, is of first and foremost importance. Thus, a facilitator focuses on the goals and dreams of the person or group and not simply on the details of developing the business plan.



Small Businesses Say They Get “Screwed”

SmartCompany 21st February 2017



Fair Work
Australia



Australian Government

Small businesses say they get “screwed” by Fair Work Commission as former PM labels tribunal “anti jobs”.

Government ministers have weighed in on a heated debate over the effectiveness of the Fair Work Commission after vice-president Graeme Watson resigned with claims the body is “dysfunctional”.



Former Fair Work commissioner Graeme Watson believes the operation of the workplace relations system is undermining the object of the Fair Work legislation. (photo by Kate Geraghty)

The resignation of Mr Watson, a former Freehills lawyer who represented Patrick stevedores in the famous 1998 waterfront dispute, is a result of long-term tensions within the commission under the leadership of president Iain Ross, a Labor appointee and former assistant secretary of the Australian Council of Trade Unions.

Some Coalition appointed commissioners feel he has shifted the tribunal to the left.

In a pointed snub, Mr Watson didn't inform Mr Ross that he was quitting.



Employment Minister
Michaelia Cash

Watson [notified the Governor-General that he was quitting on Friday](#), and in a letter to Employment Minister Michaelia Cash said he did not believe the commission

promoted “economic prosperity or social inclusion”, according to a Fairfax report.



Former Prime
Minister Tony Abbott

Overnight former Prime Minister Tony Abbott gave his two cents, tweeting the resignation shows the workplace tribunal as being “pro-union and anti-jobs”.

Watson's criticisms of the commission's work include the unpredictability of decisions on unfair dismissal cases.

Yesterday [SmartCompany](#) readers voiced their concern on this issue, with some employers saying they are being “screwed” and they feel Fair Work is “incredibly biased against them”.

“Please let us run our business without the constant threat of blackmail hanging over our heads,” said one commenter on *SmartCompany* recently.

Another expressed concern about Fair Work's approach to businesses when employees lodged unfair dismissal proceedings, claiming she had seen a case in which an employer paid a staff member who had been involved in a number of OH&S breaches prior to termination in order to resolve a claim that the business had acted unfairly.

“Complete scam and we pay for this body out of our taxes,” she said.



James Pearson

Australian Chamber of Commerce and Industry chief executive James Pearson said yesterday Watson's resignation highlights concerns that the commission is out of touch with the business community.

“Employers and employees are left

worse off when our workplace relations system delivers outcomes that are out of touch with the realities of running a business,” he said.

In 2015, the [Productivity Commission's inquiry](#) into the workplace relations framework looked at the way commissioners are appointed to the Fair Work Commission and made a number of recommendations.

These included the possibility of introducing 10-year appointment terms for new members, and establishing an independent “Workplace Standards Commission” to look at minimum wage and awards decisions.

Senator Abetz told *Fairfax* he supports introducing an appellate board at the Fair Work Commission.

This was something the Abbott government considered when elected in 2013, but plans were shelved before anything solid was implemented.

SmartCompany readers said they feel at odds with the commission because it does not acknowledge the costs to SMEs of poor performing or vindictive employees taking unfair dismissal cases to Fair Work.

“The toxic employees destroy moral and the productivity of the firm,” one reader said.

The business community was already watching the Fair Work Commission's movements closely, with an imminent decision due from the commission on whether to bring Sunday penalty rates in line with Saturday rates.

A final call on the issue is expected in early 2017.



Despite The Criticisms Team Building Can Work



[James Villarreal](#) has a strong belief that taking staff outside their comfort zones can develop a company culture you want to be a part of

Creating a company culture that you want to be part of every day isn't something that happens overnight. It's about building trust between colleagues and ensuring that hierarchical barriers do not find their way in.

We don't want to put limits on our team, we want to push them to do things they didn't know they were capable of.

Years ago I went on a training session with the army, so I knew firsthand how beneficial army training can be.

Our motto is about making life simple, and on our away day we aimed to find the people that can identify easy solutions to complex problems. The results were surprising.

Last summer we partnered with 11 Signals Brigade at Nesscliffe Training Camp in Shropshire. Everyone arrived at the crack of dawn and were changed out of their civvy clothes into army overalls, which put us all on a level playing field.

Over the next 30 hours we were put through challenging mental and physical exercises, experiencing life as an army reserve and camping out

military-style under a traditional army basher.

[Team building may have a bad reputation](#), but this is a huge generalisation. This team building activity worked harder for us than anything we've done before. It's brought a new dynamic to the office and given people the confidence to challenge each other and have their point of view heard.

Traditional away day activities such as raft-building are too predictable. When companies ask staff to put their work on hold and their own time into something it's important that a strategy is well-thought out, so that the time is used effectively.

Many MD's would outsource to an events company, which may have little knowledge of the business or the dynamics of its employees.

To avoid this everyone completed a Belbin self-analysis report and we used the results to assign the teams, which encouraged staff to play to their strengths and work together to succeed in camp.

It highlighted those that had leadership potential and provided an opportunity for those already in a leadership role to bring their teams together and work in a completely new environment.

When we got back to the office we created Belbin-based trump cards for each employee and desk name badges that highlight their individual strengths, serving as a reminder of the weekend and to keep the training front-of-mind.

The only downside to the experience... I'm going to have to come up with something spectacular to top it next summer. But taking staff outside their comfort zone is certainly a theme I'd like to continue.

However, there is an opposite, strong belief that team building does not work.



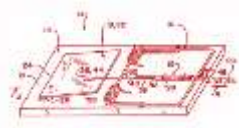
[Kate Mercer](#), cofounder of the Leaders Lab consultancy, the term conjures up "ghastly visions of kneeling on the floor playing bongo drums in a conference room or building Lego constructions against the clock in competition with other departments."

"There's a very large learning gap between doing activities outside of the office or workplace with your colleagues and working with the same bunch of people back at the office," states Mercer. "It's possible to draw parallels and bring out useful learning points, but it takes skilled facilitation to do this effectively and it's especially difficult to ensure that people take the learning back into the workplace."

Not everybody looks forward to having attention drawn to themselves in roleplay or other team-building activities. They may not be fit, confident or sociable enough. Some people actively fear the embarrassment and humiliation of these events. And it's a mistake to claim glibly that it will be alright on the night. For some employees, team-building activities actually drive a wedge between them and their colleagues and employer, rather than bringing them together and fostering engagement and team loyalty.



Inventors & Inventions



Jacuzzi

In 1968, [Roy Jacuzzi](#) invented and marketed the first self-contained, fully integrated whirlpool bath by incorporating jets into the sides of the tub. Jacuzzi ® is the trademarked name for the invention.

The Jacuzzi trademark is shown in both the Oxford and Webster's dictionaries, recognizing Jacuzzi as the inventor of the whirlpool bath. The Jacuzzi Bros. introduce their Whirlpool bath at California's Orange County Fair. In addition to the first whirlpool bath patent.

The [Jacuzzi Company](#) has 250 world wide patents for advancements in pump systems, jet technology, air controls and product design.

The [history](#) of the Jacuzzi company begins in the early 1900s when the Jacuzzi brothers immigrated to California from Italy.

The brothers invented the first enclosed cabin, high-wing monoplane, which carried mail for the U.S. postal service as well as passengers.

The inventor brothers later made great advancements in the agricultural pump industry and of course in the whirlpool bath industry.

In 1956, the family's hydraulic know-how proved invaluable when they created a portable hydrotherapy pump, which they used to treat a family member's problem with arthritis.

From that application, a small niche business was developed by providing the J-300, a portable pump, to hospitals and schools.



Lie Detector or Polygraph Machine

An earlier and less successful lie detector or polygraph machine was invented by James Mackenzie in 1902.

However, the modern polygraph machine was invented by John Larson in 1921.

[John Larson](#), a University of California medical student, invented the modern lie detector (polygraph) in 1921.

Used in police interrogation and investigation since 1924, the lie detector is still controversial among psychologists, and is not always judicially acceptable.

The name polygraph comes from the fact that the machine records several different body responses simultaneously as the individual is questioned.

The theory is that when a person lies, the lying causes a certain amount of stress that produces changes in several involuntary physiological reactions.

A series of different sensors are attached to the body, and as the polygraph measures changes in breathing, blood pressure, pulse and perspiration, pens record the data on graph paper.

During a lie detector test, the operator asks a series of control questions that set the pattern of how an individual responds when giving true and false answers. Then the actual questions are asked, mixed in with filler questions.

The examination lasts about 2 hours, after which the expert interprets the data.



History of the Thermometer

In 1593, [Galileo Galilei](#) invented a rudimentary water thermoscope, which for the first time, allowed temperature variations to be measured.

In 1612, the Italian inventor [Santorio Santorio](#) became the first inventor to put a numerical scale on his thermoscope. It was perhaps the first crude clinical thermometer, as it was designed to be placed in a patient's mouth for temperature taking.

Both Galilei's and Santorio's instruments were not very accurate.

What can be considered the first modern thermometer, the mercury thermometer with a standardized scale, was invented by [Daniel Gabriel Fahrenheit](#) in 1714.

Daniel Gabriel Fahrenheit was the German physicist who invented an alcohol thermometer in 1709, and the mercury thermometer in 1714.

In 1724, he introduced the standard temperature scale that bears his name - Fahrenheit Scale - that was used to record changes in temperature in an accurate fashion.

The Fahrenheit scale divided the freezing and boiling points of water into 180 degrees. 32°F was the freezing point of water and 212°F was the boiling point of water. 0°F was based on the temperature of an equal mixture of water, ice, and salt. Fahrenheit based his temperature scale on the temperature of the human body. Originally, the human body temperature was 100° F on the Fahrenheit scale, but it has since been adjusted to 98.6°F.



Does A Facilitator Have To Be A Knowledge Expert?



“The facilitator should not be overly knowledgeable about the nature of the company’s business.” Socrates and the Fox by Clem Sunter and Chantell Ilbury, Human & Rousseau ([BPG](#))

By definition, a business facilitator is someone who helps a person or group of people understand their common objectives and assists them to plan to achieve them.

This may raise the question “how can a facilitator possibly help an organisation, or business unit, make strategic decisions if they do not have an in-depth understanding of the business?”

If one thinks about it, the correct strategic solution to take the company forward is invariably within the minds and experience of the participants.

So, the role of the facilitator is simply to help them arrive at their own answer, decision or deliverable. That is, the facilitator must support everyone to do their best thinking during any meetings.

A facilitator is a helper or an enabler whose goal is to support others as they achieve exceptional performance.

This is done by encouraging full participation, promoting mutual understanding, and ensuring collaboration to create solutions.

The facilitator, therefore, should be a ‘content neutral’ party who does not take a particular position in the discussion or advocate a point of view during the meeting. The role has been likened to that of a midwife who assists in the process of creation but is not the producer of the end result!

Hence the role of the facilitator is different from the role of a consultant. When a facilitator is not the subject expert, the group will need to help the

facilitator familiarize him/herself with the nature of the company’s business, which often forces them to return to basics and examine the business from a fresh perspective.

What then, is an effective facilitator? An effective facilitator is one who contributes **structure** and **process** to group interactions.

A good facilitator uses skills, dialogue tools, and techniques to coax brilliance out of participants, rather than being the one who comes up with the brilliant ideas him/herself.

But remember, although a facilitator need not have a comprehensive understanding of the company’s business, he/she should not go into a session completely ignorant of the business under debate. Valuable time may be lost if the group needs to explain every aspect of the discussion.

Therefore, taking a meaningful brief prior to the meeting is vital!

[M.G. Rush](#) has the view that some of the best facilitators are NOT Subject Matter Experts within the topic and scope of the discussion; however, NOR can they afford to be subject matter ignorant.

They need to be subject matter conversant and understand the terms being used and the relationship of those terms to the deliverable, but they do NOT have to have an ‘answer.’

For example, this author facilitated sessions in North America, Europe, and Asia with radiologists and directors of radiology for a manufacture to help them design their next generation of CT (Computerized Tomography) scanners.

While NOT a physicist or radiologist, with strong preparation to understand the basic and essential principles of

operation, we were highly effective at facilitating discussions around pain points and possible solutions.

Neutrality, curiosity, and willingness to challenge assumptions are far more important facilitator skills than being expert on the topic.

Without the humility that encourages one to ‘seek to understand rather than being understood’, participants will drop out, go quiet, and disengage because they are thinking: “If this person (the leader or facilitator) already has the answer, then why are they seeking out my opinion?”

The better challenge or question may be, “What is the unit of measurement for distinguishing between ‘subject matter expertise’ and ‘subject matter conversant’?” For us, the answer is simple.

Before the session begins, the facilitator and participants ought have properly prepared. Optimal [preparation](#) includes writing down the meeting purpose, scope, deliverables, and simple agenda before the meeting begins.

Make sense? Hopefully you understand that the facilitator, at minimum, better know the reason of the meeting;

- WHY it is important (ie, purpose),
- WHAT will be covered and NOT covered during the meeting (ie, scope—that is necessary to prevent meeting scope creep, the number one killer of meetings),
- WHERE the group is headed (ie, the deliverable or what DONE looks like), and
- HOW they are going to get there (ie, the agenda or prepared structure). ☒

Coaching And Mentoring What Is The Difference?

By Ann Rolfe



Ann Rolfe has thirty years experience in adult learning and career development and specialises in mentoring. She is an author, trainer and speaker. Ann has been instrumental in developing award-winning mentoring programs and her online training and resources are used worldwide. Contact via ann@mentoring-works.com

****This article is an excerpt in part from an article featuring in the [AITD](#)'s Training & Development Journal**

What is the difference between coaching and mentoring? It depends who you ask! People seek distinctions between mentoring and coaching and arguments can become quite vehement between various schools of thought.

Why the Controversy?

Career counselling materialised during the recession of the early 1990s when commercial enterprises trained career counsellors and coaches. Executive, personal and business coaches came into vogue and life coaching became popular. Coaching and counselling became an industry, without regulation, anyone could set up a business as a coach or counsellor.

Counselling has therapeutic connotations and psychologists, quite rightly, wanted to protect the integrity of that term, so there was push-back and a move toward coach accreditation and qualifications. Coaching is still way ahead of mentoring in terms of accreditation with numerous reputable training courses leading to certification

available through the International Coach Federation.

Definitions

Today, coaching emphasises empowerment and so does mentoring.

The definition of coaching has moved away from the skills and performance focus we associate with sports coaches, into the realm of personal development. Mentoring has moved away from the paternalistic pairing of an older, presumed wiser, guide into the same territory.

In the workplace, people have a whole range of needs and they may be met with assistance from a trainer, manager, coach, mentor or a career counsellor. An individual's needs are never static, they move across the development spectrum.

Process

The real point of contention is whether the mentoring/coaching process is directive or non-directive.

Mentoring has evolved from an adult-child, master-apprentice or expert-novice directive process into a relationship of empowerment that is much less directive. The mentor's knowledge and experience is offered, when appropriate but facilitating a conversation where the mentee generates insight is the heart of the process.

Coaching for sport or job performance is quite directive but coaching for personal aspirations and goals is far less so.

On-the-job Instruction is about immediate performance and quite directive eg learning a new piece of software, procedures or protocols delivered by a supervisor, an on-the-job

instructor, preceptor, mentor or coach.


The person has expert knowledge of the topic and teaching or training skills.

Self-development, immediately applicable to work performance, eg teamwork or interpersonal skills, might be less directive because you want to empower people to choose constructive behaviours. It could led by a trainer, manager, mentor or coach. Knowledge of the topic and expertise in process is important.

Succession planning where specific skills are required might be more directive, for example, an engineer moving into a General Manager role, or an Operations Manager becoming Chief Executive Officer. Such development might be facilitated by an internal mentor or an external Executive Coach.

Personal development is about performance and career. They are not mutually exclusive. The process moves between more and less directive approaches and rarely fits into a neat box however much we might crave clear-cut boundaries.

If you have a mentoring or coaching program, you need a definition that works for you, but its purpose is more important than what you call it.

And, when people enter a mentoring or coaching relationship they need a clear understanding of what that purpose is, what their roles are and some skills and techniques to make it work. It is more useful to look at similarities 



Minister Wants To See Small Businesses Win Government Contracts

Australian
Government
Contracts
Register

As Australian Government tenders are advertised, small business should be in the driver's seat for delivery, states Small Business Minister Michael McCormack.

From modernising our largest Defence bases to the upkeep of Government offices and agencies across the country, there is enormous potential in government procurement for Australian small businesses.

And with 2015-16 financial year data released from AusTender, the Coalition Government is backing the bright future for business.

No matter where I go or with whom I meet, the story of small business procurement is the same.

There are billions of dollars in goods and services Australians rely upon the government to provide right across the country, and there are millions of businesses and millions of Australians uniquely placed to help us deliver them.

When I ran my own small business—a publishing business that started out of my garage in Wagga Wagga—government contracts for communications was what helped put food on our table and my business get its start.

As a minister with almost three years' experience within portfolios of the Finance, Defence and Treasury Departments, I understand how essential it is to ensure contract and service expenditure is spent wisely.

Though, as a local MP and former small business owner, I know few companies give better bang for their buck and deliver a service second-to-none more so than small business.

That's why I have made government procurement contracts a focal point of



Small Business Minister
Michael McCormack

mine as a minister.

Governments need goods and services to keep our agencies open, modern and functional—as well as Defence bases, grounds and other assets cared for appropriately. Education and training is important to maintain the appropriate level of skills to meet expectations of operating in a modern business environment. With every one of these requirements is a contract with the Australian Government and an unparalleled potential for small business.

And the proof is in the pudding when it comes to our procurement.

In the most recent financial year, small businesses won a third of all Australian Government contracts, valued at around \$5.5 billion.

Whilst the scale and pace of contracts varies across cities and towns, small business took a starring role in contracts valued up to \$5 million, with more than two thirds awarded to firms of twenty or fewer employees.

Scattered across our country are the stories of success which makes Australia function. Stories such as Echuca's Blashki & Sons, which has manufactured regalia for the Australian

Defence Force for decades from a vibrant regional community on the Murray.

Established in 1858, the family company creates many local jobs and keeps the Australian Government dollar circulating throughout the local economy.

When I visited Blashki recently with my Nationals' colleagues Damian Drum and Senator Bridget McKenzie, we saw first-hand how this contract creates local jobs, greater opportunities and means small business benefits from our expenditure.

This is a story which is uniquely Australian.

This is the shot-in-the-arm small business deserves. And it's something I want to help champion.

With every contract, I know small business is capable of delivering. With every contract, I can see the potential for growth, greater investment and more jobs.

With every contract, I know small business can ensure Aussie taxpayers get the value for money they deserve.

So take the time to get informed.

Every day there are jobs and opportunities for Aussie small business on [AusTender](#). Every day there is a chance to grow and diversify your small business.

Every day there is a chance to keep more Australian Government spending benefiting Australian small business.

All it takes is the click of a button.

Pursue procurement opportunities and you and your small business can star in Australian Government service delivery.





Focus On Risk Governance



It is common to think of risk as what might go wrong in an organisation. But a more precise definition is the effect of uncertainty on an organisation's objectives. In this regard, risk includes both (a) potential threats to achieving those objectives (negative risk), and (b) potential opportunities for achieving those objectives (positive risk).

Risk management aims firstly to anticipate risks. Then, in the case of negative risks, it aims to prevent them from eventuating or to minimize their impact if they do. In the case of positive risks, it aims to capitalise on opportunities that present themselves. Risk management is important for good governance, as well as legal compliance.

By effectively managing the risks it faces, your organisation can guard against poor decision-making, complacency and inadvertent exposure to any potentially debilitating consequences of its actions, as well as meet its objectives in delivering services to clients.

Risks accompany change, and are often accompanied by potential benefits and opportunities. Better risk governance implies enabling societies to benefit from change while minimising the negative consequences of the associated risks. The governance of global, systemic risks requires cohesion between countries and the inclusion within the process of government, industry, academia and civil society.

Governance refers to the actions, processes, traditions and institutions by which authority is exercised and decisions are taken and implemented. Risk governance applies the principles of good governance to the identification, assessment, management and communication of risks.



It addresses key questions such as:

- What is the role of science and technology in risk-related policymaking?
- Do organisations and people at risk understand the hazard and its consequences?
- Do they have the capacity to manage the risk and the resilience to deal with unavoidable consequences?
- What are the secondary impacts of a risk and how it is managed?
- What societal, environmental and economic values affect our willingness to accept the risk?
- To what extent should a precautionary approach be used to address uncertainty and ambiguity?

How best should one balance an inclusive approach to decision-making with the need to reach a decision?

What Exactly Is Risk Governance?

Wikipedia describes Risk Governance thus: **Risk governance** refers to the institutions, rules conventions, processes and mechanisms by which decisions about [risks](#) are taken and implemented. It can be both [normative](#) and positive, because it analyses and formulates [risk management](#) strategies to avoid and/or reduce the human and economic costs caused by disasters.

Risk governance goes beyond traditional [risk analysis](#) to include the involvement and participation of various stakeholders as well as considerations of the broader

legal, political, economic and social contexts in which a risk is evaluated and managed. The scope of risk governance encompasses [public health](#) and safety, the environment, old and new technologies, [security](#), finance, and many others.

According to [Effective Governance](#): Risk governance applies the principles of good governance to the identification, assessment, management and communication of risks. It refers to the formal structures used to support risk-based decision making and oversight across all operations of an organisation.

Risk governance involves the board, board committees, delegations, management structures (i.e. CEO, senior management team, etc.) and related reporting. Risk governance structures must be designed to fit the size, business mix and complexity of each organisation's operations.

To manage risk effectively, the board must ensure it has adequate systems to measure, manage and report the material risks to which it is exposed.

[Our Community](#) offers a great deal of support to NFP organisations by providing a number of Help Sheets that you can download. These help sheets and checklists are designed to help you introduce and improve risk management processes in your not-for-profit organisation so you can provide a safe environment for your staff, members, contractors, visitors and volunteers.

Each not-for-profit operates within its own particular context and will therefore have its own particular risks. You should build on these tools to create your own risk management profile and processes.

[Help Sheets](#)
[Checklists](#)
[Policies](#)





By: [Ijeoma S. Nwatu](#)

Email Marketing Basics for Small Business



Ijeoma S. Nwatu is a digital strategy and communications consultant. She is the Communications Manager for ColorComm, an organization that aims to uplift women of color in the communications field. When not working with clients, Ijeoma can be found speaking about career transitioning and social media marketing. Follow her on Twitter: @ijeomasnwatu.

Email marketing is just one of many ways to engage customers and ultimately lead them to purchase a product or service. Building and maintaining a healthy email list is important in learning more about your customer base and how they respond to your business, as well as generating potential new business.

If your business has not explored nor maximized the possibilities of email marketing, read more about how to leverage your existing and future contacts.

If you are a small business owner looking to try a different tactic or introduce something new, why not use a change in season to test new ideas.

Get permission

First and foremost, your email marketing campaign or listserv should have the option to opt-out of emails. Subscribers may have their reason for removal from your list and to capture their explanation, add a comment section before they officially remove themselves.

By having permission to be in the electronic inboxes of your customers, you can better target content and offerings to be the people who want to remain on your list.

If you want to incentivize your email list or a special campaign, consider adding a discount code, flash sale or customer appreciation message.

Test and then test again

Once you focus on the subscribers who remain on your list, regardless of how many subscribers, there is an opportunity to experiment with different type of sales copy, promotions, visuals, etc.

A simple way to test subject lines or a specific merchandise is to A/B test a call-to-action (CTA), time of day, or even the email's layout. Send two emails to similar groups within your email list but hold a variable for testing.

Make sure to have predetermined goals and review the analytics of open and click through rates of hyperlinks, especially those tied to your website.

Incorporate seasonal trends

If weather or the time of year affects your sales or potential new business, tailor email marketing accordingly.

For example, if you manage a summer camp for teens, then you may target different groups to include school staff, parents, and community officials to inform them of your offerings, cost and availability.

A common example of seasonal emails is small businesses and big brands using holidays like Thanksgiving and Valentine's Day to generate sales and customer interest about their products and store specials.

Integrate email marketing as part of an entire plan

A small business may not have a lot of marketing resources but to maximize your efforts, it's important that email marketing and subsequent campaigns are connected to other business goals and marketing objectives.

Think about social media, advertising, events, SEO, and other strategies that can work in tandem with your email marketing.

Email marketing can have many layers and may require knowledgeable staff or additional resources. Starting with the basics can help small businesses take advantage being present in their customers' inboxes.

Don't lose sight of the chance to engage them, delight them and to make a sale.



[Helen Armour](#), who is the Marketing Manager for [Really Simple Systems](#), says that with all the hype around social media you could be

forgotten for thinking that email marketing is out of fashion and no longer relevant. This couldn't be further from the truth and with cloud technology email marketing is now easily accessible to small businesses and essential for success.

Why do email marketing?

Email marketing is cheap to run and allows you to communicate directly with your customers using personalised messages. While building trusted relationships through engagement, it gives you the opportunity to track a customer's interaction with your product or service and generate insightful data.

Despite this, many businesses still get email marketing very wrong. We all have our inboxes flooded with marketing emails that are of no interest to us so we reach for the delete button, unsubscribe or maybe flag the message as spam. If you don't follow a few simple rules, instead of generating new business, you could end up ruining your business reputation.





Are You Running or Starting A Home-Based Business?

If you are looking to get out of the rat race, to spend more time with family and friends, and to live a more balanced, “normal” life, a home-based business may be the right decision for you.

A successful home business requires an owner who is able to handle a wide variety of issues. In many cases, identical home-based businesses can have different levels of success due to different approaches to planning. By thinking through the establishment of your business carefully and taking the time to research and plan your operations, you can create a competitive advantage while also helping secure the future of your business.

Undoubtedly, there are pros and cons with running a home-based business; just as there is for running a business from other premises.

One of the first major pros that comes to mind is that if you're used to spending hours in traffic to and from work every day, it is truly an incredible advantage running your business from home.

Home-based businesses are quickly becoming the fastest growing form of new business start-ups. Growing your company out of your home allows for flexibility that is difficult when renting or buying office and warehouse space.

Although working at home requires self-discipline, the benefits can be substantial.

One of the many benefits that can be gained by working from home is Flexibility: You can set your working hours as you want, as long as you can meet your clients' needs. You can switch to different working time easily, and this also means that you can work overtime whenever you want, and you will surely be paid fairly.

Also, you can take time off whenever you want and you can be free as much as you need, so you can spend quality time with your family and friends.

When you are working in a company it often doesn't allow you to be creative. There is a certain set of rules and procedures that must be obeyed in order to get the job done. Working from home provides the opportunity for you to be creative as you as much as you want until the final result is the one which satisfies your client(s).

You can also experiment with new ideas, and if you don't succeed, the costs are significantly lower. This is a great way to test your ideas before you invest a significant amount of money in them.

It's a fact that many of Australia's small business owners are outstanding entrepreneurs. They come up with innovative products and services; and according to ABS (BDL 2105) they employ 35.6% of all private sector workers; and they persist even during tough economic times.

But what might not be such a well-known fact is that most of them do all of this without even leaving their

homes.

According to the Australian Bureau of Statistics, more than 50 percent of small businesses are home-based. Home-based businesses offer low overhead, helpful tax incentives, and the opportunity to work in your pajamas, among other benefits.

According to Kevin Louey, Melbourne City Council's chairman of economic development, regulations for home-based businesses depend on the location and nature of the business.

"In some cases a business may need a planning permit, building permit and or health registration. Anybody thinking about starting a business should check with the relevant authority whether they need any of these permissions," he explains.

The [Business Victoria website](#) has relevant information and a number of useful links about running a business from home, including business registration and licences. [Enterprise Melbourne](#) also has a page about the potential permits and registrations specifically for businesses setting up in the City of Melbourne.

In NSW, check with [NSW Planning and Environment](#) for the rules around running a business from home. Queenslanders, check [this page](#). If you're in Western Australia, follow [this link](#).

Wherever you're based, it's imperative new business owners are aware of all the permits they need and work with the relevant authorities from the outset.

The permits required will be unique to the business and the industry it operates in.





What Is A Business Without Customers?



How do you target the right audience for your business?

The most important step in business planning is finding out who your customers are, what their needs are, and why they want to buy from you. Is the market right for you?

Are you targeting the right customers? Do they identify with your value proposition and your brand promise? If you don't know the answers to these questions you may want to revisit the planning stage.

1) Be clear about whom you are and your unique value proposition

Sounds obvious, but more than just a product or service, what are you really selling? What problem are you solving and why would your product or service resonate with your customers? What unique benefits do you offer? This is what you must lock down in your brand promise.

Think about it. Take a look at some of the businesses and brands that you resonate with. What about their brand keeps you coming back for more?

Certainly you have other options to choose from, so what is it that keeps you coming back for more, what is their unique benefit? What they are really selling is a combination of product, value, ambience (or not), and brand experience.

Take a look at the blog about the

power or emotional marketing. This blog offers tips on how you can develop and capitalize on these elements of value.

2) Stay Focused

One of the pitfalls of not defining what you have to offer is that you can quickly become a jack-of-all-trades and master of none.

This can have a negative impact on business growth.

Think about it from the perspective of a consumer. How often do you see marketing flyers promoting the service of a local handy man who claims to be an expert in everything from drywall installation to plumbing repairs, and so on?

Or the restaurant that offers Chinese food, pizza, and subs. You wouldn't choose either of these, because they have no specialty. You'll win a lot more business with a strong strategic focus on something specific.

3) Identify Your Niche

The flip side of being a jack-of-all-trades is finding your niche and playing to your strengths within that niche. Creating a niche for your business is essential to success. For example, say you want to quit your day job and become a freelance writer.

You know there's a need in the market for a trustworthy, reliable, and consistently good technical writer – and clients are willing to pay a certain price point for that quality and value.

Now you could simply advertise your services on an online freelance marketplace, as many do, and hope to pick up any business from any customer anywhere on the map.

But by identifying your niche and choosing to attract customers who will value your services, you will quickly build on that niche and be on the path towards business success.

4) Find Your Target Customer

Identifying and finding your ideal target customer is a process few businesses can't afford to get wrong.

A few simple steps can help get you pointed in the right direction.

5) Tailor your brand promise

Now that you've identified your target market you'll need to craft a message that reaches and speaks to that market while reinforcing your brand identity.

It not only explains what you have to offer, why you're different, and why anyone should buy from you, but it should communicate the promise you're making the customer.

This promise speaks to the integrity of your business.

The moral of the story is be clear, be specific, and communicate your unique value.



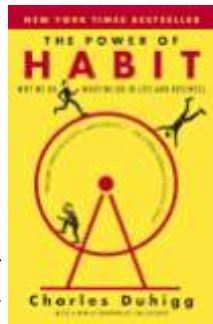


Look Inside

Business Book Review

The Power of Habit: by Charles Duhigg Why We Do What We Do in Life and Business

A young woman walks into a laboratory. Over the past two years, she has transformed almost every aspect of her life. She has quit smoking, run a marathon, and been promoted at work. The patterns inside her brain, neurologists discover, have fundamentally changed.



An untested CEO takes over one of the largest companies in America. His first order of business is attacking a single pattern among his employees—how they approach worker safety—and soon the firm, Alcoa, becomes the top performer in the Dow Jones.

What do winners have in common? They achieved success by focusing on the patterns that shape every aspect of our lives.They succeeded by transforming habits.

Award-winning *New York Times* business reporter Charles Duhigg takes us to the thrilling edge of scientific discoveries that explain why habits exist and how they can be changed.

With penetrating intelligence and an ability to distill vast amounts of information into engrossing narratives, Duhigg brings to life a whole new understanding of human nature and its potential for transformation.

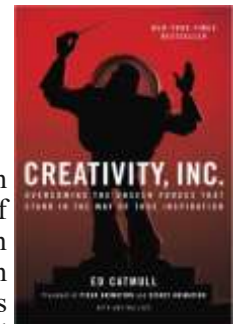
Along the way we learn why some people and companies struggle to change, despite years of trying, while others seem to remake themselves overnight.

We visit laboratories where neuroscientists explore how habits work and where, exactly, they reside in our brains. We discover how the right habits were crucial to the success of Olympic swimmer Michael Phelps, Starbucks CEO Howard Schultz, and civil-rights hero Martin Luther King, Jr. We go inside Procter & Gamble, Target superstores, Rick Warren's Saddleback Church, NFL locker rooms, and the nation's largest hospitals and see how implementing so-called keystone habits can earn billions and mean the difference between failure and success, life and death.

At its core, *The Power of Habit* contains an exhilarating argument: The key to exercising regularly, losing weight, raising exceptional children, becoming more productive, building revolutionary companies and social movements, and achieving success is understanding how habits work. Habits aren't destiny. As Charles Duhigg shows, by harnessing this new science, we can transform our businesses, our communities, and our lives.

Creativity, Inc.: by Ed Catmull.....What does it mean to manage well?"

From Ed Catmull, co-founder (with Steve Jobs and John Lasseter) of Pixar Animation Studios, comes an incisive book about creativity in business—sure to appeal to readers of Daniel Pink, Tom Peters, and Chip and Dan Heath.



Creativity, Inc. is a book for managers who want to lead their employees to new heights, a manual for anyone who strives for originality, and the first-ever, all-access trip into the nerve center of Pixar Animation—into the meetings, postmortems, and “Braintrust” sessions where some of the most successful films in history are made.

It is, at heart, a book about how to build a creative culture—but it is also, as Pixar co-founder and president Ed Catmull writes, “an expression of the ideas that I believe make the best in us possible.”

For nearly twenty years, Pixar has dominated the world of animation, producing such beloved films as the *Toy Story* trilogy, *Monsters, Inc.*, *Finding Nemo*, *The Incredibles*, *Up*, and *WALL-E*, which have gone on to set box-office records and garner thirty Academy Awards.

The joyousness of the storytelling, the inventive plots, the emotional authenticity: In some ways, Pixar movies are an object lesson in what creativity really *is*. Here, in this book, Catmull reveals the ideals and techniques that have made Pixar so widely admired—and so profitable.

As a young man, Ed Catmull had a dream: to make the first computer-animated movie. He nurtured that dream as a Ph.D. student at the University of Utah, where many computer science pioneers got their start, and then forged a partnership with George Lucas that led, indirectly, to his founding Pixar with Steve Jobs and John Lasseter in 1986. Nine years later, *Toy Story* was released, changing animation forever. The essential ingredient in that movie's success—and in the thirteen movies that followed—was the unique environment that Catmull and his colleagues built at Pixar, based on philosophies that protect the creative process and defy convention



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The 10 Conversations Managers Must Have

Good leaders have conversations; lots of quality conversations. But how do they find the time? They are busy like the rest of us. What do they talk about in these conversations?

In their great book: [*Credibility*](#), James Kouzes and Barry Posner state that “leadership is a relationship.”

So if leadership is a relationship, how are these working relationships formed and developed? The answer: through conversation. Relationships are formed one conversation at a time; conversation by conversation. Getting the very best from people at work is based on building trust, and trust is built from conversation. Conversation is a powerful and underestimated tool of leadership.

So what are the 10 conversations leaders must have?

The first five conversations are part of the [*Five Conversations Framework*](#) which can act as a substitute for the performance review.

Climate review conversation

This conversation is about job satisfaction, morale, and communication. It provides a leader with a reasonable understanding of the fundamentals of how team members are tracking in their day to day work.

Strengths and talents conversation

Instead of zeroing in on weaknesses, leaders ought to start with discussing the innate talents of team members and how they can be better utilised in

their current and future roles.

Opportunities for growth conversation

There is always a need to discuss performance improvement in the context of opportunities for growth rather than weaknesses.

Learning and development conversation

Leaders need to talk to their team members about their learning and development needs. This isn't just about sending people off to training courses. It is also about coaching and mentoring too.

Innovation and continuous improvement conversation

If leaders don't have genuine and regular conversations with team members about how to make the workplace more efficient and effective, then ideas will probably not surface. These conversations emphasize the value and importance of innovation and continuous improvement.

Apart from the [*Five Conversations Framework*](#), here are five more developmental conversations.

Coaching conversation

Leaders should see themselves as coaches. And coaching ought to be a dialogue, not a monologue. There are numerous coaching opportunities every week that can lend themselves to a conversation.

Delegation conversation

Like coaching, delegation should be a

conversation rather than a set of instructions to a team member. Surveys show time and again, that leaders aren't delegation enough or doing it as well as they should.

Mentoring conversation

The best leaders understand the value of mentoring. Many of them had, or have, a good mentor. These conversations can be powerful opportunities for change.

Visioning conversation

Leaders don't spend enough time explaining what Dave and Wendy Ulrich refer to as the “why of work.” Conversing with team members about the overarching purpose of tasks and processes provides a context for performance.

Encouraging conversation

Again, leaders—being self-starters—often don't appreciate the value of encouraging others. Leaders ought to be spending time encouraging others in some of the challenging work assignments they undertake.

Make it your resolution to have more of these conversations as a leader. You will be pleasantly surprised at the results it reaps.

**

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The 5 Reasons Staff Don't Perform

Editor's Note:

Brett Chamberlain is an International Speaker; Author; Advisor and Consultant, and is one of Australia's leading business improvement consultants and management advisors.

During a 20 year consulting career he has been responsible for dramatically improving the profitability of literally hundreds of businesses around Australia and overseas, including many major corporations and hundreds of smaller businesses, by showing them how to master fundamentals that deliver profitable growth.

In my many years as a consultant and conference speaker, I've spent a lot of time with management level people. I've often heard comments about employees and their performance, or lack of it – and as an employer myself, I empathise with many of the comments made.

But here's an interesting thing...

Through that time and experience I've come to believe there are only five reasons why staff don't perform at absolute capacity 100% of the time. When we understand and deal with these reasons our people problems disappear.

The first reason is because the staff members simply *can't* do what is expected of them. This is a **'Selection'** issue.

The second reason is they don't know *what* it is we want them to do. This is a **'Communication'** issue.

The third reason is because they don't know *how* to do what we want. This is clearly an **'Education'** issue.

The fourth reason is because they don't know *why* to do it. This is a **'Motivation'** issue.

And the fifth reason is because they just *won't*. Let's think of this as an **'Insubordination'** issue.

If we accept these are the main reasons why staff don't perform optimally, then, as leaders / managers we have a lot to answer for – because only the Insubordination issue is controlled by the staff. The rest are management responsibilities.

That means management is often to blame.

Strangely enough, this is good news. If the fault is a result of management's failure we can do something to fix the problem because they're our issues and within our control.

Specifically, we can change our recruitment systems to ensure we attract and select the right sort of person. We can improve our induction method to make sure people know what we require of them.

We can upgrade our training program to ensure our people are well qualified to perform their assigned tasks. And we can change our incentive system and thereby focus our people on doing things in the desired way.

In other words, you can fix four out of the five problem areas – which means 80% of your issues will be resolved.

Better still, you'll have begun to create a culture where things consistently get better. Thereafter, if a problem pops up, you can involve your team in improving the systems and procedures which allowed it to occur.

Instead of simply blaming, the approach

would be to say "Which system failed? Did we choose the wrong person (a selection system fault); did we fail to

explain what was required (a communication system fault); did we fail to show them how to do the task (an education system fault), or did we fail to give them sufficient reason to do it (a motivation system fault)?

Given that they're systems which we, as managers, control ... we can change them (with input and ideas from the relevant team members) and thus eliminate the problem. By taking this systems approach, we can ensure the problem does not recur.

And on those occasions when a system fault was not the problem but 'Insubordination' is, then you can (and must) move quickly to remove that person from your organisation before they poison it.

Remember: Selection, Communication, Education and Motivation. They're the four critical responsibilities for managers. Do your job properly in these areas and you'll rarely have to deal with the 'Insubordination' issue.

And if you do come up against it, you'll be able to take swift, surgical action to resolve the problem.

From this point forward, though, it's important to remember: when you point the finger at staff, four fingers are pointing back at you.





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Is There a Need For Training In Your Business?



The future of any company is dependent on the skills, knowledge and motivation of its people. Training of staff is necessary to provide employees with knowledge and ability to carry out their work correctly and satisfactorily. This will enable the company to increase output and help employees to feel more confident in their work and their productivity.

Employees will be more motivated and enthusiastic about their work which may open new and long-term opportunities for them.

To achieve successful staff training and development, there are two main areas to concentrate on. They are:

- On-the-job training, and
- Off-the-job training

On-the-job training involves the new employee learning about the work by actually performing it at the workplace. An experienced co-worker, supervisor or manager should train the employee in the correct procedure for carrying out the work. In order to carry out on-the-job training successfully, there are a number of basic steps.

Firstly, you should explain to your staff who are undertaking the training, your firm's training procedures and your reasoning for the training.

It may be to maintain quality, increase productivity, improve employee's skills or to maintain the reputation of the company for having skilled, highly trained staff.

The next step is to familiarise the employee with the overall objectives of your firm, and explain the quality and quantity of work outcomes that are achieved.

They should then be shown how they

are to achieve the expected level of work, and once this has been made clear, the trainer should go through the steps with them again. As a result, they will feel more comfortable and it will encourage more confidence and capability as they mature in their position.



Once the employee commences you should, once again, explain the correct procedure in carrying out the job. When mistakes occur correct them immediately, and if necessary, carry out the more difficult steps again.

Whenever they perform a task well, compliment them.

Finally, should ensure that they know who to report to if problems occur. This person should be someone who is always present and easy to find.

Off-the-job training: as the name suggests, off-the-job training is provided away from the immediate workplace.

This might be at a specialist training centre or at a college or at a company's own premises. This type of training can be particularly useful for developing transferable skills that can be used in many different parts of the business.

It may be used, for example, to train employees in the use of new equipment and new methods or to

bring them up to date with changes in the law.

Off-the-job training involves training outside of the working premises and may include seminars, lectures and case studies.

These can be very useful when training staff for it gives them outside information which the company may overlook.

It will widen the scope for the staff who are undertaking the training, and will contribute to developing a more competent employee.

Typical off-the-job training may include:

- Day release (employee takes time off work to attend a local college or training centre)
- Distance learning / evening classes
- Block release courses - which may involve several weeks at a local college
- "Sandwich" courses - where the employee spends a longer period of time at college (e.g. six months) before returning to work
- Sponsored courses in higher education
- Self-study, computer-based training

A continuing training program is vital for any business - *big and small* - intent on improving employee's skills, increasing quality and productivity, improving morale and maintaining standards and reputation.





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As A Business Owner What Is Your Primary Job?

It is easy to get caught up in the hype and excitement of starting a new venture. This is usually followed by intensely developing your market to generate cash flow and profit to ensure survival and growth. But consider this; if your business capacity is strongly linked to your direct involvement in the day-to-day operations, you don't actually have a business. You have a job.

Most people wake up one day in their employed life and realise they are working for an idiot, or at least they believe they could do better. So they start a business of their own and a couple of years later realise they are still working for an idiot, but this time it's one they can't escape.

From the time you conceive an idea of a business until the time you eventually dispose of it, you have only one task that should ultimately drive all your business and strategic decisions. That is how can I best and most quickly make myself redundant.

If you ask any business broker about the major issue they face it is that most enterprises come onto the market due to ill health, death or divorce; without any long term planning having taken place about how to prepare it for sale. This means the owners are unlikely to secure a sale at the true potential value of the enterprise.

The selling price is generally linked to its demonstrated profitability, capacity for growth, dependence of the current owners, stability of ongoing staff, security of tenure and the quality of the plant and equipment.

All of these issues are things that you should be focussing at least monthly, if not more often.

The Small Business Owner has to wear many hats.

They have to be an outstanding sales person; bookkeeper; HR specialist; finance officer; cleaner; customer complaints;

The list goes on

If you put yourself in the seller's position and consider what you be willing to pay, you probably wouldn't want to buy a business where all of the intellectual property and customers left with the previous owner.

This is a particular issue with restaurants and cafes when a particularly well known chef leaves and takes the clientele with them. The new owners probably won't be looking to work six days a week or 12 hours a day.

In essence there are three main things to consider while you are developing your business. These are Structure, Systems and Measurement:

- Make sure your legal and organisation structures are not only suitable for now but also match your aims for the future. It can be very expensive and complicated to change structures

mid-stream rather than getting it right initially. Make sure you consider any potential structure in terms of asset protection and tax minimisation;

- Having established your operating systems make sure they are documented and current. This will reduce the reliance on you and will be a great asset to any potential purchaser; and
- Measure what is important to measure, not just what is easy. Your KPI's should cover all aspects of the business, not just the financial. You need to know what the important measures are in marketing, sales, production or operations, finance, administration (and ICT), as well as human resources. If you think about it the financial outcomes of your business are like the scoreboard. They tell you how well the other areas are working as the drivers of your business. No great coach ever focussed on the scoreboard because this can't be changed. It's the other drivers that will give a better outcome.

One strong piece of advice I would give all business owners is to have your business valued every year or two to see what the market might think it is worth. You can also ask yourself that if you were looking to buy it would you, because if you wouldn't then the chances are no one else will either.





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5 HOTTEST TIPS to Effective Emails - Part 1 - The Subject Line

Although often the bane of our existence, email communication is where a HUGE portion of business communication gets transmitted.

For this reason The Web-Sta Team agreed to kick off a series consisting of **5 Parts - the HOTTEST TIPS to Effective Emails.**

First, a quick look at just **3 striking email stats. SOURCE:** *Executive Summary portion of an Email Statistics Report, 2013-17 by The Radicati Group*

Email remains the go-to form of communication in the World

In 2013, Business email accounts total 929 million mailboxes. This is expected to grow at an average annual growth rate of about 5% over the next 4 years, and reach over 1.1 billion by the end of 2017. The majority of Business email accounts are currently deployed on-premises. However

Cloud Business email services, is expected to rapidly increase.

Billions of business emails sent and received per day, and growing

In 2013, the majority of email traffic comes from business email, which accounts for over 100 billion emails sent and received per day.

Email remains the predominant form of communication in the business space. This trend is expected to

continue, and business email will account for over 132 billion emails sent and received per day by the end of 2017.

Emailing from mobiles shows strong growth and is expected to continue

The Mobile Email market has shown strong growth over the past year, a trend that is expected to continue. **Anywhere access has become a common feature for all users, who now access their mail from a number of devices, at any time and from any location.** In 2013, worldwide mobile email users, including both Business and Consumer users, total 897 million.

Here are The Web-Sta Team's 5 HOTTEST SUBJECT LINE TIPS

1. **NEVER Leave The Subject Line Blank** -- this often determines whether our email gets opened, and how and when the recipient responds.
2. **Write The Subject Line FIRST** -- when we do, it has the capacity to set the tone for our email; helps keep us on point.
3. **Keep The Subject Line SHORT + be SPECIFIC** -- various devices (computers, laptops, tablets, phones) all have a different display capacity. The idea is to get to the point of our email in about 6-8 words tops.
4. **Never Write The Subject Line ALL IN UPPERCASE** -- there is UPPERCASE to make a

particular word, phrase or point **STANDOUT**, it's also the digital equivalent of **YELLING!**

Because we don't want to give our readers anxiety before they even open the email, we always want to use this feature in the first scenario only.

5. **CHANGE The Subject - CHANGE The Words** -- when replying to an email and the POINT of the email CHANGES, it's time to also change the words on the subject line.

If our email platform doesn't allow this, then research tells us the best approach is to start a new email and thread. One of the obvious reasons for this is whenever we are searching for an email we are likely to use a KEYWORD from the topic/subject to locate it.

For the full article go to www.web-sta.com.au

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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.

Hiring staff for your business is a huge decision. The various awards, pay scales, super, and workplace safety considerations can be really confronting. Many small business owners opt for what appears to be the easiest solution, and hire staff as contractors with their own ABNs.

This option if not properly implemented is fraught with danger from many sides. There are four areas of law in relation to contracting relationships. The common law, taxation law, superannuation law & workplace health & safety laws.

You will be hiring a bona fide contractor if they charge market value rates for their work, have other clients, have the authority to send a replacement to you on their behalf, provide their own equipment or tools, and hold separate professional insurance or worker compensation.

There is no time limit or value to their contractual agreement with you, however all of the former provisions must still be met.

If you hire a person as a contractor, but the service is for their labour only, and they work under your direction, are paid by the hour or at less than market rates, then you will not have a bona fide contractor.

The tax law, super law and workplace law are all relevant to a labour only contractors. The fact that the person has been engaged under their ABN does not mean that super and Workcover do not apply.



In fact they do.

In the case of workplace safety, a business is required to provide a safe workplace for all employees regardless of how they are paid. Safety concerns cover physical as well as non physical threats, ie harassment & bullying.

This means that a business will have a workplace safety responsibility if there is an issue between salaried employees and labour only contractors.

The ATO has a handy decision tool on their website to determine whether your contractor should be employed as an employee.

The outcomes of recent tax audits in this area tell of significant penalties in the tens of thousands of dollars being imposed on business owners who have been found to be paying staff as contractors when they should have been paid as employees with full entitlements.

Employee or Contractor

The moral of the story is to thoroughly determine what the position being offered requires in terms of staff time, skill & commitment.

Consider also the security aspect of the position. If your position can be outsourced to a specialist business, then you have a contractual relationship. If you need more control



over the job to be done, then you will have an employment relationship.

Consider also, the oncosts that will be required. A casual employee, including super & workcover may well be cheaper to hire than outsourcing, and provide you with the same flexibility as an outside consultant.

However, paying a staff member as a contractor when they should be paid as an employee could cost thousands more in penalties for non compliance. If in doubt, get a professional opinion before hiring.

If you need some assistance in this area, please don't hesitate to contact me.





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ETF's . . . What Are They?

ETF's or Exchange Traded Funds are a relatively new type of investment.

They can be bought and sold in the same way individual shares such as BHP or Woolies can, that is, through your stock broker or through your online share trading platform such as eTrade, Comsec or CMC.

ETF's essentially track the performance of the index by simply retaining the same proportion of underlying assets as that index.

For example, the ASX 200 ETF purchases and holds the shares represented in the ASX 200 index namely the top 200 shares/companies by market capitalisation (i.e. the dollar value of the company or business).

So, the process is simple because the exchange traded fund manager simply buys and places the shares into the ETF. They do nothing else but match the index. The result is the ETF gives the same result of the index – either up or down.

Liquidity

One of the great advantages of an ETF is that it is as easy to buy or sell as an individual share. Those who utilise an online trading platform will know that many shares will be traded immediately if listed at market price.

Therefore, if you need or want to buy or sell quickly, ETF's can do this very well.

What's the difference . . .

between an ETF and a Managed Fund? A managed fund sells



units in the fund whereas with an ETF you own the underlying assets.

Many fund managers will trade (buy and sell) frequently within the fund (called 'active management') in an effort to outperform the index because there is great kudos associated with outperformance.

However, this can create many capital gains events within the fund which are ultimately distributed to the unit holders for which they must account in their own tax returns..

So, yes, it's great when a fund outperforms the index but historically, managed fund managers struggle to outperform in greater than 1 in every 3 years.

Active managers also charge higher fees called MER (management expense ratio, charged as a % of the dollar value that you hold) to perform these trades which means that their outperformance should beat the index PLUS their fees in order to truly outperform.

Having said that, unit holders/investors are happy when their fund outperforms.

AN ETF manager does not try to outperform the index. They simply buy and hold to reflect the respective

index whether it be a small companies fund, the industrials sector, Health, financial or any other sector which has an index upon which an ETF might be based.

If you like large companies, real estate investment trusts (REITS) or medium size companies, the matching ETF can gain you exposure to the sector which can also save you from deciding which company or share to buy.

ETF's also charge a MER but often less than the MER of a managed fund.

You can, of course, do the same with managed funds but there is another difference which helps to determine how and when you might utilise ETF's v Managed Funds.

Every time you do something (as an investor) with an ETF there is a brokerage fee similar to your stockbrokers brokerage fee.

This means that if your investment strategy is to buy into an investment over time, you will incur higher brokerage fees e.g. contributions to super fund or a dollar cost averaging strategy.

So ETF's and Managed Funds each have their place.

**General information only. Seek personal advice prior to investing*

For more information plus assistance on managing your future wealth prospects, simply contact me.





DO I - OR DON'T I ?

Do I or don't I? – do I or don't I? – do I or don't I? This little mantra goes through all of our heads at some time or another in our working and personal lives.

Do I or don't I? It is the precursor to making decisions some big – some small. Yet, there it is every time - do I or don't I? All the risk management strategies can all mean nought when we get to this point.

I was facing such a dilemma few weeks ago after purchasing my partners' share in our business. It was an amicable arrangement so there were no regrets or recriminations. Just a simple enough thing to do.

Yet when offered the full ownership I went through the do I or don't I's. Some day's do's some days don't. I did.

The business needed more time and attention yet I felt it had potential and decided to proceed. We are manufacturing a product in China and my partners had the job of doing all those aspects of the business.

In effect I knew a lot about my 50% and very little about their 50%. I set about getting the stock into place from their warehouse to mine and, getting an understanding of the logistics of distribution.

All at face value seemed fine. Yet there was the daily dilemma of trying to work out what to do next. Do I or don't I? I did.

The one thing that kept nagging at me was should I go to China



and meet with the owners of the factory? I felt I needed to put my imprint on the ownership of the business and get to know the owners better and see what sort of alliances I may be able to forge.

Do I or don't I? I felt that such a trip whilst hard to justify in dollars and cents had a real place in the cornerstone of the business going forward. I did.

It was the best decision I have made in many a day. The trip was a huge success with the Chinese doing many things for me that I had felt were going to be tough going. Terms of trade, pricing, and helping me into the US market via their very substantial network. So I am glad I did.

I am now back and am now implementing a number of things that have energised me and given greater insights into what can happen into the future.

In life we are faced with the Do I's or don't I's so often. You weigh up

all the risks and see what toss of the coin life gives you. I am not saying for one minute be a gambler but, there comes a point where you have to say this is going to happen and I am the only one that can make it happen.

I am the one with the passion, the knowledge and energy to carry it off. If I can't do it then no one will do it for me. So do it.

An incredibly clever man I know has a business called GOYA. A lot of folk think it was for the great artist and many would say how they admired Goya's work. In fact, it stands for Get off your a ---se.

So when you get to the Do I or don't I times it is only you that can make the final call. Sometimes it will fail but at least you have learned a lesson. But at least you did.

Kipling said in his great poem "If" "to be able to stoop down and start again with worn out tools – What's more you will be a man my son.". Yup, sometimes you have to stoop down and start again but at least you "did some doing"



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HOLISTIC TREATMENTS IN BUSINESS -V.

Introduction to Systems Thinking



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

As we promised in the previous part, now we are learning to dance waltz after cha-cha-cha. But what should we do before even the first step? We change the music!

For music of cha-cha-cha it would be funny to dance waltz. **If you play the wrong music, your steps will be mistaken. Your mental models work the same way as music.** If you deploy the wrong mindset, attitude, belief-system, of course you won't get brilliant results.

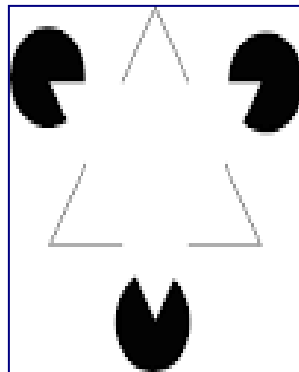
But hold on! **Who will admit, that “yes, it's me, who has a blind spot here”, or “I'm a bit paranoid to see things which are not there”?** I have never met anyone so honest – and it's no wonder! **We defend all out our convictions for fear that our systems collapse** even if only one segment of it proves to be false.

Freud classified the actions of our defence mechanism: denial, projection, or repression of all information that does not fit into the picture of our world. But even if it is not for defence, just for the intake of the overwhelming information we absorb **we apply subconscious strategies to manage the perceived “reality”:**

1. DELETION

“How is your business?” “Good.” (or: “Bad.”) Even if you answer a bit or a lot longer, words are never enough to describe anything: we automatically

delete a great bulk of different pieces of information. In order to do this we select and ignore the details to boil down our answer to the most important words.



Deletion is absolutely appropriate: we cannot overwhelm each other with unnecessary and superfluous information.

However, the crux of the matter is that we delete even the incoming information, because our 5 senses take in up to 2 million bits of information per second, but the conscious mind can process only about 7 chunks (about 134 bits) per second.

Solution: To be mindful, conscious and very aware of our mental filters!

Ask yourself: What is missing for the whole picture? What excellent opportunities are there for me that I haven't recognised? How could the “Impossible” turn into “I'm possible”?

2. DISTORTION

When we distort we interpret certain aspects of reality the way we want: there are details we enlarge and attach significance to them, while lessening and omitting some other factors. We apply the sensory data at our disposal to build the scaffold of our inner reality.

This is something like playing with just a

few pieces of puzzle and let our mind fill in the blanks so that we believe that we see the whole picture. For example, if you have a bias either against or in favour of an employee you must distort the facts!

Solution: To be mindful, conscious and very aware of our mental filters!

Ask yourself: To what extent is my opinion equals reality? What emotions has formed my view? How could my point change if I had different feeling about it?

3. GENERALISATION

“Oh, yes, it's difficult to sell anything these days.” “Everybody has suffered great losses since the economy crises.” “The economic cycle works against us these days.” These sentences give away the speakers that they generalise, that is, they have experienced something, and then they draw a consequence which they find true for every other situation.

While generalisation can serve us (e.g. smoking damages your health) we must be careful especially if there are cues of it when someone is stuck.

Solution: To be mindful, conscious and very aware of our mental filters!

Ask yourself: Is this statement really true for everybody, every situation, every time? Who are the exceptions, what do they do, how do they manage?

(... to be continued next issue)





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Your Smart Office And The Internet Of (smart) Things

As a small business owner, I use **technology** so long as it makes my work more effective. In this fast-paced economy **accessibility is key** for any small business. No matter where you are, sitting at your desk or working onsite, your prospective clients want to reach you immediately, even outside of normal business hours. They have an immediate need, and mobile phones have long taught them how to satisfy their need in no time.

When I'm broadly talking about technology, I mean the more widely accepted and used technology like email, smart phone, Internet and Cloud storage. However, thousands of intelligent gadgets have reached the new generation, who are eager to experiment with their home's DIY projects.

This technology is aptly called **the Internet of Things** (or IoT for short) as with these gadgets you're able to convert any dumb electronic device (any Thing) into an intelligent information centre, not only does it **collect you data** but also enables you to **remotely control its behaviour**.



A whole industry has lined up to serve the emerged needs of electronic nerds for IoT accessories. Chip producers have developed new lines of integrated circuits and electronic device manufacturers have advanced new boards based on the chips.

And the business is flourishing: every day a new startup group appears on Kickstarter to catch your interest with their latest gizmo.

But how on Earth does this IoT stuff relate to your office? Well, **automation is the key word** here. You must have felt yourself submerged into simultaneous tasks, when wished if only you were doubled.

It's easy to forget the lights on when a pressing work occupies your attention. Fortunately, **building automation works autonomously**: you won't need to worry about security issues, turning on/off the lights or setting the thermostat anymore. Once the logic has been set, the system works tirelessly.

Thanks to the IoT technology, **practically any electric device can be turned into a Wi-Fi enabled Thing**. Even traditional light switches can be hooked up to your smart phone with the help of a small accessory and a mobile application.

But the list goes on: lighting, heating, hot water boiler, air-conditioning – all the heavy consumers can be controlled by sensors of ambient temperature, lightness, etc. or access (someone's working in the office), geo-location (approaching your office), or by

calendar days (work days, weekends, public holidays).

What's expected by making your business smarter? **Proper settings will save you energy costs**. It's called passive design, in contrast to active design where the increasing energy needs are met with extra sources like solar panels.

Besides energy, **IoT's other main focus may be security**. This group incorporates access control, automatic gate openers or IP cameras. Note, that a **risk is associated with the improper implementation of these systems**.

Securing IoT devices on office networks requires better understanding of the security features of these devices as well as how they are configured. When selecting an IoT device, research the brand and see if the company is reputable and has a history of providing secure devices.

When planning to add any smart features to your office **always ask expert's advice**. Both the design and the installation requires expertise and current security provider licence, especially when the IoT devices implement or part of a security system.

It worth double checking everything: make sure that the new system incorporates all the features you asked for, the default passwords have been changed as well as the network has been secured.



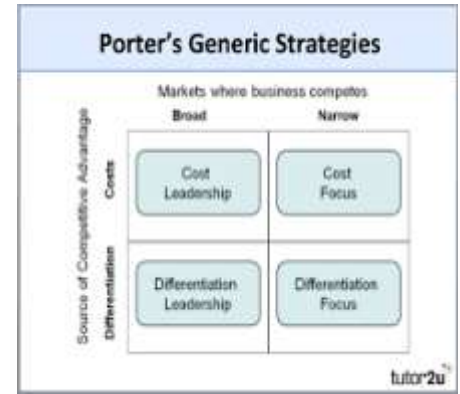
About Michael Porter



Michael Porter

Michael Porter, the Harvard Business School professor who has led business theory on the nature of competition for more than three decades, has been confirmed as the world's most influential management thinker.

Porter is widely recognised as the 'God of Competitive Strategy.'



Michael Eugene Porter (born May 23, 1947) is an American academic known for his theories on economics, business strategy, and social causes.

He is the [Bishop William Lawrence University Professor](#) at [Harvard Business School](#), and he was one of the founders of the consulting firm [The Monitor Group](#) (now part of [Deloitte](#)).

Michael Porter is the author of 18 books and numerous articles including *Competitive Strategy*, *Competitive Advantage*, *Competitive Advantage of Nations*, and *On Competition*. A six-time winner of the McKinsey Award for the best [Harvard Business Review](#) article of the year, Professor Porter is the most cited author in business and economics.

Porter stated in a 2010 interview: "What I've come to see as probably my greatest gift is the ability to take an extraordinarily complex, integrated, multidimensional problem and get arms around it conceptually in a way that helps, that informs and empowers practitioners to actually do things."

Porter wrote "The Competitive Advantage of Nations" in 1990. The book is based on studies of ten nations and argues that a key to national wealth and advantage was the productivity of firms and workers collectively, and that the national and regional environment supports that productivity.

He proposed the "diamond" framework, a mutually-reinforcing system of four factors that determine national advantage: factor conditions; demand conditions; related or supporting industries; and firm strategy, structure and rivalry. Information, incentives, and infrastructure were also key to that productivity.

During April 2014, Porter discussed how the United States ranks relative to other countries on a comprehensive scorecard called "The Social Progress Index", an effort which he co-authored.

This scorecard rated the U.S. on a comprehensive set of metrics; overall, the U.S. placed 16th.

In addition to his research, writing, and teaching, Porter serves as an advisor to business, government, and the social sector.

He has served as strategy advisor to numerous leading U.S. and international companies, including Caterpillar, Procter & Gamble,^[8] Scotts Miracle-Gro, Royal Dutch Shell, and Taiwan Semiconductor. Professor Porter serves on two public boards of directors, Thermo Fisher Scientific and Parametric Technology Corporation.

Professor Porter also plays an active role in U.S. economic policy with the Executive Branch and Congress, and has led national economic strategy

programs in numerous countries. He is currently working with the presidents of Rwanda and South Korea.

Michael Porter is one of the founders of The [Monitor Group](#) strategy consulting firm. It was sold to [Deloitte Consulting](#) in 2013 through a structured bankruptcy proceeding.

Following in the footsteps of legendary business gurus Clayton Christensen, Peter Drucker and CK Prahalad, Porter tops the newly released Thinkers50 biennial ranking of management minds for the second time.

The 2015 top 50, which is selected through a combination of voting at the Thinkers50 website and input from a handpicked team of management experts, not only recognized Porter's long-standing contribution to management thinking but, following the 2007 economic crash, his insight into how concepts of 'shared value' can reshape capitalism and its relationship to society.

Even more recently, his focus has shifted to digital and an exploration of how smart-connected products are transforming competition, business models, companies and wider society.





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The 5 Components Of A Turnkey Business

I want to share with you today about how to create a turn key business, and specifically, I want to talk about the 5 Components of a Turn Key Business.

Great business leaders build great businesses that can run without them. That's what I encourage all the business owners I work with to work toward. To create a business that can function and perform consistently and predictably, without their constant presence and their constant attention.

THE 5 COMPONENTS OF A TURNKEY BUSINESS

- Marketing
- Selling
- Customer Fulfillment
- Admin
- HR

Every business has to have these 5 basic systems. You might call them the 5 major systems of a turn key business.

If you're a soloprenuer or a small business owner with just 1 or 2 employees, you may want to take HR and make it a sub-component of Admin and only have 4. But if you have multiple employees, and you're going to grow to even more, you definitely want to have a separate component that's HR.

This area covers things like talent acquisition, training and development, coaching and correction, conflict resolution, performance management.

All of those things are key pieces of your HR system.

Admin is typically the back office type things like bookkeeping, accounts payable, accounts receivable, inventory control, data management, compliance issues

related to taxes, personnel law, and issues like that. They come under the Admin system, and you want all of that documented and running very well.

THE 3 CORE SYSTEMS OF A BUSINESS

But the 3 core systems of a business are these first 3: Fulfillment, Selling, and Marketing.

THE MARKETING SYSTEM

Marketing is lead generation. You want to generate a certain number of qualified leads for your business. So you build a marketing engine or marketing system to do just that. This will include all of your major marketing mediums:

- traditional advertising,
- referral marketing strategy,
- digital marketing,
- relationship marketing,
- social media marketing, etc.

All of those systems make up your marketing system. You want to document them all and make sure it's measurable so that it's producing the number of quality leads that you want.

THE SELLING SYSTEM

Then we move to selling. This is lead conversion. Marketing is lead generation, selling is lead conversion.

In your business, your selling system may be a transactional system like in a retail business, or it may be a consultative selling system like in professional services, or it may be a bidding or quoting system. Whatever it is, you want to define it, document it, and refine it. Build it out as your selling system.

THE CUSTOMER FULFILLMENT SYSTEM

The third core system is customer fulfillment. This is where you deliver your product or service. And you document here exactly how you do this to ensure that every time it's done with excellence and quality, regardless of who is delivering it.

These are the five major systems of a turnkey business. I want to encourage you as a business owner to build it, document it, and train people to operate it.

If you document it well with checklists and measurable outcomes, you can train people to do it with excellence every single time.

As a business coach, this is what I help people do.

This is what business owners hire me to help them with. In fact, we have a program called the Business Acceleration Process that we take business owners systematically through to help them create turnkey businesses.

I hope you found this to be helpful and hope it elevates your vision and mindset about what your business can be!



Worried about sales?

There's a place called here in sales - and a place called there in sales.
I take you from here to there affordably and at the right margin.
Stop admiring the sales problem and do something now.

There are all manner of specialists offering all sorts of services. Very few offer to work with you to increase sales. Does anyone really talk sales and how to grow them? I do. I take you through a gap analysis of your sales culture and work with you to implement the various gaps we have found, that when identified and implemented can have a profound impact on profitability. A cornerstone of my business is that we work on the principle that we have no money. It is amazing what we can do with what we have. Throwing money at a problem is not a good way to start getting things right. In addition price cutting is one area where margins can drastically reduce the chances of the business surviving.. I develop tactics with you to get the right margin. More sales at the right margin = more profit. I have trained and helped hundreds of small and medium sized businesses in the 20+ years I have operated my business.

Give me 90 minutes of your time and I will take you through a GAP analysis of your sales and show you insights and techniques to get to that place called "there". The fee is modest and a report is generated for you. If after that you wish to go it alone there is at least a set of pathways and priorities for you to follow. If you want more then I am there for you. I can do this online or in person*



Call or email me now.

Peter Nicol

Wisdom Marketing & Management Services

Email : manager@wisdommarketing.com.au

Mobile 0417627097

*In person involves travel costs.

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Bill Gates believes that every business owner should have a Business Facilitator or Coach

A Business Facilitator provides guidance, ideas, and accountability at every stage of a business lifecycle, from the initial set-up, to managing growth, to overcoming the obstacles that will surely crop up along the way. Good coaching is as crucial to ongoing growth and success in sports and in business.

Small and Medium Enterprises (SMEs) that were voted as being the best performers in a national survey by [Glassdoor](#) all had a Business Facilitator either working with the business owner or their staff.

"A good Facilitator can help you see what you're missing and identify your blind spots." - [Michael Cooper](#)

"You get help and guidance, you learn, you stretch, you grow, and you become willing to take actions that are seriously outside of your comfort zone." - [Michael Mapes](#)

"A Facilitator is one who contributes structure and process to interactions so individuals, teams or groups are able to function effectively and make high-quality decisions. They are a helper and enabler whose goal is to support others as they achieve exceptional performance." - [Ingrid Bens](#)



Founded in 1997, the AIBEF is the Peak Body for Enterprise and Business Facilitation and Facilitators.

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

Learn How You Can Optimize Your Business Potential

With Members located throughout Australia and New Zealand, we can provide advice, guidance and solutions for every enterprise.

Look for the AIBEF Accreditation with your Facilitator, and you know that you have a fully-accredited, experienced Professional who is a qualified and recognised expert in their industry.



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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



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.

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.



Name	Board Position
<u>Dr. John Bailey</u>	Board Member (<i>& Life Member</i>)
<u>Geoff Carter</u>	Board Member / Public Officer
<u>Dennis Chiron</u>	Board Member / President
<u>Kerry Hallett</u>	Board Member / Vice President
<u>Carol Hanlon</u>	Board Member
<u>John Hetherington</u>	Board Member
<u>Christine Vanohr</u>	Board Member
<u>Peter Nicol</u>	Board Member



Please contact the AIBEF at info@aibef.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 AIEBF's code of conduct and high professional standards.
- To encourage, undertake and support research into the art and science of enterprise facilitation and its impact on small business performance.
- To advise and inform government, industry and business on matters relating to the building of an enterprise culture in Australia and New Zealand.

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