

The Institute Recognises Some Of Its Talented Members And Says “Goodbye” To One



**IAN SMITH
FAIBEF**

The first Member to be awarded a Fellow of the Institute says “goodbye” and commences the esoteric journey of retirement.

**GEOFF CARTER
MAIBEF**

Long - serving Institute Board Member and Public Officer has a wealth of talent and skills.



Inside this issue

◆ Cover Story	2
◆ AIBEF President's Message	3
◆ Business Incubators	4
◆ Something To Say?	7
◆ Welcome New Members	7
◆ Inventors and Inventions	8
◆ 5 Perennial Non Profit Issues	9
◆ Reverse Mentoring	11
◆ Fear - It Will Stop You Achieving Your Goals	12
◆ Do People Really Listen To Your Presentation?	13
◆ Three Ways To Gain Leverage In Your Business	14
◆ What Makes A Good Facilitator?	15
◆ Strategies To Launch Your New Business	16
◆ Control Your Business Growth	17
◆ Look Inside	18
◆ Groove - Or Grave?	19
◆ The Four Ways To Influence Anybody About Anything	20
◆ Five Online Tools and Apps	22
◆ If Your Business Was A House What Would It Look Like?	23
◆ What Every Business - Including Your Competitors - Have Absolutely No Clue About	24
◆ Changing Website Suppliers	25
◆ Marketing Matters	26
◆ Property Development And Investment	27
◆ Retailing In Tomorrowland - How To Be A Dreamer	28
◆ Five Megatrends To Watch In The Next Five Years	29
◆ If You're Going To Do It - Do It Properly	30
◆ Working From Home	31
◆ Holistic Treatments in Business (part III)	32
◆ The Significance of Energy Storage	33
◆ Conversations For Clarity: An Essential Business Practice	34
◆ About Nigel Collin	35
◆ Networking vs. Building Networks	36
◆ Biz Tips	37
◆ Bill Gates - Business Facilitators - Everybody Needs One	38
◆ Is Your Business Advisor Qualified and Accredited (advert)	39
◆ Meet the AIBEF Board Members	40
◆ About the Institute	41

The Institute Recognises Its Talented Members And Says “Goodbye” To One

The Institute’s First Fellow Retires

IAN N SMITH FAIBEF was the first Fellow appointed to the then AIEF - Number F01, and as well as being appropriately qualified, Ian explains his reasons for becoming the first Fellow of the Institute were a little simplistic believing that if someone took this action then for the good of the group others may follow.

“The Fellowship served me well while I was in harness and provided not only a considerable number of new clients but made the establishment of valued client credibility very easy,” Ian said.

He added: “Now to retirement and not wanting to mentally vegetate like some friends and associates (*well I couldn't see myself watching TV cooking shows for hours on end*) and I, like I told my clients, took stock of my past experience and went back to an unusual unpaid form of consultancy.

This then is how I provide myself with mental stimulation ...

I now do some Pro Bono work with selected younger aspirants who, with undaunted enthusiasm and extremely limited business knowledge, need support they cannot afford to strategically plan for success with their business aspirations and often, and sadly, help them to accept personal responsibility for their actions.

Thank you very much Ian for your support over the years, it's been sincerely valued and appreciated. We all wish you well in your (busy) retirement. May life be good to you.

Board Member and Public Officer pledges ongoing support for the Institute

GEOFF CARTER MAICD MAIBEF has, since 2001, been a practising consultant specialising in corporate board and director enhancement services as the Managing Director of *Strategic Governance Group Pty Ltd*.

Strategic Governance Group assists corporate entities (companies, incorporated associations, co-operatives, statutory authorities, etc) to optimise board and director effectiveness and enhance governance execution to enable better organisational performance, efficiency and value.

Geoff's key areas of expertise include:

- governance advisory and facilitation services
- board and director training, induction and performance evaluation
- corporate entity constitution development and reviews
- governance charter and policy development
- strategic direction formulation
- governance framework appraisals

Geoff is engaged by the *Australian Institute of Company Directors* as a facilitator conducting governance education programs, tailored in-board-room governance training and briefings.

He is currently a member of the *Australian Institute of Company Directors* and member, director and public officer of the *Australian Institute of Business and Enterprise Facilitators* [AIBEF], and also an external Nominations Committee member with a public company, and was Chair of the Queanbeyan Development Board (2014-15) and has past experience as a Director, Company Secretary, Public Officer and Chairman with a number of corporate entities.

Geoff has previously managed a Business Enterprise Centre, Group Training Company and a Business Incubator and

has a background, qualifications and experience as a practitioner, a business manager and a business owner in the horticulture and radio broadcast industries.

Geoff is highly regarded in the corporate governance profession and has received many positive testimonials like these...

"The session was very helpful to us, and I received considerable positive comment from my Directors on the session. Your facilitation/training was very professional, effective and applicable to our needs. I would have no hesitation in recommending your services to other similar organisations." **Peter Parnell Chief Executive Officer - Angus Australia.**

"The Natural Resources Commission were very impressed and complimentary of your session yesterday. Everyone thoroughly enjoyed the day and your understanding of their sector, the terminology you used and the amount of preparation and research which you did and your knowledge of the Local Land Services was very well received and impressive. They loved the case study and couldn't believe that we would choose one so related to them. Thank you very much for all your efforts and it makes an enormous difference when a facilitator put some much effort into their sessions." **Stefanie Frolchenko, Board & Corporate Services Specialist, NSW Members & Directors - AICD**

"Thank you for providing perspective and direction to the Congress session on the review of AusIMM By-laws and Royal Charter. The session generated a positive response and some follow-ups in the wrap-up that will be incorporated in the consultations to come." **Michael Catchpole, Chief Executive Officer, The Minerals Institute.**

Thank you for your ongoing support and commitment to the AIBEF Geoff.



Over the past few months we have had a few new people joining our ranks. We welcome these new members with open arms, as this gives us an opportunity to gain fresh ideas and viewpoints to best represent you, our members.

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

I can promise you that this upcoming financial year will be just as busy with very high goals set to be achieved by the current volunteer board.

The Institute will concentrate on four specific strategic goals that will help our organization set the standard for fostering business and community prosperity.

1. Advocating public policy that

2. Optimizing and diversifying the Institute's communications and programming to maximize Member experience, facilitate greater Member-to-Member connections and attract new Members;

3. Ensuring that the AIBEF achieves the highest standard of operational excellence and contributing to the achievement and recognition of business and enterprise excellence;

One of our ongoing goals is to continue to improve communication between the AIBEF and our members.

Thank you all for your ongoing support, loyalty and challenges that has assisted our growth.

I personally look forward to working with YOU and in turn continuing to promote our Institute as the Peak Body for Professional Business and Enterprise Facilitators in Australasia.

I encourage you to remain engaged and seriously consider participation. We welcome your feedback and look forward to hearing from you.

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.)

Business Incubators and start-up accelerators: Valuable assets or a waste of time and money?



Tim Mazzarol

Winthrop Professor, Entrepreneurship, Innovation, Marketing and Strategy, University of Western Australia
Tim is also President of SEAAANZ - Small Enterprise Association of Australia and New Zealand



Business incubators are organisations that provide support to start-up and early stage businesses through the provision of facilities, mentoring and coaching, training, networking and seed capital financing. The first business incubator is thought to have been established in Batavia, New York in 1959 within an abandoned Massey Ferguson tractor factory.

Despite this early start the evolution of business incubators really took off during the 1980s. For example, in the United States the number of business incubators grew from a mere 12 in 1980, to around 1,100 by 2003.

This growth was driven by three interconnected forces. The first was local and state governments aiming to re-use abandoned manufacturing facilities as commercial spaces for start-up and small businesses. The second was the US National Science Foundation's funding of university programs in entrepreneurship and innovation. Finally, it was driven by successful entrepreneurs who engaged with these incubators as mentors and investors.

At the international level the [National Business Incubator Association](#) (NBIA) is the main peak body with around 2,000 members across 60 countries. It represents business incubators, start-up accelerators, co-working and makerspace or hackerspace entities.

Start-up accelerators focus on moving technology-based firms rapidly from establishment to early stage venture funding and growth. They are an education and mentoring centric model with start-up teams working through as a cohort over several

months against a structured training program.

The program typically takes an equity stake in the venture and uses experienced entrepreneurs as mentors and coaches.

Co-working facilities offer physical space where nascent and novice entrepreneurs or individual freelancers can operate in a supportive environment and where they may potentially expand their networks. By comparison a makerspace or hackerspace offers a similar environment but is focused on specific technologies such as software or online digital.

The difference between a business incubator and a start-up accelerator is summarised in the following table provided by the US Small Business Administration (SBA). It can be seen that the primary differences between an incubator and an accelerator are the type of technology being commercialised, the duration of the time taken to provide the assistance and the type of investment model.

Characteristics of Incubators and Accelerators

These differences are important as the focus of most accelerators is on technologies that can be rapidly commercialised. They tend to attract younger, predominately male technology enthusiasts with designed innovations such as online games, mobile apps and web-based technologies.

The typical start-up accelerator is a for-profit organisation that takes small equity stakes in the businesses they support in return for their services. They don't use a "real estate" model and offer little more than a co-working space or place for their mentoring and education programs. Many will also look for ventures from anywhere and bring them to their program for intensive training.

By contrast the typical characteristics of a technology incubator are that they are non-profit organisations usually linked to a university. They provide office space at below market rates and work mostly with firms that have emerged from the local community. Most technology incubators don't take equity in the firms that they support.

Business incubators and accelerators in Australia

Like many countries Australia has followed a similar path to the United States in relation to business incubators although the total number and overall structure of these institutions is obviously smaller. Commencing in the 1980s

Characteristics	Technology Incubators	Start-up Accelerators
Clients	All kinds of business including biotech, clean energy, medical devices, nanotechnology.	Web-based, mobile apps, social media, cloud-based software.
Selection process	Competitive selection mostly from the local community.	Competitive selection of firms from a wide geographic area including globally.
Assistance	1 to 5 or more years (33 months on average)	Generally 1 to 3 month boot camps.
Services	Management support, IP rights assistance, networking and access to external financing.	Fast-test and validation of ideas, with mentoring support from experienced entrepreneurs and seed-funding.
Investment	Usually does not take equity but assists in bringing in third party venture capital.	Typically invests <\$25,000 in teams and takes 4% to 8% equity stake in each venture.

Source: Dempski, Auer & D'Uppelito (2014)

the [number of incubators in Australia](#) grew to around 50 in the mid-1990s to more than 100 a decade later.

Many business incubators are what might be termed “traditional” in nature and provide office and factory unit accommodation for start-up and micro-businesses regardless of their level of innovation or growth potential. Most of these are not-for-profit entities supported by a combination of federal, state and local government funding. They are often co-located with a small business advisory and support centre funded by state and local governments. A small proportion of incubators are focused on the start-up and accelerated growth of technology based firms. In 2012 there were around 28 [start-up incubators and business accelerators in Australia](#). Most of these were located in New South Wales.

While the model varies from business to business, the most common structure for technology accelerators is an educational program over several months with coaching or mentoring support. The funding of the accelerator is achieved by taking an equity stake in the business.

Many of the business accelerators operating in Australia are focused on digital and online technology-based ventures. Examples are [BlueChilli](#) a Sydney based start-up accelerator with an office in Melbourne that specialises in software, digital marketing and internet-based ventures. Established in 2012 by Sebastien Eckersley-Maslin, it aims to deliver one new start-up every two months.

There is also the Melbourne-based [Angel Cube](#) that offers a three-month intensive program with a follow-on three-month period of incubation. It invests \$40,000 in seed funding to selected ventures for an equity stake. It then seeks to connect these ventures to international investors.

The emphasis on web-based digital technologies is unsurprising. This type of start-up is generally easily launched and scaled-up, with a relatively low

level of technical complexity and a short time to market. By contrast more complex technologies such as biotech or advanced electronics require much greater capital investment and time to commercialise.

Concerns over the value of technology incubators and start-up accelerators

Despite the hype surrounding accelerators both in Australia and overseas there have been some concerns raised as to whether they do more harm than good. For example, Greg Twemlow, writing in the [Sydney Morning Herald](#) in June 2014 suggested that Australia’s technology incubator and start-up accelerator network was poorly regulated.

His criticism focused on the lack of a venture capital funding pipeline to pick up emerging ventures once they had grown through the early seed capital funding stage. According to Twemlow: *“Without regulation of its incubator programs, Australia runs the risk of unethical exploitation. In the past few years we have seen slick operators making grand promises and giving what amounts to false hope.”*

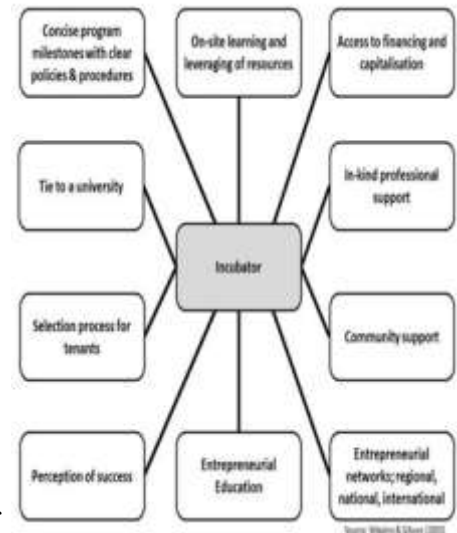
This is a concern also voiced by Dani Fankhauser, writing in [Mashable.com](#) in 2013. She points to the success of Silicon Valley start-up accelerator [Y Combiner](#) that pioneered accelerators in 2005. This launched such major successes as Airbnb and Dropbox. However, she also notes that not all accelerators are the same with some taking up to 50% equity of a start-up venture (as compared to 7% in the case of Y Combiner).

Furthermore, there is no “magic sauce” that can be applied to make a start-up successful. Start-up accelerators that have successful graduates are likely to attract higher quality applicants, much the same as happens in universities. In this regard they are no different to most venture capital firms who will generally have one or two successful “deals” and many unsuccessful ones.

Is there any model of best practice?

Although start-up accelerators are still relatively new, the track record of business incubators, particularly technology incubators is longer and offers some insights. In a [study of technology incubators in the United States](#) ten success factors were identified. These are illustrated in the diagram below.

Ten success factors for Technology Incubators



As shown the key elements of a successful technology incubator include the provision of education, mentoring and related support, plus access to financing and wider networks. However, there also needs to be careful selection process for tenants being drawn into the incubator and well-developed program to help move such tenants through the facility. The involvement of a university can also be important if appropriate links can be developed in relation to technology transfer or collaboration over entrepreneurship education and joint research.

A further [study of business and technology incubators](#) undertaken in Britain, Germany, and the United States challenged some of the claims made by the NBIA. It criticised many technology incubators for having a low-motivating environment that does not stimulate business start-ups. There was also little hard evidence to suggest that incubators were more likely to enhance the survival,

innovativeness or growth of firms. As most incubators were funded by governments the conclusions were that they should be privatised and should drop their business model that is largely built on renting real estate:

“In all three countries the effects stem primarily from the characteristics of the incubators as real estate, in which various, selected firms work under one roof on one piece of property.”

This is an endorsement of the shift from conventional technology incubators to start-up accelerators with their focus on rapid commercialisation and entrepreneur investor leadership. It was echoed by [subsequent research](#) that suggests accelerators generally enhance the survival of start-ups by around 25%. However, it also noted the decline in the number of accelerators since reaching a peak in 2012.

In a [review of technology incubators and start-up accelerators](#) the US Small Business Administration (SBA) suggested that at least seven types of start-up support organisation can be found. This includes the technology incubators and start-up accelerators, but also corporate accelerators run by large firms, and University accelerators.

In addition there are Proof-of-Concept Centres that aim to rapidly develop the commercialisation of innovations that emerge from university and other publicly funded research. They typically offer seed funding and support for early-stage technology projects. The following diagram outlines these organisations and their characteristics.

Characteristics of start-up assistance organisations

This study concluded with the warning that there is still more information required on the value of start-up accelerators. It also noted that the purpose and objectives of an incubator or accelerator must be examined before any assessment can be made as to its value. Government policy makers seeking to use start-up accelerators as a mechanism for stimulating employment growth, as might be done with conventional business incubators, are likely to be disappointed.

Characteristics of Start-up Assistance Organisations

Broad Category	Objective	Single Primary Objective	Multiple Primary Objectives
Non-profit Public Good	Commercialisation of university and sponsored research	Proof-of-concept centres	University Accelerators
	Local / regional economic development	Technology Incubators	
For-profit Private Interests	Profit from investment in start-ups	Innovation Accelerators	Venture Development Organisations Social Accelerators
	Further corporate innovation strategy	Corporate Accelerators	

Source: Compwell, Auer & O'Connell (2014)

Of more importance to accelerators is their ability to recover their investments through the commercialisation of a fast-tracked software project. Within Australia this is likely to see the venture moved offshore to where the market and scale-up equity financing is located.

So are incubators and accelerators worth the effort?

To determine the value of investment in business incubators and start-up accelerators it is best to consider the objectives of these organisations and the people who put their businesses through them. In the case of not-for-profit, publicly funded or university incubators the dynamics of how they are run and performance managed will differ from the for-profit accelerators.

One [analysis of non-profit technology incubators](#) suggests that four principles should be adhered to. First, it is important to keep businesses within the incubator insulated from market forces so as to allow them time to develop and build up their capabilities. That is essentially what an incubator is for.

Second, the incubator should consider its regional context and ensure that it has access to a university and a strong network of coaches, mentors and

supporting services. It should also select firms that are a good fit within the existing regional or national economy.

A third principle is that incubators should avoid a “real estate” model if a virtual incubator can be just as effective. Finally, the level of public support for the incubator and the firms that it is nurturing is important to success.

By contrast the for-profit start-up accelerators can be viewed as a private initiative that operates primarily on a fairly ruthless process of “killing the weak” as quickly as possible.

As Eric Ries, author of the well-known “[Lean Start-Up](#)” book (which is used in most accelerator programs), it is important to “stop wasting people’s time”.[10] This requires

the rapid development and market testing of a “minimum viable product”, then its assessment and replacement with a new alternative via the process of pivoting the business model.

This process works well with software and online innovation projects that are design led.

However, it is less likely to be effective in the case of complex research-led innovations.

For those willing to take the risk on sharing equity in their firms on the possibility that they will make it big, the start-up accelerator may provide a useful option. This is the entrepreneurial spirit at work and if it lies within the free market any gains or losses are a private matter.

However, for governments, universities or other publicly funded institutions the accelerator model may be less desirable than the more conventional not-for-profit incubator. This could be particularly true if the technology underlying the innovation is complex and requires time to develop.





Something To Say?



Thank You

Great publication in June. Fantastic amount of info. Thank you and congratulations.

*Carol Hanlon MAIBEF
Belmont Business Enterprise Centre.
W.A.*

Staying Informed

I have found "That's Enterprising" is a great way to get to know some of the AIBEF Members, as well as some of the authors and their areas of expertise.

The publication shares very good topics covering all areas of business.

You always feel up to speed with what's happening out there in the land of Business Facilitators and Owners after reading it. There are always new ideas, strategies and concepts in each issue as well as reminding me of things that I know I should be doing.

*Cheryl Russell
The Pit Grill
Balmain, NSW*

Work - Life Balance

I am responding to your article in the last issue (June 2016) "Is Work - Life Balance Really Important?"

Your article appeared to indicate that, overall, "there's no need to keep work and life in separate boxes." (para 2, page 2)

It seems to me there is a wealth of information "out there" to prove the opposite.

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable us to have balance

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

between work and personal responsibilities and thus strengthen employee loyalty and productivity.

Today, most of us have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside.

Work-life conflict is a serious problem that impacts workers, their employers and communities. Long work hours and highly stressful jobs not only hamper ' ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Work life conflict has been associated with numerous physical and mental health implications.

Through a broad lens, we simply define work-life balance as the healthy blend of a business owner's or employee's professional and personal responsibilities.

It's about being able to make the two work together over the long term, understanding that on any given day, employees may not be fully "balanced" one way or the other. Rather, positive work-life balance means employees have the control and flexibility to be successful on both fronts.

*Michael Robinson
GI Recruiting
Noosa QLD*

WELCOME NEW MEMBERS



Christine Vanohr
AIBEF (Fellow)

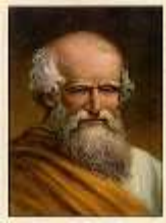
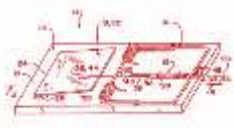
I have been working in the vocational education and training field for more than 20 years, most of which has been focussed on training systems, compliance and business development. After a great foundation of experience working in Industry Training Advisory Bodies and completing a Bachelor of Business, I established a consultancy business 16 years ago to assist businesses become Registered Training Organisations, remain compliant and grow. I have always taken a coaching/facilitative approach to all that I do, making compliance an asset to the business and supporting management to build knowledge and experience within our regulated training system. My passion lies in training system design and seeing the benefits and outcomes of creative training design.

I established an RTO, Australian Consolidated Training, with my business partner nearly 9 years ago, operating from Queensland. Australian Consolidated Training offers a wide range of qualifications across a number of industries and specialises in recognition of prior learning and on-the-job apprenticeships. Australian Consolidated Training operates on the premise that quality training and quality service will win over focusing on numbers of students or income, in the long term. The value of student word-of-mouth referrals has seen Australian Consolidated Training grow from strength to strength.

When I'm not working, I am a family focussed person enjoying grandchildren, entertaining and community work through Rotary.

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Inventors & Inventions



Archimedes Screw

Archimedes of **Syracuse** 287 BC – c. 212 BC) was an Ancient Greek mathematician, physicist, engineer, inventor and astronomer. Although few details of his life are known, he is regarded as one of the leading [scientists](#) in [classical antiquity](#).

Although few details of his life are known, he is regarded as one of the leading [scientists](#) in [classical antiquity](#).

Archimedes' screw, also called the **Archimedean screw** or **screw pump**, is a [machine](#) historically [used for transferring water](#) from a low-lying body of water into [irrigation](#) ditches. Water is pumped by turning a screw-shaped surface inside a pipe.

The screw pump is commonly attributed to Archimedes on the occasion of his visit to Egypt. This tradition may reflect only that the apparatus was unknown to the Greeks before [Hellenistic](#) times and was introduced in Archimedes' lifetime by unknown Greek engineers.

Some writers have suggested the device may have been in use in [Assyria](#) some 350 years earlier.

Along with transferring water to irrigation ditches, the device was also used for draining land that was underneath the sea in the [Netherlands](#) and other places in the creation of [polders](#). One benefit is allowing to raise fish safely from ponds and to transport them to another location. This technology is used primarily at fish hatcheries, where it is desirable to minimize the physical handling of fish.

It is also used in [chocolate fountains](#)



Electronic Digital Computer

John Vincent Atanasoff (October 4, 1903 – June 15, 1995) was an American physicist

and inventor, best known for inventing the first electronic digital computer.

Atanasoff invented the first electronic digital computer in the 1930s at [Iowa State College](#). Challenges to his claim were resolved in 1973 when the [Honeywell v. Sperry Rand](#) lawsuit ruled that Atanasoff was the inventor of the computer.

By 1945 the [U.S. Navy](#) had decided to build a large scale computer, on the advice of [John von Neumann](#). Atanasoff was put in charge of the project, and he asked Mauchly to help with job descriptions for the necessary staff.

However, Atanasoff was also given the responsibility for designing acoustic systems for monitoring [atomic bomb](#) tests.

That job was made the priority, and by the time he returned from the testing at [Bikini Atoll](#) in July 1946, the NOL computer project was shut down due to lack of progress, again on the advice of von Neumann.

Following World War II Atanasoff remained with the government and developed specialized [seismographs](#) and micro [barographs](#) for long-range [explosive detection](#). In 1952 he founded and led the Ordnance Engineering Corporation, selling the company to [Aerojet General Corporation](#) in 1956 and becoming Aerojet's Atlantic Division president.



Permanent Press

Ruth Rogan Benerito (January 12, 1916 – October 5, 2013) was an American [chemist](#) and inventor known for her work related to the [textile industry](#),

notably including the development of [wash-and-wear cotton](#) fabrics. She held 55 [patents](#).

Ruth Mary Rogan was born and raised in New Orleans. Her father, John Edward Rogan, was a civil engineer and railroad official. Her mother, Bernadette Rogan, was an artist. Both parents were college graduates.

Ruth Benerito is most famous for her work relating to the use of mono-basic acid chlorides in the production of cotton, with which she has 55 patents, which allows for more wrinkle-free and durable clothing.

She invented these wash-and-wear cotton fabrics while working at the [U.S. Department of Agriculture](#) (USDA) laboratories in New Orleans in the 1950s. Before this innovation, a family needed considerable time to iron clothes.

Benerito found a way to chemically treat the surface of cotton that led not only to wrinkle-resistant fabric but also to stain- and flame-resistant fabrics. The invention was said to have "saved the cotton industry."

The secret of the invention is the use of a process called [crosslinking](#). Cotton is composed of a material called [cellulose](#). Like [synthetic nylon](#) and [polyester fibers](#), cellulose is a [polymer](#); that is, its molecules are shaped like long chains containing many thousands of [atoms](#).

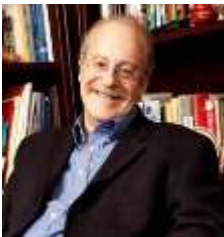


5 Perennial Non Profit Issues

Excerpted from the [Stanford Social Innovation Review](#)



Not-for-profit organizations share some major issues with for-profit companies, such as management, budgeting, and staffing. Yet, they come at these issues from a unique perspective. After all, the term nonprofit is the antithesis of the goal of business. Nonprofits have different business goals, and have to tread carefully to know when to learn from business examples and when to follow their own paths.



[Richard Male of Richard Male and Associates](#)

believes that one of the main factors is a **Lack of Leadership** – He says: “*This is*

key because nothing really happens without strong leadership. The nonprofit sector is just now beginning to realize that regardless of who is funding our organizations the stakeholders are counting on the leaders of the organizations to execute the programs and agendas. We have done a poor job in developing strong, independent, courageous, and ethical leadership in our sector”.

Mr Male also states: “***We are training managers, not leaders. Leadership is the most talked about and least understood concept in our country. Most of the “leadership programs” that are available to non-profits are really just teaching people how to improve technical skills and set up systems rather than how to lead people and organizations***”.

In addition, government funding cuts appear to be inevitable. Many government-funded organizations are surviving on a safety net established with the Recovery and Reinvestment Act of 2009.

However, those funds are dwindling. “The groups that receive

state support are getting paid less money less often and the money that states do send is often 180 or more days in arrears,” Cummings said.

As federal, state and local budget cuts loom, funding from these sources remains uncertain. Over the years, nonprofits have seen steep cuts from government agencies, forcing them to rely more on the public sector for support. “I have always encouraged nonprofits to wean themselves of government support, but even that is no guarantee of a worry free economic environment,” explains Cummings.

In addition, there has been a significant increase in nonprofit organizations, creating increased competition for their share of allotted monies from both public and private sources.

Great credibility but lacks recognition – Non-profits comprise the most credible industry in the United States; people trust our sector. But we don’t have a lot of power and we don’t receive recognition when decisions are made. We need to market and promote the value of our sector and “position” our organizations as central elements of our communities.

The challenges that every nonprofit organization faces, we believe, involve the need for improved execution in five areas of fundamental concern: mission focus, fundraising and development, board governance, succession planning, and performance measurement. When we have seen well-performing nonprofits lose their way, usually one (or more) of these five perennial issues lies at the root of the problem.

Mission Matters Most. Leaders of a for-profit corporation can assert with ease that their mission is to maximize shareholder value. But nonprofit leaders lack such an inherent clarity of purpose. Mission creep, therefore, remains the greatest threat to nonprofit organizations. Countless external and

internal stakeholders can lead a nonprofit astray. Many funders, for example, exert subtle but fierce pressure on nonprofits to broaden their mission to accommodate a particular grant-making interest.

Among Kravis Prize recipients [the Henry R. Kravis Prize in Leadership identifies extraordinary leaders in the nonprofit sector, celebrates their accomplishments, and shares their best practices with others], there is general agreement on the need to say “No, thank you,” to funders whose grants might cause mission creep. “Once, when I tried to protect us from mission creep, I lost a multi-million-dollar funding opportunity,” says Sakena Yacoobi, founder and CEO of the Afghan Institute of Learning.

“That was significant for us, because our total budget is only \$3 million. I said to the funder, ‘I’m not going to do what you are telling me to do, since it is outside the scope of our mission. I am doing what our beneficiaries need me to do.’ And I lost that funding.”

The price of saying no can be perilously high. But smart nonprofit leaders understand the cost of saying yes. Mission creep can stretch the resources of an organization so thin that it loses the ability to pursue its core goals.

Fundraising Is Fundamental (If Not Always Fun). For any nonprofit, the effort to achieve greater scale requires money. And that means investing in development. A standard rule of thumb: Every dollar spent on development will raise four dollars in funding for an organization.

It’s a lesson that’s not lost on Kravis Prize winners. Consider Johann Koss, founder and CEO of Right to Play, who grew the budget of his organization from \$2 million in 2001

5 Perennial Non Profit Issues

Continued from previous page

to \$42 million in 2013. "In 2002, we were very fortunate to raise an additional \$5 million, but we resisted pressure to spend it all on programs," Koss explains. "Instead, we reinvested 40 percent of it in development."

He and his team used that money to hire a director of development and several major gift officers. Right to Play exemplifies another cardinal rule of fundraising: Start with your board. "Expectations of board members regarding development are very explicit:

Every board member is expected to make Right to Play one of their top three priorities for charitable giving, and also is expected to help us raise money from others," Koss says. "Every year, the board chair and I have a conversation with each board member about what they've given, what they've raised from others, and plans for next year."

A Better Board Will Make You Better. Members of a nonprofit board must engage directly and deeply in the work of their organization. Otherwise, board meetings will degenerate into rubber-stamp exercises that deprive nonprofit leaders of much-needed strategic guidance; board members, for their part, will feel that their time has not been well spent.

Leaders at Mothers2mothers, a [Kravis Prize organization](#), take that lesson to heart.

Its board members "talk and argue to such an extent that meetings can be exhausting!" says



[Andrew Stern](#), founding board chair. "They come to our two-day-long meetings to guide the organization's strategy and to make critical decisions.

They are not attending in order to listen to updates, nod, and then go home."

An equally important matter is board composition. "Our board has a diverse composition of

professional backgrounds, with representatives from the private sector and from various segments of the global public health landscape," Stern notes. "The board also has notable diversity in terms of appetite for risk.

Roughly half of our members are conservative; the others have a 'go-getter' perspective. Our diversity creates rich and ultimately very helpful discussions and balances our decision making."

Nothing Succeeds Like Succession. Intentional succession planning is important for any organization. For a social sector organization led by a dynamic and visionary founder, it's an absolute imperative. Founder transitions are fraught with potential challenges—challenges that pivot around primal, life-and-death issues much more than institutional and organizational ones.

The same personality traits that drive many founders (an urge to push past apparent constraints, for example) make it hard for them to see their mortality as something that they must plan for.

Which is why it's never too early to begin succession planning. Leaders at one Kravis Prize organization, Landesa, are standard bearers of that best practice.

They identified Tim Hanstad as the future replacement for founder and chief executive Roy Prosterman in 1992—13 years before he took the reins as president and CEO. During the intervening period, Hanstad served as executive director.

"We had done so much succession planning for so long that by the time Tim took over, the transition was incredibly smooth," Prosterman says. (After Prosterman stepped down, he took a seat on the Landesa board. Crucially, however, he had the wisdom to declare that he would never become the board chair.)

Clear Measurement Counts. In conducting due diligence for the Kravis Prize selection process, we have observed how rare it is for organizations to obtain substantive data

on whether their intervention actually works. More than 75 percent of the 800-plus nonprofits that we have researched over the past nine years do not have impact data that one could deem reliable. In our view, too many nonprofits fail to appreciate the benefits of rigorous performance measurement.

The gold standard of evaluation methods is the randomized controlled trial (RCT). Many nonprofits are reluctant to embrace RCTs: Not only are RCTs expensive to conduct, but they also risk turning a spotlight on organizational failure. Yet some Kravis Prize recipients are using RCTs to transform their organizations in positive ways. Pratham, for example, has completed 11 RCTs over the past 12 years. "RCTs have been tremendously helpful in letting us zoom in on a strategy that works," says founder and CEO Madhav Chavan. "The data give us impetus to act. Yes, the RCT process is expensive, but the value is enormous.

The RCT process builds internal capacity. After we started doing RCTs, we acquired a better understanding of how to think of impact with a mindset that constantly tries to maximize it."

These five issues are matters of eternal vigilance for all social sector organizations—prizewinners and non-prizewinners alike. They are conceptually simple but very difficult in practice, because they hinge on perennially challenging trade-offs:

Should we accept a generous grant, or should we decline it in order to protect our core mission? Should we spend money on programs, or should we invest in fundraising capacity?

The ability to manage such trade-offs, rather than a knack for embracing the latest fads, is what spells success or failure for most nonprofits.





<http://www.abetterperspective.com/>

Reverse Mentoring

Is this the new way to Facilitation?



<http://www.aibef.org.au/>

Reverse Mentoring

WHAT IS IT?

Also known as “upward mentoring”, reverse mentoring turns the traditional hierarchical approach to mentoring on its head. Rather than having a senior player take a less experienced player “under their wing”, reverse mentoring relationships place the more senior person as the primary learner and emphasise the experience of the junior person.

The objective of reverse mentoring is primarily to enable leaders and senior managers to stay in touch with their organisations and the outside world. But the advantages go both ways as more junior personnel have an opportunity to understand and be heard by more senior and experienced people.



Alan Webber, the co-founder of Fast Company explains reverse mentoring as:

“It’s a situation where the old fogies in an organization realise that by the time you are in your forties or fifties you’re not in touch with the future the same way that young recruits are. They come with fresh ideas, fresh eyes, open minds and instant links to the technology of our future”

WHEN & WHY SHOULD IT BE USED?

There are two main objectives that reverse mentoring has proven successful in achieving.

Advance the technical skills and understanding of senior management.

Executives are increasingly required to make strategic decisions in response to technological changes. It is difficult to capitalise on opportunities presented by burgeoning

social media sites or cloud computing technologies if you are unfamiliar with how they are being used.

Companies such as General Electric, Ogilvy & Mather and Cisco Systems have all addressed this dilemma by implementing reverse mentoring programs, whereby junior staff members more literate in the latest technologies help executives to brush up on their skills. As well as providing a safe environment for senior management to learn, these relationships also give junior players a sense of purpose and belonging.



According to Alexia Vernon, President of Catalyst for Action, a leadership development company, for a reverse mentoring relationship to be beneficial, several factors must be in place, including:

- Expectations
- Trust, and
- Transparency

EDUCATE LEADERS ABOUT DIVERSITY ISSUES

It is easy for executives to declare that the organisation is “committed to the advancement of women” or “encourages a diverse workforce”. But it can be difficult to make a meaningful difference to gender and diversity issues from the ivory tower position of a corner office.

When a division of Procter and Gamble wanted to reverse a growing turnover amongst women in junior and middle management posts they recognised that the traditional hierarchical approach to mentoring would only reinforce a potentially patriarchal culture that may be at the heart of the problem.

Instead they implemented the “Mentoring Up” program that matched senior male managers with junior female mentors,

who were tasked with providing informal, non-threatening feedback on issues specific to women. In other words, their job was to help management to understand diversity issues at a human level. The program enabled women to develop quality relationships with senior executives, to become more visible within the organisation, and to be heard: not surprisingly retention rates amongst women increased.

HOW TO MAKE IT SUCCESSFUL?

1. Be very clear about the purpose of the program. Clarity about the broad organizational goals will help participants to take the process seriously.

2. Train both parties for their role. Junior participants need training in how to confront and challenge more senior participants, while senior participants must learn how to be open to these challenges.

3. Review relationships regularly to ensure they are on track. It is all too easy for both junior and senior participants to fall back into a hierarchical pattern of behaviour. In our experience only training and regular review can establish a pattern of effective “upward” learning.

4. Track issues or concerns that recur in multiple relationships. These concerns may be indicative of more widespread diversity issues that need to be addressed at an organisational level.

Start small. Developing safe and positive reverse mentoring relationships can be tricky. It is best to start with small pilot programs and then use pilot participants as a steering committee for roll out of the program on a wider scale.





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Fear... it will stop you achieving your goals ...if you let it!

Everyone is stopped by fear

Fear can and will stop you from even starting on the path to achieving your goals. So what can you do about it?

Do you ever feel like you are in two minds about something? There is a reason for that. You literally are. Here's where a little bit of an insight into how your brain works can help a lot.

You have two competing departments one is run by the left prefrontal cortex the other is run by the right prefrontal cortex and they have opposing functions.

When you decide you want to achieve something this generates positive thoughts of the anticipation and expectation in the left prefrontal cortex of your brain.

The pleasure and reward centers of our brain are activated amplifying the urge.

In simple terms if the left prefrontal cortex is switched on then the right prefrontal cortex (which is the worry and concern centre) is switched off.

It also means the amygdala which is the primitive part of the brain that activates the flight, fright or freeze response is not triggered.

Why is this important? It operates a bit like a light switch. If you are activating the part of your brain that generates positive feelings of anticipation of your achieving your goal then that part of your brain is what is running the show.

Making it easy to focus on moving towards your desired outcome.

This is how you focus on how you can achieve your goal. The formula is:

Positive Anticipation + Action = Motivation

That motivation then creates more motivation. In the words of Peter Bregman

"You get the energy to do the thing from doing the thing".

Now focus on a long term goal and determine three actions you can take towards achieving that goal and then take at least one of those actions today!

Anticipation arising out of the emotion plus the behaviour of taking action is what strengthens your mental muscles and propels you towards what you want.

In this way momentum to achieve your goal becomes hard to resist and the side of you that focuses on all of the reasons why you cannot achieve what you want is turned off.



[Steve Pavlina](#) believes that we are sometimes simply fearful of succeeding.

"Sometimes you find yourself with a goal you think you should want to achieve, but you just don't seem to

be taking enough action to reach it. You aren't really afraid of failure or rejection, the path to the goal seems clear enough and might even be an interesting challenge, and occasionally you'll make some progress.

But most of the time you can't seem to get into that flow state, and you're not sure why. This often happens with long-term goals that require intermittent action, like losing weight or transitioning to start a new business and eventually quit your job."

WARNING:

Momentum works just as effectively in the other direction. When the switch is in the other position and the right side of the prefrontal cortex is activated instead; your brain is concerned and fearful "thinking" of all of the reasons why you cannot achieve what you want.



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We have two types of attention: Deliberate and Automatic. Due to our biology and evolution we have a built in bias to run on Automatic.

Here's the problem the Automatic default is to the right prefrontal cortex which runs on fear and concern so the brain is biased towards recognising **FEAR** and has plenty of back up in the form of the amygdala.

Unless you take proactive control of your focus, switching on the left prefrontal cortex that runs on positive anticipation you will tend to run by Fear rather than Positive Motivation.

Take proactive control! Use your positive emotion to anticipate the achievement of your goals and switch off your concerns and fears. Strengthen this mental muscle by taking at least one action in the direction of your goal each and every day.

Then reward yourself for having done that. ☒



<https://www.bniface.net.au>

Fear of public speaking is the most common of all phobias. It's a form of performance anxiety in which a person becomes very concerned that he or she will look visibly anxious, maybe even have a [panic attack](#) while speaking.

Over time, people try to protect themselves by either avoiding public speaking or by struggling against speech anxiety. In this way, people get Tricked into making the fear of public speaking more chronic and disruptive. ([anxietycoach.com](#))

Being able to hold your audience's attention during a presentation can be a real balancing act. And when delivering a presentation, simply standing up in front of an audience can be a daunting experience for some of us.

However, [Kevin Daum](#) offers 5 great tips that will help you overcome this "fear" and give an awesome presentation.



Some people live for making presentations; others consider it their worse nightmare. It could be five people in a boardroom or 500 in the audience, but if you are the presenter the spotlight is on you. You'll either be the hero or the goat.

No need to panic. Here are five ways to help make your presentation astounding and enjoy the opportunity to bask in the limelight.

1. Give it Focus: No one is impressed by a presentation that rambles. Rambling happens when the speaker is both self-indulgent and unorganized.

Your purpose and prose must be specifically directed to interests of your listeners or they will mentally shut you down.

Even if you hit upon a topic of

Do People Really Listen To Your Presentation?

interest, you will lose them quickly if they can't follow the logic of your ideas.

Outline the structure of your presentation in a way that people can follow easily. Research your audience to make sure the topic is truly of interest. Promoting the benefits of beef at a vegetarian conference will likely empty your venue no matter how strong your passion for steak.

2. Tell Compelling Stories: There must be a reason you are presenting to these people. Most likely you want them to take action of some kind. Maybe you want them to write you a check, get involved in an activity, or to make something happen in their own lives.

They won't likely take action just because you tell them to do so. You need to connect with them emotionally and inspire them to change behavior. [Stories do more for emotional connection](#) than any other speech technique.

The more personal and authentic, the more powerful the response you'll receive. [Learn how to construct stories](#) that excite, motivate and [compel people to action](#). Most importantly, make sure your stories have [humor](#) and Aha! moments to make them memorable.

3. Give an Entertaining Performance: Not every presenter has to be an actor or comedian, but no one wants to listen to someone drone on in dull monotone. There are powerful dynamics in movement and vocal inflections that will help your listeners feel your passion and energy.

Give them an [awesome experience](#). Take the time to create a script and memorize it so you own the material. You don't have to know it word for word but you should be able to clearly articulate the key points without your notes.

Then you need to rehearse... a lot. As



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painful as it might be, watch yourself on video and work to remove *Uhhs*, *Umps* and physical tics so you appear polished and comfortable. Find a friend with a [performance background](#) to coach you so your diction is clear, you project emotion, and you connect with your eyes. Make your audience knows they are worth your effort.

4. Use Media Only to Enhance: PowerPoint, visuals and [video](#) are powerful presentation tools when used correctly. But they can be disastrous distractions when misused. They should never replace you as the provider of expertise.

Don't ever let your audience feel they would have been better off if you had just emailed them the deck. Keep your PowerPoint to a few words and never read from the screen in the presentation. Ask yourself if a slide or video is truly necessary before adding anything.

Visuals are good for making an emotional connection only if they are relevant and required, otherwise best to just leave the projector off and focus more on your storytelling and performance skills.

5. Create a Worthy Leave-Behind: So you just delivered the best presentation ever. Now your audience heads off to the next speaker, to lunch or back to their desks.

People are busy and no matter how much you impressed them they will turn their attentions elsewhere. Give them something to remember you by. Professional speakers will [give them a book](#) or at least a couple of chapters. It might be as simple as a small flyer or premium item.

Whatever it is, make sure it's relevant to your compelling story and reminds them of the action they should take. Be clever and appropriate so people will appreciate your thoughtfulness as well as your ideas. ☒



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3 Ways To Gain Leverage In Your Business

Every business owner needs to be able to find leverage in their business to have growth. Here are 3 ways to gain the leverage you need in your business

Whenever I tell business owners that they can and should work less but make more money, they look at me like I'm delusional. But it is true! **The key is leverage.**

Archimedes, a third-century Greek philosopher, once said, "Give me a lever long enough . . . and single-handed I can move the world." He understood leverage. Almost every business owner I know needs to find their leverage.

The question is: Where do we gain leverage?

There are many ways we can gain leverage. Here are just a few:

Leverage Your Marketing

Business owners I talk to know they need to market, but most do not feel like they understand marketing very well. As a result, they do not know how to really leverage the power of marketing.

As a business coach, I mentor my clients on how to create a lead generation engine utilizing affordable marketing strategies.

Create a simple marketing plan that includes your marketing mediums, marketing budget, and marketing calendar. Then stick to it and see your pipeline stay consistent and grow!

Leverage Your Strengths

All of us have strengths and weaknesses.

Don't spend too much time and energy working on your weaknesses because all you will end up with are a little stronger weaknesses.

Spend most of your time and energy developing and working in your areas of strengths. That's where you will find leverage. Invest in your strengths by reading books and blogs, taking personal development classes, and taking strategic retreats.

Your strengths will increase and so will your success.

Leverage Your Systems

Every business has 5 major systems. They are: marketing, selling, fulfillment, administrative, and people management or human resources. The stronger and more documented your systems, the more leverage you will find.

If the system isn't documented and only in your head, YOU are the system! The goal is to create a business that can run without you, and the key to this are efficient systems.

Remember this S-Y-S-T-E-M acronym. A system will:

Save

You

Stress,

Time,

Energy, and

Money

These are just three things you can leverage as a business owner. As your business coach, I want to provide you with resources to help you grow your business, make more money, and work less.



Innovation expert, Stephen Shapiro adds to this with the following:

1. Focus on what matters. To get more done, focus on the critical tasks while eliminating, delegating, outsourcing, or automating less important activities. I have seen many individuals go from 30 percent to 50 or 60 percent with little effort using this method. While working at a major computer manufacturer many years ago, I was able to cut my 80-hour a week workload to less than 20 hours simply by using this strategy.

2. Leverage sales channels. The ultimate goal is to maximize results with the least amount of effort. You can accomplish this through leverage: generating disproportionately large returns with a minimal investment. To create exponential growth, consider working with businesses that already have the relationships you want to build.

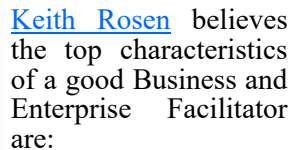
3. Leverage partners in all key processes. The leverage concept can go way beyond sales. This is where you get the real multiplier effect.

All businesses, regardless of industry have four key processes: develop products and services, generate demand (sales, marketing, and customer service), fulfill demand (manufacturing, shipping, delivery of services), and plan and manage the enterprise (technology, human resources, finance, strategy). Determine appropriate partners for each of these processes. ☒

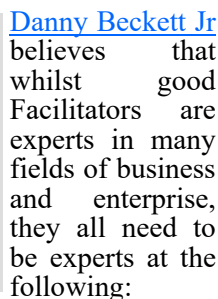
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Chances are, if you've volunteered to take on this role, you have these traits or you have an inclination toward them.

- This is what will produce the greatest results. If there are responsibilities for the group or individuals make sure to outline and communicate those as well.



9. Is charge neutral and responsive rather than reactive.



- It is important to **Summarize and state your next steps:** Just as you

- And you don't have to support this person from now until the end of time. If you're worried about the time commitment, set some boundaries for your relationship. ☒



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Strategies To Launch Your New Business



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So you want to start up a brand new business. So far, you've done your homework and decided exactly what you plan to do; you've decided on the products and / or services you are going to provide; you've worked out the best location, come up with prices that will give you a reasonable margin of profit, and identified your potential customers.

You've put all your marketing material together, including your website, and you're almost set to launch. Now, all you need to do is generate sales.

Sounds simple!

A booming business isn't born overnight. It takes patience and hard work to lay the right foundations for growth and success. Whether you plan to open up a retail outlet, landscaping business or a hot food take-away, there are many aspects that you need to consider as you get set to launch your new business.

Depending on your business type, it can take anywhere from six weeks to six years to turn a profit. Determine how long it will take you to make your first sale and figure out if you have enough savings to support you and your business through that time. When it comes to budgeting, be as cautious as possible: things usually take much longer and cost more than you initially planned.



Professor Bruce Bachenheimer, clinical professor of management and director of the Entrepreneurship Lab at Pace

University in New York City, Says that planning carefully before launching a new business is not just limited to preparing a business plan.

"While preparing a business plan is generally a valuable exercise, there

are other ways to plan carefully," he says.

Bachenheimer recommends three planning methods.

- **The Apprentice Model:** Gaining direct industry experience, as the founders of Tender Greens did.
- **The Hired-Gun Approach:** Partnering with experts who have in-depth knowledge and experience.
- **The Ultra-Lean School of Hard Knocks Tactic:** Figuring out a way to rapidly test and refine your model at a very reasonable cost.

While writing a business plan is certainly helpful, the real value is not in having the finished product in hand, but rather in the process of researching and thinking about your business in a systematic way.



According to **Victor Kwegyir**, founder and CEO of Vike Invest, a U.K.-based business consultancy.

"The act of planning helps you to think things through thoroughly, study and research if you are not sure of the facts and look at your ideas critically," he says.



Dan Scalco, the Director of Growth at **Digitalux**, suggests the following

Step One: Validate your idea.

Many businesses fail because they were started on a whim before determining whether there's a real market for the product or service being offered. Too often, would-be entrepreneurs barrel full-steam ahead to product development or designing fancy business cards. They eventually pay the price when customers don't come knocking.

For a business to have a chance at success, it's critical to validate demand for its product or service. There are a number of simple ways to do this. Here are a few of my favorites:

Create an online survey. Use a simple tool like [SurveyMonkey](https://www.surveymonkey.com) and send it to your contact list to gauge whether anyone would be interested in buying. Make responses anonymous to ensure honesty. And try to send the survey to more than just close friends and family.

Create a mock landing page with an opt-in form. Then run ads promoting the product or service to see how many people (if any) sign up.

Scope out the competition. Contrary to popular belief, competition is a good thing. It demonstrates demand for a particular product or service (otherwise those companies wouldn't be in business). If nobody's doing what you intend to do, that may actually be a red flag. If others are already doing it, consider how you can distinguish the business by doing it better.

Use the results of these tests to refine your business' offerings (or scrap them and start over). Don't invest in product development unless there's demonstrated interest. Save those resources for when you know they'll be wanted.

***For entrepreneurs, turning a passion into a business is the ultimate dream. But that dream doesn't come easily. It's hard work, and there are challenges around every corner. Fortunately, entrepreneurs don't have to go it alone. Their chance of success increases with access to the business knowledge and guidance of experienced and highly qualified professionals who are members of the Australasian Institute of Business and Enterprise Facilitators. ☒*



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Control Your Business Growth



For many small business owners, one of the most appealing words in our vocabulary is **growth**. We naturally want growth because growth represents achievement, profit, success, simply put - a successful business. It makes perfect sense - if you were unsuccessful you definitely wouldn't grow... so the opposite must be true!

Unfortunately, many entrepreneurs have learned the hard way that growth is a two-edge sword. If you initiate a growth phase, it's typically because you are doing something right. You effectively execute sales, you deliver your services, and you turn those successes into more growth. But what happens if the middle link of that chain weakens (or even breaks)?

Growth, uncontrolled, can kill your business.

Growing too fast is a common problem that confronts ambitious small businesses, and can be their downfall.

The people who succeed are the ones who are aware of what's happening in their market, and continually reinvent their approach with a focus on the future.

Recognising when you're ready to grow, getting involved online, identifying new markets, establishing a customer-first culture and having a smart pricing structure are just some of the strategies that can set your business up for growth.

Michael Fingland, managing director of business turnaround specialist [Vantage Performance](http://VantagePerformance.com) says that: "One of the

biggest traps a small business can fall into is becoming a victim of its own success. The business grows faster than it plans to and, for many entrepreneurs, the idea of saying no to work is just foreign to them"

It's a fact that many businesses in this situation often don't have the appropriate systems and controls or the right staff to manage the growth, which can compromise ongoing success.

Fingland believes that the symptoms of a business in this situation are high employee turnover because staff are being overworked and a lack of business data to keep management informed about where the business is actually making money, which can lead to a cash flow crisis.

The solution, says Fingland, is to restructure the business's financial facilities, implement more rigorous internal systems and recruit staff with the right managerial experience to properly manage the fast-growth phase of the business.

Small business owners, in particular, need to be careful about uncontrolled growth.

It is dangerous for a business to experience too much growth too quickly. Uncontrolled growth can lead to the failure of what started out as a booming success.

Some symptoms of uncontrolled growth might be:

- Excessive turnover in staff numbers
- Development of a large number of

departments

- An increasing backlog of work
- Runaway costs
- Lack of overall coordination
- Lack of sufficient information and data - especially financial data
- Improperly trained or experienced staff
- General dissatisfaction or even conflict amongst staff

Whilst organic growth occurs more gradually and naturally than buying up other businesses or entering new markets, it still needs to be controlled. You need to know how it's happening and be precise about your plans, targets and expectations for growth - because if it happens too quickly or without structure, it can seriously damage your business.

Problems can become amplified with growth. A successful business achieves success by delivering quality products or services to its customers.

If you notice that your business's sensitive balance between quality and quantity has shifted to the latter, you probably are growing too fast and run a very real risk of losing the competitive edge that brought you success.

Don't allow your business's growth to go unchecked. Fast, unmonitored growth can be just as dangerous as no growth.

Pay attention to signs that indicate you may be growing too fast, and take all necessary steps to control that area.



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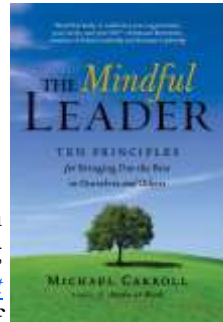


Look Inside

Business Book Review

The Mindful Leader : by Michael Carroll

Ten Principles for Bringing Out the Best in Ourselves and Others



Michael Carroll worked for 25 years on Wall Street and in the publishing industry; he is the author of [*Awake at Work*](#). He is a longtime student of Buddhist meditation and an authorized teacher in the lineage of the Tibetan master Chogyam Trungpa.

In this bold and revealing work, Carroll delves into the relevance of meditation to the workplace and the dynamics of leadership. In a chapter titled "Opening Up to Workplace Realities," he looks at the contrast between the "top-down" leadership of business where the milieu is one of a pressure-cooker versus leadership from the inside where the emphasis is upon bringing out the best in everyone.

One of the qualities behind the latter, mindful leadership, is a vulnerable openness, which the Tibetan Buddhists call *jinpa*, complete generosity. It means giving ourselves to others without "making ridiculous demands or placing lids on situations."

Opening up is just the beginning step. We must also set aside our self-deceptions that stem from arrogance, aggression, and fear. They include chasing false hopes, giving in to the traps of blame and praise, living under the illusion of security, and continuing in stale routines.

Carroll believes that the regular practice of mindfulness meditation can generate ten leadership principles: simplicity, poise, respect, courage, confidence, enthusiasm, patience, awareness, skillfulness, and humility.

Cultivating these principles on the cushion can lead to further competencies that create health and well-being in organizations, such as building trust, eliminating toxicity, sending clear messages, and healing wounds.

Carroll contends that a mindful leader demonstrates an inner authenticity that comes across in four marks: elegance, command, gentleness, and intelligence. The final chapter contains some "Practices and Exercises" for cultivating mindful leadership.

We were very impressed with "The Thirty Reminders of the Mindful Leader" inspired by the teachings of the Tibetan master Gyalsay Togme Sangpo (1295 -1369).

Awesomely Simple: by John Spence

Essential business strategies for turning ideas into action



What do the world's most successful companies and organization have in common? And what can you actually take away and use from their examples? Distilling the best fundamental business strategies, trusted advisor and strategist John Spence helps you take a hard look at your business and together develop specific plans and action steps that will allow you to dramatically improve the success of your company.

Delivered in John's approachable and straightforward manner, *Awesomely Simple* reveals the six key strategies that create a foundation for achieving business excellence: Vivid Vision, Best People, Robust Communication, A Sense of Urgency, Disciplined Execution, and Extreme Customer Focus.

Filled with case studies and clear action items, *Awesomely Simple* includes easy-to-follow guidelines for implementing the strategies in any organization no matter its mission or size.

After concisely breaking down each strategy, John gives specific examples, tips, tools, discussion questions and exercises for how to execute them successfully.

A perfect resource for business leaders, *Awesomely Simple* will help you turn ideas into positive action and achieve lasting business success.

John states that we live in a knowledge economy. In the world today, very few businesses gain sustainable competitive advantage through proprietary technology, manufacturing might, or specialized logistics. One key to success for every business is to create a strong corporate culture that attracts, grows, and keeps the best people.

Filled with case studies and clear action items, includes easy-to-follow guidelines for implementing the strategies in any organization no matter its mission or size. After concisely breaking down each strategy, Spence gives specific examples, tips, tools, discussion questions and exercises for how to execute them successfully.

A perfect resource for business leaders, *Awesomely Simple* will help you turn ideas into positive action and achieve lasting business success.



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Groove ... Or Grave?

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 how to master fundamentals that deliver profitable growth.

This is what some people have to say:

Frank Green ... Business Improvement Specialist at Business Fundamentals.

"I first met Brett in 1994 when I was working as a Small Business Advisor with the Queensland Small Business Corporation. He...[View](#)

Rod Webster ... Founder and CEO at Webster Business Coaching

"I initially met Brett when I engaged him to help me to work on my business over ten years ago. Brett's ideas and his ability...[View](#)

You've probably heard the term 'in the groove'.

Sports stars use it to describe the feeling of effortless, perfect



performance which they sometimes attain after countless hours of training.

Chances are you've experienced it yourself at different times. After doing something many times you occasionally have that marvellous in-the-groove feeling of being "on top and in control".

Everything goes smoothly and it doesn't even seem like you're really trying.

There's just one problem ... Too often, I've seen business people who've mastered various functions, processes and parts of their lives.

They've done these things the same way on countless occasions and have reached the stage where they can consistently achieve the same result without any real thought or effort.

As a result of their many repetitions, they've created their own 'groove', which they slip into the moment they hit the buzzer on the alarm clock each morning.

Without even thinking about it, they get up, get dressed, eat breakfast, go to work, complete their assigned tasks, get home, have dinner, watch TV and go to bed. Next morning, they repeat the process.

Problem is, the 'groove' can easily

become a 'rut'.

Avoid the trap of letting your grooves become graves by doing a periodic check on what you're spending your time on. List everything you do in a typical day ... and ask whether you're really the best person for the job. (This includes asking whether it's something you really enjoy doing.

If you're good at something but don't like doing it, you are NOT the best person for the job.)

Once you've identified those things you're well suited to, go back through the list and check to see which functions generate revenue or other rewards. Hopefully you'll find there are some functions which you're good at AND which generate rewards.

Guess where you should be focussing your efforts and time.

Clearly, it's counterproductive to be working on things which don't produce worthwhile outcomes.

And it's particularly counterproductive to be doing those non-productive things when you're not the best person for those jobs.

So stop doing them, as soon as you possibly can. Farm them out. Delegate them.

Outsource them. Find another way of getting those things done ... but don't do it yourself for a moment longer than you need to – or you'll run the real risk of building a groove that becomes a grave.

Contact Brett via brett@corpdev.com.au for a free, no obligation chat if you'd like advice on how to build your business





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The Four Ways to Influence Anybody About Anything

The word *influence* means many things to many people. To some it means being cunning, manipulative and tricky.

While others consider influence the lifeblood of communication. We are all in the business of influence. Getting better at influencing should be an important and ongoing goal for all business owners and managers.

Influence according to the Oxford dictionary is the capacity to have an effect on the character, development, or behaviour of someone. It ought to be done ethically.

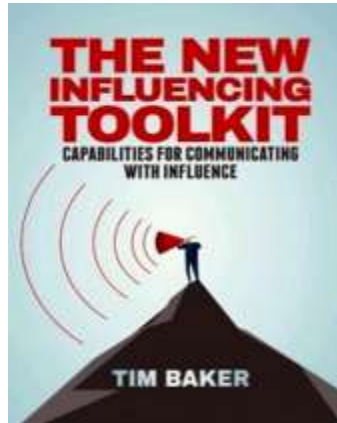
To me, influencing can be defined as: *The power to make other people agree with your opinions or get them to do what you want willingly and ethically.*

There are three variables involved in any influencing situation or circumstance. One variable is your personal style and approach. You will tend to influence others the way you like to be influenced. Second, the person you are influencing also has a preference for how they like to be influenced. Use the 'wrong' strategy' and it won't work.

We've all experienced this! And finally, each situation will favour a certain type of strategy.

These three variables help explain why the influencing attempt has been successful or unsuccessful.

In the context of planning, influence is about persuading others to think and act differently in ways that benefit themselves and their family.



It

certainly does not mean manipulation or trickery. Influencing in my opinion must be done from an ethical standpoint.

My new model of influencing identifies four primary ways anyone can and do influence others. I refer to this model as the *Influencing Capabilities Framework*. Here is a glimpse of the framework (*on the following page*)

Let's briefly consider each of these influencing strategies.

Investigation

As a strategy of influence, investigation basically means gathering the facts and presenting them in a logical and convincing manner. The presentation of a



coherent and assertive argument based on well-founded research is a powerful form of persuasion in the right set of circumstances.

On the contrary, people are usually not convinced by someone who does not have a sound grasp of the facts; nor are they influenced by someone with wavering conviction or an incoherent presentation of their ideas.

Then again, even if you are logical, coherent, assertive, and well researched, that doesn't necessarily guarantee that you will be persuasive. But these attributes are at least a good starting point.

Briefly, investigator's influencing ability is reliant on a carefully researched and assertively communicated case. Climate change campaigner and former vice-president of the USA, Al Gore is an investigator.

Calculation

The calculation strategy means to influence by clearly articulating the pitfalls of the *status quo* on the one hand and how those pitfalls can be overcome with a new proposal on the other. Psychologists tell us that we are all motivated by pain and pleasure. In other words, we try to avoid painful situations as much as we can, such as being late for an important meeting we are chairing.

Conversely, we gravitate to pleasurable experiences, such as pleasing our client by finding the right information in a timely manner.

While this should appear obvious to us, we each have different ideas of what pain and pleasure are. What this means is that we interpret the significance of situations in our own way. A potentially painful situation for one person could to another be viewed as enjoyment.

Former UK Prime Minister Margaret Thatcher was a calculator.

Motivation

The motivation strategy in essence means to be influential by associating the idea, change or proposal with a clear, compelling and common vision of the future.

TABLE 5.1 The influencing framework

Push style	Pull style	
Investigation	Calculation	Logical approach
Motivation	Collaboration	Emotional approach

Leaders who can paint a convincing picture of the future and motivate people with that vision are generally inspirational and motivating.

Most great leaders have this aptitude. Unfortunately from my observations too many business owners and managers get caught up in the minutiae of what they are going.

They consequently often forget to articulate the link between the produce, service, or concept. Furthermore, they don't always explain the *why*.

The *why* refers to why are we suggesting this course-of-action? How does what we are currently doing contribute to the big picture? are the questions motivators' answer.

Former civil rights activist, Martin Luther-King was a motivator.

Collaboration

The strategy of collaboration fundamentally involves influencing through trust building and sharing the ownership of course of action. Employees are more likely to be persuaded by a manager's suggestion if they feel they have been genuinely consulted about it.

By collaborating with others, people have an opportunity to be involved in the decision-making process; they feel they have an emotional stake in the planning and are subsequently more receptive to its merits.

Through authentic collaboration, trust builds and influence increases. Collaborators create positive emotional energy.

They are concerned with developing a sense of trust and engagement with the people they work with.

Collaborators are consultative in their approach to problem-solving; they actively listen to others and are



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willing to share the ownership of the outcomes through open communication.

The influence of collaborators permeates from encouraging input and building higher than normal levels of confidence in clients.

The late activist for the needy and poor in India and everywhere around the world, Mother Teresa was a collaborator.

Each of us has an influencing profile; that is, we favour one of these four strategies over the other three.

The problem with that is we will from time-to-time doubtlessly use the wrong strategy, either for the person we are trying to persuade or the situation we are in.

Outstanding influencers use all four strategies in the right place and at the right time. Which strategy do you tend to favour?

Dr. Tim Baker is an international consultant and author of six books including [*The New Influencing Toolkit: Capabilities to Communicate with Influence*](#). Tim is available to speak at your next conference or workshop.

Tim can be found at www.winnersatwork.com.au





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5 Online tools and apps to help you concentrate and get down to business

When was the last time you started working without checking the latest Facebook, or news feed?

Finding focus is what people desperately need in an era with an endless tide of funny videos, pop up links, quizzes or even social media interactions.

But in reality, is there a way to get rid of the distractions and just stay focused on your assignments? After all, there are important things and jobs to do and sometimes, as crazy as it may sound, we cannot even get close to the important things because the 'distractions' tide is so strong it's carries us into itself.

Here are 7 of the most useful apps to keep you away from online distractions and keep you focused on your work.

1.KeepMeOut

KeepMeOut 'blocks' your way to Facebook or other websites and makes them accessible to you only for a period of time - that you obviously set. It can work at any time or period of the day.

2.Focus Booster

The Focus Booster app is great because it gives us the rest we need. Normally, not everyone can live without a short digest of Facebook or Twitter or whatever your social media preference is, but Focus Booster has adopted the pomodoro technique which breaks tasks down into timed blocks. That way, you can focus on a 25 minute work session and



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then have a (social) break for 5 minutes. The good thing is that after four bigger work sessions, it gives you even longer break - up to 20 minutes!

3.FocusWriter

If you want to really immerse yourself in your writing or other assignment, the FocusWriter will make sure to turn your computer screen into a simple blank page and eliminate your need for all the sidebars, notifications and other stuff tugging at your vision and attention.

4.Self-Control

If you are crazy for Twitter and your time slips into such sinkholes, Self-Control is the app for you.

Set the app to run let's say 4 hours straight, there won't be a thing to stop it - no matter how many times you restart the browser or your computer desperate for a new tweet-session.

It lets you blacklist and whitelist the sites that distract you (blacklist) and the sites you work with (whitelist).

Unfortunately, the app is only for



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Mac. However, Windows users can try Freedom which is a similar app and runs on any PC.

5.Time Doctor

Time Doctor gathers information about the time you spend on your computer and presents them to you. For example, if you thought that you have overworked last Tuesday, Time Doctor may surprise you – and show you that the '10 minutes' on Face Book were actually 4 hours of time spent in distractions.

These apps can help develop, lengthen and strengthen your attention span. It's no longer something you need to tough out on your own or give up on.

Our amazing digital era of instant information and entertainment has definitely trained us to seek it out... often! But it is now also helping to organize and manage our time better.

Contact me for a 30 minute Solution Strategy . Let's stream line your business and sky rocket your profits.

Angie Spiteri is a highly sought after speaker, author and consultant. To connect with Angie visit www.timeequalsmoney.net.au





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If Your Business Was A House, What Would It Look Like?

This might seem like a strange question, but you see I think there are a lot of similarities in designing, establishing, maintaining and developing a house and a business. *This will also have a major impact on how easy it will be to sell and its final worth.*

For instance in the **design** phase it's important to consider who is going to live in the house and it's ultimate purpose. Is this something you want to pass onto your children, is it going to be a major component of your retirement funding, or is it a short term project designed to provide a quick return so you can step up to something bigger?

Knowing what you want to do with your business from the beginning is incredibly important. There will come a time when you want to get out of your business as you will with your house, so think about that from the beginning.

Now you have designed your business it is time to get the initial construction right. Like a house you need to get the foundations (the **structure**) right; the legal structure and business model.

An analogy I often use when speaking about businesses I come across is that they look fantastic from the outside. A three storey mansion with a beautiful home cinema on the top floor, but when you look closer the foundations are like a tool shed and everything is a bit shaky underneath.

Maintenance in a business is really about how you build sustainability into

your production or operations.

You can easily see when a house and garden isn't maintained, and in extreme circumstances it will have abandoned car bodies and rubbish everywhere. It's the same with a business.

It is always so much easier to conduct a regular maintenance regime doing a little regularly, than to let things get out of hand and have to shut down operations and dedicate yourself and your team solely to cleaning and reinstatement.

Research has continually shown that staff morale suffers terribly in an untidy and disorganised workplace. We all know how good it feels to have a clean and tidy house, and business is no different.

It is extremely unlikely that when we commence our business or build our house, that it will be exactly what we want it to look like ultimately. However, we all start with what we can afford or can service in the beginning.

This is why **development** is so important.

We need to have a firm idea of our ultimate vision, and the stages that we see will move us towards our ultimate goal. Of course we need to review our plans over time because

changing markets, technological advances and our expectations will change over time.

If you built your dream house in the 70's, it's unlikely you would build exactly the same one today. Otherwise we'd still see a lot of avocado or burnt orange kitchens, but funnily enough they aren't so popular.

In the end it all comes down to three simple words; Structure, Systems and Measurement. Start with the end in sight and get the foundations of your enterprise right.

Get your systems documented so that everyone knows not only what to do, but why it is important and the standards you will demand of them.

Then work out what it is important to measure across all areas of the operation (Your KPI's) and then review them regularly.

It's important to remember here not to measure everything or you'll suffer from 'Paralysis by Analysis'. Work out what is critical and just focus on those measures.

I've worked with hundreds of businesses over the years, and I can tell you that if I see a person's house or office, I'll bet it will be a pretty good indicator of the health of their business.

What does yours look like?





What Nearly Every Business, Including Your Competitors, Have Absolutely NO CLUE About!

Now, I know that sounds like a rash statement, so let me prove it to you.

Go to www.google.com, type in a suburb name where you know there are lots of businesses (like an industrial estate), zoom into any area where you can see the buildings of businesses.

What do you see? How many tags come up, showing the names of the businesses? I bet that there's only about 1 in 10 businesses showing up as being recognised by Google maps!

Oh, but wait ... there's MORE! Of the businesses that a bubble shows up on, stating the name of the business, click on the icon inside that bubble called 'more'.

This is that business's opportunity to tell you how good they are, how they are unique and to show you photos of their wonderful products, amazing people and even happy smiley photos of customers!

But they're NOT there, are they?! Why? Because they don't know ... but now YOU do!

But, there's EVEN MORE!!! Google is scouring the internet looking for things to index, particularly businesses, as they are the ones that spend money with Google.

To get noticed by Google the best thing you can do is tell them as much as you can about yourself. Tick as many boxes as you can, describe yourself in the appropriate sections and fill every photo slot you can.

However, here's a secret. Google has trained the world to have a maximum of a 9 second attention span. Yep, that's their magic number.

If a page takes 9 seconds to load up, the person looking for that page has moved on to a faster loading page. Due to this phenomenon Google has identified that people prefer short, snappy and popular videos! So they have added to the Google+ profile page an area where you can upload 5 YouTube videos.

"Why YouTube videos, Dan?" Glad you asked! Google took this 'grab people's attention' thing seriously. Very seriously! In fact, they took it so seriously they acquired YouTube!!

Now do I have YOUR attention? So imagine how much you would stand out to Google if you were one of the very, very, very few businesses that completely filled out their profile, uploaded 10 photos AND uploaded 5 YouTube videos?

Now you have done the basics. To do those things will take about a day (and a couple glasses of wine). The next project is to add the final piece of the

puzzle. By the way, you haven't spent a cent!

Your YouTube Channel is essential. This is a little bit trickier and you may want to borrow a guru for a few hours to set up your page. But once it's set up, you can easily upload videos and share them with your Google+ profile, Facebook page, website, blog and lots of other places.

"But Dan, I'm not very experienced at putting videos together". Here's another trick for you.

Go to www.animoto.com. It's about \$30/month (cheaper if you pay for a year up front) and is incredibly easy to learn. Even better than that, it's loaded with music, images and video clips that are copyright free!

By the way, your phone camera is good enough to take video with. You can add captions and your own video clips and still shots, so you don't have to worry about sound.

Remember, the videos just need to exist so you can keep Google happy. Be interesting enough for people to take a look at (hint, video people, send it to them and they will share it because it's all about them!).

If you call me on 0414 567 188 I'll tell you one last secret! If you don't call ... well, let's hope your competitors don't!





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Changing Website Suppliers

To switch or not to switch

Something that has been cropping up a lot lately are companies who are unhappy with their existing website supplier but they think that is it too complicated to switch.

Sometimes moving to a new supplier can be really quick and easy. Other times, it can require a full rebuild of your site. Here are some things to be mindful of.

Emails

To ensure your existing emails continue to operate, there are things your new supplier will have to know. It is possible, however, to have very little to no downtime on your business email if done properly.

HTML sites

If you have an older website it may be a .html site. These types of sites have “.html” at the end of the website address when you are visiting them online. If this is the case, your site would be pretty easy to move. You are most likely going to be told it will need to be rebuilt to get a mobile/tablet friendly site, however, a standard html website can be literally picked up and transferred.

CMS Sites

If you have a Content Management System (CMS) website, transferring your site can be a bit more complex. Ensure you find someone who knows what they are talking about so there is little or no downtime.

The easiest CMS sites to move are those that are referred to ‘Open

Source’. These include (my Favourite) Wordpress and Joomla! and heaps more. If you have a site you can edit yourself but it is not Open Source, there is a good chance it has either been created from scratch or created using proprietary software.

Proprietary Software

Most small business owners wouldn’t know to ask this question, but if you are in the starting phases of getting a website built, always ask *“If I decide to move to another web provider or if you close your business, how easy is it to move my website with it?”* If you are met with a response that insinuates, that this website will only work on their servers or something about that you don’t own the website therefore would not be able to “take it with you”, be really mindful that you may well be looking at paying for a full rebuild each and every time you decide to go with another web designer/developer.

This also applies to many of the free or monthly subscription website building programs on the market. Once you have your site built with them, you are locked in and cannot shift to a new provider without getting your site rebuilt from scratch.

Having said this, a monthly subscription or free website builder may be perfect for you as you are starting up but just remember, you cannot move a wix, shopify or Vistaprint website away from them to a new provider.

If you have one of these types of sites, be prepared to get quotes for a rebuild or chat to your existing provider to see if you can get what you need from them.

Details you will need

For any company to take over your website including your hosting, emails and website address (domain), here is a list of what you will need to collate. Contact your existing supplier to provide these to you. Your new supplier may be able to help you to track these details down.

- ☐ Contact details for existing supplier/s (domain name, hosting and web design may all be different or the same company)
- ☐ Domain name login details
- ☐ Domain name ownership password (Auth Code, Registry Key or EPP Code)
- ☐ Website hosting logins (cpanel, console or hosting backend)
- ☐ List of email addresses that you wish to keep and their passwords if you have them
- ☐ Details of how you currently access your emails e.g. Outlook, Gmail, Mac email, smart phones/tablets
- ☐ Details of how your emails are set up (POP or IMAP)
- ☐ Any website backend logins (to edit your existing site if applicable)

The wrap up

At the end of the day, if you are not getting the service you require from your existing provider - it may just be worth the time and money to make a change. Contact several new web designers and developers to get a broad range of options, quotes and opinions and go from there.

For further information, please feel free to email Karen ~ TheWebgirl.





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Marketing Matters

Every business owner shares one thing in common: the desire to create a stable, steady business that achieves profitability and grows over time. But not every business owner knows the secret formula that makes that possible.

So what is that secret formula? In a word, it's marketing.

"But what does the word 'marketing' mean?" you ask. "Is it just getting the word out about my business? Because I've done that, and I can't really see any difference."

In its most complete form, marketing is about much more than letting people know your business exists (although that's an important piece of the puzzle.)

In fact, in many ways, getting the word out is one of the last steps in a good marketing plan. A strong marketing campaign goes much deeper, and provides benefits that help you attract customers at the same time as you clarify achievable goals and create realistic plans to meet them.

At its best, a marketing plan helps you understand:

- Your business
- Your customers
- Your competition
- The full range of opportunities available to you
- The optimal way to attack those opportunities
- Appropriate pricing
- The marketplace in which you operate

and a whole host of other issues that will help your business catch fire.

Whether you own a small or large business, if you're in the game to succeed, a well thought out marketing plan is one of the best tools you can employ along the way.

In a perfect world, ideally, a good marketing plan will help you to identify cost-effective techniques that'll help you promote your business's presence, reputation and services so customers will flock through the door.

It will help you to:

- Understand how to establish and maintain a marketing budget
- Have a good strategic marketing plan
- Know the basics of guerilla marketing
- Know how to do effective research on the cheap
- Know how to gauge your customers' needs and provide them with real benefits.
- Understand how to build networks and employ them for maximum benefit
- Understand the importance of building a strong identity
- Know how to get the maximum bang out of media, PR and advertising bucks



"In order to sell a product or service, a company must establish a relationship with the consumer. It must build trust and rapport. It must understand the customer's needs, and it must provide a product that delivers the promised benefits."

-- Jay Levinson, *The Guerilla Marketer's Handbook*

If any one man wrote the book on marketing, it's Jay Conrad Levinson, inventor of the concept of guerilla

marketing and author of the best-selling marketing series on the topic.

Levinson has dubbed these three imperatives the "guerilla's manifesto" and, in fact, they truly describe what it takes to launch a marketing campaign that will drive your company to success.

Levinson maintains that **the customer is always right.**

In order to succeed, companies must establish relationships with customers.

The strong, lasting relationships that will ensure a company's success are built on:

- Establishing trust and rapport
- Understanding customers' needs
- Providing real benefits

In many ways, these three imperatives all reiterate one central concept.

The relationships between successful businesses and their customers depend on careful understanding and reliable fulfillment of human needs. The business owner understands what people need, and does everything he can to meet those needs.

☑
Cheers!



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

Property Development and Investment

Australians love to renovate, and some are turning their hand to “flipping”. This is the new speak for buying, renovating and selling property in a very short time frame. Others are buying and holding to produce a passive income stream.

Whichever version you are intending, some thought needs to go into the planning process before committing your time and money to the project.

First and foremost, you will need to establish a goal, or set out an investment strategy. This will assist you to identify suitable properties that match your requirements in terms of return on investment, capital appreciation and taxation.

If your strategy is to acquire a passive income of \$100,000 per annum in the next 10 years, then a buy and hold strategy may be best for you.

A net rental income of this amount will require a gross rental of at least 3 times that amount, and will likely include a mortgage. Your goal can be achieved by acquiring properties progressively over time, and using the principle of positive cash flow.

Positive cash flow means that the property returns cash to you after all expenses of owning it are paid.

This calculation does not include



non-cash items such as depreciation and other capital write-offs.

One of the major benefits of positively gearing an investment is that it provides extra cash for investing, or for paying down personal debt.

Another reason for firstly developing your Investment goal is so that the best structure to use for your property acquisitions.

Depending on whether you are going to renovate, or buy and hold, you will need to identify whether you will be sharing the income of the investment with others, any threats that could put your assets at risk, and the taxation position of the investment.

Remember over time, your properties will increase in value and the mortgage will reduce, which will give you more equity in your properties. More equity equals more wealth. This is why asset protection is important.

There are several structures which can be used, and all have different pros and cons. After developing your goals, or strategic plan, you should discuss the matter with your financial advisor so that the investment can be harmonised into your personal affairs.

When looking for opportunities, you will need to be careful not to fall into the trap of the property spruikers. These companies deliver courses or seminars and then introduce you to various consultants and property experts. Whilst some are genuine, some are not, and you will need to take care that you double check all information given against external sources and information.

The major areas to watch are inflated valuations on properties offered for purchase, and high consultant fees ie. valuers, solicitors, accountants and brokers.

As with any investment decision, research and education are the most important tools you can acquire. Read widely and research widely, attend some seminars and gain as much knowledge as you can about the process.

Your accountant can also assist in advising on the structure and tax benefits and traps of these types of investments.

Happy investing!





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Retailing in Tomorrowland - How To Be A Dreamer

I've just finished watching Brad Bird's movie, Tomorrowland on board a 747 heading from L.A. to Brisbane. What was great about this film was the beautiful story of hope and how dreamers of the world (whether in Tomorrowland or here and now) really can make the biggest and most positive impacts on all our lives. It's a lovely reminder of the importance of hope and the far-reaching power of not having any hope at all.

In the movie, a young girl named Casey has a special relationship with her engineer father who works for NASA. These two gifted individuals have a little dialogue on -screen.

"If there were two wolves; one representing darkness and despair and the other representing light and hope. Which one lives?"

Casey knows the answer, *"The one you feed."*

In the world of retail we often find this strange battle between futuristic and technology driven retail and the "ahhh", cue for the yawn sound, humanistic and sales driven side. We are always looking so far ahead to beat out our competitors or to be the first to have a certain new technology that to our customers sometimes it seems we are spinning our wheels and missing the point entirely.

Darkness & Despair Wolf

While the retail statistics are only days old and just released, it seems the bad news is still looming and even picking up speed like a once tiny snowball that's been rolled down a snowy hill. Why do we wait for economists to tell us how "confident" the consumer is and



therefore predetermine how successful we might be in reaching our budgets? While I still study and read the reports, I also feel they are somewhat of a self-fulfilling prophecy for others.

According to the latest statistics, there is still 0.2% more in the retailing pie than there was the previous month. Figures just released also means there was 24 billion dollars in retail spending which is up 4.4% from last July's figure – I really struggle to see the negative, bad story here.

In the movie, due to time travel, the future has decided there is nothing they can do, they've abandoned the project to prevent the earth's destruction and given up hope. The director is not disparaging climate change or other dangers, what he's saying is that our society has become so comfortable with the vision of apocalypse that we're not dreaming up solutions.

In retail, it's easy to blame our failures on the "fickle customer". Focusing not on what we've done to be remarkable, but rather how disloyal and self-centred our patrons have become. Or better yet, let the financial retail reports tell us why we had a bad month or quarter. But the best indicator of success is how busy your store is. Do people want to hang out, learn more, and spend time there?

Light & Hope Wolf

"Be the change you wish to see in

the world" – Mahatma Gandhi.

Why should customers spend their very own percentage of the 24 billion dollar pie in our store if we don't offer them a reason to believe we can help them to improve their everyday lives? Einstein was quoted as having said that if he had one hour to save the world, he would spend fifty-five minutes defining the problem and only five minutes finding the solution. Try some of [these problem solving](#) solutions with members of your team to brainstorm experiences that would help define your customers problems in profound ways.

Give yourself 30 minutes a day – preferably first thing in the morning to dream big. What ideas can you come up with to fix your relationship with customers, gain trust, or make it even stronger? Embrace your inner dreamer and think of experiences that would inspire, educate or motivate you're your customers in meaningful ways.

When I allow myself to dream of retailing bliss, I envision a bustling crowd of engaged and interested individuals attending classes, understanding the impacts of eating healthier on the body, how greener products help the environment and learning how to utilise appliances to save time, money and of course to impress their friends!

I see them coming in not just when they need stuff, but to actually hang out and learn from us. I imagine that because these people have walked through our doors, we've somehow helped them and the greater good in some way.

So now that I've shared my big dream, here are two questions for you. 1) Are you feeding the Dark or the Light Wolf? 2) When you allow yourself to dream, what do you see?





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Five Megatrends to watch in the next 5 years

John Naisbitt coined this term in his book 'Megatrends' in 1982. He spent 10 years researching future changes from the industrial economies to the information economies. We now use the term to describe any profound trajectory of social, economic, environmental or technological change.

Here's a list of Investment Opportunities and sectors well placed for growth in the medium to long term.

The Asian Century

Emerging Asian economies are gathering pace. We all know of China but surrounding countries are benefiting and growing with China's momentum too. Naturally they will need commodities to aid in manufacturing but there's also a rising middle class with aspirations and income to drive demand in domestic consumption. Asian populations will create demand in consumable such as food, fashion and technology.

Renewable Energy

It's not so bad here in Australia but air pollution in the northern hemisphere is dramatic. The push for non-polluting energy sources is gathering momentum. The crux of the problem is replacing 'base load' power production. Quite simply, when it's cold and dark with no wind, how do we create the electricity we demand? – that's base load power.

Look for prices coming down, demand increasing, improved battery technology and 'smart local grid technologies' as areas for growth.

Look for battery and energy storage solutions, cabling, distribution and smart grid companies, renewable energy hardware and component manufacturers.

Human Connectivity

Our mobile phones are becoming more integrates into our lives. We now like to access internet based activities everywhere and at all times. The list is exhaustive already e.g. facebook, to online banking and purchasing, to online dating – this trend is just gathering momentum whereby more people are demanding instant access to products and services across a range of sectors.

Look to invest in consumer technologies including mobility, the proliferation of wearable devices, and rise of ventures or enterprises that utilise the 'on-demand' economy, such as wearable device manufacturers, cloud computing, software and operating systems manufacturers, Peer to Peer based businesses such as Uber and alternative finance solutions.

Device to Device Connectivity - the 'Internet of Things'

There is an increasing emergence of opportunities, particularly in the manufacturing sector, resulting from a rise in the 'Internet of Things' which is seeing more machines and devices able to connect and communicate, via the internet.

This is where devices communicate with each other such as maintenance schedules for electronic equipment in industry. Another trend is the 'Smart

Home" where security and other aspects of your home can be accessed and manipulated remotely via smart phone or internet. A novel example is when your fridge communicates by ordering groceries from the supermarket as you use them who will then provide a home delivery.

Naturally there is a direct debit to pay the bill meaning that you can do nothing except place the groceries in the fridge – the concept is with us and it will expand in the future.

Look for data security companies, Networking companies and companies that specialise in matching technologies across devices.

Our Aging Demographic

We are familiar of the Baby Boomer generation nearing retirement and it presents opportunities as associated industries expand to meet the demand.

Baby boomers have produced prosperity through demand in industries as they move through their life cycle. Just think of real estate, alternative medicine, medical technology and Ethical Investing to mention a few. Look for Hospitals and healthcare, including regenerative health, Senior care facilities, Pharmaceuticals, Medical wearables manufacturers and Services such as Grey tourism and home care services.

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





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IF YOU ARE GOING TO DO IT – DO IT PROPERLY – THIS FELLA DOES

I was in Townsville a few weeks ago and a cancelled appointment saw me with a few hours spare in my diary. It was a real bind but there was nothing I could do about it.

It had been many years since I was up there and decided I would take a tour of the town using a bus company that provided a few hours of city guided tours. It gave me the chance to see the place from a different perspective.

I went to the assigned meeting place and found that my friend and I were the only customers that afternoon. What followed was one of the best experiences of a small business owner doing it just right.

Toby Dean runs Townsville Scenic and Military Tours and he runs it well. After leaving the Armed Forces he decided to strike out on his own. He had a delivery run and then started lawn mowing and landscaping.

He kept a keen eye on the tourism market and after a six years of lawn mowing he started his tour business on a part time basis. He had obviously researched his market well and in no time at all he was fulltime.

His bus is equipped with all the right things like a good sound system that does not blare in your ears. His commentary on the two and half hour trip is well planned.

He gets you out and escorts you to a number of places of interest. Now, to some reading this it might seem odd that with two people he might not have been as enthusiastic. Wrong!!



His knowledge and passion for Townsville was infectious. He remembered our names and as he navigated his way through traffic and found parking spots he talked with pride about how he loved this work as Townsville was growing so much.

I told him he was really good at what he did. He said that with so many of us now going overseas to Europe and America that tour guides had to be on the ball and people wanted professionalism, courtesy and value for money. Toby ticked all the boxes.

Driving through a congested part of town the bus slowed and a man came over and said he just wanted to shake his hand again for the trip he had experienced the day before. This happened twice!

Here is a man with a dream to work for himself. He saw a gap in the market and worked it hard and well. His passion was infectious and I left the tour pleased that I had seen Townsville and experienced a true professional in operation.

Take a lesson from this man. Love what you are doing and do it well. Not more to life than being happy doing what you want to do.

One last point to make. If you see someone doing a job well; tell them. We are all quick to complain or say nothing. If a person is competent in what they do then, it is a simple enough courtesy to say that.

We seem to have lost our way with courtesy. We talk about Australians being egalitarian and I for one think it's great.

But that does not mean we do not say thank you. Have your staff trained in saying thanks for your custom/business. It takes so little effort and it pretty well assures repeat business.

People are hanging on to their money. Thriftiness is everywhere. Offering value for money and common courtesy is a key to success.





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Working From Home

I am frequently asked what the implications are, from a workplace health and safety point of view, when employees work from home.

There are also HR considerations and the challenges of managing the situation in a fair and equitable manner.

Management is charged with the responsibility of providing a **safe and healthy workplace as far as is reasonably practicable**.

The definition of workplace is extended to include an employee's home when this is an authorised place where work is carried out.

Employees also have workplace health and safety responsibilities including taking reasonable care that their acts or omissions do not adversely affect their own health and safety.

So what are the safety risks in a home based office or work area, and how do we manage these risks?

The most common hazards are around entrances and exits, and stairways. Next is probably the work-station set-up – most home based work situations involve use of computers, desks and chairs.

Then there are trip hazards with floor coverings and loose cords, appliance use (electric jugs, coffee machines, other hot surfaces) and other electrical



safety matters to consider.

Generally, the employer can identify the hazards by means of a simple **checklist** to be completed during an initial inspection of the workplace, prior to commencement of the arrangement.

Where this is not practical, the employee working from home can complete the checklist and return it to the employer prior to commencing working from home. Inclusion of photos may also be appropriate.



The employer should act to **eliminate or minimise any hazards** identified through this process. Some adjustments or additional equipment may be required

to make the working space safe for the employee.

This might include an adequate desk (not the dining table!), office chair, docking station for laptop, and a large screen – all to be ergonomically adjusted to suit the individual worker.

The employer should ensure that adequate lighting is available, along with proper ventilation, heating and cooling. There should be a working smoke alarm, fire extinguisher and first aid kit.

The advantages of working from home help to balance some of the challenges and frustrations of administering the arrangements.

The employee obviously saves the cost and time of travelling, and eliminates the dangers involved in use of the roads and public transport systems.

This should reduce stress and improve health and hopefully productivity. For the employer, some of the costs of employment are reduced, and employee satisfaction should be increased.

I further recommend that the whole arrangement be covered by a robust **Working from Home Policy**.

Other documentation considerations might include Workstation Set-up Procedure, Workplace Drug & Alcohol Policy and Vehicle Safety Policy.



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HOLISTIC TREATMENTS IN BUSINESS - III.

Introduction to Systems Thinking



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

As promised, in the last AIBEF issue, we'll continue with the **ACUPRESSURE POINTS**.

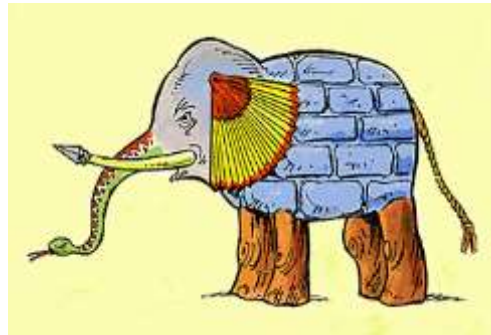
First of all, bear in mind that your business is a whole unit. Failing this, it would be like those 6 blind men who touched just one-one body-part of an elephant, then relying solely on their own experience, insisted on their own perspectives.

One of them at its leg shouted: it's like a pillar; the other at the nose: false, it's a pipe; the third one at its belly: no way, you're both wrong, it's a wall; and so on... Thus, no wonder, they ended up in a conflict, being unable to resolve it. Had they stopped shouting, they could have listened collaboratively to each other to put the pieces together and get the "whole".

What's the lesson for us? **We always see things as our mental model (according to our filters and experiences) suggests, as long as we refuse to look at the whole picture!**

Your business-system (as a "whole") is comprised of elements, that is, these components - might be tiny-winy ones or quite important ones - maintain and animate your business. True? Yes, but not absolutely! I should correct myself a bit: **Not the elements in themselves are so significant, but their relationships with each other!**

And here comes the acupressure-points of our business. Just like a house is wired and the electricity mediates between certain points; or **like the invisible meridians in our body**



ensure the energy-flow between certain body parts and points, so is there a close inter-relation between the elements of our business!

Let's take an example: First, make a detailed map of the external and internal elements of your business: from the size of the building to the atmosphere at work. Then we start to play. Let's focus on one of the elements and change it! In my example, it is an employee's new situation: Joe suffered an accident, and for 2-3 months he's going to work part-time.

What are the predictable consequences, and those ones that are hardly foreseeable and calculable? In other words: **what feedback can be expected?** Being a systems-thinker, we ask: **how will this single element affect the other elements?**

And the answer is very simple: it either increases, or decreases the other variables - there is no third choice!

So, in our example: Joe works less and the other variables, like workload, atmosphere, client-service, etc. start to change: some of them in no time, others slowly evolving, then gradually might be dying away or on the contrary: they'll

manifest themselves in a sudden outburst.

And now, using "The More... The More/The Less..." formula can disclose such interrelations we have never thought of! Supposing that Joe is a highly professional, very tolerant and a funny group-member with outstanding stress-management, some consequences are obvious, therefore we can say: "The less Joe is at work..."

1. ...the heavier workload must be coped with (either by him, or the colleagues)."
 2. ...the more stressful the working-environment will become."
 3. ...the less professionalism will be displayed."
 4. please, dear reader, tell your example: -)
- And some milder suppositions, like:

5. ...the less committed he (or his colleagues) might be."

And here's the funny part: the second half of the sentence might affect back the first one! In case 1.: The heavier the workload will be, the more tired Joe becomes. And then what?! For example: The more tired he becomes the less able he'll be to manage stress...

And then these elements start to dance. Instead of an uncontrolled, arbitrary movement how can you get a well-balanced, harmonious waltz?

Let's see next time!





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DIY Mindsurgery for engineering businesses

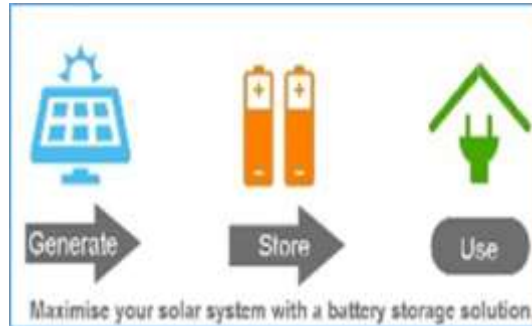
The Significance of Energy Storage

The first step towards a clean energy -fuelled economy has been taken: the cost of renewable energy generation units – like the solar PV panels – has dropped drastically. The price of electricity sourced from wind farms has been fallen below coal-fired generation. The next step ahead us is now a better way of using these ever-evolving technologies by deliberately controlling and coupling them with energy storage units.

Ironically, after Nicola Tesla's invention of the alternating current's use in energy generation and transmission, the upcoming **technological move that will revolutionize our energy system, is going to be the widespread employment of DC energy storage units.** And it's all happening in front of our eyes: Tesla Motors' battery Gigafactory will commence its operation in 2017. I am confident that this innovation will have a more significant effect on the future, than their fully electric car, the Model S.

This may sound a strong statement for some. Although **batteries** have been served in both commercial and industrial applications for decades, yet due to many factors they **have only played an ancillary role in our power systems.** These factors have been the hefty price tag, discharge limits, limited charge cycles and regular maintenance requirement.

But let's picture a **different scenario:** independent generators are deployed throughout the grid to charge their local storage units during favourable hours – whether from solar, wind or any other sources – in order to be used



through the rest of the day. **Your business can also be 100% energy-independent.** From that moment on, the grid's importance would sink to a secondary place. Quite dramatic change, isn't it?

What stands between you and this latter scenario? Well, as you'd be required to invest into your own equipment, **price becomes the primary factor.** But beside your common financial intelligence, **you will also need some engineering sense** to size the system. If you don't have, ask for help – you will need assistance at some point anyway, as electrical codes and standards, as well as safety considerations must be applied.

The energy storage revolution is coming soon, led by the promising and fast evolving **Li-ion batteries.** They have high energy density and good load characteristics, as well as they require low maintenance. As for the prices,

Winfried Hoffmann, a well-known PV advocate forecasted the trend and believes that a **\$100/kWh of storage capacity can be achieved by 2030.**

But trends show an even brighter future and a much wider utilization

for energy storage. It is predicted that the technology will be used by the suppliers, in on- or off-the-grid, transmission or distribution applications. As for the size, as large as **10 to 50MW units** will be deployed to balance the supply and demand and to avoid the building of new infrastructure.

Don't think that energy storage systems can only be connected to renewable energy units. A New York apartment building installed old fashioned lead-acid batteries in their basement that take up about two parking spaces.

During the night the batteries charge up on cheap electricity, while in daytime run down and supply a portion of the building's energy needs. No fancy PV panels, no energy efficiency audit, no cut on energy usage – just a plain old trick.

With common sense and an experienced engineer on your side, **you can also benefit and cut back on your energy costs.**

This little advantage can be used to further help your business' competitiveness, invest into new technologies or improve other important aspects. Awareness is crucial: familiarize yourself with literature, seek for novelties.





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 CONVERSATION. INSIGHT. CHANGE.

Conversations for Clarity: An Essential Business Practice

Conversations are a way of expressing our individual concerns and getting things done.

It is through conversations that we raise concerns, and take care of aspects of our life that matter to us. Through conversations we connect, relate and build and maintain relationships and, through conversations we learn about how to take effective actions.

Quality conversations create potential for rich experiences and learning, and guide the actions that bring about change. But what key learning opportunities might we be missing when we engage in conversation?

Largely we go about our conversations unconsciously, interacting in ways that shut down the potential learning that quality conversations with others can bring about.

Conversational proficiency occurs by learning how to engage in the types of conversations that generate the actions necessary to deal with everyday nuisances and possibilities. This is particularly relevant for how we go about our business.

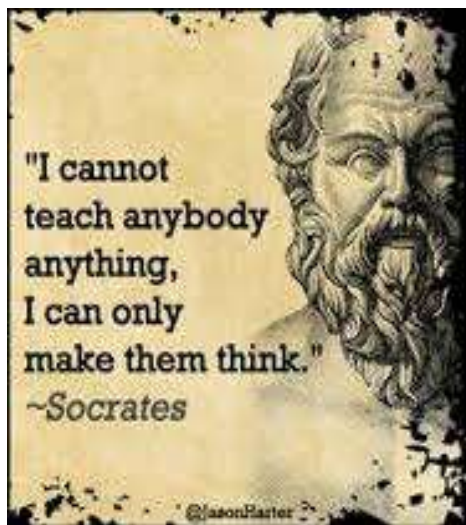
As business owners we can't do it all ourselves, unless we are a particularly small business but even then we have suppliers, creditors, technological specialists, customers and so forth to coordinate actions with.

If we consider all of our conversations as opportunities for learning, we can start to see how important our conversations are to the growth of our business.

"Conversation for Clarity" is particularly pertinent to our learning and it is not just about listening, and not just about stating our concerns.

The intent of gaining clarity is to:

1. Articulate our individual



understanding of a situation

2. Listen to the understanding of others
3. Reach a common shared understanding

#3 is a crucial basis for moving forward and the relationship as a whole. Often though, we are so intent in getting a result that we rush through our conversations, moving on before clarity has been gained, or we make an assumption that clarity has been gained.

The ancient philosopher Socrates claimed; *"The true function of education is to help people articulate what they already know"*, and; *"the act of speaking facilitates thinking and is an essential part of cognition"*.

If we are the only one speaking, how are we to be educated through the function of someone else's speaking? Listening is a key component for gaining clarity and an essential learning competence.

Equally as important is to articulate our concerns to others.

However, how many of our

conversations occur with ourselves, in the silent and private "self-talk", which we don't necessarily share with others or reveal in our public speaking?

Gaining clarity requires us recognise that what is going on in our private conversation are often assumptions that need to be respectfully revealed.

This conversational commitment will help us recognise the different views and perspectives of others and test the assumptions we may be living in – often unconsciously.

In conversations there are always different people viewing the situation from different perspectives, each one interpreting differently, and it's so easy to overlook the importance of engaging in conversations to seek clarity.

The things we restrict to our private conversations have an emotional tone. We bring our emotions to every conversation and they can and unconsciously drive the direction of the conversation, especially when assumptions remain in private conversation.

Listening skills for Conversations for Clarity:

- What's going on back there in the engine room of my mind?
- What do my private conversations reveal?
- What mood or emotion am I experiencing in this conversation?
- Can I slow down and take more notice to these private thoughts?
- What do my private thoughts reveal about the assumptions I am living in?

Reminder: The intent of Conversation for Clarity 1, 2, 3 above!



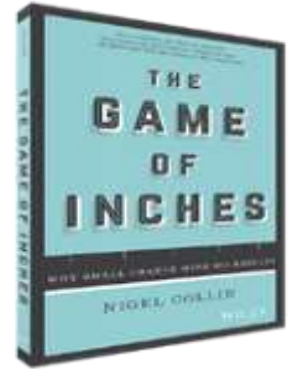
About Nigel Collin



Nigel Collin

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Maestro of 'The Game of Inches'



What if business growth and innovation don't have to happen with a big breakout idea but can unfold by making small, consistent changes?

The Game of Inches is a proven system for sustainable business growth by making small consistent changes.

Based on the actions and behaviours of over 100 successful entrepreneurs and business leaders, it is an achievable plan of 4 actions and 3 behaviours. The actions are what you do. The behaviours are how you do them.

Nigel created his first business at the age of twenty and sold it at twenty-one. He then went on to build Absurd Entertainment, one of Australia's largest entertainment design companies.

He worked extensively on the 2000 Olympic Games, was entertainment advisor at the 2000 Paralympic Games, and holds the accolade of being show director for Australia's largest ever corporate event in 2005.

Having passed the baton by selling the Absurd in 2004, he moved into the world of consulting, advising his clients on implementing ideas and everyday innovation.

In 2013, armed with a video camera, Nigel set off on an initiative to travel throughout Australia, solo on his motorbike, to discover ingenious

Australians and share their stories. His quest was to inspire the ideas of a nation and led to the founding of 'Ingenious Oz Project'.

In 2014, as an ambassador of Start-up Australia, he interviewed over 50 of Australia's top entrepreneurs and business leaders. He is now founder and maestro of 'The Game of Inches'.

He has advised C-Suite executives, Ministers of Parliament and entrepreneurs in both public and private sectors.

As an international speaker, he has presented his experience and expertise to organisations in myriad industries including IT, Franchise, Events, Marketing, Finance, Pharmaceuticals, Government and Telecommunications.

Having now spent over 20 years in business events (both on and off the stage) he understands the importance of not just being engaging, but delivering practical and lasting business benefits.

This unique research, along with his business experience, has given Nigel unique insights into profitable growth and offers an achievable process for everyday innovation and improvement.

Nigel's message is that business is a 'Game of Inches' and not a one-off event. He believes that 99% of successes come from many small, practical steps rather than a single 'Eureka' idea.

The big idea makes a good story in a speech, but it's hard for delegates to incorporate into their everyday working lives.

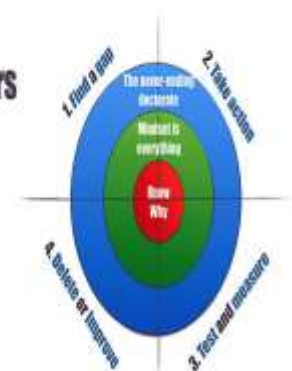
As a speaker he is in demand both in Australia and overseas. He is an alumni of the Disney Institute, a Ted-Xer, and author of two books with a third in production titled "Game of Inches".

When not speaking, working with clients, writing or riding his motorcycle, he spends his time between Sydney and the rural mid north coast of NSW with his family.

The GOI System

The Game of Inches is a proven system for sustainable business growth by making small consistent changes. Based on the actions and behaviours of over 100 successful entrepreneurs and business leaders, it is an achievable plan of 4 actions and 3 behaviours. The actions are what you do. The behaviours are how you do them.

**4 Actions
3 Behaviours**





Networking vs. Building Networks



Right now there is a ground swell of understanding, that having a network of trusted advocates at your fingertips is your greatest asset. The old adage of 'it's not what you know, it's who you know' is more relevant than ever.

One of the main purposes of professional networking is to gain information, increase your visibility in your field, and establish personal connections that will help you advance in your industry – *and your life.*

A strong network allows you to get advice from trusted sources, to keep your professional knowledge current, to find business opportunities, to attract more clients, and to support the businesses of others.



Jason Ross, a successful architect, says: "I've had the fortune to hear the thoughts of some pretty amazing people over the last

few decades. Thoughts from amazing brains with far more packed into them than my own. Minds filled with science, knowledge, and creativity the puts my blob of protein to shame. And they say words are everything.

During a conversation recently I heard a close friend say, off the cuff and during a broader conversation that there is a difference between **Networking** and someone who **Builds Networks**.

I have been a professional architect for over 15+ years and every business that I have ever worked for (and from my own personal experience in business now) is that work has 99% of the time comes through a referral, and on very rare occasions a direct connection.

So I have been fortunate to have 'grown up' with the idea that this has been the (only) way to develop

business and networks were vital to a business thriving. Now with several gigs, across multiple platforms this idea has become even more relevant; to me at least.

So, what is the difference between networking, and building a network?

Networking is one dimensional. The connection of one person to another (normally in a coveted 'coffee meeting') where you tell your story and the other person tells theirs.

After an hour or so, you both agree you are each good people, you exchange cards, smile and make the comment 'if anything comes up, I'll let you know' while you part ways.

Moving onto the next meeting, then the next and so on, and so forth.....

Lets face it, by the time you get to the following week, empty your pockets of all the business cards collected at networking functions and coffee meetings and 'file' them (*read; put them in the bin, or a add them pile at the back of your drawer never to be seen again*) you have no idea who a person is, or how you can collaborate with them.

You, another person. One layer. One dimension.

Building networks requires 2 dimensions.

You, genuinely getting to know and trust other people **WHILE** deliberately building your own networks. Enabling each other, and in collaboration.

From trust (established over time, several conversations and not just one coffee) comes advocacy and **advocacy grows a network**. It is the second dimension.

It is important to know the two Q's as you build out your network: quality and quantity. But have you considered the importance of having a well-rounded network?



Tai Goodwin says: *"Having a strong network is critical to your business and professional survival. There are plenty of tips and articles on where to find people, how and when to connect to them and even what you need to say to attract and maintain your network."*

The aim is to make sure you are building a diverse network by adding people from different industries, backgrounds, age groups, ethnic groups, etc. that fit into the roles listed above. Building a deep network by only including people from your current profession or business focus leaves too many stones unturned, limiting potential opportunities.

Consider that all sorts of professional people outside of the business community can also be very helpful networking contacts - for example, scientists, lecturers, educators, councillors, etc.

When developing your networking plans, think beyond the people you'd typically see at other business networking events. Some of the most important connections are not business people, and consequently you need to be creative in reaching them.

A business network of contacts is both a route to market for you, and a marketing method. Business networking offers a way to reach decision-makers which might otherwise be very difficult to engage with using conventional advertising methods.

Business networking brings with it the added advantage of recommendation and personal introduction, which are always very helpful for developing business opportunities. Business networking is a way for you to make the maxim, "It's not what you know, it's who you know.." work for you.

The principles and techniques of business networking are mostly common sense. Many of the behavioural principles apply also to business and relationships generally, and specifically to selling, managing, coaching, facilitating, etc. ☒



Biz Tips



The Importance of Attending Networking Events

Business networking, be they Breakfasts, Dinners, Workshops or Seminars, and whether online or in the 'real world' are in demand today. There is one simple reason for this - there is a need and demand for them.

Knowledge is the key to change and building a successful business, so here are some reasons why you should seek out and attend Networking Events:

1. Vital educational tools for developing your business can be collected by attending business events.
2. Essential contacts can be established to support you in building your business and accomplishing your goals.
3. Positive support systems are necessary for feedback on your existing business model and future plans you may have.
4. Networking unifies people in ways most day to day situations cannot. The collective energy found at these events is amazing. Where else can you find so many others wanting to connect their businesses?
5. Business Networks are designed to teach you a new way to see your business. The point is to empower you, to give you a new vision for your business, to help you get the business you want. To help you restore balance to your business and personal life; to change you and your business.
6. The organisation and contributors at these events are a wealth of information. It's unlikely you will ever get the level of knowledge or

inspiration from any other source in such a condensed period of time. Few people can ever say that they have left a networking event without feeling invigorated!

Valuable tools for change are gained at business networks and it is for these reasons that you should invest the time to attend.

Say Thank You

"Thank you", two of the most powerful words in the English language. Rather like "I love you" many of us think them a lot and don't say them enough. We should be telling the people we care about most how much we love them, every day. And that includes our customers!

Maybe it's with a Thank You Card, an Appreciation Voucher, a personal note or a follow up system at your establishment.

Notice the word 'system'. It's important. If you don't have a system, you will get busy and your good intentions will remain just that.

For example, 14 days after the delivery of the new furniture for your home office the business you purchased from sends you a Thank You card with a personal note.

When businesses send Christmas cards they tend to get momentary appreciation and then are lost within a collection of cards. Birthday cards get tossed out soon after the birthday.

Send someone a Thank You card and three years later it will probably still be proudly displayed on a shelf or bookcase. People don't get many Thank You cards!

You can take this further with

discounted restaurant meals and other bonuses linked to thank you cards.

ARE YOU A "DO'ER"

During the many years that I have been consulting to small business I have noticed a similar attribute that is common in most entrepreneurs and business owners:

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

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.

Fact: Research studies have shown that small businesses with a marketing plan experience a 24 to 30 percent improvement in sales over those without.

You don't have to kill a tree to create an effective marketing plan. In fact, you can create a successful plan for your small business in just one day.

To begin, don't worry about writing style or making your plan fancy.

Just go get a pencil and paper and let's get started.

Cheers!



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.



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

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

Please contact the AIBEF at info@aief.org.au



About the Institute

AIBEF Code of Conduct

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

The Process of Becoming an AIBEF Accredited Facilitator

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

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

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

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

Benefits of Membership Some benefits include:

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

The ability to use the post-nominals, MAIBEF and FAIBEF in promoting their activities and achieve:

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

Personal confidence and increasing business:

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

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

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

Members

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

Regular electronic Newsletters and communications that:

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

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

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

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

A.I.B.E.F.
Established 20 Years

The Aims of the Institute

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

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