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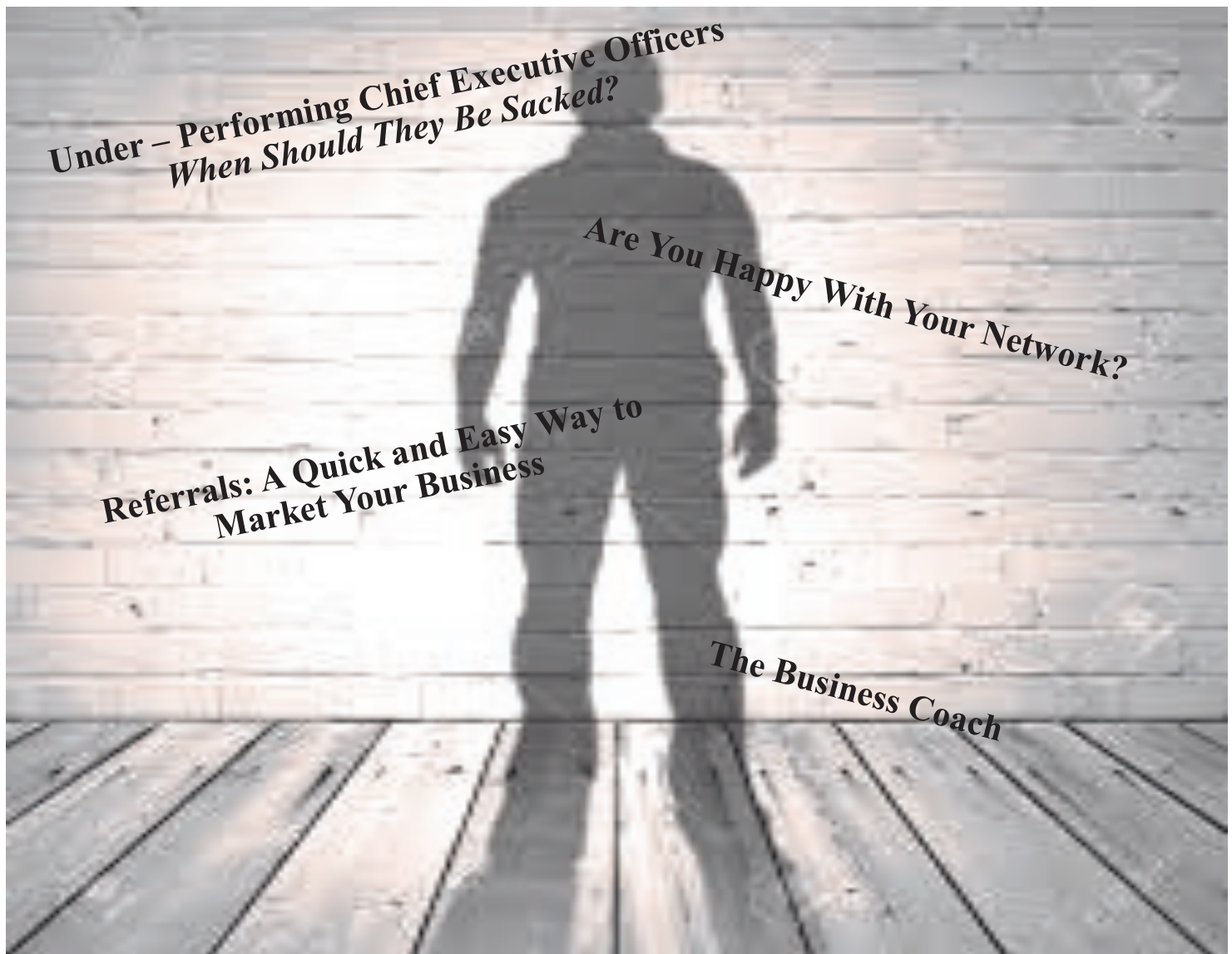


Facilitation Focus

PROVIDING A RANGE OF TIPS, IDEAS AND STRATEGIES
FOR YOU TO USE OR PASS ON TO YOUR CLIENTS

**Helping you achieve your
business goals in 2019**

*A company is only as good
as its people, their ability to
deliver, and the promises
they keep.*

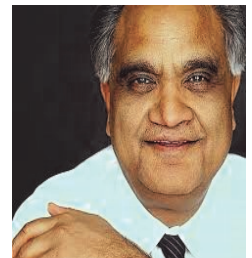




Dr Kerry Sulkowicz

Under – Performing Chief Executive Officers

When Should They Be Sacked?



Ram Charan

After over 12 months of research, and talking to many Board members of various institutions and organisations around the nation, The Australasian Institute of Business & Enterprise Facilitators (AIBEF) has concluded that:

Firing the CEO can be one of the most difficult decisions a board has to make – it will also be the most critical decision. However, many boards, including those of non-profit organisations, will resist bringing up the need to fire their CEO, while other boards can be too hasty to fire their CEO.

- ❑ Many Boards are often reluctant to replace the under-performing CEO, and many regret that they never acted earlier in their decision to dismiss the CEO.
- ❑ Conversely, talented and capable chief executives often get prematurely ejected from their positions because of what, ultimately, are the failures and shortcomings of their boards.
- ❑ The cost of a Boards' reluctance is sometimes far greater than is fully understood. If it were better understood Boards would likely put far more effort into ensuring that their chief executives are successful and remain in the position for as long as possible.
- ❑ Because a board cannot directly observe its chief executive's ability but instead

learns about it progressively over time, there is a lag in the opportunity to decide whether or not to replace the chief executive. Each time that opportunity occurs, the board must decide whether to replace the chief executive with a new one of uncertain ability.

During our research, we also found that the number of chief executive who leave their jobs unwillingly is unclear because these situations are almost always subject to PR smokescreens.

A board may choose to 'soft-pedal' its public statements to protect the company and its own reputation, as well as to avoid any potential litigation or blame.

"When boards fire a CEO they need to take a look at their own failure. They're always complicit in the failure of CEOs because they hired them," said [Dr. Kerry Sulkowicz](#), a managing principal of the Boswell Group, which advises CEOs and boards.

Boards also want to avoid damaging the reputation of an exiting CEO, because there is often a mutual non-disparagement agreement in place, and doing so will also make it hard for them to attract good candidates to fill the role.

[Ram Charan](#) suggests: "When a nonperforming CEO has been ousted, the people who suffered the most (namely, employees and shareholders) often look back and wonder why the board took so long to act. In my experience, it's almost always true that one or two directors

sensed the problem early on, but lacking hard evidence, they kept their concern to themselves. Such behavior is understandable; no board member wants to be seen as a rabble-rouser who sets others off on a mere hunch.

In these cases, however, hesitation is counterproductive. It means the board won't start a serious conversation about the CEO's problems until the numbers have deeply deteriorated or until an activist investor, the media, or a major shareholder begins to make noise.

By then it is too late to help the CEO take corrective action, and permanent damage may have been done.

Also, replacing a CEO can be a time-consuming and expensive activity, not to mention that it can also be extremely disruptive.

Sometimes, actually implementing some board decisions means that they can be left in limbo for months at a time, staff morale can drop to an all-time low, and there is always the risk that a new replacement CEO will not perform any better.

Also, when a board of directors has grounds for removing a CEO of a nonprofit, they may choose to dismiss them. However, a board of directors needs to have documented the reasons why the CEO was removed in order to prevent a wrongful termination lawsuit.



Are You Happy With Your Network?

“You are the average of the six people you spend the most time with.”

If you think about the above statement, are you happy with your network or is it time for an upgrade?

It's a fact of life that if you want a million dollar business, you will need a million dollar network around you. On the other hand if you want a five million dollar business you will need a five million dollar support network to help you make that happen.

The people who helped you establish your business all those years ago may not be the ones you need to take it to the next level, and it is often because of an inappropriate sense of loyalty that we fail to look at who we really need to take us toward our ultimate goal.

I'm not saying you should be ruthless and hold no personal sense of ethics in growing your business.

What I'm saying is that over time our businesses change direction and may grow beyond the area of expertise of those we initially needed to get started.

I'm often the first one to suggest a client may need a higher or more specialised level of support as they grow beyond my area of comfortableness, or indeed competence.

I would be more concerned if your advisors don't do this.

That being said I read an



interesting article recently that put forward an interesting perspective on the key people you should have in your team from both a personal and business perspective.

I liked the concept and thought it might provide a context to review 'your team'.

Nothing incredible is accomplished alone. You need others to help you, and you need to help others. With the right team, you can form a web of connections to make the seemingly impossible practically inevitable. Have you got these people on your side?

The Instigator:

Someone who pushes you, who makes you think. Someone who motivates you to get up and go, and try, and make things happen. You want to keep this person energized, and enthusiastic. This is the voice of inspiration.

The Cheerleader:

This person is a huge fan, a strong supporter, and a rabid evangelist for you and your work. Work to make this person rewarded, to keep them engaged. This is the voice of motivation.

The Doubter:

This is the devil's advocate, who asks the hard questions and sees problems before they arise. You need this

person's perspective. They are looking out for you, and want you to be as safe as you are successful. This is the voice of reason.

The Taskmaster:

This is the loud and belligerent voice that demands you get things done. This person is the steward of momentum, making sure deadlines are met and goals are reached. This is the voice of progress.

The Connector:

This person can help you find new avenues and new allies. This person breaks through roadblocks into finds ways to make magic happen.

You need this person to reach people and places you can't. This is the voice of cooperation and community.

The Example:

This is your mentor, you hero, your North Star. This is the person who you seek to emulate. This is your guiding entity, someone whose presence acts as a constant reminder that you, too, can do amazing things.

You want to make this person proud. This is the voice of true authority.

Have a look at your team and see who might be missing, or indeed who might need upgrading to get you to the next level. This may not always be easy but in the words of Tom O'Toole, the famous Beechworth Baker 'You'll never find what you're looking for in your comfort zone'.



Referrals: A Quick and Easy Way to Market Your Business

Customer referrals are one of the most powerful selling and marketing tools available. In fact, the best source of new business is a referral from a satisfied customer. According to recent research 73 percent of online shoppers read reviews before buying. Other studies also show that customers also say that referrals are of the utmost importance in determining who they buy from and what they buy.

If you're like most busy small business owners, you're always looking for fast and easy ways to market your business and get new customers.

One of the fastest and easiest is right under your nose: Your existing, satisfied customers can be a great source of referrals to new business—provided you handle the referral process right.

“Process” is the key word here, because getting referrals haphazardly and contacting them without having a specific plan in mind can be just as bad as not getting them at all.

Yes, it will take a little work on the front end to set up a referral process, but it will ultimately pay off in a continuous pipeline of qualified new business. Isn't that every business owner's dream?

Keep in mind the importance of word of mouth as you focus on making the buying process effective and enjoyable – before, during, and even after the sale.

Make sure you understand expectations in great detail and follow up after the sale to ensure that your customers are seeing the results they should expect. If the customer is pleased with how they

have been treated and served, and with the value they've received, they certainly will be more willing to attach their name to you and your solution. They will be proud to be seen as the source of a great idea.

1. Firstly, you have to ask your customers for referrals. So, develop a system where you gather referrals at a set point in the sales process.

Typically, you'll want to do this after the sale is complete and you know the customer is satisfied. For a retailer, this might be at the point of purchase, or you might send a follow-up email asking for a referral.

2. Get digital. Email and social media make it easier than ever to ask for a referral.

You can put requests for referrals on your social media sites, ask for referrals as part of your email outreach, or create a contest for the customer who refers the most people or the referral that generates the most business.

3. Offer a reward. Speaking of contests, we're all more motivated to do something if there's a reward involved.

When developing rewards for referrals, take into account the value of the referral.

If you're asking a shopper on your ecommerce cosmetics site to share a friend's information as part of the checkout process, that's pretty low-value.

Appropriate rewards could range from a dollar-off discount code, to a free product or service, to a percentage off the next invoice. (Rewards can escalate in value depending on whether the referred client actually makes a purchase.)

4. Keep it simple. People want to help you out, but not if it's a huge hassle.

Make referrals as easy as possible with tools like prepaid referral postcards customers can drop in the mail, referral forms enclosed with your invoice so they can mail it back with their payments, a form they can fill out while paying the bill at your restaurant or a simple form on your website they can fill out with a few keystrokes.

5. Follow up in a timely fashion. Once you get a hot referral, follow up before it has time to cool off.

Two weeks should be the maximum time you wait to get in touch. Build the time frame into your referral system, and use tools like CRM software to set reminders of when referrals should be contacted.

6. Deliver on your promises. Make sure your interactions with the referred customer are professional and that, if he or she buys from you, you provide outstanding service.

Otherwise, you could end up embarrassing the person who provided the referral, and not only will you fail to land the new customer, but you might just lose the old one.

Remember; Your best source of new business is referrals from happy customers or clients. You cannot receive a better lead than one that has been sent your way with a strong referral.

You cannot have a more motivated prospect arrive in your store or restaurant than someone sent there by a devoted fan.



As a Business/Enterprise Facilitator, are you prepared to forward this to your clients and receive feedback from them?



THE BUSINESS COACH

They are called by many different titles:

- ☐ Business Coach
- ☐ Business Mentor
- ☐ Business Consultant
- ☐ Business Facilitator
- ☐ Management Consultant



Some are exceptionally good, and some are exceptionally bad.
Some have a wide and diverse range of knowledge,
Some are specific industry specialists, and
Some really would not have a clue.

Some have been practicing for many years, and some have just started up.
Some are highly qualified, and some may have no qualifications whatsoever.

Some run their own business, some work for larger consulting firms,
and some are even part of a franchise.

Have you ever used a Coach / Mentor / Facilitator Consultant in your business?

- What has been your experience?
- Are you using one now?
- Would you use one again?
- Would you recommend one to your colleagues?

Tell us of your experience: Good, Bad or Indifferent, and if you agree, we would like to pass your feedback on to our Network and our Readers.

Simply send me an email of your experience – or thoughts – and if you are happy for me to pass this on to our Network, simply add *“approved to distribute to your network”* ... Or if you choose not to have your experience printed and or distributed and wish to remain anonymous, simply add *“Do not distribute and I wish to remain anonymous”*.

Please send your email to me, Dennis Chiron, at president@aibef.org.au

Thank you.



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Welcome to “Facilitation Focus”

The Australasian Institute of Business and Enterprise Facilitators (AIBEF) 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.”

It's a fact that, at the moment, the business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, mentor, trainer or consultant.

Check out Google for instance; there must be a dozen (or more) sites on “*How To Start Your Own Business Consulting Venture*”.

The AIBEF is the Peak Body for Business Mentors, Coaches and Trainers, and we, the AIBEF Committee, hope to continue the association's great work to further promote the professionalism and quality of our members, and to endeavour to act as a respected voice and advocate for the wider community.

The AIBEF represents a profession that is proud of its independence and confident of the service it provides, committed to continual improvement in the skills and knowledge of our members and Business and Enterprise Facilitators in general, who ably assist in the professional guidance and support of business, enterprise and community development.



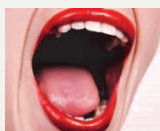
Welcome to our Newsletter

Facilitation Focus is an opportunity for Business Facilitators, Coaches, Mentors, Trainers and Consultants to ask questions, offer answers, and become part of a group where we can all join in peer-to-peer discussions and conversations about challenges, experiences and outcomes. ***It is also worth noting that ‘Focus’ can be included in your Continuing Professional Development (CPD)***

Facilitation Focus is a publication for a rapidly changing world.

Almost daily, SME's are facing constant changes, and it is vital that the Business and Enterprise Facilitator is current with their expert advice and guidance.

Facilitation Focus has as its main aim to access to a professional network of peers through the AIBEF, and by gaining more insight into business and industry best practices, as well as increasing the focus on the important aspects of their own business, an AIBEF Focus member can accomplish amazing results.



Something To Say?

Letters and Article contributions from readers are most welcome

Please send your letters to info@aibef.org.au



WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

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

The role of a Business and Enterprise Facilitator is to promote local economic growth by providing support to local entrepreneurs, groups or entire communities wishing to start or expand a small business enterprise or to assist to develop a concept where the community will benefit

The concept of Business and Enterprise Facilitation is a model of development that supports the creation of wealth from within a community by nurturing the resourcefulness of its people.

The Australasian Institute of Business and Enterprise Facilitators is an international not-for-profit institution that works with entrepreneurs, small groups and / or communities to establish sustainable, grassroots enterprise projects.

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