



December 2019 Volume 8, Issue 12



Facilitation Focus

PROVIDING A RANGE OF TIPS, IDEAS AND STRATEGIES

Helping You Achieve Your Business Goals

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

Knowledge Expertise

Motivation Success Business

FACILITATION

Training Enterprise Advice

Direction Coaching

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

Which is more effective in improving an individual or team's performance?

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

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

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

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

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

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

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

So negative isn't a negative word in this case.



Marty Brounstein

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

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

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

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

- *Criticism:* You were not much help on this project. You were really ineffective. I hope this isn't the best you can do.
- *Negative feedback:* Here are the

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

I did not see much effort of coordination occurring.

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

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

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

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

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

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

Write It Down



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

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

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

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

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

Only 3% of the students had goals and plans in writing. After 10

years, that 3% earned, on average, 10 times as much as the other 97% combined. If you want to experience the remarkable effects of putting your goals in writing, [Evince Marketing](#) recommend utilizing the following three simple strategies:-

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

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

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

[Paula McKinney](#) offers these thoughts:

1. **Ideas and new goals don’t stay in your mind for long.** – How many times have you had

a great idea in the shower or while driving then later try and remember it but can’t.

1. **When you write down a goal it all the sudden becomes much more important.** A written goal brings clarity and focus. It’s a map for your mind to follow. Clarity is most important in times of stress or failure. Written goals help you stay on track during those times and keeps you from quitting.
2. **Our minds are powerful things but sometimes it needs to “unload”.** It’s very stressful to have to remember every little thing – like how many eggs are left in the refrigerator. You become less stressed and can think clearly when you can declutter your mind by jotting down what’s on it.

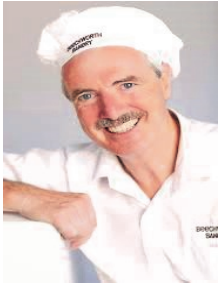
Feeling relaxed improves your health and helps your day to go smoother. Having it all written down gives you an overview of what needs to happen so you can also solve problems faster.

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

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

Top 10 Tips to Encourage Employee Development

The cost of bad management to all business is enormous, and is often overlooked by most business owners.



As [Tom O'Toole](#), the infamous Beechworth Baker says, he sees the biggest problem in his business every morning when he has a shave. That doesn't mean he's a bad manager, far from it, but he recognises that he must constantly work to develop his own skills if he is to inspire his entire team to do the same thing.

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

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

Clearly, for us to inspire our staff and build their ownership in the vision for the business, we need to ensure they see their part in bringing the vision to life.

They need to understand how personal development will be necessary to make sure they not only have a job now, but also a career with the company into the future.

Here are some tips on how to build pride and direction within each staff member to ensure they

not only understand the role of personal development, but also why it is crucial to their future in the business.

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

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

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

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

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

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

courses, workshops, online research, learning from others and on-the-job activities.

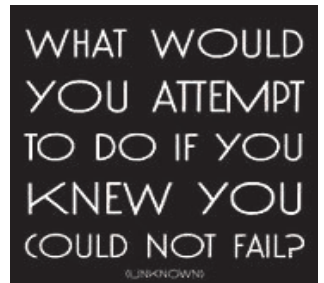
***Diversify.** Encourage the employee to construct a development plan that includes different avenues of learning: self-study or reading booklets or books, learning from others such as shadowing or interviewing experts in the competency, on-the-job activities to build strength and outside pursuits.

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

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

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

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





Australasian Institute of
Business and Enterprise Facilitators

WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

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

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

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

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



“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

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.

The Australasian Institute of Business and Enterprise Facilitators (AIBEF) is the Peak Body for Business and Enterprise Facilitation and Facilitators in Australia and New Zealand, and was founded in 1997 as a result of the recommendations of the National 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.”

- All AIBEF members have **formally recognised credentials** (accreditation) that recognise their professional reputation and credibility as suitably accredited, skilled and ethical business and enterprise facilitator practitioners.
- AIBEF members are recognised through the use of the respected AIBEF **post-nominals** that convey member status as a professional to be trusted – someone to build a relationship with.
- AIBEF **membership includes many of the best respected enterprise facilitator professionals** involved with business and enterprise facilitation and related support services.
- The AIBEF represents the business and enterprise facilitator profession at **all levels of enterprise** – including private commercial businesses; not-for-profit organisations; government corporate entities and departments of state.

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.



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In their report, entitled *Enterprising Nation*, the taskforce recommended that: “... a comprehensive accreditation process be established for small business trainers, educators, counsellors, facilitators 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, facilitator, 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 Facilitators, 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.



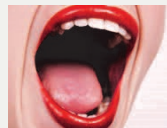
Welcome to our Newsletter

Facilitation Focus is an opportunity for Business Facilitators, Coaches, Facilitators, 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 members and readers are most welcome

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

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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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