



February 2020 Volume 9, Issue 2



# 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.*



**'Economic Empowerment of Rural Women Entrepreneurs through 'Online' Business Incubation'**  
**Wednesday, March 14th, 2.30pm-4pm**  
**Venue: Social Hall, 4W 43rd Street, New York**

- RTO's: Student Graduates Provide Mentoring
- Leading Your People as a Coach
- About Business and Enterprise Facilitators

## AIBEF Board Member Carol Hanlon to present at UN CSW64, New York, March 2020, Parallel NGO Event

*Topic: 'Economic Empowerment of Women Entrepreneurs through the Sustainable Development Goals*



[AIBEF](#) long-serving Board member and past President Carol Hanlon, Founder/CEO, Belmont BEC (BEC Global) BPW Business Incubator, and TCF WA (TCF Global) will facilitate an NGO Forum during UN CSW64 in New York during March 2020.

An extensive list of high-profile global speakers was invited to join the NGO CSW Forum who will share their insights, best practices and inspiration.

VIP Guest of Honour Dr Gertrude Mongella who as Chair, United Nations 4th World Conference Women, Beijing 1995, will share her experiences of the groundbreaking 4th WCW and insights on 2020 Beijing+25 and achievements of BPW Tanzania where Dr Mongella is also BPW country President. Dr Mongella will also be presented the 'Woman of Decade Award in Public Life and Leadership' that was bestowed during the Women Economic Forum, held in Perth WA.

Facilitator Carol Hanlon will be presenting about empowering women entrepreneurs through small business training & mentoring, disability employment projects, migrant designers, circular economies, fashion sustainability, social enterprises,

and will showcase empowered women making a difference globally. Ms Hanlon is currently State President, BPW WA and was the Convenor, Women Economic Forum, Perth, WA.

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

**'Economic Empowerment of Women Entrepreneurs through the Sustainable Development Goals'** will be held

**Date:** 9th March 2020

**Time:** 8.30am – 10.30am

**Venue:** Salvation Army Auditorium, 221 East 52nd St. New York

Additional high-profile speakers will also be presenting:

- **Celeste Mergens**, Founder/CEO, Days for Girls International - empowering women & girls worldwide through sustainable menstrual care and health education [www.daysforgirls.org](http://www.daysforgirls.org)
- **Önder Şenol**, CFO, DeFacto, Turkey - signatory to UN WEP's Global Goals, leading fashion retailer in 30+ countries. DeFacto Empowerment: Dreams Made of Fabric Project [www.defacto.org.tr](http://www.defacto.org.tr)
- **Susan Jones**, First Vice President, Membership Chair, BPW International - developing professional, leadership & business potential of women globally in 100 plus global countries [www.bpwinternational.org](http://www.bpwinternational.org)

- **Rosemary Williams**, Millionth Circle Initiative/ Women's Perspective, USA - update on behalf of **Dr. Harbeen Arora**, Founder & Global Chair, Women Economic Forum on 5WCW Mission Million 2022, India. [www.wef.org.in](http://www.wef.org.in)
  - **Miriam Cuellar**, Faculty of Engineering & Information Technology, University of Technology Sydney - insights of women & girls in STEM creating opportunities for the future. [www.uts.edu.au](http://www.uts.edu.au)
  - **Sara Azimi**, Peivande Gole Narges, Charity Organization (PGN) Tehran, Iran - empowering women & orphaned girls providing vocational training, employment & business opportunities. [www.pgolenarges.ir](http://www.pgolenarges.ir)
  - **Ezgi Ulusoy Yilmaz**, Board Member, Turuncu Association, Turkey - gender equality, elimination of violence & discrimination of women, girl LGBT individuals & refugees. [www.turuncudernekk.org](http://www.turuncudernekk.org)
- Ms Hanlon has an extensive 26year record of delivering small business development programs for the benefit of women across Australia and internationally. Carol was an Australian Government delegate at APEC Women Economy Forums held in Russia, Indonesia, Vietnam and the Philippines where Carol was also recognised in the Iconograph Exhibition 'Women Icons of APEC'.
- ☑



## RTO's: Student Graduates Provide Mentoring

Did you know that 75% of long-term success comes down to soft skills mastery? And, researchers found that workers with soft skills training are 12% more productive than those without them, which translates into a 256% ROI.

One of the biggest challenges facing Registered Training Organisations (RTOs) today is to develop the employable skills of their business students, enhance their knowledge to increase their business opportunities, and also to make the students more attractive to employers. Most students are not 'industry ready' or 'business ready' because they lack career skills and other skill sets.

The issue is that professional education today focuses on curriculum alone and industry and businesses look far beyond what a syllabus is capable of teaching like communication, creative skills and team spirit.

The main task or many "business focused" RTOs is to create a healthy balance between the wholeness of knowledge and skill sets that cater to current technological demands. In many cases, the issue of incorporating professional skills into the curriculum being taught to students has gained momentum in recent years.

Therefore, the best way to prepare potential business owners or managers, as well as employees for the future workforce is to develop not only technical but also overall, balanced "business ready" competency with all students. Proficiency in soft skills is in huge demand in today's employee market, particularly in communication.

According to Somantic scholar Dr. Peena Thanky "*Communication skills are essential for any student who aspires to carry out his/her professional practice in the global arena.*" Communication is not just speaking, but it also involves various aspects like listening, writing, visual, intercultural and interdisciplinary aspects.

Behind some of the most successful leaders are mentors who have helped to shape their careers and to encourage them to succeed. While mentoring programs can definitely have their positive outcomes, there are also a few downsides.



Dr. Vicki Caruana

believes that to achieve these desired standard colleges need to adapt to current student needs and identify new learning models.

Mentoring programs, for example, provide an opportunity to build the potential of professional students and future employees who are likely to pursue careers after graduation.

*Mentoring provides a forum to offer constructive and honest advice to support the career development of the students. Mentoring has long been acknowledged as a strategy for developing individuals, both professionally and personally.* (Kamla-Raj 2014)

In mentoring relationships, students develop and learn through discussions with more experienced mentors who share knowledge and skills that can be incorporated into their thinking and practice. Formal mentoring programs are now

characteristically found in a variety of organizations, including industry, businesses, educational colleges, and service providers.

One-on-one mentoring has been identified by a growing number of organizational consultants as the most effective method for training soft skills. Mentoring has also be shown to improve individual and organizational performance and results in higher employee retention.

For example, the Adelaide University runs the Career Access Mentoring which is primarily focused on the students' overall professional development. It is a learning relationship that aims to develop their understanding of organisations, the job market and how to succeed throughout the course of your career.



An RTO in Woolloongabba Brisbane, is a prime example of a successful one-on-one student mentoring

program. Dr Bernard Malik, the Director of American College, said that their student mentoring program connects our graduates (mentors) and our current students (mentees).

Dr Malik said: "These programs are an ideal platform for graduates to share their experience and develop their leadership skills, while mentees benefit from sharing ideas, engaging with others and expand their scope for success."





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DIY Mindsurgery for engineering businesses

## Leading Your People as a Coach

**Being a coach and a leader at the same time is challenging.** Changing your hat requires high emotional intelligence and great flexibility. After all, your team is responsible for their performance and this greatly determines the judgement of your enterprise and so your profit. You have to choose the best timing to apply your personal coaching arsenal.

Coaching is not for every situation but definitely it is, **when the team needs to bear their responsibility over a given situation.** What can you do, how can you best facilitate the process using the unique coaching approach, instead of old school military commands? Let's examine what this means to you as a manager.

As a coach, you rather **play a facilitative role in the discussions**, where the team is looking for a solution or new ideas. You ask questions from team members to work on, rather than providing them the answers. First you actively listen just then speak – meaning you show sincere interest in the speakers and their message.

You help them **stretching their goals and change their thinking**, so that they can step out of the box and find answers outside. You pass on tasks and delegate responsibilities to team members to assist their growth.

Forget about being the boss, and adopt a collegiate attitude – in



exchange expect openness and superb ideas popping up.

Your role as a leader is not to control or outshine others, but to **draw out the full potential of your team** as a whole and let them perform. Many chiefs even when intellectually believe in this, their inner fear of losing control inhibits them from committing to coaching. But yes, evidences are out there to prove that coaching style can be beneficial, too.

What does it take to **apply the coaching approach?** First, you have to get results from your staff rather than knowing or doing yourself it all. This may be challenging for brilliant and experienced old hands – they need to find a good balance.

They may oscillate between the two styles without warning, thus leaving their team confused. They make it very clear through their words and body language the only answer they want to hear. Others may say they are coaching but they really are mentoring, by offering their advice and best practice.

The key to use your coaching successfully is to **clearly signal what**

**mode you are in.** Discuss your role as a leader with your team, including when and how a coaching style can be effective. Let them know when you are facilitating. Listen to others before you say what you think – do not influence their response. Doing the opposite way makes them hard to contradict.

**Develop your own coaching style.** You can either coach a team or work with individuals. But learning about coaching and its tools is really the very first step.

While many books and articles are now available, learning from a professional is the best way. Then chose the tools best fit to your personal style. Pick the appropriate tool that suits for a given purpose and use it.

Don't forget, coaching is never about you, it is all about the other. General rules are:

- ⇒ choose a time and shape the **environment**, where and when you can talk undisturbed.
- ⇒ **Listen**, rather than talk.
- ⇒ **Ask questions** and **give feedback**.
- ⇒ **Encourage** the other. **Make the goal accessible** by dividing it into smaller steps.
- ⇒ **Examine** the other's strengths and weaknesses related to the goal.
- ⇒ And last but not least, **become their friend**. Not just fake it, make it from your heart. ☑



# About Business and Enterprise Facilitators

## About Business Facilitators.

An Enterprise or Business Facilitator is someone with more entrepreneurial business experience than you, who generally serves as a trusted confidante over an extended period of time.



*“The Business Facilitator has been created to mentor, coach, train and support businesses who need a “hands on” approach to sustain growth;”* [Bizmark’s Suzanne Smith](#).

In an age where instant gratification is glorified, it's surprising that many entrepreneurs and young founders do not believe that they will need the advice and help of a skilled facilitator.

The qualified facilitators have all the skills and knowledge, and yet, it's still surprising the number of entrepreneurs who start their business or careers without seeking the support and guidance of an appropriate Facilitator.

While arguments abound on why entrepreneurs do not need facilitators or mentors but should only follow their own instincts and gut feelings, most successful organisations have facilitators working with them on an ongoing basis.

For example, Facebook's [Mark Zuckerberg](#) was mentored by [Steve Jobs](#). Steve Jobs was mentored by [Mike Markkula](#) -- an



[Eric Schmidt](#)

early investor and executive at Apple. And [Eric Schmidt](#) was the facilitator to [Larry Page](#) and [Sergey Brin](#) of Google.

A Business Facilitator usually plays an important role in the entrepreneurial development of an individual, partnership or small group.

An Enterprise Facilitator focusses more on the development of larger groups, organisations, or even an entire community.

They both guide entrepreneurs from conception of the business or community enterprise to product development and business growth.

[Study.com](#) gives the following definition for a Business Facilitator: *“A **facilitator** helps a group of people in a business to reach an outcome or decision for which everyone will take responsibility and be fully committed. A facilitator helps by providing a structure to a process enabling cooperative decision-making. You must note that a facilitator doesn't lead, but rather guides. The facilitator doesn't offer solutions or recommend decisions, but rather helps the group discover solutions. In the simplest terms, they are consensus builders.”*

When necessary, a facilitator will provide training and coaching,

however the emphasis always remains on helping the client(s) to come up with their own solutions.

A good facilitator needs to have a set of core competencies. The facilitator needs to have **active listening skills**, where you can provide feedback to the person communicating to you. This is done by restating or paraphrasing what has been spoken, to confirm your understanding. The facilitator should possess **careful observation skills and a sense of timing** which is basically knowing when to **intervene** and when to refrain from intervening.

In addition, they should have **sensitivity to the group dynamics**, by allowing the group to move in directions or areas that the facilitator may not totally agree with.

[Wikipedia](#) gives a definition of a Business Facilitator as someone who works with entrepreneurs in business and other formal organizations, but facilitators may also work with a variety of other groups and communities.

It is a tenet of facilitation that the facilitator will not lead the group towards the answer that he/she thinks is best even if they possess an opinion on the facilitation subject. The facilitator's role is to make it easier for the group to arrive at its own answer, decision, or deliverable.

This can and does give rise to organizational conflict between hierarchical management and theories and practice of empowerment. Facilitators often have to navigate between the two, especially where overt statements about empowerment are not being borne out by organizational behaviors. ☑



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.



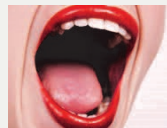
## Welcome to our Newsletter

*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](mailto: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.

For more information please contact:

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