



March 2020 Volume 9, Issue 3



# *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.*

### **Marrying Into The Family Business**

### **The Lost Art of Business Etiquette**

### **The Secret To Acquiring Loyal Customers**

### **Mentoring, Coaching and Facilitation**



## Marrying Into The Family Business



Should in-laws, even if highly qualified, work in the family business?

[The Harvard Business Review](#) reports: *“Separating work from home and business from family is complicated in a family business. In any business, management should have a strong say in who works for the company, but management shouldn’t have a say when it comes to who marries whom.”*

*It is extremely important to acknowledge that bringing in-laws into a family business and getting it wrong can damage both the family and the business. And bringing the boardroom into the bedroom can quickly become a toxic situation in any marriage.”*

For all the studies of commerce and economics that academics have undertaken over the years, family businesses have only in recent decades become a focus of scholarship, and very limited research was dedicated to examining the roles and the unique challenges family members face in this specific context.

When someone marries a member of a family business, generally no one expects that person to become a partner. But the spouse isn't a totally neutral party.

When conflicts arise, he or she can play an important role as a listener, supporter, and mediator.

Communication between family business members and their

spouses is essential to keeping business and family relations smooth.

To this end, the family business member should be careful not to vent about other family members to his or her spouse. You may give a bad impression of the people you work with by only relating negative information.

Also, the spouse has a right to express opinions about family issues, and should always have the chance to understand details of the business.

Your boss and your in-laws are the two people in the world who you're most likely to try and present yourself as an idealised version, hiding your flaws (and possibly your actual personality).

But if your in-laws are your bosses, and you have to see them every single day, how are you supposed to balance that?

I know of many family businesses that employ spouses, children, in-laws and other family members in the business. Outcomes often tend toward the positive when there is a strong drive towards accountability; and even more so when the person is highly qualified for the job; when performance goals are set and reviewed regularly and feedback is given; especially when there are rules in place that prohibit one spouse working for another or spouses being in the same department.

In an article by the [Family Business Consulting Group](#) about spouses working in the family business, the FBCG gives the following pros and cons:-

Arguments For	Arguments Against
<i>If spouses have strong skills, they can contribute to the business and improve our bottom line</i>	Spouses working outside of the business reduce the family's overall reliance on the business as the sole economic engine for family units
Because spouses know our culture so well, they can be strong advocates of all we stand for.	Because our marriage relationships are so sacred to us, we will protect these relationships from the added stresses of employment in the family firm.
Spouses will feel most included as family if they are employed with the firm.	Spouses do not need to be employed to remain informed about the business and lend support to the organization. They can participate in family meetings.
The more family we employ, the stronger our family influence will be.	Normal conflict between family employees, and especially that involving spouses, can strain a family. And what if there is a divorce? Would we lose a valued employee when the marriage ended?

whom they are comfortable.

## Seven Seconds to a Positive Impression

Have you ever met someone and instantly said to yourself, "I don't know why, but I really *like* that person," or "There's something about that guy that bugs me."

You have just formed an impression of the other person. And most of our first impressions are subconscious -- we don't even know we are making them. We only know that we have an overall, general feeling about this person.


The basis of business etiquette is about building strong relationships in your field by fostering better communication. This can only happen when those you work with feel secure and comfortable. Although basic business etiquette may vary from country to country, some principles stand the test of time and geography.

*trust of clients and partners, good business etiquette can help you be more successful."*

In this day and age of text messages, emails, emoji's and acronyms, and with so many of us looking at our smartphones now, it's almost quaint to have a face-to-face conversation. Yet there's no replacement for looking into someone's eyes and establishing a bond.

If you're out of practice, you may lapse into bad patterns. Rather than seek to understand others or get to know them better, you may find yourself asserting your point of view or trying to gain their compliance.

National research recently conducted by [McCrindle Research](#) shows that there are a significant number of business and social practices regarding etiquette, work, life, and family that are diminishing and slowly disappearing from the Aussie way of life.



*“Business etiquette is more than knowing how to address your colleagues or customers or the best way to behave in meetings; it's a way of presenting yourself in business and social situations so you will be taken seriously.”*

*Etiquette includes being comfortable in different situations, making others comfortable and demonstrating your competence at all times. Just as poor business etiquette can cost you the*

Pressures in the workplace, relationships and family life have inevitably left us time-poor and frazzled, with etiquette ranking very low on the list of priorities. 9 in 10 Australians (89%) believe that business etiquette is a lost art.

The courtesy and class that used to be prevalent in the working world has dwindled. In short, business etiquette is a lost art. All of the modern-day business buzzwords cannot make up for a lack of tact, professionalism, and consideration. Balance needs to be implemented in a business world that seems to have lost the art of Business Etiquette. ☒





# The Secret to Acquiring Loyal Customers



Loyal customers are like the real fans of a football team, not regular fans that only show minimal support. Regular fans are at every game, cheering the team on, but real fans do that - and more. They paint their faces with the team colors and wear silly hats. They LOVE the team.

What does all this mean? In the business world, simply being customer-responsive or customer-focused won't get you there. You've got to go beyond.

Get everyone - not just the sales, marketing, and customer service folks - thinking about customers' needs, and give them the tools to solve customers' problems.

Above all, you've got to be willing to relinquish much of the power you wielded in the olden days of command-and-control.

According to industry experts, studies have shown that companies with customers whose affinity goes beyond loyalty to love can charge a 15% to 20% premium for their services.

Customer loyalty, by definition, means commitment.

A customer who is loyal to you and your brand continues to buy your product or service over and over again. Their level of commitment (or loyalty), however, can range from a very high to a very low level. And that commitment level is driven by motivators.

In good business practices, there is a set of rules for businesses who wish to develop loyalty with their customers:

## Treat Loyal Customers as Well as You Do New Ones;

- Don't take return customers for granted. Think about how you greet friends at your home.
- Make sure the greeter has a positive outlook. Sometimes, entrepreneurs hire front-office folks because they will filter out undesirable encounters.
- Remember names.
- Ask how you can help then listen.
- Always add a thank you. And let them know you mean it.

Knowing the needs of your customer goes a long way towards building real and genuine loyalty with them.

[Entrepreneur.com](http://Entrepreneur.com) believes there are **Six Basic Needs** of all customers:

1. Friendliness. Friendliness is the most basic of all customers needs, usually associated with being greeted graciously and with warmth.
2. Understanding and empathy.
3. Fairness.
4. Control.
5. Options and alternatives.
6. Information.  
..... I would venture to add one more need to this list:-
7. Honesty in all your dealings with your customers.

It's a proven fact that connecting with your customers and building strong relationships will build a better business and boost retention of your customers.

[Bain & Company](http://Bain & Company) (Harvard Business School, specialists in business research) have found that increasing customer retention rates by just 5% **can lead to a profit increase of 25% to 95%!**

If you're going to keep customers engaged and loyal, it starts by going beyond your product or service. Sharing desires and concerns are where relationships become stronger.

The conversation is happening on a one-to-one level, which is what relationships inherently are. This leads to stronger loyalty and retention on a long-term basis.

Part of this requires listening to your customers. This can mean picking up the phone and actually talking to them. On a more scalable level, you can use customer intelligence principles and tools as well.

Unfortunately, not all businesses apply these principles, in fact:-

- Some businesses make things happen
- Some businesses watch what happens
- Some businesses wonder what happened

***Nurturing your customers and building relationships is the KEY.***





# Mentoring, Coaching and Facilitation



The terms ‘mentoring’, ‘coaching’ and ‘facilitating’ mean different things to different people. Whilst some people use the terms interchangeably, ‘mentoring’ is more generally used to refer to a process where a more experienced adviser seeks to assist someone less experienced.

‘Coaching’ is more often used to forms of assistance relating more specifically to a person’s job-specific tasks, skills or capabilities, such as feedback on performance.

‘Facilitating’ is often used to encompass both mentoring and coaching, with the main feature of difference being the specific role of the facilitator to lead and guide the client to find the right answers.



In a review of literature carried out for [NCSL](#) by [Andy Hobson](#) of the [National Foundation for Educational Research](#), [Julia Abdul](#)

believes that both Mentoring and Coaching for executives has become very big business in recent years, especially in the United States and the UK.

Mentoring and Coaching for executives has become very big business in recent years, especially in the United States and the UK.

Research suggests that most executive mentoring is carried out by more experienced and qualified facilitators, however, some executive mentoring is also carried out by advisers and consultants.

Contact between mentors and

mentees can occur in different ways, including face-to-face meetings, phone, computers, and also group meetings with other mentor-mentee pairs.

Some of the main roles adopted by the facilitator are:

- Assisting the executive to solve their own problems
- Offering solutions to the executive’s problems
- Providing linkages to people and resources for additional support
- Discussing various topics relating to management

Mentoring provision is sometimes referred to as ‘peer support’. Some mentor and mentee pairs produce a jointly agreed agenda to which they work and adhere to.

Evaluative studies suggest that mentoring executives can result in a wide range of benefits; not only for the executive but also for the mentor.

Some potential benefits for the mentee are reported to include:

- Reduced stress and frustration
- Increased confidence and self-esteem
- An accelerated rate of learning
- Increased personal skills and knowledge
- Improved technical expertise
- Increased problem-solving ability

Some benefits reported to be experienced by mentors include:

- Benefits to their own personal development ☒

- Improved performance/ problem analysis

- Insights into current practice

- Awareness of different approaches to their current facilitation techniques

- Increased reflectiveness

- Improved self-esteem

On their website page entitled **“Coaching, Mentoring and Facilitation”** [LeaderShape](#) state:

*“Good quality coaching, mentoring and facilitation in the work-place is invaluable.”*

*However, experience has shown us that the good intentions behind these initiatives are often undermined by insufficient training or the lack of a proper framework for this Work-Based Learning.”*

**SKILLED COACHING** or mentoring should be an integral part of any management development strategy. The development of an internal cadre of coaches, mentors and facilitators can produce and sustain significant long-term benefits.

There is a fine line between the various terms; and, in my opinion whether you are a coach, mentor, trainer, etc., we are all **Facilitators**.

So in summary, for the purposes of clarity, we could say that facilitation and coaching focus more on the “who” and the “how,” where teaching, training, and mentoring focus more on the “what.”





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.



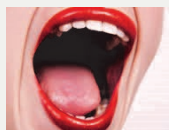
## Welcome to our Newsletter

*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)

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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.

For more information please contact:

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