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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.*



The Paradigm Shift

Business Paradigm Shift & The Transformational Coach

What is Mind Mapping?

And How it Can Benefit You, Your Clients and Your Business

Finding New Opportunities, Products, Services

Mentoring and Coaching

Certified Master Business and Enterprise Facilitator

Business Paradigm Shift & The Transformational Coach

It was less than six months ago that I attended a seminar in New Zealand which focused on the paradigm shift in business models which are now almost a feature of everyday life.

The main theme that came across was the fact that there is no such thing as the “typical business” any more.

Naturally, the question was asked (and argued) by a number of the seminar participants: “What is a paradigm shift in business?” and it was explained thus: *A **paradigm shift** occurs whenever there's a significant change in the way an individual or a group perceive something, and the old paradigm is replaced by a new way of thinking, or a new belief.*

Individuals have their own paradigms, or lenses through which they view the world.

Small business, corporations, community enterprises and other organizations also have paradigms regarding the methods by which they believe their goals will best be accomplished.

As a Business and Enterprise Facilitator we are confronted with this dilemma almost daily; and it is imperative that we need to take on the role of a *Transformational Coach* in order to empower our clients to shift their current paradigm to make way for what is desired.

“What exactly is a Transformational Coach?” was the obvious questions from some of the attendees:

A Transformational Coach

provides individuals with a direct, lived experience of the reality they have created in order to empower them to shift their current paradigm to make way for what is desired.

The major intention is to empower clients to fully embrace the dilemmas and choices facing them.

This inevitably supports:

- Cultivating awareness and choosing to choose through intelligence and mindfulness
- Stepping into vulnerable, intimate, openness and expanding ones capacity to be the fullest expression of their essential self
- Choosing to live in faith, trust, and the unknown fuels the leap of faith required to achieve one's desired outcome
- Realisation that fear is always present and available to inform us of all our perceived limitations
- Experiencing and embracing the magnificence of being that we already are
- Realising the priority or hierarchy of our commitments and how they inform us of the values we have in place and the way we make meaning

The Paradigm Shifts Coaching Group describes it like this: “*A coach is an expert empowering people and organizations at strengthening commitments to their Vision. From these commitments come actions that produce powerful results.*

A transformational coach adds a unique dimension to coaching in that they are masterful at assisting you in revealing the very core interpretations and beliefs that

*support each and every aspect of your life remaining **unfulfilled.***”

Theoretically, individuals who enable, empower or implement change are called coaches, consultants, leaders, managers, navigators and facilitators.

Steve Denning, international guru in leadership and management believes that a discontinuous paradigm shift in management is happening. It's a shift from a firm-centric view of the world in which the firm's purpose is to make money for its shareholders, to a customer-centric view of the world in which the purpose of the firm is to add value for customers.

The shift in management is a shift from *shareholder capitalism* in which the firm revolves around the manager to a *customer capitalism* in which the firm revolves around the customer.

Denning says: “*Paradigm shifts are discontinuous. Working ever more diligently within the existing paradigm leads to frustration, not progress. Instead, scientists have to look at the problem in a fundamentally different way to solve the problem.*”

Now, whether the business schools or managers want it or not, a discontinuous paradigm shift in management is happening.

The fact that it's also better for those doing the work and for those for whom the work is done will also help accelerate the transition. The paradigm shift is as fundamental as the shift from a geocentric to a heliocentric view of the heavens, the realization that genes work over multiple generations, or the discovery that stomach ulcers are caused by a bacterium.



What is Mind Mapping?

And How it Can Benefit You, Your Clients and Your Business

From helping you plan a major (or minor) project and outlining complex documents, to envisioning future scenarios and serving as a powerful information “dashboard,” mind maps can help you be more productive, creative and effective. Some of the ways that Mind Mapping is of huge benefit to business are:

- Conduct a SWOT analysis.
- Plan and manage a project.
- Capture ideas from a group meeting.
- Maintain an idea database.
- Creative problem solving.
- Formulate a plan for the launch of a new business or for an acquisition.
- Make better-informed business decisions.
- Business process improvement.
- Analyze and improve your company’s business model.
- Brainstorm potential partnering opportunities.

Succinctly, a Mind Map is a graphical way to represent ideas and concepts. It is a visual thinking tool that helps structure information, which in turn helps you to better analyse, comprehend, recall and generate new ideas.

Mind mapping is an extraordinary creative and logical means of making notes that literally "maps out" your ideas. It is a highly effective way of formulating ideas and information by starting off in a graphic, but sometimes cryptic form, and developing your ideas from this starting point.

One simple way to understand a

Mind Map is by comparing it to a map of a city. “The city centre represents the main idea; the main roads leading from the centre represent the key thoughts in your thinking process; the secondary roads or branches represent your secondary thoughts, and so on. Special images or shapes can represent landmarks of interest or particularly relevant ideas.”
[*https://www.mindmapping.com/mind-map.php](https://www.mindmapping.com/mind-map.php)

Using A Mind Map

Most young children use mind-mapping techniques easily as they naturally progress from labelling and describing their pictures. The older we are the more reliant we are on our much-used note-taking methods. The time and practice to gain confidence in mind-mapping are well worth the effort.

Many students already use some mind map techniques such as highlighting, numbered points and summary cards. These skills can be extended into more effective techniques. People may go through a stage of using both notes and mind maps until they become so successful with mind maps that they feel confident to rely on them alone.

A good idea is to start by brainstorming new topics, then doing mind map plans for assignments, then moving on to mind map revision summaries. Later, mind maps can be used to record lectures and to summarise readings.

Many businesses use mind-mapping and brainstorming as an excellent method to stimulate free thinking.

Group decisions can be made about the branch headings, keywords, and other points, but individuals should prepare their own mind maps to suit their own styles.

When to Use Mind Mapping

Notes: Whenever information is being taken in or shared, mind mapping helps to organise it into a form that is easily assimilated by the brain and easily remembered.

Recall: Whenever information is being retrieved from memory, mind maps allows for ideas to be quickly noted as they occur, in an organised manner. There is no need to form sentences and write them down in full. They serve as quick and efficient means of review and so, keep recall at a high level.

Creativity: Whenever you want to encourage creativity, mind maps liberate the mind from linear thinking, allowing new ideas to flow more rapidly.

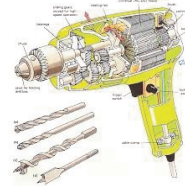
Problem Solving: Whenever you are confronted with a problem - professional or personal - mind maps help you see all the issues and how they relate to each other.

Planning: Whenever you are planning something, mind maps help you to get all the relevant information together in the one place, and organise it easily.

Presentation: Whenever I am speaking or presenting, I prepare a mind map on the topic and the flow. This really helps me to organise the ideas coherently.



Finding New Opportunities, Products, Services



Sometimes there are ideas that hit us like a lightning bolt, but that's as far as it goes. It's a fact that most creative new ideas never reach the market place. Even in today's "tricky" climate, business opportunities exist for the astute operator.

An opportunity is an exploitable situation or condition which the small business entrepreneur can turn into increased sales, profit or competitive edge through some marketing action.

An important aspect for growth in any enterprise is to find and exploit new market opportunities. Even when business is good, there is always a need, and there are always opportunities, to seek out new markets and new ideas.

New market opportunities spring from a range of possible sources and vary in their size, importance, and risk.

Flexibility and the speed with which changes can be put into effect is one of the key competitive advantages of the small business.

Being flexible and willing to change is half the secret. Gaining experience in a field is a process of trial and error; and a common mistake is being too cautious to the extent that nothing ventured nothing gained.

To survive in a competitive business environment you must be prepared to innovate and also take risks. In many ways the whole principle of investment in small

business is a calculated and controlled risk. The trial and error principle is especially important in marketing where new ideas are essential to increase sales.

The small business owner who can arrange his / her commitments to either think through, or trial the options, plan new products, or experiment and work at anticipating shifts in consumer demands, is in a much stronger competitive position - simply because he / she can react much quicker to changes in the market place.

Efficient small business management requires a quick response. Some ideas will win and some will fail. This means that any experimental push into a new market must be planned to minimise any potential loss.

There are always sources for new ideas and new opportunities. Whenever you see weaknesses or inefficiencies in the market, and you believe that you can improve that weakness or inefficiency, then you have found an opportunity.

Many, many sources of ideas and opportunities generate from existing products or services, and one of the most promising sources of ideas for new business comes from customers. Many successful money making ideas first arise out of a need by your customer.

Listening to customers is something we should do continuously, in order to understand what customers want, where they want it, how they want

a product or service supplied, when they want it supplied, and at what price.

Conversely, sometimes a company will develop a product and then try to generate a need amongst consumers. For example, we really had no idea that **we needed** a microwave oven or even an iPad, until we were told and shown that we did.

The small business owner who does not evolve with the marketplace runs a serious risk of soon becoming extinct. Innovation needs to be high on the list of market opportunity for every small business.

As a guide to where new opportunities may emerge, the entrepreneur should consider examining some of the following areas:-

- The Internet
- Product advantage
- Changing lifestyles of the market place and target market
- Emerging technology
- Market coverage
- Discovery of new applications
- Improvement in service facilities
- Cost/price vulnerability
- Retail and Commerce
- Regional / local tourism
- The "Grey" market

**This article is an excerpt from an article written by Dennis Chiron and printed in the [Hunter Business Review](#).*



In a booklet produced by [The Chartered Institute of Management Accountants](#) (CIMA) which was compiled and prepared by [Alexa Michael and Technical Information Service](#) they have attempted to explain the difference (in their view) between Mentoring and Coaching.

Definition and Concept

‘Mentoring relates primarily to the identification and nurturing of potential for the whole person. It can be a long-term relationship, where the goals may change but are always set by the learner.

The learner owns both the goals and the process. Feedback comes from within the mentee – the mentor helps them to develop insight and understanding through intrinsic observation, that is, becoming more aware of their own experiences.’

‘Coaching relates primarily to performance improvement (often short-term) in a specific skills area.

The goals, or at least the intermediate or sub-goals, are typically set with or at the suggestion of the coach. While the learner has primary ownership of the goal, the coach has primary ownership of the process.

In most cases, coaching involves direct extrinsic feedback (i.e. the coach reports to the coachee what he or she has observed).’ [Megginson and Clutterbuck, Techniques for Coaching and Mentoring](#)

Context

Students are unlikely to study or

be examined on mentoring and coaching. However, they may become mentors and coaches (or be mentored or coached) at any stage of their career. Mentoring and coaching, whether formal or informal, are excellent ways for professionals to achieve CPD.



Professor David Megginson

Objectives

It is important to understand that individuals are unique and organisations differ. Therefore both individual and organisational goals vary widely.

Common objectives are required in order to:

- achieve results either individually or in teams
- assist managers with team building
- help individuals gain clarity in their thinking and commitment
- challenge and help individuals to change limited beliefs
- help managers to become a source of support rather than a threat, for example, to assist them in bringing out the talent and potential of their team
- identify and solve problems
- make decisions, implement changes and overcome obstacles
- plan for the future and take advantage of potential new opportunities.

Differences Between Mentoring and Coaching

Mentoring

Mentoring is an indefinite, relationship based activity with several specific but wide ranging goals. It does not have to be a formal process.

The mentor is a facilitator who works with either an individual or a group of people over an extended time period.

The agenda is open and continues to evolve over the longer term. Mentoring seeks to build wisdom – the ability to apply skills, knowledge and experience to new situations and processes.

Coaching

The focus is on meeting very specific objectives within a set period of time. Coaching is mainly concerned with performance and the development of certain skills.

It usually takes place on a one-to-one basis and has a very specific purpose. There is usually a planned program with a much shorter timeframe than in mentoring, so the learning goals are usually determined in advance.

Mentoring and coaching can be ‘stand alone’ activities, but they can also be used to complement each other.

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





"The business advice industry in Australia and in many other countries 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

- Do you provide Business Advice, Consulting, Training, Mentoring or Facilitation Services?
- Are you looking for recognition of your facilitation skills?
- Wanting to give clients the confirmation of your professionalism and experience?

The Australasian Institute of Business & Enterprise Facilitators Inc. has recently launched a program to enable business advisors and mentors to achieve industry-recognised accreditation without the need for lengthy study or expensive courses. If you have the experience and knowledge, and have delivered over 200 hours to clients you could be eligible for Recognised Prior Learning.

Certified Master Business and Enterprise Facilitator



MORE INFORMATION?

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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, 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.



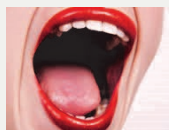
Welcome to our Newsletter

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

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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