



June 2020 Volume 9, Issue 6



# *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.*

## ↕ | Conducting a Performance Audit

**Using Constructive Feedback vs. Praise and Criticism**

**Group Coaching**

**Organic Food Buying Behaviour: Need Beyond Basic?**

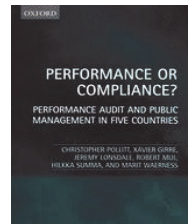
**Is There A Need For Training In Your Business?**

**Projecting Professional Body Language**

**AIBEF New Member**



# Conducting A Performance Audit



[www.riskinsights.com.au](http://www.riskinsights.com.au)

Professional standards and guidelines are essential for the credibility, quality and professionalism of business auditing.

Performance Auditing is a four-phased process. The first phase relates to planning the audit – how to select audit topics and design the audit.

The second phase relates to conducting the audit in order to obtain sufficient and appropriate evidence to support the auditor's findings and conclusions.

The third phase relates to reporting – the format of the report, the report contents and its distribution.

The fourth and final phase relates to follow-up of previous findings and recommendations in performance audit reports, to identify and document the impact of the audit and the progress made in addressing the problems.

**So, what exactly is a Performance Audit?**

According to Wikipedia “A **Performance Audit** refers to an independent examination of a program, function, operation or the management systems and procedures of a governmental or non-profit entity to assess whether the entity is achieving economy, efficiency and effectiveness in the employment of available resources. The examination is objective and systematic, generally using structured and

*professionally defined, adopted methodologies.”*

Today, Performance Audit are now very much in fashion, but not that many years ago, has, in the past, been a somewhat closed world, and rarely studied or conducted by outsiders.

However, in May 2018 an international team of researchers have studied the work of five national audit offices – France, Finland, The Netherlands, Sweden, and the UK.

The major outcome of the study revealed elements of technical innovation, as well as methodological challenge, and crucial strategic choice.

The Australian National Audit Office (ANAO) provides a wealth of information on Performance Audits and procedures to follow when conducting one.

The three main phases of a performance audit involve audit planning, evidence gathering and analysis, and reporting:

**1. Audit Planning:** The first phase of the audit process involves planning the audit, including defining the audit objective, scope and audit criteria. This phase generally involves a brief review of information relating to the program or activity to be audited, and consultation with the relevant entities and stakeholders.

**2. Evidence Gathering and Analysis:** The second phase of the

audit involves gathering and analysing the evidence necessary to draw a conclusion on the audit objective. This will include gathering documentation and conducting interviews with managers and staff from the audited client as well as from other stakeholders relevant to the audit topic.

The consultant may also conduct on-site visits to inspect work being undertaken and to verify and examine physical assets.

**3. Reporting:** Once documentation and evidence has been gathered and analysed, the next step is to outline the preliminary audit findings, conclusions and potential audit recommendations.

This information is provided to the audited client for review and feedback, including to correct errors of fact, and where necessary, to allow for provision of additional information and context.

In some circumstances, it may not be appropriate to provide every stakeholder with this information and some entities may be provided with extracts that relate specifically to their involvement in the activity being audited.

An exit interview will generally be held with senior managers of the entities involved in the audit to discuss the audit findings, conclusions and potential recommendations and to finalise this phase of work.



# 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?



Marty Brounstein

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.

**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.







Dr Tim Baker  
Managing Director  
WINNERS AT WORK Pty Ltd  
[www.winnersatwork.com.au](http://www.winnersatwork.com.au)  
[www.about.me/tim.baker](http://www.about.me/tim.baker)

# Group Coaching

**\*\*Editor's Note: This article has been re-printed by request**

## Editor's Note:

*Dr. Tim Baker is an Associate Member of the AIBEF, and is an international consultant, successful author, keynote speaker, master trainer, executive coach, university lecturer and skilful facilitator.*

*In a nutshell, he has conducted over 2,430 seminars, workshops and keynote addresses to over 45,000 people in 11 countries across 21 industry groups.*

*"Dr Baker leads the world in offering an innovative new approach to appraising employee performance. His research and energy in the specialised field of performance management is evidenced by his international profile as a renowned speaker, management consultant and facilitator". Stephen Hartley, Australia's leading expert on project management and author of "Project Management: Principles, Processes and Practices."*

I'm not sure whether you have had any exposure to group coaching. If not, I wanted to give you a quick overview of this powerful learning experience.

## What is Group Coaching?

Group coaching continues to increase in popularity. Essentially, group coaching brings the coaching conversation into a small group context. It is an intimate conversation space, focused on goal-setting, deepening awareness around key issues, taking action, and accountability. Size of groups should not extend to more than 15. Most groups are much smaller, particularly those in the virtual environment.

They are not workshops with the focus on a trainer and set content.

Group coaching is the opportunity for the coach to facilitate an interactive process where all participants can support and guide each other; in short, they learn from each other. They can be done face-to-face or virtually.

## What are the Benefits of Group Coaching?

Group coaching benefits you and your team by facilitating peer learning, commonly referred to as tapping into the collective wisdom of a group. This peer learning is often more influential than interaction with an external authority. Consider these benefits:

- Many clients find the process gives participants more time to reflect and integrate their insights.
- As some contribute their ideas and insights, other participants see the practical application and are more inclined to try these new desirable behaviours out.
- It is more cost-effective than one-to-one coaching or workshops.
- Organisations find benefit by opening up communication between silos or group members in different parts of the organisation; group coaching enhances cross-functional communication.
- Group coaching sessions create valuable informal networks across organisations and build natural mentoring relationships.
- Group coaching can also be positioned as a training follow-up, supporting learners with the transfer and application of their learning, creating an on-going accountability structure.
- Group coaching is an on-going conversation, which supports desirable organisational change.
- This process often deepens organisational values and culture.

It helps with establishing organisational priorities and managing time.

## What are the Practical Applications

## of Group Coaching?

Group coaching takes many forms and has many applications. Here are some uses of group coaching:

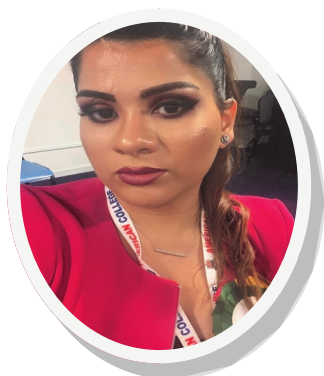
- Cross-divisional teams brought together to elicit culture change within the entire organization.
- Teams who want to build understanding of co-workers business issues and break down the silo mentality.
- Supervisors who want to effectively resolve and act on common management challenges.
- High potential groups with a key assignment from a senior executive.
- Developing common understanding in a new departmental management team.
- Managers who want some additional feedback on their multi-source leadership report.
- A group coaching program for two teams that need to collaborate on a project.
- Group coaching for emerging leaders as a follow-on to leadership training, with conversations occurring monthly over a year.

A group working on a specific issue, such as continuous improvement, that affects everyone.

In sum, group coaching is a highly effective process, with a broad scope of applications, that draws on the collective wisdom of the group to guide and inform practical learning and facilitate common understanding.



## Organic Food Buying Behaviour: Need Beyond Basic?



Maria Zia MAIBEF

The interest of consumers and public institutions in organically produced food products have increased tremendously mainly in industrialized countries over the last decade. In recent years, academic researchers have also become interested in the studies pertinent to the organic food production as well as the behaviour of the buyer side of the exchange process. In particular, much of the research has been carried out in discovering the aspects that have facilitated or hindered the organic food purchase choice.

Different studies across this area have tried to identify factors that drive consumers towards consumption of organic foods. According to Grankvist and Biel, firstly, consumers perceive organic food to be of high quality, thus relating to health benefits; subsequently regarded as a major factor towards consumption of organic foods. While some others, and especially environmentally conscious consumers consider it as a lifestyle choice.

On the contrary there are quite a number of reasons that prevent customers from buying organic food products. Firstly, and most commonly – the price difference is a big obstacle secondly limited

availability can be the reason for consumers not buying the organic products.

Now if we look at the Australian statistics the world largest organic-certified land area is owned by Australia. Australian organics market is estimated to be worth \$2.4 billion according to Australian Organic Market released by industry body Australian Organic Ltd in year 2018. However it is interesting to find at the moment that how are Australians during the current pandemic are reacting to this “ethical purchase decision” of organic food buying.

People in Australia are showing differences in purchasing behaviours as a result of unemployment and job uncertainty like many other consumers around the world. The point of discussions is whether organic buying became a luxury or still a necessity?

Although it can be assumed that Covid-19 has raised consumers’ interest in healthy and organic food however at the same time it would be taken into account that is it a need beyond basic.

According to Retail Asia the organic poultry section which is always considered twice as expensive as the regular poultry has shown some growth in sales during this period however this can be due to unavailability and out of stock of fresh poultry since early march.

On the other hand according to same article organic pasta sauce sales have spike but it has already a slight price difference as compared to the regular pasta sauce. Similarly if we talk about organic vine its sales are

increased slightly but in turn again can be attributed to closure of pubs and clubs during the pandemic.

Consumers are conscious and alert to benefits that organic food have on their health. They associate health benefits with organic product no doubt at the same time consuming organic food product is contributing to their ethical self-identity.

However we cannot ignore the fact that the price difference is still a big obstacle that prevents consumer to buy organic food. Thus it can rightly be said that organic food buying behaviour is correlated to greater disposable income especially in this situation where the consumer behaviour has changed drastically in times of crisis.

Overall Australians are making wise spending decisions and are plainly distinguishing between the needs and the wants.

On the whole this pandemic has shifted many people belief and focus on meeting the basis level of needs in the Maslow’s hierarchy and can be rightly attributed to Koory’s saying that “Covid-19 is a social, political and economic event without a modern parallel,”

***Maria Zia** is a Member of the AIBEF and is highly respected and well-regarded in the industry. She holds both a Masters in International Marketing and a Masters in Business and IT, as well as a BBIT in Information Technology. Maria is a Trainer and Assessor at American College in Brisbane. *

# Is There a Need For Training In Your Business?

The future of any company is dependent on the skills, knowledge and motivation of its people. Training of staff is necessary to provide employees with knowledge and ability to carry out their work correctly and satisfactorily.

This will enable the company to increase output and help employees to feel more confident in their work and their productivity. Employees will be more motivated and enthusiastic about their work which may open new and long-term opportunities for them.

To achieve successful staff training and development, there are two main areas to concentrate on. They are:

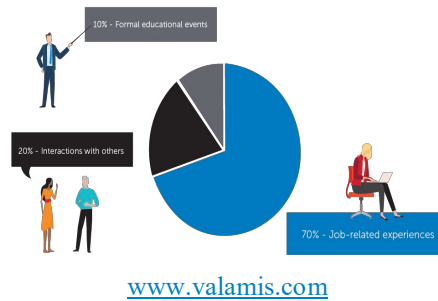
- On-the-job training, and
- Off-the-job training

**On-the-job training** involves the new employee learning about the work by actually performing it at the workplace.

An experienced co-worker, supervisor or manager should train the employee in the correct procedure for carrying out the work. In order to carry out on-the-job training successfully, there are a number of basic steps.

Firstly, you should explain to your staff who are undertaking the training, your firm's training procedures and your reasoning for the training. It may be to maintain quality, increase productivity, improve employee's skills or to maintain the reputation of the company for having skilled, highly trained staff.

The next step is to familiarise the



employee with the overall objectives of your firm, and explain the quality and quantity of work outcomes that are achieved.

They should then be shown how they are to achieve the expected level of work, and once this has been made clear, the trainer should go through the steps with them again. As a result, they will feel more comfortable and it will encourage more confidence and capability as they mature in their position.

Once the employee commences you should, once again, explain the correct procedure in carrying out the job. When mistakes occur correct them immediately, and if necessary, carry out the more difficult steps again.

Whenever they perform a task well, compliment them.

Finally, should ensure that they know who to report to if problems occur. This person should be someone who is always present and easy to find.

**Off-the-job training:** as the name suggests, off-the-job training is provided away from the immediate workplace.

This might be at a specialist training centre or at a college or at a company's

own premises. This type of training can be particularly useful for developing transferable skills that can be used in many different parts of the business.

It may be used, for example, to train employees in the use of new equipment and new methods or to bring them up to date with changes in the law.

Off-the-job training involves training outside of the working premises and may include seminars, lectures and case studies. These can be very useful when training staff for it gives them outside information which the company may overlook.

It will widen the scope for the staff who are undertaking the training, and will contribute to developing a more competent employee.

Typical off-the-job training may include:

- Day release (employee takes time off work to attend a local college or training centre)
- Distance learning / evening classes
- Block release courses - which may involve several weeks at a local college
- "Sandwich" courses - where the employee spends a longer period of time at college (e.g. six months) before returning to work
- Sponsored courses in higher education
- Self-study, computer-based training

A continuing training program is vital for any business - *big and small* - intent on improving employee's skills, increasing quality and productivity, improving morale and maintaining standards and reputation.







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.



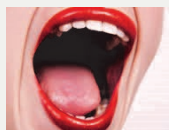
## Welcome to our Newsletter

*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](mailto:info@aibef.org.au)

**The AIBEF welcomes our latest member Bernadette O'Connor from Darnum, Victoria.**



Bernadette formed Management Governance Australia Pty Ltd in 2014 with the purpose of assisting business and community to navigate the rapidly changing work environment.

Bernadette draws on over 20 years experience in leading companies (Victoria & NSW) specializing in education and training (RTOs), employment services, apprenticeship services and disability services. She also has extensive in designing and managing the delivery of local responses to the development needs of business and individuals. In addition to her CEO roles, Bernadette has extensive governance experience and contributes to strategic discussions and national forums.

Bernadette holds a Masters in Public Policy and Management; a Graduate Diploma in Education (Mathematics); a Bachelor of Applied Science (Mathematics); an Associate Degree in Applied Science (Amenity Horticulture); an Associate Diploma in Applied Science (Therapy Radiography); a Diploma in Frontline Management; and a TAE 40110 Certificate IV in Training & Assessment.

Currently Bernadette is President/CEO of Workforce Plus and Chair of Enable Social Enterprise and has held previous Board Directorship roles with Jobs Australia Ltd, Job Futures Lt, Community Colleges Australia and Community Colleges Victoria, Victorian Adult Community & Further Education Board, Job Futures Ltd, Learn Work Develop in Baw Baw, South West Local Learning and Employment Network, South West Regional ACFE Council and the Colac Area Health Board.