



July 2020 Volume 9, Issue 7



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 Situation Analysis

Improve Your Reputation with Better Stories -
Not Adjectives

Stop Painting Over The Rust !

18 Powerful Ideas to Reward Your Team

Employees or Team Members?

Certified Master of Business and Enterprise Facilitation



Conducting a Situation Analysis

What is a Situation Analysis?

A Situation Analysis refers to a collection of methods that consultants or managers use to analyse an organization's internal and external environment to understand the organization's capabilities, customers, and business environment. [Wikipedia](#)

If you have been approached to evaluate the state of a business, or identify business opportunities for growth, to identify current and potential customers, ideally, you will conduct a situational analysis.

Often, when a client is struggling, and this can be from not enough business/customers; or plenty of work but still losing money, or they may wish to grow and need assess their current situation, an in-depth situation analysis allows you to examine the business from an internal and external perspective in order to identify all potential opportunities and threats.

Learning about the different analyses used to complete a situational analysis can prepare you for completing one.

An effective situational analysis includes an examination of both internal and external factors.

The key elements for that analysis are:

- **Strengths:** Strong points about your brand, products and services and marketing programs
- **Weaknesses:** Aspects of your products, brand image and marketing programs that you could improve upon
- **Opportunities:** Includes ways you can increase success, such as new ways to reach customers or a new market you

could enter

- **Threats:** External elements that could negatively impact your sales or profitability.

This analysis will provide the consultant or manager with the knowledge to identify the current opportunities and challenges to the organization, service or product. This in turn helps with devising strategies to move forward from your current situation to your optimum situation.

The importance of situation analysis,

- *Helps define the nature and scope of a problem*
- *Helps identify the current strategies and activities in place to overcome the problem*
- *Helps understand the opinions and experiences of stakeholders*
- *Helps give a comprehensive view of the current situation of the organization*
- *Helps detect the gaps between the current state and desired state*
- *Provides information necessary to create a plan to get to reach the goals*
- *Helps identify the best courses of action to take during the project*
- *Helps to make sure that efforts and actions are not repeated and wasted unnecessarily*

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- When conducting your Situation Analysis, there are typically, five key components of the organization's specific business environment that should be identified and examined. These five key components are:
 - Customers
 - Competitors
 - Suppliers
 - government and legal issues—including regulations and advocacy or support groups.

The analysis looks at what impact these factors may have on a specific

organization or business.

Once completed, the analysis should be able to forecast what results an organisation can expect—based on the decisions made—so it can adjust its strategies to meet its goals.

A situational analysis can reveal many important details about a business such as:

- The opinions and experiences of customers and stakeholders
- A business's strength and weaknesses
- How a company is capitalising on market trends
- How it measures up to competitors
- What's holding a business back from its desired goals
- The current strategies in place to overcome the weaknesses

Common Challenges in Situation Analysis

- You've listed an excessive amount of strengths, weaknesses, opportunities, and threats, so that the information appears confusing and makes it difficult to get a strong picture of your business at a glance.
- You are lacking prioritization within your analysis.
- You are too broad going through the factors, so it's difficult to really focus on them.
- The factors you have listed are opinion, not fact.
- Strengths, weaknesses, opportunities, and threats lack distinguishing factors.

If performed properly, situation analysis can be a useful tool for determining the health of your business. Once you know how your business is doing, you can set proper strategies to ensure its success in the future. ☒



Improve Your Reputation with Better Stories - Not Adjectives



Psychologists have discovered that your brain, just like your stomach, can get full.

This phenomenon is called semantic satiation where people got so tired of hearing a repeated word or phrase, that their brain began processing it as gibberish.

The rise of jargon isn't a new phenomenon of course, and it has long been greeted with everything from annoyance to mild amusement. Beyond the snickering about 'synergies' and 'value added solutions' lies a real problem.

Too many business and their owners are trying to tell someone else's story.

They are relying on words that don't accurately or authentically characterise what they do and why they are different, or how they provide value to customers, employees, and society.

Take for example, the latest buzzword: "innovation."

A 2012 *Wall Street Journal* report found that U.S. companies used some form of the word 'innovation' over 33,000 times in SEC-filed reports - a 64% increase compared to 2007. In 2013, the *Journal* discovered that the number of Standard & Poor's 500 companies mentioning innovation on their quarterly conference calls had doubled to 197, from just 99 five years prior.

Do we think there are suddenly twice

as many innovative companies?

A more likely explanation is that the same companies that undoubtedly understand the perils of 'me too' marketing of their products are, embracing 'me too' marketing of their company.

The more companies that claim to be innovative, the less it really means.

When asking executives to identify the biggest barriers to achieving their company's innovation targets, the top reply was 'the absence of a well-defined innovation strategy. It's tough to meet a goal when you can't define what it is.

The word 'innovation' isn't the real problem. Nor is the desire to be seen as innovative. The problem is thinking that the secret to better communications and a better reputation is better adjectives.

Instead of finding better adjectives, companies need to find a better story. Don't tell an audience how innovative you are. Show them with a great story.

Good company stories do more than just engage or entertain. They highlight what really makes you different, and how you actually put your company values into practice. They demonstrate how a complicated technology or business can deliver simple, easy to understand value to the people who buy from you, invest in you, work with you, or depend on you to solve problems.

In searching for these stories, don't think about what *you* want to say.

Find out what your respective audiences want or need to hear.

Do the research to see how you and your industry are really perceived; to see if what you say matches what people really think about you.

Don't tell an audience how innovative you are. Show them with a great story.

These insights will help you develop and deliver a consistent narrative that reinforces good perceptions and provides an authentic picture of what you do.

Tell the right stories with an original voice and your audience just may conclude on their own that you are innovative, or strategic, or whatever else you want to, without you ever having to actually say it.

The importance of good storytelling will continue to grow as companies deal with audiences that have shorter attention spans and diminishing confidence in anything government and business have to say.

Many companies are still lagging behind, piling into an overcrowded communications marketplace with more jargon, when they should be separating themselves with better stories.

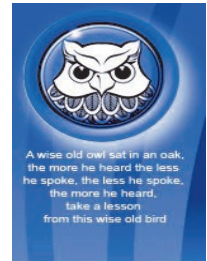
Almost every company has interesting stories to tell that will resonate and be relevant to the audiences they care about.

Now, they just need to tell them. ☒



Peter Nicol AMAIBEF

Stop Painting Over The Rust !



"If you always do what you have always done, you will get what you have always got." I reckon whoever said this was right.

Of recent months I have been seeing a lot of retailers and businesses who seem to be stuck on go.

The economy is no doubt slowing and the consumer confidence index (due to COVID-19) is the lowest that I can ever remember.

However, no point behaving like possums caught in the lights of the oncoming car and getting flattened.

Every business has an obligation to do something that can enhance sales as they chart their way through these times.

You cannot discover new oceans until you lose sight of the shore. The need to discover new markets and customers is the fuel that any business needs.

So doing what you have always done just might need a rethink. In most cases I see it does. ***So stop painting over the rust.***

I recommend a real good look at sales development tactics. I did a small survey (verbal) with a few contacts and friends in business. All were what I call shop or deskbound businesses.

They had a two dimensional approach to their business. People either walked in or walked past. Yet, the array of their products was worthy of many more clients



than they currently had.

I asked if they ever set time aside to see some of the businesses in their area. In all cases the answer was no. Yet, in the previous days I found myself in many of these outside places that they could do business with.

I found I had to visit a number of councils. Councils buy a lot of stuff and yes I know they call tenders and all the other things that can make it all too hard. Yet, I was amazed at how many of them had accounts with nearby business houses.

Their staff could go up and order what they needed when the time arose. Yet no one ever called on them. Not huge volumes but good bread and butter stuff.

What would happen if you decided to put aside a day a week and go out and do some canvassing?

Leave a few business cards out there. Have a trade night and have a supplier pay for a few chops and a soft drinks.

This is sales development at its very basic and very best. Why not put a sign up on their noticeboard and say that employees of that facility were entitled to a discount of some sorts?

I know that works as I have done it dozens of times. No costs involved only your time to go see them and ask permission to put your card or message on the noticeboard.

These are some of the best ways to get customers into your store.

I once did a promotion for a mortgage broker; we offered a free meat tray for any employee of a large factory who came to him looking for a loan.

He put the sign up in the factory canteen and did a deal with a local butcher and he got business. He had the costs of doing the call to the factory and the cost of \$50 meat tray.

I did the same for a large catering house who did weddings. Lot of people read notice boards to see what their shifts are going to be. Most women are going to be brides or mothers of brides. They love to look at options for receptions.

The workplace noticeboard is a powerful medium as it gets lookers. Yup it worked.

Try getting out of the shop and do some cold calling. It works.

**Peter Nicol is an Associate Member of the AIBEF and runs his own marketing firm [Wisdom Marketing & Management Services](http://www.wisdommarketing.com.au). Peter is also the inventor of "The Prong" which he exports world-wide.*





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18 Powerful Ideas to Reward Your Team

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."

Here are ten practical and powerful ideas for extrinsically rewarding a high performing team:

- Giving verbal praise at a staff meeting;
- Inviting the team to present its work at a staff meeting;
- Prominently displaying a poster showing team photographs and accomplishments;
- Sending the team on an outing, such as a boat trip or to a sporting event;
- Inviting the team to the business owner's home for a barbecue;
- Placing a photograph and story about the team in the company newsletter of community

newspaper;

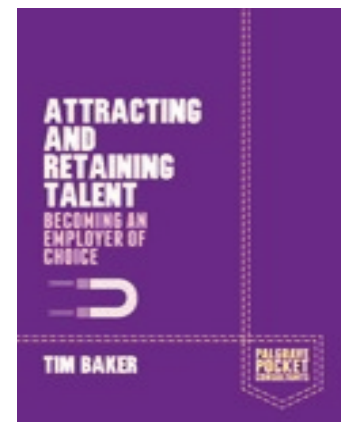
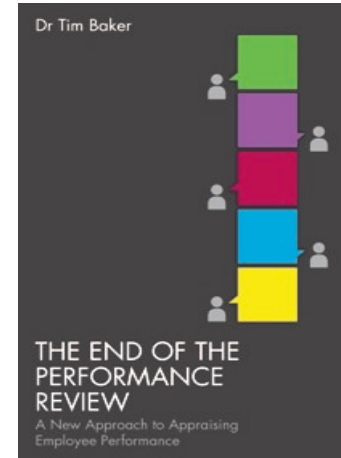
- Encouraging team members to attend and present at professional conferences by paying travel expenses;
- Asking the GM to attend a team meeting to praise its performance;
- Sending a letter to the GM detailing the team's work; and
- Giving each team member a T-shirt, hat, or mug with his or her name (or team's name) on it.

On the other hand, some people respond to intrinsic rewards. Here are eight ideas:

1. Asking the team to accept a new challenge;
2. Writing timely, thoughtful comments in the margins on team reports;
3. Giving the team the opportunity to meet off-site;
4. Giving the team improved resources, such as new equipment;
5. Asking the team's opinion about how to handle problems or new business opportunities;
6. Asking the team to help another team start up or solve a problem;
7. offering to pitch in and help the team directly; and
8. empowering the team to act independently.

Both extrinsic and intrinsic rewards are effective in rewarding and reinforcing exceptional team performance.

Their value will depend on the team's preference, the culture of your organization, and the resources at the disposal of the manager. A combination is often the most effective form of



recognition.

This is an extract from Tim Baker's latest book - [Attracting and Retaining Talent: Becoming an Employer of Choice](#). This book can be purchased from [Amazon](#) or directly from the [author](#).

Dr Tim Baker is an international consultant and author of four books. (<http://www.winnersatwork.com.au>)

He was voted one of the 50 Most Talented Global Training & Development Leaders by the World HRD Congress last year.



TEAMWORK
 coming together is a beginning
 keeping together is progress
 working together is success
 - Henry Ford

Employees or Team Members?

As we start to approach football final time it becomes clear that some teams are demonstrably better than others - these are the ones that still have the chance to play in and win the Grand Final.

What is it that makes the difference? After all, every team has its share of brilliant players. Is it the team with the most brilliant players that wins? The answer is likely to be "No".

The winning "team" is most likely to be the one that most understands the meaning of the word itself. Just what does make a good team?

Whilst the team is made up of individuals, each one shares the same vision, the same mission and the same goals.- To be the best - To win the Grand Final - To provide the strongest following and keep the club financially viable so it can continue to win. To achieve these, it needs to establish and follow a plan.

In business, it is exactly the same. You and your employees are a team. As in sport, your business will only be as strong as your weakest link.

With teamwork and planning, even this weakest link can be made much stronger thus providing greater support for your attacking strategies.

As the owner of the business or the Manager, you are the coach. You are aware of the Strengths, Weaknesses, Opportunities and

Threats of your business (SWOT).

By working on these with your team members, you can prepare strategies.

I say "with" your team members, as they must be part of this planning process.

If your team members do not play a part in the planning and do not know the reasons for your planning decisions, then you cannot expect them to wholeheartedly support you.

Gone are the days (thankfully) when blind obedience of fatuous orders led to the sort of fiasco typified by the Charge of the Light Brigade. These days people are far more educated. These days most employees actually WANT to provide input to your decision making.

If you are truthful to yourself, you might even come to the conclusion that many of your employees are actually brighter than you are. This is an opportunity, not a threat!

The most important rule for your business must be to get the work in and make the sale. If this is true, then the most important person in your business must be your client.

This is something that you and your whole team must be aware of. Everything must be focussed on client satisfaction. As a team, every member must be concentrating on producing goods or services that provide customer satisfaction.

Remember - the customer is always right. If the customer is also

satisfied, then the Grand Final is yours for the taking!

Defining Roles

Most problems that develop in a team occur because team roles are not clearly defined.

Supervisors and team leaders are not the only ones with special roles and responsibilities. Employees also must know what is expected of them and what they will be accountable for in their new environment.

There are two basic types of roles and responsibilities that employees should be expected to assume and to be evaluated on. The first role is that of technical expert.

The employee must be able to do the work well. The second type is the social role that involves the management of the processes of the team. Both roles are important to the team's success and performance improvement.

In his book, *[Building Productive Teams](#)*, [Glen H Varney](#) explains the importance of clarifying the roles of team members.

He observes, *"During any discussion of roles and responsibilities, team members need to clearly know their specific tasks and the areas for which they will be held accountable. Everyone in the team should also know what everyone else is responsible for. This will build strength and mutual support."*





"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?

Send an email to Dennis Chiron, AIBEF National President at president@aibef.org.au or phone +61 410 082 201

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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.



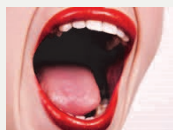
Welcome to our Newsletter

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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