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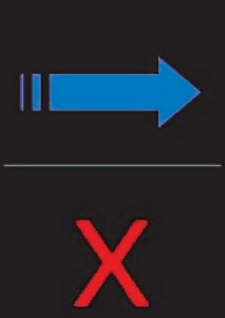


Facilitation Focus

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.



Conducting a Pre-Feasibility Study

The Eight Keys to Effective Interviewing

Sales Safe

Marketing for Success

The Two Great Myths

The Principles of Accident Prevention

Gain Fast-tracked Accreditation Through RPL



Conducting a Pre-Feasibility Study



Firstly, Prefeasibility and Feasibility studies are inherently linked to each other — understanding their differences creates a clearer idea of what they are and how they're used.

To begin with, Prefeasibility studies are an early stage preliminary assessment and analysis of a potential project. They are designed to give company stakeholders the basic information they need to green light a project or choose between potential investments.

These studies typically give an overview of a project's logistics, capital requirements, key challenges and other information deemed important to the decision-making process.

A comprehensive prefeasibility study should include detailed designs and descriptions of the potential project, as well as cost estimates, project risks, potential markets, competitors, safety issues and other important information.

There should also be multiple options included in the study for tackling different issues, as that will provide organisations with more ways to overcome potential challenges.

Basically, a prefeasibility study is a preliminary systematic assessment of all critical elements of the project – from technologies and costs to environmental and social impacts. It is a sanity check on the feasibility of the project.

The prefeasibility study can be conducted either as an independent study or as a prelude and integral aspect of the overall project development process.

Either way, it is a vital study that determines whether a full feasibility study, which is significantly more in-depth and comprehensive, should be undertaken or not.

The prefeasibility study will typically, not provide direct answers to how to attract or secure the finances required to initiate the project. However, the study may suggest the most likely avenues to pursue for funding the project, as well as highlight some inherent difficulties which may need further attention before approaching financial institutions.

Pre-Feasibility Checklist

Perhaps the most crucial problem you will face when developing the prefeasibility study is: *“Have I covered everything that has to be addressed in order to ascertain if the project is feasible or not?”*

This checklist should help you evaluate the project. It is designed to screen out ideas that are likely to fail before you invest extensive time, money, and effort in them.

General Project Description

- ◆ Give a description of the project
- ◆ List the products/services that will be provided
- ◆ Describe who will use the products or services
- ◆ Why would someone buy the product/services?
- ◆ What kind of location is needed
- ◆ List potential suppliers
- ◆ Describe potential major competitors (who provide similar products or services)
- ◆ List the labour and staff required to provide the products/service
- ◆ Detail the skills required in the project
- ◆ Detail the skills of existing staff

- ◆ Will you be required to conduct a Skills Analysis and / or a Training Needs Analysis?

Requirements for Success

To determine whether the concept meets the basic requirements for a successful new project, you must answer one of the following question with a "yes".

- Does the product/service/business serve an under-served need?
- Does the product/service/business serve an existing market in which demand exceeds supply?
- Can the product/service/business compete with existing competition because of an “advantageous situation” i.e., better price, location, etc.?

Major Flaws

A "yes" response to these questions indicates the idea has little chance for success.

- ◆ Are there any causes (i.e., restrictions, monopolies or shortages) that make required factors of production unavailable (i.e., unreasonable cost, scarce skills, energy, equipment, technology, material, process, or personnel)?
- ◆ Are capital requirements for entry or continuing operations excessive?
- ◆ Are there any extraordinary circumstances that would make financing hard to obtain (i.e., bankruptcy or bad credit)?
- ◆ Are there potential detrimental environmental effects?
- ◆ Are there factors that prevent effective marketing?





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The Eight Keys to Effective Interviewing

Editor's Note:

Dr. Tim Baker 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."

The costs of hiring the wrong employee and the opportunities for hiring the right ones is often a result of the quality of the interview process. What are the fundamental do's and don'ts that are critical?

Here are eight do's and don'ts that are vitally important.

Do's

1. Open-ended questions

Ask questions that allow the candidate to elaborate and expand on their responses. Questions that begin with *Why, What, Where, Which, Who*, and *How* are the best question openers. In contrast, asking leading or closed questions should be avoided.

2 Behavioral questioning

Ask the candidate for examples or critical incidents from the past experience to back up their responses. For example: How would you go about dealing with a difficult team member? What examples can you site from your past experience?

3. Rhythm

Rhythm is a process that starts with a question, followed by a comment and elicits more information. In contrast, interrogation is question, answer, question, answer.

This model prevents the candidate from elaborating on their answer. It is best to ask the question, then make a comment such as "go one", "tell me more" or repeating key words from the candidates previous response such as "you were stressed" after they have said something like: "It was a difficult situation I was in, I felt stressed"

4. Putting the candidate at ease

Remember, the idea of an interview is to put the candidate at ease, not to put them under pressure. There is enough pressure already; you don't need to add to this. Your job is to bring the best out of the candidate. Smile. Adopt a friendly attitude. Nod. Give the candidate time to respond and so on.

Don'ts

5. Not allowing the candidate to elaborate

Silence is powerful. Let the candidate finish what they are saying

before launching into the next battery of questions. Silence will be filled by the candidate if you keep quiet and allow them to expand on their response.

6. Ask tricky questions

Asking a candidate to explain their worse habit is not a good question. They are unlikely to tell you, and if they do, they will give you a very mild version of that habit. Stick to the script. Ask questions related to the role only.

7. Plan questions

Spend time with the panel and get agreement on the set of questions to ask. Be consistent. All candidates deserve to be asked the same set of quality questions, otherwise the process is unreliable.

8. Don't write too much

Make eye contact and don't take copious notes. While you are busy writing all the responses, you are missing vital non-verbal ques. Listen to their responses.

Be attentive. Write your notes at the end of the interview and allow for a full interaction to take place.

There are many other do's and don'ts, but these from my experience will go a long way towards a quality interview.

Dr Tim Baker is an Associate Member of the AIBEF, and is an international consultant and author of *The End of the Performance Review; A New Approach to Appraising Employee Performance*.



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Sales Smart

Editor's Note:

Relocating to Vietnam as the Interim CEO ActionCoach South East Asia, Charmian was responsible for the strategic direction, performance, profitability, sales, franchisee retention, brand recognition, strategic alliances, global compliance, leadership development, event management, public speaking, media and PR for Vietnam, Cambodia, Laos, Myanmar, Singapore & Malaysia.

For 12 years, prior to this she was a Franchise owner with ActionCoach and was recognised as a Master Business Coach, Keynote Speaker and Global Trainer. Being recognised in the Top 1% of business coaches worldwide. Charmian has won multiple coaching awards nationally and internationally, having worked with business clients ranging from start-ups to \$70M in revenue. Charmian has also owned and operated her own retail businesses in Central and Northern Queensland for 5 years prior to becoming a Coach.

Now more than ever it is important that the art of selling is embraced so each opportunity for a sale can be swiftly captured and converted. With the help of technology our customers now have the ability, to be better informed of their impending purchase, our ability to deliver and that or our competitors.

We must convey confidence in our professionalism, our knowledge and be quick to build trust to deliver a beneficial exchange that clearly identifies the customer's needs, and meets their wants, whilst having them acknowledge value in the transaction and beyond.

There are many elements that contribute to improved outcomes and success in Sales, however for the purpose of this article I will convey two (2) that are often overlooked.

1. Knowledge of Behavioural Styles

The DISC model of Behavioural (communication) Profiling can be used to identify how someone behaves or communicates when in different situations. Being able to understand your behavioural style and how it impacts others can be a powerful tool in connecting with or repelling a customer. Learning how to match and mirror the customers behavioural style using knowledge of one's own behavioural style goes a long way toward the customer feeling understood and valued throughout the interaction and sales process.

When communicating with a customer either on the phone, via email or face to face, a simple way to identify their behavioural style is to ask yourself is this person more outgoing or reserved? By asking this question you will know if they are a high D or high I as both of these people are generally outgoing by nature. Reserved people are generally either a high S or high C.

Referring to the DISC model, it is based on 4 quadrants, those being Extrovert (outgoing), Introvert (reserved) / People (connection), Task (duty).

D = Dominant – problem solver, driven by results, direct, decisive, risk taker (fear: loss of control)

I = Influencer – extrovert, creative, people oriented, talkative, impulsive (fear: rejection)

S = Stable – Steady, dislikes conflict, patient, loyal, co-operative (fear: loss of security)

C = Compliant – cautious, analytical, conscientious, systematic (fear: criticism)

We tend to “like” someone when dealing with a person who has a similar communication style to ourselves. It's important that salespeople are trained to understand how their communication

style impacts people and their decision making process.

2. The Art of Questioning

A good salesperson has the ability to put the customer at ease with their genuine interest in understanding the customer, guiding them through the decision making process and subsequently the customer makes a satisfying purchase having bought a product/service rather than being sold it.

With the use of carefully crafted questions, a salesperson can uncover the customers current situation, their existing knowledge, the gaps in their knowledge, their genuine need to purchase, the return on investment they require and what it will take for them to take action in making the purchase of your products or services.

Examples include:

- Before we get started, is it ok if I ask a few questions to ensure that I understand your situation/requirements?
- You mentioned your research of XYZ... what has led you to look at this option?
- If you could find a solution, how would you best describe the ideal outcome (price/timeframe/size etc)?

It's important to remain non-judgmental and without assumption when asking questions, so that your mind is open and willing to listen with genuineness and confidence in finding a solution for each individual customer.

Lastly, ensure workplace habits that breed a culture of sales accountability, consistency and recognition for your salespeople.

Happy staff make for happy customers.



Marketing for Success



Every business owner I know shares one thing in common: they all have a strong desire to create a stable, steady, successful business that achieves profitability and grows over time. But not every business owner knows the “recipe” that makes this possible.

So what is the recipe – the formula? In a word, it's marketing. But what does the word 'marketing' mean? It means a lot, lot more than just getting the word out about your business?

In its most complete form, marketing is about so much more than simply letting people know that your business exists (although that's an important piece of the puzzle.)

In fact, in many ways, getting the word out is one of the last steps in a good marketing plan. In order to succeed, you must establish relationships with customers.

The strong, lasting relationships that will ensure your success are built on:

- Establishing trust and rapport
- Understanding customers' needs
- Providing real benefits

In many ways, these three essentials all reiterate one central concept:

The relationships between successful businesses and their customers depend on careful understanding and reliable fulfillment of human needs.

The business owner understands what people need, and does everything he can to meet those

needs.

A strong marketing campaign is much more intense, and it provides many benefits that help you attract customers at the same time as you clarify achievable goals and create realistic plans to meet them.

At its best, a strong marketing campaign and plan helps you understand:

- Your business
- Your target customers
- Your competition
- The full range of opportunities available to you
- The best way to attack those opportunities
- Appropriate pricing
- The marketplace in which you operate

... and a whole host of other issues that will help your business grow to achieve the success you wish for.

Whether you own a small or large business, if you're in the game to succeed, a well thought out marketing campaign and plan is one of the best tools you can employ along the way.

Understanding Customer Needs

Most business owners have an intuitive understanding of their customers' needs -- but that intuitive understanding becomes a much more powerful tool if you articulate and analyze it.

Only then can you fully understand how to most effectively build the kind of customer relationship that will help your business succeed over time -- this principle is central to many marketing and business coaches.

As a starter step in your planned

marketing campaign, you should ask yourself the following questions:-

- Who are my customers?
- Who are my potential customers?
- What kind of people are they?
- What are their incomes? What are their needs?
- Where do they live?
- Can they buy? Will they buy?
- Am I offering them real benefits, when and how they want them?
- Is my business in the best place?
- Is my pricing right?
- How do customers perceive my business?
- Who are my competitors, and what is my edge on them?
- How does my business compare with my competitors'?

Customers always have expectations when they walk into a business, and those businesses who provide the highest level of service will know how to identify those expectations and meet them to the customer's satisfaction (or beyond).

By focusing on your customers needs and developing a culture of pro-active and responsive customer service in your business, you can enhance relationships and build customer loyalty and customers will want to come back.

The quality of your customer service is almost wholly determined by your ability to meet your customer expectations, and understanding your customers needs and wants.





The Two Great Myths



It's my firm belief that we, as business owners, have been sold two great myths of the twentieth, and now the twenty first century.

The first of these is that *Time is Money*. What you say! We've always been told that time is money, and to some extent that is correct. Time is money for our staff, and all good leaders and managers absolutely need to measure how effectively our staff are generating income within their paid time.

However, for us as business owners, it is absolutely imperative that at some point we are able to disengage our ability to earn money from time. After all, how much is enough money? For most of us it's just a bit more than we have now, and then when we get that we find we still need just a bit more.

If our ability to increase our income is directly linked to time, it ultimately means that we just end up spending more and more time at work, which probably isn't the reason we went into business in the first place.

[Tom Poland](#), a high end executive mentor calls it the Sophie's Choice of life.

You may remember the famous movie about a young Jewish mother at the gates of a death camp who was given the choice of which of her children lived and died. A very sad story that ultimately resulted in her going mad.



The equivalent for all of us is if asked to give up one thing out of money, health and relationships, I can guarantee that almost everyone will say they would give up the money.

But what happens in reality? People give up their health, and their relationships with family and friends in pursuit of the holy dollar, and then pay them off with some kind of cheque book love but buying them gadgets to make up for our absence.

You first and only job everyday in your business is to make yourself redundant, because until you do, it will be reliant on you being there more and more. If you stop, it stops, and if you try and sell it no one will want to pay much for it.

In the end, you need to disengage your customer's relationship with you personally, and replace it with an equally strong relationship with your brand, knowing no matter who they deal with in your business, they will have the same experience.

You also need to have in place the structures, system and measurement so you can manage it strategically, and not just operationally.

The second myth is that *Bigger is better*. We are constantly bombarded by people, the government and media

telling us that the only way to succeed is growth.

To my way of thinking, bigger is only better if it satisfies two important criteria. *Firstly, if it gives you better economies of scale.*

This means being able to buy at better prices, improve your efficiencies by batching production or investing in more technology to improve output.

Secondly, and just as importantly, growth is only better if you can maintain the efficiency of a small tightly managed business.

It's a sad fact that as any business gets bigger it becomes more inefficient. This means that it takes more sales to generate profit.

When we start our business we know where every dollar is, and where they go because there are generally so few of them.

Unfortunately, as businesses grow we tend to lose this tight control and costs creep, wastage increases and efficiencies suffer.

Once again structure, systems and measurement will be your saviour if done well.

Remember, when it comes to business *Size isn't everything!!*





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The Principles of Accident Prevention

Every accident has one or more identifiable causes.

The employer is responsible for ensuring a safe system of work is in place and therefore must take action to prevent accidents from occurring or recurring.

For some, this concept still causes difficulty. The term "accident" suggests that an event occurred itself, with some degree of chance and it implies no blame or responsibility.

Some people associate or equate an accident with injury or damage, when on many occasions accidents do not result in injury or damage. These events are often termed "near misses".

Determining where, why and how accidents occur is fundamental to understanding the causation and implementing preventive measures. Once the circumstances and causes have been identified, effective measures can be taken to prevent similar occurrences.

An employee who is injured is likely to suffer financial loss and either disfigurement, disability, pain or in extreme cases death.

The effects of an injury may not always be temporary and can have devastating long-term consequences on an individual's personal life, social and other activities.

There may also be a significant impact on the injured person's family and friends.

The employer should be concerned with accident

prevention because the direct and indirect costs associated with accidents can endanger a company's competitiveness.

For instance, financial losses due to increased insurance premiums, lost production or disruption to production schedules, damage to equipment and plant, loss of time for other employees (eg, supervisors) during the accident investigation, training of replacement employees and the possibility of fines and adverse publicity are all issues to consider.

Whilst it is possible to insure against some of the expenses associated with injury, ill health and damage to property, the hidden uninsurable costs could well exceed the insurable costs. In the increasingly competitive market place, it is becoming common for clients to request companies to provide safety records as part of tender analysis processes or pre-qualification.

A number of beliefs are crucial to the success of the accident prevention process:-

- People are our most important asset.
- The majority of accidents and incidents are not caused by "careless workers", but failures in control (either within the organisation or within the particular job), which are the responsibility of management.
- The preservation of human and physical resources is an important means of minimising costs.
- Control of health and safety is achieved through co-operative effort at all levels in the

organisation.

- Competence in managing health and safety is an essential part of professional management.
- All accidents, ill health and incidents are preventable.
- Health and safety; and quality, are two sides of the same coin.

Three basic steps

All employers, employees and self-employed persons have a duty of care towards their own, and others' health and safety at their workplace.

Additionally in some cases, ongoing OHS performance evaluations are conducted on behalf of the principal contractor

***Identifying the Hazard** - involves recognising things which may cause injury or harm to the health of a person, for instance, flammable material, ignition sources or unguarded machinery.

***Assessing the Risk** - involves looking at the possibility of injury or harm occurring to a person if exposed to a hazard.

***Controlling the Risk** - by introducing measures to eliminate or reduce the risk of a person being exposed to a hazard.

You can get information about your OH&S obligations and other valuable OH&S resources both in hard copy and online from their websites.

<http://www.deir.qld.gov.au>

Always seek independent legal advice on what is applicable to your situation.



You can gain instant formal recognition of your Knowledge, Skills and Experience from the Institute

“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, Coaching, Consulting, Training, Mentoring or Facilitation Services?
- Are you looking for recognition of your facilitation skills?
- Wanting to give clients the confidence and confirmation of your skills 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, and be Fast-Tracked for AIBEF Membership, and be entitled to use the Post Nominals MAIBEF



MORE INFORMATION?

Send an email to Dennis Chiron, AIBEF National President at president@aibef.org.au

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Australasian Institute of Business and Enterprise Facilitation Inc

In 1995 the Australian Government published the Report by the Industry Task Force on Leadership and Management Skills headed by David S. Karpin. The Report is entitled "Enterprising Nation" – a report which provides the most comprehensive insight ever into the way Australia prepares its managers for work and leadership into the 21st century.

One of the formal recommendations made by the Task Force is 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."

The Report states "Accreditation would establish a high standard for the skills required ... and it would also provide small business owner managers with a consistent and easy method of identifying suitably skilled trainers, educators, counsellors, mentors and advisers."

About AIBEF

The 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, mentors and advisers so as to upgrade the quality of small business advice."

Quick Links

- > Home
- > About Us
- > Scholarship
- > Resources
- > Board Members
- > AIBEF Membership

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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.



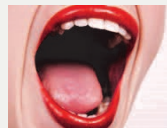
Welcome to our Newsletter

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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