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Facilitation Focus

PROVIDING A RANGE OF TIPS, IDEAS AND STRATEGIES
FOR YOU TO USE OR PASS ON TO YOUR CLIENTS

Helping you achieve your business goals in 2021

Benefits of Group Mentoring

Mentoring business clients can be a relationship between a mentor and a mentee, on an individual basis, or it can be a group experience, where the mentor works with a number of business clients.

Like individual mentoring, group mentoring is still intended to foster individual learning and development, but it also brings together a wide and diverse range of business backgrounds and knowledge, as well as experience to share with the group, and also provide the platform to learn from each other.

The benefits of group facilitation have been well-documented. For example in [Emelo's 2011a study](#), all mentees reported that their effectiveness increased to a



greater extent as a result of being trained or mentored in a group environment.

This supportive, collaborative learning environment allows both the facilitator and the students to access the collective wisdom of the group.

"In addition to bringing group members relevant new knowledge and a variety of important peer support skills, group facilitation and mentoring improves peoples' ability to learn". (the Baden Group)

*A company is only as good
as its people, their ability to
deliver, and the promises
they keep.*

WHAT WOULD
YOU ATTEMPT
TO DO IF YOU
KNEW YOU
COULD NOT
FAIL?

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The Conversation That Cost \$350,000



People often wonder whether verbal contracts hold much, if any, weight.

Believe it or not, the old-fashioned "handshake" began as a means for two people to mutually agree on a matter. Over the years, this simple gesture has evolved into a contractual symbol—or a guarantee—for an oral agreement. But in an era of "War and Peace" sized contracts, fine print and legal battles, does the time-honoured handshake agreement still carry any weight?

The earlier decision of the NSW Supreme Court in *Yulema Pty Ltd & Anor v Simmons & Anor* [2016] NSWSC 640 is a reminder that spoken words can be worth just as much as their written counterparts. Notwithstanding this, the road to proving what was said, implied or intended is one which is much more difficult to travel.

In *Yulema*, Justice Slattery of the NSW Supreme Court upheld the contractual obligations imposed by a verbal agreement made in October 2009, despite circumstances where one of the parties to the contract and one of the people involved in its negotiation were unable to give evidence because they had passed away.

The outcome of the decision was that the defendant owed the plaintiff approximately \$350,000, plus interest on that amount from May 2011.

How Binding is a Verbal Agreement?

Verbal agreements and oral contracts are generally valid and legally binding as long as they are

reasonable, equitable and made in good faith. Although most people associate contracts with legal documents printed

on paper for the purpose of getting them signed and stamped by notaries, the fact is that only a few types of contracts are required by statute to be written.

The reason oral contracts and verbal agreements are often looked warily upon is that they tend to present difficulties when it comes to enforcement. Contracts that are clearly written and executed are easier to present as evidence in court than the testimony of the contractual parties. Contracts that are clearly written and executed are easier to present as evidence in court than the testimony of the contractual parties. It is also challenging to dispel contract defects when they are not in writing.

When oral contracts are taken to court, there is always a risk of one of the parties lying about the terms of the agreement. In some cases, all parties may choose to be dishonest about the terms of the contract and thus create a legal impasse for the courts.

The decision in *Yulema Pty Ltd & Anor v Simmons & Anor* there is obviously some important lessons to be taken for all businesses:

- Verbal agreements can be just as enforceable as written agreements.
- Where possible, avoid making verbal agreements or representations in business discussions and ensure that your employees and agents are aware of this.
- Best practice is to ensure that your agreement is in writing. For example, if your contract is of special importance, involves a large sum of money, or if there is a possibility of a dispute in the future, it is advisable to have a written agreement to rely on.

If you do make a verbal agreement:

- Give as much clarity to the terms as possible in order to avoid

uncertainty;

- Take file notes of the conversation; and,
- Ensure that there are suitable witnesses to the making of the verbal agreement.

Do not rely on the passage of time to water down verbal contractual obligations.

Note that some contracts are legally required to be in writing, including contracts for the sale of land, credit contracts and consumer leases, contracts for the performance of domestic building work, contracts for the sale of second hand motor vehicles and unsolicited consumer agreements.

In Australia, a contract can be oral, written or a combination of both.

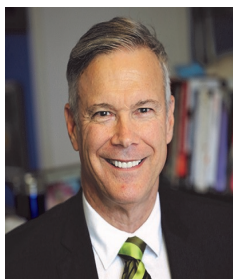
An oral agreement is respected in Australia. However, there are certain dealings where contracts must be written, these include contracts to buy and sell land; to buy a car and in door-to-door sales contracts.

An oral contract normally is just as enforceable as a written contract, however it can be difficult to properly determine the terms of the contract due to its very nature.

Oral contract disagreements tend to become a case of one persons' word against that of another.

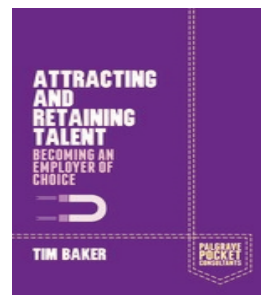
*** Of course, usually, both parties are happy and everyone lives up to their word, and chances are slim that anyone is going to wind up having to prove anything in court. But if there is a dispute that lands you in court, the burden is on you to produce evidence of the transaction.*

More often than not, handshake deals fall apart over the details of the agreement. Oral contracts are often useful for simple exchanges, but for deals with a multitude of finer points such as employment or lease agreements, it's always best to get your deal in writing. □



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16 Powerful Ideas to Reward Your Team



Most companies are adopting an 'employer of choice' strategy but most are adopting it superficially. *Attracting and Retaining Talent* offers a practical roadmap for developing a new, more productive workplace culture; one that examines the employment relationship, reflecting the changing needs of the modern employee, and the interests of the progressive organization.

This new way of relating is the cornerstone for being an employer of choice and for attracting the most talented workforce.

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

1. Giving verbal praise at a team meeting;
2. Inviting the team to present its work at a whole-of-staff meeting;
3. Prominently displaying a poster showing team photographs and accomplishments in the lunch room;
4. Sending the team on an outing, such as a boat trip or to a sporting event;
5. Inviting the team to the business owner's home for a barbecue;
6. Placing a photograph and story

about the team in the company newsletter of community newspaper;

7. Encouraging team members to attend and present at professional conferences by paying travel expenses;
8. Asking the GM to attend a team meeting to praise its performance; and
9. 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 better to intrinsic rewards.

Here are seven ideas:

10. Asking the team to accept a new challenge to resolve in the business;
11. Giving the team the opportunity to meet off-site at a nice venue;
12. Giving the team improved resources, such as new equipment;
13. Asking the team's opinion about how to handle problems or new business opportunities;
14. Asking the team to help another team start up or solve a problem;
15. Offering to pitch in and help the team directly; and
16. Empowering the team to act independently.

Both extrinsic and intrinsic rewards are effective in rewarding and

reinforcing exceptional team performance.

There value will depend on the team's preference, the culture of your business, and the resources at the disposal of the manager or business owner.

A combination is often the most effective form of recognition.

The key message here is: If we want good team work then we must be prepared to reward it when it occurs.

This is an extract from Tim Baker's latest book - [Attracting and Retaining Talent: Becoming an Employer of Choice](http://www.winnersatwork.com.au).

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.

***Dr Tim Baker** is a thought leader in organizational change and leadership development, bestselling author, and international consultant. Having consulted across 21 industries in 10 countries over 18 years, Tim has discovered what makes people tick. To find out more, go to [WINNERS-at-WORK Pty Ltd.](http://www.winnersatwork.com.au)*





DO YOU CONDUCT REGULAR COMPETITOR RESEARCH ?



An essential tool in any business's toolbox is a clear idea and understanding of reality. Reality? What's that?

Reality is the difference between the way you are conducting business compared with the way your competitors are conducting their business.

The ultimate goal is to do absolutely everything better than your competitors. But how do you accomplish that? The answer is: *by spying*.

Successful business owners ensure that they thoroughly research their competitors, their industry, and especially, themselves. Just realize that business information is more available now than ever and that your competitors are “on the ball”.

They're getting smarter every day, and the only way you're going to know how you measure up to them is by actively engaging in regular spying.

Competitor ‘Fact-Finding’ is a painful job, especially when you learn that you are falling behind, but the opportunities to make your business the best make up for the pain.

Here are five suggestions to help you get the best out of your Competitor Research:

1. **Order something.** Buy something from some of your competitors. Do it by phone or mail or in person. Keep a watchful eye out for the smooth

or rough edges in the entire process. There will be more differences than you think. And you must ensure that you must outshine your competition in all areas. Note especially when they do their follow-up. Make sure that you can do it faster.

2. **Visit your competitors.** You personally, or one of your most trusted people should pay a visit to the premises of your competitors. Note the little details that win or lose potential customers.

3. **Phone your competitors.** Focus on the personality and attitude of the person who answers the phone. If it's warmer and more friendly than the person who answers the phone in your business, then train your person to excel in this role.

4. **Make a request for something.** Maybe it will be a price list or a brochure. See how your request is fulfilled, concentrating on speed and follow-up. Do you handle requests as professionally as your competition?

5. **Compare and assess.** Look at your own business through the eyes of your customer and compare your and your competitors' service, pricing, packaging, people, product selection, follow-up, signs, quality, delivery and attitude. Only thorough research will give you honest feedback on how you're doing.

6. **Buy something.** It always helps you to own the product or use the service of your competitors, because it enables you to spot your own weaknesses as well as your own strengths. Be prepared

to have to face up to some home truths about your business.

Of course, there's a chance that you're doing everything better than your competitors, but if you research (spy) properly and learn from your espionage, there's a great chance.

Once you've completed your research, react to what you've learned and be committed to improving.

Of course, a nicer term for this activity are words like Competitor Analysis; but no matter how it is phrased or worded, it boils down to be totally aware of everything your competitors are doing.

Remember, many of the best companies in the world remain at the top of their game by keeping a very close eye on their competitors. Strategic competitor analysis is an excellent way to obtain information about important competitors and use that information to predict competitor behaviour whilst making better business decisions.

In my own capacity, both as a business owner and a consultant, I am often surprised that small to medium business owners neglect to analyse their competition.

It is so important to know who and what you're competing with. Can you imagine that Microsoft doesn't know what Apple is doing in terms of its product development and market share, or vice versa?

□



BizTips



What is Networking?

Connecting with the right people to help your business grow and making sure everyone knows about your exceptional products or services is critical to your success in business.

Learning to be an effective networker is the key in achieving these two goals.

Networking is a life skill, not just something we do when we want something.

Great networkers:

- Give without expectation.
- Do things for others - not to get something back. Have a “share and support” mentality and with this alone anything is possible.
- Believe in making the pie bigger for everyone. They cross network with competitors and regularly give away referrals.
- Know that having a “protection” mentality, where people come from fear - fear of sharing ideas, of giving information away freely - is a negative way to live.
- Believe in the universal law of reciprocity, they know that what you give out comes back ten-fold.

Remember great networkers work at their networks for a minimum of 15 minutes per day.

Build a Precise Picture of Your Ideal Customer

Identifying your target market is the first step of any marketing plan and it's essential that you are as precise as possible.

If not, you run the risk of a scatter-gun approach that will dilute your message and drain your budget. Instead, think about your target market in terms of specifics – who in your current customer base is the right fit for your product or service?

What have they purchased from you before?

Do their purchasing patterns suggest they might be a good target? Are they the kind of customer you even enjoy doing business with?

What about reaching new customers outside your customer base?

The more specific you can be, the easier it will be to craft the right message and tactics for reaching that audience.

How Can You Reach your Target Market?

Now that you know who you want to reach and what actions you want them to take, you'll need to identify the best ways to reach them and with what message.

To do this, consider the following about your customers and prospects:

- What associations do they belong to?
- Are they active on social media?
- Do they subscribe to your email marketing?
- What print or online media do they read?
- What are their ‘pain’ points (how can you help address these)?
- What types of messages or call to actions have they responded to

in the past?

- Why should they care about what you have to offer (what's in it for them / in what ways will they benefit)?

How Much Should I Spend On Advertising?

This question is often asked, and there are a number of methods by which advertising budgets are determined.

However, it is worth noting that only **direct** advertising expenditure should be charged against your advertising account.

Direct advertising may include:

- ☐ Media space or time;
- ☐ Preparation of advertising material;
- ☐ Photographs and show-card writing for display signs and posters;
- ☐ Printed promotional material and sales literature.

Direct advertising expenses **do not** include:

- ☐ Advertisements that are placed in publications that are planned to assist charities – this should be charged to your Donations Account;
- ☐ Gifts to clients at Christmas time;
- ☐ Lunches, entertainment, or membership of clubs or organisations.

Your advertising budget, therefore, should set out *what amounts* are to be allocated to *which media*, and *when* these amounts will be spent.





Small Business & Your WHS Obligations



Small businesses account for more than 95 per cent of all Australian businesses and are responsible for the health and safety of approximately 4.8 million workers.

State and territory work health and safety regulators have developed resources to assist small business owners understand their work health and safety obligations. Resources include access to free advisory services, information sessions, fact sheets and tools.

Under occupational health and safety (OH&S) and new work health and safety (WHS) legislation you are obliged to provide:

- ☐ safe premises
- ☐ safe machinery and materials
- ☐ safe systems of work
- ☐ information, instruction, training and supervision
- ☐ a suitable working environment and facilities.

Complying with these duties can prevent you from being prosecuted and fined, and help you to retain skilled staff.

Workplace health and safety authorities in each state and territory and Safe Work Australia have responsibilities for enforcing the WHS legislation.

They provide education, training and advice on health and safety at work.

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



safe work australia

When are you obligated to make contact?

Incidents, notifications and contacting SWA

Legislation requires you to notify or give notice to WHS in your State, of various activities, including work incidents.

Notify WHS in your State about a work health and safety incident

You are required by law to report certain workplace incidents if they arise out of the conduct of a business or undertaking and result in the death, serious injury or serious illness of a person or they involve a dangerous incident.

In an emergency

In an emergency dial 000, do not touch the scene other than to administer first aid. Contact Work Safe Australia on 1300 551 832

After a death in the workplace

A death in the workplace is always investigated to find out what happened and to determine ways to prevent the same thing from happening again.

Other notifications required by SWA

Legislation requires you to notify or give notice to SWA of the following activities:

- Asbestos notifications

- Demolition work notifications
- Hazardous chemicals notifications

Contact SWA in your State about other matters

- Make a workplace complaint
- Request a review of a SWA decision
- Request an inspector to help resolve a workplace issue
- Ask SWA Infoline a question
- Compliments and complaints

If you need advice or guidance, in any aspect of safety in your workplace, you should contact [Safe Work Australia \(SWA\)](#).

SWA leads the development of national policy to improve work health and safety and workers' compensation arrangements across Australia.

You should contact SWA if you are seeking information and advice on:

- Complying with Work Health and Safety laws.
- Reporting a workplace incident.
- Renewing or applying for licences.
- Workers' compensation claims.
- Registering plant and plant designs.

They have regulators who always seek independent legal advice on what is applicable to your situation.





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Being a breadwinner and a mother of 4, I have worked as an English teacher, a global educator, a personal development trainer and a coach for 20 years.

Taking a closer look on the nature of barriers delaying goals, working out a better and faster way to get to the destination excited me most.

This professional history of mine, my husband's early death, the challenges of my four daughters' upbringing and my original curiosity drove me into passionate studies of various communicational and personal developmental methods.

Once upon a time...

...there was a farmer. He "ran his small business" in a perfectly balanced way, how he learned it from his father and forefathers.

He deeply respected the rhythm of nature: knew a lot about plants, soil, forces of nature, including the moon and the stars. He was very much aware of his own energy and biorhythm, even without knowing this latter terminology.

Not only did he "know" life, but this primary wisdom was deeply encoded into his blood. It lent him dignity, grace and elegance. When the right time came he sowed the seeds, gently covering them with soil and water, and then cultivated them with high attention and care...

In his neighbourhood there was



another farmer. This man always consulted his diary to find the best slot to put the seeds into the soil. Somehow the things hardly ever turned out perfectly. He found the plants growing slowly, the bugs chewing the leaves, and the soil-fertility being poor. Work meant him more annoyance than pleasure. One day he rushed to Dr Mon Santo for advice, and happily returned home with six packs of goods. The next day these promising products covered the plants and the land. What happened after that, is another story.

You might say: "I guess what you mean, but... **The world has changed... What worked very well before, fails now...** But you don't mean we should use again hoes and shades, do you?!... Development is just into the opposite direction than the drawing board... We cannot go back."

If we cannot go back, neither we can go towards where we falsely believed "forward" is, then what? Einstein said "No problem can be solved from the same level of consciousness that created it."

That is: The question above cannot be answered within this frame of mind. So, let's take another approach.

Our society is built on the foundations of exploitation. **We are obsessed with tangible gains that grow on the altar of productivity and efficiency. Busyness became a yardstick to gauge our business.**

We are helpless sufferers from the tidal

waves that sweep us into harder work, more speed, bigger sacrifice. Wicked demons prey on our mind to lure us into senseless depletion of our physical and mental energies, to squeeze our souls out.

And "as outside, so inside": as we exploit our mother-nature, our environment, our resources, so we exploit our own inner landscapes. We cannot be ill, bad luck if we still are, and good luck if it falls for the weekend, holiday or Christmas-time.

The "luckiest" can put it off until their retirement age: until all the trouble accumulates manifesting itself in more severe somatic illnesses.

Why is it so? **Keeping ourselves in motion suggests that we are worthy, we are precious. As long as we move, we are alive, and if we are motionless we are lifeless.**

Happiness is associated with loud laugh, quick and intense bodily reactions, such as "jumping of joy". **In pursuit of happiness we are so much afraid of seeming lifeless that we must be wrapped up in unceasing acts, which then, slave us away.**

If only we knew when to work and when to stop – but we have lost the sense of our inner "ebb and flow".

And on the other hand: it is literally painful to stop. **It is painful to feel that we cannot control certain things with force. It is painful to feel the false illusion that we are not enough if we do not make big achievements.**

But yet, pause for a moment to ask yourself which farmer you are...



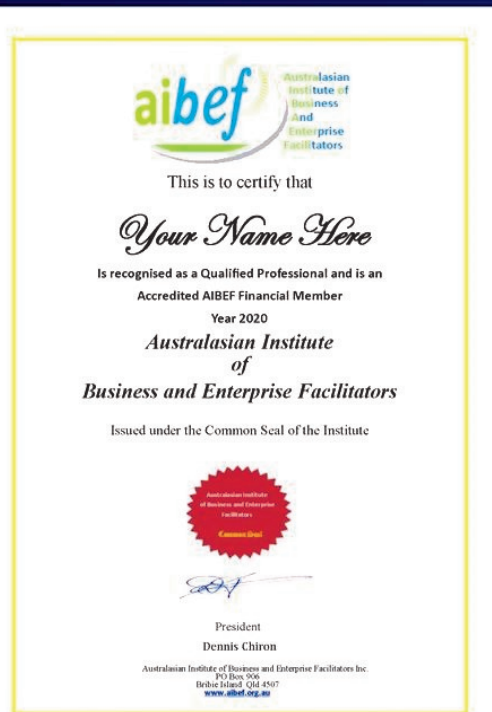


You can gain instant formal recognition of your Knowledge, Skills and Experience from the Institute

"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 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.



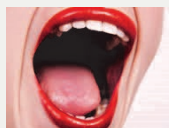
Welcome to our Newsletter

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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