



February 2021 Volume 10, Issue 15

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

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

Training vs. Facilitation vs. Mentoring



Training vs. Facilitation vs. Mentoring



Nihat Alayoglu,
Faculty member
Medipol University,
writes: *“Training,
Mentoring and*

Facilitating - that has been studied since the 1950s - is a method of mutual learning based on the master - the apprentice relationship aiming for career development and training of inexperienced employees.”

As a development process, Training, Facilitation and Mentoring can be practiced in various ways such as with individuals or groups, and both can be formal or informal. Most studies have shown that conscious practice of these three techniques in an organization as part of human resources management policy, generates significant benefits for the organization, facilitator, and protégés.

In many businesses and corporations various employee development programs are embarked on to improve the levels of skills and performance, increase employee engagement, and build a stronger, committed workforce.

This development is usually achieved in one or more of the following ways:

- Training
- Facilitation
- Mentoring

These terms can be confusing due to the potential similarity they might convey, but in fact, there is a difference between all three:

Briefly, **Training** is described as the action of teaching a person a particular skill or skills or type of

behaviour.

Facilitation is described as someone who helps to bring about an outcome (such as learning, productivity, or communication) by providing indirect or unobtrusive assistance, guidance, or supervision

So, **Mentoring** is thought of as a process of training and supervising a person to better their performance, while Facilitating refers to the counseling process carried out to guide and support a person, group or community for enterprise and career development. Training is a process by which someone is taught the skill or skills necessary for a specific art, profession, job or behaviour.

Whilst I, personally, disagree with this; Nihat Alayoglu believes that Facilitating and/or Mentoring is a personal development tool in which a less experienced professional seeks the advice, counsel and support of an experienced professional.

Unlike training, which is done by a supervisor or trainer as part of a mandatory skills education program, mentoring is a relationship between two people in the same profession, with one person taking the role of teacher and the other taking the role of student.

The main difference between facilitating, mentoring and training is the nature of the relationship involved. A mentor-mentee relationship is personal, confidential and friendly; a trainer-trainee relationship is impersonal, social and hierarchical.

Typically, one mentor is often responsible for one mentee, whereas one trainer may be responsible for an entire group of students. The result is that a mentoring relationship is

much more intimate than a training relationship.

Alayoglu states that Motivation is a major objective in mentoring. This is not necessarily the case in training. Though a mentor is responsible for dispensing valuable lessons to his mentee, he is also expected to provide encouragement and support.

A trainer, on the other hand, is expected to deliver a content-based lesson as effectively as possible. A trainer could become a motivating force in his students' lives, but it is not necessarily a priority for him to do so.

Héctor Villarreal Lozoya thinks that **Facilitators** focus on the process, while the participants provide the content. The facilitator's role is to aid the group in managing the knowledge they have to achieve the intended results (decision, action plan, solve a conflict, etc.)

Trainers: manage the process and the content. Normally they bring content expertise or have specific content they cover and have to ensure participants depart with compliance to a series of learning objectives.

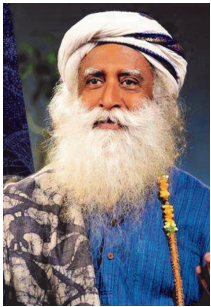
An article by **Barbara MacKay** lists a set of important differences between training and facilitation - can you guess which applies to facilitation and which to training?

- Learning versus thinking
- Hierarchical versus collaborative
- Applying versus communicating
- Linear versus flexible
- Longer term versus immediate



There are Leaders & There are Managers

There are many statements floating around regarding what is a leader as opposed to a manager - inspiring rather than directing, motivating rather than commanding.



Jaggi Vasudev, known publicly as Sadhguru, believes:

"Whatever the nature of activity that we have chosen for our life, if we wish to be leaders in those situations, the first thing is we must be able to lead by example. Not by words, trickery or cunning, but by example."

Fundamentally leading people means your ability to take people in a particular direction that you wish, towards a particular goal. If this has to happen, you must be able to inspire them to go on by themselves in that direction.

Only when people are so inspired to do what you want them to do, that they are going to do more than you yourself thought of doing, can you lead them. If you have to constantly keep them in line to get a job done, then it is going to be hugely difficult to be a leader.

You cannot lead people when you have to constantly supervise and manage them.

As the kind of team that you are managing grows beyond physical contact, then leading people in huge numbers is going to be very difficult if you cannot lead them by inspiration.

To inspire people to do whatever is required out of them, the very way you exist must be that kind of an example that people naturally stand up and want to do things that are necessary to be done.

Only then does leadership become an effortless process.

Leaders and managers learn to manage by managing and there is absolutely no other substitute for practical experience. However, the overall effectiveness of managerial and leadership training and development programs is being challenged and many are found wanting.

We all know that current and future success will be a reflection of the collective effectiveness of each member of an organisation's management team and their leadership capabilities.

Poor managerial leadership has been identified as the main barrier to success by a recent Australian business survey and most respondents to research projects around the world list the availability of effective business leaders as a major challenge.

Many executives and managers have failed in their new roles within the first 18 months of starting and the turnover at the top seems to be moving on a steady upward projection.

None of these challenges are new. Those of us who have been around a long time will have seen many different attempts to improve the calibre of managerial leadership in both private and public sectors.



Tomorrow's business leader will be a person with clear vision, strong values, courage, empathy, accessibility, high level negotiating and interpersonal skills, a passion for teamwork, humility and a commitment to future leaders. Les Pickett

Along with a teamwork approach to present day challenges goes a commitment to developing the team for the future and knowing when to stand aside for a successor.

The search for new ways to improve the performance and accelerate the development of more effective current and future business leaders presents an ongoing major challenge for human resource and learning and development professionals.

Senior corporate executives around the world have identified this as a critical barrier to improved business performance and are clearly frustrated by the lack of success.

They recognize effective managerial leadership as a key contributor to sustainable competitive advantage and are demanding results.

Tomorrow's successful human resources, learning and organizational development professionals will be those who recognise the opportunity, move out of their comfort zone and find creative and innovative ways to identify and grow tomorrow's leaders. ☒

What Are Your Goals For This New Year?

Do You Have Any?

Financial, business plans, marketing strategies, customers' needs, sales, staff, government requirements, purchases, business technology and communication are just some of the aspects that all business owners have to deal with on a day to day basis in running their businesses. It is important to have clear goals and strategies to enable you to run your business in a manner that is profitable, sustainable and workable.

Yet, over 72% of small business owners admit that they either don't set goals or, if they do set goals, they don't monitor or measure them. Approximately the same percentage say they do not seek the assistance of the proper advisors to help them achieve their goals. Is this you?

With the new year up and running, now is the perfect time to **set the goals** that will guide you to success in 2021 and beyond.

It's a fact that successful companies and successful people always set goals and then work towards achieving these goals.

However, it's also a fact that many people who are successful do not necessarily set goals. But how much more successful would they become if they did set goals?

So, what are goals?

There are numerous explanations, but, put briefly, goals are the things that you aim or aspire to achieve to enhance or enrich your life.

Goals are established and pursued in order to achieve a desired

result. Whether they are short or long-term, they provide a clear understanding of what the business (or person) is striving to accomplish.

Often, the success of a business will depend on its long-range goals for sales, increased market share, profits, competitive position, development of personnel and industrial relations.

To accomplish these goals, the business will need to identify short and intermediate goals that it can work toward each year.

Why set goals?

Setting goals for the future is the same thing as preparing a Cash Flow Forecast for your business. I say it's the same, because in both instances you are projecting your business activities into the future, and predicting an outcome.

Setting goals can be easy, and achieving the desired outcome can be very rewarding, both financially as well as psychologically.

Many of us decide not to set goals because we are concerned that we might not achieve the desired result; and, rather than fail, we decide not to set goals at all.

However, the mistake that many of us make is initially setting our goals too high.

Take "baby steps" first

When setting goals for your business (or your personal life) it is always a good idea to remember the S.M.A.R.T. approach, and set goals that can be realistically achieved.

So, your goals must be:
Specific
Measurable
Achievable

Realistic, and
Timely

What are some examples of business goals?

Most small business owners have very similar goals, some typical examples are:

- ⇒ Increase Profit
- ⇒ Become More Efficient
- ⇒ Improve Customer Service
- ⇒ Grow the Business

* **Increasing profit** can mean different things to different businesses. For example: You might aim at decreasing costs by finding new premises that reduce your rent by \$200 a week. Or your goal might be to gain 5 new customers every month.

* **Become more efficient** could mean that you decide to hold weekly staff meetings from now on. Or it might mean improving delivery times by sourcing a new courier

* **Improving customer service** in your business might mean setting a policy that all customer enquiries are responded to before the close of business on the same day. To another business it might mean developing a customer service card to keep track of their ongoing purchases.

* **Grow the Business** to one business might mean expanding to have two outlets by the end of 2021, to another business it could mean increasing your staff numbers to employ 2 more people over the next 12 months.

Whatever your goals might be, please remember to adopt the S.M.A.R.T. approach, and you will find that they are achievable





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Do Performance Reviews Increase Performance?

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."

Although it is difficult to measure definitively, knowing whether performance reviews increase, decrease, or make no appreciable difference to performance is important.

It is important because we spend a lot of time, administering, preparing and delivering performance reviews.

Consider this: An SME of 100 employees would devote approximately 200 hours - if done twice a year - to the interviews alone (assuming the meetings last one hour).

If you consider that two people are in these interviews, that is 400 hours of time taken up in face-to-face meetings that could be spent on other work-related activities. This does not take into account the time the manager and employee take to prepare for these

interviews.

Let us assume that the managers and the employees take 30 minutes each to prepare for the interviews on average. That amounts to another hour per appraisal. With 200 appraisals that is another 200 hours.

We are now up to 600 hours a year.

While the manager and employee are spending time preparing for and conducting their interviews they are neglecting their core duties. Accountants refer to this as an 'opportunity cost.' In this example, that amounts to another 600 hours of time.

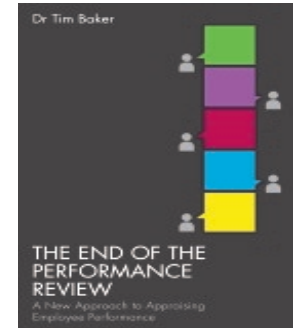
So we are now consuming 1200 hours of time on this appraisal exercise.

Working on a standard eight-hour working day, this means that approximately 150 person days are devoted to the exercise of appraising performance in an organization of 100 people.

In dollar terms, and based upon an aggregate \$65,000 wage, the average employee receives approximately \$178 a day. \$178 by 150 days equals \$26,700.

This figure, of course, is not listed in the profit and loss statement. But imagine if you were a manager and noted a line item in the expenses column of \$26,700 with no explanation next to it.

This is a fairly conservative figure and it is more likely to be higher than this, particularly for a larger business. At any rate, would you not query this and ask: What was this



expense item? And what return did the organization get for \$26,700?

Other questions you may rightly ask are: Are we getting value for money from this exercise? Or could we spend this time and money doing something else? I think it is time we questioned this 'investment' in time.

Is there a better way? For instance, if this SME devoted 150 days to directly improving its business processes and systems, would that make more of a difference? Or, what about devoting 150 days to improving the quality of service to customers? Would 150 days 'working on the business' instead of 'in the business' make a discernible difference in performance?

You may argue that appraising people's performance is in fact working on the business. But does it generate significant value?

This is an extract from my latest, just released book - *The End of the Performance Review: A New Approach to Appraising Employee Performance* (www.winnersatwork.com.au).





BIZTIPS

Business
Tips
For
Small Business

Are You A Successful Business Owner?

Let's face it: Most people can start a business these days, but it takes a lot of hard work and knowledge to turn it into a profitable business. As the owner of a small business, can you be honest with yourself and say with 100% certainty, that you have a profitable business and you are a successful and competent business owner? Looking back over 2020, are there things that you could have done better? Would you do it all again, the same way? Or, are there some things that you may have done differently?

Increase Your Sales in 2021

Make sure you don't just keep it in your head **Create a sales plan:** Start setting some of your realistic goals now. What are you going to do in 2021 that's different from what you're doing now?

Make it Simple: Try aiming at increasing your bottom line by a mere 2% per month .. if you realise this goal, then you will have increased your bottom line by 25% over the next year.

Control Your Time Just a Little More This Year

We all have only 24 hours in the day, and how we use that time dictates how much we value it and utilise it to our best advantage.

Start to develop a Time Plan ... but try it in "baby" steps first. Instead of developing a time management plan for the week – or even for the day – start by developing a plan for the next half-a-day **And Stick To It!!** ...

You will be surprised at the

difference to your day.

This Year, Be A Leader!!

This year, be determined to lead your competitors – not follow!!! It's a fact that every market place has its gaps, and this is mainly because most of your competitors are simply following their competitors, which means that they are all doing the same thing.

Dare To Be Different!! If you do the same thing as everybody else does, expect to get the same results as everybody else gets. Research your competitors thoroughly, and try being unique .. Set yourself apart from the mob.

Make Customer Service Your Number One Priority In 2021

Firstly, I'm sure that you would agree that if you continually provide poor customer service you will find it difficult to grow a successful business. However, good customer service can help your business grow dramatically.

You can establish a culture of excellent customer service in your business by planning, developing and sustaining a customer service program.

Train your staff to give your customers the highest level of service.

If You Say You're Going To Do It .. Then Do It!!!!

One of the quickest ways to lose your credibility with your customers is to not follow up with a promise. Trust can easily be lost when you say one thing and do another or do not follow through.

If you are serious about your business, and genuinely wish to build solid relationships with your customers, staff, suppliers, and stakeholders, if you say you're going to do something, then make sure that you do it.

Have You Achieved a Good Work / Life Balance?

Are you Guilty? Work-life balance has gained increasing prominence in recent years, and excessive working hours emerge as one of the issues of great concern. As small business owners (and also individuals) we each have unique responsibilities, what happens if these are compromised with multiple roles? Some of the typical causes of the lack of a good Work / Life Balance are:

- ☐ Longer work hours
- ☐ Continued rise in the cost of living
- ☐ Financial constraints
- ☐ Changing demographics
- ☐ More time in the car
- ☐ Deterioration of boundaries between work and home

Are You Guilty? What are you going to do about it in 2021????

Kick off this Year With a S.W.O.T. Analysis of Your Current Position

Start by looking at your **Strengths**; Write down those strengths that come to mind straight away ... and then identify how you can build on these.

Then identify your perceived **Weaknesses**; Be truthful with yourself, and then try to identify how you can avoid or overcome these weaknesses.

Then point out the **Opportunities** that you can see that you can take advantage of.

Finally, Identify the **Threats** in your business and try to identify how you can avoid or counter these.





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, trainers 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?

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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.



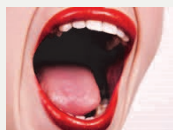
Welcome to our Newsletter

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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