



Facilitation Focus

ETHICS

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Facilitator; Trainer; Coach; Mentor; What's the Difference? Why the Controversy?

Coach, Mentor, Facilitator, Advisor, Consultant Is there a difference? Often it's just a matter of opinion, and the answer often depends on who you might ask.



Ann Rolfe of Mentoring Works who is an author, trainer and speaker with over thirty years experience in adult learning and career development also believes it can depend on who you ask.

"People seek distinctions between mentoring and coaching and arguments can become quite vehement between various schools of thought.", said Ann.

Business and career counselling materialised during the recession of the early 1990s when commercial enterprises trained career counsellors and coaches. Executive, personal and business coaches came into vogue and life coaching became popular.

Coaching and counselling became an industry, without regulation, and virtually anyone could set up a business as a coach or counsellor.

Ann Rolfe believes that coaching is still way ahead of mentoring in terms of accreditation with numerous reputable training courses leading to certification available through the International Coach Federation.

However, It is hard to find accredited mentor training.

Dennis Chiron, National President of the Institute of Business and Enterprise Facilitators ([AIBEF](http://aibef.org.au)), says: *"Many novice and experienced facilitators struggle with differentiating the methods of training, facilitating, coaching, and mentoring. These concepts can be confusing because, during any given session, a seasoned facilitator can move effortlessly from one method to another in what appears to be a seamless interaction."*

Today, nothing emphasises empowerment more than facilitation.

The role of facilitator only emerged as a separate set of skills in the 1980s. It has similarities to the traditional coach or mentor roles, but goes beyond them to actively participate and guide the individual or group towards identifying problems and developing solutions.

Often disregarded by those untrained in facilitation, setting ground rules is a key component of the facilitation process especially in meetings convened to discuss difficult problems or for training.

Certain aspects feature highly such as:

- being open to suggestions
- building on what has been developed
- allowing others space (to speak or express themselves)
- mutual respect

These are all closely associated with the idea of facilitation as a tool of empowerment.

A **facilitator** helps an individual or group of people in a business to reach an outcome or decision for which everyone will take responsibility and be fully committed.

A facilitator helps by providing a structure to a process enabling cooperative decision-making. You must note that a facilitator doesn't lead, but rather guides. In the simplest terms, they are consensus builders.

As a facilitator, you will serve three functions:

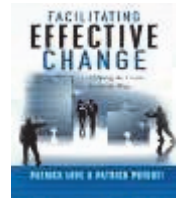
1. **Intervention:** You help the client(s) by guiding the conversation along a productive avenue. You also create a safe environment that is receptive to the exchange of constructive feedback.
2. **Encourage objectivity:** You help the client(s) take a step back and observe and interact objectively. You help them theorize and experiment with new approaches of accomplishing goals, objectives, tasks or problem solving.
3. **Understanding the learning process:** You help clients understand their respective learning processes.

This should help put issues in a more positive light and help facilitate a resolution by clients learning about their issues from different perspectives and different approaches to solutions.





Facilitating Change in Your Client's Organisation



At some point in time, many businesses have a range of products and services available to customers. These businesses have worked hard to develop and market these products, struggling to create something unique that can be distinguished from those of their competition.

But in business (and life too) nothing stays the same. A fierce competitor comes onto the scene, and starts to develop a strong marketing campaign and begins to attract your clients' customers away from the business.

You are working with one of these firms, and you have recognised there is a need for change within the organization. The difficulty may be that you will have to convince your client of the need for change.

The need for continual business growth The most functional and successful businesses are those that are able to challenge the current status quo they have made and build something new, even at the cost of moving on over time from what they once created and made successful.

Change occurs in every type of business, particularly during turbulent financial times.

Developing the skills to facilitate and manage organizational change requires enhanced leadership abilities. Working on your marketing skills allows you to promote new ideas effectively while improving your communications helps you get the point across to your reluctant client or business owner.

If you understand the stages people typically go through when

dealing with change you can successfully facilitate and manage transitions and mitigate problems.



Sandra Stopher a supporter of the *Transtheoretical Model* (Prochaska and DiClemente, 1982) tells us: Originating in the psychotherapy field, the relevance of the Transtheoretical Model (TTM) to facilitation has been explored as it can provide a useful guide to the different stages someone moves through when seeking change (Grant, 2010).

The model asserts that there are five main stages of change;

- ☐ Pre-contemplation,
- ☐ Contemplation,
- ☐ Preparation,
- ☐ Action and
- ☐ Maintenance.

There is also an additional stage which may be present, depending on the circumstances (Relapse). The model is cyclical, with progression between the stages varying from person to person.

The baseline is created by identifying the dissatisfaction, vision, first steps, and change resistance for each stakeholder involved with your change program. One method is using a spreadsheet application, make a table listing the stakeholders and each area of investigation:

- **Who** are the stakeholders?
- What are their expectations?
- How do they **feel** about the planned changes (**Vision**)?
- What **steps** will provide a good Return on Investment (ROI)?
- And finally: What **resistance** must be overcome to succeed?

Communicate Change Details

One way to facilitate change is to define what needs to change in as much detail as possible. For example, you can't just say, "Salespeople need to be *friendlier* to customers." You have to define "friendly". You have to communicate the characteristics of friendly behavior, such as "greet customers warmly", "ask about their concerns", or "address them by name". Once you know what the behaviour looks like, translate it in detail.

Communicate Successful Change

Always acknowledge your clients contributions. In order to facilitate change, you must focus your attention on people who change and ignore those who do not. This will send the message to others that you value the changes made and, in turn, encourage others to participate in the change program.

Measure Change Progress

Make sure you have a regular method to communicate where the organization stands with respect to the change program. Is the current dissatisfaction, vision, and first steps level greater than the *resistance to change*?

Recognize that people adjust differently to changes. In the beginning, people don't know what to expect and wait with anticipation. Some may become angry and confrontational.

When they realize that change is actually going to happen, people experience sadness about leaving behind the past.

Finally, they begin to accept the change and move forward. Learn to be patient when dealing with change. ■

DEVELOPING TOMORROW'S BUSINESS LEADER

“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.”

Vision: is often based on values because it represents the destination that a leader believes the company should reach if it lives out its values.

Courage: When things are changing fast companies need to take bold steps and move in new directions. As well as the vision to know which direction to go in leaders need the courage to take risks, break with the pack and deal resiliently with the inevitable adversity.

Empathy: Twenty-first century leaders need and interact with a wide variety of people ranging from employees, investors to governments and nongovernment organisations. In such situations it is vital for leaders to be culturally aware, have empathy and stand in others’ shoes.

Accessibility: Effective leaders of large dispersed organisations may have limited opportunity to meet people face-to-face, but they must take every opportunity to interact with those at the frontline and use a range of communications media to keep in touch and listen to the views of people at all levels.

High Level Negotiating and Interpersonal Skills: In several of the challenges and choices we have examined leaders need to negotiate at the highest levels

outside the organisation. This is particularly necessary in taking a more proactive role in helping to fill the global governance vacuum and develop relationships with non-government organisations, governments and other companies.

A Passion for Teamwork: Tomorrow’s great leader will not be a superhero who runs the company single-handedly but someone who will build a team from people of all backgrounds and give them space to make decisions – a very different skill.

Humility: The leader of tomorrow will accept his or her limitations. To hold a top level leadership position in a major global company is to be in a position of considerable power and to be constantly subjected to public scrutiny. In such a role self belief and confidence are essential qualities, but arrogance is damaging. It is important to balance confidence with a willingness to admit one’s mistakes and keep learning. Respect is earned through action and integrity, not through the trappings of position and power.

Commitment to Future Leaders: 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.



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This article is based on extracts from Les Pickett’s Tomorrow’s Global Company: Tomorrow’s Global Leaders presentation at the CEO and Business Leader Summit in Sydney.



The Importance Of Business Ethics



Business ethics is a form of applied ethics or professional ethics, that examines ethical principles and moral or ethical problems that can arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations. [Wikipedia](#)

All of us want and expect businesses to be fair, honest and beneficial to society. For that to happen, organizations need to abide by ethics or rule of law, engage themselves in fair practices and competition; all of which will benefit the consumer, the society and organization.

Australian consumers are becoming far more discerning and ethically-minded and business – large and small – are becoming more aware of modern day consumer expectations, according to a news report by the ABC. Consumers want ethical and responsible businesses and there's a rising expectation for business to have more of a social purpose and to have far more reason for doing business than simply making a profit.

An organisation's culture might not always reflect the ethical commitments that would be

expected in its ethical framework – its purpose, values and principles. And many businesses, again, large and small, question the importance of business ethics.

[The Business Ethics Resource Centre](#) believes that Business ethics are extremely important for any organization. A company that authentically promotes and fosters ethical practices will:

- Attract investors and customers alike
- Build and maintain its reputation
- Enhance productivity
- Increase employee and customer loyalty
- Reduce business risk

Creating and maintaining a strong ethical culture along with a focus on corporate social responsibility can have significant, positive benefits to a business including increased sales and profits, as well as increased employee loyalty and productivity.

A strong ethical culture will help ensure employees are making good ethical decisions for the business on a consistent basis.

Ethics are important to the business organisation as well as the whole community. Ethics

should be implemented ideally throughout all aspects and operations within organisation. With successful implementation of ethical management, organisation can enhance the efficiency in the long run.

Unfortunately, there are those organisations that do not perform ethically due to human nature and other inappropriate management control systems.

Business organisations with successful ethical management can achieve superior performance because they can attract and retain high quality staff, customers, suppliers as well as investors.

However, establishing the ethical organisation needs time and effort. It cannot be achieved automatically, because human beings are not morally perfect.

Those unethical staff, customers, suppliers, and investors are capable of preventing business organisations from achieving high integrity and superior performance.

Ethics in business should not and cannot be minimized if your company seeks to stand the test of time.





By [Clare Loewenthal](#)

How COVID-19 Has Impacted Female Entrepreneurs

The number one concern for female entrepreneurs prior to COVID-19 was funding, but now it's simply business survival, reports a new international study, *Future Females 2020: Changing Landscape of Entrepreneurship Survey*.

Within the first month of the pandemic, 59 per cent of the Future Females community had experienced a negative financial impact on their business, and “fear of the unknown/instability” rose by 18 per cent.

The report identifies three primary concerns for female business owners over recent months: lack of finances, lack of time and fear of the unknown.

The main forms of support that female entrepreneurs say they currently need are business guidance (40 per cent), financial support (38 per cent) and sources of motivation (11 per cent).

But it's not all bad news: while the global economy has been hit hard by the pandemic, respondents believe there are opportunities for innovation, creativity and growth.

The report says, “There has been a spike in the number of people interested in starting their own business, and in those who are looking for new ways to diversify their income, and to solve the new problems that have come to light as a result of COVID-19.”

In the face of current economic uncertainty, Future Female members are capitalizing on their strong customer relationships and using direct, conscious communication to build trust and provide support to their customers.

“Forty-four per cent of Future Females business owners say having a positive social impact is part of what success looks like for them, and many are looking to modify their product offering in order to meet the new market needs and help society to weather this global storm,” the report explains.

Online migration on the rise

The study reveals that a secondary effect of the pandemic is it's acted as an accelerator to the migration into the online space, with women across all industries taking advantage of digital assets and tools.

A Future Females survey conducted in March 2020, early in the pandemic, showed a clear shift towards starting and growing online businesses, with 38 per cent of the community growing “solely or primarily” online businesses, and another 30 per cent growing “partially online” businesses.

“As the entire landscape becomes more digitally focused, online funding platforms, payment solutions and marketing resources such as social media are proving to be game-changers,” the March report concluded.

Funding challenges remain

Lack of adequate funding has been a perennial challenge facing female entrepreneurs for decades, and this continues.

According to the International Finance Corporation, women business owners face an estimated \$1.5 trillion annual credit gap worldwide, only seven per cent of private equity and venture capital is invested in female-led businesses, and median female-led businesses have received only 65 per cent of the funding received by median male-led businesses.

Future Female posits that one contributing factor, also reported by

the International Finance Corporation, is that there are far fewer women in positions of seniority at influential firms, with women holding only 10 per cent of all senior positions in private equity and VC firms globally.

The women partners invest in almost twice the number of female entrepreneurs than male partners.

The apparent gender bias in funding remains despite a 2018 Boston Consulting Group (BCG) study showing that women typically require less capital to generate revenue. The study showed for every dollar invested, businesses founded by women generate almost twice the revenue of those founded by men.

The BCG report also revealed that the benefits of female-founded businesses can also be seen by comparing the return for investors, with gender-balanced founding teams achieving 20 per cent higher net IRR.

However, just 15 per cent of the investments made by VCs in 2017, were companies with gender-balanced founding teams according to the *Moving Toward Gender Balance in Private Equity and Venture Capital Report*.

Connection and community remain vital

Previous studies by Future Females examined the needs of female entrepreneurs.

The four key areas that were identified are skills development (both soft-skills and hard-skills), access to experts (through an influential network and the opportunity to learn from experienced mentors), access to funding and, finally, connection with peers and the building of community.



"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 accreditation and 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?

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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.



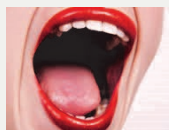
Welcome to our Newsletter

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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