



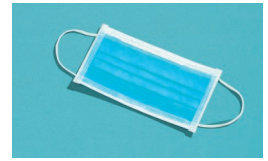
WHAT YOU DO MATTERS.

Facilitation Focus

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Six Ways COVID-19 Might Change Your Business (for the better)



How will consumer behaviour change your business after the coronavirus pandemic? These real-time insights provide some clues for small business owners.

As scores of small businesses face shifts in consumer behaviour due to COVID-19 (coronavirus) there's never been a better – or more important – time to consider pivoting your model, offerings or services to suit the ever-changing world. While many aspects of our lives remain in flux during times of crisis, there are a few emerging trends expected to outlast the pandemic that could alter your company – for the better.

Here are six ways your business might change as a result of the COVID-19 impact.

1. A (bigger) push for online services

With national isolation measures leading to consumers spending more time at home, it's unsurprising that e-commerce has experienced a significant bump. Recent data shows that sectors such as online retail, food home delivery and pet services have soared despite a general decline in discretionary spending.

But this isn't necessarily due to COVID-19, say experts; rather than being the direct result of reduced face-to-face dealings, it's more indicative of a growing appetite for shopping online and an evolving trust that Australians are placing in online-focused businesses.

Companies that are flexible in their future offerings, especially with the integration of online sales and services, are expected to fare far better post-coronavirus.

2. More localised production

Pre-coronavirus, Australia had a strong import and export relationship with China; in 2018, for example, imports from China topped \$21 billion. Now that supply chains, manufacturing schedules and delivery times have been compromised by widespread shutdowns, local businesses can use the opportunity to explore production. More than 90% of Australians aged 14 and over said they were more likely to buy products made at home, according to Roy Morgan findings before the pandemic, and this trend has gained momentum with coronavirus.

3. A move to mapping the supply chain in detail

Local businesses in Australia are expected to lose 10% of revenue as a result of coronavirus-related supply chain delays. Experts say that companies who employ supply chain mapping – a detailed knowledge of the supply chain at every tier – are emerging as the most successful in terms of weathering supply chain hiccups inflicted by coronavirus delays.

Taking a closer look at your supply chain beyond the first tier might help prevent costly delays in the future and it could be an opportunity to make your offerings faster, more efficient and more accurate.

4. A permanent switch in payment types

We were already on our way to **becoming a cashless society**. The pandemic and social distancing have led to an even more widespread adoption of cashless payments. So it makes sense for bricks-and-mortars to consider more seamless ways to integrate digital payments both in online and offline offerings of the business.

The goal is to minimise the obstacles your customers must overcome to reach the end point of sale. For example, small, portable card readers are now extremely popular and ideal if you're in hospitality or frequently change premises, such as market stalls and pop-ups.

5. An increase in wellness in the workplace

The quick shift to entire companies working from home has led to a desire to address any possible adverse effects, including anxiety, disconnection and low employee morale.

As such, investing in workplace wellness will become even more important for businesses striving to increase employee retention and reduce absenteeism, which costs the Australian economy approximately \$35 billion per year. That's a saving any business could benefit from.

6. A shift to a full-service model

While bricks-and-mortar stores aren't expected to completely collapse, the survival of retail brands will depend on a cohesive physical and digital offering, say experts.

There's still interest in spending – retail sales in Australia rose by 8.5% in the month of March 2021 alone – but shoppers may take time to feel comfortable in physical stores again.

Add to that March figures for ecommerce sales showed a 5.6% rise on a month-on-month seasonally adjusted basis means retail businesses might want to look at expanding their e-commerce offerings in line with the increases in online shopping.





About Motivation

Can We Really Motivate Others?



At a simple level, it seems obvious that people do things, such as go to work, run a business, encourage others, push themselves, etc. etc., in order to achieve things they want and to avoid things they don't want.

In other words, you have certain needs or wants and this causes you to do certain things (behaviour), which satisfy those needs (satisfaction).

It's a known fact that corporations all over the world contract Motivation Speakers to give their staff a "pep talk". These motivational speakers can charge up to \$20,000 a day, and their talks are meant to encourage and inspire people to achieve new heights in their endeavours.

Wikipedia tell us: A **motivational speaker** or **inspirational speaker** is a speaker who makes speeches intended to motivate or inspire an audience. Business entities may employ motivational speakers (for example) to communicate company strategy with clarity, to help employees to see the future in a positive light, and to inspire workers to pull together.

Every day of the week (and many weekends) there are business breakfasts and/or evening business functions held all over Australia, and business owners will eagerly attend these functions, in the hope and anticipation of being motivated by the Speaker/Presenter and perhaps, learning something new to improve their business and/or their life.



However, [Glenn Harrison](#) - an international emotionally intelligent

trainer and coach, and also an expert in body language - has a different view on Motivation.

Glenn believes that you can't really motivate people, but people can motivate themselves.

Motivation is when you are driven into action by something, or someone, that urges you to move. It can be as simple as throwing your leg out of bed in a morning, because you are motivated to get to work, to pay the bills.

It's as simple as being motivated to eat. Hunger motivates you into action. What leaders and managers should be saying is something like "How do I inspire the team, or a particular person, to follow the company vision, and work to their best ability?" How do I make them hungry to achieve?

Motivation comes from within; and it stems from desire, for example:-

- ☐ Desire to be the best you can be.
- ☐ Desire to be recognised.
- ☐ Desire to achieve.
- ☐ Desire for security.
- ☐ Desire to earn more money.
- ☐ Desire for status or even desire for control.

In order to generate this desire, we often have to inspire someone to 'want' that desire... And that's the skill requirement of the leader.

To enable that skill, the leader has to be able to communicate effectively with emotional intelligence. The leader has to be able to understand the motivational needs and barriers to that desire.

Motivating yourself can be simple for some people, but what if you have the need to motivate others. Motivation can come in all forms.

Perhaps you are a parent and need to get your child to clean his or her room or maybe you have a teen that needs to make better grades.

You could even be an employer that needs to get your employees excited about a new job or task. You can motivate others and sometimes the easiest way is by example.

Motivation is the reason why we do certain things. All people are different and will respond differently to motivation. Some are intrinsically motivated, meaning that they have the ability to get themselves ready without the need of others.

Others are extrinsically motivated, meaning that they need something such as rewards or encouragement to stay motivated. When you have the need to motivate others, it is helpful to know and understand what makes each person feel motivated.

In order to motivate others, whether it is your child, spouse or employee, **the first step of motivation is purpose.** You must make them understand that the job or task you need them to complete has a purpose.

Without a purpose, the person might wonder why that particular job or task is important. If they fail to see a purpose, they might not see that the job is important and it will be difficult for them to become motivated.

When you explain, or show that person that you need the task completed and why, they will better understand why it needs to be completed. ■



The Business and Enterprise Facilitator in Action

We all seem to know the role of a Business Coach, Mentor, Advisor or Consultant, but for many years the specific role of the Business and Enterprise Facilitator has remained a dark and clouded mystery.

Wikipedia describes the Business and Enterprise Facilitator this way: *"Business facilitators work in business, and other formal organizations but facilitators may also work with a variety of other groups and communities."*

It is a tenet of facilitation that the facilitator will not lead the group towards the answer that he/she thinks is best even if they possess an opinion on the subject matter. The facilitator's role is to make it easier for the group to arrive at its own answer, decision, or deliverable."

To put it simply, the Facilitator is the "complete package". The role of the Facilitator (in the context of personal, professional and organizational development) is to guide and support a group or an individual to gain clear insights regarding the results they want to accomplish and what methods they might use to accomplish those results.

The Facilitator might also guide and support the client to actually implement those methods, and even evaluate the implementation and results. The results and methods and the nature of how the Facilitator works with clients depends on the situation.

For example, the Facilitator might work in a rather direct role, making prominent suggestions of what the client should do and how to do it. Or,

the Facilitator might work in a more indirect role by gently noting what the group might do and how to do it.



Roles

Carter McNamara
MBA, PhD of
[Authenticity Consulting](#)
says that the first role of the Facilitator is **intervention**; you help the client learn by

guiding and suggesting, offering your professional opinion, and sometimes acting as a referral point to network with other professionals that may assist your client. Sometimes you may intervene by guiding the conversation to a more productive avenue, if the client tends to go off the track. You also create a safe environment that is receptive to the exchange of constructive feedback.

The next aspect involves **encouraging objectivity**. Here you help the client take a step back and observe and help them to theorize and experiment with new approaches of accomplishing goals, objectives, tasks, or problem solving.

Finally the third function deals with **understanding the learning process**. You try to help clients understand their respective learning processes. Once someone understands how to learn, we can change many different types of situations into learning experiences.

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

How Do You Recognize a High-Quality Facilitator?

McNamara believes that Facilitation is usually not an activity that follows a

standardized, specific procedure. So it's not an activity that many people can quickly ascertain as being done well or not. However, like many services that work to guide and support others toward improvement, there usually is a set of knowledge and skills that most people agree is necessary to be highly competent.

Core Interpersonal Skills for Facilitators



Although facilitators work primarily with groups, those groups are comprised of individuals. A good facilitator needs strong expertise in working with individuals as well as groups.

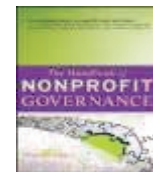
The following list includes skills that would be very useful for a facilitator to have:

- ☐ Body Language
- ☐ Coaching
- ☐ Conflict (Interpersonal)
- ☐ Feedback (Sharing)
- ☐ Handling Difficult People
- ☐ Listening
- ☐ Morale (Boosting)
- ☐ Motivating
- ☐ Negotiating
- ☐ Power and Influence (Managing)
- ☐ Presenting
- ☐ Questioning
- ☐ Trust (Building)
- ☐ Valuing Diversity



Challenges and Issues Facing Management and Boards of Not-For-Profit Enterprises

(Compiled by Dennis Chiron, Member of the AIBEF)



Not-for-profit (NFP) enterprises have a number of commonalities with for-profit companies, such as budgeting, planning, management, staffing. And yet, NFPs approach these activities from a totally different perspective.

Stanford Social Innovation Review has the view “ After all, the term nonprofit is the antithesis of the goal of business. Nonprofits have different business goals, and have to tread carefully to know when to learn from business examples and when to follow their own paths”.

The challenges that almost every NFP in Australia faces includes the ongoing need for improved execution in five areas of fundamental concern: mission focus, funding, board governance, succession planning, and performance measurement.

I have personally witnessed (first-hand) an outstanding NFP totally collapse due to Board mismanagement and incompetence. And whenever a well-performing NFP lose their way, usually one (or more) of these five perpetual issues lies at the root of the problem.

In addition, government funding cuts appear to be inevitable. As federal, state and local budget cuts loom, funding from these sources remains uncertain. Over the years, NFPs have seen steep cuts from government agencies, forcing them to rely more on the public sector for support.

Plus, we can't deny the fact that what might be “the flavour of the day” with government today, may

well be “sour” tomorrow. The plain facts are that no NFP should rely on ongoing government favouritism and preference, and support.

Richard Male of Richard Male and Associates believes that one of the main factors of NFPs failure, is a **Lack of Leadership** – He says: *“This is key because nothing really happens without strong leadership. The non-profit sector is just now beginning to realize that regardless of who is funding our organizations the stakeholders are counting on the leaders of the organizations to execute the programs and agendas. We have done a poor job in developing strong, independent, courageous, and ethical leadership in our sector”*.

Mr Male also states: *“We are training managers, not leaders. Leadership is the most talked about and least understood concept in our country. Most of the “leadership programs” that are available to non-profits are really just teaching people how to improve technical skills and set up systems rather than how to lead people and organizations”*.

Another obvious issue is the fact that there has been a significant increase in NFP organizations, creating increased competition for their share of allotted monies from both public and private sources.

Great credibility but lacks recognition – NFPs comprise one of the most credible industries in Australia; the vast majority of people trust our sector. But, overall, we don't have a lot of power and we don't receive recognition when decisions are made. We need to market and

promote the value of our sector and “position” our organizations as central elements of our communities.

Mission Matters Most. Leaders of a for-profit corporation can assert with ease that their mission is to maximize shareholder value. But NFP leaders lack such an inherent clarity of purpose, and therefore, it remains one of the greatest threat to NFP.

Innumerable external and internal stakeholders can lead to total Mission confusion. Many funders, clients and stakeholders can exert subtle but fierce pressure on the NFP to broaden their mission to accommodate a particular interest. It's also not uncommon for many NFPs to have some mediocre members on the Board.

Stanford Social Innovation Review believes **“A Better Board Will Make You Better”** Members of an NFP board must engage directly and deeply in the work of their organization. Otherwise, board meetings will degenerate into rubber-stamp exercises that deprive NFP leaders of much-needed strategic guidance; board members, for their part, will feel that their time has not been well spent.

An equally important matter is board composition. An NFP Board needs to have a diverse composition of professional backgrounds, with representatives from the private sector and from various segments of the community landscape.

And let's face it; who amongst us hasn't encountered the board member with the ‘hidden agenda’? ■



By [Steve Brambly](#)

How Abundance Mentality Improves Customer Relationships

An **abundance mentality or mindset** refers to the paradigm that there is plenty out there for everybody. ... Another way of looking at this phenomenon is in terms of a **scarcity mentality** versus an **abundance mindset**.

[Stephen Covey](#) initially coined these terms in his best-selling book, [The 7 Habits of Highly Effective People](#).

There are two types of experts. Some adopt the 'scarcity' approach and some adopt what we call abundance mentality. Of course, both attitudes are commonplace, but we believe the latter is a far better way to build solid, long-lasting relationships with clients.

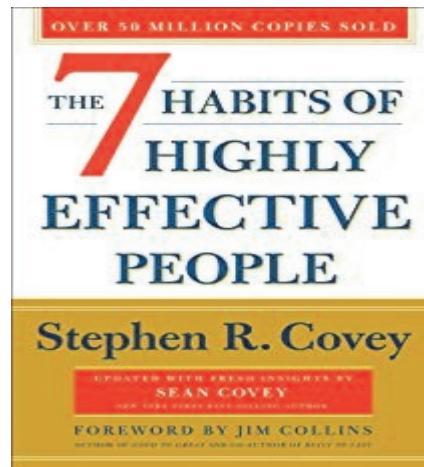
So firstly, let's have a look at the scarcity approach.

The Scarcity Expert

These experts like to remain slightly aloof. They think their expert knowledge is something that they can apply in limited quantities but at a high price.

Therefore, they try to stay in control at all times. Moreover, they often condescendingly treat their customers. To create the illusion of superiority, they use industry jargon and try to make the customer feel like their only choice is to use their services.

Furthermore, they often pressure clients into a decision by creating a sense of false urgency. Ultimately, they present themselves as knowing everything. This often leads to over-promising and consequently under-delivering.



Finally, they make the customer dependent on them and try to force a one-way relationship. For example, a scarcity adopting expert may be heard to say:

Your website is very broken, has been hacked, is unsafe and outdated. It needs to be completely rebuilt as quick as possible.

The other web designers will not be able to help you. Only we can do this for you, and it's going to get expensive.

Abundance Mentality

The second type of expert uses an abundance approach. Consequently, they share as much knowledge as they can.

As a result, they empower the customer by showcasing their expertise, encouraging an open dialogue, and ultimately, build trust. Moreover, this approach leaves the customer in control. They are now able to make an informed, realistic decision and in their preferred time frame.

Also, the abundance mentality approach means acknowledging that there is an open market with lots of different providers.

Therefore, proponents will openly

explain their own offering and trust in the value of their products and services.

Abundance Mentality Builds Powerful Partnerships

Furthermore, they will talk about the areas they are experts in and freely acknowledge their limitations. Indeed, at times, they will also recommend other companies that might be more suitable for the customer's needs.

Ultimately, they leave the decisions to the customer and will greatly appreciate the chance to work for a customer. In short, they want to build long-lasting business relationships based on trust, honesty and mutual benefit. For example, an abundance mentality supporter might say:

There are a few options. Firstly, you can have your website updated and fixed at a minimum cost. But bear in mind this would be a band-aid solution.

Secondly, we can go a step further and give your website a functionality and design overhaul.

Lastly, we can go all the way and completely re-imagine your online presence (user experience, branding, fully optimised content and media).

These options will cost X, Y & Z; we can provide our services within these budgets, we can meet these requirements and deliver in these time frames.

Furthermore, these things we can do very well, these other things we don't do, but we can make some recommendations about who can. So, feel free to check out all offers in the market, and of course, we would love if you came back to us for this work.



Welcome to AIBEF Continuing Professional Development



Continuing Professional Development (CPD) is embedded in our Institute's Constitution, not just for our members, but offering CPD to the much wider and diverse Business & Enterprise Facilitation profession is at the very heart of our Institute.

2021

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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.



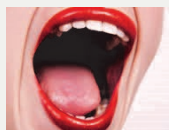
Welcome to our Newsletter

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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