



Facilitation Focus



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Cybersecurity Measures to Protect Against Potential Critical Threats



Every organization in Australia is a possible target and is at risk from cyber threats that can disrupt essential services and potentially result in impacts to public safety.

Over the past few years, cyber incidents have impacted many companies and many government departments, non-profits, charities and other organizations, large and small, across multiple sectors of the economy.

Most recently, public and private entities in Australia, USA, Great Britain and elsewhere, have suffered a series of malicious cyber incidents, including website defacement and private sector reports of potentially destructive malware on their systems that could result in severe harm to critical functions.

The identification of destructive malware is particularly alarming given that similar malware has been deployed in the past to cause significant, widespread damage to critical infrastructure.

This article is intended to ensure that every organization, in every small business in Australia is aware of critical cyber risks and take urgent steps to reduce the likelihood and impact of a potentially damaging compromise.

All organizations, regardless of sector or size, should immediately implement the steps outlined below.

Reduce the likelihood of a damaging cyber intrusion

- Validate that all remote access to the organization's network and privileged or



administrative access requires multi-factor authentication.

- Ensure that software is up to date, prioritizing updates that address known exploited vulnerabilities identified by the [Australian Cyber Security Centre \(ACSC\)](#).
- Confirm that the organization's IT personnel have disabled all ports and protocols that are not essential for business purposes.
- If the organization is using cloud services, ensure that IT personnel have reviewed and implemented strong controls outlined in ACSC's guidance.

Take steps to quickly detect a potential intrusion

- Ensure that cybersecurity/IT personnel are focused on identifying and quickly assessing any unexpected or unusual network behavior. Enable logging in order to better investigate issues or events.
- Confirm that the organization's entire network is protected by antivirus/antimalware software and that signatures in these tools are updated.
- If your firm is working with international organizations, take extra care to monitor, inspect, and isolate traffic from those organizations; closely review access controls for that traffic.

Ensure that the organization is prepared to respond if an intrusion occurs

- Designate a crisis-response team

with main points of contact for a suspected cybersecurity incident and roles/responsibilities within the organization, including technology, communications, legal and business continuity.

- Assure availability of key personnel; identify means to provide surge support for responding to an incident.
- Conduct a tabletop exercise to ensure that all participants understand their roles during an incident.

Maximize the organization's resilience to a destructive cyber incident

- Test backup procedures to ensure that critical data can be rapidly restored if the organization is impacted by ransomware or a destructive cyberattack; ensure that backups are isolated from network connections.
- If using industrial control systems or operational technology, conduct a test of manual controls to ensure that critical functions remain operable if the organization's network is unavailable or untrusted.

By implementing the steps above, all organizations can make near-term progress toward improving cybersecurity and resilience.

In addition the ACSC provides a comprehensive step-by-step guide detailing basic cyber security instructions for specific software, applications and devices.



Tamara Oppen

“Many Australian Entrepreneurs Rely On Their Instincts To Succeed”

Australian entrepreneurs credit their instincts as a driving force behind their decision to start their business, according to research released today by [GoDaddy](#), the company that empowers everyday entrepreneurs. The research sought to understand the role instincts play in launching and running a business, and found that the majority of respondents rely on their instincts daily and that they’ve had an overwhelmingly positive impact on their business success.

According to GoDaddy’s ‘Go For It’ research, 85% of surveyed Aussie entrepreneurs and business owners said that their instincts were either ‘important or very important’ in their decision to start their business. Three quarters (78%) believe that trusting their instincts has positively impacted their business, while only one per cent (1%) of respondents believe it has had a negative impact.

More than two-thirds (68%) trust their instincts to make business decisions ‘most days’, while 84% do so at least once a week. One third (31%) said they made an instinct-based decision every single day. Around half (53%) feel they’ve relied on their instincts more since the global pandemic started. Just three per cent (3%) reported that they’d used their instincts less during the pandemic - evidence to the extent to which entrepreneurs rely on instinct in testing times.

Instinct is prominent not just when tackling challenges, but pursuing growth. According to the research some of the most common decisions business owners make

based on instinct are: pricing changes (reported by 30%); business strategy (30%); investments (28%); and, hiring (24%). When asked about their hiring and upskilling plans, twice as many respondents (41% vs 20%) prioritise soft skills such as critical thinking and problem solving, which can contribute to instinct, compared to hard skills like a degree or digital skills.

[Tamara Oppen](#), Managing Director at GoDaddy Australia commented: “Resilience, adaptability and innovation are just some of the many characteristics associated with Australian small businesses. One of the biggest, but often overlooked traits, is instinct. While there are numerous ingredients that contribute to a successful entrepreneur, from industry skills and business acumen to diligence and planning, turning a dream into reality and a passion into a purpose ultimately requires decisiveness and a leap of faith.

“Many of us have had business ideas, but our moment of inspiration is often curbed by self-doubt. Whether it’s the decision to start a business or to overcome challenging situations, our research shows that instinct and assuredness are crucial for Australia’s entrepreneurs.

The last two years have presented some of the toughest challenges entrepreneurs have ever faced, yet data from ASIC (The Australian Securities and Investments Commission) revealed that business registrations were higher than pre-

pandemic levels. Empowered by instinct and driven by the pursuit of their dreams, entrepreneurial Aussies are demonstrating the power of possibility when ‘we go for it’.”

In 2021, the so-called [Yolo Economy](#) - the social phenomena in which Gen Z and Millennials threw caution to the wind and started businesses during the pandemic - gained traction across the globe. However, the research found that not only was instinct important to all demographics, not just those the identify with the Yolo Economy sentiment, it was actually more prevalent in older entrepreneurs.

Three in four (76%) 18-24-year-olds reported starting their business based on instinct, compared with 93% of those aged 65 and over. Furthermore, a little over half (54%) of 18-24-year-olds said they relied on their instincts ‘most days’, compared to 75% of those aged 45-64.

Roxane Coutts and Corrin Elliot, co-owners of Victorian-based [Barkery Deluxe Dog Treats](#) are just two of the Australian business owners who started their business based on instinct.

With a love of dogs and a desire to have more freedom and better work-life balance around their families, they built a website using GoDaddy Website Builder and haven’t looked back since.





Horizontal Workforce Hierarchies Are On The Horizon



Our workforce has gone through some rapid transformations recently: how we physically work has changed through remote working and flexible work options, as well as the rapid growth of start-ups, entrepreneurs, micro-businesses, and gig economy workers.

These changes have forced us to focus on how we structure our workplace in order to create efficient, collaborative and high-performing workplaces — and this means re-thinking the traditional vertical hierarchical structure.

The consequences of rigid vertical hierarchies

Businesses are filled with vertical hierarchies that denote linear processes, limiting communication and collaboration to those directly below and above you. By slowing down communication across a business, it is harder to achieve company alignment, efficient decision making and project deadlines. These rigid processes can render a business less efficient.

These structures are also detrimental to creativity and innovation, impacting your business' competitive position within growing markets. When you disconnect humans by keeping teams or roles in silos, you also separate skill-sets and knowledge, limiting value creation across employee and customer experiences.

Having a rigid vertical structure is also detrimental to ensuring

effective communication and connection amongst employees. A breakdown of communication and connection results in poor performance reduced motivation, and higher staff turn-over.

In SMEs, we see rigid hierarchies take their toll on senior leaders and managers, as there aren't as many checks and balances in the business to go through. This means work gets bottlenecked at the top, making efficiency lower. Adhering to this rigid structure also places a lot more work and pressure on managers and senior leaders- often leading to higher stress and burnout. All these factors form a flow-on effect for teams and employees, stifling growth and project momentum.

Many managers and leaders in the SME space are wearing multiple hats, and are involved in various aspects of the business. By holding onto this traditional hierarchy structure, we see these leaders bear the brunt of the pressure to sign off of all projects and movements within the business, leading to decision fatigue — which is not in the best interest of the business.

Horizontal hierarchies

With individuals evolving their career paths from ladders to lattices, employees are building diverse sets of knowledge that enrich their contributions at work. Each person has unique insights and worldviews to offer that should be valued to encourage transdisciplinary ways of working.

Horizontal hierarchies lead to better communication across teams and

higher employee motivation. Through reconnecting different departments, promoting shared leadership and embracing diverse perspectives we can improve employee alignment and involvement.

For many SMEs, shifting to a model that promotes shared leadership and shared stake in projects and deadlines gives agency to employees, which boosts their performance and stake in business projects and outcomes. It gives employees a chance to prove their authority through autonomy and trust.

Co-design, involving experts and generalists, can be an effective tool to create richer insights and build stakeholder buy-in. This open collaboration, connecting divisions together, brings people on the journey of change-making to develop their investment in your business practices.

Ultimately, businesses that reconnect humans at work will be able to better reconnect ideation and implementation. When the strategy-action gap closes, your business is better positioned to efficiently and effectively carry out your goals, resulting in higher performance and higher profits.

Innovation is an inherent part of our future workforce. With complex global problems, we need to utilise innovation in our processes, practices, and structures.



Some Critical Skills Of A Successful Enterprise Facilitator?



Having the right skills as a Facilitator and/or Mentor requires a lot more than just common sense. Research indicates that facilitators who develop and manage successful outcomes for their clients, demonstrate a number of specific, identifiable skills that enable learning and change to take place.

[Dr. Linda Phillip-Jones](#) believes that successful facilitators all have a similar and critical skills set, and they commonly use these specific competencies with many of their clients. Some of these critical skills are:

1. Teaching Capabilities

Probably all facilitators do some teaching or instructing as part of their mentoring. This skill is especially important in formal mentoring, and as such, you'll:

- be a "learning broker" as you assist your clients in finding resources such as people, books, software, websites, and other information sources;
- teach your clients new knowledge, skills, and attitudes by explaining, giving effective examples, and asking thought-provoking questions;
- help your clients gain broader perspectives of their organizations including history, values, culture, and politics;
- demonstrate or model effective behaviors, pointing out what you're trying to do; and
- help them monitor performance and refocus steps as needed.

2. Be Inspiring

One skill that can separate

outstanding mentors from very good ones is an ability to inspire their clients to greatness. By setting an example yourself and helping your client experience other inspirational people and situations, you can help them onto future paths that excite and motivate. Mentors vary in their ability to be inspiring.

- do inspiring actions yourself which challenge your mentees to improve;
- arrange other inspirational experiences for them;
- challenge them to rise above the mundane and do important things in life; and
- give specific (as opposed to vague) feedback on behaviors;

3. Providing Corrective Feedback

In addition to giving frequent and sincere positive feedback, effective facilitators should also be willing and able to give clients corrective feedback.

When you observe your mentees making mistakes or performing in less than desirable ways, you should be direct with them, letting them know what you perceive and providing some better ways for handling the situations. It will probably be better for them to hear it from you than from others.

- use positive, non-derogatory, business-like words and tone of voice with mentees when their behaviors or products aren't satisfactory;
- always give corrective feedback in private;
- give the feedback as soon as possible

4. Managing Risks

Another distinguishing characteristic

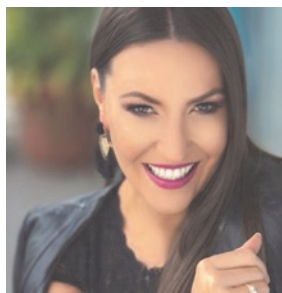
of effective mentors is their willingness and ability to protect their mentees from disasters. One of your tasks is to prevent your mentees from making unnecessary mistakes as they learn to take appropriate risks.

- help your mentees recognize the risks involved in actions and projects, including some risks (and mistakes) you've experienced;
- make suggestions to help them avoid major mistakes (business, career, financial, personal, and other) in judgment or action; and
- help them learn to prepare well, get wise counsel, then trust their own decisions and actions;

5. Opening Doors

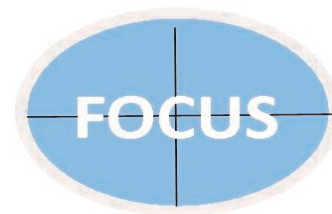
Facilitators are usually in a position to provide visibility for their mentees. This means opening the right doors that allow them to meet people and to demonstrate to different audiences what they can do. Research has shown that when mentors vouch for mentees in this way, their work is much more likely to be well received. To open doors, you'll:

- put in a good word to people who could help your mentees reach desired goals;
- personally introduce your mentees to appropriate contacts;
- make certain your mentees' abilities are noticed by others;
- give your mentees assignments or opportunities that enable them to interact with important colleagues, suppliers, or customers.



[Alita Harvey-Rodriguez](#)

What 21 Days of Focus can do for Small Business Growth



As a small-business owner or operator, you've probably spent some time lost in the Google-Galaxy of information. It's likely that you've been duped by the headlines and read into a strategy or two. Haven't we all?

In truth, as much as we all hate to admit it, growing a successful and sustainable business takes time and focus.

According to FreshBooks, most small businesses take at least two to three years to be profitable and don't become truly successful until the seven to 10-year mark. In short, it's a marathon, made up of hundreds of sprints. Sprints that you can smash out in just 21 days.

You won't go from zero to hero overnight, but with a heightened focus on these three key areas, there is a whole lot you can achieve in as little as 21 days!

Adopt the fundamentals of project management

Every business needs a project manager. Whether you're a Nan and Pop corner store, or a multi-national organisation. Trust me, everyone needs a project manager. We challenge you to spend just 21 days building rock-solid project management habits in goal-setting, task management and planning.

Trust us, these habits will act as a springboard for all kinds of success in your business.

Google terms to get you started: Kanban board, Trello,

Work In Progress (WIP) meetings and priorities matrix.

Get serious with social

Ad hoc posting works just fine for your personal social, but it simply won't cut it for your business social. We understand that social isn't for everyone, but we do challenge you to stick to a posting schedule for just 21 days.

Start by setting a social media schedule that is achievable. For you, this could be as little as 2 posts a week, or 9 in a month.

Now, consider the type of content your customer will engage with, mood board and develop some simple templates and/or content buckets.

Block out some time and schedule out the entire month using Facebook's Creator Studio. Get it out of the way and out of the back of your brain.

By setting time aside to smash it out it will feel like less of a chore.

Google terms to get you started: Facebook Creator Studio, Instagram feed mood board and free Canva templates

Set up email automation

Setting up email automation is like cleaning the microwave. You are reminded almost daily that you need to do it, and still, it takes weeks, sometimes months, before you get around to it.

Email is still the #1 revenue driver for small businesses. And email automation places this profit in

cruise control!

Think of it like a robo-vac. Get it set up properly and it will do all the hard work for you.

You don't need to do it all. Just focus on three key automation emails: welcome email, order confirmation and abandoned cart.

Google terms to get you started: Reallygoodemails.com and best practice for email automation.

Conclusion

We don't believe in overnights successes, but we do believe that a business can really evolve with a targeted focus for just 21 days. In today's rapidly-evolving digital landscape it's easy to become overwhelmed. So, if you don't know where to start, start here!

Alita Harvey-Rodriguez is known as one of Australia's leading digital marketing futurists and the brains behind MI Academy, an award-winning project-based training and consultancy provider. For over a decade, Alita has worked with global brands such as REA Group, Mr Toys Toyworld, Experian, Mountain Bikes Direct and Alfa Romeo to transform their marketing and customer experience. Today Alita works with tier one retailers to help create clarity in digital leadership. She specialises in data-driven transformation programs that help marketers leverage data to reveal hidden profits and build humanised communication strategies, creating raving fans out of customers.



Certified Master Business and Enterprise Facilitator



The title **Certified Master Business and Enterprise Facilitator** is the hallmark of excellence in Business and Enterprise Facilitation.

It illustrates to the world, that you are the consummate professional, and that you have achieved the premier National qualification and certification available to professionals in the industry.

The assessment process evaluates your skills and knowledge and your overall competencies, and once obtained, this certification will set you apart from all other facilitators.

This certification will illustrate to your clients your exceptional competence, and they will know that you will provide integrity, skills, knowledge and trust in all your business and enterprise relations.

If you are already a member or Associate member of the **Australasian Institute of Business and Enterprise Facilitators Inc. (AIBEF)**, it is acknowledged that you already have all of the skills and competencies required.

However, by undertaking this **Certified Master Business and Enterprise Facilitator** program, you can not only proudly display to the world that you are a Master in your role and in your industry, but it will entitle you to use the post nominals **MBEF (Certified)**.

This title truly reflects the role of a Business and Enterprise Facilitator who not only is the complete and total professional in their industry, but one who also applies knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Facilitators at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use solid communication skills to support both their clients and their own teams to meet goals and organisational or enterprise requirements.

For an Information Pack please email info@aibef.org.au



AIBEF 2022 INTERNATIONAL SCHOLARSHIP PROGRAM

"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, Mentoring or Facilitation Services?**
 - **Are you looking for recognition of your facilitation skills?**
- **Wanting to give clients the confirmation of your professionalism and experience?**
 - **The AIBEF is awarding 20 + Scholarships in 2022– Apply Now!**

www.aibef.org.au/aibef-scholarship-program

A program has been launched to enable business advisors and mentors to achieve industry-recognised accreditation without the need for lengthy study or expensive courses.

The Australasian Institute of Business and Enterprise Facilitators' (AIBEF) new scholarship program recognises the skills, knowledge and experience of business advisors and mentors who have the expertise but may not have gained relevant accreditation or qualifications.

There are three Scholarship categories:

- **Women**
- **Young Advisors (up to 29 years of age)**
- **General**

Additional details and Application Form is on our web site (www.aibef.org.au); or you can send an email to info@aibef.org.au requesting these forms to be sent to you.

Australasian Institute of Business and Enterprise Facilitators Inc.

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AIBEF Code of Conduct

All AIBEF members are obliged to maintain professional standards and ensure the legitimate interests of their clients are paramount. They must ensure that any conflicts of interests are avoided and confidentiality maintained. Members are required to adhere to the highest standards of facilitation, advice, referral, information provision, support and client care through undertaking ongoing professional development

The Process of Becoming an AIBEF Accredited Facilitator

To be an accredited Member of AIBEF, simply submit your application to the AIBEF Secretariat.

The AIBEF Accreditation Committee then assesses your experience and qualifications and will advise you of the Institute's decision.

Often this decision is partly based on Recognition of Prior Learning (RPL) where the Committee takes into account the equivalent experience of the candidate. The new AIBEF Member is then provided with a certificate of Membership and is invited to have their name listed on the Institute's website, and can immediately use the post nominal *M.A.I.B.E.F.* after their name.

Whether it is a concern about business start-up or growth, a marketing issue, HR or financial issue, a member of the AIBEF can provide effective guidance and support to entrepreneurs, business owners, communities or organisations.

Ph: +61 0410 082 201

About the Institute

Benefits of Membership **Some benefits include:**

Recognition of the professional qualifications of Member of the Institute of Business and Enterprise Facilitators (MAIBEF) and Fellow of the Institute of Business and Enterprise Facilitators (FAIBEF) in Australia and New Zealand.

The ability to use the post-nominals, MAIBEF and FAIBEF in promoting their activities and achieve:

- credibility/validation as an enterprise and business facilitator
- a premium for services
- client confidence and direct benefits to their business secure and regular employment/use as a business facilitator and enhanced market/business opportunities

Personal confidence and increasing business:

- through business support organisations including training providers and centres increasingly requiring counsellors/advisers to be professionally trained and experienced facilitators
- achieved through the formal recognition of practitioner skills
- by becoming preferred contractors.

The sharing of knowledge and skills and growth of new business through:

- peer networking and interchange of ideas with other



Members and Fellows

- peer mentoring of other Members and potential Members
- enabling contacts (formal and informal) with peer organisations and alliances

Regular electronic Newsletters and communications that:

- disseminate news of major developments in the business support industry
- notify Members of relevant conferences and events
- keep Members up to date with current issues
- notify Members about opportunities in professional development

Development of business facilitation skills and knowledge through the provision of:

- notification of opportunities to participate in ongoing targeted and specific professional development
- access to professional development in recommended training courses
- the best and most up to date information on business and training/facilitation.

Representation to others (government and non-government) on Members behalf on issues



affecting business facilitation.

A.I.B.E.F. Established 24 years

Web: www.aibef.org.au

Email: info@aibef.org.au



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?

Thanks for the Info

Just a note to thank you for the helpful information contained in your magazine. I'm a client of one of your members, who sends your magazine onto me. I find it easy to read and some of the ideas in the numerous articles are very useful and valuable.

*Peter Haley
Solar For Life
Coffs Harbour, NSW*

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.

For more information please contact:

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