

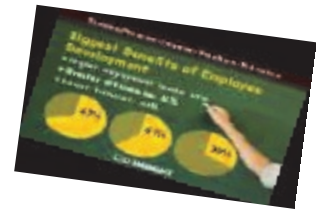
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Web: www.aibef.org.au



Implementing an Employee Training & Development Program



Training is the backbone of workplace success, safety, and performance which serve as the catalyst for employee skills improvement and development. Instituting a concrete and comprehensive workplace training program will provide any company with charted results and measurable success.

As an employer, you have certain obligations in relation to training your staff. You need to ensure that staff are trained to do their jobs safely and, in certain industries, you may be legally obliged to provide staff with specific training.

Businesses with a culture of training are seen as quality organisations. To develop a strong training culture, you must understand the benefits of training. This knowledge will help you make informed decisions, and will support members of staff who will be responsible for managing the training.

In addition to these precepts, a workplace training program raises and solidifies standards and also aids in quality assurance and best business practices. These initiatives often bolster productivity, efficiency and profitability.

To implement the right training for your business, you need to identify your business and employee training needs. You can do this yourself, or you can recruit a human resources (HR) consultant or training organisation to help you assess your training needs and advise on training options.

Who is responsible for employee training and development?

Employee training is the responsibility of the organization. Employee development is a shared responsibility of management and the individual employee. The responsibility of management is to provide the right resources and an environment that supports the growth and development needs of the individual employee.

For employee training and development to be successful, management should:

- Provide a well-crafted job description - it is the foundation upon which employee training and development activities are built
- Provide training required by employees to meet the basic competencies for the job. This is usually the supervisor's responsibility
- Develop a good understanding of the knowledge, skills and abilities that the organization will need in the future. What are the long-term goals of the organization and what are the implications of these goals for employee development? Share this knowledge with staff
- Look for learning opportunities in every-day activity. Was there an incident with a client that everyone could learn from? Is there a new government report with implications for the organization?
- Explain the employee development process and encourage staff to develop individual development plans

- Support staff when they identify learning activities that make them an asset to your organization both now and in the future

For employee development to be a success, the individual employee should:

- Look for learning opportunities in everyday activities
- Identify goals and activities for development and prepare an individual development plan

The individual development planning process

An individual development plan is prepared by the employee in partnership with his or her supervisor. The plan is based upon the needs of the employee, the position and the organization. A good individual development plan will be interesting, achievable, practical and realistic. It is implemented with the approval of the employee's supervisor.

IDPs are an excellent tool that employers and supervisors can use to develop and motivate their staff. By encouraging a focused approach to each individual's training/developmental needs, employers can help their employees enhance their job skills and become more effective and productive.

Employers who promote the use of IDPs also send a clear message to their charges that they view each person's professional development as a priority. If done properly (i.e. with sincerity and follow-through) this tends to be a good motivator for most employees. ■



The Importance of Maintaining Composure



With increased marketplace demands and intensifying competitive factors that surround us, leaders must have greater poise, agility and patience to minimize the impact of uncertainty. How leaders respond to these and other growing pressures is an indicator of their leadership skills.

Composure is reflected in their attitude, body language and overall presence. In today's ever changing business environment, it is clear that leadership is not only about elevating the performance, aptitude and development of people – but more so about the ability to make people feel safe and secure.

Move up <http://i.forbesimg.com>
Move down

Quite often, crisis results when composure is missing.

During times of uncertainty and adversity, crisis and change – you must avoid showing any signs of leadership immaturity or lack of preparedness that will make your team feel unsafe and insecure. Here are seven ways to maintain leadership composure during the most pressure-packed moments:

1. Don't Allow Your Emotions to Get in the Way

Don't wear their emotions on your sleeve. Don't yell or get overly animated when times get tough. When you allow your emotions to get in the way, employees interpret this as a sign you are not being objective enough and too passionate about the situation at hand.

2. Don't Take Things Personally

Leaders shouldn't take things personally when things don't go



their way. Business decisions and circumstances don't always play out logically. As a leader, remain calm and don't get defensive or think that you always must justify your thinking and actions.

When you begin to take things personally, it's difficult to maintain your composure and make those around you believe that you have things under control.

3. Keep a Positive Mental Attitude

Employees are always watching their leader's actions, behaviour, relationships and overall demeanour. During the most difficult of times, leaders must maintain a positive mental attitude and manage a narrative that keeps their employees inspired and hopeful.

Leaders set the tone for the organization they serve. A positive attitude can neutralize chaos and allow a leader to course correct through any negativity. Keep a positive mental attitude and never stop moving forward. Stay focused on building positive momentum for the betterment of the healthier whole.

4. Remain Fearless

When leaders project confidence,

they instill it in others. During uncertain times, leaders must remain fearless and project a cool persona that communicates composure to those they lead.

5. Respond Decisively

Leaders who maintain their composure will never show any signs of doubt. They speak with conviction, confidence and authority – whether they know the answer or not! With their delivery alone, they give their employees a sense that everything is under control.

6. Take Accountability

Leaders are most composed during times of crisis and change when they are fully committed to resolving the issue at hand. When you are accountable, this means that you have made the decision to assume responsibility and take the required steps to problem solve before the situation gets out of hand.

7. Act Like You Have Been There Before

Great leaders know that one of the most effective ways to maintain composure during difficult times is to act like you have been there before. Leaders that act as though they have been through the problem solving process numerous times before are those with strong presence who approach the matter at hand with a sense of elegance and grace.

They are patient, they are active listeners, and they will genuinely take a compassionate approach to ease the hardships that anyone else is experiencing.

As the saying goes, "Keep Calm and Carry On!"

Considering Exporting?

Pricing Your Product for Export



PRICING - How do you price your product for export?

One way to find more customers is to expand your geographic market you are targeting. Have you considered selling overseas? It can be an excellent way to dramatically increase sales.

Firstly, you know how to price your product for the local market. Is it priced to what the market will bear? Is it calculated on a 'cost plus' basis? Is it the cheapest, or is it the most expensive? Does it provide good value for money?

Whatever your pricing strategy, I'll bet that price is not your only marketing advantage. Other features of your product rank equally with, or more prominently, than price!

Yet, local manufacturers seem to have a real hang-up about price when it comes to export markets.

Obviously, price is a significant feature. However, for most manufactured goods, price is not as important as service, market support, customer support, or value for money.

Consider your own purchasing decisions. How many purchases do you make on price alone? Would you import a product simply because it is cheap?

If you did, would you expect it to be high in quality? Probably not ... Yet, time and time again, we think that overseas buyers will only purchase our products if we supply them at bargain basement



prices.

That is a very common yet very serious mistake.

I know that the low price mentality permeates many sectors of our business community, and even those branches of government who attempt to assist exporters.

It probably stems from the days when bulk commodities were just about the only goods we exported and the sole competitive advantage they could have was price.

BUT, in today's sophisticated market where Aussie manufacturers are trying to sell high quality, world class products, we need to draw the emphasis away from price. We need to promote and focus on other features of our products and the advantages and benefits these will have for our customers.

Looking rationally at the overall Australian export scene, it is just about impossible for us to compete on price.

Our cost structures are generally higher - *and sometimes much higher* - than many of our international competitors.

Wages; infrastructure; components; general operating costs, are all generally higher than our

international competitors. Not to mention the fact that our geographic isolation dictates higher transportation / delivery costs.

Additionally, that fact that even our largest factories are small by global standards comparison, means we cannot produce sufficient volumes of products to satisfy demand for cheaper goods.

So, why do we keep trying to sell on price?

Now, please don't misunderstand my intended message I'm not trying to paint a picture of doom and gloom.

Australian products are very competitive on world markets in terms of innovation and quality.

Admittedly, we do, sometimes, have a few "glitches" in terms of consistency in quality and reliability of supply, and perhaps these are the real reasons why foreign importers try to squeeze our prices. ... and maybe these are the areas on which we need to focus our attention.

Let's face it. In terms of manufacturing goods, Australia is a supplier to niche markets. So, low quantity, high quality and high prices are really 'the order of the day'.

It is possible, and it is - absolutely - the most sensible strategy for us to pursue.



Creative Leadership



One of the essential ingredients of high performing individuals, teams and organisations is creativity ([Basadur, 2004](#)).

But before we discuss why creative leadership is so crucial in today's society, we need to understand the difference between two closely related things: Creativity and Innovation.

[Mark Batey](#), *Manchester Business School* says: "Creativity is the capacity to come up with ideas for solving problems and exploiting opportunities. Innovation is the ability to turn those creative ideas into new products and services. To put it another way: creativity is inspiration; innovation is perspiration."

In that case, a creative leader is someone within an organisation who is capable of producing the conditions that enable those in their team to generate creative ideas. These ideas will help the organisation to move forward.

Creative people push the boundaries; they seek new ways of seeing, interpreting, understanding and questioning. They can accept the ambiguity of contradiction and uncertainty. They can tolerate disorder and unpredictability.

In fact, they thrive in circumstances which others might see as chaotic and disorderly ([Montuori & Purser, 1999](#)).

Creativity and Creative Leadership is probably one of the most important (but sadly lacking)

leadership qualities needed in this decade, if not this century.

Creative leaders are not just born that way, and they just don't have very strong personalities if they are to lead successful organizations. They must profoundly understand and know human behaviour, and, most importantly, understand who they are and what motivates them to success and what can cause their failures.

Creative leadership is built on the idea that everyone at every level in the organization is a leader; that leaders must know themselves, alert to their failings and graces, to better serve the organization; and that only by mastering complexity – both human and organizational – will leaders be able to achieve alignment. ([Doug Guthrie, 2012](#))

Whether you are the CEO of a large organisation; the leader of a team or division within such an organisation; or the founder of a small company, creative leadership is critical to your innovation success. Innovation is the result of successfully implementing creative ideas.

Moreover, the process from idea to implementation, of a breakthrough innovation, requires a great deal of creativity. And to achieve this, you need creative leadership.

[Jeffrey Paul Baumgartner](#) believes: "It is not about your creativity. It is about your team's creativity" Creative leadership has very little to do with your creativity and everything to do with your team's creativity. If it was only about your creativity, you wouldn't need a team would you?

You are only one person. Your team (which might be your entire company) is many people.

Tapping into the cumulative creativity of 10 or 100 or 1000 people will clearly result in better results than tapping into the creativity of one person, no matter how creative you are, and ignoring everyone else.

What Makes a Creative Leader?

Creative leaders love challenges that test their limits. They also do not fear the fact that they don't know something, and they see setbacks as just that - opportunities for personal growth.

Drawing from his experience, [Dr Kalam](#) articulated eight key tenets of creative leadership that are critical for driving innovation and growth in the emerging global knowledge economy:

1. The leader must have a vision for the organization
2. The leader must have the passion to transform that vision into action
3. The leader must be able to travel into an unexplored path
4. The leader must know how to manage both success *and* failure
5. The leader must have the courage to make decisions
6. The leader should have nobility in management
7. Every action of the leader should be transparent
8. The leader must work with integrity and succeed with integrity





Is There a Need For Training In Your Business?



The future of any company is dependent on the skills, knowledge and motivation of its people. Training of staff is necessary to provide employees with knowledge and ability to carry out their work correctly and satisfactorily. This will enable the company to increase output and help employees to feel more confident in their work and their productivity. Employees will be more motivated and enthusiastic about their work which may open new and long-term opportunities for them.

To achieve successful staff training and development, there are two main areas to concentrate on. They are:

- On-the-job training, and
- Off-the-job training

On-the-job training involves the new employee learning about the work by actually performing it at the workplace. An experienced co-worker, supervisor or manager should train the employee in the correct procedure for carrying out the work. In order to carry out on-the-job training successfully, there are a number of basic steps.

Firstly, you should explain to your staff who are undertaking the training, your firm's training procedures and your reasoning for the training. It may be to maintain quality, increase productivity, improve employee's skills or to maintain the reputation of the company for having skilled, highly trained staff.

The next step is to familiarise the

employee with the overall objectives of your firm, and explain the quality and quantity of work outcomes that are achieved.

They should then be shown how they are to achieve the expected level of work, and once this has been made clear, the trainer should go through the steps with them again. As a result, they will feel more comfortable and it will encourage more confidence and capability as they mature in their position.

Once the employee commences you should, once again, explain the correct procedure in carrying out the job. When mistakes occur correct them immediately, and if necessary, carry out the more difficult steps again.

Whenever they perform a task well, compliment them.

Finally, should ensure that they know who to report to if problems occur. This person should be someone who is always present and easy to find.

Off-the-job training: as the name suggests, off-the-job training is provided away from the immediate workplace.

This might be at a specialist training centre or at a college or at a company's own premises. This type of training can be particularly useful for developing transferable skills that can be used in many different parts of the business. It may be used, for example, to train employees in the use of new equipment and new methods or to bring them up to date

with changes in the law.

Off-the-job training involves training outside of the working premises and may include seminars, lectures and case studies. These can be very useful when training staff for it gives them outside information which the company may overlook.

It will widen the scope for the staff who are undertaking the training, and will contribute to developing a more competent employee.

Typical off-the-job training may include:

- Day release (employee takes time off work to attend a local college or training centre)
- Distance learning / evening classes
- Block release courses - which may involve several weeks at a local college
- "Sandwich" courses - where the employee spends a longer period of time at college (e.g. six months) before returning to work
- Sponsored courses in higher education
- Self-study, computer-based training

A continuing training program is vital for any business - *big and small* - intent on improving employee's skills, increasing quality and productivity, improving morale and maintaining standards and reputation.



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.

2022

CPD TRAINING FOR BUSINESS & ENTERPRISE FACILITATORS

DELIVERY	All Programs are delivered online or by Distance Learning and are self-paced	
RECOGNITION	Statement of Completion issued.	
DURATION	All CPD SHORT COURSES are approximately of 2 - 3 hour study duration	
COST	AIBEF Members \$25.00 Non-Members \$35.00	CPD Yearly Planner and CPD Log are included

CPD SHORT COURSE SAMPLES

- | | | |
|-------------------------|------------------------------|------------------------------|
| ♦ Market Research | ♦ Contracting | ♦ Intro to Human Resources |
| ♦ Exporting | ♦ Accounting Concepts | ♦ Business Networking |
| ♦ Winning Customers | ♦ Sales Planning | ♦ Business Etiquette |
| ♦ Growing Your Business | ♦ Customer Service | ♦ Project Management |
| ♦ Competitive Advantage | ♦ Establish Values & Culture | ♦ Business Communication |
| ♦ Business Planning | ♦ Buying a Business | ♦ Giving Great Presentations |

Further information or application form please contact AIBEF CPD Training info@aibef.org.au +61 410 082 201



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.

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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.

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