



Facilitation FOCUS



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Code of Ethics

Do You Have One?



A business code of ethics is a set of rules that outline the ethical values a business implements in its policies and expects its staff to adhere to. The principles outline the mission and values of an organisation and can aid in guiding a business's decision-making and distinguishing right from wrong. ([Business Code of Ethics \(With Definition and Examples\) | Indeed.com Australia](#))

The Greek Philosopher **Socrates** is recognized as the Father of Ethics, and the Code of Ethics can be traced back to the time of **Hippocrates**.

In some industries, such as finance, law or the health care industry, there are laws that include a national code of ethics that governs professional conduct. Some companies may also choose to implement a code of ethics voluntarily and share this with their customers and employees.

Every business should have a Code of Ethics or Code of Conduct. However, whilst not required by law, these documents help improve company culture. Business ethics enhances the law by outlining acceptable behaviors beyond government control. Corporations establish business ethics to promote integrity among their employees and gain trust from key stakeholders, such as investors and consumers.

According to the **Organization for Economic Cooperation and Development (OECD)** characteristics of codes, codes of ethics are written to guide behavior. Facilitation/Mentoring occurs in the field of human relations and it is essential that a set of moral principles is provided and followed. Ethical principles affect how people make decisions and how they act in their personal and professional life. Ethics is concerned with what is good for individuals and society and is also described as moral philosophy.

The term “Facilitating” is used to describe all types of coaching, mentoring, training, consulting, that may take place, both in and outside of the work environment. The Australasian Institute of Business and Enterprise Facilitators (AIBEF) recognizes that there are many types of facilitating and that more specific detailed standards need to be produced to cover them all.

The AIBEF has been established over 25 years ago to promote business and enterprise facilitation best practices and to ensure that high standards are maintained in the facilitation relationship, whatever form that might take, so that the facilitation environment provides the greatest opportunity for learning and development.

The AIBEF Code of Ethics follows the lines of the **12 Principles of Business** of the OECD and describes what the client can expect from the facilitator in a guiding, training or supervisory relationship, and this should form the starting point for any further contractual agreement.

1. **HONESTY.** Be honest in all communications and actions.
2. **INTEGRITY.** Maintain personal integrity.
3. **PROMISE-KEEPING.** Keep promises and fulfill commitments.
4. **LOYALTY.** Be loyal within the framework of other ethical principles.
5. **FAIRNESS.** Strive to be fair and just in all dealings.
6. **CARING.** Demonstrate compassion and a genuine concern for the well-being of others.
7. **RESPECT FOR OTHERS.** Treat everyone with respect.
8. **LAW ABIDING.** Obey the law
9. **COMMITMENT TO EXCELLENCE.** Pursue excellence all the time in all things
10. **LEADERSHIP.** Exemplify honor and ethics.
11. **REPUTATION AND MORALE.**
12. **ACCOUNTABILITY.** Always be transparent and accountable.



[Code of Conduct | Hardy Reed](#)



Conducting a Risk Analysis and Management Plan



Reprinted by request

There's no doubt that business, big and small, take risks every day. Sometimes the risks are slight, and other times the risks can be overwhelming. Sometimes, taking a risk can have huge benefits, or, in fact, it can sometimes cause business closure. Before a business decides to take a risk, a Risk Analysis should be undertaken.

Regardless of the industry your business operates in, risk management processes are imperative to keeping your safe work systems up to date and relevant. To do this effectively, you must conduct regular risk assessments.

Carrying out a risk assessment strategy will assist the business owner to measure the potential outcomes of the risk, and make a sound decision to avoid financial stress and / or possible business failure. To carry out a Risk Analysis, you must first identify the possible threats that you face, then estimate their likely impacts if they were to happen, and finally estimate the likelihood that these threats will materialize.

Before carrying out the Risk Analysis, a brief SWAT Analysis should be conducted, with the purpose being to identify if the risk is either Internal to the business or External to the business. Generally, internal risks are more specific, and therefore usually easier to control and monitor.



Some typical examples of internal risks can be:

- Operational
- Financial
- Location
- Staffing
- Marketing

Conversely, external risks are usually out of your control, and although you may be able to accurately predict external risks, they are generally handled with a reactive approach.

Some typical examples of external risks are:

- Government regulations
- Changing economy
- COVID – 19 is a good example of a risk that has occurred which was out of your control
- New competitors coming into the market

Overall, the most common business risk categories are:

- Strategic – decisions concerning your business' objectives
- Compliance –the need to comply with laws, regulations, standards and codes of practice
- Financial –financial transactions, systems and structure of your business
- Operational –your operational and administrative procedures
- Environmental –external events that the business has little control over
- Reputation – the character or goodwill of the business

Preparing your Risk Management Plan

The Risk Management Plan should detail strategies for dealing with risks specific to your clients' business. It's vital to allocate time and resources to preparing the plan to reduce the likelihood of any incident occurring.

Your Plan is best developed by following these steps:

1. Firstly, identify the risk
2. Assess the risk
3. Manage the risk
4. Monitor and Review

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1. Identify the Risk

- Assess each function in the business and identify anything that could have a negative impact
- Review your records such as safety incidents or complaints to identify previous issues
- Consider any external risks that could impact on business
- Involve the staff – Brainstorming works wonders to “bring them out of their shell”



2. Assess the Risk

You can assess each identified risk by establishing:

- The likelihood (frequency) of it occurring
- The consequence (impact) if it occurred

To determine the likelihood and consequence of each risk it is useful to identify how each risk is currently controlled. Controls may include:

- Elimination
- Substitution
- Engineering controls
- Administrative controls
- Personal protective equipment

3. Manage the Risk

Managing risks involves developing cost effective options to deal with them including:

- Avoiding
- Reducing
- Transferring
- Accepting

4. Monitor and Review

You should regularly monitor and review your risk management plan and ensure the control measures and insurance cover is adequate.

The PPRR Risk Management Model

The prevention, preparedness, response and recovery (PPRR) model is a comprehensive approach to risk management. This model has been used by Australian emergency management agencies for decades and can save your business time and money when responding to a setback, incident or disaster. You can use the PPRR model to put plans in place to minimise losses in the event of an incident. PPRR will help you to anticipate possible direct impacts to your business, and impacts on your suppliers and customers.

[Mind Tools](#) tells us that Risk is made up of two parts: the probability of something going wrong, and the negative consequences if it does. Risk can be hard to spot, however, let alone to prepare for and manage. And, if you're hit by a consequence that you hadn't planned for, costs, time, and reputations could be on the line. Similarly, overestimating or overreacting to risks can create panic, and do more harm than good.

This makes Risk Analysis an essential tool. It can help you to identify and understand the risks that you could face in your role. In turn, this helps you to manage these risks, and minimize their impact on your plans.

By approaching risk in a logical manner you can identify what you can and [cannot control](#), and tackle potential problems with measured and appropriate action. This can then help to alleviate feelings of stress and anxiety, both in and outside of work.

The Business Facilitator

Although business facilitation has been known as an educational tool for centuries, it has recently become a particularly popular technique for professional development, primarily used within business organizations in the form of personal advising and coaching. On a micro-level scale, there are many start-up settings which provide facilitating for starting businesses in the “incubator” phase.

A business facilitation program can serve as an environment for observation, practice, learning and mastering of professional and business communication skills, creative thinking, ethical decision making, teamwork, interpersonal skills, and social responsibility.

[Daniela Koleva](#) believes that the program, being very flexible, might be used exclusively for learning and teaching purposes, for career development purposes, or both at the same time.



The facilitation process itself, has seen changes in today’s contemporary world. Whereas once the facilitator would usually work one-on-one with the client, it has now expanded into virtual electronic relationships and entire classes or groups are involved with the facilitation interactions. Successful business mentoring programs match facilitators with more experienced staff to reduce the necessary time needed to achieve competency, transfer knowledge and increase internal talent.

It’s interesting to note that about 70% of all Fortune 500 companies today practice formalized facilitating programs, and about half of all other companies have some kind of mentoring function in place.

The Teacher Facilitator

Teachers and Trainers play an important role in aiding the development of their students. Teaching is an activity which helps an individual to gain knowledge. The assessment of teachers helps individuals to be aware of learning outcomes. With the latest innovations in technology, the role of a teacher as a facilitator is witnessing some change.

We are all accustomed to thinking of teachers as the leaders in the classroom. Essentially, these are the people who tell us how to think and what to think about. They show us how to relate to subject matter and give us examples to understand their messages. While this is a common view that we have when considering the role of the teacher in a classroom setting, it is not accurate when we hear about a teacher as a facilitator of learning.

More and more schools and colleges are advising teachers to shift their roles from that of sole classroom leader to one who aids students in leading themselves. They are recognizing that the most powerful kind of learning does not come from being told what to think but in learning how to think about it for oneself.

A **facilitator of learning**, therefore, is a teacher who does not operate under the traditional concept of teaching, but rather is meant to guide and assist students in learning for themselves - picking apart ideas, forming their own thoughts about them, and owning material through self-exploration and dialogue.



[The Teacher as a Facilitator and Resource person](#)



Christmas Holiday Season and Small Business



How do the small and medium businesses compete with larger retail corporations especially during the joyous yet stressful holiday period? Christmas often shapes the success or failure for end of year.

"Thirty-six percent of small business owners admit the holiday season is a time of great stress for their business." ([FedEx Small Biz Pre-Holiday Survey 2021](#)). Below are some of the Findings from the FedEx and ABS2021 holiday season and what they mean for your business.

Over 300 small and medium-sized businesses and owners were surveyed to get their perspectives on topics that impact holiday business and shopping during peak season.

Firstly, here are **Seven 'Takeaways'** from the '21 holiday peak season:

1. A combination of unusual challenges led up to the holidays, and even with earlier shopping, the supply chain created roadblocks.
2. With continued growth of online shopping, there is an increasing need for efficient returns.
3. Despite challenges facing the season (particularly COVID 19), total retail sales exceeded expectations, and online sales reached a new high.
4. Online spend was more spread out across the season, as consumers shopped earlier to avoid delays and stock shortages.
5. Even with the availability of vaccinations this year, it was not *return-to-normal* holiday shopping.
6. 2020 holiday shopping behaviors returned in 2021 because of the conveniences they offered.
7. Social media provided new ways to inspire and help shoppers.

COVID-19 From January 2021 to the end of December 2021, in Australia there was an estimated seven day average of approximately 28,300 new cases every seven days. While this has had a huge impact on many aspects of normal business, supply chains affected large, medium and small business.

For example: The average time it took for a product to travel from China to Australia rose from 40 days in 2019 to 73 days in 2021, an 83% increase. For example: Massive labour shortages in 2021 had a huge impact on most industries, and the figures from the Financial Review suggested [almost one in three occupations experienced worker shortages](#).



[Andrew Spring](#) says that as the holiday season fast approaches, many Australian small businesses find themselves under increased pressure, due to increased competition, staff holidays, supplier shut down periods, cashflow headaches and unforeseen outgoings.

Andrew, who is a specialist insolvency and business recovery expert at [Jirsch Sutherland](#), says that with studies showing that [60 per cent of businesses](#) fail in the first year, Christmas can be incredibly testing for SMBs and it can either make or break a business that's just starting out. "We see first-hand the pressures that business owners face at this time of year. The holiday season can take its toll, both financially and emotionally but there are simple steps that can be taken to not only survive but thrive throughout the festive season," says Spring.

"Businesses who have concerns about managing the requirements of the holiday period should seek professional help as soon as possible," says Spring. "Options do exist and it's important to explore them. Put simply, it's important to speak with your advisers – accountants, legal representatives or an insolvency specialist – before it's too late."



[Jason Walsmley](#)

Three Free Resources Bootstrapped Businesses Need To Know About

In light of the changes COVID-19 has brought to doing business, SME businesses are always looking to save time, money and find ways to allocate resources to make their hard-earned dollars stretch a little longer.

While there are a significant amount of resources available to improve business operations, finding the right resource, at the right price, or for no cost at all, is a time-consuming task. Finding a credible, reliable and cost-effective resource is another challenge entirely.

Huge annual advancements in computers, phones, tablets, POS systems, cloud storage, data backup, software, and more create an ever-changing realm of IT possibilities and businesses invest their dollars accordingly. This can make it difficult to determine how to allocate businesses funds appropriately.

Many owners make the mistake of using the same IT budgeting model every year, without considering changing company needs and technological advancements that could benefit them.

Here are three free resources businesses need to know about that can assist SMEs in their growth and development with little to no budget.

Need help with your marketing and digital needs? Meet Google Digital Garage

Learn all about digital marketing for businesses at your own pace with resources designed to assist individuals with any knowledge and skill level with their business marketing.

Google Digital Garage is a one-stop-shop for businesses with online courses in everything from search ads to content marketing with the majority of the courses being free and approved by industry experts. This platform provides individuals with a tailored training plan to learn digital skills completely for free.

This style of small business mentoring ensures businesses can learn anywhere, anytime, about situations they might otherwise pay other businesses and contractors to engage in.

Need help with business? Meet Network Educate Invite

The Network Educate Invite (NEI) platform allows small- and micro-business owners to access everything they need to grow and build their business all in one place. NEI is an Educational platform with information from the best business coaches, mentors and business minds from around the country aimed at helping businesses grow.

The purpose of NEI is to create opportunities for businesses to do business and educate business owners looking to improve their operations, without having to pay thousands of dollars for the advice and resources required to fix a problem they may have.

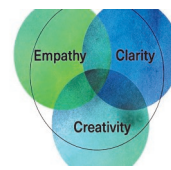
With a range of resources available to businesses, this platform can be accessed using an app and is at a user's fingertips 24/7. The NEI community is available to businesses in Australia.

Need help securing agreements and contracts? Meet DocuSign

The preference for cashless exchanges, the increase in popularity of online meetings and networking and the development of business agreement solutions, since the emergence of COVID-19, are changing the way we conduct business.

This is beneficial for businesses and customers as the concept of contactless business solutions can be completed and can be implemented as new normal customer interaction.

“Clickwrap agreement” legislation and the concept of online contracts being legally binding was addressed in 2000 with e-signature law-making electronic contracts and signatures legally binding in the same way a paper contract is legally binding.



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

Meet John Cannon MAIBEF



JOHN CANNON
MAIBEF

John has run his own practice in Queensland for over 20 years. His experience covers numerous aspects of financial services, business to business marketing, and also property development, together with client consulting, advising and mentoring roles.

John holds the following qualifications:-

- Diploma of Financial Planning
- Diploma of Life Insurance
- Masters of Business Administration

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Knowledge— Skills—Experience – Qualified – Accredited - Integrity

Are you looking for expert business assistance with your business? AIBEF and our network of qualified and skilled members offer expert counseling and training across Australia (and beyond).

All of our members are accredited and qualified experienced Business and Enterprise Facilitators, and have been required to achieve a designated standard of training, achieve the required level of qualifications set down by the AIBEF. They have delivered many hundreds of hours of business support and advice to business owners and their teams across Australia.

Part of the role of AIBEF is to provide ongoing Continuing Professional Development (CPD) for all of our members. This ongoing activity ensures that our members can constantly stay up to date and well-informed in their profession.

All of our members operate under a Code of Ethics, which includes attributes of:

*Confidentiality *Professional Competence *Professional Behavior *Objectivity *Integrity

Many of our members are experienced specialists in certain areas of business, and all of our members are “generalists” with a wide and diverse range of skills and knowledge.

Look for the AIBEF Accreditation with your Advisor, and you know that you have an experienced Professional who is a qualified expert in their industry.

Over the coming months, AIBEF will be featuring some of our members and profiling their skills and experience on our website and also in our monthly newsletter.

AIBEF

Maintaining Accreditation, Integrity and Knowledge for Business Advisors

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“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 of Business and Enterprise Facilitation



MORE INFORMATION?

Send an email to Dennis Chiron, AIBEF National President at president@aibef.org.au or phone +61 410 082 201

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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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