

# *Facilitation FOCUS*

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## Facilitating For New Opportunities, Products & Services



So, what is innovation? There are a few definitions. However, simply put *“Innovation is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services”* [Wikipedia](#)

And according to [MBA](#) there are four types of innovation:-

- Sustaining, or incremental innovation.
- Breakthrough innovation.
- Disruptive innovation.
- Basic research.

In today's digital age, the pace of change has gone into overdrive, and organisations - big and small - must get these strategic and creative factors right to innovate successfully. Even in today's “tricky” climate, there is still an abundance of ideas and opportunities that exist for the astute operator.

Your skill -as a Business Facilitator- is to know the difference between a potentially viable opportunity and one that is a “no-go”. How do you initially assess the viability of the product or service, or the potential of this opportunity when the entrepreneur makes their first appointment to see you.? Invariably, the client is excited and optimistic when they first walk in your door. And, if you assess the project or potential opportunity as simply being no damn good, how do you let the client down easy?

An opportunity is an exploitable situation or condition which the small business entrepreneur can turn into increased sales, profit or competitive edge through some marketing planning or action. The entrepreneur may be an existing business, for example, a pipe manufacturer. Your client has an idea to change the production process which could increase production by 10%, and ... you know that he needs to be able to be flexible. Flexibility and the speed with which changes can be put into effect is one of the key competitive advantages of the small business, and being flexible and willing to change is half the secret.

Gaining experience in any field is a process of trial and error, and a big mistake is often being too cautious to the extent where *‘nothing ventured is truly nothing gained’*

In many ways the whole principle of investment in small business is a calculated and controlled risk. To survive in a competitive business environment your client must be prepared to innovate and take risks. And often, sourcing a new product or service is a process of trial and error. The trial and error principle is especially important in marketing where new ideas are essential to increase sales in any business.

The small business entrepreneur who can arrange his / her commitments to either think through or trial the options, plan new products, or experiment and work at anticipating shifts in consumer demands, is in a much stronger competitive position - simply because he / she can react much quicker to changes in the market place.

Efficient small business management quite often requires a quick response. Some ideas will win and some ideas will fail. This simply means that any experimental “push” into a new market must be extensively planned to minimise any potential loss.

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This is usually where the Business Facilitator works with their client on a Risk Management Plan - I call it a “What If” Plan. The small business entrepreneur who does not evolve with the industry marketplace, runs a serious risk of soon becoming extinct.

Innovation needs to be high on the list of the small business marketing opportunities. As a guide to where new opportunities may arise or become available, the Business Facilitator might examine some of the following areas:

- ☐ Product advantage
- ☐ Changing lifestyle of the target market
- ☐ Changing lifestyle of the peripheral market
- ☐ Emerging technology
- ☐ Market coverage
- ☐ Discovery of new applications
- ☐ Improvement in service facilities
- ☐ Cost/price vulnerability



### **Why a thorough evaluation is necessary**

This is sometimes the “tricky” aspect for the Facilitator, because only a very small percentage of new ideas or products will ever make it to the marketplace. It may evolve through appropriate and thorough research that the project:

- ☐ will not work in the real world
- ☐ has no market
- ☐ lacks a viable plan for development and commercialization
- ☐ cannot be produced at a competitive price
- ☐ lacks people with inadequate knowledge of the market and competitors
- ☐ lacks the capital to advance it to the stage where it will be marketable

Unfortunately, there’s no proven formula for success, particularly when it comes to innovation.

If you are a skilled facilitator you should be able to define a clear intention for a process, and guide your clients through the process of solving problems together, and also redirect people if you notice things getting off track. It’s not about giving your participants all the answers - it’s about creating an environment where they are empowered to figure it out for themselves.

Remember, the driving forces behind research and development are creativity and innovation. [Saylor Academy](https://www.saylor.org/books/saylor-org/books/saylor-org/books/saylor-org/books/saylor-org/) tell us “*Creativity has been studied for many years and a variety of models and insights have been developed in order to understand and facilitate the creative process.*”

Whether you're an innovation coach, internal innovator or transformation leader, your ability to facilitate diverse teams through a structured process is critical to the success of changes you are driving.

## Business Facilitation Is A Fundamental Leadership Skill

According to the Association for [Talent Development](#) website (*the world's largest talent development organization*), facilitation in business is **the act of organising a meeting, event or workshop, and engaging participants in exploring, creating, inventing solutions or learning paths.**

The Business Facilitator is usually an experienced and qualified person who shares their knowledge, skills and advice with a less experienced person. The Business Facilitator becomes a trusted advisor and role model, supporting and encouraging their clients, with the goal of both the professional and personal development of their clients.

Overall, Business Facilitation services are designed to help professional practices, businesses, organisations and entire communities deal with their issues, problems and conflicts – constructively and efficiently. To facilitate effectively with organisations and/or communities, the Facilitator must be objective and focus on the "group process." That is, the ways that groups work together to perform tasks, make decisions and solve problems.

[CEO](#) says that Facilitation is Leadership. *"So much of leadership is about facilitation, and about spending time making sure that everyone feels safe to contribute ideas".*

When you think of the word 'leader' what characteristics spring to mind? Perhaps: strength, charisma, decisiveness, vision, negotiation skills, or something else. A word that isn't likely to arise is 'facilitation', and yet, so much of leadership is about facilitation.

A great facilitator knows how to draw out the ideas and thoughts of others, and to balance competing and diverse perspectives. They are able to ensure everyone involved feels heard and valued.

Leaders who facilitate spend time making sure that everyone feels safe to contribute ideas and to challenge existing constructs and dominant paradigms. They understand that actively facilitating collaboration and discussion across teams, business units and geographic boundaries will help secure better organisational outcomes.

As a Leader some (but not all) of the skills that a competent and Business Facilitator possesses are as follows:

- Confident
- Positive
- Emphatic
- Enthusiastic
- Supportive
- Trusting
- Focused
- Goal-oriented
- Observant
- Respectful.



In order for the Business Facilitators to be true a Leader, they will need to possess a certain skillset. It's rooted in their ability to be emotionally intelligent, respectful and weigh individual needs against desired business outcomes.





## Is Work-Life Balance Really Important?



5

Is work-life balance completely overrated? If you're working long hours doing what you love, what does it matter if the scales are out of balance? For lots of entrepreneurs who have turned their passion into a business, there's no need to keep work and life in separate boxes. When your passion and your work are in synch, spending your days (and nights) on the job is just how you enjoy spending time.

For devoted business owners who are a tad fed-up with people suggesting they need to get a life, the latest data from the [Household, Income and Labour Dynamics](#) longitudinal survey could provide some valuable ammunition.

It found work actually improves our general health. Plus, it concluded there is "no evidence that long hours of work (51 or more hours a week of paid work and 81 or more hours of total work) are detrimental to health."

However, a recent study, published in the [American Journal of Epidemiology](#), shows that a combination of stress, raised blood pressure and unhealthy diets stemming from long working hours may be the cause of thousands of workers' serious health problems.

The latest findings discovered by scientists at the [Finnish Institute of Occupational Health](#) support results from a 2011 British survey that revealed that doing more than 11 hours of work a day raised heart disease risks by 67 percent.

Lead researcher [Dr. Marianna Virtanen](#) and her team gathered data from 12 different studies going back to 1958, when researchers first suggested that working long hours could be

linked to poor heart health. In total, the studies involved more than 22,000 business owners and employees, from Britain, the USA, Japan, Sweden, Finland, Denmark and the Netherlands.

"There are several potential mechanisms that may underlie the association between long working hours and heart disease," study authors wrote. "One is prolonged exposure to psychological stress."

Researchers said that other factors could be increased levels of the stress hormone cortisol, poor eating habits and lack of physical activity due to limited leisure time. But, according to the ABC, in a report on the 21st August 2015, working 55 hours or more can significantly increase your risk of having a stroke, according to a new study.

The study, published in [The Lancet](#), analysed data from 25 studies that tracked the health of over 600,000 men and women from Europe, the US and Australia for up to eight and a half years.

"Pooling of all available studies on this topic allowed us to investigate the association between working hours and cardiovascular disease risk with greater precision than has previously been possible," says the study's lead author [Professor Mika Kivimäki](#) of the [Department of Epidemiology and Public Health, University College London](#).

The data showed that people working 55 hours a week had a 33 per cent greater risk of having a stroke than people who worked a standard 35 - 40 hour week.

And, the more hours people worked beyond standard hours, the higher their chance of having a stroke - even after accounting for other factors such as smoking, alcohol

consumption, physical activity, blood pressure and cholesterol. Working beyond 55 hours a week was also linked to a modest 13 per cent increased risk of developing coronary heart disease.

"Our findings suggest that more attention should be paid to the management of vascular risk factors in individuals who work long hours," say the researchers. The researchers say a number of factors such as stress, physical inactivity, and high alcohol consumption may contribute to the higher risk of stroke seen in people who work longer hours.

[Professor Dino Pisaniello](#) of the [University of Adelaide](#) says physical inactivity for extended periods is an underlying risk factor for both stroke and coronary heart disease.

"Long working hours is a proxy for other risk factors, which may be more common in workers of low socio-economic status," says Pisanello.

"The [study] should provide a stimulus for workplaces and regulators to re-examine long working hours and in particular, long periods of physical inactivity for men in lower paid jobs."

[Tony LaMontagne](#), a professor of work, health and wellbeing at [Deakin University](#) says the study reinforces a growing body of research that has linked long working hours to a variety of adverse health outcomes, as well as with work-family conflict.

Recent research by LaMontagne's group found that working over 49 hours was associated with lower mental health, especially for women working in jobs at higher occupational skill levels.

# The Many “Faces” of Enterprise Facilitation

Belyando Shire, an area of 30,281 sq km, and around 400 km north-west of Rockhampton.

It was established in 1879 and currently has a population of around 11,800



The shire was named after the Belyando River which rises to the former Shire's south at Alpha and enters the Burdekin system at Lake Dalrymple, west of Mackay.

In 2013 Belyando Enterprise Network Inc. (BENI) was established in partnership with Rio Tinto Coal Australia's Clermont Community Development Fund and the Sirolli Institute to bring Enterprise Facilitation ® to the Clermont community.

Terry Cook has been employed by BENI as the local Enterprise Facilitator, whose full-time role is to connect isolated entrepreneurs to the people, skills and resources that are most appropriate for the successful establishment and growth, of the proposed business.

The Belyando Enterprise Facilitation is a model for local economic development based on providing free, confidential and professional management advice to local potential entrepreneurs and existing businesses.

"True economic development walks on two legs. The first leg is concerned with the creation of an infrastructure; the second fosters people's ability to utilize these infrastructures.

To survive and develop, communities and local enterprises require roads, communication networks, transportation, energy, land, and the other basic elements of a sound infrastructure. However, no matter how sophisticated the local infrastructures may be, they are purposeless unless people use them.

Enterprise Facilitation is key to the second leg of economic and community development. Our method complements the strategic leg by helping communities to optimize all available resources.

Enterprise Facilitation is a grass-roots, responsive method that captures the motivation and intelligence of local, passionate individuals who are willing to invest themselves in community and development projects.

If infrastructure development can only be done strategically by observing the community trends and by projecting its future needs, Enterprise Facilitation can only be done responsively by becoming available to self-motivated individuals on an as-needed, just-in-time basis.

## What does the Enterprise Facilitator do?

The role of the Enterprise Facilitator is to:

- Facilitate the establishment of individual enterprises by becoming a mentor, advocate and “business doctor” to anyone with a business idea.
- Develop a network of communications at all levels of government and throughout the community.
- Efficiently manage day-to-day operations of the Enterprise Facilitation project.
- Conduct business research for clients consistent with the aims and objectives of the project.
- Terry Cook is the Clermont Enterprise Facilitator.
- His contacts details are: Phone: 0418 517 464



Terry Cook (left) - Clermont Enterprise Facilitator and Neville Foreman (Master Enterprise Facilitator from New Zealand)

## Belyando Enterprise Network

## Working From Home – Employee Responsibilities



[KC Hilton, WNB Legal](#)

As we all bask in the post-Covid lockdown freedom and life appears to finally be getting back to something that looks like the pre-2020 “normal”, there are still some lingering effects from the lockdown that may continue for a while, including the ability for some to work remotely.

A lot of us have had the experience of working from home in the last few years and can see the benefits for employees – no commute means you have more time to spend at home with the family before starting work and no more driving home tired, you can get your laundry done during your lunch break and for those of us living in this beautiful piece of the world, there may even be time for a swim at the beach during a break! The reality is, a lot of employers are now accepting that employees can be just as productive when working from home without the time lost commuting or the distractions of a busy workplace.

But when you are working from home where you feel more relaxed, it is sometimes easy to forget that employees still have responsibilities to their employer. You still have an obligation to adhere to the terms of your employment contract, whether it may be completing work during set times, recording your time spent on tasks or performing a set amount of work per week.

While it might be easy to duck out for a quick swim at lunch, the work hours you are required to perform under your employment contract are important to keep in mind. You also still have the responsibility of following any relevant policies, procedures and reasonable directions from your employer which may include things like regular communication with the office and keeping business records secure and confidential which can be more difficult if you do not have a separate space to work at home.



You also have the responsibility of taking reasonable care of your own health and safety. Although you should be covered by your employer’s worker’s compensation insurance policy while working remotely, keep in mind that you may need to prove that you were injured during work hours/employment duties as opposed to during that swim at the beach in order for any injuries to be covered.

If you are anything like me, working from home has become the new normal. In order for it to work for both you and your employer, it’s important that you minimise distractions, agree beforehand on work hours and/or time frames for tasks to be performed so the expectations are realistic on both sides, and that you stay connected with your employer in relation to work matters just as you would in the workplace.

Now I’m headed to the beach for that swim!

*\*Kari Clar Hilton, or “KC”, is the principal solicitor and company director of WNB Legal Pty Ltd*

# 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 University 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. ([Professor 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 CAROL HANLON MAIBEF



### CAROL HANLON

MAIBEF

Carol is a long-term member of the AIBEF, and was past President for many years. Carol is the Founder CEO at Belmont Business Enterprise Centre Inc. & Textile Clothing Footwear Resource Centre WA Inc.

Featured in the '50 Western Australian Women of Success' for achievement in business, Carol was also named in the '100 Most Influential' Perth Small Businesses Community.

Carol has been invited numerous times to host forums as part of the United Nations Commission on the Status of Women (CSW) NGO Forums. The CSW is instrumental in promoting women's rights, documenting the reality of women's lives throughout the world, and shaping global standards on gender equality and the empowerment of women.

Taking place in New York annually, Carol's topics usually relate to the 'Economic Empowerment of Women Entrepreneurs'.

#### Contact

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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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Australasian Institute of  
Business and Enterprise Facilitators

#### WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

*Virtually any professional, qualified person or organisation involved in assisting entrepreneurs, organisations, or communities improve their Skills; Knowledge; Business; Staff; and/or Life.*

- Accountant
- Advisor
- Bookkeeper
- Coach
- Commercial Property Advisor
- Consultant
- Counsellor
- Dispute Resolution
- Financial Advisor
- H. R. Professional
- Industrial Psychologist
- Insurance Advisor
- Investment Advisor
- IT Consultant
- Lawyer
- Mentor
- Trainer
- Web Designer
- WHS Specialist

..... These are just a few of the qualified professionals and industries who, either directly or indirectly provide advice, facilitation and support to Australian Small and Medium business, organisations and communities.

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Mobile: +61 410 082 201

## Is Your Business Advisor Qualified, Accredited, Experienced and Officially Recognised as an Expert in their Field?



*"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*

*The business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, mentor or consultant.*

The Australasian Institute of Business and Enterprise Facilitators (AIBEF) is the Peak Body for Business and Enterprise Facilitation and Facilitators in Australia and New Zealand, and was founded in 1997 as a result of the recommendations of the National 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, mentors and advisers so as to upgrade the quality of small business advice."

- All AIBEF members have **formally recognised credentials** (accreditation) that recognise their professional reputation and credibility as suitably accredited, skilled and ethical business and enterprise facilitator practitioners.
- AIBEF members are recognised through the use of the respected AIBEF **post-nominals** that convey member status as a professional to be trusted – someone to build a relationship with.
- AIBEF **membership includes many of the best respected enterprise facilitator professionals** involved with business and enterprise facilitation and related support services.
- The AIBEF represents the business and enterprise facilitator profession at **all levels of enterprise** – including private commercial businesses; not-for-profit organisations; government corporate entities and departments of state.

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

**JOIN US**    *Become a Member today .... AIBEF*





### **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](http://www.aibef.org.au)**

**Email: [info@aibef.org.au](mailto: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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