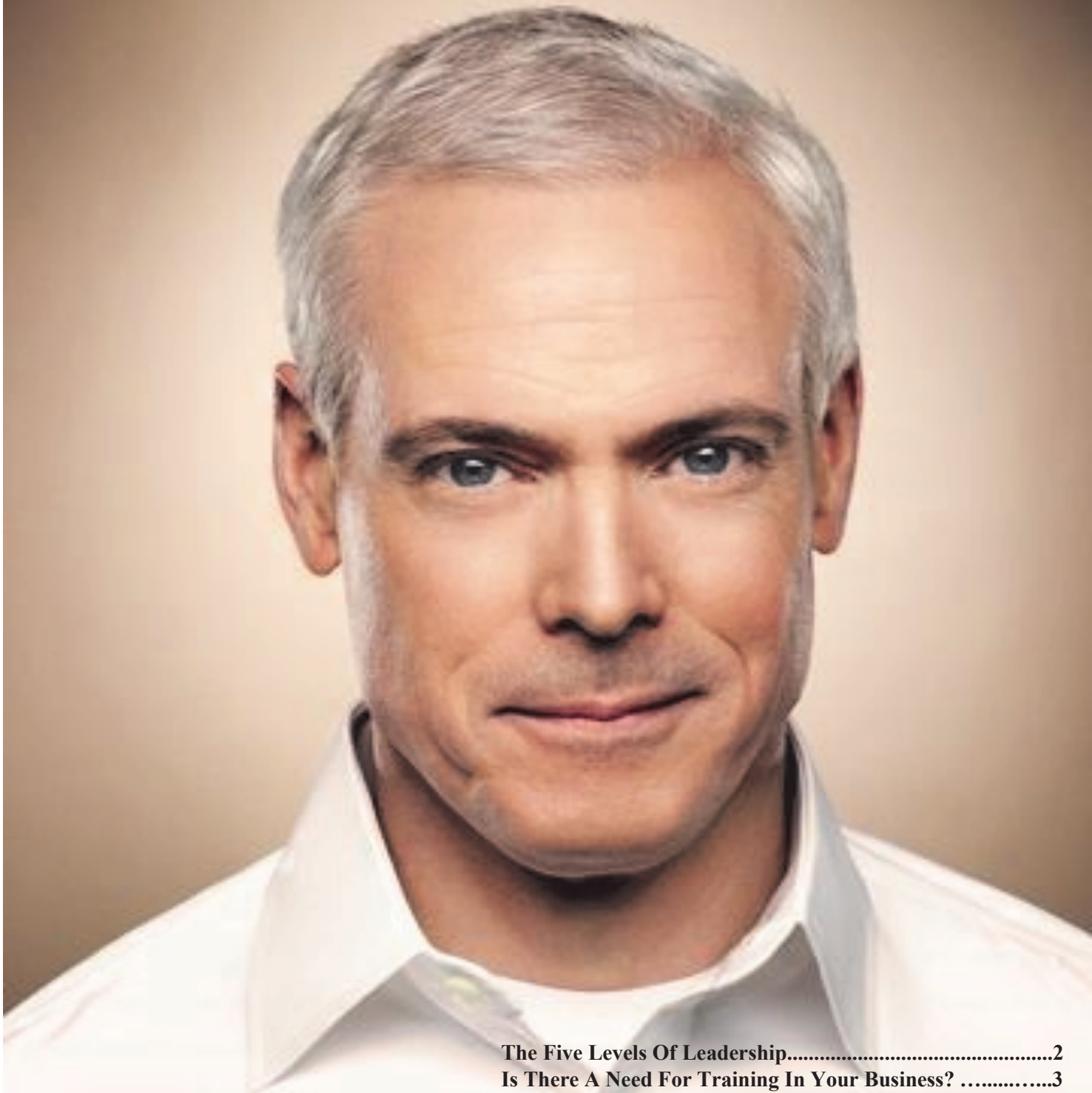


# Facilitation *FOCUS*



[James Collins](#)

[The 5 Levels of Leadership](#)

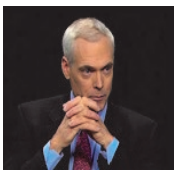
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# The Five Levels of Leadership

There is considerable writing and activity around the notion of leadership in the business world and elsewhere. A Google search of the term leadership produces more than millions of results, which may be an indication of the recent popularity of the term. For the past 50 years or more, leadership scholars have conducted more than 1,000 studies in an attempt to determine the definitive styles, characteristics, or personality traits of great leaders.

There is growing support that leadership involves influence more than any other trait, whereas management has to do with being a leader due to a person's position. If this is a reasonable distinction, then you can assume that leadership is one attribute of good management.

Leadership is about setting a vision or direction for a group and engaging them in that; management is about directing and controlling according to established principles.



[Jim Collins](#), an American researcher, author, speaker and consultant focused on the subject of business management and company sustainability and growth, and a recognized authority on the subject of Leadership on the subject, says that there are 5 levels of Leadership and this **discovery was based on a hierarchy of capabilities and traits discovered during his study.**

Level 1: The Highly Capable Individual. ...

Level 2: The Contributing Team Member. ...

Level 3: The Competent Manager. ...

Level 4: The Effective Leader. ...

Level 5: The Executive.



According to Collins, Level 5 leaders prioritise the organisation's well-being, demonstrate continuous learning, and put the team's needs first. Developing Level 5 leadership involves qualities like humility, responsibility, discipline, passion, and selecting the right team members.

In his book “Good to Great” Collins states “*Level 5 leadership is a concept developed in the book Good to Great. Level 5 leaders display a powerful mixture of personal humility and indomitable will. They're incredibly ambitious, but their ambition is first and foremost for the cause, for the organization and its purpose, not themselves. While Level 5 leaders can come in many personality packages, they are often self-effacing, quiet, reserved, and even shy. Every good-to-great transition in our research began with a Level 5 leader who motivated the enterprise more with inspired standards than inspiring personality.*”



According to [Peter Drucker](#), a widely respected names in global business circles “*Managers do things right, while leaders do the right thing*”. This can be interpreted to mean that managers “do things by the book” and follow company policy, while leaders, who think more strategically or even radically, follow their own intuition.

Leadership, both as a research area and as a practical skill, encompasses the ability of an individual, group, or organization to "lead", influence, or guide other individuals, teams, or entire organizations. "Leadership" is a contested term. [Wikipedia](#)



A few years ago, leaders, entrepreneurs, and innovators created companies, whereas managers were hired to run their operations. But, nowadays, you will notice that our educational system is mostly geared towards business management education. Also, there is a perceptual change that treats both management and leadership as the same, which is not a mere reality. [Nikita Duggal](#)

# 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, you 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.



## Small Business and the Older Worker

*“Australian workers are getting older, but a lot of bosses aren’t on board,”* says [Olderworkers.com.au](http://Olderworkers.com.au)

A tight jobs market could be a boon for older job seekers, but the often-overlooked demographic still faces a fight against deliberate and subconscious bias.

[Canterbury Bankstown Chamber of Commerce](#) believe *“The most significant benefit of having an older worker is the wealth of experience, sheer knowledge, and critical thinking they bring to your business organisation.”*

Older workers are also more likely to have better work ethic. They are often the first to arrive to work, stay focused throughout the day, and take fewer days off, setting a great example to younger workers in the workplace. In fact, studies have shown that mixed-age teams in the workplace are more productive than teams of workers of the same age. Economically, an extra 3% participation in workers aged over 55 could boost Australia’s gross domestic product (GDP) by a whopping \$33 billion. With such benefits, why is there still discrimination in our workplaces against older workers?

In April 2022, approximately 619,000 older Australians (aged 65 and over) were employed in the labour force. Of these older workers, 3 in 5 (61%) were men and 2 in 5 were women (39%) (ABS 2021b).



As the population ages, continuing skills shortages and changing labour markets mean that it makes sense to encourage mature-age people to work, said [Professor Nareen Young](#), [DCA](#)’s CEO, but this must be accompanied by a change in attitudes toward older people:

Older Australians are important contributors to Australia’s labour force. Studies have demonstrated that for older people who are able to and wish to continue working, employment can provide a variety of benefits. Employment can assist in maintaining good health, promoting diversity in work environments and reducing demand on publicly-funded pensions.

However, there are many differing opinions on whether Australians want to work that long, are physically capable of working into their 70s, and whether there will be enough jobs for them.

Ageism is a serious problem. The World Health Organisation’s [2021 Global Report on Ageism](#) found that one in two people worldwide are ageist, and called ageism ‘prevalent, ubiquitous, and insidious’. It’s also widespread in Australia. The Australian Human Rights Commission’s 2021 [What’s age got to do with it?](#) report found that 90% of adults agree ageism exists in Australia, 83% consider it to be a problem, and 65% believe it affects people of all ages.

**And what about small business owners ...** Do they really want to employ older workers? Is small business really set up to meet the needs of the older worker? Many small business owners feel that productivity will decline if they employ older workers (say 70 and beyond), mainly because it’s reasonable to assume that the older worker is simply slower than their younger counterparts.

There are numerous Government programs and incentives to encourage business to employ older workers, but business (especially SME’s) tend to show a complete reluctance to take advantage of these programs.

It also begs the question: How difficult it might be to sack an older worker?



# Just-In-Time Marketing



Many of you are probably familiar with the manufacturing technique, Just-In-Time or J.I.T. This technique helps factories become increasingly efficient by processing and delivering parts to their assembly point at the exact moment they're needed.



[The Institute for Manufacturing at the University of Cambridge](#) in England made the following comment regarding just in time: *“Just in time is a management philosophy and not a technique. It originally referred to the production of goods to meet customer demand exactly, in time, quality and quantity, whether the ‘customer’ is the final purchaser of the product or another process further along the production line. It has now come to mean producing with minimum waste. ‘Waste’ is taken in its most general sense and includes time and resources as well as materials.”*

So what does this have to do with marketing? Often, the best time to implement marketing efforts can be at the last minute - just in time, when customers are highly motivated to respond.

The concept of JIT marketing means that a business produces only the marketing that's required, at the very moment it's needed; they deliver the right message or offer that targets consumers precisely at a time of desire or latent need.

Even smaller retailers can take advantage of the JIT method to streamline the delivery process. For example, a company that markets office furniture but does not manufacture it may order the furniture from the manufacturer only when a customer makes a purchase and the manufacturer delivers it directly to the customer.

The JIT marketing model reduces the costs of procuring, managing and storing excess raw materials or stock and inventory. This results in a higher inventory turnover which in turn prevents inventory from sitting in your warehouse for too long and becoming obsolete.

Say, for example, you own a restaurant and your Sunday whiting entrée was a less-than-huge success. Now it's Monday and you have a lot of whiting you need customers to eat NOW. What do you do?

If you're properly prepared with a list of your most loyal customers' email addresses, you send out a midday email promoting a too-good-to-pass-up Whiting Special that evening ONLY. Since it's your most popular customers who are receiving your message, your deal is both welcomed and likely to produce dinner customers that evening.

Notice this scenario depends on two pre-requisites: one, that you've already developed an email contact list; and two, that it contains only qualified individuals who know and truly enjoy your establishment.

The first pre-requisite is easier to achieve, since it only involves some effort on your part. But how about the second? How can you build a list of qualified customers who look forward to hearing from you?

The answer lies in your most obvious, yet overlooked source...your existing customer base. In fact, many business owners don't know how to leverage the incredible potential tied up in their current customers. Building a Just-In-Time email list is one of the best.

All you need is a sufficient incentive for people to give you their email address. As people pay at the cash register, have your staff ask "Would you like a free gift certificate for your next purchase?" Chances are the answer will be "Yes!"...in which case you ask them to fill out a card listing their name and email address.

Now you have your list. Be sure to follow up periodically with a nicely designed certificate for a discount. You'll not only generate return visits from your best customers on a regular basis, but also the next time your business is in need of a Just-In-Time sales boost, you'll have the tools to make it happen.

# How to Manage Conflicts of Interest in the Workplace

by [Katarina Dapcevic](#)



Loyalty to one's workplace is a vital component of employment. Decision making and actions by employees should be fair and always within the interest of their employer. Lower staff numbers in a small business make conflicts of interest easy to spot, damaging workplace culture and staff trust. Follow the steps below to identify, prevent and deal with conflicts of interest.

## Types of Conflict

### Relational

The most well-known type of conflict, this involves family members or friends who are working together at the same company. As a result, favouritism and benefits due to the connection could cause biases in decision making.

### Romantic

Involving two employees who have a romantic relationship which has developed outside of the workplace. This can result in unequal treatment of certain employees over others for promotions or other opportunities.

### Financial

An employee accepting gifts from a vendor can, in turn, cloud their judgement and motives when dealing with that particular vendor. For example, the ability to act in the best interests of your business could be impeded on by a staff member receiving bribes. Further, the discovery of financial conflict could impact the reputation of your business.

### Confidential

A current employee working for a competitor or uncovering trade secrets to a third party. Consequently, personal staff information or details about the goods and services that you offer could be revealed.

## How to Prevent Conflicts of Interest

### 1. Ask Employees to Disclose Any Conflicts of Interest

Honesty really is the best policy. Asking future employees directly to report any conflicts of interest allows for transparency. Ultimately, this approach helps you to decide whether you should proceed to hire them as an employee and the implications for your business.

### 2. Create a Conflict of Interest Policy

Drafting up and creating a Conflict of Interest Policy is vital for every business.

They include: **Types of Conflicts .... Identifying Conflicts.... Managing Conflicts**

This establishes the expectations of your business and your staff. Staff should have a copy of the policy they can refer back to throughout their employment.

### 3. Avoid Nepotism

As the owner of a small business, you have the ability to decide who you wish to hire. Certainly, family and friends are an easy option as you know of their skills and suitability. Yet, as a rule of thumb, you should avoid hiring relatives or friends and if you do, make sure you hire them based on merit. Above all, this can ensure, as an owner, you are preventing any possible conflicts that may impact on your decision making.

### 4. Create a plan for managing conflicts of interest in your small business

In the event that a conflict of interest does arise, prepare yourself with a plan to resolve the conflict. Mapping out all the steps and how to move forward can be found in your Conflict of Interest Policy. Further, including a mediator within your resolution may help you come to an agreement with your employee about the next steps. Hence, this allows smooth conflict resolution without major disruption to your business.

## Conclusion

A conflict of interest can have harmful impacts on workplace culture, decision making and company loyalty. Providing your business with the tools to identify conflicts of interest, how to prevent and resolve them is essential. Hence, a Conflict of Interest Policy is the first step to ensuring your employees understand the expectations of your business.

## Best Ways to Secure Ambassadors to Promote Your Brand



**What Is a Brand Ambassador?** *A brand ambassador is a person engaged by an organization or company to represent its brand in a positive light, helping to increase brand awareness and sales. The brand ambassador is meant to embody the corporate identity in appearance, demeanor, values and ethics.<sup>[1]</sup> The key element of brand ambassadors is their ability to use promotional strategies that will strengthen the customer-product-service relationship, influence a large audience to buy and consume more.*  
[Wikipedia](#)

In our efforts to be as accurate as possible, **FOCUS** asked **Business Collective** as well as some of our Members "What's the best way to secure ambassadors to promote my brand?"



**Nicolas Gremion** of [Free-eBooks.net](#) said **Make It Easy**: *"The easier something is to do, the more likely people will do it. So make sure they have all the tools, knowledge and information they need at their disposal: samples, literature, swag, the right answers to common questions, a support system in place, etc. If they're confident that you've prepared them well and are standing at the ready behind them, they'll be far more willing to go forward for you."*



**Fan Bi** of [Menswear Reviewed](#) suggests: **We should Be Authentic and Offer Incentives**: *"When we open a new store, we first read local magazines and search on social media to find the key influencers who are out and about and attending events on a weekly basis. We reach out to this influencer list and offer a complimentary product to see if they like the brand. We then provide them company credit for referrals, which can be significant given the number of people they're meeting."*



**Cynthia Johnson** of [Bell + Ivy](#) said: **Create a Program and Promote It**: *"Publicise an ambassador program that actively seeks out these influencers who are more than happy to represent your product and service if they like it. The program should include messaging and a targeting plan to seek out these ambassadors. Having a program with consistent communication and buy-in for the potential ambassadors can help secure them."*



**Lindsay Pinchuk** international consultant, believes you should: **Target Your Most Dedicated Customers**. *"As a company who reaches moms and moms-to-be, almost everything we do is word-of-mouth based. The best place to start is with your most dedicated customers. You would be surprised how many people will want to help spread the word. Often they will do it for trade, as they just want to be a part of a brand they love."*



**Kim Walsh-Phillips** of [Elite Digital Group](#) thinks you should: **Gather, Nurture and Ask**. *"For our members, we've worked hard to create a lively and engaged Facebook group. We are in there every day answering questions, having conversations and celebrating our members. On the sixth week of membership, they receive a survey. Whenever we see a super fan come through, we reach out to do a member feature and ask if that person will help to be an ambassador of our group. This works well."*



**Alexandra Levit** of [PeopleResults](#) said: **Call on Strong Network Ties**: *"The best ambassadors are people with whom you've cultivated a solid relationship over the long term. You talk regularly, you've helped them out, and they've helped you out. Therefore, it's not strange or irritating when you approach them with an ask to publicly promote your brand. I personally bristle when I get a request out of the blue, even if I happen to like the person or product."*

**How a brand ambassador can work for your business.** Brand ambassadors can benefit your business by providing third party credibility to your brand and allowing you to reach a wider audience of potential customers. They can also bring a personality and human face to your brand, which your target audience can identify with.

**Want to know more? Check out this Sydney site** [www.cpccommunications.com.au](http://www.cpccommunications.com.au)

Read more at: <https://publicrelationsydney.com.au/how-a-brand-ambassador-can-work-for-your-business/>



## Australasian Institute of Business and Enterprise Facilitators

Established 1997

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### MEET SOME OF OUR MEMBERS



Betty Zsoldos Master of Facilitation  
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Carol Hanlon MAIBEF



Christine Vanhor Fellow MAIBEF



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Dennis Chiron MAIBEF



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Jaya Ramanathan MAIBEF



Kerry Hallett MAIBEF



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### Become a Member .... Join us Today

Are you a Business Mentor, Trainer, Coach or Facilitator? Are you a professional, and knowledgeable in your field? The Australian Institute of Business and Enterprise Facilitators Inc (AIBEF) is in the process of updating and modernising our web site, and we are placing a lot more emphasis on promoting our members to the world.

If you are experienced and skilled in your field, and you are not a member of the AIBEF, you might consider that now would be a good time to become a member and profile yourself/your business amongst highly respected and accredited Business Consultants under the banner of the AIBEF.

Provided you meet our requirements, an annual Membership fee of **\$49.00** entitles you to a Certificate of Membership and approval to use the post nominals of the Institute **MAIBEF**; You will also receive our monthly publication "**FOCUS**"; **PLUS** your photo, profile and bio portrayed on our **Website on your own Personal Page** providing direct access for potential clients to contact you through this portal;

**Download an Application Form ..... [www.aibef.org.au](http://www.aibef.org.au)**





### 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 project 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: Editor Dennis Chiron

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