



Facilitation FOCUS

Do Chief Executives Get Fired When They Should?

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DEVELOPING TOMORROW'S BUSINESS LEADER



“Tomorrow’s business leader will be a person with clear vision, strong values, courage, empathy, accessibility, high level negotiating and interpersonal skills, a passion for teamwork, humility and a commitment to future leaders.”

In today's rapidly-changing business world, effective leadership is essential. Companies need leaders who can navigate technological shifts, regulatory changes, and intense competition. To build resilience and adaptability, organizations must make leadership development a strategic priority. ([trainathon](#))

A key question in leadership development is whether to nurture talent within the company or bring in outside experts. This decision depends on the company’s current needs and future goals. Fast-growing organizations might need external talent to address immediate challenges, while well-established companies often focus on internal growth to maintain cultural alignment and strengthen their existing teams. This decision also depends on what skills currently exist within the company’s current workforce. Some of the skills they will need to identify are:-

Vision: is often based on values because it represents the destination that a leader believes the company should reach if it lives out its values.

Courage: When things are changing fast, companies need to take bold steps and move in new directions. As well as the vision to know which direction to go in leaders need the courage to take risks, break with the pack and deal resiliently with the inevitable adversity.

Empathy: Twenty-first century leaders need and interact with a wide variety of people ranging from employees, investors to governments and non government organisations. In such situations it is vital for leaders to be culturally aware, have empathy and stand in others’ shoes.

Accessibility: Effective leaders of large dispersed organisations may have limited opportunity to meet people face-to-face, but they must take every opportunity to interact with those at the frontline and use a range of communications media to keep in touch and listen to the views of people at all levels.

High Level Negotiating and Interpersonal Skills: In several of the challenges and choices we have examined leaders need to negotiate at the highest levels outside the organisation. This is particularly necessary in taking a more proactive role in helping to fill the global governance vacuum and develop relationships with non government organisations, governments and other companies.

A Passion for Teamwork: Tomorrow’s great leader will not be a superhero who runs the company single-handedly but someone who will build a team from people of all backgrounds and give them space to make decisions – a very different skill.

Humility: The leader of tomorrow will accept his or her limitations. To hold a top level leadership position in a major global company is to be in a position of considerable power and to be constantly subjected to public scrutiny. In such a role self belief and confidence are essential qualities, but arrogance is

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damaging. It is important to balance confidence with a willingness to admit one's mistakes and keep learning. Respect is earned through action and integrity, not through the trappings of position and power.

Commitment to Future Leaders: Along with a teamwork approach to present day challenges goes a commitment to developing the team for the future and knowing when to stand aside for a successor.

As organisations become increasingly matrixed with our environment, and the rate of change gets faster, management and leadership skills have never been more critical. According to the World Economic Forum, People Management is one of the key skills that will be in high demand by organisations in the near future.

The search for new ways to improve the performance and accelerate the development of more effective current and future business leaders presents an ongoing major challenge for human resource and learning and development professionals.

Senior corporate executives around the world have identified this as a critical barrier to improved business performance and are clearly frustrated by the lack of success. They recognize effective managerial leadership as a key contributor to sustainable competitive advantage and are demanding results. To succeed, business needs dynamic leaders who bring new perspectives, new ideas and new thinking and have the skills and knowledge to manage in a continually changing world.



[McKinsey and Company](#) believe that leading an organization today has never been more challenging. Geopolitical shocks, rapid technological advancements, shifting trade policies, supply chain disruptions, and a changing workforce are just some of the factors leaders must juggle while making decisions faster than ever before. How can organizations develop leaders equipped to navigate this complexity and [build a leadership factory](#) to shape the next generation?

“The organizations that treat leadership development as a core capability can raise their overall resilience and substantially improve the odds that they will be able to withstand disruption—whatever it is, and whenever it appears next,” say McKinsey’s global managing partner [Bob Sternfels](#) and coauthors.

Tomorrow’s successful human resources, learning and organizational development professionals will be those who recognise the opportunity, move out of their comfort zone and find creative and innovative ways to identify and grow tomorrow’s leaders.

References: [Enterprising Nation](#): Renewing Australia’s Managers to Meet the Challenges of the Asia Pacific Century: Report of The Industry Task Force on Leadership and Management. Australian Government Publishing Service 1995



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COACHING TO FACILITATE CHANGE

How many times have you tried to coach someone towards a change in behaviour, either as a coach or as a manager and, no matter how hard you try, they just can't see what they should change. Organisations that manage change effectively gain a competitive edge, and having a structured approach ensures your people, processes, and systems transition smoothly, maximizing success.

Change is hard and it can be almost impossible for some people to accept and adapt to change. Ask anyone who has tried to switch careers, develop a new skill, improve a relationship, or break a bad habit. And yet for most people change will at some point be necessary—a critical step toward fulfilling their potential and achieving their goals, both at work and at home. They will need support with this process. *They'll need a coach.*



[Sandra Stopher](#) tells us that there are numerous different motivation and change models which could explain this. Sandra, is a supporter of the Transtheoretical Model. Originating in the psychotherapy field, the relevance of the Transtheoretical Model (TTM) to facilitation has been explored as it can provide a useful guide to the different stages someone moves through when seeking change. The model asserts that there are five main stages of change:

- Pre-contemplation,
- Contemplation,
- Preparation,
- Action and
- Maintenance.



[The Association of Change Management Professionals](#) offer two Recommendations for any coach to consider:

- Change professionals should consider incorporating coaching skills and using a coach approach as a core part of their change professional set of methods and modalities.
- Change professionals should consider exploring and gaining deeper coaching skills and potentially adding a coaching credential to their professional qualifications.

However, the [Centre for Creative Leadership](#) believes that coaching for change has a different objective to coaching for development..... consider the difference in *coaching objectives* in the following examples:

- **Coaching for development:** A successful leader is stepping up into a new role. In the context of their transition, the HR or Talent leader identifies needs for development for this executive related to strategic thinking, executive presence, and boundary spanning. The coach's objective in this engagement is to support this leader; the executive will receive [executive coaching](#) for the identified development needs during a 6-month journey.
- **Coaching for change:** An employee has been identified as having great networking abilities. This leader is seen as having the potential to bring different informal networks together, fostering collaboration and a more innovative, multi-disciplinary approach to enhancing the customer experience, a key priority for the CEO. The coach's main mandate in this engagement is to support the employee in becoming a "change agent," helping the leader to anticipate and overcome the hurdles that come as the company restructures its customer experience.These differing objectives will considerably alter the way coaching is conducted.

[Coach Hub](#) also believes that Change is an inevitable part of organizational growth, but it's rarely a smooth process. Whether it's due to technological advancements, shifts in market demands, or internal restructuring, each change brings its own set of challenges.

Amidst this flux, the human element —how employees understand, react to, and engage with these changes— becomes paramount. This is where the power of coaching shines.

Coaching for organizational change is not merely a support tool; it is a strategic asset. It bridges the gap between the need for change and the successful implementation of new strategies and behaviors. By navigating organizational transformation with a coaching mindset, companies can ensure that transitions are not just managed, but optimized for long-term success.

Do Chief Executives Get Fired When They Should?



Microsoft AI says this: *“Whether Chief Executives (CEOs) are fired when they should is a complex issue with arguments for both sides. While some research suggests CEOs are often fired when they should be due to performance issues or a loss of confidence from the board, others argue that firing a CEO can be detrimental to the company and that boards may be slow to act due to various factors.”*

Typically, statistics show that many CEOs are fired not because the board has thoughtfully and deliberately concluded that it's time for a change at the top but because investors, concerned about poor performance, demand a change.

Chief Executive tells us that the last several years have certainly brought about some notable corporate scandals. Wells Fargo's bogus accounts fiasco, which claimed the scalp of John Stumpf comes to mind, as does the ouster of former Priceline CEO Darren Huston over his affair with an employee. Not to mention the Australian banks who had a “field day” invoicing deceased people until they were discovered.

Some other high-profile forced exits in recent years include that of former Yahoo CEO Scott Thompson, who an activist investor discovered had falsified parts of his resume. CEO accountability has been increased by higher levels of public scrutiny after the financial crisis diminished people's tolerance for inconsiderate or excessive behavior.



Conversely, **Professor Margaretha Wiersema**, in her article ***“Holes at the Top: Why CEO Firings Backfire”*** believes that Board members, who have little idea how to address the underlying problems that got their company into trouble in the first place, seek to appease investors in the short term by handing them the CEO's head on a platter. But firing a CEO is not just a bad solution to a complex, long-term problem. It is also surprisingly ineffective at generating short-term gains.

Firing the CEO can be one of the most difficult decisions a board can make – it will also be among the most critical. However, many boards, including those of non-profit organisations, will resist bringing up the need to fire their CEOs, while other boards will be far too quick to fire their chief executives.



Tony Featherstone, Consulting Editor, **Australian Institute of Company Directors** believes that there is only one board job is harder than hiring the right CEO: and that's firing your most important executive. Persevering too long with the wrong CEO inevitably sees the board criticised for sanctioning poor performance and failing in its most important duties – choosing the right CEO and incentivising and monitoring him or her. Moving too early to axe an underachieving CEO, or doing so in the wrong way, can be an even bigger minefield for boards.

Nothing damages an organisation more than when a CEO or his or her supporters are furious about a dismissal and wage a war against the board in the media.

Doomed to Fail? The firing of a CEO is a traumatic event in the life of any company. For it to be successful, the board of directors has to guide the process with skill and assurance. Unfortunately, that rarely happens. Most boards fail to provide the leadership required—and that, as much as anything else, accounts for the poor results of CEO dismissals.

However, according to **PwC Australia's Strategy** Companies have become much more likely to dismiss their chief executive officers over the last several years because of a scandal or improper conduct by the CEO or other employees — including fraud, bribery, insider trading, inflated resumes, and sexual indiscretions. Larger companies are more at risk than smaller ones, as are companies where the CEO has been in office for a long time, and companies where the CEO is also the board chair.

About Business Peer Support Groups

AI Overview:

A business peer support group is a network of small business owners who regularly meet to share experiences, offer advice, and support each other's growth. These groups provide a safe space to discuss challenges, brainstorm solutions, and learn from each other's successes. They can be industry-specific, geographically based, online, or mixed skill groups, offering diverse perspectives and tailored support.



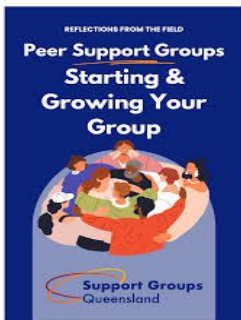
Running a small business can often feel overwhelming, but it doesn't always have to feel like that. Peer support can be a game-changer in developing leadership skills. Peer groups offer an opportunity to learn from others who understand your challenges and can share valuable insights from their own experiences.

One of the main purposes of a Business Support Group (BSS) is providing a range of advice and assistance, business support functions to enable the business to focus on its core competencies and strategic goals. They help streamline operations, improve efficiency, enhance customer experiences and ultimately contribute to the overall growth and success of the organisation.

Simply Stated believes that if you want to tackle your business alone, then you need a group or “crew” to help you go it alone, and you should be inspired and educated with the right group.

“Your crew helps you get your mind right and then fills it with ideas. Because they are going through similar things as you, they will help inspire you by:

- **Giving you ideas.** When you watch your crew work and talk to them about their business, you get ideas for how to manage your processes, what tools to use, and what strategies to implement.
- **Answering your questions.** When you have a business support group with people with different strengths, knowledge of different industries, and a collection of unique experiences, you can help each other find answers and solutions to problems.
- **Helping you see what success looks like.** When you are close to someone else’s business, you can see what works for them. You won’t steal their ideas, but you can get your own ideas based on what has worked for them.



[Peer Support Groups](#)

- **Helping you see what failure looks like.** On the flip side, you can see what didn’t work for them and avoid the same failures. You get to learn lessons together while only one of you has to go through the failure.
- **Giving you a frame of reference.** When you are entering the unknown, it’s hard to know what to expect. Your crew can help you gauge the reality of your situation.

By following your group online, you get to see their approaches to their projects. By being in a closed Facebook group, you can all ask questions, get feedback, and talk about your wins and failures.

The Self-Help Leader’s Handbook points out the immense value in debriefing at the conclusion of the BSS group meeting.....**Debriefing:-** One of the most important yet most challenging responsibilities for group facilitators is being able to effectively debrief with the group after a learning activity or after a particularly intense discussion.

If done well, debriefing can also be one of the most satisfying aspects of facilitation and a key tool for strengthening the group’s cohesiveness. - See more at: <http://www.peernetbc.com/category/facilitators-role#sthash.D1B6cOVT.dpuf>



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8 Common Fire Hazards in the Workplace - Harbour Fire & Security

Workplace fires are devastating. Every year in Australia, they tragically claim about 100 lives and cause over 3,000 injuries. For the hardworking businesses in Coffs Harbour, being aware of the fire hazards can save lives and livelihoods. So, let's walk through 8 common fire hazards at work so you can protect your team and your business.

1. Fire Hazards – Clutter Can Be Dangerous

A messy workplace is more than just unsightly – it's a fire waiting to happen. Clutter can easily catch fire and even hinder escape efforts. Keep your space clean. Store flammables in a safe spot and always clear your exits.

2. Trash Adds Fuel to Fire

Paper, cardboard, and other rubbish can turn a small spark into a fire. Make it a point to get rid of waste often and keep it far from work areas.

3. Respect Flammable Liquids

Stocks of flammable liquids demand respect and caution. Use tools that won't cause sparks. Keep oily rags in metal containers with lids. And don't forget that these liquids need room to breathe—good airflow keeps fumes from building up.

4. Don't Ignore Dust

Dust might seem harmless, but it's a fire risk, especially when it comes from wood, plastic, or metal. Stop dust-related fires before they start: keep your equipment dust-free.

5. Keep an Eye on Electricals

Faulty electrical equipment is a frequent fire starter. Watch out for the tell-tale signs like damaged wires. Only a pro should fix these issues, so get regular inspections to stay safe.

6. One Plug, One Socket

Overloading a socket is something we've all done, but try not to. It's a quick route to overheating and fires. The rule to remember is just one plug per outlet.

7. Smart Smoking Areas

Those little cigarette ends? They're fire starters. Ensure smoking areas are away from anything that can burn. And always have a place for smokers to safely toss their butts.

8. We All Make Mistakes

People make mistakes, and sometimes that leads to fire—like spilling a drink on a computer. Regular fire safety training can help staff avoid these slip-ups.

Knowing what to look out for can help you take action against fire hazards. If you need advice or a [fire safety evaluation](#), contact [Harbour Fire & Security](#).

Connect with an AIBEF Certified Business Mentor



Australasian Institute of
Business and Enterprise
Facilitators

Established 1997



Business Mentoring

Connect with an expert through our network of Certified small business mentors.

Whether you are thinking about starting a business or need help growing your existing business, AIBEF Certified Business Facilitators offer valuable counseling, training and mentoring services to help you achieve your goals. AIBEF Certified Business Facilitators are located throughout Australia (and beyond). Connect with one near you.

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Become a Member Join us Today

Are you a Business Mentor, Trainer, Coach or Facilitator? Are you a professional, and an expert 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



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.

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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

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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.

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