



Facilitation FOCUS

Meet [Patti McCord](#) expert on culture and leadership (page 3)

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Building a Winning Culture In Your Organisation

What is a Winning Business Culture?

Culture illustrates the accepted norms and values and traditional behaviour of a group. One definition of culture by [Deal and Kennedy](#) is “the way a we do things around here”. The Deal and Kennedy cultural model is descriptive. **It argues that no cultural type is better than another, because the types emerge as a result of circumstances.** Its value lies in using it to understand how culture evolves and how to manage the various elements that influence it.



However, culture also evolves over time. The culture of each country has its own beliefs, values and activities. In other words culture can be defined as an evolving set of collective beliefs, values and attitudes.

Culture is a key component in business and has an impact on the strategic direction of business. Culture influences management, decisions and all business functions from accounting to production. You may now be thinking predominantly about national culture but this is only one aspect, business culture is its own unique dimension that includes getting off on the right foot, meetings, negotiation, formalities, social media use, internships and work placements and other elements which are highlighted on this website.



Business culture is related to behaviour, ethics, etiquette and more. A business culture will encompass an organisation's values, visions, working style, beliefs and habits. “A strong culture isn't something you wish into place, or even will into place. It's something you build.” At least this is the belief of [Brent Gleeson](#), keynote speaker and leadership coach, and Founder of [TakingPoint Leadership](#).

Gleeson stated: “I've never met a business owner who didn't say he or she wanted to create a winning company culture. But I've met plenty whose actions exhibited something different. That's because building a winning culture isn't easy. The most focused, most well-defined winning culture I've seen is the Navy SEALs culture, and at our company we try hard every day to replicate that personality.”

Gleeson believes that one of the best ways to go about building a winning culture in any business is to: Define values and ingrain them in everything you do. Instilling company core values takes communication and repetition. It also takes action and leading by example.

The values and guiding principles of any company should be so important that without them the organization would fail. To create and build a winning team, you need to clearly define the values, partner with team members and clients that share the same values, and live them every day. Also, set values-based performance measurement systems and reward success publicly. Always reference values when doing so.



However, [Martin Zwilling](#), Founder and CEO of [Startup Professionals](#) says: “As a mentor to entrepreneurs, I often get asked what you can do to build the right culture. The simple answer is effective communication and leadership.

If an entrepreneur can't build a culture of excitement and commitment at a startup, the chances of long-term success are negligible. It simply doesn't matter how great your solution is. Every investor knows this. That's why they insist on spending a day with your team as part of the due diligence process. A winning culture is easy to see, and a culture of fear and desperation is hard to hide.

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[Ben Hamer](#), Associate Director at [KPMG](#) talks about the winning culture at Netflix: Netflix has often been used as a case study for discussing workforce management practices and organisational culture due to some of their non-traditional approaches. These approaches are still relevant and if not more important as organisations embrace agile working, flexible work structures, and a fluid workforce demographic.

It is no secret that salaried employees at Netflix get unlimited Annual Leave and can expense without getting managerial approval, which highlight an organisational commitment to building a culture of

trust. However, I thought it relevant to reflect on some of the underlying principles driving their interesting workforce management practices. To do so, I am drawing on insights from [Patty McCord](#), who spent 14 years as Netflix’s Chief Talent Officer, helping lead the company through its early days to its current streaming dominance, and building a hugely influential corporate culture.



From reading several of Patty’s thought leadership pieces, I have distilled five key underlying workforce management principles:

1. Hiring only “A” players is “a perk better than football or free sushi.”
2. Logic and common sense work better than formal policies
3. Get rid of formal reviews
4. Performance improvement plans (PIPs) never work
5. Make sure people know what “high performance” means.

However, not every business has the vision and the foresight to continually work on, and ultimately develop, a long-term plan for company growth and culture. In fact, there are exceptionally few businesses that correctly do this, because it requires a certain confidence in your company’s long term survival – something that can be difficult and unpredictable in these uncertain economic times.

The importance of a winning culture was underscored in [Bain & Company’s](#) latest worldwide survey of management tools and trends: 91% of the 1,200 senior executives at global companies surveyed agreed that “culture is as important as strategy for business success.”

And in a more recent [Bain](#) survey, 81% of executives agreed that a company without a winning culture was “doomed to mediocrity.”



But what exactly is a winning culture? And, just as important, how can a company’s leaders instill it? In today’s fast-paced and competitive business environment, high-performing teams are essential for success.

These teams are characterised by their ability to work together towards a common goal, collaborate effectively, and consistently deliver outstanding results. However, creating a high-performing team is not a simple task.

The development of your organisational culture cannot be left to luck. Doing so will most likely result in conflicting subcultures and inconsistent business practices. Senior leaders, therefore, have to have a clear idea of what they want their culture to be and how to go about establishing it.

By focusing on employee development, collaboration and teamwork, and recognising and rewarding success, organisations can create a culture that inspires and motivates employees to perform at their best.

About Good Governance

What is Good Governance? The [Governance Institute of Australia](#) defines it as: “*Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance.*”

[Business.gov.au](#) adds: “*Corporate governance is not just for companies - small businesses need corporate governance too.*”

Corporate governance ensures the right people are the ones making the important and right decisions. Having a good corporate structure can help you ensure the start-up of your business occurs without any problems and reduces confusion about responsibilities. If you intend to grow your business, having established procedures and processes in place may ensure that your growth occurs smoothly.



[KMT Partners](#)

However, many small business owners often overlook the importance of effective governance in the day-to-day operations of their companies. Implementing strong governance practices can improve a small business’s performance and safeguard its long-term success.

The importance of effective governance in small businesses

[Board Surveys](#) believes that effective governance is a critical component of any successful business, as it refers to the systems, processes, and practices that guide an organisation’s decision-making, risk management, and overall performance. In essence, governance provides oversight to ensure a business is run responsibly and ethically.

[Business.gov.au](#) states that there are three definitive steps to implementing Good Governance in your enterprise:

1. Create and Delegate Authority

Set up a process that communicates clear lines of authority, so you can help your staff understand which decisions they can and can't make on their own. Corporate governance structures combine policies, guidelines and codes.

2. Develop Policies and Procedures

Develop [policies and procedures](#) to reach your business goals. Procedures are a record of processes that your staff repeat frequently. Develop procedures which communicate clear steps to achieve a set goal, such as a sale of a product. Policies are clear, concise, and easy to understand. Your policies should reflect your brand. Create policies that compliment your business goals and objectives and your [risk management plans](#).

3. Manage Employees and Ensure Accountability

Current policies and procedures allow all staff to be more accountable and comfortable when they make decisions. Develop policies and procedures that will assist managers to provide constructive feedback to staff, ensure better decisions are made in the future and provide staff with more responsibilities

While oversight is a key aspect of effective governance, it’s important to remember that good governance also adds value. Effective governance practices can help small businesses to achieve their strategic objectives, mitigate risks, and create long-term value for shareholders and other stakeholders.

Small business owners are responsible for overseeing management on behalf of shareholders and external stakeholders, including customers, suppliers, and the wider community.



[Strategy Up](#)

By implementing effective governance practices, small businesses can reduce the risk of reputational damage, legal liabilities, and other negative consequences that could impact the company in the long run.

What You Need to Know About Online Marketing Laws

A business must be able to prove any claim they make or advertise. Claims should be true, accurate and based on reasonable grounds. Online product and service reviews should be independent and genuine. [ACCC](#)

Australian Consumer Law prohibits businesses from making false or misleading representations about: the quality, value or grade of goods/services. the performance characteristics, accessories, benefits and uses of goods/services. the place of origin of a product (where it was made or assembled)



When marketing your business, whether online or through traditional mediums, you must ensure you comply with the law to avoid costly penalties. Below is set out the legal framework that governs the marketing efforts of businesses and agencies, focusing in particular on **online reviews**.

Consumer Law and Advertising

The *Australian Consumer Law* (Cth) (the 'ACL') requires all Australian businesses to engage in [honest advertising](#) and marketing practices. The Australian Competition and Consumer Commission enforces the ACL and can take action against any enterprise that breaches their consumer law obligations regarding marketing.

Advertisers and marketers must ensure that the overall impression an ad creates is not inaccurate, misleading or false. A business must always be able to substantiate any claim it makes in their advertising.



[PPT](#)

Online Marketing

Online marketing is subject to the same legal rules and obligations as offline advertisements. One of the most frequent ways in which businesses breach their obligations when marketing online is through posting misleading reviews of their products or services on review platforms or their website.

The ACCC only considers an online review as genuine if it is independent and written by a consumer with personal experience of a business' products or services. They are genuine because they can assist consumers to make informed purchasing decisions.

However, the ACCC considers an online review as fake if written by the following:

- The business itself;
- A competitor;
- A person paid to write the review with no personal experience of the product or service; and
- A person with personal experience of the service or product who wrote a favourable review because they received a benefit – either financial or non-financial – to do so.

Such reviews mislead consumers in that they provide an incorrect, inaccurate and biased view of a particular business.

Consumer law exists to correct as much as possible the inherent power imbalance between business and the individual in the marketplace. Fake reviews then interfere with a consumer's ability to make an informed purchasing decision.

It is unlawful for a business to make statements in trade or commerce that are misleading or deceptive; or are likely to mislead or deceive. Business conduct is likely to breach the law if it creates a misleading overall impression among the audience about (for example) the price, value or quality of consumer goods or services.

What are the Drivers in Your Business?

What are Business Drivers? Business drivers are simply the major inputs and actions that drive a company's operational and financial success.

For example, this may include salespeople, the number of stores, online traffic, the number and price of products sold and production units.

Businesses may use these key drivers to figure out how to improve their company and often aim to maximise any within their control.



As a business owner it is critical that you understand what the real drivers in your business are. Many people simply focus on the financial indicators to predict where they should be focussing their energies, and whilst these are important, they are actually more a measure of past results than future success.

In the recent football Grand Final matches you can bet your bottom dollar that the coaching staff and players were not focussed on the score board, as this was one aspect of the game that they could not change. Instead, they were focussed on what strategies could be employed to change the scoreboard in their favour.

One of the common mistakes people make is to think that by attacking the symptom directly they will solve all their problems, when in fact they should be focussing on finding the actual cause of the issue. The true driver if you like! What I'm trying to say here is that, if for example your production area is not working well, you may have to look in other areas to find the root cause of the issue.

I was once called into a business where staff engagement was a problem. The HR Manager had just received a new video on motivating staff so thought I'll just show the team this new video and the problem will be solved. It made no difference at all!

When I did my investigation I found that the maintenance schedules were not be followed and every time the staff went to use a piece of equipment it failed. This was the real cause of the demotivated staff, and no amount of motivation videos would ever fix that. We fixed the maintenance problem and the motivation immediately improved.



[Adam Hayes](#), a recognized expert in economics and behavioral finance, and Assistant Professor of Sociology and Anthropology says that there are two types of drivers in any business, namely, Micro Drivers and Macro Drivers:

1. Micro drivers are fundamental factors that affect a company or sector's bottom line, and is used in bottom-up analysis

2. Macro drivers are influential fiscal, natural, or geopolitical variables or events that broadly affect a regional or national economy, and are used in top-down analysis.

A **Business Driver** is a component, condition, process, resource, or rationale that is vital for a business to thrive. In other words, it is something that has a major impact on a business' performance. Businesses should identify their business drivers. Additionally, companies should try to maximize any that are under their control. A company's strategy and goals are dependent on the business drivers it identifies, and their order of importance.

About The Facilitator

What is a facilitator? It seems the more that this question is raised, the answer becomes more confusing.

[Wikipedia](#)'s definition is: A **facilitator** is someone who engages in the activity of [facilitation](#). They help a group of people understand their common objectives and assists them to plan how to achieve these objectives; in doing so, the facilitator remains "neutral" meaning he/she does not take a particular position in the discussion.

Some facilitator tools will try to assist the group in achieving a [consensus](#) on any disagreements that preexist or emerge in the meeting so that it has a strong basis for future action. What can be confusing is that in practice many people have different definitions.



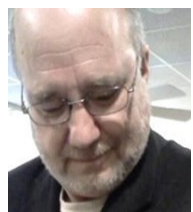
[Ewen Le Borgne](#), Team leader Knowledge, Engagement and Collaboration with [International Livestock Research Institute](#) offers this explanation:

"In my view the facilitator metaphor might even work better with an object perhaps: a reflector (like a mirror), agent provocateur, lighthouse... for sure there's no clear-cut answer to this question. Perhaps a facilitator is some kind of 'everyday shaman' who helps people reveal their own visions, though we (facilitators) don't use magic mushrooms, lick magic toads' backs or do other funky things to invoke any kind of magic... Perhaps a facilitator is simply a coach."

Many people associate the word "facilitator" with the training environment; or with leading a meeting. Often, that person at the front of the room leading a training sessions, is referred to as the course facilitator.

While it is true that some seminar leaders do "facilitate", the facilitation role is often important in other areas. For example, the chairperson at a meeting often takes on the responsibility for facilitating the meeting, rather than "running it". The government employee involved in mediation of disputes between other parties is also a facilitator.

Human resources staff members often facilitate discussions in various contexts. And staff that work with groups of stakeholders and members of the public may be well advised to take on a facilitating role rather than a directing one. The Business and Enterprise Facilitator's role is more complex, and involves a unique mix of that of coach, mentor, advisor and/or consultant. This facilitator works more with individuals or groups, or sometimes, whole communities with the client(s) to help them improve aspects of their business performance; or, perhaps, guides them through a process of starting their business.



[Robert Bacal](#) gives this simple definition: *"A facilitator is an individual who's job is to help to manage a process of information exchange. While an expert's role is to offer advice, particularly about the content of a discussion, the facilitator's role is to help with HOW the discussion is proceeding."*

The [Sirolli Institute](#) defines it as follows:

Enterprise Facilitators work with a community based board to provide free, confidential business management and networking advice to aspiring entrepreneurs and existing businesses.

Since 1985, Enterprise Facilitation has provided an effective mechanism for mobilizing community leadership and has demonstrated the capacity for inspiring community revitalization around the world.

- Local leadership is essential to the establishment of an Enterprise Facilitation program. Without local endorsement, understanding and management, nothing can happen.
- Enterprise Facilitation is controlled and managed at the grass roots of a community by a local Board of Management, comprised of civic leaders, community professionals and economic development practitioners.
- The local Board hires and supports the training of a full-time Enterprise Facilitator who is the catalyst for assisting and encouraging local enterprise.
- Enterprise Facilitators provide intensive, one-on-one assistance. They link clients to programs and resources offered by development organizations and professionals as well as community people.

In short, the facilitator's responsibility is to address the journey, rather than the destination.



Australasian Institute of Business and Enterprise Facilitators

Established 1997

BECOME A MEMBER
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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



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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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.

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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

Web: www.aibef.org.au

Email: info@aibef.org.au



The Australasian Institute of Business and Enterprise Facilitators (AIBEF) was founded in 1997 as a result of the recommendations of the Industry Task Force on Leadership and Management Skills.

In their report, entitled *Enterprising Nation*, the taskforce recommended that: “... a comprehensive accreditation process be established for small business trainers, educators, counsellors, facilitators and advisers so as to upgrade the quality of small business advice.”

It's a fact that, at the moment, the business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, facilitator, trainer or consultant.

Check out Google for instance; there must be a dozen (or more) sites on “*How To Start Your Own Business Consulting Venture*”.

The AIBEF is the Peak Body for Business Facilitators, Coaches and Trainers, and we, the AIBEF Committee, hope to continue the association's great work to further promote the professionalism and quality of our members, and to endeavour to act as a respected voice and advocate for the wider community.

The AIBEF represents a profession that is proud of its independence and confident of the service it provides, committed to continual improvement in the skills and knowledge of our members and Business and Enterprise Facilitators in general, who ably assist in the professional guidance and support of business, enterprise and community development.



Welcome to our Newsletter

Facilitation Focus is an opportunity for Business Facilitators, Coaches, Facilitators, Trainers and Consultants to ask questions, offer answers, and become part of a group where we can all join in peer-to-peer discussions and conversations about challenges, experiences and outcomes. **It is also worth noting that ‘Focus’ can be included in your Continuing Professional Development (CPD)**

Facilitation Focus is a publication for a rapidly changing world.

Almost daily, SME's are facing constant changes, and it is vital that the Business and Enterprise Facilitator is current with their expert advice and guidance.

Facilitation Focus has as its main aim to access to a professional network of peers through the AIBEF, and by gaining more insight into business and industry best practices, as well as increasing the focus on the important aspects of their own business, an AIBEF Focus member can accomplish amazing results.



Something To Say?

Thanks for the Info

Just a note to thank you for the helpful information contained in your magazine. I'm a client of one of your members, who sends your magazine onto me. I find it easy to read and some of the ideas in the numerous articles are very useful and valuable.

*Peter Haley
Solar For Life
Coffs Harbour, NSW*

WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

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

The role of a Business and Enterprise Facilitator is to promote local economic growth by providing support to local entrepreneurs, groups or entire communities wishing to start or expand a small business enterprise or to assist to develop a 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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