

BUSINESS

COACHING

Berlin 2019

LEAN STARTUP SUMMIT

Interview
MARKO ČADEŽ

Interview
JOHN LEARY-JOYCE

Delhaize:
**CULTURE EATS
INNOVATION FOR
BREAKFAST**

This
edition's topic

INNOVATION



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THE EDITORIAL



I was sitting on a train in Berlin's metro thinking about the Lean Startup summit, an innovators's summit taking place in this city, when I suddenly heard someone playing the harmonica. I instantly recognised the tune – the man was playing „O Bella Ciao“, the famous Italian communist song. I am a great believer in signs along the road. Also, hearing that song in Berlin, after many many years, made me remember significant moments from the past. I got the message - if you want to embrace change and innovation, you need to say "ciao" to something old, and step out of your comfort zone.

Our February edition is full of articles about innovation. Also, we've been innovative and changed the make-up of the cover page. For the first time now, there is no portrait there. We've been to Berlin and have an exclusive report from the Lean Startup summit 2019. Also, in this issue, we have innovative coaches, companies, and large corporations trying to implement innovation in their daily work.

I hope this February edition motivates you to figure out your own way to be innovate at something. As you already know, our main goal is to ignite change and make it sustainable using coaching.

Enjoy your reading and stay hungry for knowledge.

The Editor



Photo by:
Predrag Todorović

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COACH IN BERLIN



A coach in Berlin, at a Lean Startup conference? Lean Startup is one of the biggest IT conferences in the world. Many IT specialists, entrepreneurs, start up founders ... and a coach. At first, it was strange to me also. But, I have come to realise that if you want to be an innovative coach, you should change the way you work and try to be innovative. And where can you find a better place for innovation than a Lean Startup summit. That's how this story began.

But, first something about Berlin. Why is Berlin such a great place for innovation? Why Lean Startup in Berlin? Berlin is a great city, having the "privilege" of being at the border between two political worlds, the east and the west. Political differences carry business differences, and we will focus on business only. Berlin is also a city which offers opportunities at every corner so you must run an innovative business in order to succeed. Berlin in the '90s was a "city of liberation" and you can still feel that spirit in the air today.

The Lean StartUp conference was a two-day event, consisting of the "Unconference" and "Conference" parts.

The „Unconference“ part was held in ESMT, Berlin. The organizers tried to do something innovative and different from the previous conference. They invited all participants to pitch their ideas and create workshops on their own. This resulted in a lot of interesting ideas, more than 30. First, every participant had up to a minute to explain the idea. After that, the participants voted for the best ideas and chose two workshops to attend. Many interesting topics appeared on the very busy agenda that day.

The three keywords dominated on the floor: innovation, people and learning.

Two workshops revealed very interesting approaches to innovation and learning.

The first one, „What is wrong with the corporate innovation?“, kindled a very lively discussion. Many corporate employees tried to explain their own experience with implementing innovation in their companies. The participants willingly shared their failures and learnings.

The workshop recognized several elements important for successful implementation of innovation in a company and, more importantly, among the employees. Here are some of the key conclusions:

- Goals are not the same for the company and for the people who work in it;
- There is frequently a lack of skills needed for innovation to be implemented;
- There needs to be a culture in place that supports innovation.

The workshop participants also produced a list of activities that support innovation:

- An innovation lab
- A corporate incubator
- A corporate accelerator
- Open innovation
- Outsource projects
- Corporate venture capital

Internal factors need cultural change, new learnings, hiring new people with new skillsets. Also, a corporation should try to implement innovation when it has



enough money or very good incentives for it.

External factors in a company might be a disruptive innovation, new business models, different customer focus.

The second workshop, "How to educate people to be lean", was about people, how to teach them, train them and coach them. It was a really useful workshop because there were a lot of experienced people there from that field of expertise.

- Which methodology to use in order to have the best implementation results?
- How to align processes with new learnings in order to adopt a new culture?
- Which tips coaches can use in order to deliver the best measurable results?

The key takeaways from the methodology and process part were:

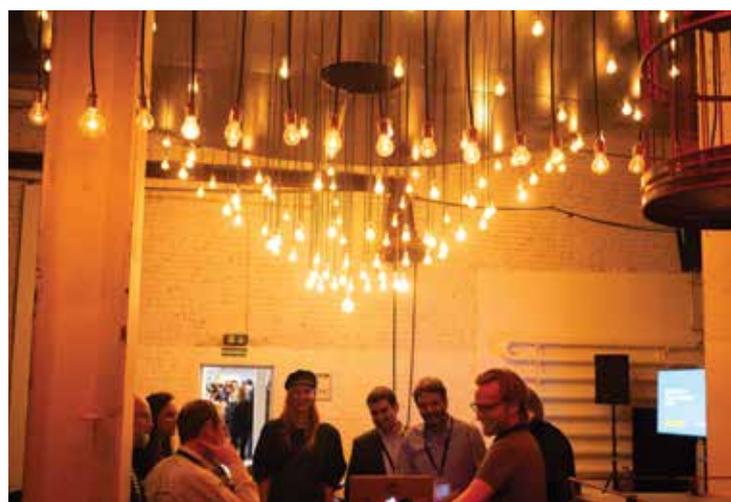
1) Take time to prepare people for the innovation process.

Not only the MVP (minimum viable product) but MVK (minimum viable knowledge) is necessary for starting the innovation process. Start with changing the corporate culture first, prepare the ground for further construction work.

2) Just-in-time learning, to provide the best results for changing the corporate culture, step by step, but fast enough to see results. Everyone in the room agreed that implementation of innovation in a company was a long process, which lasted 2 to 3 years at least. One of the participants said that could be a neverending story.

3) Practice what you preach. In the last minute of the workshop, when the moderator asked the participants if they practiced lean or coaching methods in their daily life, just a few attendants put up their hands. Practice what you preach, validate your learning and be prepared to fail. Be willing to be told that your baby is ugly. If you want to be a lean coach or trainer, you need to be credible, to know how hard it is when you try to implement this on yourself.

Start small. Team by team, group by group. This way, you are preparing for small failures, and also for learning fast and pivoting to the next bolder step.



Day two, the "Conference" part of the summit. The event was opened by Thijs Sprangers, Director & Founder of Lean Startup Summit EMEA & Live on Demand. He wished a warm welcome to every participant of this summit. The Lean Startup had been held 40 meetups in 2019, in 27 cities and with 5,000 innovators attending. The topics of this summit were: Culture of entrepreneurship, Customer centricity, Innovation accounting, Portfolio management, Lean startup basics, Experimentation & Validation, Pivot, failure and learning, Agile, Product management, Design Thinking, The modern company. As for the participants, 40 per cent were very experienced (more than 5 years), 40 per cent had medium experience (2-5 years) and 20 percent less than 2 years. When it comes to nationality, 50 per cent were from Germany, and the rest came from 35 different countries. The second speaker was Christoph Raethke, from Berlin. He explained why Berlin was such a great city to be the host of this great event.

The blend of the east and the west, two different cultures and lifestyles, makes Berlin an ideal city for innovation.

A very interesting talk was given by Tendayi Viki, author of The Corporate Startup, on "Leading innovation – right question, right time". The main goal of innovation is to transform creative ideas into profitable business models. The biggest challenge, especially for large companies, is how to innovate and keep the core business healthy. Also, it is hard to manage innovation with the same tools that companies use to run their core business. Asking the right questions at the right time may turn out to be crucial.

After the panel called "Culture of entrepreneurship", Alexander Osterwalder, CEO of Strategyzer AG, stirred a lot of interest. The topic "Winning with business models and business portfolios" explained Alex's latest work on business model mechanics. A lot of examples with a big, successful companies explained how they succeeded or failed. The key message was -



don't focus on the product, focus on the business model.

Another great panel, "Unlocking large enterprise lean challenges and win" took place on the main stage Berlind Island. Meanwhile, a lot of workshops were held all around "Alte Munze".

A really great talk, "Growth hacking" was held by Regan Kirk. It was a brief but information-packed power session covering the process, mindset, and tools which help on a journey towards more customer-centric, experiments and data-driven organization. He created in 7 minutes a company logo, the motto, the marketing mix, a landing page, a testimonial and even and chatbot! The key message -

you can do everything in a short time using the right tools.



After the "Beating uncertainty in product development" panel, there were a few talks presented in a very interesting way, the 5 min format. A lot of ideas and shared experiences ignited creativity in the hall.

At the very end of this summit, the participants had the opportunity to be part of the live fireside chat with Eric Ries, Co-Founder, and author of Lean Startup Co.

In 30 minutes, Eric explained from San Francisco the core philosophy of Lean Startup and the most common challenges running small businesses and startups. Also, he talked about resistance in organizations when the innovation process was ignited. At the end of the chat, people had the opportunity to ask Eric a few questions.

The wrap-up was done in a very unusual way. After Eric's talk the organizers were sharing Eric's book "The startup way" and Thijs Sprangers, Director & Founder of Lean Startup Summit EMEA, invited all the participants to the new Lean Startup summit, which will be held in the USA in autumn.

What's next? The organizers will continue with Meet-Ups, and some of the cities that they mentioned were Belgrade, London, Rotterdam and Berlin.

It is hard to summarize a two-day event in just a couple of pages. This was a well-organized event, with great energy, a lot of learnings, and exchanged best practice and knowledge. The people who attended were open to seeing new horizons and willing to implement what they learn in their everyday jobs.

The keynote speaker were exceptional, easy to approach, willing to listen, understand and help.

Berlin, as the host town, was open to new ideas as usual, and not only ready to accept but also to ignite.

Read more on this summit online soon, on www.bcoaching.online

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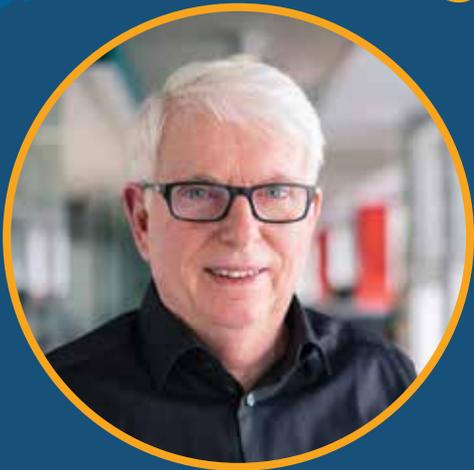


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THE BEST COMPANIES ARE COMPOSED OF THE BEST PEOPLE

Marko Čadež, President of the Chamber of Commerce and Industry of Serbia (CCIS) and President of the Managing Board of the Western Balkan Six Chamber Investment Forum (WB6 CIF)



Mr. Čadež, CCIS is an important institution in the business environment of Serbia. What are your key activities?

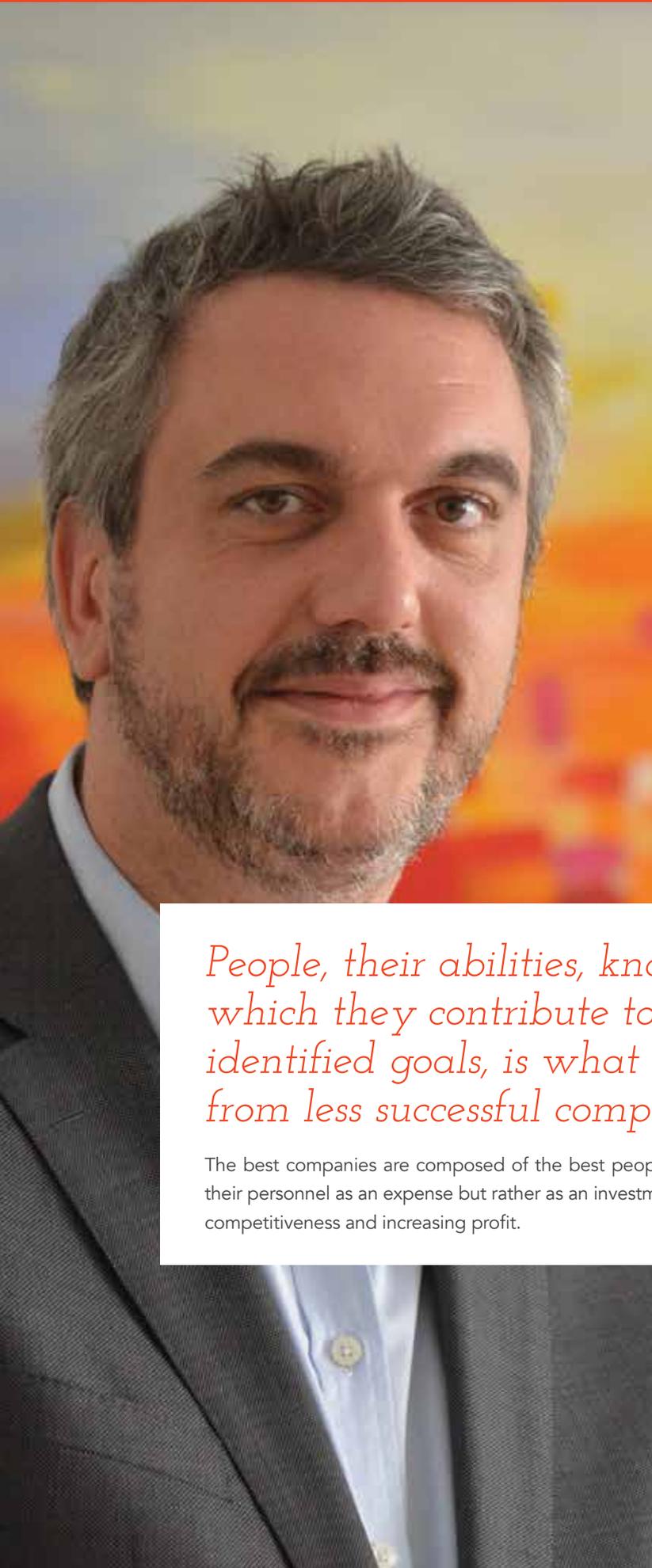
In recent couple of years, owing to the reform and modernization of what is now a single chamber system, the Chamber of Commerce and Industry of Serbia has developed into an efficient platform for protection and realization of interests and strengthening the influence of the business community on decision-makers at the national and international level, and has become a place of reliable information and useful services, which we have developed to suit the needs of the economy. Everything we do – from the promotion of initiatives of businesspeople for im-

provement of the regulatory framework, through networking with partners from abroad, providing analytical services, to support in digital transformation and education, including introduction of dual education, is done to help our member companies in solving problems in their everyday work and to strengthen their capacity to grow and develop, to be more competitive and productive, to produce and export more.

Our magazine is primarily intended for development of people in business environment. How much is the business environment in Serbia aware of the necessity to invest in development of people?

It is important that in recent years, both in Serbia and the entire region, there has been a growing awareness that

people are the largest and most important resource for improving both national competitiveness and competitiveness of individual companies.



There is a growing readiness of the state to adapt the education systems to the needs of the economy, of companies to invest in their employees, but also of employees to acquire new knowledge and skills after completion of formal education, to get advanced training in line with fast technological changes, and thus to contribute to the achievement of their personal and corporate goals.

However, the idea of lifelong learning is still developing with us, and this concept is implemented mainly by big companies, which are aware that it is only through continued investment in, improved knowledge and enhanced competences of their employees, that they can keep pace with their competitors. Although it is invested into employees much more today than, e.g. five years ago, which is showed by the indicators on growth of the market of services for education of adults that has doubled in recent period, we have a lot of work to do and much higher investments to make to reach the average of developed countries and companies.

CCIS members are reputable entrepreneurs and business people.

What distinguishes companies investing into development of their employees?

People, their abilities, knowledge and skills, through which they contribute to the achievement of identified goals, is what distinguishes successful from less successful companies.

The best companies are composed of the best people, and they do not consider investing in development of their personnel as an expense but rather as an investment in higher motivation of their employees, strengthening competitiveness and increasing profit.

As a rule, higher profits are generated by the companies with smarter, better organized, more proactive and innovative employees and managers.

The international corporations operating here have brought not only new jobs, and opened new export canals to the local economy, but also brought new technologies and business models, and they have shared with us their best experiences in corporate governance, including human resources management. They implement their systematised standards for each level of employees and managers, and they apply these matrixes depending on the market and industry in which they operate. They have developed HR services and often their own centres for training and continued education, but for education of their employees, they use the services of the Chamber of Commerce and Industry of Serbia, and commercial education centres.. Having adopted the international practice and respecting local specificities, big domestic successful companies have also developed their own systems, but there are still a lot of companies

that do not treat HR operations and education as investment but as expenses, which are first to be cut when it comes to saving.

Unfortunately, the majority of our companies do not have HR departments or divisions, which is partly due to the structure of the economy that is dominated by micro and small enterprises, mainly family-owned, in which the owner manages the entire business, including this segment. Although there are examples of good practices among them, few of them have human resource development strategy and training strategy, or clearly allocated budget for training of employees. The Chamber of Commerce and Industry of Serbia makes efforts to provide to such companies services that would make up for their shortage of HR services and develop their awareness about the need for and importance of the development of the HR function and lifelong learning.

Business coaching is one of the most efficient tools for development of people. According to you, what should be done to make more companies implement the coaching methodology?

Business coaching supports development, it is a good way to qualify employees to clearly define and achieve their business goals and aspirations, and to improve communication and team work. It is an efficient tool for solving conflicts and change management. It is still not sufficiently known discipline in this region, but our companies are starting to use this tool on the model of foreign companies that have entered our market. I believe that more and more domestic companies will, adjusting to the changes and fighting stronger competition on both local and domestic markets, recognize the benefits for their business and use all available tools, which can help them develop potential of their employees as much as possible and use them for development and growth.

Our magazine is read by managers in the countries in the region, and its online version is read all over the world. What is the role of CCIS in preparing Serbian companies for globalization of the economy?

Networking of Serbian companies with partners from abroad – from the region and the world, to attract capital and get integrated in their supply chains, promotion of export and investment potentials of the Serbian economy and Serbia as a business destination in the international business community, informing our companies about conditions of doing business in foreign markets and providing information and analytical services in connection with operating conditions in foreign markets and trends in individual sectors, are just part of the portfolio of CCIS services,

whose aim is internationalization of the economy.

Only last year, we organized more than 120 events, of which 50 big forums with bilateral meetings, in the country, region and the world, only on the national level, not taking into account gatherings organized by line associations according to the needs of their members, and gatherings organized by Regional Chambers of Commerce and Industry across Serbia, in line with the specificities of the local economy. More than 13,000 businesspeople participated in them. Helping our economy to position itself better

on the markets, and opening new markets for it, with the financial and logistic support, individually or with partners, we ensured organized appearance or participation for more than 500 companies – our members from almost all business sectors – from food industry to creative industry.

The Chamber of Commerce and Industry of Serbia has developed a unique service in the Serbian market of business association services – a Supplier Day,

which will be in the focus of our activities in the coming years. In the last two to three years, almost 1,000 Serbian companies, mainly from metal and food sectors, have used this networking service, participated in the Supplier Day and got the opportunity to introduce themselves and talk with big foreign and multinational production companies and trading companies, from German and Austrian, through Russian to Japanese, about integration in their supply chains.

Many well-known companies and individuals from IT world write for our magazine. How does CCIS see the impact of domestic IT companies on the development of the entire economy?

ICT is one of the fastest-growing sectors of the Serbian economy, measured by number of newly established businesses and percentage increase in export, which has recorded, in recent years, an average growth of almost 25 per cent.

IT companies will have a leading role in digitalization of traditional industries, especially SMEs and the CCIS Centre for Digital Transformation, established last year, is already working on it. Digitalization will enable Serbian companies and those from the region to improve all segments of their business, implementing state-of-the-art technologies and innovations, from production, through administrative processes, to communication with consumers in domestic and foreign markets.

Companies which digitalize their business on time will be more efficient and competitive, they will produce

more products of better quality, products with higher value added, and they will link more easily with buyers, export more at lower costs, and get integrated in global supply chains. The study on impact of digital transformation on the Western Balkan countries shows that an increase in the general level of digitalization by 10 per cent would permanently increase the GDP growth rate in the Western Balkan economies by one per cent, and that increasing digitalization by only by one per cent, employment in production companies would increase by 1.2 per cent and productivity by 2.1 per cent.

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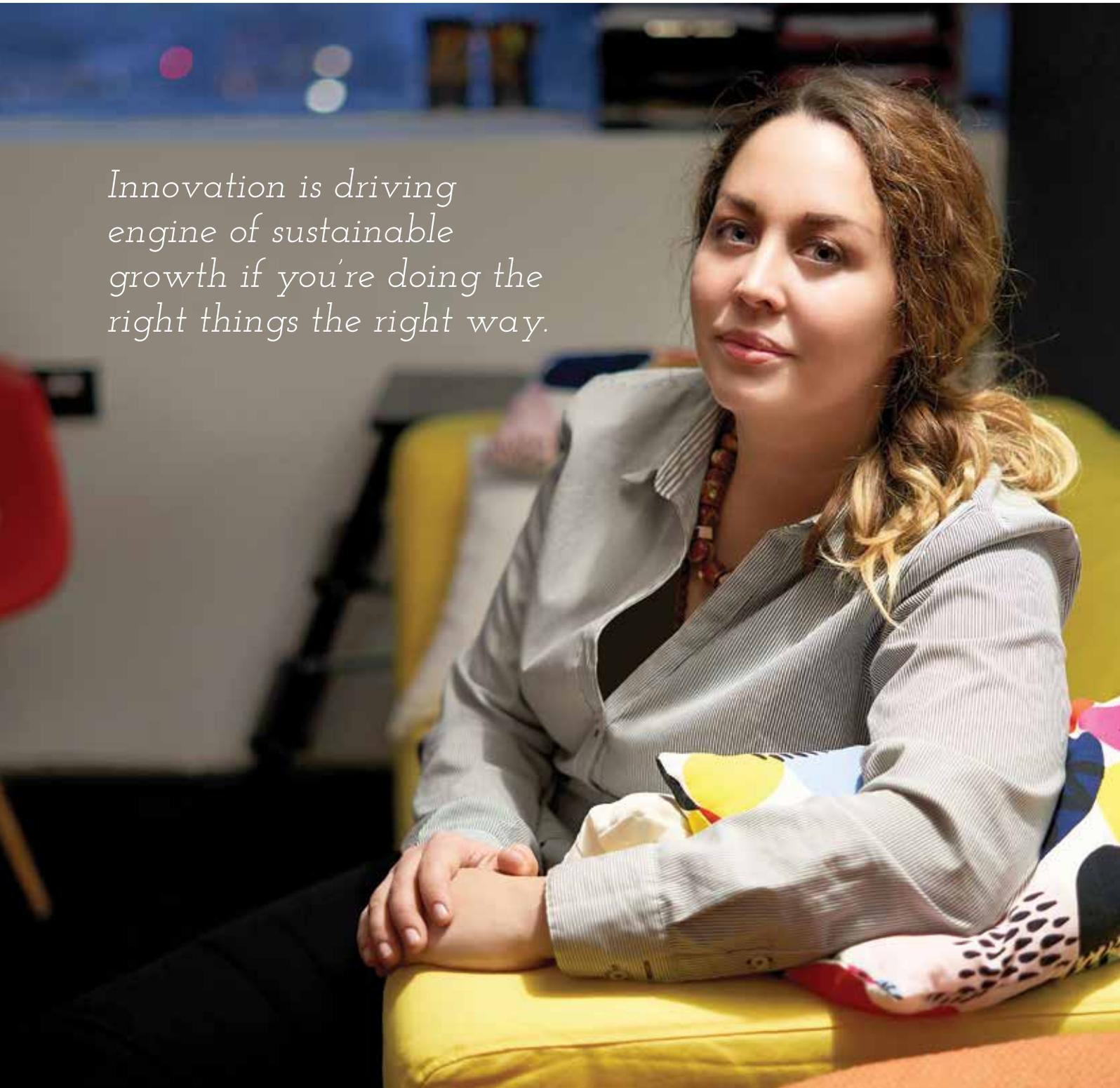
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CULTURE EATS INNOVATION FOR BREAKFAST

Aurena Dinić, Innovation specialist at Delhaize Serbia, Belgrade, Serbia

*Innovation is driving
engine of sustainable
growth if you're doing the
right things the right way.*



To think that you might be away from innovation hype if you're operating in Serbia, especially in traditional industry such as retailing is a one of the faultiest premises you might have. On the other hand, it's not even a matter of hype or how many incubators, workshops or other activities you conduct in order to signal that you're company is into innovation.

It's about doing the right things the right way.

In 2018, Delhaize Serbia had a quick start to get people acquainted with "what's on the menu". We started zestfully and faced Godzilla - called culture. We built an internal system of how people submit ideas, how do we select ideas, test and implement them. We established our Innovation room – as a playground for innovations. In parallel to that we did series of external activities such as hackathons, brown bag sessions, open innovation challenges and other innovation events. We did many things to create hype within our organization around innovation and

we made it. Some percentage of our associates experienced it more in-detail and get to produce first innovations. Feeling was good for them. Now our people know that we are "into innovation".

But an existing company is primarily organized for day-to-day execution of its current business processes or mission, not for search and exploration of new ideas or new business models.

If you want to integrate innovation in existing company, you must reshape its current ways of doing business.

Reshaping means changing. When you want to change things at one point you will stumble at Godzilla and that means some serious change-management work.



Most important prerequisite to make innovation work is organizational culture and culture means people.

No matter how good your innovation process is designed it's people who have to implement it every day.

So, innovation culture means that you must have thinking and behaving patterns that support innovation. There comes the biggest challenge! How to get people thinking and behaving like entrepreneurs in a large corporation where everything works differently?

Innovative thinkers, such as entrepreneurs, want space to make impact and growth. They are out-of-the box and associative thinkers. They ideate themselves or scout daily for ideas that may bring growth to their business, rapidly test new ideas while taking care of scarce resources, pivot the idea towards better value and take risks (since failure is not a "no-no" thing for them). Does it sound familiar? Have you seen such person operating daily within corporation? It's a rare bread, but if you have – that's great! Now, our next question is whether the environment is supportive of such people.

One of the biggest impediments to ideation and innovation en général is the tendency to stick to old patterns of thinking and behaving.

It's really hard to break down habits, assumptions and prejudices that affect how people look at a problem. If you want see opportunity where you used to see problem or just to observe situation with open eyes you have to cope with all of the above. This is not a must-do for innovation officer, this is a big challenge for leadership as well. Many companies face that employees are either not acting like entrepreneurs or senior leadership is not creating an environment where entrepreneurs can thrive.

During our first-year of our journey we found out that if we want to embed innovation in our DNA we must

cope with the culture. Firstly listening to the needs and opinions of our people that are pioneers in innovation, we defined traits of our innovation culture. Secondly, having defined our ethos, we thought of a roadmap how to get there. One of the first things is of course changing our processes, procedures and KPIs to enable all of the above mentioned. And we don't stop here. We work with people because we know people are essential for success. We work on committed and engaged individuals (both leaders and associates) that will actually live the innovation culture.

We turn to targeted people development and coaching as powerful methods in building innovation culture and tackle resistance to change.

Knowing that, for 2019 we've decided to accomplish it through series of workshops and coaching with mixed group of targeted stakeholders from all hierarchical levels within Delhaize Serbia.

People engaged in innovation need specific competences – knowledge and skill set they would exhibit as behavior in their daily work. Workshops are envisioned as first part of multi-level journey where we start from basic introduction in innovations to deep-dive. We give information, show examples, give individual and group exercises and learn from it.

For instance, it may be that the right first step is sim-

ply to show design thinking and a lean innovation approaches and how it's application quickly and inexpensively achieve valuable customer insights. After that, during deep-dive they get to know tools that will translate customer insight into actual

innovation, that will be (or not) validated and implemented. The difference is, at these workshops, people aren't just sitting around in a dimly lit training room waiting for the next round of snacks — instead, they're pushing themselves to think differently.

Second part of the journey is coaching. We opted for group coaching and occasionally focus on short micro-coaching sessions, if the need arises.

Group coaching is great method to build selfconfidence and leadership culture of participation,

to learning some new creative skills jointly, for finding out alternative ways of thinking and behaving, to overcome difficult challenges in a group setting and finally giving and getting (as objective as it can be) feedback.

In this particular case where coaching is fuel to innovation and innovation is per se “everchanging thing” – we focus on the establishment of the relationship between the coach and coachee at the first session and nurture it along the way, yet not as key aspect for success of coaching. That is one of the reasons why we opted for group coaching, to get the most of the group dynamics and undiscovered potential of people already here. Participants commit themselves to action plans created during workshops and have opportunity to once more address “what-if’s” related to those action plans. Commitment is about living it daily with their teams, irrespective whether they hold leadership position or not. We also address “leading without formal authority” issues and methods, to empower associate level team members to bring bottom-up change.

Nonetheless leadership buy-in and active involvement is prerequisite for success of such developmental program. All leadership positions are included,

starting from COO whose participation was active from “Day 1” in 2018 and continues to be such in 2019. Additional accent is placed on leaders of participants in our workshops and coaching sessions. We work with them as well in order to set up micro-climate that will enable participants to exhibit change in thinking and behavior in their daily business. One of the most important thing for them is ability to fail and experiment.

If you can't fail, innovation can't happen.

In existing companies, innovation will happen only with development of people to unleash the innovators within.

Are we there yet? No. But for sure we are making big, solid steps to get there as fast as we can. Companies that realize that will live to tell the story of past days.



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Mickaël Dufourneaud - Keep Up The Momentum With Inner Self

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BUILDING A COACHING CULTURE

Danijela Stanković, People Development Business Partner at Endava, Serbia

Over one year ago, we introduced two roles in Endava - the **Line Manager** and the **Career Coach**. These roles came as a result of our organizational growth and are crucial for our internal **Career Development Program**. But there's more to it and let's see together why we decided to set up these new positions and how do these roles influence the professional growth of our people.

First of all, it's important to say that our core purpose drives everything we do here at Endava. We exist to create an environment and a culture that breeds success by treating our customers as individuals and by enabling our people to be the best that they can be. Therefore, we are in a continuous search for different ways to make it a reality for our employees and customer base.

As our business and client networks are expanding, our people naturally have many more opportunities to build on their existing knowledge and skills and take up new and stretching assignments. Being a matrix organization with a proven track record of fast growth in many of our locations, we find that

creating a coaching culture is one of the ways to support our people in their both personal and professional development.

We decided to introduce the role of **Career Coach** to support employee development and help people understand where they are on their career path, where



they want to go and to identify how to get there.

In Endava we strongly believe that each employee is the driver of his/her career. The Career Development Discussions are the primary tool of a person's further growth, regarding their technical and soft skills. Each employee agrees with his/her Career coach on the dynamic of those meetings and they partner in thought-provoking conversations about career aspirations, learning opportunities, challenges, support and then agree on action plans and timelines. Each employee in Endava has a Career Coach, and each **Career Coach is specialized in different directions: soft skills, technical skills, a particular programming language, stakeholder management, leadership, and so on.**

Our employees can choose different Career Coaches according to their professional needs and aspirations of the moment, so their careers will develop according to their plans.

We also created another leadership role the Line Manager. This person works as a "liberating leader," with responsibilities around leading highly engaged, high performing teams. Our definition of a

high performing team is a trusted team that works in a safe environment, where people got each other's backs by encouraging honest feedback and hold each other accountable.

The final purpose of a high performing team is to focus on results and achieving a collective goal while having the group commitment. We are proud of the fact that we have Line Managers across the business that know how to access the power of the team and enable a feedback culture.

Of course, our **Career Development Program** does not refer only to the key persons and/or our leaders but is being designed specifically for each of our employees with the joined efforts of the Line Manager, the Career Coach and the employee. We believe that we need a continuous investment around the individual capability of each employee. These two roles complement each other and through collaboration leveraging the capability of all our people and the performance of our teams, as we continue to build upon technical excellence and provide world-class delivery to our clients.

To support and make the **Career Development program** the most efficient for each individual, we

designed and implemented an internal tool called **Career Development System**. This tool is a personalized digital portal that provides clear and transparent information about career maps, career opportunities based on seniority and professional experience. Also, the system enables providing and requesting structured feedback throughout the organization.

We are convinced that setting up a culture of feedback, knowledge sharing and high performance is critical to creating an environment and a culture that breeds success.

And we are proof that being a people-oriented company enabled us to reach 5.182 employees, located in offices in North America and Western Europe and delivery centers in Romania, Moldova, Bulgaria, Serbia, Macedonia, Argentina, Uruguay, Venezuela, and Colombia.

The future sure looks bright for, and we are excited to see what's next!



CONNECTIONS FOR BETTER AND MORE FAVORABLE BUSINESS

Budimir Raičković, President of Association of Montenegrin Managers AMM, Montenegro

For the beginning of this interview, could you tell us how the AMM was established?

The project itself started back in January 2008, when the Montenegrin Confederation of Managers was formed. Simply, these initial steps pointed to the need to form a strong, well-organized institution of leaders and managers with a clear vision of Montenegro as a state of knowledge and high-quality human resources. The initial idea grew and was institutionalized in October 2013, when the Statute of the Association of Montenegrin Managers was adopted and the leadership elected.

How many members does your organization have and how do you communicate with them?

The Association has grown from the initial 20 founders to an organization that, through individual membership and membership through the Business-Company club, now has more than 300 members. Our members are managers in top positions in private and state companies, as well as representatives of

the scientific community. Over the past five years, we have improved communication methods, which now include regular electronic communication but also direct contact in meetings, visits to members and above all through various workshops, conferences and other types of business gatherings that our members find useful.

Employee development is a very important factor, perhaps the key factor, in the success of a company. How much does AMM promote such activities for its members?

If we say that development of human resources is the focus of our activities, that absolutely means that we promote and support every form of work and improvement of human resources in companies and the society.



How does AMM contribute to the development of a more favorable business climate in Montenegro and beyond?

Through a proactive approach, monitoring of economic trends and attention to problems and business barriers through direct communication with the government, its ministries and local self-government bodies. We strive to fully articulate the requests of the business community towards better and more favorable business conditions. Also, we are working hard to connect managers in the Western Balkans region and we are one of the founders of the joint regional organization of South East Europe Managers AMSEE.

Nowadays, there is a lot of talk about digitalization of the economy, and of the society as a whole. What is the role of the AMM in this challenging process?

The AMM is recognized as an initiator and promoter of modern ideas, especially ideas that represent business opportunities not only for Montenegro but also for our whole region.

We have formed the Digital Transformation Committee whose activities have immediately been recognized by the business and the wider community as very good and useful, so we ended last year with the Digital Summit called „DigitalON“, which was supported by the largest companies, but also the Government of Montenegro, its ministries – public administration and economy, Human Resources Management, Customs Administration, Tax Administration and the Chamber of Commerce.

On the whole, the AMM is recognized as one of the proponents of this process, which has been communicated to us by the International Telecommunication Union.

You have recently been re-elected as President of AMSEE. It is a great honor for you, and even a greater opportunity to contribute to the organization.

It is my privilege to work with my colleagues from the region on destroying barriers that are part of our historic heritage.

Working to realize the vision of economic prosperity and cooperation of all countries in the region, we face a lot of challenges. However, the people who make this organization, and also the very idea behind the organization, is what makes us wealthy. It is irrelevant whether someone else will work on a vision of the successful Balkans with us or alongside us; what is relevant is that more and more people and institutions regard this kind of thinking as the only right one and this process as inevitable. Politicians are here to create the conditions through the strength of their positions, and it is up to us from the sphere of business to act even faster than they.

To end this interview, if you could express the vision of your association in one sentence, what would it be?

At the end, as well as at the beginning - a strong, well-organized business and social organization, which articulates and represents the interests of leaders and managers, with the aim of significant economic and social development of Montenegro and the region.

DARE TO INNOVATE

Srđan Pavlović, ICF ACC Certified Business Coach, Belgrade

A team, as a group of individuals, has a really big impact on business. No matter how big a business is, the team is a crucial factor in it. Leaders, however, often have no time to deal with team members' problems. One reason why so many managers say that coaching is priceless to them is the time it gives them for thinking. How do they use that "thinking time"?

Nowadays, the most precious use of that time is to use it for creativity and innovation. But, why do we need innovation, and how can we apply it? Innovation brings a new perspective to your business and helps you to differentiate from your competition. Innovation can help you to run your business more efficiently.

One thing which is definitely true is - no innovation no change. You need innovation to beat your fears, your own demons.

Those could be the fear of success, the fear of the unknown, or of something else. In coaching, the powerful questions the coach asks bring light into darkness:

"What if you succeed?"

"Just imagine you get what you want from your business - what is it like?"

"Imagine there was no fear - what do you see now?"

One of the biggest mistakes in business is to put an equation mark between innovation and digitali-

zation. To simplify a process without using any digital tools is also a form of innovation. Even the opposite process, giving up digitalization, may produce better results. Does this sound impossible?

Also, there are a lot of consultants who help corporations to be more innovative. It is a very modern topic in discussions about the future of business. How can we measure the impact of innovation? How can we estimate the Return on Investment (RoI) for the whole process?

Now, back to the team again. One of the best tools to use in work with teams is team coaching.

If innovation is a spark for the change, coaching is the wind that intensifies this fire.

How does coaching support innovation? Well, the

key requirement for an innovation process is for people in a company and their leaders to want to innovate something. We need to prepare them to understand the inevitability of change. This is a very complex and time-consuming process. But without preparation, we fail for sure. From that moment, when they are ready for change, onwards - team coaching is the most powerful people development tool. Because coaching always supports change. Team coaching extracts the best from the team and returns multiplied synergy. Team coaching supports innovative thinking, creativity and of course very fast execution. In team coaching, a coach creates a safe environment for all team members. That is the biggest similarity between team coaching and the environment that supports creativity and innovation. That is the reason why in team coaching a team may find the best and the most creative solution. That is why a team is the most crucial factor in a business. A team can ignite innovation only in a safe environment that a team coach provides.

In the end, coaching in business can also be innovative in many ways. Trying to see a solution from another coaching perspective may be quite challenging too. In a creative business, coaching must be creative too. A team coach should break the bonds which stop him or her from doing team coaching in a totally innovative way. No matter which coaching technique a coach has learned to use, he has the freedom to invent and adapt the technique to the client. In everyday business, do not allow routines to gain control of your business.

Think creatively, act innovatively.



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Yoichiro Sugii, CEO owner at Gledis, Inc, Tokyo, Japan



You are now observing the results of the invisible war of information.

I am sure many of you managers have been hearing for many years now that 40% of the existing business models will be replaced by new ones by 2035. What I would like to discuss is not whether this is true or not; instead, I would like to talk about what action managers should take and how they should prepare for the coming of the AI era.

The digital technology that triggered the industrial revolution has developed AI and its purpose has been to help human beings to work efficiently and to create a copy of the content of our brains.

Efficiency means AI does machine learning of how to do things that we used to do with our own hands.

It also eliminates the waste and lets the machine do the same things humans do and also try and minimize mistakes. These things have already been done by robots. Robots are not only capable of operating things but they can also communicate.

In today's global society, many unexpected issues arise, and executive coaches must acquire physical health and resilience to respond to them, as well as adequate methodologies and thinking skills. And they need to teach those methods to executives. So, what we need now is to learn about Supervised Learning and Unsupervised Learning methods.

Supervised Learning Supervised Learning is one of the methods of machine learning, and it is called so because the AI system uses the data given in advance as so-called "examples (=advice from the supervisor)" and learns (= fitting to some sort of data) using the examples as a guide. That is, it is a lesson with proper answers derived from the input and the output data. A clear answer is already available. An example of this would be a student learning from their supervisor at school when they are given the answers.

Unsupervised Learning is another method of machine learning and it is very different from Supervised Learning in the sense that "what might be asked" and its "answers" are not decided beforehand. It is used to extract the essential structures behind the input data. There are several answers in the extracted structure and not necessarily just one. When there are a number of clusters (aggregates) the output becomes more complex and there will be various answers. Executives especially need to organize large numbers of tasks and to find the answers in order to make decisions. There are several possibilities in the cluster data, and if there are many answers including the hypothesis, you always face the challenge of how

to derive the answer. If you cannot come up with the solution, things will get complicated and you will not be able to make a hypothesis for the future nor conduct scenario planning. It is also necessary to derive a number of answers from additional data using not only your own but also other people's data. As this is the age of AI, and more complex issues and challenges emerge, executives are expected to acquire greater ability for Unsupervised Learning.

What happens if you are incapable of "Unsupervised Learning"?

In the approaching era of AI, we might encounter many unexpected revolutions. Performance management which has been stable for a long time will also be forced to change to a short-term business model. We must adjust our thinking to the future and to new challenges as soon as possible. You can use this thinking to take the next step ahead of other executives - it can become a tool or a strength. Whether you have the "Unsupervised Learning" mentality or not will make an overwhelming difference in the AI era and it will become a weapon you can use to gain an advantage. It is important to understand that the term "tactics" belongs to a "Supervised Learning" mentality, and that the "Unsupervised Learning" goal is strategy.

If you seek answers only from the existing big data or information and conduct "Supervised Learning" only, you obtain just those answers that anyone can come up with, so it will become a matter of speed in either retrieving the answer or taking action in a split second. This includes investment in stocks.

Why should an executive coach do this and how?

A true executive coach, and a general coach as well, must study specifically, learn from failure, and acquire a different way of thinking from others. The role of the executive coach is to change the client's consciousness and let him or her break away from the conventional frame (shell). There is a wide range of ways to achieve this and it is all about capturing the matter in a professional and cross-disciplinary manner. Do not get too obsessed with logic, and think by yourself, using analogue mentality, inverse thinking, chunking-up, metaphors, elimination, and liberal arts, and finally come up with your original way of thinking.

This is called OUT OF THE BOX or BREAK THE BARRIER mentality and it is important to know its mean-

ing, value, concept and significance well. And it is to have a thought that guides the springing into consciousness of what has been unconsciously done so far.

There are many people who use these thinking methods who have learned various things in liberal arts lessons in their schooldays. Like these people, the executive coach has the potential knowledge, the ability to think outside the limiting belief, and if there is a person who is stuck in a limiting belief or in an old legacy theory, or even if these matters are mathematically incomprehensible, the executive coach will help you to process it all together, so things can be sorted out. These ways of organizing your thinking OUT OF THE BOX, in a BREAK THE BARRIER manner, brings you the possibility of steering free of your old thoughts.

The most important thing that an executive needs now is a person who can stay close, offer support in sorting out various challenges, understand his or her emotions such as pleasure and pain, contribute positively to his or her mental state and in some cases even to thinking in a positive way in order to prepare the company for the future in this chaotic global society. We call such a person a true executive coach for the executives. On that premise, it is essential that executives understand the future of ICT (Information and Communication Technology).whole, a strong



mental frame, the ability to carry on to the end, determination and execution skills, or, put simply, leaders who have a strong will and give the rest of us strength through the power of affirmation. At the same time, this is also the future executive coach's role. In particular, it is necessary to have a person who can act as an expert in global management, a person who understands metaphysics and philosophy, who is cross-cultured, a person who experiences hardship and succeeds through making big mistakes, and a person who can act and proceed as a matter of course without fear of hybridization of thinking.

The world is already in an age of ICT. Executives who are unable to use or utilize these resources will no longer be able to engage in future management.

The same can be said for an executive coach. The client who has a coach who doesn't understand them at all is quite unlucky. He or she is bound only to obsolete and stale thoughts. If this is the case, the executive should consider changing his or her coach immediately.

But what you need now is a coach or someone who you think of as your coach, who can support you when you are stuck in your search for an answer to an unprecedented issue, who can help you understand what is going on without having to stop your thinking stream or interrupt you, who can boost your resilience, and who can support you in breaking those shells.



The full-fledged appearance of AI has led to significant changes in management

The world is changing the existing business models in order to encompass AI. 2019 will be the year of significant mentality change. And to study the idea of "Unsupervised Learning" as a tool, let's consider it out of the box from now on.

And let's make a habit of solving various issues ourselves when we face them. We have to think about how to solve them. These problems cannot be solved without moving from the world of knowledge into the world of wisdom and intelligence. You cannot afford to coach someone who has more than your ability to think about issues you do not understand or cannot solve.

SPEAKING - ONE OF THE WAYS TO GROW YOUR COACHING BUSINESS

Alexia Vernon, Public Speaking and Women's Leadership Author, Speaker, Coach, Trainer & Media Personality
Las Vegas, Nevada



How did you become a coach?

In my first career, I wore a lot of hats. I led a professional development program for arts educators, produced the New York City Student Shakespeare Festival, and taught women's studies and public speaking at several colleges. When my now-husband asked the question, Will you marry me?, I knew my answer was yes. And, I also knew that I needed an answer to a much more important question before I said I do. I needed to answer the question, Who do I want to be before I get married? I wanted to stop splitting myself in so many different directions – despite how interesting each was. I wanted to stop under earning, and I wanted to be able to make more impact in people's lives. Within one year of my engagement, I completed my coach training at Coach U, got certified through the ICF, and hung out my shingle as a coach.

Why did you decide to focus on coaching speakers?

When I started my coaching business, I was all over the place. With no business background and as a twenty-something, I constantly contorted myself into whomever I thought prospective clients wanted me to be. If I thought organizations would hire me to coach and train their young professionals, that's how I positioned and marketed myself. If a company approached me to develop an onboarding program for their employees, I would quickly research that area of talent development so I could take the opportunity. I had been speaking professionally since I was in college, as a result of winning the Miss Junior America competition, and speaking quickly became one of the ways I grew my coaching business. Through a series of aha moments several years into coaching, I realized that my zone of genius was using speaking to grow my business – and showing other leaders, particularly in the coaching and training sectors, how to do the same.

Are you somebody who has always been confident speaking?

Absolutely not. For the first quarter of my life, I had a debilitating fear of public speaking. When I would get in front of an audience, my body would shake, my voice would quaver, I would sweat, and I would lose my words. It was awful. Even as a professional speaker, it took me a long time to recognize that I was self-sabotaging by buying into the story, Alexia, you are scared of public speaking. When really, the issue was, I didn't know how to play nicely with the "sensation" that was coming up when I got (or thought about getting) visible.

What is the difference between "fear" and "sensation"?

If you are anything like me, or at least who I used to be, I suspect that when you are on the cusp of doing (and especially saying) something big, important, and paradigm shifting, you label what you are experiencing in your body "fear." However, what you are feeling in these moments is your body acknowledging that you are on the cusp of something important. If you mine

your life to uncover the moments when you felt like you busted through your own glass ceiling — when you spoke your truth, negotiated your worth, excelled during a sales call, or found the words to have a daring conversation — my hunch is you didn't feel like you were on a beach vacation. Rather, you felt like a colony of butterflies had migrated for the winter into your chest. This is normal. This is you on the brink of stepping into your moxie. And the last thing you want to do is to shove that sensation back down or create a narrative around it that positions you as a victim or martyr rather than as a protagonist — which is what you are. If you want to be a confident speaker, you must learn how to get comfortable being uncomfortable when you present in front of an audience.

Do coaches make good speakers?

Yes, coaches are typically excellent speakers – even though many don't realize this at first.

Great speakers make their presentations one-hundred percent audience-centered – just like coaches make their work entirely about their clients' transformation.

Speakers may tell lots of relevant stories from their lives, but they then ask their audiences a question (or series of questions) in order for them to read themselves into the speaker's journey and experience their own moments of discovery. In a great presentation, the majority of a speaker's time is spent addressing the resistance their audience members are experiencing – and speaking to the conversation in their audience members' heads and supporting them to get out of their own way.

Then, just like in coaching, great speakers make big requests of their audience members. They ask them to take action on their ideas. They are also vulnerable, humble, and honest – even when, especially when, it's difficult to be.

For a coach who wants to start speaking, what is the best place to start?

I encounter a lot of coaches in my training programs who will tell me, Alexia, I've done some speaking, but I haven't seen it have a significant impact on my business. Whenever I hear this, I know that the person hasn't identified how speaking aligns with her or his larger business goals.

There are three primary reasons why coaches want to speak. First, they may want to speak to audiences of potential private clients. Second, coaches may want to speak to groups where organizational decision makers are. Third, coaches may want to speak in order to position themselves as trusted thought leaders in their space. Coaches can do one, two, and or three – but it's important to pursue only one goal at a time.



For example, let's imagine that as a coach my area of expertise is leadership development. If I want private clients, I will create a presentation and book myself to speak before groups of leaders – and ensure that I have an offer that makes it easy for leaders to work with me after the presentation. If my goal is number two, I will want to book paid speaking and training opportunities within organizations. Now, if I don't have strong C-suite or human resources contacts, I can speak to professional associations targeting these folks and use that initial speaking engagement as a way to get face time with organizational decision makers. If my goal is establishing myself as a thought leader, then I want to focus on speaking at the top leadership events – even if I'm forgoing a speaking fee. I recommend that coaches focus on one of these goals at a time in order to gain traction in their desired area.

What are your top three tips for coaches who want to use speaking to build their businesses?

First, create one signature presentation, with one specific idea that you are advancing, that you can give again and again. This will allow you to master your content, and make it easier for you to call your audience to take action in one key area. Second, don't sit down at a computer screen, write out your speech, and then try to memorize it. Instead, develop your presentation by walking and talking your ideas. Then, you can sit down and take notes to support you when you practice your material aloud and commit it to memory. And third, when it comes to pitching yourself to speak, be sure you are pitching the right audiences based on the speaking goal you identified: private clients, organizations, or thought leadership. And, when sending your pitches, follow-up with event organizers. It may take five or six pitches to get a decision maker on the phone, just like it may take several emails back-and-forth with a prospective client before they decide to work with you, so don't give up.

THE DEVELOPMENT OF A COACHING CULTURE

Dragomir Kojić, Regional Partner at Karanovic & Partners Law Firm, Serbia

Lawyers are generally thought of as intelligent, ambitious, talented and argumentative people – when we imagine a successful lawyer, we think of an assertive, independent person with these qualities often complemented with a healthy ego. They are people with huge responsibilities and, often, under a lot of pressure. Considering the very nature of the practice of law, one should not be surprised by the growing popularity of coaching in law firms. It has become a critical part of their recruitment, retention and talent-management strategies.

Firms today have internal coaches on their teams, senior lawyers are trained in coaching, and external coaches are often hired to help with a number of situations such as career coaching, business development, or a smooth transition outside of the firm.



According to a study by the International Coach Federation from 2014, coaching programs were correlated with positive business outcomes, including increased employee engagement and firms' financial performance. Coaching has become a development tool provided to employees at all levels of an organization, rather than just a "perk" for the management. It is not easy to say precisely when we began incorporating coaching and when it became an integral part of the Karanovic & Partners' ethos, since it is so ingrained in everything we do. Some of our first experiments with coaching were done a decade ago, and today we have several programs that we are proud of.

In-house coaching for lawyers

Besides being a Partner and the Head of the Karanovic & Partners' Intellectual Property department – therefore, a senior lawyer and part of the firm's management, I am also a Jungian analyst and an ICF accredited Erickson Certified Coach.

Owing to my training and my academic background, I played a role in introducing coaching into the firm's culture and I serve as our very own in-house business coach. We started our In-House Coaching program in 2013, with my first seven clients. Our goal was to help lawyers first to understand and manage themselves, and then to understand and manage others.

Of course, in the beginning there were quite a few challenges. But, we quickly came to realize the benefits of internal coaching sessions after observing the positive behavioural changes and professional improvements in those who attended the program.

In terms of methods and approach, as a coach I utilize several methodologies – combining my education and experience as a lawyer, with my training as an analytic psychologist and a business coach.

I believe that it is important to adapt to the client's individual needs and circumstances in order to ensure that their needs are fully met. In his lifetime, Jung was quite famous for not holding dogmatically to a specific, single method, instead combining different approaches adjusted to the individual. With some his approach was Freudian, with some Adlerian, while with others he used Jungian methods. As our in-house coach, I try to model myself according to this example.

When we started the program, I was slightly apprehensive that my role of Partner would influence the coachees' perception of me in the context of coach-

ing and be an obstacle in establishing a client-coach relation. However, the exact opposite happened. They were thrilled to talk to me and share their ideas, projects or concerns.

The lawyers jumped at the opportunity of having a coach with intimate and personal knowledge of the pressures that they faced daily, client expectations and general challenges of the legal profession. "You understand me so well because you are a lawyer yourself", my clients would often say. We could say that my unique circumstances and roles within the organization proved a strategic advantage and enabled, so to say, a holistic approach to the program.

Today, I am proud to say that of those first seven clients, three are now partners in the firm, and one is on the partnership track. We have held over 1,200 internal coaching sessions, with more than 10 hours per individual client annually. Considering the fact that we are not a large corporation, but a law firm, these are not unimpressive figures.

Coaching at all levels

But, we needed to think bigger if we wanted coaching to truly become a part of our ethos - to do this, we needed to implement coaching culture both from the bottom up and from the top down.

Our strategy was to introduce coaching methods and apply coaching techniques in our development programs.

We started with the youngest members of our team – the trainees. We established the KNdidates program intended for recent graduates – we apply coaching methods at the early stages of their careers, especially regarding self-motivation, communication problems or, in general, regarding strategic legal thinking.

The main methods we use are regular trainings, mentoring and supervised work. This is the foundation on which we build.

However, in order to have such an approach with the trainees, we needed to train the senior lawyers – their supervisors, on how to coach them.

With this goal, we built the Academy – an internal five-day program, covering a number of soft skill trainings. We set the basics with delegation and feedback, where we teach our lawyers how to use coaching methods even for delegation and feedback, because in that way we foster creativity and different approaches. We then continue with detailed trainings on coaching and psychology for lawyers, which are hugely popular and well attended.

Coaching is the essence of our talent development programs – Star tracks

Lawyers on track for promotion set their career goals, together we define their areas for development, and then we provide support through mentoring or coaching. For our lawyers, independence and integrity is everything, so coaching came to be the best approach which allows them to find the best solutions on their own.

And finally, we have our partner development program – the Leading Edge. Each year they have different trainings or programs – either individual coaching or additional trainings to help them to better lead their teams, or group coaching with an external coach. We believe in the importance of new ideas and fresh perspectives, and because of that we usually bring in external trainers from the UK.

Conclusion

Step-by-step coaching conversations have become important part of everyday life in our office. Here we challenge our people, give them new perspectives, and we listen – which really matters to lawyers. Our Senior Partners have worked with top-level executive coaches and we have included coaching methods in development programs for every career stage – starting with our young talent, the KNdidates.

And the effects have been staggering. In terms of numbers, we have a 78 percent rate of internally promoted talent, while a 100 percent of the partners in the firm have been a part of our coaching program.

But you can see the effects by yourselves. If you come to our office and ask our lawyers about coaching, you will probably be surprised to find out that they know more about it than the average HR professional in a company. Our lawyers are familiar

with PCM, MBTI, they are used to Points of You cards, and they practise coaching while managing others.

I have to mention Ivana Karanović, who heads Learning & Development at Karanovic & Partners. She is one of the persons responsible for creating and constantly improving the culture of coaching and talent management in our firm – and one of the people with whom I closely cooperate. I believe that this culture is flourishing through the synergy of our different, yet very complementary approaches.

In fact, last December, Karanovic & Partners won the prestigious Stanton Chase Talent Management Award in the Most Innovative Locally Developed Talent Programme category. I think that receiving this award was not only a privilege, but also a confirmation of the quality of our work, vision and values.

THE LEADER CREATES THE SPACE WHERE THE FOLLOWER WANTS TO STEP INTO

John Leary-Joyce, Executive Chair, Academy of Executive Coaching, St Albans, Hertfordshire, United Kingdom

PR Text



Mr Leary-Joyce, you founded the Academy of Executive Coaching in 2000 and are Executive Chairman. How did you become a coach?

I started out in the Gestalt psychology field as clinical practitioner running individual and group therapy programmes. This evolved into then becoming a trainer at the Gestalt Centre London on the Diploma and later Masters courses. I was also very interested and got involved in the business development side of the Institute and later was appointed Managing Director for next 12 years.

Having both the psychological and business experience I became a Process Consultant specialising in leadership and group/team facilitation in organisations.

When coaching became known in the UK in 1995 it fitted well into what I was already doing and so reduced my clinical practice and started to work as an executive coach. Later in 2000 it was clear that there was a need for Advanced Executive Coach training that capitalised on my business/coaching experience on so along with two consultant/coach colleagues I started the AoEC and the first Advanced programme for coaches. There were quite a number of Coaching Foundation courses but none to take coaches into the deeper psychological area while applying it in a business context.

Since I'd been involved in the professionalising and accreditation of Humanistic Psychotherapy practitioners it was natural to get involved in the development of the new coaching professional bodies in the

UK - ICF, APECS, AC and EMCC. I was EMCC President in 2012 helping to create dialogue between the professional bodies since it was confusing for those new to coaching as to which organisation to join to get accreditation.

It was also very important to me that if I ran an organisation providing coach training we had to create a culture that had a coaching ethos. This we've worked at over the last 18 years and believe strongly that we have built a strong brand because we practice what we teach.

What would be, in your opinion, the most critical reason why a company should hire a coach?

The goal of business organisations whether commercial or not-for-profit is to provide an excellent product or service for the best value.

Therefore the most critical reason for hiring a coach is to help the organisation to improve performance and raising quality of business practice. Executive coaching help individuals address personal blocks whether emotional or mental that limit them in performing at their best. So it has to be personal performance of individuals in reaching the business targets that is the reason for hiring a coach.

You said once that coaching is very similar to tango. Could you explain that in more detail?

Tango quote "The leader creates the space where the follower wants to step into" this directly parallels what a leader and follower needs to achieve in any business team. The leader knows where he is going, makes a clear and compelling reason for going there and communicates in a way that the followers really want to go. The follower is not passive and compliant but actively engaged and wanting to make the team effort a success.



By trusting and believing in the leader the follower takes responsibility for enacting the leader's direction.

Our job as a leadership coach is to help the leader address how well they are creating clear and compelling direction. By using Tango as a metaphor and utilising Tango exercises the leader can get a powerful insight into their style and expertise in this area.

Searching for Return on Investment for coaching is like a holy grail in business. What is your experience, how could we measure the impact of coaching on the client's business?

ROI can only be measured if there is investment in clarifying the current conditions at the start of the coaching and the objectives are clearly identified and change in behaviour/attitude is measured. To do this effectively takes time and money and organisations do not want to invest in this so it becomes like a 'holy grail'.



Management are happy to trust the coaching process, probably because they have experienced themselves or seen the value in others and set loose objectives relating to KPIs at the beginning then reviewing the achievement at the end.

If the goal is about 'confidence' or 'leadership presence' then it's very difficult to measure objectively the outcome. Yes certain behaviours will indicate an internal shift but only the subjective experience of the coachee will ascertain whether the coaching has been successful and worth the investment.

Financial RoI is more straightforward in smaller businesses where the financial impact can be seen and measured.

The cultural impact is easier to see and address. Also in sales teams, especially where more than one member is coached, and the process and targets are clearly identified. This performance coaching is very focused measured by behavioural change towards the sales target.

If you had a chance to describe coaching in one sentence, what sentence it could be?

Coaching facilitates the coachee to uncover their innate wisdom and experience to find their own direction and solutions.

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SIX KEY BEHAVIORS OF WORLD-CLASS INNOVATION COACHES

Aaron Eden, Moves the Needle Founder, Lean Innovation Leader, Tucson, Arizona

Over the last 10 years I've had the opportunity to coach hundreds of Innovation teams inside of dozens of large organizations as well as sponsors and innovation board executives at these same companies. I'd like to share with you some of the key behaviors, principles and mindsets for becoming a world class coach of innovation teams inside the enterprise.



“The journey of a thousand miles begins with a single step” - Lao Tzu

Let's begin by defining the role of a coach.

What is the role of an innovation coach?

We are not a team member, we are not a decision maker, we are not present to approve whether team members take time away.

We exist to help the team accomplish more than they ever thought possible.

To accomplish this goal we must:

1. Support the growth of both the team and the individuals on the team.

It is our responsibility as coaches to grow entrepreneurs through this process and we are simply using the Innovation projects that the teams are working on as a means to developing these entrepreneurs. We are accountable for the growth of the team and they are accountable for business outcomes.

2. Keep our teams motivated and consistently moving forward at a rapid pace. When working in situations of a extreme on certainty, as these innovation teams are doing, they will often overthink things and spin in circles unnecessarily. We are responsible to ensure this happens as infrequently as possible.

3. Continuously assess and challenge the team's assumptions . These can be assumptions about their own performance, about how their organization will behave, about what's even possible for them as individuals.

“There is no spoon” - Neo

4. Reinforce the great behaviors of our team. When we see our team members behaving boldly, connecting deeply with customers, making decisions based on evidence (not opinion), and rapidly validating / invalidating assumptions, we must positively reinforce those behaviors and ensure they become habits.

What expertise does a world-class innovation coach possess?

World-class Innovation coaches have deep expertise in two areas, Intellectual Quotient (IQ) and Emotional Quotient (EQ).

IQ is the knowledge and expertise of the Lean Innovation process, tools and approach. You can think about it as the HOW of innovation. The IQ you need is going to be specific to your organization. It could include things like Design Thinking, Agile, Lean Start-up, Lean Manufacturing, Jobs To Be Done, Business Modeling and more.

EQ is the understanding and expertise in the coaching and the dynamics of the team. The WHO of innovation.. Your Innovation teams are responsible for the WHAT and the WHY.

Your coaching EQ is where the magic happens and is supported by six key behaviors:

1) Being self-aware about your own behaviors, biases and motivations. We accomplish this by continuously evaluating the team's situation. Start by pausing to evaluate the current barrier the team is facing, and to be specific about the exact outcomes we hope to create through a team intervention. Once we decide on the intervention and outcome, we must intervene swiftly and then get out of the team's way. Finally we evaluate if our intervention had the impact we had hoped for.

2) Build rapport with our teams sponsors and leaders by authentically finding common ground with them.

Focusing all of our attention on them, and actively listening so we can quickly show them that we indeed have their best intentions at heart. If the teams and leaders don't trust you, it's extremely difficult to challenge them and support them in accomplishing more than they thought possible.

3) We are always **moving our teams forward**, clearing roadblocks, barriers and anything that might slow them down. This ranges from providing candy to providing a shoulder to cry on. We must strive to remove these barriers in a way that does not increase team dependence on us. The team will not have our love and support forever.

4) One way we accomplish is by being a consistent mirror for our teams by **giving concise and meaningful feedback**. Coaches need to be great observers of behavior and help teams and leaders see the impact of their actions on the performance of the team. Through this concise feedback we support the team in re-shaping their behaviors to reach optimal performance.

5) We can't go at this alone and must **support our fellow coaches**. We call out each-other's good behaviors, we encourage each-other and we share openly to continuously improve. We operate as a team with a singular goal: helping our teams accomplish more than they thought possible and sometimes a breakthrough can only happen via a coach other than ourselves.

6) Finally we must tap into our team's primal campfire needs as a **great storyteller**. We activate multiple parts of the listeners brain by telling truthful, simple, clear stories that resonate with team-members. These stories often leave room for interpretation by the listener and always leave the team ready to take action in a positive and impactful direction.

As you can see, there is a lot to becoming a world-class innovation coach. But, (and this is something I love to reinforce with the new coaches I work with), in order to make a positive impact for your team, you only have to be one or two steps ahead.

Don't wait to start engaging with teams. Get out there and start practicing so that you can begin having that positive impact on others today.



EVENTS

"An investment in knowledge pays the best interest."

Benjamin Franklin

More on:

www.cetbalkan.com

EFFECTIVE TEAMS ARE NOT EFFICIENT

Olaf Lewitz, Trust Artist and Leadership Coach, Berlin Area, Germany



Your favourite football team is playing a game. The goalkeeper rarely has a need to move, let alone touch the ball - the rest of the team plays in the other half of the field. Players are calm, focused, and while the opposing players run like crazy to then just miss the ball ... our players just seem to be where they need to be when they need to be there... without much visible movement or effort.

That's an effective team. Obviously, we win.

Imagine another football team. Everyone seems keen to make an effort. They run, they sweat, they swear. Sometimes, they get the ball, and they surely move it around a lot. You think they'd be a lot happier if everyone had a ball, that would keep them even busier - and maybe happier. Everyone in that team is delivering a lot of work, putting a lot of effort in, creating a lot of "output", during the 90 minutes. The players are well trained, they look great, they move fast... They are very efficient runners. They are very efficient ball movers (if they get it - hence your thought about giving them more balls). They lose.

This is an ineffective team.

Effective teams are not efficient. Or, more precisely, effective teams don't make efficient use of their players.

Effective teams make sure that the work moves fast. Not the workers.

Imagine your favourite orchestra, jazz or rock band. Some of the most beautiful, touching, sensational moments of music involve very few players, are solos or duets - when most of the players are not playing. Are they still being paid? Would you want them to leave the stage and join another band for the time their piece gives them a break?

That depends on how predictable your game is.

In a classical orchestra, playing a classical symphony, when the drummer is only needed in the fourth movement (classical music doesn't have a lot of drums, in case you did not notice), then - theoretically - they could join the stage after movement number three. They could do some other work somewhere else in the meantime, which would be a more efficient use of their time. Most conductors and orchestra leaders I know would still prefer them to be there, on stage - because they are part of the team. And the team shows up together to do the work. In more flexible, improvised, spontaneous kinds of bands - think jazz - it's fairly unthinkable that someone is part of the band and not with the band. (Obviously, as this is art we are talking about, even the unthinkable is quite possible ...) The score is not decided in advance so everyone has to be there to create it together. A lot of work in today's organisations is like that. We have goals and strategy and purpose, but not necessarily a detailed plan.

Teams figure out what to do while they work - and that's great, that's where creativity and innovation come from.

And that is not efficient. It does not need to be.

In fact, focusing on efficiency will kill effective creation of value.

If efficiency (aka resource utilisation) had a place in a team ...

- Football teams would play with eleven balls
- In a good football game (when the whole rest of the team is in the other half of the field) the goal keeper would keep another team's goal instead
- Musicians would always all play at the same time
- Team members would spend more time doing their own work instead of working with each other.
Really effective teams
- Play with only one ball at a time
- Solve one problem, run one experiment or implement one feature at a time



Why does this matter?

Many organisations in today's less predictable world want to be "more agile". They are looking for resilience, innovation, want to foster creativity and collaboration.

Leaders and managers in many of those organisations are used to managing the capacity of their people in a simple way: they optimise for 100% "resource utilisation". I'm putting the term in quotation marks because I don't particularly like to call people resources. There must be some management school somewhere that teaches this principle. It works well for very few problems, machines included: assume your car was constructed with the intention of using all the gearwheels (or any other parts) equally all the time - wouldn't that be a nightmare?

The effectiveness of most systems depends on the inefficient usage of its parts. The less predictable or regular the internal operation of the system is, the more this is the case.

What is the difference?

Your car can go very efficiently in the wrong direction, and that is not effective. A single thing like a car can be efficient and effective - especially when it is a highly predictable machine - an organic entity with multiple independent agents can't. Or, to be more precise: you can't make efficient use of all parts when you want the whole to be effective. The parts need to be available to help each other.

Availability

I remember a key conversation with the head of a 1000 people IT support organisation many years ago, about the configuration of a new capacity planning system. To make an informed suggestion, I asked what he wanted to achieve with the system. He replied, "my job is to make sure that all of my people are 100% planned in projects." I paused a moment and asked, "Let me rephrase that... you are leading an IT service organisation for thousands of users. And your primary goal in your capacity planning is that when any of those users calls you, no one will be available to take the call?"

*For more hints read this text online:
www.bcoaching.online*

THE REALITY OF MEASURING BUSINESS COACHING SUCCESS

Marijan Subotić, Development Director at Coach Masters Academy, Adria Region



The term “coaching” has gained a significant presence in corporate development programs over the past 10 years. It’s now come to a point where clients (corporate HR professionals) have a much clearer understanding of what type of coaching they want for diverse levels of leadership and issues in their organizations. Still, as professional coaches, we often face situations in which it is necessary to explain the effectiveness of coaching on people and organization performance, as well as how it impacts on the bottom line can be assessed.

This is a quite complex issue. And since “differing experiences” have happened to HR professionals, where abused trust, failed expectations and over-promised returns took their toll, it is also a hard task to perform. Many of these client experiences may have been different if the coach insisted on a very simple question before the intervention; “What will you use as a measure of the success of this coaching intervention? Unfortunately, this is a question many

coaches stay away from, since clients often have a difference in understanding of what can be an outcome of a coaching intervention with their employees, and many coaches are not familiar with a clear “system” of how to clarify and manage the client’s success criteria. Luckily Donald Kirkpatrick introduced “Kirkpatrick’s 4L model almost 50 years ago to help us with this task, and today professional coaches understand better how to use it for measuring the success of a coaching intervention.

Let’s try an analogy to first understand the context of an “intervention” better. Say that you were told by a physician that your obesity is a health risk and that you have to slim down. You might assume then that a true measure of the success of your efforts to do so would be the actual amount of weight you’ve lost (i.e. 5 kilos). Although this does have its logic, you would, in reality, be very wrong. In order to assess if your intervention was a success, among many other things, you would first have to understand where you are prior to the intervention and measure the initial STATE (if you are weighing at 130 kilos, a 5-kilo loss does not make for much of a difference). Additionally, understanding the TIME it was achieved in, is crucial (it is a medical fact that human weight can vary up to 20 kilos within a 48-hour period – losing weight fast is not good, but losing it too slow also means the loss is not sufficiently contributing to improving your health). And HOW you achieved this 5-kilo loss really matters (did you introduce healthy eating habits or just stopped eating at all) because bouncing back can happen extremely fast. To make things harder, if the physician didn’t check your thyroid hormone levels, and missed the fact that underlying disease is responsible for your health problem, he may have just given you a “mission impossible” which may compromise your health even further.

To conclude; any type of intervention success is relative, and measuring it is not easy. It must be viewed in the context of the situation as well as from different stakeholder perspectives.

This is especially true for coaching interventions.

Kirkpatrick introduced ROE® (Return on Expectations) in his seminal book on development intervention evaluation called The 4 levels. Much of this concept is based on people reactions and their involvement, and since coaching interventions are based on this as well, Kirkpatrick's methodology can help us (coaches) help our clients (corporate HR partners) achieve their coaching goals with MEASURABILITY.

When working with a corporate client, the coachee is not the only party involved in the coaching process. The SPONSOR plays a significant role, and EXPECTATIONS are important, taking many forms and coming from different stakeholders when a coach is engaged in a corporate environment. Often, the coachee may not be a willing participant to the process. Moreover, large corporations have their internal coaching programs often "rolled out" and are looking for a coach to fit their internal agenda and expectation from a coaching intervention. Also, in many cases coaching is organized due to performance failure of an individual (or team), and on other occasions, it is genuine attempt to prepare an individual for more responsibility and a new role in the changing organization.

Expectations are tough, they come from many sources but most important of all the coach must take on the responsibility to make them REALISTIC.

This begins with the coach clarifying with the client WHO besides the coachee has an expectation from the coaching intervention in the organization. It may just be that these individuals are not sitting at the table at that moment, but might be very present when the coach presents the final report and discuss the OUTCOME of his work.

The next step is addressing an extended part of the "4 levels" model (thus called Level 5) and this is to discuss with all relevant expectation stakeholders defined above, what is the REALISTIC BUSINESS IMPACT of coachee's "transformation" or "transaction" (depending on type of professional coaching required) as a result of the coaching process and WHEN can it be expected.

After this is resolved a healthy discussion must be led around REALISTIC PERFORMANCE (Level 4) defined in a SMART manner, which can be expected from the

coachee after successful participation in a coaching process.

Next topic to talk about is what are the KEY BEHAVIORS (Level 3) that could be observed as part of the "transformation" or "transaction" resulting from the coaching process, which will contribute to the coachee delivering the expected result concluded for Level 4.

For some types of coaching interventions LEARNING (Level 2) has more significance as an expectation from and must be discussed as well as documented throughout the coaching process. This especially true for "transactional" coaching interventions, whereas the learnings happening in "transformative" coaching interventions are of more personal nature.

Of course the participants' positive REACTION (Level 1) is something which HR professionals justly pay a lot of attention to, and is usually easiest to document and discuss with the client and the sponsor. The initial expectation is always a positive rapport with the coach, which guarantees continuity of the coaching process to its end. However, although crucial, in many cases this is the least objective (and thus least significant) measure of the success of a coaching intervention.

Thus, analyzing all "4(+1) levels" from both perspectives (coachee's and sponsor's) provides a strong framework in which measurability of success and effect can be executed to the full benefit of a corporate client.

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