

# BUSINESS

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Agile Serbia

**THE CRUCIAL  
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**DIGITALIZATION**

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**WHY SO MANY  
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# THE EDITORIAL



Summer is coming ...

That is the period of the year when the business machine starts to slowdown. Also, this is a great time to recharge your batteries and learn something new.

This edition has a lot of articles that help to open your mind for new things, and innovate something, not only in your business but also in your private life. In this magazine, we have tried to cover all the topics that are interesting in today's business environment. The only rule that we followed was ensure a connection between the topics and our mission to be a people development magazine.

The main topic for this edition is digitalization. That is why we interviewed Nebojša Đurđević from Digital Serbia Initiative. Also, we include a lot of articles about the digitalization of the processes in business, digitalization in learning, digitalization of coaching, etc.

We are trying to spread knowledge from all over the world (from the USA, England, Slovenia, Croatia and of course Serbia)

Regarding the area of knowledge, we have consulting agencies, big international companies, agile coaches, lean methodology and coaches as well.

We have tried to make a mix of knowledge. It is on you to grab what you think could be valuable for your business.

Then, the most important, try to experiment, validate and learn from it.

That can help you to innovate and improve your business.

Enjoy the summer and see you in October!

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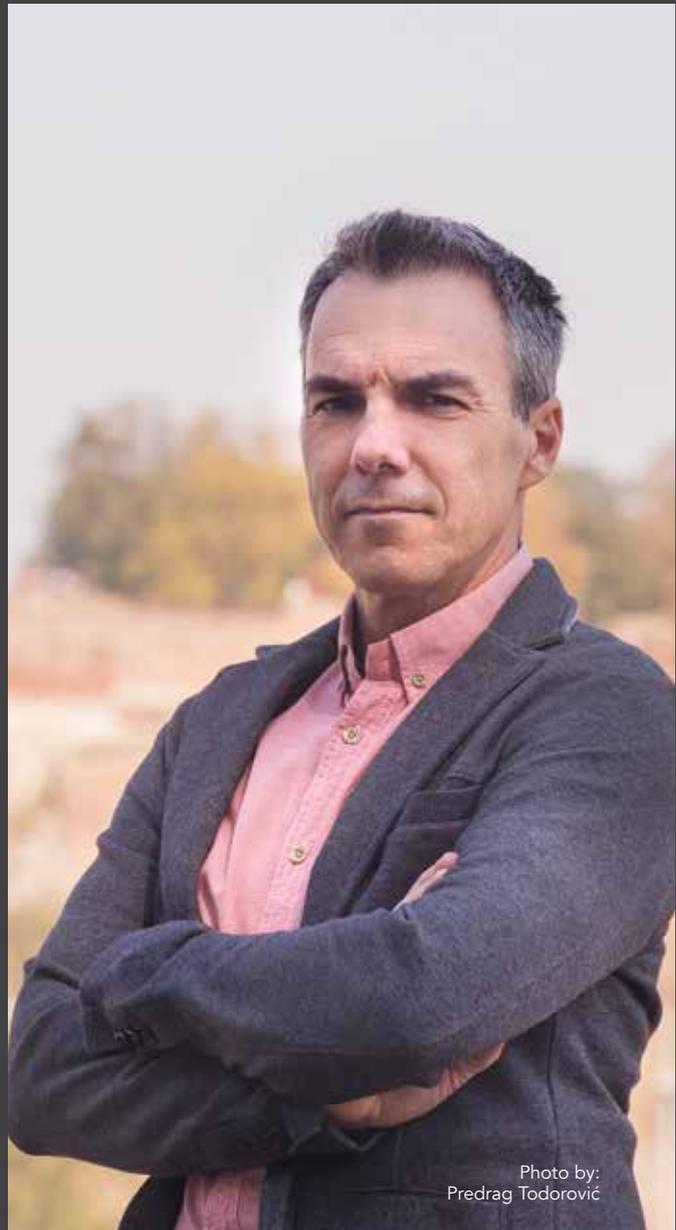


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# WHY SO MANY ENTERPRISES FAIL AT DIGITAL TRANSFORMATION

**Brant Cooper**, Founder, Moves the Needle; NYT Bestselling Author; Keynote Speaker  
Encinitas, California



*Digital transformation is more than digitization.  
Digital Transformation combines the creativity of  
Design Thinking with the rigor of Lean Startup and the  
discipline of Agile.*

The methodology centers on three principles, which I call the 3 E's of Lean Innovation:

## *Empathy*

*Understanding customers deeply;*

## *Experiments*

*Running experiments to test our riskiest assumptions;*

## *Evidence*

*Allowing data + insights to inform decision-making.*

The process does not reward degree. Companies either revamp their people, products and services, like Microsoft under the leadership of Satya Nadella, or they become the Blockbuster of their particular industry.

According to a study from the SITO Institute, upwards of 84% of companies fall short of true transformation. That's a staggering figure, I realize, but one that can be improved by addressing common (often easily rectified) organizational shortcomings.

Following is a list of these shortcomings, along with some brief explanations about why they occur. They are based on the critical work we've done with corporate innovation in the past five years, as chronicled in my New York Times bestseller *The Lean Entrepreneur* and in various articles and talks I've done.

## **LEADERSHIP MINDSET**

### *Not Communicating a Winning Strategy and Vision*

As is the case with many innovation initiatives, a lack of strategic alignment and failure of leadership to communicate their vision is often to blame when a transformation program derails. Leaders need to set their organizations up for success by agreeing upon a definition for the term "digital transformation" or "innovation" and what it means for their company.

In the case of Microsoft, it amounted to a successful, leadership-driven refocusing toward cloud services and the streaming possibilities of its Xbox division. In

the case of Blockbuster, nothing less than a complete digitization of the core business would have sufficed.

### *Opposition to Change*

Transformation doesn't happen in a vacuum. It is often a fractious process, pitting the old against the new, the established against the prospective. Leaders must openly evaluate whether digital technologies could potentially lead to bigger upside and better results, regardless of the work involved.

### *Massive Uncertainty, Massive Risk*

Leaders built their careers executing on what they know to be true, but tend to do the same when faced with the unknown.

One way to combat this challenge is to use the process of Lean Innovation to alleviate some of the uncertainty and guide the strategy based on evidence, which, by our calculation, combines data with insights.

## **TOO BIG TO CHANGE**

Company structure causes digital transformation programs to fail.

### *Lack of Internal Capabilities*

Companies that have never produced a digital product lack the internal capabilities to build them. But enterprise organizations have been known to exhibit "not built here" syndrome, meaning, they don't trust solutions that weren't developed in-house.

This old-school mindset inhibits growth, especially if there are other, more cost-effective or quick solutions readily available. Successful companies look to acquisition, outsourcing, co-development, or a combination of these options. A balanced approach helps companies solve problems today while building internal capabilities for the long haul.

Leaders need to incentivize taking risks and manage performance based on progress toward lasting impact, not immediate return on investment.

*Without commitment to the long-term, teams won't innovate beyond the next quarterly report.*

## **Inability to Shift Culture and Employee Behavior**

Humans have an innate desire to avoid the unknown—one of the reasons why digital transformation projects fail is that ultimately, employee behavior doesn't change.

## **Culture comes out of structure**

If the business is structured in a hierarchical and siloed way, is it any wonder that companies are not customer-focused, can't easily change plans based on new information, and are too slow?

When businesses were primarily working in "execution mode" during the Industrial Age, they repeated proven tasks in order to generate proven results. But today, when these same companies face customers with vast amounts of knowledge and the power to change products,

*purely execution mode is no longer the right way to work.*

Large companies need to restructure in order to initiate a shift in how employees make decisions, how they interact, and how they work to understand customer needs. The bottom line is that for a company to have a successful transformation, everyone from leadership to the front lines must adopt the entrepreneurial spirit of learning, before executing

## **When to Get Outside Help for Enterprise Digital Transformation**

Based on the SITO Institute study referenced above, 16% of companies nailed their digital transformation initiative and have come out on the other side stronger, faster, and with noticeable positive results.

But for the other 84% of organizations that are entrenched in established processes, or those who are in the beginning stage of their digital transformation journey, going it alone might not be the best course of action.

*There are many benefits to having an independent third party help evaluate where they are in their journey and define a strategy for helping them to get where they want to be.*

An experienced outside source can use their prior knowledge in dealing with other organizations in similar situations and use this information to identify gaps in the current strategy and offer insight into how to patch the holes.

Working thoughtfully with partners, vendors, agencies, or firms can offer a new perspective and fresh set of eyes on a situation that may seem daunting to the people on the inside. Sometimes, finding the elusive light at the end of the tunnel may be everything needed for success.

How does your organization rank on digital transformation?

# HOW TO BE A COACH IN THE DIGITAL ERA?

*Katarzyna Szac-Krzyżanowska*, Manager at PwC's Academy / Life & Business Coach  
Warsaw, Masovian District, Poland



## *We live in interesting times. Digitalization is not just a trend, it is reality.*

We are actually already on the verge of the Fourth Industrial Revolution which, as described by Klaus Schwab of the World Economic Forum, builds on the Third, digital revolution, yet merges the physical, digital and biological worlds. It is VUCA (volatility, uncertainty, complexity and ambiguity) at its best, bringing about transformation in the way we work, live and communicate.

So what does this mean for a coach? To me it is mainly two things. Firstly, the topics our clients come with reflect the context they live in. On the one hand they experience the prevalence of technology, information overload, overstimulation and fast pace of living. At the same time there is a growing sense of loneliness, need for human interaction and longing for simplicity. It is interesting to observe how this reflects the areas and topics our clients wish to explore.

Another issue is that the very form of coaching is consequently changing. Where do you consider yourself on the change curve with relation to this? I believe that since we as coaches do not live in an isolated world from our clients,

*we should be open to and experience the same disruptions, adapt, explore and take advantage of what we believe to be useful.*

Having said that, what are some ways in which we see changes in the way coaching is done?

### *Virtual coaching*

It seems that remote meetings using new technology have become as common as bread. Reluctant at first due to limitations in using space or seeing the whole client, we came to appreciate the obvious advantages of virtual coaching: saving time and no location-driven boundaries. Example – in a recent global initiative PwC was able to offer pro-bono coaching to NGO leaders without any constraints, with coaches and coachees pairing up with each other worldwide

through such means as Skype or WebEx. The only technical thing we needed to be mindful of is the different time zones.

### *Digital coaching*

*I find this term quite ambiguous. Looking at the general tendency, it is being used in relation not only to coaching per se, but a developmental platform blending coaching with training, mentoring and other content. Coaching can be done in the form of text messages or virtual meetings, with additional support such as bite-sized training, peer interaction, self-assessment or self-coaching tools. The advantage of such a solution is its diversity and additional aid in-between coaching interventions. It serves also as a database and toolkit. At the same time for transparency and ethical reasons we need to make sure to contract with the client that what is being offered here is not pure coaching. This option is also being said to “democratize coaching,” making it available to a wider public. This is due to the traditional business tendency of restricting coaching to executives who either work with a limited number of internal coaches or external ones, which entails substantial costs. A digital platform may be more affordable and accessible. The question is – does it (or – how can it) provide a genuine, effective and complete coaching process?*

### *Coaching bots/apps*

This is where things get even more interesting. We are being offered self-coaching or self-reflection apps (i.e. WYSA), where we interact with a bot. Many of the apps are free of charge and available in one click, on your mobile, in your pocket. However, it needs to be said that this device is highly limited. It might be a fun addition to coaching, helping embed worked-out behaviors, systematize habits and provide quick real-time support, but it should not be treated as a stand-alone solution. Not only it is limited to a chat, it usually just provides pre-defined answers to choose from or looks for key words to provide ready-made replies. At the same time it is fascinating to see where these baby-steps in Artificial Intelligence can take us.

## AI in coaching

Advancements in AI are to take the chatbot experience much further. Through massive data input, AI is learning the world, and humans, to be able to provide more personalized, flexible, on-demand learning and coaching experience.

## *But will AI replace coaches, or humans in general?*

Extremely unlikely. Although “Westworld” has left me in a rather uneasy mood, such vision will remain fiction, at least for the time being. Even Andrew Ng, a global AI leader, reassures that this will not take place for decades at least and that AI should be rather perceived as “automation on steroids,” not as a sentient, human-like form.

I am looking forward to AI solutions as an addition, yet not substitute for a competent human coach, who, according to the ICF Core Competences, should have the “ability to be fully conscious.” A coach’s work includes building rapport, trust and intimacy with the client, using metaphors, stretching and challenging to the extent allowed by the client, using intuition, extracting what is beyond words, deepening the big agenda, “dancing with the client”. The list goes on. How can this be catered for by anything other than a human coach?

In order to have a realistic approach to digitalization in coaching and make better choices, we should consider both its opportunities and limitations. Please treat the below not as a closed list, but as an invitation to further reflections. To name a few advantages:

- Virtual coaching diminishes place and time constraints and makes coaching much more accessible in larger, dispersed companies
- Technology can be used to automate simpler tasks and allow coaches to focus on the essence
- Some digital solutions may be more economic, easily accessible and feasible for the greater public
- Digital coaching platforms may provide additional content supporting coaching
- AI may complement coaching with more personalized solutions
- Technology may be more appealing to some, especially to the younger generations
- Some people may feel more comfortable disclosing sensitive information to a bot, rather than another human being.

## *And what drawbacks and risks should be recognized?*

- Making ourselves reliable on technology may be tricky – even petty issues such as lack of good internet connection may ruin a virtual coaching experience
- A chat will not replace conversation – tone of voice, body language, use of silence, etc. are just as important as words
- The term “coaching” may be further misused, indicating other forms of development
- Clients’ accountability may be lost as they become too reliant on technology to remind them about their goals and tasks
- Data protection may be an issue
- It may be difficult to choose legitimate and well-tested solutions in a saturated, unregulated and openly accessible market
- Digital solutions are too limited to serve as stand-alone coaching – clients should be made aware of their supporting function
- AI will not have the skills and competences of a professional coach, essential to provide a genuine and effective coaching experience (and kudos to that!)

I often hear from clients that the coaching session is the only time they have to focus on themselves.

It seems that getting out of their routine, switching to a different environment and being able to dedicate an hour or so to their own thoughts and feelings in a face-to-face coaching session makes all the difference. And it is their conscious decision and choice.

At the same time we need to realize that the needs and expectations of our clients may be shifting and digital transformation in coaching is not a matter of “if”, but “how.” What we can and should do is make sure that it is being done in the best service to our clients. Let’s allow ourselves to get disrupted by technology and experiment with it to better understand it and take advantage of it. Let’s approach it with reserved enthusiasm by getting involved and discussing the pros and cons to co-create the future of coaching. It might require a mindset shift to adapt to these changes, but who, if not us, should be open to that?



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# CAN INNOVATION BE LEARNED?

*Srđan Pavlović*, Lean Startup Ambassador, Business Developer & High-Performance Coach, Serbia

These days, innovation is a fancy, buzzword. For most people, it is a really blurry area when it comes to talking about innovation.

As for companies, it seems that they are aware that being innovative and invest in their people is necessary in today's competitive marketplace. But, the main question remains, can innovation be learned?

I attempt to answer this question in this article. Using simple, but very effective lean methodology, we will do an experiment, validate and learn from it.

My experiment was to attend the Innovation Management Academy, which was organized for the second time in ICT Hub Playground.

Also, I will make a report from this event using lean product lifecycle stages which are: Ideate, Explore, Validate, Grow, Sustain and Retire.

## DAY 1 - IDEATE

The first day and I have no idea about how this academy can help us on our innovation journey. But, progress always should be measured, so we did our self-evaluation and put it on the wall.

The event was officially opened and presented by ICT Hub management.

The first topic was "Busting Innovation Myths", presented by Sandra Nešić, program manager at ICT Hub and Jelena Šaranović, senior program coordinator at ICT Hub. They were talking about our misconceived notions about what innovation is and what it is not.

Innovation does not mean something expensive and difficult to implement.

The second key speaker of the first day was Vladimir Vulić, co-founder of Digitalizuj.me. He had a really good presentation about the Innovation paradox. According to him, Innovation is not widely embraced by employees in big corporations. Innovation means change and people do not like to step out their com-

fort zone. According to the latest employee surveys in the area of the engagement, the results are not so good.

Only 13% of employees are engaged, 63% are not engaged and 24% are actively disengaged. Just imagine one soccer team where only one member is passionate about winning the game, while the other eight players just run around and show their muscles. In the end, there are two players who are trying desperately to kick the ball into their own goal. That team would never win.

The first day was closed by a presentation from Jasmina Nikolić, of Agile Humans, on the topic of organizational agility. According to her, if you want to survive in the modern business environment you need to be agile. There are many tools to help companies learn and adopt a new mindset. Agile, Lean and Scrum are only tools a company uses, which are completely ineffective without culture change within the company. This means complete mindset change.



## DAY 2 - EXPLORE



The second day of Innovation Management Academy was around innovation, transformation, and intrapreneurship. Key-note speakers were Kosta Andrić, Sandra Nešić, and Dušan Vukanović.

There are a lot of innovation models and maps. They are all available on the internet. But, you need to choose the one which most appropriate, not only for your company, but for a certain moment in time. These tips and tricks you cannot find on the internet. Developing internal programs that support innovation and intrapreneurship is not so easy task. There are a various option, but this is a very risky area. In many cases, the best place to start is by focusing on three main topics: Organizational Design, People and Culture, and Internal Idea Challenges. No matter how hard it is, the organization that innovates must be ambidextrous. They need to exploit AND explore at the same time.

Another very interesting topic of the academy was, corporation and startup collaboration. If we succeed in creating synergy between these two entities, we can run a very successful business model, with benefits realized on both sides. A corporation can benefit because it can adopt a new business model, new organizational culture, education and become a provider of solutions. A startup can benefits because a corporation already has a sales channel developed, clients, company brand, finance, learning, and experience.

## DAY 3 - VALIDATE

Sonja Kresojević had a really difficult task, to present innovation at scale in only one day.

How are corporates responding to innovation? We can simply see that through this statistic:

- 6% of executives satisfied with their company's innovation performance
  - 41% of executives believe their companies are at risk of disruption
  - 85% of executives think innovation is very important and yet:
  - 78% of investment is in protecting the status quo
- Nowadays, the crucial thing in innovation is to answer this question:

Can you become an adaptable organization able to operate your core business at scale while simultaneously adapting to change through continuous learning, self-disruption, focus on customers, and innovation to drive long term growth?

What corporation needs to be going this way?

Continuous learning, embracing uncertainty, small bets, customer centricity, business agility, outcomes over outputs.

Outcomes over outputs are probably the most difficult to change because companies are trained to execute and generate profits. Most of corporate think is focused on a one year period, and in that short period, you cannot produce valuable outcomes. That is the main reason why corporations need dramatical mindset change.



## DAY 4 - GROWTH

The fourth day was reserved for Afonso Rebelo de Sousa, co-founder of Bundl from Brussels.

Today's corporations are struggling with disruptive innovation.

The world is changing at an ever-increasing pace. Companies are faced with few very important challenges:

- Adoption of new technologies.
- New startups entering the market.
- Changing customer needs.

Also, there is one big difference between corporate and the startup.

A corporation is a permanent organization designed to execute a repeatable and scalable business model.

A startup is an organization formed to search for a repeatable and scalable business model.

For this reason a corporation needs to create the role of Innovation Manager. This person's job is to help the corporation keep up with the same speed and stay at the forefront of its industry.

What does the process look like when an Innovation Manager develops a startup within a corporation?

1) Scene setting - Who are you and what alternative industry are you looking at?

At this stage, teams need to discuss market and technological developments.

2) Why innovate? What are the triggers that create long term impact?

At this stage, we need to discuss what your stakeholders and CEO will be looking at.

3) Expanding your market - How far is your desired innovation from your customers?

At this stage, we need to discuss what „idea“ you could buy but realistic adopt in your industry.

4) Synergy Map - What do I own, control or influence...

Identify your key partnership to realize your venture

5) Looking sideways – Who is getting it right? Why are they getting it right? Can we steal it?

Make sure you capture not just the cool stuff but also what really drives value.

6) Build the Value Proposition – It is all about benefits but it links to the offering...

Start by knowing what you will offer in 5 yrs time.

7) Strategic Direction Card - This is the basis for any management pitch brief.

Focus on what will reduce your 'cash out'.

8) MVP Card - This is the basis for your planning and everything you need to realize it

Focus on what will you measure.



## DAY 5- SUSTAIN

After Afonso's morning wrap up, the final day continued with Sandra Nešić and Alina Gratschner.

Ideation and innovation metrics are very interesting topics because we need all that work around innovation to measure somehow. The main purpose of metrics is managing risk and uncertainty.

The most famous tools are the "business model canvas"

and "value proposition canvas". These tools are available on the internet to download.

The business model canvas helps you create value for your business. There are 9 blocks which are crucial for business developing. In the center of all activities is of course the customer.

That is the reason why is developed a new tool, more



focused on the customer. That tool is called “Value proposition canvas”. This tool helps you create value for the customer.

A really good example of shifting focus from product to customer is HILTI. They have completely changed their business model and instead of price fighting with a cheaper competitor, they focus on the best service to serve the customer. And that pays off.

“Value proposition canvas” tells you a story of how you create value for your customer. The focus should be on what jobs customers are trying to get done. There are three aspects:

Customers jobs - what customers are trying to get done in their work and their lives.

Customer pains - describe bad outcomes, risks, and obstacles related to customer jobs

Customer gains - describe the more or less expected benefits the customers are seeking

From the “our” side, we have:

Products and services - a list of all products and services a value proposition is built around

Gain creators - describe how your products and services create customer gains

Finally, in the business model canvas, we should consider:

Feasibility - Can we deliver it?

Desirability - Do customers want it?

Viability – What is it worth?

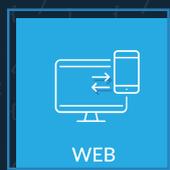
Just for the end, “Future of work” was an eye-opening presentation. What will be our future working place? What would be our job description? Some of the interesting data:

- Investing in Artificial Intelligence in 2017 was 12 B\$, and in 2022 will be 60 B\$
- By 2022 more than 75 mil workers will have been redundant, but the industry will need an additional 125 mil
- By 2022 more than 54% of workers will need to re- or upskill their knowledge

In the end, one question in the headline provokes more questions than we could imagine which is for us well-known uncertainty.

Can innovation be learned? It depends on you, and only on you. Innovation demands a long learning path, numerous experiments, and validations. Be persistent, longlife learner and don't be afraid to try something new.

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# THE CRUCIAL IMPORTANCE OF AGILITY - WHY IT IS SO IMPORTANT IN NOWADAYS BUSINESSES?

## AGILE SERBIA

Agile Serbia is an educational center founded with main focus on Agile Software Development and Agile education and certification. Since its foundation Agile Serbia has been leading and promoting the Agile way of working, supporting thousands of people and organizations across the region on their Agile journey. It is the largest regional community of Agile and Scrum professionals, gathered together to share Agile in its theory and practice.



Business organizations and systems seek to better understand the users' needs and to better implement them in their products and services. Response time used to create the best solution for the customer is what makes a company market leader. This is one of the important things where Agile is the best choice.

*Agile approach has become an almost unwritten rule in the planning and implementation of IT projects because it provides the best solutions and opportunities in today's uncertain business environment.*

As an approach created with the goal to respond and adjust to such changes and challenges, it is quite clear why Agile wins the world at lightning speed. In addition to the IT industry, a pioneer in the implementation of Agile's approach, Agile is becoming the backbone of the development of numerous non-IT organizations. Why is Agile most-sought approach nowadays? For one - a market strategy and ways of how to adapt to its demands and challenges, then competition, technical advantages and innovations, innovations as everyday thing in IT world. Similar challenges follow the other industries, since traditionally managed projects are struggling to survive in a fast pace environment.

## What does Agile bring?

Companies today need to respond to user requests fast, which helps them better place their products and services on the market. This leads to better positioning, more successful customer relationships, and plays a role in the brand's virality. The advantage over the competition in today's business environment is short-lived because of easier access to the market and the rapid advancement of technology. However, with good strategy and flexible approach, the goals you set up are quite realistic and feasible.

Some of the main advantages of the Agile approach are response time to market demands by tracking product development by iterations, as well as fast and short development cycles. Agile techniques enable changes in certain parts of a project during the production phase, if they don't match with customer's needs. In the past, this was not possible, which affected the quality of the project, as well as the delivery time, creating obstacles in product development, at least from a technical side. Agile helps achieve savings which lead to more efficient control of costs, as well as increase of profit, one of the primary goals of business.

Iterative-incremental product development and transparency a core of the Agile approach, provide less risk for the project as a whole. It is much easier to set the time frames because the phases are relatively short.

*Agility means that the changes are not only necessary, but inevitable, so that with the set deadlines, all changes can be easily implemented.*

When you implement Agile, besides quality enhancements, teams get faster feedback, so they can remove all defects in progress, ensuring that every

functionality of the product is completely tested. Regular testing maintains and improves the quality of the final product.

Faster implementation of feedback or requests for new features, contributes to better functions, improved user satisfaction and user experience, and results in a continuous improvement.

Another important segment that can be improved with Agile is team and company communication. In addition to increased customer satisfactions, teams work in better harmony, become more transparent and take more responsibility. Agile includes building of entire culture and values that help better achieve business goals.

*Agile is giving people control over their work, providing opportunities for challenge and mastery, and aligning their work with a higher purpose.*

It continuously remove organizational impediments from the team. Also, set the stage by creating the conditions for high performing teams and motivated people.

## How Agile works for you?

What happens when Agile does not seem to be working the way you planned or the results are below expected? There is a belief that even poorly implemented Agile is good. Think twice, because the purpose of Agile is help your bussiness become more efficient and optimal.

Before you start using the Agile approach you need

to be sure why you want to use it and to make sure to have clearly defined goals. *Ask yourself - what challenges does your company/teams face that Agile approach and practice could help you overcome?*

One of possible and common challenges in practice is imposing too much responsibilities and tasks on a team at the same time, which may result with unrealistic delivery requirements. For this challenge, Agile offers prioritisation, retrospectives and reviews, which allows teams to decide on what will be the main focus and which segments can be placed aside in a certain phase.

The next challenge is related to team members not feeling self-confident or they do not have enough autonomy to do what they need to achieve goals. Agile actually encourages all team members to be independent and to take initiative. If your team faces similar fears, try to improve transparency and allow the team to self-organize in order to focus on tasks.

Another potential challenge is stakeholders, because the team sometimes does not understand exactly what the customer wants. You can overcome this challenge by involving the client in the early stage for more detailed analysis or testing, submit a trial version to a smaller group of customers. Use the feedback and user experience to improve the product and have it ready for the market.

## *How to apply Agile?*

Maybe now you have a dilemma of how to apply Agile? You need to understand that moving to Agile is a question of adapting to new culture, mindset and processes. It is therefore good to have full support in these changes. There are many ways to do this, but it's often good to start with a smaller scale project.

*Work on education and continuous improvement - yourself, communication, processes, products, because this is the key to success and a recipe for adapting to changes.*

The success lies in good communication, good leadership, as well as in experts who can share their knowledge and best practices with your team. Look for the right support before you embark on an agile journey called transformation and be prepared for change. Be open to adopt new values, to build a new culture and a mindset.

*Live Agile to successfully use Agile!*





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# NEW SOLUTIONS IN THE WORLD OF WORK

**Jelena Žikić**, HR Director Adriatic at Adecco

**Mina Miljković**, HR Manager at Adecco

Under the social innovation lab, we run short-cycle innovation projects to design and test new solutions that have the potential to change the world of work. These are delivered in consortium with partners and produce prototypes that can be taken forward internally as well as externally. We design to share, not to keep.

## **Supporting Workforce vitality**

**A vital, healthy workforce is good for business, people and society.**

To thrive as employees and individuals, we need to be healthy, resilient and fit for purpose. This means addressing not only physical health, but mental health and well-being, plus complementary areas like nutrition and sleep. As we spend a large portion of our time at work, shouldn't the workplace help enable this?

Building on Win4Youth, this project aims to create a new paradigm of what a good employer does to make the global workforce holistically healthy and fit for purpose. It is not an app, not a platform, but a combination of policy, practice, culture, change management, technology and tools that create "stickiness". Win4Youth inspires Adecco Group employees, associates and clients to live an active and healthy life by engaging in sports. The model is simple: log your time or kilometers spent doing your favourite sports and raise money for programmes that help young people around the world become work-ready.

## **Supporting Workforce Readiness**

**Giving young talents a chance**

Many young people struggle to find a way into work because they lack the experience and skills that companies look for. Through programs such as "CEO for One Month" and "Experience Work Day" we give young people hands-on experience to help them to get a foot on the career ladder and prepare for success.



*The CEO of tomorrow will be quite different from the CEO of today.*

Both have much to learn from each other. Our aim is to find creative, innovative leaders among today's youth and offer them the career opportunity of a lifetime: the chance to spend 24/7x 30 days with a local CEO and ultimately with Adecco Group CEO, Alain Dehaze.

Hands-on work experience is vital in today's labour market, and young people are often excluded. On Experience Work Day, offices across the Adecco Group open our doors to thousands of young people, inviting them to work alongside us to learn from our experts.

## **Portfolio career**

**Building skills to aid career transition**

The Athlete Career Programme aims to both help people build an array of skills needed to make a transition from one part of the workforce to another, while embedding them in companies to change attitudes toward diversity and inclusion (D&I).

Athletes inspire and excite the world with their outstanding performance on the field of play. And they are so much more than what we see and perceive. That is why it makes sense for your company to hire or help find a job for high-performers who have exceptional attitude, drive and skills. The end result will be development, professional experience and employment for people in career transition, coupled with a paradigm change toward D&I across the business community.



Photo by:  
Tamara Bošković

**Nikola Dunjić**, Senior HR consultant at Adecco

### **Leadership as a pillar of development**

We are in an era described as the fourth industrial revolution. The accelerating pace of technological, demographic and socio-economic disruption is transforming industries and business models, changing the skills that employers need and shortening the shelf-life of employees' existing skill sets in the process.

*People, it seems, still have one commanding competitive advantage over technology: the ability to understand other people.*

To express empathy, communicate persuasively, and seek common ground in a manner that allows groups to agree on an action plan and more important, to feel collectively invested in its success. Companies are investing in development programs that strengthen these attributes in their employees.

For us in Adecco they are not just the individuals that we employ for our clients, we are continually trying

to give more value in our work. Taking that in consideration, this year Adecco began offering a complete human resource management process through a new service of training and coaching.

Companies, governments, NGOs and individuals in all around the world are convinced that soft skills and a leadership approach contribute to the strengthening of productivity, customer relationship and overall performance, as well as building a better corporate culture – a culture of people.

The key as in any corporate culture initiative is to show, not just tell, employees the kind of contributions and behaviors most valued by the company and to make the recognition meaningful to those who have earned it. Here we talk about unsung heroes who create a significant competitive advantage by motivating more members of the team to emulate that conduct.

Leadership will reflect merit and success in reaching performance targets rather than titles or positions on the organizational chart. This is in keeping another trend in business, the flattening of traditional hierarchies and creation of opportunities for more people to take charge and help drive the company forward. And we will see this in blue-collar industry as much as in white-collar corporations.

Creating coaching culture and belief in power to transform individual and team potential has been a catalyst for launch of development and training initiatives for us across many industries and around the world.

Soft skills are becoming a business imperative because legacy skills are losing relevance as the nature of work is disrupted. Within this changing dynamic, there is a growing demand for soft skills not only for their intrinsic value, but also because they give employees a basis for learning and gaining command of new responsibilities.

Rounding up the entire cycle from finding and employing top talent to providing optimal training is part of the new Adecco strategy. Our services add to the current profitability value and performance of your organization. Our training and development team can help you to keep the right people and increase efficiency and profit. As the struggle for top talent becomes more competitive, training and employee development programs are more important than ever. What makes a difference for us is how we engage and develop talents from the moment when employees get involved for the first time in their work processes until their further development in the company. We provide a partnership approach to our clients, building long term relationships.

# INTERVIEW

## **Bojan Brank**

Management Consultant and Executive Coach

Slovenia



Photo by:  
Eva Brank

***Mr. Brank – you are a businessman with a very strong coaching background. Could you tell us a little bit more about your career path?***

I had the privilege of running the Slovene branch of the world biggest logistics company between 1991 and 2009. One of the regional managers I reported to was the best executive coach I ever came across. The funny part of it was that neither of us knew – at least I didn't in the mid 90s – that his management style was based on strong coaching skills. I only realised that when I read Sir John Whitmore's book "Coaching for Performance" almost decade later.

If I am allowed to simplistically describe CEO behaviour from tell / yell "my way or highway" syndrome on one side of leadership/management spectrum (and I have seen a lot of those in my corporate and consulting life) to coaching skills on the other side. I believe a leader/manager with no coaching skills these days can hardly be successful in the long run. In 2009 I started my own consulting/coaching/training business with 2012/2013 interruption in interim role as CEO of Port of Koper. I am still slightly connected to logistics sector as Chairman of Supervisory Board of Slovene Railways and member of Strategic Council of Faculty of Logistics in Maribor. However, most of my time is dedicated to management development.

***You briefly mentioned leadership and management. We are all aware of different definitions of the two – what is your description and how do they correlate in your opinion?***

I am afraid I will not contribute much to the general wisdom on this subject. Let me illustrate my point with two books I flipped through on a single long-haul flight a very long time ago. The first was "What management is and why it's everyone's business" written by former HBR editors Joan Magretta and Nan Stone. On return flight I dove into second book "Developing the Leader within you" by John C. Maxwell. But best answer to, shall we say dilemma, between Leadership and Management was provided by late Father of Management Peter Drucker. In his opinion both disciplines are part of the same job, different in its nature of course but they do belong – like left and right hand – to the same body. As much as the statement "Managers do things right while Leaders do the right things", sounds sexy, but I prefer Peter Drucker's left/right hand point of view. At the end of the day

I trust all stakeholders within the company need and deserve CEOs equipped with a wide spectrum of knowledge, skills, behaviours, attitudes etc. in order to fulfil their shared mission.

***Working in a company you are using a lot of powerful tools for people development (Change management, Performance improvement, Executive Coaching etc). How do you recognize which is the most appropriate in certain situations?***

To start,

*I do listen very carefully what people are telling me, formally or informally.*

Usually there is no major gap between the two – however quite often it happens that top management and hierarchy bellow them are not on the same page when describing not only current situation but vision and strategy, as well. In this case the first challenge is to get all relevant parties behind one table and make sure people listen to each other. Eventually, this will lead to establishing where we are now and where we want to be in the future. I know it sounds like a recipe from the past century - without intention of playing down “Principles of Scientific Management” by Frederick W.Taylor published exactly 100 years ago. But, getting people on the same page is a solid start especially if we manage to agree to listen in order to understand rather than to instantly reply. On this particular issue, and of course not limited to this one only, one has to respect wisdom of Edward de Bono, who describes the subject of argumentation and proving one’s point of view since ancient times as not very helpful in search of Team’s common ground and establishing best way forward. Nevertheless, Team capability to have a constructive disagreement (with win/win objective) remains a sign of a team quality.

It should also be stated that we all know a vast proportion of brilliant and less brilliant strategies are never executed mostly because they were created in ivory towers without any participation and buy-in from the people who were supposed to execute it.

If you do not know which port you are headed to, then there is no wonder you are at mercy of winds blowing you around - to paraphrase famous dialogue between the Cat and Alice (from “Alice in Wonderland”).

***Can you describe your coaching practice? Also how do you improve your own skills and knowledge?***

On coaching side I work with a lot with C-level of executives and leaders, as well as with their teams in team coaching sessions. I greatly rely on the work of Dr.Marshall Goldsmith, because he is a great thinker and writer whose philosophy regarding knowledge sharing I greatly admire. I believe all his key book titles on management development are in my library. One is signed by him as I had a privilege of attending his, as he described it, retirement party from individual 1:1 coaching last summer in New York.

The undisputed authority in the field of team coaching is Dr.Peter Hawkins. I fully agree with an endorsement on the front cover of his latest edition of “Leadership team coaching” that reads: “Best book yet on team coaching”. I agree with this endorsement because all titles Dr.Hawkings mentions in his book as valuable sources, I have at home filled with fully highlighted.

I also had an opportunity to listen to both of them a couple of times at the World Business & Executive Coaching Summits (WBECs) which in 8 years of existence in my opinion grew to the top as the prime event for the industry. Achievement of WBECs founder Ben Croft of bringing together high calibre and top-quality speakers as well as hundreds of coaches around the globe is to be admired and respected.

One more thing regarding teams for those who maybe believe a team is just a sum of few individuals. Trust that Dr.Peter Senge is not the only one who believes team or organisation are living organisms.

***Any final thoughts?***

Well – I do my best to combine my own quarter of the century CEO experience with latest theory and fresh ideas and concepts. In doing so I feel like I am standing “on shoulders of giants”. I will conclude this interview with a book recommendation. Former Google CEO, Eric Schmidt while he was still in the role in 2009 put on You Tube the best compliment for the coaching profession one could think of. 10 years later he and some colleagues wrote a book about working with Bill Campbell, one of the leading Silicon Valley coaches, called “Trillion Dollar Coach”. It was released on April 16th – DHL delivered the package on 23rd. In the evening of that day I read the Foreword - among other great thoughts – which included a couple of key messages:

*“to be a great manager you have to be a great coach” and “higher you climb the more your success depends on making other people successful. By definition that is what coaches do”.*

I could not agree more.



Founded in 1995., the International Coach Federation (ICF) is the leading global organization dedicated to advancing the coaching profession by setting high standards, providing independent certification and building a worldwide network of trained coaching professionals. ICF seeks to advance the practice, science, and art of professional coaching.

As the world's largest organization of professionally trained coaches, ICF confers instant credibility upon its members. ICF offers the only globally recognized, independent credentialing program for coach practitioners. ICF Credentials are awarded to professional coaches who have met stringent education and experience requirements, and who have demonstrated a thorough understanding of the coaching competencies that set the Golden Standard in the profession. Achieving credentials through ICF signifies a coach's commitment to integrity, understanding and mastery of coaching skills, and dedication to clients.

As of March 2019, there were 35.087 members in 145 countries, out of which 25.299 coaches in 119 countries hold one of three ICF Credentials - ACC (Associate Certified Coaches), PCC (Professional Certified Coaches) and MCC (Master Certified Coaches).

ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The strategic orientation of ICF is coaching within the organizational framework – both profit and non-profit. Its mission is to lead the global advancement of the coaching profession. The vision of the International Coach Federation is coaching as an integral part of a thriving society. The way to achieving this is by assuring that every ICF Member represents the best quality of what is done in professional coaching.

ICF has more than 130 Chapters in more than 70 countries worldwide. One of the newest, established in the beginning of 2019, is the ICF Chapter Serbia. Founded by a group of dedicated professional coaches, the Serbian Chapter was established to support the advancement of professional business coaching on a local level. Moreover, the ICF Serbia core purpose is to establish and to lead the coaching profession and its advancement for members in Serbia. It was formed as the reference association of coaching in its professionalization and evolution, in setting and pursuing ethical standards, and building a network of professional credentialed coaches.

The Serbian Chapter is the first professional coaching association initiated in ex-Yugoslavia countries. With more than 30 active members, out of which 22 have already earned their ACC, PCC or MCC credentials, the Chapter aims to establish a relationship with all relevant business associations.



**Brankica Ljamić,**  
*President*

Ms. Ljamić represents and acts on behalf of the Association. In the course of organizing and managing the activities of the Board and Chapter, she proposes business policies, strategic plans and programs and monitors the execution of decisions and resolutions of the Association's Assembly.



**Milan Čabrić,**  
*General secretary and treasurer*

Mr. Čabrić, follows the president's initiatives and is included in all activities and projects of the chapter. He creates and oversees internal procedures, and ensures that they are aligned with global procedures. He is responsible for all administrative and financial activities of the chapter.



**Ivanka Novaković,**  
*Vice President*

Ms. Novaković is part of a three person team, through whose efforts and cooperation with the ICF Global Organization, is responsible for getting ICF Serbia off the ground and established. She works on aligning chapter activities with that of the global ICF organization, and acts as a proxy when the president is unavailable, as well as on projects with other members of the board.



**Marija Branovački,**  
*Director of Education program*

Ms. Branovački is responsible for researching and booking guest lecturers and speakers whose content satisfies ICF global competency development for continuing education requirements, as well as that which the board deems relevant and of interest to chapter members (resource development.) She is responsible for organizing education programs for chapter members, so that they can renew their ICF credentials in a timely fashion.



**Jelena Petrov Jelenković,**  
*Membership Director*

Ms. Janković is responsible for communicating the method and benefit of ICF Serbia membership. She is involved with recruiting members as well as ensuring current members renew their ICF credentials in a timely fashion.



**Milica Pićurić,**  
*PCC, Director External Communication*

Through effective strategic communication and positive storytelling ensures the interests of ICF Serbia, as well as its members, are properly depicted to the general and corporate public.



**Srđan Pavlović,**  
*Director of Internal Communication*

Mr. Pavlović is responsible for on time communication of chapter activities to internal members. He assists ICF Serbia members communicate with the board; answers any and all member inquiries.



**Marijan Subotić,**  
*Director of Special Events*

Mr. Subotić is responsible for all event management activities, including but not limited to event theme development, guest speaker research and booking, location scouting and booking, etc. He assists all other members on initiatives that involve events.

# THE CURSE OF THE WHITE RABBIT

**Peter Sage**, A Master Trainer, Inspirational Speaker & Elite Level Coach with expertise on Human Behaviour and a Best-selling Author  
Leicester, Leicestershire, United Kingdom

*The hurrier I go, the behinder I get...*

*(The White Rabbit, Alice In Wonderland – Lewis Carroll)*

Being an active entrepreneur for so many years, people have often asked me the classic question 'what is the key to success?' But the challenge in today's 'hack everything' world, is the hope for a one sentence answer. Why is it that so many entrepreneurs go to their grave trying to win the game of Life, only to realise too late it was their own rules that made it impossible?

However, when looking at the bigger picture it revealed a much deeper pattern that was running my life. A pattern so disruptive it virtually guarantees unhappiness. A pattern I call 'The Curse of the White Rabbit'.

The analogy I use here centers on the metaphor of a dog track. Imagine an oval track with a series of 'traps' that form the start line. When the traps open, the dogs run around the track and the first one across the line wins, much to the delight of those who gambled their money on the fastest mutt. Now, an obvious question would be 'why do the dogs run?' What if the dog is much faster than the other dogs, will it now catch the rabbit? Nope. Ah, what if it has a better trainer? Nada. A better diet? Zippo. Sleeps in a better kennel? Not happening.

OK, let's be un-doglike and pause for a second. So, even if we have the world's number one greyhound (let's call him Flash) that wins every race he enters, he's still never going to catch the rabbit. Why? We already know it has nothing to do with not being good enough. In fact, he excels in every respect as a fine canine specimen but still, no matter what else he does, no matter what strategy he tries or training regime he follows, he is never going to be able to catch the rabbit. It is because the game itself is designed specifically so that he will never catch the rabbit.

*And the closer he gets  
the faster it goes.*

So many of us are playing the game of life, business, relationships, you name it, still chasing an elusive rabbit we have never caught. The rabbit has many names. Happiness, success, fulfillment, feeling good enough, approval, acceptance and love are some of the most common. We spend our life chasing a white fluffy tail that seems just inches away, convinced that as soon as we catch it we'll win the prize. As a result we spend our life on the track, getting exhausted and often disappointed and blaming ourselves for not being good enough to catch it. We learn new skills, get an MBA, set more aggressive goals, master time management, go to the gym, look for more resources and try to get better in various aspects of rabbitcatchology. In short, we focus exclusively on ways to run faster on the track. Sometimes we do catch the rabbit we thought we were chasing, such as a specific goal we had set. The new job, the new car, a new relationship or our first million. It doesn't matter. Just when we thought we'd be happy with our 'prize', out of nowhere another white tail appears. And before we know it we are chasing the next one. We are not sure why. We thought we would be happy with our first million but clearly not. Of course, we now need two million in case we lose the first and then surely we'll feel like we have arrived. Trust me, it's never going to happen.

The reason for this perpetual chase is because we were never actually playing the game of get the million in the first place. We just thought we were. We were playing the game of when I get a million (catch



the rabbit) then I'll feel fulfilled or good enough. Then I'll have proved to myself and the world I have what it takes. Then I will have arrived! The problem with playing that particular game is it's unwinnable.

*IT'S BECAUSE THE GAME IS SPECIFICALLY DESIGNED SO YOU CAN NEVER CATCH THE RABBIT OF FULFILLMENT BY CHASING IT ON THE TRACK OF ACHIEVEMENT.*

That doesn't mean that you should not set goals, go for your MBA or look for a loving relationship. That's like Flash saying to his other dog friends "You know, I've won three races this week but I've still not caught that damn rabbit. I'm going on strike until I figure this thing out and if I can't then I quit." No, the reason Flash still runs is because greyhounds love to run. That is what greyhounds do. Entrepreneurs love to set up businesses, that is what entrepreneurs do. But if we are doing it with the mindset of having to catch the rabbit in order to feel fulfilled or that we are going to arrive at a destination we think will make us happier than we are now, then we will always be stuck on the track chasing a fluffy tail that seems forever just out of reach no matter how fast we run. The key point here is that greyhounds do not get their fulfillment from catching the rabbit. All of the dogs in the race are super happy at the end of it because greyhounds love to run. It is what they were created for. Who cares about the rabbit? That just makes it fun, gives a pur-

pose, a goal and something to chase and is a good enough excuse for them (not that they need it) to be who they are at their best.

*In modern society we have been so hypnotized to chase fulfillment through achievement, we never stop to realize it's not working and we've been sold a dummy.*

We just keep blaming ourselves for not running fast enough and in doing so miss a fundamental realization. A truth so powerful and so obvious that it has the capacity to break the curse and shift the entire game if we can take our attention away from the rabbit long enough to feel it.

By contrast, people who break the curse make a critical shift in thinking. They recognize the fact they already won the biggest prize in history. Out of 400 million sperm and against all the odds, THEY came first. They were born wearing a gold medal and have nothing more to prove. They are not focused on trying to earn love but instead radiate it as an expression of who they are. Grateful for the opportunity to be living in a time in human history that thousands of generations before us could only have dreamed about. They realize the real difference between riches and poverty is not numbers on a bank statement. After all, \$1m can make one person feel wealthy and another nearly bankrupt. They understand that feeling wealthy is therefore nothing more than the perception of abundance triggered by gratitude. Whereas poverty is simply the perception of scarcity triggered by fear & loss. They are comfortable with the fact that no matter what they have done or what they haven't done, they are worthy of love. They don't and never did need to earn it. And most importantly, through all of that awareness, they finally come to the unavoidable truth mentioned earlier which has been waiting for us all along. A message of freedom that states:

*ALREADY AM THAT WHICH I SEEK.*



From this awareness there is no need to chase anything in order to prove yourself. All of the energy spent in desperation trying to catch the uncatchable can now be spent on the joy of running which, paradoxically, usually means more tails get pinned to the wall. Not that you need them. And it is from this place the curse is lifted and you are free to play the game on your terms.

In summary, don't be one of the masses running at 90 miles an hour to nowhere. I played that game for way too long before it nearly killed me. Others aren't so lucky. They spend their lives so busy and focused on the end destination of bagging the bunny, they miss the entire purpose, which, as many wise people have said, it's about loving the journey.

# INTERVIEW

**Bojan Milutinovic**, Release Manager at TomTom, Agile Evangelist  
Serbia

We are living in a fast-paced world. Every industry around us is impacted by digital disruption. 30 years ago, the goal was to have a personal computer on every desk. Since then, the industry was disrupted several times—with the internet, with cell phones, with the internet on cell phones...

And now our world is transforming into a connected world—everything is in a cloud, kitchen devices are talking to each other and your cell phone; your car knows where you want to go even before you entered your car.

*Yes, the world is fast. And it will never be slow again.*

But, our world is not just fast. It is also complex. Our competition is not passive. And there are no longer any secrets, in this complex world. Every breakthrough in technology, organizational science, or anything else, is recognized and used by a competitor, in a matter of months.

Nobody can win every time. And those that win cannot enjoy their victory for a long time, before being disrupted by some other type of innovation.

***As an Agile coach, what tools do you use to motivate and challenge people?***

Since I was a little kid I was a competitor. I wanted my team to be better than other teams, and I wanted to be better than others. But most of all I wanted to be better than I was yesterday.

And my new challenge is to find a way to help people to be better than yesterday.

And in this quest, I am using games as an improvement tool.

Also, it is very important to create an environment of psychological safety, an environment where people, no matter whether they are workers or managers, are not afraid to experiment. An environment in which they are not afraid to fail. And where they are not



afraid to change.

To learn is to change, they say.

Making it clear, from the start, that all of us are experimenting and failing too, is what makes this environment.

Our company has rigorous tests for candidates, and a fact that you already passed those tests is saying that you are just as good as the rest of us. We will work, together, in this company for the next 5 or 10 years. We will create a lot of beautiful things together, and we will create a lot of mistakes during that period, too. And every mistake will probably be forgotten soon. We are in this together.

So, when reasons for urgency are communicated well, an environment where people can experiment, play and challenge themselves, is created - motivation is not a problem.

***You are coming from the IT industry. How is leading IT teams differently than leading non-IT teams?***

The IT industry is very flexible. Every idea, every proposal you have, can be developed and presented in

a matter of weeks, if not days. Especially during the last couple of decades, with the expansion of Agile way of thinking, we have a new “class” of workers appearing.

Knowledge workers. A knowledge worker is a person that knows more about work that needs to be done, than his manager. The job of a manager is changing from being a teacher and mentor towards being a coach who helps knowledge workers do their job best way they can. Creating an environment for them to achieve mastery in what they do.



*And real power lies not just in individual knowledge workers, but in the teams they are forming.*

*And how are you coaching these knowledge workers and agile teams of knowledge workers?*

Well, you know that wise saying “Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime.”. The world is so fast - if you are a leader and you are not close to a place where a product is made - it is just a matter of time when your knowledge will be obsolete. You will not be able to give a man a fish, but you will also not be able to Teach a man to fish.

A long time ago I realized that I cannot keep track of all technical challenges, and I started to use metaphors and patterns from real life, as examples when teaching people. And nowadays, I find that using games to help people improve motivates me the

most. These games have roots in Coaching and NLP techniques like Identity Walk, Disney Strategy, Goal Setting, even Phobia Cure, and many more. I use different games to simulate benefits of particular development techniques, like pair programming, test driven development, requirements flow, but also games for facilitating team liftoff, project kick-off, team building, and many others.

*Playing games at work, that must be fun. Do you play games only with developers or with management, too?*

Yes, of course. But the games I play with managers are a little bit different because the context in which they work is a little bit different. The goal of those games is to identify potential risks, and minimize the cost of mistakes.

There is a saying “A picture is worth a thousand words”. Well, then a simulation is worth a thousand pictures. By using simulations, a few months of work can be compressed into a single day. People become more aware of problems that can happen in the near future, with projects, between team members, be-

tween teams...

By playing these games, we can explore different options, we can Rewind whenever we want, we can use Thinking Hats and take a view on projects from different perspectives. We can identify strengths and weaknesses. Again, adjusted Disney Strategy and Identity Walk and other techniques are used. By understanding these games, and underlying NLP and Coaching techniques and principles, you can adjust a simulation to fit your current context.

But, as we go up the hierarchy, games become more difficult. For example, if you want to look at company strategy as a game than the problem is that rules of the game keep changing unpredictably.

## *Do you use games for anything else?*

Well, I try to use different elements of games in various ways. For example, when you meet a person that is a fan of the same game like you are, and when you start to discuss that game, others that listen to your discussion may find your language difficult to understand. Creating common language, or creating specific hand gestures, or specific agreements what to do in a particular occasion, or anything else that can only your team members understand; is fun and has a team bonding effect. And it can also improve the effectiveness of your meetings.

## *So, you like teams that play a lot, and that want to be a little bit better than "yesterday". How do you know that they really improved?*

To be honest, it is hard. We are always finding new metrics we can use, new parameters we can measure. Companies today use a lot of different tools to support their product development. And with those tools, you have a lot of options what to measure. A lot of data is generated every hour and every minute. And with all that data, you can measure a lot of different things. But there is a trap with those tools -

*people are measuring something just because they can, not because it matters.*

Finding metrics that matter the most in a particular situation, that is an art.

And there are some important things that you just cannot measure with a tool. Employee engagement, motivation, teamwork, collaboration, satisfaction, learning, fun,..., happiness. And for that kind of metrics, old fashioned surveys can be used.

Previous and current results can be compared and radar charts can be shared as inputs into retrospective meetings. Also, current results can be compared with desired future results, and gap analysis can be used - one of my favorite inputs for team coaching.

## *For the end, Agile is an attitude, a way of thinking. What could be some best practice, the easiest way to implement that philosophy into a corporation?*

Best practices we are using today will be "old ways of working" maybe even tomorrow.

The widely-accepted theory of change is that we all have a natural human tendency to resist it. But, as Agilists, we know that organizations must continuously change in order to thrive in an always changing market. How do we stop resisting change and, instead, learn to embrace it? How do we get those around us on board too? There is no easy way. There is no best practice.

The first step is to understand that only change is constant.

When you have people motivated to learn, not afraid to change, and when you add a little bit of gamification - that is the secret sauce for success. At least for now.

Bojan Milutinović is a Release Manager at TomTom. He has 10 years of experience in the IT industry. During the last 6 years, he was helping many teams, as Scrum Master, Agile Coach, Release Train Engineer, and Project Manager.

On his quest to shape future and transform companies into learning organizations, Bojan acquired knowledge in Scrum, Kanban, Scaled Agile Framework, Disciplined Agile Delivery, and other Agilities.

He is SAFe Program Consultant and a holder of Scrum Professional, for both Scrum Master and Product Owner, Management 3.0, Kanban Management Professional, Agile Project Management and other certificates. He is passionate about Coaching, Gamification and Agile Metrics.

# LEADERS DO NOT CREATE FOLLOWERS THEY CREATE NEW LEADERS

*Vesna Damjanović*, Full Professor and Head of Business Case Centre at Faculty of organizational sciences, University of Belgrade, Serbia

## **WHY IS THE BELGRADE BUSINESS INTERNATIONAL CASE COMPETITION (BBICC) AMONG TOP 10 IN THE WORLD?**

Belgrade became very bright and exciting last month in April, as it hosted 20 teams from 13 countries for the the BBICC, the top 10 global case study competition: USA, Australia, Canada, Russia, Switzerland, China, Hong Kong, Thailand, Germany, the Netherlands, Croatia, Portugal and Serbia. Each team that entered the BBICC consisted of four students and a mentor. "Encouraging Top Talent Ideas" was the competition's tagline, and it hosted the world's leading universities so that global students and faculty can familiarize themselves with Serbia's business environment and the challenges of leading companies in the region. The event was organised by the best FOS students.

What does it mean to be the best student? In order to answer this question, you have to familiarize yourself with the story of three wonderful young people, Ana, Nina and Bogdan. This amazing trio spent the past ten months volunteering, waking up early, sometimes skipping sleep, managing a team of 47 students: 27 from the organisational team and 20 ambassadors. This is a story about youth, energy, commitment, and the desire to learn and improve with every day.

***The seventh BBICC was took place from 7th to 13th of April, 2019.***

As the event was rated highly last year, the organizers decided to focus exceeding expectations even further. The event was evaluated by mentors from the world's universities and ranked against similar com-

petitions worldwide. To be at the top means to have a team of brilliant people. If you do not have people who can work in a complementary manner and to whom you can delegate tasks, success is not possible in the long run. All three students: Ana, Nina and Bogdan became members of the Case Study Club, the leading management-consulting organisation at FOS, and from their first year of study began to put in extra time after their regular lectures, to compete at local and elimination levels in case study competitions. As the most experienced, senior Ana had an opportunity to lead the event as president of the organisational team; this was her fourth year on the BBICC project. In her first year she was a member of the logistics team, the following year she served as ambassador to the national team from FOS, whereas last year she worked as member of the team responsible for event organisation. This year Ana was in charge of external relations coordination team and took an active part in the case study team where her task was to write case studies, together with her team of students, for three companies: TeleGroup, Coca-Cola Company and Saga New Frontier Group; she was also engaged in presenting student case study solutions to the expert jury. Ana was born in Kragujevac, she is good-tempered and patient, always willing to listen and help. In her grammar school days she played the piano. Together with her colleague Bogdan and with Aleksandra Džinčić she won the first place last year at the regional finals in Zagreb, at the L'Oréal Brandstorm 2018 competition and represented FOS at the



Vesna Damjanović, Founder and Director of the world case study competition, BBICC, with Faculty of Organizational Sciences (FOS) students, and leaders of the BBICC 2019 event: Ana Jaćimović, Bogdan Radenković and Nina Đelić

world finals in Paris. Ana is the person who always says to her team: “Everything will be all right” and she helped everyone reach the top position.

Bogdan is from Bor. He is an inquisitive character, enthusiastic about marketing and social network management. This year he was Co-Chair for the marketing and the information technology teams. In previous years he was in charge of the marketing team at the BBICC, while prior to that he was engaged as ambassador to the Portuguese team. In February, he entered a prestigious competition in Copenhagen, the CBS Case Competition, where he developed new ideas about how to improve the scene and the finals of the BBICC 2019 with visuals, lights and teamwork with colleagues Ana and Nina, together with whom he conducted the finals. Bogdan has always been a creative guru on the team and in his frequent appearances on television and media announcements with his team, helped garner publicity for the BBICC 2019. In addition,

*the brilliant work of the IT team enabled a perfect coordination throughout the event as well as the livestream broadcast during the finals.*

It should also be noted that thanks to Bogdan, the organisational team promoted the event on billboards, unlike in previous years.

Nina is from Belgrade. Even before she entered FOS, she won a case study competition as a secondary school student. For years been a skiing champion and her persistence and powerful intellect are character features that qualify her as a superior strategic leader. Nina has authority among students and is always there to keep teams on track and to ensure that everything should flow smoothly. She started as a volunteer at the BBICC competition and last year she led the international relations team, in charge of relations with universi-

ties, mentors, the team of ambassadors working with universities and the Radisson Collection hotel where the competition took place. This year she was a Co-Chair and led the international relations team as well as the event organisation team, all of which she accomplished excellently. In addition, Nina simultaneously led the FOS student team: Isidora Perović, Dunja Paunović and Luka Đelić with whom she won the national competition “Ensure Knowledge” in March 2019. The team had the honour to present the case study solution at the Kopaonik Business Forum. Furthermore, with this same team she entered the top 20 teams in the world at the CBS Global Competition among over 300 teams from the whole

world. Nina is a person who always gives maximum effort and is a role model for all young people who plan to participate in case study competition and work on the BBICC project in the future.

Besides the students there are colleagues from the FOS who participated as members of Executive Board and who also contributed to putting this event on the top list of such events globally. This year these were Ema Gligorijević, Milan Okanović, Miloš Milosavljević, Slavica Cicvarić-Kostić, Jovana Rakićević, as well as two students who were masters of



Organisation team of the FOS students at the BBICC 2019 event

ceremonies at the BBICC 2018, Nataša Vladislavljević and Marko Damjanović. Of course, there is also the management of the FOS presided by the Dean, Prof Dr Milija Suknović and the President of the Council of the FOS, Milan Martić. My thanks, as usual, always go to my mentor, Prof Dr Vinka Filipović who believed in me, encouraged me saying: "Go for it, Veka!"

The BBICC has become a success thanks to partners, managers of leading companies in Serbia as well as alumni members of the FOS who are always happy to return and help by investing into talents. A positive energy present among the members of the jury

the number of whom this year amounted to 64 was amazing. This is because informal meetings of the managers who make the BBICC community and the students – event leaders are held throughout the year. Last year the managers presented me with a summer holiday in the Seychelles. I remained speechless.

*The BBICC is a success because of people who take part in it, because of positive energy, investment into the best people Serbia has.*

It is a success because it is a meeting place of the leading universities worldwide: Berkly from the USA, St Gallen from Switzerland, and the Hong Kong University from Hong Kong.

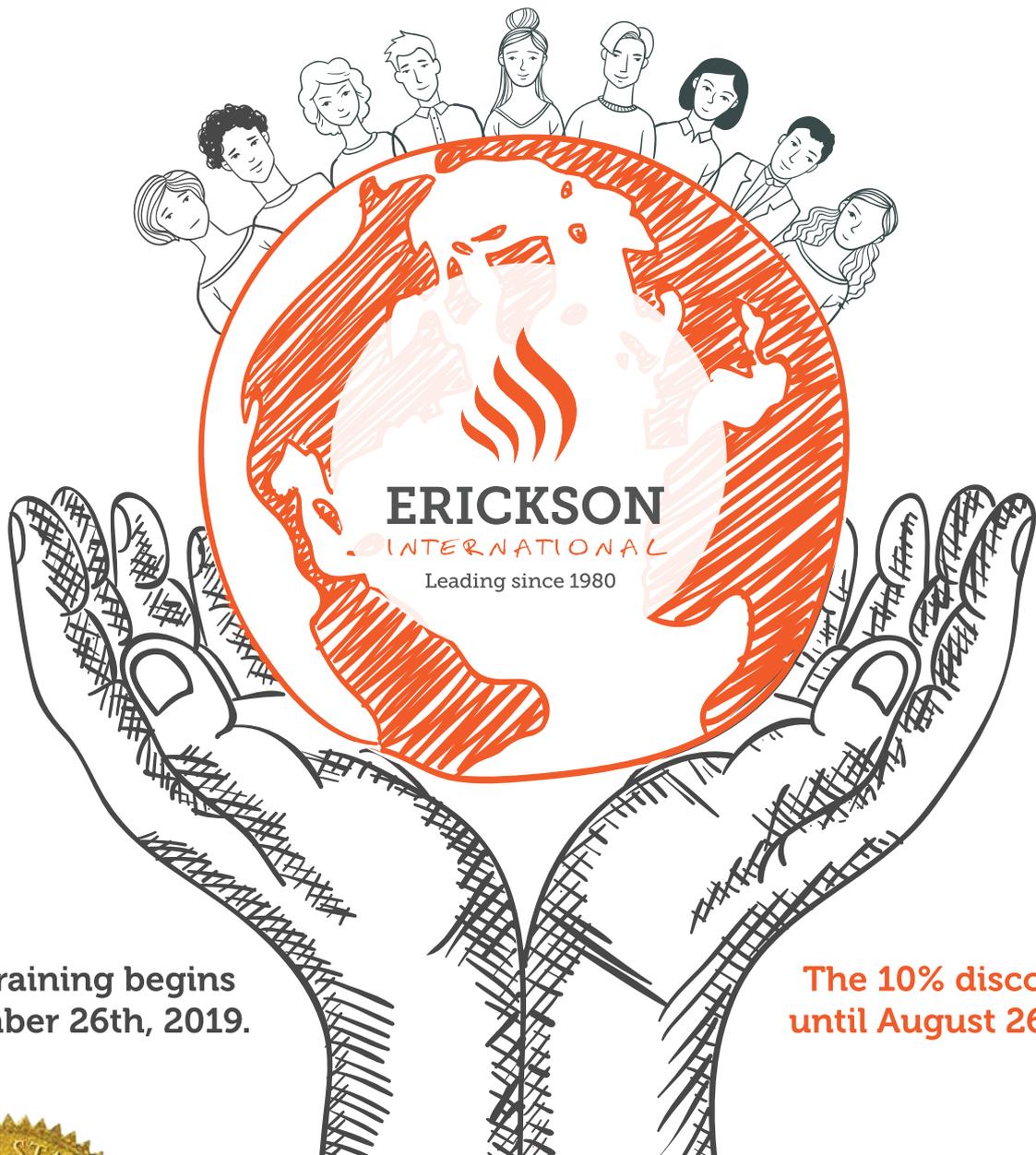
The comments of two mentors offer the best feedback we received after the BBICC 2019 was concluded in April: "As a first time participant, I was very impressed with the event. The cases were first rate (my compliments to the case writers), the judges strong, and the participants a diverse and welcome group of new friends." Joel Rudi, Indiana University. "To Vesna, I give my gratitude to both you and your team for orchestrating this well put-together event. From the passion exhibited by the organizing committee, to the challenging case studies and competitors - it is easy to see why BBICC is regarded as one of the top 10 case competitions worldwide. Congratulations on a successful BBICC and thanks again for the excellent hospitality." Michael Luu, Toronto University.



Winners of BBICC 2019: Wilfrid Laurier University from Canada with Branislav Vujović, president of the Saga New Frontier Group

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# THE IMPACT OF DIGITAL LEARNING IN THE WORKPLACE

**Bojana Vasiljević**, HR Head Serbia and Bosnia at NCR Corporation

**Marija Grujić**, Learning Business Partner at NCR Corporation  
Serbia



For almost 135 years, NCR has helped companies better connect, interact and transact with their customers. It began with the invention of the electronic cash register in 1884, and as the world has become more digital, so have we. Today we are the world's enterprise technology leader for restaurants, retailers and banks – making every day easier for millions of people around the world.

In a digital first world, NCR is committed to continuously developing our employees and equipping them with the skills they need to best support our customers and stay at the forefront of their needs in a constantly evolving world. We are also focused on retaining top talent, and that is done by enabling meaningful career steps.

NCR established its presence in Serbia in 2011 in Belgrade, and today we have a dynamic and diverse workforce. Our talented team comes from various backgrounds and brings a breadth of skills and capabilities. More than 20 languages are represented and there are more than 450 IT certificates in software development and programming, engineering, automation and robotic process automation design across our organization.

And we continue to grow.

*NCR will soon break ground on a new state-of-the-art technological campus in Belgrade that is expected to open in 2021.*

## **Opportunities for Advancement**

At NCR, we make it clear to our employees that you make a difference – innovating, creating, building and helping power millions of transactions around the world. NCR provides career opportunities for customer and professional services, software engineering, sales, marketing, human resources (HR) and executive roles and internships.

From the moment people choose to work at NCR, they are provided with unique employee programs that support them in their onboarding process and then help them excel and succeed throughout their careers at NCR.

Our award-winning global onboarding program includes powerful performance and coaching conversations, as well as career road mapping to help employees define their personal path to success. Through a tailored year-long university hiring program, new graduates are able to accelerate early in their careers, and an intensive two-day immersion course provides new sales team members the foundational understandings for success from a historic, technological and industry perspective.

Each of these courses are impactful as our employees onboard because we constantly assess and improve based on how we think employees will best

engage, keeping in mind digital learning opportunities, how the courses relate to businesses and simplicity.

## Digital Learning

Digitalization doesn't just impact our customers. It also enables our learning opportunities for employees and helps us continue to be an attractive place to work, develop and grow. Our training programs combine classroom trainings and online learning, delivering content in a way that is meaningful, relevant and convenient to help employees in their respective roles.

My estimation is that almost 90 percent of learning at NCR is experiential – whether through on-the-job training, work on a cross-functional projects or stretch assignments. However, "learning through experience" is being supplemented with digital learning more and more at NCR – particularly through online learning platforms like LinkedIn Learning.

*NCR has three primary criteria when it comes to selecting an online learning option:*

1. *Relevance to the business*
2. *Interaction and teaching methods*
3. *Simplicity*

### Relevance to the business

To determine whether the online content has relevance to NCR, we ask a couple of different questions.

1. What online training topics are offered that align with our businesses? What skills does this tool or course cover? NCR seeks online courses that address both soft skills and technical skills – from product management to process management, to IT and even creative courses. Before any training solution reaches our end users, the Learning team conducts a "Needs Assessment". The team has conversations with internal managers, reviews the job description and even evaluates previous training experiences of our customers in order to identify the skills gap between the current skill level of an employee and where their skills need to be in the future.

We also take into account the learning habits of the team – for example, whether they prefer to learn in a group or on their own.

2. What is the background of teachers or experts in area of learning they support?

Most of NCR internal and external online courses are

taught by the experts in a certain field. We are looking for skilled and experienced teachers. For example, LinkedIn Learning presenters have more than five years of experience with the training materials they teach, including first-hand experience applying the content. Employees can attend LinkedIn learning classes and hear real-life, relevant experiences – not just textbook examples.

### Interaction between the employees and online material

Tests, quizzes and assessments are tools help NCR see if employees have been able to learn certain skills during the course, but also keep employees engaged after the course is over.

Digital tools are especially important when it comes to post-training evaluation. If you have an engaged group of attendees, it is essential that you catch their feelings and impressions as soon as possible through simple forms, surveys or mobile apps.

### Simplified approach

The same way in which NCR works to make life easier for our customers, we also want to help make life (and training) easier for our colleagues.

Time is limited for all of us, no matter if we are in an entry level position or managerial/expert position. The solution that we are looking for needs to be easy to access and as quick and intuitive as possible. For example, we have learning tools that can be accessed on mobile apps, which gives our employees the opportunity to learn at times most convenient for them – whether during a lunch break, between meetings or while they commute home.

What comes next?

According to a recent LinkedIn Learning report, "58% of employees prefer opportunities to learn at their own pace and 49% prefer to learn at the point of need." To summarize, digital learning is in line with how many employees want to learn and are already accustomed to finding information – looking for answers on the internet, company intranet sites, internal and external video and book sites.. Digital learning is incredibly useful in fast-paced, ever-evolving environments like that of NCR. Many would agree that expertise comes through experience and having knowledge and learning tools readily available. Because the more we learn, the better able we are to understand the world around us and help our customers succeed.

# INTERVIEW

**Romina Ivančić,**

HR Director Croatia at The HEINEKEN Company  
Croatia

*Romina, you are an experienced HR manager who has worked in many international companies. How does your current role differ from your past experience?*

I have been at HEINEKEN Hrvatska for almost 2 years. Indeed, every industry has its differences as every company has its specific needs and stages of development. Some companies I worked for needed basic HR foundations, such as HR systems and processes. Other companies needed to adjust performance management systems. And others just needed better employer branding practices. But what all these companies have in common is the need to maintain the well-being of its workforce.

*No matter what kind of HR practice you implement, there is no success if people do not feel they are appreciated and that the company truly cares for them.*

However, care can be defined in many ways, wherein lies the catch.

I find HEINEKEN a good example of a company that truly cares for its employees - that cannot be explained through financial KPIs or other indicators, but by the fact that people who lead the organization really care for people's safety, well-being and development. For example, we just celebrated World Day for Safety and Health at Work with a great milestone – 1,000 days without an incident in our brewery in Karlovac. For years now we are not only investing in top class machines, equipment and working tools that provide all safety mechanisms for our employees,



but we also work on building the proper mindset of our employees. We are aware that equipment cannot prevent accidents if employees do not demonstrate safe behaviors. Safety for us does not stop being important when we exit our company premises. We want our employees to behave safe in their personal time as well, so they can come home safely to their homes and their loved ones.

Also, we are aware that our employees are in different stages of their lives. Some are new parents, others are focused on their health. Some may be thinking about buying property or are starting to plan for retirement. That's why we started with our well-being program called Fridays at 2, where we provide short, practical workshops on different topics that would support employees' well-being according to their specific needs. Some of the topics are: personal finances, how to stay positive, self-management after maternity leave etc. We also take career development very seriously. All employees create their own individual development plans, with management, and the plans have to be connected to their current as well as future development needs. This is how we send a clear message that while we count on employee contribution now, we also want employees to be successful in their future positions.

*When you work in such an environment where managers behave as HR managers, it is a pleasure to drive the people agenda further.*

**Nowadays, there are lots of conversations about what defines an effective HR role. What is your opinion regarding this topic?**

The HR role has greatly evolved over the past few years. As industry demands and way of doing business has changed,

*HR has transformed from purely service-oriented function to a strategic one, by partnering with other corporate functions.*

In the early phases of HR development, there were clear expectations related to payroll, employee administration, hiring processes, policies and governance. Through time, this expanded to a wider range of employee related activities like performance management, leader empowerment and engagement and employee motivation and development. Today, HR sits at the table with other core business leaders, shaping the company's strategy in line with its future endeavors. In a world where everything changes so fast and where a number of industry sectors cease to exist while the new ones show up, people are the key component without whom there is no progress. However, people change as well. The previous generations used to work differently and today's generation already has different mindset, values and expectations. Today, people come to the labor market and bring so many novelties which not only thrill us but make us think. So, the focus of HR is not on systems and processes anymore, but on the individuals in an ever-changing environment. Leadership is more important for the success of a company than ever before. A saying that's widely accepted as true is

that leadership makes or breaks businesses. Today's leaders have to deal with constant changes and insecurities, be flexible and firm at the same time, be knowledgeable, resourceful, engaged, cooperative and able to raise trust. It is a difficult task. That is not what's been taught in business schools. So, HR has to jump in.

***You are working in an international company. From the other side, every market has its own specificity in the mentality of the people. Is there any in Croatia?***

Every market has some specifics when it comes to employee's way of thinking and doing things. I am not a big fan of generalization or stereotypes, but I would say that the majority of my colleagues possess a balanced mix of being both relaxed and responsible. They are open to acquiring new knowledge and following the company business and cultural guidelines, but are also very proud of working for a local brewer with a long tradition and high-quality products. We believe that an inclusive work environment, where every employee has an equal opportunity to contribute and develop, is critical for our business. Diversity is also highly valued and, for example, female representation (at senior level) has been growing.

***Do you have a leadership development program in your business unit?***

HEINEKEN Hrvatska nurtures leadership and a coaching culture and therefore invests in development of top management as well as first line managers. For years, we have been running a First line management program dedicated to the development of employees who manage others. It is comprised of 5 modules over a period of six months, aimed at provide managers with the skills required to lead a team. This program introduces participants to the management world and gives them tools that help them recognize what drives, motivates and engages their team member; delegate tasks; gain leadership mindset and organizational skills; change management models etc. For our top managers (M-1) we provide a 5 module Master Leader program focused on three levels of leadership - personal, team and business. Within this program, we want to provoke different ways of thinking about leadership, which is more about inspiring

and giving purpose, and so leads to better understanding of your surrounding and current and future demands in the business environment. Leadership is about managing yourself first, so it is firstly a journey of understanding oneself.

We support our talent with individual coaching as it has proved to be the most effective way to achieve personal development and transformation on the path to true leadership. All our programs contain not only classroom work but also group coaching or peer to peer coaching element. HEINEKEN provides global programs that are designed to develop understanding of HEINEKEN's strategy, overall business dynamics and complex and changing environment in which company operates. That also includes personal leadership, marketing, innovation and organizational change.

Every development measure is based on five leadership values - set of behaviors we expect from all our employees. It is about developing people, shaping the business and making true connections with people in order to deliver results. We expect from all our employees to be the role models in one simple thing -

*everything we do, we do  
because we care*

and by that, we bring value to our surroundings. This value can be in our result, prosperity, innovation, or anything else.

**Could you tell us more about activities regarding people development in your company?**

Every employee in the company has the opportunity to develop. We are a production company, as well as a sales and marketing company. This means that development needs are varied. We provide different sets employees with different types of development, as well as different support and benefits. Our employees have the opportunity to learn and develop by participating in multidisciplinary teams and projects in both local and international environments. We organize education and trainings that develop employees' competencies in different fields (functional, leadership, soft skills, etc). Every year, the education plan is programmed according to departmental priorities, educational needs and personal ambitions defined in individual Personal Development Plans. PDP is based

on 70-20-10 principle where 70% includes on the job experience (tasks/projects, way of work, etc), 20% relationships, feedback and coaching (who can you learn from, cooperating with colleagues that can help you develop, line manager mentorship etc.) and 10% remains for formal learning (trainings or seminars, literature, case study research, etc.).

We support all of the new employees with a special on-boarding program. In the first few months in the job we try to give them a good start and on-board them as quickly as possible, in order to help them succeed and achieve their professional ambitions.

Our transparent and fair performance system is based on a few important elements – business strategy, individual contribution of individuals and teams that demonstrate our core values and perspective of future development for each employee.

*A successful company  
is one that has  
individuals and teams  
that develop  
excellent strategies,  
design systems and  
processes that support  
operations, make high  
quality products,  
develop beautiful  
brands and experiences,  
offer innovations, provide  
extraordinary service to  
customers etc.*

So, people are in the centre and as such we always put them first.

# A BIG OPPORTUNITY FOR SMALL COUNTRIES

*Nebojša Đurđević*, CEO of Digital Serbia Initiative  
Serbia



Over the past couple of years, an enthusiastic story about the opportunities opened up by the Fourth Industrial Revolution to small countries like Serbia has become a part of the public discussion in our society. Although I have noticed that this is a topic that leads to inspiring conversations that often yield very little action, I must admit that I myself have been infected with the “IT virus” and the optimistic view of the historical opportunity Serbia is facing.

A few years earlier, my regular visits from Toronto (where I emigrated with a degree from the University of Belgrade’s School of Electrical Engineering in 1993) started to leave a different, much more optimistic impression on me. I started noticing more and more smart and capable people who see digital transformation as a historic opportunity for Serbia because it creates jobs with high added value – not only in the IT industry, but also in all other sectors.

Step by step, this enthusiasm led me to the decision to leave my 25-year life in Canada, a career in electronic payments and fintech, and to come back to Belgrade in October last year, this time for an indefinite period. The concrete occasion was the call to lead a private, non-profit organization with a gigantic mission and a name that speaks a lot for itself – Digital Serbia Initiative.

## The IT sector can be even stronger

I really think that Serbia has a good chance to build a competitive digital economy on a global level, thanks to, above all, an extremely strong IT sector, which is already widely known to significantly improve the macro image of our economy.

It is estimated that the lion's share of income and exports of IT sector in Serbia (over 80%) comes from the companies that provide services to clients abroad.

*Our goal is not only to support the growth of the entire IT sector, but also to achieve a better balance between the revenues coming from the IT services companies and those developing their own digital products.*

Why is that important? Companies with their own digital products, in addition to developers, employ far more talent in other professions including management, marketing, design, as well as domain experts in medicine, law, linguistics or any other field in which digital technologies can make progress... The growth of the digital economy and the involvement of other professions and sectors in high value-added jobs is one of the key factors needed for the wider social impact we are aiming.

### Why does Serbia need „Digital Serbia“?

Our organization's domain is the digital economy ecosystem in the broad sense. At its core are companies of all sizes (from startups to corporations), whose core business is the development of digital products and services, whether it's their own product or the clients'. There are other key categories of participants that can accelerate or slow down the growth of the digital economy, such as telecommunication companies that provide digital infrastructure (IoT, cloud), banks (capital and current transactions), educational and research institutions, startup support organizations (hubs, incubators), consulting firms for business strategy and tax advice, legal experts, media, and the

Government that manages the legal and the regulatory framework.

Our role is to take a strategic view of the entire digital ecosystem in order to identify the areas of strength and those that need improvement, and to lead alignment of the private and public sectors on strategic priorities and programs for development of the ecosystem. Therefore, we bring together the leading players from all categories as our members, in order to have a complete picture and depth to deal with the complexities of this endeavor.

The only exception is the Government.

*In order to accomplish our mission, we are structured as a non-governmental, non-profit organization funded through membership fees and projects and must remain completely independent of the Government - with which, of course, we work as with an important partner, because it controls the legal and regulatory framework.*

### Startups as a digital Serbia engine

In our work, we are focused on startup companies, because they bring over 50% of new jobs both in developed and developing countries.

In order not to "blindly" develop a program in isolation for strengthening the startup ecosystem, our first step was to select the best global methodology for its objective assessment. We chose Startup Genome as the leading research company that has been evaluating around 60 startup ecosystems in over 30

countries including New York, San Francisco, Toronto, London, Barcelona, Amsterdam and Moscow for years. In partnership with UNICEF and the Office of the Serbian Minister for Innovation and Technological Development, we have enabled our country to also be on the list this year.

It was already quite clear from the preliminary results of the research that in our startup ecosystem we need to strengthen sources of financing early stage companies, as well as improve knowledge of our startups in areas such as business planning, product management, marketing and sales.

## Education as a foundation

In education we see a key and connecting force to ensure that our society develops around advanced knowledge and skills.

We want to continue investing time and ideas in developing existing good practices – such as coding as a mandatory subject in primary schools, activities of the Loop Foundation, specialized IT classes in secondary schools. Furthermore, we want to extend the horizon to higher education by engaging all faculties in Serbia to join forces and develop curricula based on market needs and thus create conditions for the growth of all sectors related to the IT industry. We need educated people that are ready to do business on a global level.

## The legal and regulatory framework around us

We see our role in the legal and regulatory framework primarily as advocates of the interest of digital ecosystem in public debate and direct relations with lawmakers. Guided exclusively by the interests of the entire ecosystem, not individual members of our organization or other players in the market, we have already embarked on development of concrete proposals for changes in the legal and regulatory framework that can facilitate the advancement of the digital economy.

\*\*\*

Our program orientation is set quite widely, precisely because it is defined by taking into account the complexity of the digital ecosystem in which each of our activities is in correlation with a large number of players from all categories. In this complexity, our role is to lead the alignment of all actors on the priorities as it is the best way to drive the development of a strong digital economy in our country.

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# AT THE SOURCE OF HR INNOVATIONS

**Tijana Tadić**, West Balkans, Baltics and CEGB Franchise HR Manager at PepsiCo  
Serbia

Ms. Tijana, what is your role in PepsiCo company and what are your responsibilities?

I am the Human Resources Senior Manager for West Balkans, Baltics and our franchise business in Central Europe and Greater Balkans area. This means that I am responsible for the overall human resources strategy across very diverse geographic regions and operating business models. It is a challenging, but very exciting and diverse job, which gives me plenty of opportunities to develop both my HR management knowledge and strategic management as such, but also to grow as a leader and as a human being. Working with people from over a dozen different and very diverse cultures is an enriching experience, from which I have benefited immensely.

PepsiCo is cutting edge when it comes to leadership and human resources practices, and I'm lucky enough to be at the source of this innovation.

*This is an exciting time for HR - now more than ever, we are facing rapid change in the way we work, recruit, develop and retain talent.*

The Fourth industrial revolution is permanently changing the world we live in, and our task is very complex – anticipating change and embracing it, rather than reacting to it.

You work in an international corporation. How do you implement the core company values to your regional operations?

A brilliant thing about our regional operations is that we are fully in tune with our company's global values. Our vision is to be the global leader in convenient

foods and beverages by winning with purpose. It reflects our ambition to win sustainably in the marketplace and accelerate our top line growth, whilst keeping our commitment to do good for the planet and our communities. This winning mentality, focused on growth as well as our care for our local community are a source of great pride for our people, and our region is recognized as one of the fastest growing and most agile in our global organization.

At PepsiCo, we recognize that supporting diversity and engagement is not only the right thing to do, it is the right thing to do for our business. This commitment is woven into our values and a vision that recognizes our company is strongest when we embrace the full spectrum of humanity, regardless of what we look like, where we come from or whom we love. That means both building a more diverse, more inclusive workplace, and promoting what we call courageous engagement in our company and the communities we serve. Each of us has a role to play in advancing this vision.

People are the face of every company. From the other side, the company has its own vision and values. Could you describe how your company develops employees through company values?

When recruiting and developing our people, we are very focused on shared purpose and shared values. We encourage and support certain leadership behaviours which we consider pivotal for our Winning with purpose strategic direction. All our leadership development programmes are built around our leadership excellence framework which is a sort of a blueprint of what a successful, inspiring and engaging leader in PepsiCo looks like. Our career journey takes an aspiring high potential through a complex and scientifically developed programme with the objective of creating a fully personalized development plan focused at growth opportunities.



Do you have any leadership development program in your company? Could you describe it in more details?

Our major leadership programme is based on our leadership excellence framework – which consists of 10 key competencies divided into 3 leadership imperatives – setting the agenda, taking others with you and doing it the right way. Our leadership development journey starts with a very sophisticated assessment process, which was seven years in the making before it saw the light of day. It is based on our Leadership potential blueprint and it measures various traits and capabilities – ranging from foundational, such as cognitive abilities and personality traits, growth dimensions – consisting of motivation and learning ability and style and, thirdly, the career dimensions – which take into account traditional leadership behaviours and technical skills of a leader. Using a multi method multi trait approach, we gather data from various sources and tools, based on which an employee receives a detailed report indicating both his or her strengths and development opportunities. We are very transparent about our leader development and we are proud to say that our methods have been confirmed and reconfirmed time and time again through application. Based on the assessment results, personal development plans are put in place targeting the specific needs of each leader individually. In addition to these very sophisticated programmes, we also offer over 10.000 online trainings at our PepsiCo University, completely accessible for all our people who want to explore and learn.

CSR and people development are really connected in many ways. How does your company incorporate the two?

Both globally and locally, one of our strategies is to become better by integrating our purpose agenda into our business strategy and doing even more for the planet and our people. We do this in many ways – by advancing farming practices to optimize crop yields, protect human rights, improve farmer livelihoods, and secure supply, by replenishing more water than we use in water-stressed areas, so we can assure business continuity, while positively contributing to our communities, by creating a circular economy for plastic that will fundamentally change the way the world interacts with our products and increasing the permissibility of our portfolio, reducing added sugars, sodium, and saturated fats and adding more positive ingredients. Linking to our people development strategies – we take our role of leader in the local communities very seriously and with a great sense of responsibility. We work with local communities and relevant government bodies on projects related to obesity, sports in schools and we support a number of charities focused on helping children and underprivileged members of the society. We have a very strong Healthy living agenda in the company, educating our employees about nutrition, work-life balance, importance of preventative medical care and critical role of an active, healthy lifestyle for overall wellbeing and happiness. For two years in a row, we have been the winners of global Healthy living grants which enabled us to build and fully equip an infirmary in our plant in Backi Maglic in Serbia and provide medical examinations to all our employees in Bosnia and Herzegovina. We are very proud of the fact that in Serbia we are one of the few companies providing full salary to women on maternity leave regardless of the limits for subsidies set by the local legislation. We are constantly developing new campaigns and working on new ways on supporting our employees to live healthy, happy and productive lives.

If you could describe success in one sentence, what would it be?

*Success means doing meaningful, challenging and innovative work with a team of brilliant, supportive and inspirational people, being balanced and grounded, loving and loved.*

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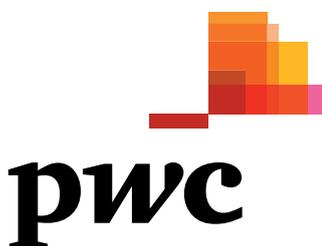
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