

# BUSINESS

## COACHING

Interview

### MARILYN ATKINSON

Interview

### PETER HAWKINS

Nordeus

**WE'RE LISTENING TO  
PEOPLE TO UNDESTAND  
THEIR NEEDS**

NIS

**HOW TO BUILD A  
COACHING CULTURE  
IN GLOBAL  
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This  
edition's topic  
**COACHING TEAM  
THINKING AND  
TEAM INNOVATION**



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# THE EDITORIAL, OR HOW TO BE DARING AND ASK FOR WHAT YOU WANT

Dear reader, have we met before? It feels as though I am constantly meeting you for the first time, through the articles we publish for you. I often wonder to myself who you might be, dear reader? Perhaps you are a CEO, a coach, an HR director, a successful business professional? Regardless of who you are, I know one thing for certain - you read this publication, so you are a person who cares about your personal development. Nice to meet you, again!

A lot has been happening in our world since our last issue. And while I don't want to provide a laundry list of the activities we've been immersed in, I do want to make a note of the fact that we have made a lot of efforts to keep our promise to our readers and the business community - we've stayed ALIVE!

Instead, I want to share a personal experience I had with the wonderful Dr. Marilyn Atkinson, founder of Erikson Coaching International. I was fortunate enough to attend a training session conducted by Dr. Atkinson, to which I brought a copy of our magazine „Business coaching“. She took note of the magazine, and me holding it, and asked if she might see a copy for herself. I excitedly obliged. Page by page, she patiently and slowly took in the magazine, and then took a long look at me. The two questions she asked me next changed the way I see myself and to go after what I want:

## *Are you a publisher?*

A question passed through my head: „Am I?“ I am a business coach, a manager, a business professional, an engineer. But, until then, I have never felt like a publisher. I realized the questions gave me confirmation I was unconsciously searching for. „Yes! Indeed, I am a publisher!“, I said with pride

## *Why I am not in your magazine?*

Such a simple question, whose answer is difficult to swallow. My honest answer was: „Because I didn't ask you.“ I thought a lot about asking Dr. Atkinson to give me an interview, but had many excuses for waiting - I wanted to allow myself to grow more as a coach, establish a bigger presence, etc. Dr. Atkinson is a world renown thought leader in my field, and asking her bluntly is an intimidating prospect. So I postponed my request for a couple of issues, because I wanted to postpone stepping out of my comfort zone.

After our conversation, I promised myself, to always dare to ask and go after what I want. The worst that can happen is I will be refused, but the upside is that I'll witness how people may be able to help me after all.

What I wanted for this issue is to provide you with the highest quality content from business professionals at the top of their game - so I asked them to write for the magazine. So this issue is packed with excellent content from many great authors, all because I dared to ask. I wish for you to always ask, and always go after what you want. Good luck!

Finally, in order to create a better environment for people development we are open to any kind of collaboration. So if you have an idea and want to collaborate with us, please don't hesitate to ASK!

*Thanks to everyone who supports our magazine by any means.*

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# COACHING TEAM THINKING AND TEAM INNOVATION MANAGEMENT

MARILYN ATKINSON

*President of Erickson Coaching International*



In many companies, innovation is an elusive quality that is either present or not – rather than available as a process that can be trained and managed. Leaders aim for the illusive elixir of ‘team spirit’ when they ask, **“How can we manage teams and design an environment that consistently generates innovation?”**

## *Strong Team Coaches know their job is to develop team spirit.*

They support the structure and principles of innovation and provide specific tools to enhance the creativity and strategic thinking of individuals, teams, and organizations. Effective Team Coaching needs to be very topical and functional to a corporation's core aims yet seed innovative thinking as well.

Well-trained Team Coaches know how to unleash team spirit. What can a Team Coach do to build innovation? The Team Coach needs to assiduously support positive processing and flexible rapid thinking.

This requires a very specific kind of professional Team Coach training because the coach needs to know how to truly initiate the quality of visionary thinking and needs to access how the various team members become visionary. The Team Coach then assists to develop the team vision function as a key part of every single meeting. The right brain (visionary function) is by far the mastery function in the brain. By stimulating right brain processes, the Team Coach also creates synergy and assists the development of holistic thinking.

The Team Coach also supports and builds positive team experiences, linked together with positive language. High performance team coaching is about assisting people to build a new positive structure for sharing ideas no matter what their framework has been before, so that they stay willing to share their private expertise with other team members.

The general rule is that knowledge is freely shared as soon as a group of people have a common vision.

To develop vision, the Team Coach needs to provoke both curiosity and alignment towards results. If you were undergoing a Team Coach training program, you would learn the following how to's:

- First of all, we need to enjoy the team as a team. We need to celebrate the team presence. We need to experience the team values and appreciate them verbally. We need to focus on the contributions of members and align to the team purpose. Sometimes we need to create informal team events to bring people together so that they really get to know each other in a variety of contexts.

- The second thing we need to do is build team performance itself. We do this through specific emphasis on team coaching as a skill set that the team itself is learning to use for themselves.

- Third, we show them the power of team vision and how to create it well. Joint visioning assists general purpose awareness that allows each member to contribute to a common dialogue. It builds an effective unitary mind in the team. This now becomes a key part of the emerging genius of the particular team dynamic.

- Fourth, we invite members into team dialogue and provide skills to support each team member with their own connection into the process. Every single member of the team, no matter what they have said to themselves about the products and services of the company, needs to feel they can join forces together in dialogue towards the company's potential.



## THE ART OF BUILDING DIALOGUE

*Building real dialogue is a true art. It requires persistent, insightful listening and ‘fire lighting’ support from the Team Coach.*

To strike the match, the Team Coach needs to hold the context of dialogue and assist team members to suspend their assumptions. Insightful questions allow people with totally different habits, backgrounds, and viewpoints to contribute into the start-up conversation. To add fuel to the fire, the Team Coach needs to know how to treat the team members as ‘thought leaders’ so that each member relaxes and contributes. To build further, they need to assist the team to think long-term and discover the key steps in the long game that each project may create.

For the fire to really burn, all the participants must regard one another as colleagues. And as soon as possible – in each meeting – the dialogue needs to become playful so that members easily visualize together.

We can start a fire that burns for many years. A strong capacity for dialogue creates successful teams who have fun together. Long-term, they learn to build strong team support systems as they manage the tasks at hand. This process takes investment in key areas of team coaching skill sets by the whole team so that everyone learns to participate effectively.

## THE ART OF VIABLE CONFLICT

Another area that is relevant to the successful building of innovative expert teams, is the ability to assist the teams to handle conflict. Handling conflict is a big deal. It means that the Team Coach understands the specific, negative team dynamics that could emerge and create the most difficulty; the kind that could hobble the team spirit. This means

*a Team Coach needs a real understanding of how to work with different kinds of personality traits, social styles, cultural dynamics, and interest areas.*

The Team Coach needs to be able to find the positive undercurrents within any conflict at hand and show how the team can agree to disagree. This means the group can still find value and vitality in the project and task, combining dynamically different approaches.

A team without conflicts is often not a strong team. There will always be conflicts when people are encouraged to be independent thinkers, exploring each project both inde.



## THE ART OF BUILDING TRUST

We emphasize the value of building trust. What follows is called the RIDART framework, an acronym for the six key steps in building trust.

**R – Rapport** – Rapport often starts with our respect and listening to each of the team's players. It continues as we create fun as one of the themes of team communication.

**I – Invitation** – We invite deep participation. We urge people to move further into their joint endeavor. We are supporting the function and structure of the team as a collaborative framework. Personally, as a Team Coach, I am a little fierce about this focus. I genuinely hold that the team meeting is much more important than anything else we are doing. That means that even if we are very busy people and the team meeting has to be fast and furious, we can build our team process quickly. 'Fast' often works well because it assists people to innovate fiercely.

*People throw out ideas, and one idea builds on another (“What-if ‘this’?...what-if ‘that’?”). People then begin to see how ‘this’ and ‘that’ can come together and they have something much bigger between them to build with.*

**D – Dialogue** – needs to include:

**A – Agreement** – We need to carefully examine what we need to agree on.

-It also needs to include the willingness to disagree – Often we need to agree to disagree, and this kind of agreement sometimes allows for a much higher value than simple agreement because we start to build the common bridge.

*We need to be able to hear our differences, and we need to speak them.*

If you have people on your teams who are willing to stand up and talk about what still requires work or speak



frankly about their opinions when they think differently from everyone else – then you are building a strong team. You are establishing a framework for the team players to really think collaboratively. This develops a much higher intention to create visionary results for the company.

**R – Respect** – How do we create respect. People need to see themselves, each other, and their purpose with high value being added, and to understand that this collaboration can create something great. There are lots of reasons not to trust others on a team and to hold onto ‘private’ knowledge. It is easier not to share ideas, not to teach others, and not give freely of our resources. So, as Team

*Coaches need to build and demonstrate high respect for all individuals and support a genuine agreement to disagree.*

Gradually, people will see the team as ‘home base’, a natural place to share their best...and they do share freely!

**T – Trust** – All of the above factors – rapport, invitation, dialogue, agreement, and respect - will, over time, build trust. Trust is Respect enhanced by long-term experience! It takes courage and value-focus to genuinely give your heart to a team and set aside your own time and energy to do so...over time.

Trust naturally leads to a final function that the team coach needs to hold for each and every member; well expressed appreciation. We appreciate every single step, all of the way down the line. We acknowledge the work being accomplished. We appreciate that the members have made the team function preeminent whenever they are present together.

*A great team gradually becomes like a long-term band of jazz musicians.*

People don’t want sameness all the time, and they don’t want chaos. They want to live on the edge! Each member knows the common melodies of effectiveness, their team’s ‘rhythm.’ They know how to participate, and to integrate and expand the collaborative ‘joint tune.’ With the team’s support, they break out into their own ‘riffs’ of individual achievement as members and as sub-teams,

creating new ideas and building on what they’ve done. That allows innovative experience to permeate the whole team and everyone shares the reward. Effective teams gradually reform the structure of the company.

*Well-coached, cross-functional teams can continue to collaborate, share information, and build the corporate promise to the world over time.*

They become the company’s backbone, making sure that key values and visions will be shared and done. They represent the whole and do the work that the company wants to accomplish. This means that the teams continually grow the company and grow themselves at the very same time. The result is phenomenal for the companies that do the work to develop their teams. The company becomes much stronger. The teams become interpersonal units with people now holding the companies vision as co-leaders. All of this depends on you, the Team Coach.

*It depends on your willingness to be a fierce, vital part of the team, holding their structure over multiple meetings, assisting them to divide the work and go off and do it.*

You assist them to stand in Coach Position, seeing what they have accomplished so far, noticing that even in a difficult area they can – and have – moved one step ahead. This is what all members want: the ability to see that they’re growing as individuals, that they are building the team, and also building the projects well.



# WE'RE LISTENING TO PEOPLE TO UNDERSTAND THEIR NEEDS



## IVANA PAUNOVIĆ

*Workplace Experience Manager at Nordeus*

***First of all, tell us something about your position and how is it linked to Human Resources rather than Real estate business?***

I work as a Workplace Experience Manager at Nordeus, the independent games here in Belgrade best known for Top Eleven - the world's most successful sports mobile game. My role is to ensure that our space and our people are truly connected. We strongly believe in the importance of having an engaging and inspiring working environment, and that doesn't include only creative workspace design, but also a wide range of quality services and experiences that have been provided in order to keep people motivated and engaged. How are we doing it? We're listening to people to understand their needs, while using the best knowledge and practice. Our unique culture is the key ingredient for delivering customised experience that best works for us.

***Does it mean that every innovative company should have innovative working environment?***

In our opinion, definitely! However, similar to the fact that we all have unique homes reflecting our lifestyles and that meet our needs, it's important for every company to understand what kind of environment works for their people and culture. It's not a one size fits all, or a singular concept that can be copied and simply applied.

***Where are the most important design principles that you're following while designing Nordeus workspace?***

At Nordeus - boosting productivity, enabling creativity and celebrating culture are the main design principles that lead us through the space design process. Having an awesome bunch of engineers, designers and artists - alongside other professions - on the board, we're aiming for a fine balance between highly functional and creative space, with smart use of workplace technology.

When it comes to creating space to fit our cultural needs, we have tried both open space and enclosed offices, and discovered that having autonomy is something our people deeply appreciate. So we decided to stick to enclosed offices for up to 6 people, where they can do both solo deep work or loud group brainstorming. In addition, we also



provided a wider range of different activity-based spaces that brings people out of their offices and facilitates idea sharing. The key one is our canteen, a central space where we gather to have meals together, to announce big news, or just to pop in for a coffee and chat.

We really value the benefits that have positive impact on our well-being; beside the ergonomic office chair and sit / stand desks, there's a place for workout or power stretching activities during the day, or Fun Room for relaxing by playing PES or other great games that we all love. My favourite places are the one that we can configure for different usage, from L&D workshops to creative design sessions - with large white writable surfaces and variety of workshop materials to make a mess, these spaces really give our people an opportunity to be creative and experiment with ideas. As matter of fact, the majority of the offices and meeting rooms are like that! Although they might look casual, they actually support design thinking processes that are very important for our business.

### ***How can interior design enhance the productivity of the employees?***

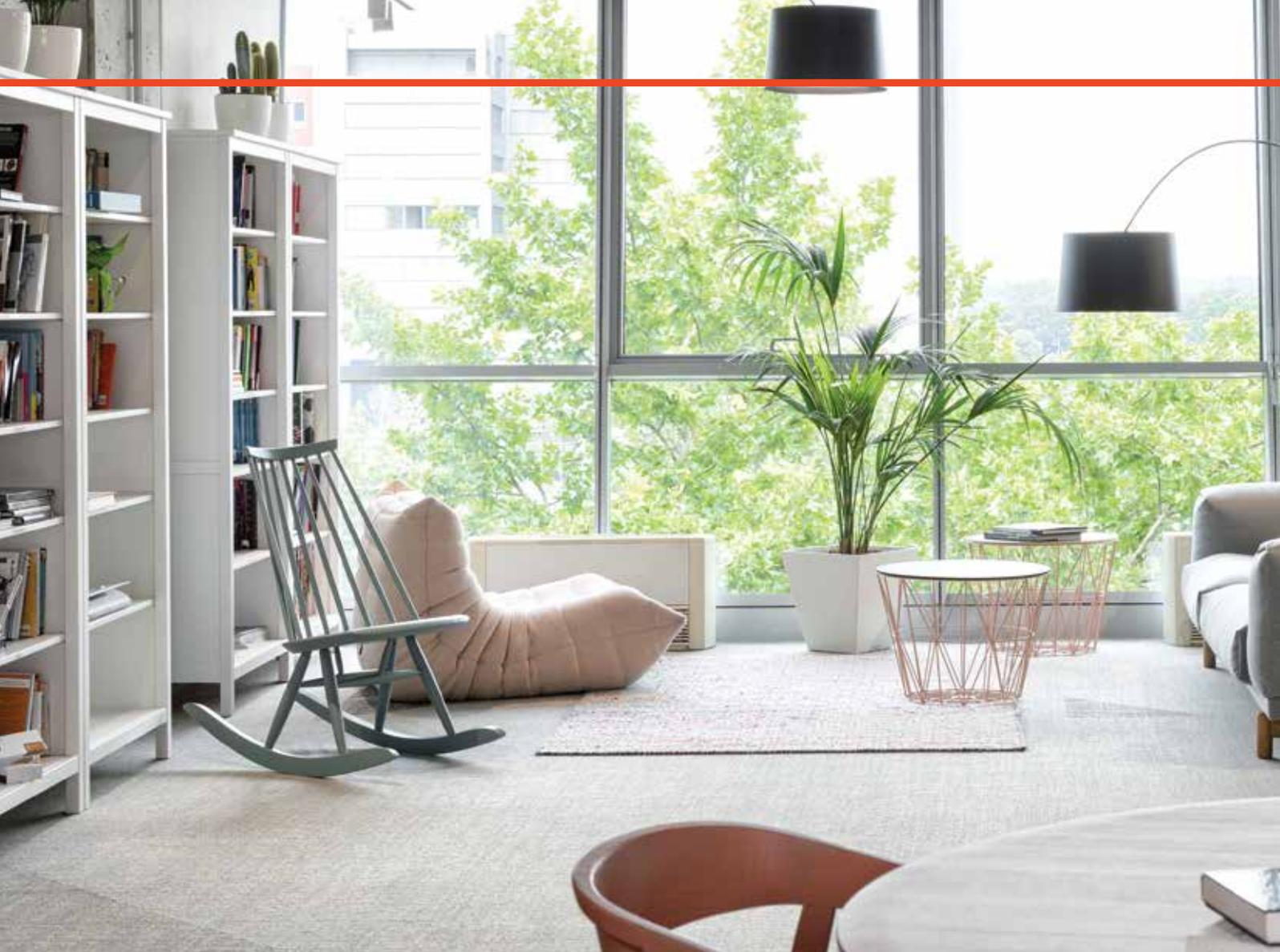
It's hard to measure it precisely, but there is a lot of

research that support that statement. Some of them say there's a 30 percent swing between employee performance from the best to the worst buildings. From my perspective, workspace is a tool that, when it's smartly designed and utilized, allows employees to focus on their work and boost performance.

This, combined with other benefits such as a wide range of quality food and beverage, free parking, the best tech for work, flexible working hours, and unlimited vacation, we have looked to create a workplace where we have engaged people with have the autonomy to work on what they love.

### ***At the end, which natural environment gives you the biggest inspiration?***

For all kind of artists, nature itself is the ultimate source of inspiration, and architects are no exception. There's a whole trend in architecture called biophilic design, that incorporates natural materials, vegetation, nature views and other experiences of the natural world into the modern built environment. I personally enjoy spending my weekend getaways in the nature, but if I need to pick the most inspiring one - that would be top of a mountain with a breathtaking view!



## MARTA BLANCO

*Engagement and Mobility Manager at Nordeus*

***Hi! Could you tell our readers more about your position in Nordeus?***

My role as Engagement and Mobility Manager is, in a nutshell, to make sure that our team delivers the best possible relocation experience for our expats. Changing countries is not an easy task and when additional family members are involved our priority is to provide a smooth transition for everyone.

Once that process has been successfully completed part of our team's responsibility is also to have all our people happy and engaged in Nordeus so they feel they belong here.

***Not all local companies have the opportunity***

***to hire international talents and have them working and living in Serbia. What that brings to Nordeus and local tech/ gaming community?***

Diversity and industry experience are probably the two main characteristics our international talent bring to Nordeus. On one hand, people from different backgrounds, work habits and cultural norms create top-performing teams, but it's a matter of finding common ground and ultimately to share the same core values. On the other hand, sometimes critical roles need to be filled with global talent with vast knowledge and experience that has come from working in big international gaming companies, complementing the local talent we currently have.

***What are the most important aspects of creating a great expat experience for Nordeus hires?***

International relocations are definitely more challenging and demanding, especially if partners or family members are involved as well.



We've identified some common pain points that we try to solve in advance so the transition to the new life here in Belgrade is as smooth as possible, letting our expats focus on the adventure of working for Nordeus while also discovering a new city.

If you were asked to imagine a perfect expat experience I honestly believe we would cover pretty much everything. Logistics is the first step, once we have moved you, your family and your personal belongings to Belgrade we would help you settle in by assisting you with visas, real estate consulting, schools, banking, Serbian lessons, medical care and so on.

We even go one step further and offer a "cultural onboarding" to help our expats acknowledge the cultural differences and overcome some barriers by understanding a little bit more about Serbian society and its history.

And the last but not the least, when the international assignment comes to an end, our team also helps our expats and their families to make the transition and readjust-

ment back to their country of origin, by dealing with their repatriation.

### ***How do you represent Belgrade and Serbia to the world?***

Nordeus is a global company located in Serbia and one of the world's leading independent game studios; that in a way speaks for itself. We are starting by bringing the world to Belgrade and Serbia to help us create in here top class games that will be played worldwide.

In the corridors of Nordeus you can bump into around 20 different nationalities and if we add expat families to the mix it gives you an idea of the international community we're creating in Belgrade. We honestly believe that this has also a positive impact on the local community at all levels.

We're all about showing Belgrade as a young and vibrant city, and that we're looking to put it on the global map of gaming. We have a 'My Life a Nordeus' video series on our YouTube channel that helps showcase the city and the life people can lead here, whatever their personal situation.

### ***Could you share best examples from the practice?***

Our team always goes above and beyond to create a seamless experience for our expats. As I've mentioned before we cover every single angle during the whole relocation process... even if you're bringing a 40kg Bernese Mountain dog from Canada to live here in Belgrade, we also take care of that - nema problema!

Settling in Belgrade is as important as the previous relocation steps, so we organize different social activities for our expat community and their families to help them feel happy. One of the most successful this year so far was a 4 day city break to Dubrovnik and Kotor, everyone loved it!

Last but not least, we take very seriously the trailing spouses and family members that come to live here with our expat employees. We do a little bit of research in advance and we try to spot in Belgrade the same hobbies and passions they had in their country of origin so they feel like they are home away from home. If you are a kid who loved to do gymnastics in your home country, don't worry as you will be training in one of the top teams here in Belgrade, and one day who knows, you may even represent the national team!

# HOW TO BUILD A COACHING CULTURE IN GLOBAL CORPORATIONS

**VLADAN BUHA**

*Training and Development Director at NIS*

*Today, coaching is becoming more of a natural leadership style than ever before. The reason for that is the dramatic change in business ecosystems comprised of three different facets: digital transformation affecting business models, the importance of culture and employee engagement. After more than ten years of building a coaching culture in a corporate environment, I am happy to share five key learnings that you might consider useful if you are passionate about coaching in a business context.*



## 1. CEO IS A COACH

It is important to be aware of your leadership style, because as CEO you set the tone for the organization, and act as a role model, both are critical components of an organization's overall corporate culture.

First prerequisite is that a CEO is aware of the benefits of coaching in organizations and is knowledgeable and skilled in this area. By demonstrating a coaching leadership style, the CEO inspires all business leaders to follow the same leadership pattern and apply it as a common practice.

Once there is top management awareness and sponsorship of coaching, there needs to be formal support, through continuous investment in building a coaching culture. Coaching programs are usually strategic decisions of organizations, and have a long-term scope, so consistency is crucial for success.

Finally, on a corporate level, a decision needs to be made on the scope of coaching practice and implementation milestones. In NIS Gazprom Neft, we are investing in coaching skills development of all managers, from executives and senior managers to middle managers and first line managers. In addition, we are focused on our key talents, first time managers and HR employees.

## 2. COACHING IS A BUSINESS NEED

Coaching is not trendy and a stand-alone initiative reserved only for psychologists. Actually, it's a widely used leadership tool that results in empowered employees and great business results.

*To be successful in building a coaching culture, you should first understand the overall business context, culture, company development stage, and other internal and external factors.*

Second, it would be beneficial to analyze current leadership styles in different management levels, levels of engagement, management routines and feedback practices. To create need analyses, you should link observed leadership gaps with their business and cultural impact and

propose a learning intervention. In our company, we are putting efforts to promote a long-term supportive leadership style over a directive leadership one that is focused on short-term results. As our main business benefits from a coaching approach, we have recognized improvement in team communication, relationships, personal growth and overall team performance.

Keep in mind that coaching is not a natural style for some managers, so you will need to invest time in promoting how coaching influences performance and engagement.

## 3. CORPORATIONS HAVE COACHING PARTNERSHIPS

Leading implementation of coaching practice needs strong partnerships and support. There are some key steps to follow in order to enable an effective process.

First, you need to select a "coaching partner" for your organization, focusing on the partner's credibility. It is crucial to have a reliable coaching partner because of the expertise and experience with other companies the partner brings. A coaching partner also keeps your organization updated on the latest trends and tools. We have analyzed the overall European market of coaching providers, conducted a tender procedure and selected the Academy of Executive Coaching London (AoEC).

Second, be sure that personal capabilities of coaches who will work for you fit your leaders' seniority, business experience and expectations. This is important because success depends on quality of relations between coaches and coachees in the organization.

Third, take in consideration the capacity of the coaching provider and experience in executive coaching, especially if you are leading the process in a large organization.

Fourth, select a partner organization that can provide globally recognized certificates to participants in alignment with International Coach Federation (ICF) standards.

*Coaching certificates are much appreciated by managers as a benefit to their personal development and recognition.*

Finally, select a partner with capability for tailor made design of coaching programs. In partnership with AoEC, we addressed specific needs of NIS Gazprom Neft, so the programs have valuable impact on leadership and corporate culture.



## 4. COACHING IS AN INTEGRATED PART OF THE CORPORATE UNIVERSITY

Our organization's Corporate University is providing continuous learning and career progression to all employees during the life of their long careers. The aim of our coaching programs is to enable learning and practicing of a coaching leadership style within the GROW model framework.

We first wondered when to apply coaching, so we made a link with our Situational Leadership model and trained managers from the very early stage of their careers. Additionally, we have put content and practices in our current business context, so managers can easily role-play cases based on their own needs. To make practice effective, we are providing a coaching toolbox which consists of guidelines, books, demonstrations and observations followed by specific feedback reports.

To apply coaching widely, we made coaching a part of the curriculum for all managers; we provide executive coaching to senior management and we also invest in project based leadership program "Leader" where coaches support teams until the final project's defense phase.

Additionally, we are applying coaching to address competency gaps defined by Hogan Assessment centers for first time promotions or strategic leadership roles. By applying 70 20 10 development plans, we secure measurable coaching intervention in terms of topic, timeframe and expected outcomes for the coachee. To inform coachee of career opportunities and support aspirations, we have created detailed career paths for all business units.

## 5. COACHING IS YOUR TRANSFORMATION TOOL

The business world today is affected by a fourth Industry revolution. Corporations need to answer many questions about digital transformation, future business models and strategy.

*To survive, organizations need to introduce more flexible structures, agile philosophy and run constant changes.*

For success, you will need a culture that enables changes, otherwise you will fail. For that kind of culture you need leaders who can inspire and involve people and share their vision. Coaching helps today's leaders involve people and

personalize the role of every team member engaged in the game that is continuously changing. This approach has multiple effects because coachees are becoming change agents who involve new people in the change. Through empowerment and continuous feedback, coaches are releasing people's potential, which leads to high level engagement and outstanding results.

*In general, today's business is a network of relations in which coaching helps us to connect, understand each other and act upon our goal, purpose or idea.*



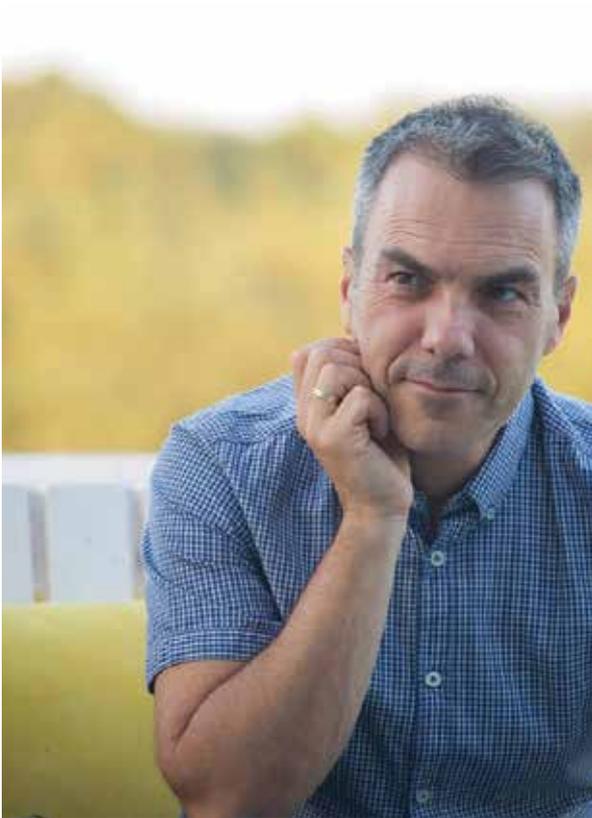
### **Sharing the best practices**

This April, we participated in the Global Conference “The Future of Coaching in Organizations” organized by the International Coach Federation (ICF) and Hogan Assessments, held in Budapest. Among distinguished speakers, we shared our best practices in coaching in NIS Gazprom Neft. Once again, I have highlighted my experience and opinion on importance of coaching leadership style in age of constant change. Dr. Robert Hogan, world-class authority in matters such as personality, leadership and organizational efficiency, talked about the topic of Coaching the Uncoachable and overall benefits of coaching in modern organizations. All the participants at the Conference sought to provide answers to challenging questions about the necessary changes in HR management, bearing in mind the digitalization of global operations.

# THERE IS SO MUCH TO LEARN ABOUT COACHING

SRĐAN PAVLOVIĆ

*Business Coach*



Our first article just scratched the surface of everything there is to know about coaching. The article described the coaching competence cycle, the difference between coaching, training and counselling vs. mentoring.

One of the fundamental requirements for successful coaching is a client that is willing to be coached because the engagement is the start of a relationship. There are three types of clients in coaching:

1. Visitors are people who may not have a desire to change anything in their life but are certainly curious about the process. Their attendance is involuntary, and often they may feel obliged. To make the most of the experience it helps to coax out an emotion, regardless of its nature (positive or negative).

2. Complainers are people who have a complaint and are willing to set and reach a goal through personal change but may not be ready to take action toward their goal and desired results. They often believe the goal is unachievable for them.

3. Customers are people who are ready to do something about a desired goal. With them, you can work as a coach and establish an area of full trust and collaboration.

It is imperative that coaches know which category their potential clients fall in. If clients fail to pass the test of a customer, coaches must help them become customers first.

Coaching is a powerful process of personal development. While there are a lot of “coaching schools”, not all are certified by a governing institution. To preserve the quality of coaching for our clients and create guidelines for new coaches, the coaching community has created a variety of associations. One of the most recognized associations in the world is ICF (International Coach Federation) and for the purposes of this article, I will stick to their guidelines. The others are more or less similar.

Regardless of your level of experience of coaching, the following steps and competencies need to be considered:

A coaching engagement needs to be comprised of the following four steps:

- I) SETTING THE FOUNDATION
- II) CO-CREATING THE RELATIONSHIP
- III) COMMUNICATING EFFECTIVELY
- IV) FACILITATING LEARNING AND RESULTS

## SETTING THE FOUNDATION

This step is all about coaches **adhering to ethical guidelines and professional standards**. Coaches

must pay attention to understand their own behaviours against the backdrop of ICF standards of conduct. Also, coaches need to clearly communicate the distinctions between coaching, consulting, psychotherapy, training etc, and recognize when it is necessary to refer a client to another professional.

Coaches then continue setting the foundation by **establishing the coaching agreement**. That implies effectively discussing the coaching relationship with clients (scheduling, fees, logistic, etc.) Coaches must clearly communicate what is appropriate in coaching relationship; what is the difference between client's and coach's responsibilities. Finally, coaches should check whether an effective match between their coaching method and the clients' need.

### CO-CREATING THE RELATIONSHIP

After successfully setting the foundation, coaches can start creating a safe and supportive environment to **establish trust and intimacy with clients**. Clients need to feel supported, which is achieved when coaches express genuine concern and empathy around the clients circumstances. Also, coaches must continuously demonstrate personal integrity and honesty. Since coaching examines is sensitive and personal areas of clients' lives,

coaches must demonstrate respect for the client's perceptions and learning style, and keep their promises. Coaches should provide ongoing support for new clients' behaviours and actions.

Another integral component of a successful coaching engagement is what is referred to as **coaching presence**, which is the ability to be fully conscious in creating a spontaneous relationship with clients. Coaches must be present and flexible during the coaching process, open to not knowing and taking risks. Coaches are allowed to use humour to create energy and good vibes, and experiment with how they engage with clients. Coaches must demonstrate confidence when working with strong emotions but should avoid being overpowered by or enmeshed in clients' emotions.

Through these two groups of guidelines, coaches can establish a strong foundation and safe base for further exploration of their clients' feelings and emotions. Without setting the foundation and co-creating the relationship coaches shouldn't attempt taking clients on the exciting journey called COACHING.

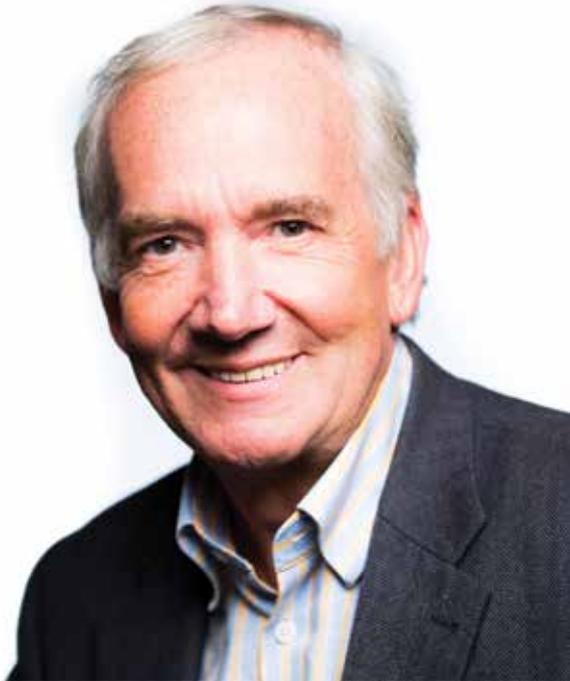
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# LEADERSHIP TEAM COACHING IN PRACTICE

## PETER HAWKINS

*President of the Academy of Executive Coaching*



*Dr Hawkins, Professor of Leadership at Henley Business School, is the author of a number of books, including Leadership Team Coaching (2011, 2014, 2017) and Leadership Team Coaching in Practice (2014, 2018). Coaching, Mentoring and Organizational Consultancy (2006, 2013), The Wise Fool's Guide to Leadership: Short Spiritual Stories for Organizational and Personal Transformation (2005), Creating a Coaching Culture (2012), As the Founder & Chairman of Bath Consultancy Group and Renewal Associates, President of the Academy of Executive Coaching and Association of Professional Executive Coaching and Supervision, for the last 35 years Dr Hawkins has been helping organisations in many parts of the world connect their strategic change, their organizational culture and their leadership development. Currently his major concern is the growing gap between the increasing and changing challenges for individual and collective leadership and how leadership development is failing to evolve at the same speed.*



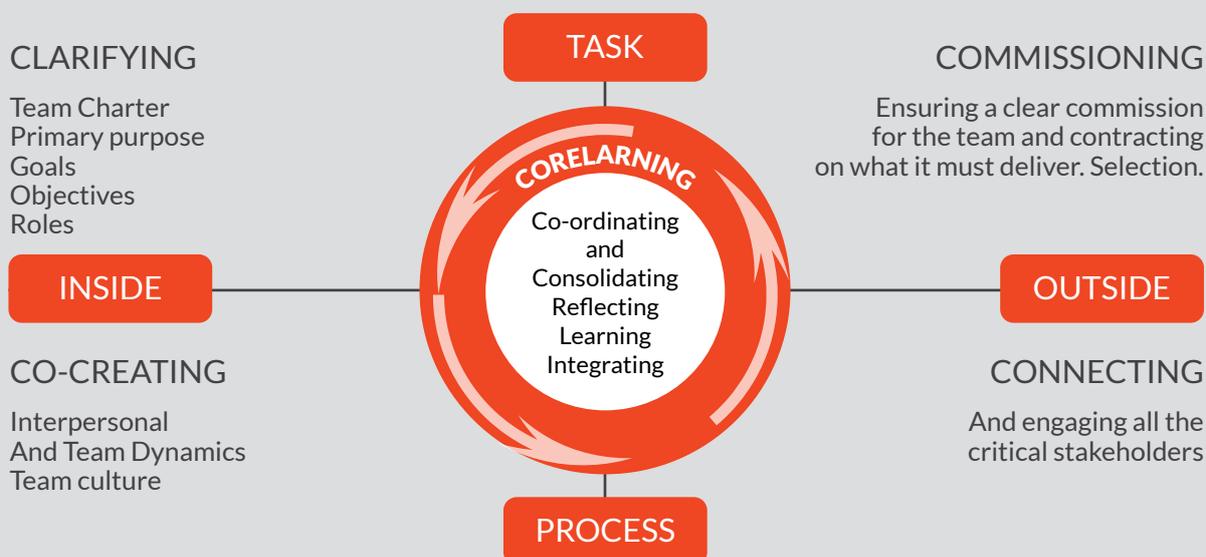
***Dr Hawkins, what would you like for our readers to know about you in the beginning of this interview?***

I am passionate about helping to develop the collective leadership that is needed for the 21st century, so that my five grandchildren will grow up in a world which is no longer dominated by 20th century male heroic leaders who are not fit for the future.

***Can you please tell us about the evolution of your seminal ideas in the field of systemic team coaching and the Five C Model?***

Having coached leadership teams for 30 years in many different sectors in a variety of countries, I was dissatisfied with the progress that some of these teams were making. I reviewed all the best global research on effective teams, carried out some of my own research in the area and soon realised that the world lacked a comprehensive model of effective leadership teams and how best to coach these teams. This model proposes that to be effective, teams need to have mastered all five disciplines and that systemic team coaches, and team leaders, need to be able to coach teams both within each discipline and on the connections between these disciplines.

## The five disciplines of High Performing Teams and Boards



1. Commission Are we clear about what our stakeholders are requiring from us? That may be the board, the investors, the customers, communities in which we operate – so the commission comes from several sources and so you have to be very careful about the stakeholder/s that you are not noticing. For example, BP didn't realise that the fisherman of the East Coast of America were important stakeholders before it was too late. Commission is all about understanding WHY we exist as a team, our 'Raison-d'etre' and this is determined by the stakeholders that we work with.

2. Clarifying Receiving a clear commission from your stakeholders is not enough. A great team creates its own sense of its collective endeavour- what are we here to achieve collectively that we can't achieve by working in parallel? What are the KPI's of the leadership team? Not just our individual KPI's, but our collective goals and roles? How do we not only run our functions, but contribute to the whole? Clarifying is all about WHAT are we going to do as a team.

3. Co-creating HOW do we work together in a way that is generative? How do we have meetings where we are not just exchanging pre-cooked thoughts, but together we're generating new thinking that none of us had before we came into the room?

4. Connecting Great teams are not just ones that have great internal meetings and relate well together. Where teams create real value is in how they engage externally with all their stakeholders (customers, suppliers, investors, sponsors, communities and the wider environment). It is also important that each team member is able to represent the whole team and not just their function when engaging externally.

5. Core learning If a team only achieves being effective in the first four disciplines, it becomes better and better at succeeding in playing today's game. However, in a world of exponential change every team needs to also be growing its capacity to meet the increasing challenges and growing complexity of the future. The team needs to be focussing on its individual and collective learning. How it can do more at higher quality with less resource and become more agile and resilient. The team needs to take time out to reflect and prelect on its development. To ask how does it grow its collective capacity? And how does it become a source of individual stretch and development for its members?

***The idea of system is at the core of your approach. Could you share with our readers some of the main principles of the systemic approach.***

That a team is not just the product of the team members, but has a life of its own, which is also created by the team's purpose and all the interactions with all its stakeholders.

***It's interesting that there are many conflicting views on the role of psychology in coaching and team coaching in particular. What is your view on these issues?***

A team coach needs to understand adult psychology, human relationships, team dynamics and also organizational behaviour. But they have to also understand business as we are not in the business of helping team members relate better to each other, but to be more productive and to co-create value with and for all their stakeholders.

***In your groundbreaking books *Leadership Team Coaching* and *Leadership Team Coaching in Practice*, you offer models, tools and techniques, as well as case studies in organizational team***

***coaching. Can you please share with our readers some of the success stories from your own team coaching practice?***

Over the last 35 years I have worked with hundreds of leadership teams in over 30 countries and across a wide range of sectors, including global companies, governments, international charities, professional service firms and universities. Many of these engagements not only helped the executive team function far more successfully, but also each team better lead the teams that reported to them. In addition many of these assignments were to help the executive team collectively lead a major organizational transformation. A number of these are written up in my second team coaching book: *Leadership Team Coaching in Practice*.

***We are now seeing an explosion of digital strategies and disruptive startups. How do you see the role of team coaching in these business trends?***

In the latest edition of both my books on team coaching I have included case studies of coaching business startups and growth companies. This is where all the growth in employment is increasingly coming from, and here you



have to coach not just the leadership team but coach the business.

***We know you are very busy delivering the Systemic Team Coaching Certificate all over the globe. Can you please tell us who is your typical audience in this program and what is the thing they find most useful in the program.***

On the programmes, we have had coaches, organizational development consultants, HR directors and HR business partners as well as CEOs and leaders of business wanting to learn how to coach and develop their own team.

The feedback has been amazing and people are incredibly positive about it.

***What is in your opinion the future of team coaching?***

Currently this is the fastest growing form of any type of coaching and I believe this will continue to grow. What is important going forward is that the focus is not simply on facilitating the team to relate better together, but on sys-

temic team coaching that enables the team collectively to create greater value with and for all their stakeholders.

***In the beginning of the year you delivered the program in New York City. What is the main difference between coaching in America and Europe?***

Europe has been quicker to realise that coaching needs to deliver not just for the individual but also the team, the organization and the organization's stakeholders. But in the last 2-3 years systemic team coaching has taken off right across North America and in April I will be delivering four systemic team coaching trainings, in Hollywood, San Francisco, Santa Barbara and Vancouver, all of which have sold out!

***For the end, what would be your definition of team coaching in one sentence?***

Systemic team coaching is working with the whole team over time, so that it functions at more than the sum of its parts and co-creates greater value with and for all its stakeholders.




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Dr Peter Hawkins, ICF accredited, 3 training days, October 9-11

*Certificate in Coaching Skills,*  
ISCP recognized course, 8 training days, start October 19

*Advanced Certificate in Coaching Skills,*  
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MAGAZINE'S FRIEND

# URUČENE NAGRADE AMM-A NAJUSPJEŠNIJIM MENADŽERIMA I PREDUZETNICIMA CRNE GORE

U Podgorici, 26. aprila 2018. godine – Na današnjoj svečanoj ceremoniji Asocijacije menadžera Crne Gore uručene su nagrade najuspješnijim menadžerima i preduzetnicima Crne Gore za 2017. godinu u deset kategorija.

Na ceremoniji dodjele nagrada u hotelu Hilton prisustvali su pored najuspješnijih privrednika i predstavnika javnog sektora, ambasadori i drugi visoki predstavnici diplomatskog kora zemalja regiona, EU, Turske i SAD-a, kao i predsjednici asocijacija menadžera iz regiona.

Prisutnima su se obratili :

Budimir Raičković- predsjednik Asocijacije menadžera Crne Gore;

Milutin Simović- potpredsjednik Vlade za ekonomsku politiku i finansijski sistem i ministar poljoprivrede i ruralnog razvoja;

Vinko Nikić – predsjednik žirija;

Stanka Pejanović- predsjednica Srpske asocijacije menadžera;

Esad Čolaković- glavni menadžer Hrvatske udruge menadžera i preduzetnika;

Maja Ristova- predsjednica Makedonske asocijacije menadžera. Stručnim žirijem koji je sačinjavao 21 član predsjedavao je prof. dr Vinko Nikić, predsjednik Upravnog odbora Instituta sertifikovanih računovođa Crne Gore. U žiriju su kao i prethodne godine bili predstavnici Privredne komore, Unije poslodavaca, Savjeta stranih investitora Crne Gore, Ekonomskog fakulteta, Fakulteta za mediteranske studije, Uprave za kadrove, Fonda za aktivno građanstvo – fAKT, kao i prošlogodišnji dobitnici nagrada za najuspješnije menadžere i preduzetnike.

Od pristiglih preko 250 nominacija prihvaćeno je 70 kandidatura, a Upravni odbor je usvojio prijedlog stručnog žirija za sljedećih deset laureata:

U kategoriji Menadžer godine u velikim preduzećima i akcionarskim društvima izabran je Dragan Bokač, predsjednik Odbora direktora kompanije Voli Trade, a za preduzetnika godine Goran Đurović, Izvršni direktor kompanije Cerovo.

Najbolja u kategoriji srednjih preduzeća je Mirjana Mijušković, izvršna direktorica Glosarija.

U kategoriji malih preduzeća izabran je Radovan Radulović, izvršni direktor Montenomaks Control & Logistics.

Menadžer godine u mikro preduzećima za 2017. godinu je Xhemal Ravja, izvršni direktor V.U. Veterinum, a za mladog menadžera godine proglašen je Miloš Golubović, izvršni direktor Veletex-a.

U kategoriji preduzeća koja su u većinskom vlasništvu države izabran je Slobodan Stanišić, izvršni direktor Radio difuznog centra. Titula najuspješnijeg menadžera u državnim i javnim institucijama pripala je Miomiru M. Mugoši, direktoru Poreske Uprave Crne Gore.

Upravni odbor AMM-a donio je odluku da ove godine nagradu za životno djelo dodijeli dr Miodragu Gomilanoviću.

Od pristiglih nominacija u kategoriji Najbolja institucija za obrazovanje i edukaciju menadžera izabran je Fakultet za međunarodnu ekonomiju, finansije i biznis (UDG).

Broj pristiglih nominacija, podrška najznačajnijih institucija i organizacija, uključujući i veliku podršku medija pokazuju da je izbor najuspješnijih menadžera i preduzetnika Crne Gore prepoznat i ove godine kao centralni poslovni događaj.

Ukupan prihod od 615 miliona €, neto dobit od 44 miliona €, ukupne investicije 99 miliona € i broj zaposlenih preko 7250 su ukupni ostvareni poslovni rezultati dobitnika nagrade za 2017. godinu i najbolja potvrda njihove uspješnosti.

Pokrovitelj događaja i ove godine je Vlada Crne Gore. Podršku su dale institucije Privredna komora Crne Gore i Uprava za kadrove, kompanije Mtel, Yes event, Aquamonte, Sava osiguranje, Lovćen banka, Finance Plus, Primato P, Carinvest, HR Partner, Strategic lab, kao i projekat 100 najvećih.



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# CRYPTOECONOMICS

## IVANA TODOROVIĆ

Chief Operations Officer, Balkaneum



Since the emergence of the Internet, people have been enabled to remain in contact, share and receive different information at any time, from anywhere in the world. Any digital material can be sent in just a few seconds. Imagine sending a book in pdf format. Simply put, you will attach a book to an email, enter an address, click send and a new copy of the book will soon be found on your friend's email address. Your friend gets a copy of the book, and you keep your own copy. Globally, this transaction increased the number of copies of the given book by one.

This kind of communication is not disputable when it comes to sending a notice or some material, but it is an extremely large obstacle if money is being sent. This problem is known as the "double spending problem" because it assumes that someone who sends money once, could spend it again. Due to the nature of how the Internet sends copies of information, intermediaries (banks, clearing houses, etc.) have been included in the money transfer in a way so that they can verify transactions and ensure that money is withdrawn from one account and reaches another. Given their intermediary role, they decide whether the funds can be sent or received, or how many participants will have to pay for their services. Since they are centralized systems (data are stored on their servers), they are vulnerable to hacker attacks.

Communication via the Internet was given a new dimension in 2008. Cryptocurrencies appeared and sending money (value) over the Internet became possible. The unknown author of the Bitcoin protocol under the pseudonym Satoshi Nakamoto revolutionized the Internet as we know it and offered a solution for the double spending problem. He made it possible to transfer money directly from person A to person B in order to avoid mediators. Transaction verification is now performed by technology that has affected various improvements to the money transfer system. The costs of transferring money are minimized and measured in cents. For comparison, banks charge at least 5 to 10 dollars for wire transfer, but they also take a percentage of the total amount. Cryptocurrencies allow fast transactions, and the system works 24/7. The system does not know the differences between countries and does not classify individuals according to any characteristic. Anyone who can access the Internet can send and receive money, wherever they are.

***A theoretical economist focused on the development of innovations and their real business application.***

***Ivana integrates economic theory (different schools of thought and methodologies) with managerial practice in order to solve everyday business challenges. Prior to the position of Operations Director of Balkaneum, Ivana developed a Safex cryptocurrency. Her model of money distribution is considered as one of the most innovative in crypto economics.***



A completely new system of communication had to be created in order to develop digital money. This technological innovation is called blockchain. It is a database that records all transactions from the beginning to the last, writing them in chronological order in so-called blocks. They further interconnect via cryptography that forms the chain. Therefore, this technology is called blockchain: block + chain. Its basic characteristic and comparative advantage is decentralization. An identical database is on all computers that are included in the blockchain. As it's updating in real time, they all have the same data. In other words, the database is not on a single server, but on all computers that are connected to the network. As a result, the system is extremely difficult to hack. The blockchain strength is just about that, that everyone has an insight into the transactions that have occurred, and no one can change history or delete or change the transaction. Computers that are on network are not just passive observers. Each participant collects transactions independently of the others, creating a block that then connects to the previous one. This block is a file in which transactions are recorded, that is, all the sums are transferred from one address to another. Then computers compete who will first put the block into a chain by solving complex mathematical equations. The first successful one gets a 12.5 bitcoins reward plus all fees for the transactions that the users assigned to verify their transaction. That's how mining looks like. At this moment, 144 blocks are mining worldwide,

which means that 1800 new bitcoins are given per day. Sharing a certain number of bitcoins is not only an incentive to verify transactions and maintain a system, but also a way to distribute a cryptocurrency. The problem occurs because when cryptos were first introduced there were fewer miners and more bitcoins per block were divided, creating an unequal distribution. Today, only 100 bitcoin addresses contain almost 20% of all bitcoins in circulation. An additional problem with all cryptocurrencies, and not just bitcoin, is that they are usually used in trading to profit from it by the price difference, instead of using cryptocurrencies in a real economy to buy goods and services. In this way, their function is expressed as a value guardian, instead of the means of exchange.

In order for the cryptos to survive and become money of the future, it is necessary for these problems to be appropriately resolved. That is why we started to develop a Safex platform where cryptocurrencies will be used to pay for goods and services. In addition, the distribution of our crypto will follow market development. This means that coins will be distributed to as many users as present on the platform. This way, it will not be possible to unevenly distribute and acquire a currency at a lower price, then resell it later. We believe that in this way the cryptocurrencies will finally experience massive usage and forever change the way the world functions.

# DEVELOPING BUSINESS

## DEVELOPING PEOPLE

### SONJA JOVANOVIĆ

PhD in HR, HR Associate Director



*Sonja Jovanović is the Associate Director of the Department of Human Resources at EY Serbia, and she is also responsible for the offices in Montenegro and Bosnia and Herzegovina. Prior to joining EY, Sonja was the HR director of the largest insurance company in Serbia - Dunav osiguranje, and was an Office Manager at Deloitte, Belgrade.*

*Sonja has significant experience in the field of Human Resources management - developing HR strategies in cooperation with executives and implementation of these strategies through change management, performance management, recruitment and selection, employee trainings, salary and benefit planning, budgeting and other important activities.*



Demographic shifts represent one of the biggest and most powerful forces in the changes we are seeing in the world. The populations of Western Europe and Japan are the oldest in the world, and we are approaching the point when they will be 20 years older, on average, than those in the youngest regions of the world like India, the Middle East and Africa. This generational difference will have an enormous impact on everything from consumer spending, to education policy, to the ability of a country to pay for retirement income and health, to immigration policy. Of course, this is one of the drivers of expected differences in economic growth rates. But just as important as the age differences, there will be continuing changes in the makeup of the workforce in the years to come — across multiple dimensions, including gender, race, ethnicity, religion, sexual orientation, education background... So being an organization that all people want to be part of, and one

in which all people can find success, will become much more important in the decades to come.

High performing organizations take charge of their own destiny. They have a laser-sharp focus on executing against the four drivers of competitive success — customer reach, operational agility, cost competitiveness and stakeholder confidence. And they strike the right balance in their approach to each of these four drivers in relation to the others — strategically and tactically. These are the key findings of EY Growing Beyond report.

Furthermore, the high performers are focusing on current customers and employees, as primary sources of innovation — approaching innovation closer to the target market.

High performers have been approaching their talent with the same focus that they approach the market:

- Being more involved with employee engagement;
- Going outside the organization and traditional talent pools for both management and technical skills to get the diversity required for complex decision-making;
- Building the right local team to activate new operations quickly — recruiting local marketing and management, but also paying greater attention to technical and operational roles;
- Being more selective in recruitment of talent, but faster to both develop and deploy. Resource is moved into new markets, but with an explicit knowledge transition expected;
- Engaging in a battle for talent — experiencing higher staff turnover as a consequence despite being willing and able to pay for talent (although recognizing that this is only part of the employment equation);
- Twice as likely to have people from emerging markets in Global management positions.

All of this has been achieved by high performers within an environment of uncertainty and competitive intensity rarely seen before.

### **Empowerment**

A central part of people philosophy in successful organizations is empowering people to succeed by giving them the flexibility, technology, tools and support they need to work in a way that suits them, recognizing them as individuals who lead rich and busy lives outside the workplace. To support this, many of them launched new formal flexible working arrangement policies. It incorporates guidelines around reduced hours or part-time working, term-time working, career breaks and compressed working hours. They recognize that flexibility goes beyond work practices; it's also about adapting to individual styles and perspectives.

Empowering people is also about giving them the knowledge and skills they need for a rewarding and stimulating career. No matter where people may be based, they should have access to formal learning, in a format that suits them — videos, webcasts, classroom lectures, case studies or simulations.

Up to 70% of an individual's personal and professional development comes from everyday experiences. This is too important to be left to chance, which is why organizations encourage all of their people to identify the experiences that will help them grow, such as assignments at different projects and engagements, international assignments and mobility programs.

While formal reviews of performance are usually undertaken annually, organizations also encourage timely and relevant coaching and feedback throughout the year. Open and frank communication — upwards and sideways

as well as from top to bottom — is vital part of organizational growth.

One of the key differentiators between top performers is the way that they have engaged with their internal stakeholders as critical contributors to the achievement of their growth strategies.

Top performers are focused on broadening their workforce skills, equipping their teams to be more productive through training, mentoring and sharing knowledge, and improving internal communications.

Researches clearly show that an engaged workforce is a more productive one. Indeed, some major recent studies has shown:

- The best-in-class engaged group has an 11% improved level of retention over those groups who are below average, and an impressive 8% better performance even than those who are above average.
- Results are even more striking for productivity: the best-in-class group scores 60% higher than the below average group, and 24% better than the average.

### ***Involvement is the foundation of engagement***

Top performers aim to create a harmonious company culture that strongly connects employees and management. High-quality relationships in the work place are the key to engagement. They invest in training and encourage innovation and find inventive solutions to attract and retain key people.

Involvement is a major source of motivation and fosters the innovation the company needs to flourish and reach better performance targets. Top performers use communication to keep their workforce engaged and motivated. Information freedom helps all the organizations' functions share a common corporate goal and risk appetite. It also informs employees about current performance and future business and investment plans and makes them feel part of the company's success.

### **Conclusion**

No one should underestimate the difficulty of the current market, or the significance of the scale of change that we are living through. Nor can we expect that business will go "back to normal" even if growth is restored. We are witnessing a massive rebalancing of the global economy that will change the way we compete — and with whom we compete.

But we can predict that some companies will seize the opportunity of these difficult conditions to reshape their sectors and secure their fortunes. Already, we can see some companies taking major steps in learning more, developing more, engaging more and innovating more...

# REMOTE COACHING JOIN THE FUTURE, AVOID THE PITFALLS

**MILICA PIĆURIĆ**

*Leadership Development Consultant*



Oftentimes I come across articles suggesting that remote, or virtual coaching might be the future of coaching. MIGHT BE??? I always chuckle to myself as I think that if that is the future, then it's been here for quite a while and we find ourselves standing right in the middle of it.

When I started coaching 5 years ago, I didn't put a lot of thought whether it would be done remotely. I was fortunate enough to have an excellent network, so that when I announced myself as a Leadership Strategy Coach, referrals and clients immediately started signing up, without too much work on my part. No one questioned the process, as there was a link on my website that allowed them to schedule appointments whenever I was available.

The first time I received pushback on coaching virtually is when I started working with clients here in Serbia. I came to realize that their view of communicating via video chat stems from experiences that are no longer the norm, as connection strength, software and hardware quality are a lot better these days.

Some training firms are even embracing remote coaching as a business model. Better Up is a company that serves tech giants such as Facebook by providing their employees with on demand virtual coaching sessions, specifically geared towards their unique culture and challenges.

## **BENEFITS OF VIRTUAL COACHING**

### ***Convenience, Time and Cost Efficiency***

Regardless of where the coaching takes place, time is being wasted in the process of setting up and getting to face to face meetings, that could be used by both client and coach on other activities. This is time the client could spend with loved ones, working on ideas, enjoying leisure activities or a hobby. And for the coach those hours don't just represent wasted income, but a lost opportunity to impact one or many more people.

### ***A global pool of talent and markets***

When working virtually, neither the coach nor the client is limited to the region in which they live and work, enabling a leader. Technology shortens the distance between clients and coaches and opens up new ways of thinking. For coaches, working virtually opens up whole new markets. Consider how big of a population inhabits your city, and compare it to the population of the world that speaks languages you are fluent in. Why limit ourselves to just one market, when there is a whole world out there to choose from?

### **Faster Access**

There is little setup time when coaching online. With applications such as Calendly, Acuity, Satori, etc, you can list your availability and allow clients to schedule meetings at their convenience.

## **REMOTE COACHING CONSIDERATIONS**

### **Equipment and software**

When starting out, using your laptop screen, camera and personal headphone/earbuds is all you need to conduct successful coaching sessions. As you get into group sessions and webinars, that are often recorded, you may want to invest in some equipment that will allow your clients to enjoy a better experience.

### **Background**

Just because you may be at home or on vacation when you take a call, that doesn't mean it is ok to show up disheveled looking in pajamas. Remember what your role as a coach is - to show up for your client and support them through caring, listening, etc. If we show up looking unpresentable, our clients may interpret it as a lack of commitment on our part and feel less motivated to work themselves.

Try to create a special spot in your office, so that the screen you work on is at eye level. Have a note pad ready to take notes. Show up a few minutes early to make sure there are no issues with the software you are using. Remove anything you think your clients might see as a distraction.

### **Cultural implications**

If you are used to coaching clients from your home country, there are important considerations to take into account when it comes to coaching people from another country. The values that may be common to you and the people around you, may be very different than the ones your client has experience with.

Let's use two countries I call home as examples - Serbia and the US. Serbia is considered a collectivist society, while the US is to no one's surprise an individualistic society. A lot of coaching revolves around helping clients become accountable to themselves, that individuals are solely responsible for their own success - a sentiment characteristic of individualism. Therefore, coaching clients in collectivist Serbia, who are accustomed to relying

on their community (company, country, government, etc) to be accountable for everyone, will not be the same as coaching someone in the US on the same topic.

### **Give clients choices and prepare before hand**

As you test the many types of conferencing software you will use to work with clients, remember that whatever you choose, do not assume that your client will obligingly accept. If clients are weary of calling in, or using your recommended software, allow them to suggest their own. Or if they are uncertain still, invest some time to test choices together, so that the client again feels fully supported by you.

## **GOING FORWARD**

So now you may have a better idea of what the "future" of coaching looks like, and that it is in fact already here. But as we contemplate the "real" future of coaching, the one that hasn't actually arrived yet, what do you think it will look like? There are initiatives underway that involve applying blockchain in learning and personal development. Through virtual reality, you can have an even more personal experience by meeting your client in a truly virtual office, face to face, without ever leaving your home. Or perhaps you can visit your client personally after all, but as a hologram. And then there is AI - we've already seen life like robots that can mimic human facial expressions. Will Robots replace coaches? While these robots do not look human, and their facial expressions seem as artificial as their bodies, please don't forget what a PC looked like 30 years ago compared to what it looks like now.

*It is our responsibility to keep ourselves informed not just in terms of the latest academic research and concepts in coaching, but also the technology that will support our interactions in the future.*



*There is no doubt that coaching is an excellent tool that dares to challenge human behavior, whether it is deliberate or unconscious. But how the coach penetrates those deepest parts of the human soul and psyche responsible for governing those behaviors, is a whole different game, one that is played on the edge, with unpredictable outcomes. As I interviewed Goran, I felt an energy possessed only by highly skilled and engaged coaches - genuine concern and compassion for the client. Goran wanted to depict a true and inspiring case study that stands as an example of dramatic change initiated and supported through coaching, in which a “rough” young man grows into a four-time gold medal winner in four different sporting events. This article isn’t only about Goran taking Slavisa’s name literally, which roughly means “Celebrated” in Serbian. Goran truly wanted to promote his client through this story, because he deserves it. The following is an account of Goran’s experience with Slavisa, told from the heart....(Editor)*

# A GREAT WAY TO USE COACHING IS TO APPLY IT TO REAL LIFE SITUATION

**GORAN GLIGORIJEVIĆ**

*Certified Ericsson Life Coaches*



*Goran Gligorijevic is one of the first certified Ericsson Life Coaches in Serbia. He holds two bachelor degrees - in criminology, and international management. He is a firm believer in life long self-improvement. He speaks English, Russian and Portuguese. Lives in Belgrade with his wife and three children.*

The first time I met Slavisa, he seemed like many of the strong and fit guys you see in a traditionally rough Belgrade neighborhood. Slavisa informed me his wish was to build his own endurance and strength training club. Just after 15 minutes of talking with him, it was apparent that he had both the strength and knowledge to achieve his vision, but that he lacked self-awareness, an idea of his personal identity and values that lied behind the club. It became apparent that applying the Dilts pyramid in Slavisa's case was the right way to go.



*The Dilts pyramid is a model of personal change. It consists of a series of levels, each of which is constituted from, while also constraining, the one below. Hence, your capabilities define which behaviors you are able to engage in, but are also made up from your behaviors to date. And you only gain new capabilities by engaging in new behaviors. This is a story about how small change in the Dilts Pyramid of Logical Levels (DPLL) can lead to tectonic shifts in the life as a whole.*



During the first few months of our sessions, no matter what we worked on or talked about, I felt compelled to ask the same question over and over: 'And who are you, Slavisa?'. At first, it was frustrating for both him and me, until finally I got the answer the client needed to know for himself: 'I, Slavisa Obradovic, am a fitness trainer with the best all-around training program!' This answer led us to use Inspiration as the first phase of our coaching methodology. We finally knew what we were aiming for. How can a fitness trainer with no formal education, but who devoted his whole life to spartan strength and endurance training out of pure love, prove that his training method is that good? At this point, Disney's Creative Strategy gave the much needed answer.

*Disney's Creative Strategy is a tool for creative thinking and was inspired by Walt Disney, who is well known for generating creative ideas and converting them into reality. His friends and associates claimed that there were actually three different Walts: the Dreamer, the Realist, and the Spoiler. You never knew which one was coming to the meeting. Walt Disney's strategy was highlighted and modeled later by NLP expert Robert Dilts. He defined the technique as Disney's method for turning his dreams into reality. In this method, a group of people use a specific thinking flow which builds parallel thinking that can be used to generate, evaluate, critique ideas and solve problems.*

Slavisa was experiencing this very same conflict between The Dreamer, The Critic and The Realist. In the end, the roughest part of Slavisa's personality, The Critic, pushed Slavisa to set a goal of winning four gold medals in four different sports in order to prove how capable of a trainer he is.

The first sport he chose was Ashihara karate. In order to determine which attributes were needed to be an Ashihara champion, we used the Life Wheel exercise.

*The Life Wheel is used by coached to help clients consider each area of their life in turn and assess what's off balance. As such, it helps identify areas that need more attention.*

Based on the results, we created action steps, tested Slavisa's commitment level, and used it as the only criteria for measuring results during our coaching sessions. Our only goal was to keep Slavisa's commitment level at a nine or ten, every week. Eventually, the first goal was achieved and Slavisa won Beogradski pobednik international tournament and took home the gold medal.

The next thing we had to face was the undermining of Slavisa's result through comments like: 'Slavisa has always been very strong, but he's only had fights dressed in a kimono and won gold, there is nothing special about that'. What he needed at this point was the ultimate test, one that cannot be undermined.

One day, Slavisa told me to pay attention to his Facebook status – he claimed he was going to run a full marathon under five hours, after only 20 days of training. By doing

so he put the whole training to the test, and honestly, even I didn't think he could do it. Two weeks after the post, and one week before the marathon, Slavisa called me to tell me he didn't think he could pass the 35k mark and that he had made a terrible mistake by claiming to everyone he could do it. At that point I realized that if I couldn't bring his strongest emotion out, the whole project would fall apart and that both him and I would have to come to terms with the failure.

Analyzing the DLL there were only two words going through my mind – core values. I realized I could bring the last 10K out by focusing on Slavisa's beliefs. I decided to put everything I had on the fourth level – as in roulette, and to break all coaching rules by directly challenging Slavisa. I asked him the following: 'OK, behind thousands and thousands of hours you spent training, behind all the sacrifices you made, what is the one thing that lies behind everything and motivates you for doing this, that you haven't told anyone?' I was amazed by his deep answer: 'Look, I've done many different things in my life, good and bad, exciting and boring, but each time I would go to a gym or on the playground to train, I was entering my world in which my rules applied. I want to share that with people and to help them realize all the hidden potentials they have within them.' I told him: 'And you really going to let a measly 10K ruin your dream?'

## *I won't talk to you until you finish that marathon and bring that result!*

At that point I knew I was risking everything but I also knew it was the only way to set his strongest emotion into motion. Slavisa finished the marathon in 4:53:00. That was his second gold medal, only two more to go.

For the next challenge, which was in Brazilian Jiu-Jitsu, we had established the identity, the values, and we created action steps - Slavisa won two gold medals in Germany, gold in Italy, at the European championship, along with several other medals in various European tournaments.

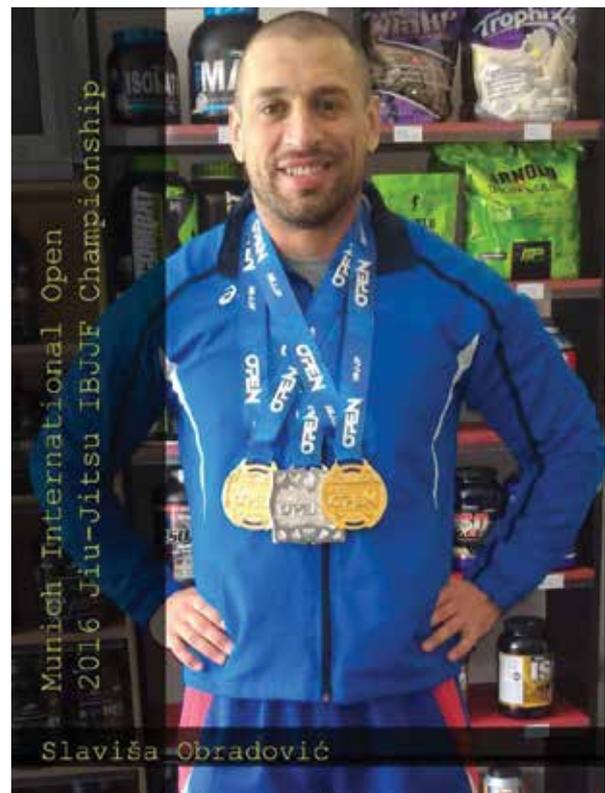
As the fourth sport Slavisa chose kettlebell. Just before preparations for the first tournament started, I called Slavisa and told him: 'You know what the goals are, the four stages of the project (inspiration, execution, integration

and ending), the are neurological levels, etc.

## *Now take this knowledge and use it on yourself and your trainees- that's your graduation!'*

Slavisa won the gold medal on the international kettlebell competition in Croatia, and two of his trainees won silver and bronze.

The key of the whole process was the change in how Slavisa identifies himself, and the value on the higher neurological levels which lead to all that success. According to the "butterfly effect" concept, something as small as the flutter of a butterfly's wings can ultimately cause a hurricane halfway across the globe.



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