

BUSINESS

COACHING

Interview

CEYDA GULTAN

Interview

BEN KOH

Coca Cola
**COACHING SKILLS
ARE CRITICAL FOR
EVERYONE IN
LEADERSHIP ROLES**

Banca Intesa
**COACHING IS A
MODERN AND
EFFECTIVE
DEVELOPMENT TOOL**

This
edition's topic

**ICF CERTIFICATION
PROS & CONS**



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THE EDITORIAL

Every time we print the magazine, I ask myself the familiar coaching question: "What would be the best use of this magazine?". Again and again, the answer is SHARING. But, sharing knowledge is a challenging mission. Choosing what to share and the right people who will respond to the "dare to share" statement is sometimes quite a task. Gaining authors' trust is crucial to getting them involved in this project called the Business Coaching magazine. I would like to thank all the great people who have supported us in this mission. It is fascinating to experience the openness and kindness of the coaching community all over the globe. Many coaches have contacted us and offered their help. We gladly accept it.

Another big thing for us is the launch of our online magazine. The online issue's main mission is to spread knowledge even further than we can with the paper issue. The online magazine is bilingual, in English and Serbian.

Enjoy your reading on www.bcoaching.online

See you in February. Until then, stay positive and open-minded. Share our sharing.



Photo by:
Predrag Todorovic



MAGAZINE'S FRIENDS





Photo by Mike Hakan Eres

ICF CERTIFICATION PROS & CONS

Ceyda Gultan MA, CPHR, ACC

Human Resources Executive | Leadership Coach, North Vancouver, British Columbia, Canada

Ceyda (jay-da) Gultan is a certified coach and is the President of the International Coach Federation Vancouver Charter Chapter.

Ceyda has 20 + years' experience working with international, national and local organizations managing projects with its primary focus on enhancing and growing teams, identifying those barriers that hinder either corporations or individuals to becoming the best they can be. Each organization comes with their own unique set of challenges and opportunities and, this is the arena Ceyda thrives in. Throughout her career, she has led a myriad of organizational change, and leadership training and development projects for a variety of international, multinational and local companies.

Her in-depth knowledge of the people side of the business comes from working in-house as a Human Resource Professional and as an external Consultant on special projects including: recruitment, corporate culture, assessments and development centers, sales force curriculum, organizational reviews, HR dashboards, webinars and training, coaching leaders, employee engagement and satisfaction surveys, and 360 assessments. Over the course of her career, Ceyda has worked in a cross section of industries: pharmaceutical, hotel and tourism, financial, retail, social service, profit, non-profit, government and private. In every industry, key issues have remained the same, understanding people and what motivates them are integral to determining the success of the organization.

Being a president of ICF Vancouver chapter is very strong position. Could you describe the most important activities that you are doing in this role?

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 credentialed coaches.

ICF seeks to advance the art, science and practice of professional coaching.

Currently International Coach Federation has 135 Chapters and 25,015 credential holders worldwide. Vancouver Charter Chapter is part of the global network and locally we serve about 400 members in the Vancouver area. Our Board mandate is to provide leadership by encouraging the professionalism of coaches through compliance with ICF standards; practices and ethics; facilitating collegiality and professional development among coaches; serving as a resource and creating awareness of the professional standards of coaching among coaches; individuals; organizations and groups seeking coaching and the general public and advocating for the professionalism of coaching.

ICF Vancouver has three major activities throughout the year. Over ten years now the Coach Giving Program is responsible for leadership of all coach giving activities of the Chapter. Under the direction of the Coach Giving Chair the committee searches for, develops, and monitors opportunities for Chapter coaches to coach with non-profit organizations for the benefit of the organization or individuals associated with the organization. The strategic intent of this activity is to raise the professional profile of the ICF Chapter and coaches. We partner with non-profit organizations and coach their leaders for a nominal fee and in return our credentialed coaches build their coaching hours.

Key Program Highlights:

- Up to 8 hours of coachee-focused one-on-one coaching over 6 to 8 months.
- Coaching goals personalized to the coachee and linked to the organizational objectives.

- The Manager of the Coachee supports coaching as a leadership development tool and agrees to the goals of the coaching engagement.

Pre-work for the coaching engagement:

1. Both key client contact of the organization and coachee complete the ICF Vancouver Leadership Coaching – pre-program-questionnaire-organization and leaders-to assess whether coaching is right at this time.
2. Coachee completes the assessment to identify coaching goals.
3. Coachee's Manager reviews and approves the assessment to identify coaching goals. Both Coachee and Key Client Contact confirm their approval of coaching goals.
4. Coachee interviews 3 potential ICF Vancouver affiliated credentialed coaches using How Do I Select A Coach document before selecting the best fit.
5. Coachee enters into Coach-Coachee Coaching Service Agreement with his/her Coach.
6. Coachee shares his/her approved Assessment to Identify Coaching Goals with the Coach.
7. Coaching begins.
8. Post Coaching survey to be sent via survey monkey both the coach and the coachee to measure the success of the ICF Vancouver Charter Chapter Coach-Giving Leadership program. Overall, in 2018, ICF Vancouver has 76 clients receiving coaching through the coaching program. This is the main source of income throughout the year for the ICF Vancouver Chapter.

Another activity that ICF Vancouver Chapter sponsors is The Coaching Roundtable through the local Human Resources Management Association. This sponsorship provides credentialed coach speakers for the roundtables over the year. Coaching Roundtables started in 2014 and since then over 400 HR professionals have attended.. Some of the topics covered in 2018 are; Conversational Intelligence, Coaching CEOs and Executive Leadership Teams, Coaching and Systems Thinking, The Recruiter Coach. These events are always sold-out and we have a LinkedIn group of 120 members. Since 2015 ICF Vancouver Chapter has also been attending the annual Human Resources Tradeshow. Our Coaches engage with the attendees to showcase the art and science of coaching.

ICF Vancouver also runs events under the coaches engage program where we bring coaches and coaching enthusiasts together to network, to share interests and expertise. Cross-pollination of highly skilled membership enhances our creativity and mutual opportunities arise to co-create capacity for more coaching throughout our communities and beyond.

A lot of licenced coaching schools are under the roof of ICF. How do you nourish that diversity? How do you provide a quality of programmes which these schools perform?

A coaching program that meets the accreditation standard determined by the ICF Global is perceived as a high standard elite coaching program.

Coaches worldwide recognize ICF as an industry leader

and turn to ICF for information about training and continuing education.

If you want to make informed decisions you need to research and the first place to go to is the ICF website.

Training Program Search Service can help anyone to find accredited coaching schools based on the country, and region the coaching training is available for as well as the program type, delivery method, language and coaching

TRAINING ORGANIZATION	PROGRAM NAME	PROGRAM TYPE
Accomplishment Coaching	Coaches Training Program	ACTP
BeAbove Leadership	Advanced Coaching Program: Neuroscience, Consciousness and Transformational Coaching	CCE
Coaching@UBC, University of British Columbia - Human Resources	Fall 2017 Conflict Theatre and Spring 2018 Experience Cube	CCE
CRR Global	Organization & Relationship Systems Coach (ORSC) Training	ACSTH
Erickson Coaching International	Deep Coaching	CCE
Erickson Coaching International	Standing in Contribution: A Trainer's Training	CCE
Erickson Coaching International	Four Quadrant Quantum Thinking	CCE
Erickson Coaching International	The Art & Science of Coaching	CCE
Erickson Coaching International	Coaching Competencies for Leaders	CCE
Herrmann International	HBDI Certification	CCE
Institute for Integrative System Dynamics	Family and Organizational Dynamics in Systems	CCE
International Network on Personal Meaning (INPM)	Courage, Faith, and Meaning: Existential Positive Psychology's Response to Adversity	CCE
Kimsey-House Enterprises, Inc., dba The Coaches Training Institute	Co-Active Leadership Experience	CCE
Leadership Insight, Inc	The Confident Coach	CCE
Mindful Wisdom Inc.	Mindfulness Training for Coaches	CCE
Roy Group Leadership Inc	The Leader's Discipline	CCE
The Centre for Compassion Inspired Health	Mindful Self Compassion Training	CCE
The Leadership Circle	Leadership Culture Survey	CCE
University of British Columbia (UBC) Extended Learning	Courageous Conversations for Leaders	CCE
University of British Columbia (UBC) Extended Learning	Coaching Many: Group and Team Coaching Foundations	CCE
University of British Columbia (UBC) Extended Learning	Coaching Matters: Metaphoe Skills for the Coaching Conversation	CCE
Working with Resilience	Systemic Coaching for Work Resilience: Accreditation in the Resilience at Work Toolkit	CCE
World Institute for Action Learning (WIAL)	Action Learning Certification Program	CCE

specialty you want to select.

When I run the accredited coaching program search for British Columbia, Canada area there are 24 accredited coaching schools and some schools offer programs in more than one specialty area. It is then up to the individual to research and find out which program would be a good fit for their needs.

Could you share some interesting statistics regarding coaching schools, certified coaches, gender, methodology ...

The 2016 ICF Global Coaching Study is the third research project commissioned by the International Coach Federation (ICF) to provide an up-to date picture of the coaching profession worldwide. The study was conducted by PricewaterhouseCoopers LLP with a six-month survey period that began in July 2015. Available in nine languages, the survey was completed by 15,380 respondents from 137 countries, making it ICF's most extensive industry research project to date. Members can access the survey through www.coachfederation.org

Some highlights of the survey are

- 15,380 respondents from 137 countries
- Approximately 53,300 coach practitioners worldwide
- \$2.356 billion USD estimated 2015 global revenue from coaching

Coach practitioners who responded to the survey are almost equally split between those under age 50 (46%) and those age 50 and over (54%). Almost one in five coach practitioners (19%) are in the 50–54 age range, and a little more than half of coaches are between 45 and 59 years of age.

Females account for 67% of coach practitioners and 66% of managers/leaders using coaching skills. Regionally, the female share of coach practitioners is highest in North America and lower in emerging markets. The regional pattern among managers/leaders using coaching skills is broadly similar to coach practitioners.

Cultural differences are the most difficult part to teach coaches in foreign countries. You are from Turkey. What would be the main differences between Canada and Turkey?

Canada is the second largest country in the world, its population is 36 million. Compared to Turkey it is 10 times bigger yet Turkey's population is almost 2.5 times more. This sets up the context. Besides, I live in the west coast of Canada which is known for its laid back life style. My life in Istanbul was competitive, over-crowded, fast paced either reactive or proactive but always very inter-connected with others. I did not have time to reflect as it was not my natural state anyways. It took a lot of mindful work to ground myself, slow down, and reflect rather than react or pro-act in Vancouver. I have downsized from a city of 20 million to 3 million and I believe this polarity benefited me. I had a lot of space to explore my values, what was important to me and to honor the things that mattered most in life. Making comparisons and understanding differences are essential part of a successful integration and it is also helpful to explore your cultural starting points as the person. I have pursued some training programs to deconstruct what was really happening in my thoughts and emotions. First, I have completed a certificate program in intercultural studies from the University of British Columbia. In that program, I was introduced to Milton Bennet's developmental model of intercultural sensitivity assessment tool which helped me to understand where I was in my own cultural continuum. I also benefited from Philippe Rosinski's Cultural Orientation Framework tool in later.

What would be the hardest lesson that you've learned since you are coach?

Being a coach you need to practice your learning. There was a year I did not coach anybody and I realized that I was losing my knowledge and practice. The lesson I learned was that it does not matter if you do it for money you need to keep practicing and enhancing your skillset. I have purposefully been a part of my local ICF Chapter for years now. ICF provides webinars, training modules that I can keep advancing my knowledge base and skills at the same time I earn continuing coach education units. My primary profession is Human Resources, and I hold a local designation for my HR credential too. Every year I need to accumulate at least 20 continuing education points to keep my HR designation current. ICF is the accrediting body for coaches. The ICF Code of Ethics is designed to

provide appropriate guidelines, accountability and enforceable standards of conduct for all ICF Members and ICF Credential-holders. There are some cutting edge developments happening in coaching profession and there is a good chance you can learn about these by being part of the largest coaching community of the world, ICF. It starts in your local level and grows from there.

Please give us two or three reasons why coaches should be ICF certified?

Based on the 2014 ICF Global Consumer Awareness Survey Credentialed Coach Practitioners command higher fees and report more clients and greater annual revenue from coaching than their peers without a credential. 83% of coaching clients say it is either important or very important for their coach to hold a credential. 93 % of clients who partnered with a credentialed coach report satisfaction with the experience. Also, findings from the 2016 ICF Global Coaching Study confirms that credibility counts for coach practitioners.

Have you ever measured efficiency of coaching in terms of business growth?

There are many research projects published to justifying the return on investment in coaching and they can be

found at the ICF Global website. One example from Vancouver would be Joey Restaurants Group they won the International Prism Award in 2011, and the award recognizes organizations that have profited through their commitment to coaching as a leadership strategy. Joey Restaurant provided coaching to their most senior leaders and trained them as internal coaches. In 30 months the restaurants have experienced more than 30% growth in revenue, reduced turn-over and made the top 100 employers list for the first time. They calculated 682 percent return on investment from their coaching initiative.

It depends how you define success, through a six months coaching program I witnessed 20% of mid-managers who received coaching moved on to other organizations as their values were not aligned well with the organization they worked for. I think it is worthy to say that both the organization and the individuals would be better off without each other in that case. In the same group I also witnessed 20 % of mid-managers moved up in the leadership ladder. When coaching involves there is always a return on investment however the exact dollar value might not be easy to determine always as in my example coaching out an employee who does not resonate with company's mission anymore instead of moving them up in the organizations is certainly benefiting the company in the long haul.

'Coaching starts with you and expands from there - one aha moment at a time'



Photo by Mike Hakan Eres

COACHING AS A POWERFUL TOOL FOR IMPROVING LEADERSHIP

Ben Koh (PH.D) Master Certified Coach (MCC)
Organisational Effectiveness & Leadership Transition Coach, Singapore

Ben, as an MCC focused on Professional Coaching, could you share with our readers how you started your journey as a coach?

I would say that it was more a progression of my own professional growth than an intended path. As a project manager in IT, I was managing for the government their IT systems, and from that perspective I understood that working with people is really the key towards success of any project. That's where I discovered the significance of soft skills and people development and decided to move into personal development to help individuals further develop and improve their leadership capacity. I started off with training as the initial platform and soon realized that people get a lot of inspiration and sparks of change during our interaction time in a training environment. I



also witnessed that when they return to their operational environment there is often a decline in performance or motivation. The skills and the knowledge just weren't successfully being transferred. That is where I realized that it's not enough to develop skills or knowledge or impact motivation. Individuals need another component to support them in their journey of integrating the learning into their being, which will allow them to apply it in their environment. At that point in my career I chanced into professional coaching.

What attracted you to becoming a professional coach?

What really attracted me to professional coaching is the capacity to help people gain awareness. I understood that any transformation, may it be applying skills and knowledge or any other context, it all begins with us gaining awareness.

Awareness of where we are, what it is that we know, what we are capable of doing, what we are aware of that we've not yet developed, or what we are aware of which is important for us to explore further. To be able to help clients through coaching to connect to things that they are not even conscious about that are at work with them, that's where I get great delight in what I'm doing right now as a professional coach.

What is your opinion on coaching being able to align potential with performance?

There are three main components to this question: potential, performance and alignment. Let's address "Performance" first. I see performance as an intent to exercise particular skills to achieve a specific result. The intention here deals with the person being aware of what it is that

the person knows. And one thing that I'm very intrigued with is this concept that "what you are aware of you control, and what you are not aware of controls you". One of the road blocks to achieving performance therefore is "what we are not aware of".

When we set out to achieve a specific result we have to know how things need to end.

This requires us to have a great degree of knowledge about what we are capable of, and what we are not capable of, so that we can plan for it and tackle it. This conscious knowledge is one of the key factors towards delivering high performance. "Potential" on the other hand is the ability to make an impact. Something which is available to us but not yet tapped upon. In order for us to create impact, there must be something which triggers us to realize it exists so that we can act upon it. As a coach my question is what might be a catalyst for a person to unleash that potential? It goes back to the concept of awareness. This ability to know will allow us to act upon this potential. And that's where "Alignment" comes in, having the dynamics of intention to do something, to achieve this specific result. Putting all these three together is professional coaching at its highest form.

It sounds like coaching is a solution for high-performance?

I have no doubt that "having a solution" is important to people, but coaching doesn't help someone to design a solution, or put some action steps forward. It is definitely not "solutioning". What I believe professional coaching offers to people is an opportunity to gain awareness around what is within their ability or within their reach of access. To discover what is out there and not yet explored. Gaining this knowledge through coaching allows them to act upon it and that's where we can see results beginning to take shape. Compiling over time this intentionality coupled with doing the right actions in the right way, I believe that's an effective way in which coaching helps an individual achieve high-performance.

Do you see coaching then as a powerful tool for improving leadership?

Professional coaching is about personal leadership, or

rather about improving one person's leadership. First, being able to know where you stand and what you can do. Second, to take ownership about what you know, and you do not know. And third, to act upon what you are responsible for. That's how we are being empowered as individuals. We know what we are capable of and we take responsibility to act upon it. To accomplish anything, we have to take responsibility to do what is within our ability, even if it is eventually not leading to the result that we wanted to have. To me, that is what personal leadership is all about.

How does coaching impact personal leadership?

Professional coaching returns this ownership to the person who is being coached. When a leader works with a coach, it enables the leader to be responsible as he becomes able to see and understand through his own eyes and lens. However, one of the most valuable things a leader gains through coaching is what I like to call a "third person perspective".

Leadership in many ways can be described as a way of looking at things. It's how far a leader can see, how wide a leader can see,

of what the leader can perceive, then a "co-creation" of two persons coming together to look at the same situation happens. And this offers a leader a wider choice to consider and serves as a reference point for the leader to challenge his own way of looking at things. As a leader he becomes better informed about how he is making sense of the current reality.

What about highly positioned leaders, is there a difference?

I feel it's inevitable for leaders at a high position to work with a coach on multiple levels during the course of their career. On one level, as I've mentioned, they work with a coach to gain a different perspective of how the situation could be perceived. I think we all heard the famous statement about "how it gets very lonely when you're on top". In a corporate environment it's so difficult for a leader to

talk to their peers regarding some personal and professional struggles for the sake that it might jeopardize their career progression. So, on a second level, being able to work with a coach, for a highly positioned leader allows him to find safety to talk about things that would not be easy to share with their immediate professional environment.

Ben, do you think that coaching can change a whole company culture?

I wouldn't want to be very definite about it because it requires a lot of other factors to come together to successfully implement a company culture. And one of these factors definitely is leadership. To what extent coaching can support leadership to change company culture? Well I would say that it's not about coaching as a process, but rather about the essence of coaching. If a leader is able to use a coaching approach in the way he is leading the team, in that sense, he embraces "collaborative leadership style" which is a key foundation to ensure a successful implementation of a culture. A culture is not implemented by brutal force, by stating it in black and white and cast it in stone as if it were the ten commandments. It requires the leader to work around people, gather them along a common cause and purpose. That necessitates a leader to embrace collaboration. And in its essence,

coaching is an embodiment of collaborative leadership at work.

It requires the leaders to work together with a group of people and achieve buy-in of values by working through with individuals what these values represent. This leader must understand where the rest of the company is coming from, so that a merger of two systems of values can happen, in which we can then support implementation of a company culture. So, if the leader has the coaching skills of asking questions, active listening, establishing trust and intimacy, I'm sure that it helps when communicating and getting people to buy into a vision. In this sense I find that approach and skills professional coaching embodies add value to leaders who are responsible to implement or support a company culture.

What are the factors which will ensure a successful coaching engagement especially for first time clients?

There are three pieces of puzzle that have to complement each other in order to ensure a successful coaching engagement. First sponsors need to be very careful and clear about what it is that they want to get out of the coaching engagement. To achieve successful impact a development intervention itself might require a combination with other development interventions like a proper training if there is a skill or knowledge gap. It also may require consultation, to advise the person about some things he's not aware of and transmission of knowledge about the right thing to do in a right way. And certainly, there is a big part in which the person has to gain his own awareness about what he is noticing about his current reality as he evolves through situations. As you can see, in order to impact a person's performance different interventions might need to be put in place. At implementation level sponsors need to clearly recognize how much of the intervention requires coaching and how much requires other aspects of people development to come in and support it. Number two is measurement. As in any projects; we must have very clear definitions on how we are to measure progress. Often sponsors rush into coaching with fanciful ideas about what coaching can offer and as a result have no concrete steps on how to measure implementation. I would advise any sponsor not to rush, and rather spend some time exploring feasibility of the intervention and get some factual data first. Only then, together with the coach, map out how to measure progress. Only then can we understand what kind of coaching intervention is required. Coaching has its own spectrum and the intervention type must suit a particular individual's need. It could be coaching to help address a person's degrading behavior, or move the person to the next level, or it could be coaching the person to understand where their growth opportunities are. The third element of this puzzle is agreement.

The person who is supposed to be coached, together with the coach and the sponsor needs to have an agreement in which everything is laid down on the table with transparency.



When a company sends a person to work with a coach, it is common for the person to feel that the company has some hidden agenda. Having everything laid out increases the person's trust in the coaching intervention as the sponsor can clearly state what it is they want to achieve and how they intend to carry out the intervention and measure its progress. When the sponsor and the person being coached can have an open discussion around the intervention, I see that as really a strong emotional deposit into achieving success with coaching engagement.

What should the coach pay attention to with first-time clients?

In such a situation the coach is there to witness this agreement being made and offer what they see as their role in terms of what a person can expect out of coaching. The person to be coached needs to be managed in regard to his expectation about what coaching can do and what coaching cannot do so that we can save a lot of time. A good coaching process requires a well thought through reflection about what it is that is bothering the person, concerning him, or what is unclear that needs to be explored further.

We can't just enter into a coaching conversation just because a person has a problem situation.
We are not here to take care of people's problems, as a coach we are there to help people sort through their thinking.

Some of these things can be managed easily by explanations, but based on my own practice, I find that preparing clients, asking them to pre-read an article about coaching, is a very good way of managing expectations of what a coaching conversation is and is not. And if you find that an article is not enough, you can always provide for them a sample of a coaching conversations to get a sense of how the conversation is carried out.

COACHING IS A MODERN AND EFFECTIVE DEVELOPMENT TOOL

Ana Minić

Head Of Training And Development at Banca Intesa
Belgrade



Coaching is a modern and effective development tool. How much is it used in Banca Intesa?

Banca Intesa, as a leader in the banking market, justifies its position and continuous investment in the development of its employees. In addition to a series of educational programs that we organize as an integral part of each employee's development, we recognize coaching tools as an excellent way for our colleagues to achieve individual goals through the development of our organization.

We started gradually, with the introduction of optional external coaches for the Bank's management team on an individual basis. Our external coaches are very carefully selected and have different formal education, coming from the spheres of psychology, business, or even information technology, and they have in common international certifications and great experience in coaching. The benefit of this approach lies in the fact that users become its promoters after their first sessions, resulting in an even greater demand for coaching. Along with these activities, we have promoted coaching tools through the "Coaching As a Management Technique" training for our

middle management, where we practiced coaching in day-to-day management, as well as through internal sales coaching for employees in the Bank's Network, through which we improve our sales competencies.

The next step was to spread the coaching culture through group coaching conducted by an internal certified coach. This kind of coaching is a rarity in organizations, and we can proudly say that our colleagues from Head Office who wanted to join, organized in several groups with common goals, are now at the end of this process. Participants in one group are generally gathered around similar topics they want to discuss, and they create each session together with the coach. The list of topics is practically inexhaustible, and some of them are: creating a personal developmental professional plan, more successful coping in stressful situations, readiness to make decisions, more effective management of time, people and tasks, maintaining focus and perseverance in achieving goals.

Digitalization of society and business necessitates digitization of learning and training. Tell us what this process looks like in your company.

Keeping in touch with the development of new technologies and modern trends in banking, Banca Intesa constantly improves all areas of its business and adapts to the requirements of the digital age, which is also the case with the way we approach learning. We introduced Elearning 5 years ago and now every employee completes more than 7 courses annually. It is interesting that we have launched online coaching conducted by our internal sales coaches, and Skype Conference Call has not only replaced certain meetings, but using this technology we also organize shorter workshops. Also, our Intesa San-

paolo team has developed the “The Management Academy App” application, which is always available to our managers who can now quickly and easily, through their mobile phones or tablets, access interesting short-format content about people management techniques and innovations in the field of management.

Of course, as in banking, the introduction of digitalization is not aimed at the disappearance of human contact, but the fact that contact with clients is further deepened and qualitatively enhanced, and in the domain of human development a successful organization like ours will continue to (in addition to high technology in the field of learning) promote interactive trainings and workshops in smaller groups.

The coach is no longer just a lecturer, but an innovator, an Elearning practitioner and a multimedia user and promoter.

Talent work is the key to growth and development of each company. How does Banca Intesa work with talents?

Coverage of the concept of talent in Banca Intesa is very wide - talents are recognized among young people who have just started working in our bank, among our best performers in all positions, as well as among managers. Our “International Talent Program” started in 2017 under the patronage of Intesa Sanpaolo. The international dimension of this program, within which carefully selected talents from the banks operating in the group attend management and specialist trainings and work on projects related to our business, is what separates it from similar programs. Each talent gets an individual development path of 3 to 5 years and the opportunity to live and work in another country, get to know other banks in the Intesa family and gain valuable international experience. We also conduct the “Treasure Leadership Talent Program” for talents already in managerial positions. We did not chose this name by chance, because our best employees are our greatest treasure. The program recognizes two groups - mentors who have the opportunity to share their knowledge and experience and pass on their leadership skills to selected employees, and talents who have kindled new aspects of development and through various



individual activities have honed their leadership skills and knowledge. This program lasts for eighteen months, and is followed by simple online "Talent" applications where mentors and talents choose the activities themselves, chat on the forum and monitor their progress.

One of the activities of this program is its direct connection with the "Junior Training Program" since the talents are able to mentor participants of this development program that brings together students of the final years or graduates who make their first banking steps in our Bank. Otherwise, our Junior program has brought out great young talents who have now become part of the Intesa team. Currently, in the corridors of our Head Office building, you can meet many smiling young faces; this is the second generation of our Junior program.

What kind of trainings do your employees and talents go to?

When it comes to the Junior program, its participants have gone through a whole range of trainings and projects - from communication and presentation skills, through encouraging innovative thinking, to specific project tasks. Of course, in addition to all these talent-oriented activities, Banca Intesa continuously offers programs for all groups of its employees. Newcomers pass the Intro training and guided "onboarding", with additional specific seminars depending on their work specificity.

Also, all colleagues have available Specialist programs that develop competencies within different positions - Academy for Small Business, Credit Risk Development Program, Business Intelligence Program, IT Academy, a number of different seminars and interactive workshops, open skills development programs, as well as number of managerial programs for the Network and Head Office staff.

We are proud of the fact that most of our programs are carried out internally, and more than a hundred colleagues have been trained as trainers.

Many studies have been written about the impact of coaching on company profits. What is your experience?

Certainly coaching, as well as any investment in employees' knowledge and development, aims to contribute to the long-term development of the company and to achievement of good business results.

In addition, at the level of our Bank, the benefits of coaching are multiple - apart from the fact that individuals improve skills that facilitate their work and promote efficiency, personal and professional satisfaction increases, and communication between members of different organizational units opens and deepens, which strengthens corporate synergy. I think that the importance and possibilities of using coaching tools are recognized more and more, and that the benefits of using them will be more noticeable in the upcoming years. Considering the importance of recognizing the need for this type of change, our management has already made its way into the future.

If you could describe what "people development" is in only one sentence, what would that sentence be?

Real development is not what someone gives you, but what you aim to get.



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COACHING SKILLS ARE CRITICAL FOR EVERYONE IN LEADERSHIP ROLES

Bata Davidović

Group Head of Executive Learning at Coca-Cola Hellenic Bottling Company
Serbia



Can you tell us more about yourself?

I work in Coca-Cola HBC since 2006 in various roles, with a couple of years spent away from Coca-Cola HBC in two different HR Country Director roles. I am currently the Head of Executive Learning for the Coca-Cola Hellenic Group, which basically means I am responsible for capability development of our Top 300 leaders across our 28 countries. I lead our trademark Excel Leadership Development programme and have developed and implemented a full portfolio of development solutions for our senior leaders.

Coming from a large multinational company, how do you approach training and onboarding of newly hired employees?

In Coca-Cola HBC, we take care of our employees' development needs from the moment they walk through the door. Just last year we have launched a re-hauled onboarding programme that insists on line manager's active involvement in creating a tailor-made set of actions for the new employee to complete in their first 90 days. In connection with this, we take good care that we don't overburden the new hires with developmental activities in this critical period. Instead, we focus on getting new hires acquainted with the organization, their team and the broader environment, by assigning a buddy to serve as a first point of contact for various questions that may come up. In addition, coaching is offered to those taking on a new role as well as mentoring support where needed.

Onboarding a newly hired employee is one thing, but retaining the most talented a continuously developing them is an entirely different endeavor. How do you do it?

Retaining quality employees is indeed a whole different proposition,

and to be able to keep our best people, we have a set of KBIs against which each business unit's performance is monitored, thus directly addressing talent objectives. The KBIs clearly indicate the benefits of a focused and target-

ed approach to developing employees. All our key employees are subject to an annual process of performance and career prospects evaluation. Aligned with this, each key person must have an individual development plan which is constructed jointly with their line manager, targeting competencies specific to the employee's development needs. Through this process, employees have access to a multitude of development opportunities, ranging from on-the-job development assignments, to specialized development programmes, self-study, e-learning materials, mentoring and coaching, etc.

How extensively is coaching utilized in CCH and which populations are covered?

Coaching is a development activity which is increasingly represented in our leaders' development plans. We insist that coaching skills are critical for everyone in leadership roles and we make coaching skills training a mandatory part of our core programmes, empowering employees with a sort of "license to lead" on a given leadership layer, starting from our first line leaders. Aside from that, we are re-launching our internal coach certification process, which will see an increased utilization of internal resources for coaching. Aside from that, we recognize that it is critical to have access to world-class external Executive Coaching services and we make those available to our Top 300 and Top 40 leaders. We maintain strong working relationships with global coaching providers that have passed our quality assurance process.

With coaching being a critical part of our Leaders Developing Leaders initiative, we see an even bigger role played by coaching in the coming years.

What other tools and solutions do you have in place for developing your employees?

Besides coaching, we have revamped and fully standardized our mentoring approach. For now, it is deployed across the organization in a consolidated way, ensuring the right people have access to it. The program has been





integrated with business initiatives by having senior leaders mentoring their junior colleagues in various business units. In order to maximize the impact of our coaching and mentoring program, we have invested a lot in training so that our leaders can use these tools appropriately. We also have a full suite of core programmes aimed at each leadership layer and talent segment which are blended in nature, having a 10/20/70 split. 10% is the training itself, 20% of the learning is through coaching, mentoring and co-active learning, and 70% through hands on application and on-the-job learning. Aside from core programmes, we have implemented a number of “performance booster” programmes which are aimed more narrowly at individual competencies that are identified as prioritized ones for the given leadership layer. As an organization, we also find team effectiveness to be a critical success factor, which is why we have standardized our approach and deployed a wide network of suppliers as well as upskilling members of our Learning Center of Expertise to be able to deliver this solution across the organization.

Aside from these standardized solutions, we are also always on the lookout for emerging business needs that have an implication on broader organizational capabilities which go beyond the development needs of individuals. As a result, we are able to address many diverse demands coming from the business for which there is no standardized solution. Through a structured needs identification process,

we strive to understand the need and source the right solution for it.

What are you passionate about in your work?

I am passionate about providing the right solution to address business needs and then witnessing the impact it is having on the business.

SOMETHING EVEN MORE ABOUT COACHING

Srđan Pavlović

ICF ACC Certified Business Coach,
Belgrade

In previous articles, we wrote about very important elements of coaching - setting the foundation and co-creation of a relationship.

Establishing trust and intimacy with a client is as important as the coaching presence.

To truly understand the client and show a genuine interest in him or her is key at the beginning of a coaching session.

Now, we should focus on good communication with a client. This is the essence of a coaching session. The coach needs to communicate effectively.

The three building blocks of effective communication are active listening, powerful questioning and direct communication.

1) Active listening.

The coach needs to focus on what the client is saying and is not saying, to hear something behind the talk, even the client's thoughts. Behind the content usually lie the client's concerns, values and beliefs. The coach also observes the tone of the voice and pays attention to the body language. He or she constantly explores the client's expressions of beliefs, perceptions, and feelings. The client should vent their feelings and allow the coach to see



the situation without judgment in order to move on to the next steps.

2) Powerful questioning.

This is one of the most difficult parts of coaching. The questions which can extract a true, valuable insight from the client are called powerful questions. A coach should ask questions that produce discovery, commitment or action. In this way, the coach challenges the client's beliefs. An open-ended question can create greater clarity and new learning. In the end, remember, the coach shouldn't ask questions that make the client justify his or her actions or look backward.

3) Direct communication.

Besides the powerful questions which can be very inspiring, the coach should communicate with clients directly and be clear in providing feedback. Also, the coach is expected to clearly state the objective, agenda, and purpose of the exercise. He or she aligns their jargon with the client's and often uses metaphors to help paint a verbal picture.

At the end of the coaching process, the coach needs to **facilitate the learnings and results**, by creating the awareness and designing actions.

At this stage in a coaching session, the coach works with the client's beliefs, not getting hooked by the client's descriptions. The coach invokes inquiry for greater understanding and clarity, helping the client to see the different factors that affect them and their behaviors. In this way, the coach makes it possible for the clients to get insights



which are meaningful to them.

After creating the awareness, the coaching session should finish with **designing actions** that will help the client to create an opportunity for ongoing learning during coaching. The coach encourages the client to explore alternative ideas or solutions and to make relevant decisions. The coach also advocates a point of view that is aligned with the client's goal, and supports the client to take action immediately.

Now, the client should be able to develop and maintain an effective coaching plan with the coach, through **planning and goal setting**. The coach consolidates the collected information and establishes a coaching plan and development goals that address the client's concerns. They together create a plan with results that are SMART. The coach makes adjustments to the plan as warranted by the coaching process and by changes in the situation. Also, it is very important to aim for early success that is valuable to the client.

At the end of the coaching session, the coach should **manage progress and accountability** and leave the responsibility to take action to the client. The coach clearly requests the client to act in order to move the client toward their stated goals, and does follow up on the previous coaching session. Also, the coach acknowledges what the client has done, learned or become aware of since the previous coaching session. The coach effectively prepares, organizes and reviews with the client information and insights obtained in the coaching process. Also, he or she keeps the client on track between sessions by keeping focus on the coaching plan and agenda.

The coach is open to adjusting behaviors and actions based on the coaching process.

The coach should be able to move back and forth between where the client is and the big picture of where he or she is heading.

It is really important to promote the client's self-discipline and hold the client accountable for what they say they are going to do. Through the coaching process, the client develops the ability to make decisions, address the major concerns and develop themselves. The purpose of the coaching process is to get a valuable outcome. The coach should positively confront the client with the fact that they have not taken the agreed-upon actions.

We have now finished the explanation of the main elements of a coaching process. These elements are also strongly promoted by the International Coaching Federation (ICF).

Using this guideline, you can change someone's life.

We are open to any suggestion that you may have. Please visit us online and share your thoughts with us.

ENTREPRENEURSHIP AS A MOVING FORCE OF THE MODERN ERA

Đorđe Đorđević

ICT Hub | Garage Lab Belgrade | Solagro Smart Recycling
Serbia

Đorđe has had an interesting career path with a major switch in 2016 which led him into the field of innovation and tech, where he is today. After gaining a Master in Peace and Conflict degree from Malmö University in Sweden, he found himself rather driven to contribute to the local scene by providing tools and resources for fostering innovation and entrepreneurship. He co-founded Garage Lab Belgrade, a multi-functional educational high-tech laboratory, and he is engaged as an Innovation Manager at ICT Hub, where he works with large corporations daily, helping them to identify, attract, support and manage innovations.



Entrepreneurship is not easy to teach. Entrepreneurship is not a pre-determined set of definitions, rules or information that one can just memorize for later. Entrepreneurship is a state of mind. It is the way we look at the world, the society and our own role in it. It is also the way we build our work habits and approach to problem solving, the way we adapt to change, the way we respond to innovation and a strong set of values.

This is why teaching and preaching about entrepreneurship requires a strong personal entrepreneurial trait. It takes a strong believer and a practitioner that can plant the seed of entrepreneurship, especially in the early years.

We're witnessing an ever-growing movement of entrepreneurial education in Serbia, with more focus being put on the very youngest. One of these initiatives was launching the robotics and electronics courses at our Garage Lab for children aged 8 to 12. Being an entrepreneurial venture on its own, Garage Lab is destined to become more than just our educational program that introduces children to the world of new technologies and innovation. This is why we are planning to expand our

portfolio of courses to include entrepreneurial education through utilization of tech and electronics. Even now, just by being immersed in an innovative environment (that was mostly the result of entrepreneurship), the children in our courses often want to learn more about some of the successful startups whose products we are using in classes, or about our local startups that were incubated at ICT Hub, an innovative ecosystem hub where our Lab is located.

Looking back, creating Garage Lab in 2017 was all about supporting entrepreneurship – in this case, hardware entrepreneurship with a focus on the Internet of Things technology (IoT). We wanted to provide space, cutting-edge equipment and tools, as well as mentoring support for local tech innovators who were thinking of building their IoT solutions, but were reluctant to do so due to the lack of funding, workspace, or support. Soon enough, we realized there that the children and their parents developed a great interest in being introduced to these technologies, and we saw an opportunity to spread both the knowledge and the entrepreneurial spirit among the youngest.



We are still experimenting with our business model. The courses help us remain sustainable for now, but do not offer a possibility for growth, especially in a small market such as Serbia. Fortunately, we've managed to build a very good reputation among parents and quite often, due to our limited capacities, we cannot admit all the children applying for our courses. However, we're looking into working with companies and corporations in various different ways in order to build stability and a steady growth, without changing our mission of spreading knowledge and entrepreneurial spirit.

What we've seen so far is that children often understand the main foundations of entrepreneurship better than their parents. My personal opinion is that a generation shift is slowly taking place - the children of today are far more exposed to free market, private property and entrepreneurship, unlike their parents who were raised in the conditions of controlled economy dominated by state-owned enterprises and where entrepreneurship was frowned upon. This makes me a sound optimist regarding our future. I believe that the new generation will be able to adapt, innovate and improve much faster than we have ever been able to.

But why is entrepreneurship so big? Why has it become such a huge trend in the last decade? This phenomenon is visible across the globe. Even in countries that have traditionally embraced entrepreneurship, the focus is still very much put on providing skills, tools and essentials for the children and the youth to adopt the entrepreneurial mindset. In ecosystems such as Silicon Valley, one will not be considered a serious professional unless they've had at least several entrepreneurial experiences before their first career success.

There is a global movement of boosting the entrepreneurial spirit within large companies, known as "intrapreneurship" and it is gaining momentum. Large multinationals around the world are stimulating their employees with dif-

ferent programs, benefits, time off-work and various resources to empower their innovative and entrepreneurial initiatives. We can see more and more "spin-off" startup projects that have originated in large corporations. To understand why this is happening, maybe it is best illustrated by the quote by Peter Drucker, one of the fathers of the modern business philosophy: "The best way to predict the future is to create it." That being said, to stay relevant on today's market, you have to constantly innovate and embrace change, including exploring new business models, even whole new industries.

This is where the entrepreneurship comes in - it is the driving force of innovation and adaption, redefining the borders of possible and impossible, focused on creating value in ever-changing circumstances. Spin-offs are the perfect example - single mission entrepreneurial ventures of the large "parent" companies aimed at exploring new products, markets, business models and internal organization.

Entrepreneurship as a skill has gone beyond the traditional understanding, and has become a very valuable trait in the business world globally.

Entrepreneurship is future-proof and this is why we must make additional efforts to teach our youngest about entrepreneurship early. And it is not an easy thing to do, because it is not a pre-determined set of definitions, rules or information that one can just memorize for later. Entrepreneurship is a state of mind.

A COACH CAN ACCELERATE YOUR LEARNING AND ABILITY TO EXECUTE MORE QUICKLY

Alisa Cohn

NYC Executive Coach for CEOs & Founders; Board director;
Inc.com & Forbes.com columnist; Marshall Goldsmith 100 Coaches, New York



Alisa, for the very beginning of this conversation, could you tell us how you decided to become a coach?

Sure. I was always interested in the intersection of people and organizations and why people worked towards the mission of the company, or sadly didn't, so I went off to business school, to Cornell to study this. When I was at Cornell I got all turned around and I focused on strategy and financing accounting, so ultimately I went to PricewaterhouseCoopers and I was a strategy consultant and that was a great experience. I was in the fast track program – 5 years to partner. At some point I had a moment of truth and I realized this is not what I want to do and I had to go seek what I wanted to do, and I met a coach at a conference. I thought, “Oh my Gosh, what is that? That's what I wanna do.” She was clearly making a difference,

she had a lot of passion and spark and I just thought that was the thing I was made to do. To help people and companies move forward faster.

What would be the difference between life and business coaching, in your opinion?

Well, I think coaching is its own domain and its own process. Coaching is coaching. I think that life coaching versus business coaching is mostly what you focus on. Business coaching happens in a professional context, that's the work that I do. Life coaching is more focused on people's personal lives.

Also, you work with big companies, as well as with startups. What could be more challenging for the coach and why?

Each is a challenge in its own way. They are very different.

Working with startups is coaching leaders who are managing and leading high growth businesses,

which means that things change extremely quickly. Things are very fluid. Things change all the time very quickly, it's really focused on making sure you put in systems and processes to help scale, but also leave room for agility and creativity. Large companies already have their systems in place and really it's about making sure that they are not too married to their systems and making sure that leaders know how to adapt and change when they need to. Everybody is really focused these days on innovation, so how do you lead innovation and be able to adapt to the VUCA world we live in now, VUCA stands for: volatile, uncertain, complex and ambiguous and how do you lead in a time when things are constantly up in the air. I consider both challenging, it's the question of what specific of executive I'm working with, it's facing.

That leads us to another question because you have already answered it. Maybe we could expand it a little bit more. A startup is not only a form of doing business but also a way of living. In your opinion, what is the key difference between a corporation and a startup?

One is how you lead in a high growth arena, where you may have talent who is younger and less well developed, but is eager and very committed, and certainly very smart and he is used to agility. That's different from leading in a large corporate environment where the workforce

tends to be a longer term or tacked, more structured. So, it's really about finding ways to implement structure without killing creativity and for startups recognizing that your business is changing every 6 months, or a year or 18 months, and in a company, maintaining the stability and predictability that's important for a large company, but also being able to implement creativity and agility in the workforce.

We have some statistics here. One out of ten startups survive business rate. Could coaching improve this statistic on two, maybe three, to survive?

Well, I'm not sure. I don't know about that statistic. I don't think that one in ten survives, I really don't know where that comes from and I'm just not sure if I believe that. Startups are really hard and there are a lot of elements that go into it. But that all said, I think the reason coaching helps startups is because they prevent some from making mistakes. I should have mentioned this before: Startup leaders are very often young, they are often first time leaders. So, not only are they grappling with leadership, but they are grappling with the top job. They are the CEO and everyone is looking up to them. Also, they are founders, so they have to learn very quickly to be leaders, especially in that environment.



At the top leaders are under a lot of pressure and everyone is watching them. All of that in addition to their ups and downs to the normal challenges and ups and downs of the business of a startup. With all of that together, coaching can help a startup founder CEO navigate more quickly around all those arenas and also learn to be a leader much more quickly. Speed in the startup world is absolutely the difference between success and failure.

What are some of the biggest challenges that startups are facing in terms of business?

It's about how do you manage high growth and how do you manage a younger workforce which is eager but may be less experienced and how does the founder CEO, in particular, become a leader very quickly. I think founders have to manage the internal challenges, the sort of normal ups and downs, that come with being the founder of a startup. It's really challenging.

For the end of this interview, why should those who are thinking of starting their own business hire a coach?

They should hire a coach because when you start your own business, there is so much you don't know and a coach can help you prevent miss-steps along the way. Also it is really lonely. No one understands what you are going through and a coach can help you by being a confidential safe sounding board. A coach can, accelerate your learning and your ability to execute more quickly, help you navigate around the pitfalls, help mentoring and groom you as a leader and then also be able to support you in very highs and very lows of a normal trajectory of a startup.

I will also ask you to finish this sentence: Coaching is ...

Rapid acceleration.

I just want to say that coaching is a beautiful mechanism for personal and professional development. I personally believe that if we are not growing, we are dying and everybody needs to find the ways for themselves to develop and grow personally and professionally.



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COACH STRIVES TO UNDERSTAND THE CLIENT'S NEEDS FROM THEIR POINT OF VIEW

Danny P. Creed

Business Coach & Consultant | International Keynote Speaker, Business & Motivational Speaker | Author | Sales Expert
Phoenix, Arizona Area



Before we jump in to the interview, please tell our readers how you became a coach?

It was a natural progression for me. Over the last 40 years or so, I have led a great life focused on business entrepreneurship. I've began as a serial entrepreneur. I've done 14 successful start-up businesses and soon to be 15. Most of these have been pure "boot-strap" start-ups starting from ground zero and then growing them. I've also been a part of over 400 business turnaround challenges. Through all of this I have learned a lot about what to do and not to do in business. I have made mistakes and had huge successes. It is a fact that over 90% of all businesses started

today will be broke in under two years.

The main reason for this disturbing reality is that most business people are not prepared for the rigors of the reality of business. They always underestimate the amount of time, money and energy required. It became important to me to help. I wanted to take my "real-world" business experience and help other entrepreneurs, business owners and executives be more successful than they ever would be on their own. Since making that decision I have logged over 14,000 hours of coaching and training and have won the Brian Tracy Award of Sales Excellence six times, representing his international Business Coach of the year.

Lot of people talk about a career of either a business coach or a life coach. What is your opinion, can one coach help clients get superb results in their professional and personal life?

Great question. One of the ongoing problems with the “coaching” industry is that it seems that anyone can call themselves a coach. Whether they are qualified or not; whether they have been trained or not, everyone seems to be calling themselves a coach. And, I think this is very dangerous. So, anyone wanting a coach must ask the qualifying questions based on the need. Questions like;

- What kind of coach are you?
- What did you have to do to become a coach?
- How much training was required and how much additional training do you invest in yourself every year?
- Do you have a proven system?
- What content do you use? And so on

In my opinion, coaching is a very specific industry, just like any professional services niche. Why would a business owner put the fate of their business in the hands of someone who is untrained in the rigors of business let alone who has never owned a business themselves? I liken it to a medical example. If you're in need of heart surgery to stay alive, do you want the best cardiovascular surgeon available, or do you want a veterinarian? They're both doctors, right? No, you want the cardiovascular surgeon because he's a specialist and you have the best chance of survival with him versus a non-specialist. That's a long way to answer the question.

But I believe that some top business coaches can deal with personal growth issues as long as they pertain to the client's business and career.

While, not as many Life coaches can help a client with business issues because of the traditional background of many life coaches. Just ask the questions and you'll know what and who's right for you.

You coach different business people, CEOs, managers, entrepreneurs. What is your preferred niche and why?

I love to work with motivated entrepreneurs that are coachable and have a vision. However, I've been very successful working with CEO's and Managers as well. I pride myself in being a world class listener. This is a key ingredient in any world class coach. I strive to understand the client's needs from their point of view. Then and only then can I create a customized Business Coaching program for them to address their specific needs. I never do a “boxed” solution. Every business person that I work with defines success very differently. I need to understand what that is before I can help them achieve it. That's important. I want to become very passionate about my Coaching partners success. In turn, if they become less passionate about their success than I am about their success, then frankly I don't want to work with them.

Have you ever tried to measure efficiency of coaching regarding company growth?

Absolutely, with EVERY coaching client, no matter how small or large they are. And, I'll add this. If you are a business person who is interviewing a coach or currently has a coach, if they don't have a plan to measure efficiency then I would kick them out of the office. It's that important. Metrics are absolutely necessary in order to gauge success however it is defined. Keep in mind that in any business coaching engagement that it is always a two-way street.

The coach will coach, train, instruct, advise and just help the client get clarity and make better decisions.

But, the coach, in most cases won't do the work for the client. If he does, the coach is not a coach, they're a consultant. So, metrics are essential to measure achievement of goals and progress on the clear goals and vision that the coach and client establish. How else can you celebrate success, if you don't know if you've been successful?

How can coaching help to validate a business startup idea?

A qualified Business coach is essential here. It doesn't really matter if friends and family think you have a great idea. It must be validated. Lots of questions need to be asked before you risk your money or someone else's money. The coaches purpose is to ask the right questions for the "entrepreneur" to get the pure clarity necessary to make a good and logical decision. A purely emotional decision will inevitably lose money. Again, as I said earlier, most entrepreneurs will always underestimate the amount of time, money and effort required to be successful.

A knowledgeable business coach will always, drastically reduce the client's risk of failure and improve the odds of success.

What would be a main difference between team coaching and individual coaching?

Team Coaching usually features a coaching plan based on improving the skills of the group, while one-on-one business coaching has a plan that is custom designed for the specific needs of the individual being coach.

Could you share with us one situation where you were the proudest of yourself?

Yes. I worked with a client in the construction industry. Through a number of bad business practices their family owned business was about to go broke. They met me after I gave a brief presentation at their monthly industry meeting. They had nearly 100 employees and four family members working for them, with over 100 vendors that they worked with. Business was down to an all time low of around \$2.8 million. I evaluated the situation and working with the owners, implemented a strict clarity process. We got VERY honest about what was going on and why. Their foundational business practices were flawed. The owners were tough, hard working people and were reluctant and challenged with any kind of change. But through very focused and direct business coaching practices we took the company from that \$2.8 million to a business of over \$42 million in under four years. I literally helped them change their family tree, protecting and preserving their legacy for their family, their employees and all their dependents and all of their vendors.

For the end of this interview, please finish this sentence:

Coaching is ... "Business coaching is about listening and understanding and then helping people to do what they need to do, when they need to do it, whether they want to or not. The job of a business coach is not to help a client to become a better financial planner; carpenter or dentist. That's the job of their industry. Business Coaching is about helping them learn how to be better business people, better managers and leaders; and, how to be more profitable doing so."



We thank Milena Milićević, founder of Innovation Attitude Centre (INAT Centre) for helping this interview happen. Follow annual INAT Summit that shares knowledge about Industries 4.0 and Psychology of Success at: www.inatsummit.com

THE DISEASE OF MODERNITY: MANAGERIAL SYNDROME

Modern pace of life leaves little room for us to take care of our health. Our main excuse for lack of self-care: no time. This article is aimed at raising awareness of the necessity to stop and think. and then act to prevent health complications.

Dr Ivana Petrović, Dr sci. med. specialist in internal medicine, with a subspecialty in cardiology, gives useful advice on the subject.

(Editor)



What is managerial syndrome?

Managerial syndrome is a disease that occurs as a result of a long-term exposure to stress at work. It equally endangers men and women in managerial positions with a high level of responsibility, ambitious people obsessed with work. These people are often said to live “200 kilometres per hour”.

With the addition of irregular nutrition, smoking, too much coffee and too many caffeinated drinks, quick relaxation with several glasses of alcohol, all the consequences of an unhealthy lifestyle and bad habits start to appear at one’s most productive age. The race for the accomplishment of plans and goals leaves little time for sleep, rest, hobbies, socializing, going for walks or sports.

Who belongs to the risk group?

People in leading positions, business people, entrepreneurs, bankers and also people in high-risk jobs: journalists, flight controllers, surgeons, anesthetists, professional athletes, stock market workers.

Why does managerial syndrome develop?

Stress is an unforeseen circumstance, an external stimulus that arouses negative emotions, which then cause neurological, hormonal and immunological changes in the body, which affect health. The cause of stress is not the external circumstances, but a person's response to these circumstances – usually a too abrupt and too emotional reaction to external stimulus.

At the initial stage, stress is stimulating, but later long-term stress suppresses the activity of the immune system.

The negative effect of stress on the immune system is partly due to the elimination of the corticosteroid hormone and partly due to the alternative mechanisms which are being intensively investigated. The stress experience reduces the production of specific antibodies, and impaired immunity is a good foundation for the development of many diseases. In the period when we are under stress, we are more likely to catch a viral infection, such as herpes or flu.

What are the signs?

Symptoms of managerial syndrome can be psychic: disorder of concentration or memory, irritability, nervousness, insomnia, sometimes feeling depressed.

The physical (somatic) symptoms of managerial syndrome are: increased sweating, accelerated or irregular heartbeat, muscle tension, headache, back pain, uncomfortable feeling in the chest (usually felt as tightness, pressure, weight, piercing, choking), pains and cramps in the stomach, blood pressure oscillations, weight gain. Fortunately, managerial syndrome does not start suddenly and out of the blue; instead, certain symptoms occur and intensify gradually, so the manager only gets signals from his body that it is time to slow down and check his or her health.

What are the consequences of managerial syndrome?

However, a lot of managers neglect their health due to a lack of time, the burden of everyday work and focus on



business goals. Because they neglect the symptoms, managers often miss the moment or the period in which they can act preventively and in this way avoid serious health consequences.

Therefore, after some time, arterial hypertension develops – elevated blood pressure, coronary disease (“angina pectoris”), stomach ulcer, twelve-colon ulcer, irritable colon (“nervous colon”), ulcerative colitis, diabetes, thyroid dysfunction, bronchial asthma, autoimmune diseases such as rheumatoid arthritis or atopic dermatitis.

Unregulated blood pressure can cause a stroke, and elevated blood pressure and coronary disease can result in a heart attack.

In addition to daily stress, other factors contribute to the occurrence of these serious diseases, such as inactivity, smoking, consumption of alcohol and excessive intake of fatty, salty and high-calorie food.

Is there a way to avoid the consequences of managerial syndrome?

Prevention is in the first place. It is necessary to respect the basic principles of a healthy lifestyle, which means proper and balanced nutrition, everyday physical activity and regular sleep.

The annual medical check-up involves detailed laboratory analyzes of blood and urine, determining the degree of nutrition, for example BMI – index of body weight and body composition, pulmonary function test – spirometry, ECG, ultrasound examination of the abdomen, ultrasound examination of the heart with doppler and exercise stress test that facilitates early detection of coronary artery disease.

Managerial check-up for women also involves a gynecological examination for the early diagnosis of cervical cancer, breast examination (mammography for those who are older than 40 or ultrasound for those who are under the age of 40), as well as an ultrasound examination of the thyroid gland.

Managerial check-up for men older than 50 involves a blood test – a prostate tumor marker (PSA) with the goal

of early detection of prostatic cancer or benign prostate enlargement.

The hem check test of the stool is advisable for both men and women before the age of 50, with a goal of an early diagnosis of colorectal disease, and after the age of 50 – colonoscopy.

Do not postpone your annual check-up and get it done before you feel any discomfort.

Thanks to the doctor's recommendations and therapy, if necessary, it will be faster and easier for you to eliminate or reduce risk factors and preserve health.

And when you discover on a routine examination a disease that does not show any symptoms, it is, as a rule, successfully and efficiently treated at its early stage.

In the end, when all your results show that you are in top shape, do not forget to check your health at the same time the following year.

You will realize that investing your time and effort, together with of your doctor's knowledge and experience, bring incredible benefits in the upcoming years!

MAGICAL HEALTH FORMULA

The universal recommendation for a healthy lifestyle was first published in the Cardiovascular Disease Prevention Guide of the European Association of Cardiologists in 2007 and it is contained in this formula:

0 - 3 - 5 - 140 - 5 - 3 - 0.

This magical health formula actually means:

- 0** – no cigarettes
- 3 - 3** km of fast walking or 30 minutes of moderate activity per day
- 5 - 5** servings of fruit and vegetables per day
- 140** – systolic “upper” blood pressure below 140 mm Hg
- 5** – total cholesterol in blood <5 mmol / l
- 3** – LDL “bad” cholesterol <3 mmol / l
- 0** – no weight gain or diabetes

ONLY A PERSON WHO POSITIVELY SATISFIES HIS NEEDS WILL NOT GET INTO STRESS

Davor Maksimovic

PCM Trainer / Business Consultant, Bosnia and Herzegovina

PR Text



In order to completely unravel PCM (The Process Communication Model), I will start the story from a theoretical viewpoint. As in all theories, there are people who develop them and people who apply them, improve them, maybe even simplify them. PCM itself has its roots in the transactional analysis, so Mr. Taibi Kahler, the PCM founder, is just a man from the transactional analysis. In fact, what has Taibi done? Working with his patients, he recorded their specific characteristics, that is, their manifestations, so he followed the five manifested elements of each patient. He followed the words spoken by the patients, their the body posture, the position of their hands while speaking, tone of voice and facial expression. Based on these five elements, he made a script that significantly accelerated the process of working with patients. At that time, one of his colleagues was the chief psychologist in NASA's space program. To cut this part of the story short, Mr. Kahler was engaged in the late seventies in NASA's space program as well. PCM experienced a full expansion there, and until 1996, it was the only methodology for selecting teams which would go on space missions.

According to the PCM model, there are six types of personalities that are classified as a six-storey house in our personality.

The main characteristic of the model is that we have the full capacity to move on the floors of the house every day, even more than once. For each type there is an accurate pattern of perceptions, character strengths, psychological needs, ways of interacting and even what kind of business environment they work in. Having in mind that the topic of this article is satisfying psychological needs, we will look at each type of personality, specifying which exact personality type has which psychological need and look back at their response while being under stress.

Thinkers are logical, responsible and organized. They are internally motivated by the recognition of the efficiency of their work, as well as the time structure. When under stress, they tend to think too much, control others too much and even attack others for being lazy or stupid. They become obsessive about time, justice and money.

Persisters are dedicated, discerning and conscientious. They are internally motivated by the recognition of their commitment to work and respect for their beliefs and attitudes. Under stress, they tend to be unrealistic in what they expect from others. They also tend to impose their attitudes as the only righteous and just ones.

Harmonizers are compassionate, sensitive and warm. A harmonizer is internally motivated by the recognition of him or her as a person, as well as the satisfaction of sensory needs (in one word, by the how comfortable their surroundings feel). When they are under stress, they tend to lose assertiveness, and try to please everyone. They also tend to make "stupid" mistakes because of lack of confidence.

Rebels are spontaneous, creative, playful. They are motivated by something we call playful contact with the environment. Under stress, rebels do not think clearly, they start to complain, there is always someone else to blame for the things happening around them.

Imaginers are calm and reflective (prone to internal dialogue). Their basic need is solitude. Under stress, they retreat and isolate themselves from others.

Promoters are flexible, persuasive and charming. They are motivated by constant movement. When under stress, they try to attract attention and resort to manipulation.

If we look at these six types for a moment and repeat to ourselves that we are certainly more or less a mixture of all these six, then the complexity of our personalities becomes clearer, especially if there is a certain psychological need for each of the types in our personality that we are trying to satisfy.

In the context of stress management, positively satisfying our psychological needs is the key.

According to PCM, only a person who positively satisfies his needs will not get into stress. In doing so, it is difficult to satisfy all of these listed needs every day, to the same

extent. The key is to satisfy the psychological needs of the phase in which we are at a particular moment. If we daily fail to satisfy the psychological needs of our phase, we will start a stress-generating mechanism. However, the longer we fail to satisfy our psychological needs, the deeper we will sink into stress and there is a real possibility for the psychological need to be satisfied in a negative way. Here is a detail from a coaching session that I did with a business client. Namely, the man I worked with was in a high managerial position, and he was in the Rebel phase. At one point, he told me that his biggest problem, and what he struggled daily to avoid, was the fact that he was “a cynic”. In fact, as the man is in the phase of Rebel, which meant that he sought most of the day to satisfy the psychological need of “playful contact”, and keeping in mind that his “serious managerial position” did not allow

him to banter at work the whole day, the man had simply activated the stress mechanism. Therefore, his cynicism was nothing but a negative satisfaction of a psychological need.

PCM is practical to the extent that an accurate action plan could be written for my coachee on where, when and how he could satisfy his psychological needs in order to stop being a cynic, when it was not right to be one.

Awareness of own personality type has resulted in up to 20% fewer recorded conflicts in organizations where PCM has been used with the managers, because it has given to the managers the so far most practical tool for managing stress and also recognizing it in their associates. Global companies such as Renault are completely turning to PCM as a core methodology for developing their managers’ skills.



**In this text, we are not dealing with phasing, or permanent “relocation” from one floor of the house to another, but it is important to note that, in order to stay in the ++ mode of operation, it is key to satisfy the psychological needs of our current phase - “the floor on which we are living”.*

TEAMWORK MAKES THE DREAMWORK



Sonja Bunčić,

Talent Manager Levi9
Serbia

At one of this year's HR conferences held in Serbia, your presentation on the pleasures of the business was declared the best. With years of work behind you, what values do you put in first in your work?

Sonja: We do our business following our five values, which we all hold dear to our heart in our day to day work. Being results driven, we aim to deliver results on time, having in mind the best interest of our client and Levi9. In that process, we are proactive and adaptive, keeping our communication open and transparent.

We are open to one another and our clients, aiming to establish long-term relationships and lasting cooperation. Business is sometimes tough, but we try to have fun throughout the process - also one of our values.

To summarize, we are results driven, proactive, open and transparent, loyal, and fun to work with and for.

In addition to the expertise that is crucial for the work that you do, how much creativity does the job of a Talent Manager require?

Sonja: We try to be one hundred and ten percent devoted to whatever we do. Being the best version of ourselves and trying to outdo our previous year's success are our main challenges. There is always room for improvement, even if it's only in details. Sometimes, details are those that make the biggest difference.

We never do the same thing twice before thinking it through and trying to be better.

How important is the workspace for the teams working in it?

Sonja: Our company has existed for 13 years, and since the first years of work, when the company employed 15 professionals, we have developed into an organisation currently employing 500 people.

In line with the growth of company, we have needed to expand our capacities too. The needs to adjust the workspace and to change and harmonize concepts and ways of organizing grew as well.

The image of a good team is certainly its adaptiveness to different conditions, but it is on us, Levi9 Talent Partners, to constantly follow, obey and value information given to us by our colleagues and associates. Following what they say, we have designed our office and conference spaces, as well as open spaces, so the organization of work on a project can be modified according to the preferences and dynamics of a group gathered for a common project at some point.

Your company is very active, externally and internally: the performances of Levi9 are notable at professional conferences and fairs. Very often, there is information in the media about the gatherings that you organise for your own employees.

Sonja: Our employees are very interested in self-improvement and upgrading their skills - these facts are the result of the talks that we conduct with them regularly.

Awareness of this need has motivated us to invent different programmes that would meet such desires.

How often do you organize internal conferences, workshops and hackathons?

Sonja: The dynamic is intense, such activities are organised successively throughout the year. I would like to mention especially two internal conferences: Lead9 and Arch9.

Lead9 is a management training program customized to fit the needs of our department and delivery managers. The foundation of the program is personality assessment aimed at helping them truly understand themselves and others, and at inspiring them to make a positive difference in everything they do.

Lead9 is Levi9 global project, where all our managers from all delivery centers come together to share ideas and work on their managerial skills. Beside the inspiration that comes as a result of such gatherings, both hard and soft skills trainings are something that participants go through.

More than one hundred and fifty managers have already participated in the program and we are currently having the fourth generation of managers onboard.

Arch9 is a conference that we organize every year, four times in a row now. We gather our technical leaders, making space for them to meet, to exchange experiences and innovative ideas, to explore possibilities, to compare results and evaluate them. Our clients' software architects are also invited to present their best practices and solutions, all this to make sure our people are constantly up to date with the trends in a dynamic market, which IT definitely is.



Sofija Jovanović,

Talent Manager Levi9 , Belgrade Office



What is it that motivates you the most in Levi9?

Sofija: In the working environment where we spend most of the day, I refer to relations within individual teams, as well as the relationships of different teams between themselves and that they are, primarily, healthy. This is also true for the culture we nurture, and for the working atmosphere, which is positive and supportive.

Sonja: The people. I work with some of the most amazing people I have had the opportunity to meet. They are always willing to help, devote their time and attention to others.

With the support and mutual understanding, we always find the best solution for every issue we encounter.

I feel free to share all my ideas freely knowing all the way that innovations are always welcome.

Working in Levi9 means direct contact with numerous clients from abroad. The company itself is a multinational based in the Netherlands, with development centres operating in three countries: Serbia, Romania and Ukraine. It's a great quality, but it has to be challenging at the same time?

Sofija: We're all continually learning from each other. The opportunity to communicate on a daily level with colleagues who live in different environments is an exceptional opportunity for learning.

A talent manager`s job in a multinational company must be complex?

Sofija: The job itself is very dynamic and colorful, with a broad scope of tasks. Our biggest challenges are recruitment and people development, which in a competitive IT market demands creativity and constant improvement. To attract, select and retain the best talent, develop them and keep them satisfied, you should be a truly innovative thinker. We have lots of opportunities for students and beginners - tailor-made internship programs, scholarships for best students, JavaScript Masterclass education program, to name only a few. Our Department Managers work closely with employees on their development plans on a regular basis, and our task is to make this process smooth and beneficial to both parties. To achieve these tasks that hold a lot of responsibility, our Talent Partners need complex sets of skills with a great level of motivation.

Which part of the job is the most demanding and responsible: recruitment, selection, or individual work with colleagues?

Sonja: They are all equally challenging because you need to do them in a sequence - you first need to find them, then select the best ones and to help them develop in their career. If you do not choose the right people to work with, all other steps will be that more difficult. And if you fail to develop them, they will not be satisfied. Therefore, you need to complete the whole sequence, with an eye for quality and attention.

Levi9 Office in Belgrade started with a small number of employees; two years later, the office became a Development Centre which employed more than 100 people. How big does an HR team need to be to support such growth, and, what skills should it have to make this development sustainable?



Sofija: Our journey has been quite an adventure. I joined our Belgrade office more than two years ago, when it had around 15 employees. Since then, we welcomed our 100th employee this spring, and now the number is even bigger. I would stress the importance of having enthusiastic team members with the right set of skills, rather than the size of the team. We have also had great support from colleagues from Novi Sad, who have unselfishly shared their experience and best practices with us. Setting up a constructive culture was of crucial importance, therefore we have led the process of Belgrade Office growth together with some of our most experienced managers.

Your part of the job is tracking personal development of employees and their professional and personal progress. How do you do that?

Sofija: We work closely together with our managers and employees - in direct contact we create personal development plans, which contain relevant goals both for the individual, and for the company. That plan is later followed throughout the year and it is a dynamic one. This means that if the opportunities change and business takes a direction different from what is anticipated, we need to adapt and change our plans. This is due to the dynamic working environment and the fast pace of the IT industry.

To sum up, our Talent managers and partners work hard on keeping Levi9 at the top of the most attractive employees on the IT scene. A regular part of our job is also organizing events for internal and external audiences, such as meet-ups, hackathons, conferences, team building activities and charity events. When shaping them, it is important to always be a pioneer with ideas worth sharing.

Especially rewarding is the appreciation both from people from the IT scene and our employees when these activities are done in a right and inspiring way.



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