



GOALS

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ABOUT US

We use **experience, dedication** and **professionalism** to create a distinct link between the development and success of the company.



Since 2006 **H.art** has been focused on the **development of managers; raising their competency to a higher level, and improving company processes.** While building leadership culture we aim to improve companies day to day functioning and productivity overall, which is followed by smooth operational business and employee satisfaction which results in profit increase. We achieve this by working directly with managers, HR sector, in-house course leaders or by introducing systemic HR solutions into the company. Our approach to business is through **development projects**, which are composed of training, coaching, HR consulting, assessments of the company and its employees, team building, selection process, and more. Our multidisciplinary team consists of 10 experienced consultants and associates from across the region (Serbia, Kosovo, Croatia, Bosnia and Herzegovina, Slovenia, Greece and Bulgaria) who all come from different professions and each of them has its own area of expertise in HR consulting and development. Whether our clients are large multinational

- 7 countries in the region
- 10 experienced consultants
- 14 years of business
- 50 development projects
- 200 satisfied companies
- 1000 successful participants
- 4000 executive coaching hours
- 10000 held training hours

companies, small local firms, or individuals who come directly to us for their own professional training, we offer every client a dedicated approach tailored to their specific needs. Our success comes with improvement of our clients' success. We have decades-long experience and success, as witnessed by many satisfied clients.

H.art also operates under the name **Blanchard Serbia**, as an agent of **Ken Blanchard Companies** programs for the development and assessment of managers. As Blanchard's agents we own the latest tools and instruments, which have proven to be effective all over the world. A combination of firsthand approach to global HR trends and excellent knowledge of domestic context, makes H.art an ideal partner for all companies who want to innovate or improve their approach to the development of human resources.



DEVELOPMENT PROJECTS

The first step in defining a long-term development goal is the assessment of **development** needs. This is followed by a balanced combination of training, coaching, HR consulting and e-learning, and maintenance of achieved effects.

Development projects represent long-term, modular approach to workforce effectiveness both on an individual, as well as on the team level. Although H.art has led dozens of development projects, no two projects are the same. The first step in defining a development project is a detailed **assessment of the development needs** of the company and of all employees. We assess the current skill sets, beliefs and habits of participants, and then we agree on what development goal should be. (what is needed to be improved in order to achieve desired business success). This assessment result is specific for every company and it determines a further course of development project. At this stage, in cooperation with a client, we choose the content, methodology, time frame and dynamics of the development project.

The next step is the **development process**. **Training, coaching and HR consulting** are combined depending on whether the participants require support to build skills or whether an individual or team requires support to implement knowledge gained through practice, and resolves all its challenges by itself. In some instances, it is necessary to establish managerial and HR processes and tools in order to support this work.

All participants are assigned with preparation tasks and exercises, sometimes by using online tools (**e-learning**). During and after the development process, the achieved effects are monitored and maintained. The entire process is organized so that the intended impact on the functionality, productivity and atmosphere of the company is achieved through its implementation.

Although these types of tailor-made projects can be applied to any area of development, H.art is recognized on the market as a serious partner for the development of **management skills** and the building of a **leadership culture**. It is understood that frequent changes are part of business for any company in the twenty-first century, and this alone is enough reason for taking a systematic development approach. Considering the fact that the focus during formal education is primarily

on developing professional skills instead of business and leadership development, it is challenging to expect managers of any company to adequately lead people and processes without structured and detailed development plan in place. In short, development projects are the impactful and cost-effective way to invest in your workforce and your company.



The goal is primary

The goal is strategic and holistic, in order for an entire company to move one step forward.

Methodological flexibility

The methodology that will be used is decided based on the agreed goal.

Applying the theory in practice

It is expected of the participants to take responsibility for a) their own development and b) the development of managers/employees below them, by embedding practical examples and tasks in to day to day business.

Development is a process with a logical modular sequence

Each subsequent activity, as well as every subsequent stage, is a continuation of the previous one, and all of this contributes to an in-depth and connected understanding as a whole.

Synergy effect

The project includes all managers from different departments or from the entire company, so the participants themselves have a positive impact on one another.

Hierarchical levels and sectors

Everyone begins to use similar terminology in order to better understand each other.

Working with HR and CEO

HR is someone who connects HR and management systems with the development of people; CEO (or top manager) represents a key figure who supports all that is being done, who determines strategic and development goals; Consultants are a neutral party offering their expertise, experience and commitment.

Sending important company messages

It is possible to monitor the key needs, changes, development and business goals and company's values all the time. That can be brought in line with the message given to the participants throughout program.

DEVELOPMENT PROJECTS

The best approach to development, which leads to changes in behavior and beliefs, which then leads to change in corporate culture.

Benefits and specifics of development projects



TRAINING

Our trainings are characterized by high level of interaction with participants and awareness of the need to **apply** in practice what is learned.



Specificities of our trainings

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ASSESSING NEEDS

In the needs assessment stage, before creating “in-house training”, we take into account the strategic goals of a particular company and specific development goals of the participants themselves.

TWO-WAY COMMUNICATION AND INTERACTION

In order to achieve maximum impact, we insist on two-way communication and interaction. Thereby, we can respond to even more specific needs that arise during the training itself. 70% of the training is based on interactive exercises.

GETTING MAXIMUM INVOLVEMENT FROM PARTICIPANTS

Besides acquiring new concepts, various aspects of the skills are carefully practiced; not only through the use of case studies, role play and simulations, but also with real life examples provided by the participants. As a result, this approach is sometimes seen more like group coaching through workshops, rather than traditional training.

LONG-TERM EFFECTS

These training sessions are most often part of the wider development project in order to ensure the successful attainment of long-term effects. Either the coaching or every subsequent training session is used as a follow-up to the previous training topic. Either the supervisor of the participants or the client are then given suggestions on how to maintain the effects of the training.

TASKS FOR THE PARTICIPANTS

Just as there are mandatory tasks in preparation for the training, we discuss ways to implement what is learned from training sessions in practice with the participants (i.e. homework). For this purpose, online tools such as: e-platform for follow up, e-learning, e-business simulations are also being used.

EXPERTISE

Our training programs are held by experienced consultants with many years of experience both in trainings and applying the skills they deliver.

HOLISTIC APPROACH

Different aspects of skills developed are linked to other business and leadership skills which participants already possess or need to develop during and after the training.

PROCESS APPROACH

Even one-day training can have several steps:

- 1) preparatory tasks,
- 2) training,
- 3) tasks for practice,
- 4) the follow-up meeting (group coaching) for assessing the effects, establishing improvement and providing support for further development and meeting with the supervisor
- 5) the application of what was learned to everyday work.



Key leadership skills

1. Understanding management roles and business (business simulation)
2. Situational Leadership II
3. Delegation of tasks
4. Employee development
5. Employee motivation and motivational leadership
6. Feedback
7. Situational team leadership

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Leadership-specific skills

8. "First-time manager"
9. Optimal motivation
10. Building trust
11. Coaching
12. Building a team and shared leadership
13. Strategic planning
14. Leading through change
15. Raising employee involvement and initiative
16. Mentoring
17. Managing manager
18. Managing new team
19. Selection and induction of employees
20. Building corporate culture
21. Project management

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Employee performance management skills

22. Performance expectations: Responsibilities and goals
23. Development goals and development plans
24. Monitoring, reporting and performance control
25. Performance evaluation
26. Performance management

Veštine lične efikasnosti i produktivnosti bitne za liderstvo

27. Self-leadership
28. Decision making and problem solving
29. Adapting to change
30. Time management
31. Managing stress and balancing different aspects of life
32. Self-motivation, initiative and dedication at work
33. "Six hats": Creative thinking and structured facilitation

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Communication and relationship skills

34. Emotional intelligence of leaders
35. Constructive conversation and assertiveness techniques
36. Influencing (advanced communication skills)
37. Internal communication and team or company relationships
38. Conflict management
39. Internal/external client care
40. Conducting meetings
41. Negotiation
42. Presentation skills
43. Train the trainers
44. Training for individual and team coaches and facilitators

TRAINING

Training list is not final and every training is adjusted do to specific **need** of a client. Therefore we can say that every training is specific and original.

TRAINING

We believe that the secret to success of every good trainer is a love for the job they do and **focus on the client.**



TRAINING FOR TRAINERS

H.art holds open and in-house training for trainers. These training sessions can have **a focus on a specific topic or the whole training process**: from the assessment of development needs, through creating, realizing and monitoring training sessions and maintaining the effects of the training.

H.art offers a chance to create any training from the H.art repertoire, which are passed on to the company's internal trainers through **thematic training for trainers**, along with Blanchard programs licensing.

H.art also conducts training for people whose job is to organize training and internal development within the company, providing them with all of the necessary knowledge and tools. Our consultants are **accredited** by SWEB ("Serto" program) - one of the most recognized institutions for adult education in Europe. Experience has shown that TTT with certainty offers return on investment, because of the fact that for the price of one training they can hold training sessions for their employees **as long as it is needed.**

PUBLIC WORKSHOP

These are most often organized **at request of our clients** who do not have enough participants to form a group for in-house training on a certain topic. In that case we organize an public workshop session for them, on the chosen topic, and we also invite our other clients. Participants then have the opportunity to be introduced to the work of other companies, and to exchange shared experiences..

TRAINING ROOM

H.art and Blanchard Serbia have their own training room in their offices in the heart of Zemun (next to the Danube river), with a capacity for 12-15 participants (when sat in a circle) or up to 30 participants (when the chairs are arranged as in a cinema). When a client uses our training organization services, all of the **equipment needed** for the training is provided in addition to the training room, as well as **refreshments and catering.**

INDIVIDUAL COACHING

Coaching offers **the most effective and efficient way to improve skills and achieve managerial goals**. By answering the coach's questions, those being coached (coachee) reach solutions to the challenges they face by themselves. Through this, the aim is to become independent and functional enough, in order to be able to go through future challenging situations as though there is a coach next to them. We tailor our coaching by using the most appropriate methods, such as cognitive behavioral coaching, Erikson's, NLP, Gestalt and Transactional.

We also offer this service in English, face-to-face or over the phone and/or Skype. It is our practice to agree on coaching goals together with, either the supervisors of the participants, or with HR. As the majority of our coaches have many years of experience in developing management skills, sometimes we use combination of coaching and **mentoring**, in agreement with the client.

GROUP COACHING

Unlike individual coaching where coach works with one person on her personal challenges, goals and development needs, on a group coaching all of this is done in **a group of people with similar coaching challenges and goals**. All participants benefit from it because they have a chance to hear the thoughts of others and they can help and support one another.

TEAM COACHING

During team coaching, the whole team from one company or organization is observed as one. Participants work on their **mutual goals and challenges**. These type of workshops are structured, prepared in advance, but the group dynamics is being monitored and in that way flexibility is retained. In these workshops, it is not unusual to work on visualizing a common goal and understanding the necessary steps and rules needed to realize that vision. Also all participants are empowered to stay committed to agreed steps. Unlike group coaching, where the optimal number of participants is three to six, for team coaching it is sometimes the case that there is a larger group. In that case, it is recommended that the dominant methodological approach is a structured open conversation in groups, in other words a 'World Café' and 'open space technology'. That means that certain questions and topics are placed at a number of 'stations' in the space, and participants then have the opportunity to circle around and understand things that are important to them.

TRAINING FOR COACHES AND MENTORS

We also offer companies the opportunity to develop their internal resources through training managers in coaching skills and implementing internal mentoring systems. We train managers or HR's **skills for implementing individual, group and team coaching or mentor meetings**. In this way, the development of employees in organizations is carried out continuously and with much less investment.

COACHING

Coaching goal is to **support** independent functioning within the area that the client aims to develop.



HR CONSULTING

Building useful and easy-to-use HR and management systems and processes requires a **link between structure and creativity**.

HR consulting involves **advising** the company, their management and/or HR, with the aim of maximizing the effectiveness and wellbeing of the human capital of the company. It is intended for companies that want to organize their businesses into a functional system, with a mechanism that eases business operations and brings better results and increased satisfaction. HR consulting begins with research into needs and potential, and ends with specific advices (steps), and products in the form of documents and tools, and monitoring achieved results. We believe that it is ideal to coach or mentor HR or managers, in creating different **systems and mechanisms**, so that they have the feeling of complete ownership of it, and to enable the smooth hand over to the rest of the company.

In some cases, our clients do not have their own HR department, so in those cases H.art consultants take on that role and offer all of the HR structures needed by the company.

Some of possible consulting services are: advising, analyzing, evaluating, creating:

- vision, mission, strategy
- company's strategic plan
- company values
- organizational structures
- business processes
- systems for performance management
- job descriptions and systematization of work positions
- key performance indicators (KPIs)
- development goals and plans
- meeting systems
- desired corporate culture
- training systems and plans
- mentoring and coaching systems
- successor planning system and carrier path
- employee handbook
- motivation systems and motivational activities
- planning systems
- reporting structures
- systems for introducing new employees/onboarding
- solutions for improved client relationship
- solutions for specific issues (in HR and within company's management).

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ASSESSMENT

H.art precisely estimates and prioritizes developing needs of a client in order to have **efficient** and **effective** development.

MANAGER ASSESSMENT

An assessment offers a structured approach to establishing relevant **information on business or leadership competencies, psychological characteristics, motivations and aspirations of the employee.** The purpose of this is to obtain information on the capabilities and possible limitations of the employee in order to make a more precise prediction of their individual and team success. It is intended for companies where there may be some hesitation over whether someone is ready to be promoted, whether someone is in the right work position or needs to redirect their career path, in what direction a person should develop and aim towards. In other words, how to manage employees, how to form teams and optimize the organisational structure. The methodology consists of competency-based interview, tests and practical simulation, where certain characteristics, beliefs and capabilities are demonstrated. In addition to **assessment center**, we perform **“360 degree” assessment** as well, by using instruments that H.art consultant have developed or with licensed tools, for ex. DISC, LBA,... It involves integration of data collected from supervisors, peers and/or direct reports, which are being compared with self-assessment. Sometimes we use only self-assessment or combined with supervisor assessment (“90 degree”). These assessments can be repeated in order to see employees development.

TEAM ASSESSMENT

All team members complete H.art’s form for assessment of the key factors for **team functioning.** We also conduct guided self-assessment by enabling the entire team to go through common activities, such as business simulations and other game tasks. After that, consultant helps them to make **conclusions about their strengths and areas for development.**

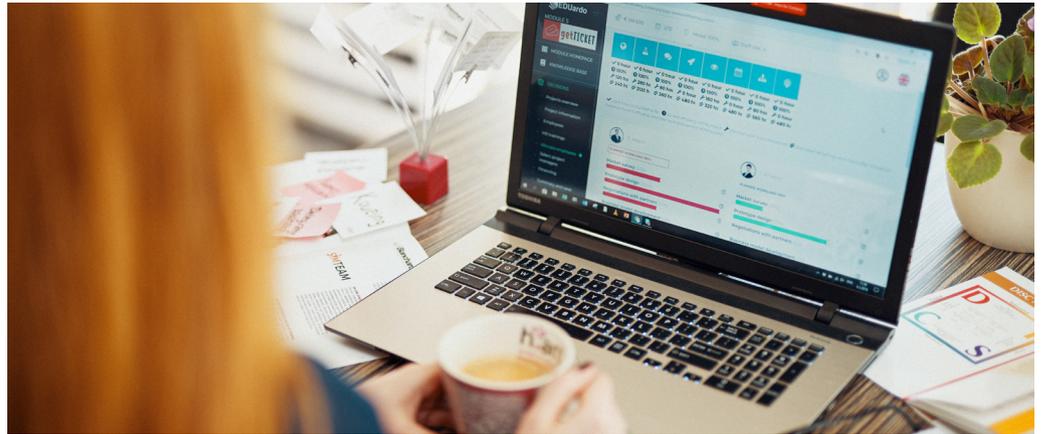
COMPANY ASSESSMENT

A number of assessments and analysis are done at a company-level: **company improvement areas, organizational culture, satisfaction and engagement of employees.** Each of these is conducted in a number of ways and they are always done having company needs and the general plan for future development in mind. One option taken is consultants gathering information from key people representatives of the company, through structured interviews. Another option involves employees as active participants in the assessment and analysis. In these situations we use group work which is similar to focus group discussion, where employees have an opportunity to make a suggestion about possible improvements. Occasionally we give certain surveys and questionnaires out to the employees for gathering information. These assessments serve as a basis for setting development goals and plans for our projects or for the internal change planning. Carefully conducted and objective assessments of the company’s development needs also allows for a **retest** to take place, after the services have been provided or project has taken place, in order to measure the effects of the work.



E-LEARNING

In its development projects H.art uses **“blended learning”** approach which combines eLearning and live development activities using the most modern online tools.



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H.ART eLEARNING

It is combination of videos, presentations and writing materials. Inputs, tasks, and tests for skills and knowledge check are shifting. We have standard e-learning program, but we also offer the option of creating tailor-made eLearning (preferred content, duration, methods). In Serbian language.



BLANCHARD eLEARNING

It combines high-quality videos and interactive PDF materials along with mini-tasks. These animating tasks contain numerous case studies. There will be options of very short as well as more comprehensive “eLearning” for all Blanchard programs. In English language.

ONLINE BUSINESS SIMULATIONS

It is used as a tool for assessment, learning (individually and on trainings) and for team building. In addition to existing simulations, it is possible to create new ones. In Serbian, English and other languages.



a. Team simulation

It allows for 4 to 24 participants to be deployed into teams, run virtual companies, making each other competitive on the market. It helps participants to gain insights and skills important for running business and for cooperation between different sectors. Skills such as team work, communication, delegating, motivation, time management, stress response are also activated during this simulation.



b. Individual simulation

It allows participants to lead the company and make decisions about its development, product placement, etc. By the end of each month they receive a business report about events and finances. There are different modules, such as management of: factories, businesses in crisis situations, online business, people working on projects or IT firms, etc.



c. eLearning with simulation

An online platform that combines aforementioned simulations of business with textual and video learning materials, as well as the tasks that require user engagement. They can use it independently as well as to combine different modules of their choice.



FOLLOW UP PLATFORM

This platform offers the possibility for consultants to remain in touch with participants even after the training is finished, as well as for participants to influence one another and be proactive about their personal development. In addition, it gives useful feedback on the effect of the development program and with that it helps to maintain positive impact.



LIVE ON-LINE TRAININGS

H.art organizes virtual trainings for its clients with the goal of providing the participants with the opportunity to have interaction with the trainer and other participants, while at the same time they follow the training from any location via phones, tablets or laptops. All topics that H.art covers can also be organized in this way.



TEAM BUILDING

For every team, H.art **structurally** builds everything that is important to ensure high levels of **team productivity** and a positive working environment.



Depending on the client needs, the content and approach to team building vary. It can be more or less **relaxing and entertaining**, or, on the other hand, **more serious**, where the activities played out are there to energize and connect the team, but also serve as a method for gaining insights. H.art often organizes structured team building during which employees have the opportunity to perceive

and improve specific aspects of team work such as: getting to know each other and connecting, reaching a common vision and strategy, values, rules necessary for good functioning, expectations of each other, communication within the team, conflicts in the team, shared leadership, etc. Usually, in the end, we discuss the importance of the covered topics for effective work in the real business environment.

REFERENCES

Dealing with the essential everyday challenges in companies of different structures, sizes and industries is exactly what builds H.art **expertise** and what gives them credibility.



Agency with a clear spirit and a constructive organizational culture that **improves companies in the region** with a unique and innovative approach. They are trusted partners.

Dragana Mladenović • HR Manager • **RIBELLA**

H.art's team of experts crosses the boundaries of the formal client-agency approach and comprehensively takes the initiative for improvement of the overall management practices in the growing company. They are distinguished by their dedication to the **development project** and the great effort they put into understanding our work, in order to achieve the set goal.

Zoran Dželatović • General Manager • **MERIS**

The entire **development project** was fantastically organized, everything was brilliantly prepared, exceptionally delivered, and above previously set expectations. I would always recommend H.art and say that they're fantastic. They understand people and know how to lead groups.

Brana Kosanić • Group Account Manager, Client Service Director • **MEC**

A unique client approach is what sets H.art apart from other agencies in the market. Expertise, creativity, innovation and energy are words that characterize the employees at H.art. If you are looking for something different, whether it's in the field of **coaching, training or team building**, then H.art is the right place for that!

Jasna Jovanović • HR Manager • **ROCHE**

H.art training sessions are always very energetic, dynamic and positive. Their **online business simulation** is very useful, as it raises awareness of how much the activity of one team member can affect others.

Aleksandra Dutina • HR Director • **AIR SERBIA**

An excellent team that follows the current trends in the domain of HR.

Milan Čeleketić • Human Resources • **TARKETT**

Through the **training for trainers** at H.art, I learned a lot about ways to teach and work on the development of personnel, which I constantly apply even now. Marija, who was my **coach**, is an extraordinary person, and a phenomenal trainer. I think she has a particular talent in recognizing what is best in those she works with, and then encourages them to show it.

Vera Radovanović • Sales coordinator and internal trainer • **FORMA IDEALE**

The impression that H.art left on us from the start was very positive because of their **openness, professionalism and understanding** of our needs. Participants of the training highlighted the competence and dedication of the trainers.

Ivana Đorđević • Training Manager • **COCA-COLA HBC - SRBIJA A.D.**

The professional approach to problems taken by H.art, as well as their readiness to adapt the **team building** to our expectations, without losing anything in terms of quality. An in-depth analysis of the company's needs, and the customization of services exactly in line with that, but also with fresh and creative ideas.

Nevena Radovanović • Recruitment manager, training and employee development • **SBER BANK**

Thanks to the **360-degree assessment, trainings and group coaching**, I learned that I can recognize and remove any of my shortcomings in business. An exceptionally useful development program for personal development, which highlights any lack of soft skills. Well-suited to individuals and teams - and leads to extraordinary results.

Vladimir Arandelović • Digital Media Manager • **DIRECT MEDIA**

H.art does an excellent **assessment and analysis of the company**. Consultant with whom we worked is striking, she has high level of integrity and good value system.

Slađana Marjanović • HR • **BB TRADE**

Thanks to the **coaching** at H.art, I gained not only knowledge but also the skill to form a good team in my restaurant. Now I am much more relaxed, and I have loyal and motivated people who achieve much better results and are focused on achieving even higher goals.

Vladimir Garić • Owner and Manager • **BELLA NAPOLI**

A collaboration on a recruitment and **selection** project was our pleasure during the whole process - thorough, complete, and with clear goals planned in advance. Especially impactful was the insight into the seriousness of the approach and work on the project.

Miloradović Goran • M.Sc.Technology • **JUMO**

Most of the H.art trainings consists of active opinions and experiences exchange. Each topic is followed by different types of exercises that contribute to the better understanding of the given topic and that the atmosphere at the training itself is pleasant. Very motivating...

Velinka Đorđević • Human Resources • **EURO 07**

RECOMMENDATIONS

Continuous **dedication** creates long-term **partnerships** in which we all grow together.

The art of developing successful people and companies



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