

Interactive workshop

Improving Team Efficiency

(Organizational Health)

Poslovna Znanja

Trainers: Miodrag Kostić CMC | Tijana Sekulić CMC



Collaboration

ReimagineHR Conference

October 28-30 2024, Orlando, USA



- ✓ “Employees today have **more connections but less valuable collaboration** due to uncertain connection norms following the pandemic, broader social tensions and **new technology that can isolate employees and depersonalize work**,” said Russ McCall, Director, Advisory in the Gartner HR practice.
- ✓ A survey of 3,375 employees found that **only half feel equipped to respond to unexpected changes** in their work.

Cooperation

Organizational health is reflected in quality interpersonal relationships, beneficial cooperation, high team efficiency, agility, and proactive problem-solving, fostering organic growth and competitiveness.

Tijana Sekulić, CMC

- CMC consultant and trainer with over 15 years of experience.
- Specialized in interactive business skills workshops and facilitation.
- Certified CEFE trainer, designing and leading mentorship and training programs for startups, female entrepreneurs, and teams, focusing on practical business tools and techniques.
- Certified Management Consultant (CMC) – ICMCI (since 2011).
- Certified Digital Transformation Expert – WKO Austria (since 2018).
- Certified AI Manager – Austrian Standards (from 2025).



Miodrag Kostić, CMC

- Founder & owner of Web Consulting Honolulu, USA (since 1997).
- Director & owner of Veza doo - Poslovna Znanja (since 2003).
- Certified Management Consultant (CMC) – ICMCI (since 2011).
- Business lecturer at Link Group Business Academy (since 2012).
- Certified Digital Transformation Expert – WKO Austria (since 2018).
- Workshop trainer & facilitator at Qatar Skills Training Center, Doha (since 2019).
- Certified AI Manager – Austrian Standards (from 2025).



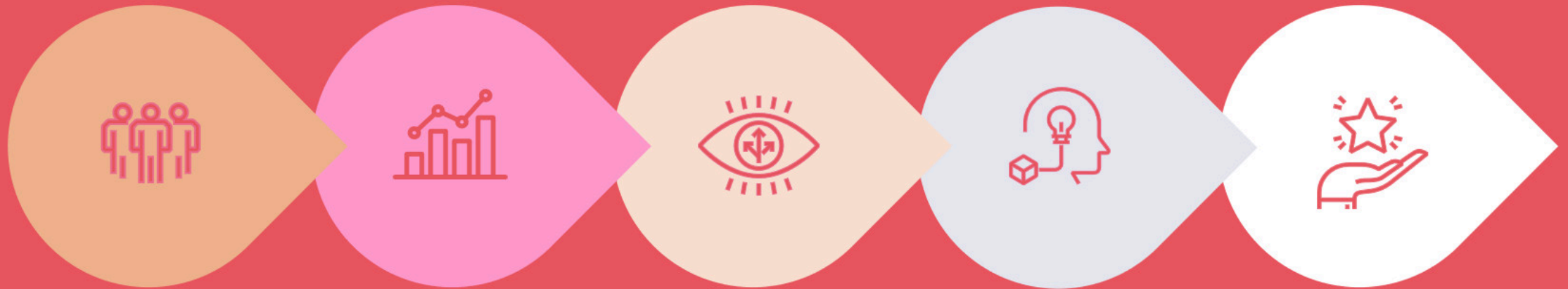


Consulting and training services for companies and organisations



Work process using interactive cards

Cooperation



**Needs
assesment**

ANAMNESIS

**Needs
analyses**

DIJAGNOZA

**Propose
solutions**

THERAPY

**Apply
solutins**

ACTION PLANS

**Maintaining
solutions**

ONLINE MATERIALS

Active learning

/ Learning-by-doing approach

- Group moderation and discussions
- Hands-on exercises
- Case studies and analysis
- Immediate feedback
- Gamified learning and role-playing activities
- Surveys and structured forms







Training tools


- Team Value Mapping
- Value Proposition Canvas
- Business Model Canvas
- Surveys & structured questionnaires
- SBIC feedback method
- Techniques for handling objections
- AI solution for business cards
- Organizational health & motivation cards
- Group facilitation techniques




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Holding People Accountable Causes Fear of Negative Consequences, Punishment, or Judgment from Colleagues

AVOIDING DIFFICULT CONVERSATIONS



 **ACCOUNTABILITY**

Prepare for difficult conversations and create an environment where mistakes are treated as learning opportunities.

8

Lack of Trust Due to Fear of Judgment or Punishment

AVOIDING HEARING DIFFERENT OPINIONS




 **CONFLICT**

Encourage critical thinking and be honest and open with one another.

46

We Don't Know How to Properly Respond to Complaints

DIFFICULTY IN HANDLING OBJECTIONS



 **communication**

Learn and practice techniques and methods for responding to complaints.

41

Lack of Emotional and Social Intelligence

POOR RELATIONSHIPS AND UNPRODUCTIVE CONFLICTS



 **culture**

Develop the ability to recognize, understand, and manage emotions.


Organizational health cards


49 interactive cards in 7 categories

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**I see the visible results
of my work.**

Authors: Tijana Sekulic & Miroslav Kostic, CMC Consultants, Belgrade, 2024
www.healthyorganisation.com



IMPACT 15

Employees don't receive feedback on how their work is influencing the team or company.

NO FEEDBACK ON IMPACT

Establish regular feedback loops where the impact of work is discussed and recognized.



CLARITY 42

Employees are unclear about the company's vision and how it applies to their work.

CONFUSION ABOUT COMPANY VISION

Regularly communicate and reinforce the company's vision, ensuring that employees understand how their roles contribute to it.

**I am clear about the
purpose of my role.**

Authors: Tijana Sekulic & Miroslav Kostic, CMC Consultants, Belgrade, 2024
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Motivation cards

48 interactive cards in 8 categories

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PURPOSE ¹

Employees find their work repetitive and uninspiring, leading to disengagement

DAILY WORK IS MONOTONOUS

Introduce variety through job rotation or new challenges to keep tasks engaging and meaningful.



AUTONOMY ²⁰

Employees must get approval for every decision, slowing down processes and reducing autonomy.

TOO MANY APPROVALS NEEDED

Set clear boundaries for decisions that require approval, and grant autonomy for day-to-day choices within those boundaries.

I am clear about the
purpose of my role.

Authors: Tijana Sekulić & Miroslav Kostić, CMC Consultants, Belgrade, 2024
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Why?

Why is it hard to identify the hidden obstacles that hinder team efficiency?

When **problems between team members** become habitual—such as blaming others, a lack of trust, and low motivation—it **creates resistance to change** and business transformation.

Your team may have enormous potential for change, but without **uncovering and addressing these hidden challenges**, that potential can remain untapped.

How?

You will identify the main challenges and symptoms of problems in your team using easily understandable visual cards.

You will explore the causes of these problems and discuss them in groups, then propose methods for overcoming them.

You will set priorities in addressing these challenges and formulate concrete action plans to increase team efficiency, motivation, and productivity.



What?

THREE-DAY INTERACTIVE WORKSHOP:

**Improving
Organizational health**

Organizational Health to a Positive Organizational Culture

1. class / 60 min

Introduction to the Training and Organizational Health Cards

- ⋮ Why is organizational health key to successful transformation and effective team performance?
- ⋮ How can you identify challenges in teamwork and understand the core areas of organizational health?

Exercise: *Short group presentations on selected cards and their relation to workplace scenarios.*

2. class / 60 min

Identifying Key Challenges in Interpersonal Relationships and Analyzing Causes

- ⋮ How can you recognize challenges and issues in collaboration and relationships among employees?
- ⋮ How do you analyze symptoms of problems in relationships and teamwork and understand their causes?

Exercise: *Identify key challenges by selecting cards, analyzing their causes, and presenting proposed solutions.*



Organizational Health to a Positive Organizational Culture

3. class / 60 min

Finding and Analyzing Possible Solutions and Setting Priorities

- ⋮ Why is it essential to have a systematic approach when optimizing organizational efficiency?
- ⋮ How can you use tools to solve challenges in relationships and internal communication?

Exercise: *Select solutions using QR codes on the cards, analyze their practical applicability, and determine priorities.*

4. class / 60 min

Creating Action Plans and Steps for Implementing Proposed Solutions

- ⋮ Why is action planning crucial for implementing and sustaining change?
- ⋮ How can you create concrete action steps to improve organizational efficiency?

Exercise: *Identify activities to address challenges, analyze and select the best proposals, and develop an action plan.*



Positive Motivation to healthy organizational culture

1. class / 60 min

Introduction to the Training and Motivation Cards

- ⋮ Why is employee motivation critical for creating and maintaining organizational health?
- ⋮ How can you recognize and understand different motivational factors and their impact on using cards?

Exercise: *Short group presentations on selected motivational cards and their relation to workplace scenarios.*

2. class / 60 min

Identifying Key Challenges and Analyzing the Causes of Motivation Issues

- ⋮ Why does motivation sometimes decline and how can you identify the main causes of low motivation?
- ⋮ How can you analyze the symptoms and challenges in employee motivation and understand their causes?

Exercise: *Identify key challenges by selecting cards, analyze the causes, and present proposed solutions..*



2 day

Positive Motivation to healthy organizational culture

3. čas / 60 min

Finding and Analyzing Possible Solutions and Setting Priorities for Motivation

- ⋮ Why is a systematic approach necessary when working on employee motivation?
- ⋮ How can you use tools to enhance motivation and apply them in practice?

Exercise: *Select solutions using QR codes on the motivational cards, analyze their practical applicability, and set priorities.*

4. čas / 60 min

Mapping Personal and Company Values and Their Connection to Motivation

- ⋮ Why are personal values and company values crucial for employee motivation?
- ⋮ How can you map personal and company values and connect them to employee motivation?

Exercise: *Map the correlation between values and motivation, and develop strategies to strengthen the organizational culture.*

Quality Communication to Healthy Organizational Culture

1. class / 60 min

Key Communication Skills

- ⋮ Why are communication skills vital for the effective functioning of any organization?
- ⋮ How can you successfully use active listening, questioning, and assertive communication in practice?

Exercise: Role-playing exercises on asking open questions, active listening, and identifying and analyzing personal communication styles.

2. class / 60 min

Feedback is the Most Important Tool for Team Development and a Better Organizational Culture

- ⋮ Why is high-quality, regular feedback essential for successful team development?
- ⋮ How can you prepare and effectively use the SBIC model for providing constructive feedback?

Vežba: Each group role-plays giving feedback using the SBIC model based on real scenarios, followed by a success analysis.



3 day

Quality Communication to Healthy Organizational Culture

3. class / 60 min

Responding to Complaints and Criticism

- ⋮ Why is it important to know how to respond appropriately to complaints, objections, and criticism?
- ⋮ How can you use techniques for professionally resolving objections, complaints, and disagreements within the team?

Exercise: Prepare appropriate responses to complaints and objections and practice them through role-playing.

4. class / 60 min

Team Communication, Facilitation, and Group Decision-Making

- ⋮ Why are facilitation and participative leadership important for making high-quality team decisions?
- ⋮ How can you practically apply group decision-making and facilitation methods and techniques?

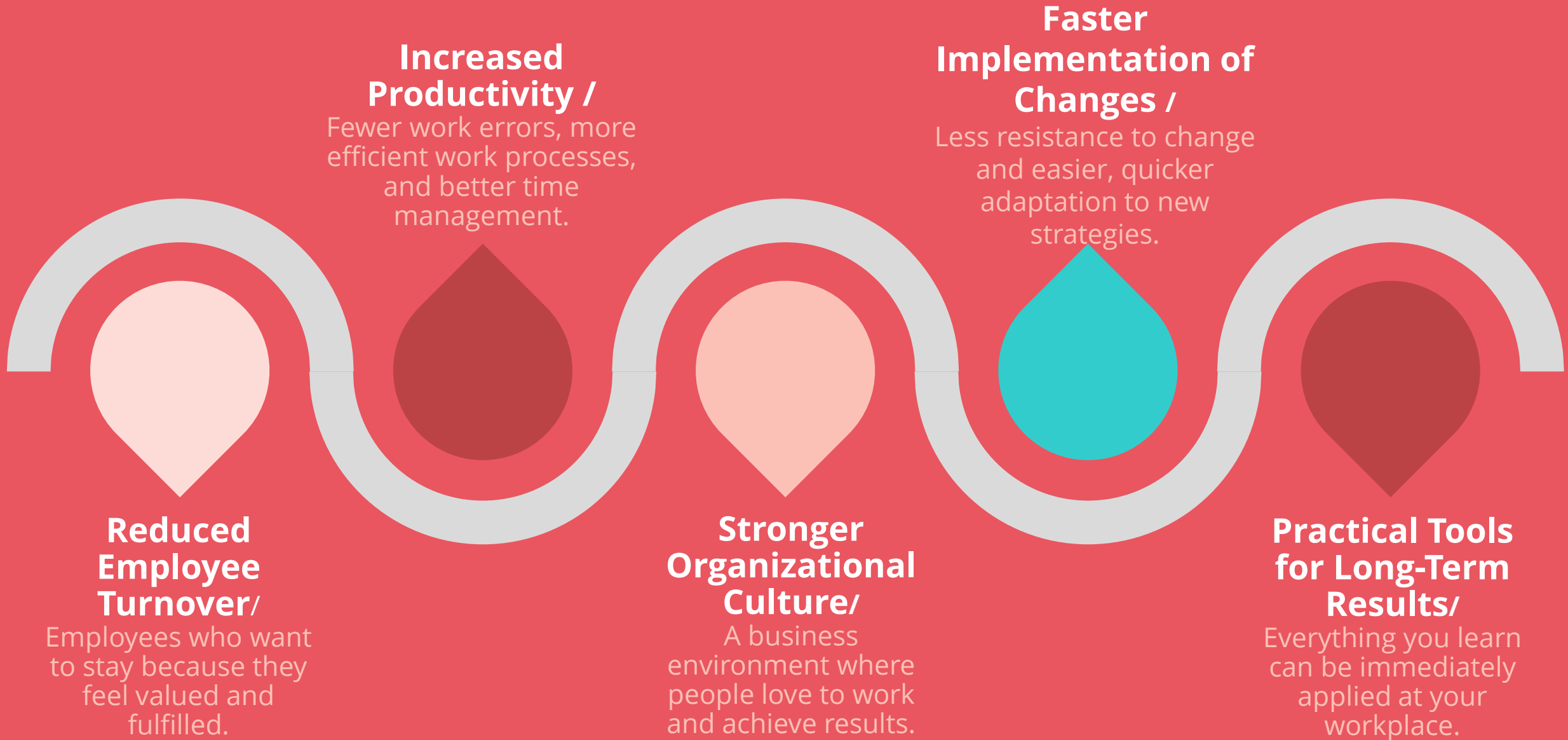
Exercise: Each group receives a business scenario and makes a group decision using facilitation techniques.

Results /expected outcomes

- ✓ **Healthier Work Atmosphere –**
Fewer conflicts, more trust, and better collaboration among teams.
- ✓ **Increased Employee Engagement –**
Motivated individuals and teams who give their best without extra pressure.
- ✓ **Leadership Skills That Make a Difference –**
Better team management and recognition of true business values.
- ✓ **Clear and Effective Communication –**
Fewer misunderstandings and unproductive meetings, resulting in increased mutual understanding and trust.
- ✓ **Improved Decision-Making –**
Employees, managers, and leaders with clear focus and the right communication tools.



Results / expected outcomes for organization



Thank You 😊

Poslovna Znanja

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C in Belgrade, 2024, Concept, content, and design of interactive AI solution cards with QR-linked resources by:
Tijana Sekulić & Miodrag Kostić, CMC consultants

