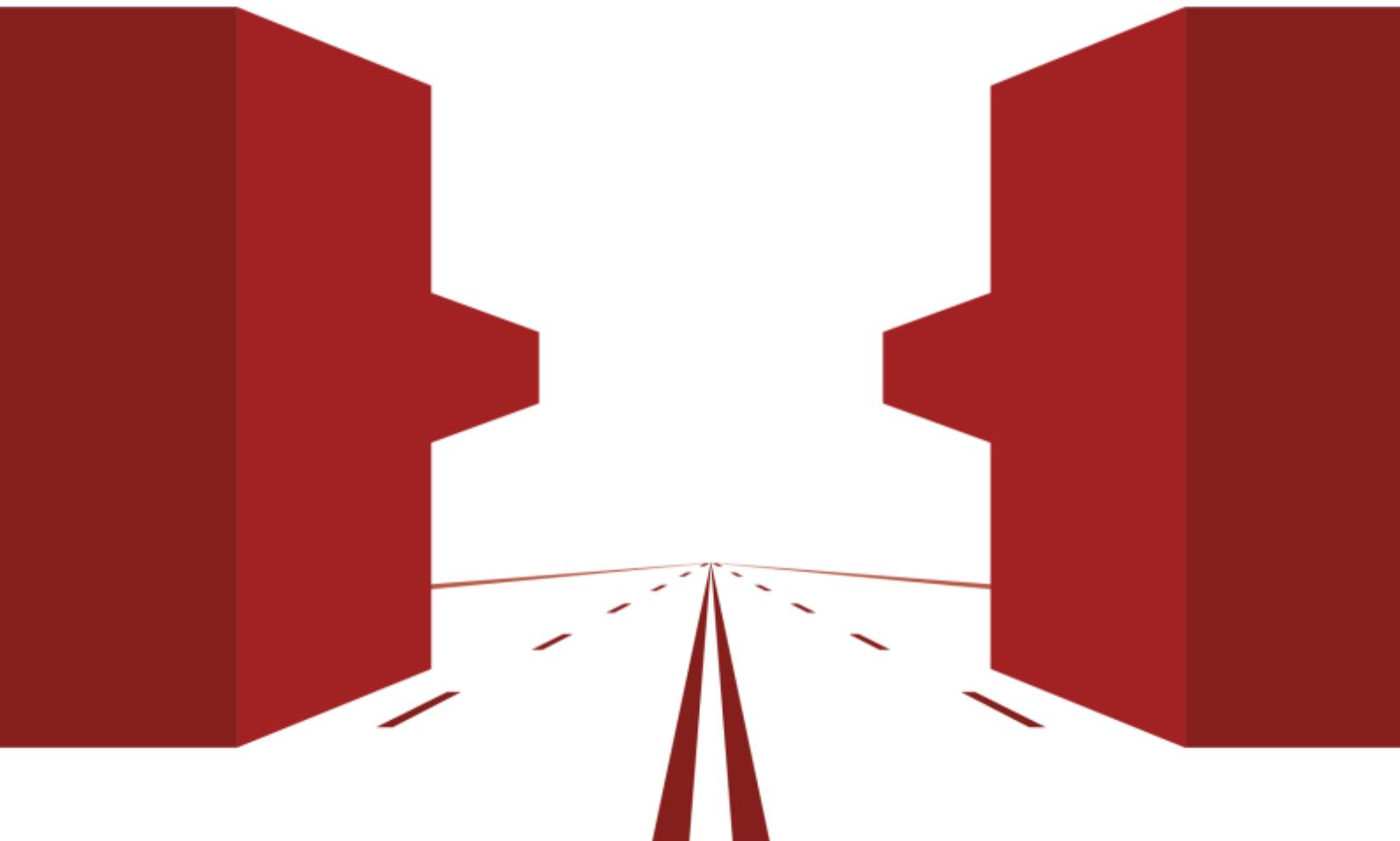




# LEARNING AND DEVELOPMENT PROGRAMS



## I. About Hart Consulting

We transform the potential in your organization into success, by growing people and developing leaders.

We diagnose the status quo of the people side of an organization and we contribute to the acceleration of performance at individual and organizational level. We are very careful to deeply understand each and every time the needs of all our partners in order to adapt our solutions and obtain the best results.

Our team gathers professionals and specialists in I/O psychology, PhD level or Msc, with hands on experience and consulting expertise in talent management, assessment and leadership development of more than 12 years.

In business, there are two things that matter, people and money. People at all level in an organization, but mostly at the top, have a tremendous impact on business profit. We know more about people. And for more than one decade we offer to the Romanian market the most renewed global tools and methodologies with positive and direct impact on business, adapted with responsibility to the local culture. We commit to help our clients to develop their leaders and talents to contribute together to a better community.

We aim to become the first option to our partners in order to optimize the selection processes, to set better talent management and leadership development practices and assessments tools.

We like to convert the science of psychology into business success and we strive each time to walk the extra mile for our clients. We believe in high standards and we have an ethical approach in everything we do. We commit to offer pragmatic solutions and measurable results because we know how to predict and improve performance.

## II. Hart Consulting: Facts & Figures

**11** years of presence on the Romanian market

Over **20,000** people assessed with different tools

Over **2,500** people participating in assessment and development centers

Over **1000** managers involved in development programs

Over **100** teams assisted in medium to long development programs

Partnership with prestigious educational Institutes: University of Bucharest, Psychology Faculty, Asebuss MBA School, SNSPA, Romanian Banking Institute

### **III. DEVELOPMENT PROGRAMS CATALOG**

#### **What is different about our approach to development**

Hart Consulting distills consultants and coaches experience and methodology into engaging and results oriented development programs. The programs are easily tailored to your organization's needs, providing your managers and leaders with relevant, practical tools and solutions.

Our learning philosophy is based on a spaced and blended learning, and we use: individual strategic self –awareness through personal assessment, real case studies, self –reflection, practical and progressive peer coaching techniques, video watching and group discussions.

We believe that developing managerial competencies requires absorbing and practicing different knowledge, skills and behaviors necessary for successfully performing the role. Organizations expect that good program content will determine good results into practice. Most of the times, however, things are not so simple.

Human psychology is much more complex and more than just training is needed in order to see sustainable results.

Through our unique approach of the development programs, we use blended learning techniques and premium tools in order to obtain best results, starting with the key point: self-awareness.

We help organizations to target correctly and to prioritize the competencies they need to develop in their high potentials and managers. We help leaders understand what's in this for them to do the effort to produce the changes required and to challenge the way they have always done things around. We help them understand their reputation at work and what should they keep, stop or start doing in order to get the success they want.

## People skills for Managers

- Interviewing Skills **for middle and line managers**
- Performance Management **for middle and line managers**
- Coaching Skills **for middle and line managers**
- Emotional Intelligence **for middle and line managers, high potentials**
- Management Focus **for middle and line managers**
- Leadership Derailment **for middle managers, line managers and business leader**
- Team Development **for teams**
- How to Lead Millennials: a research based development program for leaders **for middle managers, line managers and business leader**

## Programs for HR Professionals

- Selection Tools
- Assessment Centers
- Hogan Assessment workshop

## Interviewing Skills

We know that for most of the managers, selection can be a real challenge. Choosing the right candidate, with the right knowledge, skills, behaviors and values is critical for teams and organizations success. Adding to this the fact that the cost of a failed selection is up to 150% of a candidate annual salary (Hogan Assessments Systems studies), we believe that right staffing is crucial for business performance.

### Objective of the Program:

At the end of the program, participants will be able to correctly assess candidates' competencies and behaviors against the job profile, as well as the cultural fit, by conducting efficient interviews.

### Overview of the Program Content:

During our intensive 1 day program, we will cover the following topics:

- The Interviewing process
  - Understand the role of the interview
  - Constructing the job profile: predictors for success
  - Understanding competencies
  - Behavioral based interviewing technique
  - How to ask relevant questions
    - Types of questions
    - How to avoid errors when interviewing
  - The structure of the interview: plan, conduct, assess
  - Guidelines for conducting efficient interviews
  
- The interviewer skills: opening, interviewing, closing
  - Building rapport
  - Questioning techniques
  - Active listening and observing
  - Taking notes
  - Assessing the candidates

## Performance Management

Collecting evidence (from 2010 up to 2015) from a large database of 360 feedback surveys of 5,400 upper-level managers from the US, Europe, Latin America, and Asia-Pacific, consulting companies Kaiser Leadership Solutions and Hogan Assessments Systems found out that 46% of managers were rated “too little” on the item: “Holds people accountable and is firm when they don’t deliver.”

Remarkably, the result holds up no matter how you slice the data, by ratings from bosses, peers, or even subordinates. It holds up for C-level executives compared to directors and middle managers. It is about the same in different cultures too; although *accountability* is a bit more common in some countries than others, it is still the most neglected behavior within every region studied.

Good managers set and agree with their direct reports clear performance objectives and behaviors critical for success, they keep people accountable, offer timely honest feedback, praise and reward achievements.

### Objective of the Program:

At the end of the program participants will have a common understanding on performance management, will know how to use behavioral competencies as well as professional/technical competencies, will use correctly the performance management process with their teams.

### Overview of the Program Content:

During this 1 day program, we will cover the following topics:

- The objectives of the Performance Management process
- Performance criteria:
  - Goals settings and Key Performance Indicators
  - Behavioral Competencies
- How to collect performance evidences (facts files)
- How to conduct efficient Performance Appraisal Interview
- How to offer feedback that works
- How to address difficult topics and keep people accountable
- Common subjective errors to avoid in performance appraisal
- How to create straightforward individual development plans

## Coaching Skills

One difference between a manager who gains commitment and engagement from employees and one who only gets compliance, is the ability to coach. The most effective managers are able to facilitate and grow the performance of the team, rather than supervising it.

### Objective of the Program:

At the end of the program, participants will be able to apply a set of coaching tools in their day to day managerial activity. The program brings insights on a practical, simple coaching process. It is built on objectives, needs and situations of the participants. 80% of the program uses experiential learning.

### Overview of the Program Content:

During this 1 day program, participants will:

- Practice coaching abilities:
  - Listening and asking questions
  - Reflection with accuracy
  - Summarizing
  - Giving and receiving feedback for development
  
- Enhance coaching techniques in order to:
  - Align individual and team goals
  - Create efficient relationship with their employees
  - Boost performance
  - Inspire, engage, motivate and empower people
  - Eliminate barriers to success

## Emotional Intelligence

*"To be a successful leader in today's business environment, you need to use your head, demonstrate heart, and act with guts". (David L. Dotlich, Peter C. Cairo, and Stephen H. Rhinesmith, Head, Heart and Guts)*

Who wouldn't want a higher level of emotional intelligence? Studies have shown that a high emotional quotient (or EQ) boosts career success, entrepreneurial potential, leadership talent, health, relationship satisfaction, humor, and happiness. Fortunately, whereas IQ is very hard to change, EQ can increase with deliberate practice and training.

### Objective of the Program:

At the end of the program, participants will develop the ability to identify and efficiently manage their own and others' emotions, which will enhance their leadership and teamwork abilities such as: building and maintaining efficient relationships, focusing on the morale and well-being of their staff, delivering constructive feedback, communicating clearly and keeping their team members accountable.

### Overview of the Program Content:

During this workshop, participants will:

- Get awareness on their emotional intelligence profile, based on a predictive assessment: Hogan [EQ profile](#)
- Get clarity and commitment on what specific competencies they need to develop (personal development plan)
- Develop progressively 6 emotional intelligence competencies that predict success:
  - Understand own emotions (**Awareness**)
  - Be aware of others' emotions (**Detection**)
  - Maintain positive emotional states (**Regulation**)
  - Influence others' moods, thoughts and behaviors (**Influence**)
  - Communicate efficiency desired emotional states (**Expression**)
  - Understand other people (**Empathy**)

## Manager Focus

According to Hogan Assessments Systems studies, over the past 30 years, in more than 40 countries, in all continents, only 30% of current high performers could step into a leadership role and most employees would have trouble at the next level if not properly equipped with self-awareness and clarity about behavioral competencies needed.

### Objective of the Program:

The program is dedicated especially for newly appointed managers. At the end of the program, participants will get strategic self-awareness on their strengths, motivational drivers and development opportunities in order to maximize their effectiveness as managers.

### Overview of the Program Content:

During this 1 day program, participants will:

- Get awareness on their management style, based on their individual profile: Hogan [Management Focus](#)
- Get clarity and commitment on what specific managerial competencies they need to develop (personal development plan)
- Understand the implications of each of the 6 management styles on team results and climate
- Enhance the overall managerial effectiveness by understanding and practicing necessary behaviors in order to move to the next level

## Leadership Derailment

Leadership matters. Organizations depend on leaders to make important decisions, manage change and set strategic vision. When competent leadership prevails, people and companies prosper. Bad leadership is almost always accompanied by disengaged workers, corporate corruption, and, eventually, business failure.

### Objective of the Program:

At the end of the program, participants will understand more about who they are and how they lead, will get valuable practical information and personal strategic self-awareness about what makes it or breaks it in leadership and will gain strategies to remove behavioral derailleurs that might interfere with their ability to build a cohesive and high-performing team.

### Overview of the Program Content:

During this 1 day program, we will cover the following topics:

- Understand the relationship between personality and leadership
- Get awareness on their counterproductive behaviors, based on the individual leadership challenge profile: Hogan [Insight Profile](#)
- Get clarity and commitment on what specific managerial competencies they need to develop (personal development plan)
- Understand what are the 11 leadership behaviors that negatively impact employee engagement and business performance
- Identify and practice new behavioral strategies to remove personal leadership derailleurs
- Understand and learn how to manage difficult personalities based on the 11 counterproductive behavioral patterns

## Team Discovery

At least 48% of the organizations use teamwork in order to achieve strategic objectives. Over 50% of the employees spend at least 30% of their daily time working in teams.

The reality proves that only 50% of the teams are efficient. And the ones who are, have a „secret ingredient“: besides the technical skills required, they are deeply aware about the manner they are functioning as a whole and not as a group of individuals.

### Objective of the Program:

At the end of the program participants will get knowledge and strategic self-awareness about their team's strengths, values and counterproductive tendencies which impact their engagement and performance.

Based on The Hogan Team Report (an online team assessment each member will complete prior to the program), they will understand the psychological roles that emerge in their team, their team's derailers and culture.

### Overview of the Program Content:

During this 1 day program, participants will:

- Identify the team's skill mix, strengths and areas of development
- Understand how the psychological roles are distributed within the team and the impact on engagement and productivity
- Understand the team culture and how it shapes the team behavior
- Acknowledge potential team fracture lines
- Discover why some individuals get along while others do not, and what to do about it
- Get aligned with the whole team on the vision, strategic objectives, future challenges, required behaviors and values
- Become aware of team resources and barriers
- Commit together on a common action plan

## **How to Lead Millennials: a research based development program for leaders**

91% from the digital generation members expect to stay with a company for an average of less than 3 years, comparing to generation x members' who expect to stay for an average of 5 years. More and more companies, large and medium, are striving to attract, retain and motivate young professionals. Leaders often wonder how to effectively interact with digital generation, how to understand them, motivate, grow and keep them happy and performant.

This workshop is research base, and takes into consideration data from a sample of more 1000 young working adults from digital generation, assessed with personality suit Hogan Assessments.

### **Objective of the Program:**

At the end of the program, participants will be able to:

- understand the generations differences in terms of values, drivers, motivators, day to day behaviors at work and behaviors under pressure
- understand leadership styles and the impact on millennial team engagement
- gain insights on how to lead millennials in an efficient way

### **Overview of the Program Content:**

Pre-work to the workshop: personal leadership profiles assessment with Hogan tools and 1:1 coaching session

During the 1 day seminar, participants will cover:

- Leadership and Engagement
- What is leadership
- Personality and leadership
- Leadership and employee engagement
- General facts about why people stay or leave companies
- Engagement and employee performance: what drives performance
- Understanding Millennials

- My first manager: practical exercise
- Generation profile: what drives millennials, what are their working styles and what is their "dark side" of behavior
- How do we act as managers of millennial teams: people management activities crafted on millennials?
- Feedback delivery
- Performance Management
- Project/task assignment
- Case study on how to lead millennials
- Conclusions and wrap up

## Programs for HR Professionals

### Selection Tools for HR Professionals

Choosing the right candidate, with the right knowledge, skills, behaviors and values is critical for teams and organizations success. Adding to this the fact that the cost of a failed selection is up to 150% of a candidate annual salary (Hogan Assessments Systems studies), we believe that right staffing is crucial for business performance.

#### Objective of the Program:

At the end of the program, participants will be able to correctly assess candidates' competencies and behaviors against different job profiles, as well as the cultural fit, by conducting efficient interviews. They will learn how to conduct a behavioral competency based interview and how to use psychometrics to predict job success and decrease turnover.

#### Overview of the Program Content:

During this 2 days' program, we will cover the following topics:

- Recruitment vs Selection: techniques and challenges
- The importance of good selection

- Selection process:
  - Job profiling
    - Predicting success by using Hogan Job Evaluation Tool
    - How to run subject matter expert's committees to agree upon what predicts success in the role in a specific organization: practical exercise
    - Behavioral competencies: the KSAO model and practical exercise
- The Interviewing process
  - Understand the role of the interview and interviewer
  - Behavioral based interviewing technique (video watching and debrief on small groups)
  - How to ask relevant questions
    - Types of questions: does and don'ts
    - How to avoid subjective errors when interviewing (similar to me effect, generalization, contrast effect, horn and halo effect)
  - The structure of the interview: plan, conduct, assess
  - Guidelines for conducting efficient interviews
- The interviewer skills toolbox: opening, interviewing, closing
  - Building rapport
  - Questioning techniques
  - Active listening and observing
  - Taking notes
  - Assessing the candidates
  - Role play and peer coaching
- Using other tools in selection
  - Types of tools (AC, psychometrics, job simulation, SJT etc.): analysis of predictive validity and candidates experience
  - What matters when we chose a screening and selection tool?
  - How can we measure ROI in selection?
- Conclusions and handling diplomas

## Assessment Centers for HR Professionals

This program is an introduction to what assessment and development centers mean and how you could design and successfully implement it.

### Objective of the Program:

At the end of the program, participants will be able to understand the content of an assessment center program, to gain a better insight into the methodology and best practices.

### Overview of the Program Content:

During this 1 day program, we will cover the following topics:

- The importance of using multiple methods in selection
- Competency model:
  - Job Evaluation Tool: Section V: Job competencies
  - Identify and define competencies in behavioral terms
- Assessment center exercises:
  - Group Meeting exercises with assigned or non–assigned roles
  - Role Plays
  - In-tray exercises
  - Facts finding exercises
  - Business Presentation
  - Personality assessments
  - Competencies based Interview
- Skills for assessors
  - Observing behaviors
  - Taking notes
  - Classifying behaviors into competencies
  - Assessing candidates: avoiding subjective errors
  - Writing accurate reports
  - Offering feedback

## **Hogan Assessments Certification Fundamentals**

The two day Hogan Assessments Certification methodology workshop provides a deep understanding of the Hogan tools and how they can make more efficient the Talent Management processes.

Hogan Assessments tools are approved by the Romanian Psychology Collegium. This workshop will challenge the way you think about human nature, leadership and performance. Join us to find out why over two-thirds of Fortune 100 companies are Hogan Certified!

### **Objective of the Program:**

At the end of the program, the participants will be qualified to use the Hogan instruments in a range of organisational settings including recruitment and induction, individual assessments, coaching and feedback and building high performing teams.

### **Overview of the Program Content:**

During the program, we will cover the following topics:

- The role of personality in selection and development programs
- Understanding of all three Hogan instruments: HPI, HDS, MVPI
- Detailed interpretation of the Hogan profiles
- Interpretation of correlations between the three instruments (HPI, HDS, MVPI)
- Hogan Assessments suite integration in Talent Management process
- Techniques for providing feedback and recommendations for development

The participants will have:

- Individual Hogan Leadership Reports
- Feedback session with a consultant from Hart Consulting
- Hogan Technical Manuals, example reports, brochures and research articles
- Post-certification permanent support for difficult profiles interpretation
- Access to Hogan Elite Club community, a platform for continuous knowledge sharing and best practices