

360 Potential

**Discover the untapped internal potential
of your organization.**

Information material

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**In this information sheet, we would like to give you
the comprehensive overview of the 360 Potential survey.**

01 BUSINESS CONTEXT

Successful and sustainably competitive organisations systematically seek new answers to the following questions:

Are we making full use of the knowledge and skills of our colleagues?

Organisations with a high degree of empowerment and autonomy enable their employees to make full use of their talents and skills, which directly contributes to greater innovation and efficiency in work processes.

Are we fully exploiting the innovative potential of our organisation?

Innovation is the cornerstone of sustainable success. Organisations that develop a culture of creativity and experimentation are more adaptable and respond faster to market changes.

Do we have a modern organisational culture?

Organisational culture is the engine of success of any organisation. The key is to ensure that the values and norms of the organisation are truly embedded in all aspects of its operations.

Do our colleagues perceive the work environment as "psychologically" safe?

A psychologically / even physically / safe working environment is the basis for productivity and employee satisfaction. This not only improves the working atmosphere, but also reduces absences due to illness and increases the loyalty and commitment of colleagues.

Do we have a well-established, positive employer brand?

Employer reputation is a key factor in attracting and retaining top talent. Organizations that are recognized as excellent employers can more easily attract the best talent, which directly affects their long-term competitiveness and performance in the market.

Are our colleagues engaged and have a good experience with our organisation?

Employee engagement and satisfaction are key to the long-term success of any organisation. Organisations that invest in the development of their employees, nurture their well-being, and encourage open communication create an environment where employees are motivated, engaged, and loyal.

Are we improving our work processes?

Organisational efficiency is key to achieving optimal success. Organisations that focus on continuous improvement of work processes, manage resources rationally, and continuously evaluate their performance ensure long-term growth and competitiveness in the marketplace.

Does our organisation respond quickly to change?

In today's fast-paced and dynamic business environment, agility is key to longterm success. Organisations that adapt quickly to market changes not only anticipate new trends but also implement them effectively in their business models.

Do our colleagues work well together / with each other?

A culture of collaboration and teamwork that transcends organisational silos is key to generating new ideas and overcoming the limitations of our own thinking. Organisations that foster this type of collaboration build strong team alliances, which contribute to greater efficiency and innovation.

We provide you with the answers to all these questions using our unique 360Potential methodology.

360Potential is an innovative tool designed to provide a comprehensive assessment of the internal potential and the development of an organisation's culture.

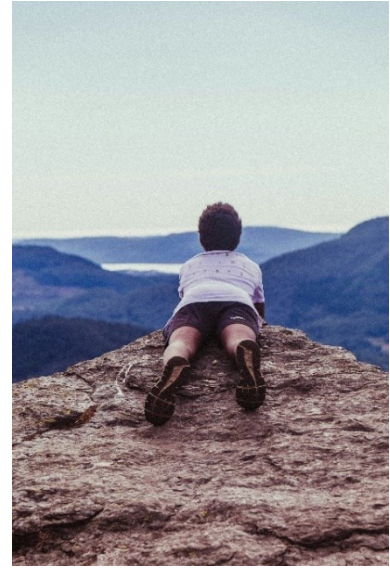
It enables an in-depth analysis of the important internal factors that are hindering or strengthening the internal potential of your organization.

02 INTERNAL POTENTIAL OF THE ORGANIZATION

What is the internal potential of the organization?

An organisation's internal potential refers to its latent capabilities, capacities, and resources that can be harnessed to improve its performance, efficiency, and competitiveness.

An organisation's internal potential is unique and varies from one organisation to another. Successful organisations recognize their internal potential (especially the untapped potential) and actively and systematically develop or use it in a planned way to achieve their goals.



It consists mainly of:

- 1. Knowledge and skills:** an organisation can harness its internal potential by systematically educating and training its employees to develop new skills and knowledge, which are needed to achieve its objectives and to operate successfully in an increasingly changing business and social environment.
- 2. Leadership:** successful leadership plays a key role in fostering the internal potential of the organisation. Leaders are responsible for guiding, developing, and motivating employees and setting (or co-creating) clear objectives and goals.
- 3. Innovation:** fostering innovation and creating an environment that encourages »out of the box thinking« is key to unlocking the internal potential of the organization.
- 4. Processes and technology:** efficient and optimised processes and appropriate technology can help to further strengthen internal potential by enabling (even) better organisation of work and services, as well as the use of the capabilities offered by advanced digital technologies.
- 5. Organisational culture:** the internal potential of an organization is closely linked to its culture. A positive culture fosters innovation, collaboration, accountability, and high performance.

It is about everything that an organisation already has or can develop to achieve its objectives and realize its mission and vision.

What is the link between organisational culture and its internal potential?

The organisational culture based on modern guidelines and relevant values creates an environment in which the internal potential of the organisation can be optimally developed and expressed.

Organisational culture directly influences its internal potential by shaping the way colleagues communicate, collaborate, co-create, and respond to challenges. Organisations where learning and continuous development are encouraged enable colleagues to acquire new knowledge and skills, which enhances their personal and professional/business potential.

Leaders who value creativity and innovation encourage colleagues to think outside the box, which is key to discovering and harnessing the organization's internal potential for innovation and improvement.

An organisational culture based on collaboration, accountability, and high-performance standards encourages colleagues to make the most of their abilities and resources. Such a culture tends to develop supportive environments where colleagues feel safe, empowered, and motivated to contribute their best ideas and solutions.

Modern trends in organisational culture, such as flexibility, transparency, and openness to change, further strengthen the internal potential of the organisation. In such an environment, colleagues are more willing to take on new challenges and work together to find innovative solutions.

In this way, the organisational culture and the internal potential of the organisation work in synergy, enabling sustainable development, process improvement, and long-term success.



What does 360Potential measure?



1 Customer Centricity

This part of the survey measures how well an organisation understands and meets the needs of its customers, improving customer satisfaction, engagement, and experience. An organisational culture with a strong customer focus is characterized by placing customers at the centre of thinking and action. Solutions are developed in cocreation with them and are constantly adapted to customer needs.

2. Digital Technological Maturity

This part of the research focuses on assessing an organisation's ability to effectively use digital technology (capability) to improve business processes and respond agilely to increasingly changing and more individualised market demands. Decisions in digitally mature organisations are made on the basis of comprehensive data. In technologically mature organisations, there is an openness to new technologies. Digital technologies are used extensively within the company to plan, implement, and optimise work processes and results, as well as to innovate the company's business models.

3. Leadership

This part of the survey looks at the effectiveness of the organisation's leadership in setting direction, motivating colleagues, and promoting and managing change. The key issue is how leaders at different levels inspire teams to achieve organisational goals. In a modern organisational culture, leaders at all levels focus heavily on providing autonomy and empowerment to their colleagues, as well as on mentoring them appropriately and developing their career and personal development. Leaders trust their colleagues, which strengthens their commitment to the company and their loyalty.

A healthy organisational culture is not the result of chance. It is often shaped and nurtured by leaders who actively dedicate themselves to improving the culture and consistently and deliberately work on its development.

4. Organizational Culture Alignment

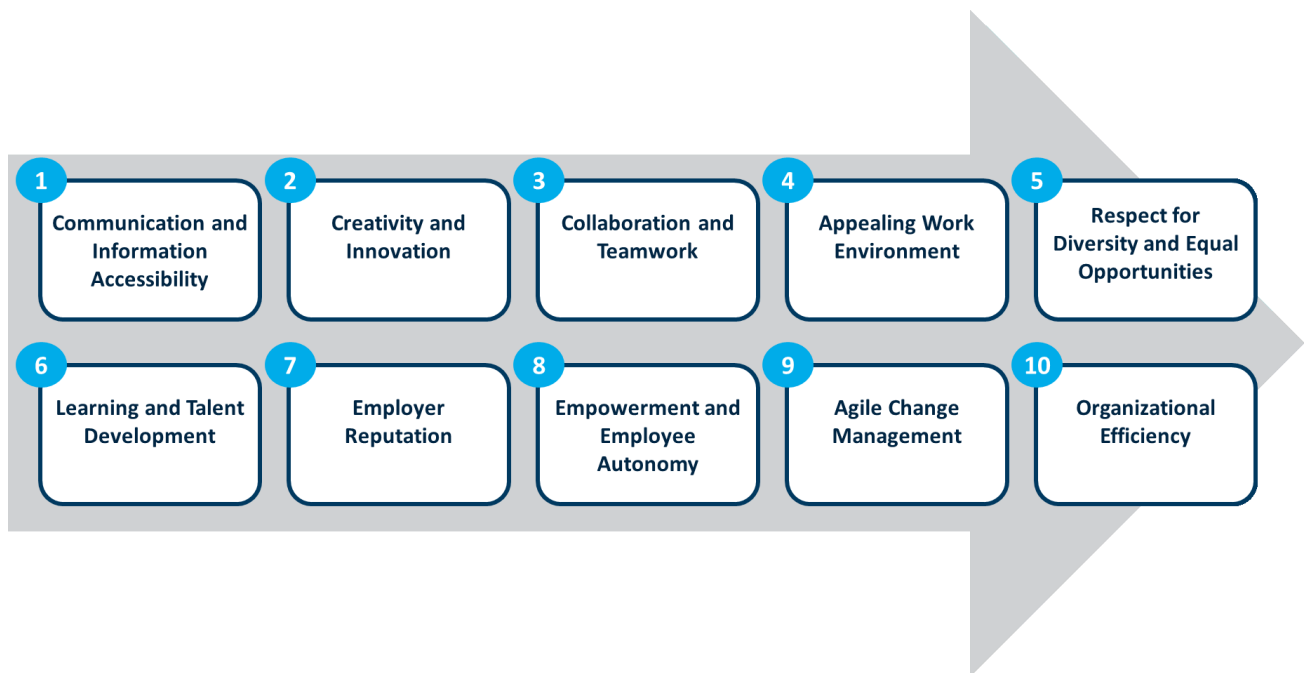
In this section, we examine how colleagues perceive the alignment between organisational practices, policies, and desired values on the one hand, and the desired culture of the organisation on the other. This provides an understanding of whether organisational norms and values are truly embedded in day-to-day operations and how this affects the overall performance and engagement of colleagues.

5. Cultural Potential

It is important to stress that there is no universal, i.e., "right" culture. Each organisation has its own unique culture shaped by its history, values, and goals for the future. Organisational culture is a kind of internal engine that shapes the way an organisation thinks and acts and thus influences performance in different areas. It is therefore important to understand what its potential is and what might be holding it back.

The analysis of cultural potential includes 10 dimensions of cultural potential

10 dimensions of Cultural potential



1. Communication and Information Accessibility

Organisations with clear and agile communication ensure that information is accessible to all colleagues in a timely and easy way. The focus is on transparency and open communication channels that encourage a regular exchange of ideas and responsive problem-solving at all levels.

2. Creativity and Innovation

Organisations with a strong focus on innovation see their further development and the development of their employees as key factors for sustainable success. They create an environment that encourages creativity, experimentation, and openness to new ideas. Failures are accepted as part of the development process and an important learning process.

3. Collaboration and Teamwork

Organisations that develop a culture of collaboration and team cohesion encourage collaboration across organisational silos and across organisational boundaries. Collaborators support each other to develop new synergies and go beyond their (limited) own thinking. Team spirit and openness are core values of modern and sustainably successful organisations.

4. Appealing Work Environment

Creating a safe physical and psychological environment and enhancing safety at work are central elements that contribute to a better working atmosphere as well as a better experience of employees with the organization. Such an environment improves productivity, reduces sickness absenteeism, and increases the satisfaction and engagement of colleagues, which in turn contributes to greater loyalty and fosters innovation.

5. Respect for Diversity and Equal Opportunities

Inclusive organisations actively promote diversity in the workplace and ensure equal opportunities for all colleagues. This includes policies and practices that prevent discrimination and promote fairness in employment, promotion, and development, regardless of race, gender, age, religion, or other differences.

6. Learning and Talent Development

Organisations that prioritize talent development invest in systematic training and education of their employees. The focus is on developing skills that are key to the organisation's current and future needs, with the aim that employees develop together with the organization and maintain their competitiveness in the labor market.

7. Employer Reputation

An employer's reputation is built on the perception of how the organisation treats its employees and how it functions in the wider community. Organisations that are recognized as excellent employers are more likely than others to attract top talent and retain high-quality employees, which has a direct impact on their (long-term) success.

8. Empowerment and Employee Autonomy

Modern organisations allow a high degree of autonomy for employees, encouraging self-initiative and responsibility for their own work tasks. This fosters commitment and innovation, as colleagues feel a greater sense of responsibility and ability to influence their work and their work environment.

9. Agile Change Management

Agile organisations rely on dynamic thinking and proactive action. They are characterized by a willingness to adapt quickly to changing situations or to anticipate and respond to trends and changes in an agile way. New approaches are quickly adopted, analyzed, and implemented.

10. Organizational Efficiency

Organizational efficiency is key to achieving optimal results, which includes continuous improvement of work processes, clearly defined tasks, good resource management, and continuous performance evaluation. Efficiency is often linked to streamlining operations, improving processes, and reducing unnecessary costs, leading to a leaner and more responsive organisation.

With 360Potential, we carry out quantitative data collection, including surveys of your employees, risk analysis, and a comprehensive report with suggestions for measures to develop your internal potential.

360Potential measurement methodology

360Potential is based on the collection of data through anonymous surveys completed online by colleagues, allowing them to express their opinions on different aspects of the work environment without fear of repercussions.

Measurement procedure

- 1. Identifying participants:** The measurement involves a wide range of colleagues at all levels of the organisation, from senior management to new recruits. This ensures that the tool captures a variety of perspectives and opinions that reflect the true (or as realistic as possible) state of organisational culture and internal potential. At the start, we also prepare a comprehensive communication plan to ensure maximum responsiveness through appropriate communication.
- 2. Distribution of surveys:** Surveys are distributed electronically via an internal web platform that allows easy access for all staff involved. The surveys are designed to be short but rich in content, with the aim of minimising the time needed to complete them while maximising the quality of the data obtained.
- 3. Data collection:** Data is collected anonymously, allowing colleagues to express their views honestly without fear of repercussions. This helps to provide more accurate answers.
- 4. Data processing:** Once data collection is complete, it is processed using advanced statistical techniques. The analysis includes quantitative and qualitative methods to identify key patterns, trends, and anomalies.



Figure 1: Example of key dimensions of an organisation's internal potential.

Analysis of results

The results are processed using advanced data processing algorithms that identify the state of your internal potential, trends, and areas that require development measures to systematically strengthen the internal potential of your organisation.

Analysing the results allows the organisation to understand its current situation and plan future strategies and development steps.

1. Data interpretation:

Data analysis specialists review the results to understand the underlying causes of certain patterns. For example, low levels of engagement in a particular department may indicate a need to improve leadership practices or communication channels.

2. Report on the findings:

A detailed report is produced containing analyses and recommendations. The report includes visual representations of the data, such as graphs and charts, that make it easier to understand the results.

3. Improvement strategies:

Based on the analysis, specific improvement strategies and activities are developed. These strategies and/or activities are tailored to the specific needs of the organisation and focus on key areas such as improving communication, increasing employee engagement, or fostering innovation.



Figure 2: Example of key challenges and barriers to building a modern organisational culture.

What do you get?

A systematic 360Potential analysis provides you with a comprehensive insight, and the results make it easier for you to develop strategic objectives and action plans to develop your organisation's internal potential.

Analysis



A comprehensive analysis of your organization's internal potential.

Report



An analytical report that shows trends across individual measured categories.

Insights into Challenges



Insight into the elements that hinder the development of a modern (desired) organizational culture.

Benchmark



A comparison of general internal potential indices with the **Slovenian average**.

Actions



Proposals for actions to enhance your organization's potential.

Expert support



Comprehensive expert support from experienced consultants during the implementation of changes.

Understanding the cultural potential enables the organisation to effectively adapt its strategies and maintain its competitive advantage in the long term.

What happens after the survey?



Following the survey, we can assist you with:

1. Developing the right strategy for developing your inner potential.
2. Developing a modern styles of leadership.
3. Identifying and developing your key talents and potentials.
4. Developing advanced succession systems.
5. Establishing leaner and more agile processes (systems).
6. Developing a great employer brand.
7. Enhancing the engagement, flow and good experience of your colleagues (so called Ex – Employee Experience)

More than 20 experienced consultants work in our partner network

More: [Partner Network](#)

04 WHY CHOOSE 360POTENTIAL?



1

The results obtained from the 360Potential tool provide management with an in-depth insight into internal strengths and areas for improvement.

2

Based on these results, organisations can design strategies and development actions to improve the internal environment, enhance organisational potential, and develop and strengthen the goal/desired organisational culture.

Who is the 360Potential survey for?

Management

For executives and other senior managers, understanding your organisation's internal potential is key to strategic planning and decision-making. 360Potential research enables you to accurately identify and understand the risks in your organisation's internal environment, which can help you design more effective strategies for your organisation's growth, development, and sustainable performance.

HR experts

For HR professionals, the survey can help you better understand the dynamics (thinking and acting) of your colleagues and their perception of the quality of the work environment. This allows you to design accurate and even more comprehensive training and development programmes for your colleagues and to design appropriate measures to improve your internal environment and the engagement of your colleagues.

Development and innovation teams

The 360Potential survey is also of great value to teams focusing on process optimisation and quality. The results can help you identify areas where processes can be improved, optimised, and/or automated, leading to better efficiency and cost reduction. Understanding the internal potential can also stimulate innovation and improve the performance of development projects.

Why measure the internal potential of your organization?

In the conditions of a dynamic and turbulent business environment, delaying the development of internal potential brings high business risks.

1. Inability to timely adjust to market changes

This could lead to missing key opportunities for growth and innovation, or failing to develop business models that would ensure high competitiveness and sustainable success.

2. Reduced productivity and efficiency

Old, outdated, or inflexible organisational cultures can lead to slow responses to market changes, inadequate management of organisational resources, and inefficient work processes.

3. Lack of innovation

This can lead to outdated products or services that do not meet the needs or expectations of modern (and increasingly demanding) consumers.

4. Reputational risks

A negative or toxic organisational culture can cause damage to the (long-term) reputation of the organization.

5. Low staff engagement and satisfaction

This can lead to higher turnover, less cooperation, and a lack of initiative at work, further reducing productivity and innovation.

Programme providers

The 360Potential benchmarking methodology was developed in cooperation with the consultancy companies Resultant d.o.o. and Energos d.o.o. and Professor Dr. Miha Škerlavaj.

Our focus is on discovering and developing potential and developing modern business and HR solutions that help our clients build efficient processes and increase organisational performance.

We are committed to bringing modern management and HR good practices / solutions to your organisation.

Our standards of professional ethics

- We only accept projects that are in line with our competences, experience, skills, and professional standards.
- We deliver on the commitments we make to our clients - we do what we say we will do.
- Before carrying out a consultancy project, we always discuss the objectives and scope in detail with you, defining the consultancy plan and the financial investment.
- All information about clients, companies, or organisations (business strategy, internal relationships, challenges, etc.) that is entrusted to us and/or obtained during the duration of our consultancy projects is treated in accordance with the highest standards of confidentiality.
- We act and advise by proposing solutions/decisions/actions that are in the best interests of the client or company.
- Our consulting solutions are based on integrity, competence, objectivity, and professionalism.

We are happy to help you with any further information.

Our team

Roman Klarič / Resultant - Advises management and leadership in companies on the design of modern HR processes. He works as a strategic consultant and individual coach. In his work, he focuses particularly on the talent development process and succession planning systems.

Janez Žezlina / Energos - With more than 20 years of business experience as a manager, trainer, and coach, Janez advises senior managers and leaders on all levels on strategic business revitalization, strategic HR management and the development of their leadership and personal potential.

Primož Bitenc / Resultant - As an expert on organizational climate and culture, he advises companies in both the public and private sectors on the transformation of organizational culture and advanced HR processes.

Dobran Juričan / Energos - Since 2004, he has been advising companies on improvement implementation and working as a crisis manager. He has led or co-led over ten company transformation projects and process optimization efforts, conducted business performance analyses (Due Diligence), and overseen business recovery projects.

Enej Klarič / Resultant - In our team, he is responsible for communication with clients and our consultants, assisting in the preparation of analyses, and working as an assistant in workshops and processes for assessing potential and competencies.

Dr. Miha Škerlavaj - He is a full professor of management at the Faculty of Economics in Ljubljana and an adjunct professor of leadership and organizational behavior at BI Norwegian Business School. He is a valued lecturer, workshop moderator, and award-winning researcher with publications in prestigious international scientific journals.

You can get to know us in more detail at the following links:

www.tikon.mk

06 OUR REFERENCES

Over the last 10 years, we have carried out over 200 different projects and worked with more than 100 organisations.

**We have developed excellent relationships with our clients.
We would like to thank everyone for their trust and cooperation.**

Among others they trust us

- ZAVAROVALNIŠKA SKUPINA SAVA
- HIT
- DARS
- LUKA KOPER
- MOL SLOVENIJA
- SIJ GROUP
- HOLDING SLOVENSKIH ELEKTRARN
- SKUPINA PETROL
- STEKLARNA HRASTNIK
- POŠTA SLOVENIJE
- BANKA SLOVENIJE
- DOMEL
- UKC LJUBLJANA
- GORENJE
- ELEKTRO MARIBOR
- SID BANKA
- ISKRA EMECO
- ADRIA MOBIL
- PODGORJE
- ADRIA DOM
- JELOVICA HIŠE
- FRAPORT SLOVENIJA
- M SORA
- BSH
- ALPLES
- REGIA GROUP
- NOMAGO
- STYRIA / MOJE DELO
- SCHENKER DB SLOVENIJA
- ELEKTRO ENERGIJA
- ENERGIJA PLUS
- ARCELOR MITTAL
- INŠTITUT ZA JAVNO UPRAVO
- BRINOX
- IMP PROMONT
- ERSTE GROUP IMMORANT
- RAIFFEISEN LEASING
- MONTER
- DOMPLAN

Thank you for your attention.

We are always at your disposal for further information. Call us.

TIKON

RESULTANT
Ustvarjamo rezultate