



Development programs 2024/2025

Long-term programs: Leadership, resilience & well-being academies

Development programs: Leadership, resilience, energy-management & well-being

Ethics development programs: 3C - congruence, consistency, cohesion

**forv/s
mazars**

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Introduction

Courses overview

Forvis Mazars development programs focus on development, leadership, ethics, resilience and well-being of individuals, teams and companies. They can be completed by an individual or a group.



Introduction

Courses overview

What can you gain by completing our leadership, ethics, resilience & well-being development programs?

We live in a time that our generations cannot compare to any other. Every day brings us new challenges and problems. Many times we have to make decisions with a lack of information and under pressure. In such critical situations, it is extremely important to work on increasing your resilience, mental toughness, critical thinking, regulation of your emotionality, energy management, and at the same time – on building good relationships, which are crucial for your business.

In these times, not only individuals, but also teams and companies as a whole need to work on their leadership, resilience, energy-management and building good relationships. That is why employers, managers, directors and leaders should care about strengthening and building such competencies and skills of their employees. This is needed more than ever.

We simply must put people first. Employees must be the primary stakeholders, influenced by the concept of resilience and well-being to be able of:

- **Critical thinking;**
- **To regulate one's emotionality (especially in the sense of impulsivity);**
- **Work on one's energy-management;**
- **Persevere and follow things through to a successful end;**
- **Build good relationships based on trust;**
- **Build realistic optimism from within;**
- **Realize the power of values and congruence.**

All of the above can be measured. We call these points resilience competencies. Your personal “repertoire” of these competencies determines your RQ (resilience quotient). Just as our IQ can be measured, in recent years we have recognized the importance of EQ, the future will belong to our RQ. Our ability to handle stressful situations and build good relationships matters. Resilience and well-being are scientific concepts that are based on modern research in psychology, but also integrate the centuries-old wisdom of ancient philosophers – Socrates, the father of critical thinking and Aristotle, who roughly defined resilience and well-being by these words: “We become what we repeatedly do.”

Our mental health and the development of our ability to lead and manage stressful situations matter. Take the opportunity to familiarise yourself with our approach. Please, do not hesitate to contact me with any questions.

Thank you for your trust and I look forward to working with you.

Yours sincerely

Zuzana Čmelíková



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Long-term programs

Courses overview

These programs are designed to empower your future with essential skills for achieving sustainable success and personal growth.



Long-term programs

Resilience academy

Resilience is a scientific concept that looks at a person holistically, i.e. it examines us as a whole. It does not separate our functioning with regard to our different roles, work, or private life. It deals with the setting of our system as a whole, the main goal of which is to optimize performance, both in work and personal life.

Thanks to conscious work on our personal resilience, we can significantly improve our ability to:

- Manage stressful situations;
- Act in accordance with our personal, moral values;
- Effectively build and situationally “tune” your energy management in both the rest and recovery phases, in the four key pillars of resilience (physical, emotional, mental and spiritual/value);
- To optimize your performance at work and at home, while not losing our focus on what we consider the most important in life;
- Achieve the set goals

Online module 1: Resilience – how to start working on it

Resilience. What is it? Presentation of the concept of resilience and its potential for optimizing performance in work and personal life. Resilience competencies (self-awareness, self-regulation, realistic optimism, critical thinking, energy management, relationships, GRIT = your passion x perseverance). Practical techniques of “real-time resilience” (resilience here and now).

Energy management. Four pillars of resilience (physical, mental, emotional and spiritual) as a basis for effective energy management and building good relationships not only in difficult times.

Building personal resilience. Diagnostics of your RQ (resilience quotient). Before the webinar, all participants will be sent a link with an RQ test in an electronic version. In the webinar, we will provide feedback on the level of key competences of the resilience. The subject of the webinar will also be the training of techniques for building micro-resilient habits for the development of key resilience competencies.

Module duration: 4 hours

Online module 2: Self-leadership. Ethics. Resilience.

- **Energy-management** – follow-up.
- **Self-leadership & self-awareness.** Personal values. Vision. Goals. Potential.
- **Life timeline.** Learning from mistakes. Growth mindset.
- **Creating a personal resilience development plan.**

Module duration: 4 hours

3. On-line modul: Sebaregulácia. Kritické myslenie & realistický optimizmus

- **Self-regulation:** Test of triggers – training of techniques for better management of stress and own impulsivity. Case studies on training and regulating your emotionality.
- **Critical thinking** – why it is important to know the basics of causal analysis. How to learn to think critically? Practical advice, exercises, case studies.
- **Realistic optimism, mental flexibility and critical thinking** – working with the thought patterns and traps of our minds. Effective problem solving using causal analysis. Mental games.

Module duration: 4 hours

Online module 4: Energy management & persistence. Creating good relationships.

- **Resilience. Energy management. Optimal performance. Relationships.**
- **Optimal performance and endurance** – what is GRIT? Why is it important? How to work on the sustainability of optimal performance?
- **Our ability to create and foster good relationships is among the most important.** In this module, we will introduce you to a tool through which you can better grasp your own essence of your personality, recognize your strengths and weaknesses, as well as understand the essence of personality types through the most famous DISC personality typology.
- **persolog®** – Personality Factor Model / The Behavior Profile is a methodology based on personality types (DISC).

Module duration: 4 hours

Long-term programs

Leadership & resilience academy

Modern companies, in their efforts to transform themselves into responsible companies (Good Corporate Citizens), require more than just good management. For the implementation of innovations and the ability to manage constant changes, which should lead the company to the highest level of using its potential and efficiency, transformational leadership becomes a necessity (J.B. Ciulla, H. Hoivik, J. Burns, J. Kouzes, B. Posner, T. Wren, J. Krames).

Objective of the program:

We will not only analyze in detail the differences that distinguish managers and leaders (M. Armstrong, T. Stephens), but we will teach you to be more open to new possibilities. At the center of this approach there is moral imagination (P. Werhane). Through solving case studies, we will train the application of personal and active attitudes and clarify our value orientation and the ability to think critically even in difficult situations.

Training methods: Training methods: coaching, mentoring, RQ diagnostics, case studies, role-plays, training, creation of a personal development plan in the field of resilience.

Target group: company management

Module 1:

From manager to leader: Key competencies of an effective leader of the 21st century

Module duration: 4 hours

Module 2:

Self-leadership, ethics & resilience

Module duration: 4 hours

Module 3:

Creating a valuable corporate culture: Supporting the development of employee potential, building good relations and employee engagement.

Module duration: 4 hours

Module 4:

Teambuilding: Team and inter-team cooperation

Module duration: 4 hours

Long-term programs

Leadership & resilience academy

Module 1: From manager to leader – key competencies of an effective leader of the 21st century

The course is mainly focused on the training of key competencies and key skills of effective leaders leading to a higher level of critical thinking and moral imagination.

Goal of the training:

From manager to leader. Leadership & followership.

Key competencies for the development of our self-leadership – personal values, goals, visions, meaning, habits.

Training critical thinking and moral imagination: solving case studies.

My new habits – I am an effective leader.

Training methods: coaching, mentoring, case studies, role plays, training, creating a plan for new habits - I am an effective leader.

Module 2: Self-leadership, ethics and resilience

Goal of the training: the main goal of this training is to teach you to use specific methods and techniques that directly affect the development of your self-leadership and personal resilience, not only in the work but also in the private sphere, which will result in more effective use of your abilities, your energy, your time, creating relationships based on trust, developing your critical thinking, creativity and congruence. After completing the training, you will gain a new perspective on the possibilities of your overall setup, solving non-standard, problematic, burdensome and stressful situations. We will teach you how to develop your strengths, how to work with specific communication techniques, how to manage stress, prevent burnout and how to use critical thinking techniques based on the latest knowledge of positive psychology.

The training is mainly focused on the training of key competencies and key skills leading to higher resilience, mental toughness, performance, satisfaction and engagement.

- **Key competencies:** self-awareness, self-regulation, critical thinking, energy-management, creating good relationships, realistic optimism, persistence and seeing things through to a

successful end. Analysis of results - what are the strengths and weaknesses and how to work with them in order to communicate effectively.

- **Key skills:** effective definition and achievement of goals, positive thinking, thought patterns (thought – consequence), effective management of our energy, elimination of unproductive thinking, prejudices and ineffective patterns of our behavior (diagnosis, awareness, change), effective communication skills, critical thinking, mental games, effective praise, appreciation and feedback, empathic communication.

Main topics of the training:

Self-leadership, ethics and resilience. Mental resilience. Engagement.

Key competencies for the development of our self-leadership, ethical congruence and resilience (Self-awareness. Self-regulation. Critical thinking. Realistic optimism. Energy-management. Creating good relationships. Perseverance.).

Diagnostics of RQ (resilience quotient), providing feedback.

Training of specific techniques and methods of resilience – e.g. how to manage stress more effectively, how to better manage your emotionality, how to develop critical thinking in managers, etc.

Creating a personal resilience development plan.

Long-term programs

Leadership & resilience academy

Module 3: Creating a valuable corporate culture supporting the development of employee potential, building good relationships and employee engagement.

Leadership and company culture

The goal is:

- Justify why it is important for leaders to pay targeted attention to the formation of a desirable corporate culture. “A good corporate culture eats corporate strategy for dinner!” (Peter Drucker)
- The meaning and importance of good leadership and followership for the conscious creation of a desirable corporate culture.
- Presentation and implementation of a diagnostic tool for measuring the current and desirable state of corporate culture “OCAI” (Organizational Culture Assessment Instrument), which will enable the identification of real corporate values.
- Presentation of the entire process of forming a company culture – from the introductory workshop, through diagnosis of the company culture, data analysis, identification and subsequent clarification of company values, creation of a vision and mission, to the creation of a concrete strategy, in which the setting of an effective educational plan also plays an important role, in the heart which should be values training for all new hires and existing employees.
- To present specific case studies from the creation of a desirable corporate culture from domestic and foreign practice.

Main topics of the training:

Company culture – what it is and why it is important to pay targeted attention to its formation. Material and non-material artifacts of corporate culture.

Leadership and Followership. Presentation of the diagnostic tool for measuring the current and desired state of corporate culture “OCAI” (Organizational Culture Assessment Instrument). Discussion

Presentation of the entire process of forming corporate culture – from the initial management workshop, through diagnostics of corporate culture, data analysis, analysis of corporate documents, identification and subsequent clarification of corporate values, vision and mission, to the creation

of a concrete strategy, in which the setting of an effective educational plan, at the heart of which should be values training for all new and existing employees.

Case studies of the formation of a desirable corporate culture from domestic and foreign practice. Discussion.

Module 4: Teambuilding: Team and inter-team cooperation

Specification:

Experiential, developmental training and teambuilding aimed at improving communication and interactions at work – between teams, supporting inter-team emotion, better understanding of oneself and increasing work and personal motivation.

Methods:

Active self-work, teamwork, guided discussion, practical exercises, model communication.

The main goals of teambuilding from the participant's point of view:

- I will realize **how I affect the people** around me, what are my values and goals in life.
- I will experience deep experiential self-knowledge based on my own insight as well as valuable feedback from others.
- I will practice “**empathic understanding**”.
- I will learn to build **trust and a positive atmosphere** in the team.
- I will strengthen my own work motivation and learn to create **good relationships**.
- I will improve in strengthening **cooperation and focusing on the result**.
- I will learn what are the **necessary conditions for creating healthy relationships**.

Long-term programs

Women leadership & resilience academy

You ask yourself questions: What is “women leadership”? Is it different from the male one? How? Is it even important? What makes female leadership special? Can we learn leadership or must it be an inborn talent?

If yes, then the answer to your questions is to participate in this development program, which consists of four modules:

- Module 1: “Women leadership” and emotional intelligence.
- Module 2: “Self-leadership”, ethics and resilience.
- Module 3: Creating a desirable company culture supporting the development of employees and the company (OCAI methodology).
- Module 4: “Stakeholder management” and building good relations through methodology persolog® Personality Factor Model.

Target group: company management

Training methods: video training, coaching, mentoring, RQ diagnostics, role-playing games, training, case studies, creation of a personal development plan in the field of “women leadership & resilience”, persolog® diagnostics.

Module 1: Women leadership & emotional intelligence

Goal of the training:

The aim of this module is to teach you what leadership styles exist, what leadership archetypes we carry within ourselves, which styles suit you best as women. We will go through the timeline from history to the present regarding the position of women in society. You will find out if you also possess the “powers of a leader” and if you know how to work with them. Together we will reveal your style as well as your “leader traps”.

The training is mainly aimed at getting to know the qualities and advantages of women leadership, its key attributes, learning and finding one’s own style of leading people, which will contribute to the effective building of high-quality and solid relationships in the workplace.

- **Key competences:** self-knowledge/self-awareness, self-regulation, communication, cooperation, causal analysis and critical thinking,

building good relationships, responsibility.

- **Key skills:** effective definition and achievement of goals, growth mindset, ability to motivate and inspire, objective assessment, empathy, trust, emotional intelligence.

Main topics of the training:

Women leadership. Historical position of women in society. What is leadership and how important is it? A cross-section of leadership theories from the past to the present.

The personality of the leader. Mindset. Prejudice against women leadership (“glass ceiling syndrome”, “sticky floors”, double standard...). Comparison of the male and female principle. The difference between a manager and a leader.

Emotional intelligence in relation to leadership.

Leader and followers. Types of leadership - practical examples.

Leader archetypes. Traps of a leader.

Module 2: Self-leadership, ethics and resilience

Goal of the training:

The main goal of this module is to teach you to use specific methods and techniques that directly affect the development of your self-leadership and personal resilience – not only in the work area, but also in the private area, which will result in a more effective use of your abilities and your energy, your time, creating relationships based on trust, developing your critical thinking, creativity and congruence. After completing the training, you will gain a new perspective on the possibilities of your overall setup, solving non-standard, problematic, burdensome and stressful situations. We will teach you how to develop your strengths, how to work with specific communication techniques, how to manage stress, prevent burnout and how to use critical thinking techniques based on the latest knowledge of positive psychology.

The training is mainly focused on the training of key competencies and key skills leading to higher resilience, mental toughness, performance, satisfaction and engagement.

- **Key competencies:** self-awareness, self-regulation, critical thinking, energy-management, creating good relationships, realistic optimism

Long-term programs

Women leadership & resilience academy

and persistence.

- **Key skills:** effective definition and achievement of goals, growth mindset, thinking patterns (thought – consequence), effective management of our energy, elimination of unproductive thinking, prejudices and ineffective patterns of our behavior (diagnosis, awareness, change), effective communication skills, critical thinking, mental games, effective praise, appreciation and feedback, empathic communication.

Main topics of the training:

Self-leadership, ethics and resilience. Mental resilience. Mental and emotional agility. Engagement.

Key competences for the development of our self-leadership, ethical congruence and resilience (Self-awareness. Self-regulation. Critical thinking. Realistic optimism. Energy management. Creating good relationships. Perseverance.)

Diagnostics of RQ (resilience quotient), providing feedback.

Training of specific techniques and methods of resilience, e.g. how to manage stress more effectively, how to better manage your emotionality, how to develop critical thinking in managers, etc.

Creating a personal resilience development plan.

Module 3: Creating a desirable corporate culture supporting the development of employees' potential (OCAI Methodology), women leadership and corporate culture

Goal of the training:

- Justify why it is important for leaders to pay focused attention to shaping a desirable corporate culture. "A good corporate culture eats corporate strategy for dinner!" (Peter Drucker)
- The meaning and importance of good leadership and followership for the conscious creation of a desirable corporate culture.
- Presentation and implementation of a diagnostic tool for measuring the current and desirable state of corporate culture "OCAI" (Organizational Culture Assessment Instrument), which will allow identifying real-life company values.
- To present the entire process of forming a company culture – from the introductory workshop, through diagnosis of the company

culture, data analysis, identification and subsequent clarification of company values, creation of a vision and mission, to the creation of a concrete strategy. The setting of an effective educational plan also plays an important role, in the heart of which should be values training for all new hires and existing employees.

- To present specific case studies from the creation of a desirable corporate culture from domestic and foreign practice.

Main topics of the training:

Company culture – what it is and why it is important to pay targeted attention to its formation. Material and non-material artifacts of corporate culture.

Leadership and Followership. Presentation of the diagnostic tool for measuring the current and desired state of corporate culture "OCAI" (Organizational Culture Assessment Instrument). Discussion.

Presentation of the entire process of forming corporate culture – from the initial management workshop, through diagnostics of corporate culture, data analysis, analysis of corporate documents, identification and subsequent clarification of corporate values, vision and mission, to the creation of a concrete strategy, in which the setting of an effective educational plan, at the heart of which should be values training for all new and existing employees.

Case studies of the formation of a desirable corporate culture from domestic and foreign practice. Discussion.

Module 4: Stakeholder management a building good relationships through the persolog® Personality Factor Model methodology.

Main topics of the training:

Stakeholder management, communication and personality typology

- Stakeholder management
- Presentation of the persolog® methodology
- Understanding of stakeholder management strategy for effective company communication with all stakeholders (interest groups). Possible communication challenges – how to anticipate them and how to work with them.

Long-term programs

Women leadership & resilience academy

persolog®

Benefits of using persolog® tools for increasing employee performance, improving team functioning, streamlining communication, people management, sales, etc.

What type of communication is suitable for individual profiles. Basic personality types of people:

- Dominant type
- Interactive type
- Stable type
- Constructive type

persolog® behaviour profile

- Understanding one's own behavior and the behavior of others as a basic prerequisite for effective managerial communication. The Persolog® behavior profile will show you the way to better understand yourself and others. Identifying my own profile - who I am, how I easily achieve my goals and tasks.
- Everyone will receive feedback on their persolog® behavior profile, which they will develop via the sent link even before the training.
- Analysis of the results – what are the strengths and weaknesses and how to work with them in order to communicate effectively.
- Recommendations and discussion on how to develop your own communication potential.

persolog® communication training

Recommendations and discussion on how to react and act more effectively in complex communication situations with different stakeholders. Solution of case studies.

Long-term programs

PERMA leadership academy

You ask yourself questions: Which leadership concept is the “best” one? Are the needs of today’s working world different from the one before the pandemic? How? Is it even important? What makes PERMA leadership special? Are there approaches that have a direct impact on increasing the need for meaningfulness and engagement of people in your team? If you are interested in the answers to these questions, the four modules of the PERMA program are here for you.

Main topics of the training:

Module 1: PERMA Leadership - “Leadership from the inside”: Self-leadership. Resilience. Ethics. (Dimensions of PERMA Leadership, Competencies of PERMA Leadership: self-awareness, self-regulation, realistic optimism, critical thinking, energy-management, perseverance, relationships).

Module duration: 4 hours

Module 2: Leadership & followership I.: Stakeholder management.

Module duration: 4 hours

Module 3: Leadership & Followership II.:

Creation and implementation of a strategy for building good relations between individual stakeholders based on a stakeholder map.

Module duration: 4 hours

Module 4: Building sustainable communities:

My team, my company, my family. Creating a culture of psychological safety. Leadership, ethics & excellence. Creating an implementation strategy that supports individual Well-Being and corporate excellence.

Module duration: 4 hours

Development programs

Courses overview

These courses enhance your capabilities through innovative strategies, promoting lasting success and a balanced approach to energy management.



Development programs

Organisational resilience development program

Almost all organizations (profit, non-profit, governmental, non-governmental...) today face a huge challenge to adapt to the constantly changing situation. Their only certainty is change.

Goal of the training:

The goal of the organizational resilience development program is to work on the key competencies of resilience at the whole organizational level.

What is organizational resilience?

Organizational resilience is a strategy by which organizations:

- optimize their performance;
- optimize the performance of their employees;
- they manage stressful situations;
- they better manage adaptation to change;
- achieve the set goals more effectively;
- they support the good life of all interest groups.

Pillars of organizational resilience

The intention of any organization to consciously create an organizational resilience strategy must be based on a clearly defined purpose of existence of the given organization and on its organizational values. The main pillars of building organizational resilience are also the main topics of this development program:

Module 1: **Organizational resilience**

Module 2: **Leadership & strategy**

Module 3: **Personal and team resilience**

Module 4: **Organizational culture**

The content of individual modules will be adapted to the specifics of a particular organization.

The time allowance for each module is 4 hours.

Development programs

Team resilience

The main goal of the training is to increase the psychological resilience and engagement of teams, not only in times of crisis. In the two modules of this development program, we will focus on introducing and developing resilience as a modern scientific concept in business, which has up to 40% of our success. By continuously raising the level of individuals in key resilience competencies, we can sustainably optimize their performance and satisfaction.

Main topics of the training:

Module 1: Individual & team resilience – how to start working on it Resilience – what is it? Why is it important? Introducing the concept of resilience and its potential for optimizing the performance of individuals and teams. RQ diagnostics (resilience quotient) – before the webinar, team members will be sent a link with an RQ test in an electronic version. In the webinar, we will provide feedback on the level of key competences of the resilience. The subject of the webinar will also be the training of techniques for building micro-resilient habits for the development of key resilience competencies (self-awareness, self-regulation, realistic optimism, critical thinking, energy-management, relationships, GRIT = your passion x perseverance). Practical techniques of “real-time resilience” (resilience here and now).

Module duration: 4 hours

Module 2: Building of team resilience.

Specific attention will be paid to team values, optimization of team performance, building team congruence, building good relationships with the help of persolog® – Personality Factor Model.

Module duration: 4 hours

Target group: different levels of employees

Training methods: training, coaching, mentoring, case studies, energy-management, creating a plan for our team’s philosophy.

Development programs

Resilience & energy management

Our only certainty over the past year is change. Many times you have to make decisions with a lack of information and under pressure.

For this very reason, it is extremely important to work on increasing your ability to handle stressful situations, critical thinking, regulation of your emotionality, and at the same time supporting engagement. In this training, you will learn how to develop your ability to handle stressful situations so that you can distinguish what is important and priority for you in life, so that you can persevere, be congruent and consistent, so that you can bring things to a successful end in a way, which makes sense to you. The added value of this training is the diagnosis of your RQ, the creation of a plan for the development of personal resilience and a plan for your energy management.

Course overview:

The main goal is to introduce the concept of resilience and its potential for managerial work, to carry out RQ (resilience quotient) diagnostics, to provide feedback on the real level of resilience competencies and to teach you how to use resilience techniques that contribute to optimizing performance in managerial positions even in stressful situations. After completing the training, you will gain a new perspective on the possibilities of solving non-standard, problematic, burdensome and stressful situations. You will acquire skills and competences to improve performance in all aspects of your life and better ability to adapt to changes.

Main topics of the training:

Resilience & energy management: the potential of resilience for optimizing our performance pracovnom i osobnom živote. Kompetencie in work and personal life. Resilience competencies (self-awareness, self-regulation, realistic optimism, critical thinking, energy management, relationships, GRIT = your passion x perseverance). Practical techniques of “real-time resilience” (resilience here and now). **Energy management – creation of a personal energy management plan.**

Diagnostics of your RQ (resilience quotient) – before the training/webinar, all participants will be sent a link with an RQ test in an electronic version. At the training/webinar, we will provide feedback on the level of key competencies of the resiliency. The subject of the training/webinar will also be the training of techniques for building micro-resilient habits for the development of key resilience competencies.

Competence developed: Personal competences - To perform sustainably at your best

Target group: Managers

Module duration: 4 hours online

Development programs

Well-Being & Psychological Safety

If we want to start working on our well-being, knowing what to do is not enough. We have to start living realistically with this knowledge.

Main topics of the training:

Introduction, introduction to the concept of “the science of well-being”

Genetics and circumstances do not affect our ability to live meaningful lives as much as we think. What do we have in our hands?

Well-being and working with our mind.

What we often think will make us happier ends up disappointing us. How is it really?

Building a culture of psychological safety.

What is a culture of psychological safety and how to build it?

Module duration: 4 hours

“We become what we repeatedly do.”

Aristoteles
Philosopher

Ethics development programs

Courses overview

The ethical development provided by Forvis Mazars focuses on a variety of services such as trainings, workshops, consultations, lectures, advisory, and team and individual development.



Ethics development programs

3K – congruence, consistency, cohesion

Course overview:

The goal of our ethical development programs is to shape a desirable organizational culture through values-based leadership that has the potential to lead individuals and teams to increase meaningfulness, engagement, satisfaction, resilience, as well as improve communication, relationships and collaboration across teams.

We will be happy to elaborate a more detailed offer of ethics training after the first consultation. It is essential to adopt an individual approach towards the identity of your company.

Together we will look at these areas:

- Diagnosing and changing organizational culture
- Healthy start: putting values into action (1 module + follow-up)
- Values management: work-life balance
- Ethical leadership
- Business ethics and etiquette
- Stakeholder management & organisational ethics
- Developing of ethics strategy – scope: 1 day (8 hours) or ½ day (4 hours)
- Managerial ethics - scope: 1 day (8 hours) or ½ day (4 hours)
- How to defend yourself against manipulation - scope: 1 day (8 hours) or ½ day (4 hours)
- Training of moral imagination and decision-making through solving real-life case studies
- Creation of an ethical program
- Ethics audit

Development programs overview

Coach profile



PhDr. Zuzana Čmelíková, PhD.
Leadership & Resilience Development Professional

Zuzana Čmelíková has completed the 3rd degree of university studies in the field of human management at the Matej Bel University. She successfully completed professional internships abroad in Belgium (Boston University in Brussels) and in the USA – at the Jepson School of Leadership Studies, University of Richmond, and at the Darden School of Business, University of Virginia in Charlottesville.

She also gained her professional experience in corporate education through the Internship program at Ukrop's Super Markets Inc. in Richmond, Virginia, USA. In the years 2004-2009, she worked at the Matej Bel University as an assistant professor, deputy head of the department and member of the academic senate. In the same period, she worked as a coach at the Center of Applied Ethics BB CAE.

From 2009-2011, she worked in Belgium as an Independent Researcher. She studied organizational leadership, organizational culture, organizational values and company training programs. She summarized her experiences in a professional monograph, which is currently the recommended study material for universities of humanities and social sciences.

Zuzana currently works as a Leadership & Resilience Development Professional at Forvis Mazars in Slovakia.

At the same time, she has been engaged in teaching and coaching for more than 15 years, especially in the areas of diagnosis and creation of organizational culture, leadership development, self-management, resilience, stress management, time management, managerial training, soft-skills training.

In 2017, she was nominated by the participants of her trainings for the "Lecturer of the Year 2017" award. She was a finalist in this competition.

In 2019, she became an internationally certified persolog® coach for increasing personal performance, organizational performance and streamlining communication and teamwork.

In 2020, she received certification at the University of Pennsylvania in the specialization Positive Psychology and Resilience, directly from the creators of this concept (Martin Seligman, Angela Duckworth, Karen Reivich, James Pawelski).

Her biggest passion is her family and sports.



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