SFZ-P6 FARMACEUTI KAO POKRETAČI PROMENE: RAZVOJ I SERTIFIKACIJA INTERNIH TRENERA MEKIH VEŠTINA KROZ DR.MAX LIDERSKU AKADEMIJU

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Savremena farmaceutska praksa zahteva kontinuirani razvoj liderskih i mekih veština zaposlenih. Razvoj internih trenera predstavlja održiv pristup unapređenju kompetencija, prenosu znanja i podršci organizacionim promenama. Cilj istraživanja bio je prikaz selekcije, razvoja i sertifikacije internih trenera mekih veština u Dr.Max Liderskoj akademiji.

Tokom maja–juna 2025. sproveden je interni konkurs u sistemu sa preko 400 apoteka. Kriterijumi za uključivanje bili su najmanje tri godine iskustva na rukovodećoj poziciji i motivacija za razvoj u oblasti edukacije zaposlenih. Od 60 prijavljenih kandidata izabrano je 13 trenera. Selekcija je sprovedena kompetencijski zasnovanim strukturiranim intervjuom uz ocenu tri procenjivača. Od septembra 2025. do januara 2026. realizovan je program koji je obuhvatio trening trenera i osam modula: liderstvo, komunikaciju, upravljanje konfliktima, koučing i fidbek, upravljanje vremenom, razvoj tima, upravljanje rizicima i promenama te upravljanje učinkom i razvojem zaposlenih. Sertifikacija je sprovedena kroz samostalno izvođenje treninga uz evaluaciju master trenera. Efekti programa procenjivani su primenom Kirkpatrick modela.

Svih 13 polaznika uspešno je završilo program i steklo status sertifikovanih internih trenera. Evaluacija reakcija pokazala je zadovoljstvo programom, sa prosečnim ocenama 4,75 za sadržaj, 4,78 za metodologiju i 4,80 za odnos prema učesnicima (1 = uopšte nisam zadovoljan/na; 5 = u potpunosti sam zadovoljan/na). Prosečan nivo znanja povećan je sa 2,44 na 8,71 od maksimalnih 12 bodova. Indeks uvećanja znanja 1 iznosio je +257% ($p<0,001$), dok je Indeks uvećanja znanja 2 iznosio +45% u odnosu na benchmark znanja ($p<0,02$).

Razvoj i sertifikacija internih trenera predstavljaju održiv model za razvoj mekih veština, liderstva i kontinuiranog učenja u farmaceutskoj praksi.

SFZ-P6 PHARMACISTS AS AGENTS OF CHANGE: DEVELOPMENT AND CERTIFICATION OF INTERNAL SOFT SKILLS TRAINERS THROUGH THE DR.MAX LEADERSHIP ACADEMY

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Contemporary pharmacy practice requires continuous development of leadership and soft skills. Developing internal trainers represents a sustainable approach to enhancing competencies, knowledge transfer and organisational change. The aim of this research was to present the selection, development and certification of internal soft skills trainers within the Dr.Max Leadership Academy.

During May–June 2025, a recruitment process was conducted within a system comprising over 400 pharmacies. Inclusion criteria were a minimum of three years' managerial experience and motivation for employee development. From 60 applicants, 13 trainers were selected. Selection was conducted using a competency-based structured interview, with assessment by three evaluators. From September 2025 to January 2026, a programme comprising train-the-trainer and eight modules: leadership, communication, conflict management, coaching and feedback, time management, team development, risk and change management, and performance and employee development management. Certification was achieved through independent delivery of training sessions evaluated by master trainers. Programme outcomes were assessed using Kirkpatrick evaluation model.

All 13 participants completed the programme and achieved certification as internal trainers. Reaction evaluation demonstrated satisfaction, with mean scores 4.75 for content, 4.78 for methodology and 4.80 for facilitator–participant interaction (1 = not satisfied at all; 5 = completely satisfied). Mean knowledge scores increased from 2.44 to 8.71 out of 12 points. Knowledge Gain Index 1 was +257% ($p<0.001$), while Knowledge Gain Index 2 was +45% compared with the knowledge benchmark ($p<0.02$).

The development and certification of internal trainers represent a sustainable model for advancing soft skills, leadership and learning culture in pharmacy practice.

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