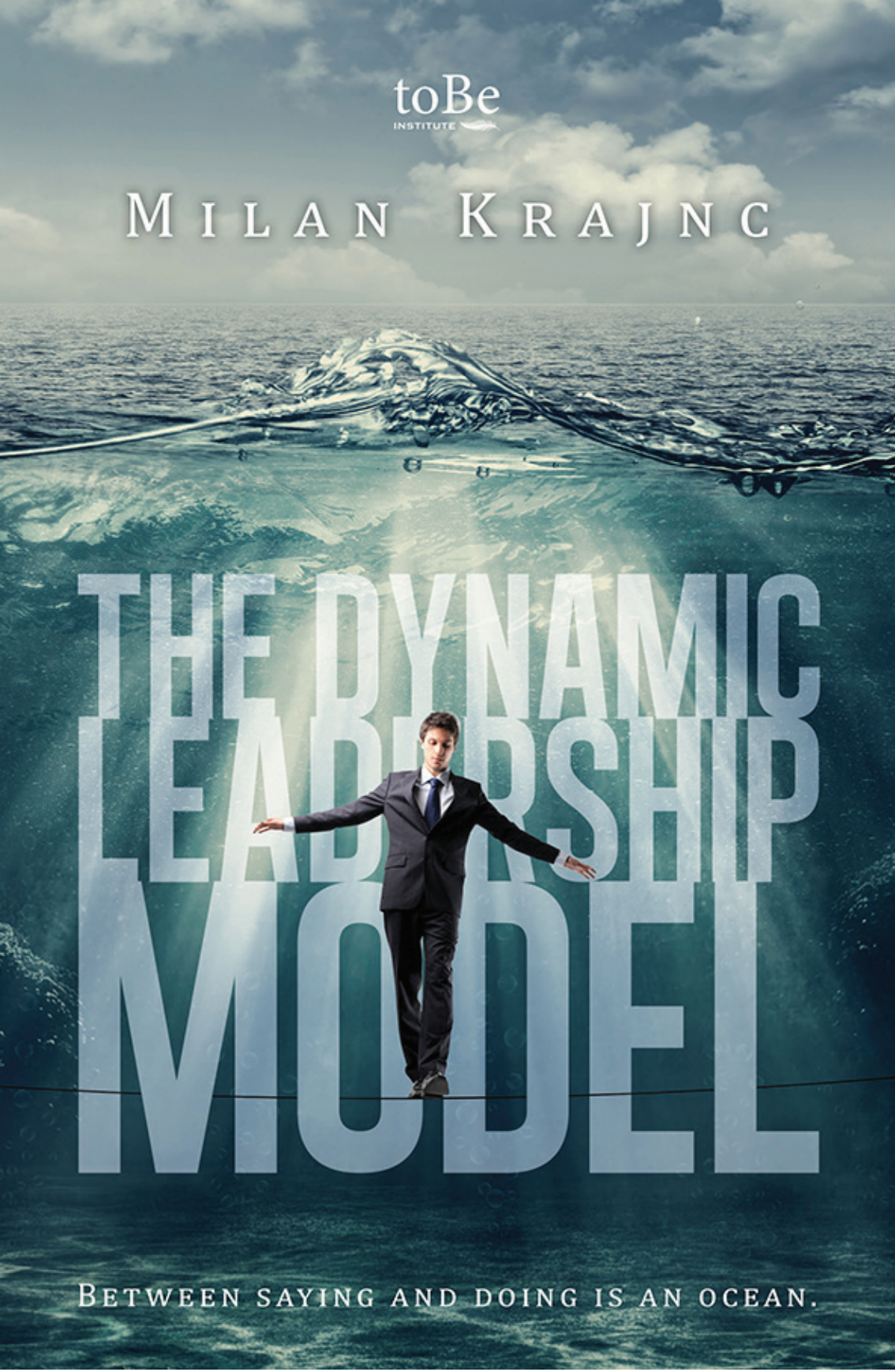


toBe
INSTITUTE

MILAN KRAJNC

A man in a dark suit and tie is walking on a thin tightrope that stretches across the frame. He is positioned in the center, with his arms slightly out for balance. The background is a vast, deep blue ocean under a cloudy sky. The water is choppy, and there are some ripples and waves visible. The overall tone is dramatic and metaphorical.

THE DYNAMIC
LEADERSHIP
MODEL

BETWEEN SAYING AND DOING IS AN OCEAN.

Colophon -

Publisher: Milan Krajnc, self-publishing

Place of publication: Slovenska Bistrica

Year of publication: 2017

e-mail: <https://www.dynamicleadership.management/buy/e-book-dlm/>

Kolofon -

Založba: Milan Krajnc, samozaložba

Kraj izdaje: Slovenska Bistrica

Leto Izdaje: 2017

e-lokacija: <https://www.dynamicleadership.management/buy/e-book-dlm/>

Kataložni zapis o publikaciji (CIP) pripravili v Narodni in univerzitetni knjižnici v Ljubljani

COBISS.SI-ID=296192768

ISBN 978-961-288-659-2 (pdf)

Milan Krajnc: The Dynamic Leadership Model : Between saying and doing is an ocean. The Dynamic Leadership Model is a business leadership paradigm based on the laws of nature.

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THE DYNAMIC LEADERSHIP MODEL

Between saying and doing is an ocean.

The Dynamic Leadership Model came about while trying to save the love of my life.

Constant 'mental garbage' was clouding our feelings for each other and ruining the relationship despite its intensity and power. Even the sun's rays cannot reach the earth if there is too much pollution in the air.

Follow my advice, so that you do not make the same mistakes I made.

<http://DynamicLeadership.Management>

email: office@to-be.institute

Milan Krajnc

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INTRODUCTION

On the winner's path

The purpose of this book is to present a model of dynamic leadership which in more than a hundred cases has proven to be an excellent method for overcoming both professional and personal crises, as well as for managing challenges so that they don't become crises.

The Dynamic Leadership Model is a business paradigm for the direction, organisation and communication strategies of a company that prevents the personalities of those people actively shaping the business process from influencing it.

The entire model is based on the laws of nature. It has been developed empirically on the basis of knowledge acquired through personal experience:

As a child I always wanted to become a wood sculptor. I created things with things I found in the woodshed at home. When I was about eight or nine years old, astronomy came into my life. In secondary school I kept company with metal workers, with people who were knowledgeable about materials. As a budding metallurgist, I familiarised myself with alloys, and with the composition and bonding properties of elements. Despite being drawn to astronomy, after finishing secondary school, I decided to study physics.

At the Faculty of Education, I became familiar with the basics of psychology. As a member of The Society for Interpreting Science, a science communication organisation, I learned how to make science more attractive and understandable for the general public. I couldn't see myself becoming a teacher even though I tried for several years. I even tried to teach myself about psycho-therapy, including various models and processes.

But in fact my curiosity drew me elsewhere. As I began to help various companies optimise their business operations, I realised that generally the source of problems was not in the organisational procedures, but rather in the habits—in the minds—of

employees. Another thing I became aware of fairly quickly was that an employee's particular character has a decisive influence on the work flow, so it was ultimately rather easy for me to predict their decisions and further actions. I was looked upon with mistrust and called a business 'fortune teller'. I explained to those who mistrusted me that there is nothing supernatural at all about it and that my assertions are supported by the laws of physics, the functioning properties of basic forces and so on.

As I expanded my knowledge and abilities through the years, it became clear to me that the personality that influences the work process the most is the director's. From thermodynamics I knew that the body which possesses higher energy influences those with lower energy – who then adapt to the former. And from metallurgy I knew that this body can change its content and structure if pressure is applied to it consistently for a long enough time.

I realised that with managers my persistence pays off – if I turned the educational process into one incorporating coaching and therapy, I managed to change their behaviour patterns and eliminate the sources of critical problems.

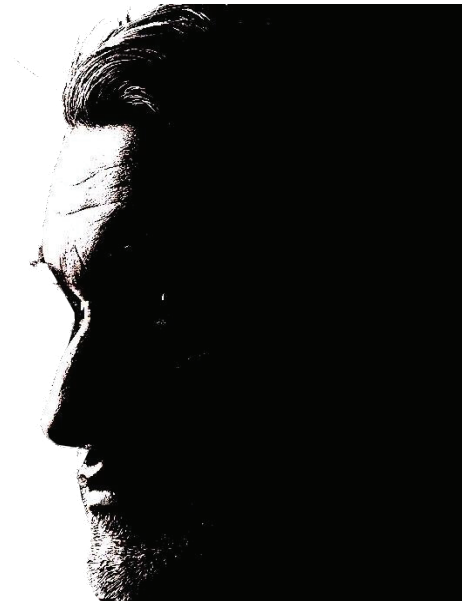
The knowledge I acquired at the Institute for Reality Therapy and at the Institute for Transactional Analysis helped me along the way – with this knowledge I was able to methodically develop the techniques that I had spontaneously introduced in the field. Various spiritual techniques helped me as well – along with the fact that I had fallen upon hard times in my personal life. After my divorce, everything that I had swept under the rug over the years came back. Suddenly, all this garbage had come into my life, but that also served a purpose. Everything came together then – first the problems and then the way out of them.

I knew I had to give up unhealthy habits and simply just forget certain things, not live in the past. I knew I must not give in.

I transferred my thoughts towards art and culture, and overcame my pain with physical activities. I knew I was on the right path, even if the method was not quite there yet. That's how I developed, on the basis of my own experiences and knowledge, the method behind the Sirius Personal Transformation and the method of business reorganisation which I have named the Sirius Business Transformation.

I knew that communication must be regulated like the flowing of a stream – slowly, gradually and not interrupted by sudden disturbances, not by building dams. By slowly changing behaviour patterns, changes are brought to the work flow. This process of introducing change without shock or trauma is what I have called the Dynamic Leadership Model. Throughout the process, mental exercises and organisational approaches are used that help us unload our burdens from the past through seven phases of transformation, after which we realise that the entire world is inside us and that it is only ourselves we need to develop – from within! This is how we can find our calling and develop the brighter side of our lives.'

Milan Krajnc



AN INTERVIEW WITH 'CRISIS CAPTAIN' MILAN KRAJNC

Advising those decisively influencing the world around us

How would you introduce yourself? Who are you?
Who am I? This is a question I have spent much time thinking about and looking for the answer. In short: I am the captain – the 'crisis captain' – who pilots the ship into the harbour during a storm or guides it safely from the harbour to the sea, and then hands it over. The ship, of course, is a metaphor for a company, a multinational business, a government body, a municipal administration or any other organisation. I have come to realise that my advantage is both in knowing how to finish things and also initiate them from scratch.

Who do you advise? Who do you work with?

I work with people at the top, with those who carry the most influence. When I was 24-25 years old, I said to myself, one day I will be working with state presidents and my company will change the system. I have been following this vision ever since. There have been some larger or smaller deviations along the way but I always come back to this set course.

How do you feel with such high-flying goals? You say you want to change the system – do you ever fear this?

No, I feel complete. I know this is my path.

What exactly is your job? Is this consulting or would you use some other expression?

If I may answer somewhat indirectly, maybe I should start with the meeting I had this morning at one of the western European national banks. The governors of the bank, who are facing a certain obstacle due to an undefined hierarchy, called me. Since the beginning of the year they are unsure of who exactly is in charge – the governor can influence decisions with a 'golden vote' but otherwise their positions are equal. The vice governors are each responsible for their respective fields. They realised that they needed someone to make the whole situation clear, someone to establish authority. The situation is not so simple because each them—all five—hold authority over the field they cover. When they called me for help, it was because they did not

know who to ask for guidance. They weren't sure if they needed a lawyer, an economist, a psychotherapist or someone else to help them. I have established a name for myself in the past 18 years, precisely because of such cases. People call me when they do not know where to begin.

And how are you going to handle this particular case?

First I will carry out a long interview with the person who called me and assess if the person is diagnosing the problem correctly. When I had a conversation today with the managing director and director of human resources, I saw where the problem was. My task was to establish balance within the system. They called me on the recommendation of the vice governor who is responsible for relationships with other banks and whose role was always that of Executive Director but never Chairman of the Board. He himself had arrived as an equal member of a team and was now suddenly in charge of everything. He simply couldn't see himself in his new role as leader. As a rule, it is those who have the most responsibility at a company who call me, those at the top of the hierarchy – in this case there were five of them. I work with the presidents of boards, directors, managers, even presidents, mayors and other politicians – and then with their subordinates only in the later phases of the transformation process.

Are your clients only large organisations? Or are you also called upon by smaller companies?

There is a family-run company where the fourth generation is now gradually being included in the work process. I have been advising them for the past eleven years, mostly with regard to the relationships within the company. The reason they called me originally was that they were not able to navigate the generational handover from the parents to their grown children and grandchildren. The father, the owner of the company, had called me to prepare the son to take over the business.

I worked with them for a year and a half towards this goal. In

the end, the parents were satisfied and it appeared that they no longer had issues with handing over the business. I managed to help the son – who suffered severe stress due to this whole situation – to stand on his own two feet again. Eventually we worked through the issues and the children felt like they had assumed responsibility for something that had been a defining family tradition, but actually they were still not responsible for anything. The father, in fact, didn't really want to hand over the company, even though that was his own directive.

'Once you have your day planned, you can also plan your week, a month, a year ...'

A year later the son called me and told me that he was having problems with his father and asked if I could visit them again. The son had 'grown up' in the meantime. But even though it had been agreed that the children would take over the business when their father turned 60, when the time came he did not want to step down. When the son brought this up in a meeting, the father again assured him he would step down this time, but again didn't really mean it. As I started to work with the son once more, his position in the company grew stronger and stronger, but this fact actually made his father unhappy, so the latter called me in for a meeting – after which he relieved me of my services. After that I began meeting with the son outside the company while the parents tried to influence me through third parties.

I suggested to the son that we temporarily cease our sessions since they were negatively affecting him. I advised him to make

a decision: he should either stay in the company, sue his father (even though the son was appointed director, the father still held ownership of the company) or leave and start on his own company. The son and I are still currently working together, he is waiting for his father to come around and has accepted his role as dictated by his father. The situation works as long as the father agrees with everything.

Would you help anyone who wanted that?

I work with people at the top or want to get there – with those who have potential and a sense of purpose.

‘Managers who look for solutions by practicing extreme sports are only hurting themselves.’

Who can afford this type of consulting? Even small companies? Does this make sense for them and does it pay off?

Of course! It depends on the goals set by the director, regardless of whether the company has five employees or a hundred. The price is the same for all my clients since I invest the same energy into advising the director of a small private company with three employees as I do with the CEO of an organisation with a thousand employees. The client whose firm has only three employees is sometimes even more complicated to advise and often demands more energy, actually.

It's true that the structure of a large company is much more complex but generally the director has things under greater control. There aren't so many unresolved matters since the basic issues are generally much clearer to him or her. Initial con-

sulting costs start roughly around 10,000 Euros. My support is 24/7 so it is sometimes very difficult to set the price. We do not agree on a certain number of hours, after which a written report is made and I simply walk away. This is also why my clients and I frequently prefer to negotiate compensation, or I advise them in return for a share in the company. This of course means that the client and I continue to develop and grow together.

When do companies realise that they need a consultant, a coach or a ‘crisis captain’?

There is a construction company where leadership of it was taken over by the widow of the director, who had unexpectedly passed away. Until then she had been in charge of the company's finances. In her own opinion she was doing a good job, since they still had enough work. However, she didn't realise the crucial role her employees had played in this stability: they had been voluntarily working 24 hours a day, often seven days a week.

When, after a year, they couldn't handle such an enormous workload any more, the employees began complaining. She called me in to help her restore order in the company because, in her opinion, the employees had become completely irresponsible. Usually, directors call me on the recommendation of somebody, but this widow had read an article about me in a business magazine. When I got to know the situation, I had to tell her that it was not the employees who were being irresponsible, but it was actually she who was responsible for the situation. I was very careful and diplomatic about it, but I knew I had to be honest and direct to a certain point to provoke a certain degree of shock.

A soft, positive shock, that is. I explained to her that I completely understood her, but it was clearly written in the employees' contracts what their jobs were, how long they were expected to work, which goals must be reached and what they were entitled to earn for that work. If they worked more – and they had been

working much more – an agreement had to be made concerning compensation for their overtime, either they should be getting a share in the company or something else. She hadn't given them anything above their usual salaries. I asked her what she thought and where we should start with the changes – with the employees or with her? At first she became angry, saying, 'Who do you think you are?' And I always let people tell me everything that is making them angry, of course, everything that is bothering them. After that, most of them are finally ready to take a step back and consultations can begin. First the director's positive self-image must be restored, mostly by starting to communicate with the employees. Afterwards we can establish together how things can be done differently.

Now we are probably talking about your dynamic communication model?

Yes, that's right. The dynamic model consists of one or two processes of transformation. We can go ahead either with the Sirius Personal Transformation, which consists of advising the director or chief executive to guide them in their transformation, or the process can continue – if necessary – with the Sirius Business Transformation. This depends on whether or not the company itself also needs changes.

Does the process sometimes end with just the director taking personal advice? Could this already be a solution for the company?

Yes, when the system is healthy and it is only the director who must take some steps in a new direction – with the help of someone who is themselves not involved in the process – in order to look at the situation with a broader perspective. This is in situations where the director is a person who acts from the heart and in accordance with his personal nature and not on the basis of his frustrations and ego. When people spend years and years within a certain system they become like racehorses with blinders on, uncritically fulfilling their roles. I try to broaden their horizons and help them see things. I am not a magician, I do not

perform miracles, I just show them what they have overlooked. As a consultant you don't have the right to do anything but show the client in which direction they can go. You also mustn't do anything instead of them or for them. You just put up a mirror, and sometimes you see that the optimal solution is for the director or chief executive to retire.

One expects employees to resist change. One also probably expects that criticism will not be accepted even by those who have hired you. What is your strategy in such cases?

Up to 99% of those who hire me expect praise from me – praise for them, of course. But if I am going to praise someone, then I have nothing else to give him or her. But that's not why I don't do it. I have to show them the real picture. I strictly avoid causing discomfort when I do this. I do not want them to suffer when I present the picture I've made of the company. I tell them, not in a judgemental way, but as realistically as possible. And then I wait for the question, 'why is it like that?' I answer with the question, 'To what extent are you willing to hear the truth? Because afterwards there is no going back.'

Could you give an example?

When I ask my clients if their colleagues from the office next door remind them of their first grade schoolmates, they all admit – to their own surprise even – that they indeed do. 'What about those four, maybe a sports team?'; I continue. All of a sudden, the client realises that their entire childhood has been mapped onto the company. 'Isn't it obvious that you have transferred unresolved childhood issues into the company and that there is a good chance that this too shall end just like your childhood – that is, too quickly?' Then I often discover that their childhood ended unexpectedly with some kind of shock or traumatic experience, that they had to find employment and look after themselves. Then I ask about employee satisfaction and get the predictable answer that they are unhappy, and that absences and sick leaves are frequent. I slowly show the client the images populating their subconscious. This frequently ends in tears

when they realise how many years they have already wasted because of unresolved issues from the past. Many of them then ask angrily, 'So, in your opinion, I am to blame for the current situation in the company?' When I answer 'yes', some clients just say, 'There's the door, I didn't hire you to tell me everything is my fault'. Some cases finish just like that.

Your work is giving advice. Who in your life gave you the best advice or taught you the most?

Formally acquired knowledge is not enough to be a successful consultant. Many skills must be learned through more informal educational methods that are not always so obvious. It is only through a combination of formally acquired knowledge and informally acquired skills that a holistic approach can be used in the search for answers.

The one who helped me the most to understand holistic and altruistic principles in life and work is Dr Štefan Čelan, who has a PhD in chemistry. Thanks to him, there is a scientific and research institution that was established in our city which, among other things, has introduced many young people to science. In my youth I also did research and with the help of a schoolmate developed an interactive computer programme for using the periodic table. Dr Čelan took notice of our efforts and even helped us to secure financing for further development of the software, which was later used in many primary schools. But Dr Čelan is not only an excellent scientist. As a forward thinker with deep experience in the fields of economics and public administration, he is well aware that an engineer, a humanist and a theologian are not opposites of each other, but rather a holistic entity without which a successful and above all happy society could not be built or even planned. These qualities have enabled him to be a successful mayor for three terms. During his years as mayor we worked together a lot and enriched each other. The best way I could describe our relationship is this way: 'My biological father left me too early, so my father-figure and idol was Štefan Čelan.'

I was also greatly influenced by two athletics coaches Miroslav Prstec (Miki) and Žarko Markovič (Žare). Miki was a musician and no matter how tired he was after performances he always carried out athletics practices easily and calmly. Through him I realised that things can be done in a completely different way than I saw at home – without nervousness, panic and with a kind of natural calmness. Žare taught me order and persistence. Just like him, I was not a particularly talented person, so I had to work especially hard for each achievement on the athletic field. He taught me that I have to set a goal and with hard work, progressing step by step, I will be able to achieve it. These three people shaped me decisively between the ages of 14 and 21.

What did you gain from your university studies?

Already after I had finished my first year at the Faculty of Education in Maribor I started teaching physics at a primary school – they needed someone to teach physics two hours a week. So during my university studies I supported myself by teaching and that experience helped me realise that it was not the right profession for me. Despite having come to that conclusion, I tried again after I had completed my studies, this time at a secondary school, to see if I felt any differently. It was around this time that they began implementing a system of promotion and career advancement (and accompanying salary raises) based on points that one should collect by attending supplemental educational programmes and seminars. One of the seminars I attended was about so-called 'quality' learning, where you learned to be a role model for your students.

A lecture called 'The Path to Quality Schooling' inspired me so much that I finished the three-year course in one year, and when I asked them 'what's next? Where can I continue studying this?', they suggested reality therapy. I decided to take a two-year programme and finished it in 2001. This was my first encounter with psychotherapy. The participants of the programme were taught to use the acquired knowledge on ourselves, and as we were also learning how to help others at the same time, we

were given the title 'reality therapy counsellors'. My class mates were teachers, social workers – mostly people who wanted to learn how to avoid bringing their work problems home. Since I was at that time already working with companies – I was doing some programming for them, as well as educating them and optimising their workflows – I knew that business people have the same problems and that I can offer them solutions based on the knowledge I had gained.

I very quickly realised, however, that matters were not quite as simple as we were told at lectures. Reality therapy teaches that the only important thing is what is happening right now. 'What about the past and the future?'; I asked myself, since I knew that reality is not actually like that. This is what I started to research on my own. Meanwhile, I was already writing for various magazines as a consultant and when I mentioned the past and how it influences us in an article in the magazine Podjetnik (TN: a magazine specialising in business), I received a warning from the [Slovenian] Reality Therapy Association that I am not practicing in accordance with their theory and they expelled me. When I was trying to figure out what exactly I did wrong I came across 'transactional analysis'. That's why in 2007 I decided to enrol myself into a very intensive four-year course for transactional analysis with Martin Bertok; the studies were followed by three years of practice. I finished my studies in 2012 in Zagreb with Nada Žanko. In the meantime I taught myself various approaches to human psychology and informally studied neuro-linguistic programming (NLP). In 2001 I was the director of Smiljan Mori's company where everything is based on NLP.

*'Up to 99 per cent of those
who hire me
expect praise from me –
praise for them, of course.'*

So now you are using all three theories – and you have also developed them further?

Yes, because I've learned there is good in each of the theories I now use a combination of all three. Reality therapy, so that the client becomes acutely aware that everything he or she is doing is his or her own responsibility. Transactional analysis takes us to the past, so that we can see where all this comes from. Then we use NLP techniques to establish a goal, so that we can move things forward, away from the past. After that we use reality therapy again to raise awareness of each individual step. And during the process, while things are happening, we use transactional analysis again to clear things up along the way. Transactional analysis is not only used to analyse the past, it also helps us realise what condition we are currently in, why we react in a certain way when something happens to us and where it all comes from.

I also include sports activities into my therapy because sometimes things need to be pushed forward on other levels as well. If we are only talking, we can make emotional changes but it can be very demanding. That is why as many consultations as possible must be held outside in natural surroundings; this includes physical or sports activities. It is best to climb a hill such as Šmarna gora (Ljubljana) or Avala (Belgrade), so that the body can breathe again. I even went to climb Mangart once (TN: a mountain in the Julian Alps, 2679 m. high), because my client is an alpinist and I had to go into his environment. I almost died doing this! (laughter)

You have added physical activities to psychotherapy, followed by some other techniques? You claim that a balance must be established before any changes can be made?

Because I have seen that with one or even with all three learned analyses we cannot complete the whole story. Through my experience gained with clients, I developed a seven-step programme that I call the Sirius Personal Transformation. At the same time, I was aware of an important point for the start: changes are

possible only when we are in balance.

What does it mean to be in balance?

We must take care of our bodies, make sure to stay physically active and to follow a healthy diet. The healthiest food, in my opinion, is that which is grown locally, there where we were born. As far as physical activity goes, it is not enough to take the stairs to the fifth floor, we must get our pulse over 120 for more than 20 minutes a day.

‘Over time the processes within an organisation often become a reflection of the employees’ personalities.’

So, first we need to take care of our bodies. Then we must take care of our minds, our intellect – it is important that in your free time you focus on doing something that is completely different from what you do for a living (study art history, for example, if your work is in economics), so that a certain balance comes into being. Next, we must care for our emotions, which to me means to ‘have fun’. Fourth, we need to reach a state of being at peace with oneself (for some people this could be through prayer and meditation, for others it could just mean a beer with friends after work). Only when you set up this kind of balance in your life, can you start thinking about what needs to be changed. When you have balance, you can start organising your day. First you have a meeting with yourself in the morning and only after that with your colleagues, and when the day is over you look at what you have accomplished and what your plans are for the next day. Once you have your day planned, you can plan the whole week, a month, a year. These were the beginnings of the dynam-

ic model. Once you are calm and able to see where you are at the moment, then you must go through the seven phases I have defined in this book.

So, these four things must be taken care of first? Before the transformation?

Yes, managers who look for solutions by practicing extreme sports are only hurting themselves. We must go through these seven phases and when we complete them, we realise we've made a 'quantum leap' because there is no going back afterwards. Many things happen during the process, of course, people experience emotional breakthroughs and so on. We've also started implementing medical check-ups before Phase 1 commences.

'Real motivation is deep within us, that's why we must live only what we feel.'

Each person must establish some kind of balance on his or her own. No psychological training will help us if we have physiological limitations. Therefore, we first do a psychological and physiological evaluation, then balance is established in the next phase – and only then can the process of transformation begin. This is realistic, doing it any other way would only be doing something halfway.

Do you live by your principles – that is, do you practice what you teach?

Everything, except for my diet – that's something I have not managed to fix yet because I haven't taken enough time for it. Otherwise, because I made so many mistakes in my life as a result of not wanting to admit certain things to myself, my 'cleans-

ing' took several years. When I started developing the method, I didn't go to a book store and buy a manual, I was searching for a way out of my own troubles. The method was developed as a consequence of trying to help myself. I did not have a happy childhood and later on things did not go completely smoothly. When I was younger everyone talked about some kind of inner peace even though we didn't know what that was exactly. Under the phrase 'inner peace' I imagined myself being a millionaire by age 35, able to retire and under no obligation to do anything anymore – an image from American movies, of course. Then I realised that it is possible for one to find happiness in what one does. Being a teacher was unfulfilling, even though at first glance I had everything (a regular salary, two months of holidays, I finished work by noon). When you head out on your own you imagine it will be better, that you will be able to afford more things you want. But as a consultant I didn't get paid regularly, I had less time for my wife, which didn't make her happy and consequently I wasn't happy either – and that is why I was searching for a solution.

I was searching for it in the same way they started teaching us physics at university: as if we didn't have the slightest clue about anything. We were studying empirically, that is on the basis of experience and cognition, the same way they did it half a century ago. And I, too, came to my own model on the basis of a theory, or theories, but most of all on the basis of things I've experienced. Everything that was going on in my life helped me develop this method, it is simply a consequence of what has happened to me. And now, on the basis of this, I can teach others to do things differently, as well.

The theory itself developed when, in one of the articles in the magazine *Otrok in Družina* (TN: Child and Family), I was explaining the relationship between husband and wife and used the metaphor of a stream. 'While the stream is running, it is clear and drinkable. If we block the flow of the stream, the water becomes stagnant and starts to smell and taste bad.' The same goes for communication between spouses if they don't

talk enough to each other, each one starts to develop a story in his or her head and they end up arguing without even knowing why – and then they start to drift apart. Adequate and correct communication keeps the relationship healthy. And then I transferred this kind of relationship or way of communication to a corporate environment, since the employees there are also in a relationship, so to speak. I named this way of communication a dynamic model of communication and gradually a dynamic model of leadership developed.

Who can enrol into your educational programmes? What do the participants learn?

I founded the toBe Institute where everything I teach can be studied. The purpose of the toBe Institute is to further develop the Dynamic Leadership Model on a scientific basis, as well as to educate and develop people who wish to study DLM, workflows within a company and themselves in depth. Studies at the toBe Institute are intended for those who have already reached some kind of peak in their careers and now also want to discover and explore themselves. The emphasis is on individual and consulting work (the first year is mostly spent helping candidates get to know themselves). In the second year students acquire knowledge about various alternative methods and learn some forgotten skills, they also get insight into how they influence their environment. Studies in the third year are for those who plan to teach, and the fourth year is for the most ambitious students who want to establish their own school with toBe Institute certification.

I am sure it is possible to connect with everyone on some level, to tune into the same frequency, as it were, even though as a physicist I can't explain how. I already use this knowledge every day – I teach managers to use telepathy and how to read minds, I supply energy for procedures to run faster – these are the things I want to develop and research further at the toBe Institute, skills we used to have but have been forgotten in the western world due to the fast pace of life. When you put yourself

in balance, reach a state of calmness and liberate yourself from all the garbage in your head, you begin to sense certain things. It doesn't mean you become schizophrenic and see some other world, but you in fact become more aware of things that you would have missed in the past. A lot of people and organisations are offering things these days, say, connected with energy or what have you. I've also studied many things – I am a Reiki master, Theta healing specialist and have studied numerous other alternative approaches. Our students learn many alternative methods from experts who practice them. Everything, however, is always explained on the basis of scientific methods.

'If corporate procedures are adjusted to individuals, the essence of the company gets lost.'

THE DYNAMIC LEADERSHIP MODEL (DLM)

The path of change and progress.

TWO PROCESSES OF TRANSFORMATION

Five steps, seven phases.

THE SIRIUS PERSONAL TRANSFORMATION

Behaviour patterns and ways of thinking cannot be changed overnight.

THE SIRIUS BUSINESS TRANSFORMATION

Close cooperation between employees and management is the key.

Over time, the workflow within an organisation usually becomes a reflection of the individual personality traits of the employees. If corporate procedures are adjusted to individuals, the essence of the company gets lost. Using the Dynamic Leadership Model (DLM) we can detect problem areas and transform them in a way that is beneficial to both management and employees. The Dynamic Leadership Model allows the work environment to flourish, which also encourages employees' personal growth. DLM is not just a tool for implementing far-reaching changes. First and foremost it is a model for communication within a company that clearly defines who does what, who is responsible for what, who communicates what with whom and how that information is relayed. The Dynamic Leadership model allows information to become manageable and establishes a monitoring system where each individual must come to terms with his or her own responsibilities in the scope of their position. Employees are taught to express and understand information clearly through the Dynamic Leadership Model.

The Dynamic Leadership Model can not be simply transferred from one organisation to another – it must always be configured individually for each company or organisation. The dynamic model of communication reaches its mature phase when it has become the dominant aspect of an organisation's workflow. This is the crucial point when all pre-determined changes are implemented into the organisation, when the flow of information and procedures are transparent. It is only at this point when we can say that the company as a whole is functioning according to the Dynamic Leadership Model.

The Dynamic Leadership Model can be used during turbulent times, during those situations when we say to ourselves that the only constant is change. It is also effective during periods of stability if one wishes to continue walking a path of change – and consequently the path of progress – in their personal and/or business life. In the business environment,

activities are like laminar or streamlined flow, motion is fluid and smooth, without disruptions; personal life, on the other hand, resembles turbulent flow, currents move with time and can form swirls. And even though it would be optimal for our personal and business lives to flow in a synchronised fashion, laminar and turbulent flow, according to the laws of physics, cannot join into a single current because sooner or later the laminar flow becomes turbulent. Relationships develop and grow through communication, if there is no communication or if the communication is unclear, problems occur. If we continue to act by laminar rules within a dynamic process, complete chaos ensues. Therefore, a soft transition from one system of work to the other must be occur.

‘Dynamic leadership brings changes into an organisation in a way that is beneficial to both management and employees.’

I have developed the Dynamic Leadership Model as an aid for companies and organisations to introduce such changes into the system unobtrusively after several years of experience advising middle and top level management, and understanding the laws of physics and scientific methods of managing workflows, information and employees. The traditional way of transitioning from one work system to another using already established methods usually creates a shock which, by

definition, generates disruption in the work process. By using the Dynamic Leadership Model we introduce changes in a manner that is acceptable to both management as well as to employees. If we want to encourage the employees’ positive qualities – avoiding stress while, at the same time, encouraging their potential – we have to provide a soft transition that in turn also benefits the company. This transition, which works very naturally, is implemented over seven steps that allow the client to undergo a personal transformation, one in which several frustrations, deeply rooted behaviour patterns and ways of thinking, and possible childhood traumas are eliminated in a simple and gentle way.

The personal transformation known as the Sirius Personal Transformation method starts with the leading figure in the company (the client) and afterwards – if deemed necessary – continues the transformation at lower levels of the company hierarchy. But it is imperative to always start at the top, with the most important person in the company. Every director leads by example and is the one person who decisively influences the company. The personal transformation is followed by a business one, the Sirius Business Transformation, which also goes through seven phases. The business transformation begins after the first phase of the personal transformation is completed, concurrently with the second phase. By evaluating the company’s current state of operations, we are able to assess whether or not the personal transformation of the president of the board or director would be sufficient to achieve the desired transformation or if a business transformation is also required. Of course, if everything is running smoothly and if the director’s personal issues have not yet ‘succeeded’ in influencing circumstances within the company, then we recommend only the Sirius Personal Transformation. Since we have considerable experience in evaluating this, it can already be determined after initial conversations. The Dynamic Leadership Model helps us avoid most of the problems in the company that arise from the personality traits of employees

or business partners and from everyday changes in the market.

The Dynamic Leadership Model establishes organisational, legal and human resource structures which can easily adjust to current market situations. Since we live in an extremely fast-changing environment, these dynamics must be taken into consideration when strategically managing business workflows. An independent analysis of current business operations within the company gives us a clear picture of the efficacy and efficiency at work and is a major step towards setting up new organisational concepts, since it allows us to timely detect:

- critical situations that are much more manageable in their initial phases
- possibilities for organisational growth
- personality-related potential of the employees
- new challenges and opportunities for development and growth

On the basis of this analysis we can:

- set clear priorities and realistic goals
- equally distribute tasks and responsibilities of the employees
- simplify and optimise workflow and communication
- establish a stable financial position and rationalise business operations

Communication is the essence of the Dynamic Leadership Model. DLM has proven to be an extremely efficient communication model for directors or board presidents and their employees in the companies, as well municipal administration managers and public servants. It has been shown to be effective among employees coming from different work environments, age groups and fields of expertise, and is appropriate for groups of employees who have different working methods, family backgrounds, varying levels of emotional intelli-

gence or radically different personalities.

It is also suitable for different cultural environments, countries and continents. As you will discover from the book in front of you, our work is not at all limited just to Slovenia, where we come from. We have successfully introduced our method in several British companies, as well as in Switzerland and Germany. Our method is known in the United States, the United Arab Emirates and South Africa.

Our consultants take the role of 'information regulator' in this process, collating, translating and effectively transmitting information during the transformation process. Our role is to establish relations where the guidelines regarding the transfer of information are clearly defined, understandable and to the mutual benefit of all participants.

The purpose is to:

- clearly define the responsibilities of employees
- encourage a business-centred way of behaving and thinking
- understand procedures and workflows
- rationalise and optimise procedures and workflows
- evaluate employees (what they wish to communicate)
- learn how to step out of a problem to make a solution possible
- establish a project-centred manner of working

'Behaviour patterns and ways of thinking cannot be changed overnight.'

THE DYNAMIC LEADERSHIP MODEL (DLM)
The path of change and progress.

TWO PROCESSES OF TRANSFORMATION

Five steps. Seven phases.

THE SIRIUS PERSONAL TRANSFORMATION
Behaviour patterns and ways of thinking cannot be changed overnight.

THE SIRIUS BUSINESS TRANSFORMATION
Close cooperation between employees and management is the key.

The process is divided into five steps. Both the personal and business transformation processes have seven phases. It begins with the first phase of personal transformation; when that is completed, the first phase of the business transformation begins. Thus all phases of the business transformation are delayed by one phase during the personal transformation process.

Introduction (diagnosis)

1. Personal and business shake-up – Sirius Personal Shake-Up

Establishing trust

2. Calming Stage - Sirius Personal Monitoring
3. Cleansing, establishing order in our minds and surroundings – Sirius Personal Cleansing

Introducing change

4. Setting new goals – Sirius Personal Goal
5. Abandoning old habits – Sirius Personal Emancipation

Evaluating results

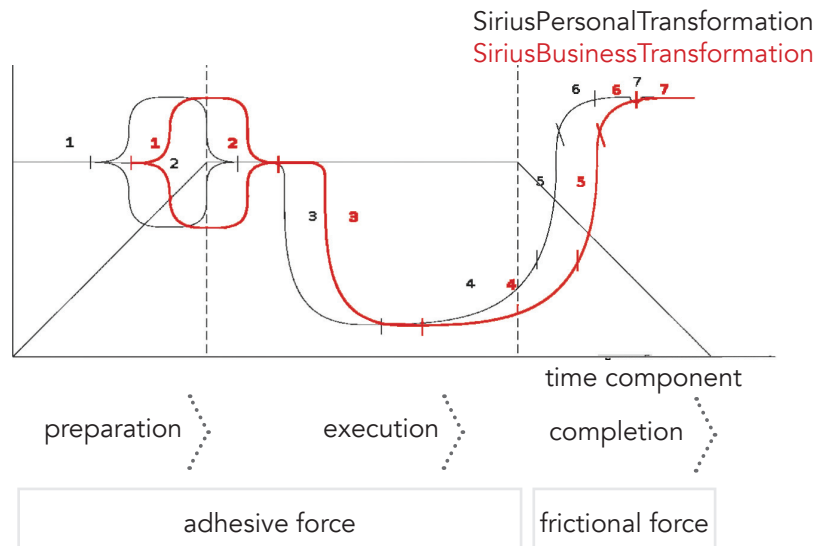
6. Sirius Personal Strategy (comprehensive change)

Final phase

7. Integration of changes into personal life (creating a comprehensive image)

A thorough analysis takes place throughout the first three phases. The fourth through the sixth phases comprise consultations regarding the abandoning of old habits and establishing new goals. In the seventh and final phase, knowledge gained from the previous six phases is integrated into the workplace behaviour of individuals and into business workflows. Further steps follow, including the execution, implementation and completion of the transformation process, until the client reaches a level of personal independence. In actuality, all of these phases are happening at all times, this is

the process of transformation from one state to another. Just as, during our daily lives, we can experience some unforeseen situation that throws us off balance, forcing us to make some sort of effort to return to our state of mind before the event (which commonly takes us about 30 minutes), going through these seven phases can transform a person or organisation from a state of disequilibrium to one of stability. This is a natural cycle that we are only aware of if we are listening to ourselves. This is the reason why our programme takes 7 months, so that later you can walk this path alone in only a few minutes.



‘Change must be introduced gradually so as not to create even more confusion in your life.’

THE DYNAMIC LEADERSHIP MODEL

The path of change and progress.

THE PROCESS OF TRANSFORMATION

Five steps, seven phases.

TWO PROCESSES OF TRANSFORMATION

Behaviour patterns and ways of thinking cannot be changed overnight.

THE SIRIUS BUSINESS TRANSFORMATION

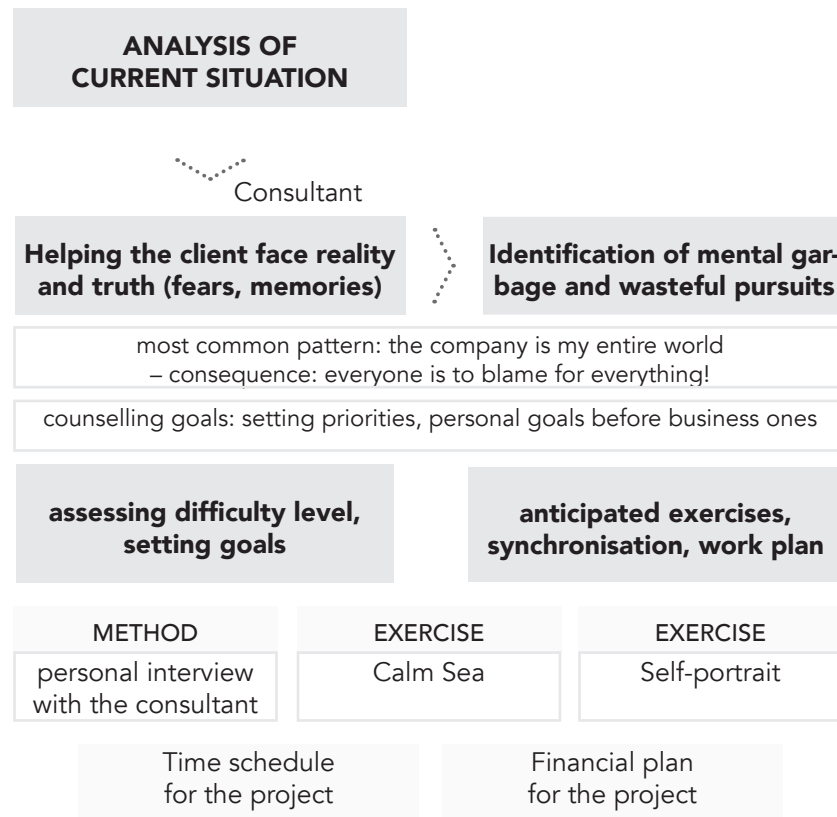
Close cooperation between employees and management is the key.

Half of our personality is dependent upon our personal nature, i.e. on our genotype, while the other half is conditional upon one's phenotype, in other words, education and environment, how we were brought up. Are we then half the sum of others? This is partially true, but essentially we have our own essential nature which is marked by the weight of the past. When we decide to undertake personal change, we must listen to ourselves and recognise our desires and needs. It is a good idea to make a list and implement changes gradually so that we do not get lost or create even more confusion. It is important to always keep our eyes on the goal and to keep setting new goals. Behaviour patterns and modes of thought which have led us through life cannot be changed overnight, that is why we must go through a personal transformation which becomes the beginning of a process of self-discovery, allowing one to reveal solutions, experience personal freedom and nurture independence from one's past. That is why we have created a method of personal transformation: the Sirius Personal Transformation. Using the Sirius Method, the consultant advises the client towards specific goals. In order to reach these goals, foundations for personal growth must be established first. It is only on the basis of these foundations that we can form and develop our personality. Until these are securely established, any further personal development is impossible.

Phase 1: The Sirius Personal Shake-Up (diagnosis)

We have named the introductory phase, which lasts from one to three weeks, a 'shaking-up' phase. We might also call it an awareness phase, since the goal is to face reality – dreams, excuses, attitudes. All fears, repressed memories and mistakes come to light, which is what makes this phase of the transformation very demanding. In the initial interview the client presents his or her life story, describes the insurmountable obstacles they have faced, explains what has kept them from making any changes, what critical situations they have faced and so forth.

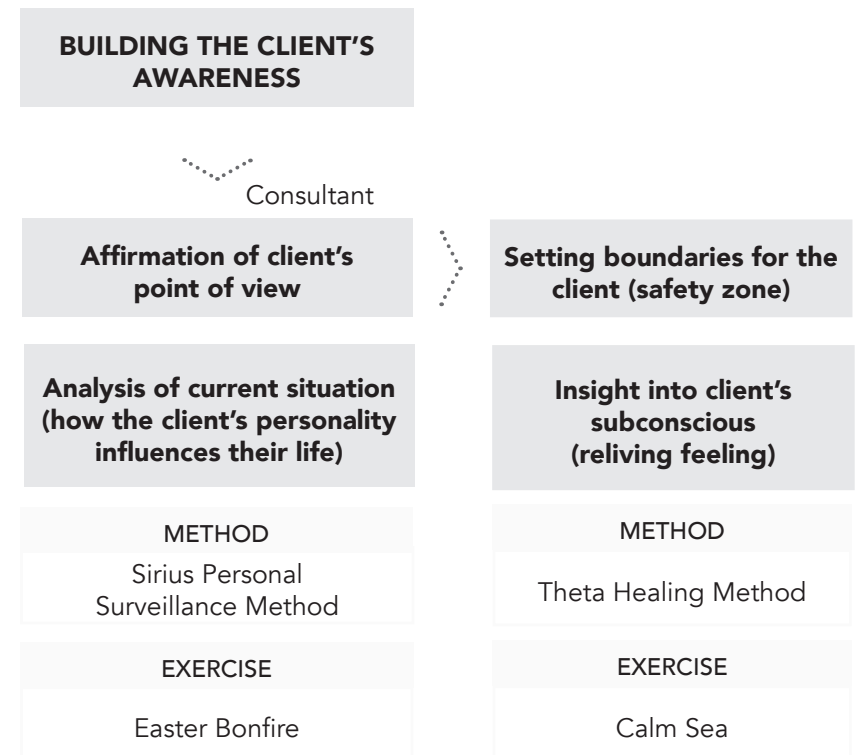
This is the basis of the consultant's further work – to establish the client's weak areas and to decide how counselling should continue. The purpose of counselling is for the client to put his or her personal goals before business goals – that is, to set different priorities.



Phase 2: Sirius Personal Monitoring (building the client's awareness)

The trauma and shock of confronting oneself in the initial phase must be followed by a calming period (two to four weeks). This phase, which has the client affirm their own views and has them set boundaries for themselves (a 'safety zone'), is based on the principles of choice and reality theory. The client becomes aware that only they themselves are responsible for everything that has happened and will happen

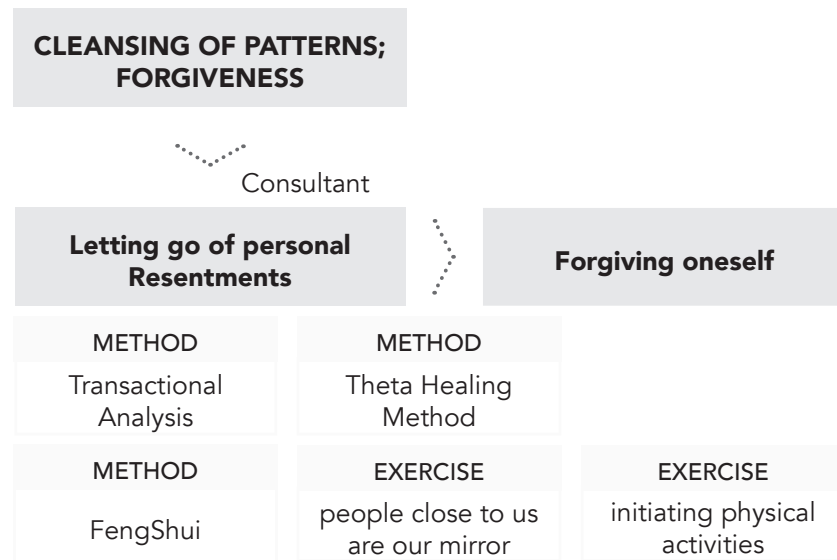
in their life. By using the Sirius Personal Surveillance Method we introduce to the client how their personality influences the decisions which in turn affect their life (analysis of current situation). We also make it possible for the client to gain insight into their subconscious by using the Theta Healing Method.



Phase 3: Sirius Personal Cleansing (getting rid of patterns)

Only after the client is calm and has come to terms with what they have learned about themselves can the cleansing process begin. It is based on transactional analysis and feng shui. It is important to remove from your life all material things which have not been used in a long time and to let go of all personal resentments. Then the moment comes where we must admit our personal mistakes, sometimes with the help of the people closest to us; they are our mirror and often show us that

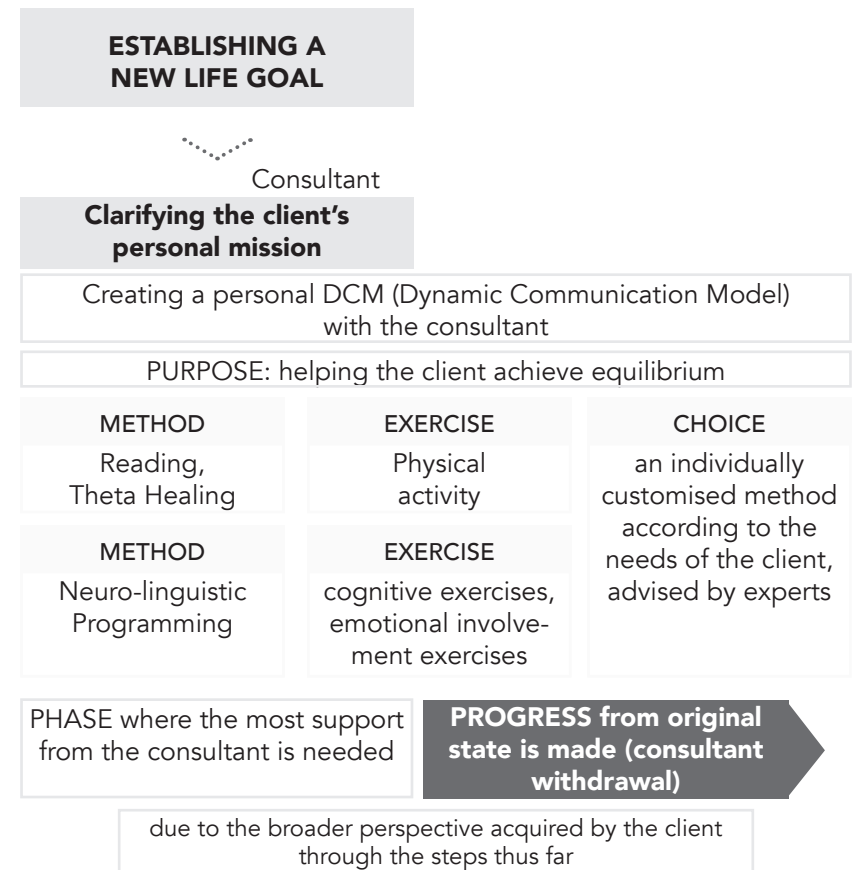
characteristics which we have ascribed to them actually apply to ourselves. When we forgive – not only others but, above all, ourselves – we also establish what kinds of patterns we carry within us, whether they are inherited from our parents or brought with us from previous lives. Many things can be eliminated just through awareness, even some deep-rooted convictions and things that have been carried over from previous lives can be eliminated with the Theta Healing Method. This emotional and mental cleansing, together with personal forgiveness, are conditions which must be met in order for us to move forward in the transformation process. This method was developed on the basis of natural phenomena, the effect of forces upon our bodies. The force that prevents the body from moving when it is standing still is called static friction force. This phase takes two to four weeks.



Phase 4: The Sirius Personal Goal (establishing a personal mission)

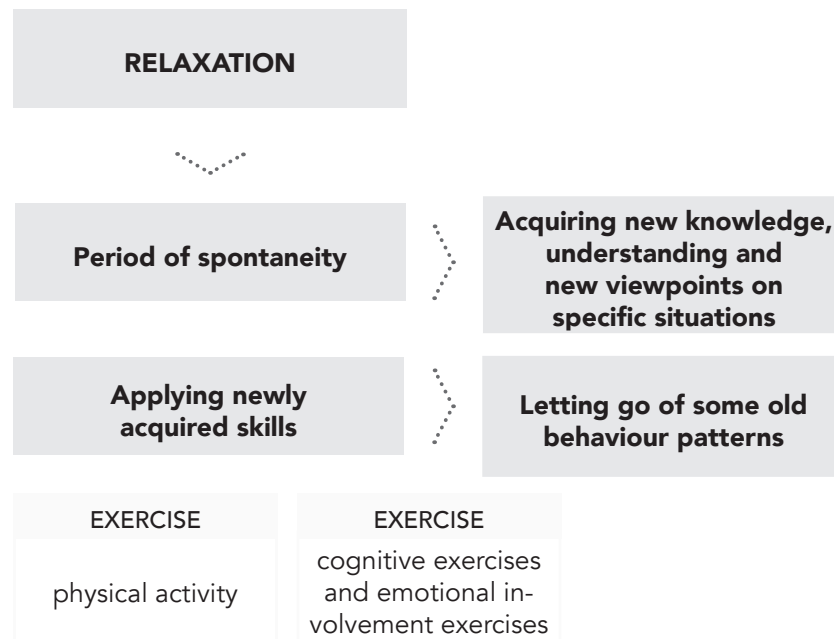
Once we have removed everything, we suddenly feel completely empty. In the past, our lives were filled with ‘games’, life without them brings independence. The client is suddenly aware that work and only work can no longer be a way of life,

that business goals are only there to support personal ones. We help the client to define new goals or to discover their personal mission by using Theta Healing and Neuro-linguistic Programming. This is usually a breakthrough for the client because they realise that it is not only important to reach a goal, but also that the path itself is the goal, and that the way in which that goal is achieved is important as well. It is at this point that the client needs the most support from the consultant. Once progress is made from the original state, the consultant can step aside since the client will have gained a broader perspective as a result of the steps they have taken thus far. This phase takes about two weeks. During this time the client participates in regular physical and mental activities, as well as tasks designed to improve emotional intelligence.



Phase 5: Abandoning old habits / Sirius Personal Emancipation

In this phase, which lasts three to five weeks, we try above all to be spontaneous, a lot of time is devoted to sports activities and having fun. We begin to use newly acquired skills while letting go of some old behaviour patterns.

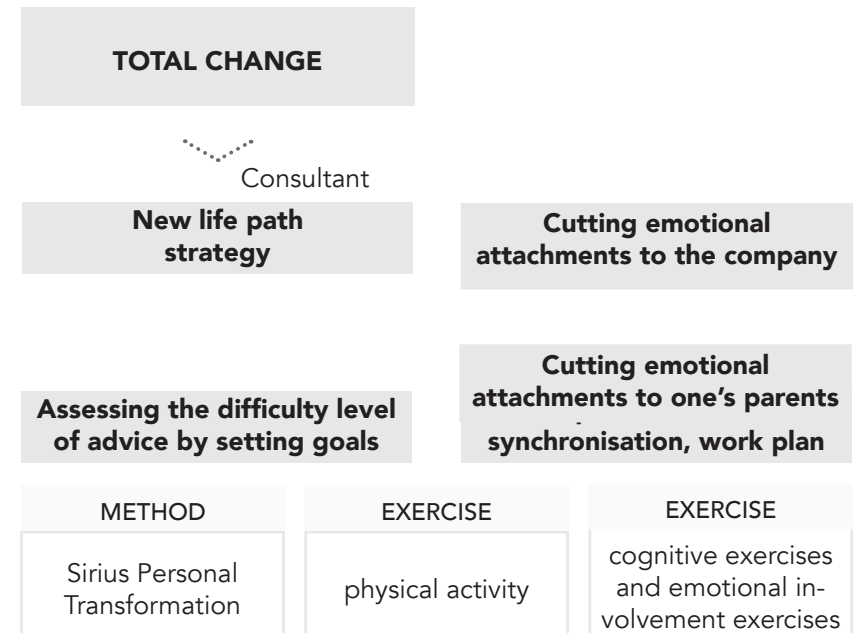


Phase 6: Sirius Personal Strategy (total change)

When we already have the feeling that nothing has actually changed or we feel guilty because we are not doing things the way we used to, it is time to prepare a new life strategy. At this point we cut emotional ties (attachments) with the company and, at the same time, we need to do the same with our parents. Everything that we are used to and everything we desire can return to our lives at this point. We realise there is no need to invent something new, that everything exists already deep inside us.

This is the turning point where the individual is ready for a complete change. At this point the story about the motionless

body which needs to be moved continues; in other words, we continue the Sirius Personal Transformation, conquering the forces of static friction and attempting to 'move' our life. As we do this, we are also building our personality. The more psychologically and physically stable we are, the easier it becomes for us to direct our lives in this dynamic world. Everything depends on us! Phase six lasts from four to six weeks.

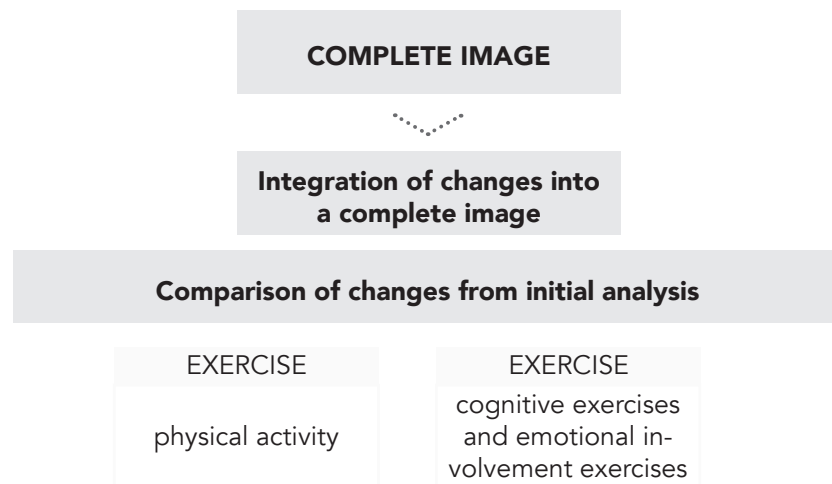


Phase 7: Sirius Personal Integration - Incorporation of changes into client's personal life (creating a comprehensive image)

We have reached the last phase of transformation. Now we need to review everything we have learned and gather it all in one place, to see how far we have gone towards becoming a complete personality.

Aside from cognition and emotional engagement exercises, physical engagement must also be included and practised even after consultations have ended. Once Phase 7 is complete, the consultant completes a form listing the personality

characteristics of the client that have been developed through the Sirius Personal Transformation process. A comparison of various factors from the initial analysis follows. Phase 7 is completed within three to four weeks.



Three subprocesses

Sirius Personal Implementation, Sirius Personal Independence, Sirius Personal Supervision (accepting oneself and one's environment, personal growth, monitoring).

During this period the client must learn to accept themselves and their environment, they must also begin to trust their environment. Also during this time the client gains self-respect as the process of their emotional independence from the company continues. The emotional bond with the company becomes weaker and weaker as the client's personal life becomes a priority – this is the condition for separating personal and business lives. The consultant will continue to occasionally meet with the client, so that together they can check how changes on the personal level are influencing co-workers and, consequentially, the business of the company.



THE DYNAMIC LEADERSHIP MODEL (DLM)

The path of change and progress.

TWO TRANSFORMATION PROCESSES

Five steps, seven phases.

THE SIRIUS PERSONAL TRANSFORMATION

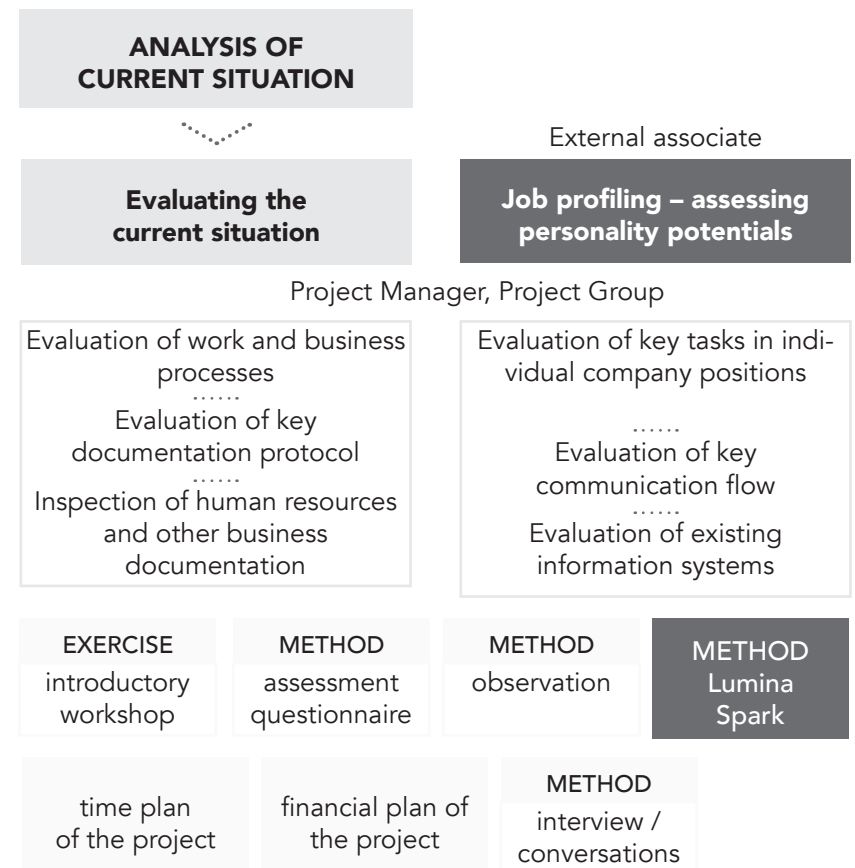
Behaviour patterns and ways of thinking cannot be changed overnight.

THE SIRIUS BUSINESS TRANSFORMATION

Close cooperation between employees and management is the key.

Phase 1: The Sirius Business Shake-Up (analysing the current situation)

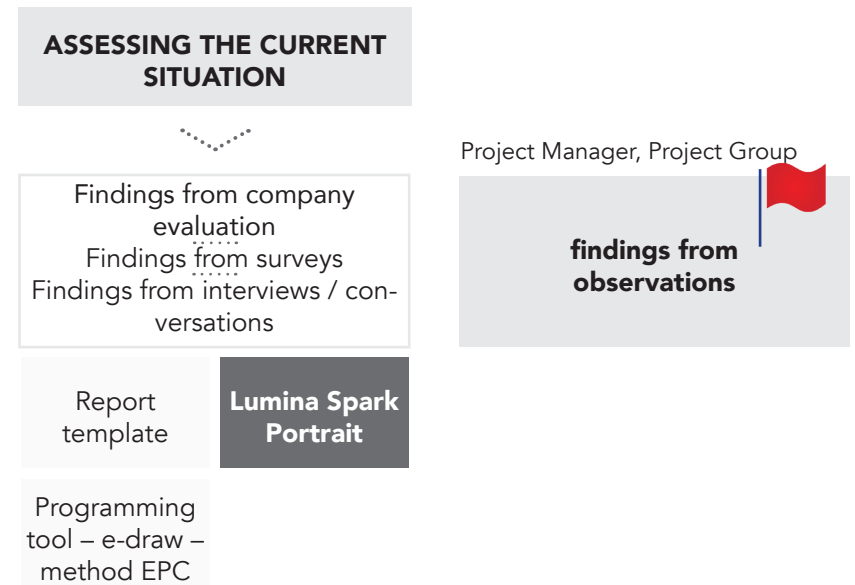
Evaluating the current situation in the company encompasses the assessment of work and business processes, key documentation flow, inspection of human resources and other business documentation, evaluating key tasks as well as key communication processes and information systems. An assessment of personality potentials must also be made. Key employees must be interviewed and questionnaires filled out. In the beginning it is key to observe work methods and communication flow within the company.



‘The Dynamic Leadership Model is a business paradigm for the direction, organisation and communication strategies of a company that prevents the personalities of those people who actively shape the business from influencing it. The entire model is based on the laws of nature.’

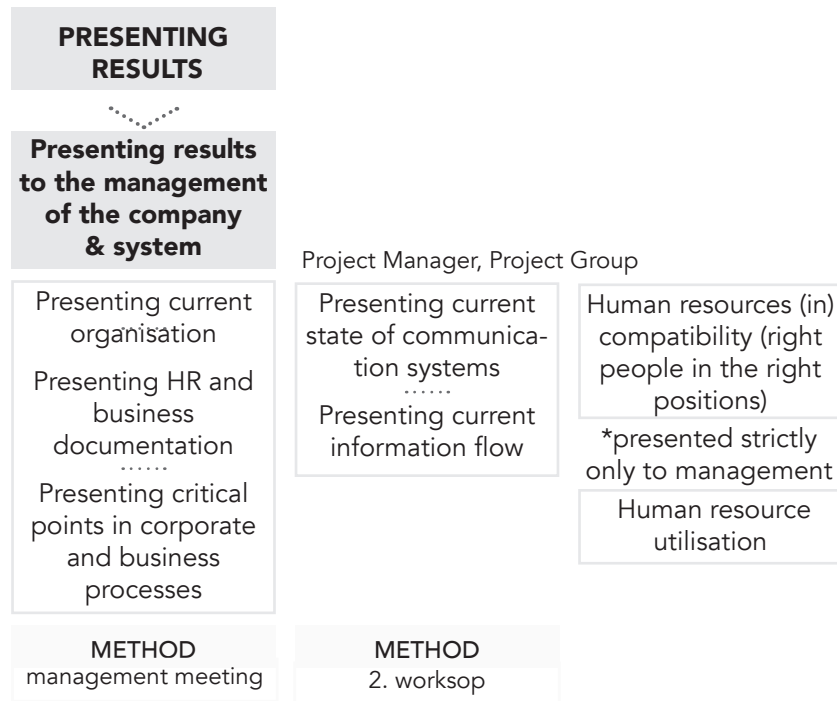
Phase 2: Sirius Business Calming Stage (assessing findings)

In this phase, an assessment of the situation is made based on evaluating numerous aspects of the situation within the company, holding surveys and doing interviews.



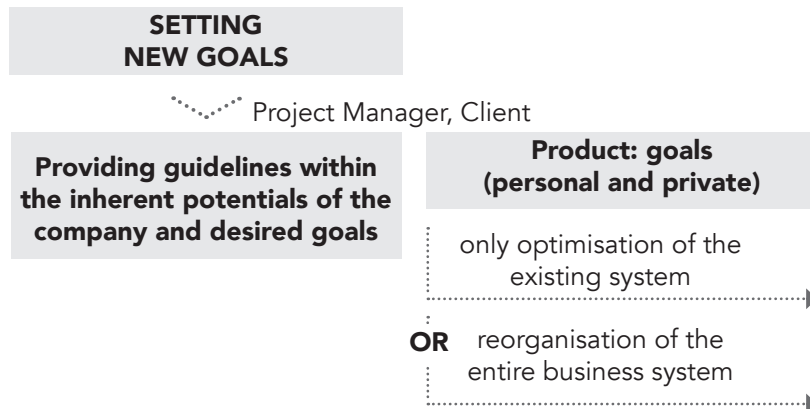
Phase 3: Sirius Business Cleansing (presenting results)

At this point we present the results of the evaluation of the company's situation: this includes an assessment of the organisation, human resources and business documentation, showing critical points in the work and business processes, an assessment of communication, information flow, assessment of human resources (in)compatibility and utilisation.



Phase 4: Sirius Business Goals (decision: optimisation and reorganisation)

In Phase 4, management establishes new business goals with the aid of the consultant, taking into account existing potentials and wishes. At this point it must be decided if the company is only going to optimise existing processes or initiate a reorganisation of business procedures from the ground up.



Phase 5: Sirius Business Strategy (setting up the right conditions for the Dynamic Leadership Model)

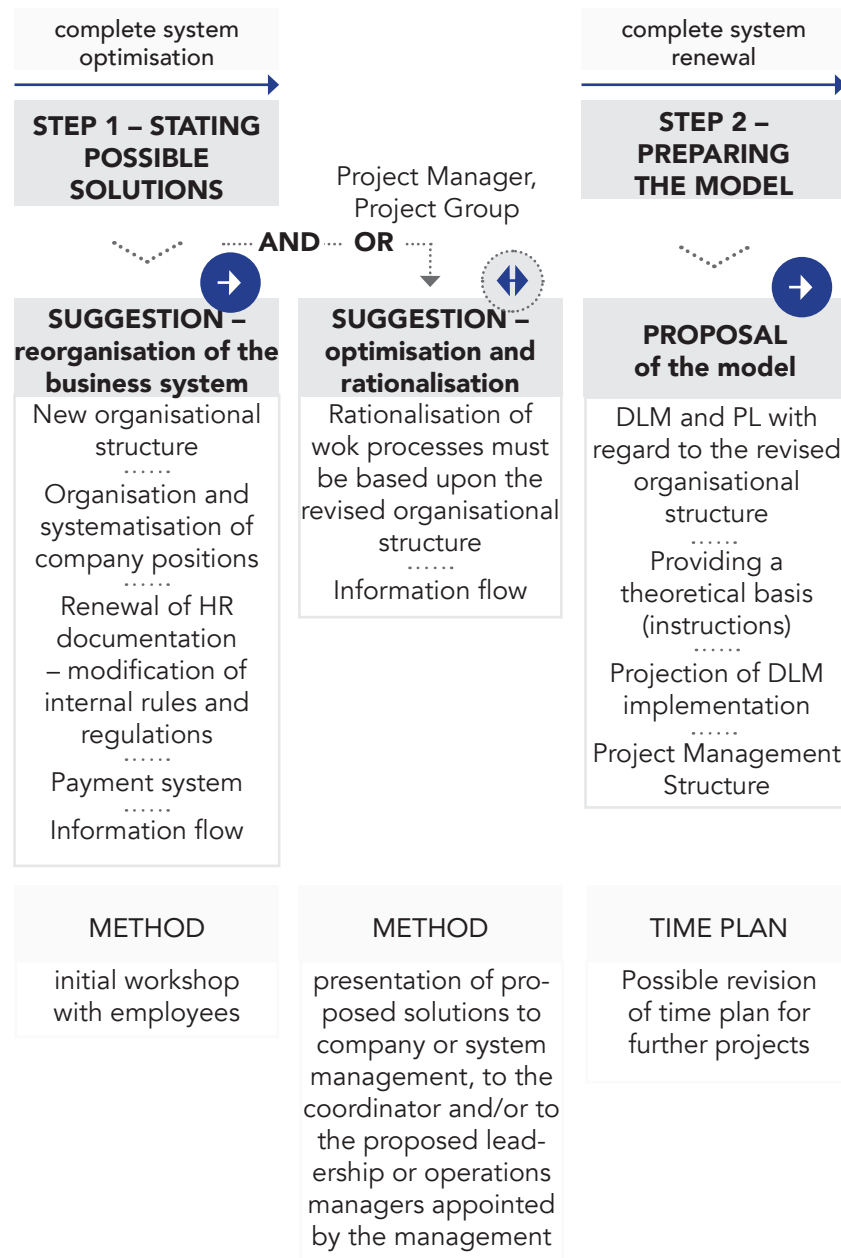
In this phase, the right conditions for the implementation of the Dynamic Leadership Model must be established within the business system. The most efficient path towards the goals defined in Phase 4 must be determined. It is necessary to appoint a project manager or project group among the employees.



Phase 6: Sirius Business Emancipation (preparing for DLM)

If the decision has been made to pursue the optimisation and rationalisation of existing processes, a revised organisational structure is determined. At this stage a proposal concerning the flow of information must also be put forth. If the client has opted instead for a complete reconstruction of operations, the first step in Phase 6 is to define possible solutions (reorganisation proposals that include a new organisational structure, organisation and systematisation of company positions, modifications of internal rules and regulations, a payment system structure and guidelines concerning the flow of information. After that, preparation for DLM implementation follows (DLM and project management as it pertains to the revised organisational structure, establishing a theoretical basis and instructions, a projection of DLM implementation and creating a project management structure). During this phase a workshop with employees is organised, projected solutions

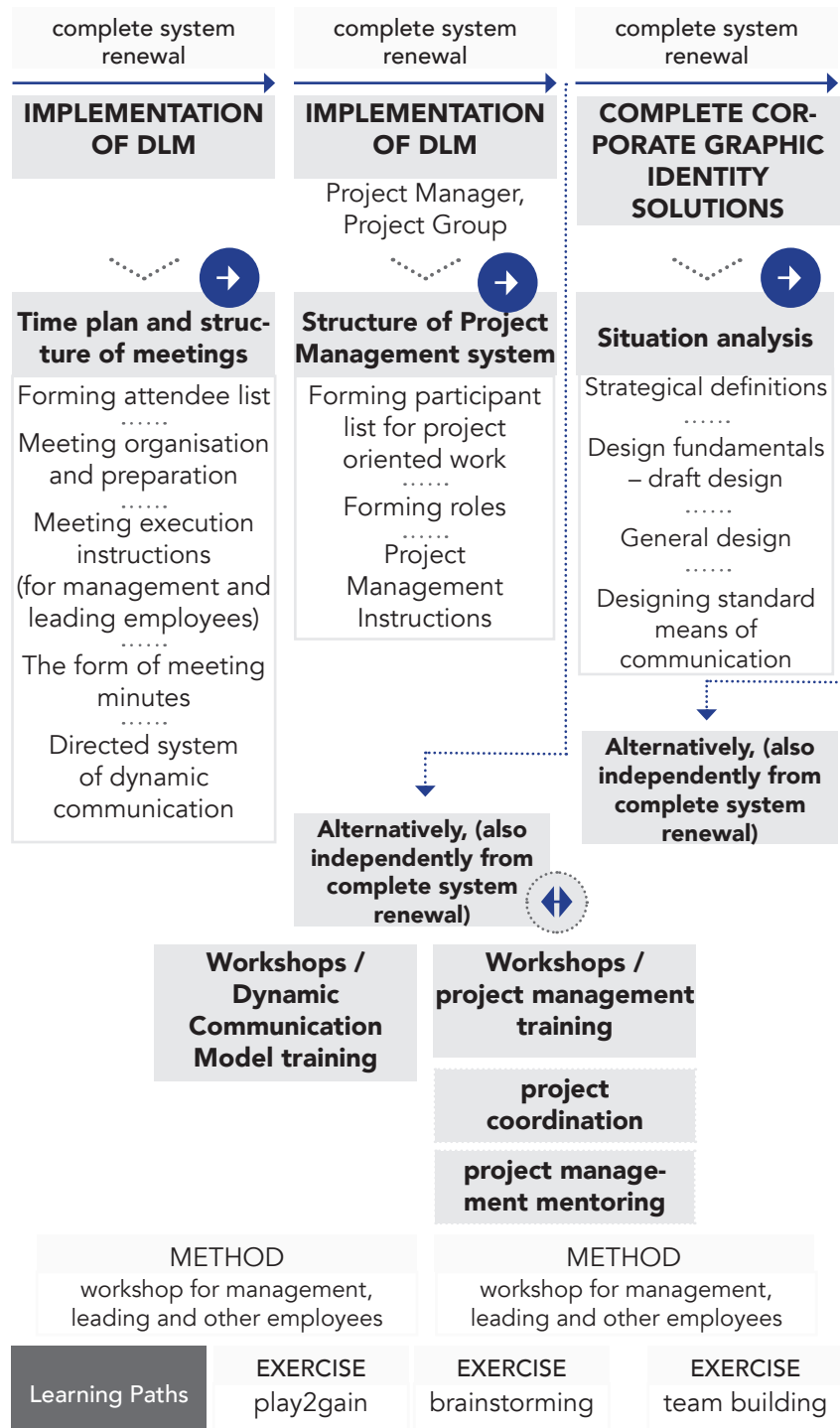
are presented to management and, if deemed necessary, a revision of the time plan.



‘To what extent are you willing to hear the truth? Because afterwards there is no going back.’

Phase 7: Sirius Business Integration (implementation of DLM and Project Management)

If system optimisation is chosen, training workshops for dynamic and project leadership are organised during this phase. If the client has opted for complete system reconstruction, the Dynamic Leadership Model must be implemented: deciding meeting participants, organisation and preparation of meetings, guideline for leading management meetings, the form of the minutes. Project management implementation follows (who is involved, forming roles, instructions) and then corporate graphic identity solutions follow (situation analysis, strategic characterisations, design fundamentals, designing standard means of communication).



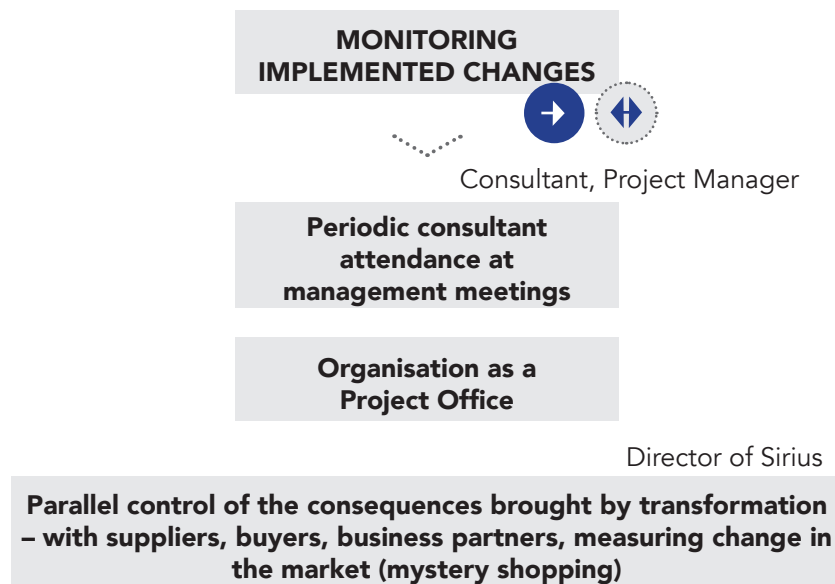
Business sub-processes

The Sirius Business Implementation, Sirius Business Independence, Sirius Business Supervision (acceptance, growth, monitoring)

During the implementation phase the consultant is present at management meetings while continuing to advise management on leadership and communication issues. During this phase the foundations of the organisation are established in accordance with the newly defined organisational structure and rules .



Independence of the employees follows and, consequentially, acceptance of their responsibilities. Expert support in the areas of human resources and labour legislation is offered. The consultant occasionally monitors the implemented changes by being present at management meetings. At the same time, market reactions to changes in the company are measured.



A STORY OF PERSONAL AND BUSINESS TRANSFORMATION

Step by step.

THE MEETING

What was the director's office trying to tell me?

A NEW BEGINNING

The company through the eyes of its leaders

THE RULES OF LEADING A MANAGEMENT MEETING

Is there one company or are there four?

CHOOSING A TEAM OF CLOSE CO-WORKERS

Department Managers as partners

PERSONAL CONSULTING

A mother was replaced with a wife

WHO ARE MY CO-WORKERS

The straight-A student, the loner, and the flirt

HOW ARE TASKS DISTRIBUTED?

We are all aboard the same ship

FACING OURSELVES

Perhaps it's time to change the managers?

THE TURNING POINT

We must prepare ourselves for changes

REORGANISATION OF THE COMPANY

Focusing on the goal brings us to the finish line

My Friday morning meeting ended early so I decided to pop into the café for a cup of coffee. More than anything else I wanted to quickly answer some emails. On my way in, I noticed a friend from high school with whom I hadn't been in touch for the past few years. We stared at each other and he gave me a vague smile, I could sense that he was not sitting in the darkest corner of the café by chance. So, I approached him with some uncertainty – actually I was a bit unsure if it would not be more appropriate just to politely nod from afar – and offered him my hand in greeting. 'What happened to him?', I wondered when I looked into his tired and grey face. His handshake was very soft and undetermined, completely different from what I remembered. Where in God's name did this polite, self-confident young man who always knew what he wanted disappear to?

He invited me to the table and slowly we started talking. At the beginning there was some silence and obvious embarrassment, then he opened up to me. He told me his wife had left him a few months ago. On the same day his mother died. And on top of it all, he was involved in a serious car accident. All that on one unfortunate Tuesday in the middle of February. While we were talking, he glanced at women who passed by, nervously typed on his phone and constantly shifted in his seat. He was visibly distracted. And then for a few moments he became that boy from school. He congratulated himself for getting a promotion. Two months earlier he had become the director of a small multinational company. He described his gorgeous office and the great view it had, it was exactly like the one he had always imagined having. Suddenly he decided I needed to see it, since we had already met, so we left the café and went to his car. As he moved a bunch of crushed papers from the seat, he apologised for there not being any place to sit. Empty bottles lay on the floor next to McDonalds leftovers and cans of Red Bull. I also noticed something that was not obvious in the darkness of the café: he had probably been wearing the same shirt for the second day in a row and was

unshaven. As we set off he drove quickly, honking and complaining about other people's driving.

We didn't speak much on our way to the office since he was constantly talking on the phone. We parked in the garage and took the lift to the top floor. A friendly secretary welcomed us at the door.

'One cannot hide in a room filled with light.'

When we stepped into his office I saw what I had expected to see. The blinds were left half-way down, the desk was completely hidden under a ton of papers, the bin was full. I straightforwardly asked him if he was having troubles at work as well? At first he was surprised – where was I getting such an idea? – and he even started to become a bit angry. Then he broke down.

I explained to him what kind of messages he was sending – with his appearance, irritated behaviour, neglected car and finally with his smelly, dark office. I looked him in the eyes and told him that everything I saw was a reflection of his subconscious. And, not to hurt or offend him, I added that I notice these things because it's my job. Well, at that moment we probably both knew that his problems were obvious to everyone. However, I explained that I could help solve them.

What was his office telling me? The office blinds were drawn half-way down so that one could not see the view. The windows were not partially obscured because of the sunlight but because the wide view caused him to feel even more powerless. One cannot hide in a room filled with light. Clearly after everything that had fallen upon his shoulders in his personal

life, he had found himself unable to handle the job with which he was entrusted. He was unable to prepare a new strategy for the company or find solutions for the challenges it faced. He no longer had a compass to guide either himself or the company towards the right path. Why did he lose his way? Why was his compass no longer working? Even his desk, overloaded with paperwork, was telling me that the company was facing difficult challenges. Problems from his personal life had found their way into his work. His life had started to revolve around problems: problems at home, problems with friends, problems at work...

I felt that our accidental meeting had a purpose. When I explained to him how I had come to my conclusions, he went silent. This was the moment when he faced himself. I had helped him open his eyes and his burden began to lift. Because I had always valued his friendship, I gave him advice on how to go forward. We made a plan of action the very same day. On a piece of paper, we wrote what he must do. First he had to look inside himself, calm down and accept the given moment, only then could he start making decisions. As we left the office he approached his secretary and asked her to remove all the paperwork from his office, open the blinds and order cleaning. He told her to schedule a meeting with all the department managers on Tuesday.

I suggested he should go somewhere for the weekend and do something for himself. He agreed to take a short break for the benefit of his well-being. On Monday he called and told me he went to the coast for two days and even treated himself to a massage. Since we had agreed that I would help him, I asked him to describe the feelings he had felt when he was alone.

'When I was lying on the massage table and looking through the glass wall towards the pool, which was already almost empty due to it being so late, I noticed how the water gradually became calmer. The massage made me sleepy and when I closed

my eyes I imagined rough seas. Slowly everything started to relax, including my inner-self. I managed to breathe peacefully after a very long time.'

I explained to him that the environment is a reflection of his thoughts: when he directed his thoughts towards a gradually calming sea, he was also calming himself.

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Tuesday was the day for a new beginning at the company. I was present at the management meeting, as a consultant. In the morning I went to see my friend, the director. He was in a completely different state than when I found him on Friday – and only four days had gone by. We quickly spoke about his short break, then I gave him a few pointers on how to run the meeting. At that point the secretary told us that the employees were already gathering in the conference room.

'His environment is a reflection of his thoughts.'

As we entered the noise subsided. The director greeted everyone and apologised for not having called the meeting earlier. He explained, as I had advised him, that he first needed to get to know the company a little better and establish what kind of problems the company was facing. Of course he couldn't say to them that he felt completely lost when he took over the company. He introduced me as a good friend and a consultant. He explained that I will occasionally be present at the meetings. I noticed surprise on some faces and disapproval on others.

The meeting continued as planned. A short introduction of all the department managers followed. The director asked each of them to present the company through his or her own work and responsibilities, and also to explain where they were having problems and to present possible solutions and improvements. The administrative manager, who was sitting to my right, responded first. He explained that so far none of the previous directors had had any understanding of human resources, they always just expected and demanded maximum results from the employees, which often led to overloading and high stress among them and was resulting in an

increasing number of sick leave requests and over the years led to high employee turnover. The administrative manager emphasised that he is hoping for more support and asked the director if he has a clear vision of where and how he intends to lead the company. In his opinion, this was essential when preparing an efficient human resources plan.

The company's current ad-hoc approach to hiring did not enable them to get the best people. He also pointed out that, as an HR manager, he was mostly just putting out fires, and this had led to an even worse situation, of which he was unaware until only later. If unqualified or inappropriate people are hired, the results of these poor choices show in the long run in the work results. The director thanked him for his honest opinion and added that he himself has also noticed the increasing number of customer claims over the years. He said he would like to have a clear vision for hiring practices. Since he was not yet familiar enough with this subject, he asked the administrative manager to join a group which would prepare a strategic plan for the company. Although he was a bit surprised, the manager expressed a willingness to cooperate.

'Quick changes cause even bigger problems.'

It was now the marketing director's turn to speak. He also expressed his discontent with the current situation and the management approach thus far. His approach was perhaps slightly too confident or – to put it better – smug. Generally displeased, he stressed that the marketing department was primarily handling sales and that there was no sign of real marketing in the company thus far. He pointed out that he himself was adequately qualified and educated about corporate marketing practice and therefore suggested that, in the future, more attention should be paid to properly marketing

the company. The general director, my friend, was consumed in his thoughts and staring in front of him. He listened carefully and stated that he found the marketing director's way of thinking completely understandable, however he asked him to present a proposal of what should be done. Staff shortages were the first problem area, the marketing director pointed out. He also suggested an increase in the number of salespeople in the field and stressed that they should be present at various trade fairs more often.

The director nodded the whole time and then asked what kind of budget they would need for this. 'I would be able to give you a more specific number once you tell me which direction you would like to navigate our ship. Without a clear course and expectations from management, I cannot give you an estimate', the marketing director replied. Even though my friend had wanted to provoke him by asking for a specific figure he needed for marketing, the response pleasantly surprised him. Most people in such situations start looking for exits, usually in numbers. They start to calculate the amount they need for their own department, but in this case the marketing director responded very pragmatically and appropriately to the situation at hand. The director agreed and also asked him to join the new strategic group.

The production manager then spoke. As opposed to the previous two, he stated that everything was fine in his department, production was doing well. They all knew what their tasks and responsibilities were. He pointed out that there was a problem in marketing, they were not trying enough to secure projects on time and added that HR was sending them impossible employees.

When these opinions were expressed the tone of the meeting changed. Of course others at the table did not easily take criticism and vigorously denied the complaints. The finance director in particular fiercely rejected the accusations and asked

mockingly, 'And everything is fine in your department?! Oh, please! Your costs are the highest in the company!'

The verbal exchange continued with a sharp answer from the production manager. 'Yes, of course. We also work the hardest! And you're just along for the ride! We're the ones earning your salary and therefore justifiably also expect the biggest support from your side, not that you just make our jobs difficult,' he said. The finance director was not without a response, 'If we are talking purchase costs, why do you always seek only one offer, and why have we been dealing with the same suppliers for years? And if I only look at how often you change your personal car, one would come to think you are getting some money on the side somewhere as well,' she said.

'Look, at least I can rely on my suppliers if I can't rely on you,' he replied. 'I have managed to get 180-day-payment terms and even if we sometimes accidentally don't pay on time, they understand. We always receive materials from them in time to complete the order. I do not have a family or children, so cars are my hobby. But I have no intention to talk about my personal life, there's no reason.'

Since the tone of the conversation had become a bit rough, for some even offensive, I glanced at the director and hinted that it is time for him to calm the situation down. He stood up and at first just observed the co-workers. He only spoke when the employees stopped accusing each other.

He reminded them that the purpose of the meeting was to exchange opinions and that it must be held in a manner acceptable for everyone. If the production manager is unhappy about support, then we must focus on improvement.

The production manager was also invited to join the strategic group and was advised that he is expected to bring suggestions for improvement in his department and maybe also for procedures across the company.

The production manager agreed that certain changes would be welcome. The finance director, although she was a bit offended, now continued with her presentation. She spoke mostly about project analyses which had shown that certain projects were too expensive and consequently bringing minimum profit. She stressed that she would like to have a more transparent overview of projects, especially financial indicators. This way she would know what the financial cost of certain operational steps are and be able to pinpoint where the highest costs come from. The director was deep in his thoughts, listening to the finance director and ultimately agreed with what she said. As she had also clearly presented the way she would like to manage project costs, she was also invited to join the strategic group.

The director asked all department managers to prepare proposals regarding their own departments by the next strategic management meeting and suggested they should cooperate with other departments as well. The proposals must include solutions for the flow of communication within the department and a list of which employees would be needed in which positions.

'The process is created by people and if we wish to change it, we must first change our habits.'

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After the management meeting, the employees scattered back to their offices. The director and I went to his office, now very clean, and performed a short analysis of the management meeting. The first thing we established was that the employees were only interested in what is going on in their own departments. Therefore, an outside observer gets the feeling that the company is made up of four separate units, we could almost say that there are four companies in one and that instead of working together towards a single goal they are competing with each other. At least that is how their managers behave. Each of them has built their own garden and was cultivating it according to his or her own convictions. But no one was looking after good, neighbourly relations. The company cannot function successfully this way in the long run.

**'Education is based
on personal experience.'**

We also analysed the management meetings held under the previous leadership. They were organised every Monday and often lasted an unbelievable ten hours, usually from nine in the morning until seven in the evening. The main topic was usually solving problems and mutual accusations, so they mostly served as an opportunity for some directors to release their anger rather than discuss any actual creative solutions. At the end of each meeting they reached some sort of understanding, however they never agreed on any concrete solutions for the future – actionable items were missing. Because the current managers were used to things functioning this way, I had to make sure that the new director would not continue the patterns of the previous one. Since the team of managers remained the same, I knew that together they could overpower the new director if he did not immediately show

them clear leadership.

First we needed to establish rules for how management meetings would be held. We decided on three kinds of management meetings. Strategic meetings, as the name says, were intended to discuss the strategy and development of the company and were to be held every first Thursday of the month. The upper management meeting was going to take place once a week, on Mondays from 9 to 11 a.m., while operations management meetings were to be held by individual department managers. They were scheduled to take place following the upper management meeting and were to last half an hour. Their purpose was to set up the flow of communication in such a way that everyone was regularly informed of everything. Once we had agreed on the forms of the individual meetings and their schedules, we took a step further and also determined their content. These instructions were also given to all of the department managers. It was important that everyone was aware of the intended workflow and that they respect it. We decided that the initial rules would be adjusted together with department managers and in accordance with the new work system. This meant that, in the end, these would be rules that they themselves had formulated. Once new management meeting rules were adopted, new communication guidelines were also established – which, importantly, included instructions concerning the communication of information to lower levels of the company hierarchy. At the same time, we also defined the format and basic content of meeting minutes.

Once we had introduced the use of meeting minutes, all key information and conclusions were written down. We also determined and noted who was responsible for the execution of individual items. With these steps we made sure that any conclusions that were reached would be recorded and passed on to employees by their managers in exactly the same form. Information would no longer be lost or transformed as a result of the process of communication. At the same time, we

ensured that individual responsibilities would be traceable, each manager would know what must be accomplished before the next meeting occurred. Already by the director's fourth meeting after establishing the new guidelines, the gathering lasted as long as it was supposed to and took place without any accusations or conflicts. We divided the upper management meeting into three parts of 45 minutes each. The first part was dedicated to current problem areas. Each director or department manager could present organisational or technical issues that they were not able to solve on their own. The second part was dedicated solely to marketing and the development of the company – discussing new opportunities, human resource development, inventions, innovations and new products. The third part was dedicated to the company's internal and external projects with topics including: reaching or not reaching targets (time and/or financial ones), new projects and complex claims. A decision and actionable solutions had to be made regarding each item.

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As I observed the managers and directors at the meeting, I quickly realised that anarchy prevailed at the company. The new director had dropped into a completely disorganised environment. When he started this job he also began to experience further deep changes in his already disorganised personal life. It usually happens that when one thing goes wrong, other things soon follow. The director had only two options: continue managing the company according to the system that had already been in place when he arrived or take a completely new path.

‘Only when we are completely true to ourselves, can we start coexisting in love.’

If he continued the existing way of working, the department managers would sooner or later overpower him and in time they would be running him and the company. This approach would offer him a certain ‘safety’ but this would be safety in foul-smelling stagnant water. Sooner or later he would end up leaving the company as a result of his own mounting dissatisfaction. After I showed him on the first day what the real situation was, he decided to put things in order.

Of course he had to decide whether to take the department managers as partners and outline a common strategic path, or to opt for a centralised autocratic leadership model and give them a clear understanding of what he expects from them, in the process perhaps even letting go or replacing some of the managers.

The director decided to create a new strategy together and

invited the managers to join him as partners. He chose a more difficult path but ultimately the most successful one. Together we focused on equally redistributing responsibilities within the company and on making the work environment one that is energised by personal motivation. We wanted to encourage a business-like mentality in every single employee in the company, meaning that each individual is looking for business opportunities and possibilities for the optimisation of their work.

Already after the first upper management meeting it was clear to me that one of his major priorities must be to change the way of communicating, since certain sectors and their employees were not even communicating with each other at all. Each manager had created his own image of the situation in the company. This happened because upper management never informed their employees of the actual situation, resulting in chaos.

One important factor was also that the number of employees in the company had increased considerably over the past five years, from 250 to 870. The company had experienced enormous growth in a very short time and during that expansion they didn't have time to properly adjust their operational procedures and guidelines for communication and organisation to accommodate growth. Eventually the individuals within the company with the stronger personalities prevailed. The business process started to adjust to those individuals and not the other way around, becoming a reflection of their habits, needs and wishes with the predictable consequence that those who were more assertive had more influence.

I know from experience that on paper existing processes are not hard to change, but the changes stay on the paper if we do not internalise them. Any process is created by the people who contribute to it and if we are to change it, we must first change our habits. To be more exact, we must change. Since

our habits are rooted in our subconscious, we will often do anything not to change them.

Changing processes is one of the most demanding tasks of any manager. The managers in our case were also a reflection of their employees. That is why the transformation must start at the very top of the organisation.

We must be aware that no one has the right to demand someone else change their personality. This would be an invasion of employee's privacy and is against labour laws. We can only change our colleagues by example. The previous director had acted in the exact opposite way, he took on the habits and patterns of those around him. Because he was overpowered by his subordinates he adjusted to their habits and became trapped, unknowingly taking a subordinate position.

‘We must not seek attention outside ourselves. This is why we must occasionally also complement ourselves.’

I could simply not let the new director, my friend, do this. When I explained to him how an individual's psyche works, he expressed a wish to reorganise the company in such a way that the workflows would be independent from the characters of individuals within those workflows. A key element for him was to not become emotionally involved in the business process, which meant that he was not allowed to look for solutions to his personal problems within the company or among his co-workers.

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Together we also agreed to also pursue personal counselling concurrently with the business consulting, this would help him find answers to questions that had been following him ever since childhood.

Although we had first met each other in our early teens, I wasn't familiar with his family background. To be honest I wasn't even interested in it back then. We met again after he had already married. I had thought of him as a spoiled only child, but then he told me his twin brother had died at birth. This is why his parents subconsciously gave him everything and took extra care that nothing would happen to him. He himself agreed that as a child he was given everything he wanted. He enjoyed this and felt safe.

When he turned fifteen he experienced his first loss, his father died in a car accident. After that his mother took him even closer under her wing and that made him even more attached. Since she had already lost two in her family, she didn't want to lose the third. At the same time, she forgot that this loss didn't just affect her but it strongly affected her son as well. And it was even more painful for him because until then he hadn't known what loss was. Because of the pain and the pressure from his overprotective mother, all he wanted was to escape his home environment.

His mother's fervent wish was for him to become a doctor, one that could look after her in her old age and help her with medical issues. Since the situation at home was gradually suffocating him, after he finished high school he realised he had to change his environment. Despite his mother's disapproval, he decided to go to the United States and study management.

Just the thought of going abroad was liberating for him. His idea of America, however, was an illusion constructed from watching movies – though he was not aware of this at the time. Over his mother's objections he applied to a universi-

ty in Chicago and was accepted. He found himself a flat and made sure he had a scholarship. Since his mother had been saving money for him, he had enough for a plane ticket and something to live from in the beginning. Saying goodbye to his mother was hard, of course, but liberating at the same time. 'When it came time to leave, I hoped that my mother would approve of my decision. I remember her sitting at the kitchen table, I remember her distant look. When I put the plane ticket in front of her, she looked at me and even today I can feel the pain I saw in her eyes – but I had to do it, as soon as possible. I wished she would have understood and accepted my decision. I expected resistance and some pleading for me not to leave, but instead she just looked at me. She slowly stood up from behind the table and gave me a hug. 'Take care of yourself' was the only thing she said. In a way she had accepted my leaving. We said our goodbyes in peace. I was bursting with curiosity and there was a desire burning deep inside of me to get to know a new world and for a completely new life'.

After hearing this, I quickly realised that this event is still very vivid for him and, most of all, still very painful. Even today, when he thinks of it, he feels uncomfortable and feels pressure in his chest. I explained to him that his mother was not being completely honest when she wished him good luck. In reality she wanted him to stay home, with her. His departure made her feel even more alone and she had to face her greatest fear. Even though she never admitted it to herself, she was afraid of being alone. Instead of being proud of her son and his independence, she was angry. Her anger grew stronger over the years, because he didn't keep his promise to phone her and come home regularly.

America lost its TV show sparkle for him already after just a few days of living there. But most of all, he was suddenly no longer the centre of attention, the best, the most beautiful. He became someone who had to fight for survival and prove himself – first to himself and then to others. He told me that

he felt as if he had been reborn because he needed to live an independent and responsible life, step by step.

It was becoming clearer and clearer to me why he had made such a decisive change in his life then. Even though he was convinced that by leaving he would find freedom, the truth was completely different. It certainly took a lot of courage for him to decide upon and carry out such a radical plan, however it didn't solve the fundamental problem inside of him that began to reveal itself in his way of life later on as he continued to repeat his same old mistakes. His decision to go abroad was mostly to escape from his mother. Even though she offered him an easy and carefree life, deep down he wasn't happy. His anger toward her only grew stronger while fighting to survive at an American university. Suddenly his sole purpose for going abroad to study was to prove to her he could survive without her and succeed on his own.

'If leaders always keep the most responsible work for themselves, it is highly demotivating for their employees.'

When he graduated from the elite university, they offered him the opportunity to continue his studies – but this time he no longer felt the desire and the need to prove himself. He had reached his goal. He had proven he could take care of himself. He came home after six years for the first time. During all this time, he had only called his mother once. There were no visits or holidays at home and she strongly resented him for this.

‘Mental garbage is information in our subconscious which has no clear purpose and creates negative thoughts that cause stress.’

When he came home, she didn't want to see him at first. He proudly threw a diploma and a check for \$100,000 in front of her saying, 'You see, even without you I was able to educate myself, find a job and achieve a lot!' His mother did not understand what was he trying to tell her. She was filled with anger, sadness and disappointment. She simply could not understand why he was acting like that toward her. She was willing to sacrifice her life for him, so this was even more painful for her.

They had spent only fifteen minutes together when he suddenly said goodbye and left again. Only after a year, after he found himself a serious partner, did he start to slowly realise what he had done to his mother. It was true she was suffocating him and not preparing him for life, but he knew that she didn't know any other way to be, she was just doing what she thought was best for him. She wanted to protect him from the cruelty she had faced herself. Her approach to raising her son was based on her own experience.

Two years after returning to Slovenia he got married. His wife assumed the role of his mother, which she did because she thought that's what he expected of her. She completely subordinated herself to him, looking after him in all respects, which pleased him. He was again the centre of attention. With his wife's help he slowly began to realise how unfair he had been to his mother. It took him two years to apologise. He told me he would always remember that day. Finally, an honest conversation took place between them. That was the first time he felt relief, as if a burden had been lifted off him.

As we analysed his life, he became aware that nothing in life is self-evident, that he did not go to America to study just to find freedom, but also because of his anger. Everything about life he had learned while living in America he wasn't actually using at home in Slovenia. He viewed his childhood and his life until then as a burden. When his mother told him she had

cancer, this crushed him also brought them closer together. To his great disappointment he realised that he had spent his life in anger. Even though he looked happy on the outside – he had an important position in the company, an understanding wife, a new house, a good car – he knew he still had not found himself. He still felt like a child trapped in the cage of life.

From our conversations I learned that he was making the same mistakes in his marriage as his mother had made in hers. He put his wife on a pedestal, spoiled her and showered her with presents. He wanted to provide her with everything because he thought that is one shows affection. Of course, at the beginning of their relationship the wife seemed to love all the attention. For him, however, it eventually became too difficult to play this role, and most of all it proved to be too little to sustain a successful marriage. She eventually fell in love with another man, somebody with whom she felt emotionally safe and with whom she wanted to have children with. Because she had found this with somebody else, my friend and his wife no longer had a shared goal. She did not want an equal life, she just wanted to take care of a home and family and needed a partner who would provide an emotional safety net for her.

Towards the end of spring that very same year, he received a call from the hospital that his mother had died. On his way home he wanted to call his wife to tell her the sad news, but he couldn't get through to her. Then he saw she had left him a voicemail. His wife let him know she could not deal with their marriage any longer and she was saying goodbye to him, saying they would handle everything through a lawyer from now on. At that moment his life fell to pieces. Suddenly he saw a car cross in front of him, it was too late to avoid it.

Later on he could only remember lying in the hospital bed feeling lonely and abandoned. In a single day he had lost his mother, his wife and had a car accident. If he was lucky enough to have survived, he was not able to tell yet. He finally

thought long and hard about his life. Even though his mother had gone he was glad they managed to find peace together and, at least towards the end, had a good relationship. He was aware he had forgiven her for the mistakes she had made and was grateful she had done the same. He felt her death was a symbolic farewell to his childhood and his golden cage. At that moment he was no longer a boy, he became a man. The feeling of estrangement from his wife began when he started to forgive his mother. This is when his typical behaviour patterns, his way of life started to disappear. Because he no longer felt the same needs, his wife also no longer felt needed and fulfilled. She wanted the exact same life he had originally offered her and exactly the same partner he had been when they first met. They had started to drift apart because he had changed and she had not. The distance between them grew so big they became strangers. Because he was successful and ambitious, but at the same time also wanted to spend as much time with his wife as possible, his life had turned into one impossible rush and he had forgotten about himself. In a way, his car accident was a stroke of luck, a warning for him to stop.

‘If we want to reach our goals, we need a team of people willing to look for solutions.’

We cannot blame our parents for our problems. Once we are of age, we are responsible for our own lives. We grow up when we decide to do so ourselves. Rushing through life is just running away from ourselves. It just means we don't want to face ourselves. But with each escape, also a part of our life escapes us. Our time is limited and every moment that we fail to pay

attention to it to leaves a tiny void in us. We should all learn to live neither for others nor for the material world but for ourselves, to be aware of every moment. Only when we are truly honest with ourselves do we start to co-exist in love.

His mother's death, his wife's departure and the car accident had pushed my friend to a dead-end. He felt he had no reason to live any more. He was falling faster and faster and it showed in all areas of his life. But he was given a second chance, at least professionally, one that could awaken him.

After a few meetings he was determined not to force anything or to be angry at anyone. By being angry we only build a cage for ourselves. Most importantly he realised he must put himself first. Business is a part of life, just like love, friends and even challenges are. By realising all of this, he would be able to positively influence his new work environment. Despite his new awareness and discoveries, he had not solved his personal problems yet.

Challenges and problems are part of life and we need to solve them as they arise. At one of our meetings he told me that from now on he is going to like himself and that he will lead by example and show others they need to like and respect themselves. He was convinced that that is the only way they could be useful to themselves and to the company. Our meetings gradually bore fruit. Contentious relations within the company were resolved, upper management meetings became more creative and there were fewer mutual accusations. After I had worked with the director for five weeks, the management board had become quite a pleasant team. Co-workers also noticed his new approach to leadership and began to support the director despite their initial disapproval of him.

‘Since we cannot change all our co-workers, it is time to start thinking about changing their superiors.’

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Not everything was perfect, by any means. Some managers were still having trouble accepting the changes, resistance which was largely dependent on their life experiences and personality characteristics. But most were happy with the new approach. I let them know that I could also help them cut ties with their old behaviour patterns. We agreed for me to spend one hour with each manager.

The administrative manager was a brilliant student as a child. Schoolmates often teased him, calling him a nerd, and never entirely accepted him into their circle. He was always pushed aside, except when the end of semester was approaching. That was when they wanted to be friends with him – of course just for as long as they needed him. He put up with this but inside felt rejected. He didn't socialise with anyone during his free time. He came from an average working family who could afford an average life, spending their evenings in front of the telly.

His parents didn't spend much time with him, they had enough troubles of their own. The father drank too much on occasion and this sometimes led to violence. All this time, anger and resentment were festering inside him. When he was choosing what to study, he picked law. He thought that as a lawyer he could defend himself if anyone were ever to try to take advantage of him again, or even take revenge via a legal path. Since studying law didn't meet his expectations, he decided to continue his postgraduate studies in human resources.

I had memorised his words from the very first meeting: '... so far none of the previous directors has had any understanding of the development of human resources, they always just expected and demanded maximum results from the employees, nothing else interested them'. These were not just his words but also his actions, since in his co-workers he saw the schoolmates who used him. So he transferred his anger onto them. In his previous director he saw his father acting out on him. The

admin manager was the one who had anonymously tipped off the owners of the company about the previous director, who was improperly handing documents and later replaced. During our conversation he became more and more involved in his thoughts. Before the next management meeting began he came to me and shook my hand, looked me in the eye and thanked me.

I understood the gesture, but his actions spoke even louder. At the meeting he was more relaxed and he looked less stern. When he presented his solution for a problem they had been debating, the general manager complemented him for the originality of his idea. And the complement gave him important validation. At subsequent meetings considerable changes were noticeable in his demeanour. I watched him open up to his co-workers, allowing them to get closer and signalling that he no longer treated them as adversaries. This was also probably the first time he felt what it meant to have a genuine professional relationship.

The production manager was a special character. That's what he was told throughout his childhood. He was an individualist, he didn't socialise much and instead enjoyed exploring, repairing or 'upgrading' things. His parents realised with pride that he was technically minded since he disassembled everything he got his hands on. Of course not many of those things were then re-assembled. As he grew older he began to 'improve' things he received or bought, something which gave him great joy. He didn't want to feel limited and wanted complete freedom, and since the previous director knew he was doing his job well and that the company was largely dependent on him, he gave him complete independence. In his personal life the production manager quenched his thirst for freedom with speed, mostly sports cars that occasionally attracted the attention of his co-workers. He liked the attention even though he was still a bit of a loner. Everyone needs attention, however we must not seek attention from the outside

world but from within ourselves. That's why we must praise ourselves occasionally. He also didn't have a family; he enjoyed his single life and wasn't ready to exchange it for a family. The general director knew that if he demanded detailed reports from him, he would be limiting him and hampering his creativity, which was bringing income to the company. He was also aware that it was not ideal for so many employees to depend solely upon one person. At upper management meetings, when the general director sensed that the production manager had found himself at a dead end, he suggested he take certain measures that would challenge him in a way that encouraged his creativity. When he was given a challenge he readily accepted it. The marketing manager quickly sensed that cooperating at the management meetings meant a possible promotion. When the previous director was on his way out, he lobbied the owners to appoint him to the empty post. He wanted the attention, he was a good salesman who was ready to do anything for the customers.

'By resisting, we merely spin around in circles.'

Since he was only interested in external validation, he didn't spend any time with the organisational requirements of his department, which was pretty chaotic and causing delays in the production process. The previous director had left him alone since he always had a lot of orders, but the director also never checked the prices. The marketing manager was good at psychoanalysing people and he could read the needs of the customer very well, so he was also adept at reading the new director as well and surprised him with a speech. 'Mr Director, I will be able to tell you in more detail once you tell us in which direction you are navigating the ship...' He let him know that he is ready to cooperate and that he respects him as his superior. He came from an artistic family, his mother was an

actress and his father a musician. He learned at an early age what performing before an audience can give you and how to get them to like you. He was born when his parents were both over forty, already tired of performing but still desiring the attention. He learned from them that he had to always get attention, no matter the price, if he wants to survive. The parents didn't have much time for him nor their home, so they lived in state of disorder. There was no noticeable difference between the department he was running and his former home.

The financial director was a beautiful girl as a child. Her parents tried to instil a great sense of respect for others in her. At first she was a brilliant student and her primary school years were straight out of a fairy-tale. Most would say she had a happy childhood. But she never felt true love from her parents. They talked a lot, they showed her a large part of the world, taught her how to survive, but there was not enough warmth and mutual attachment in their relationship. In high school she met a boy and went completely head over heels for him. He took advantage of her naïveté and was mostly just attracted by her parents' wealth.

His circle of friends, which she became a part of, was into using drugs. Initially cannabis and then later heroin. When they needed money for drugs, she provided it. Eventually the parents realised what was going on and put a stop to it. Since she couldn't buy drugs any more she was no longer of any use to her so-called friends and they kicked her out of their circle. At seventeen she was addicted to drugs, and after she failed three classes she no longer knew what to do. Her parents gave her an ultimatum: either she stopped using drugs and went to rehab or they will cut her out of their life. As a result of her naïveté she had found herself at the edge of society. She completely closed up and dedicated herself to school and passed her exams almost with flying colours. Her drug addiction was replaced with sports activities and she entered fourth year completely transformed on the outside but emotionally even

more closed off. She no longer trusted anyone. She blamed her parents for not teaching her how to love herself and her friends for using her for her money. She focused on her business career and completely devoted her life to it. She continued doing sports activities to stay in shape while working at the office for twelve or more hours a day. Everything she did was for her career. She treated the previous director as she had treated her parents: she was angry at him but needed his help and support to get to the top – and she was willing to do anything to get there. When the financial director position opened up she was determined to get it, even if she had to use her feminine charms. At that time she was head of the accounting department and when she found out about the new opportunity, she didn't hesitate and quickly made a plan to secure the position for herself. When an opportunity arose she invited the director to her place for dinner; that same week she was appointed financial director, without any job advertisement being released for the position. They were lovers, even though he was married, until he was released from the company. She didn't mind the infidelity, since this was the only way to control her position within the company. The moment he was let go, she ceased all communication with him. She no longer took his calls and when he came to visit she didn't even open the door.

When the new director turned out to be kind, open and honest with everyone, she felt a difference and warmth that she had never experienced before. Since he showed the same respectful attitude to every employee, she felt she will now have to show her knowledge and potential in order to keep her job.

‘If we want to act differently, we must change our habits.’

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Everyone left the management meeting content. They went back to their offices and, inspired by the meeting, started to prepare their next steps. Each of them had to think carefully about how they imagined a different kind of organisation, how the workflow should be organised in their departments if the department managers went on vacation for a month.

The director and I made a plan for how to motivate the newly-formed strategic team. Each individual was given a task which demanded his or her personal input and we gave each person a chance to express their creativity and to present proposals for the development of the company. At the same time, they also had to face the responsibilities of their positions.

Everyone had to make an organisational chart of the company and of his or her own sector. Thus the director and I learned from them for the first time who is doing what in the company and who answers to whom.

Creating the organisational chart was also a huge psychological relief for the department managers. By doing this, each leader realised that she or he is not responsible for everything and that their employees – their co-workers – must take responsibility as well. From almost all the diagrams it was apparent that within each sector there were tasks that repeated or were intertwined with others, such that it was impossible to determine who exactly was responsible for a certain task. They also realised that quite often they were doing tasks which were actually the responsibility of their employees. Once they began to rearrange their schedules with their employees and defined only one person for each individual task, their schedules were greatly relieved, some by even up to 40 per cent.

After coming to this conclusion, the managers no longer complained about having a lack of time but they did begin to

question the abilities of their employees. Most of the managers were of the opinion that their co-workers did not have sufficient experience and knowledge to carry out the newly assigned tasks to the same standard as they themselves had before the change. Suddenly they were convinced that it was not going to work. When the new operations system was implemented in the company, the members of the entire strategic group – that is, the directors of the individual departments – began to resist.

The managers' biggest problem was that they did not trust their co-workers. They were convinced that the employees in their department were not as competent as they were, so they would rather carry out many of the tasks by themselves rather than assign them to others. By doing this, however, they not only decreased the employees' responsibilities but also their motivation. The managers let the employees in their department know that they thought they were not capable of doing more demanding and responsible tasks. If the manager always keeps the most important tasks for themselves, it has a strong demotivating effect on the employees – they are letting them know that they will never be as good as their superiors and that there is no use in even trying. Because of this, the department managers' schedules became overloaded while their employees were less busy and less motivated. All this brought about resentments and subtle complexes.

These patterns led to blockages and caused mental garbage that created ever more puddles of stagnant water in the company. The more stagnant these puddles became, the more the mental pain of the managers grew, which manifested itself in increasing rudeness towards their employees and the community as the distance between them only increased. And the employees felt as if they meant nothing to their superiors – leading to even more recalcitrant behaviour.

‘There is no need to eat the entire pot of soup to know how it tastes.’

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In creating the organisational chart, the managers had to face themselves first and thus make space to clean away their mental garbage and smelly puddles of stagnant water. The tension was relieved but in the first phase only the cleaning of the least smelly puddles took place. Immediately afterwards new doubts came to light. Suddenly, they had the feeling that the director's approach would create even more confusion in the company.

Mental garbage is information collected in our subconscious which has no clear meaning, creating negative thoughts that cause stress. Each of the managers was trying to convince the director that they could not hand over tasks to their subordinates because the latter simply weren't up to it. They pressured him from all sides, so he decided to call an intervention meeting. Each of the department managers pushed their own point of view and portrayed him or herself as irreplaceable, and their subordinates as incompetent underlings who couldn't be trusted.

The director listened, observing them carefully. They acted like a herd of wild animals intent on fulfilling their desires at any cost. When they started repeating themselves, he nodded and asked them, 'Does this mean that we now have to replace all the employees in your departments?' They all looked at him surprised and replied 'no'. The director was not distracted and continued, 'Is this how you are going to work for the rest of your lives?' Again, a no from all of them, this time in a calmer tone and a wondering look in their eyes.

What are we supposed to do then? Do we need new assistants and where are we going to get the money for them? Everyone went quiet. They were left speechless, without arguments or ideas. The director took advantage of the situation and calmly continued, 'Since we cannot change all of our employees, maybe it's time we started thinking about changing their managers'. The facial expressions around the table betrayed their

true feelings. As they all sat in shock, the production manager said jokingly, ‘You can’t be thinking of us, can you?’ ‘Yes, you’, the director calmly replied. ‘If you cannot find a solution, I will. The previous director was replaced because he couldn’t find one. So, if I am to follow the reasoning of the owners, I must replace you.’

Everyone came to the intervention meeting intending to persuade the director that reorganisation measures in their sector were unnecessary, time consuming and damaging instead of useful. My job as consultant was to prepare the director for the ambush that awaited him. The department managers acted quite impulsively, so it was important for the director to calm down in order to be able to react appropriately. The key was not to play their game. Because they all came to the meeting with the same goal, they thought they could win him to their side. Of course they were expecting that they would have to use a considerable amount of persuasion to show him they were right, but he surprised them by not playing their game and instead just clearly and calmly stated his position. Because they were not prepared for such an approach they were left without any arguments.

Still surprised, the financial director spoke, ‘This is too much, this is blackmail!’ ‘Not at all, these are only different, more radical ways to achieve a goal. If we want to achieve these goals, I need a team of people who will not only see problems but will also be willing to search for solutions,’ he replied to her. He explained that he was not looking for final solutions but suggestions which can be developed and researched in depth. Nobody wants to just search for reasons why they shouldn’t be doing something. He wanted them to find arguments for why something must be done. If they just resist, they are only spinning around in circles and this doesn’t bring results, it only increases loss. The current situation was forcing them to carry out change, firstly on themselves, so that afterward they could demand it from their employees. Once they write out

all the proposals that were requested of them they still won’t have solved any problems, but they will be able to clearly see the whole picture. It is crucial for the director to see individual pictures as parts of a bigger picture.

We wanted to explain that, once they look at their own departments, at first they will see even more issues and problems – but they mustn’t panic, because their common task was to begin solving them. The problems were there all along but because of their strained workload they hadn’t noticed them before. In all such situations it is of key importance to define things and only then start changing them – comprehensively, as a whole. Solving them only partially would cause even more problems. This is because with a partial solution to a problem we can create new problems or even expend the existing ones.

‘A man should only seek a woman as strong as he can handle. Everything else just gives them the wrong impression.’

This is why a comprehensive overview of tasks and responsibilities in the company is important. The department managers did not just draw an organisational chart so they could figure out each employee’s responsibilities and define who does what and how, but mostly to establish how they work together as a unit. If they wanted to create a common work strategy, they had to provide a comprehensive approach to the work.

The director managed to calm his heated colleagues. He advised them to continue with the task he gave them. At the same time, he assured them he is counting on their further cooperation and assistance. He reminded them that at the next management meeting they will thoroughly inspect the procedures of each individual sector and discuss the problematic issues and solutions for each department together.

The intervention meeting was a success, all the department managers had completed the given tasks in time. They all made the organisational chart and the list of tasks the employees in their department should have. They also completed an organisational chart which included a diagram depicting the flow of information in their department. A list of the issues that needed attention in the department, together with their proposed solutions, was prepared as well.

They all submitted their materials to the personal assistant on time. Before the next meeting, the documentation needed to be sorted and compared with the company's articles of association, the internal regulations outlining the company's structure. The director instructed his assistant to prepare an analysis of tasks for every single employee. The analysis had to contain a comparison of the tasks given to the employees by their department manager and the tasks which the employees were supposed to be carrying out according to the company structure as it was defined on paper. A comparison of work procedures followed, those from the lists from the department managers with the ISO Standard documentation. Both he and his secretary had to work over the weekend, of course, but they had all the documentation ready for the meeting on Monday.

‘The human being’s path
while growing up is a
struggle, so the instinct to
fight stays within us.
If you are reading this, it
means you are alive and
still fighting.’

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As the department managers came in to the meeting, one could feel their light step and sense of relief. They were all proud to have fulfilled the director's expectations and prove to him that they are capable of leading their departments.

The meeting began with the director's greeting, then he complemented and thanked everyone for their cooperation and readiness to complete the first comprehensive task. A discussion of current challenges followed. The department managers suggested potential solutions for the issues that were presented. They agreed upon all further measures together. The business secretary wrote down all the conclusions and prepared the minutes of the meeting. Each decision was clearly defined: what needs to be done, who is responsible for the execution of that task and the deadline.

An overview of the documentation that was gathered from each department manager followed. The director presented, individually for each sector, all the deviations he had found, that is to say, the differences between the department managers' observations and how the company should be functioning according to the company's articles of association. The differences were huge. Some employees were not executing even a single task defined for their position in the company's description of positions. The company was in a state of complete anarchy. The department managers were left speechless. They couldn't believe how great the differences actually were.

Their astonishment grew even more when they saw the actual information flow and organisational procedures in the company. At that moment they realised that the current state of the company did not correspond with the articles of association, which now served no purpose whatsoever. The director managed to prove to his colleagues that the workflow in the company was not rationally organised and that each sector

had adjusted them to its own needs.

Suddenly they all became vocal. They wanted to explain themselves and most of all, blame somebody else. The director leaned back in his chair and listened. Since he did not react to their accusations, they slowly calmed down. Then the silence was broken by the admin manager. 'For goodness' sake, why don't you want to discuss things with us? It looks as if our opinions aren't important to you. Why don't you say anything?' This was now the second time the director had been challenged. Since he was still not ready to dance to their music, they were even more confused. They experienced a shock, a positive one. The director had put a mirror up to them: they themselves saw what was going on versus what was supposed to be happening. He gave them an insight into reality and showed them they themselves could be wrong.

He looked straight into the eyes of the admin manager and then with a calm yet firm voice responded, 'What am I supposed to say if you are all talking at the same time. I don't even understand what you are trying to say. I think we are old enough to carry out a conversation and not scream at each other. We are all adults.'

Once they had all calmed down the conversation continued in a normal tone of voice. Suddenly there was no tension, sarcasm or violence, just a more relaxed manner of conversation. The director let them know that they, too, were capable of making mistakes. But by being calm and understanding toward them he gave them a clear sign that his intention was not to look for guilty parties, but to find solutions for everyone and to improve things.

But this was a critical turning point for another reason as well – the department managers had put their masks away and began to cooperate with one another. The director let them know that he accepted them the way they are. The most im-

portant thing for him was not to step away from his intentions. Even though he had confronted the co-workers with the results of their own work, mutual relations actually started to improve. They were all just people with flaws, but also people who were striving to reach the same goal. And this is key in every organisation: common vision, common goals and a well-defined strategy.

When they continued with the next item of the meeting, everyone shared their ideas on how to save time and material and who could be their new customers. There were no major comments made here. They nevertheless now understood that the work to be done was much more complex than they had imagined it to be. Every manager had a completely different vision of who the target clients were. Once they started talking there were a lot of proposals on the table. They agreed to organise a team-building session by the end of the month, with the subject being 'finding new potential business opportunities'.

In the last part of the meeting they went through all the currently active projects and saw that they did not even have a complete overview of all open orders. They agreed to set up a summary of all offers and divide them into categories ('in preparation', 'in negotiation', 'ready to sign', 'being executed') and to list all the projects which were being executed (including in which phase they are and who is in charge of each one). Only in this way could they get the feeling that some progress had been made.

After the meeting everyone felt 'relieved'. They had new directions and there was no more resistance. This was apparent already at the next meeting when everyone came prepared and with their assigned tasks completed. Subsequent meetings were all much more relaxed, occasionally someone even made a joke here and there. They started to talk about their mistakes and their solutions at the same time. And already

after their third strategic meeting they suggested that these sorts of meetings be transferred to the lower levels of the company hierarchy as well. They all agreed to organise similar meetings within each department.

‘Follow my advice, so that you do not make the same mistakes I did.’

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The department managers, despite their initial resistance, accepted that these kinds of management meetings were an efficient approach to communication. They all started to get along better with one another and the meetings became more polite and relaxed. Actually, they became a necessity for them. The department managers had to change their habits and accept new work methods. Since they established fairly quickly that the new approach was more effective, less demanding and less stressful, they adopted it as their own. Of course this was not the end of the rationalisation process, which had begun at the very top. It still had to work its way down the ladder. It was the general director's turn first, followed by the department managers. The next step was to put it into practice among the individual heads of departments. When implementing changes into existing procedures it is of utmost importance for the individuals to first feel the need for these changes. The director himself felt this need. After working with him on a personal level, together we defined his personal and business goals. He felt that other employees must also start to work differently. He couldn't do this by demanding them to change. His only weapon was to lead the transformation by example. Because the general director was sending out positive vibrations with his way of working, he motivated other department managers as well.

If we want to work differently, we must change our habits. The reorganisation of a company means changing the habits of the people. It succeeds only when changes also begin to take place in the minds of the employees. When the wheel of change starts to spin, we must make sure it keeps spinning, it mustn't stop or start spinning backwards. This would bring about even more chaos than that which existed before the changes were implemented.

Laying down new rules is one of the ways to make sure that the wheel does not spin backwards. The individual department managers quickly sensed the director's new approach

and followed him at first. However, after tasks were assigned at the management meeting they began to resist. They wanted to stop the wheel of change and go back to their previous state. But once we take a step forward, there is no going back. Even if we want to go back, we never go back one step, but two or more. This is because unconsciously we want to remove ourselves from the point of change. If we only take a single step back, we are still right in front of the point of change. If we take two or more steps back it will be much more difficult on our next attempt to convince the employees to begin to change things.

In our case, the general director persisted on the path of transformation and swiftly guided his colleagues away from hitting a dead-end. The department managers had made a big step, a quantum leap, and stepped back onto the wheel of change. Since the director and I made sure that they did not get the chance to stop themselves then, there was no more resistance from them later on.

After four months of transforming their work methods they had almost completely changed their habits. They said themselves that they could no longer imagine working the old way. Later on they took the initiative of implementing these changes to lower levels as well. The wheel of change continued to churn forward. All the guidelines we established at our first upper management meetings were transferred to lower levels of the company. Within a year, step by step, the entire company started to function in line with the new principles.

**'Within a year, step by step,
the entire company started
to function in line with the
new principles.'**

TOGETHER ON THE PATH OF CHANGE

My clients' stories

I have helped many people on their way to achieving transformation. We walked the path together in our personal as well as our business lives. Actually, it is impossible to separate the two, they are intertwined – neither at home nor at work can we forget our ‘other life’. You will be able to see this also from the following stories of my clients. Even though many of them consider their case as a personal transformation, every fundamental change has an influence on the business life of every client. A director’s personal transformation always influences the entire company. There have been many other clients of course, but most of them do not want to expose themselves to publicity, which is completely understandable. But, as you already know, there is no need to eat the entire pot of soup to know how it tastes.



Andrej Kavšek

With Milan by your side, you suddenly understand what is happening within you – you get to know yourself right to your core.

Andrej Kavšek has been in charge of development, optimisation and the consolidation of work procedures at the Sava d.d. insurance company since October 2015.

Before that he was president of the board of the Tilia insurance company for eight years. Both companies are part of the Sava Re Group.

He stresses that during a time when he was employed at the Danish multinational company Danfoss – where he carried out various tasks, mostly in leadership positions – he attended numerous excellent training sessions organised by Danfoss and the Academy of Danish Multinational Companies that are required for everyone in leadership positions. The higher one is in the hierarchy of a company, the faster one must be able to

adapt to changes. He emphasises that most importantly, a leader's role is not just in making decisions but also in establishing a creative environment.

'Therefore I imagine the leader as a neutron in the core of the atom. The larger the atom, the more neutrons are needed to maintain the stability of the core – and consequently that of the atom – through their presence, and latent and neutral actions.' This way of thinking is what probably led him to Milan Krajnc, a physicist by education and in his way of thinking.

What is your experience with Milan Krajnc?

Milan is a quantum leap in comparison to other trainers who are more in favour of standard education and seminars. But at a seminar you cannot reach a level of understanding to fully grasp what is happening to you or what is happening with others. He is different and all the colleagues I have introduced him to feel the same. Some are afraid of him at first. Of course we know that fear comes from within ourselves so actually we are afraid of ourselves – not of him. The image we see in the mirror he is holds in front of us can sometimes be really scary. Many don't find a connection with him and run away – they run before they even start working together because they have not yet reached the level necessary to be able to do this.

But you did not run away, you found each other?

No, I didn't. (Laughter) His method is really interesting, different. He doesn't lecture, as is common at typical seminars, instead he helps you to recognise yourself. He helps you to get to know yourself and this is key for personal progress. There is declarative knowledge, but it is another thing altogether to internalise the knowledge and actually live it. If you only visit places where someone is giving a lecture, you quickly forget and go back to the old ways, as they say. What you learn with Milan stays with you because he lets you come to your own conclusions. In order to get there, he helps and guides you so that you don't get side-tracked. This is something we are not used to.

Usually they just tell us: 'This is so and so and that is how you're going to do things', and we as good Slovenes dutifully obey. And most people quickly dismiss someone who 'pesters' them, just so they don't have to deal with things about themselves.

What were your expectations, what did you get from Milan? In which areas did he help you?

I attended many seminars when I was working for Danfoss. We heard lectures by top psychologists and psychiatrists and participated in training sessions with them, but they always took me to the same point where I started to behave differently but I did not know why. I still didn't know what the triggers were, why I get angry. In fact, I was taught to manage the situation rather than to manage myself. And when a similar situation escalated, it still upset me because I didn't understand – I didn't know – what the trigger was and I couldn't react differently. I didn't understand the changes that were being suggested to me, so the next time I was in such a situation I went back to the same starting point, to the beginning, [without making any progress].

A few years ago I thought I knew everything. Now I am discovering, together with Milan, what I don't know and this is making me different. No, I didn't have a bone marrow transplant, I just started acting differently. (Laughter) I realise now why I act in a certain way, what leads me to this, these are the triggers I was talking about. Together we are discovering what is happening with me. For example, the other time I sent him an email with a few questions about an employee who is getting on my nerves. In a few simple sentences he answered what it is inside me that makes me so nervous about this person. He pointed out that I see in the employee something that I do not want to be. This is anger, and most of us do not research these triggers, we do not ask ourselves why and we don't try to identify them. And that is a shame. Well, at least for me this is better, once I understand, once I know how to explain, then I know how to react differently because I understand it.

So you are still working together, do you stay in touch?

Many times I ask for his opinion. He helps me with more difficult questions, those I cannot find the answers to alone.

How did you meet?

Someone brought him to me, to make an agreement for some kind of training. At first we also didn't find a real connection, I think that deep down I also became afraid of deeper histories.

You are a mechanical engineer, meaning you 'have both feet firmly on the ground.' Did you at first have a feeling that his methods are too alternative, intangible, too far from your own views?

I would not say they are alternative; these are just methods we use to live in a world where there is a lot of pretending. Basically [the methods] are very simple, but we are afraid to see who we really are and that we will need to change. It's just fear. When someone brings you a mirror and you actually see yourself and you hear your own words. And most of all, you hear that they sound stupid, so you get scared. It's logical.

What did you see in the mirror?

The hardest thing is to look at oneself. Usually we think we need to change others, that there's nothing wrong with us. It is a good thing that someone is accompanying you while you make these changes, so that you change where you must change and not where you would like to change. There are even some blind spots you don't see – you don't see the need for change, because you can't see the problem.

You are not telling me much about yourself or the changes which you experienced, you formulate your answers pretty generally or philosophically.

It's not that I don't want to tell you. The fact is that I have come about the insights I have now through philosophical questions. These insights are very deep. I am only just learning how to get

to know the people around me. But if you cannot see yourself, you cannot see others either. Milan has an incredible ability to read a person, even from a photo. I asked a friend of mine, a psychologist, to evaluate a photo of an employee and then told him how Milan had read that person. My psychologist friend told me not to bother him if I already know more about that person than he does. Milan has these abilities, he literally scans a person. And this impresses me the most about him.

What does it look like when you two meet?

After we met yesterday, my wife asked me what we were doing. I told her that here and there we spoke a sentence and then there was silence in between.

He guides me with a few questions every two weeks and then lets me think about them. I need to think to get the insight. He could of course tell me everything, and sometimes he does, but certain things I don't see (yet), I haven't managed to find certain answers yet. The other time for example, he asked me: 'What is your role in the family?' Answers to such questions cannot be found so easily, you have to put some effort into them, work on them.

How long have you been meeting?

Six years.

And you have not gone from the personal transformation to the business one?

We ended it quickly, people got scared of him and I had a problem because they rebelled – which to me was clear proof of what stage they were at. This is evidence of the level of personal consciousness. I am sure that the people who got scared of him have a huge problem. Coaches often test you and I can pass such tests easily, but there's no point to that. Milan tests you simply by being present, by observing, and you immediately know at what level you are and what you must do. His approach is appropriate for some higher level of consciousness.



Andreja Janc Koderman

He showed me how to set goals and grow as a person.

Andreja Janc Koderman, a university graduate in Economics with a specialisation in management and a licensed consultant at Profiles International.

Today she is head of Human Resource Assistance, an expert in the setup and development of quality human resource management. She started her career in marketing and then transferred to managing human resources. She established what she wants to do only a year or two after her 30th birthday, as she explains laughing. But at that time she was certain: 'Management of people is what interested me the most!'

Must an organisation also be mature enough for such a process?

Of course, mature enough to let him come closer. They must trust him, not fear him. This is something we cannot influence. Fear is an unconscious reaction which derives from our deep childhood memories – Milan can tell you more about the transactional analysis himself – but we often don't want to admit this. Some even don't know this, many would rather step away, because it is less painful.

Who would you recommend him to?

People who are already in 'deep shit' and have nothing more to lose or to those who have a serious desire for progress and personal growth. I tell many people about him, but I don't know many people who would be willing to undergo such treatment for a longer period of time. People usually escape when it gets too painful.

She specialises in the development of human resources and the setup of optimal HR procedures in the company, as well as in the implementation of flexible systematisation schemes, competence modules and a modern approach to the development of people. She is convinced that a well-managed legal-labour department in a company is a stepping stone for further employee management. She advises also on hiring, profiling employees and implementing a motivational system of payment. Since she is aware of how important psychological knowledge is for managing people, she constantly strives to educate herself in this field.

In February 2015 at the World Congress for Developing Human Resources she became the first Slovene to receive the Talent Acquisition Leadership Award, one of the most prestigious awards for managing and developing talents. In February 2017 she received the award for the second time, confirming her expertise in the field. She has worked alongside Milan Krajnc in the Sirius company.

'He was responsible for acquiring business and I was working in the background, executing it,' she explains. 'We worked together closely and I am very grateful to him for teaching me how to set goals in life. Goals that are high enough, of course! He also showed me how one can grow personally. All the success that I have made over the years is based on the knowledge he gave me then.' A complement everyone would want from their co-worker or superior. The area of work in which Andreja is involved is today much more specialised.

'This is what I enjoy doing the most. Before, I was focused on processes and on the reorganisation of processes inside companies, now I focus on the development of people and of course the complete system which must be set up: from the legal-labour foundations to the system of management, motivating employees and developing talents. Everything I have done with myself

I am now transferring to others.'

Andreja and Milan have discussed further cooperation, but at the moment they are both very busy. Andreja is convinced that in life one must leave all doors open.

'Milan taught me how to overcome fear, how to overcome yourself – by example. Among other things, he was going to lecture in one of the Baltic countries. He was determined to hold the lecture in English, even though he did not know the language well. He [did not want to] read it, but tell it. I was fascinated and I said: "Well, this guy really has guts!" When I went to India to a world congress it was a huge challenge for me. But I overcame my fears much more easily by knowing that I had a predecessor who has already walked this path.' (laughter) Because Milan had made such extreme leaps in his career, working with him she realised what it means not to set any limitations in life. 'If you overcome your fears, you can truly make progress – personally and professionally – all this is connected and intertwined.

'I have experienced many interesting and inspiring things with him: I remember my first lecture. This was a professional lecture with "mobbing" being the topic. Milan and I agreed that he would have a 45-minute introductory part which I wrote for him, because he didn't have the time, and then I would speak on the subject of mobbing for the following two hours, and after that he was to hold a three-hour workshop on relationships and conflicts. This was my first lecture organised by the Institute for Business Education and I remember about 40 people registered and all from important companies.

'I was starting to panic, and anyhow it is always difficult the first time, it was some sort of initiation. The lecture was supposed to start at nine but he wasn't there. He called me five minutes before and said: "Andreja, I am stuck in traffic, I won't make it in time, please do my part as well". So he just threw me into the deep end of the pool. I often think of this situation and

wonder if maybe he did this deliberately, because he knew that this was the easiest way for me just to dive in. I have to ask him again! I know that back then he already trusted me but he knew I didn't trust myself, not yet. I was not sure I could do it yet. I am still grateful he showed me this.'



Talita Taber

He helped me to realise myself.

Talita Taber is a karmic diagnostician, Reiki master and Jyotish astrologer. She is a student of Healer Marjan Ogorevc. She helps her clients recognise the cause of their problems and teaches them how to have a happy and fulfilled life – a quality of life that she herself is living today.

But it was not always like that. Some years ago she did not know anything about the alternative methods of healing she works with today. She and her husband had a family construction company together, Taber d.o.o., and she was doing everything there. She mostly did secretarial tasks, but first and foremost she was a housewife.

While the children were still little this situation suited her, but later on it wasn't enough – though she wasn't aware of this yet. She was just unhappy, something was missing. Since the business was not doing well and neither was the marriage – which often happens with family businesses – her husband searched for a business restructuring consultant to help them. And he chose Milan Krajnc.

They both had sessions with him – she went through the Sirius Personal Transformation and the husband through both personal and business programmes. 'My husband and I both had individual sessions, and my husband spoke with the consultant

on the phone many times as well, since during therapy many things come out,' Talita tells us. Milan followed what was going on with each of them for about two to three months. They restructured the company following Milan's advice. 'We set up things differently while I mainly tried to work on myself during that time. Three years later my husband and I split up. I was aware already at that time that success stories are not always a continuation, an improvement; sometimes a different path must be taken and fundamental changes must be made, because there is no other way. Maybe one even has to start all over again.'

Talita and her husband went their separate ways in their personal and business lives. Of course their expectations before the beginning of consultations were different. She expected to fix her relationship with her husband, not to find herself. Regardless of her different expectations, today she knows that she received so much more than she hoped for. Milan showed Talita that she has many potential paths before her and convinced her to explore what she could be doing with her heart. He helped her become familiar with various alternative methods, mostly Reiki, which he had mastered himself. She was interested and found herself in the alternative sciences, even though she had never thought about them before. She continued exploring and educating herself in this direction, first at Hospic, helping the grieving and dying, and then later with Marjan Ogorevc.

'All this new knowledge and experience has brought me to the decision that I must, both personally and in business, take my own path. I have realised that my husband and I were too different to continue walking the path together. But we accepted the separation well, we agreed on everything together – this is the advantage of having the help of a consultant'. Today she is not only a master of Reiki, but also hosts workshops for Karmic diagnostics, which she learned with Marjan Ogorevc. When doing individual consultations she uses Jyotish as well. She no longer has sessions with Milan, but they talk occasionally because, as

Talita says, 'Every advisor needs an advisor of his or her own and today we can counsel each other.'

Would you recommend him to your friends and clients with regard to the experience you have with him?

'Milan knows how to holistically connect the personal and business sides of a person and help the person realise him or herself in both areas, which is very important if we want to find happiness. I would recommend him to everyone who has problems in their personal or business lives. I have directed several business people whom I have helped find a way out of their personal problems to go to him for business advice.'



Hans van der Goes
a businessman from London, specialised in the international fresh produce industry

'Sessions with Milan were efficient and real, he provokes you to open up and share information. I am always surprised how quickly he finds the problem you are dealing with, he understands it. A clear conclusion and advice about the solution follow very quickly. Milan is a trustworthy person.'



Miha Pogačnik
a virtuoso violinist and leadership expert, Cultural Ambassador of the Republic of Slovenia

'In the business world, personal matters are usually separated from business ones. According to my experience with Milan Krajnc, this exceptional man,



this is not so. I immediately felt I could trust him. The trust developed into a true friendship. I have noticed that this happens to everyone who works with him or meets him. Milan lives the method he teaches. He uses his strength but with gentleness and sensitivity. He is a real Crisis Captain! I would recommend everyone dare to go on the path of transformation with him.'

Simon Lamb

director of Leadership, Culture and Organisation Development, London

'Upon meeting Milan, I felt a connection almost immediately, after a few minutes. He soon showed me depths very few other people have managed to show me thus far. Milan has the ability to help you become aware of yourself in a way you are as yet unaware of. And with this awareness we can grow in a way that traditional coaching cannot take us. Working with him long distance suited my busy schedule. I am thankful to him from the bottom of my heart for the great results. Those were three of the most intensive months of my life and business so far.'

A Swiss entrepreneur

'After using this method and working in accordance with the prescribed plan many things changed: my mission in life and the path I am taking have become much clearer. I am now spontaneously focusing on people and things which are truly

important for me and at the same time am excluding all the 'waste' from my life! I have found my own rhythm and I live with a greater inner peace.'



Deborah Henderson founder and director of the Centre for Inspired Leadership, London

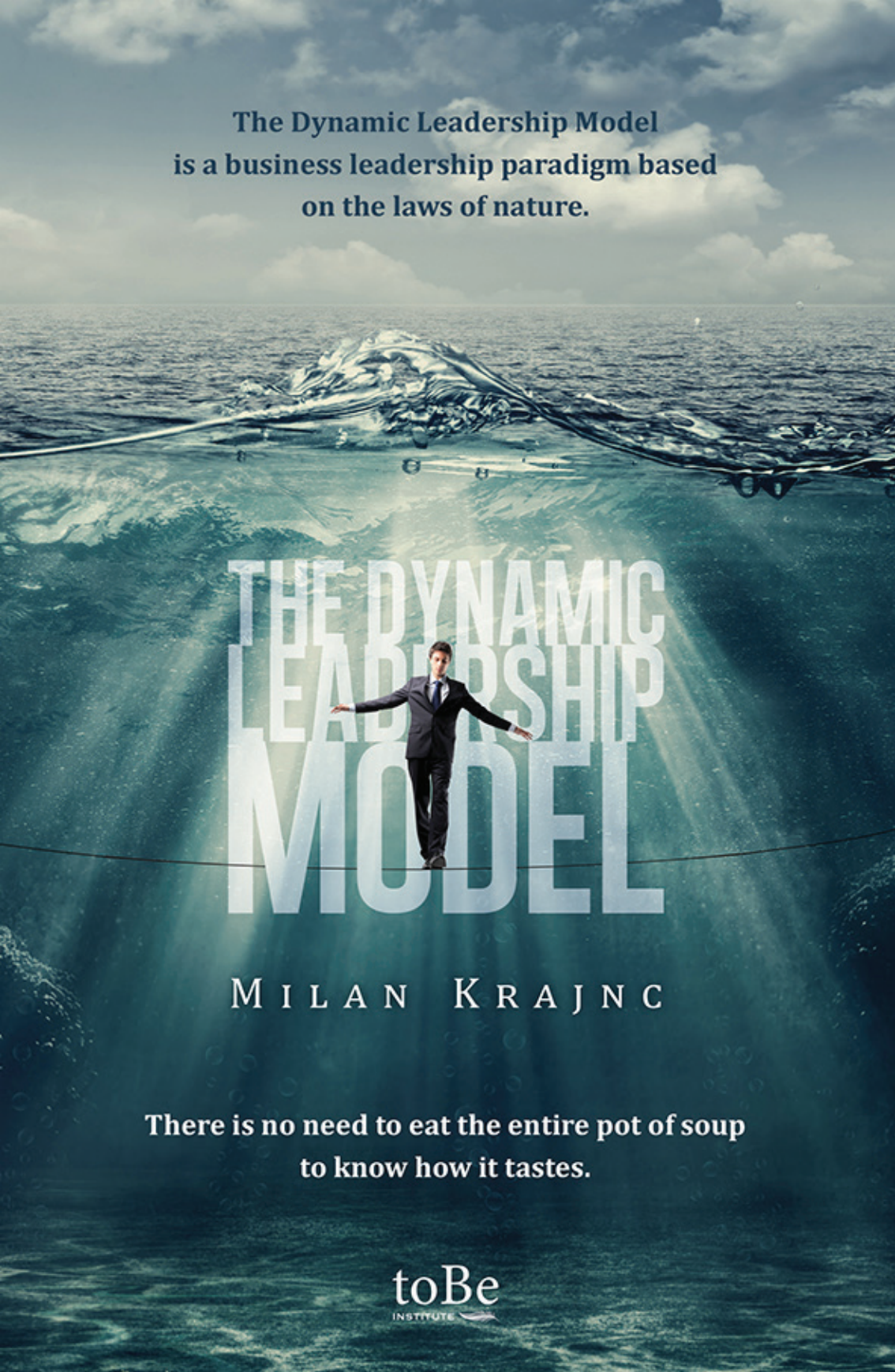
'Milan Krajnc made a great impression on me with his intuitive abilities to "read" what is going on with the leader he is coaching. I have observed him at work and saw up close how leaders relax when they feel seen. He is able to give them support to be able to release their blocked energy. He taught me very valuable skills, among others also the Theta Healing method. I was most grateful for all the energy he "sent" me from a distance, it protected me for months from colds I kept having. Milan is a talented man with a big heart. His methods can be of help to many leaders of companies and organisations.'



Lawrence Bloom Secretary General of the Be Earth Foundation, a UN Inter Governmental Organisation

'He is capable of using and interconnecting his deep intellect with common sense – of which he has no shortage. Thus, he can help you efficiently as coach and mentor.'

**The Dynamic Leadership Model
is a business leadership paradigm based
on the laws of nature.**

A man in a dark suit and tie is balancing on a thin tightrope that stretches across the frame. He is positioned in the center, with his arms outstretched for balance. The background is a vast, deep blue ocean with sunlight filtering through the water, creating a shimmering effect. The title text is overlaid on the scene.

**THE DYNAMIC
LEADERSHIP
MODEL**

MILAN KRAJNC

**There is no need to eat the entire pot of soup
to know how it tastes.**

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