

## Academician prof. ddr. Milan Krajnc, psychotherapist The Dynamic Leadership Model (DLM)

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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.

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 Busi-

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ness 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.

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

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 intelligence 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 was created based on observing nature and speculating how such natural processes could run in a company. Thus, we began to compare individual processes in a company to processes in nature, and a model developed that introduces a natural leadership method to the company.

We took project management as our basis, as observing an individual day (morning, day, evening, night) made it clear that a day has all of the basics of project management:

Morning = beginning

Day = execution

Evening = completion

Night = break

The same can be observed with the seasons:

Spring = beginning

Summer = execution

Autumn = completion

Winter = break

Based on this, it is evident that people first need to start living according to the laws of nature themselves if we wish to run processes in the same way they are run in nature. Therefore, the first order of business was the organization of people.

Only after they 'updated' themselves were they able to organize their processes following their goals, since their personal goals became more important than business goals, with business processes and the company becoming a pillar of support for their personal life.

The transfer of the changes into the environment began with a change in communication - we used a natural stream as an example to elaborate:

- When the stream is clear and the water is drinkable, it is surrounded by life. We could even say that everything is happy and relaxed.

- Yet, if there is too much water, everything ‘healthy’ gets washed away.
- If there is insufficient water, puddles emerge that smell and taste bad.

#### The same applies to communication in a company.

- If employees have the precisely correct information at their disposal, that helps them perform their job.
- If employees have an overflow of information, they do not devote any attention to work but talk about anything and everything.
- If employees have insufficient information, their heads get filled with doubts, and their character comes to the fore, which can detrimentally affect the work process.

Each participant in the work process thus gradually develops their true nature and only performs tasks they feel they need to. As such, some people leave the company while others join it, but the only people who remain are part of the natural process of a company. The company becomes a natural ecosystem. Consequently, nobody manipulates anymore but works in a healthy environment.

- The sirius personal transformation
- The sirius business transformation
- Dynamic communication model
- Project office

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