

Sir Prof.DDr. **Milan Krajnc**

**Current:**

Professional title: **Psychotherapist**

- Reality therapy– Institute dr. William Glasser (1998-2001)
- Transactional analysis– Institute for Transactional analysis (2006-2012)

Scientific name: **Doctor of Science**

- Doctorate in management - **European Center** for Peace and Development University for Peace established by the **United Nations**

University title: **Proffesor**

- Associate **Professor for Public management, European Center** for Peace and Development University for Peace established by the **United Nations**
- **Professor** of the Open World Program at **Al-Khalifa Business School**

Knight's name: **Sir**

- Knight of Malta I Federation of Autonomous Priorities (10591)

Military name: Captain

- Vessel Captain I North Atlantic Admiralty of Sahara Naval Forces (2020-)

Nominations: Nobel prize

- Nominated for the Nobel Prize in Economics 2021

Memeber: Police

- International Police Association in Hungary (180682)
- Informative Protection Association I Serbia (024)
- Europolice Federation I Slovakia (350)
- European Polygraph Association in Spain (32927)

Business functions:

- Member Of The Board Of Advisors I World Leaders for Mental Health



Adress: Rose de France, [REDACTED]

Resident: Monaco

Nationality: Slovenian

My name is Milan Krajnc, I was born on December 26, 1974 in Maribor, Slovenia (ex. Yugoslavia). I am a university professor at the European Center for Peace and Development, University of Peace, United Nations, where I take a course in Public Management. I am an expert in crisis management caused by different interests in public sectors.

I am the author of 525 books in the field of leadership and relationships. The books have been translated into 11 languages.

*Scope:*

- Businesses and the Public Sector where changes are needed

*Knowledge:*

- Psychology, Project management, Target management, Crisis management, Lobbying, Communication skills, Profiling

*Work experience:*

- Over 20 years of work experience in more than 1000 companies, 500 municipalities, 10 countries and 10,000 created personal profiles.

*Professional and Scientific Publications:*

- 500 Books in the Field of Management and Relationships Published in 11 Languages, 200 Professional and Scientific Articles

*Overview:*

1. Experience in public management.
2. My work based in Public management is several scientific and professional publications in the international arena.
3. Academic portal (ACADEMIA.EDU) references and mentions.
4. Other publications in the field of leadership, relationships and poetry.

## 1. Experience in public management:

1. I am is doctor of Management (Ph.D. dissertation within the ECPD Peace Studies, Management on the topic „ THE DYNAMIC LEADERSHIP MODEL FOR ADMINISTRATIVE SYSTEMS ON A LOCAL LEVEL").
2. Several duties I performed in the period from 2000 to 2019 the Commission recognizes as a relevant professional knowledge and experience in the field of Public Management:
3. Since 2005 I have been running the Mayor Academy for Southeastern Europe, where I aim to raise the culture of leadership of local communities.
4. From 2009 to 2012 I was a member of the Official Council of the Republic of Slovenia. Where he was responsible for overhauling state administration employment standards.
5. Since 2005 I have been managing a project to reduce workplace violence in public administration in the Republic of Slovenia. Titled Comprehensive Violence Resolution.
6. From 2009 to 2012 I was the chairman of all selection committees for the selection of directors of directorates in the Ministry of the Republic of Slovenia, directors of offices of the Republic of Slovenia and heads of administrative units, where I aimed to raise the culture of leadership and local communities.
7. From 2012 to 2013 I was the chairman of the Commission for Financing Sport of the Republic of Slovenia, where I aimed to raise the culture of leadership and local communities.
8. From 2012 to 2013 I was a member of the Expert Council on Sport at the Ministry of Education and Sport, where I aimed to raise the culture of leadership and local communities.
9. In the field of Public Management to local community development, the commission wants to point out several Mr. Krajnc activities and commitments:
10. In 2004, I created a long-term program to develop local community leadership. Where future mayors are now educated and educated. This enabled municipalities in the Republic of Slovenia to rise to a higher level of governance. What was known when joining the European Union, as the Slovenian local community stepped into another culture without much difficulty. The program made it possible to create the Mayor Academy in 2005, where mayors seek advice, assistance and cooperation.
11. In 2005, I created a long-term program to comprehensively address violent acts. Judges, Prosecutors and Police Officers, who, together with the Mayors at the local level, effectively deal with violent acts, mainly where they are educated. In 2012, the Foundation for the Comprehensive Settlement of Violent Acts I was created.
12. In 2007, I created a model by which municipalities can compare with each other, and today it is considered as a mathematical formula for calculating the potential of municipalities. On the basis of which municipalities they are today raising funds for projects and producing strategic documents.
13. In 2010, I created a municipal leadership model. A dynamic model of managing local administrative systems, which has been implemented by 20 municipalities in the Republic of Slovenia to date.
14. With the establishment of 2011 new standards of employment in the state administration of the Republic of Slovenia, it raised the level of project and civil service management to a higher level, and Slovenia was approaching the very top of the European Union in terms of management.

## 2. My work based in Public management is several scientific and professional publications in the international arena:

- a. KRAJNC, Milan. The Indicators of Company in Crisis: do not allow them!). Podjetnik: prvi medij podjetništva (op.p. Business magazine), ISSN 1318-1025. [Tiskana izd./printed edition], Dec. 2004, year 13, no. 12, p. 46+48. [COBISS.SI-ID 223180032] /Article summary (Krajnc): The article describes which are the indicators of a crisis in the company. If they are detected on time, the company can avoid all future problems and focus entirely on the development of its business activities at the market. The management is often not attentive enough to the details which can later on develop into huge problems. The article describes in detail all the indicators in all the processes and on all levels /Relevance assessment (dr. Trpin): the article discusses company crisis management, however its content is related also to the management of administrative systems, since the elements of crisis management are very similar on both fields.
- b. KRAJNC, Milan. Do the Employees Know What the Goals of the Company are: tools : strategy. Podjetnik : prvi medij podjetništva, ISSN 1318-1025. [Tiskana izd.], apr. 2005, letn. 14, št. 4, str. 54-55, ilustr. [COBISS.SI-ID 20652856] / Article summary (Krajnc): The article talks about the role the employees play within the company. If they are not familiar with the direction the company wishes to go to, this can cause a crisis, since they are then simply following their feelings. The management carries the greatest responsibility here. The management needs to inform the employees in an understandable manner in which direction the company is headed and what the rules of the company are. / Relevance assessment (dr. Trpin): the article deals with the basic relationships between the management and the employees in a certain organisation. These relations exist in administrative organisations as well, therefore this article is connected also to the question of how to manage administrative systems.
- c. VILFAN, Jože, KRAJNC, Milan. New paradigm for the Lisbon Strategy. V: Proceedings. Nova Gorica: Mestna občina (Municipality of Nova Gorica): Slovenian Business & Research Association. 2005, str. 1-8, ilustr. [COBISS.SI-ID 20644664] / Article summary (Krajnc): the article discusses what changes were brought about by the Lisbon Strategy for the development of the local community and what the new strategy brings for the local inhabitants/ Relevance assessment (dr.Trpin): the article speaks about the question of the new strategy of management for local administrative systems brought about by the Lisbon contract and is therefore directly connected to the subject matter of this thesis
- d. KRAJNC, Milan. The effect of personal objectives on the project objectives. V: SEMOLIČ, Brane (ur.), KERIN, Andrej (ur.), STARE, Aljaž (ur.). Book of abstracts and congress programme. Ljubljana: ZPM Slovensko združenje za projektni management: = ZPM Slovenian Project Management Association. 2006, str. 32. [COBISS.SI-ID 20641080] / Article summary (Krajnc): The article discusses how personal objectives influence our project objectives and how our personality can contribute to the success of the project or can also completely ruin it. / Relevance assessment (Trpin): the article addresses the direct connection between one's personal goals and the goals of the organisation. Regarding the fact that this very connection is one of the basic points of managing an organisation, it is thus also connected to the management of administrative units.
- e. KRAJNC, Milan. Project Indicators. Project Office, ISSN 1854-1240, 11. apr. 2006, letn. 2, št. 7. [COBISS.SI-ID 20834872] / Article summary (Krajnc): the article addresses



what is actually measurable when managing a project, what are the advantages and benefits of project management as the basis for setting up a Project Office. / Relevance assessment (dr.Trpin): the article discusses concrete cases of new project office management within local administrative systems and is therefore in immediate relevance to the subject matter of the thesis.

- f. KRAJNC, Milan. Reorganisation, Optimization, Rationalisation: What does it actually mean if we say that a company or its procedures are reorganised, optimized, rationalized?. *Podjetnik : prvi medij podjetništva*, ISSN 1318-1025. [Tiskana izd.], maj 2006, letn. 15, št. 5, str. 34-36, ilustr. [COBISS.SI-ID 20650296] / Article summary (Krajnc): The article defines and compares reorganisation, optimization, rationalization as well as lists their benefits and downsides. / Relevance assessment (dr. Trpin): the article discourses the rationalization of the procedures in various organisations and its relevance with the way it is being managed. Such an approach is possible to be used on local administrative systems as well and is thus relevant to this thesis.
- g. KRAJNC, Milan. The Influence of Personal Goals to the Progress of the Project. *Project Network Slovenia*, ISSN 1580-0229. [Tiskana izd.], jun. 2006, letn. 9, št. 2, str. 30-33. [COBISS.SI-ID 16363750] / Article summary (Krajnc): the article discusses the influence the childhood traumas have on the (un)successfulness of the company. It also points out possible solutions of how the management can lower these risks. / Relevance assessment (dr.Trpin): the article discusses the question of various personality conditions and their influence on the success of the operational activities of an organization. This question is a generally present in each organization and is in this manner relevant also to the question of how to manage administrative systems.
- h. SELINŠEK, Sabina, MATJAŠIČ, Nataša, KRAJNC, Milan. *Priročnik za državljane. (Handbook for Citizens)*. Ptuj: Sirius.si, 2008. ISBN 978-961-92410-0-4. [COBISS.SI-ID 61390849] / Article summary (Krajnc): The handbook discusses how the citizens should vote at the parliamentary elections, this means, which parameters should be taken into consideration to be able to vote the candidates who will enable the citizens to live the lives the way they feel it should be led. / Relevance assessment (dr.Trpin): this article is directly connected to the questions of elections on the local level and thus related to the administrative systems and this thesis.
- i. KRAJNC, Milan, TKAVC, Suzana. The impact of upbringing on the soldier's reactions on the battlefield. V: HÄKKINEN, Keijo (ur.). *Congress proceedings*. Jyväskylä: Department of Biology of Physical Activity, University: Finnish Defence Forces. [2011], str. 151. [COBISS.SI-ID 3951054] / Article summary (Krajnc): the article discusses stress at workplace and suggests organisational and communicational grounds to lower stress at workplace./ Relevance assessment (dr.Trpin): the article addresses the impact of stress which is experienced by individuals at workplace and how to manage it. As this is typical for all organizations, this can be also discussed in the context of management of local administrative systems.
- j. KRAJNC, Milan, JANC KODERMAN, Andreja. *There is an ocean between words and actions : a manual for revolution in business*. Ptuj: [s. n.], 2012. ISBN 978-961-92410-2-8. <http://itunes.apple.com/si/book/isbn>. [COBISS.SI-ID 263230720] / Article summary (Krajnc): The book discusses daily challenges of management and at the same time offers solutions for problem solving and preventing the occurrence of negative situations within the company. / Relevance assessment (dr.Trpin): this piece discusses general problems of managing local administrative systems and is thus directly connected to the thesis.

- k. KRAJNC, Milan. The dynamic leadership model : between saying and doing is an ocean. Slovenska Bistrica: M. Krajnc, 2017. ISBN 978-961-288-659-2. <https://www.dynamicleadership.management/>. [COBISS.SI-ID 296192768] / Article summary (Krajnc): the book determines the dynamic leadership model as the only model functioning according to the principles and the laws of nature./ Relevance assessment (dr.Trpin): the book discusses the question of dynamic leadership model of organizations as a new approach to the improvement of their daily operations management. The dynamic leadership model can be implemented into the management of the local administrative systems. and is therefore in direct connection with the subject matter of this thesis
- l. KRAJNC, Milan. Communication with Aliens: handbook for all who feel at their work place as if they were on another planet, (Učitelj življenja). 1. izd. Slovenska Bistrica: [samozal.] M. Krajnc, 2018. 133 str., ilustr. ISBN 978-961-91765-1-1. [COBISS.SI-ID 297133824] / Article summary (Krajnc): the book discusses the solutions for solving the disagreements within the company and teaches people who have become experts on their fields, to become leaders. / Relevance assessment (dr.Trpin): The book deals with the question of estrangement of individuals within an organisation and the methods which can be used to improve such situations. Regarding the fact that such situations arise in most organizations, the findings of this book can be used also when solving questions related to the management of the local administrative systems.
- m. Project Office. Krajnc, Milan (urednik 2005-). Ptuj: Sirius, 2005-[20--]. ISSN 1854-1240. [COBISS.SI-ID 217724672] / Article summary (Krajnc): Milan Krajnc has been the Editor in Chief of the Project Office magazine, which is based on the dynamic leadership model, for the past 14 years. This e-magazine discusses organisation, communication, etc./ Relevance assessment (dr.Trpin): the candidate has been in the position of the Editor in Chief of the Project Office for the past 14 years. Among other things the magazine deals with the questions of how to manage different types of organizations, also local administrative systems.

**3. On the academic portal (ACADEMIA.EDU), he published 12 scientific works, where he was cited by scientists from all over the world 259.**

About: <https://www.academia.edu/>

Academia.edu is a platform for academics to share research papers. The company's mission is to accelerate the world's research.

Academics use Academia.edu to share their research, monitor deep analytics around the impact of their research, and track the research of academics they follow. Over 125 million academics have signed up to Academia.edu, adding 25 million papers. Academia.edu attracts over 70 million unique visitors a month.

<https://independent.academia.edu/Krajnc/Analytics/activity/impact/12month>

1. University: Milan Krajnc was quoted at the following world universities
2. Lappeenranta University of Technology
3. Aristotle University of Thessaloniki
4. University of Sulaimani
5. Pattimura University
6. National Institute of Development Administration
7. University of Novi Sad
8. University of New York in Tirana
9. University of the West of Scotland (UWS)
10. Christian-Albrechts-Universität zu Kiel
11. The Ohio State University
12. Croatian Academic and Research Network - CARNet
13. The University of Nottingham Malaysia Campus
14. King's College, Pennsylvania
15. University of Perugia, Italy
16. National Engineering School of Gabes
17. Ecole Nationale Supérieure de Chimie de Montpellier (ENSCM)

271 papers mention "assoc.prof.dr. MILAN KRAJNC, psychotherapist".

Useful adaptive effect as a physiological process in functional systems of the organism  
by

Zuravljev, Vasiljevic

This mention was found in a paper hosted outside of Academia.edu

...es and processes have been considered with respect to the theory of functional systems developed by Academician P. K. Anokhin. The elaboration of these principles, as well as the results of previous experiments, a...

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CONCEPTUAL PRINCIPLES OF PUBLIC ADMINISTRATION OF THE INTEGRATED RURAL AREA DEVELOPMENT BY ACTIVATING SERVICE COOPERATIVES

by

Sergii Mykhailovych Prylipko

The content of the concepts of "public administration", "rural area", "integrated rural area development" and "public administration of integrated rural areas development" are determined. The conceptual principles of public administration of the integrated rural area development are substantiated due to the activation of servicing cooperatives to solve the most actual problems of territorial communities. It is determined that its essence consists in administrative decisions by the administrative management through introduction of effective mechanisms, tools and levers of state and regional policy. It is summarized that public administration should be carried out taking into account the project-targeted approach to increase the level of social and economic development of rural communities, rational use of natural resources and preservation of the environment. It is proved that servicing cooperatives are the effective tool for self-organization of community representatives and serve as a unifying center for rural population. Their capabilities are not only in combining of commodity producers to meet economic interests in harvesting, processing and marketing of agricultural products, but they could be engaged also in providing quality services in the spheres of housing and communal services,

servicing of communal property, the carry out and utilization of solid household waste, organization of civilized landfills, provision of landscaping. Due to the public-private partnership the local self-government bodies could be delegate some of their powers to cooperatives and support them through nancing of measures of social and economic programs of integrated development of rural areas.

[more](#)

This mention was found in a paper hosted outside of Academia.edu  
...re and rural areas distort the real picture of the 177 support of the agrarian sector [2, p. 86]. **Academician P. T. Sabluk** believes that the functioning of each rural settlement, development of its infrastrucur...

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Procesų integravimo vėdinimo įrenginiųose galimybių vertinimas  
by  
Violeta Misevičiūtė

This mention was found in a paper hosted outside of Academia.edu  
...cal O8ce building in Thailand, Energy and Buildings 41(10): 1076–1083. Kralj, A. K.; Glavič, P.; **Krajnc, M.** 2002. Waste heat integration between processes, Applied Thermal Engineering 22(11): 1259–1269. La...

☐Con8rmed as **This is MeUndo**

Resisting Education: A Capital Idea  
by  
Steven J Newton

This mention was found in a paper hosted outside of Academia.edu  
...w-achieving students: The transformation of a dropout. Phi Delta Kappan, 88(8), 625-629. Flere, S., **Krajnc, M. T.**, Klanjšek, R., Musil, B., & Kirbiš, A. (2010). Cultural capital and intellectual ability as pre...

☐Con8rmed as **This is MeUndo**

Uncatalyzed reactions of 4,4'-diphenylmethane-diisocyanate with polymer polyols as revealed by matrix-assisted laser desorption/ionization mass spectrometry  
by  
Nagy, Tibor, Antal, Borbála, Dékány-Adamocsky, Anita, Karger-Kocsis, József, Zsuga, Miklós, Kéki, Sándor

The reactivities of various polymer polyols towards MDI were evaluated using MALDI-TOF mass spectrometry.

[more](#)

This mention was found in a paper hosted outside of Academia.edu  
...P. K. Maji and A. K. Bhowmick, J. Polym. Sci., Part A: Polym. Chem., 2009, 47, 731. U. Sebenik and **M. Krajnc**, Int. J. Adhes. Adhes., 2007, 27, 527. M. A. Semsarzadeh and A. H. Navarchian, J. Polym. Eng., 2003...

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Synthesis of Eugenol-Based Silicon-Containing Benzoxazines and Their Applications as Bio-Based Organic Coatings  
by  
Jinyue Dai, Shimin Yang, Na Teng, Yuan Liu, Xiaoqing Liu, Jin Zhu, Jun Zhao

In this work, several bio-based main-chain type benzoxazine oligomers (MCBO) were synthesized from eugenol derivatives via polycondensation reaction with paraformaldehyde and different diamine. Afterwards, their chemical structures were con8rmed by Fourier Transform Infrared Spectroscopy (FT-IR) and Nuclear Magnetic Resonance Spectroscopy (1H-NMR). The curing reaction was monitored by Differential Scanning Calorimetry (DSC) and FT-IR. The polybenzoxazine Ims were prepared via thermal ring-opening reaction of benzoxazine groups without solvent, and their thermodynamic properties, thermal stability, and coating properties were investigated in detail. Results indicated that the cured Ims exhibited good thermal stability and mechanical properties, showing 10% thermal weight loss (Td10%) temperature as high as 408 °C

and modulus at a room temperature of 2100 MPa as well as the glass transition temperature of 123 °C. In addition, the related coatings exhibited high hardness, excellent adhesion, good exibility, low moisture absorption, and outstanding solvent resistance.

[more](#)

This mention was found in a paper hosted outside of Academia.edu

...ol, guaiacol and vanillin. New J. Chem. 2015, 39, 1691–1702. [CrossRef] Rućigaj, A.; Gradišar, Š.; **Krajnc, M.** Kinetic investigation of a complex curing of the guaiacol bio- based benzoxazine system. e-Polymers...

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Correction for Korlach et al., Spontaneous nucleotide exchange in low molecular weight GTPases by uorescently labeled -phosphate-linked GTP analogs, PNAS 2004 101:2800-2805

This mention was found in a paper hosted outside of Academia.edu  
...cause of a severe sperm-motility defect,” by Gloria Esposito, Byjay S. Jaiswal, Fang Xie, Magda A. **M. Krajnc**-Franken, Tamara J. A. A. Robben, Ankie M. Strik, Cor Kuil, Ria L. A. Philipsen, Marcel van Duin, Ma...

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The Differential Effects of the Blue-Stain Fungus *Leptographium qinlingensis* on Monoterpenes and Sesquiterpenes in the Stem of Chinese White Pine (*Pinus armandi*) Saplings  
by

Pham, Thanh, Chen, Hui, Yu, Jiamin, Dai, Lulu, Zhang, Ranran, Vu, Thi

This mention was found in a paper hosted outside of Academia.edu  
...er inoculation with blue-stained fungus, *Ceratocystis polonica*. Trees 2001, 15, 112–122. 21. Novak, **M.**; **Krajnc**, A.U.; Lah, L.; Zupanec, N.; Kraševac, N.; Križman, M.; Bohlmann, J.; Komel, R. Low-density *Ceratoc...*

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Necklaces count polynomial parametric osculants  
by

Taylor Brysiewicz

This mention was found in a paper hosted outside of Academia.edu  
...rder and smoothness. Computer Aided Geometric Design, 13(8):681–695, 1996. [8] G. Jaklic, J. Kozak, **M. Krajnc**, and E. Zagar. On geometric interpolation by planar parametric polynomial curves. Mathematics of Co...

☐Con8rmed as **This is MeUndo**

X-ray absorption spectroscopy study of chromium recovered from Cr(VI)-containing water with rice husk  
by

Hu, Ming-Jan, Wei, Yu-Ling, Yang, Yaw-Wen, Lee, Jyh-Fu

This mention was found in a paper hosted outside of Academia.edu

...W B 1999 Environ. Sci. Technol. 33 2939–44 Kotas J and Stasicka Z 2000 Environ. Pollut. 107 263–83 **Krajnc M**, Stupar J and Milicev S 1995 Sci. Total Environ. 159 23–31 Kutzler F W, Natoli C R, Misemer D K, D...

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Figure 6: Micrographs of the stained samples: (A) for ACAN, (B) for COL2 and (C) COL1. Additionally, (D) shows the cells with a stained cytoskeleton (actin).

This mention was found in a paper hosted outside of Academia.edu

...28. Naranda J, Susec M, Maver U, Gradisnik L, Gorenjak M, Vukasovic A, Ivkovic A, Rupnik MS, Vogrin **M**, **Krajnc P**. 2016. Polyester type polyHIPE scaffolds with an interconnected porous structure for cartilage re...

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Controlling surface properties of electrospun polyphenylsulfone using plasma treatment and X-ray photoelectron spectroscopy

by Kion Norrman, Yan Wang, Eugen Stamate, Wenjing Zhang

This mention was found in a paper hosted outside of Academia.edu

...ther sulphone) films, Polym. Degrad. Stabil. 91 (2006) 12–20. [31] T. Vrlinic, A. Vesel, U. Cvelbar, **M. Krajnc**, M. Mozetic, Rapid surface functionalization of poly(ethersulphone) foils using a highly reactive o...

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Mechanical oscillations in biological tissues as a result of delayed rest-length changes

by José J. Muñoz, Mónica Dingle, Manuel Wenzel

This mention was found in a paper hosted outside of Academia.edu

...epithelial boundaries. Num. Math., 16(10):1029–1037, 2017. [12] M. Rauzi, U. Krzic, T.E. Saunders, **M. Krajnc**, P. Zihnerl, L. Hufnagel, and M. Leptin. Embryo-scale tissue mechanics during Drosophila gastrulation...

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PES Surface Modification Using Green Chemistry: New Generation of Antifouling Membranes

by Nady, Norhan

This mention was found in a paper hosted outside of Academia.edu

...al Organic Matter. J. Membr. Sci. 2003, 222, 59–70. [CrossRef] Vrlinic, T.; Vesel, A.; Cvelbar, V.; **Krajnc, M.**; Mozetic, M. Rapid Surface Functionalization of Poly(ethersulphone) Foils Using a Highly Reactive...

☐Con9rmed as **This is MeUndo**

Polyurethanes based on thermoreversible networks designed by Diels-Alder reaction

by Ursache, O., Gaina, C., Gaina, V.

This mention was found in a paper hosted outside of Academia.edu

...1080/15685551.2012.747166 https://doi.org/10.1080/00222348.2012.695631 [18] Štirn Ž., Ručigaj A., **Krajnc M.**: Characterization and kinetic study of Diels-Alder reaction: Detailed study on N-phenylmaleimide a...

☐Con9rmed as **This is MeUndo**

Monitoring of vulcanization process using measurement of electrical properties during linear increasing temperature

by Seliga, E, Bošák, O, Košťál, P, Dvořák, Z, Kubliha, M, Minárik, S, Labaš, V

This mention was found in a paper hosted outside of Academia.edu

...39 437 [7] Johns J and Nakason Ch 2011 Journal of Non-Crystalline Solids 357 1816 [8] Likozar B and **Krajnc M** 2008 Chemical Engineering Science 63 3181 [9] Mitra S, Ghanbari-Siahkali1 A and Almdal K 2006 Polym...

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Reacting ow simulations of supercritical water oxidation of PCB-contaminated transformer oil in a pilot plant reactor

by

Marulanda, V.

This mention was found in a paper hosted outside of Academia.edu

...oxidation – part A: fundamentals and research. J. of Supercritical Fluids, 29, (3), 265-288 (2004). **Krajnc, M.**, Levec, J., The role of catalyst in supercritical water oxidation of acetic acid. Applied Catalysi...

☐Con9rmed as **This is MeUndo**

A Prediction Model for Rubber Curing Process

by

Nozu, Shigeru, Tsuji, Hiroaki, Onishi, Kenji

This mention was found in a paper hosted outside of Academia.edu

...ce on Material Forming (AIP Conference Proceedings), pp.921-926, ISBN= 9780735404144 Likozar, B. and **Krajnc, M.** (2007). Kinetic and Heat Transfer Modeling of Rubber Blends' Sulfur Vulcanization with N-t-Butylbe...

☐Con9rmed as **This is MeUndo**

Psihološki vpliv medijev na profesionalne športnike

by

Neja Livrin, Univerza v Mariboru, Fakulteta za organizacijske vede, Kranj, Slovenija, Miha Marič, Gozdana Miglič, Univerza v Mariboru, Fakulteta za organizacijske vede, Kranj, S... This mention was found in a paper hosted outside of Academia.edu

..., M., Kovačič, M. P. in Vreg, F. (2003). Surovi čas medijev. Ljubljana: Fakulteta za družbene vede. **Krajnc, M.** (2010). Percepcija medija skozi vlogo psa čuvaja. (Diplomsko delo). Maribor: Fakulteta za elektrot...

☐Con9rmed as **This is MeUndo**

Waterborne Polyurethane/Acrylics Interpenetrating Networks Polymer:Preparation,Characterization and Application for antipilling coating materials

This mention was found in a paper hosted outside of Academia.edu

...Journal of Coatings Technology, 2006, 68(860) 39-48 [3] Kukanja D, Golob J, Zupancic-Valant A and **Krajnc M**. The Structure and Properties of Acrylic-Polyurethane

Hybrid Emulsions and Comparison with Physical...

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C1 and C2 interpolation of orientation data along spatial Pythagorean-hodograph curves using rational adapted spline frames

vzgoje, v: *Od risanja do likovne vzgoje*, Ljubljana 1982, b. p. 16...

#### 4. Other publications in the field of leadership, relationships and poetry:

##### 199?

1. KRAJNC, Milan. Jutro me je zaustavilo ... V: *Bzikni v svet : zbornik poezije študentov Univerze v Mariboru*. Maribor: ZKO Maribor v sodelovanju s ŠOU Maribor in Vario, [199?]. Str. 37. [COBISS.SI-ID [105279488](#)]

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Izbrani format bibliografske enote: ISO 690

Razvrščanje bibliografskih enot: leto - naraščajoče, naslov

Vir bibliografskih zapisov: vzajemna baza podatkov COBISS.SI/COBIB.SI, 9. 6. 2020



## **Nomination for the Nobel Prize in Economic Sciences 2021: »A PSYCHOTHERAPIST WHO CHANGED THE ECONOMY! «**

*With his best efforts, Dr. Milan Krajnc is fully committed to each individual in business, by applying in the process his methods that emphasize the individual's potential and eliminate any acts of violence! More importantly, however, it is the elders who set an example that have a positive impact on the youngest, helping them to let go of and stop living by the old patterns.*

For this year's Nobel Prize in Economics, we, the nominators at the European Center for Peace and Development United Nations (ECPD UN) propose Prof. Dr. Milan Krajnc as a nominee for this year's Nobel Prize in Economic Sciences. With his research work that includes both natural and social sciences, Dr. Krajnc has been developing and creating a new, modern and fairer economy which is concerned primarily with the potentials of a working individual and looks for ways to help an organization to unlock the full potential of the individuals, achieving that without any form of coercion and without creating violence against the individual. His approach to a more effective organizational structure and, as a result of it, improved performance is unique as it pushes aside profit production and instead focuses on the long-term viability of the organization and its connectedness to the natural environment, at the same time encouraging and improving personal development of all employees within the organization. In this manner, he does not only cast an important light, but also introduces economics from a different perspective with the main focus on human resources, i.e. economy that is a consequence of the personalities of the people who work at the organization. As Dr. Krajnc builds on self-awareness, his modern economy is in harmony with nature, thus leaving a permanent mark and creating annual natural growth, i.e. profit.

Ground for the nomination:

Dr. Milan Krajnc is an educator and a psychotherapist, specialized in management with leading roles, helping to step out of the vicious circle at the point where they entered it. Dr. Krajnc's journey began when his attention to natural phenomena in a laboratory setting where he, first as a secondary school student of metallurgy and later as a university student of physics, observed how, regardless of the phenomenon, there is always the occurrence of **seven same consecutive stages**. According to his belief, which applies also to the changing of the mindset in the modern economy, the key lies at the moment when an element changes its structure or when energy obtains a new frequency, from which a step back is no longer possible. All his findings are derived from this exact moment, known in modern (quantum) physics under the term quantum leap. In his research, he helped himself with the knowledge he had obtained during his studies of psychological modalities, reality therapy and transactional analysis, within which he learned in further detail about the human conscious and subconscious mind. Soon he concluded that an individual who wishes to change a habit should make a forthright decision and not backtrack on it.

For the individual to not get lost in this process, a map, a compass that directs the individual on this path is required. This is the reason why Dr. Milan Krajnc developed a unique model of management which arises from a simple and natural fact, so individuals are aware of their own need to change. The dynamic leadership model, being inevitably connected with natural processes in that it imitates nature and its laws, represents an **innovative approach to human resources management in the contemporary society**, at the same time providing the modern economy with the opportunity to grow constructively and lay new, healthier, and above all, fairer foundations.

The dynamic leadership model was created based on several years of studying different companies and organizations where hierarchical relationships had been established. The concept of economy has, according to Dr. Krajnc, changed greatly in the last decade and although he admits that the basic definition of economy remains unchanged, it has nevertheless in his critical eyes lost its primary objective. Dr. Krajnc points out that there is too much psychology entering the current economy, especially the part of psychology that does not encourage own potential. In his opinion, using such psychology is the reason for too much violence in the contemporary economy, eventually leading to actual destruction. Based on these grounds, he has established the emergence of the new economy, developing it further through years by applying to it numerous innovative approaches, always keeping the human as an individual, both physically and psychologically, in the center of attention.

Dr. Krajnc named this discipline *dynamilogy*, incorporating in its psychology, physics and economics. Dynamilogy is an active path of searching for and researching oneself, but also of studying living processes and phenomena from the surroundings. **The particularity and uniqueness, the revolutionariness of his approach is in the perception of the human, who Dr. Krajnc sees as part of nature, planet Earth, the natural habitat.** Besides, this perspective adds to his models and approaches a distinctly sustainable character.

His fundamental belief is that the new economy should take into account more principles of the laws of nature. A scientist does not demolish, does not reset, does not destroy, and does not despise what has so far been found and socially accepted. A scientist instead respects tradition, knowledge and the contemporary expertise, serving as the basis on which the scientist develops a new standpoint. Dr. Krajnc highlights that the assumption of the laws of nature does not mean that we need to tear down the system of economic policies currently operating in the world, but instead gradually remove from those elements that cause violence. **With a sophisticated feel in merging and connecting the existing through a different, modern prism, Dr. Krajnc builds a new culture that is connected more than any other model to the natural laws of the environment in which the human resides and creates.**

His knowledge and expertise in the field of psychotherapy give added value to his approaches, with the main advantage of his models being in drawing from his own experience. *»Follow my advice so you do not make the same mistakes I did,«* stresses Dr. Krajnc, justifying his statement with the effects psychology has on the human. In the first six years of our lives, psychology builds the personality of the human, and in the following six years it checks whether it had built the personality correctly. All his arguments have been confirmed in various scientific findings, from both technical and social sciences fields. As Dr. Krajnc is a master of bringing together various scientific disciplines, it is, therefore, no surprise that in his aspiration for a different modern

economy he **does accept dogmas to date, however, he also puts them in a perspective, wishing to broaden the individual's horizon as Dr. Krajnc believes and feels that as a society we can do better and more.** And there is one aim behind it all: to create a world of accountable managers and consequently an organization with accountable employees.

Having himself experienced living in a violent environment, he soon committed himself to changing the world to a more tolerant and respectful environment and started putting this vision in place already at the age of 10. At that time as a child, he did it with songs that set the foundations to his thinking and his approaches to fighting against violence, while later, when he was 19, he was already organizing poetry workshops and radio shows, in which when defining violence he intentionally avoided violence against fellow human beings. **The reason for violent behavior lies in his opinion in the system** which is often unfair. Dr. Krajnc perceives and explains the world through what he has experienced himself. As an engineer and a student of physics, he did not understand how something works in contrary to the rules of operation, since engineering and nature being in two places at the same time is not possible. Only later, as a student of psychotherapy, he started discovering and understanding the rules of how society functions as a social category. His findings that society, but also the economy as an important branch of society, function differently from the laws of nature led him to take an even more assertive step in the direction of creating a new, different, perhaps partly even emphatic economy, where empathy does not stand for weakness but instead mirrors the greatness of the human who admits that nature is stronger and that the time has come for the human to return to nature.

An important starting point of Dr. Krajnc's path of creating the **dynamic leadership model** was the key finding that **crises cannot be solved by applying the same approach which caused the crises**, thus, also based on his rich knowledge in physics, he started consciously adding to the business environment elements that are similar to natural processes. That is how he began building on a new business model of business management which is based on the principles of nature. And with it, he started changing the world.

Dr. Krajnc's theory has often been confirmed in practice. His first large-scale successful attempt was the project *A Comprehensive Solution to Acts of Violence in the Municipality of Velenje in the Republic of Slovenia*, which was interestingly, and most revealing indeed, the only municipality in Slovenia that wanted to systematically tackle the challenge of violent acts more than 12 years ago. Already this information alone testifies of deeply rooted behavior patterns and the demanding path that Dr. Krajnc had so optimistically taken **with a vision to create a world, in which economy represents one of the most important development categories and foundations of global peace, a world without violence.** The main aim of the project was to train professional services of the cooperating institutions, which operate within the area of the Municipality of Velenje and deal with the issue of violence, to not cause even more violence against victims but instead raise the level of awareness and consequently shorten their procedures accordingly. This is a completely natural (and for many especially human) approach to victims of violence to help them in their distress quickly, efficiently and without causing unnecessary additional trauma.

Within this project, the founder of the dynamic leadership model, Dr. Milan Krajnc, tackled the issue of testing his theories in practice for the first time systematically. **The project represents the very first scientific experiment of a transfer of knowledge of the dynamic leadership**

**model from the field of business systems into the field of administrative systems.** In this context, the founder of the model drew special attention to several existing issues, as in all that time he could not rely on new scientific findings for the reason that this field had never been covered in a systematic scientific manner by any work before. Indeed, it is a new pioneering approach the study of which represents an original contribution to the development of the modern administrative science.

The first stage of the experiment included teamwork of experts. The main purpose was for all services to connect and establish a comprehensive view of the problem. Solving problems in this manner, as predicted and later confirmed by Dr. Krajnc, is more effective. In the second stage, the focus was on working with victims. Lessons learned from past projects revealed that victims generally have low self-esteem and poor self-image. However, if victims are allowed to speak about their cases, the level of the recurrence of violent acts lowers. Within the scope of the third stage, the most demanding and the riskiest stage of the project took place, i.e. working with violent individuals. With his team, Dr. Krajnc was looking for the causes of violence which frequently stem from childhood. Dr. Krajnc is convinced that **if we start raising our child with limitations, we could be raising a potentially violent individual.** The fourth stage of the experiment involved the public. Dr. Krajnc was aware already then that violent acts need to be discussed as openly and frequently as possible. We have to cast off the taboo of violence and start recognizing every violent act. And although the world changes and we become more sensitive to violence, Krajnc is nevertheless certain that people are immune to all other forms of violence except for the physical abuse, although the latter is only the final manifestation of everything that happened and accumulated between the victim and the violent individual long before. Similar holds for the violence occurring in organizations which are the fundamental unit of the modern economy.

It was with this project that the founder of the dynamic leadership model successfully upgraded the model in a manner that made it useful for and applicable in public administration as well, **while today it is used in overcoming challenges by numerous companies, organizations and public institutions not only in Europe but all over the world.** It is namely about the legal entities that strive for sustainable business excellence.

*Since the achievements in the form of recent awards and nominations militate strongly in favour of the model used in practice, Dr. Milan Krajnc is nominated for the Peace Prize awarded by King of Jordan in 2021 (see the second .pdf document). Also, he is a nominee for the Gusi Peace Prize 2021 in Asia ([https://en.wikipedia.org/wiki/Gusi\\_Peace\\_Prize](https://en.wikipedia.org/wiki/Gusi_Peace_Prize)), and the Zayed International Prize 2021 of the United Arab Emirates (<https://zayedprize.org.ae/about-the-prize>).*

Raising awareness on violence, its forms and methods that define the life of an individual, is of crucial importance to Dr. Krajnc, which at the same time reflects his commitment to changing the world to a world that is less violent, more sensible and more mindful to, above all, the individual. **His mission, materialising through innovative models and approaches of (crisis) leadership is to create and raise awareness about the fact that we are practically all victims of a violent system, from which escape is nevertheless possible.** The approach to holistic regeneration should most importantly begin from point zero and create conditions in which we can feel our nature. What gives Dr. Kranjc's research work added value is the assumption that it

all happens **free from coercion and shocks**. It is up to the individual to let themselves go, observes Dr. Krajnc. *It all begins and ends in the mind of an individual*. One single human with commitment and a clear vision can change the world. This human has the power to change the perverse and dated post-capitalist-oriented economy scrambling for nothing but profit only. As will be seen in the continuation, Dr. Krajnc has even managed to prove it. **And it is exactly this that represents the true priceless value of his contribution to not only the economy but also humanity as a whole.**

Faced with many challenges on his academic path, he however never lost his motivation. What is more, the system, which Dr. Krajnc describes as the source and recruitment of violence, backed him into a corner to the point of nearly giving up, nevertheless, Dr. Krajnc found new vigour. **When he »attacked« the system by disclosing its aggressive nature, he also experienced firsthand that the system does not stand disobedience.** His priceless experience lies in the moment of his breaking point—the moment he discovered that he had become dangerous for the system.

**He gathered invaluable experience as one of the candidates for the position of the President at the Slovenian Olympic Committee. At that time, he, unknowingly, confronted the system. The latter was represented by a circle that had been operating for almost 40 years with the same structure, following the same rules, and consequently not growing nor developing. Having been nominated he felt himself as outsider surrounded by a tightly-bound »group« or, as understood in the modern political and economic jargon, in an ego lobby. Dr. Krajnc also defines ego lobbies by placing them in his system arranged by natural laws. »Lobbies« or interest groups were not formed intentionally nor are they professional groups but rather only individuals to whom lobbying is their sole purpose in life. An ego lobby is therefore at its core something natural. This refers also to its life cycle, which is too completely natural, that is until it begins to pose a threat to others.**

*When an individual's need is satisfied within an ego lobby, that individual then withdraws from the group or at least does not want to be exposed to that extent anymore. As Dr. Krajnc puts it cleverly, if we do not put our personal goal in the first place in our lives, we will never be satisfied and will instead continuously keep looking for purpose and meaning in work, hobbies and elsewhere. True ego lobbyists are those who connect into a lobby only to use it as a means to act out their purpose in life. What matters most to these lobbyists is not the money but rather their ego.* Such ego lobbyists usually hold no important position and are up to this development stage natural, and for that reason harmless. What brings about that important and harmful breakaway, the risk of misuse, the start of violence is the moment when with their actions and opinions lobbyists gain *a very strong influence* over those who lead and make decisions. In the modern economy, decision-making positions are held by predominantly older individuals, who enjoy a good reputation in the group, lobby and society at large, where it is fair to say that they won the reputation themselves with their history. The rest is always done by human psychology. It is because of the latter that an individual who has long been around is appreciated by the society, even if that same individual has not moved in their essence for decades, in which time technology and methodology have overtaken. It is because of such people that we all lose. And this is that hidden violence that is perpetrated every single day over mankind by a handful of powerful persons in high positions who support and maintain this untenable system since without this system they are left without real power.

Dr. Krajnc derived the definition of ego lobbies or interest groups from his own experience due to which he not only left his home country, the Republic of Slovenia, but also lost his wish to ever come back. All for the reasons that the system that does not work and is not effective tried to adapt and subdue him. And this same system, observes Dr. Krajnc significantly, is paradoxically rescuing the world by trapping it into various psychological patterns that have outgrown national patterns. People in high positions of power within such a system will do anything to prevent any changes.

That moment, that awareness is the valuable discovery from which Dr. Krajnc derived his theory that **if one wants to change the system, one should change from the inside**. Why? If the signal comes from the outside, the system closes even further. On this basis, the important foundations were laid for the methodology of personal growth which Dr. Krajnc named the Sirius Personal Transformation which spreads with a transfer from an individual to the organization the individual works at. And from the latter, the dynamic leadership model was developed. In the context of this model, it is therefore about either one or two processes of transformation. The process can be concluded with the Sirius Personal Transformation, after the counseling and transformation of the director, leader, but it may also be continued if necessary, with the Sirius Business Transformation, that is in the company, within the organization. This stage depends most often on whether the company is also in need of changes.

**Today it is most important to get to know yourself better because only by knowing yourself are we able to manage ourselves and the environment without being an eternal victim of others' influences.** Dr. Krajnc's key finding is that people most frequently make mistakes because they set themselves material, business, and status goals, forgetting in the process their own needs and primary potentials. This kind of thinking and functioning leads us to become prisoners of the material world and other people. After studying natural phenomena in detail, Dr. Krajnc claims, what has also been proven, that nature does each of its changes in seven steps, that being the reason why the Sirius Personal Transformation method of personal growth takes place in seven modules. **The target group, which this approach to personal growth is aimed at, is fascinatingly large:** it is intended for **those who lead** various programs/therapies/treatments so they can understand what it is they are doing. It is a contribution to **parents** who with the help of the method understand what stages their growing children are going through and thus find it easier to guide them. It is an orientation for managers who place great emphasis on personnel development, as only then will they truly understand in what stages they should encourage the development of their personnel, but also learn how to respond in a certain stage with the right goal that will attract the individual, without the latter having the feeling of being exploited by the system, or learn how to encourage the individual's potentials that serve the purpose of achieving the organization goals without having violence carried out against the individual.

**Not only the method but the approach itself is also innovative** and combines the laws of nature with the laws governing how the human psyche works. Dr. Krajnc successfully triggers the system of cleaning the »psychological trash« as he names everything that does not belong in a person's life or that blurs the person's view of the world. One extraordinary added value that serves Dr. Krajnc as the key guiding concept, no matter what the approach or the model by means of which he transfers his knowledge onto other fellow humans who just like him feel the irresistible need for changes, is that **he teaches the individual to transfer the acquired**

**knowledge onto his close ones, without them even being aware that they are being changed.** This way the change prospers in an environment that is open to change. The most valuable outcome of the first stage of the personal growth travel lies in the fact that every individual starts accepting themselves since in the next stage comes cognition and allowing yourself emotions which we do not distort because the social environment demands that from us and wants to (under coercion) uniform us.

In the eyes of the nominators, it is the next stage that is important for wider long-term well-being of society, and that is the beginning of creating the awareness of own accountability and influence on the surroundings through self-awareness and own emotions. The individual is faced with his own ego, gets to know the ego, and learns to regulate it. This stage is understood as key in **creating an economy of coexistence and progress** since the individual becomes completely aware also of his own responsibility, without looking for excuses but instead taking the responsibility in his own hands. For the first time in life, we can say that we are free.

Now we know for sure what path to take to achieve the desired goal. The strategy that we create at this point is the one that is also most frequently realized. **We rewrite the rules of life, set new moral and ethical standards, and give freedom to a new definition as the key postulate of democracy and development of Western modern society.** We start living a completely different life which nevertheless still requires individual to make prompt strategy corrections. Dr. Krajnc namely does not forget about the impact society has on an individual. Society has not yet changed because of the individual, and yet the individual perceives it differently—above all, the individual stops raising false hopes about society. If we allow ourselves a little idealism, in this stage Dr. Krajnc brings the individual into a phase in which the person becomes assertive in standing up for themselves in order to start living their dream.

A very high value lies in **Dr. Krajnc's finding that learning is indeed a life's mission through which we get to know ourselves and others, and consequently, by the assumptions, cooperate with them without stressful situations.** The long-term effect of this kind of personal growth is evident in the virtues that today's business world lacks so much, yet we will have to return them to the foundations of the economy if we want the system which we live and work in to survive and develop for the better in line with its potentials: to see simple solutions in all crisis or critical situations, optimum timing, clear goals, business objectives that are inferior to personal objectives, separating private from business life, absence of negative stress, development of personal potential, clear communication, evenly distributed responsibility.

Before we dwell into the analysis and the uncovering of the amazing potential the dynamic leadership model has, we cannot get around the **involvement of the nominee in the fields of children development and gender equality.** Dr. Krajnc is aware that the patterns which we learn in our childhood define our life path. For this reason, Dr. Krajnc came up with a virtual hero named the **Knight with a Rose**, who provides children with all those answers which parents usually hide from them, while motivating parents to encourage their children's creativity and freedom, of course with clearly defined healthy boundaries. The more children grow up, the bigger the mirror they are to us.

It is important to also look deeper and this is what Dr. Krajnc fascinates with over and over again. The point of his Knight with a Rose is not in the Knight brightening girls' days, but instead in

teaching the male part of planet Earth to be Men and making girls Women. This is, as Dr. Krajnc notes, **the most critical part of the contemporary moral and economic crisis—we do not rise to the challenges of the current time and wishes.** This time the prism is inversed. The major part of this problem was caused by men who had for a long time forgotten themselves, making women move further in all respects. We are witnessing a completely natural development of events, i.e. women moved forward in their natural rhythm, while men in their powerlessness tried to keep them with various forms of violence. And this is why today's women wish for somebody who is in all respects, i.e. intellectually, financially and organizationally »stronger« than they are. Their natural path is indeed to follow. Not with violence but rather with a sincere desire for personal growth can Man develop this sense again which will also be recognized by Woman. Only then will we be able to talk about gender equality in the true sense of the word and not about an artificially created phenomenon that requires legal bases in women's quotas and similar instruments which we will never achieve equality of the relationship and position of both genders.

All the changes that an individual makes on himself and in his thinking mirror also in the individual's participation in society, especially in organizations in which the individual realizes their own potential. This is why personal growth is an important constituent part of the **dynamic leadership model**, developed by Dr. Krajnc **as a tool, by means of which he, in the continuation of the process, helps also different companies and organizations to find the right path which will lead them to achieve their long-awaited breakthrough.**

To achieve better performance when the system is healthy, it is usually up to the leader to take a few steps forward, perhaps look at the situation from a wider angle, with the help of somebody who is not involved in the processes. In cases when directors work with their heart, in line with their nature and not based on the director's complexes and ego. When people have long been part of some system, they lose the broader picture. With targeted counselling through the dynamic leadership model, Dr. Krajnc broadens their horizon, **he helps them to see.** He shows only what they have overlooked. Here Dr. Krajnc points out the importance of the individual's/organization's acceptance of changes, since hiring a consultant does not in itself save the problem. To achieve real changes, each of us must do their tasks. The process is based on full confidence and sincerity, and it sometimes proves that the best solution is for the director or the manager to retire or leave for another »story«.

As Dr. Krajnc ascertains, leaders are narcissistic. In all circumstances, even when they need help when they have maneuvered into a dead-end street, as far as 99 percent of them expect praise—praise of them only. It is important to know when and how to praise. In transforming through the dynamic leadership model, it is however most important that the leader sees the realistic picture. In achieving this, Dr. Krajnc, unlike other consultants and authors of transformation models, strictly avoids causing any pain. This means that the real picture does not judge, but instead faces the individual with facts only. And also, the decision on how to progress is left to the individual. Dr. Krajnc is convinced that transformation is meaningful only if the individual shows interest in it and in the question of why it has all come so far. The question of why is key—it stands for the individual's will, sincere intention to change. **This model does not include coercion, urgency nor violence.**

The dynamic leadership model is a business model of management, organization, and communication within a company that does not let the personalities of those who create the



business process influence it. The whole model is based on the laws of nature. It was created empirically, on personal experience and knowledge which the author obtained as needed. Over the years, he was building on his knowledge and skills and came to a conclusion which is, in fact, the foundation of the model—**the personality that has the most impact on the process is the personality of the director**. Dr. Krajnc learned from thermodynamics that a body with higher energy influences bodies with lower energy which adapts to the body with higher energy, and from the field of metallurgy that you can change a body's composition and structure if you keep putting pressure on it long enough and persistently enough. He learned that persistence pays off with directors—if the training process changes into a counseling and therapeutic one, Dr. Krajnc succeeds in changing their patterns of behavior and eliminating the causes of their acute problems. He knew that communication needs to be taken care of as the flow of a stream and not with shocks, i.e. containment. And if the director slowly changes his own behavioral patterns, this also influences the changes in business processes.

**The process of changing without shocks was named by Dr. Krajnc the dynamic leadership model.** Namely, throughout the process, there are psychological exercises and organizational approaches, with the help of which we free ourselves from the burdens of the past in seven stages. At that point, we find out that the world is within us and that we should therefore develop only ourselves—from within ourselves! This is how we discover our purpose in life and develop the sunny side of our life.

**Dr. Krajnc emphasizes the importance of another in the 21st century extremely important but also frequently overlooked skill, namely communication.** Enough communication and continuously communicating correctly helps to maintain a healthy relationship. This holds also for organizations and companies where communication serves building relations with employees. It is this kind of communication that Dr. Krajnc named the dynamic communication model and, if we consider the importance of communication and its influence on everything that we do in our life, as a logical consequence of that model Dr. Krajnc gradually developed the dynamic leadership model.

Dr. Krajnc dedicated much of his time to studying processes that take place in organizations and found out that with time the processes within an organization become the characteristics of its employees. When work processes are adapted to individuals, the essence of the process gets lost. The dynamic leadership model helps us to identify all the anomalies and reshape them in a manner that is acceptable for both management and employees. The model enables the development of a workplace environment that at the same time encourages personal growth of employees. The dynamic leadership model is not just a tool for implementing changes in a company, but rather represents the manner of work and communication within a company where it is clearly defined who does what, who answers for what, who reports to who and in what way the information is passed on. The model facilitates that information is manageable, that monitoring is set up and that each individual is faced with their own responsibility within the context of their workplace. Through applying the dynamic leadership model, we teach employees to express themselves clearly and to understand the information provided. Or, **as expressed in the jargon of nature, everything falls into place.**

Processes in organizations might be similar, nevertheless, the dynamic model cannot simply be transferred from one organization to another—instead, the model should always be developed for

each concrete organization or company separately. When the dynamic communication model becomes the prevailing part of an organization's operations, it has reached the level of maturity. The latter is a turning point when we succeed in implementing in an organization all the planned changes, when both process and information management are transparent. And only from this point on we can talk about the overall operations of an organization following with the dynamic leadership model.

The exceptional potential of changing the modern economy into a fairer and less violent one that the dynamic leadership model has is also because the latter is useful in turbulent times, when the only constant is changes, however, the model proves effective also in peaceful, stable periods if we wish to set ourselves on a path of changes and consequently progress, personally and/or professionally. Dr. Krajnc sees a business process as a laminar flow, and personal life as a turbulent flow. The optimum would be for the private and business life to exist in harmony, nevertheless, as consistent with the laws of physics, the laminar and turbulent flows can never join into one, since the laminar flow always sooner or later becomes the turbulent one. According to Dr. Krajnc, relationship develops and grows through communication.

When communication is absent or unclear, problems appear. If within the dynamic process we continue to operate by laminar rules, this results in a complete chaos. This is why it was necessary to find a way for a soft transition from one to another method of work. Based on several years of experience in the field of counseling middle and top management, understanding the laws of physics and having the knowledge about scientific methods from the field of managing processes, information and personnel, the scientist that Dr. Krajnc is developed the dynamic leadership model as a means of help for companies and organizations, where the model allows a manner of implementing changes into the system without coercion. The transition from one method of work to another as applied in classical or to date established methods causes a shock which as a rule leads to deadlocks in the work process. However, shock and the consequent stress are not at all the goal of implementing changes.

The dynamic leadership model brings into the organization changes in an acceptable way, from both the managers' and employees' perspectives. If we wish to encourage in employees their positive features in a stress-free way and at the same time foster their potentials, we should ensure a soft transition which of course benefits the company as well. The manner of the transition which works naturally is based on seven steps. These enable the counsellee a personal transformation in which the person eliminates simply and softly the numerous complexes, deeply rooted patterns and ways of thinking, possible traumas from childhood, and similar. With this approach, the person breaks free and allows themselves to realize their own (career) potential, at the same time feeling much more valuable and satisfied. It is exactly such employees—motivated and satisfied that we need in today's organizations which, as a consequence of the changes in the market, actually need to constantly adapt to the changes coming from the outside.

It is crucial, points out Dr. Krajnc, that the counsellee who is the first person to go through the personal transformation under the Sirius Personal Transformation method is the leader in the company and only then can we—although it is not always necessary—continue with the process at lower levels. But it should always start at the top, with the most important person in the company. Whichever way we look at it, regardless of the organization we work in, it is a matter of fact that there is top management in every company and that employees follow if directors set an example

for them. After all, it is the director whose influence on the conditions within a company is decisive.

Personal transformation is followed by the business one—the Sirius Business Transformation. Dr. Krajnc developed it in seven steps or stages. We begin with the business transformation after the first stage is finished, or parallel with the second stage of the personal transformation. Of course, we can also assess, depending on the conditions within the company, that the personal transformation of the top management, e.g. President of the Board or Director, is enough to achieve the desired changes. This manner of balancing an organization is possible if the company is healthy, and if the director with own personal problems has not yet ‘succeeded’ in making an impact on the situation in the company. The level of the organization’s »contamination« can be determined after introductory talks in which we prepare ourselves for the implementation of the dynamic leadership model.

**The key achievement the company which decides to implement the dynamic leadership model notes is that it manages to avoid the vast majority of problems that arise due to personal characteristics of employees or business partners and the daily changes in the market.**

The dynamic leadership model impacts all aspects of the organization—by applying it, we establish an organizational, legal and staffing structure which can quickly adapt to a situation in the market. As we live in an extremely volatile environment, the dynamics should also be considered in the strategic management of business systems. An analysis of the overall situation in the organization helps to get a clearer picture regarding performance and effectiveness, while an independent analysis represents a springboard for setting up new organizational concepts, since it enables a timely detection of:

- ✓ crisis which are easier to contain or resolve at their start,
- ✓ possibilities for expanding the organization,
- ✓ personal potentials of employees,
- ✓ new challenges, together with development and growth opportunities.

An analysis of the situation represents an essential basis from which it is possible to:

- set clear priorities and goals which are realistic and achievable,
- form an organizational structure that is more transparent and flexible,
- evenly distribute workload and responsibilities of employees,
- simplify and optimize work processes and communication,
- establish financial stability and rationalize the business.

It is interesting to note that what is essential for the functioning of the dynamic leadership model is communication as the key tool for achieving set objectives. On the other hand, it is worrying, and this is something that Dr. Krajnc keeps pointing out and wishes to amend, that communication is paid very little attention in today’s organizations, especially due to the misconception that people when they once learn to speak at the same time learn to communicate. In such case, we neglect the aspect of effective communication in the sense of an effective transfer of important information, but what has recently been coming to the fore even more is the need for respectful and peaceful communication in work environments. The dynamic leadership model

has proven itself to be exceptionally effective in communication between directors or presidents of the boards and company employees, but also between municipal management and public service employees. The model proves successful among employees coming from different environments and age groups and working in different areas of expertise. It is suitable for groups of employees with different systems of work, different family backgrounds, mental stability and temperament. The model is also appropriate for a wide range of cultural backgrounds, countries and continents. **It is global and universally applicable.**

Unlike the other models of implementing changes into an organization, counsellors in the dynamic leadership model take over the role of a conductor and an interpreter of information. Their task is to establish relations in which the transfer of information is clearly defined, understandable and acceptable for all participants. The purpose of establishing such patterns of communication is to:

- clearly define employee responsibilities,
- encourage entrepreneurial manner of work and thinking,
- rationalize and optimize processes,
- understand processes,
- evaluate employees (what employees are communicating),
- learn how to look at a problem from another perspective and make the problem solvable,
- establish project type of work.

In the first three stages, analysis is crucial, from the fourth up to and including the sixth, it is consultation regarding the new targets set and letting go of the old habits, while in the last, the seventh stage, it is integration into the behavior of an individual or a business process. The stages are followed by subprocesses that include implementation, introduction, realization, achieving independence or autonomy, and verification. All these stages take place at all times when the process moves from one stage to another. This means it is a natural cycle which can only be sensed if we listen to ourselves.

The nominee best explains the full life cycle of business, organization and contribution of the dynamic leadership model with an example that begins with the birth of a business idea, usually the property of the owner of the later company, that in the stage of its realization needs some space within which we can also develop it. This space is the company. When a company builds its strategy based on its vision and goal, it begins to obtain a soul, it starts to live. In its development stages the company goes through different forms, however, its soul remains the same. What gives a company its development and life are the people, those who also develop with the company. In the early stage or stages when the owner of the idea is directly involved in the company management, we can very quickly see a connection between the employees of the company and the people from various life stages of the owner of the idea, as personnel selection is the product of satisfying the needs of the idea.

Since even a business idea on its path to realization needs to go through several filters, from each period, we find a personal connection of the employees of the company with the people of the leader from that period. Thus, within the company we meet directly the entire life story of the owner of the idea, even though the owner never knew those people before, in fact, the owner put together again only the similar personalities.

By the company developing, the impact of the owner of the idea clears directly. And that means that employees of the company change as well. Insofar the company does not change, all employees remain in the same patterns and the company stagnates as a whole. **However, if the company develops its strategy, it takes steps forward, it grows,** and employees of the company have to follow—develop and grow too. Employees who do not develop together with the company become **the braking torque**.

A business idea is the intellectual property of the director, nevertheless, leaders make a serious mistake when they set up the company's strategy and then expect their employees to blindly follow the strategy. Often the opposite happens—the entire team becomes one braking torque, and the management consequently has a feeling that it is managing incompetent people. For this reason, everybody must participate in developing the strategy, since already the strategy development (process) itself directly impacts the development of the individual. This is how the dynamic leadership model implementation begins in the company. What follows is the development of the potential of the individual, based on which we quickly ascertain whether the individual's potential is in line with the company strategy. Insofar the potentials differ, it is expected from the employee to leave the company on their own.

Employee development within a company should be oriented towards raising awareness. An individual with a higher-level consciousness (self-awareness) will feel and recognize alone that they do not belong to a certain collective or company anymore and will leave the company voluntarily and peacefully. For this reason, the training system of the company should develop the potential of the individual in line with the company strategy and not in line with the individual's potential, since in the latter case the opposite effect is achieved for both the company development and the individual, or as Dr. Krajnc graphically describes, *»if you do not feel the company, give yourself a notice of resignation.«*

### **Closing thoughts**

With his revolutionary approaches, Dr. Krajnc has changed the system. And since organizations and companies are part of the economic system, he has also changed the economy of the world. Economy never was his primary area of research, nevertheless, his path led him to economy and to reveal some of its darkest sides, namely that for the sake of »higher« goals, it (often unintentionally) creates violence against the entire chain it connects and without which it cannot survive. This is why it is necessary to give the economy back its natural basis, as every system, even those that are man-made, works under the laws of nature. Economy as a whole, including its organizations, can be compared with the functioning or economy of a forest. Within a forest, all processes run peacefully. What needs to happen, always happens (a human observing a forest often calls these subconsciously the »natural processes«), changes take place without stress, but at the same time the forest has a profit (oxygen, logs, food) and an annual increment on average of 3%. Dr. Krajnc sees this natural potential in all organizations that connect into a global economy and claims that the latter could too have the same annual increment.

At the same time, Dr. Krajnc points out that we should bear in mind what nature does itself to obtain this natural growth. Nature cleans itself and takes care that everything removed is replaced with new. In other words, there is never more nature, instead it is always the same. This has been physically proven with the law of energy—energy cannot be reversed but we can change its form.

**Therefore, if we desire is to create profit within the economy, we must clean up after ourselves and recycle. The key compass in doing so is the dynamic leadership model, our natural regulator. And this is how a new sustainable and fairer economy of the world is born.**