

LEADERSHIP SERIES



A MINDSET BOOKLET

THE
EMPOWERED
LEADER
LEADING AUTHENTICALLY

Kimble Greene, PhD

The Empowered Leader: Leading Authentically

Leadership Series
A Mindset Booklet

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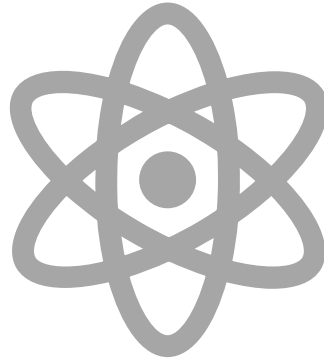
The Empowered Leader

Leading Authentically

Kimble Greene, PhD

“Anytime your life is a function of someone else’s influence – emotionally, mentally, physically, or spiritually – you disempower yourself and empower that outside influence.”

Stephen Covey



I’ve been a rule breaker for as long as I can remember. In hindsight, I’m not sure what compelled me to take the road less traveled because being admonished for my choices is something I also recall clearly. My early career as a Director/Consultant in the male juvenile justice and prison systems was one of those frowned-upon choices.

One especially clear memory took place when I was 29 years old. I’d been hired to evaluate the operations of a private maximum-security prison for males ages 16 to 21 years old. The private company for which I worked had been hired by the state who was evaluating whether to shut the facility down entirely due to two suspicious employee deaths onsite. I and 1 other consultant, a man around the same age, were tasked with assessing the risk for staff and inmates following the suspicious deaths of 1 guard and 1 teacher. AS you can imagine, we walked into a volatile and tense situation.

For anyone familiar with prison culture, staff and inmate collusion is not uncommon. It facilitates the violating of prison rules, i.e., contraband, intimacy, violence, etc. I’d recently completed my master’s degree in forensic psychology/criminal justice and spent the first decade of my career working in both federal and state, adult and juvenile prisons and residential facilities. Familiar with prison culture, I had a healthy respect for the entrenched, complex dynamics between inmates and staff, not to mention an understanding of the criminal mindset and predisposition for mental/emotional problems among other

things. My new colleague and I spent about a week interviewing various staff and inmates and were very aware of the threatening demeanor and language toward us, particularly by some of the guards. We were viewed as a threat to their jobs and told, directly and indirectly, to get out or else.

I was tough, experienced, and had learned to check my fears at the door having worked with this demographic and in these settings for over 10 years at that point. Yet, my courage notwithstanding, on that particular day I sensed an escalation in the unpredictable and unpleasant energy and behavior of the guards. My colleague, Jack and I arrived at the facility that day and went through the standard 3 security door clearance into the interior of the cell blocks. It didn't take long for things to begin to unravel once we were inside.

The cell blocks were set up in a 'fishbowl' structure, where each of the 4 cell blocks, stacked by two, had a heavy glass wall facing the glassed-in guard station where all the controls were managed. Each block housed 20 inmates convicted for crimes so serious that most had sentences ranging from 10 years to life. That day, Jack and I were scheduled to interview the inmates in cell block two, the block on the top left as your viewing it from the guards control room. One of those inmates, a 17 yo, had been sentenced to 'life' for 7 counts of murder and 7 counts of arson, he'd killed his entire family by setting the family home on fire as they all slept. Here's how I remember the events of that day.

It didn't take long after clearing the 3rd security door for my senses to tune into the heightened antagonistic energy emanating from the guards. I could feel it, I could smell it, it was thick and heavy. My first thought was to turn around and leave – I wish I had. Jack and I requested the control room guards give us access to cell block two which involved them unlocking and locking behind us 3 more armored doors. I kept glancing over my shoulder into the well guarded control room....something didn't feel right.

We'd met these young men before and found them to be quite respectful, eager to share their stories, albeit mostly about their 'innocence'. Today was no different. We walked onto the cell block which was flanked on one side by 10 rooms with 2 cots each. Most of the inmates were in their rooms (which did not have doors) and the few in the common area came over to say 'hello'. Again, I glanced through the heavy glass of the cell block and into the control room to make sure the guards were carefully watching us, and they were, with piercing stares and frozen stances. If anything suspicious or dangerous were to take place, it was up to the guards to unlock each door leading us to safety. Today, Jack and I planned to ask questions about the death of the guard on cell block three.

Jack and I were standing in the middle of the block, chatting with 4 of the more 'friendly' inmates when I smelled smoke. Jack and I looked at one another as we began to inch

backwards, keeping our eyes on the inmates while backing up against the locked exit door. As I watched Jack give the hand signal to the guards to unlock the door, out of the corner of my eye I saw the remainder of the inmates come out of their rooms holding their cot blankets which they had set on fire. I could feel the panic rise in me as I turned to look through the glass wall and saw the guards standing rigidly in the control room, arms crossed over their chests and legs at shoulder width, looks of pure hate in their eyes and not moving an inch.

I turned back toward the inmates holding the burning blankets in time to see a handful of them approaching Jack and myself. While 2 of them pinned us against the exit door, 2 more placed the blazing blankets over each of our heads. At this point my survival was at risk and unfortunately, entirely dependent on those angry guards who I began to realize had probably colluded in the death of their co-workers as certainly as they planned this incident with the inmates. I put my hands, palms up over my head as a fiery blanket descended and with the door at my back and Jack at my side, waited for the loud clunking sound of the door unlocking, for help to arrive, for pain, for death...I wasn't sure which of these would come first.

In what seemed like far too long the exit door unlatched and the inmates stood back as Jack and I made our escape. As we descended the staircase those spiteful guards were still standing behind the control panel with icy stares. Upon our approach, each door out of the cell block and out of the building unlocked with a loud click in an otherwise deafening silence. Once outside the facility, we breathed a sigh of relief and began tending to our burned hands and heads. Thankfully the burns, though painful, were not severe. We were scared more than anything as we came to realize our survival rested in the hands of those willful guards.

Without much more talk or fuss, Jack and I got into our cars and I home where I reported everything to my employer and filled out an incident report, making it clear I was not willing to return to that facility. One month later, I was transferred to another division of the company in a different state. That day was the last time I ever saw or spoke to Jack, or anyone else associated with that prison. Six months later the state shut down the maximum-security adolescent prison permanently.

That experience taught me a valuable lesson, several in fact, about rules, courage, and the benefit of a healthy dose of appropriately placed fear - make your own rules and trust your intuition.

LAWS

There are many rules to live by, thousands in fact, established by other people – corporate rules, economic rules, school rules, parental rules, workplace rules, legal rules, street rules, friendship rules, relationship rules, social media rules, safety rules, dietary rules, universal rules, scientific rules, playground rules, and so on. So many rules you are compelled by and expected to follow. There are even rules for how best to die. Well, the time has come to make some rules of your own. There is a reason the age-old saying, “Rules are made to be broken,” has been in play for so long - there is infinite wisdom, possibility, and power in those six simple words.

Many rules are beneficial and even necessary. Many more however, don't apply to you, your life, or your leadership. Some rules made in another era for unknown reasons are still followed today but have no place in present day life. For example, in West Virginia it's against the law to eat candy less than half an hour before church. In Pennsylvania, you are required to stop every mile and send up a rocket flare when you are driving at night. The next time you visit Ohio, remember that it's against the law for a woman to wear patent leather shoes in public because the glare may provide men with a glimpse up her dress. Seriously?! This doesn't even begin to cover the unwritten rules across cultures such as a man is weak if he cries, or a woman is unfeminine if she curses. These are just a few examples. I'm sure you can think of many more.

When you have the courage to stand up for your principles and break some rules (staying within moral and ethical boundaries of course), amazing results can follow. Additionally, you are allowing your expertise and wisdom to show up in your own unique way. You are using your power to forge ahead. There's no telling what great things might come about when you operate from your core power! You will find yourself in excellent company. Galileo challenged the rules of the church of his day, and his commitment to truth and science changed human knowledge forever. Helen Keller refused to allow the limitations of her deafness and blindness to define her. Martin Luther King fought against racial discrimination and sacrificed his life for the civil rights movement. Malala Yousafzai, the Pakistani schoolgirl who defied the Taliban to advocate for her right to education, survived being shot in the head and is now a global advocate for human rights. Perhaps one of the most renowned is Nelson Mandela who went to prison for 27 years for standing against apartheid before going on to become President of South Africa following his release from prison decades later. These and other celebrated and successful leaders marched to the beat of their own drum, breaking both written and unwritten rules along the way. They made their own rules, using their personal power and inner compass to forge ahead.

Every rule, written or implied, was made by some person or group of persons at some time for some reason. Chances are the reasons for many of those rules are no longer relevant today. You don't have to blindly accept the rules others have made for you. The question you must ask yourself is, “Does the rule serve a purpose in my life?” Question old rules

more often and establish new rules – rules that allow you to govern your own life. Now is the time to begin to identify what works for you and to make your own choices. Use your personal power and self-expression to create the life and experiences you desire. Make your own rules and live your own life. Embrace your inner monarch!

CONTROL

How often have you felt a sense of powerlessness when it comes to making changes or in becoming the influential leader you desire? Unfortunately, this sense of powerlessness is all too common. When you're feeling powerless, it is not unusual to attempt to control the people, things, or circumstances in your life or business. You believe controlling your external world will restore your sense of internal power – that having control will make things less stressful, that it will get you what you want, whether it is a feeling, a person, a situation, a thing, or a circumstance. Unfortunately, this couldn't be further from the truth. The more you control, the more out-of-control things become and the more exhausted, depleted, and stressed you feel.

You are not the only one! Society teaches us that satisfaction and success come from managing and controlling the people and circumstances in our lives. Groups exert their control by establishing expectations depending on title, age, race, gender, nationality, social status, and more. All of this – the laws, the rules, the expectations, the control – creates a false sense of power. We have become a planet of outside-in individuals, of people desperate to achieve happiness and success by following someone else's rules and by attempting to control our external circumstances. Additionally, many people have become obsessed with material gain, physical beauty, and financial wealth in hopes that these externals will fill the internal well while meeting the unwritten expectations of others and society. The truth is your inner well can only be filled from the inside-out, not from the outside-in. Your influence as a leader comes from your inner power, your authentic core. Fulfillment and power begin inside you, and it is driven by your core beliefs.

It's important not to confuse control with power. Control is the external effort to manipulate outcomes, circumstances, or people. The effectiveness and influence of control is superficial and short-lived. While you may be able to change some of the details of your business, or life using control, the foundation of those things will remain unchanged. This is why the more you control, the more you feel the need to control in order to achieve and/or sustain the desired results.

Additionally, your power is diminished when you control. Personal power is the greatest expression of your authentic self, of you as an evolutionary leader. Personal power is the internal ability to create, influence, and respond to your circumstances in any way, shape, or form you desire. Power is internal and shifts the energy within and around you. It is the means by which you create the experiences and outcomes you want, thereby drawing to

you the energy, events, and circumstances that support your desires and dreams moving forward.

POWER

When you are engaged in authentic self-expression, you have tapped into your internal power. You are actively utilizing a core energy source. You aren't a human doing – you're a human being. Your power doesn't lie in your external activities – it rests in the core of who you are – as a leader and as an individual, for those two aspects are inseparable. When you are focused on the doing, controlling, and getting – all of which are outside-in tactics – you are giving your power away to the expectations, rules, and challengers while simultaneously depleting your natural internal energy sources. Personal power leads to success. Success is setting a goal and achieving that goal. A goal may be as simple as getting out of bed in the morning or as complex as becoming President of a country or corporation, or anywhere in between. Each day you have multiple successes just as you have unlimited successes over the course of your lifetime. Successes expand based on your perspective along with your belief in and commitment to you as an individual and leader.

You are already successful in a myriad of ways and have been since birth. If your goal is to expand your success, influence, and impact it is essential you begin to identify and shift the now outdated beliefs limiting you. With updated core beliefs in place, you can effectively use the presence and skills you already possess to achieve your highest goals. This is personal power. Power is your inner capacity to influence everything within and around you, and it is limitless. Since your personal power comes from within, the truth is you already possess all the power you need. There is nothing more you must acquire, control, or accomplish. You are enough. You are worthy. You are powerful simply because you exist. Read this again and hear what your soul already knows...

- ★ You are enough.
- ★ You are worthy.
- ★ You are valuable.
- ★ You are powerful...right here, right now, and always.

The importance of believing in and using your personal power as you evolve your leadership influence is immeasurable. You are the creator of your world. You are the master mind, the wizard behind the curtain, the painter in front of the easel, the conductor of the symphony, the designer of the masterpiece that is your life. You are a monarch with the sovereign power to rule you and your kingdom (business).

AUTHORITY

Leadership on a grand scale begins with leadership on a personal scale. Personal evolution leads to evolutionary leadership. Consider this statement from author, leader, and global

influencer Marianne Williamson, “*Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. We ask ourselves, ‘Who am I to be brilliant, gorgeous, talented, fabulous?’ Actually, who are you not to be?*” Most people don’t realize they harbor a fear of achieving their goal of becoming the brilliant evolutionary leader they envision. If you are one of those people, remember you have the power to shift your perspective at every moment. Opportunities and circumstances are simply paths of potential. It is up to you to choose which path to travel along with the thoughts, feelings, and actions you apply to each and every experience.

Recall the last time you were in a movie theatre. There were all sorts of people watching the same movie, and afterwards each individual came away with their own unique reaction (perspectives, thoughts, feelings, and behaviors) to that same movie everyone watched together. Every single person in that theater observed the exact same set of circumstances on the screen but chose to (consciously and subconsciously) apply different reactions to them. You can do this with everything in your life, from daily activities to bigger events. Use your power and leadership presence to create the outcomes and experiences you desire.

When life knocks you down, that is the Universe’s way of saying, ‘It’s your turn at bat. This is your opportunity to step up to the plate and hit a home run.’ So, step up to the plate, or podium as it were, you’ve earned the chance to knock that ball called your life and career right out of the park. You have the choice to allow difficult circumstances to defeat you or to use them as opportunities to learn, grow, and do life in new, more supportive ways. When I feel as if life has pitched me too many balls at once, I’ve been known to get a case of what my friend Dave calls the “fuck-its.” Nowadays, this less than helpful state of apathy lasts only as long as I choose (choose being the operative word) before I pick myself up, run the bases, and finish the game. Win, lose, or draw it’s still a game I finish my way. That’s not to say the “fuck-its” don’t have value. As with all challenges, struggles, defeats, and outdated core beliefs they serve a purpose for the time being. They are not, however, meant to govern the game (life) from start to finish. “*True leadership stems from individuality that is honestly and sometimes imperfectly expressed...Leaders should strive for authenticity over perfection*” challenges [Sheryl Sandberg](#).

Life has a tendency to throw us off track. By paying so much attention to others’ viewpoints, opinions, and rules you confuse yourself to the point of self-doubt and even self-sabotage which, for a leader, hits directly at your bottom line. That’s when the misguided messages inside your head begin to tell you are powerless, incapable, or worse. It is exactly these messages *The Monarch Method*[™] seeks to shift. While the call to succumb to these messages (by quitting or controlling) is tempting, it is easier and requires less effort to believe in and live your truth, namely that you are whole, you are intelligent, you are powerful, and you are capable.

Leadership is no longer about commanding from the control center; it is about inspiring from the power center. The key to evolutionary leadership is to honor who you really are and transform your core beliefs along the way, so they stay aligned with your visions and goals. Leadership is an extension of how you feel about you, beginning with your core beliefs. Your perceived limitations are your thin outer shell (body and brain), whereas your strengths are your solid inner core (influence, impact, convictions, personal power). Evolutionary leadership and success are most easily manifested through your personal power. You are so much more than you are aware – you are extraordinary, an evolutionary leader. You have within you the ability to create fascinating things and amazing and circumstances.

Dr. Kimble Greene has been transforming lives and empowering leaders for 35+ years. She holds a PhD in Psychology and expertise in agency administration, strategic consulting, and personal/leadership development. Kimble is internationally acclaimed for her game-changing approach to personal transformation and evolutionary leadership - *The Monarch Method*[™]. Kimble's globally recognized method along with her groundbreaking philosophies (The Catalyst Factor) are a unique blend of psychology, neuroscience, epigenetics, and quantum physics that takes her clients on an enriching journey of self-evolution and empowerment. Kimble's approaches, her expertise, and unassuming style makes her unique work with individuals and leaders transformative. She is the author of several books including the Amazon #1 bestseller - *You Are Not Broken*; *The Power to Thrive: When surviving is no longer enough*; *Powerful Beyond Measure: The pathway to evolutionary leadership*; *One: Embracing Life & Illuminating Your Spirit*; and *The Monarch Method*[™] 6-book series.