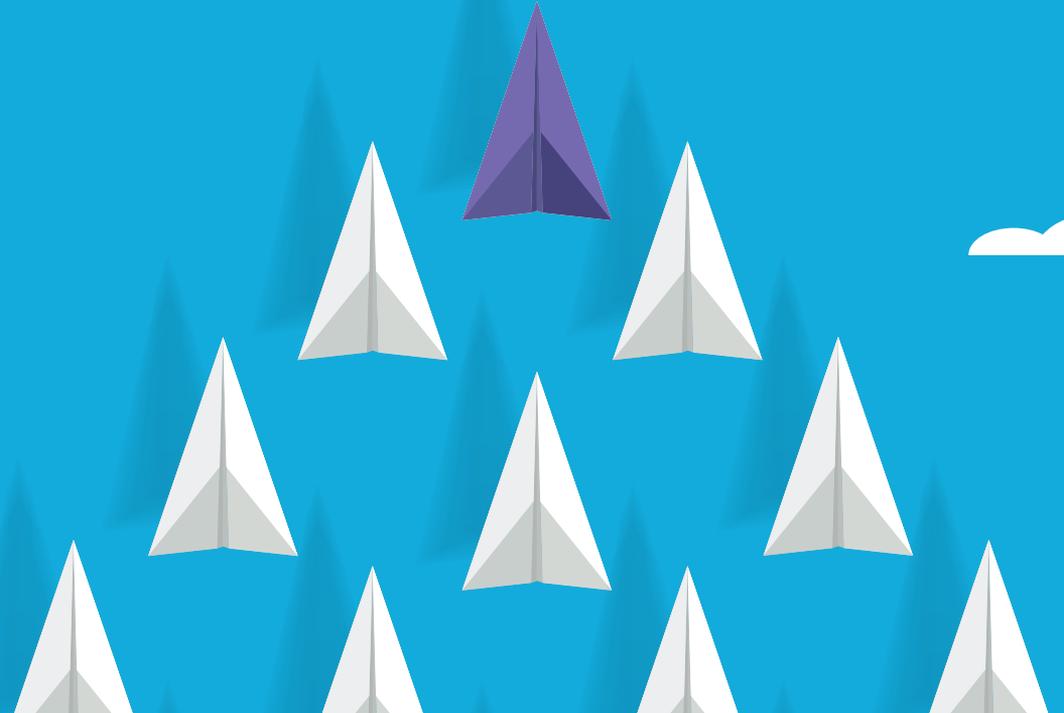




OWNING YOUR LEADERSHIP

LEAD YOUR TEAM.
LOVE YOUR LIFE.
LIVE YOUR PURPOSE.

BY: DOROTHY MARTIN-NEVILLE, PHD.



A professional headshot of Dr. Dorothy Martin-Neville, a woman with blonde hair, wearing a white blazer with black piping over a black top. She is smiling and looking directly at the camera against a dark background.

Dr. Dorothy
DOROTHY MARTIN-NEVILLE PhD

www.AskDrDorothy.com



Meet Dr. Dorothy

Dr. Dorothy Martin-Neville helps powerful women leaders in business, political and social fronts **grow into positions of even greater authority and power** so they can lead their teams, while loving their life and living their purpose!

As a powerful woman leader herself, having founded 4 companies, traveled as an international speaker and bestselling author, **Dorothy has been working with women in increasingly powerful positions for over 30 years** and knows none of her success or that of her clients would be possible without a dream.

"Dreams for my future have been the driving force of my life. I believe we each come to this life precisely to live our dreams. Those dreams are the vision for our soul's desires, our guiding force, for us to be all that we are meant to be."

Her first company, founded in 1985, focused on a psychotherapy practice and professional speaking.

In 1992, she founded **The Institute of Healing Arts and Sciences, LLC** which offered 2 and 4 year programs in **Energy Medicine** teaching physicians, nurses, and others in and out of the medical field a method of integrative health she had created. Her school was approved by the Connecticut Commissioner of the Department of Higher Education and her students pursued medical internships **helping to found Integrative Health Departments in hospitals and medical facilities across the country.**

She later began the process of forming a non-profit, The Institute for Energy Medicine Research due to requests from medical facilities for additional research of her work with various diseases.

In 2015 she founded the Institute for Transformational Coaching and Leadership and continues to be a strategic partner for powerful women in leadership positions.

Dorothy has been featured in the **Huffington Post**, **The New York Times**, **TEDx Talk**, **OWN**, and numerous other stations and publications in nine countries.

She volunteers her time as the **Strategic Advisor** to the fastest growing chapter of the **eWomenNetwork** as well as being a member of the **Board of Trustees of the CT Women's Hall of Fame**, and recent **Past President of the Connecticut Chapter of the National Speakers Association**.

She is the proud mother of Michael & Amy, and the grandmother of Madison, Kaitlyn, and Colin, watching them all age while she remains the same.



This eBook is for you if...

- You're a woman in leadership who has outgrown your current role and is ready to step into your next challenge.
- You have an idea of where you can grow to, but you've noticed a pattern that keeps you stalling.
- You're achieved multiple successes throughout your career and are ready to achieve more, but now in a way that allows you to enjoy life a bit too.
- You work hard, you've always worked hard, you will always work hard, and you're looking to balance your life with a little more fun too.
- Your team is pushing back, you've seen this before, and you can't see what you need to do so you can move them where you need them to go.
- You're unapologetic about your success and will allow nothing to stand between you and your next goal.
- In this book you'll discover...
- The #1 strategy effective leaders use to create continued growth and achievements both personally and professionally.
- The strengths, vulnerabilities, beliefs and patterns of The 5 Archetypes of Leadership.
- The key to unlocking your personal power so you can own your leadership, lead your team, love your life and live your purpose with power, authority and gusto!



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Introduction

Out of sheer curiosity, I asked numerous people what “Leadership” meant to them. What became obvious, quickly, was that leadership can be defined in any number of ways, depending upon background, leadership experience, and, surprisingly, a person’s willingness to own his or her own power and authority.

As an aside, I was surprised to learn that most respondents considered leadership, authority, and power to be one and the same trait. Contrary to what may be popular thought, leadership, authority, and power are each very different traits we may or may not claim. When asked to differentiate if possible, authority was considered to come only with a position of a certain rank. Power was often equated with “power-over” and leadership was, for some, an arduous task that came with heavy responsibility. (This opinion was offered by some who never held a leadership post as well as one who had been a team leader for years in a position that was certainly mismatched to his skill set.)

Sadly, for this last person his opinion was a result of “Murphy’s Law,” where he had excelled in his knowledge of his field and consequently was put in a leadership position. I will explain the various archetypes or styles of leadership later on in this book. Briefly, however, because someone is a thought leader or an organizational leader thrilled with the idea of creating systems upon systems doesn’t for a moment mean he or she is skilled in the leadership of people. We certainly need a far greater understanding of the various styles, or archetypes, of leadership.

My experience, first as a psychotherapist, as well as the founder of 4 companies, and finally as a strategic partner for women in leadership positions who are growing into positions of even greater authority and power, I have come to see leadership as an ever-evolving skill with which we lead people and/or companies to become more than was ever imagined possible.

Leadership is a gift, and a responsibility, in which we accept our personal power, our ability to influence, our experience, and a willingness to learn as we go. An effective leader develops leaders throughout the organization by creating a culture that is open to, and stimulated by, the strength, ideas, and influence of its employees or members. To achieve that level of leadership, however, the leader must also be a willing and eager participant in perpetual growth and expansion. When we stop growing, personally and professionally, our ability to be an effective leader is progressively minimized.

THAT is where the challenge first begins. In my experience, it is also where the challenge reappears as people are called to continuously grow into greater and greater positions of authority and power. Whether as an entrepreneur, or in the larger world of corporate organizations, your company and/or your role in it may have grown to the level you had dreamed of when you began but you may now be in a position where you want more, more success, more money, and so forth.

The biggest question becomes are you ready to become more of you than you have ever been before? More powerful? More confident? More present? More visible? Without these steps you will discover that the person you have become is capable of handling a company at the level it is at now, but not capable of handling a larger company, larger accounts, more employees, more vendors, and simply more....

For a larger firm, with a larger influence, you need to become a “larger” person. Most of the time the greatest challenge is simply in giving yourself permission to do so. It means taking the risk to become the leader you are now ready to be. I truly believe that when you dream it, it is because you are now ready for it. Frequently, however, this is the point where I am called in.

It’s when you have outgrown where you are and are ready to go to the next level but you are also frightened of what it will entail. Not surprisingly, in situations like this we have an ability to create disastrous scenarios that give us permission to stay stuck, to stay small. We want more yet are frightened either

because we are creating scenes of the company closing, ourselves failing and never working again, being hatred, and ridiculed etc. Some are also terrified it will cost them their marriage, their relationships, and their sense of who they are in the world at this point. If that is what you focus on, I can assure you that is what will happen.

For others, the fear is not knowing everything they think they need to know. Who does? Pick any leader you can think of. Do you really believe he or she knew then what they know now? A large part of knowledge becomes wisdom, and that comes only from experience.

Changing your self-image and claiming your personal leadership results in creating the life and career you want and it is a task only you can achieve. Only to the extent that you own your personal leadership, your ability to define your life and your role in it are you then able to help define the culture and lifestyle supported by your company and your role in it.

Trusting yourself as you go, owning your innate leadership, your intuition, your “gut knowing”, and learning the new skills that are needed are actually very simple.

Not always easy, but nonetheless very simple.



CHAPTER 1

Understanding Emotional Intelligence for the Powerful Leader

Simply put, Emotional Intelligence, (EI) a term first used in 1990, refers to a far deeper level of self-awareness and self-understanding than is the norm. In addition, it creates a developed ability to perceive the impact you have on others. Most importantly, it is mandatory for effective leadership of yourself and/or others.

However, emotional awareness and ownership, much less Emotional Intelligence requires a level of self-awareness that not everyone consciously chooses to develop. The effort or practice required to sit in silence, to look within and objectively assess things is a process that many are not familiar with and it takes time, willingness, and patience to develop. Together they have the very powerful ability to support a transformational leadership.

As a psychotherapist for over 25 years, much of my work has been to empower people by helping them in developing Emotional Intelligence, along with empathy so that they can begin to understand themselves on many levels while also taking responsibility for the choices they have made and any level of disconnection they may have chosen.

By identifying and separating themselves from the illusions of “victim,” “abused” “unwanted” etc. many clients have been able to identify the parts

they have played in the lives they have created for themselves. When you keep bringing in the same type of unhealthy relationships, the same type of jobs you don't like, even the same pattern of difficulties in business situations, you need to look at the part you are playing in that story. In doing so, by looking at yourself and not others, you see our own patterns, learn from your own experiences, and come to understand your personal emotional triggers plus why you have them as well as sustain them.

This level of Emotional Intelligence, of understanding yourself and your behavior, frees you enormously to change any situation you are in. "I would if I could but I can't." generally means that you don't like the price you would have to pay. You don't want the inconvenience to yourself or that would be imposed on someone else. Growth and/or awareness generally requires change and inconvenience. It may be in your attitude, style, perception or behavior. Nonetheless, change is needed on your part when things are not working. Emotionally intelligent people know that. They also realize not making a change will only prolong or increase the pressure of the situation, making the ultimate cost far higher for everyone involved.

Nonetheless, from experience, the benefit of developing the skill of Emotional Intelligence is enormous. The sense of freedom, empowerment, personal responsibility, and self-appreciation increases daily when this becomes a way of life. Giving up the illusion that everyone else is at fault frees you to look at your part in anything and everything you are involved in. It frees you from the story.

In working with others, you find there is no blame involved, self-blame or otherwise, simply an understanding of the situation and your deciding how to best deal with it from your perspective, acknowledging what is and what authentic outcome you want to achieve. Eliminating the concept of the enemy, of others being out to get you, or that "they" are always wrong, frees you to be far more objective, take the responsibility that is yours and leave their responsibility to them. It is the only intelligent thing to do and at that point your emotions are clearly seen as a byproduct of how you see your experience rather than the experience itself.

As a leader, Emotional Intelligence also supports you in not taking things personally - allowing you to recognize patterns of behavior in your employees, vendors or clients. You also come to see if your reactions are encouraging those patterns in others to grow or continue?. Are they in turn giving you permission to feel overwhelmed or any other fallback emotion?

Can you understand that if folks are late for meetings with you they are probably late in every situation? Can you understand that if they don't look at details in spite of your frequent requests that it is a pattern they developed elsewhere it is not about you or this particular job? The question now becomes how do you want to deal with it rather than how much can you control, punish or retaliate.

Are they valuable otherwise and worth the investment of developing their personal and professional leadership, as well as their Emotional Intelligence, so that they can bring their gifts to your company? An effective leader consistently creates leaders. The company depends upon it. Is this a candidate? The difference in responding vs. reacting empowers you to see what actually is happening and can happen.

My experience shows that after 3 requests for change, a power struggle develops, consciously or otherwise. As a leader, it is your responsibility, (recognize what it says, response -ability) to decide the best way to handle power struggles as well as other problems that arise. Notice if power struggles push your buttons, you find them frequently. With Emotional Intelligence, rather than emotional reaction, what pattern do you want to develop in dealing with them? Your being prepared is a great gift you can give yourself.

Another strong trait of Emotional Intelligence is in knowing when you are stressed, and why. What do you need to do to let it go? Know what works in what situations. I know for me at times it is a slow walk outside to clear my head of distractions. At other times it is a movie or book simply for a half-hour (or longer if needed) to let go of the energy charge the situation is bringing up. We are all different. There is no one right answer or necessarily one consistent answer. Whatever works for you is the best. I have friend who bakes and then her world is all better. At a meeting, it may mean breathing and, while sitting there, energetically stepping out of the room for a minute just to disengage. It can work wonders. Options always provide a sense of power and choice in a situation. Use them all.

Finally, you have no control over what emotions come to the surface at any point in time. Your skill comes in knowing what emotions you want to act from. What emotions do you want to share with the world through your actions - your responses or your reactions? Knowing yourself gives you that choice before you feel out of control.

A great benefit is that self-confidence frequently develops rapidly along with your Emotional Intelligence. It comes when you accept the person you are and the person you are trying to become. Certainly it is not because of your perfection, it doesn't exit, but rather it is because of the growth you have achieved. Know that it is all a result of your choice to grow with every, or most, decisions you make.

Amazingly, the more you grow, the more understanding you have for all those in your life. You see your impact on them, negatively or positively. It means you have the ability to call them to grow as well or to keep them defended, disconnected from you, and in fear. It's your choice. Question is, what type of leader do you choose to be?

As a summary and expansion, for a leader, Emotional Intelligence:

- ▶ Creates a balanced life
- ▶ Allows change to happen – even encourages it
- ▶ Doesn't expect perfection
- ▶ Doesn't take things personally
- ▶ Is optimistic
- ▶ Helps you understand how you react or respond to stimuli
- ▶ Knows how you impact others
- ▶ Knows the power it has in creating a culture of growth and change
- ▶ Is empathic
- ▶ Confronts problems not people - readily and without conflict
- ▶ Listens to what is not being said
- ▶ Sets boundaries
- ▶ Thinks out of the box
- ▶ Knows when to stay and when to walk away.

Self-Reflections on Emotional Intelligence:

- 1. Do you tend to own when something doesn't go as planned or look for who to blame?**
- 2. Do you have a stress reduction practice in place that supports you in disengaging?**
- 3. Have you watched your self-love grow as you understand yourself more?**



CHAPTER 2

Mastering Mindfulness to Manifest Peaceful Power

Mindfulness, as a practice, enhances Emotional Intelligence, in such a way that inner peace, life balance, and the necessary level of self-awareness for Emotional Intelligence becomes a way of life. Many religions have promoted meditation as either a daily practice or as a way of life for centuries and Mindfulness certainly follows that emphasis yet with relaxation and quiet as the focus versus a particular religious belief.

Mindfulness as taught by Jon Kabat Zinn is “the practice of maintaining a non-judgmental state of heightened or complete awareness of one’s thoughts, emotions, or experiences on a moment-to-moment basis; also: such a state of awareness.”

Consequently, the main emphasis of Mindfulness is on being inwardly present and in the moment - in the quietness - present to your thoughts, your feelings, your awareness of your environment within and around you - whether at a team meeting, preparing a presentation, or while shifting gears to go home. With practice, and over time, you come to see that Mindfulness is not simply an activity to participate in, it is a state of being. It is a level of consciousness that you choose to live within. I find, for myself, that when I consciously choose to stop for a moment, and simply look within in silence, it can be a period in which I can feel giddy, at peace, in bliss, or simply relaxed, depending upon my expectation and desire.

Being that fully present also allows you to sense what can't be seen, to hear what isn't being said, and to experience the emotional dynamics in a room. It is amazingly enlightening on so many levels. That level of spiritual detachment combined with awareness is what I find so freeing and so joyful.

This level of presence allows you at any moment to acknowledge what needs to be dealt with, what needs to be released, and what loose ends need completion as well as what you need to be filled within yourself. In the silence it becomes clear that you are a multi-dimensional being often with conflicting pulls happening simultaneously, at least until you are ready to resolve them. Other pulls will appear later yet knowing how to release the stress of inner conflict takes any fear of unrest away.

Much of that is because in a state of quiet, and I have written many meditations to support this.

Mindfulness allows you to energetically experience shifts that are taking place within your body. They may be purely energetic or physical in terms of muscles releasing or stretching, your breath deepening, or beautifully feeling peace invading your body and causing a letting down of all that you have been carrying.

Consequently, you can become far more aware of your body. Where do you hold tightness? Is there pain anywhere? Sadness? Joy? Excitement? All of these can exist simultaneously in various parts of your body. This degree of self-awareness brings multi-level knowledge and wisdom to support your balance and your growth.

In what may seem to be irony, when you live in, or know how to easily achieve a state of Mindfulness, as the world around you gets more and more hectic, you get more and more at peace. The ability to detach from the drama, the story, calls you to go further within in order to see more clearly what is happening around you. That is why those who practice Mindfulness are so noticeable in crisis situations. They resonate strength, balance, and, a clear perspective. They, by choice, are not caught in the emotional imbalance and reaction that takes place in such situations.

On a larger scale, a universal practice of Mindfulness could be a major cultural change agent, calling all of us to live a balanced, centered, and peace-filled life. What a different world that would be....

With the combination of Emotional Intelligence and Mindfulness calling you to be present to the multi-dimensional reality of who you are, emotionally, spiritually, physically, and energetically, your connection to your soul's desire, your inner longings, is only natural. With your defenses minimized, you have the ability to identify, and own, those dreams within you that may be calling you far from your everyday life into the next stage of your journey. Claiming leadership for your life calls you to acknowledge those dreams and create them.

In a state of Mindfulness, without fear and defense, you can simply delight in what is next in your growth. Even if you can't solidly identify it, you can initially sense it. That knowing is the beginning stage of your preparation to move forward. For some of my clients they were being called on some level to be President of the firm they are a part of, yet didn't feel ready for, for another it was being called to grow into a position as President/CEO of a merged company that now had many parts. With peace and balance, you simply know, trusting that your evolution will take place, as it always does. Usually far beyond and outside of what you have expected.

As a result, Mindfulness supports:

- ▶ Acceptance
- ▶ Delight
- ▶ Respect
- ▶ Trust
- ▶ Connection
- ▶ Intimacy with self and others
- ▶ Safety
- ▶ Humor
- ▶ Play
- ▶ The ability to laugh at yourself, and finally,
- ▶ Following your purpose and your dreams

Self-Reflections on Mindfulness:

1. **Do you have a consistent meditation/reflection practice in place?**
2. **Do you consider "surrender" a weakness or a strength?**
3. **Do you know how to create an inner experience of total peace and joy at will?**



CHAPTER 3

Unlocking Your 'Why', Releasing Your 'Be' and Dictating Your 'Do'

Emotional Intelligence, and mindfulness, as you can expect, prepare you for so much more in living that dream since by their nature they are each introspective, spiritually driven and all-encompassing. Many clients I have worked with seemed to go through life simply doing what was presented to them, what they “fell into.” There were also those that were very alive, passionate, and focused, clear on their dreams, their directions, and how they wanted to get there. They knew their inner, driving force.

You may have success at the moment, your business and your personal life may be doing fine, so the next question becomes: Are you doing what you came here to do? Are you living your purpose for this point in your life? Are you simply getting through your life or are you causing it to unfold, each and every day? It is false to believe that complacency is a natural byproduct of life. It is an unconscious choice. When we search for safety we hesitate or even refuse to take risks; when we search for life as it is meant to be with all its fullness we risk on a daily basis. Those risks eliminate complacency and bring depth, joy, and a sense of accomplishment.

With developed Emotional Intelligence, the risks you take will still be frightening (if they weren't where is the risk?) yet they are also calculated risks rather than foolish choices. With an established way of life based on Mindful-

ness, you are also prepared to knowingly, as if in a calling, move to grow into the career and position that most suits your “Why,” who you are, and what you have come here to do.

Lance Secretan, an international trainer in leadership development has written a wonderful book, *The Spark, The Flame and The Torch* in which he discusses in detail your Why, Be & Do. The first line of self-questioning, as he sees it, becomes Why are you here? What have you come to accomplish? If it is to be a leader, then how? What are you bringing to that role?

I have seen consistently that by the time we are 18, on some level, we all feel a calling. You may not listen yet there is an inkling, a touch of interest, in a field that intrigues you. For many it is only realized much later when you are established and you look back and see that you have been moving towards this all your life. Perhaps it is in being an entrepreneur, in sales, in human resources, whatever it is, it's your calling, your “Why.” It comes into consciousness through the lesson you most needed to learn as a child. How you express your “Why” changes as you grow yet the why itself never changes.

Coming from an orphanage, being adopted and raised in a violent home in the housing projects of Boston called me to learn that I needed to become the leader of my own life. I needed, with an open heart, to claim my power and self-definition, as well as take risks if I was to grow beyond that environment. My initial desire to teach others that they were not victims, to expand their reach, called me to start out in social work, become a psychotherapist with a thriving practice, opened my own Institute in Holistic Health, and finally become a coach or strategic partner for leaders needing to expand their skills and jump into to a higher level of success that feeds and challenges them in new ways. The venue changed yet my “Why” never did.

With your reflections from Mindfulness, how focused or aware are you of your “Why”? Your leadership? Why do you want to be a leader? In what way does it feed your passion? Your spirituality? Your joy? Your “Why” is what lets you know you are in the right place at the right time and who doesn't love that feeling?

Your “Be” closely follows your “Why” We must all “Be” the leaders of our personal and professional lives, causing us to take responsibility for every choice we make rather than blaming them on others etc. You may not go along with everything someone offers with great excitement, nonetheless, if you choose to go along, it is a choice. Be an active participant in your life and your relationships. That is much a safer bet for longevity and health.

In your professional life if your desire is to be a leader, or your calling is such, what kind of leader do you choose to be? Dictatorial? Supportive? Inspirational? Motivational? In planning? The dreamer with a vision? There are so many choices. Who do you, as a multidimensional being - and leader - choose to be? Will you keep growing and changing? Will you grab on and hold on tight? Will you lead from fear or from compassion? Will you be at peace and through Mindfulness create a culture that supports growth, change, and personal investment from all your people? What I have seen frequently is that the more you follow your expanding dreams, the more you expand your, and by default your company's potential, the more you become you.... With every risk you take the more strengths you discover, the more areas of growth you see, the more joy you experience, and the more alive you become.

Finally, your “Do” arrives. As I said earlier, take a moment and look over your life. Have you been living your “Why” while being and becoming the person you want to be? If not, gently look to see how have you betrayed yourself. How did you limit yourself? How did you get lost in your own life? How frequently did you settle for surviving rather than living?

Detours can be taken for great reasons while living your “Why” yet in that case they are a part of the preparation rather than a distraction. If at times you took a position simply because you needed money coming in, fine. Knowing that you did that as a means of paying the bills, supporting a family, etc. doesn't mean you lost your dream unless you allowed it to go. It could also have been the opportunity to stop, breathe, and catch up with the specifics of how you wanted to get there.

Detours can be a great gift. They are only a means of self-betrayal when you let go of yourself along with our “Why” “Be” and “Do”.

Self-Reflections on your Why, Be & Do:

1. **Do you now have an awareness of your purpose, your driving force?**
2. **What type of person do you want to become as you live your life? Generous? Passionate? Inquisitive? Something else?**
3. **What are you doing to support that happening while also making the world a better place?**



CHAPTER 4

Discovering The 5 Archetypes of Leadership

Many of us, in looking over our lives, realize we never get to play the follower, or submissive. In spite of ourselves we end up in leadership positions in clubs, jobs, even places of worship. Embrace who you are along with the others who willingly choose positions of leadership. There is a clear message there. Remember, however, the reference to leadership within the book of “Murphy’s Law” which shows the absolute mistake in not recognizing that leadership takes many forms.

A balanced leader in and of him or herself is going to be a powerful person who is a natural at taking responsibility, having a vision, and making things happen. However, just as there are many approaches to personality, there are also many approaches and natural skills for leadership. I am presenting an approach and definition to leadership that defines the many aspects of leadership we all possess, but in varying degrees.

As you read them, preferably learning them as you do, notice which one or two are your top archetypes. Which traits of each are your strengths? Which traits need further development? Your top one or two primary archetypes will be your natural fallback. With developed emotional intelligence you can understand that when high stress happens, you may go into defense, but you can learn how to get out of it quickly, before any negative ramifications or regrets.

Remember as well, you can then always choose to be the person you have become, without falling into defense at all in order to respond rather than react to any upsetting stimuli.

In business you may be asked to assume a leadership position that doesn't fit who you are and yet, knowing you are a born leader, you wonder why it is so hard. It is because the archetype of leadership needed is not developed or perhaps not even valued by you. Not everyone is willing to be placed in a position of hiring and firing people. Not everyone has the skills or mind function to be the organizational leader, developing systems and sub-sets of systems, for every program that gets presented. This is not a defect, simply an archetype of leadership that isn't yours. Period. You have others. Know which ones are yours.

Remember these archetypes are an aspect of your personality, not your essence. They do not define your character or your intrinsic value they simply show you and others where your strengths are in terms of personal and professional leadership.

You can balance your personality and leadership style by moving closer and closer to having each of these archetypes strengthened so that you can call on any one of them if needed.

Thought Leader

- ▶ Being an Innovative Business Partner and on a personal level helping to plan every outing with your life partner.

Team Leader

- ▶ Being the creator of a corporate culture and creating leaders throughout your team or personally working to divide the household chores fairly.

Supportive Leader

- ▶ Never wanting to be seen as the face or official leader of a company yet the one who will guarantee, at all personal costs, that every project is completed, everything is working, and the Visionary leader shines -

Visionary Leader

- ▶ Being the recognized face of the organization, the Dream Holder and Visionary who makes the way for the organization – or who on a personal level is the designated leader impacting the final word in family situations.

Organizational Leader

- ▶ Naturally creates systems and processes for the company or makes the household's lists and expectations.

Whether strengthening the vulnerabilities in your particular Archetypes or developing other types, balance is what allows you to live a peaceful, joyful, and ever-developing journey. A brief overview of each of these five types follows. Remember there is no right or wrong type, only different styles of leadership.

The 5 Archetypes of Leadership

STRENGTH	VULNERABILITIES	BASIC BELIEFS	RELATIONSHIP PATTERNS
THOUGHT LEADER			
<input type="checkbox"/> Insightful <input type="checkbox"/> Sees Big Picture <input type="checkbox"/> Creative – Brilliant <input type="checkbox"/> Thinks Out of the Box <input type="checkbox"/> Idealistic	<input type="checkbox"/> Constant Fear/ Anxiety <input type="checkbox"/> Sees Life as Unsafe <input type="checkbox"/> Disorganized <input type="checkbox"/> Unfocused/ Scattered <input type="checkbox"/> Can Be Hypervigilant	<input type="checkbox"/> Life Is Limitless <input type="checkbox"/> Anything Is Possible <input type="checkbox"/> Life Is Dangerous <input type="checkbox"/> I Am Trapped and Disconnected <input type="checkbox"/> I Don't Fit In	<input type="checkbox"/> Highly Perceptive <input type="checkbox"/> Can Be Great Conversationalist <input type="checkbox"/> Can Isolate into Ideas - Aloof <input type="checkbox"/> Limited Ability for True Intimacy/ Connection <input type="checkbox"/> Can Be suspicious
TEAM			
<input type="checkbox"/> Community/Culture Builder <input type="checkbox"/> Great Motivator <input type="checkbox"/> Develops Individual leaders <input type="checkbox"/> Develops a Solid Team <input type="checkbox"/> Understands People's Needs and Wants	<input type="checkbox"/> Not Recognizing Own Needs <input type="checkbox"/> Fears Abandonment <input type="checkbox"/> Holds on Too Long <input type="checkbox"/> Can be Seen as Greedy <input type="checkbox"/> Expects Others to Fill Their Needs	<input type="checkbox"/> We are All in This Together. <input type="checkbox"/> There's No One Here for Me. <input type="checkbox"/> Everyone's Going to Leave Me. <input type="checkbox"/> I'm All Alone <input type="checkbox"/> I Can't Get Enough.	<input type="checkbox"/> Safe to be Around <input type="checkbox"/> People Easily Confide in Them. <input type="checkbox"/> Clings to Others. <input type="checkbox"/> Consumed with Their Own Needs. <input type="checkbox"/> Others initially take care of them then abandonment.
SUPPORTIVE			
<input type="checkbox"/> Loyal <input type="checkbox"/> Persevering <input type="checkbox"/> Hard Worker <input type="checkbox"/> Capable of Great Love/Caring <input type="checkbox"/> Playful	<input type="checkbox"/> Passive Aggressive <input type="checkbox"/> Goes to Martyrdom <input type="checkbox"/> Illusion of Victimization/ Powerless <input type="checkbox"/> Sees Themselves as limited <input type="checkbox"/> Tends to Experience Being Overwhelmed	<input type="checkbox"/> People are Good <input type="checkbox"/> I'm not Really Important <input type="checkbox"/> I must obey/go along with others to be valued <input type="checkbox"/> I would if I could but I can't <input type="checkbox"/> I am powerless	<input type="checkbox"/> Unconditionally loving/caring <input type="checkbox"/> Always ready and willing to help <input type="checkbox"/> Great ability to forgive <input type="checkbox"/> Co-Dependency <input type="checkbox"/> Gives excessively then blames others for taking

STRENGTH	VULNERABILITIES	BASIC BELIEFS	RELATIONSHIP PATTERNS
VISIONARY			
<input type="checkbox"/> Powerful recognized leader <input type="checkbox"/> Charismatic <input type="checkbox"/> Powerful speaker <input type="checkbox"/> Generous <input type="checkbox"/> Cool under fire.	<input type="checkbox"/> Fears any loss of control <input type="checkbox"/> Fears not being good enough <input type="checkbox"/> Fears not being powerful enough <input type="checkbox"/> Fear of being controlled <input type="checkbox"/> Feels betrayed easily	<input type="checkbox"/> I can achieve anything I set out to do <input type="checkbox"/> I must never show hurt/vulnerability to anyone <input type="checkbox"/> You are with me or against me <input type="checkbox"/> If I don't have control others will <input type="checkbox"/> It is my way or the wrong way	<input type="checkbox"/> Lovingly protective and supportive <input type="checkbox"/> You can only be close to me if you look up to me <input type="checkbox"/> Doesn't let others get too close <input type="checkbox"/> Wants all the power while others have all the responsibility <input type="checkbox"/> Insists upon being supported.
ORGANIZATIONAL			
<input type="checkbox"/> High Achiever <input type="checkbox"/> Very Organized <input type="checkbox"/> Self-Confident <input type="checkbox"/> Very Responsible <input type="checkbox"/> Passionate- Adventurous	<input type="checkbox"/> Perfectionist <input type="checkbox"/> Easily Angered <input type="checkbox"/> Great Difficulty Expressing Emotions <input type="checkbox"/> Hides in Work <input type="checkbox"/> Excessively Competitive	<input type="checkbox"/> Life is Meant to be Organized and Highly Functional <input type="checkbox"/> I Must Be Perfect in Order to be Loved <input type="checkbox"/> Love is Conditional <input type="checkbox"/> Chaos/Drama means Death/ Danger <input type="checkbox"/> It is More Important to Appropriate and Perfect Than Real	<input type="checkbox"/> Capable of Deep Connection <input type="checkbox"/> Others Feel Energized Around Them <input type="checkbox"/> Trouble Believing They are Loved – Unconditionally <input type="checkbox"/> Longs for Tenderness Yet Can Be Uncomfortable with Affection <input type="checkbox"/> Afraid of Being Hurt – Not Being Good Enough

Self-Reflections on The 5 Archetypes of Leadership: Can you identify your strongest natural form of leadership?

1. **Your second?**
2. **Does your work history reflect that or have you struggled to be something else?**



CHAPTER 5

Creating Your Values for Visioning Your Purpose

Your personal values are what give credence to what you say. They show your true intent. Your values, more than anything else, show the choices you have made about who you want to be and how you want to travel this journey. Most tellingly, your values are proven daily in your actions far more than in your words.

Often I find that folks try to tell themselves they are one way at work and another way at home. The truth is however you are who you are everywhere you go. Values are what lead you, what outwardly define you, and how you walk in the world. If you value your intuitive nature, your inner-knowing, and your connection to a Divine presence you see yourself in this world in a particular way whether in your personal or professional relationships. If you value integrity, respect, honesty, and the connection of all beings, you will approach life and all your relationships with compassion, generosity, and empathy. As a result, you are more at peace with yourself.

As a leader, these values define your leadership and they greatly impact the success of your business. Because of integrity you will work hard for what you have earned based on a mutually respectful relationship with your clients. In addition, you will treat your employees fairly expecting a full days' work for a fair pay. It is also because of this mutual respect and appreciation that your employees or vendors will go the extra mile for you.

All of us want to be seen, having that as an acclaimed value impacts how you treat everyone in your life. That is powerful and in a professional setting it results in a productive, invested team because they feel appreciated and significant. Honestly sharing your dream and vision for your company or your department will come to be what inspires your team to work with you frequently making it their dream as well. Touching the heart of someone calls them to connect far more than simply connecting with their head. It is where their commitment to you comes from. How much do you value that level of connection?

As a leader, it is in living your beliefs that you will radiate and influence the others in your world. Conversely, your values, as shown in your actions, can also cause your peers and/or employees to sabotage you or to avoid dealing with you as well as your dictates and your needs. Consequently, it is imperative that you be attuned to what values you honestly possess and whether or not you are living those values that bring out your best self and your best and most productive mode of leadership. It is the only way to guarantee that your actions match your words giving you the credibility you so need in a world where effective and ethical leaders are a gift and a priority for workers.

Whatever archetype or archetypes most clearly define the style of your leadership, it is your values that will demonstrate whether you have chosen to live in the strengths or the vulnerabilities and fears of that style. Accept that when you are in fear, you will fall into the vulnerabilities of your archetype but whether you stay there momentarily or for months depends upon the choices and the value you place on your level of self-understanding, balance, and compassion.

You are not your fears or your behavior; when you are in defense you are simply acting out learned behavior. Your developed Emotional Intelligence allows you to recognize that truth and integrate your wisdom along with whatever degree of Mindfulness you have chosen to take on as a way of life and within your daily practice. Knowledge without integration and change is useless. Thankfully, it's never too late and the truth is your values support your full transformation into the person you choose to be vs. the person you somehow became without conscious decision-making.

As an example:

- ▶ You cannot profess to want team work and then ignore others when they offer suggestions.
- ▶ You cannot speak of a shared vision when no one knows where you are going.

- ▶ You cannot expect to be respected when you never show respect towards others.

If motivation is your guide, you will frequently be offering your people incentives whether free meals, vacations days, raises or promotions. If your value is in inspirations, you will be calling them and inspiring them to become more and more of who they are capable of being. They will begin to see their unlimited potential and thus a grateful team develops in which you all have the same inspiration and shared passion. The millennials are demanding this.

Accept that your leadership gives you great power and influence, only however if you are ready and willing to own it. That power becomes the force that generates the growth needed and creates the team which then shows that the maxim “the whole is greater than the sum of its parts” is true. The mutual trust, respect, and deep connection becomes a powerful force within your organization no matter how big or small. Because these traits represent your key values in life and in business, you truly are taking your leadership to another level in defining your values and your approach to the workforce in a clear and balanced way.

We know change is needed in the leadership of our world culture, our national culture, within our companies and even our homes. That leadership change must now begin with each one of us.

Understanding your “Why” “Be” and “Do” knowing your values and reinforcing them all with the skills discussed here leaves so many options open and so much potential available.

We are called to love, live our lives, and to passionately develop this life we are creating.

We can do it all, one risk, one value, one dream, and one leadership decision at a time.

Self-Reflections on your Values:

1. **Do you live your authentic values?**
2. **Have you even defined for yourself what they are?**
3. **What, if any, is your greatest struggle in living your values in a world that may be so different?**



CHAPTER 6

Practicing Powerful and Purposeful Leadership Within You

In short, it is as leaders that our best self is shown. Bringing that best side of ourselves to our business leadership is growth-producing, inspiring, productive, and based on connection and a shared dream. In addition, our creating effective leaders throughout the company first means honoring each archetype of leadership while seeing which fits each employee and guaranteeing that each leader is not forced into Murphy's Law and then out the door when they fail in a position that never fit them.

Creating impactful teams, emphasizing Emotional Intelligence, the power of Mindfulness, recognizing the archetypes and the need for shared intrinsic values, begins changing what needs to be changed in the work-world as well as politics. It requires that we stay in touch with the development of all those we work with while holding ourselves to a standard that is that reflection of our best selves. It is a self which incorporates our compassion, inner-knowing, leadership skills, and an awareness of the need to work toward that common dream and the success of the company.

The millennials are bringing a new value system to the workplace. They no longer expect to stay until retirement with increased vacation days as their motivation.

That benefit means very little to them. Feeling challenged, appreciated, a part of a team, and inspired are what causes them to stay.

If we as leaders are going to keep millennials on as well as inspire those who have years of experience and who also do not want to merely survive in their workplace, we must see far beyond the patterns which have developed over the past 30 years and reinforce appreciation and the realization that without committed inspired employees no company can succeed for long.

With that commitment and inspiration many companies have lasted long past their “due date.” For centuries, the “office family” inspired extreme commitment and sacrifice for the life of the firm. It was a huge part of the life of the employee and their family as well.

It was in the mid 1980's that the work-world changed dramatically. Organizations had been in the habit of being heavily involved in the communities in which they existed.

Employees were paid to volunteer during work hours for special town events.

Employees also were receiving series of trainings in which their skills were perfected or expanded. Exotic retreats were the norm for high performers.

However, after reports of several hostile-takeovers, the corporate culture started changing across the country and the generosity and success of the companies changed significantly along with it.

In a major shake-up, shareholders were no longer simply the recipients of a portion of the profits, instead they became the driving force of the company.

Obviously there are differing opinions of whether or not that was a destructive or constructive move.

What we do know however is that after that time, lay-offs, downsizing, massive stockholder profits and a radical shift in corporate culture took place.

Employee training programs were minimized or eliminated, employee retreats became a thing of the past, and 16-hour work days became expected or demanded in some fields.

On so many levels, the cost was and is enormous. It included:

- ▶ A massive increase in sick-days,
- ▶ A 33% employee engagement ratio when they were present
- ▶ Low morale
- ▶ Employees looking forward to leaving or retirement - when they still have years to go.

This is clear evidence that the work place culture has dramatically shifted and majorly failed. Consequently, as a by-product, the world of entrepreneurship has expanded beyond all records. For some it is due to a lack of availability of good positions yet for many it is the result of a disgust with corporate culture considered inhumane and/or abusive which asks too high a price on their soul, their humanity, and on their family.

The bottom line is that effective leadership in all areas, in and out of business and politics, is in desperate need of being reevaluated. In organizations where messages are sent through a chain to invisible employees/customers who feel unseen and unvalued we cannot reasonably expect any level of commitment or emotional and spiritual investment. Relationships, to be healthy, must be a two-way street with compassion, understanding, and joy as a natural part of the equation. Generally speaking, it's missing and we are paying the price.

It can be seen in that for so many companies the mission and vision statements have lost all meaning. Work life is governed by the shareholders rather than a mission or vision statement.

Employees, customers, integrity, and service have become collateral with profit being the only item of value.

In contrast, we know that knowledge combined with wisdom prepares the company and its leaders to understand on a far deeper level the value of service and the importance of treating all those involved, whether employees (or stakeholders as they are referred to in the world of Conscious Capitalism), customers, vendors, or shareholders as if they were all an integral part of the company's success. Clearly they are.

The experience of being valued, of having a shared dream or vision, calls employees to a full commitment, creates life-long customers, and brings in vendors who will go out of their way to support you. This is where a sustained, and highly profitable, company can flourish through an authentically committed workforce and following.



In this scenario, individual leaders and the company itself becomes so much more of what they are capable of being.

The daily experience is of having the company as invested in you as you are in it. The leaders are repeatedly prepared to become more and more effective leaders in an effective organization where everyone wins from clients, employees, vendors, guests, and more - How can that not create a wonderfully successful organization?

Believing your company is a leader in your field, while owning your own individual leadership, leaves you open and prepared to challenge the existing norms which are failing all around the world.

A new norm in leadership is needed, one with integrity, community, and diversity as integral parts of the process.

As you can see, with Emotional Intelligence, Mindfulness, knowing your Why, Be Do, your particular style of leadership along with the leadership positions most suited to you, and finally, with a clear understanding of your values, and their alignment with your company, you are truly prepared to be the effective leader you have chosen or dreamed to become.

From looking at where we are now, clearly all this requires a continued investment in a large cultural change. Amazingly, change always starts with one person and in this case also one company at a time.

Finally, the need for a global cultural change is growing much further and faster than it has to this point. To recognize that leading the way rather than being forced into a situation no one is prepared for, provides far more opportunity for everyone. Our leaders need to accept and integrate all of it, expanding their potential beyond anything they ever imagined.

Our leaders need, quite simply, to acknowledge their particular leadership skills and archetypes, get out of their own way, take a risk, and then lead the way their experience and intuition takes them.

Closing Thoughts

What I know to be true is that, as ironic as it may seem, frequently when someone achieves sufficient independence and the confidence needed to stand in front as a leader, they tend to progress into an illusion of self-sufficiency as well. Independence simply means 'I know myself well enough to know my needs and how to get them met.' More times than not that means calling in others to support you in some way.

Whether it's in expanding your leadership skills because of a promotion, or taking your company to the next level in quality of service or size, I have seen so many leaders try to direct these changes alone. They can't. When you are ready to grow, having an objective observer, a strategic partner with no agenda other than supporting you, you are able to see beyond the blind spots and to see around the issues you may be avoiding without realizing it.

They support your need to:

- 1) Define your ultimate goal.**
- 2) Assess where your issues are.**
- 3) Assess what you're willing to work on, and,**
- 4) Reach Out**

Growth is not easy. If it was, you would have done it long ago. It is a process where we often want to grow without paying the price of change. Anything on a larger scale, a new way of seeing yourself

in the world, a new of being in your intimate relationships, and a new way of operating all require someone to guide you and support you as you walk into that new field, in a new way, and with a new or renewed vision. Sustain your independence but never fall prey to the illusion of self-sufficiency. That's why I'm here - to help - if and when I'm needed.



Contact Dr. Dorothy

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