

LEADERSHIP SERIES



A MINDSET BOOKLET

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LEADERSHIP  
EVOLUTION  
THE SCIENCE OF CHANGE

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Kimble Greene, PhD

*Leadership Evolution: The Science of Change*

Leadership Series  
A Mindset Booklet

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# **Leadership Evolution**

*The Science of Change*

Kimble Greene, PhD

“The story of evolution is the story of ascension to higher awareness. That awareness is first of self, all of who you are, and second everything outside yourself.”

Dr. Bruce Lipton



**A**s a human, you are more than the sum of your parts. You are a whole and vibrant being. As a whole being – mind, body, emotions, and spirit – all your individual facets function cooperatively and interdependently. Everything about and within you is connected and all these aspects operate collectively. You are not simply the food you eat, the exercise you get, or the choices you make. You are not just your personality traits, your thoughts, your emotions, or your actions. All these aspects affect one another creating the energy that contributes to achieving and sustaining a whole, healthy, and powerful you.

Since the early 1800’s we’ve been taught it’s our DNA that regulates and determines the foundation of our physical and mental health along with the trajectory of our lives. In other words, our genes control our health and potential. Based on frontier sciences such as Epigenetics research has proven this is no longer accurate. Leading this research, [Dr. Bruce Lipton](#) reveals, “The science of epigenetics, which literally means ‘control above genetics’, profoundly changes our understanding of how life is controlled. In the last decade, epigenetic research has established that DNA blueprints passed down through genes are not set in concrete at birth. Genes are not destiny!” In fact, our destiny is created by how our beliefs impact our perceptions thereby catalyzing thoughts, feelings, and actions. Lipton continues, “Environmental influences, including nutrition, stress, and emotions, can modify genes without changing their basic blueprint.” (The Biology of Belief, 2012)

You are more powerful than you realize and it's your core beliefs that direct much of that power. Within you is the ability to adapt and transform and you do both those things continuously from the moment you are born. Contrary to conventional scientific theory, such as Darwin's genetic determinism which posits it's our DNA that directs our growth and evolution over a lifetime, new age science has proven it's not our genes that determines our biology and life trajectory. Cellular growth and adaptation are not solely directed by our DNA as originally believed. In fact, it's your thoughts and beliefs, informed by your perceptions which continually influence your cells, transforming them in response.

In other words, it's not your genes that control your biology and your life - it's primarily your thoughts and beliefs which influence your cellular development thereby defining the nature of your daily experiences, health, and life. That's not to say that the rare single-gene disorder, such as cystic fibrosis, isn't significant in its impact. It means the vast majority of physical, mental, and emotional imbalances do not manifest from genetic disposition but are most heavily influenced by environmental factors. And it's not simply the presence of environmental factors, it's how they're perceived and processed by the individual that influences cellular development and manifestation.

The fact that our DNA and genes are insignificant compared to the power of thoughts and belief is game changing. The power to transform the majority of our biological and psychological conditions has been deepened within the individual's control and influence. Science as we know it has been forever changed.

Your genes are not your destiny. Your environment, what you believe, and how you process its influences are your new destiny. Within you is the ability to adapt and transform and you do both those things, often without realizing it, from the moment you are born.

As it turns out our beliefs are the engines that drive our life experience, psychologically and biologically. [Dr. Joe Dispenza](#) instructs, "You are not in fact beholden to your genes, and gene expression is changeable – once you begin to think, act, and feel differently. (Becoming Supernatural) The most direct way to do this is by transforming your core beliefs.

## **ENERGY**

Epigenetics is the study of how an organism, such as a human being, changes based on how a gene perceives and interprets its environment rather than based on its genetic code. These perceptions and interpretations create the energy that fuels growth and development. The key to managing your development is to manage your energy. Energy is physics and in addition to the world of biological origins (Darwin's [genetic determinism](#)) being turned

on its head, the same also happened with physics. Newtonian physics was tossed out like dirty bath water with [Quantum physics](#) the new glistening spring-fed pool.

Quantum physics tells us the universe is made up of interwoven evolving patterns of moving energy, whereas the historic definition of physics defined everything as separate but bound together by strict and absolute laws beyond our influence. Energy is not beyond or outside us; it is us! Energy is everything and everything is energy. From nature and the universe to living things like you and me, to every human made thing and including your thoughts, feelings, and beliefs. Einstein revealed, “We do not live in a universe with discrete, physical objects separated by dead space [Newtonian physics]. The Universe is one indivisible, dynamic whole in which energy and matter are so deeply entangled it is impossible to consider them as independent elements [Quantum physics].”

The fact we now know we exist within and as part of one whole quantum field of energy and that our DNA and genes are insignificant compared to the power of thoughts and belief is game changing. The power to transform our biological and psychological conditions has been deepened and placed directly within each individual’s control and influence. Science as we know it has been forever changed. Your genes and the limitations within the ‘laws’ of conventional physics are not your destiny. Your environment, what you believe, and how you process its influences are your new destiny. No longer are we hostage to Darwin’s Genetic Determinism or Newton’s limiting definition of humans as nothing more than bodies and brains that function only within a structured physical reality.

The primary means of communication between all systems throughout your body – physical and nonphysical - is electromagnetic, also known as energy. In other words, our bodies systems exchange information energetically and biologically with an emphasis on energetic. This includes mental and emotional processes along with physical.

That’s why it’s so critical to create distance from the objects in your environment that emit electromagnetic waves, such as TV’s, computers, cellular devices and even things that plug in like lamps. The electromagnetic waves emitted from those things create imbalances in your internal electromagnetic systems and with prolonged exposure all levels of illness and imbalance, both physical and mental can occur.

Because everything is energy, everything is connected. Everything that exists is one huge network of interconnected vibrational waves, including what we think, feel and believe. Setting aside for the moment the complexity of what that means for the human race, lets focus on what it means for you, as one whole or holistic human being.

Basically, it means everything within and about you is connected. There isn’t any single event that occurs biologically or psychologically that doesn’t influence and affect every other aspect of you and who you are. In other words, you are one vibrating mass of energy and who is the boss of that mass of energy? You!

The bottom line is, based on this evolutionary science, everything is energy, and we have the intelligence and power to influence, shape, and transform energy with our beliefs.

## **MIND**

Now you understand you are much more than your physical body and mind; you are a being of energy and belief and it's these forces driving you forward. The fact that you have influence over your cellular and genetic evolution, and because your core beliefs generate every single thought, feeling, and behavior means you have the capacity to effectively change your thoughts and actions by changing your beliefs. The change in beliefs must precede lasting change in thoughts, feelings, and actions.

Conventional Psychology including cognitive and behavioral approaches, positive thinking, psychotherapy, and more have been mainstays in mental and emotional growth for decades. However, positive thinking alone won't generate a long-term positive change or outcome. Positive thoughts have a profound effect on our lives but only when they are in line with our subconscious beliefs.

With the concepts proven by these frontier sciences, it's not as much about personality as it is personal-reality. Personality is limited to genetic determinism whereas as personal-reality is limitless in that it's fueled by the energy you create with your beliefs, thoughts, and feelings. It's really all about the energy and how you manage it.

There are 3 basic aspects of consciousness - the conscious, subconscious, and unconscious mind. The conscious mind is the aspect that expresses your personality, your desires, your willpower. It remembers the past and it plans for the future. The unconscious mind consists of a series of programs that run silently and automatically in the background, such as when to breath, how to run, the need to rest, etc. The subconscious mind is the in-between and unlike the unconscious, it is accessible. Biologist Dr. Bruce Lipton suggests we think of the subconscious as 'autopilot' and the conscious as 'manual control'.

What's fascinating is the subconscious mind is a million times more powerful than the conscious mind and makes up 90% or more of your daily operations while only 10% or less of you is conscious. That's why sustaining positive thinking about something can feel like an uphill battle. First, thinking positively is a conscious process so less than 10% of your brain activity is engaged and second, if the positive thought doesn't align with your subconscious beliefs which are a million times stronger, you've lost the battle.

The key is in first updating your outdated core beliefs so the new beliefs will organically generate new thoughts, feelings, and actions relevant to who you are today, along with your current circumstances and goals.

The first time I can remember becoming aware of how core beliefs function was in my 20's, working as a social worker with adolescent males remanded to residential treatment. I recall the specific training that deemed behaviors such as withdrawal, aggression, defiance, anger and so forth 'wrong' and 'dysfunctional'. As young professionals we were told to 'rehabilitate' those youth so they could return to their families and home environment. At the time 'rehab' meant we were to strongly influence these youth to adopt behaviors, thoughts, and feelings based on broad based academic standards of 'good' behavior, similar to those children you would typically see in a middleclass public or private school.

As I watched the obvious struggle these youth had with their opposing worlds - the world of residential treatment which mimicked the so-called outside world by insisting they think, feel, and behave like every other child who is good and accepted vs. the world in which they were raised and would return to, worlds filled with oppression, racism, prejudice, poverty and more. It did not go unnoticed to me at the time that the behaviors, thoughts, and beliefs they had adopted, i.e., aggression, opposition, anger, and defiance to name a few were probably tools for their survival. The system was plucking the boys out of their environment, demanding they change to meet the expectations of an entirely foreign environment, then placing them back in their previous environment expecting them not only to survive but to thrive. In hindsight, that undoubtedly created more problems, psychologically and physically, than solutions.

The second time I recall being aware of the essential nature of core beliefs was as a client in counseling in my early 30's. On more than one occasion the thoughts, feelings, and behaviors deemed appropriate and healthy by my counselor, as an extension of her education and training along with societal and cultural standards, were dictated during my sessions as end goals for me. As a result, many of my own thoughts and feelings (coping mechanisms) were invalidated and judged as 'wrong' in addition to the message there was something wrong with me for thinking and feeling that way (i.e., depression, withdrawal, control). Who was I to question the 'expert'? I'd been feeling badly about myself for a long time, so it certainly seemed conceivable I was badly 'broken' as inferred by this and other counselors. For several years after that, I avoided counseling and even self-reflection for fear of what even uglier things were buried in me of which I was unaware. It wouldn't be until my late 30's, through the beginning stages of my research into the fields of energy, transpersonal psychology, and metaphysics that I would begin to understand and more clearly formulate the essential nature of core beliefs and their related coping and survival strategies.

One more vital aspect of sustainable change is in activating the whole brain and thinking strategies. You've probably heard about the concepts 'left brain' and 'right brain'. The left

brain, which encompasses the physical left hemisphere of your brain, is where deductive, analytical, and logical thinking takes place. The right brain, literally the right hemisphere of your brain, is where creative, synthetic, and intuitive thinking unfolds. Because optimal learning and sustainable change takes place when both hemispheres of the brain are engaged, *The Monarch Method™* was specifically designed to engage both hemispheres of the brain and thinking processes.

## **POTENTIAL**

At our core, each of us is coded for balance, well-being, surviving and thriving. That's not to say there isn't a place for modern medicine, expert guidance, outside support, education, training, and more. It simply means equilibrium is an inherent aspect of who you are. Tapping into your inner sources and shifting your point of power from outside to inside not only supports overall health and well-being, but it also sets you on a trajectory toward fulfilling your highest potential, as a human and as a leader. It takes you from ordinary survival to extraordinary thriving.

Your capacity for health (physical and psychological) and surviving leads to your potential for evolving into the highest state of being – thriving. This is where you as an evolutionary leader step from ordinary into extraordinary.

So, how do we get out of balance (evidenced by physical illness and emotional struggle)? The concept of disease is complex. There are many good resources out there regarding the physiology of disease and conventional medical intervention, so I will focus on the mental health and emotional well-being you have the power to shift on your own. To begin with, it is important to understand that physical illness (including mental and emotional struggle) is also an energetic imbalance that affects your whole being. If you're wondering which comes first, the chicken (physical disease) or the egg (energetic imbalance), expert opinions vary dramatically. So, let's just say one leads to the other and vice versa.

Some schools of thought believe many illnesses are predetermined upon conception because they are encoded in our DNA. While I acknowledge the validity of these perspectives, this still doesn't determine your destiny, as discussed previously regarding new age sciences such as Epigenetics. Whether or not you are genetically predisposed to a disease or have been diagnosed with an illness along with the predictable outcomes, you have the power to either propel yourself toward or away from such predispositions and outcomes. Dis-ease is after all an energetic imbalance, and you have the power to transform that energy within you. And, if a disease becomes life-altering, you still have the power to choose how you think, feel, and respond to that disease and your circumstances. The point is, when you become aware of it (whatever 'it' currently is), you have the power within

you to do something about it. This information, together with *The Monarch Method™*, gives you the resources to proactively address the onset and presence of disharmony and disease in mind, body, emotions, and spirit using your own belief and energy systems.

Ultimately, you are in charge of you. There is no single aspect of or within you that is more powerful than you are. In other words, there is no fear, thought, feeling, addiction, habit, or disease that has more power or is greater than the sum of you. Hands down, you are the boss, the big cheese, the author of your life...always! And, once you become conscious of how to use this power, you will have the ability to begin to shift your response to the physical, mental, and emotional disharmonies and/or diseases disrupting your life. This includes how you choose to show up personally and professionally.

This may sound straightforward, however concepts like disease, illness, or injury, especially those that are life altering can be complicated. So, ethical questions about situations like terminal illness, child abuse, trauma, terrorism, cultural genocide, natural disasters, etc. often arise. How do we explain these kinds of circumstances that don't obviously seem to reflect well-being? Without getting too 'out there', I believe we are born into the exact circumstances (e.g., our family of origin, our culture, our country, our physical body, environment – to name just a few) designed to elicit a higher purpose or contribute to evolution – our own and the human race. Those circumstances may include significant physical manifestations such as disease, trauma, and even death.

*On a personal note, speaking about this concept from a scientific perspective in no way diminishes my personal response to the life altering events and circumstances experienced by so many people across the globe. In fact, while my intellect continually attempts to process the meaning in these struggles, my heart never fails to ache for those struggling and suffering.*

While I believe human beings contain the inherent ability for complete physical renewal (biological and psychological), as a human race we have not yet embraced or perhaps evolved into our ability to carry out the kind of conscious transmutation required to alter grave illness, avoid abuse as helpless children, or re-determine the point of death (though there are plenty of miraculous stories about individuals who have overcome the odds which speaks to our power and potential for effecting change). This may be disheartening but it isn't surprising given that research indicates we use only 17-25% of our total brain capacity. Perhaps we aren't meant to change the circumstances we judge as 'bad'. After all, the Universe has no concept of 'bad' or 'good'. Circumstances simply are, and they are present for our ongoing benefit, learning, growth, and evolution.

While we may have the innate capacity for total transmutation this is a concept, like politics or religion, personal to each individual. As far as I know we have yet to achieve the ability for complete transmutation. We have not yet evolved into the ability to move beyond the assumed constraints of our physical senses and emotional reactions into accessing inner sources such as transmutation. What we do have access to are capacities for manifestation, wisdom, intuition, imagination, detachment, and power which are the highest form of human evolution today.

There are many unseen forces at work we are unable to comprehend, either in our current evolutionary stage as a human race or in our present being state as individuals. While I believe these forces are benevolent, humans continue to judge circumstances as ‘good’ or ‘bad’, positive or negative regardless of the inherent value or purpose those circumstances may be serving. Most recognized leaders speak of the tragedy or trauma that led to their ‘ah-ha’ moment of awareness, to the meaning of life, or of a higher purpose for their life. Perhaps those traumas were less about suffering and more about evolution?

This story I heard years ago entitled “*Maybe*”, is an illustration of the importance of nonjudgement and an openness to forces beyond our immediate vision.

*“This is the story of a wise man who won an expensive car in a lottery.*

*His family and friends were very happy for him and came to celebrate. ‘Isn’t it great!’ they said. ‘You are so lucky.’ The man smiled and said ‘**Maybe.**’*

*For a few weeks he enjoyed driving the car. Then one day a drunken driver crashed into his new car at an intersection, and he ended up in the hospital, with multiple injuries. His family and friends came to see him and said, ‘That was really unfortunate.’ Again, the man smiled and said, ‘**Maybe.**’*

*While he was still in the hospital, one night there was a landslide and his house fell into the sea. Again, his friends came the next day and said, ‘Weren’t you lucky to have been here in hospital.’ Again, he said, ‘**Maybe.**’” (author unknown)*

This concept of unseen universal forces at work means we are often unable to find satisfactory answers to the tough questions regarding things like illness, loss, abuse, and death. However, what you are capable of is finding the clarity and power to change what you can (even if it simply means your perspectives and beliefs) and the wisdom to know the difference.

Esteemed philosopher, [Eckhart Tolle](#) advises, “*Instead of judging what is, he accepts it and so enters into conscious alignment with the higher order. He knows that often it is*

*impossible for the mind to understand what place or purpose a seemingly random event has in the tapestry of the whole.”*

## **PURPOSE**

You are important, you are enough, and you are worthy. Your neuropathways are hard wired to lead you toward well-being, balance, and success in all areas of your life. The Universe wants you aligned, your Higher Power wants you aligned, your Higher Self wants you aligned, and your whole being wants you aligned. You are meant to thrive. You have purpose. Total balance and acuity is your natural state of being and vital to stepping into and fulfilling your purpose. This is why im-balance and dis-ease feel so devastating – they are in direct opposition to your natural state of alignment and hinder achievement of all kinds. Change what you have the power to change – your beliefs, thoughts, feelings, and actions.

When you consider the idea you are the author of your own life, chances are you’ve been led to believe that if you think the “right” thoughts and feel the “good” feelings, you can control what happens to you, you can fulfill your destiny, or at the very least reach some goals. And if you can do that, then you’ll come out on top, right?

My friend Carl questions this concept and the pressure to focus on changing your thoughts and feelings to only what is positive. *“All the emphasis upon positive thinking has you repressing your so-called negative feelings because you don’t think you’re supposed to have them, much less express them. There’s a subtle pressure to keep a smile on your face no matter what. But what happens to your authenticity if you do that?”*

He goes on to suggest, *“That pressure to think positive and remain positive isn’t always helpful. What happened to meeting someone exactly where they are and supporting them in that uncomfortable feeling place they are in no matter how uncomfortable their messy, uncomfortable feelings may be making you? What about letting your friend bawl their eyes out instead of prematurely handing them a tissue and thereby cutting short their process (and your discomfort at their process)?”*

Standing in all his power Carl continues, *“Furthermore, I don’t think that’s how life on this planet works. All the positive thinking in the world isn’t going to protect you from the ‘slings and arrows of misfortune’ that life brings. It’s a whole lot about what you do with the crap that comes your way. Because let’s face it – crap is going to come your way. No one gets out of here alive, and no one gets out of here without experiencing at least a little bit of crap.”* If you’re thinking this is a bit harsh you’d be right and still my friend is right on target. I applaud him for saying what so many are thinking and feeling. These

misconceptions need to be addressed, the stigma related to emotional struggles must be erased so we can all get on with empowering ourselves to successfully solve problems, achieve goals, and thrive.

The message you are supposed to be happy and succeeding all the time is unrealistic and unhealthy. As a human being you are capable of a broad range of feelings and experiences because each one has purpose and value. The focus is on fine tuning your ability to manage those things instead of letting them manage you. The choice is yours and you have the power to apply the beliefs, thoughts, feelings, and actions which most support you now and moving forward.

When all is said and done, you are still powerful beyond measure. At your core, you know what alignment feels and looks like for you, you know how to get well and stay well. You also define what wellbeing, success, and achievement means for you. Life doesn't take place in a vacuum - it's a state of being; it's a holistic experience. In other words, every experience, every state of ease or dis-ease exists simultaneously in all aspects of you – your body, your mind, your emotions, and your spirit - affecting you on every level, whether you are aware of it or not.

Your capacity for growth and transformation is cellular, and it is largely subconscious. In other words, a program for alignment already exists within you right down to your DNA. That program continues to operate when you are aware of it and when you are not. The aim is to acknowledge and use the scope of emotions, power, and influence you have as an individual and leader. Right now, exactly how much power and influence you have remains a mystery because of the misguided emphasis our culture places on an external locus of control.

The focus on external or outside-in control is an illusion of power. Your real power comes from within. It is an inside-out process. You have a major source of untapped power within that, when used consciously, can alter and influence much of your experience and future. You are unaware of the ongoing influence of your personal, internal power because that influence is taking place subconsciously. An example of this, as mentioned before, is the significant effect your outdated (subconscious) core beliefs have on your thoughts, feelings, and behaviors. When you are able to shift that power from the subconscious level to the conscious level along with updating your beliefs, you will see the profound effect such a shift has on everything in your world.

Every moment gives you the opportunity for a do-over, the chance to experience the world, your life, and your Self as new again. Unlike a clinical or therapeutic intervention, [\*The Monarch Method\*](#)<sup>™</sup> is a process of empowerment from the inside-out. It reconnects you to

your point of power so you can effectively clear your past, claim your present, and transform your future.

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*<sup>™</sup>. 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*<sup>™</sup> 6-book series.