



Burke MILLER

Authentic Leadership

A guide to leading with
greater wisdom and impact

BY BURKE MILLER



Table of *contents*

- 03** **Introduction**
Wisdom and impact
- 04** **Authentic Power**
Operating from radical responsibility and true humility
- 08** **Inspired Identity**
Anchoring in values, gifts, purpose, and vision
- 10** **Aligned Action**
Bringing inspiration into form
- 12** **Generative Conversation**
Internal dialogue and skillful communication
- 14** **Genuine Connection**
Connecting emotionally to self and others
- 16** **Activating Questions**
Questions in each discipline to activate the wisdom it holds
- 17** **Going Deeper**
More on the author and his work



introduction

Authentic leadership is a deeply creative way of being that describes anyone committed to bringing your truest and wisest self to all the domains of your life—personal and professional.

To live in this way takes self-awareness and intentionality—and this eBook is an aid to strengthen both.

It outlines a system of four **Impact Practices** anchored in four **Creative Powers** and helps you grow your innate ability to incorporate these powers and practices into your life and work.

In this system, you focus on just four areas of mastery (not a long list of competencies), which you apprentice yourself to. And which taken as a whole form an integrated, balanced, and potent path of wisdom and impact.

I describe and explore these areas of mastery in greater depth in my book, **A Sacred Trust** (2019)—a synthesis of the supportive wisdom for leadership development found in research-based leadership principles, metaphysics, quantum physics, neuroscience, transpersonal psychology, and ancient wisdom traditions.

By way of acknowledgment, I am deeply grateful to the many thought leaders, authors, and teachers who have contributed to the unfolding of this framework for authentic leadership. As well as to my wife Sandra Visser, also an executive coach, for her important contributions to this model through our many generative conversations over the years.

Authentic Power

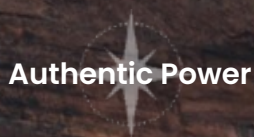
When we look closely at leadership, and what it really means to lead...

...whether in our family systems, our communities, in politics, or in our professional lives—an essential question is that of how we bring our personal power to bear on the world around us. Are we living our lives and expressing ourselves in ways that enhance our world? Do we project our confidence and authority in ways that inspire and empower others? In ways that serve? Do we attempt to honor our most noble qualities and values? To use our minds, hearts, will, and skill to help solve problems and make society better? This is what we mean by authentic power.

At the heart of authentic power is **radical responsibility** as an orientation to life and work, and beneath that lies the quality of **true humility**.

Radical Responsibility

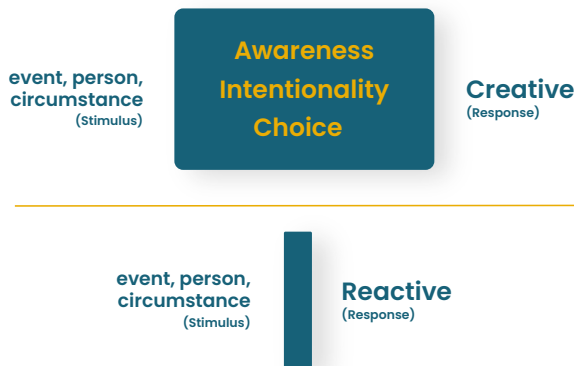
Radical Responsibility is a kind of fierce love for life, and devotion to what matters. It is a conscious practice of becoming ever more aware of and intentional about the choices we make every day and the impact of our choices. It's "radical" not because it's extreme, but because it's a fundamentally different kind of responsibility. It's not responsibility as in job description, workload, blame, obligation, or burden. It is rather a persistent silently-spoken-to-ourselves invitation to make our presence in the world more authentically powerful.



Radical responsibility is staying aware of, and responsive to, the beauty and brilliance of who we are, and to the needs of the world around us.

Viktor Frankl, renowned psychologist and survivor of Auschwitz, survived his horrific ordeal by choosing to be response-able. In his book, *Man’s Search for Meaning*, he writes that “between stimulus and response there is space. In that space there is our power to choose our response. In our response lies our growth and freedom.”

The power to choose. This power to choose our response in any given set of circumstances is simple and profound but not easy. We all know those moments when it seems like we don’t really have access to our power to choose, and we end up responding in a reactive versus creative way. It is perfectly normal to get “activated” by things happening in our lives—by circumstances, events, and people that trigger or trouble us. When our nervous system is activated, we are in some degree of fight/flight mode. We are then at the affect of circumstances rather than “at choice.” Shifting or calming our nervous system through **awareness** creates the space—an opening—for **intentionality** and **choice** to get more **creative** outcomes.



Calming our nervous system out of fight/flight mode begins with becoming aware that we’re in an activated state, and then taking a deep breath (or two or three), which expands that space between stimulus and what comes next—even if just a crack—giving us access to another part of our brain, enabling us to become aware of our conscious intent and our power to choose. When not currently “activated” is the time to engage in practices that build our awareness—practices like meditation, prayer, journaling, walks in nature, and short moments of bringing ourselves present—physically, emotionally, mentally and/or spiritually.

Activating our Inner Sage. This ability to become present and create that space for choice is a different kind of activation—we are activating our “Inner Sage.” When we bring our Inner Sage online, we have greater access to what I call our “creative powers” of Inspiration, Integrity, Courage, and Clarity—as well as being able to engage intentionally with four integrated “impact practices” (Inspired Identity, Aligned Action, Generative Conversation, and Genuine Connection). These empower us to **creatively respond** to life in a way that brings greater fulfillment and more of the impact we want to have.

True Humility

The internal operating system of radical responsibility gives us a sense of being creators in our lives, and of our lives. And while this is at the core of authentic power, we become even more powerful—more authentically powerful—when we combine radical responsibility with a true

sense of humility. True humility makes us not only creators in our lives but co-creators with Life itself. In this way, true humility is fundamentally larger-than-self. It recognizes that there is a Greater Intelligence at play in the universe, and that we can choose to co-create with that Intelligence—whether we sense it as Life, Nature, God, Spirit, or simply the mystery of the universe.

True humility does not make us small or timid or lacking in confidence. It makes us larger, more courageous, and more deeply confident by putting ourselves at the service of something larger than our egoic agendas.

This kind of humility not only allows us to embrace our brilliance, but also makes us willing to acknowledge and heal aspects of ourselves that may be taking away from the full experience of our authentic power. Our humility enables us to do the inner work to see, acknowledge, and diminish the power of our shadow side, while at the same time seeing and honoring our light.

The Four Powers and Practices of Authentic Leadership

This approach to authentic leadership is a system of creative powers and impact practices anchored in an elegant, universal, and profound way of understanding human design as an integrated interplay of four elements (fire, earth, air, and water) that are fundamental to who we are. These elements have been understood in many cultures across the globe as related to the four cardinal directions of east, west, north, and south.

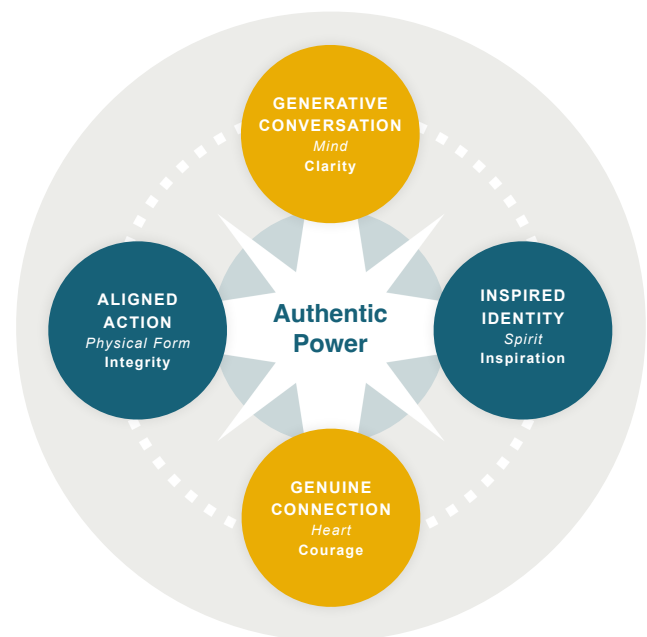
And while not all cultures throughout history have related to the four cardinal directions in exactly the same way, there are some universal themes. I have come to understand, through my teachers (from archetypal psychologists to Native American elders) over the past 25 years, the following system....

In the east is **spirit** (fire). In the west is **physical form** (earth). In the north is **mind** (air). And in the south is **heart** (water).

These elements give rise to the “creative powers” of **Inspiration, Integrity, Clarity,** and **Courage** respectively.

And anchored in these powers are the “impact practices” of **Inspired Identity, Aligned Action, Generative Conversation,** and **Genuine Connection.**

These powers and practices are the subject matter of this eBook, and also the content of the curriculum for a 9-month leadership development process—the Impact Leadership System™.



Authentic Power sits at the center of this compass image, symbolizing how this “internal operating system” is the fundamental orientation to life that both activates, and is activated by, each of the four powers and practices, individually and as an integrated whole.

The horizontal axis of the compass—east to west—represents the *creative process* of first grounding ourselves in who we are inspired to be and what we’re inspired to create (the east), and bringing our purpose, gifts, values, and visions into form through aligned action (the west).

The vertical axis—north and south—represents the partnership of head (mind) and heart and the way that these two aspects of our being—as we evolve in our relationship with them—work in concert to facilitate the effective movement of identity into action.

Limiting Patterns

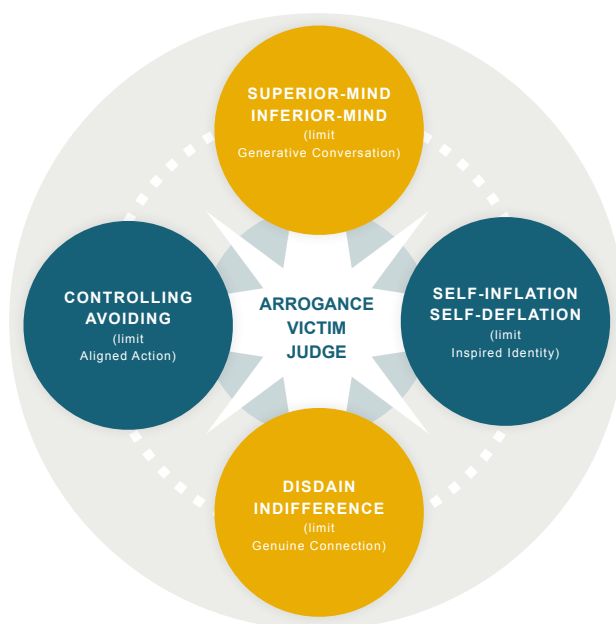
Maturing into an authentically powerful leadership presence is an exciting process of learning and growth. But it’s not always easy. In our journeys from youth into adulthood—in our personal lives and then at work—most leaders have developed considerable skill in both relational and task-oriented areas of life. While it’s unlikely that we would be in leadership positions if we weren’t doing a lot of things right, it’s also true that we wouldn’t be human if we didn’t operate at times with patterns of thinking, feeling, and behaving that get in the way of our best intentions. These **Limiting Patterns** operate in contrast to **Impact Practices** and tend to work against our “ability to respond” (**radical responsibility**) with authentic power.

So, while perhaps a simplification, we can approach our development as leaders as a process of shifting out of limiting patterns into impact practices—a process of choosing as often as possible to respond versus react.

The starting place for shifting from reaction to response is the **true humility** to be aware of our saboteur patterns. When we see our patterns and become aware of their disempowering messages, we can begin to shift. Which is where the sage qualities and leadership disciplines come in—providing us with something more empowering to shift to.

In each of the four directions, running counter to the sage qualities and leadership disciplines, there are saboteur patterns that come into play.

While we won’t go into detail here on the way these patterns show up in our lives, a self-inquisitive glance can give you clues about which of these patterns may be operating subtly or even strongly in your life and leadership.



The Practice of Inspired Identity

**What's your purpose in life?
What values define you?
What's your biggest context?**

Being willing to earnestly reflect on questions like these is essential to inspired living and leading.

Your sense of who you are and who you're inspired to become is rooted in the spiritual. It's an awareness of the beauty and nobility of the human spirit—and discovering how that lives uniquely in you, and how you want to bring that spirit more powerfully into your life and relationships.

When we put our attention on what inspires us from within—including our core values, gifts, purpose, and most compelling visions—and keep that awareness at the center of our lives, we tend to exude a confidence that is tethered to a rich self-knowing and self-authority and tend to be more inspiring to others.

As you reflect on your own personal and internal sources of inspiration, consider five key dimensions: values, gifts, purpose, vision, and roles:

Values

Your *core values* (3 to 5) are captured in words that describe who you are most essentially. They are the qualities or character traits that you would not be yourself without. At the same time, and perhaps somewhat paradoxically, they describe ways of being you aspire to, that call you forward into the best version of yourself, and that you deeply desire to live up to.



Spirit
Inspiration

Gifts

You may know your gifts as super powers, strengths, talents, and natural genius—essential to acknowledge, but not easy—especially if you have been taught to not think too highly of yourself. As you'll recall from our conversation around "true humility," embracing your gifts is anchored in a mindset of seeing them as gifts you have received (from God, Life, or simply your DNA) and developed, and recognizing the privilege of offering them to your world.

Purpose

Your purpose in life is your fundamental reason for being. It is not a profession or a project, but a central context. It is not something you can ever really achieve, but a way of contributing to the world around you that you orient yourself to in your all your actions and interactions.

In thinking about and articulating your purpose, there is simplicity and clarity in this quote from theologian Frederick Buechner, who writes, "The place Life calls you to is the place where your deep gladness and the world's deep hunger meet."

Consider "your **deep gladness**" as what you are built for—a combination of passion and talents/gifts—what you are doing when your life feels most fulfilling and meaningful.

And "the world's **deep hunger**" is a very personal perspective on what is going on in the world that cries out for attention and contribution. It's what you see that truly breaks your heart, or evokes your righteous anger. It is what in the world, or in humanity, you would love to see change or evolve.

The **intersection** of what you know yourself to be built for, and what you want to see change or evolve in the world is an understanding and articulation of your unique life purpose.

Vision

A vision is an imagined future state which we desire and consider worthy of doing what we can to bring about. We can have many visions—from an ideal marriage, to healthy dynamics of a leadership team, to a nourishing living environment, to the form of a product or business. We can also "envision"—meaning hold a desired outcome in our imagination. This creates a kind of gravitational pull, as well as a neural pathway, for the vision to manifest.

Roles

Perhaps the most obvious element of our identity is the roles we play in life and work. And yet, we often are not as aware, intentional, and inspired as we could be about how we define these roles for ourselves, and the values, gifts, purpose and visions we bring to them.

Collective Inspired Identity

While being clear about who we are at the deepest level is essential individually, the elements of values, gifts, purpose, vision, and roles are also essential and powerful forces in the collective lives of organizations, teams, and communities. As a leader, it's essential to drive awareness of these elements of collective identity and keep them front and center.

The Practice of Aligned Action

Aligned Action is where the rubber meets the road.

As an impact practice, **Aligned Action** is the **partner to Inspired Identity**. It is an expression of the “creative power” of **integrity**—which means being congruent with who we are and what we care about.

The strength of our alignment depends on many factors. The following are a few to consider as you create your own unique approach to the practice of Aligned Action.

Honesty

Honesty is the most essential element for keeping our actions aligned with our true desires and intentions—starting with being honest with ourselves. Are we doing something because it’s expedient? Or is it an action truly aligned with the outcomes we want? To what degree might we be kidding ourselves? And secondly, are we being fully honest with others—not only about the actions we’re taking, but about our intentions, competencies and capabilities? Are we honestly managing expectations? And when we don’t follow through in the way we said we would, even with little things, do we make excuses, or do we fess up and clean up?

Focus

The easiest way to slip out of alignment is to let ourselves get distracted. Staying focused is a process of remembering—of asking ourselves, on an ongoing basis, what is important to do now. Where is our attention and effort most useful and impactful?

Physical Form
Integrity



Owning Agreements

When we make agreements designed to stick—meaning we build into them clarity, capability, and commitment (the 3 C's)—do we own them? Even when it's someone else's "job," do we own the integrity of the agreement? Will we track the expectations and deliverables, or assume someone else "has got it?"

And when we say yes to something—do we truly mean it and own it? Are we saying "yes" because we believe it's the right thing to do? Because it's important? Because it's what we truly want? Or are we saying "yes" in order to avoid discomfort, disappointment, or conflict? And if we say "no," is that our integrity speaking or our resistance or avoidance?

Excellence

A third essential element of aligned action is excellence—the level of quality with which our action serves a purpose, design, or intention. Whether an athletic performance, a medical procedure, or a business presentation, excellence is the process of giving *form—at a high level—to what has meaning for us.*

The early 20th century Lebanese poet Kalil Gibran wrote "work is love made visible." Perhaps excellence in our work is actually an expression of love—which we can choose to bring to whatever task is at hand, whether it's writing our hundredth email of the day, doing the dishes, or diving into an exciting project. We can also become more aware of what we *genuinely* love by noticing the level of excellence we are motivated to bring to any particular activity.

While holding high standards of excellence is essential to effective leadership, it is also possible to overdo it. Most leaders occasionally slip into perfectionism, which gets in our own way or puts too much pressure on others.

Structure and Systems

Essential to aligned action is putting the right structures and systems in place. Everything from your exercise routine, to how you organize your computer files, to the complex information systems you install. Are you choosing your systems consciously, or are you in unconscious default mode? Is the bedtime routine for your kids supporting their health? Are the ways you reward your associates aligned with your espoused corporate culture?

And while structure and systems are essential for aligned action, so is flexibility and agility. Too many hoops to jump through can be as detrimental to getting the right things done as too little structure.

Sustainability

Sustainability is almost too big a word to include here. And yet, it may be the most defining element of aligned action—on the level of how our actions impact the planet and humanity, as well as how they impact our personal lives and organizations. There is an art to doing the right things in the right way while avoiding burnout and long-term negative impacts. When we're trying to get the most from ourselves in pursuit of worthy aims, there are degrees of control, pressure, and sense of urgency that contribute to success. In the right balance, these are essential. When overdone, they can become demotivating and counter productive.

The Practice of Generative Conversation



Mind
Clarity



Being in conversation is not only how most of us spend a good portion of our days but is also how we co-create our world.

Consider that every conversation is an opportunity to build something—connection, clarity, understanding, an innovative idea. What would be possible if we were more conscious and intentional about the generative quality of our conversation?

Engaging in generative conversation is an inner/outer practice—an empowering inner narrative combined with an outer practice of skillful communication.

Empowering Narratives

Conversations that generate more of the world we want—everything from harmony in our families to a less polarized political climate to organizational cultures that are healthier and more enlivening—begins with the conversation we have in our own heads—what we say to ourselves about ourselves, about others, and the situations we find ourselves in.

Our inner narrative is ongoing and is always creating something. It operates as a lens—shaping and coloring our view of things. And that view—how we see a person, issue, or situation—largely determines how we interact with her/him/it. If you believe someone doesn't deserve a seat at the table, you'll likely downplay or ignore their perspective. If you believe someone is brilliant, you'll give their perspective more credence.

To create empowering inner narratives—

Reflect. Begin with becoming aware of your stories. Bring your subconscious stories into conscious awareness, which involves listening to your thoughts. As we observe our thoughts, we practice assessing their accuracy and their impact. While our stories are rarely entirely founded, most of them contain at least kernels of truth. So it's wise to ask yourself how true is this narrative? How useful is it? And does it empower me and others in any particular situation?

Reframe. Reflection creates an opening to reframe—which is literally choosing a different (even if only slightly) story. Reframing is possible when you realize that there are multiple narratives with truth to them, and that you really do have a choice of which narrative you want to create from.

Respond. To close the loop, let your new narrative guide your behavior. Let your words and actions be an appropriate response to the narrative you're holding.

Skillful Communication

Curiosity. It's not a real conversation unless you're willing to be changed by it. The choice to be curious in any conversation is the underpinning of potential breakthrough—whether it's working through conflict or generating an innovative idea. When we're curious, our minds are open to one another and the perspectives we each bring. We assume there is some element of truth and/or resonance in everyone's perspective, and we seek to discover what that is.

Deep listening. To truly listen to understand, versus listen to respond, is a powerful gift to another—and often a more generous contribution to a conversation than speaking. It creates an opening for another to be heard, as well as for your perspective to change or expand.

Powerful Questions. Linked to deep listening is an ability to ask powerful questions—ones that deepen, expand, or guide the focus of the conversation. Ones that create clearer understanding. Ones that lead us into the territory of the unknown. Ones that reveal wisdom held by others.

Conviction with humility. Saying what you see and/or what you think or feel—with candor and conviction—while at the same time, and paradoxically, being willing to let go of being “right” about it.

Conscious messaging. Bringing conscious intention to all our speaking (emails included). Choosing language that honors both the messenger and the receiver—with respectful tone and words, with both conciseness and fullness, with attention to context, by presenting our perspectives as our own and not *the* truth, and by recognizing the ways that our actions *are* our messages.

In Summary

By being conscious of our inner dialogue and developing our ability to communicate skillfully, we bring greater intentionality and authenticity to our leadership presence and contribute to our collective evolution and wisdom.

The Practice of Genuine Connection

Genuine human connection is essential to—and an outcome of—an authentically powerful leadership presence.

The strength and openness of heart to connect with others from a place in ourselves that is real and true is one of the things that distinguishes great leaders from good ones.

Why genuine connection is so important to positive leadership impact:

It builds trust.

It lays a foundation for innovative thinking and collaboration to occur because it puts being real, being human, and being open above the kind of defensive behaviors that often keep the status quo from being challenged.

It is a motivator and enabler of high performance. People give more of themselves when they're working with people they feel positively connected to.

Consider these three key elements of genuine connection—emotional self-leadership, emotional generosity, and appreciation

Emotional Self-Leadership

Relating to your own emotional states, including finding the most accurate language. Paying attention to them, embracing and honoring them, listening to the information and wisdom they hold, and being able to choose the emotions you hang out in. This is leading yourself emotionally.



Heart
Courage

Emotional Generosity

Vulnerability. Letting others see what's in your heart and being willing to share your genuine experience—the exciting, uplifting and beautiful, as well as the frustrating, demoralizing and ugly. Being willing to reveal what's true for you—even when you sense it might be judged.

Empathy. Opening your heart to someone else's experience. Seeking to “get” what another is going through, or how they see the world, an event, or situation. Imagining or feeling into their reality.

Compassion. Building on empathy. Compassion is the concern we feel for another's welfare, and often includes a willingness to help alleviate some form of suffering. That willingness is not soft-hearted—it is big hearted.

Appreciation

Appreciation is a type of active perception—tuning into and revealing what's good around us. It takes both intention and attention. Especially when it's difficult, our appreciation can be particularly transformative, revealing beauty, excellence, and strength that may have gone unseen, and therefore not fully expressed and/or experienced.

To activate the transformative power of appreciation in our lives—

Acknowledge others. People are lifted up by being seen and recognized for the value they bring. Going a little deeper, we can acknowledge beyond what people do or produce to who they are—by calling out

qualities and strengths like courage, composure, decisiveness, openness, or dedication. Our appreciation can help people see their own strengths in ways they hadn't, often evoking a fountain of rising confidence and capability. This is especially transformative in relationships in which we find it difficult to appreciate someone. Our appreciation stretches us and encourages them.

Appreciate yourself. Appreciation is as important to extend to ourselves as it is to others. Self-appreciation helps us become more resourced. It amplifies our ability to stretch and grow, because, when our self-esteem is high, we're more available to openly look at mistakes or shortcomings and learn from them.

See the richness in life. An invitation to see and appreciate the richness of life falls into two general categories. The first is when life brings us roses, we're invited to smell them. A second kind of invitation comes when life brings us thorns. There are circumstances in life that are challenging to accept, let alone appreciate. At times, what we see—both in the world around us, and in our own inner world—evokes pain, anger, frustration, and grief. This is when it's hardest to practice appreciation, yet also potentially most transformative. Choosing to appreciate a small aspect of a difficult situation can help a gift emerge. By seeing and taking advantage of a silver lining that might be available, we create the possibility for a transformed outlook and experience.

Activating Questions

In the impact practice of Inspired Identity

Ask yourself...

What qualities of character both define me and inspire me to live up to them?

What compelling vision do I have for this interaction, meeting, project, day, year, relationship, etc.?

What gives meaning to my life and/or work?

What outcome truly matters in this moment?

In the impact practice of Aligned Action

Ask yourself...

Am I being honest with myself and others? Why or why not?

What am I focused on? What am I prioritizing?

What does excellence look like in this situation or moment?

What system do I need to put in place?

What could I do to be in greater integrity with myself or others?

In the impact practice of Generative Conversation

Ask yourself...

Is my internal narrative empowering me or disempowering me?
What is the deeper truth that is attempting to reveal itself?

What assumptions am I willing to look at and challenge that I am making about a person or situation?

What am I curious about and willing to learn about in this conversation?

Can I have a strong point of view without needing it to be right or the best?

What am I communicating—through my words, body language, tone, or actions?
What is the impact?

In the impact practice of Genuine Connection

Ask yourself...

What are my feelings in this situation?
What wisdom is contained within them?

How can I be “emotionally generous” in this situation or this moment?

Who and/or what am I appreciating in this moment?

What risks do I tend to avoid in relationship?

How does that impact the quality of connection I experience?



Opportunities to go *deeper*

A Sacred Trust: The Four Disciplines of Conscious Leadership (2019)

Burke's full-length book takes you deeper into the Creative Powers and expands on the Impact Practices, including:

Distortions. Illuminating unconscious patterns of thought and behavior that can undermine your mastery of the four disciplines.

Archetypes. Discussing primary archetypal energies that help you align with key dimensions of your creative power as a leader.

Integration. Offering a simple yet elegant visual model of the creative process—integrating all four disciplines.

Leadership Development Offerings

Burke offers three ways to work with him:

Authentic Leader Immersion

a week-long deeply transformational group immersion into the key elements of a powerful leadership presence.

Impact Leadership System™

a 10-month blended (group sessions and 1:1 coaching) leadership learning experience for intact teams and cross-organizational cohorts.

Executive Leadership Acceleration

1:1 coaching for executive leaders taking on new roles and/or challenges.

For more details:

www.burkemiller.com/leadership-offerings

About the *author*

As a leadership educator and executive coach for the past thirty years, Burke has worked with hundreds of leaders from more than twenty different countries on six continents. His clients have included multi-billion-dollar companies (including P&G, Mars, Mazda, Kellogg, Nestle, and Owens-Illinois) as well as smaller entrepreneurs and non-profit organizations.

Burke is a graduate of the Co-Active Training Institute's (CTI) coach training as well as its year-long intensive leadership development program. He is trained in Organization and Relationship Systems Coaching (ORSC) through the Center for Right Relationship and is a certified facilitator of The Leadership Circle Profile™ 360 feedback process.

Before moving into the leadership development field, Burke was an environmental educator. In his twenties, he founded a raptor healing and education center for the University of Iowa. He later became a wilderness "vision quest" guide; designed and completed an MA in Environmental Philosophy; and studied for two years with the Native American medicine carrier WhiteEagle Medicine Woman.

In his late thirties, Burke transitioned into leadership development. Through his work



Burke Miller, MA

Leadership educator, author,
executive coach

in education, philosophy, and ecology, he had come to believe that the attitudes necessary for living honorably and sustainably on the planet are the same ones required to live in respect and integrity with one another—and that these ways of being are exactly what makes effective and inspiring leadership—which set him on a path of exploring, living, and teaching a leadership philosophy and practice that is anchored in a bigger context of passion, purpose, and leading from the inside-out.

Burke lives, works, and plays with his wife Sandra and cat Puma in the Rocky Mountain foothills near Boulder, CO.



Copyright © 2024 Burke Miller

The content of this publication is offered as a free resource. It is intended for your personal use and to be shared freely with friends and colleagues. In that spirit, please do not copy and distribute parts of this publication, but rather share it in its entirety. As well, if you would like to use this publication in a course or curriculum, or in some other way commercially, please do so only with my express permission. You can write to me at burke@burkemiller.com.

Cover and interior page design by Zoe Nelson
Stock images from www.unsplash.com

www.burkemiller.com