

# BOOK CHAPTER 2

# ASSESSMENT SCALES AND SELF-GROWTH

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## SELF-ASSESSMENT SCALES



# LEADERSHIP SELF-ASSESSMENT QUESTIONNAIRE (LSAQ)

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*Recognizing Healthy vs. Harmful Leadership Tendencies in Yourself*

## Instructions:

Rate each statement based on how true it is **for you**, especially **when stressed or when you have influence over others**.

## Scale:

0 = Not true of me      1 = Sometimes      2 = Often      3 = Consistently true

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## Phase 1: Gaining Attention

### Risk

- I seek attention, praise, or visibility.
- I focus on my image more than the real problem.
- I use drama or strong emotion to be noticed.

### Strength

- I focus attention on the issue, not myself.
- I am comfortable contributing without recognition.
- I communicate calmly and without unnecessary drama.

### Phase 1 Scores:

Risk \_\_\_\_ /9      Strength \_\_\_\_ /9

### Reflection focus:

Am I seeking attention **for myself**, or **for the issue that matters**?

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## Phase 2: Motivating Action

### Risk

- I believe I usually know best.
- I feel threatened when challenged.
- I expect loyalty or agreement.

**Strength**

- I encourage others to lead and contribute.
- I welcome disagreement and questions.
- I motivate through shared values, not loyalty.

**Phase 2 Scores:**

Risk \_\_\_\_ /9      Strength \_\_\_\_ /9

*Reflection focus:*

Do I empower others - or subtly position myself as the “only one who knows best”?

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**Phase 3: Consolidating Leadership****Risk**

- I suspect others' motives when they disagree.
- I struggle to trust critics.
- I feel tempted to silence or exclude dissenters.

**Strength**

- I assume good intentions unless proven otherwise.
- I treat disagreement as useful feedback.
- I actively seek different viewpoints.

**Phase 3 Scores:**

Risk \_\_\_\_ /9      Strength \_\_\_\_ /9

*Reflection focus:*

Do I treat disagreement as **threat** or as **feedback**?

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**Phase 4: Gaining Power****Risk**

- I feel rules should bend for important goals.
- I justify questionable actions for good outcomes.
- I excuse unethical behavior when it helps my side.

**Strength**

- I hold myself to the same rules as others.

- I choose ethical processes over shortcuts.
- I respect institutions and shared decision-making.

**Phase 4 Scores:**

Risk \_\_\_\_ /9      Strength \_\_\_\_ /9

*Reflection focus:*

Do I believe rules apply **to everyone - including me?**

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## **Phase 5: Using Power**

**Risk**

- I feel tempted to punish or intimidate when angry.
- I dehumanize or humiliate opponents.
- I justify harm as “necessary.”

**Strength**

- I use influence to protect, not intimidate.
- I try to understand opponents’ fears.
- I choose repair and reconciliation when possible.

**Phase 5 Scores:**

Risk \_\_\_\_ /9      Strength \_\_\_\_ /9

*Reflection focus:*

Does my influence produce **fear or safety?**

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## **Phase 6: Reality Testing**

**Risk**

- I resist advice that challenges my beliefs.
- I struggle to admit mistakes.
- I believe my judgment is usually superior.

**Strength**

- I seek expert advice and change course when needed.
- I admit mistakes and take responsibility.
- I remain aware of my limits and blind spots.

**Phase 6 Scores:**

Risk \_\_\_\_ /9    Strength \_\_\_\_ /9

*Reflection focus:*Am I becoming **more realistic** or **less open to reality** over time?

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**Phase 7: Final Outcome****Risk**

- My actions leave others stressed or diminished.
- I prioritize winning over long-term well-being.

**Strength**

- My actions leave people feeling safer and respected.
- I prioritize long-term good over short-term wins.

**Phase 7 Scores:**

Risk \_\_\_\_ /6    Strength \_\_\_\_ /6

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**TOTAL SCORES****Authoritarian Leadership Risk Score:** \_\_\_\_ /60**Humanitarian Strength Score:** \_\_\_\_ /60

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**INTERPRETATION (Quick Guide)**

- **Strengths > Risks** → Healthy humanitarian leadership pattern
- **Strengths ≈ Risks** → Unstable / situational leadership
- **Risks > Strengths** → High priority for self-correction

**Best growth focus:**

- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5
- Phase 6
- Phase 7

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## Key Reminder

*Leadership danger begins when self-reflection ends.  
Leadership health grows when reflection becomes routine.*

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This next self-assessment scale expands on the “Risk” portions of the first scale. It assesses your authoritarian risks in greater detail.

## AUTHORITARIAN SELF-ASSESSMENT QUESTIONNAIRE (ASAQ)

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### Purpose:

This questionnaire is designed to help you reflect on whether there are **authoritarian risks** to your behavior.

### Important note:

This is **not** a diagnosis. It is a **self-reflection and early-warning tool**.

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## How to Answer

For each statement, circle the number that best describes **how true it is for you**, especially **when you are under stress or in positions of influence**.

- 0 = Not at all true of me**
- 1 = Occasionally true of me**
- 2 = Often true of me**
- 3 = Almost always true of me**

Higher scores suggest **higher authoritarian risk** and **greater need for self-correction**.

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### Phase 1: Gaining Attention

- I enjoy being the center of attention and feel energized by applause, praise, or visibility.
- I sometimes focus more on how I appear to others than on the actual problem I am trying to solve.
- I am drawn to dramatic or emotionally intense ways of expressing my views.

**Phase 1 Score (0–9):** \_\_\_\_\_

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### Phase 2: Motivating Action

- I believe I am usually more capable than others at knowing what must be done.
- I feel frustrated when people question my ideas or challenge my authority.
- I sometimes expect loyalty or agreement rather than open debate.

**Phase 2 Score (0–9):** \_\_\_\_\_

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### Phase 3: Consolidating Leadership

- I often suspect others' motives when they disagree with me.
- I find it hard to trust people who question my plans or leadership.
- I feel tempted to exclude, silence, or discredit critics rather than engage with them.

**Phase 3 Score (0–9):** \_\_\_\_\_

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## Phase 4: Gaining Power

- I sometimes feel that rules should bend when they interfere with my goals.
- I justify questionable actions if I believe the outcome is important enough.
- I am more forgiving of unethical behavior when it benefits my side or my plans.

Phase 4 Score (0–9): \_\_\_\_\_

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## Phase 5: Using Power

- When angry or threatened, I feel tempted to punish or intimidate others.
- I sometimes view people who oppose me as deserving harm, exclusion, or humiliation.
- I justify hurting others emotionally or socially as “necessary” or “for the greater good.”

Phase 5 Score (0–9): \_\_\_\_\_

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## Phase 6: Reality Testing

- I resist advice that contradicts my beliefs or self-image.
- I struggle to admit mistakes or accept responsibility when things go wrong.
- I believe my judgment is usually superior to that of experts or peers.

Phase 6 Score (0–9): \_\_\_\_\_

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## Phase 7: Final Outcome

- My actions often leave people feeling stressed, afraid, or diminished.
- I prioritize my winning and well-being over that of others.

Phase 7 Score (0–6): \_\_\_\_\_

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## TOTAL AUTHORITARIAN SELF-ASSESSMENT SCORE

**Maximum Score: 60**

**Your Total Score:** \_\_\_\_\_ / 60

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## INTERPRETATION GUIDE

Score Range	Meaning	Suggested Reflection
<b>0–10</b>	Healthy pattern	Strong humanitarian behavior
<b>11–20</b>	Mild risk	Occasional ego-driven behavior - watch early phases
<b>21–35</b>	Moderate risk	Clear authoritarian habits developing
<b>36–50</b>	High risk	Serious authoritarian tendency - course correction needed
<b>51–60</b>	Extreme risk	Pattern consistent with harmful authoritarian behavior

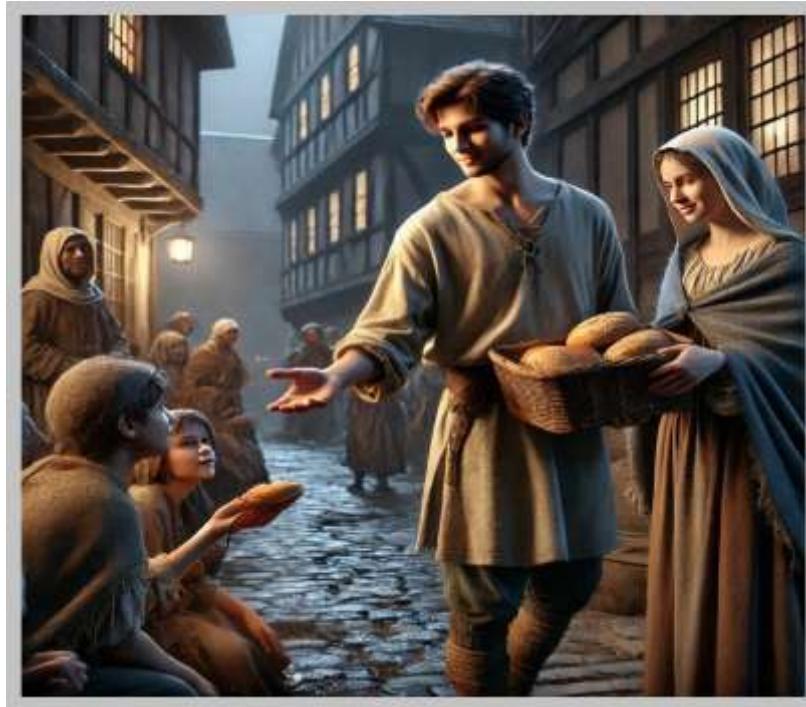
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## KEY INSIGHT FOR SELF-GROWTH

- **Phases 1–3** are where self-correction is easiest
- **Phase 4** is a moral turning point
- **Phases 5–7** often cause lasting harm to relationships and communities

*The goal of leadership is not control - but responsibility.*

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This next self-assessment scale expands on the “**Strength**” portions of the first scale. It assesses your humanitarian strengths in greater detail.

## **HUMANITARIAN SELF-ASSESSMENT QUESTIONNAIRE (HSAQ)**

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### **Purpose:**

This questionnaire is designed to help you reflect on your humanitarian strengths. Used alongside the Authoritarian Self-Assessment Questionnaire (ASAQ), it helps you to see your **progress over time**, identify **strengths to build on**, and target **specific growth goals**.

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### **How to Answer**

Rate how true each statement is **for you**, especially when you have influence over others or are under stress.

**0 = Not true of me**

**1 = Sometimes true of me**

**2 = Often true of me**

**3 = Consistently true of me**

Higher scores = **stronger humanitarian strengths.**

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## **Phase 1: Gaining Attention**

- I focus attention on the problem or injustice rather than on myself.
- I am comfortable contributing quietly without recognition.
- I communicate calmly and avoid unnecessary drama.

**Phase 1 Strength Score (0–9):** \_\_\_\_\_

*Core growth skill:* Modesty & purpose over ego

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## **Phase 2: Motivating Action**

- I encourage others to lead and value their ideas as much as my own.
- I welcome questions and challenges as part of good decision-making.
- I motivate people by shared values rather than personal loyalty.

**Phase 2 Strength Score (0–9):** \_\_\_\_\_

*Core growth skill:* Empowerment over dominance

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## **Phase 3: Consolidating Leadership**

- I assume good intentions unless there is clear evidence otherwise.
- I handle disagreement through dialogue rather than suspicion.
- I actively seek perspectives different from my own.

**Phase 3 Strength Score (0–9):** \_\_\_\_\_

*Core growth skill:* Trust-building & openness

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## Phase 4: Gaining Power

- I hold myself to the same rules I expect others to follow.
- I choose ethical processes even when shortcuts would benefit me.
- I respect institutions, boundaries, and shared decision-making.

Phase 4 Strength Score (0–9): \_\_\_\_\_

*Core growth skill:* Integrity & fairness

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## Phase 5: Using Power

- I use influence to protect people from harm, not to punish or intimidate.
- I try to understand opponents' fears and experiences.
- I choose reconciliation and repair whenever possible.

Phase 5 Strength Score (0–9): \_\_\_\_\_

*Core growth skill:* Compassion & restorative action

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## Phase 6: Reality Testing

- I seek expert advice and change course when evidence demands it.
- I admit mistakes and take responsibility for outcomes
- I remain aware of my limits and blind spots.

Phase 6 Strength Score (0–9): \_\_\_\_\_

*Core growth skill:* Humility & wisdom

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## Phase 7: Final Outcome

- My actions tend to leave people feeling safer, respected, and valued.
- I prioritize long-term well-being over short-term wins or image.

Phase 7 Strength Score (0–6): \_\_\_\_\_

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## TOTAL HUMANITARIAN STRENGTH SCORE

**Maximum Score: 60**

**Your Total Humanitarian Leadership Strength Score: \_\_\_\_\_ / 60**

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## INTERPRETATION GUIDE

Score Range	Humanitarian Capacity	Meaning
<b>0–15</b>	Low	Growth opportunities across most phases
<b>16–30</b>	Developing	Mixed habits - strengthen early phases
<b>31–45</b>	Strong	Consistent ethical leadership traits
<b>46–60</b>	Exceptional	Mature humanitarian leadership profile

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## USING BOTH SCALES TOGETHER

### Leadership Balance Index (Optional)

- **Authoritarian Leadership Risk Score: \_\_\_\_\_ / 60**
- **Humanitarian Leadership Strength Score: \_\_\_\_\_ / 60**

### Simple comparison rule:

- Strengths ≫ Risks → Healthy trajectory
- Strengths ≈ Risks → Unstable / situational leadership
- Risks ≫ Strengths → High priority for self-correction

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# PERSONAL GROWTH



## GROWTH TRACKING

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- Re-take the Leadership Self-Assessment Scale (LSA) every **3–6 months**
- Choose **one phase** to work on at a time
- Set **one concrete behavior change** per phase
- Track progress visually (bar chart, graph, etc.)

*Healthy leadership is not the absence of ego - it is the discipline to keep ego in service of humanity.*

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## REFLECTION SUMMARY

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1. Which phase improved the most? Why?

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**2. Which phase still needs the most work?**

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**3. What specific behavior change made the biggest difference?**

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## **NEXT-CYCLE GROWTH PLAN**

**Chosen Phase to Work On Next:**  1  2  3  4  5  6  7

**One Behavior I Will Practice:**

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**When I Will Practice It:**

Daily  Weekly  In stressful moments  In leadership roles

**Next Re-Assessment Date:** \_\_\_\_\_

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## **INSIGHTS**

- Early improvement usually appears in **Phases 1–3**:
  - Phase 1: Gaining Attention
  - Phase 2: Motivating Action
  - Phase 3: Consolidating Leadership
- **Phase 4** (Gaining Power) improvement marks a **moral turning point**
- Improvement in **Phases 5–6** predicts **long-term leadership stability**:
  - Phase 5: Using Power
  - Phase 6: Reality Testing

- Strength gains often **lag slightly behind risk reduction** - this is normal

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## CORE MESSAGE

*Healthy leadership is not a personality trait you either have or lack.  
It is a set of habits you practice - especially under pressure.*

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## REFLECTION EXERCISES: GROWING HUMANITARIAN LEADERSHIP

### Phase 1: Gaining Attention

**(Ego Focus ↔ Moral Focus)**

Reflection Exercise: “Who Is This Really About?”

**Prompt:**

- Describe a recent situation where you wanted attention, recognition, or praise.
- What part of the situation was truly important?
- How much of your energy went into *being seen* versus *solving the problem*?

**Practice Action (1 week):**

- Choose one meaningful contribution to make **without seeking credit**.
- Notice how it feels to let the outcome - not your image - matter most.

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### Phase 2: Motivating Action

**(Dominance ↔ Shared Leadership)**

Reflection Exercise: “Power With or Power Over?”

**Prompt:**

- When others disagreed with you recently, how did you react internally?
- Did you listen to understand - or listen to respond?

#### **Practice Action (1 week):**

- Ask one person for input and **use their idea** instead of yours.
- Publicly acknowledge their contribution.

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### **Phase 3: Consolidating Leadership**

#### **(Suspicion ↔ Trust)**

Reflection Exercise: *“Assume Good Intent - Test the Result”*

#### **Prompt:**

- Recall a disagreement that triggered suspicion or defensiveness.
- What alternative explanation for the other person's behavior could be true?

#### **Practice Action (1 week):**

- When challenged, respond with:  
*“Help me understand your concern.”*
- Delay judgment until you fully understand their position.

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### **Phase 4: Gaining Power**

#### **(Self-Exception ↔ Integrity)**

Reflection Exercise: *“Would I Accept This From Others?”*

#### **Prompt:**

- Identify a situation where bending the rules benefited you.
- Would you consider the same behavior acceptable from someone you dislike?

#### **Practice Action (1 week):**

- Choose the **ethical path** even when a shortcut would help you.
- Write down what it cost - and what it protected.

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## Phase 5: Using Power

(Control ↔ Compassion)

Reflection Exercise: “*Fear or Safety?*”

**Prompt:**

- Think of a moment when you used anger, authority, or pressure to influence others.
- How did it affect them emotionally?

**Practice Action (1 week):**

- Practice **restorative influence**:
  - Ask: “*What harm occurred, and how can it be repaired?*”
- Replace punishment with problem-solving where possible.

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## Phase 6: Reality Testing

(Rigidity ↔ Humility)

Reflection Exercise: “*What If I’m Wrong?*”

**Prompt:**

- Identify a belief you hold very strongly.
- What evidence would honestly change your mind?

**Practice Action (1 week):**

- Ask a trusted person to name **one blind spot** you have.
- Thank them without defending yourself.

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## Phase 7: Final Outcome

(Harm ↔ Lasting Benefit)

Reflection Exercise: “*The Wake I Leave Behind*”

**Prompt:**

- How do people tend to feel after interacting with you?
- What patterns do you notice over time?

**Practice Action (1 week):**

- Intentionally leave one person **better off** after an interaction.
- Reflect on how this changes your sense of leadership.

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## OPTIONAL WEEKLY STRUCTURE

Week	Focus Phase	Goal
1	Attention & Motivation	Reduce ego-driven behavior
2	Shared Leadership	Empower others
3	Trust & Dialogue	Improve cooperation
4	Ethics & Integrity	Strengthen moral consistency
5	Compassion	Reduce harm
6	Humility	Improve judgment
7	Legacy	Build lasting good

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## KEY INSIGHT

*Authoritarian leadership grows when self-reflection stops.*

*Humanitarian leadership grows when reflection becomes a habit.*

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