

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

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**?

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”?

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**?

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?**

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**?

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?

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

TOTAL SCORES

Authoritarian Leadership Risk Score: ____ /60

Humanitarian Strength Score: ____ /60

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

Key Reminder

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



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**.

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**.

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): _____

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): _____

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): _____

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): _____

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): _____

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): _____

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): _____

TOTAL AUTHORITARIAN SELF-ASSESSMENT SCORE

Maximum Score: 60

Your Total Score: _____ / 60

INTERPRETATION GUIDE

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

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.



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**.

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**.

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

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

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

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

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

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

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): _____

TOTAL HUMANITARIAN STRENGTH SCORE

Maximum Score: 60

Your Total Humanitarian Leadership Strength Score: _____ / 60

INTERPRETATION GUIDE

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

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
-

PERSONAL GROWTH



GROWTH TRACKING

- 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.

REFLECTION SUMMARY

1. Which phase improved the most? Why?

2. Which phase still needs the most work?

3. What specific behavior change made the biggest difference?

NEXT-CYCLE GROWTH PLAN

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

One Behavior I Will Practice:

When I Will Practice It:

☐ Daily ☐ Weekly ☐ In stressful moments ☐ In leadership roles

Next Re-Assessment Date: _____

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
-

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.*

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.
-

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.
-

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.
-

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.

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.

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.

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.
-

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

KEY INSIGHT

*Authoritarian leadership grows when self-reflection stops.
Humanitarian leadership grows when reflection becomes a habit.*
