



IDENTIFYING YOUR DARK SIDE

The Dark Side Profile©

As our dark side develops over our lifetime – the results of our unique family of origin, traumatic experiences, and the way we processed them – it begins to take on a specific shape. The various characteristics of the dark side can be grouped into some broad categories. Even though these five categories may not account for every possible related issue we face, they can provide the general framework we need to begin the process of understanding and overcoming our unique dark side.

Giving Shape to Our Dark Side

Below you will find twelve groups of five statements lettered A through E. Each question has a possible range of responses. Read each statement and check the number that most closely corresponds to your impressions of yourself. If you are serious about identifying your dark side and intent on preventing significant frustration in your leadership, it is absolutely vital that you answer each question as honestly as possible. Again, remember as you respond that the current of self-deception and denial runs deep and swift in our lives. We will be tempted to respond to some less flattering questions in ways that we wish were true, but deep down we know they are not. If we succumb to this temptation, our dark side is victimizing us. Let's begin.

Scoring Guide

1 = strongly disagree 2 = disagree 3 = uncertain 4 = agree 5 = strongly agree

Group 1

- | | | | | | | |
|---|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| A | I find myself resisting standards and procedures for formal review of my performance. | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> |
| B | I often worry that my superiors do not approve of the quality of my work. | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> |
| C | When I see two key leaders of my organization discreetly talking, I worry that they may be talking about me. | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> |
| D | Fellow leaders in my church or organization frequently question whether my proposed goals and projects are feasible and realistic. | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> |
| E | I grew up in a family with one or more substance-dependent people (alcoholics, drug addicts, food addicts, etc.). | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> | 5 <input type="checkbox"/> |

Group 2

- A It is common for me to procrastinate on major projects that I must do. 1 2 3 4 5
- B I am highly regimented in my daily personal routines such as exercise schedule or spiritual disciplines or other personal routines. 1 2 3 4 5
- C It really bothers me to think about my board or leadership team meeting without me being present. 1 2 3 4 5
- D I am obsessed with knowing how others feel about my performance. 1 2 3 4 5
- E I grew up in a strict, legalistic religious environment that held its members to an unrealistic standard of behavior and discouraged open, honest communication about personal problems, struggles and issues of brokenness. 1 2 3 4 5

Group 3

- A I regularly resist other's ideas that could translate into increased performance or responsibility for me. 1 2 3 4 5
- B When circumstances dictate that I must interrupt my daily personal routines, I find myself feeling out of sorts and even guilty for having "skipped" a day. 1 2 3 4 5
- C When an associate receives rave reviews for a project or some special assignment, I experience intense jealousy rather than joy in the success and recognition he or she is receiving. 1 2 3 4 5
- D I find it difficult to receive criticism, reacting with anger, anxiety, or even depression when it does come. 1 2 3 4 5
- E I am usually willing to put up with or ignore bizarre, embarrassing, or inappropriate behavior in others. 1 2 3 4 5

Group 4

- A I find myself constantly performing beneath my capabilities. 1 2 3 4 5
- B I frequently find myself conscious of my status in relationship to others. 1 2 3 4 5
- C I require subordinates and associates within my organization to provide me with detailed reports of their activities. 1 2 3 4 5
- D At times I find myself thinking, *I'll show them, they could never make it around here without me*, when I experience conflict situations or opposition to my proposals and plans. 1 2 3 4 5
- E I often refrain from sharing my opinion in a group setting until I have heard the opinions of others in the group. 1 2 3 4 5

Group 5

- A I experience periodic, but regular, outbursts of anger and frustration that are just within the bounds of what is considered acceptable behavior. 1 2 3 4 5
- B It is difficult for me to take an unplanned day off from work responsibilities just to goof around or spend time with friends or family, feeling like a "slacker" if I do. 1 2 3 4 5
- C I struggle when an associate, rather than me, is asked to take on a high-profile special assignment or project. 1 2 3 4 5
- D In spite of achieving what others would consider significant success, I still find myself dissatisfied and driven to achieve greater things in an effort to feel good about myself. 1 2 3 4 5
- E I frequently worry about hurting people's feelings by sharing my true feelings and thoughts. 1 2 3 4 5

Group 6

- A Occasionally I intentionally forget suggested projects. 1 2 3 4 5
- B While away from work, I still find myself thinking about work-related topics, often sitting down to write out my ideas at length, even if it disrupts family activities. 1 2 3 4 5
- C I have few intimate or meaningful relationships within my church or organization and find myself avoiding such relationships. 1 2 3 4 5
- D I am willing to bend rules and press the envelope of acceptable behavior in order to accomplish my goals. 1 2 3 4 5
- E I often feel responsible for problems I did not create. 1 2 3 4 5

Group 7

- A Sometimes I give others the silent treatment as an expression of my anger. 1 2 3 4 5
- B I like to plan the details of my vacations so I don't waste time or miss anything important. 1 2 3 4 5
- C I insist on absolute loyalty from those who work for me and prohibit staff from criticizing me in any way. 1 2 3 4 5
- D Deep down I find myself feeling jealous of the success and achievements of associates or organizations in my area or field of expertise. 1 2 3 4 5
- E I find it difficult to sleep because I worry about someone else's problems or behavior. 1 2 3 4 5

Group 8

- A I find myself telling others that nothing is bothering me when in reality I am seething inside. 1 2 3 4 5
- B I often explode in anger after being cut off while driving or after being irritated by other petty issues. 1 2 3 4 5
- C I often worry that there is a significant faction within my organization that would like to see me leave. 1 2 3 4 5
- D I am often unaware of or unconcerned about the financial pressure my goals and projects place on those I lead, my family, or the organization I serve. 1 2 3 4 5
- E I find myself frequently overcommitted and feel my life is out of control. 1 2 3 4 5

Group 9

- A I tend to be generally pessimistic and feel negative about my future. 1 2 3 4 5
- B I am meticulous with my personal appearance, keeping shoes shined, clothes perfectly pressed, hair carefully cut and groomed, and fingernails manicured. 1 2 3 4 5
- C I have probed people for what they know or for special information they may have relating to certain leaders in my organization. 1 2 3 4 5
- D Success or failure in a project has a direct bearing on my self-image and sense of personal worth. 1 2 3 4 5
- E I find it extremely difficult to say no to people, even when I know that saying yes will result in difficulty for me or my family. 1 2 3 4 5

Group 10

- A Others have expressed to me that I make them feel uncomfortable. 1 2 3 4 5
- B I frequently comment about the long hours I keep and my heavy workload but am secretly proud of my “work ethic.” 1 2 3 4 5
- C Those I work with often complain about my lack of a healthy sense of humor. 1 2 3 4 5
- D I am highly conscious of how colleagues and those to whom I am accountable regard my accomplishments. 1 2 3 4 5
- E I constantly feel a sense of guilt but have difficulty identifying its source. 1 2 3 4 5

Group 11

- A Strategic planning and goal setting are difficult for me, and I resist such exercises. 1 2 3 4 5
- B When another person makes sloppy errors or pays little attention to detail I become annoyed and internally judge him or her. 1 2 3 4 5
- C I routinely refer to those I lead as “my people” or “my organization” yet bristle when the same designation is spoken by an associate. 1 2 3 4 5
- D I need to be recognized or “on top” when meeting with a group of fellow leaders or associates. 1 2 3 4 5
- E I feel like I never measure up to those around me and have self-deprecating thoughts. 1 2 3 4 5

Group 12

- A Sometimes I catch myself trying to manipulate others in group settings by venting my anger and emotions when facing initiatives I do not support. 1 2 3 4 5
- B I am obsessive about the smallest errors, worrying that they will reflect poorly on me or my organization. 1 2 3 4 5
- C I tend to take seriously even lighthearted comments and jokes directed at me, feeling there is probably a seed of truth in them. 1 2 3 4 5
- D I see myself as a nationally known figure at some time in the future or have plans to attain such a position. 1 2 3 4 5
- E When I receive compliments from others, I find it difficult to simply accept them without making qualifying statements. 1 2 3 4 5

Scoring Your Profile

To score your profile, go back through the groups of statements and total the scores for each letter. For example, total all of your A’s, B’s, etc., and place those totals in the spaces provided below. Once you have a total for all the letters then divide the total by five and round to the nearest whole number. Place that result in the “Plotting” column.

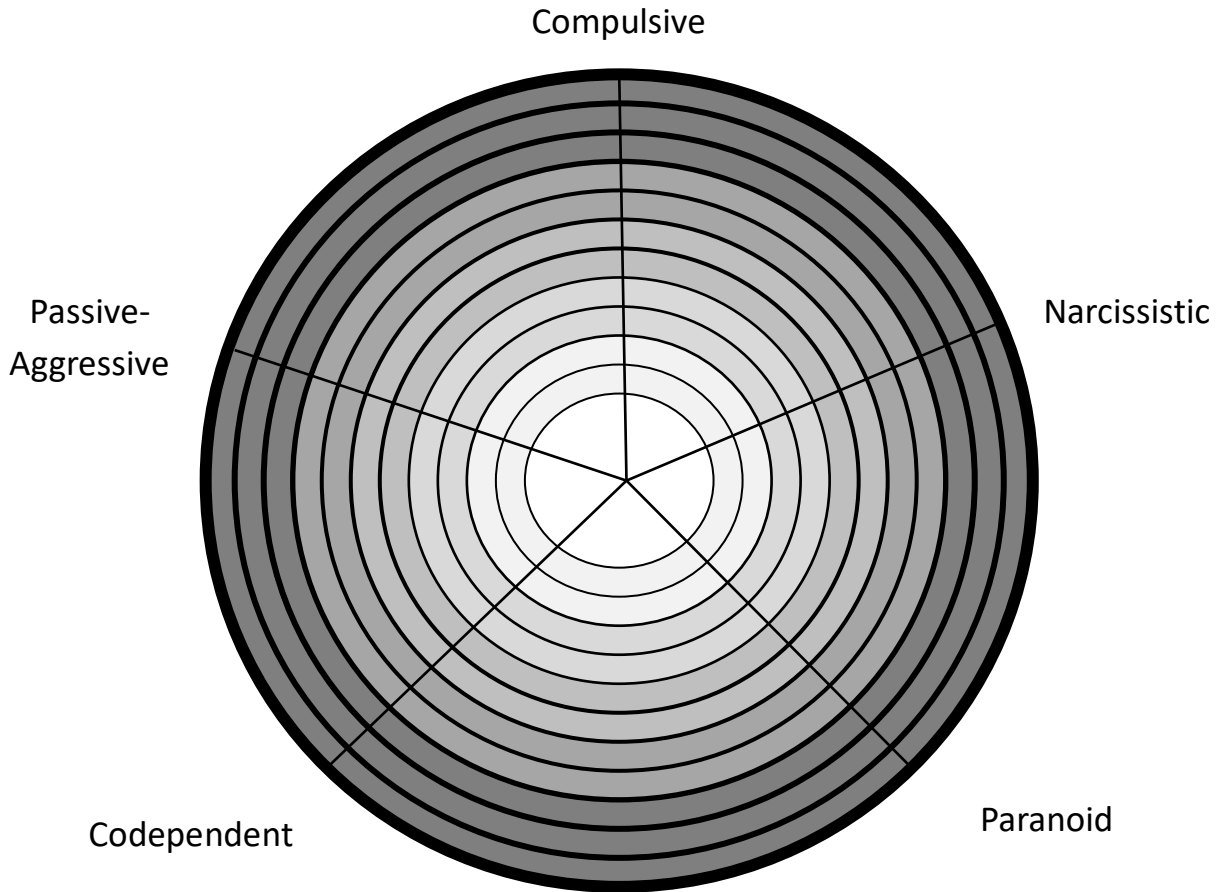
Statement Group	Total	Total divided by 5 and rounded to the nearest whole number	Plotting
A			
B			
C			
D			
E			

Dark Side Profile

To complete your dark side profile, take the number you placed in the Plotting column and transfer it onto the chart below on the appropriate axis. To do this, begin at the center of the circle and count the number of circles toward the outside edge until you reach the number in your plotting column, then place a dot at that point.

Plotting Key

A = Passive-Aggressive B = Compulsive C = Paranoid D = Narcissistic E = Codependent



How Does Your Dark Side Influence Your Leadership?

0 – 4 Little to No Influence

4 – 8 Significant Negative Influence

8 – 12 Potentially Damaging Negative Influence

Once you have plotted all of your scores, you can connect the dots with straight lines to see more clearly where the largest influence of your dark side is located. The points farthest from the center of the circle indicate where your dark side has the most influence in your leadership.