

corresponds to your impressions of yourself. If you are serious about identifying your dark side and intent on preventing significant failure 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 2 3 4 5
- B. I often worry that my superiors do not approve of the quality of my work. | 1 2 3 4 5
- C. When I see two key leaders of my organization discreetly talking, I worry that they may be talking about me. | 1 2 3 4 5
- D. Fellow leaders in my church or organization frequently question whether my proposed goals and projects are feasible and realistic. | 1 2 3 4 5
- E. I grew up in a family with one or more substance-dependent people (alcoholics, drug addicts, food addicts, etc.). | 1 2 3 4 5

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. | 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 and struggles. | 1 2 3 4 5

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

Group 3

- A. I regularly resist others' 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 of any kind, 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 some 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