

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

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. 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 rationally 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, 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

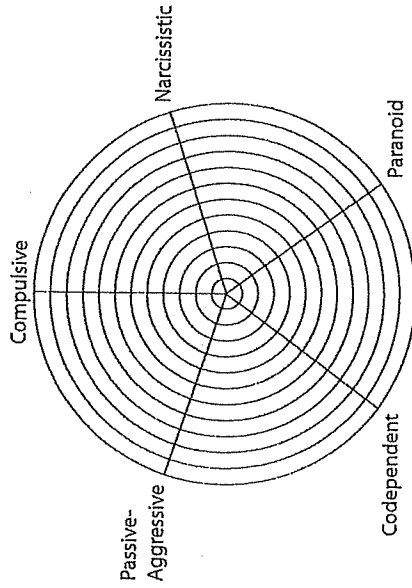


Figure 4

How Does Your Dark Side Influence Your Leadership?

0-4 Little to No Influence
 4-8 Significant Negative Influence
 8-12 Potentially Destructive 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.