

# The DARK SIDE

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*of Leadership*



A MasterClass by  
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From the book *Overcoming the Dark Side of Leadership: How to Become an Effective Leader by Confronting Potential Failures* by Gary L. McIntosh and Samuel D. Rima, we will look at what our dark sides are rooted in and how to identify them.

There are many scriptural admonitions that warn us of our fallen human tendencies toward pride, selfishness, self deception, and wrong motives.



When pride comes, then comes dishonor, but with the humble is wisdom. **Proverbs 11:2**

Pride goes before destruction, and a haughty spirit before stumbling. It is better to be humble in spirit with the lowly, than to divide the spoil with the proud. **Proverbs 16:18-19**

5 But because of your stubbornness and your unrepentant heart, you are storing up wrath for yourself in the day of wrath and revelation of the righteous judgment of God, who will render each person according to his deeds: To those who by perseverance in doing good seek for glory and honor and immortality, eternal life; but for those who are selfishly ambitious and do not obey the truth, but obey unrighteousness, wrath, and indignation. **Romans 2:5-8**

All the ways of a man are clean in his own eyes; but the LORD weigheth the spirits. **Proverbs 16:2**

"The heart is more deceitful than all else And is desperately sick; Who can understand it? **Jeremiah 17:9**

# IDENTIFYING YOUR

## *Dark Side*

### COMPULSIVE

*Moses*

- Status conscious
- Seek approval from those in authority
- Control issues
- Workaholics
- Excessively moralistic
- Conscientious
- Judgemental

### NARCISSISTIC

*Solomon*

- Driven by need for admiration and acclaim
- Overinflated sense of importance
- Great ambitions
- Grandiose fantasies
- Self-absorbed
- Uncertain
- Feelings of inferiority

### PARANOID

*Saul*

- Suspicious
- Fearful
- Jealous
- Hypersensitive
- Attach subjective meaning to motives
- Create rigid structure for control
- Insecurity
- Lack self-confidence

### CO-DEPENDENT

*Samson*

- Peacemakers who cover up problems
- Benevolent with high tolerance for defiant behavior
- Take on more work rather than telling anyone no
- React rather than act
- Repressed and frustrated
- Trouble giving full honest expression to emotions or problems

### PASSIVE-AGGRESSIVE

*Jonah*

- Stubborn
- Forgetful
- Intentionally inefficient
- Complain
- Resist demands
- Procrastinate
- Dawdle to control
- Short outbursts of sadness or anger
- Angry and bitter
- Fear of success because it will lead to higher expectations

On the next pages you will find twelve groups of five statements lettered A through E. Each question has a possible range of responses. Read each statement and circle the number that most closely corresponds to your impression 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.
- B. I often worry that my superiors do not approve of the quality of my work.
- C. When i see two key leaders of my organization discreetly talking, I worry they may be talking about me.
- D. Fellow leaders in my church or organization frequently question whether my proposed goals and projects are feasible and realistic.
- E. I grew up in a family with one or more substance-dependent people (alcoholics, drug addicts, food addicts, etc.).

## Group 2

- A. It is common for me to procrastinate on major projects that I must do.
- B. I am highly regimented in my daily personal routines, such as exercise schedule or spiritual disciplines.
- C. It really bothers me to think about my board or leadership team meeting without me.
- D. I am obsessed with knowing how others feel about my performance.
- 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.

## Group 3

- A. I regularly resist other's ideas that could translate into increased performance or responsibility.
- 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.
- 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.
- D. I find it difficult to receive criticism of any kind, reacting with anger, anxiety, or even depression when it does come.
- E. I am usually willing to put up with or ignore bizarre, embarrassing, or inappropriate behavior in others.

## Group 4

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

## 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.
- B. It is difficult for me to take an unplanned day off from work responsibilities just to go around or spend some time with friends or family, feeling like a "slacker" if I do.
- C. I struggle when an associate rather than me is asked to take on a high-profile special assignment or project.
- 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.
- E. I frequently worry about hurting people's feelings by sharing my true feelings and thoughts.

## Group 6

- A. Occasionally, I intentionally forget suggested projects.
- 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.
- C. I have few intimate or meaningful relationships within my church or organization and find myself avoiding such relationships.
- D. I am willing to bend rules and press the envelope of acceptable behavior in order to accomplish my goals.
- E. I often feel responsible for problems I did not create.

## Group 7

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

## Group 8

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

## Group 9

- A. I tend to be generally pessimistic and feel negative about my future.
- B. I am meticulous with my personal appearance, keeping shoes shined, clothes perfectly pressed, hair carefully cut and groomed and fingernails clipped.
- C. I have probed people for what they know or for special information they may have relating to certain leaders in my organization.
- D. Success or failure in a project has a direct bearing on my self-image and sense of personal worth.
- 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.

## Group 10

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

## Group 11

- A. Strategic planning and goal setting are difficult for me and I resist such exercises.
- B. When another person makes sloppy errors or pays little attention to detail, I become annoyed and judge him or her.
- 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.
- D. I need to be recognized or "on top" when meeting with a group of fellow leaders or associates.
- E. I feel like I never measure up to those around me and have self-deprecating thoughts.

## Group 12

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

### Scoring Your Profile

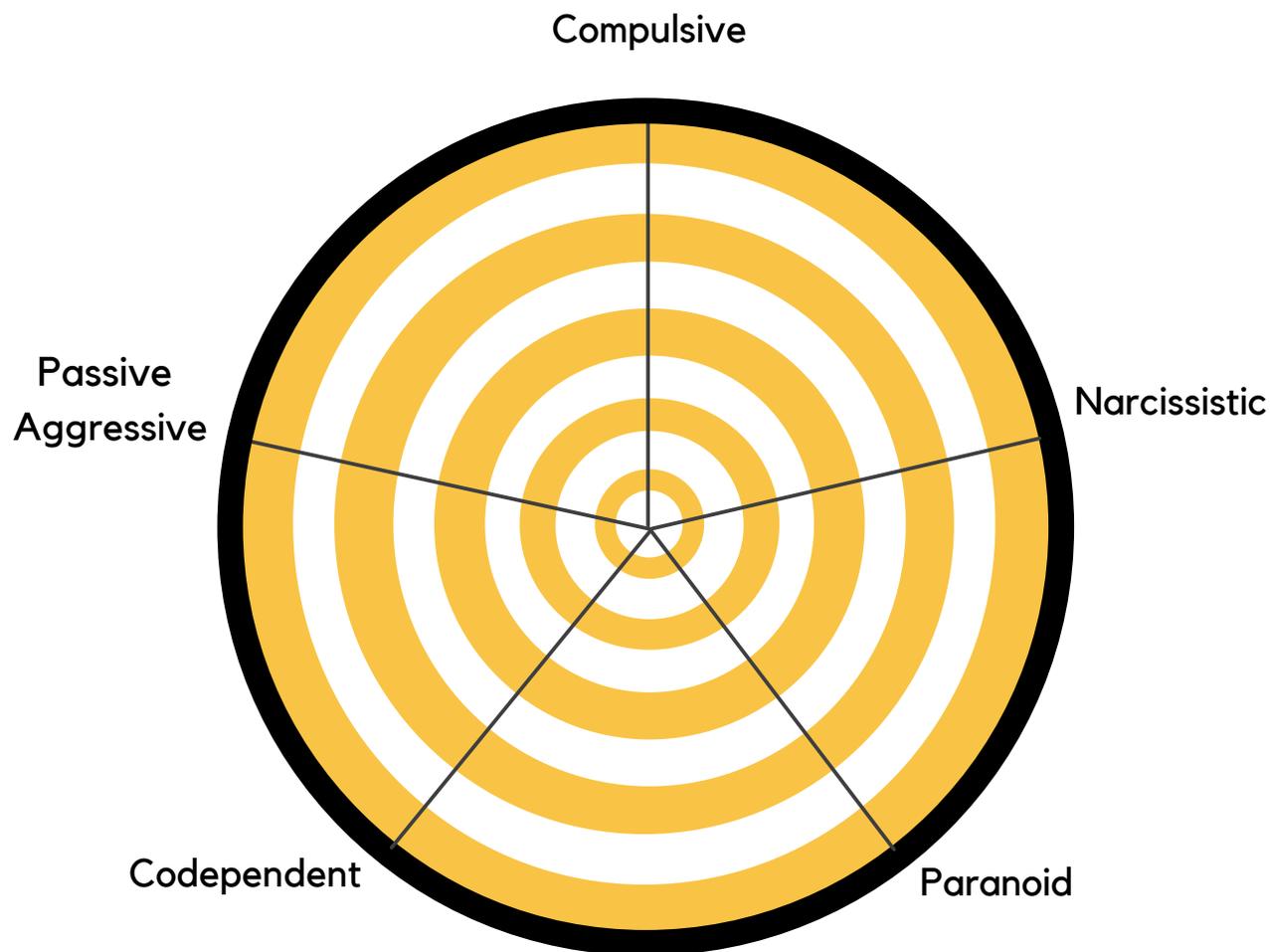
To score your profile, go back through the groups of statements and total the scores for each letter. For example, total all of your A's, B's, etc., and place those totals in the spaces provided below. Once you have a total for all the letters, divide the total by five and round to the nearest whole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

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



# FACE your Shadow

How well do you know your “shadow”? How have you faced your own shadow? Peter Scazzero, in *The Emotionally Healthy Leader*, defines our shadow as “the accumulation of untamed, emotions, less-than-pure motives and thoughts that, while largely unconscious, strongly influence and shape your behaviors. It [our shadow] is the damaged but mostly hidden version of who you are.”

## Manifestations of our shadow are found in many forms.

An insatiable need for affirmation.

Outbursts of anger.

Need to rescue others.

Perfectionism.

Over zealousness for right doctrine.

Need to be liked by others.

Need to be noticed by others.

Judgmental spirit towards others.

Desperate need to receive praise from others.

Inability to stop working and simply rest.

Tendency toward isolation from accountability.

Unsustainable pace for work.

Protecting myself from getting close to others.

Refusal to acknowledge the sadness I feel.

Need to be in control all the time.

Excessive effort to protect myself from feeling vulnerable or exposed.

# Pathways for Facing Your Shadow

1

Tame Your Feelings  
by Naming Your Feelings

2

Identify the Negative Scripts  
Handed down to You

3

Use a Genogram to Explore  
the Impact of Your Past

4

Seek Feedback from  
Trustworthy Sources

## Self Assessment

I take time regularly to experience and process my anger, fear, and sadness with God and others.

I have a healthy awareness of my shadow – my wounds, self-protectiveness, and weaknesses – and how I am tempted to sin against other people in my unguarded moments.

When I have an overreaction, rather than blame others, I settle myself down and ask, “What from my past might be causing me to react so strongly to this situation or person?”

I am honest with myself and a few significant others about the struggles, doubts, and hurts deep beneath the surface of my life.

I routinely seek out and embrace feedback from trusted people about how they experience my flaws.

I take time to ask hard questions of myself even when I am fearful of where the answers might lead.

I am able to identify the roots of my weaknesses and failures (mixed motives, fear of what others think, anxiety, anger, etc) In my family of origin or in my personal history.



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