

Group 9

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

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

Group 11

- Strategic planning and goal setting are difficult for me and i resist such exercises
- When another person makes sloppy errors or pays little attention to detail, I become annoyed and judge him or her
- I routinely refer to those i lead as "my people" or "my organization" yet bristle when the same designation is spoken by an associates
- I feel like i never measure up to those around me and have self-deprecating thoughts

Group 12

- 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.
- I am obsessive about the smallest errors, worrying that they will reflect poorly on me
- I tend to take seriously even lighthearted comments and jokes directed at me, feeling there is probably a seed of truth in them
- I see myself as a nationally known figure at some time in the futre or have plans to attain such a position.
- When i receive compliments from others, I find it diffcult to simply accept them without making qualifying statements.

Scoring Your Profile

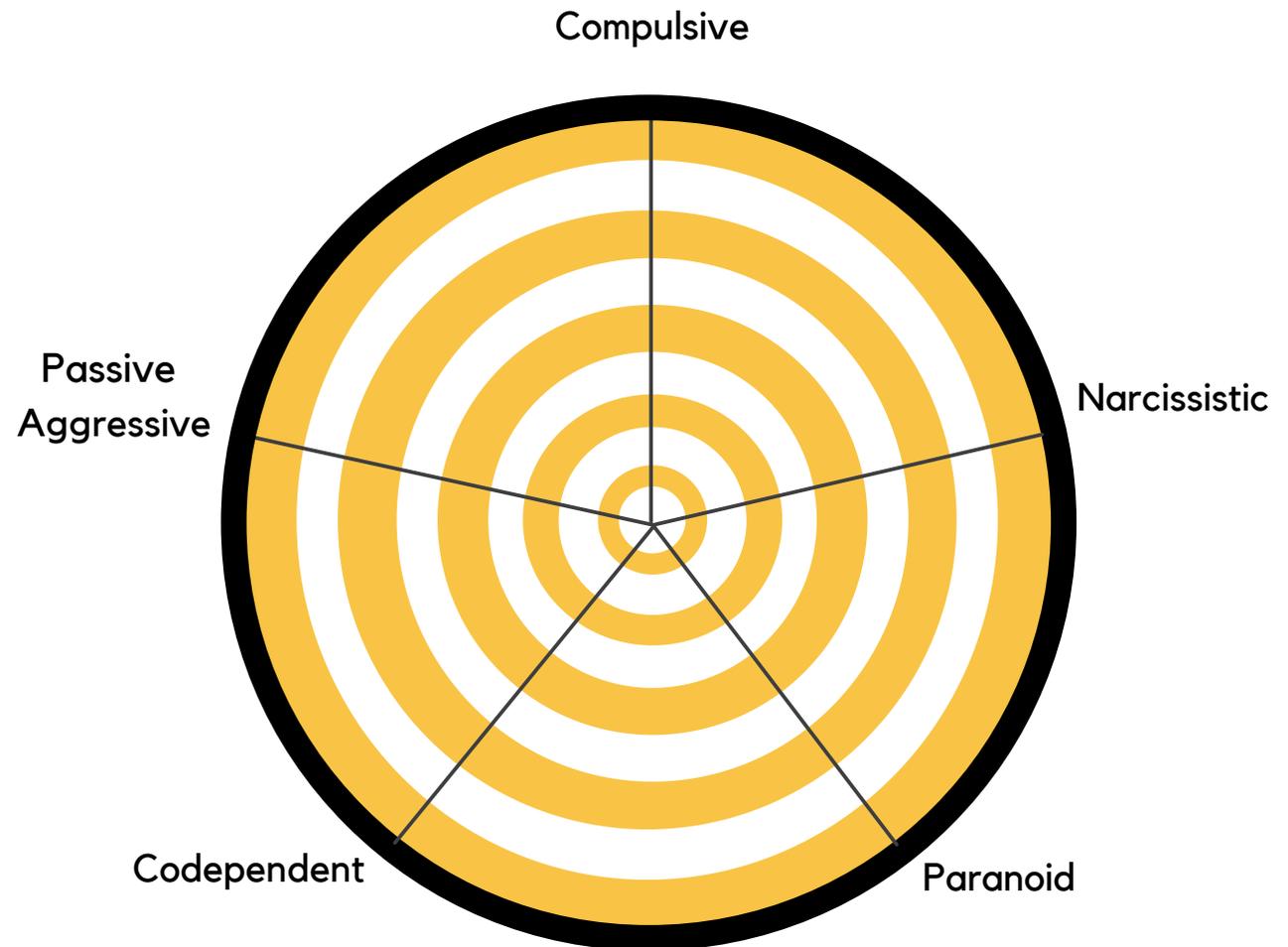
To score your profile, go back through the groups of statements and total the scores for each letter. For example, total all of your A's, B's, etc., and place those totals in the spaces provided below. Once you have a total for all the letters, divide the total by five and round to the nearest whole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