



Leadership Skills and Shadows Assessment™
Assessment Results Summary Notes For Version 5.0

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Interpreting Your Assessment - Overview

The following model stems from the categorization of archetypes developed by psychologist, Carl Jung. Jim Warner's book, [*Aspirations of Greatness: Mapping the Midlife Leader's Reconnection to Soul and Self*](#) elaborates on the following concepts and offers several examples of each category drawn from Jim's retreat experiences with over 500 business and non-profit leaders.

Consider that inside each of us is a "personal board of advisors" who collaborate to determine our reactions to any situation. The trusted or mature advisors are like those parts of us that serve us well and that we want others to see. The shadow advisors correlate to the parts of us who divert or sabotage our best intentions. Our "inner advisory board" guides all aspects of our lives: mental, emotional, physical, interpersonal and spiritual. When the mature advisors are all "on line" and working in harmony, we feel centered, tethered and aware (in the "Clean" zone on the assessment graph). When one or more of the mature advisors is "off line" or underdeveloped, certain situations cause us to lose our groundedness. This misalignment is exacerbated when one or more of our "inner saboteurs" divert or undermine the directions we get from the mature advisors.

The Four Primary Advisors – Sovereign, Warrior, Magician, Lover

Each advisor's primary role is presented below:

The *Sovereign* makes decisions, initiates, guides and sets the course.

The *Warrior* accepts responsibility and gets the job done.

The *Magician* contains, assesses, stays detached and offers advice.

The *Lover* connects, feels and appreciates.

The mature leader is able to call on these abilities, individually or collectively, in response to situations, opportunities or crises.

Each of these four advisors has a mature, centered component and two shadow components, a "deflated" shadow and an "inflated" shadow. The mature manifestation or role represents the desired or "good" part of each advisor, embodying our healthy, open and seen (versus hidden) aspects that keep us clear and truthful in our activities and relationships. Mature advisors acknowledge and love the self without denying or denigrating it (worthlessness) or, on the other hand, deifying it (narcissism). Their responsibility is to work both individually and as a team to keep us mentally, emotionally, physically, relationally and spiritually healthy.

Both the deflated and inflated shadow components represent our rejected feelings and capacities, the parts that have been banished to our subconscious and are no longer known directly. In a psychological sense, they are the parts of us that our conscious mind wants to neglect, ignore, deny or bury. As the name *shadow* implies, they are elusive and often difficult to comprehend.

Our shadows are not evil; they're just the unacceptable, "dark side" in everything we do. The deflated shadow of each advisor is best characterized as a victim. This shadow's mantra is "*I can't . . . I don't know . . . I don't want to know.*" The deflated shadow is withdrawn, depressed, and never good enough. In difficult situations the deflated shadows cause us to become confused, helpless and prone to abuse by others.

In contrast, the inflated shadow has one overriding concern: *Me!* Activities and behaviors focus on promoting, protecting, glorifying, satisfying – or abusing – *Me*. Unlike the deflated shadow, which closes down and finds any action difficult, the inflated shadow does everything to excess. Where the deflated scapegoat can't do anything right, the inflated zealot demands perfection from himself and all around him. The deflated shadow is numb to all feelings; the inflated shadow is overwhelmed by his emotions. The deflated shadow's cowardice is countered by the inflated shadow's savagery; deflated withdrawal is upstaged by inflated showmanship.

Consider that our shadows' deepest desire is to protect us from harm, and, if at all possible, to experience love. While their actions or manifestations may be viewed as bad, the shadow advisors are not really dark, just apart. Our goal in understanding our shadows is to acknowledge, transform and reunite them with the mature advisor.

The "Explanation" pages describe the characteristics of the mature adult, the deflated shadow and the inflated shadow for each of the four inner advisors: Magician, Warrior, Lover and Sovereign.

As you compare your graphical summary with the explanation pages, consider that *every* person has *every* aspect of *every* category as part of who they are. The assessment graphs indicate the extent to which the characteristics of each category might be manifested in your life. It is important to emphasize that this assessment offers only *indications* about you. It is neither an endorsement nor an indictment of who you are or of your leadership abilities.

Interpreting Your Results: How You See Yourself



The 'X' above each bar in the assessment graph indicates where you rank in the designated category (mature, deflated shadow or inflated shadow) compared with hundreds of other men and women who have taken the self-assessment.

For the mature advisor categories the further your mature assessment is to the right (toward the white or "Clean" side of the bar), the more you tend to manifest the "good" parts of the specific mature advisor. The further your mature assessment is to the left (toward the yellow-"Caution" or red-"Concern" side of the bar), the less you tend to manifest the "good" parts of the mature advisor. If your mature assessment is in the yellow or red, you may wish to ask others (whom you feel are stronger in this mature area) to help you develop or strengthen your "weaker" mature advisor.

For the shadow categories, the further your shadow assessment is to the right (toward the white or "Clean" side of the bar), the more you seem to understand the shadow, and the less it tends to sabotage your actions or relationships. The further your shadow assessment is to the left (toward the yellow-"Caution" or red-"Concern" side of the bar), the more prone you are to be sabotaged by the shadow (i.e., the more likely you are to manifest the shadow's characteristics). If your shadow assessment is in the yellow or red, you may wish to ask others (whom you feel are stronger in this shadow's mature area) to help you acknowledge and understand your shadow tendencies, so they don't sabotage you.

The key words for addressing your shadows are "acknowledge" and "understand," versus "fix" or "eliminate." By *developing* our mature advisor attributes and *being aware of* our shadow tendencies, we are less prone to be sabotaged by the shadows.

Your assessment (the 'X' above each bar) represents how you compare, statistically, against all other people who have taken the assessment in the chosen comparison group (e.g., all, male-only, female-only). As such, it is not an absolute

"score." The breakpoints between white and yellow, and yellow and red in the bars are determined as follows:

For the Mature categories, red represents the lowest 10% of all assessments in that category (i.e., the 10th percentile); yellow represents the 10th through 40th percentiles; white represents the 40th through 100th percentiles. For example, the bar between red and yellow indicates that 10% of the comparison group scored "lower" (toward the red) on the mature assessment and 90% scored "higher." The bar between yellow and white indicates that 40% scored "lower" (toward the yellow) and 60% scored "higher."

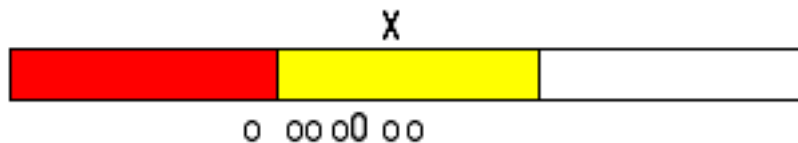
The Shadow bars' statistics are the inverse of the Mature bars. The red Shadow segment represents the 10% of the comparison group who were most prone to being sabotaged by their shadow (in statistical terms, this represents the 90th percentile). Yellow represents the 90th down to the 60th percentiles and white represents the 60th down to the zero percentiles. For example, the bar between red and yellow indicates that 10% of the comparison group scored "higher" (toward the red and more prone to being sabotaged by the shadow) and 90% scored "lower" (i.e., less prone to be sabotaged). The bar between yellow and white indicates that 40% scored "higher" (toward the yellow) and 60% scored "lower."

Beyond the statistics, consider the following: If you are in the "Clean" range, you likely have a reasonably well developed mature advisor and / or you have a reasonable understanding of your shadow tendencies. If you are in the "Caution" or "Concern" ranges, you may need to develop your mature advisor and / or get help in acknowledging and understanding your shadow tendencies.

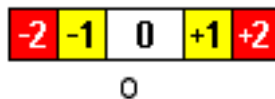
It is not uncommon to be in the Caution or Concern areas for *both* the Deflated and Inflated Shadows of a single category (e.g., both a Victim and a Savage). A person's actions may oscillate like a pendulum between deflated and inflated, depending on the situation. For example, a sheepish husband or wife at home, may become a tyrant at work. The shy pleaser at the office may become an arrogant buffoon after a few drinks at a party. Everyone has *both* the deflated and inflated shadows. While we may tend to manifest one over the other, they are both there.

Interpreting Your Results: How Others See You

One of the most potent and revealing components of the Leadership Skills and Shadows Assessment is the option to have others (e.g., family members, long-time friends or co-workers) assess, anonymously, how they see you. If you have not already solicited third party assessments of you from others, you may do so by [clicking here](#). Note: to solicit assessments from one or more third parties you will need to know their email addresses.



If you have had one or more people evaluate you using the third party assessment, the summary of these assessments is shown below each bar (mature and shadow) in the Assessment summary graph. Each individual third party assessment is shown as an 'o', and the average of all third party assessments is shown in bold ('O').



The third party comparison bar (see above) provides a visual indicator (the 'o' below the graph) of how others see you, compared with how you see yourself. If the 'o' is in the middle (white, '0') range, others see you much like you see yourself.

If the 'o' is more to the right ('+1', '+2'), others see you as "stronger" than you see yourself. For the mature advisor categories, this typically means you tend to belittle or underrate your strengths. In the shadow categories this means you either mask your shadow characteristics from others, or you see yourself as being more prone to being sabotaged than others see you. In general, for both the mature and shadow categories, the 'o' in the yellow or red range to the right typically means you are too hard on yourself. A possible antidote is to allow yourself to receive the affirmations and recognition of others.

If the 'o' is more to the left ('-1', '-2'), others see you as "weaker" than you see yourself. For the mature advisor categories, this typically means you inflate your strengths. In the shadow categories this means that others see you as being more prone to shadow sabotage than you see yourself (i.e., your shadowy characteristics may be "leaking out" on others, without your conscious knowledge). In general, for both the mature and shadow categories, the 'o' in the



yellow or red range to the left typically means you have blind spots that may eventually hurt you or your loved ones. A possible antidote is to open yourself to the candid evaluation of others (i.e., invite them to share with you what they see are your blind spots).

The Magician

The Magician advisor embodies wisdom, objectivity, penetrating insight, excellent communication skills, and the ability to deal with symbols, ritual and mystery. The Magician's role is to hold the tension of disparate, sometimes contradictory information, feelings and relationships, while remaining detached and clear-headed. The mature Magician is able to face, go through, and transform fear into an ally, when grappling with difficult situations or relationships. Unaddressed fear causes people to slip into one of the two Magician shadows. The deflated shadow Magician, tends to be consumed and confused by the fear, becomes gridlocked in his thinking and simply doesn't know what to do. This deflated shadow is characterized as the Dummy. The inflated shadow Magician is likewise held captive by fear, but shrouds it in a life of pretense, illusion, self-righteousness and hidden agendas. The inflated shadow Magician is called the Manipulator.

The Mature Magician

If your Mature Magician assessment is toward the right or "Clean" side of the bar, you are more likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be underdeveloped in you. The Mature Magician:

- Is insightful
- Sees quickly to the heart of problems
- Holds and processes many dimensions of information at the same time
- Stays calm and detached during crises
- Is good at assessing options and offering advice
- Is keenly sensitive to the truth. Not easily fooled or manipulated
- Adapts his/her perspective so as to be understood by other people
- Holds impressions of situations without making quick judgments
- Holds impressions of people without judging them or labeling them
- Sees meaning in symbolism and ritual
- Is thoughtful, reflective, objective, detached
- Deals comfortably with abstractions
- Is comfortable exploring mysteries or paradox
- Faces and goes through his/her fears
- Recognizes cycles and patterns
- Keeps learning
- Is open to ideas
- Has good intuition and imagination.

The Deflated Magician: Dummy

If your Deflated Magician: Dummy assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your

assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Deflated Magician or Dummy:

- Has trouble thinking clearly when under pressure
- Has to have all the data when making a recommendation
- Fears making a mistake
- Is set in his/her ways; once a view is developed of something, he/she seldom changes
- Views situations and assesses people in black and white
- Is quick to judge
- Has trouble organizing his/her schedule
- Can be confused or misled easily by others
- Tends to think that others are smarter
- Has a disorganized mind.

The Inflated Magician: Manipulator

If your Inflated Magician: Manipulator assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Inflated Magician or Manipulator:

- Likes the idea of manipulating others to get what he/she wants
- Does not like to disclose information about himself/herself
- Does not want others to know what he/she is thinking
- Likes to control a situation from a distance
- Likes to win by outwitting others
- Does not share the full truth about a situation, an issue or a person
- Believes he/she knows what is the best idea in any situation
- Is suspicious of others
- Uses humor to hurt other people
- Uses knowledge as a weapon ("I know something you don't know.")
- May come across as prejudiced, aloof, devious, secretive, slippery, illusive.

The Warrior

Our Warrior advisor takes action. Disciplined and committed to the truth, the Warrior dedicates himself to his assignments and gets the job done. Well trained, yet aware of his limitations, the Warrior is dependable and loyal to the needs of the others. The mature Warrior has well-defined boundaries, which he communicates, maintains and enforces.

The Warrior exudes courage, persistence and stamina for whatever he is doing. He shows up and does the right thing. His commitment transcends his personal ego, and he redoubles his efforts when he is exhausted. The mature Warrior faces and goes through his anger.

The deflated shadow Warrior, or Victim, represses or denies his anger and avoids confrontation or aggression. The inflated shadow Warrior, or Savage, is consumed by his anger, which leaks or spews onto others, especially Victims. The Victim has flimsy boundaries, easily trampled by others; the Savage ignores the boundaries of others as he pursues his own agenda.

The Mature Warrior

If your Mature Warrior assessment is toward the right or "Clean" side of the bar, you are more likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be underdeveloped in you. The Mature Warrior:

- Accepts responsibility and gets the job done
- Is focused and determined
- Is not easily diverted
- Knows his/her skills and is disciplined in using them
- Is a direct, factual communicator
- Honors and enforces his/her own boundaries
- Honors the boundaries of others
- Has a strong sense of loyalty and duty
- Can cut his/her losses and move on without dwelling on the past
- Works through adversity or failures in accomplishing a goal
- Is Here-and-now oriented
- Puts theory into practice
- Is Determined, focused, dependable
- Takes appropriate risks
- Acknowledges and is clean about expressing his/her anger
- Values physical conditioning and health.

The Deflated Warrior: Victim

If your Deflated Warrior: Victim assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Deflated Warrior or Victim:

- Will do anything to avoid conflict situations or doing "the hard thing"
- Tends to procrastinate
- Tends to avoid any form of conflict or aggression
- Believes that whatever he/she does will go wrong
- Tells people what they want to hear versus what he/she really feels
- Has a hard time saying "No" to others' requests
- Tends to get overcommitted
- Tends to be ineffective in most efforts
- Tends to be undisciplined and unprepared
- May dabble in a number of projects, but has a hard time seeing them through to completion
- Tends to run away during times of crisis.

The Inflated Warrior: Savage

If your Inflated Warrior: Victim assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Inflated Warrior or Savage:

- Expects perfect performance from himself/herself
- Expects perfection from others
- Has an obsessive task orientation
- Has to win
- Is defiant or stubborn
- Challenges or ignores others' boundaries
- Is closed to the direction, criticism or advice of others
- Cannot tolerate incompetent or weak people
- Has a short or volatile temper
- Rebels against authority
- May tend to humiliate or violate others
- Tends to look for a fight
- Tends to be a perfectionist or extremist
- May be a sadist or masochist
- May become irrational or rageful
- Tends to work until he/she burns out.

The Lover

Our inner Lover advisor has the ability to connect and engage: with his own emotions, creativity and sexuality; with other people at an intimate level; with the wonder and beauty of the world, and with the spiritual dimension beyond and inside himself. The mature lover is able to experience and grieve loss.

The deflated shadow Lover is the Stoic, numb to his own feelings, especially grief. He is ambivalent to or detached from any spiritual dimension, and unable or unwilling to connect with others. In contrast, the inflated shadow Lover is the Addict, overwhelmed by his feelings, obsessed with the pursuit of pleasure or passion, fanatically for – or against – the spiritual dimension, and either neurotic or codependent in his relationships.

The Mature Lover

If your Mature Lover assessment is toward the right or "Clean" side of the bar, you are more likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be underdeveloped in you. The Mature Lover:

- Embraces his/her emotions
- Appreciates beauty and wonder for its own sake, without having to understand it or analyze it
- Appreciates music, dance and the arts
- Can feel sensual without feeling ashamed
- Honors and expresses his/her soul
- Takes time for self-renewal
- Can be alone, quiet, reflective, introspective, contemplative
- Has an aligned, healthy connection with the spiritual dimension
- Is open to new relationships
- Likes to connect at a deep, personal level with other people
- Can "see" into the heart of others with understanding and compassion
- Is open to his/her desires
- Has a healthy appetite for life
- Exudes a healthy sexual self-awareness
- Has a healthy awareness of his/her body
- Is spontaneous, playful
- Is nurturing, empathetic, welcoming
- Can grieve
- Can celebrate.

The Deflated Lover: Stoic

If your Deflated Lover: Stoic assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your

assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Deflated Lover or Stoic:

- Fears being alone or abandoned (gets small)
- Has a hard time having fun
- Prefers not to explore emotion
- Has no need or desire to pursue art, beauty, wonder
- Has a hard time connecting with others at a personal or intimate level
- Tends to be unfeeling or to go numb
- Denies the need to connect with the spiritual dimension
- Tends to be distant or alienated from others
- Is sexually inactive or impotent
- Tends to feel vulnerable, like a lost child
- May create and then hide in a fantasy world
- Is easily shamed.

The Inflated Lover: Addict

If your Inflated Lover: Addict assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Inflated Lover or Addict:

- Fears being alone or abandoned (gets big)
- Is prone to addictions (e.g., money, possessions, food, pleasure, work)
- Can be easily flooded emotionally
- Tends to be consumed or overwhelmed by his/her emotions or desires
- Is sexually restless, perhaps unfaithful
- Tends to be "swept away" in relationships
- Falls in love, and out of love easily
- Finds himself/herself in stressful, unhealthy, or co-dependent relationships
- Forces his/her love on others
- Lives his/her life in emotional extremes
- Lives only in the moment
- Is prone to fanaticism or idolatry
- Is easily consumed by causes
- Seems to be always searching, but not knowing what he/she is looking for
- Seeks the ultimate and continuous "high".

The Sovereign

Our inner Sovereign advisor charts the course for our life, makes decisions, and both receives blessing and gives blessings to others. He believes in himself and his abilities. He draws power from a Source beyond himself and knows he is loved regardless of outer accomplishments or faults.

The deflated shadow Sovereign, or Weakling, feels unloved and inferior to others. He has no personal power and is incapable of setting a direction for his life. He sees himself as unworthy or even worthless, and becomes captive to the approval of others. The inflated shadow Sovereign is the Tyrant or Narcissist, who sees himself as "special," with power being either self-generated or a birthright. Though manifested differently, both Sovereign shadows are plagued by a low sense of self worth.

The Mature Sovereign

If your Mature Sovereign assessment is toward the right or "Clean" side of the bar, you are more likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be underdeveloped in you. The Mature Sovereign:

- Has a high sense of self-worth
- Believes in himself/herself and his/her abilities
- Has a sense of his/her place in the world
- Has a sense of vision for his/her life
- Exudes a calm centeredness
- Can entrust responsibility to others
- Can ask for what he/she wants
- Accepts a Higher Power beyond himself/herself
- Motivates, empowers and blesses others
- Is at ease receiving and accepting praise, thanks or blessing from others
- Lives life from a sense of service or stewardship for the whole (beyond himself/herself)
- Has a deep love for his/her "realm"
- Is calm and reassuring to others during crises
- Sees, mirrors and affirms others
- Guides, encourages and nurtures others
- Can embrace what is healthy and good, and let go of what must die
- Experiences joy.

The Deflated Sovereign: Weakling

If your Deflated Sovereign: Weakling assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Deflated Sovereign or Weakling:

- Tends to feel worthless, unloved or unlovable
- Life lacks purpose and direction
- Lacks the strength to face adversity
- Unable to embrace opportunities
- Constantly seeking the approval of others
- Plans his/her life to avoid or smooth over conflict
- Gives up personal well-being or happiness for others
- Feels inferior compared to others ("I'm not good enough.")
- Little vision or direction for his/her life; rudderless
- Little or no personal power.

The Inflated Sovereign: Tyrant / Narcissist

If your Inflated Sovereign: Tyrant / Narcissist assessment is toward the right or "Clean" side of the bar, you are less likely to manifest the following characteristics. If your assessment is more toward the left, then some subset of the following characteristics may be sabotaging your life. The Inflated Sovereign or Tyrant / Narcissist:

- Demands that things be done his/her way
- Tends to be a perfectionist ("Nothing is good enough for me")
- Always needs to be the leader
- Strives to be the center of attention
- Likes having others dependent upon him/her
- Has great difficulty accepting direction, guidance or criticism from others
- Tends to discount the ability of others
- Is often cynical, critical or degrading toward others
- Sees himself/herself as being "special"
- Pursues self-interest ahead of the needs of others
- Inwardly sees himself/herself as being better than others
- Feels, "Others exist to serve me"
- Ignores or diminishes others' accomplishments.

Summary of All Advisors

The final three bars in the Assessment graph show the average of the four mature advisors, the four deflated shadows and the four inflated shadows.

Mature: All

If your Mature: All assessment is toward the right or "Clean" side of the bar, you are more likely to manifest the combined characteristics of all the advisors. If your assessment is more toward the left, then you are likely weak in one or more of the mature advisor categories, and this weakness is impacting your overall effectiveness and zest for life.

Deflated Shadows: All

If your Deflated Shadows: All assessment is toward the right or "Clean" side of the bar, you are less likely to be a Dummy, Victim, Stoic or Weakling. You are more likely to take responsibility for your life with vision, wisdom, resolve and enthusiasm. If your assessment is more toward the left, then you are likely to fall prey to the inner self-talk voices that weigh you down with messages like, "I can't," "I don't know what to do," "I'm not good enough," "What's the use?" or "I'm unlovable." In difficult situations the combination of deflated shadows may cause you to become confused, helpless and prone to abuse by others. As either victim or martyr, the cumulative deflated shadows may undermine your health (physical, emotional, spiritual).

Inflated Shadows: All

If your Inflated Shadows: All assessment is toward the right or "Clean" side of the bar, you are less likely to be a Manipulator, Savage, Addict, Tyrant or Narcissist. You are more likely to love yourself without obsessing with yourself. If your assessment is more toward the left, then you are likely looking for others to serve you, instead of you serving others. You may be prone to do everything to excess (work, play, eat, emote). Individuals with a high combined Inflated Shadow tend to demand perfection from themselves and all around them.