cpas
Making Mission Possible

BE LED MORE BY, LEAD MORE LIKE, LEAD MORE TO JESUS

RESIDENTIAL 2

ARROW LEADERSHIP PROGRAMME

Overcoming Your Dark Side of Leadership

BACKGROUND

'... HE MADE ME A POLISHED ARROW.'
ISAIAH 49:2

Every leader has facets that negatively impact themselves and those they lead. One way of describing this is 'the dark side of leadership'. This resource is based on some work by Gary McIntosh and Samuel Rima, authors of Overcoming the Dark Side of Leadership (Baker Books). It seeks to:

- Describe how the dark side of leadership develops.
- Identify where our dark side resides.
- Explore ways of minimising its impact.

We are considering areas that lead to personal dysfunction in our character, not areas where we lack gifts or abilities (i.e. competence). Some may consider this unnecessary, but these things constantly seep out (and occasionally break out) in ways that hamper our leadership and damage other people. No matter whether the problem is large or small, it is still an issue, and often we are blind to its impact on others. The Bible speaks of a number of leaders whose dark side, left unchecked, led to sad consequences (e.g. Moses, Solomon, Saul, Samson).

As we grow in self awareness through the Arrow process, it is important to remember there is nothing that we can learn about ourselves that is a surprise to God. Confident of his love and grace, and longing to lead more like Jesus, we explore the dark side in order to serve those we lead.

THE DARK SIDE TOOL

Like all discovery tools, the results may not always align perfectly with your self-perception. Try to engage with the findings to see if they reveal any insights about you, and don't be put off by the intentionally emotive language. Look beyond the words to understand the underlying insights. You may find it beneficial to ask someone (e.g. your mentor or colleague) who knows you well enough to review your profile and share their perspective.

RESOURCES

The film, The Apostle, is an excellent resource to help engage with the dark side at work. Robert Duvall plays a gospel preacher who is a remarkable leader, yet flawed by his dark side.

If we can be of help please do contact us. We'll be praying for you as you explore the insights this may bring to your leadership.

CONTACT DETAILS

Arrow Leadership Programme
CPAS,
Sovereign Court One (Unit 3)
University of Warwick Science Park
COVENTRY
CV4 7EZ
E arrow@cpas.org.uk

The contents of this workbook are for personal use only © CPAS

WHAT IS THE DARK SIDE?

An Introduction

This material is to be used with the Discovering Your Dark Side of Leadership Tool you completed as a pre-residential task. It provides an overview of the issues and questions to use in personal prayer and reflection. Throughout the residential the pastoral couple are available to chat and pray with you. Do make use of them.

WHAT IS OUR DARK SIDE?

The dark side, though sounding quite sinister, is actually a result of human development in a fallen world. It is the 'inner urges, compulsions and dysfunctions of our lives that go unexamined or remain unknown to us until we experience an emotional explosion... or some other significant problem that causes us to search for a reason why...' (Overcoming the Dark Side of Leadership, p.22.)

'The dark side resides in all of us. It is our inheritance from the original sin of Adam and Eve.'
Thomas Fischer

Therefore the dark side is a combination of:

- Natural God given needs being unmet in a fallen world.
- The process of sin, human limitations and weaknesses.
- Our created temperament.
- Experiences which result in deprivation.

It results in:

- Dysfunctional tendencies. A tendency to 'misfire', especially when under pressure.
- A limiting of our effectiveness as a leader.
- Potential damage to others.

'Both allowing folk to continue unchallenged, and putting them beyond the pale with no way back, effectively denies the life-changing redemptive power of the gospel.'
Pamela Evans

BASIC ASSUMPTIONS

- Every leader suffers from some degree of personal dysfunction.
- Many leaders are not aware of their dark side and the personal dysfunction that drives them.
- Personal dysfunction, in one form or another, can often serve as the driving force behind an individual's desire to achieve 'success' as a leader.
- The personal characteristics that drive individuals to succeed and lead often have a shadow side that can hamper their leadership. This is the 'paradox of personal dysfunction' in leadership.
- Learning about their own dark side and the dysfunctions that have created them can help leaders address those areas and prevent, or at least mitigate, the potential negative effects.

PURPOSE OF THIS SELF-ASSESS

- To understand something of the developments in the dark side of our character.
- To be more focused in managing our inner life in order to maximise our effectiveness for Christ's sake.

'Blind spots are a blight on effective leadership. Having the courage to hear where things aren't so good is the difference between good leadership and potentially great leadership.'

Arrow participant, Australia

'A Christian leader needs to be secure in who they are, and to search out with God those areas of their life which are holding back their development and affect the ways in which they relate to others.'

Arrow participant, UK

'History has shown that often people who work hard and climb to the top have deep seated insecurities.'

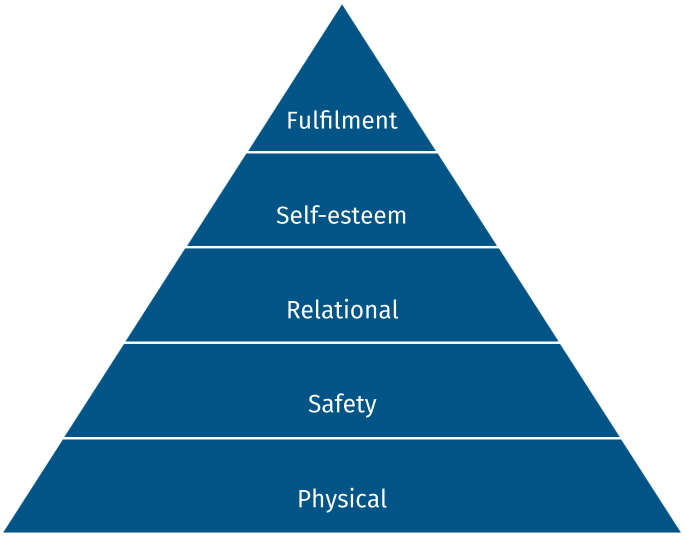
Ajith Fernando

1. The Components of the Dark Side

1. Sin engines These are the basic things we all battle with as fallen human beings:

- Pride (swelled ego or low self esteem).
- Selfishness.
- Self-deception (wrong motives).
- Self-reliance or unhappy dependency.

2. Fuel of needs in his study on human motivation, Abraham Maslow identified some basic human needs we all have as created beings. (Hierarchy of Human Needs, first published in 1943.)



- We're born with these needs.
- The needs are progressive; they need to be met from the bottom up to enable us to receive things at the next level.
- We never stop needing these basic things being met in our life.
- Some 'needs' are never adequately met because of trauma or tragedy i.e. loss of a parent; experiences in this sinful world, such as abuse; unmet needs, lack of love.
- When a need is not met it may create a deprivation in our life that we try to meet in an alternative way.

3. Ghost drivers Often an individual believes the unmet need is their fault. If this is combined with faulty thinking (either through immaturity or ignorance) and exacerbated by the devil's wiles, it can lead to 'drivers' developing to compensate for the unmet need. For example, some of the drivers are:

- Be perfect.
- Please others.
- Try harder.
- Hurry up.
- Be strong.

2. The Paradox of the Dark Side of Leadership

The very qualities that take us into leadership can be the very ones that scupper us when we get there. Why?

- Because there is **power** in a leadership position, and the dark side stuff thrives on power.
- Because in a leadership position we have far greater influence, and therefore the **potential** for harm is greater.
- Because the **pressures** of leadership mean we are more likely to exhibit the dark side. There is a huge difference when 'the buck stops here.'

3. Putting it all Together

- The particulars differ for every human being, but the process is similar.
- Fuelled by deprivation we settle into a pattern of meeting those needs in other ways.
- This dysfunction becomes our attempt to compensate for the missing pieces, and expresses itself in the dark side of leadership, damaging others and ourselves.
- For some these deprivations are small and annoying – just won't go away. For others they are large and all consuming – we meet them at any cost.

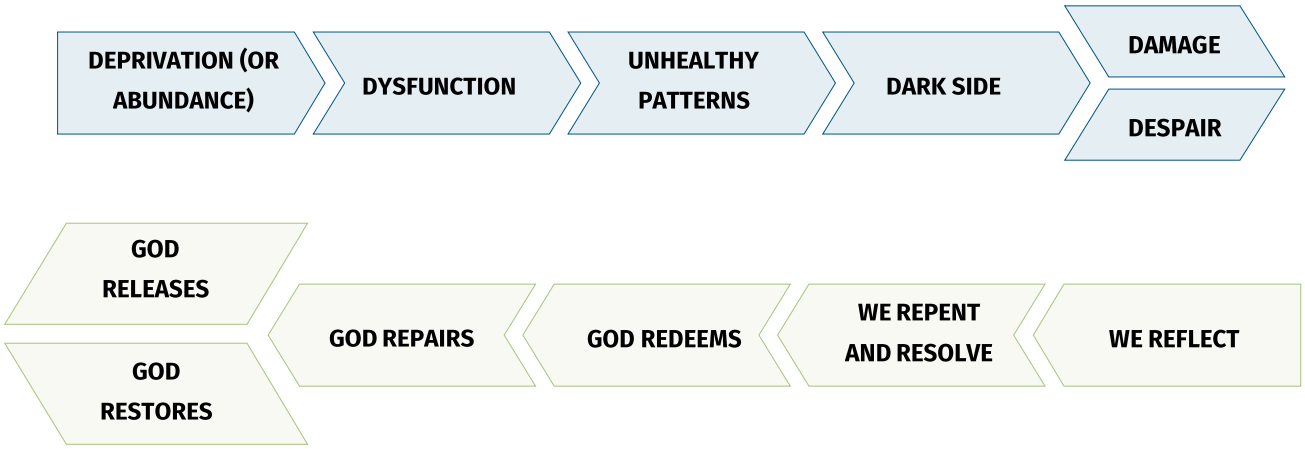
We can picture this negative path like this...

Some reflections on the negative path:

- **Deprivation** (or **abundance** of something) in early life leads us to compensate in a complex variety of ways i.e. **dysfunction** in the way we live. If these coping mechanisms become ingrained they can develop as **patterns** in our lives that if undealt with may become the **dark side** within our leadership.
- This tendency to act in particular ways negatively impacts others and ourselves (**damage**, we're often unaware of the damage we're inflicting on others and sometimes to ourselves) and can lead to **despair** (a personal sense of angst, when we are very aware of what is going on but don't know why it happens or what to do about it).
- If left unchecked, we may continue in leadership, but hampered and hindered in our effectiveness.

UNDERSTANDING THE DARK SIDE

Overcoming the dark side involves walking a different path to healing. We can picture it like this...



Some reflections on the path of healing:

- **What we can do. Reflect** on our dark side through using this material, conversations with others, prayer and so on to gain greater self awareness. **Repent,** because the hold they have on our lives means we will probably have done things wrong, and also they mean our sense of acceptance may be based elsewhere than in Christ. Repentance leads to redemption and forgiveness. We can also resolve to walk the path of maturity and healing. This is not an easy path to tread, particularly because ingrained habits take a long time to change. But it is the Christian path, and the rest of this guide explores the practicalities of going this way.
- **What God does.** Only God can **redeem** and **repair** us. He brings his healing for the dysfunction and continues his restoration work in our lives (never completed until heaven!). He alone can **release** us from the past. We can't change the past, but God can change the hold the past has over us, thereby freeing us to act in different ways. Ultimately this leads to **resurrection** in our lives, the resurrection of Christ transforming us ever more into his likeness.

4. What to Do?

- **Remember** this is only way one of looking at yourself, one angle, one insight. This is not the whole you. So don't give this tool more clout than it deserves.
- **Don't despair** These tendencies, by God's grace, can be contained, channelled and transformed.
- **Use the rest of this material and your mentor** to help you reflect on the dark side and what to do next. Ask for God's wisdom and insight throughout.
- **Don't try to take on too much change at any one time** It may be you need to put this stuff on the shelf because you're dealing with other things. That is fine. You can always return to it at a later date.

'In the final analysis, we are not used because we are perfectly mature and rounded individuals but because it delights God to use jars of clay. Then all the glory will go to him.'

Ajith Fernando

DISCOVERING OUR DARK SIDE

Copy your results from the Discovering Your Darkside Tool (orange and blue totals in rows 84-85) into the groups below:

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5
TOTAL (ROW 84)					
/5 (ROW 85)					

TOTALS (ROW 84)

Although we need to remember that this is a discovery tool, and how people grade themselves differs for all sorts of reasons, as a very general guide...

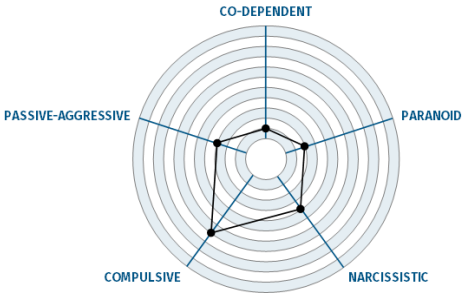
- If your total is less than 20, you probably are *not* susceptible in this area.
- If between 21-40 you have some *likelihood* of showing these tendencies.
- If over 40 you probably *are* leading in a way that demonstrates this tendency.

TOTALS /5 (ROW 85)

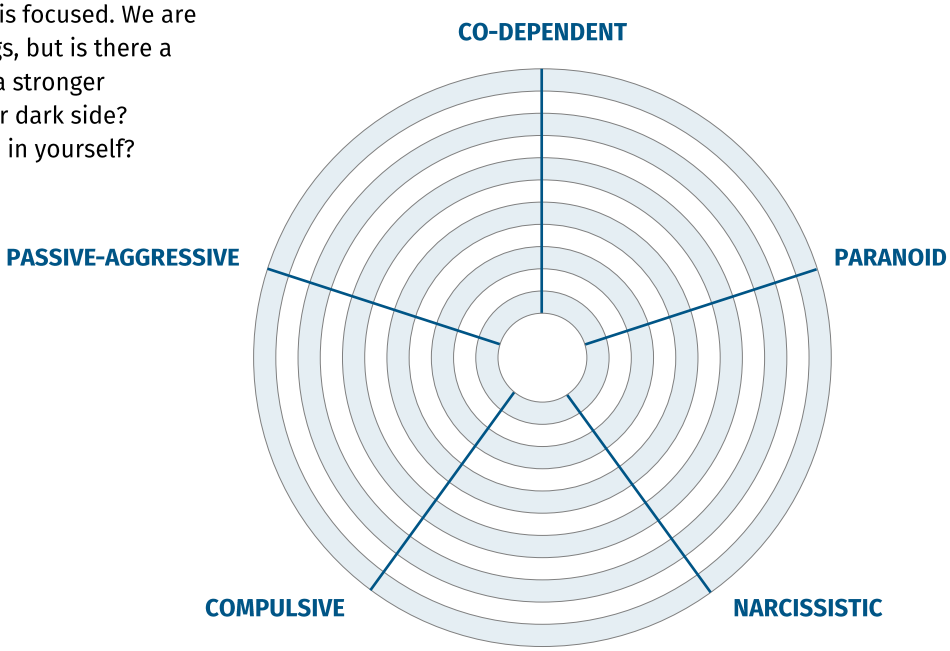
For each category, plot a point on the axis, starting with zero at the centre and moving towards the outside edge, counting circles until you reach your total for that category.

For example

Group 1 = Compulsive	8
Group 2 = Narcissistic	5
Group 3 = Passive aggressive	4
Group 4 = Paranoid	3
Group 5 = Co-dependent	2



Once all totals have been plotted, connect the dots with a straight line to see more clearly where the largest influence of your dark side is focused. We are nearly all a mixture of things, but is there a clear area where you have a stronger likelihood of exhibiting your dark side? Do you see the traits of this in yourself?



GENERAL PATTERNS OF THE DARK SIDE

Breathe on me, breath of God
Until my heart is pure:
Until my will is one with yours
To do and to endure.

'For every single one of us, the only way forward is the same: facing the truth about ourselves, seeing things God's way, and choosing to follow his path to real cleansing and healing.'
Pamela Evans

An Overview

The descriptions below are broad and general. Not all will apply to you, and the extent they apply to you will vary from person to person. As with all inventories you may disagree with the results, but before dismissing them outright, be prepared to work with them to see if they are in any way true of you. The following patterns are obviously generalisations.

1. Compulsive leader 'the one in control'.
- Needs to maintain order in their own life and others'.
- Pursues perfection with an intensity, works extremely hard.
- Tends to be status conscious, often deferential/ingratiating with superiors.
- Very often overly conscientious, moralistic, judgmental.
- Possible underlying anger; may believe it is wrong to express true feelings.

2. Narcissistic leader 'the one in love with their own image'.
- Being successful isn't enough, needs glory.
- Need for admiration of others, approval.
- Over-inflated sense of importance, often unable to empathise.
- Grandiose ambitions, others 'used' to indulge own desires.
- Possible underlying uncertainty/insecurity.

3. Passive-aggressive leader 'the one reluctant to perform'.
- Although not constantly complaining, a pattern of erratic emotional behaviour over time is visible through a negative outlook on life and frequent complaining.
- Finds it difficult to set goals because they provide possibility of failure.
- Impatient, irritable, occasionally explosive when pressed, with short periods of sorrow and repentance.
- Often impulsive behaviour.
- Tendency to dawdle long on small detail tasks, procrastinate, forgetful, inefficient, minimalist performance of duties.
- Possible underlying roots of bitterness, anger, and fear of failure.

4. Paranoid leader 'the one shackled by suspicion'.
- Disabled by doubts, afraid of anyone/anything that might undermine their leadership.
- Suspicious, fearful, jealous of others; guarded in relationships.
- Hypersensitive to other's actions.
- Because of suspicion often create rigid structures to control others.
- Possible underlying feeling of insecurity, inadequacy.

5. Co-dependent leader 'the one who needs to please'.
- Tendency to react, rather than to initiate action.
- Often struggle to confront, benevolent to other's deviance. Avoid confrontation at all costs.
- Takes personal responsibility for actions/emotions of others.
- Overloaded with accepted requests, can't say 'No', seen as very helpful.
- Focus on others with no thought for self, often desperately concerned about other's feelings.
- Possible underlying constant sense of failure and self-blame.

Moving Forward

This section provides a framework for beginning to reflect on the way the dark side impacts our leadership and life. The framework has six sections:

1. Admit that it exists.
2. Understand the shape that it has taken in our life.
3. Examine the past.
4. Deal with expectations.
5. Practice progressive self-awareness.
6. Strengthen identity in Christ.

Each section has a series of questions to help us reflect and pray on the issues raised. There is space in the guide for your thoughts. We start with..

To what degree are you willing to commit yourself to overcoming your dark side?

'We need to resolve to aim for maturity and healthy discipleship rather than pain relief or tidying up the ragged edges of our lives.'

Pamela Evans

OVERCOMING THE DARK SIDE

1. Admit that it Exists

- There is a tendency for leaders to deny the dark side and blame their failures on others or circumstances, rather than taking personal responsibility.
- Recognise God's ability to work through each area of weakness (2 Corinthians 12:9-10).

What symptoms of the dark side can you spot in your own life?

2. Understand the Shape that it has Taken in your Life

See assessment exercise.

What shape or form has the dark side taken in your life?

3. Examine the Past

Look for memories of painful events or relationship-rejections, being ignored, failures, cruelty, abuse, injustice, humiliating circumstances.

What are the past experiences that may have led to the development of your dark side?

What events from the past still come to mind after all these years?

- How did you feel? What were you thinking at the time?
- What really happened? (As compared to what you felt happened.)
- What did it do to you? What did it mean to you?
- How can you take responsibility for the management of your response to these events?
- Is there someone to whom you need to extend forgiveness? (Matthew 6:14-15)

How may this have empowered your life and ministry in a positive manner?

In what ways may this area have eroded your leadership effectiveness?

4. Deal with Expectations

Self-generated and self-imposed:

- The fear of disappointing others.
- The fear of disappointing God (failing to act like a Christian).
- The power of unrealistic, unwritten or extrabiblical expectations.

A proper understanding and application of the grace of God:

- Matthew 23:4-5, 11:28-30.
- John 8:36.
- Colossians 2:16-23.
- Galatians 5:1.
- Romans 8:2; 14:3-4, 22.
- John 8:32.

Do you feel the burden of too many expectations?

What do you really believe Jesus of Nazareth would expect of you in your present situation?

How can you apply the 'oil of grace' to your expectations, and relieve some of the pressures?

5. Practice Progressive Self-awareness

- Spiritual disciplines
  - ⇒ Scripture reading.
  - ⇒ Spiritual retreats.
  - ⇒ Devotional reading.
  - ⇒ Journaling.
- Professional assessments (profiles and tools).
- Counseling.
- Accountability group (i.e. peer cell).
- Formal performance evaluations.

Which of the above would it help to put into place at this time?

'I have loved you with an everlasting love.'
Jeremiah 31:3

'Do not be afraid, for I have redeemed you. I have called you by name. You are mine.'
Isaiah 43:1

'Spiritual and emotional growth takes time. And often transformation happens over time without the person knowing quite how it happened.'
Henry Cloud

'For freedom Christ has set us free.'

Galatians 5:1

'Grace brings the elasticity which allows Almighty God to walk in relationship with fallen and fragile human beings.'

Pamela Evans

'Given the uncertainty of much that surrounds us, more and more I have come to realise how important it is for us to have solid and stable sources of security for our lives. The Word is a primary source.'

Ajith Fernando

6. Strengthen your Identity in Christ

- Our value is not dependent on our performance. The positions, titles, achievements, and powers of this world are all passing away. Our worth to heaven exists independently of anything we have ever done, or ever will do in the future. We are known by God (created with value), and declared righteous in Christ (improved), Ephesians 1:4-8.
- We have both a condition and a position. From which source do we derive our value as people and as leaders?

Position (standing)	Condition (state)
In heaven	On earth
Spiritual	Physical
Life	Death
Justified	Condemned
Forgiven	Guilty
Accepted	Rejected
In Christ	In Adam

- Build your view of your worth by regular reading and reflection on these Scriptures: Romans 5:6-8; 8:16-17; Philippians 1:6; 3:7-14, 1 Corinthians 1:26-31; 3:4-9; Galatians 3:26-29.

What makes you feel like a person of worth? Where do your feelings of worth come from?

Why do these things seem to provide you with feelings of worth?

'Seek first the kingdom of God and his righteousness.'

Matthew 6:33

'Let us then go into our ministries out of the strength of the identity, security, and significance that come from the fact that we are children of God, accepted by him, and given a role to play in his eternal kingdom.'

Ajith Fernando

In Conclusion

Deal openly, directly, and biblically with the dark side. This is crucial to the future health of your faith and ministry, as well as to the church and its effectiveness in the world. Chat through the issues with your mentor, and keep open to what God wants to do through his amazing grace.

Resources

- Overcoming the Dark Side of Leadership, Gary McIntosh and Samuel Rima (Baker).
- Healing Life's Hidden Addictions, Archibald Hart (Vine Books).
- Peeking into a Box of Chocolates (Real Life Stuff for Women on Temptations), Karen Lee-Thorpe (NavPress).
- Money, Sex and Power, Richard Foster (Hodder).
- Steering Clear, Earl Wilson (IVP).
- When Men Think Private Thoughts, Gordon MacDonald (Word).
- Temptations Women Face, Mary Ellen Ashcroft (Kingsway).
- Driven Beyond the Call of God, Pamela Evans (BRF).
- Jesus Driven Ministry, Ajith Fernando (IVP).
- The Apostle film, and the interesting article in the Journal of Religion and Film.

WHO I AM IN CHRIST

I am God's child, for I am born again of the incorruptible seed of the word of God which lives and abides forever.

1 Peter 1:23

Forgiven of all my sins and washed in the blood.

Ephesians 1:7; Hebrews 9:14; Colossians 1:14; 1 John 2:12; 1 John 1:9

A new creature.

2 Corinthians 5:17

The temple of the Holy Spirit.

1 Corinthians 6:19

Delivered from the power of darkness and translated into God's kingdom.

Colossians 1:13

Redeemed from the curse of the law.

1 Peter 1:18-19; Galatians 3:13

Blessed.

Deuteronomy 28:13-14; Galatians 3:9

A saint.

Romans 1:7; 1 Corinthians 1:2; Philippians 1:1

Holy and without blame before him in love.

1 Peter 1:16; Ephesians 1:4

Elect.

Colossians 3:12; Romans 8:33

Victorious.

Revelation 21:7

Set free.

John 8:31-33

Strong in the Lord.

Ephesians 6:10

Dead to sin.

Romans 6:2, 11; 1 Peter 2:24

More than a conqueror.

Romans 8:37

Joint heirs with Christ.

Romans 8:17

Sealed with the Holy Spirit of promise.

Ephesians 1:13

In Christ by his doing.

1 Corinthians 1:30

Accepted in the Beloved.

Ephesians 1:6

Complete in him.

Colossians 2:10

Crucified with Christ.

Galatians 2:20

Alive with Christ.

Ephesians 2:5

Free from condemnation.

Romans 8:1

Reconciled to God.

2 Corinthians 5:18

Qualified to share in his inheritance.

Colossians 1:12

Built upon the foundation of the apostles and prophets, Jesus Christ himself being the chief cornerstone.

Ephesians 2:20

Born of God and the evil one does not touch me.

1 John 5:18

The righteousness of God.

2 Corinthians 5:21; 1 Peter 2:24

A partaker of his divine nature.

2 Peter 1:4

The first fruits among his creation.

James 1:18

Chosen.

1 Thessalonians 1:4; Ephesians1:4; 1 Peter 2:9

God's workmanship created in Christ Jesus for good works.

Ephesians 2:10

Father, you know me better than I could ever know myself.

You know in all truth what I have been, what I am, what I will become.

You know me when I am loving and when I am selfish.

You know when I succeed and when I fail.

You know everything about me.

And yet, Father, you love me more than I will ever know.

You don't hold it against me that I fail, or am discouraged.

You try also to show me I should not hold it against myself, because by doing so I will fail to love more.

You are forgiving and loving.

It is beyond my understanding.

I read your word and am inspired, but then immediately feel its poverty in my own life.

But Father, if I do try to escape you, really where can I go?

Deep down I never want to escape you, but at times I try.

Help me to realise at these times you will support me, you will send the light needed, you will send your consolation through another; you will send your strength and courage.

God my Father, know my thoughts.

Guide me to you.

You know what I desire even though I do not always move toward my goal.

A poem based on Psalm 139