**Scoring the “Motivations Assessment”**

1. Copy the number you circled for a question in the appropriate column to the right of the questions. **A B C D E**
 The scores (ranging from 1 – 5) should be placed in the columns left to right in a five question *sequence*. 1.
 The score from the first question goes in the first column, the second score in the second column, and 2.
 so on until the fifth answer is put in the fifth column. Then the *sequence* starts again for questions 6 – 10, 11-15, 3.
 16-20, 21-25 and so on. The *sequence* looks like this: 4.

 **[Note:** What you see to the right are not thescores but only the *sequence* of the questions. You enter the actual scores >> 5.

2. On a given page, add up the numbers in each column and place the sub-total in the box 6.

 and the bottom of the column. Do this for each column on each page. 7.

 8.

3. Then transfer to page 3 the subtotals at the bottom of the columns on pages 1 and 2. Add up the subtotals 9.

 of for the three pages, to get a final total for each column. Transfer those column totals to the following table: 10.

 **Column Total**

A \_\_\_\_ related to *Perfectionist*  Leadership Behaviors ***If your total on a given “dark side” behavior pattern comes to . . .***

B \_\_\_\_ related to *Insecure*  Leadership Behaviors **Less than 20** – you probably are not struggling w the dark side issues of this pattern.

C \_\_\_\_ related to *Fearful*  Leadership Behaviors **Between 21 and 40** – there is a likelihood that you are struggling with *some* of the “dark side” issues of this pattern.

D \_\_\_\_ related to *People-pleasing*  Leadership Behaviors **41 or more** – you are probably struggling with the “dark side” issues of this pattern.

E \_\_\_\_ related to *Angry*  Leadership Behaviors

4. Many leaders have a combination of issues from the five types of the “dark side.” Often, one or two of the types have the strongest influence, while the others
 play a less significant role. To see how they relate, plot your answers on the circles below. (Divide your total number for a dark side pattern by 5 and round off.
 Then count out from the inside center of the circle and place a dot on the circle for that number. For example, if the total was 40, divide by 5 = 8. Count out from the
 center 8 circles. Connect the dots with straight lines.)

**Perfectionist**



**Perfectionist**



 *Example:* **My Scores:**

 **Total Scores:**

40 Perfectionist / 5 = 8

**Insecure**

**Angry**

**Angry**

**Insecure**

15 Insecure / 5 = 3

42 Fearful / 5 = 8

21 People-pleasing / 5 = 4

24 Angry / 5 = 5

**People-pleasing**

**Fearful**

**People-pleasing**

**Fearful**

Adapted from : McIntosh, Gary L. and Samuel D. Rima, Sr. 2007. *Overcoming the Dark Side of Leadership:
The Paradox of Personal Dysfunction*. Grand Rapids, MI: Baker.

**Addendum**

a. Download, print, and complete the "Motivations Assessment" (scoring all items with 1, 2, 3, 4, or 5 by circling the number).

 **Example:**



4

3

4

4

3

2

2

3

3

b. Get a ruler or straight edge of some sort so you can spot a line from the numbers 1,2,3,4,5 into the columns to the right.

c. Follow the instructions carefully, putting the number you circled (the score) into the proper column to the right. Just follow the sequence.

d. Follow the rest of the scoring sheet instructions.