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Governance in High Stakes – Online Learning Course

Shadow Human Behaviours

Exercise

1. Think of a time when you were in a board meeting when you did not say what you wanted to say, what stopped you?
2. Which of the fears listed, if any, got in the way?
3. What did you find? Are there any of these fears you find particularly uncomfortable?
4. Does your board meet in public? If so, what difference does that make?

Be as honest as you can. Acknowledging what drives our behaviour is the first step towards being able to change something.

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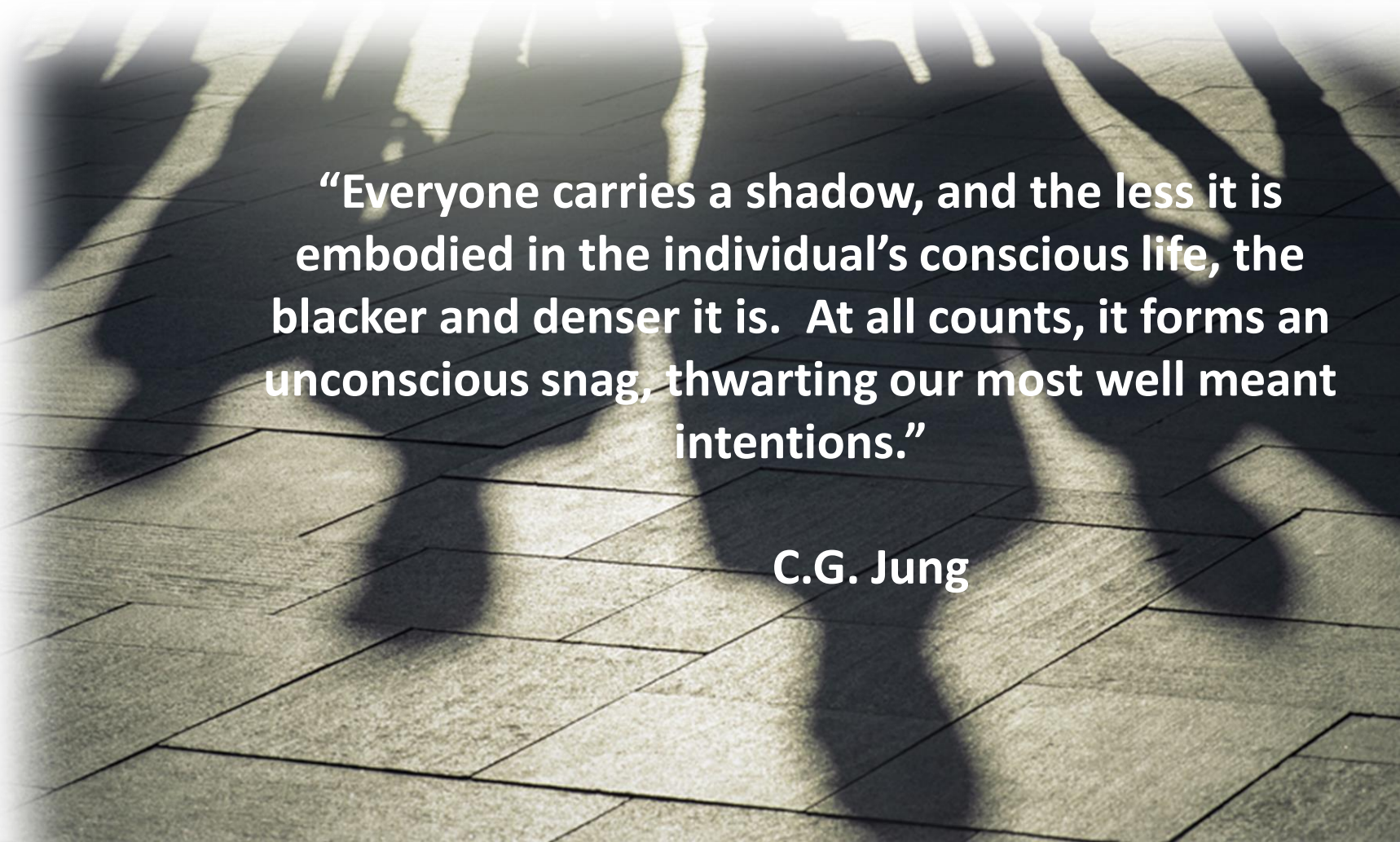

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Typical shadow behaviours

- Acting defensively
- Judging others harshly
- Projecting our own negative traits onto others
- Angry outbursts

- Being aggressive with people with less power
- Hiding information
- Having prejudices but not admitting them
- Playing the victim
- Isolating oneself
- Telling lies to avoid blame or suspicion
- Overpowering others to achieve one's own ends
- Self-doubt – worrying that it's only you that doesn't get it
- Being superior

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"Everything that irritates us about others can lead us to a better understanding of ourselves"

Carl Jung

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Why would we want to explore our shadow behaviours?

- Gain more genuine self-acceptance
- Diffuse negative emotions that erupt unexpectedly in our lives
- Be more free of guilt and shame associated with negative feelings
- Recognise our projections and how they influence our experience of others
- Repair our relationships through more honest and direct communication

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Shadow Behaviours lead to

- Poor relationships
- Poor communications
- Low morale
- Clouded judgement
- Lack of trust and respect
- Poor decision making

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High stakes behaviours are always a function of our inner dialogue

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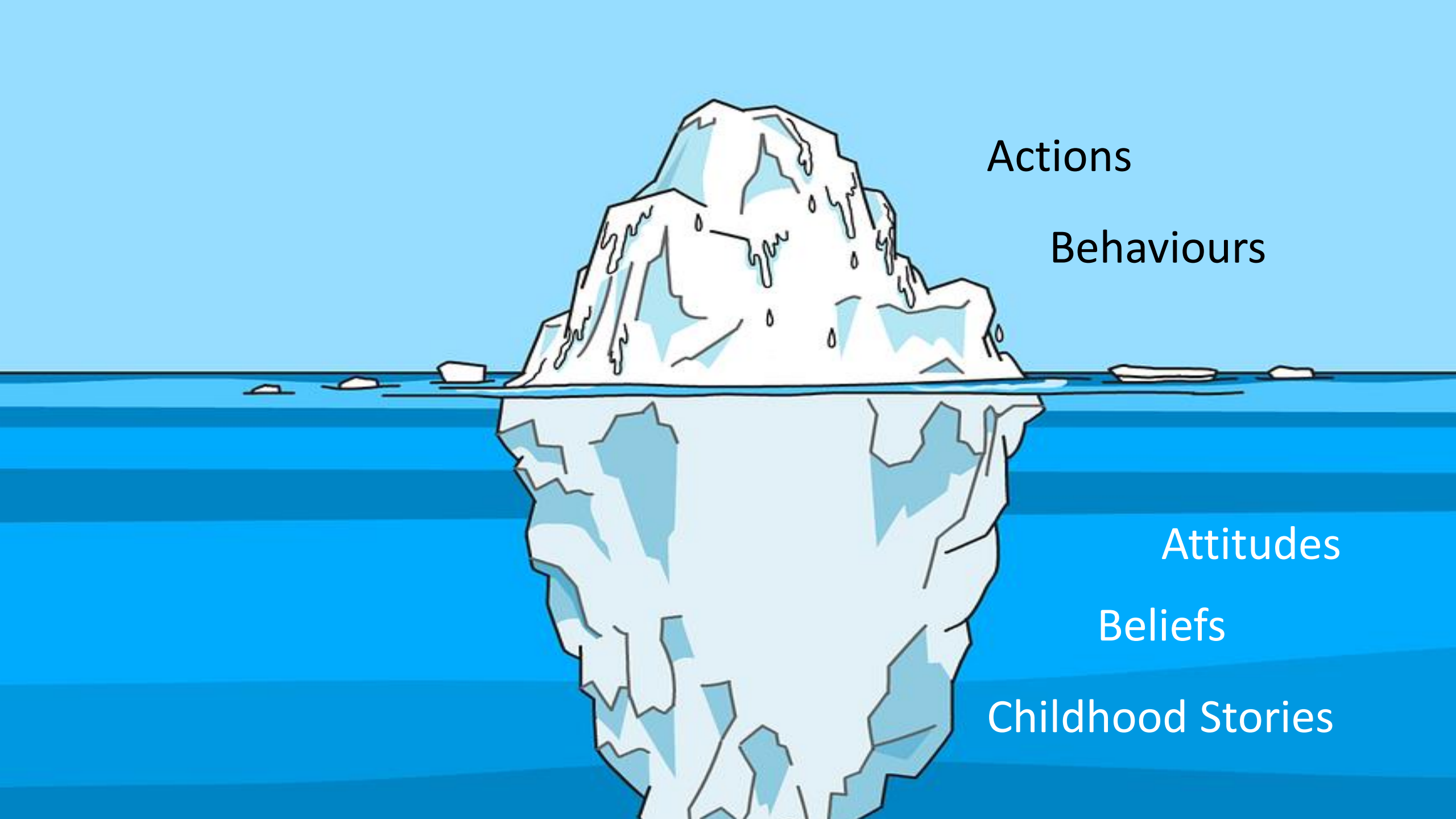
Actions
Behaviours
Attitudes
Beliefs
Childhood Stories