

Our Inner Advisors and Shadows – Summary

Jim Warner – OnCourse International – Boulder, CO – USA

+1 303-449-7770 – jim@oncourseinternational.com

The **Leadership Skills and Shadows Assessment** on the www.oncourseinternational.com website is derived from a model of “inner advisors” (or “archetypes”) developed by psychologist, Carl Jung. Jim Warner’s book, **Aspirations of Greatness: Mapping the Midlife Leader’s Reconnection to Self and Soul**, elaborates on the concept of inner advisors, and offers several examples of each of four archetypal categories.

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. 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:

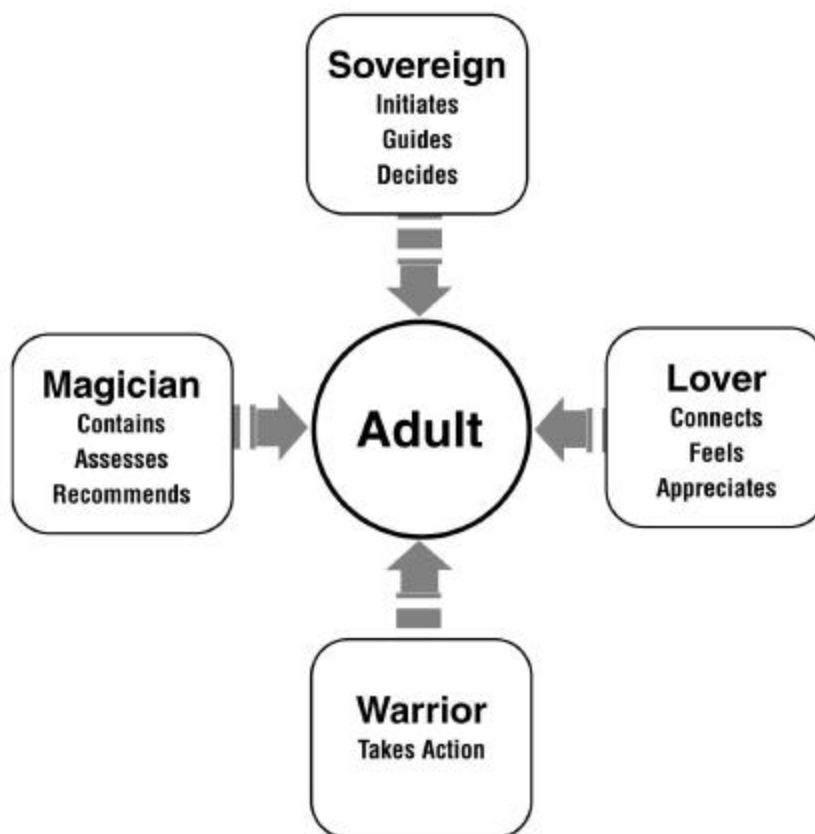
The *Sovereign* makes decisions, initiates, guides and sets the course.

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.



The Roles of the Four Mature Advisors

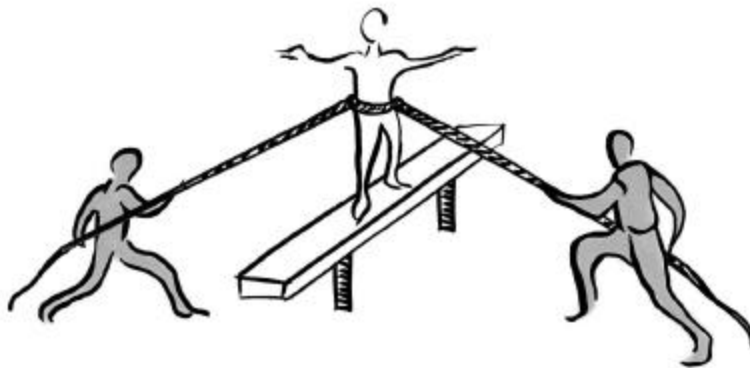
Each of these four advisors has a mature, centered component and two shadow components, a “deflated” shadow and an “inflated” shadow. The mature manifestation or role represents the desired or “good” part of each advisor, embodying our healthy, open and seen (versus hidden) aspects that keep us clear 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.

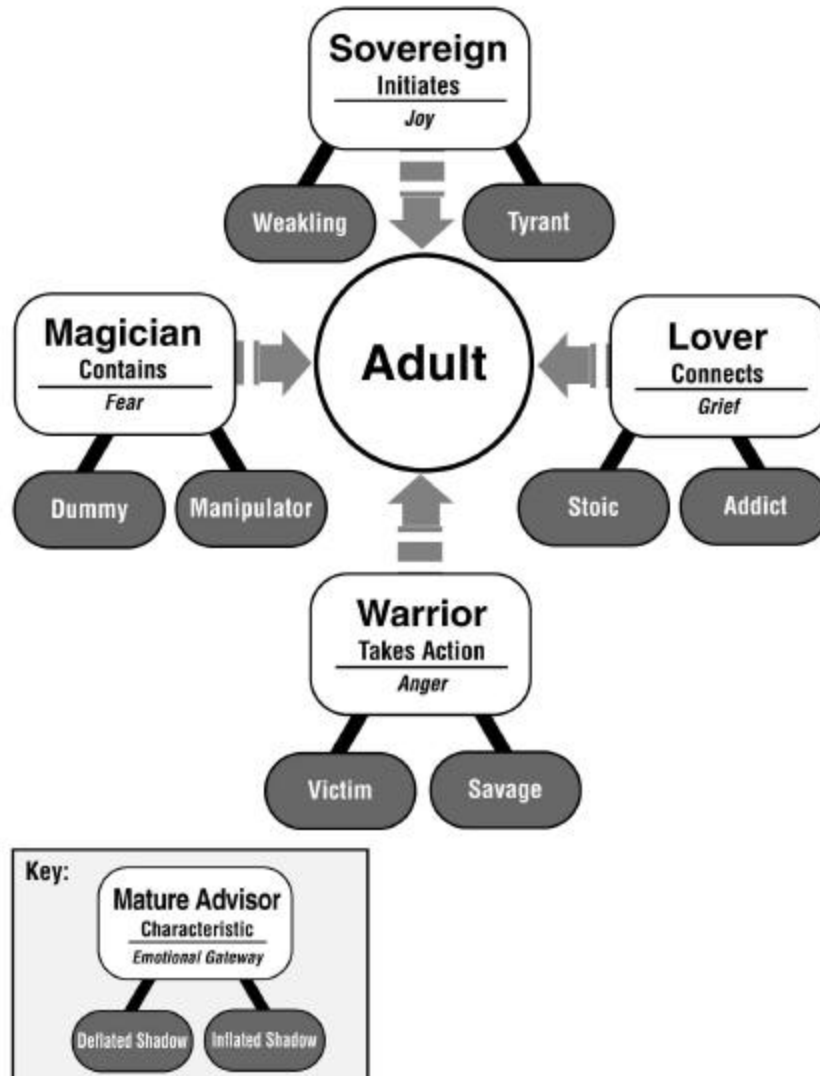
Our shadows are not evil; they’re just the unacceptable, “dark side” in everything we do. The deflated shadow of each advisor is best characterized as a victim. This shadow’s mantra is “*I can’t . . . I don’t know . . . I don’t want to know.*” The deflated shadow is withdrawn, depressed, and never good 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 Deflated and Inflated Shadows Try to Pull the Mature Advisor Off Balance



The Mature Advisors and the Shadows

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

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

Your Mature Sovereign manifests the following characteristics.

- 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: The Weakling

Your Deflated Sovereign manifests the following characteristics.

- 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: The Tyrant or Narcissist

Your Inflated Sovereign manifests the following characteristics.

- 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.

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

Your Mature Warrior manifests the following characteristics.

- 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: The Victim

Your Deflated Warrior manifests the following characteristics.

- 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: The Savage

Your Inflated Warrior manifests the following characteristics.

- 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 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

Your Mature Magician manifests the following characteristics.

- 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: The Dummy

Your Deflated Magician manifests the following characteristics.

- 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: The Manipulator

Your Inflated Magician manifests the following characteristics.

- 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 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

Your Mature Lover manifests the following characteristics.

- 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: The Stoic

Your Deflated Lover manifests the following characteristics.

- 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: The Addict

Your Inflated Lover manifests the following characteristics.

- 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”.