



## **Saboteur Assessment Report**

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## Saboteur Assessment Report Produced for Cassio Menezes.

This report summarizes your results and offers some ways for you to use this information to improve both your effectiveness and happiness in work and life. It consists of five parts:

- I. Background: Saboteurs and Sage
- II. Where do Saboteurs Come From?
- III. Your Results: Which of 9 Saboteurs Are your Judge's Key Accomplices?
- IV. Your Results -- Part 2: Your Judge's 3 Modes
  - a. Judging yourself
  - b. Judging others
  - c. Judging circumstances
- V. Suggested Next Steps

The material in this report is based on the New York Times bestselling book *Positive Intelligence: Why Only 20% of Teams and Individuals Achieve Their True Potential AND HOW YOU CAN ACHIEVE YOURS*. The author Shirzad Chamine is a preeminent C-Suite advisor who has coached hundreds of CEOs and their executive teams and has himself been CEO of two companies. He lectures on Positive Intelligence at Stanford University.

Sections of the book are excerpted throughout this report.

**NOTE: Please don't let the length of this report intimidate you. If you want to get your results fast, just skip to part III and IV. The rest of the report gives you context and tools to use your results to improve both your effectiveness and personal fulfillment dramatically.**

# I. Background: Saboteurs and Sage

Your mind is your best friend, but it is also your worst enemy, involved in self-sabotage. Your self-sabotage is caused by “Saboteurs” in your mind. These Saboteurs are your internal enemies. They are a set of automatic and habitual mind patterns, each with its own voice, beliefs, and assumptions that work against your best interest.

The counterpart of Saboteurs is the Sage. Your Sage has access to your wisdom, deeper insights, and often untapped mental powers. When your mind is being your best friend, it is because the Sage has taken charge. The Saboteurs and Sage are fueled by different regions of the brain and can be weakened or strengthened depending upon which region is activated.



Positive Intelligence is an indicator of how much mastery you have developed over your own mind. Your Positive Intelligence score (PQ) is a measure of the relative strength of your Sage versus your Saboteurs. Without a solid foundation of Positive Intelligence, many of your attempts at improving either your performance or happiness fizzle due to self-sabotage. Compelling evidence from a synthesis of research in psychology, neuroscience, and organizational science shows that with higher PQ teams and professionals ranging from leaders to salespeople perform 30-35 percent better on average. They also report being far happier and less stressed.

This report helps you identify and expose your top Saboteurs, which is the first step to intercepting and weakening them.

## II. Where do Saboteurs Come From?

Saboteurs are a universal phenomenon. The question is not whether you have them, but which ones you have, and how strong they are. They start off as our guardians to help us survive the real and imagined threats to our physical and emotional survival as children. By the time we are adults, these Saboteurs are no longer needed, but they have become invisible inhabitants of our mind. They form the lens through which we see and react to the world, without knowing we are wearing any lens.

The formation of the Saboteurs begins to make clear sense once you realize that the primary objective of the first fifteen to twenty years of life is to survive long enough to pass on your genes. For example, the Judge Saboteur represents a bias for noticing and exaggerating the negative. This bias is a critical evolutionary design for our ancestors to have survived the dangers of the jungle. When the tree leaves started shaking, the early human who assumed the worst and ran was the one who survived and passed his genes. The one who waited to gather full and unbiased information before taking action was eventually eaten by the tiger.

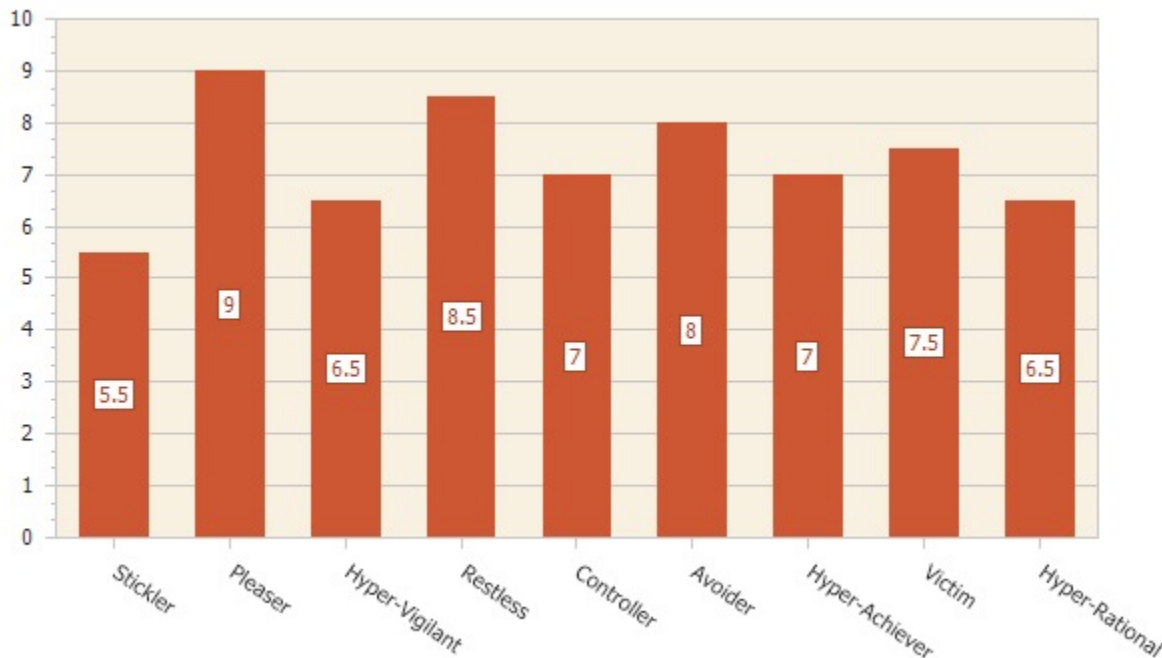
For the human child survival has a component beyond physical survival. We also need to survive emotionally. The human brain is wired to pay close attention to our environment in our early years and adjust accordingly so we can bear the emotional strains we encounter and make it into reproductive adulthood.

Even if you didn't have a difficult childhood, life still presented many challenges that your Saboteurs were initially developed to handle. You might have had loving parents, but there was still the scare of your mother getting sick and you not knowing whether she would ever come back from the hospital. Or maybe you had a sibling whom your parents seemed to favor over you, And of course there were kids at school who were taller, smarter, faster, or funnier than you, and the ones who didn't seem to like you. There was the time you failed publicly, or got rejected, or betrayed. There was the time you felt terrified with the idea of death, or starvation, or one of the countless other dangers in this chaotic world. There was the time you promised yourself--which you likely don't consciously remember--that you would protect yourself better so bad things wouldn't happen to you as often. Your Saboteurs were the buddies who helped you keep that promise.

There are altogether 10 Saboteurs. The Judge is the master Saboteur, the one afflicting every one of us to some degree. The Judge always partners with at least one or two other "accomplice" Saboteurs to cause its sabotage. We will first examine which of the 9 accomplice Saboteurs is your strongest one. We will then explore the Judge in greater depth.

### III. Your Results: Which of 9 Saboteurs Are Your Judge's Key Accomplices?

The following bar chart represents the relative strength of the 9 accomplice Saboteurs based on your responses to the assessment.



Your response indicates a relative tie between Pleaser and Restless and Avoider. You have rated the strength of all three Saboteurs as relatively high. There is actually an advantage in rating your Saboteurs highly. This indicates that you can clearly see when these Saboteurs shows up. An enemy that is visible is far easier to fight than one that hides well.

In part V of this report, you will learn how to weaken your Saboteurs. Three Saboteurs are too many for you to focus on at the same time. It is most effective to narrow down your Saboteurs to at most two, and then focus on them one at a time. Read the general description of each of these Saboteurs and see if you can narrow your focus down to two as a result.

You might have one Saboteur be the dominant one in your personal and private life and another be more dominate in your professional or public settings. If so, you can focus on weakening each Saboteur in the setting that it is more likely to show up. Alternatively, you can spend today or this entire week focused on intercepting and weakening one Saboteur and switch to the other one later.

Don't worry about having too many Saboteurs. The act of focusing on weakening just one or two Saboteurs develops brain muscles that automatically reduce the power of ALL your Saboteurs. All you need to do is to focus on weakening your most visible ones.

When you read the detailed profile of your Saboteurs you will notice that you can identify with some but not all of the descriptions in these profiles. This has two reasons. First, each person has a somewhat individualized version of the Saboteurs based on his or her own unique personality and experiences. Second, some aspects of Saboteurs are subconscious, so you might not consciously recognize a Saboteur characteristic even if it accurately describes your tendencies.

In addition to your own Saboteurs, you will see all the other Saboteurs profiled. Reading the others will help you

understand and work more effectively with your colleagues, loved ones, or friends who might have Saboteurs different from yours. See if you can guess theirs before asking them to do the assessment.

# STICKLER

<b>Description</b>	Perfectionism and a need for order and organization taken too far.
<b>Characteristics</b>	<p>Punctual, methodical, perfectionist.</p> <p>Can be irritable, tense, opinionated, sarcastic.</p> <p>Highly critical of self and others.</p> <p>Strong need for self-control and self-restraint.</p> <p>Works overtime to make up for others' sloppiness and laziness.</p> <p>Is highly sensitive to criticism.</p>
<b>Thoughts</b>	<p>Right is right and wrong is wrong. I know the <i>right</i> way.</p> <p>If you can't do it perfectly, don't do it at all.</p> <p>Others too often have lax standards.</p> <p>I need to be more organized and methodical than others so things get done.</p> <p>I hate mistakes.</p>
<b>Feelings</b>	<p>Constant frustration and disappointment with self and others for not living up to ideal standards.</p> <p>Anxious that others will mess up the order and balance I have created.</p> <p>Sarcastic or self-righteous overtones.</p> <p>Suppressed anger and frustration.</p>
<b>Justification Lies</b>	<p>This is a personal obligation. It is up to me to fix whatever mess I encounter.</p> <p>Perfectionism is good, plus it makes me feel better about myself.</p> <p>There is usually a clear right and clear wrong way to do things.</p> <p>I know how things should be done and must do the right thing.</p>
<b>Impact on Self and Others</b>	<p>Causes rigidity and reduces flexibility in dealing with change and others' different styles.</p> <p>Is a source of ongoing anxiety and frustration.</p> <p>Causes resentment, anxiety, self-doubt, and resignation in others, who feel continually criticized and resign themselves that no matter how hard they work they will never please the Stickler.</p>
<b>Original Survival Function</b>	<p>The Stickler offers a way of quieting the constant voice of self-judgment and fear of others' judgments through trying to be perfect. If you do what is right, you will be beyond interference and reproach by others. Perfection and order brings a sense of temporary relief. Might have generated a sense of order in the middle of a chaotic family dynamic, or earned acceptance and attention from emotionally distant or demanding parents by standing out as the unrepachable perfect kid.</p>

## PLEASER

<b>Description</b>	Indirectly tries to gain acceptance and affection by helping, pleasing, rescuing, or flattering others. Loses sight of own needs and becomes resentful as a result.
<b>Characteristics</b>	Has a strong need to be liked by people and attempts to earn it by helping, pleasing, rescuing, or flattering them. Needs frequent reassurance by others about their acceptance and affection. Can't express own needs openly and directly. Does so indirectly by having people feel obligated to reciprocate care.
<b>Thoughts</b>	To be a good person I should put the needs of others ahead of my own. It bothers me when people don't notice or care about what I have done for them. They can be selfish and ungrateful. I give away too much and don't think of myself enough. I can make anyone like me. If I don't rescue people, who will?
<b>Feelings</b>	Expressing own needs directly feels selfish. Worried that insisting on own needs may drive others away. Resentful for being taken for granted, but have difficulty expressing it.
<b>Justification Lies</b>	I don't do this for myself. I help others selflessly and don't expect anything in return. The world would be a better place if everyone did the same.
<b>Impact on Self and Others</b>	Can jeopardize taking care of one's own needs including emotionally, physically, or financially. Can lead to resentment and burnout. Others can develop dependence rather than learn to take care of themselves, and feel obligated, guilty, or manipulated.
<b>Original Survival Function</b>	The Pleaser tries to earn attention and acceptance through helping others. This is an indirect attempt to have one's emotional needs met. It is fed by two original assumptions that are picked up in childhood: 1. I must put others' needs ahead of my own. 2. I must give love and affection in order to get any back. I must earn it and am not simply worthy of it.



## HYPER-ACHIEVER

<b>Description</b>	Dependent on constant performance and achievement for self-respect and self-validation. Highly focused on external success, leading to unsustainable workaholic tendencies and loss of touch with deeper emotional and relationship needs.
<b>Characteristics</b>	Competitive, image and status conscious Good at covering up insecurities and showing positive image. Adapt personality to fit what would be most impressive to the other. Goal oriented and workaholic streak. More into perfecting public image than introspection. Can be self promoting. Can keep people at safe distance.
<b>Thoughts</b>	I must be best at what I do. If I can't be outstanding, I won't bother. Must be efficient and effective. Emotions get in the way of performance. Focus on thinking and action. I can be anything I want to be. You are worthy as long as you are successful and others think well of you.
<b>Feelings</b>	I don't like dwelling in feelings for too long. They distract from achieving my goals. Sometimes I feel empty and depressed inside, but don't linger there. Important to me to feel successful. That's what it is all about. I feel worthy mostly when I am successful. Could have fear of intimacy and vulnerability. Closeness with others would allow them to see that I am not as perfect as the image I portray.
<b>Justification Lies</b>	Life is about achieving and producing results. Portraying a good image helps me achieve results. Feelings are just a distraction and don't help anything.
<b>Impact on Self and Others</b>	Peace and happiness is fleeting and short-lived in brief celebrations of achievement. Self-acceptance is continuously conditioned on the next success. Lose touch with deeper feelings, deeper self, and ability to connect deeply with others. Others might be pulled into the performance vortex of the Hyper-Achiever and become similarly lopsided in their focus on external achievement.
<b>Original Survival Function</b>	For the Hyper-Achiever, self-validation, self-acceptance and self-love are all conditional—conditioned on continual performance. This is often the result of either conditional or altogether absent validation from parental figures. Even with very loving and approving parents, it is easy for children to get the sense that they are loved in return for achieving, obeying the rules, having good manners, etc, rather than unconditionally.

## VICTIM

<b>Description</b>	Emotional and temperamental as a way to gain attention and affection. An extreme focus on internal feelings, particularly painful ones. Martyr streak.
<b>Characteristics</b>	<p>If criticized or misunderstood, tend to withdraw, pout, and sulk. Fairly dramatic and temperamental. When things get tough, want to crumble and give up. Repressed rage results in depression, apathy, and constant fatigue.</p> <p>Unconsciously attached to having difficulties. Get attention by having emotional problems, or being temperamental and sullen.</p>
<b>Thoughts</b>	<p>No one understands me. Poor me. Terrible things always happen to me. I might be uniquely disadvantaged or flawed. I am what I feel. I wish someone would rescue me from this dreary mess.</p>
<b>Feelings</b>	<p>Tend to brood over negative feelings for a long time. Feel alone and lonely, even when I'm around people I am close to. Feelings of melancholy and abandonment. Envy and negative comparisons.</p>
<b>Justification Lies</b>	<p>Maybe this way I get some of the love and attention that I deserve. Sadness is a noble and sophisticated thing that shows exceptional depth, insight, and sensitivity.</p>
<b>Impact on Self and Others</b>	<p>Vitality wasted through focus on internal processing and brooding. Backfires by pushing people away. Others feel frustrated, helpless, or guilty that they can't put more than a temporary Band-Aid on the Victim's pain.</p>
<b>Original Survival Function</b>	<p>The Victim is sometimes associated with a childhood experience of not feeling seen and accepted, coming to believe that something is especially wrong with you. Victim is a strategy to squeeze out some affection from those who would otherwise not be paying attention. The moods mimic a false sense of aliveness.</p>

## HYPER-RATIONAL

<b>Description</b>	Intense and exclusive focus on the rational processing of everything, including relationships. Can be perceived as cold, distant, and intellectually arrogant.
<b>Characteristics</b>	<p>Intense and active mind, sometimes coming across as intellectually arrogant or secretive.</p> <p>Private and don't let many people into my deeper feelings. Mostly show feelings through passion in ideas.</p> <p>Prefer to just watch the craziness around me and analyze from a distance.</p> <p>Can lose track of time due to my intense concentration.</p> <p>High penchant for skepticism and debate.</p>
<b>Thoughts</b>	<p>The rational mind is where it is at. Feelings are distracting and irrelevant.</p> <p>Many people are so irrational and sloppy in their thinking.</p> <p>Needs and emotions of others distract me from my projects. I need to shut out intrusions.</p> <p>What I value most is knowledge, understanding, and insight.</p> <p>Self worth is attached to mastering knowledge and competence.</p>
<b>Feelings</b>	<p>Frustrated with others being emotional and not rational enough.</p> <p>Anxious about preserving personal time, energy, and resources against intrusions.</p> <p>Feeling different, alone, and not understood.</p> <p>Often skeptical or cynical.</p>
<b>Justification Lies</b>	The rational mind is the most important thing. It should be protected from the wasteful intrusion of people's messy emotions and needs, so it can get its work done.
<b>Impact on Self and Others</b>	Limits the depth and flexibility of relationships in work and life by analyzing rather than experiencing feelings. Intimidates less analytically intense people.
<b>Original Survival Function</b>	The Hyper-Rational is a good survival strategy in early childhood circumstances of emotional turmoil or chaotic surroundings. The escape into the neat and orderly rational mind generates a sense of security or a sense of intellectual superiority. It also gains us attention and praise by showing up as the smartest person in the room.

## HYPER-VIGILANT

<b>Description</b>	Continuous intense anxiety about all the dangers and what could go wrong. Vigilance that can never rest.
<b>Characteristics</b>	Always anxious, with chronic doubts about self and others. Extraordinary sensitivity to danger signals. Constant expectation of mishap or danger. Suspicious of what others are up to. People mess up. Might seek reassurance and guidance in procedures, rules, authorities, institutions.
<b>Thoughts</b>	When is the other shoe going to drop? If I make a mistake, I fear everyone is going to jump down my throat. I want to trust people, but I find myself suspicious of their motives. I need to know what the rules are, although I might not always follow them.
<b>Feelings</b>	Skeptical, even cynical. Often anxious and highly vigilant.
<b>Justification Lies</b>	Life is full of dangers. If I don't look out for them, who will?
<b>Impact on Self and Others</b>	This is a hard way to live. The constant anxiety burns a great deal of vital energy that could otherwise be put to great use. Loses credibility due to the "crying wolf" phenomenon. Others begin to avoid the Hyper-Vigilant as the intensity of that energy drains them.
<b>Original Survival Function</b>	The Hyper-Vigilant often comes from early experiences where the source of safety and security (parental figure) was unpredictable and unreliable. It could also result when painful unexpected events proved life to be threatening or unreliable.

## RESTLESS

<b>Description</b>	Restless, constantly in search of greater excitement in the next activity or constant busyness. Rarely at peace or content with the current activity.
<b>Characteristics</b>	Easily distracted and can get too scattered. Stays busy, juggling many different tasks and plans. Seeks excitement and variety not comfort or safety. Bounces (escapes) from unpleasant feelings very quickly. Seeks constant new stimulation.
<b>Thoughts</b>	This isn't fulfilling. This next thing has got to be more exciting. These negative feelings suck. I must shift my attention to something exciting. Why can't anyone keep up with me?
<b>Feelings</b>	Impatience with what is happening now. Wondering what is next. Fear of missing out on other more worthwhile experiences. Restless and wanting more and more options. Worried that focus on any unpleasant feeling will grow and become overwhelming.
<b>Justification Lies</b>	Life is too short. It must be lived fully. I don't want to miss out.
<b>Impact on Self and Others</b>	Underneath the surface of fun and excitement of the Restless is an anxiety-based escape from being present to this moment's full experience, which might include dealing with unpleasant things. The Restless avoids a real and lasting focus on the issues and relationships that truly matter. Others have a difficult time keeping up with the frenzy and chaos brought by the Restless and unable to build anything sustainable around it.
<b>Original Survival Function</b>	The Restless is a strategy to find constant new sources of excitement, pleasure, and self-nurturing. This could be associated with early life experiences with inadequate parental nurturing or painful circumstances. Restless indulgence not only provided substitute self-nurturing, but also an escape from having to deal with anxiety and pain.

# CONTROLLER

<b>Description</b>	Anxiety-based need to take charge and control situations and people's actions to one's own will. High anxiety and impatience when that is not possible.
<b>Characteristics</b>	<p>Strong energy and need to control and take charge.</p> <p>Connect with others through competition, challenge, physicality, or conflict rather than softer emotions.</p> <p>Willful, confrontational, straight talker. Push people beyond comfort zone.</p> <p>Comes alive when doing the impossible and beating the odds.</p> <p>Stimulated by and connects through conflict. Surprised that others get hurt.</p> <p>Intimidate others. In-your-face communication interpreted by others as anger or criticism.</p>
<b>Thoughts</b>	<p>You are either in control or out of control.</p> <p>If I work hard enough I can and should control the situation so it goes my way.</p> <p>Others want and need me to take control. You are doing them a favor.</p> <p>No one tells me what to do.</p>
<b>Feelings</b>	<p>High anxiety when things are not going my way.</p> <p>Angry and intimidating when others don't follow.</p> <p>Impatient with other's feelings and different styles</p> <p>Does feel hurt and rejected, although rarely admit to it.</p>
<b>Justification Lies</b>	<p>Without the Controller, you can't get much done. You need to push people.</p> <p>If I don't control, I will be controlled, and I can't live with that.</p> <p>I am trying to get the job done for all our sakes.</p>
<b>Impact on Self and Others</b>	<p>The Controller does get temporary results but at the cost of others feeling controlled and resentful and not able to tap into their own greater reserves.</p> <p>Controller also generates a great deal of anxiety as many things in work and life are ultimately not controllable.</p>
<b>Original Survival Function</b>	<p>Underneath the bravado of the Controller there is often a hidden fear of being controlled by others or life. Controller is sometimes associated with early life experiences where the child is forced to grow up fast, be on its own, and take charge of its chaotic or dangerous surroundings in order to survive physically and/or emotionally. It is also associated with being hurt, rejected, or betrayed and deciding to never be that vulnerable again.</p>

## AVOIDER

<b>Description</b>	Focusing on the positive and pleasant in an extreme way. Avoiding difficult and unpleasant tasks and conflicts.
<b>Characteristics</b>	Avoids conflict and says yes to things one wouldn't want. Downplays importance of real problems and tries to deflect others. Has difficulty saying no. Resists others through passive-aggressive means rather than directly. Loses self in comforting routines and habits; procrastinates on unpleasant tasks.
<b>Thoughts</b>	This is just too unpleasant. Maybe if I let it go it will take care of itself. If I deal with this now, I will hurt her feeling. I'd rather not. If I get into conflict with others, I might lose my connection with them. I have found balance. I don't want to mess with it. I'd rather give someone else their way than create a scene.
<b>Feelings</b>	Even keel. Anxiety about what has been avoided or procrastinated. Fear about hard-won peace of mind being interrupted. Suppressed anger and resentment rather than expressed anger.
<b>Justification Lies</b>	You are a good person to spare others' feelings. No good comes out of conflict. It is good to be flexible Someone needs to be the peacemaker.
<b>Impact on Self and Others</b>	Denying the conflicts and negativities that do exist prevents one from actually working with them and turning them into gifts. Feeling numb to pain is different than knowing how to harvest the wisdom and power of pain. What is avoided doesn't go away and festers. Relationships are kept superficial through conflict avoidance. Others' trust level is reduced as they are not sure when negative information is being withheld.
<b>Original Survival Function</b>	Avoider could rise from both happy and difficult childhoods. In happy childhood, one might not have learned the resiliency of dealing with difficult emotions. In a childhood of high conflict and tension, the Avoider might come in to play peacemaker and learn to not add any negativity or tension of one's own on top of the existing family tensions.

## JUDGE

<b>Description</b>	Finds faults with self, others, and circumstances. Causes much of our disappointment, anger, regret, guilt, shame and anxiety. Activates accomplice Saboteur.
<b>Characteristics</b>	Self: Badgers self for past mistakes or current shortcomings. Others: Focuses on what is wrong with others rather than appreciation. Gets into inferior/superior comparisons. Circumstances: Insists a circumstance or outcome is “bad” rather than see it as a gift and opportunity.
<b>Thoughts</b>	What is wrong with me? What is wrong with you? What is wrong with my circumstance or this outcome?
<b>Feelings</b>	ALL guilt, regret, shame, and disappointment is from the Judge. Much of anger and anxiety is instigated by the Judge.
<b>Justification Lies</b>	Without me pushing you, you will get lazy and complacent. Without me punishing you for mistakes, you will not learn from them and repeat them. Without me scaring you about bad future outcomes, you will not work hard to prevent them. Without me judging others, you will lose your objectivity and not protect your self-interest. Without me making you feel bad about the bad outcome, you won’t do anything to change it.
<b>Impact on Self and Others</b>	Judge is the master Saboteur and the original cause of much of our anxiety, distress, and suffering. It also is the cause of much of relationship conflicts.
<b>Original Survival Function</b>	A bias towards noticing, exaggerating, and reacting to the negative is a central survivor strategy. It reduces our chances of being surprised and harmed by unanticipated dangers to our physical and emotional survival. Because of this key function, the Judge is the universal Saboteur shared by all, regardless of circumstances of our upbringing.

## IV. Your Results--Part 2: Your Judge’s 3 Modes

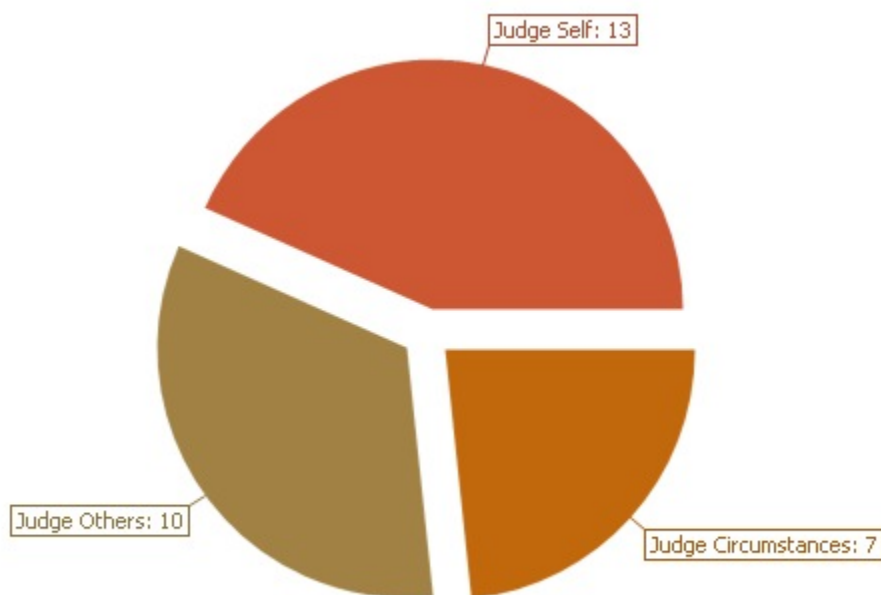
The Judge is the master Saboteur, the one everyone suffers from. It compels us to find faults with ourselves, others, and our conditions and circumstances. It generates much of our anxiety, stress, anger, disappointment, shame, and guilt. Its self-justifying lie is that without it, we would turn into lazy and unambitious beings who would not achieve much. Its voice is therefore often mistaken as a tough-love voice of reason rather than the destructive



Saboteur it actually is.

The reason the Judge is the universal Saboteur is that a bias towards noticing and acting on the negative represented a significant evolutionary advantage for the survival of our ancestors. In all my years of coaching, I have never worked with anyone who was not substantially sabotaged by a persistent Judge character, even though many were initially unaware of that fact. Our Judge Saboteur is our private enemy number one. It impacts our well-being, success, and happiness far more than any public enemy ever could.

The Judge accomplishes its staggering destructive sabotage by having us feel negative and unhappy through faultfinding with (1) ourselves, (2) others, and (3) our circumstances. The following pie chart represents your perception of the relative strength of these three modes of your Judge. In other words what percentage of your Judge's total energy is being directed at Judging Yourself, Judging Others, or Judging Circumstances. The total of course adds up to 100% of the pie. For each of the 3 Judge modes, you have been given a score ranging from 1-15.



### **a. Judging Self**

Judge Self = 13

You have scored yourself as high in self-judgment. There is actually an advantage in this. Most people have high self-judgment but are not even aware of it. Your awareness of your self-judgment makes it easier to intercept and weaken your Judge. A visible enemy is easier to fight than a hidden one.

The following excerpt from the book will help you see that you are not alone in being tortured by high self-judgment. It gives you a better sense of the tricks of the Judge, so you can counter them better.

#### **Book Excerpt**

I once led a two-day leadership development retreat for about one hundred CEOs and presidents. At one point in the retreat I gave everyone a three-by-five card and asked them to write down, anonymously, an important thing about themselves that they had never shared with others in fear of losing credibility, acceptance, or respect. After shuffling the cards, I started reading them out loud. They were replete with confessions of feeling inadequate,

undeserving, unworthy of love; guilty over letting others down as a leader, parent, or spouse; fear of being lucky rather than competent; fear of being fundamentally flawed; fear of everything coming tumbling down one day. After I read all the cards, there was a stunned silence. Many said they felt a huge weight off their shoulders because for the first time in their lives they had realized that their inner torment was commonly shared.

Most successful high-achieving people are privately tortured by their own Judges. This is rarely obvious to those around them. Externally, we mostly show our happy and fully confident fronts.

This realization had a profound effect on me. For the first time in my life, I felt fully “normal”—I realized that the Judge and the insecurities it generates are universal, an ailment common to everyone. When I interact with people now, I no longer wonder *if* they have a nasty internal Judge, but *how* it is hiding and doing its damage in that individual.

Our ways of dealing with our Judge-induced insecurities are different, as I have found in my coaching practice. This is because different people’s Judges trigger different accomplice Saboteurs. Larry, the head of a manufacturing facility in the Midwest, buried himself in work so he could run away from hearing and being tormented by these voices. He ran terrified of not being busy. Mary, the head of a marketing services organization, turned her insecurities inside out and showed up with arrogance, an aura of superiority, and a pretense of invulnerability, which is ultimately all about hiding insecurity. Peter, the head of a highly successful telecom company, had a habit of dwelling in self-judgments and torturing himself privately while showing a confident public face. This double-life resulted in a great deal of stress that included insomnia and increasing physical breakdowns. Catherine, the VP of operations of a global software company, tried to bury her self-doubts deep in a locked compartment, terrified she would one day be exposed to herself and others as the flawed being that she was; she met any hint of criticism with a violent reaction. Our methods of dealing with the Judge are different and may not be as clear-cut as these examples. The Judge is still there, however, doing its devastating damage.

Does your Judge warn you that you would turn into a lazy, unambitious, unaccountable, complacent, or selfish being without it kicking your butt constantly? This is a key rationale the Judge uses to stay in power. This is a fundamentally cynical view that believes you, and human beings in general, will only do the right thing under pressure, or out of fear of guilt, shame, or negative consequences. This cynical view ignores the enormous untapped Sage powers within you and the fundamental nature of your essence.

### **End of Book Excerpt**

## **b. Judging Others**

Judge Others = 10

You have scored yourself as moderate in judging others. This might be an accurate assessment, especially if you have actively worked on intercepting and discrediting your judgment of others. It is also possible that your level of judging others is even higher than you are reporting but is well-disguised under the pretence of tough love or being objective or responsible.

The good news about you being aware of at least a moderate level of judging others is that it will make it easier to intercept and weaken your Judge. A visible enemy is easier to fight than a hidden one.

To be sure your judgment of others is not going undetected and well-disguised, please read the following excerpt from the book and decide for yourself.

### **Book Excerpt**

The second way the Judge sabotages us is by judging others. The Judge plays a central role in team, professional, and personal conflicts.

This phenomenon is easiest to illustrate using a personal relationship example, which can then be applied to work

settings. I will use the case of John, an executive I was coaching, and his wife, Melody. In the early stages of the relationship, the romance phase, they had danced in the euphoric energies of their Sages while the Saboteurs were forced onto the sidelines. Many of the Sage qualities were evident. They were deeply curious about each other, open to experimenting with new ways of being, caring about what the other was feeling and experiencing, and trusting of the mystery and wisdom of the circumstances that had brought them together. It was a glorious situation of the Sage in John seeing the Sage in Melody, and vice versa. As is common, the Sage energy in one had reinforced and encouraged the Sage energy in the other. In a virtuous reinforcing cycle, they were bringing the best out of the other by bringing the best out of themselves through the Sage. Everything was great. What was there not to love?

But as we know, Saboteurs don't like staying on the sidelines for too long. At some point, John began judging and being irritated by Melody's fear-based controlling behavior (her Controller). He reacted at first with mild and then increasingly stronger irritation. This helped to trigger his other big Saboteur (the Victim) in the form of frequent bouts of self-pity for what he had to live with. Reacting to John's Victim, Melody's Judge emerged full-force, wondering whether she could respect the new John. This led to her favorite strategy to avoid difficult feelings: indulging in food and restless busyness (the Restless Saboteur).

By this point, the Judges on both sides were firmly established as the ringleaders, reacting to the Saboteurs in the other and denying their own culpability in triggering those Saboteurs. The exhausting, self-reinforcing negative cycle of the Saboteurs had begun. Each party was bringing the worst out in the other. They each began to wonder what had attracted them to the other in the first place. It was impossible to love the other's Saboteurs, and each wondered if the other had changed.

The fact is that the other person hadn't necessarily changed. John was always a mixed bag (of Saboteurs and Sage), and he will always remain a mixed bag, even as he learns to better restrain his Saboteurs over time. The same was true of Melody. The same is true of me, you, and every human being alive. The Judge causes trouble when it has you focus narrowly on the Saboteurs of the other. This focus becomes a self-fulfilling prophecy as your Judge triggers and reinforces the Saboteurs in the other, which in turn becomes evidence for your Judge that it was right to begin with. Your Judge of course will never take any responsibility for its own role in triggering and reinforcing your counterpart's Saboteurs. In reality, we are co-responsible for which version of the other person comes out in interactions with us.

While the harmful role of the Judge in judging the other is glaringly obvious within our significant-other relationships, it is equally central to tensions and conflicts in work-related settings. I have rarely coached a team that was not constantly sabotaged by judgments team members made about each other. In some teams this is done in a glaringly open and confrontational way. In others, it is done in a more subversive and indirect way. In either case, unless the team members explicitly learn greater mastery over their own Judges, the collection of Judges in the room can cause significant and ongoing friction that costs a great deal in lower trust, wasted energy, heightened stress, and reduced productivity. What is the price you would put on the damage that judging another person is causing for you, within your personal relationships or at work?

### **End of Book Excerpt**

## **c. Judging Circumstances**

Judge Circumstances = 7

You have scored yourself as moderate in judging circumstances. This might be an accurate assessment, especially if you have actively worked on intercepting and discrediting this common tendency. It is also possible that your level of judgment of circumstances is even higher but is well-disguised. The good news about you being aware of at least a moderate level of self-judgment is that it will make it easier to intercept and weaken your Judge. A visible enemy is easier to fight than a hidden one.

As a test of your level of judgment of circumstances, ask yourself how constant and deep is your sense of happiness and peace of mind. Judging circumstances is a key source of much of our anxieties and unhappiness. Without it, you would be fully accepting and embracing your work and life circumstances at any

given time, resulting in a continuous sense of wellbeing and peace of mind. The following excerpt from the book describes how and why.

### **Book Excerpt**

Judging the circumstances and events in our lives and finding them lacking leads to one of the Judge's biggest and most destructive lies: "You will be happy when . . ."

Many of the CEOs I coach who are in their mid-forties or early fifties show signs of a midlife crisis of some sort. Ironically, the deepest crises are experienced by those who have attained many of the goals they had set out to achieve. These goals often have to do with financial achievements and reaching the pinnacle of one's profession. The crisis comes from finally achieving these long-sought goals and realizing that the promised happiness that was supposed to accompany them is nowhere to be found. At the heart of the midlife crisis is the question *Can anything really bring me that elusive peace and happiness I've been chasing all these years?* The chase has, of course, been orchestrated by the Judge and its big lie: "You will be happy when . . ."

When you examine it more closely, you will see that there are actually two lies embedded in this lie. The first lie is that you can't be happy with your current circumstances. *when* you make your first million, *when* you get promoted, *when* you get to run your own company, *when* you raise the kids and see them off to college, *when* you achieve retirement security, etc.

The second lie is that the "when" is a moving target rather than a promise that is kept. When you do make the first million, the Judge will allow you a two-minute or two-day celebration before it has convinced you that you can't be really happy until you also have a second vacation home like your best buddy from college. After all, you're just as smart as she was, and it's only fair that you have one too, right? The "when" gets renegotiated the moment it is about to be reached. Millions of people die every year still waiting to reach the last "when." This ever-moving target is a mirage and a key technique the Judge uses to ensure your everlasting unhappiness.

The "when" for peace and happiness is actually *now*, regardless of the circumstances of your work or personal life. Any other "when" is the lie of the Judge. The Sage helps you feel peace and joy regardless of what's going on in any area of your life, while the Saboteurs make you feel unfulfilled regardless of the circumstances. The Sage is right: it's not about the circumstances. It's not about the "when." It's about who is whispering or screaming in your ear while interpreting the circumstances for you.

Think about each "when" you've declared for yourself in the past and actually reached. How long did your happiness last before you (your Judge) renegotiated a new one? What "when" are you chasing right now as a condition of your own happiness and peace? Would you be willing to reconsider and give up that "when," believing instead that you can have great peace and happiness in your work and life right *now*?

### **End of Book Excerpt**

## V. Suggested Next Steps

Identifying your Saboteurs is the critical first step to defeating them, as you can't fight an invisible enemy or one pretending to be your friend. However, insight is not enough to defeat your Saboteurs, because they live inside you in the form of automatic habits of your mind. These habits are<sup>3</sup>muscles<sup>2</sup> in your brain, neural pathways that cause automatic and instant thoughts, emotions and actions.

You fight muscle with muscle. You need to build new habits of the mind in the form of new muscles, new neural pathways, to create a far happier, less stressed, and more successful life.

Based on his New York Times bestselling book and Stanford lectures on Positive Intelligence, Shirzad Chamine has developed a six-week training to create permanent positive mental muscles to defeat your Saboteurs.

This program consists of seven live video-conferenced sessions conducted by Shirzad Chamine over six weeks. A companion App delivers a new focus of practice every day (for 15 minutes of daily practice) and helps you to keep track of your progress along the way. A peer learning group inspires and sustains your daily practice for the duration of the program.

The result is research-validated lasting impact in many areas including reducing stress dramatically, feeling far greater peace and happiness, revitalizing relationships, and performing at your highest capacity. For more information visit: <http://PositiveIntelligence.com/Programs>