

# The Shadow Psyche in Leadership & Decision-making: Impact on Conflict, Collective Consciousness & Evolutionary Progress in Humans

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**Keywords:** embodied; well-intentioned; Humanistic Psychology

**Researcher human consciousness 2002-2023, Business Leader Fortune 500 Pharmaceutical Corporations Introduction:**

‘Everyone carries a shadow. The less embodied the individual is in their conscious life, the blacker and denser the shadow is according to Carl Jung. If a liability, inferiority or ego-based ideology is conscious through self-awareness, an individual may correct it. However, if it is an invisible, repressed and isolated from consciousness; the lower the chances of correction. Amending the shadow from acting out with cruelty, harm or indifference with their actions, behaviours and belief systems is virtually impossible without intentionally directed self-awareness and intention to change. If the shadow is rewarded for deviance and left unconscious, it never becomes corrected and is likely to erupt in a moment of unawareness in actions and decision-making. In all aspects of life, the shadow forms an unconscious itch, thwarting us from any well-intentioned actions. Carl Jung spoke about the two types of shadows which afflict us; the personal shadow and the collective shadow.’ (Jung, C, 1969)

**Problem identification:**

The research on human consciousness is considerably limited since Carl Jung and Sigmund Freud’s tackling of the subject of ego, sexuality, unconscious psyche and how humans act out through their shadow. Yet research has been done to update ego, psyche and consciousness since 200.

This research includes 20 years of research on Buddhist Psychology, a Masters in Leadership Studies with targeted research on developmental and humanistic psychology by the researcher. The research was designed to identify levels of developmental stage progression in humans and then in leaders. Human progress to the highest levels of evolutionary development has a rate limiting step due to the lack of understanding & confusion on the science of mind, spirituality and brain development.

This research assesses how we create more conscious and effective humans for leadership based on the Father of Humanistic Psychology Abraham Maslow and Jane Loevinger’s work on ego stage progression and Carl Jung.

Additionally, it includes observational research from 2010-2023 on leadership and decision-making under the optics of the shadow psyche across social, civil and political institutions. This included a cost-consequence analysis on the economic consequence and humanistic burdens of premature disability, morbidity and mortality due to shadow decision-making in the absence of consciousness. This research merges eastern traditions, spirituality, anthropology, social science, transpersonal psychology, Buddhist psychology, humanistic and developmental psychology with health economics and the clinical consequential impact of the shadow acting out in leadership when authoritative power is bestowed to an unconscious individual.

**Solution:**

Through this research the researcher identified only one instrument that can be used to identify the levels of developmental progress in a human being and define a leader’s level of stage progression in ego development. Ego development is a construct developed by Jane Loevinger which provides an effective instrument for evaluating the impending risks of the shadow. The researcher has also researched for 20 years the most effective tools for transforming the shadow operator into an iconic leader for human progress, emancipation and economic development. All humans and leaders can change when the shadow is brought to light. However, they must be provided with the instruments and a coach to get to the highest levels of human developmental progress and resist the cravings and aversions of the shadow.

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