



# The Shadow Psyche in Leadership & Decision-Making: A Praxeology Perspective on the Collective Unconscious Psyche

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## Introduction

Abraham Maslow's research demonstrated that when humans have basic need deprivation; psychopathologies may be inevitable in as many as 99% of humans. Maslow's description of basic needs involve the lower order needs of food, shelter and sex. This research also involves the consequential impact of lower order need impact on both the male and female conscious and unconscious psyche. Food, shelter, sex and safety need deprivation have detrimental consequences on human outcomes involving decision-making, conduct and consciousness about one's actions towards others. A model of levels of developmental progress has also been developed on sexual intelligence which appears to be an underlying factor in how the unconscious psyche may be affected in decision-making across social, civil and political institutions. These domains of decision-making include military, law enforcement, judicial systems, medicine, civil service and even business. There are individual and social implications relating to premature disability, morbidity and mortality in women and children that are the result of the unconscious psyche that require demystification. Young males are particularly at risk due to what Carl Jung described as the Shadow Psyche in both the personal and collective unconscious. Leadership decision-making, influence on social media effect the collective unconscious and its predisposition to create great harm and violence in society.

## 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 2009.

Our societies have become so enthralled with violence that it is now normalized and celebrated. "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." (Jung, Carl, 1969).

Amending the shadow from acting out with cruelty, harm or indifference with their actions, behaviors 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 according to Jung. Carl Jung spoke about the two types of shadows which afflict us; the personal shadow and the collective shadow."

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 and 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, Jane Loevinger's work on ego stage progression and Carl Jung.

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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, patient-reported outcomes and clinical research. The consequential impact of the shadow acting out in leadership when authoritative power is bestowed to an unconscious individual leads to detrimental consequences to women, children and the evolutionary progress of girls.

We are now at a trajectory in human evolutionary progress where the shadow psyche has been used to create new social agents of harm using artificial intelligence (AI). These algorithms have been researched from 2014-2023 by the researcher. AI is a real and active social agent acting as a first responder for targeted harm to children, youth and women due to the levels of developmental progress of those who design the algorithms from the innate shadow unconscious psyche.

## 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 on social progress and human evolutionary progress. 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 based on this research and Carl Jung. 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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