Does This Leader Cheat?

> **Read the article first.** This worksheet accompanies *Why Do Corrupt People Keep Becoming Leaders?* at ThoughtsFromATherapist.com, which explains the sixteen behaviors, why they amount to cheating the cultural ethic, and why the best leader sits in the middle rather than at the opposite pole.

Ethics exist to keep a culture functioning. Each of the sixteen behaviors is a way of winning by breaking the rules everyone else is still following, each has a counter that keeps the game fair, and each counter has an overcorrection that fails the system from the other side. Most people have done all three, to different degrees. This sheet records how often and how much, row by row, from evidence. It produces no total and no verdict.

How to use it

One person, sixteen rows, the evidence behind every mark.

1 Name who we are checking	A candidate, an applicant, an executive, a board, an officeholder. One person or body per sheet.
2 Mark the line	Seven points per row. The fourth, in the middle, is the counter. Mark toward the left for the cheat and toward the right for the overcorrection, as far as the weight of the evidence goes.
3 Fill all three evidence spaces	Most people have done both sides of the line. Someone may have cheated five times and overcorrected once. List the examples under each, so the mark has its reasons beside it. Leave a space blank only if there is nothing to find.
4 Read the pattern	On the last pages, look for clusters. One cheat can be a lapse. Several that feed each other are the stacking the article describes.

WHO I AM CHECKING

Name, role, and the power they hold or are seeking.

WHERE MY INFORMATION COMES FROM

Sources I trust, sources I am unsure of, and what I have not been able to find.

Exploiting and extracting

Gain pulled out of people and places. Mark the line, then the evidence for each side.

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
1. Freeing	Enslaving ○ ○ ○ ◯ ○ ○ ○		Unbinding

Filling this in on a screen: click a dot and type the letter for the mark.

EVIDENCE

WHEN THEY WERE ENSLAVING	WHEN THEY WERE FREEING	WHEN THEY WERE UNBINDING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
2. Partnering	Conquering ○ ○ ○ ◯ ○ ○ ○		Surrendering

EVIDENCE

WHEN THEY WERE CONQUERING	WHEN THEY WERE PARTNERING	WHEN THEY WERE SURRENDERING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
3. Negotiating	Coercing ○ ○ ○ ◯ ○ ○ ○		Capitulating

EVIDENCE

WHEN THEY WERE COERCING	WHEN THEY WERE NEGOTIATING	WHEN THEY WERE CAPITULATING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
4. Sharing the gain	Underpaying ○ ○ ○ ◯ ○ ○ ○		Draining

EVIDENCE

WHEN THEY WERE UNDERPAYING	WHEN THEY WERE SHARING THE GAIN	WHEN THEY WERE DRAINING

Exploiting and extracting, continued

Gain pulled out of people and places. Mark the line, then the evidence for each side.

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
5. Owning the cost	Cost-shifting ○ ○ ○ ◯ ○ ○ ○		Absorbing everything

EVIDENCE

WHEN THEY WERE COST-SHIFTING	WHEN THEY WERE OWNING THE COST	WHEN THEY WERE ABSORBING EVERYTHING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
6. Competing	Monopolizing ○ ○ ○ ◯ ○ ○ ○		Fragmenting

EVIDENCE

WHEN THEY WERE MONOPOLIZING	WHEN THEY WERE COMPETING	WHEN THEY WERE FRAGMENTING

Grifting

Gain pulled out of belief and out of what people are owed. Mark the line, then the evidence for each side.

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
7. Disclosing	Defrauding ○ ○ ○ ◯ ○ ○ ○		Overexposing

EVIDENCE

WHEN THEY WERE DEFRAUDING	WHEN THEY WERE DISCLOSING	WHEN THEY WERE OVEREXPOSING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
8. Warning	Selling harm ○ ○ ○ ◯ ○ ○ ○		Forbidding

EVIDENCE

WHEN THEY WERE SELLING HARM	WHEN THEY WERE WARNING	WHEN THEY WERE FORBIDDING

Grifting, continued

Gain pulled out of belief and out of what people are owed. Mark the line, then the evidence for each side.

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
9. Honoring	Withholding ○ ○ ○ ◯ ○ ○ ○		Rubber-stamping

EVIDENCE

WHEN THEY WERE WITHHOLDING	WHEN THEY WERE HONORING	WHEN THEY WERE RUBBER-STAMPING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
10. Stewarding trust	Exploiting trust ○ ○ ○ ◯ ○ ○ ○		Abdicating

EVIDENCE

WHEN THEY WERE EXPLOITING TRUST	WHEN THEY WERE STEWARDING TRUST	WHEN THEY WERE ABDICATING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
11. Informing	Misinforming ○ ○ ○ ◯ ○ ○ ○		Flooding

EVIDENCE

WHEN THEY WERE MISINFORMING	WHEN THEY WERE INFORMING	WHEN THEY WERE FLOODING

Oppressing

Gain pulled out of a population's capacity to resist. Mark the line, then the evidence for each side.

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
12. Yielding to limits	Usurping ○ ○ ○ ◯ ○ ○ ○		Paralyzing

EVIDENCE

WHEN THEY WERE USURPING	WHEN THEY WERE YIELDING TO LIMITS	WHEN THEY WERE PARALYZING

Oppressing, continued

Gain pulled out of a population's capacity to resist. Mark the line, then the evidence for each side.

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
13. Accounting	Grafting ○ ○ ○ ◯ ○ ○ ○		Auditing to a standstill

EVIDENCE

WHEN THEY WERE GRAFTING	WHEN THEY WERE ACCOUNTING	WHEN THEY WERE AUDITING TO A STANDSTILL

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
14. Owning the problem	Scapegoating ○ ○ ○ ◯ ○ ○ ○		Self-blaming

EVIDENCE

WHEN THEY WERE SCAPEGOATING	WHEN THEY WERE OWNING THE PROBLEM	WHEN THEY WERE SELF-BLAMING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
15. Protecting	Racketeering ○ ○ ○ ◯ ○ ○ ○		Smothering

EVIDENCE

WHEN THEY WERE RACKETEERING	WHEN THEY WERE PROTECTING	WHEN THEY WERE SMOTHERING

	THE CHEAT	THE COUNTER	THE OVERCORRECTION
16. Including	Exterminating ○ ○ ○ ◯ ○ ○ ○		Tolerating anything

EVIDENCE

WHEN THEY WERE EXTERMINATING	WHEN THEY WERE INCLUDING	WHEN THEY WERE TOLERATING ANYTHING

Reading the pattern

No total. Look at where the marks cluster and what the clusters do to each other.

THE ROWS MARKED FURTHEST TOWARD THE CHEAT

Which ones, and do they sit in the same group? Cheats that fund each other (money buying influence, influence changing the rules) matter more than any single row.

THE ROWS MARKED TOWARD THE OVERCORRECTION

Where they fail the system from the other side. An overcorrecting leader is not corrupt, and the system still pays for it.

THE ROWS MARKED AT THE COUNTER

Where the evidence shows them keeping the game fair, especially when cheating would have been easier or rewarded.

Reading the pattern, continued

Where the evidence is thin, and what we would say to someone who reads it differently.

WHAT WOULD CHANGE MY MARKS

What evidence would move a row, and whose information am I relying on that the person being checked might control?

HOW I WOULD EXPLAIN MY MARKS TO SOMEONE WHO DISAGREES

Which rows would they mark differently, and is that a disagreement about the evidence or about which value matters more?

WHAT I WANT TO SEE BEFORE I HAND THEM POWER

The rows I would need to see move, and the evidence that would move them.

Advantage buys control over the conditions of accountability, and that control buys more advantage.