**20 Questions for Middle Management Performance**

1. I often feel caught between the expectations of senior leadership and the needs of my team.
2. Decisions stall because I wait for approval rather than moving forward.
3. I step in to handle tasks myself rather than delegating to my team.
4. I spend more time reacting to problems than planning ahead.
5. My team members often wait for me before taking initiative.
6. I struggle to balance the demands of managing up with managing down.
7. I hold on to tasks longer than I should because I want them done right.
8. I feel pressure to prove my value by being directly involved in day-to-day work.
9. I find it difficult to push back on unrealistic requests from senior leadership.
10. I sometimes avoid delivering tough feedback to my team.
11. Meetings often run long without clear decisions or accountability.
12. I spend significant time rechecking or redoing my team’s work.
13. I have difficulty saying “no” when additional responsibilities are asked of me.
14. I prioritize urgent issues over long-term planning.
15. My workload feels heavy because I take on more than I delegate.
16. I hesitate to escalate problems upward, hoping to solve them myself.
17. I feel drained from switching constantly between strategic and tactical tasks.
18. My team’s performance depends heavily on my direct involvement.
19. I sometimes avoid difficult conversations with peers or other departments.
20. I feel like I’m always busy, yet important priorities still get delayed.

**Mapping the 20 Questions to Archetypes**

**The Micromanager**

* Q3. I step in to handle tasks myself rather than delegating to my team.
* Q7. I hold on to tasks longer than I should because I want them done right.
* Q12. I spend significant time rechecking or redoing my team’s work.
* Q18. My team’s performance depends heavily on my direct involvement.

**The Bottleneck Manager**

* Q2. Decisions stall because I wait for approval rather than moving forward.
* Q5. My team members often wait for me before taking initiative.
* Q6. I struggle to balance the demands of managing up with managing down.
* Q16. I hesitate to escalate problems upward, hoping to solve them myself.

**The Firefighter**

* Q4. I spend more time reacting to problems than planning ahead.
* Q11. Meetings often run long without clear decisions or accountability.
* Q14. I prioritize urgent issues over long-term planning.
* Q20. I feel like I’m always busy, yet important priorities still get delayed.

**The Overloaded Doer**

* Q8. I feel pressure to prove my value by being directly involved in day-to-day work.
* Q13. I have difficulty saying “no” when additional responsibilities are asked of me.
* Q15. My workload feels heavy because I take on more than I delegate.
* Q17. I feel drained from switching constantly between strategic and tactical tasks.

**The Conflict Avoider**

* Q1. I often feel caught between the expectations of senior leadership and the needs of my team.
* Q9. I find it difficult to push back on unrealistic requests from senior leadership.
* Q10. I sometimes avoid delivering tough feedback to my team.
* Q19. I sometimes avoid difficult conversations with peers or other departments.

**📊 Resistance Scoring System**

Scale:

* Strongly Agree = 5
* Agree = 4
* Neutral = 3
* Disagree = 2
* Strongly Disagree = 1

Archetype Calculation:

* Add the scores for the questions mapped to each archetype.
* The highest total = dominant archetype (no secondary archetypes, to stay consistent with your other assessments).

Overall Resistance Score:

* Add all 20 answers together.
* Ranges:  
  + 20–40 = Low Resistance
  + 41–70 = Moderate Resistance
  + 71–100 = High Resistance

**Middle Management Performance Results**

**🌟 Understanding Your Resistance**

Your answers reveal that resistance is shaping how you manage people and priorities at the middle level. Resistance is not a flaw. It is the emotional friction that makes it harder to balance demands, delegate effectively, and keep momentum. These patterns often appear as protective habits, but they quietly create stress, bottlenecks, and missed opportunities for both you and your team.

**📊 Middle Management Resistance Levels**

Low Resistance (20–40): You balance responsibilities well and communicate clearly. While challenges arise, resistance has minimal impact on how you manage. Your ability to delegate, plan, and align with both senior leadership and your team remains steady.

Moderate Resistance (41–70): You are capable and engaged, but subtle resistance shapes your management style. You may find yourself over-involved, hesitant to escalate, or caught in reactive cycles. These patterns don’t stop you completely, but they make leadership feel heavier than it should.

High Resistance (71–100): Resistance strongly shapes your management. Tasks pile up, delegation feels risky, and conversations with senior leaders or your team are often avoided or delayed. On the surface, it may look like effort is high, but resistance drains energy, slows decisions, and prevents you from leading with confidence.

**🧠 Middle Management Archetypes**

**The Micromanager**

This manager struggles to let go of control. Tasks are taken back, work is rechecked, and progress depends on their personal involvement. On the surface, this looks like dedication to quality. In reality, it limits the team’s independence and slows momentum. Resistance shows up as an inability to trust others fully, leaving the manager overworked and the team underdeveloped.

**The Bottleneck Manager**

This manager becomes the choke point for decisions and action. Work stalls while they wait for approval or while the team waits for them. On the surface, this looks like careful oversight. In reality, it prevents initiative and creates frustration. Resistance shows up as hesitation to empower others, and the manager ends up overloaded as everything flows through them.

**The Firefighter**

This manager is always reacting, rarely anticipating. Energy is spent putting out daily fires, while long-term planning takes a back seat. On the surface, this looks like responsiveness. In reality, it creates chaos and instability. Resistance shows up as constant urgency, where important priorities get delayed because the immediate always takes over.

**The Overloaded Doer**

This manager proves value by doing, not just leading. They say yes to too much, step into day-to-day tasks, and blur boundaries between their role and the team’s. On the surface, this looks like commitment. In reality, it drains energy, prevents strategic focus, and leaves the team dependent. Resistance shows up as exhaustion and the belief that working harder is the only way forward.

**The Conflict Avoider**

This manager sidesteps tough conversations with their team, peers, or senior leadership. Feedback is softened, requests go unchallenged, and escalation feels risky. On the surface, this looks like keeping peace. In reality, it leaves problems unresolved and accountability unclear. Resistance shows up as avoidance of discomfort, which undermines trust and slows growth.