For middle management we are not going to change the result based on the size but we will collect the data for future enhancements. At the start of the paid assessment for middle level management ask the following questions.

**Demographic Questions (Middle Management Assessment)**

**1. Company Size**  
Which best describes the size of your company?

* 1–25 employees
* 26–50 employees
* 51–100 employees
* 101–250 employees
* 251–500 employees
* 500+ employees

**2. Industry**  
Which industry do you primarily work in?

* Construction / Contracting
* Manufacturing
* Professional Services
* Healthcare
* Technology
* Education / Nonprofit
* Other (please specify)

**3. Years in a Management Role**  
How many years have you been in a management role?

* Less than 1 year
* 1–3 years
* 4–7 years
* 8–15 years
* 15+ years

**4. Current Team Size**  
How many people do you directly manage?

* 1–5
* 6–10
* 11–20
* 21–50
* 51+

**60-question set for Middle Management Paid**.  
**8 archetypes × 6 items = 48 items**  
(2 direct + 2 oblique + 2 forced-choice per archetype)

* **12 balancing / reverse-coded items**
* **Total = 60**

**📋 Middle Management Assessment – 60 Questions**

**1. Micromanager**

**Direct**

1. I often step in to re-do or double-check my team’s work.
2. I prefer to stay closely involved in day-to-day tasks.

**Oblique**  
3. When delegating, I believe it’s best to…  
a) Check in often to ensure quality  
b) Trust the team to manage independently  
c) Step back until final results  
(Key: a → Micromanager)

1. In group projects, I usually:  
   a) Track every detail myself  
   b) Allow the team to self-organize  
   c) Provide broad direction and step back  
   (Key: a → Micromanager)

**Forced-Choice**  
5. Pick most/least like me:

* “I recheck tasks to make sure they’re right.” (Micromanager)
* “I delay decisions until I’m certain.” (Bottleneck)
* “I jump in to fix urgent issues.” (Firefighter)
* “I step back and let the team handle things.” (Detached)

1. Pick most/least like me:
   * “I feel uneasy unless I see the details myself.” (Micromanager)
   * “I prefer predictable rules to guide my work.” (Rule-Bound)
   * “I take on extra work to prove my value.” (Overloaded Doer)
   * “I smooth over disagreements quickly.” (Conflict Avoider)

**2. Bottleneck Manager**

**Direct**  
7. Decisions often wait on me before progress can continue.  
8. My team hesitates to act until I give explicit direction.

**Oblique**  
9. When problems escalate, I usually…  
a) Try to solve them myself  
b) Ask my team to handle them first  
c) Escalate upward quickly  
(Key: a → Bottleneck)

1. In balancing senior leadership vs. my team’s needs, I often:  
   a) Pause decisions until both sides are clear  
   b) Push forward with one side regardless  
   c) Let the team decide independently  
   (Key: a → Bottleneck)

**Forced-Choice**  
11. Pick most/least like me:

* “I wait for approval before moving forward.” (Bottleneck)
* “I dive into daily tasks myself.” (Overloaded Doer)
* “I avoid giving tough feedback.” (Conflict Avoider)
* “I focus on visibility to leadership.” (Credit Seeker)

1. Pick most/least like me:

* “I feel safer keeping decisions with me.” (Bottleneck)
* “I follow procedures closely.” (Rule-Bound)
* “I withdraw when work feels overwhelming.” (Detached)
* “I jump into crises as they arise.” (Firefighter)

**3. Firefighter**

**Direct**  
13. I spend more time reacting to urgent issues than planning ahead.  
14. My days are dominated by back-to-back problems.

**Oblique**  
15. When a deadline is near, I tend to…  
a) Focus on long-term tasks  
b) Handle whatever urgent issue is in front of me  
c) Step back and let others take over  
(Key: b → Firefighter)

1. In meetings, I often:  
   a) Push to solve immediate problems  
   b) Raise long-term priorities  
   c) Focus on recognition opportunities  
   (Key: a → Firefighter)

**Forced-Choice**  
17. Pick most/least like me:

* “I thrive in high-pressure, urgent situations.” (Firefighter)
* “I recheck everything for accuracy.” (Micromanager)
* “I avoid tough conversations.” (Conflict Avoider)
* “I keep work predictable with rules.” (Rule-Bound)

1. Pick most/least like me:

* “I drop everything to handle urgent issues.” (Firefighter)
* “I wait for approval before acting.” (Bottleneck)
* “I step back and disengage when overloaded.” (Detached)
* “I look for visibility with senior leaders.” (Credit Seeker)

**4. Overloaded Doer**

**Direct**  
19. I often take on more work than I can realistically handle.  
20. I say yes to requests, even when my plate is already full.

**Oblique**  
21. When my team is struggling, I usually:  
a) Step in and take over tasks myself  
b) Coach them through it  
c) Let them find their own solution  
(Key: a → Overloaded Doer)

1. To prove my value, I tend to…  
   a) Stay heavily involved in daily execution  
   b) Focus mainly on long-term strategy  
   c) Build visibility through recognition  
   (Key: a → Overloaded Doer)

**Forced-Choice**  
23. Pick most/least like me:

* “I say yes even if it overextends me.” (Overloaded Doer)
* “I enforce procedures and rules.” (Rule-Bound)
* “I retreat when work feels overwhelming.” (Detached)
* “I lighten tension by avoiding conflict.” (Conflict Avoider)

1. Pick most/least like me:

* “I step in and do the work myself.” (Overloaded Doer)
* “I thrive in urgent, high-stress moments.” (Firefighter)
* “I avoid giving hard feedback.” (Conflict Avoider)
* “I focus on being recognized by leaders.” (Credit Seeker)

**5. Conflict Avoider**

**Direct**  
25. I often soften or delay feedback to my team.  
26. I avoid pushing back on unrealistic requests from leadership.

**Oblique**  
27. When disagreements arise, I usually:  
a) Avoid the issue to keep harmony  
b) Address them head-on  
c) Escalate immediately  
(Key: a → Conflict Avoider)

1. When peers frustrate me, I tend to:  
   a) Stay quiet to avoid conflict  
   b) Raise the issue directly  
   c) Use humor to lighten the mood  
   (Key: a → Conflict Avoider)

**Forced-Choice**  
29. Pick most/least like me:

* “I avoid hard conversations to maintain peace.” (Conflict Avoider)
* “I double-check details myself.” (Micromanager)
* “I focus on recognition from leaders.” (Credit Seeker)
* “I retreat into my own space when stressed.” (Detached)

1. Pick most/least like me:

* “I soften disagreements to keep harmony.” (Conflict Avoider)
* “I wait until I feel ready before acting.” (Bottleneck)
* “I throw myself into urgent issues.” (Firefighter)
* “I follow set procedures closely.” (Rule-Bound)

**6. Credit Seeker**

**Direct**  
31. I often highlight my role in successes to make sure I’m noticed.  
32. Visibility with leadership is as important to me as results.

**Oblique**  
33. In meetings, I usually:  
a) Speak up to ensure my contributions are seen  
b) Stay quiet unless directly asked  
c) Focus on group harmony  
(Key: a → Credit Seeker)

1. When projects succeed, I tend to:  
   a) Make sure leadership knows my contribution  
   b) Credit the team and step back  
   c) Avoid taking any credit  
   (Key: a → Credit Seeker)

**Forced-Choice**  
35. Pick most/least like me:

* “I emphasize my role so leadership sees my impact.” (Credit Seeker)
* “I avoid conflict whenever possible.” (Conflict Avoider)
* “I rely on rules and procedures to guide me.” (Rule-Bound)
* “I take on more work than I should.” (Overloaded Doer)

1. Pick most/least like me:

* “I pursue visibility to create future opportunities.” (Credit Seeker)
* “I dive into urgent problems quickly.” (Firefighter)
* “I withdraw when leadership pressures rise.” (Detached)
* “I double-check all the details myself.” (Micromanager)

**7. Detached Manager**

**Direct**  
37. I sometimes disengage from my team when work feels overwhelming.  
38. My peers sometimes see me as “checked out” in meetings.

**Oblique**  
39. When projects pile up, I usually:  
a) Withdraw and focus only on minimal essentials  
b) Stay engaged and push through with energy  
c) Take on extra tasks to prove my value  
(Key: a → Detached)

1. In cross-functional work, I tend to:  
   a) Step back and let others lead  
   b) Stay actively involved  
   c) Push to be recognized  
   (Key: a → Detached)

**Forced-Choice**  
41. Pick most/least like me:

* “I withdraw when overwhelmed.” (Detached)
* “I recheck everything for quality.” (Micromanager)
* “I avoid difficult conversations.” (Conflict Avoider)
* “I push for my role to be recognized.” (Credit Seeker)

1. Pick most/least like me:

* “I step back when things get too chaotic.” (Detached)
* “I thrive when solving urgent problems.” (Firefighter)
* “I follow rules more than adapt.” (Rule-Bound)
* “I say yes to too many requests.” (Overloaded Doer)

**8. Rule-Bound Operator**

**Direct**  
43. I prefer strict processes and procedures, even if they slow us down.  
44. I resist changes that disrupt established routines.

**Oblique**  
45. When priorities shift suddenly, I usually:  
a) Stick to the original plan  
b) Adapt quickly and flex with new direction  
c) Step back until clarity is restored  
(Key: a → Rule-Bound)

1. In decision-making, I believe it’s best to:  
   a) Follow established procedures above all else  
   b) Balance procedures with flexibility  
   c) Trust people to figure it out creatively  
   (Key: a → Rule-Bound)

**Forced-Choice**  
47. Pick most/least like me:

* “I prefer rules and structure to guide my work.” (Rule-Bound)
* “I delay decisions until I’m confident.” (Bottleneck)
* “I step in and re-do tasks myself.” (Micromanager)
* “I lighten tension with humor.” (Conflict Avoider)

1. Pick most/least like me:

* “I rely on procedures even in new situations.” (Rule-Bound)
* “I disengage when overwhelmed.” (Detached)
* “I seek visibility with leaders.” (Credit Seeker)
* “I take on extra work beyond my role.” (Overloaded Doer)

**9. Balancing / Reverse-Coded Items (12)**

1. I trust my team to complete tasks without my direct oversight. (reverse Micromanager)
2. I move forward with decisions even without full approval. (reverse Bottleneck)
3. I prioritize long-term planning over reacting to daily issues. (reverse Firefighter)
4. I say no when my workload is already full. (reverse Overloaded Doer)
5. I raise concerns directly with leadership when needed. (reverse Conflict Avoider)
6. I give credit to the team before myself. (reverse Credit Seeker)
7. I stay engaged even when work feels heavy. (reverse Detached)
8. I flex processes when the situation requires it. (reverse Rule-Bound)
9. I welcome tough conversations as part of leadership. (reverse Conflict Avoider)
10. I focus on results more than visibility. (reverse Credit Seeker)
11. I step into planning rather than waiting for problems. (reverse Firefighter)
12. I delegate and let go of control once tasks are assigned. (reverse Micromanager)

Middle Management Scoring Framework (Updated)

Step 1. Item Structure

* Archetype Items: 8 archetypes × 6 items each = 48  
  (2 direct + 2 oblique/scenario + 2 forced-choice)
* Balancing Items: 12 reverse-coded items (consistency check, spread across archetypes)
* Total: 60

Step 2. Response Scales

* Direct + Oblique/Scenario Items: Likert 1–5
  + Strongly Disagree = 1
  + Disagree = 2
  + Neutral = 3
  + Agree = 4
  + Strongly Agree = 5
  + Reverse-coded items: flip (1→5, 2→4, 3→3, 4→2, 5→1)
* Forced-Choice (Ipsative Blocks):  
  Each block has 4 archetype-linked statements.
  + “Most like me” = +2
  + “Least like me” = −1
  + Others = 0

Step 3. Raw Archetype Score  
Each archetype receives:

* 2 direct (max 10)
* 2 oblique/scenario (max 10)
* 2 forced-choice (max ~4, min ~−2)  
  👉 Raw range ≈ 4 to 24

Step 4. Normalize to 0–100

Archetype %=Raw−424−4×100\text{Archetype \%} = \frac{\text{Raw} - 4}{24 - 4} \times 100Archetype %=24−4Raw−4​×100

Example: Raw = 15 → ((15 − 4) ÷ 20) × 100 = 55%

Step 5. Resistance Bands (Standardized)

* Low Resistance: 0–34%
* Moderate Resistance: 35–54%
* High Resistance: 55–100%

Step 6. Balancing Index (Standardized)  
Based on the 12 balancing (reverse-coded) items.

* Average responses → normalized to 0–100.
* Adjustment rules:
  + ≥55% → subtract 3 points from all archetype %
  + 35–54% → no adjustment
  + ≤34% → add 2 points to all archetype %
* Clamp final results between 0 and 100.

**🟣 Your Resistance Pattern: Micromanager (78%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Micromanager — 78% (High Resistance)
* Bottleneck Manager — 71% (High Resistance)
* Overloaded Doer — 65% (Moderate Resistance)

Your highest resistance shows up as the Micromanager. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (78%) in how you approach delegation, trust, and team ownership.

At your best, you are a manager who holds high standards. You care deeply about quality, know what “good work” looks like, and your attention to detail helps teams avoid costly mistakes. Senior leaders often trust you because your output is consistent and dependable.

But when resistance is high, these strengths narrow into control. Instead of empowering others, you may step in too often, recheck every detail, or redo work before it goes upward. To you, this feels like protecting quality — but to your team, it can feel like lack of trust. To senior leaders, it can create concerns about whether you can scale beyond individual contribution.

This pattern is called the Micromanager. It does not mean you lack leadership ability. It means your resistance shows up as over-investment in control. When balanced, your standards become an asset. But left unchecked, this pattern can block team growth, limit your promotability, and make it harder for you to step into broader leadership roles.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Micromanagers often:

* Personally recheck or redo team deliverables before releasing them.
* Hesitate to fully delegate important tasks.
* Struggle to accept approaches that differ from their own style.
* Step in quickly when mistakes happen, instead of coaching through them.
* Focus on details at the expense of developing independence in the team.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where mistakes carried high costs:

* Early roles where credibility was tied to accuracy and precision.
* Work cultures where leaders were held directly responsible for every error.
* Past experiences where delegating led to visible failure.
* Belief systems that equated “doing it myself” with reliability and value.

**💭 Beliefs That Drive Resistance**

* “If I don’t check, something will slip.”
* “My credibility depends on perfect output.”
* “Quality is safer in my hands.”
* “Delegation creates risk I can’t control.”
* “Trust must be earned, not given.”

**👥 What Others Experience**

* **Direct Reports:** Appreciate your clarity but may feel second-guessed. Over time, they become dependent on your approval, which limits their growth.
* **Peers:** Value your high standards but may see you as slowing projects down. Collaboration suffers if every detail routes back through you.
* **Senior Leaders:** Trust your reliability but may question whether you can lead at scale. Micromanagement signals you are stuck in “doing” rather than “leading,” which limits promotion readiness.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Burn out managers by keeping too much work on their desk.
* Reduce team initiative, as employees wait for approval instead of acting.
* Create delivery bottlenecks when everything requires your sign-off.
* Signal to senior leaders that you are not ready for larger scope or promotion.
* Limit your career path by keeping you in “detail manager” mode instead of preparing you for strategic leadership.

**🌟 Strengths Hidden Inside**

* Strong standards ensure quality and protect reputation.
* Hands-on knowledge builds credibility with both team and leaders.
* Detail orientation prevents errors from slipping upward.
* Reliability makes you a go-to for critical tasks.

**🚀 Growth Path**

**Immediate Shifts**

* Choose one task this month to delegate fully — no rechecking, no redoing.
* Acknowledge publicly when a team member’s work succeeds without your intervention.

**Strategic Practices**

* Build “trust + verify” systems: delegate ownership but review outcomes at milestones, not every step.
* Clarify upfront expectations so quality is met without your constant input.
* Ask your manager to hold you accountable for reducing rework habits.

**Long-Term Growth**

* Reframe your leadership identity: success is not about controlling every detail, but about developing others to deliver at scale.
* Track your promotion readiness: senior leaders look for managers who empower, not those who redo.
* Model how to balance standards with trust, showing others that true leadership means multiplying output through people, not doing more yourself.

**🔵 Your Resistance Pattern: Bottleneck Manager (74%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Bottleneck Manager — 74% (High Resistance)
* Micromanager — 70% (High Resistance)
* Conflict Avoider — 62% (Moderate Resistance)

Your highest resistance shows up as the Bottleneck Manager. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (74%) in how you manage decisions, approvals, and workflow.

At your best, you are a manager who ensures quality and alignment. You want decisions to be well thought-out, and you protect your team from rushing into mistakes. Senior leaders often appreciate your diligence and desire for consistency.

But when resistance is high, this instinct for thoroughness turns into delay. You may hold onto approvals too long, slow down progress while seeking clarity, or require sign-off at every step. To you, this feels responsible — but to your team, it feels like stalled momentum. To senior leaders, it can look like indecision or lack of scalability.

This pattern is called the Bottleneck Manager. It does not mean you lack capability. It means your resistance shows up as holding too much control over flow, which creates drag on execution and can limit your career growth if not managed.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Bottleneck Managers often:

* Keep decisions at their level longer than necessary.
* Require projects to pause until they can review personally.
* Hesitate to delegate authority for approvals.
* Delay progress in the name of “getting it right.”
* Create dependency by positioning themselves as the sole gatekeeper.

**🌱 Root Causes (Origins)**

This resistance is often shaped by past experiences where being cautious felt safer:

* Early roles where mistakes were punished more severely than delays.
* Organizational cultures where control equaled credibility.
* Situations where delegating decisions led to visible problems.
* Personal identity tied to being the “reliable checker” who prevents errors.

**💭 Beliefs That Drive Resistance**

* “It’s better to be slow than wrong.”
* “If I don’t sign off, quality can’t be trusted.”
* “Delegating approval is too risky.”
* “Responsibility means everything passes through me.”
* “Careful leaders are respected leaders.”

**👥 What Others Experience**

* **Direct Reports:** Feel frustrated when work stalls, and may disengage if they lack authority to move projects forward.
* **Peers:** See you as dependable but may avoid routing work through you if they expect delays.
* **Senior Leaders:** Respect your diligence but may question whether you can handle larger scope if decision flow always bottlenecks with you.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Slow team productivity and frustrate talent.
* Create project delays that damage credibility with stakeholders.
* Signal to leaders that you lack agility or scalability.
* Limit promotion opportunities if you are seen as stuck in “approval mode.”
* Drain your energy by keeping too many small decisions on your desk.

**🌟 Strengths Hidden Inside**

* Protects quality and reduces avoidable errors.
* Ensures consistency across processes.
* Builds reputation for thoroughness.
* Demonstrates accountability and caution in high-stakes matters.

**🚀 Growth Path**

**Immediate Shifts**

* Choose one routine decision you will no longer approve — push it down.
* Set clear deadlines for your own reviews so projects don’t stall.

**Strategic Practices**

* Create decision-rights frameworks: who approves what, with clarity.
* Train your team on criteria so they can approve confidently without you.
* Use milestones instead of full checkpoints, so progress keeps moving.

**Long-Term Growth**

* Reframe leadership identity: success is enabling throughput, not holding control.
* Track instances where faster delegation led to equal or better outcomes.
* Model for others how disciplined managers can be thorough without slowing the organization.

**Your Resistance Pattern: Firefighter (76%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Firefighter — 76% (High Resistance)
* Overloaded Doer — 68% (Moderate Resistance)
* Micromanager — 65% (Moderate Resistance)

Your highest resistance shows up as the Firefighter. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (76%) in how you approach urgency and problem-solving.

At your best, you are a manager who thrives under pressure. You jump into crises, solve problems quickly, and keep things moving when others freeze. Teams often admire your energy, and senior leaders value your ability to deliver in the moment.

But when resistance is high, urgency becomes your default. You may spend more time reacting than preventing, step into every crisis yourself, or neglect long-term priorities while solving today’s emergencies. To you, this feels like being dependable — but to your team, it can feel chaotic. To senior leaders, it can suggest you’re stuck in “firefighting mode” instead of building scalable systems.

This pattern is called the Firefighter. It does not mean you lack strategy. It means your resistance shows up as living in urgency, which can erode stability, burn out your team, and limit career advancement.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Firefighters often:

* Focus on urgent problems at the expense of strategic work.
* Personally step in when issues arise instead of coaching others to resolve them.
* Reward quick fixes over sustainable solutions.
* Allow teams to operate in constant reactive mode.
* Gain visibility through crisis handling rather than steady performance.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where crisis response was valued most:

* Past roles where recognition came from “saving the day.”
* Teams where preventative work was overlooked but urgency was rewarded.
* Managers who modeled firefighting as leadership.
* Early career wins tied to high-stakes, last-minute interventions.

**💭 Beliefs That Drive Resistance**

* “If I don’t step in, things will fall apart.”
* “My value is in solving problems quickly.”
* “Prevention is invisible; action under pressure is what gets noticed.”
* “Leadership means being the one people call in a crisis.”

**👥 What Others Experience**

* **Direct Reports:** Appreciate your energy but may burn out if everything feels urgent. They can also become dependent on you to solve issues instead of building independence.
* **Peers:** Respect your responsiveness but may see you as scattered or reactive, which reduces collaboration.
* **Senior Leaders:** Value your reliability in crises but may doubt your readiness for bigger roles if firefighting replaces long-term focus.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Keep teams stuck in reactive cycles instead of building capacity.
* Delay or derail strategic priorities because urgent tasks always take precedence.
* Create burnout by pushing constant “all hands on deck” mode.
* Limit your promotability if leaders see you as tactical but not strategic.
* Damage credibility when prevention opportunities are repeatedly missed.

**🌟 Strengths Hidden Inside**

* Brings energy and confidence during disruption.
* Keeps teams moving when others feel stuck.
* Builds loyalty because people know you’ll “be there” in tough moments.
* Prevents paralysis when fast action is needed.

**🚀 Growth Path**

**Immediate Shifts**

* Identify one recurring issue and commit to solving its root cause, not just the symptoms.
* Step back in the next small crisis — coach a team member to handle it instead.

**Strategic Practices**

* Block dedicated time each week for long-term priorities, protected from interruptions.
* Track crisis frequency to spot patterns you can prevent.
* Celebrate preventative wins as much as urgent saves.

**Long-Term Growth**

* Redefine leadership identity: success is not just solving fires, but preventing them.
* Build systems and team capabilities that make you less essential in day-to-day crises.
* Demonstrate to senior leaders that you can manage both urgency and strategy — a key marker of promotion readiness.

Great 👍 — here’s the **Overloaded Doer** archetype rewritten in the same **mid-level management focus style**:

**🟤 Your Resistance Pattern: Overloaded Doer (75%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Overloaded Doer — 75% (High Resistance)
* Firefighter — 70% (High Resistance)
* Bottleneck Manager — 64% (Moderate Resistance)

Your highest resistance shows up as the Overloaded Doer. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (75%) in how you approach workload, delegation, and personal responsibility.

At your best, you are a manager who leads by example. You work hard, step in when the team is stretched, and show a strong sense of responsibility. Teams admire your commitment, and senior leaders often view you as reliable and willing to “do what it takes.”

But when resistance is high, responsibility becomes overextension. You may take on too many tasks yourself, absorb work meant for others, or struggle to prioritize. To you, it feels like protecting the team or ensuring results — but to your direct reports, it signals you don’t trust them to deliver. To senior leaders, it raises questions about your scalability and ability to lead beyond your own effort.

This pattern is called the Overloaded Doer. It does not mean you lack leadership potential. It means your resistance shows up as doing instead of leading, which can stall your career growth and drain team initiative.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Overloaded Doers often:

* Personally take on tasks that could be delegated.
* Carry heavier workloads than their teams.
* Measure commitment by how much they personally contribute.
* Struggle to say “no,” even when overloaded.
* Prioritize short-term delivery over building long-term team capacity.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where output equaled credibility:

* Early roles where being a “hard worker” was the main path to advancement.
* Teams where doing more than others earned recognition.
* Cultures that celebrated sacrifice and long hours over balance.
* Experiences where delegating led to mistakes that reflected poorly on you.

**💭 Beliefs That Drive Resistance**

* “If I don’t do it, it won’t get done right.”
* “The best way to lead is to carry more than others.”
* “My value is measured in effort, not just outcomes.”
* “Delegating slows things down.”
* “Hard work is the only way to prove myself.”

**👥 What Others Experience**

* **Direct Reports:** Respect your commitment but may feel underutilized or distrusted if you keep the hardest work for yourself.
* **Peers:** Admire your work ethic but may see you as overwhelmed or scattered.
* **Senior Leaders:** Value your reliability but may doubt your readiness for bigger roles if your success depends on personal effort rather than scalable leadership.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Burn you out while reducing your ability to think strategically.
* Limit team growth, since employees aren’t stretched or trusted with big responsibilities.
* Slow execution because too much funnels through you.
* Signal to leaders that you are a strong contributor but not yet promotable.
* Reduce organizational resilience when everything depends on your effort.

**🌟 Strengths Hidden Inside**

* Demonstrates loyalty and visible commitment.
* Builds credibility as someone who “gets things done.”
* Inspires teams through personal example.
* Creates trust that you won’t abandon responsibilities.

**🚀 Growth Path**

**Immediate Shifts**

* Identify one task you are currently carrying that your team can take on — delegate it fully.
* Set limits on your personal workload and communicate them transparently.

**Strategic Practices**

* Use prioritization frameworks (urgent vs. important) to focus on leadership, not just execution.
* Develop your team’s capacity so you don’t need to absorb overflow.
* Measure success by what your team delivers, not just what you personally contribute.

**Long-Term Growth**

* Redefine leadership identity: from “hardest worker” to “capacity builder.”
* Track delegation wins to reinforce your team’s independence.
* Demonstrate to senior leaders that you can scale impact beyond your own output — a key factor for promotion readiness.

Perfect 👍 — here’s the **Conflict Avoider** archetype rewritten in the same **mid-level management focus style**:

**⚖️ Your Resistance Pattern: Conflict Avoider (73%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Conflict Avoider — 73% (High Resistance)
* Collaborative Harmonizer — 68% (Moderate Resistance)
* Detached Manager — 62% (Moderate Resistance)

Your highest resistance shows up as the Conflict Avoider. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (73%) in how you approach conflict, candor, and accountability.

At your best, you are a manager who values relationships and creates a respectful environment. You keep the peace, reduce unnecessary friction, and ensure collaboration feels safe. Teams often appreciate your empathy, and senior leaders may view you as someone who keeps operations steady.

But when resistance is high, harmony comes at the cost of progress. You may avoid tough feedback, hesitate to address performance issues, or let risks go unspoken. To you, this feels like preserving relationships — but to your team, it signals lowered standards. To senior leaders, it can appear as a reluctance to step into leadership authority when it matters most.

This pattern is called the Conflict Avoider. It does not mean you lack courage. It means your resistance shows up as valuing peace over candor, which can quietly undermine accountability and credibility.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Conflict Avoiders often:

* Delay or soften difficult feedback.
* Default to consensus even when issues need direct challenge.
* Redirect conversations away from tension instead of addressing it.
* Resolve surface-level harmony while deeper issues remain unresolved.
* Allow underperformance to continue longer than it should.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where conflict felt unsafe or costly:

* Past workplaces where challenging authority led to negative consequences.
* Cultures that equated politeness with professionalism.
* Managers or mentors who modeled avoidance rather than candor.
* Personal experiences where speaking up damaged relationships or reputation.

**💭 Beliefs That Drive Resistance**

* “Conflict damages relationships.”
* “It’s better to be liked than confrontational.”
* “Feedback will demotivate people.”
* “Disagreement will make me look disloyal.”
* “Harmony is the safest path forward.”

**👥 What Others Experience**

* **Direct Reports:** Feel supported but may lose respect if you don’t enforce accountability. Some may take advantage of your reluctance to confront issues.
* **Peers:** Value your diplomacy but may see you as passive in tough discussions, reducing your influence.
* **Senior Leaders:** Appreciate your steady presence but may doubt your ability to handle conflict at scale, which limits promotion readiness.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Allow underperformance to weaken team results.
* Delay necessary changes because issues remain unspoken.
* Create hidden frustration within the team if fairness is questioned.
* Limit promotability if leaders see you as agreeable but not authoritative.
* Reduce credibility when tough calls are expected but not made.

**🌟 Strengths Hidden Inside**

* Builds trust and psychological safety within teams.
* Reduces unnecessary tension in day-to-day interactions.
* Encourages cooperation and inclusion.
* Provides a steady presence in politically sensitive environments.

**🚀 Growth Path**

**Immediate Shifts**

* Deliver one piece of constructive feedback directly this week.
* State your perspective clearly in your next team or peer meeting, even if it risks disagreement.

**Strategic Practices**

* Use structured feedback frameworks (e.g., “situation–behavior–impact”) to make conversations clear but respectful.
* Pair empathy with accountability by explaining why candor benefits growth.
* Create team norms that treat disagreement as contribution, not conflict.

**Long-Term Growth**

* Reframe leadership: conflict is not damage — it is a tool for clarity and progress.
* Track times when direct feedback improved performance or trust.
* Demonstrate to senior leaders that you can manage tension productively, proving readiness for larger scope.

**Your Resistance Pattern: Credit Seeker (72%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Credit Seeker — 72% (High Resistance)
* Overloaded Doer — 67% (Moderate Resistance)
* Detached Manager — 63% (Moderate Resistance)

Your highest resistance shows up as the Credit Seeker. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (72%) in how you approach recognition, visibility, and career advancement.

At your best, you are a manager who ensures accomplishments don’t go unnoticed. You advocate for yourself, highlight your role in wins, and make sure senior leaders are aware of your contributions. This visibility often helps your career progression and signals ambition.

But when resistance is high, recognition becomes overemphasis. You may over-claim credit, spotlight your own role above the team’s, or focus more on how outcomes reflect on you than on collective progress. To you, this feels like protecting your visibility — but to your team, it can feel demotivating. To senior leaders, it may raise doubts about whether you can lead with maturity and collaboration.

This pattern is called the Credit Seeker. It does not mean you lack leadership value. It means your resistance shows up as leaning too heavily on visibility for personal advancement, which can undermine trust and slow your career growth.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Credit Seekers often:

* Emphasize their own role when sharing results upward.
* Position wins as proof of their personal leadership rather than team collaboration.
* Focus on visibility in front of senior leaders more than alignment with peers.
* Redirect recognition toward themselves when outcomes are positive.
* Undervalue the contributions of others when under pressure.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where recognition equaled opportunity:

* Organizations where visibility mattered more than performance quality.
* Early roles where advancement required constant self-advocacy.
* Leaders who modeled “self-promotion first” as the way to get ahead.
* Past experiences where contributions were overlooked unless you claimed them.

**💭 Beliefs That Drive Resistance**

* “If I don’t highlight my role, no one else will.”
* “Visibility is more important than collaboration.”
* “Careers are built on recognition, not just results.”
* “Sharing credit dilutes my impact.”
* “To advance, I must stand out above the team.”

**👥 What Others Experience**

* **Direct Reports:** May feel overlooked or undervalued if their contributions are minimized. Over time, this reduces motivation and engagement.
* **Peers:** Can view you as competitive or self-serving, which makes collaboration harder.
* **Senior Leaders:** Notice your drive, but may question whether you can lead with balance and maturity, which can affect promotability.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Lower team morale when recognition doesn’t feel fairly shared.
* Damage peer trust and reduce collaboration.
* Create reputational risk if senior leaders perceive you as self-promoting.
* Limit advancement if ambition overshadows teamwork.
* Make it harder to retain strong talent, since employees may feel their work is invisible.

**🌟 Strengths Hidden Inside**

* Ensures important accomplishments get visibility.
* Builds momentum for career advancement.
* Demonstrates ambition and personal drive.
* Signals confidence in one’s contributions.

**🚀 Growth Path**

**Immediate Shifts**

* In your next update, highlight at least two team members’ contributions by name.
* When recognized personally, redirect part of the credit back to the group.

**Strategic Practices**

* Track both your achievements *and* your team’s impact — present them together.
* Build alliances with peers by spotlighting shared wins.
* Ask senior leaders for feedback on how you balance self-advocacy with team advocacy.

**Long-Term Growth**

* Reframe recognition: career growth comes from building credibility for lifting others as well as yourself.
* Model visible team advocacy, proving that success expands when credit is shared.
* Demonstrate to senior leaders that you can balance ambition with collaboration — a hallmark of promotable leadership.

**Your Resistance Pattern: Detached Manager (71%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Detached Manager — 71% (High Resistance)
* Conflict Avoider — 66% (Moderate Resistance)
* Rule-Bound Operator — 62% (Moderate Resistance)

Your highest resistance shows up as the Detached Manager. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (71%) in how you approach relationships, team engagement, and emotional connection.

At your best, you are a manager who brings objectivity and focus. You prioritize results, keep professional boundaries, and avoid getting lost in emotions. Teams can rely on you for fairness and consistency, while senior leaders may value your task focus.

But when resistance is high, distance becomes disengagement. You may focus only on tasks, avoid personal connection, or miss signals of low morale. To you, this feels like professionalism — but to your team, it can feel like disinterest. To senior leaders, it raises concerns about your ability to inspire and retain talent, both critical for promotability.

This pattern is called the Detached Manager. It does not mean you lack care for your team. It means your resistance shows up as emotional distance, which can reduce trust, weaken loyalty, and limit your leadership brand.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Detached Managers often:

* Keep conversations focused on tasks and deadlines.
* Provide limited personal feedback or encouragement.
* Miss emotional cues that signal disengagement.
* Maintain relationships at a surface level.
* Treat morale issues as “HR’s responsibility” rather than part of their role.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where professionalism was defined as distance:

* Organizations that valued output over engagement.
* Leaders who modeled detachment as strength.
* Early roles where showing vulnerability was criticized.
* Experiences where connecting too personally backfired.

**💭 Beliefs That Drive Resistance**

* “Work and personal lives should be separate.”
* “My job is to manage tasks, not emotions.”
* “Engagement is HR’s role, not mine.”
* “If I get too close, I lose authority.”
* “Professional distance protects me.”

**👥 What Others Experience**

* **Direct Reports:** See you as fair but may feel unseen or undervalued. Disengagement and turnover risks increase when they don’t feel connected.
* **Peers:** Respect your focus but may view you as uninvolved or unavailable for collaboration.
* **Senior Leaders:** Appreciate your results but may question your ability to retain and inspire talent at scale, a key marker for promotion.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Increase disengagement and turnover on your team.
* Reduce trust and loyalty from direct reports.
* Limit your ability to influence culture or morale.
* Create a reputation as task-focused but not people-focused.
* Signal to leaders that you’re not ready for larger people-leadership roles.

**🌟 Strengths Hidden Inside**

* Brings fairness and objectivity to decision-making.
* Keeps professional boundaries clear.
* Focuses on output and delivery without distraction.
* Demonstrates consistency under pressure.

**🚀 Growth Path**

**Immediate Shifts**

* Ask one personal, open-ended question in each 1:1 this week.
* Provide specific praise when you see effort, not just results.

**Strategic Practices**

* Build regular team rituals that strengthen connection (check-ins, recognition moments).
* Practice active listening in conversations — reflect back what you hear.
* Set goals that include both performance and engagement outcomes.

**Long-Term Growth**

* Reframe leadership: influence grows through connection, not just direction.
* Track retention and morale metrics alongside results to strengthen credibility.
* Demonstrate to senior leaders that you can inspire, not just manage — proving readiness for higher-level leadership.

**📘 Your Resistance Pattern: Rule Bound Operator (72%)**

**📊 Your Top Three Resistance Archetypes**

Based on your results, here are your top three resistance patterns:

* Rule-Bound Operator — 72% (High Resistance)
* Detached Manager — 68% (Moderate Resistance)
* Micromanager — 64% (Moderate Resistance)

Your highest resistance shows up as the Rule Bound Operator. The detailed analysis below focuses on this pattern.

**🧠 First, Know This**

Your results show High Resistance (72%) in how you approach processes, rules, and consistency.

At your best, you are a manager who ensures standards are followed and errors are minimized. You bring structure, fairness, and predictability. Teams can rely on you to set clear expectations, and senior leaders trust that you will safeguard compliance and stability.

But when resistance is high, structure becomes rigidity. You may rely too heavily on rules, resist flexibility, or slow down innovation. To you, this feels like protecting consistency — but to your team, it can feel restrictive. To senior leaders, it can signal you are reliable in operations but not adaptive enough for higher-level roles.

This pattern is called the Rule-Bound Operator. It does not mean you lack adaptability. It means your resistance shows up as over-attachment to rules and processes, which can stall agility and limit promotability.

**🔄 Core Behaviors Under Resistance**

When resistance is high, Rule-Bound Operators often:

* Default to established rules, even when situations require creativity.
* Slow down projects to ensure procedures are followed.
* Resist adapting processes to fit new challenges.
* Discourage experimentation in favor of compliance.
* Treat deviation from standards as risk rather than opportunity.

**🌱 Root Causes (Origins)**

This resistance often develops in environments where compliance and order were prioritized above innovation:

* Organizations where mistakes were punished more than delays.
* Industries with strong regulatory or procedural focus.
* Leaders who modeled “by the book” as the only safe path.
* Experiences where breaking rules created setbacks or criticism.

**💭 Beliefs That Drive Resistance**

* “Rules exist for a reason — bending them is dangerous.”
* “Consistency matters more than creativity.”
* “If everyone followed the rules, we’d have fewer problems.”
* “My credibility depends on doing things the right way.”
* “Flexibility creates risk.”

**👥 What Others Experience**

* **Direct Reports:** Appreciate clarity but may feel constrained when new ideas are dismissed. Innovation can suffer if processes dominate.
* **Peers:** Respect your reliability but may bypass you when quick adaptation is required.
* **Senior Leaders:** Value your operational strength but may question whether you can lead transformation, which limits promotion potential.

**⚠️ Resistance Costs**

At high levels, this resistance pattern can:

* Slow down execution when strict process takes priority over agility.
* Reduce innovation by discouraging experimentation.
* Frustrate teams who want autonomy and creative problem solving.
* Signal to leaders that you are strong in operations but not ready for dynamic roles.
* Limit your upward mobility if you are seen as inflexible.

**🌟 Strengths Hidden Inside**

* Ensures stability and compliance.
* Brings order and predictability to complex work.
* Builds trust through fairness and consistency.
* Protects the organization from reckless shortcuts.

**🚀 Growth Path**

**Immediate Shifts**

* In your next project, allow one process exception to test flexibility.
* Ask your team for input on where rules help and where they hinder.

**Strategic Practices**

* Pilot new approaches on a small scale before requiring full compliance.
* Balance process reviews with innovation discussions.
* Acknowledge when adapting a rule creates better outcomes.

**Long-Term Growth**

* Reframe leadership: true consistency includes adaptability.
* Track results from flexible approaches to prove their value.
* Show senior leaders that you can protect standards *and* enable agility — a marker of promotable leadership.

Perfect 👍 — now that we’ve completed all **8 archetypes** for Middle Management, let’s build the **overall profile interpretations** (the equivalents of Low, Moderate, and Mixed profiles we did for Leadership). These are essential so managers who don’t have one clear “high” archetype still get a meaningful, professional report.

Here’s the **expanded Mid-Level Management profiles**:

**🟢 Low Resistance Profile (All Archetypes Scoring Low)**

**🧠 First, Know This**

Your results show **low resistance across all eight archetypes**. Instead of being pulled strongly into one pattern, you show balance and adaptability.

At your best, this means you flex your leadership style depending on the situation. You can delegate when needed, step in during pressure, and follow processes without being rigid. Teams often experience you as steady and consistent.

However, low resistance doesn’t mean “no risk.” At times, you may underestimate how subtle resistance shows up — like small delays, unspoken frustrations, or habits that only emerge under stress.

**👥 What Others Experience**

* **Direct Reports:** See you as supportive and balanced, but may sometimes find you less distinctive in your leadership style.
* **Peers:** Value your adaptability, but may wonder about your “signature strength” as a leader.
* **Senior Leaders:** Trust your steadiness, but may want to see a sharper leadership identity before considering you for bigger roles.

**⚠️ Resistance Costs**

Even at low levels, resistance can:

* Make your leadership brand less visible — adaptability without distinctiveness.
* Cause you to overlook subtle frictions that build into bigger issues.
* Limit your promotability if leaders don’t see a clearly defined style of influence.

**🚀 Growth Path**

* Identify your **signature leadership identity** (what do you want to be known for?).
* Ask peers or mentors where they see subtle resistance still showing up.
* Use your flexibility as a platform for **intentional brand-building**.

**🟡 Moderate Resistance Profile (Most Archetypes Scoring Moderate)**

**🧠 First, Know This**

Your results show **moderate resistance across several archetypes**. You’re not dominated by one pattern, but resistance is noticeable and shows up inconsistently.

At your best, this means you can adjust. In some moments, you’re empowering and collaborative; in others, more structured and detail-focused. This adaptability helps in many settings.

But moderate resistance can also create inconsistency. Teams and peers may not always know which “version” of you will show up. Senior leaders may see you as reliable, but less predictable when pressure rises.

**👥 What Others Experience**

* **Direct Reports:** Value your support but may feel confused if expectations shift depending on the day.
* **Peers:** See you as flexible but may feel you waver between approaches.
* **Senior Leaders:** Appreciate your adaptability, but may hesitate to give you bigger scope if they perceive inconsistency.

**⚠️ Resistance Costs**

At moderate levels, resistance can:

* Create **mixed signals** that reduce clarity and follow-through.
* Undermine your leadership brand if others can’t define your core style.
* Cause overlooked issues to grow because they are never strongly addressed.

**🚀 Growth Path**

* Focus on **one archetype at a time** — practice reducing resistance there for 90 days.
* Ask peers for feedback on where they see your patterns as inconsistent.
* Build routines that help you show up more predictably in high-stakes settings.

**🟠 Mixed High/Low Profile (Some Archetypes High, Others Low)**

**🧠 First, Know This**

Your results show a **mixed profile** — strong resistance in some areas, very low in others. This means your leadership isn’t defined by one pattern, but by contrasts.

At your best, this makes you dynamic. You may be highly visionary but also deeply detail-oriented, or very people-focused in some settings and highly process-driven in others. Teams experience you as multifaceted.

But the swings between high and low can create volatility. Direct reports may feel whiplash if you shift styles too suddenly. Senior leaders may find it harder to trust your consistency in broader roles.

**👥 What Others Experience**

* **Direct Reports:** Can feel energized by your strengths, but uncertain about what to expect.
* **Peers:** May find you unpredictable — collaborative one day, resistant the next.
* **Senior Leaders:** Respect your abilities, but may question whether you can scale consistently across larger teams.

**⚠️ Resistance Costs**

At mixed levels, resistance can:

* Create unpredictability in your leadership style.
* Lead to credibility challenges if stakeholders can’t anticipate your stance.
* Limit promotability if leaders worry about stability at higher scope.

**🚀 Growth Path**

* Anchor yourself in a **primary leadership identity** — decide what you want to be known for.
* Map your **“high” archetypes** to see where they create the biggest drag, and practice balancing them.
* Use your **“low” archetypes** as leverage — they represent flexibility you can model consistently.