



Where Are You Leading From?

A self-leadership diagnostic for the middle manager

Rate each statement below **1–5**, based on how true it is for you right now — not how you wish it were. Circle one dot per row, then add your totals. There are two sections; both matter.

SECTION A • HOW YOU'RE OPERATING

STATEMENT	1 RARELY	2	3 HALF	4	5 ALMOST ALWAYS
01 I notice how I'm feeling before I react to a problem at work.	☐	☐	☐	☐	☐
02 I have real boundaries between work hours and personal time — not just in theory.	☐	☐	☐	☐	☐
03 When I get home, I have something left to give the people who matter most.	☐	☐	☐	☐	☐
04 I make decisions based on my values, not just what feels urgent in the moment.	☐	☐	☐	☐	☐
05 I check in with myself as often as I check in with my team.	☐	☐	☐	☐	☐
06 I can tell the difference between what's actually urgent and what just feels urgent.	☐	☐	☐	☐	☐
07 I ask for help or delegate before I hit a breaking point.	☐	☐	☐	☐	☐
08 I show up as the same version of myself at work, at home, and everywhere in between.	☐	☐	☐	☐	☐
09 I rest without guilt.	☐	☐	☐	☐	☐
10 I feel like I'm leading my life, not just reacting to it.	☐	☐	☐	☐	☐

SECTION B • THE WEIGHT YOU CARRY

Read this section differently: here, a higher score means more weight — not better health.

11 People bring me their stress, and I absorb it rather than pass it on.	☐	☐	☐	☐	☐
12 I shield my team from pressure they never find out about.	☐	☐	☐	☐	☐
13 I'm the one others come to. I'm less sure who I go to.	☐	☐	☐	☐	☐
14 I can keep everyone else steady even when I'm not.	☐	☐	☐	☐	☐

Section A total

— — — — — / 50

Section B total

— — — — — / 20

What To Do From Here

Find your result. Then pick one thing — not all of them.

Section A 10 – 23

The Firefighter

You end most days exhausted and can't name one thing you actually finished. Your calendar is full of other people's priorities. You've gotten so good at handling the emergency that the emergency became the job. You're not disorganized and you're not failing — you're depleted. Depleted people can only react.

- **Claim the first block of your day.** Fifteen minutes before anything urgent has a claim on you. For me that's scripture and prayer — inviting the Holy Spirit in before anyone else asks anything of me. Whatever fills it, the day should start with you already in it.
- **Name it before you answer it.** Once a day, pause and ask: is this urgent, or is it just loud? Say the answer out loud. You'll be surprised how often it's the second one.

Regulated doesn't mean calm all the time. It means the day has you in it.

Section A 24 – 37

The Holding Pattern

Nothing is on fire — which is part of what makes this hard to explain to anyone. You do your job well. You've done it well for a while. And you cannot see where it goes from here. Maybe no one ever made the next step clear. Maybe it's perfectly clear, and it keeps going to someone who looks the part in a way you don't. Stuck is not the same as lazy, and it isn't always yours to fix.

- **Find out which kind of stuck you are.** Finish the sentence: "I'm stuck because ___." If the blank is skill or clarity, that's yours to work. If it's a door someone else controls, stop trying to earn it and put that energy toward where you go next.
- **Talk to someone who does your job somewhere else.** One conversation a month with a peer at another organization. You need an outside read on whether you're actually stalled, or only stalled here — and you can't get that from inside your own building.

Movement doesn't always mean promotion. Sometimes it just means direction.

Section B 16 or higher

The Holder

You're the one people come to. You take the call, absorb the frustration, and hand your team the calm version. They're steady because you've been standing between them and the weather. You would know within a day if one of your people was running on empty. No one has asked you that in a long time.

- **Answer your own question.** You ask your people how they're doing. This week, let someone ask you — and answer honestly instead of "fine, just busy."
- **Put one thing down on purpose.** Choose a single piece of weight that was never yours and return it to the person it belongs to. Not all of it. One.

You are allowed to be someone who gets held, too.

Section A 38 – 50

The Regulated Leader

You still have hard days. The difference is that they end. You've made real decisions about what you will and won't carry, and most days those decisions hold. The people at home get you, not what's left of you. This isn't a personality type — it's a set of practices, and you're running them.

- **Protect what's working.** Name the two practices that got you here and put them in your calendar as appointments, not intentions. This state is maintained, not achieved.
- **Make it transferable.** Someone you lead is sitting in one of the other three boxes right now. You're the proof it's possible — say out loud what you actually do.

The goal isn't to stay here perfectly. It's to notice quickly when you've left.

Need an ear?

If something in here named what you've been carrying, you don't have to sort through it by yourself. My door is open — reach out whenever you're ready.

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