



WHAT LEVEL EMOTIONAL MANAGER ARE YOU?

Emotionally managing others is a common codependent pattern in relationships. Even when you are emotionally intelligent, resourceful, and self-aware, you may still default to automatic self-protective behaviors—people-pleasing, avoiding conflict, or rescuing—to regulate others' feelings and to feel safe.

This quiz helps you identify the level you are currently operating from and the first steps to strengthening and developing your Authentic Self.

RATE THE FREQUENCY OF YOUR BEHAVIORAL PATTERNS

Rate each statement 0–4 based on how you normally behave. Answer quickly, then total your score.

	Never 0	Rarely 1	Sometimes 2	Often 3	Almost Always 4
Personalizing I interpret others' moods or silence as proof I did something wrong.	☐	☐	☐	☐	☐
Apology Reflex I apologize first to reduce tension, even when I did nothing wrong.	☐	☐	☐	☐	☐
Threat Scanning I manage the room to feel safe instead of managing my internal state.	☐	☐	☐	☐	☐
Fixing before Feeling I offer solutions or advice before emotions have been acknowledged.	☐	☐	☐	☐	☐
Self-Silencing I abandon my point or change the subject to keep the peace.	☐	☐	☐	☐	☐
Mental Reruns I replay conversations and overprepare to control outcomes.	☐	☐	☐	☐	☐
Over-Clarifying I over-explain my intent to prevent upset or to manage others' perceptions.	☐	☐	☐	☐	☐
Boundary Backpedal I state a boundary, feel anxious, then soften or retract it for fear of consequences.	☐	☐	☐	☐	☐
Responsibility Creep I take on tasks or emotional labor no one asked for, so no one is upset or put out.	☐	☐	☐	☐	☐
People-Pleasing I say yes, not because I want to, but because I don't feel entitled to say no.	☐	☐	☐	☐	☐

Once you have rated all 10 behavioral patterns, add your scores up for a Total Score out of 40.

SCORING

TOTAL SCORE _____

What Level of Emotional Manager Are You At?

0–9 Authentic Self Level: You tap your self-protective persona sparingly and return to authentic behavior quickly. You can identify and consider your own needs in relationships and hold your ground when others are emotional.

10–19 Wavering Level: Self-protective patterns surface under pressure or before trust is established. The Authentic Self is developed but can easily waver in the face of uncertainty or stress—some self-sabotaging, undermining scripts.

20–29 Sherpa Level: You spend more time reinforcing your self-protective persona, prioritizing others' needs over your own, and neglecting your Authentic Self and your own needs. Anxiety and self-doubt interfere with the development of the Authentic Self.

30–40 CEO Level: You operate from the self-protective persona, suppressing authentic needs disconnected from your Authentic Self. Your Authentic Self is unknown to you. Your time is spent anticipating, managing, and caretaking others' needs. Cues of possible displeasure easily trigger you, and you work hard to please others at your own expense.



EMOTIONAL MANAGER LEVELS

Your Results

0-9 Authentic Self Level. This is the preferred result. It means you don't believe it's your job to take responsibility for the emotions of others. Your system is primarily wired to respond from your Authentic Self, with the self-protective persona used intentionally and only under strain. You know who you are, and your self-esteem is not governed by how well you soothe or please others. You tolerate emotional discomfort without personalizing others' reactions or behavior. The developmental goal at this level is individuation—deepening a self-centered exploration of potential, examining shadow material, and tracing the subtle, invisible threads that still constrain you. This work is not required, but it is profoundly rewarding.

10-19 Wavering Level. This result means you don't believe it's your job to take responsibility for the emotions of others but your nervous system still reacts as though you might be in trouble if you don't. You can access your Authentic Self, yet pressure, uncertainty, or early trust gaps trigger self-protective habits that make you hedge, appease, or over-explain. You know who you are, but others' moods or approval cues can shake your sense of self and cause you to doubt yourself. The developmental goal here is to lessen the grip fear has on your reaction to the emotions and needs of others, stabilizing your first response so you pause, feel, and choose rather than default to old scripts. As you strengthen tolerance for discomfort and name your needs clearly, your confidence stops riding the waves of others' reactions. This level refines your voice, steadies your boundaries, and converts wavering self-trust into something durable.

20-29 Sherpa Level. At this level, like a Sherpa, you carry the emotional baggage of others automatically, even when you know it's in your best interest not to. A part of you believes it's your job to take responsibility for the emotions of others, and you would be mean or not nice if you didn't. Your codependent, self-protective persona is more developed than your Authentic Self, leading you to carry others' emotional loads and postpone or neglect your own needs. When worth is tethered to soothing, fixing, or anticipating, saying "no" or "not now" feels risky. The developmental goal of this level is to stop protecting the Authentic Self and start supporting its development and strengthening its voice. First, identify your core needs and the automatic stories and scripts that drive self-abandonment. With graded limits and non-negotiable anchors for well-being, self-respect rises, and the approval-equals-safety reflex loosens. Anxiety recedes as you practice needs-first sequencing.

30-40 CEO Level. This level is like ground zero for development. You believe it's your job to take responsibility for the emotions of others, and your sense of self revolves around being a caretaker. You allow yourself to be used by others, hoping that someone will see you or at least appreciate all that you do. Your brain is set to your codependent, self-protective persona, a dependency that has you anticipating, managing, and enabling others, and anxious most of the time. You have long been disconnected from your own needs and have a low sense of what you are entitled to. Even thinking about disappointing someone can cause debilitating guilt and fear of rejection or reprisal. Discomfort, guilt, or fear of displeasing quickly takes the wheel, and overfunctioning becomes the norm. The developmental goal at this level is to get to know your Authentic Self, remembering who you are, and taking baby steps in your life. Self-awareness comes before action, as taking steps to assert oneself when one has spent a lifetime in the service of others can trigger panic or depression.

Your result is a beginning—now choose your next step.

If you're done managing everyone else and ready to lead your own life, let's put your insight to work..

Therapeutic Coaching or Psychotherapy: A blend of psychodynamic therapy, cognitive behavior therapy, and developmental psychotherapy to break self-limiting habits and reconnect with your Authentic Self.

Develop Your Authentic Self Program: A small group, six-week program to develop a roadmap for becoming your Authentic Self and removing barriers that impede your progress.

Read the Book: Not Broken, Just Delayed or Power Past the Imposter Syndrome gives you the roadmap from your self-protective persona to your Authentic Self.

Don't wait. Reach out and book your complimentary consultation today.