

TEAM MENTAL PERFORMANCE PROFILE

Revenue Org — Account Executives

LEADER

TEAM-SAMPLE-001

TEAM SIZE

n = 13

PROFILE TYPE

Baseline

PROFILE DATE

May 1, 2026

ASSESSMENT WINDOW

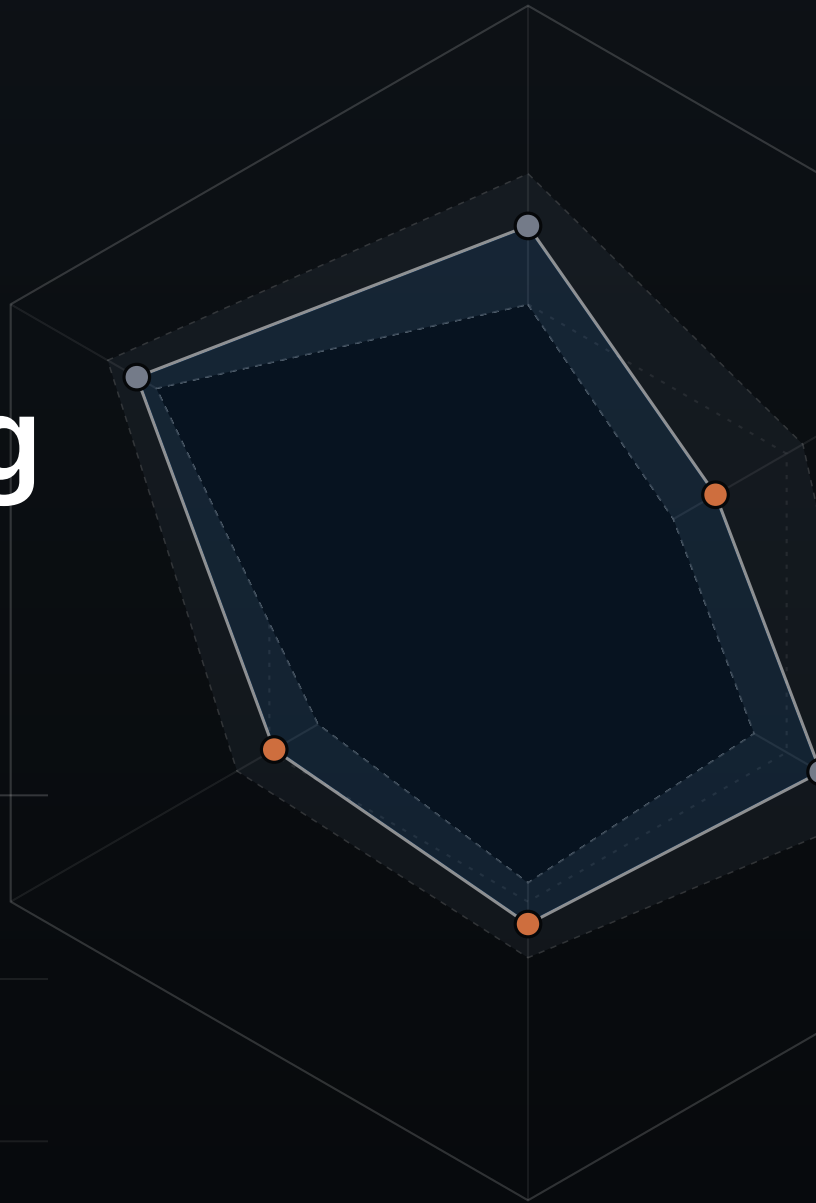
April 14–28, 2026

INSTRUMENT

MPI · pre-v5

CONFIDENTIAL · PREPARED FOR TEAM-SAMPLE-001 ·
NOT FOR DISTRIBUTION TO TEAM MEMBERS

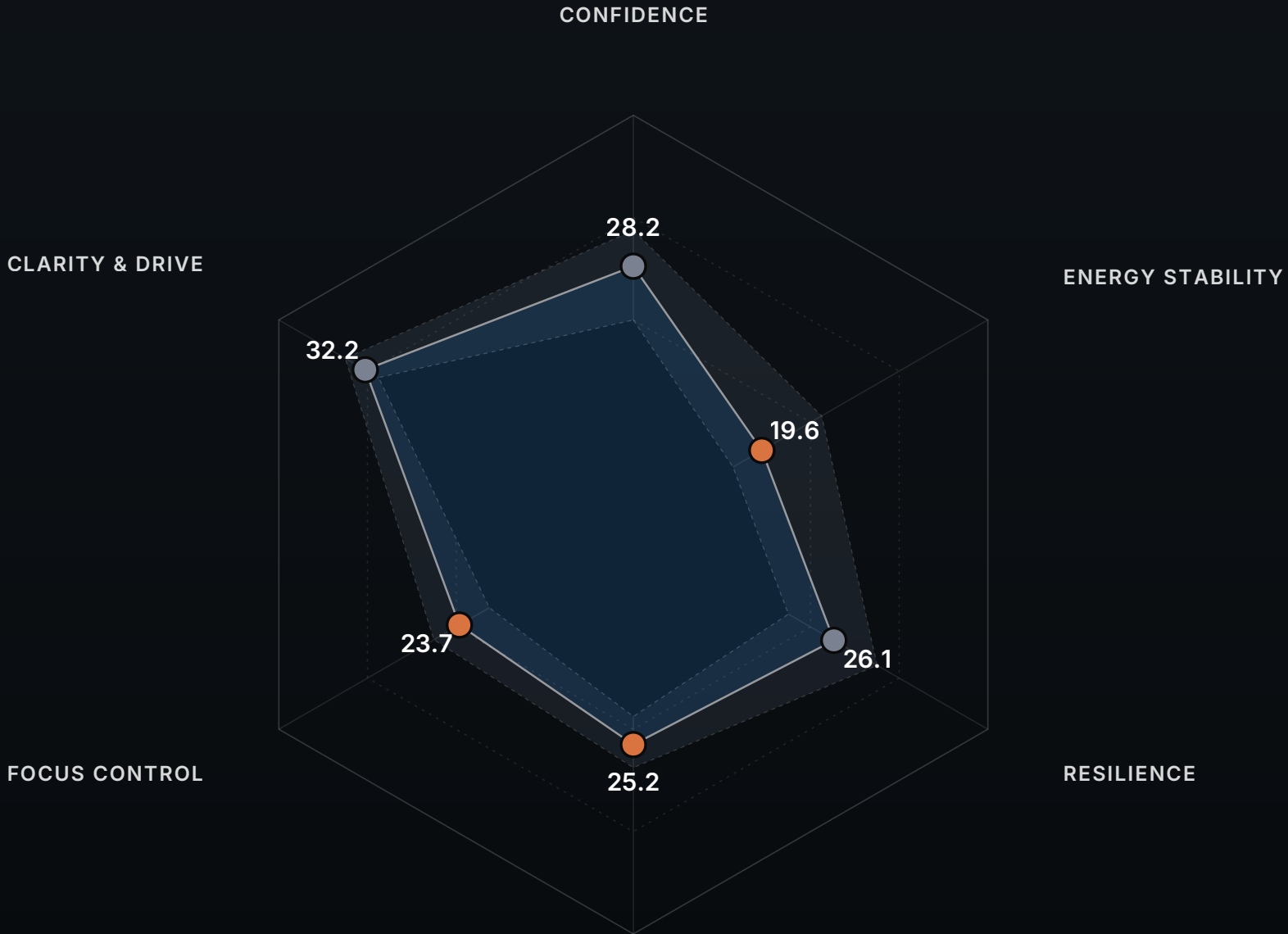
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Profile Overview

LEADER	TEAM-SAMPLE-001, VP of Sales
TEAM	Revenue Org — Account Executives
TEAM SIZE	n = 13
ORGANIZATION	B2B SaaS (anonymized)
PROFILE TYPE	Baseline
ASSESSMENT WINDOW	April 14–28, 2026
PROFILE DATE	May 1, 2026
INSTRUMENT	Mental Performance Index (MPI), pre-v5
PILLAR COVERAGE	6 pillars, 48 items
SUB-GROUP STRUCTURE	Two cohorts declared at intake — Enterprise AEs (M01–M06, n=6); Mid-Market AEs (M07–M13, n=7)


Team Performance Snapshot



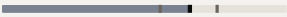
REGULATION & COMPOSURE

Clarity & Drive sits at the top of the team's profile at 32.2/40, Developing — the tightest cluster on the team. Energy Stability sits at the bottom at 19.6/40, Development Zone — every member of the team in band. The remaining four pillars sit between Development Zone and Developing. Resilience and Regulation & Composure aggregates mask a clear two-cohort split; Confidence shows a wide structured spread; Focus Control reads as a flat-low cluster. The team operates as a high-drive, depleted-substrate system with a structural cohort split running through the middle of three pillars.


Pillar Scores at a Glance

Energy Stability **19.6**/₄₀  **DEVELOPMENT ZONE**


DISTRIBUTION SHAPE Skewed low · range 17-25

Resilience **26.1**/₄₀  **DEVELOPING**


DISTRIBUTION SHAPE Bimodal · range 22-30

Regulation & Composure **25.2**/₄₀  **DEVELOPMENT ZONE**


DISTRIBUTION SHAPE Tight cluster · range 23-27

Focus Control **23.7**/₄₀  **DEVELOPMENT ZONE**

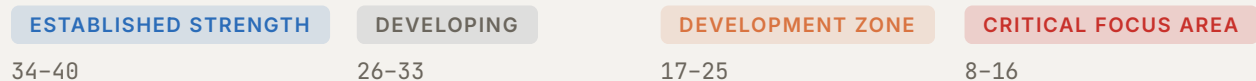
DISTRIBUTION SHAPE Tight cluster · range 21-26

Clarity & Drive **32.2**/₄₀  **DEVELOPING**

DISTRIBUTION SHAPE Tight cluster · range 31-34

Confidence & Self-Efficacy **28.2**/₄₀  **DEVELOPING**

DISTRIBUTION SHAPE Wide spread · range 24-31



How to Read This Profile

This profile is a working document, not a one-time read.

The first read orients. Section 4 (Diagnostic Summary) names the central team-level pattern. Section 5 (Team Composition and Distribution) names the structural shape the development plan operates from. Sections 6 through 8 develop the analytical detail. Section 9 prescribes the work across two layers — team-level and individual-level. Section 10 names how to lead given the team's profile. Section 11 names what progress looks like.

The work then begins. Sections 9, 10, and 11 become the active references. Section 9 specifies what to install at the team level and where to direct individual support. Section 10 specifies how to operate as the leader given what the data shows. Section 11 specifies what to watch for as evidence the work is taking hold.

Revisit the full profile at predictable intervals. Reassessment with the MPI is recommended at 6-month intervals. Item-level changes between profiles are the most informative signal. Aggregate-level scores can shift without the underlying distribution shape changing.

Section 8 (Risk Pattern / Trajectory Flag) is forward-looking. Return to it if team performance signals start matching the patterns described, even if reassessment is not yet due.

The profile reads the team as a system at one point in time. The patterns shift as the work changes them. This document captures the starting point.

THE THESIS

Depleted Engine.

The main team-level performance pattern the rest of the profile is built around. The composition read, the pillar-by-pillar reads, and the development plan all trace back to what this section names. Read here first.

Diagnostic Summary

TEAM ARCHETYPE

The Depleted Engine

High collective drive paired with collective depletion across Energy Stability. The team produces results through commitment intact and intrinsic motivation, while operating against an energy reserve no longer being restored by rest.

This profile shows a Depleted Engine pattern. Drive is consistently high across the team and is sustaining output. The energy reserve drive is operating against has been depleted to the point that recovery is no longer happening. The cost of this arrangement is most visible in the team's high-stakes performance moments.

Clarity & Drive sits at 32.2/40, Developing, with the tightest cluster on the team. Every member commits to demanding work without being told to. Every member stays with hard work when it gets hard. This is how the team has produced its results to date.

Energy Stability sits at 19.6/40, Development Zone. All thirteen members are in Development Zone. The depletion is the team's operating state, not a condition that surfaces only under pressure.

In normal operating conditions, drive carries performance against that depleted energy reserve. In high-stakes moments — end of quarter, final-conversation deals, customer meetings that decide the relationship — the gap between what drive commits to and what the energy reserve can resource becomes most visible. The drive that brings the team into these moments has not weakened. The capacity drive is drawing on has.

This pattern shows up differently across the team. The Enterprise cohort is deeper into the depletion — they have been operating against a depleting energy reserve for longer. The Mid-Market cohort is earlier in the same trajectory. Without intervention, the newer cohort reaches the same depletion state on a faster timeline because they are operating at full drive without the experience-built capacities the senior cohort has developed.

Team anchor: Clarity & Drive. The development plan operates from the team's existing commitment pattern. The team will commit to recovery work the same way they commit

to revenue activity, provided the work is framed as performance work rather than wellbeing work.

Primary priority: Energy Stability. The depleted reserve is what drive is currently sacrificing. Rebuilding it stops the active depletion and resolves the under-pressure capacity collapse downstream.

Secondary priority: Focus Control. The execution-attention layer has degraded as the team's energy reserve has eroded. Sequenced after primary priority because attention training requires energy reserve to land cleanly.

THE SHAPE

The team as a portfolio.

How strengths and gaps are actually distributed across the people doing the work. The aggregate scores describe the team's average position. The composition describes who the average is built from — where strengths concentrate, where gaps cluster, and where a single number masks two distinct groups.

Team Composition and Distribution

This team is best read as a portfolio of capacities, not as an aggregate. The aggregate scores describe the team's average position. The composition describes how those capacities are actually distributed across the people who do the work. Both reads matter.

Distribution shape per pillar

PILLAR	TEAM MEAN	BAND	DISTRIBUTION SHAPE	RANGE
Energy Stability	19.6	DEVELOPMENT ZONE	Skewed low	17–25
Resilience	26.1	DEVELOPING	Bimodal	22–30
Regulation & Composure	25.2	DEVELOPMENT ZONE	Tight cluster	23–27
Focus Control	23.7	DEVELOPMENT ZONE	Tight cluster	21–26
Clarity & Drive	32.2	DEVELOPING	Tight cluster	31–34
Confidence & Self-Efficacy	28.2	DEVELOPING	Wide spread	24–31

Three pillars show a tight cluster — the team is operating at a similar level on Focus Control, Regulation & Composure, and Clarity & Drive. Resilience splits into two clear groups along the Enterprise/Mid-Market line. Confidence is widely spread, with the spread structured by tenure. Energy Stability is depleted across the entire team, with no member above 25.

Where strengths concentrate

Whole-team — Clarity & Drive is the only structural strength on the team.

- All 13 members in Developing or higher
- 2 Enterprise AEs reach Established Strength
- Lowest item in the pillar: 3.85 out of 5
- Drive is consistent across the team

The team commits to demanding work without being told to and stays with hard work when it gets hard.

Concentrated in the Enterprise cohort. Your six senior AEs carry Resilience, Regulation & Composure, and Confidence at the team's higher level.

- Resilience: all 6 in Developing
- Regulation & Composure: all 6 in Developing while every Mid-Market AE sits in Development Zone
- Confidence: all 6 score 30 or 31, the top of the team's range

The capacities that produce results — recovering from setbacks, holding composure under pressure, and operating from internal belief — live largely with your senior group. The Mid-Market cohort has not yet built them at the same level.

Where gaps cluster

Whole-team — Energy Stability is a universal gap.

- All 13 members in Development Zone
- Severity differs by cohort: Enterprise 17–19 (bottom of the band); Mid-Market 18–25 (across the upper portion)
- The senior cohort is deeper into depletion than the newer cohort

Whole-team — Focus Control is a near-universal gap.

- 11 of 13 in Development Zone
- The 2 Mid-Market new hires who reach Developing sit at 26 — band threshold, not above

Concentrated in the Mid-Market cohort. Your seven Mid-Market AEs hold the team's deficit on Resilience, Regulation & Composure, and Confidence. The 2 newest hires also sit in Development Zone on Confidence, where the gap is at its sharpest.

Team anchor

Clarity & Drive

32.2 / 40 · Developing · range 31-34 · tight cluster

Tightest cluster on the team. Lowest item still sits at 3.85 out of 5 — above the scale midpoint. Drive is consistent across every member.

The team commits to demanding work without being told to. They are motivated by performance outcomes rather than external compliance. They stay engaged when work gets hard. This is how they have produced their results to date. It is also what is currently producing the depletion. The same drive that delivers output is being delivered against an energy reserve that rest is not restoring.

The development plan uses this drive as its lever. The team will commit to recovery work the same way they commit to revenue activity, provided the work is framed as performance work rather than wellbeing work. The intervention does not need to install commitment. The commitment is already in place. It needs to redirect what the commitment is currently sacrificing.

Pillar-by-Pillar Read

Clarity & Drive

32.2/40

DEVELOPING Tight cluster

Action-motivation independence	3.85/5		3-4
Commitment depth	3.92/5		3-4
Purpose as behavioral guide	3.92/5		3-4
Intrinsic motivation orientation	3.92/5		3-4
Motivational self-sufficiency	4.00/5		4-4
Values-behavior alignment	4.08/5		4-5
Purpose clarity	4.08/5		3-5
Behavioral autonomy	4.46/5		4-5

Distribution shape: tight cluster. Range 31–34 — the tightest spread of any pillar on the team.

Description. Every item in the pillar sits above 3.85. The lowest item — action-motivation independence, the team's ability to move forward without waiting for motivation to arrive — still scores above the scale midpoint. Every member of the team scores above 30 on the pillar. The pattern is not concentrated in a sub-group; it is whole-team.

The anchor item is behavioral autonomy at 4.46. The team takes initiative on important work without being observed. This is what runs the operating mode.

Implication. Drive is the team's structural strength. The team is internally motivated, takes initiative without prompting, and stays with hard work when it gets hard. This is the operating capacity that has produced the team's results to date.

Drive is also the development plan's lever. How drive operates as the lever — what it gets redirected toward, and why that redirection works — is the central pattern in Section 07. Specific intervention content is in Section 09.

Energy Stability

19.6/40

DEVELOPMENT ZONE Skewed low

Sleep prioritization	1.85/5		1-4
Strategic intra-day recovery	2.15/5		1-3
Burnout trajectory	2.15/5		2-3
Recovery quality	2.23/5		2-3
Energy resilience under pressure	2.23/5		2-3
Energy capacity, sustained demand	2.62/5		2-3
Physical foundation	3.00/5		2-4
Metacognitive monitoring	3.38/5		3-4

Distribution shape: skewed low. Range 17–25. All thirteen members in Development Zone; no member in Developing or above.

Description. Six of eight items sit below 2.65. Sleep prioritization is at the floor of the pillar at 1.85, with one member scoring at the bottom of the response range. Strategic intra-day recovery, burnout trajectory, recovery quality, and energy resilience under pressure all cluster at 2.15–2.23. Energy capacity for sustained demand sits at 2.62.

The team is sacrificing the recovery layer to deliver the work. Sleep is the first thing being given up. The recovery time the team is taking is not restoring them. Rest is happening but rest is not working.

The metacognitive monitoring item sits highest at 3.38. The team can detect what is happening to them. They notice when energy is dropping. They notice when rest is not restoring. They have not been able to act on what they detect because the substrate behaviors that would address it sit at the bottom of the pillar.

Implication. Energy Stability is the primary development priority. Sleep, intra-day recovery, and rest quality are at the floor of the pillar. These are the specific behaviors the team has been cutting to deliver current output.

The pattern is universal across the team but severity differs by cohort. The Enterprise group sits at 17–19, the bottom of the band. The Mid-Market group sits at 18–25, with the newest hires at the upper end. Both cohorts are in Development Zone; the senior group is deeper into the depletion. The intervention sequencing across cohorts is in Section 09.

Focus Control

23.7/40

DEVELOPMENT ZONE Tight cluster

Internal distraction — mind wandering	2.46/5		1-3
Attentional direction — over-external	2.92/5		2-3
Attentional flexibility	3.00/5		2-4
Attentional recovery	3.00/5		2-4
Task switching behavior	3.00/5		3-3
External distraction — digital	3.00/5		2-4
Attentional direction — over-internal	3.08/5		3-4
Sustained attention capacity	3.23/5		3-4

Distribution shape: tight cluster. Range 21–26. Eleven of thirteen members in Development Zone; two Mid-Market new hires in Developing at the band threshold (26).

Description. Six of eight items cluster between 2.92 and 3.08. The pillar reads flat across most sub-constructs — the team is operating at mid-developing capacity on sustained attention, task switching, attentional recovery, and attentional flexibility. The pattern is consistent across nearly every member.

The floor item is internal distraction — mind wandering — at 2.46, with one member scoring at the bottom of the response range. Unrelated thoughts pull attention from work during normal operating conditions. This is the only item materially below the mid-developing cluster.

The anchor item, sustained attention capacity, sits at 3.23 — only 0.77 above the floor. The pillar does not have a strength to lean on; it has a flat-low operating profile with one item lower than the rest.

Implication. Focus Control is the secondary development priority. The pillar's operating capacity is below team functional band universally, with mind wandering as the specific item-level pattern.

Why Focus Control sits this low even though the team has high drive and intact metacognition elsewhere is the Substrate-Attention Pair mechanism in Section 07. The intervention content that addresses the in-moment attentional skill is in Section 09.

Resilience

26.1/40

DEVELOPING Bimodal

Self-talk post-failure	2.92/5		2-3
Recovery speed	3.00/5		2-4
Behavioral redirection	3.00/5		2-4
Emotional carry-over	3.08/5		2-4
Attribution — self-worth	3.46/5		3-5
Pattern awareness	3.46/5		2-5
Adaptation phase	3.54/5		3-5
Residue awareness	3.62/5		3-5

Distribution shape: bimodal. Range 22–30. Six members in Developing (28–30), seven in Development Zone (22–26).

Description. The aggregate score sits in the Developing band, but reading the pillar at the team aggregate misses the structural picture. Two distinct groupings exist:

- The six Enterprise AEs sit at 28–30. All in Developing.
- The seven Mid-Market AEs sit at 22–26. Six of seven in Development Zone.

The aggregate of 26.1 sits in the gap between the two groupings; no member of the team actually scores at the team mean.

At the item level, four awareness- and -attribution items sit above 3.45 (residue awareness, adaptation phase, pattern awareness, attribution — self-worth). Four behavioral- and -recovery items cluster at 2.92–3.08 (self-talk post-failure, recovery speed, behavioral redirection, emotional carry-over).

The team notices what happens to them after setbacks more than they recover behaviorally from them. Awareness is ahead of action across the pillar.

Implication. Resilience reads in two distinct groupings rather than as a team aggregate. The Enterprise group sits in Developing; the Mid-Market group sits in Development Zone. The aggregate sits in the gap between the two.

Resilience does not warrant standalone intervention status. Why the cohort split exists, and how it interacts with the central pattern, is the Cohort-Split Output Capacities dynamic in Section 07. Leader operating response for the Mid-Market cohort is in Section 10.

Regulation & Composure

25.2/40

DEVELOPMENT ZONE Tight cluster

Pressure performance — choking	2.92/5		2-3
Pre-performance routine	2.92/5		2-3
Proactive regulation	3.00/5		3-3
Metacognitive monitoring — acute	3.00/5		2-4
Arousal regulation — under-activation	3.15/5		3-4
Pressure performance — clutch	3.15/5		3-4
Arousal regulation — over-activation	3.54/5		3-5
Metacognitive monitoring — optimal zone	3.54/5		3-5

Distribution shape: tight cluster. Range 23–27. The aggregate sits in Development Zone but six Enterprise AEs sit in Developing (26–27); seven Mid-Market AEs sit in Development Zone (23–25). The cohort split is present but compressed within a four-point range.

Description. The pillar splits at the item level along familiar lines. Two items sit at 3.54 — the team can monitor when they are in their optimal zone, and they can bring intensity down when needed. Four items cluster at 3.00–3.15 around mid-developing capacity. Two items sit at 2.92 at the floor: pre-performance routine and pressure performance — choking.

The two floor items describe the same operating context. The team does not have an established pre-performance routine for high-stakes moments, and the team reports being unable to stop internal thinking when stakes climb. These are paired; the absence of the routine is part of the choking pattern.

The cohort split shows here but compressed: the Enterprise group reports somewhat better composure under pressure than the Mid-Market group, but neither cohort is at strength on the floor items.

Implication. Regulation & Composure shows the same cohort split as Resilience, compressed within a four-point range. The two floor items — pre-performance routine and pressure performance choking — are whole-team rather than cohort-specific.

The pillar pairs with Resilience in the Cohort-Split Output Capacities dynamic in Section 07. The two floor items resolve indirectly through the secondary priority intervention in Section 09.

Confidence & Self-Efficacy

28.2/40

DEVELOPING Wide spread

Confidence stability under pressure	2.92/5		2-3
Response to failure at belief level	3.08/5		3-4
Confidence stability — sustained adversity	3.46/5		3-4
Metacognitive awareness	3.46/5		3-4
Preparation-based confidence	3.46/5		3-4
Preparation-to-confidence conversion	3.77/5		3-4
Confidence source — internal vs external	3.92/5		3-5
Belief in capability	4.08/5		4-5

Distribution shape: wide spread. Range 24–31. The spread is structured — Enterprise AEs cluster at 30–31, Mid-Market AEs spread from 24 to 28. Two newest hires sit in Development Zone at 24–25.

Description. The aggregate of 28.2 sits in Developing band but the band call hides the cohort split. The Enterprise group sits at 30–31 (top of Developing). The two newest hires sit at 24–25 (Development Zone).

At the item level, two items sit at the top of the pillar: belief in capability at 4.08 and confidence source — internal vs external at 3.92. The team believes they can do the work. Their belief is not externally dependent; it does not require constant validation to hold.

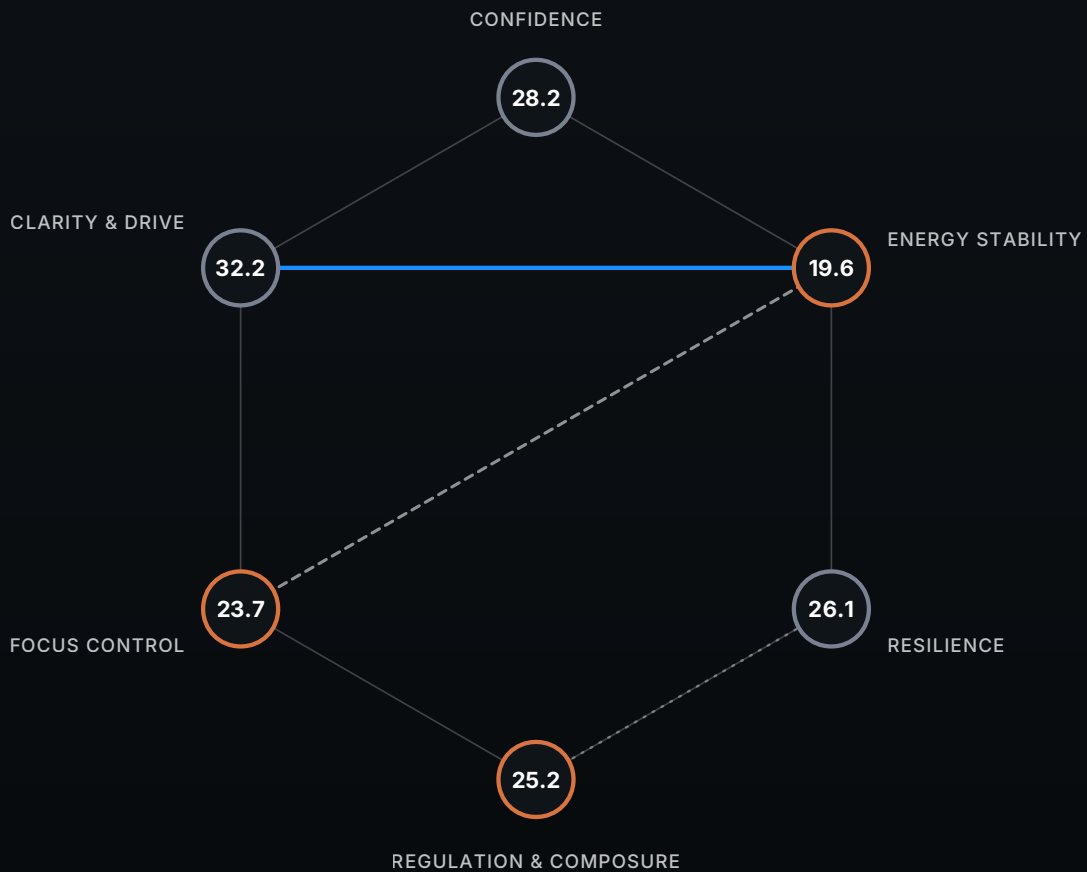
Four items cluster at 3.46–3.77 in the upper-middle range.

Two items sit lower. Response to failure at belief level is at 3.08 — failure produces a belief hit the team is recovering from but feeling. Confidence stability under pressure sits at the floor at 2.92 — confidence in the moment when stakes climb is less stable than confidence over sustained difficulty (which sits at 3.46).

Implication. Confidence is a supportive pillar rather than a development priority. The team's belief in their capability is intact and internally sourced — the foundational items of the pillar are at the top.

The wide spread is the operationally relevant detail. The two newest hires sit in Development Zone with the lowest item-level scores on belief in capability and confidence source. Their confidence is calibrating; they have not yet built the evidence base of repeated wins that the senior group operates from. Leader operating response for the Mid-Market new hires is in Section 10.

Cross - Pillar Dynamics



DRIVE-ENERGY COLLISION



SUBSTRATE-ATTENTION PAIR



COHORT-SPLIT OUTPUT CAPACITIES

The Dynamics in Detail

The pillars do not operate in isolation. This section explains how the patterns described in Section 06 are connected — which pillar is producing which, where the team's structural strength is being delivered against the team's structural deficit, and where the compositional split is sitting underneath the aggregate scores.

Three dynamics are present in this profile. The first is the team's central operating pattern. The second is the mechanism downstream of it. The third is the compositional split that sits underneath the aggregate read on two pillars.

Drive-Energy Collision

Pillars: Clarity & Drive × Energy Stability · aggregate-driven

The team's highest pillar (Clarity & Drive) and lowest pillar (Energy Stability) are connected by mechanism, not coincidence. Drive sets the level of work the team commits to. The work commitment runs at a level the team's energy reserve cannot resource. Sleep, intra-day recovery, and rest quality are what get cut to deliver on the commitment.

The directional pattern matters. Drive is producing the depletion, not responding to it. When energy drops, drive does not drop with it — drive continues committing to the same level of work regardless of available energy reserve. This is why the team has reached a state where rest is no longer restoring them: the work commitment level was never adjusted as energy dropped. Drive kept setting the bar.

The collision is structural, not behavioral. The team is not making bad choices; the team is operating exactly as their drive directs them to. Telling the team to recover more does not work as long as drive is committing them to the same work level. The development plan addresses this by changing what drive commits to, not by reducing drive.

Substrate - Attention Pair

Pillars: Energy Stability × Focus Control · aggregate-driven

Focus Control sitting in Development Zone is downstream of Energy Stability, not a separate capacity deficit. The mechanism is specific.

Maintaining attention through a working day requires the energy reserve that supports cognitive control. As energy reserve drops, the capacity to hold attention drops with it. This is observable in the data through a specific item-level pairing: Energy Stability metacognitive monitoring sits at 3.38 — the team can detect when their energy is dropping. Focus Control mind-wandering sits at 2.46 — the team cannot prevent attentional drift even when they detect the energy drop. The detection is intact; the resource that detection would otherwise enable is not available.

This is what makes Focus Control a secondary priority rather than a co-primary. Substrate intervention will produce Focus Control improvement as a side effect — not because attention is being trained, but because the energy reserve that supports attention is being rebuilt. The remaining gap, the in-moment skill of catching an internal thought and returning to the work, is the specific intervention content the secondary priority adds.

Cohort - Split Output Capacities

Pillars: Resilience × Regulation & Composure · distribution-driven

The aggregates on Resilience and Regulation & Composure (26.1 and 25.2) are misleading. No member of the team scores at either pillar's mean. The team operates as two distinct groups on these pillars: the Enterprise cohort at 28–30 on Resilience and 26–27 on Regulation & Composure; the Mid-Market cohort at 22–26 on Resilience and 23–25 on Regulation & Composure.

The capacities concentrated in the senior cohort — recovering from a lost deal, holding composure when a customer pushes back, regulating intensity through a quarter-end stretch — are experience-built. They develop through the role over time, not through a separate intervention. The Mid-Market cohort has not yet built them at the same level. Under most conditions, this is normal developmental gradient.

The dynamic carries operational consequence in this team because of how it interacts with the Drive-Energy Collision. The Mid-Market cohort scores at the same drive level

as the senior cohort. They are committing to the same level of work without the recovery and regulation capacities that the senior cohort uses to absorb the cost of that commitment. They are on the same depletion trajectory as the senior cohort but earlier in it — and reaching the same depletion state on a faster timeline because they do not have the experience-based scaffolding to slow the trajectory.

This is the specific pattern Section 10 leader operating response addresses. The development of the missing capacities happens through existing role structures (mentorship, account pairing, deal review). The leader's role is to make space for that development to happen during the rebuild without adding to what the Mid-Market group is already carrying.

Risk Pattern / Trajectory Flag

The data shows a trajectory pattern, not just a current state. This section names what current conditions are on track to produce if intervention does not happen. The pattern is operating now and is the trajectory the team is on, not a hypothetical concern.

RISK PATTERN

The Burnout Trajectory

The pattern operates on two layers. The first is what happens to the team as a whole if depletion continues. The second is the specific way the trajectory plays out across the senior and Mid-Market groups, who are at different points on the same path.

Team-wide trajectory

The team is operating at full drive against an energy reserve that is no longer being restored by rest. Two items in the Energy Stability data describe the current state directly: the burnout trajectory item ("worn down in a way that rest is not fixing") sits at 2.15. The recovery quality item ("when I take time to rest, I actually switch off") sits at 2.23. Rest is happening; rest is not working.

Three trajectory possibilities are present in the data, all reasonable from the current state. The leader's planning has to account for all three.

Possibility 1: Drive holds, depletion deepens. The team's drive remains structurally high. Commitment to demanding work continues at the current level. Depletion deepens because nothing in the recovery layer changes. The team continues to deliver, but the cost to deliver each unit of output rises. The business signal is productivity decline — same effort, smaller return — alongside diminishing returns from standard recovery options like vacation and weekend recovery.

Possibility 2: Drive begins to erode. Sustained depletion eventually compromises drive itself. Commitment to demanding work begins to drop. The team that previously took initiative without prompting starts requiring more direction. Work the team used to absorb begins requiring escalation. The business signal is forecast accuracy declining, deals slipping more frequently than the team's history would predict, and engagement on initiatives outside core revenue activity dropping.

Possibility 3: Drive bifurcates across the team. The senior cohort, deepest in depletion, reaches a point where their drive begins to drop while the Mid-Market cohort continues at full drive. The team starts operating in two different modes. The business signal is the senior cohort beginning to step back from stretch accounts or new-territory work, while still delivering on their existing book — and the Mid-Market cohort taking on more of the front-line execution without the senior cohort's experience-built support to sustain it.

The data does not tell the leader which possibility the team is moving toward. The data tells the leader that one of these three is likely without intervention. Rebuilding sleep and recovery — primary priority — is what changes the trajectory across all three possibilities.

Business signals to monitor:

- Productivity: revenue per AE per quarter beginning to decline relative to prior periods, with no clear pipeline or market explanation
- Forecast accuracy: deals slipping more frequently than the team's historical pattern; quarter-end commit becoming harder to land
- Pipeline velocity: average sales cycle lengthening within accounts the team already has access to (not new acquisitions)
- Voluntary attrition signals: senior team members taking conversations with recruiters; engagement in role-extension or career conversations dropping
- Initiative engagement: participation in cross-team initiatives, internal projects, or development of newer team members declining

How the trajectory plays out across the cohorts

The trajectory does not affect both cohorts at the same rate. The senior cohort is deeper into the depletion. The Mid-Market cohort is earlier on the same trajectory but at risk of accelerating along it faster, because they are committing at full drive without the recovery and regulation capacities the senior cohort has used to slow the pace.

The Mid-Market cohort does not have the experience base the senior cohort built before depletion set in. If they reach the same depleted state without first developing those capacities, the team converges into a uniformly-depleted operating profile — without the senior cohort's experience-built scaffolding being passed forward.

How the development plan addresses this

Primary priority work (Energy Stability) addresses the trajectory at root. Rebuilding sleep, intra-day recovery, and rest quality stops the active depletion and creates the condition under which the team's recovery options begin to work again. This is the move that changes the trajectory regardless of which of the three possibilities the team is moving toward.

Secondary priority work (Focus Control) addresses the operational consequence of depletion that shows up most acutely under pressure — the in-moment attentional drift the team currently has no resource for. Business signal: deal-cycle moments that come down to attention quality (closing conversations, customer escalations, complex multi-stakeholder negotiations) become more reliably executed.

THE WORK

Where the practice begins.

The diagnostic translated into practice. Each priority runs across two layers — what gets installed at the team level, and how individual support routes by sub-group. Mechanism, protocol, who implements, cadence. This is the section to come back to.

Development Priorities and Interventions

PRIMARY PRIORITY Rebuilding the substrate the team is running on.

Energy Stability

The work in this section addresses the trajectory named in Section 08. Without it, the team's depletion deepens. The cost to deliver each unit of output rises. Recovery options keep producing smaller returns. The senior cohort begins to face decisions about whether the role is sustainable.

With it, the team's energy reserve rebuilds. The internal drive the team possesses is now being fueled by a base that can sustain it, rather than running on reserves that are not being replaced. The team becomes able to perform at a high level and stay there — not just hit peaks, but hold the level across the full cycle of work the role requires. The high-stakes moments that currently expose the depletion (where attention drifts, composure thins, and confidence in the moment softens) become moments the team has the capacity to meet.

Sleep, intra-day recovery, and rest quality sit at the floor of the pillar. This recovery layer protects the physical and mental energy needed to perform at a high level and sustain it. The team's current way of working has compromised the recovery elements that produce better-quality work in the first place — the recovery is being cut to deliver the work, and the cost of that trade-off is showing up in how the work itself gets delivered.

The team-level work redirects the team's existing commitment toward sleep and recovery as performance work. The change is structural, not motivational: the team

already commits to demanding work; the intervention changes what the commitment is going toward. Two interventions, run in parallel.

Recovery Architecture

What it builds. A structural change to how the team's working week is built. Recovery blocks become a calendared feature of every working day, treated with the same weight as customer meetings.

Mechanism. Recovery is failing not because the team doesn't want to recover but because nothing in their workday prevents back-to-back demand from filling every available hour. When recovery is left to in-the-moment decisions, it loses to the next email, the next meeting request, the next account fire. When recovery is calendared, it operates on the same logic that protects customer meetings — the time is committed and visible to the team, and the cost of moving it shows up. Pre-commitment substitutes for willpower at the point in the day when willpower has been spent on the work.

Protocol:

- Two 15–20 minute recovery blocks per day per team member: one mid-morning, one mid-afternoon
- Calendared a week in advance; marked busy so they cannot be scheduled over
- Block content is restorative: walking, stepping outside, brief disengagement from screens, sitting quietly. Not email, Slack, social media, or "lighter work"
- Team norm: nobody schedules over another team member's recovery block without a true exception (live customer escalation). Internal calendar invites for routine work explicitly avoid recovery times
- Blocks visible on the team calendar; normalized as part of how the team works

What the leader specifically does:

- Calendars own recovery blocks first. The leader's calendar is the model — if the leader skips recovery, the team will too
- States the change explicitly to the team in writing and in a team meeting: this is performance work, not a wellbeing accommodation
- Reviews the team calendar weekly for the first four weeks to confirm blocks are present and protected. Coaches individual team members whose blocks keep getting filled
- Frames any pushback (from customers, internal stakeholders, the team itself) using the same language: this is how the team is going to deliver consistently going forward

Cohort deployment context. The Enterprise cohort needs the highest leader attention during the first weeks of rollout. They are the deepest into depletion and have built the strongest patterns around backfilling recovery time with work. Their blocks will be the first to slip. The Mid-Market cohort will install the architecture more easily because they are earlier on the trajectory and the patterns to interrupt are less entrenched.

End-of-Day Boundary

What it builds. A clear structural finish to the workday and a clear set of expectations about evening work that protect the recovery time the team currently isn't getting.

Mechanism. The team is taking time away from work, but the time isn't restoring them. The recovery quality item sits at 2.23 with the burnout trajectory item firing at 2.15. Physical absence from work doesn't produce recovery if the cognitive system is still engaged with work. Evening Slack messages, email checks, and "just one quick thing" responses keep the cognitive system activated and prevent the recovery the team intends to be getting. The intervention installs the boundary that lets the team's nervous system actually disengage from work after the workday ends.

Protocol:

- A defined end of the workday: 5pm or 5:30pm depending on the team's natural rhythm. Once the workday ends, work communication stops until the next morning
- A 10-minute end-of-day shutdown ritual per team member: review what got done, capture tomorrow's top priorities, close the laptop. Closes the loop on the day
- Team norm: no Slack messages, no emails, no "checking in" between end-of-day and the next morning, except for true customer emergencies. The team agrees on what counts as emergency in advance
- One protected evening per week with no work checking at all

What the leader specifically does:

- Models the boundary. The leader does not send Slack messages or emails after end-of-day. If the leader has work to do at night when necessary, it's drafted and scheduled to send the next morning
- Names the boundary explicitly in a team meeting. Distinguishes between "the leader is online but off" versus "the leader is actually off." Sets expectations for how non-emergency requests are handled overnight
- Defines what counts as customer emergency in advance — written, not assumed. Removes the ambiguity that makes team members feel they have to be available for everything
- Praises the team members who hold the boundary well; coaches the team members who keep slipping back into late-night work

Cohort deployment context. Same intervention for both cohorts. Enterprise members are most likely to break the boundary in the first weeks because they have been operating without one for years and the muscle memory is strong. The Mid-Market cohort, particularly the newest hires, may need the leader's reassurance that holding the boundary is what's expected, not a sign of disengagement.

LAYER 2 · INDIVIDUAL-LEVEL INTERVENTION GUIDANCE

Individual intervention plans live in each team member's individual profile. The work below is what the team-level architecture supports.

Enterprise cohort. Individual plans are likely to focus on the specific recovery behaviors at the floor of the pillar — sleep prioritization, evening cognitive disengagement, restoring rest quality. Several of these team members are starting from a position where the basic recovery patterns have been compromised over years of operating against a depleting energy reserve. Their individual work will be more intensive than the Mid-Market cohort's. The leader's supporting role is to protect the time and structural conditions that the individual work requires — not to coach the individual practices, which are self-directed.

Mid-Market cohort. Individual plans are more likely to focus on building recovery patterns before depletion accumulates further. Their starting point is better than the Enterprise cohort's, and the team-level interventions will produce a larger

share of the gain for them. The newest hires (M11–M13) are at the upper end of the team's energy range and their individual work will be lighter. The leader's supporting role is to model the recovery patterns as the baseline expectation for how the team operates, so the new hires never internalize the previous pattern of substrate - sacrifice as the team's norm.

The leader is not the coach for individual plans. The leader's role is making sure the team-level conditions exist for the individual work to land.

SECONDARY PRIORITY

The in-moment attention skill the team has no resource for.

Focus Control

The work in this section addresses what the team's mind-wandering pattern is costing in the moments where attention quality decides the outcome. Without it, the team continues to commit to high-stakes work with an in-moment attention pattern that drifts the moment stakes climb. The drift shows up as a thought arriving (about the next step, about how it's going, about what could go wrong) and pulling the team out of what's actually in front of them. This is what currently happens at the points where attention has to be cleanest.

With it, the team has a skill they can deploy at the moment a thought arrives: notice it, return to the work, without engaging the thought. The capacity is built through repetition, the same way physical capacity is built. Once it is built, it is the difference between a team whose attention quality holds when stakes climb and a team whose attention quality fragments. The deal-cycle moments where this matters most (closing conversations, escalations, complex negotiations) become moments the team is fully present in rather than partially absent from.

The mind-wandering item sits at 2.46, the lowest item in Focus Control. The pattern is whole-team — eleven of thirteen members in Development Zone — and it is downstream of the depletion the primary priority addresses. Rebuilding sleep and recovery will produce some Focus Control improvement as the team is less depleted, but the in-moment skill of catching a thought and returning to the work is not produced by recovery alone. That skill is what this intervention adds.

Sequenced after the primary priority. Attention training requires a recovering energy reserve to land cleanly; running it against an actively depleted team produces weaker effects. Starts week 4 of the primary priority work.

TEAM-LEVEL INTERVENTION 1

Attention Training

What it builds. A four-week practice that builds the team's capacity to notice when an internal thought has pulled attention from work, and return cleanly to the work without engaging the thought.

Mechanism. The team's mind-wandering item sits at 2.46. Internal thoughts pull attention from the work the team is trying to do. The standard reflex when this happens is to fight the thought — suppress it, get frustrated, push it away — which makes it stickier. The suppression itself uses cognitive resources, and the thought tends to come back stronger. The practice this intervention installs is different: notice the thought, label what it is, return to the work. Repeated practice builds the capacity to do this faster and with less cognitive cost. The mechanism is well-established in the cognitive performance research and produces measurable mind-wandering reduction within two weeks of consistent practice.

Protocol:

- Four-week training: 10 minutes per day, 5 days per week
- Setup: seated, eyes closed or downcast, attention on the breath at a specific anchor point (nostrils, chest, or abdomen)
- The practice: when attention wanders away from the breath, notice the wandering. Briefly label what the content was — planning, worry, replaying. Return attention to the breath. Repeat as many times as wandering occurs
- Week 1 expectation: team members notice wandering more often, not less. The noticing capacity comes online before sustained attention improves
- Weeks 2–4: wandering frequency starts to decrease, returns become faster
- Ongoing practice after week 4: 5–10 minutes daily, 4–5 days per week

What the leader specifically does:

- Times the start: week 4 of the primary priority work, not before. Sleep and recovery rebuilding has to be in motion first
- Provides the structural support — a recommended app or guided audio resource, paid by the company. Removes the friction of figuring out how to start
- Frames the practice as training, not stress relief. Same logic as physical training: capacity built through repetition
- Does not micromanage the practice. Asks at 1:1s how the practice is going; does not require completion reports
- Practices alongside the team. Same discipline as recovery blocks — the leader's pattern is the team's signal

Cohort deployment context. Same intervention for both cohorts. Mind-wandering is whole-team. No cohort-graded variation needed in the rollout.

LAYER 2 · INDIVIDUAL-LEVEL INTERVENTION GUIDANCE

The mind-wandering pattern is whole-team. Individual plans across both cohorts will include the attention training as a core element. Some individual plans may add content-specific work where mind-wandering is dominated by particular work concerns rather than random drift. That work is self-directed within each individual's plan.

The leader's supporting role is consistency: protecting the time for the daily practice during the four-week training, not interrupting it with rescheduled meetings or "quick" requests, and modeling the practice themselves.

FOR THE LEADER

How to lead this team.

How to operate as the leader given what the data shows. Distinct from Section 09 — that section is the work to install. This section is the operating decisions, leadership levers, and patterns to monitor while the work runs. Each item traces from a specific pattern in the team's data.

Leader-Specific Guidance

This section directs how to lead given the specific team this profile describes. The team-level interventions in Section 09 are the work installed at the team level; the guidance below operates around that work — the operating decisions, the leadership levers, and the patterns to monitor while the rebuild is happening and after it lands.

Each item is grounded in a specific pattern in the team's data and traces from the data to the operating implication.

Communication and Operating Adjustments

The team will say yes to anything you put in front of them. Until their energy reserve rebuilds, the job of managing how much they take on belongs to you.

Clarity & Drive scores 32.2/40 with the tightest cluster on the team. Every member commits to demanding work without being told to. Energy Stability sits at 19.6 with all thirteen members in Development Zone — sleep at 1.85, recovery at 2.23, rest no longer restoring them. The team's drive is intact; the energy reserve drive is operating from is not.

When drive is high and the energy reserve is low, the team does not feel where their limits are. They sign up for the next account, the next stretch quarter, the next compressed turnaround. Their continued commitment looks to them like evidence that they can sustain it. From the inside, the team cannot see the gap between what they are committing to and what their energy reserve can support.

That makes the leader the regulator during the rebuild period. Specifically: how aggressive a quarter target is set, how many strategic accounts are concurrent, how short a turnaround on a customer ask is accepted on the team's behalf. These are the operating decisions that determine whether drive is operating against an energy reserve that can sustain it, or accelerating the depletion this work is meant to reverse.

Once the rebuild has produced a sufficient energy reserve, the team's own signals about how much they can take on become reliable again, and the regulating function returns to the team. Until then, it sits with the leader.

The team's composure under pressure is the thinnest part of their working profile. High-stakes communication requires more setup, written context, and lead time than the message itself might seem to warrant.

Pressure-context items across multiple pillars cluster at the floor of their respective pillars. Regulation & Composure pressure-performance choking sits at 2.92. Confidence stability under pressure sits at 2.92. Pre-performance routine sits at 2.92. The pattern is consistent: when stakes climb, the team's capacity to absorb cleanly drops.

The mechanism is well-established in the pressure-response literature — when state activation rises faster than regulation capacity can match, the cognitive system narrows and the absorption window for new information closes. Difficult news delivered without buffer hits the team at a moment their regulation capacity is least able to process it.

The Mid-Market cohort scores lower on Regulation & Composure than the senior group; this asymmetry is most pronounced for them. When delivering hard news (a deal lost, a forecast miss, a leadership escalation, a customer-side change), provide written context first, time before the conversation, and a clear frame for what the team is being asked to do with the information. The senior cohort can absorb less of this; the Mid-Market cohort needs it most.

The team is fully capable; the team is not currently fully available. Operating decisions during the rebuild must distinguish between the two.

Confidence in capability sits at 4.08 — the team believes they can do the work. Drive is at 32.2 — they will commit to it. The senior cohort has built the recovery and regulation capacities the role requires. By every measure of capability, the team can deliver.

Energy Stability at 19.6 with all members in Development Zone is the constraint. The team's capability is real; the energy reserve that capability deploys from has been compromised. The Drive-Energy Collision dynamic in Section 07 describes the mechanism — the same operating mode that produces the team's capability is currently consuming the energy reserve that resources it.

During the period of Section 09 intervention work, operating decisions that assume capability translates to availability — taking on extra accounts because the team can handle them, agreeing to a stretch quarter because the team has done it before, pulling in scope because the team is good — will deepen the trajectory the intervention is rebuilding the team out of. Capability is what the team can do. Availability is what they

can do without depleting further. The two are separable, and the period of the rebuild is when the separation matters most.

Leadership Levers

The two leadership behaviors with the highest impact on the outcomes Section 09 is targeting. These are levers in the precise sense: the leader's behavior here disproportionately affects whether the rebuild produces the change the data points toward.

Lever 1: The leader's own modeling of recovery determines the team's adoption rate of the structural changes in Section 09.

The team's drive at 32.2/40 means the team is highly responsive to operating norms — they pattern their behavior on what is modeled, not on what is stated. This is well-documented in the team-dynamics literature: high-commitment teams orient toward the leader's actual behavior with high fidelity, including behaviors the leader does not intend to model.

The implication is operationally specific. If the recovery blocks are calendared but the leader sends Slack messages during them, the blocks function as performance theater for the team. If the end-of-day boundary is stated but the leader is online at 9pm, the boundary is read as aspirational rather than real. The team will install the version of the intervention they observe, not the version they are told.

What this requires: the leader installs the same recovery architecture and end-of-day boundary as the team. The leader's calendar carries the same blocks. The leader's evening communication holds the same boundary. The team's adoption rate of the Section 09 work will track the leader's own with high correlation.

Lever 2: Protecting the existing experience-transfer structures during the rebuild is what prevents the cohort gap from widening.

The Cohort-Split Output Capacities dynamic in Section 07 describes the structural picture: the senior cohort has built the recovery and regulation capacities the role requires; the Mid-Market cohort has not yet. Under normal conditions, that gap closes through the team's existing structures — mentorship, account pairing, deal review, ride-alongs on hard customer calls.

The mechanism that threatens this transfer during the rebuild is straightforward: depleted senior team members have less energy reserve to mentor from. The intervention work in Section 09 protects this directly by rebuilding senior energy reserve. What the leader can add is structural protection: not requiring more mentorship, but ensuring the senior cohort has the capacity to continue the transfer they are already doing.

What this requires: protection of the existing transfer structures rather than expansion of them. Explicit acknowledgment of the role the senior cohort plays in the team's development — not as additional responsibility, but as recognition that reinforces continuation. Visibility of the transfer happening (deal reviews where the senior member's reasoning is surfaced for the Mid-Market AE; account pairings where the experience is named, not just delivered).

Leader Watch Points

Watch for the senior cohort's drive thinning, not just their energy dropping.

Section 08 names three trajectory possibilities for the team. The most operationally consequential is the one where sustained depletion compromises drive itself in the deepest-depleted cohort. The senior team is currently the deepest-depleted on Energy Stability and the most exposed to this possibility.

The mechanism is documented in the burnout literature: drive is not protected from depletion indefinitely. Sufficient sustained depletion produces motivational drop — not in the global "I don't care" sense, but in the specific sense of the high-commitment-without-prompting pattern beginning to soften. The signals are observable.

Specifically: senior cohort members declining stretch initiatives they previously volunteered for, asking for clearer scope on work they previously took ownership of, stepping back from mentorship opportunities, becoming harder to read in 1:1s where they were previously direct. If these surface, the trajectory has reached a stage where team-level interventions alone are no longer sufficient — individual conversations with affected team members become urgent.

Watch for the newest hires showing depletion signals at earlier tenure stages than your historical pattern.

Your three newest hires (M11–M13, under 1 year tenure) currently sit in the upper part of the team's energy range — they are the least depleted on the team. This is the expected pattern; new hires haven't accumulated the same depletion as the senior cohort.

The risk pattern is that the team's existing operating mode teaches the new hires to deplete faster than the senior cohort did at the same stage. The mechanism: the new hires absorb the team's pattern by observation. If the pattern has not yet changed when they are absorbing it, they install the depleted operating mode as their own baseline rather than building toward the experience-protected version the senior cohort developed.

The signals to watch: recovery time producing diminishing returns within their first 12–18 months; mid-week energy drop visible in their work; the language of being "burned out" appearing in their conversations. The Section 09 intervention work is what changes the pattern they are absorbing. Your role is to see the absorption pattern before it sets in.

Watch the newest hires' confidence during the rebuild specifically.

Confidence sits at 28.2/40 on average, but the wide-spread distribution is the operationally relevant detail. The two newest hires sit in Development Zone at 24–25, with the lowest item-level scores on belief in capability (4) and confidence source (3) of the team. Their belief in their capability is calibrating; they have not yet built the evidence base of repeated wins that the senior group operates from.

The mechanism specific to the rebuild period: when effort patterns are being explicitly re-shaped (recovery blocks, end-of-day boundary), there is a phase where the rebuild can produce a subjective experience of reduced output. The senior cohort has the evidence base to interpret this correctly — fewer hours of activity is not less performance. The new hires do not yet have this evidence base. They can interpret the same experience as confirmation that they are not performing.

What this requires: monitoring the new hires' subjective state during the rebuild specifically. If their confidence in capability begins to soften during the period when effort patterns are visibly changing, name the misread directly. The data is in their hands — capability scoring is high; the rebuild produces stronger performance over time. The rebuild can compound new-hire confidence fragility if the leader does not actively counter the misread.

What Progress Looks Like

HOW TO READ THIS SECTION

Two timeframes per priority. Early signals at 4–8 weeks. Established signals at 3–6 months. If the signals don't appear within the timeframes named, the work is not yet producing the change — re-engage with the practitioner team before continuing.

This section names the direct effects of the work in Section 09 — what the leader will see when the interventions are producing the change they're targeting, and the downstream impacts that follow. Two timeframes per priority: early signals visible in the first 4–8 weeks, and established signals visible at 3–6 months once the patterns have had time to take hold.

If the signals below do not appear within the timeframes named, the rebuild is not yet producing the change — re-engage with the practitioner team for diagnostic before continuing.

Primary Priority — Energy Stability

Recovery Architecture and End-of-Day Boundary, run in parallel. Targeting: intra-day recovery, evening cognitive disengagement, sleep quality, morning state. Downstream: rebuilt energy capacity supports stronger decision quality, more consistent output across the workday, and reduced burnout risk.

Early signals (first 4–8 weeks):

- Recovery blocks held on calendars rather than skipped or backfilled. Verifiable directly through team calendar review.
- The afternoon energy drop the team has been pushing through becoming less pronounced. Mid-afternoon work showing more of the cognitive quality that's been visible only in the morning.
- Slack and email activity after the defined end-of-day dropping measurably. Visible in activity timestamps without monitoring individuals.
- Team members coming into mornings with more available energy than the prior pattern. The texture of early-day conversations and meetings shifting.

Established signals (3–6 months):

- The afternoon-versus-morning gap in cognitive quality narrowing. Decision-making, written work, and customer conversation quality holding steadier across the full workday.
- Recovery time (weekends, vacations) producing actual restoration. Team returning from time off with energy restored rather than still depleted.
- More consistent output across the full quarter. The recovery research is clear: rebuilt energy capacity reduces the drop-off that typically appears in the back half of demanding cycles, because the team is no longer running on accumulated debt.
- Reduced burnout-trajectory signals across the team. The pattern that drove the depletion is interrupted; the team can sustain demanding work without compounding the cost over time.

Secondary Priority — Focus Control

Attention training, sequenced from week 4. Targeting: the in-moment skill of noticing internal thoughts and returning to the work without engaging them. Downstream: improved focus stability supports execution quality on cognitively demanding work, particularly under pressure.

Early signals (first 4–8 weeks of attention training, weeks 4–12 of overall work):

- Team members noticing mind-wandering more often during the first weeks of training, not less. The noticing capacity comes online before wandering frequency drops. Worth flagging to the team in advance so they don't read it as the practice not working.
- Attendance at the practitioner-led group sessions holding through week 4. Drop-off after week 1 is the predictable failure mode the group sessions are designed to prevent.
- Team members beginning to use the language of the practice — describing a thought arriving and being able to return to the work, rather than describing being pulled out of work mid-task.

Established signals (3–6 months):

- Mind-wandering frequency dropping. Team members report attention staying with the work for longer stretches without internal thoughts pulling them out.
- Faster recovery when attention does drift. The gap between a thought arriving and the team member returning to the work shortening from minutes to seconds.
- Stronger execution quality on cognitively demanding work — work that requires sustained attention, work where small errors compound, work under pressure. The cognitive performance research links reduced mind-wandering directly to working memory and executive function gains, both of which support this kind of work.
- Improvement extending into pressure-context performance more broadly. The cognitive control capacity the training builds is the same capacity that supports composure under pressure; gains are likely to surface across both Focus Control and Regulation & Composure at retest.

Appendix · Methodology Note

INSTRUMENT	Mental Performance Index (MPI), pre-v5
PILLARS	6
ITEMS	48
ITEM SCALE	1–5
PILLAR SCORE RANGE	8–40
BANDS	4 (Critical · Zone · Developing · Strength)
TEAM SIZE (N)	13

About the Mental Performance Index

The Mental Performance Index (MPI) is a 48-item assessment grounded in sport psychology, performance science, and energy management research. The instrument measures six pillars of mental performance, with eight items per pillar covering distinct sub-constructs within each pillar. Each item is scored 1–5. Reverse-scored items are corrected before pillar totals are calculated. Pillar scores range from 8 to 40, with band assignments based on ranges established through clinical and performance research foundations.

How this team profile was produced

This profile was produced by a trained sport psychology professional from the team's aggregate MPI data and per-member item-level data. The analysis includes aggregate and distribution analysis at the pillar level, item-level pattern analysis at team scale, two-layer intervention selection (team-level and individual-level), and leader-specific

guidance derived directly from the team's profile data. The analytical framework draws on team-level interaction and risk-pattern libraries that accumulate through ongoing manual production.

What this team profile is and isn't

This profile is a diagnostic of trainable team-level performance capacities. It is not individual diagnosis at scale. It is not a hiring or evaluation tool. It is not a substitute for individual conversations between the leader and team members. It is not a personality assessment. It is not clinical.

Distribution shape reference

SHAPE	DEFINITION
Tight cluster	Standard deviation low; team is largely operating at the same level on this pillar.
Wide spread	Standard deviation high; team contains substantial variance with no clear modal grouping.
Bimodal	Two distinct sub-groupings with a gap between them; team operating as two sub-teams.
Outlier-driven	One or two members materially shift the aggregate; the team mean does not represent the typical team member.
Skewed high / low	Most of the team clusters at one end with a tail in the other direction.

Pillar reference

PILLAR	WHAT IT MEASURES
Energy Stability	The substrate layer — sleep, recovery, intra-day energy management, sustained capacity.
Resilience	Setback recovery, adaptation phase, behavioral redirection, attribution stability.

PILLAR	WHAT IT MEASURES
Regulation & Composure	Pressure response, arousal regulation, pre-performance routine, composure under stakes.
Focus Control	Sustained attention, mind-wandering, recovery from distraction, attentional flexibility.
Clarity & Drive	Behavioral autonomy, intrinsic motivation, purpose alignment, commitment depth.
Confidence & Self-Efficacy	Belief in capability, internal vs external sourcing, stability under pressure and adversity.

Scoring band reference

BAND	RANGE	DESCRIPTOR
ESTABLISHED STRENGTH	34-40	Operating capacity that reliably resources performance demand on this pillar.
DEVELOPING	26-33	Functional capacity with sub-construct gaps that are addressable through deliberate work.
DEVELOPMENT ZONE	17-25	Below team functional band; structural intervention indicated.
CRITICAL FOCUS AREA	8-16	Capacity-constrained; priority intervention required.

END OF PROFILE

This profile reports the team's data and pattern interpretation as of the assessment window. The intervention work in Section 09 is what changes the trajectory the data describes. The leader's operating decisions during the rebuild — Sections 10 and 11 — are how the work lands.

Reassessment cadence: 6-month retest is recommended for baseline-to-progress comparison.