

TEAM PERFORMANCE CAPACITY PROFILE

Revenue Org — Account Executives



LEADER

TEAM-SAMPLE-001

TEAM SIZE

n = 13

PROFILE TYPE

Baseline

PROFILE DATE

May 1, 2026

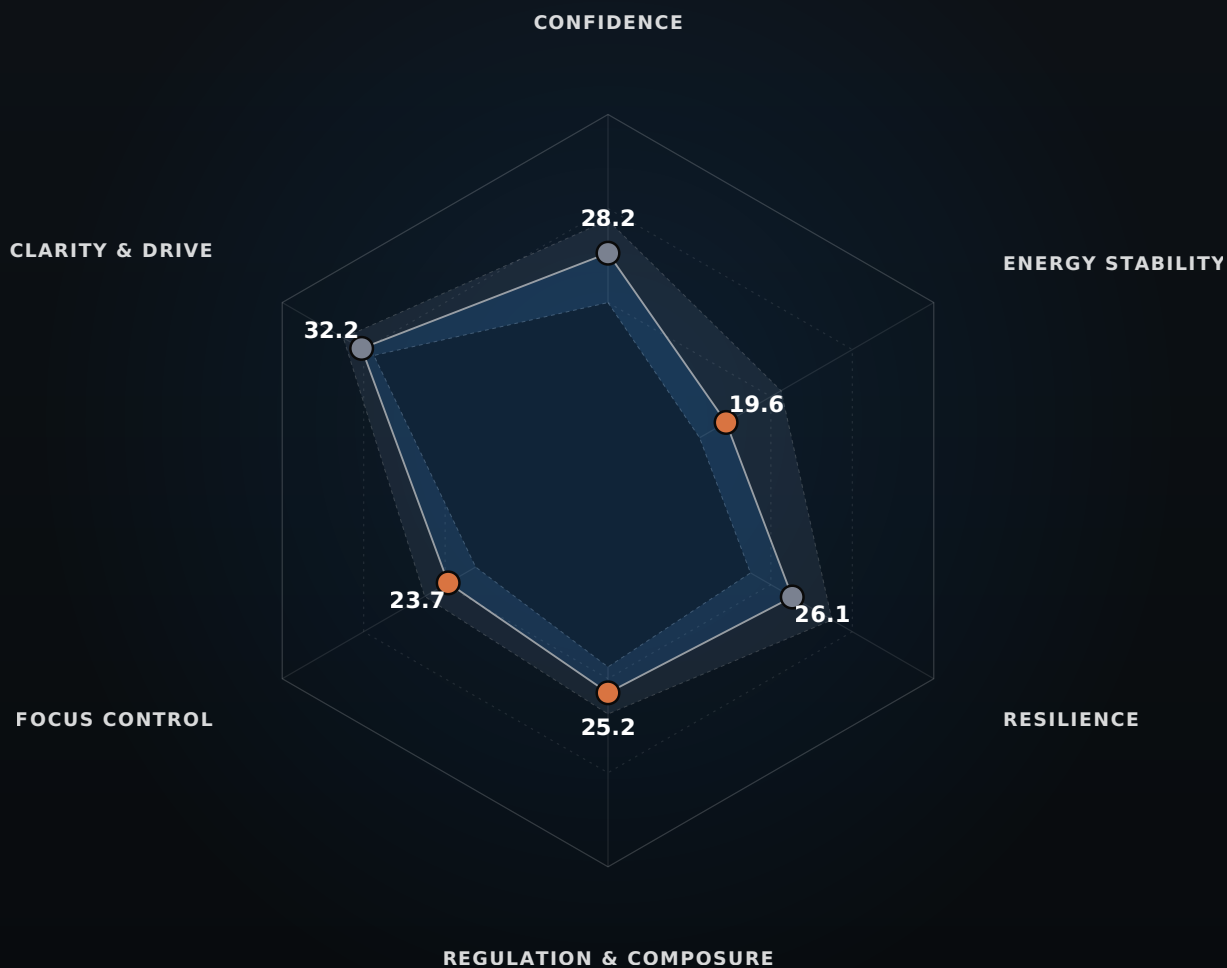
ASSESSMENT WINDOW

April 14–28, 2026

INSTRUMENT

PCI · Baseline

Team Performance Snapshot



A team operating at full capacity shows a full, even shape across all six pillars. This profile shows where capacity is shrinking. Clarity & Drive is running well ahead of the rest of the team's profile. Energy Stability is the lowest pillar, with every member scoring in the same band — no variation across the team. On Resilience and Confidence, team members are scoring at noticeably different levels from one another. On Regulation & Composure and Focus Control, the team is scoring at nearly the same level across the board.

Pillar Scores at a Glance

PILLAR	SCORE	BAND
Clarity & Drive	32.2 / 40	DEVELOPING
Energy Stability	19.6 / 40	DEVELOPMENT ZONE
Resilience	26.1 / 40	DEVELOPING
Regulation & Composure	25.2 / 40	DEVELOPMENT ZONE
Focus Control	23.7 / 40	DEVELOPMENT ZONE
Confidence & Self-Efficacy	28.2 / 40	DEVELOPING

Established Strength

34–40

Well developed; operating as an asset.

Developing

26–33

Functional with room to grow.

Development Zone

17–25

Below functional level; needs attention.

Critical Focus Area

8–16

Significantly underdeveloped.

Diagnostic Summary & Leader Brief

THE PATTERN

This team is internally driven and running low on the energy required to sustain it.

Clarity & Drive — the pillar measuring how internally motivated and self-directed a team is — scores 32.2 out of 40, the highest pillar on this profile. Every member is scoring at nearly the same level. Teams with high Clarity & Drive are typically self-starters. They take on challenges without being asked, push through difficult stretches, and are driven by the work itself rather than external pressure or oversight.

That drive requires a recovery foundation that keeps pace with it. Energy Stability — the pillar measuring how well the team recovers and sustains capacity over time — scores 19.6 out of 40, the lowest pillar on the profile. Every member is in the Development Zone, the second lowest band. The lowest scoring items are all recovery behaviors — the daily practices that restore the energy the team is spending:

- Sleep prioritization – 1.85 out of 5
- Intra-day recovery – 2.15 out of 5
- Rest quality – 2.23 out of 5

Focus Control — the pillar measuring the team's ability to sustain attention and manage distraction — scores 23.7 out of 40. Every member is in the Development Zone. The whole pillar is scoring below functional level, not one or two items pulling it down. The team's ability to sustain attention, manage distraction, switch between tasks, and return to work after losing focus are all scoring at a similar level.

The three pillars together describe a team that is highly driven, under-recovered, and operating with attention capacity that is suffering. What makes this pattern distinct is the role drive plays in it. High drive keeps people moving through the signals that would otherwise prompt them to stop and recover. The team feels the depletion — the data suggests that clearly. They keep going anyway because that is what their drive produces. Drive is not the problem — it is the asset that has produced their results. But drive without recovery becomes a liability over time. That is what this profile is measuring.

WHAT THIS TENDS TO PRODUCE

The quality of cognitively demanding work declines first.

Activity stays consistent — the team is showing up and putting in the hours. What changes is harder to see. The work that requires the most from people starts coming back at a lower level than the effort going into it. You may already be seeing some of this:

- Preparation that looked solid going in but did not produce the result it should have
 - Missing steps in the follow-through process on complex deals
 - Work taking much longer to complete than it should
 - More back-and-forth on deliverables that used to come back clean the first time
- When Focus Control is broadly underdeveloped and Energy Stability is low, the work that demands sustained attention is the first place the gap shows up.*

Recovery time is producing diminishing returns.

The data already shows this. Rest quality scores at 2.23 out of 5. The burnout trajectory item sits at 2.15 — the team reports that rest is not doing what it used to. You may already be seeing:

- People returning from time off and picking up exactly where they left off — no visible reset
 - Slower starts to the week — later to initiate outreach, quieter in early meetings, longer to get into substantive work
 - Team members who are visibly working hard but falling behind on things that used to get done without effort
- High drive keeps the team moving through the depletion. Energy Stability being this low means the recovery that should be happening between demands is not.*

Performance under pressure tends to become less consistent.

When the stakes are highest this pattern shows up most directly. You may already be seeing:

- A team member who handles routine work reliably but becomes unpredictable when the account or the moment matters most
- A high-stakes conversation that was well-prepared but did not close at the level it should have
- Team members who are typically composed and confident in normal conditions but break down in high pressure situations

Regulation & Composure and Focus Control both suffer when Energy Stability is this low. The moments that require the most from the team are the moments the team has the least to give.

These performance-level consequences have direct business costs.

Business Impact

01

Missed targets compound.

Missed targets create pressure. Pressure deepens depletion. Depletion produces more missed targets. Without intervention each cycle is more difficult than the last, with less capacity to meet it.

02

More cost, less output.

More management attention, more correction, and more support are required to maintain output that used to happen without them. The team costs more to run and produces less.

03

Underperformance when it matters most.

High-priority accounts, critical decisions, and end-of-cycle execution are where a depleted team tends to fall short of what they are actually capable of. For organizations navigating high growth, a recent fundraise, or significant internal change, these are the moments investors, boards, and leadership are watching most closely. Underperforming when that attention is highest affects how the team is perceived, how it is resourced, and the level of confidence placed in it going forward.

04

Attrition becomes increasingly likely.

Sustained depletion raises the probability that team members begin looking for the exit. The senior members of this team are the deepest into the pattern — and while attrition at any level is costly, losing a senior member carries a disproportionate price. Recruiting, ramp time, lost relationships, and the knowledge they take with them cannot be quickly rebuilt. The organization pays for the underperformance and then pays again to replace who left.

What to Do

01 Install recovery time as a non-negotiable part of the workday.

Two protected blocks per day, calendared in advance, treated with the same weight as a meeting that cannot be moved. Full protocol in Section 5.

Why this matters: Every member of this team is in the Development Zone on Energy Stability. The recovery deficit is already showing in the data. Without protected time built into the structure of the day, it will not happen — high drive means available space always gets filled with work.

02 Set a clear end to the workday and hold it.

A defined point each day where internal communication stops and work ends. Full protocol in Section 5.

Why this matters: The data shows rest is not restoring this team. A clean break between work and recovery time is what allows the nervous system to actually disengage. Without it, the recovery blocks in action 1 produce less than they should.

03 Model both yourself before expecting the team to follow.

Hold the recovery blocks and the evening boundary yourself — visibly and consistently.

Why this matters: For this to work across the team, it has to start with you. If the team does not see you holding the recovery blocks and the boundary, the practice will not take hold at the team level.

04 **Account for recovery time when setting expectations on workload.**

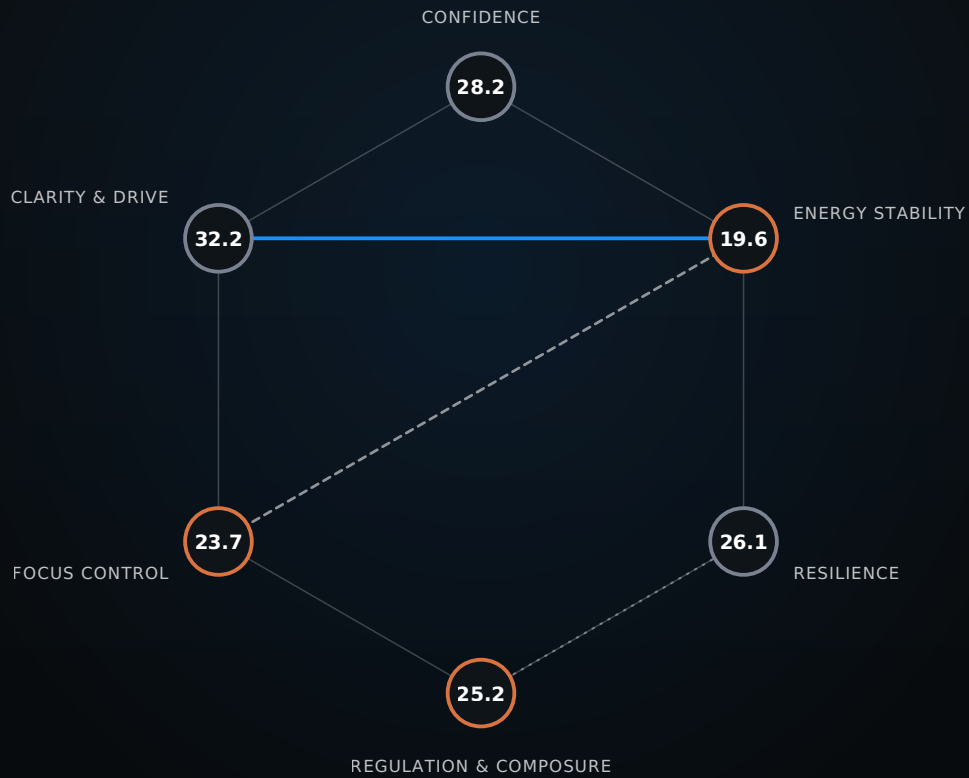
Adjust what the team commits to during the rebuild period to reflect the time the recovery practices require. Full protocol in Section 5.

Why this matters: Adjusting the workload creates the space the recovery practices need to actually work. Without it, the recovery time gets absorbed by the same demand that produced the depletion.

A second phase of work targeting attention capacity begins once the recovery practices above are in place and running. Full detail in Section 5.

Cross-Pillar Dynamics

Three connections in this data explain why the profile is shaped the way it is and why the intervention sequence is what it is.



--- Drive-Energy Collision

--- Energy and Attention

--- The Two-Group Gap

Drive-Energy Collision

Clarity & Drive × Energy Stability

Most depletion patterns are straightforward — demand exceeds recovery over time and the energy base erodes. This profile shows a more specific version of that. High drive does not just increase output demand. It actively overrides the signals that would otherwise prompt someone to slow down and recover. A team with lower drive would likely pull back at this point. This team keeps going because that is what high drive produces. The result is that the depletion compounds faster than it likely would in a team with lower drive, and the signals that would surface it — declining motivation, reduced effort, disengagement — are masked by the same drive that is accelerating the problem. By the time the depletion becomes visible from the outside, it is already well established.

Energy and Attention

Energy Stability × Focus Control

It would be reasonable to look at this profile and treat Energy Stability and Focus Control as two separate problems requiring two separate solutions. They are not. Attention capacity is not independent of the energy base — it runs on it. When the body and mind are not recovering consistently, sustaining attention through demanding work becomes progressively harder. The Focus Control scores on this profile are low, but the root is not an attention skill deficit. It is an energy deficit that is limiting the team's ability to access the attention capacity they have. This is why the intervention sequence addresses Energy Stability first. Attention training on an actively depleted team produces weaker results because the practice requires the cognitive availability that depletion reduces. Addressing the energy base first is not a delay — it is what makes the attention work land at full effect.

The Two-Group Gap

Resilience × Regulation & Composure

The aggregate scores on Resilience and Regulation & Composure look similar across the team. The distribution does not. Both pillars split clearly along the Enterprise and Mid-Market line — the senior group scoring materially higher on both. This matters because Resilience and Regulation & Composure are the capacities that determine how much a person can absorb before the depletion pattern starts affecting their output and behavior. They are not built through training — they develop through accumulated experience in the role over time. The newer group has the same drive and the same recovery deficit as the senior group. What they do not have is the experience-built buffer that partially offsets the cost of operating in a depleted state. This means the two groups are not just at different points in the depletion trajectory — they are exposed to its consequences at different rates. The leader cannot manage both groups the same way. The guidance for how to account for this is in Section 5.

Development Priorities & Interventions

PRIORITY 1

Rebuild the energy reserve the team is running on.

Without this work the pattern named in Section 3 continues to deepen. With it, your team's capacity to sustain output over time rebuilds — and the moments that currently expose the depletion become moments your team has the energy to meet.

Intervention 1: Recovery Architecture

What it builds. A structural change to how your team's working day is built so that recovery happens consistently rather than only when the team remembers to make time for it.

PROTOCOL

- Two 15–20 minute recovery blocks per day per team member — one mid-morning, one mid-afternoon
- Calendared a week in advance and marked busy so they cannot be scheduled over
- Block content is restorative: walking, stepping outside, brief disengagement from screens. Not email, Slack, or lighter work
- Team norm: nobody schedules over another team member's recovery block without a genuine exception
- Blocks visible on the team calendar — normalized as part of how your team operates

WHAT YOU SPECIFICALLY DO

- Calendar your own recovery blocks first — your team's adoption will track yours

- Review the team calendar weekly for the first four weeks to confirm blocks are present and protected
- Coach individually where blocks are consistently being filled or skipped

Cohort note. Enterprise members may find the blocks harder to protect initially — the pattern of filling available time with work may be more ingrained after longer time in the role. Mid-Market members are earlier in that trajectory and the patterns may be less entrenched.

WATCH FOR

- Blocks scheduled but filled with email, Slack, or lighter work — the block exists on the calendar but produces no recovery
- Blocks getting scheduled over quietly as weeks progress — hold the calendar review
- The activity happening but not being restorative — stepping away from screens is what makes the break restorative

Intervention 2: End-of-Day Boundary

What it builds. A defined point each day where internal work communication stops and your team's cognitive system begins to disengage from work — allowing recovery time to actually restore them.

PROTOCOL

- Your team defines their own end-of-day time based on their natural rhythm and role demands. The specific time matters less than the consistency of holding it
- One protected evening per week with no internal work checking at all
- After the defined end-of-day point, internal communication stops — no Slack messages to colleagues, no internal emails, no planning activity
- External customer responsiveness is a separate decision you make based on role requirements — this protocol governs internal communication only
- A 10-minute end-of-day shutdown ritual per team member: review what got done, capture tomorrow's priorities, close the laptop. Creates a clean cognitive break between work and recovery time

WHAT YOU SPECIFICALLY DO

- Define your own end-of-day time and hold it consistently — do not send internal messages or emails after that point
- Where internal work is necessary in the evening, draft and schedule to send the following morning
- Define what counts as a genuine internal emergency in advance and communicate it to the team in writing — removes the ambiguity that keeps your team feeling they must be available for everything
- Name the distinction explicitly with your team: external customer needs may require flexibility; internal communication does not
- Recognize team members who hold the boundary consistently; coach those who keep slipping

Cohort note. Enterprise members have been operating in the role longer — the late availability pattern may be more ingrained. Mid-Market members, particularly newer hires, may benefit from explicit reassurance that holding the boundary is expected and will not be read as disengagement.

WATCH FOR

- Internal communication stopping but individuals continuing to work — the boundary is about stopping work, not just stopping communication
- The exception becoming the norm — one genuine emergency after hours sets a precedent that erodes the boundary over time. Define what counts as a genuine emergency before it happens
- The leader not holding the boundary — if you are sending internal messages after hours, the team will not hold the line either

INDIVIDUAL-LEVEL GUIDANCE — PRIORITY 1

Each team member has an individual profile with their own intervention plan. You do not direct that work. The most useful thing you can do at the individual level is ensure the team-level conditions are in place, stay open to conversations about what each person needs, and remove obstacles when they surface.

PRIORITY 2

Build the attention capacity the team is currently under-resourced for.

This work addresses the attention pattern named in Section 3. Unlike Priority 1, this is not a structural change the team installs together — it is a personal practice each individual builds. Your role here is different. You are not installing a team-level policy. You are creating the conditions, removing the friction, and modeling the behavior that makes individual adoption more likely. Start this work once the recovery practices from Priority 1 are in place and running. Attention training requires a recovering energy base to produce its full effect.

Intervention: Attention Training

What it builds. The capacity to notice when attention has drifted from the work and return to it — consistently and with less effort over time. Like physical capacity, it develops through repeated practice.

PROTOCOL

- Beginning with a shared educational foundation is recommended — a sport psychologist, performance coach, or mindfulness practitioner with experience in attention training can introduce the topic, explain the options, and guide the team through initial practice. It gives everyone the same starting point and removes the ambiguity of figuring it out individually
- Individual practice follows the shared introduction. Specific methods and formats are best determined by the practitioner or resource the team uses — what matters is consistency of practice over time
- Protect time for daily individual practice in the schedule — 10 minutes per day is sufficient to build the capacity over a four-week period

WHAT YOU SPECIFICALLY DO

- Identify a practitioner or resource to provide the shared educational introduction
- Protect the time for both the group introduction and the ongoing individual practice

- Frame the practice as training, not stress relief — capacity built through repetition
- Practice alongside your team — your adoption is the signal
- Check in at one-on-ones about how the practice is going. Do not require completion reports
- Do not start this before the recovery practices from Priority 1 are running

Cohort note. Both cohorts score similarly on Focus Control. No cohort-graded variation is needed in the rollout.

WATCH FOR

- Starting before Priority 1 recovery practices are in place and running — attention training on an actively depleted team produces weaker results and lower confidence in the practice
- Inconsistent practice — the skill builds through repetition. Sporadic practice produces sporadic results

INDIVIDUAL-LEVEL GUIDANCE — PRIORITY 2

Each team member has an individual profile with their own intervention plan. The shared introduction creates a common foundation — individual plans build from there. Ensure the time for daily practice is protected in the schedule, stay open to conversations about what each person needs, and remove obstacles when they surface.

What This Pattern Costs

REVENUE EXPOSURE

\$325,000

5% close-rate decline · \$6.5M quota · conservative

Research consistently shows teams operating under sustained depletion produce meaningfully less than their actual capacity. For this team, even a 5% decline in close rate represents \$325,000 in annual revenue against a \$6.5M quota — and close rate is one metric. Depletion shows up across the entire sales process: follow-through on pipeline, quality of high-stakes conversations, emotional regulation under pressure, execution on deal-critical details. The true exposure is larger.

ATTRITION

\$180K–360K

1.5–3× OTE · per senior rep · industry benchmark

Industry estimates place sales rep replacement at 1.5 to 3 times OTE. At an average OTE of \$120,000, losing one senior rep costs between \$180,000 and \$360,000. The senior members of this team are the deepest into the depletion pattern and the hardest to replace.

The cost of the wrong response

Raising targets adds demand to a team that is already internally driven and already depleted — whether they are hitting their number or not. High-drive teams absorb the new target and push harder. The depletion deepens. The ceiling lowers further.

Pressure tactics activate a threat response in already depleted individuals. The result is a team that works harder and produces less. High drive masks the decline long enough that by the time it becomes visible, the pattern is significantly more entrenched.

Adding headcount brings new people into the same conditions. Without addressing what produced the pattern, new hires acclimate to it. The team gets larger. The pattern gets more entrenched.

Training and development pushes require cognitive availability to land. On a depleted team the return is a fraction of what it would be at full capacity. The spend happens. The lift does not.

These costs compound.

Missed targets create pressure. Pressure deepens depletion. Depletion produces more missed targets. Each quarter the pattern continues unaddressed, the cost of reversing it increases.

Using This Data

Team conversations

This profile gives you and your team a shared language for performance capacity — one that is grounded in data rather than observation or opinion. That language can make difficult conversations easier to have and easier to receive. When a team member is struggling with consistency, composure, or output quality, consider opening with energy and recovery before effort or skill. A question like *“what does your recovery look like right now — are you coming back restored after time away from work?”* gives the team member a frame that is accurate, non-threatening, and actionable. Each team member receives their own individual profile — which means they are likely to come into these conversations with their own data already in hand.

Performance reviews

This team is highly internally motivated and purpose-aligned. If a team member is underperforming, consider whether the gap is more likely capacity than will before drawing a conclusion. The data in this profile gives you a basis for starting from capacity rather than accountability.

Workload and assignment decisions

The cohort split in this profile — Enterprise members carrying more depletion than Mid-Market members — is one input into how you think about distributing demand across the team. Where there is flexibility, routing high-pressure work toward team members with more available capacity is worth considering. Where there is not — and often there is not — the more useful application is looking for ways to reduce friction, remove unnecessary barriers, and lighten the surrounding load on the people carrying the most demanding work.

When high-stakes periods arrive

Product launches, funding milestones, demanding quarter-ends — these are not optional and this data does not change that. What it does is give you a more accurate read on the team's current buffer going into those periods. A team with this profile has less capacity to absorb additional demand than it appears from the outside. That information is useful for decisions about where to focus support, what to deprioritize, and where to reduce unnecessary load during those windows — even when the stakes themselves cannot be reduced.

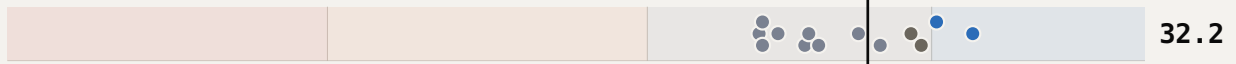
L&D investment

Skills training and methodology work are likely to land better after the recovery work in Section 5 has had time to take hold. If development investment is planned for the near term, consider whether lighter formats — coaching conversations, small group discussion — are a better fit for the team's current capacity than intensive training programs.

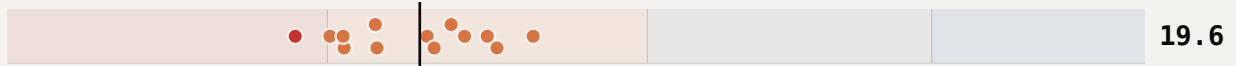
Pillar Reference

How each pillar score is distributed across the team. Each dot is one team member, plotted by their score on that pillar and colored by the band it falls in. The vertical line marks the team average. Where dots cluster together the team is scoring at a similar level; where they spread apart the team is scoring at noticeably different levels from one another.

Clarity & Drive



Energy Stability



Resilience



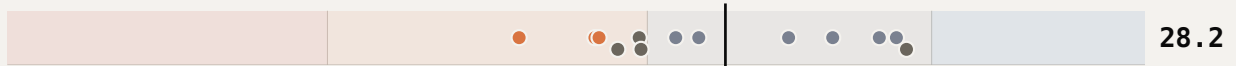
Regulation & Composure



Focus Control



Confidence & Self-Efficacy



8 17 26 34 40

Pillar Detail

PILLAR	SCORE	BAND	WHAT THIS MEANS
Clarity & Drive	32.2 / 40	Developing	The team is highly self-directed and internally motivated — the capacity driving their output.
Energy Stability	19.6 / 40	Development Zone	The team's recovery practices are not keeping pace with the demand their drive creates — the primary constraint on sustainable output.
Resilience	26.1 / 40	Developing	The team's ability to recover from setbacks and maintain effort through difficulty is split — the Enterprise group significantly stronger than the Mid-Market group.
Regulation & Composure	25.2 / 40	Development Zone	The team's ability to manage emotions and maintain composure under pressure shows the same cohort split as Resilience — stronger in the senior group.
Focus Control	23.7 / 40	Development Zone	Attention capacity is broadly underdeveloped across the whole team — likely connected to the Energy Stability deficit.
Confidence & Self-Efficacy	28.2 / 40	Developing	The team believes in its ability to perform — a capacity that tends to hold output levels even under pressure.

END OF PROFILE

The work begins here.

Return to Section 5 for the intervention protocols as the work progresses. Return to Section 3 if the direction feels unclear. The patterns shift as the work changes them. This document captures the starting point.

Appendix

Table 1 — Scoring Band Reference

BAND	SCORE RANGE	WHAT IT MEANS
Critical Focus Area	8 – 16	This capacity is significantly underdeveloped and is likely limiting performance in visible ways.
Development Zone	17 – 25	This capacity is below functional level. It is affecting performance and requires active attention.
Developing	26 – 33	This capacity is functional but has meaningful room to grow. Not a constraint on its own but worth developing.
Established Strength	34 – 40	This capacity is well developed and operating as an asset for the team.

Table 2 — Pillar Definitions

PILLAR	WHAT IT MEASURES
Clarity & Drive	How internally motivated and self-directed the team is — the degree to which purpose, values, and commitment drive behavior without external pressure.
Energy Stability	How well the team recovers and sustains capacity over time — the degree to which rest, recovery, and energy management practices support consistent output.
Resilience	How effectively the team maintains effort and adapts through setbacks, adversity, and challenging stretches.
Regulation & Composure	How well the team manages emotions and maintains composure under pressure, in high-stakes moments, and through difficulty.
Focus Control	How well the team sustains attention, manages distraction, and returns to work when focus breaks.
Confidence & Self-Efficacy	The degree to which the team believes in its ability to perform, handle challenges, and produce results.

Table 3 — Shared Language Reference

TERM	WHAT IT MEANS	HOW TO USE IT
Performance capacity	The mental and physical foundation that determines how consistently someone can perform over time.	<i>"Where is your performance capacity right now?" opens a conversation about sustainability without implying a performance problem.</i>
Energy Stability	How well someone recovers and sustains their capacity over time — determined by daily rest, recovery, and energy management practices.	<i>"Your energy stability is the lowest area on your profile — let's talk about what your recovery looks like day to day."</i>
Recovery	The practices that restore the energy spent on demanding work — rest, sleep, and time away from work that allows the system to rebuild.	<i>"What does your recovery look like right now — are you coming back restored after time away from work?"</i>
Depletion	The state of operating from a reduced energy base — when recovery is not keeping pace with demand.	<i>"The data suggests we are operating in a depleted state as a team — that is what we are addressing with the work in Section 5."</i>
Drive	Internal motivation — the degree to which someone is moved by purpose and the work itself.	<i>"Your drive scores are strong across the team — that is what has been sustaining output. The question is what we build underneath it."</i>
Focus Control	The ability to sustain attention on demanding work and return to it when distracted.	<i>"Focus control is something we can train — it is not a fixed trait. Here is what we are doing as a team to build it."</i>
Capacity ceiling	The level at which someone can currently perform given their present energy and recovery state.	<i>"The team's capacity ceiling is lower than what we are capable of right now — the development work is about raising it."</i>