

ORGANIZATION COHORT MODE · MERIDIAN HEALTH PARTNERS

# Enterprise leadership population

All vice presidents and directors in scope for the 2026 AI operating plan

54 of 58 eligible leaders completed · Four leaders on leave during the window · 18 August – 5 September 2026 · Prepared for: Chief Executive Officer and Chief Human Resources Officer

SAMPLE REPORT · FICTIONAL ORGANIZATION · ILLUSTRATIVE DATA

## Three takeaways

**An asset to draw on.** 26 of 54 (48%) leaders report **Ethical Guardrails & Accountability** at Strong or above. Explore how that reported practice could support the priority below.

**A priority to investigate.** Only 3 of 54 (6%) leaders report **Team Learning Experiences** at Strong or above; 23 Developing, 28 Established, 3 Strong. Check whether individual AI lessons become shared team practice — the self-reports do not show whether it is already happening.

**A condition to examine.** Self-reports on **Psychologically Safe Climate** differ: 16 Developing, 23 Established, 8 Strong, 7 Distinctive. Discuss whether the difference matters for the priority before starting the routine. Individual ratings do not establish a single organization result.

Each takeaway counts leaders' own reports (page 2 explains how to read them). Page 7 turns the priority into one proposed intervention.

Meridian Health Partners · Enterprise leadership population · reader edition · SAMPLE — fictional organization, illustrative data

# What this report is, and isn't

This report counts the Signal Profile™ results of 54 leaders. It adds no new measurement and there is no organization total: each dimension is shown as a count of leaders in each band.

|                                                                                                                                                              |                                                                                                                                      |                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>SELF-REPORT</b><br><br>What each leader reported about their own behavior, placed in one of four bands against a reference sample of 601 working leaders. | <b>OBSERVER VIEW</b><br><br>What each leader's raters reported observing, read for each leader first and then counted. Never banded. | <b>INTERPRETATION TO EXPLORE</b><br><br>A question or experiment suggested by the counts. A hypothesis, not a finding. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|

## How to read a cohort report

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Counts, not a organization result</b> | Each count says how many leaders reported, or were observed doing, something. It cannot say how the organization works together, rank leaders, or show that one dimension causes an outcome; no team- or organization-level validity evidence exists yet. Mixed placements are common and are not a problem in themselves; the debrief decides which differences matter.                                                                             |
| <b>Reference sample</b>                  | The grey bar at the top of the self-report charts shows, in percent, how the 601 reference leaders divide: about 1 in 4 Developing, 1 in 2 Established, and 1 in 4 at Strong or above (1 in 10 Distinctive), on every dimension, because the bands are cut at that sample's 25th, 75th and 90th percentiles. Three black marks carry those boundaries onto every self-report bar. They describe that sample, not what this organization should show. |
| <b>Observer patterns</b>                 | Similar views are not validation; a difference is not a blind spot or a capability gap; "not enough evidence" is never a low rating. The reading rule is provisional and under review by the research lead.                                                                                                                                                                                                                                          |
| <b>Change over time</b>                  | With 54 leaders, one leader crossing a band boundary changes a count, so a change in counts is not evidence of impact on its own. Routine evidence comes first.                                                                                                                                                                                                                                                                                      |

**BANDS, BEFORE YOU MEET THEM**  
Developing: below the 25th reference percentile · Established: 25th–75th · Strong: 75th–90th · Distinctive: 90th and above. Bands locate self-reports against a reference sample; they are not performance standards or population norms.

**CONFIDENTIALITY AND USE**  
This reader edition contains no leader names. Each leader's individual report stays confidential to that leader. No group view is shown for fewer than 5 leaders, and no observer result for fewer than 3 usable raters. Results are developmental: they are not designed or approved for hiring, promotion, compensation, performance ratings, or comparing one leader with another.

# Three signals, eleven dimensions

The eleven dimensions in this report sit in three signals that follow the path from individual AI use to changed work: adapt, adopt, scale. These are the definitions used in every Signalead™ report.

## ADAPT Inner Signal — Mindset & Adaptability

|                       |                                                                                                                                                                                                                                                     |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Developmental Stretch | A leader's disposition to use AI in leadership work in ways that stretch current capability, stay open when AI challenges expertise or prior judgment, and use feedback and evidence from working with AI to improve leadership practice over time. |
| Adaptive Leadership   | A leader who takes timely action on how AI is used under incomplete information, then revises decisions, leadership behavior, and AI tactics when evidence or conditions indicate a better path.                                                    |
| Outside-In Learning   | A leader who looks beyond the team's usual domain for AI signals, perspectives, and practices, brings those external inputs into the team's conversations, and translates them into team-relevant learning.                                         |

## ADOPT Outward Signal — People Practices

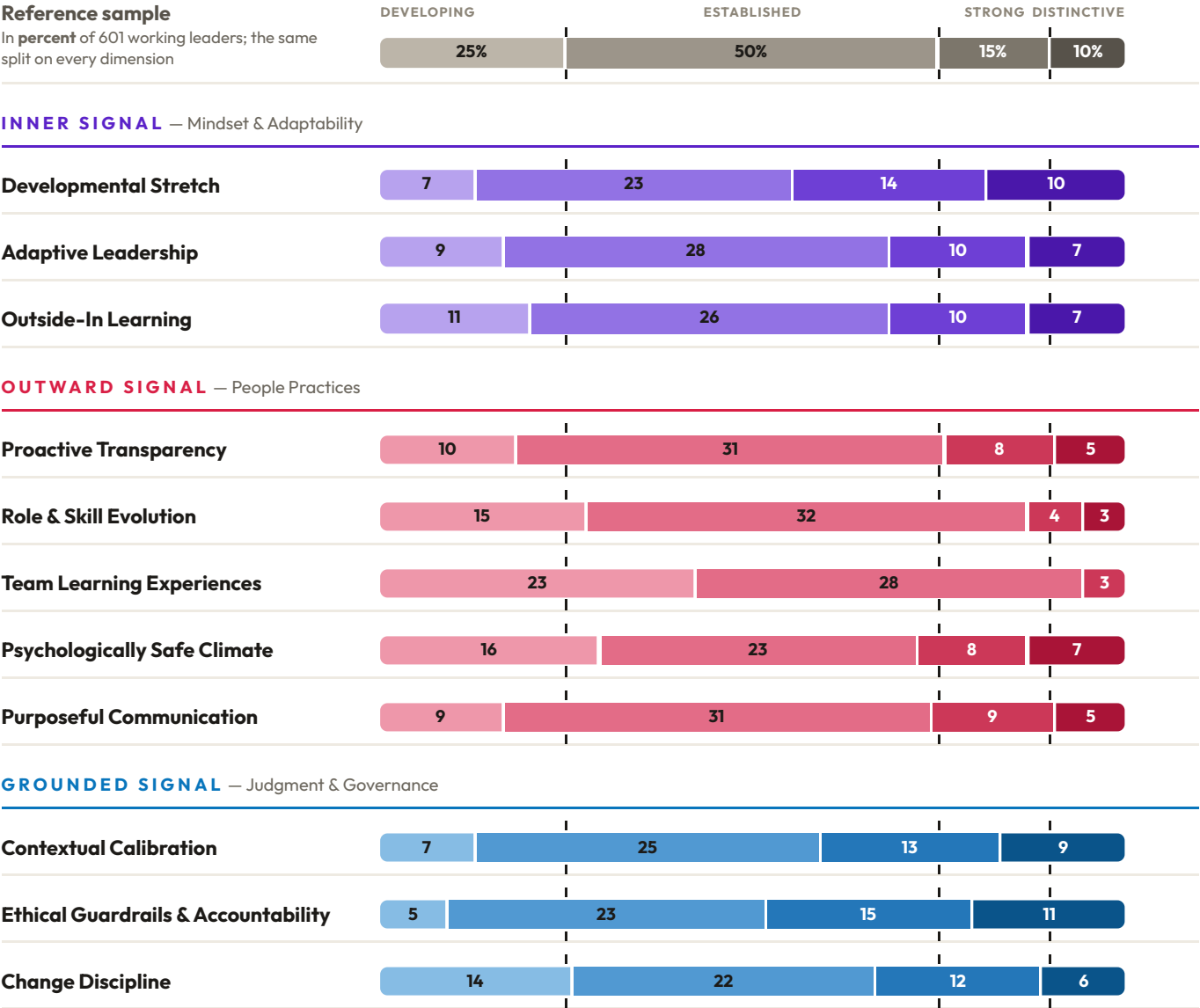
|                              |                                                                                                                                                                                                                                                                                                                               |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proactive Transparency       | A leader who openly and proactively explains and documents why AI is being used, how it works, and how it informs decisions, while clearly communicating the implications to their team and others affected by the decisions, without intentionally hiding or withholding information — even when the truth is uncomfortable. |
| Role & Skill Evolution       | A leader who develops team capabilities, redesigns roles, and coaches critical AI discernment so team members move into higher-value human contributions as AI changes the work.                                                                                                                                              |
| Team Learning Experiences    | A leader who helps the team systematically turn AI-use experience into shared learning, improved work practices, and applied team capability.                                                                                                                                                                                 |
| Psychologically Safe Climate | The active work a leader does to create a team climate where members can speak up, experiment, ask for help, and share concerns about AI's effects on their work, roles, autonomy, expertise, and value — enabling them to engage with AI openly without fear of blame, dismissal, embarrassment, or loss of respect.         |
| Purposeful Communication     | A leader who makes AI transformation intelligible and meaningful for the team by supporting shared interpretation of AI-related change and preserving human purpose, role meaning, and continuity as work changes.                                                                                                            |

## SCALE Grounded Signal — Judgment & Governance

|                                     |                                                                                                                                                                                                                                                                                          |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contextual Calibration              | A leader's ability to interpret, question, and calibrate AI output in light of organizational context, situational realities, and future implications before relying on it for decisions.                                                                                                |
| Ethical Guardrails & Accountability | A leader who sets clear ethical boundaries for AI use, enforces those boundaries under pressure, and accepts personal accountability for AI outcomes under their authority.                                                                                                              |
| Change Discipline                   | A leader's disciplined structuring of AI implementation so the change is paced to team capacity, coordinated across stakeholders, governed by clear decision criteria, sustained through setbacks, responsive to concerns, and evaluated with success measures that fit AI-enabled work. |

# How leaders placed themselves

How all 54 leaders placed themselves on each dimension, by self-report band (light to dark: Developing, Established, Strong, Distinctive), set against the reference sample.



Numbers on the coloured bars are **leaders** (whole numbers); only the grey reference bar is in percent. The three black marks carry the reference sample's band boundaries onto every bar. A Developing segment that runs past the first mark means a larger share Developing than in the reference sample; a Strong-or-above portion that starts before the second mark, or a Distinctive segment before the third, means a larger share at those bands. The marks describe the reference sample, not a target.

# How raters’ views compared with leaders’ own

Leaders whose raters gave a clear read, by how the raters compared with the leader’s own answers to the same items. Leaders with no direction are counted beside the bar.

COVERAGE FIRST

51 of 54 leaders had at least one rater respond; 51 of them have at least one reportable observer result (3 or more usable raters on a dimension). 385 rater responses came from 279 different people; 30 people rated more than one leader, so responses are not independent voices. Each leader is read on their own raters first, then leaders are counted — a leader with more raters does not count more.

Adaptive Leadership stands apart under “Observers report less”: 22 of 47 leaders with a clear read, against a median of 30% across the eleven dimensions shown. A reason to ask what raters see there, not a finding about any leader.

Each bar

Leaders with a clear read

– Observers report less

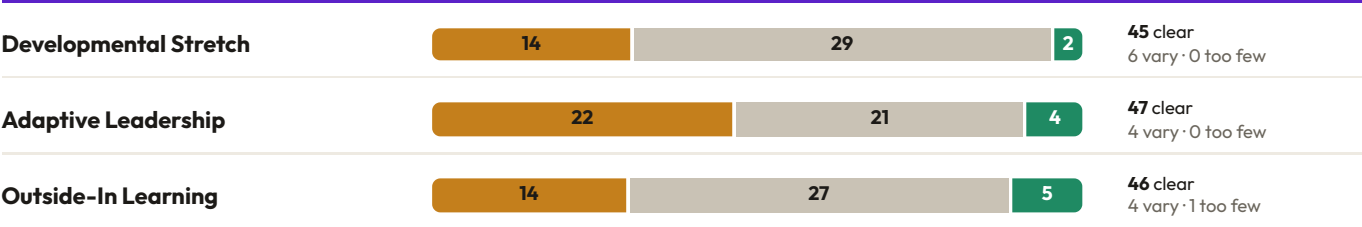
= Similar to the leader’s view

+ Observers report more

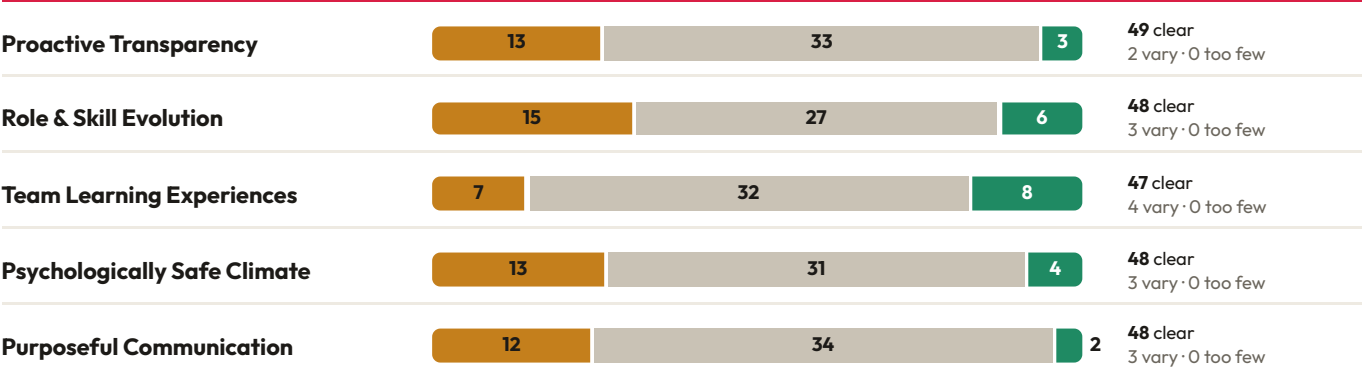
Beside the bar

Clear · vary · too few

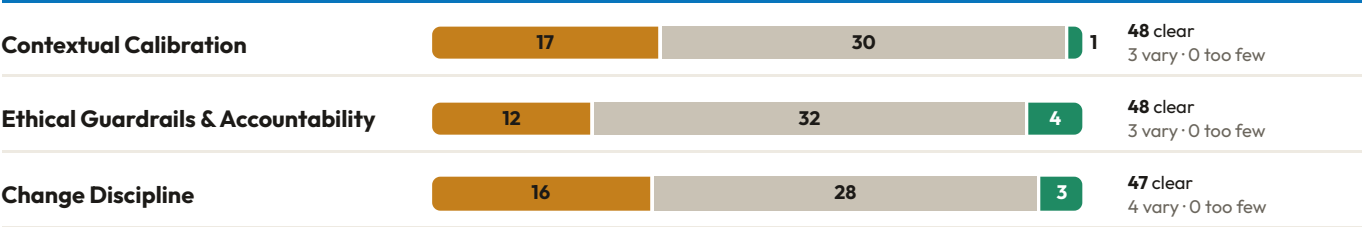
INNER SIGNAL — Mindset & Adaptability



OUTWARD SIGNAL — People Practices



GROUNDING SIGNAL — Judgment & Governance

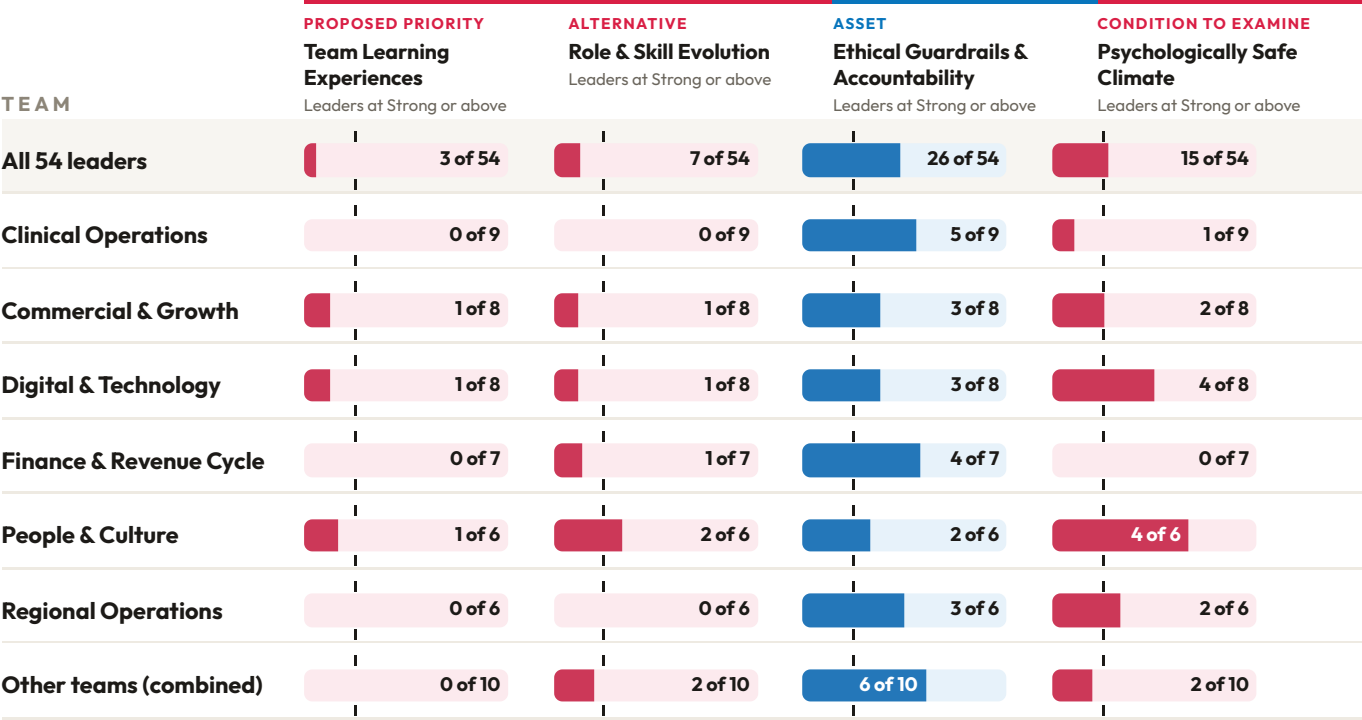


Numbers on the bars are leaders. A leader counts under – or + when their raters’ average on the same items differs from their own answers by at least 0.7 scale points (provisional); “vary”: raters’ spread of 1.0 or more; “too few”: fewer than 3 usable raters. A bar needs at least 5 clear reads, and clear reads for two-thirds of the 51 leaders with observer data. Observer results have no bands; a difference is a reason to talk, not a finding about any leader (page 2).

# Where the pattern sits

Leaders at Strong or above, team by team, on the dimensions from the cover: the proposed priority and its nearest alternative, the asset, and the condition to examine. A pattern in every team suggests an organization-level intervention; one in a few teams belongs in those teams’ conversations.

Each bar: leaders at Strong or above (Strong + Distinctive), count inside · | reference sample: about 1 leader in 4 is at Strong or above



Each bar is the share of that team’s leaders at Strong or above, with the count inside it. The black mark is the reference sample’s share (about 1 in 4), a fact about that sample, not a target. Teams below 5 leaders are combined with at least one other team so no small team can be recovered from the totals: “Other teams” = Operating Leadership Team, Strategy Office (10 leaders). Participating leaders are not assumed to represent the whole organization.

# Where to start

PROPOSED — CONFIRM IN THE DEBRIEF

## Team Learning Experiences

The default rule proposes the dimension with the fewest leaders at Strong or above, then the most at Developing. It is a starting point: confirm it against the four questions below, or choose one of the alternatives.

- **Role & Skill Evolution** — 7 of 54 (13%) at Strong or above, 15 Developing
- **Proactive Transparency** — 13 of 54 (24%) at Strong or above, 10 Developing

|                     |                                                                      |
|---------------------|----------------------------------------------------------------------|
| Business importance | Does this matter to a current AI priority?                           |
| Control             | Can this sponsor change it directly?                                 |
| Evidence            | Do the observer view (page 5) and work examples point the same way?  |
| Readiness           | Is there a live piece of AI work to run it on in the next two weeks? |

One cohort intervention

PROPOSED UNTIL THE SPONSOR GROUP AGREES IT

|                         |                                                                                                                                                                                                    |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| INTERVENTION            | <b>The AI Learning Loop</b> , run as a standing routine in each team in scope — A four-station loop that turns an AI experiment into a shared team practice. <a href="#">Open in the Toolkit →</a> |
| ACCOUNTABLE SPONSOR     |                                                                                                                                                                                                    |
| TEAMS IN SCOPE          |                                                                                                                                                                                                    |
| START DATE              |                                                                                                                                                                                                    |
| ENABLEMENT              | e.g. a facilitated launch session per team                                                                                                                                                         |
| UPTAKE MEASURE          | teams running the routine on live work, by Day 30                                                                                                                                                  |
| EVIDENCE IT IS WORKING  | work artifacts from each team, e.g. debrief records                                                                                                                                                |
| STOP OR ADJUST RULE     | what would make us change or stop it                                                                                                                                                               |
| DAY 30 / 60 / 90 REVIEW |                                                                                                                                                                                                    |

# Days 30, 60 and 90

Review in this order, so the evidence of the routine comes before any change in self-report.

|        |                                                                                                                                              |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Day 30 | Did the routine run on the live work, on the agreed cadence? Keep the first artifact as the baseline.                                        |
| Day 60 | Did it change a decision or a piece of work? Adjust the routine using examples from the people doing the work.                               |
| Day 90 | Does it hold with less prompting? If the group adds a re-measure, leaders re-take the Team Learning Experiences items and raters re-rate it. |

Read any change in counts after the routine evidence: with 54 leaders, one leader crossing a band boundary changes a count (page 2; re-measuring rules on the method page).

# How this report measures

**Population.** All vice presidents and directors in scope for the 2026 AI operating plan. 54 of 58 eligible leaders completed; four leaders on leave during the window.

**Self-report.** Each leader completed the Signal Profile™ (v2026.2, 108 items, 11 dimensions). Items are answered on a 7-point agreement scale labelled 1 = Strongly disagree and 7 = Strongly agree; the points between are numbered, not labelled. Bands are read against reference distributions from the Initial Validation Sample of 601 working leaders — reference points, not norms. Because the bands are cut at that sample's 25th, 75th and 90th percentiles, about 1 in 4 of it falls in Developing, about 1 in 4 at Strong or above and 1 in 10 Distinctive on every dimension; that is the grey reference bar and the three marks on every self-report bar. Each leader was computed by the same engine that produced their individual report; this report counts those results.

**Observer view.** Raters answered the Witnessed Signal Check on the same 7-point scale, with a “not seen enough to rate” option. Each leader is read on their own raters: a rater counts toward a dimension with at least 2 of 3 items answered; fewer than 3 usable raters is not reported; rater spread of 1.0 or more is “responses vary”; otherwise a difference of at least 0.7 scale points between the raters and the leader's own answers to the same items is less or more (provisional, under review by the research lead). Leaders are then counted, unweighted by their number of raters. In this report a dimension's observer bar is drawn only when at least 5 leaders have a clear read (less, similar or more) and clear reads are at least two-thirds of the leaders with observer data, and the observer page only when at least 6 of the 11 dimensions qualify (provisional).

**Floors.** No group view for fewer than 5 leaders; small teams are combined with others so they cannot be recovered from totals. No observer result for fewer than 3 usable raters.

**Re-measuring.** A re-measure is suggested, not included with the Signal Profile™ or Signal Profile 360™. Where a group adds one, report who re-measured, and where the same raters were not available, report self-report movement only and say why. Changes in who participates are disclosed; organization-wide change is not inferred from a changing respondent pool.

**Priority.** The proposed priority follows a disclosed default rule and becomes the sponsor group's choice only when confirmed in the debrief. Its routine is chosen from the Signalead™ Toolkit by the same model as the individual reports, applied to the group: the part of the dimension where the largest share of leaders sits below Strong, weighted as in individual routing, picks the best-fitting tool.

**What this report doesn't claim.** It does not measure how the organization works together, rank leaders, predict performance, or show that a dimension causes an outcome. Individual-level research associations have not been studied at team or organization level. It is not designed or approved for any employment decision.