

INTACT TEAM MODE · MERIDIAN HEALTH PARTNERS

Operating Leadership Team

Runs enterprise operations and owns the 2026 AI operating plan.

Roster date 15 August 2026 · 6 of 6 eligible leaders completed · 18 August – 5 September 2026 · Prepared for: Chief Executive Officer

SAMPLE REPORT · FICTIONAL ORGANIZATION · ILLUSTRATIVE DATA

Three takeaways

An asset to draw on. 4 of 6 leaders on this team report **Developmental Stretch** at Strong or above. Explore how that reported practice could support the priority below.

A priority to investigate. No leader on this team reports **Team Learning Experiences** at Strong or above; 2 Developing, 4 Established. Check whether individual AI lessons become shared team practice — the self-reports do not show whether it is already happening. It is ahead of **Psychologically Safe Climate** by one leader at Strong or above: treat both as candidates in the debrief.

A condition to examine. Self-reports on **Outside-In Learning** differ: 1 Developing, 3 Established, 1 Strong, 1 Distinctive. Discuss whether the difference matters for the priority before starting the routine. Individual ratings do not establish a single team result.

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

What this report is, and isn't

This report counts the Signal Profile™ results of 6 leaders. It adds no new measurement and there is no team total: each dimension is shown as a count of leaders in each band.

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

Counts, not a team result	Each count says how many leaders reported, or were observed doing, something. It cannot say how the team 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.
Reference sample	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 team should show.
Observer patterns	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.
Change over time	With 6 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

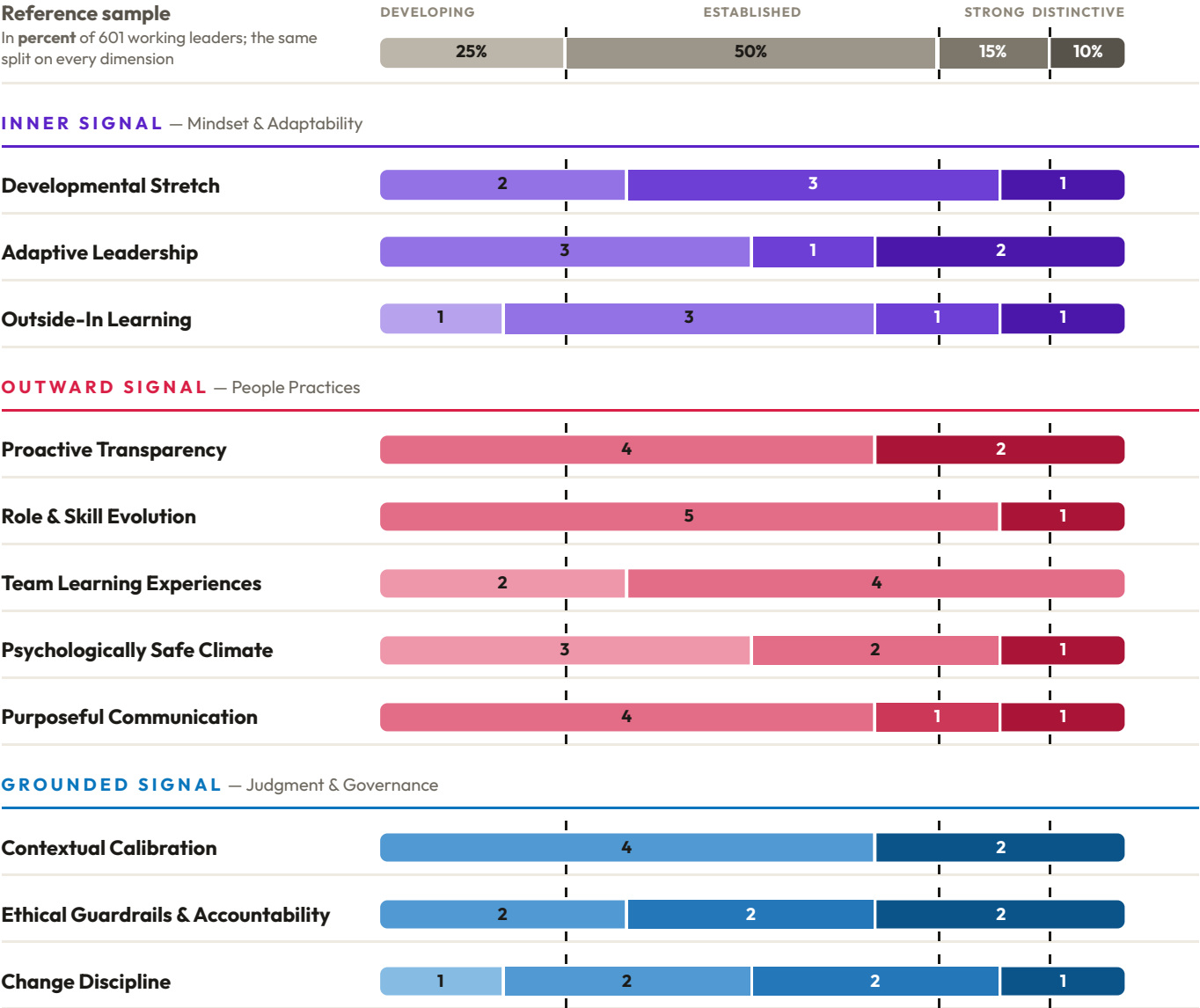
Proactive Transparency	A leader who openly and proactively explains and documents why AI is being used, how it works, and how it informs decisions, while clearly communicating the implications to their team and others affected by the decisions, without intentionally hiding or withholding information — 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 6 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

6 of 6 leaders had at least one rater respond; 6 of them have at least one reportable observer result (3 or more usable raters on a dimension). 41 rater responses came from 33 different people; four 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. The sponsor was one of those raters; this edition shows only counts, never an individual leader’s observer result.

Adaptive Leadership stands apart under “Observers report less”: 5 of 6 leaders with a clear read, against a median of 2–3 leaders across the ten 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

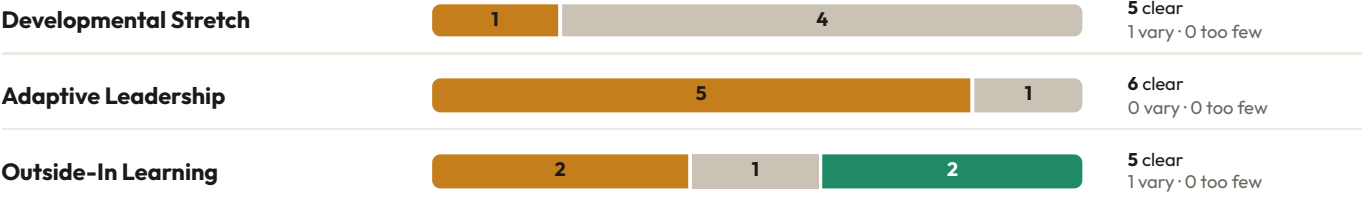
= Similar to the leader’s view

+ Observers report more

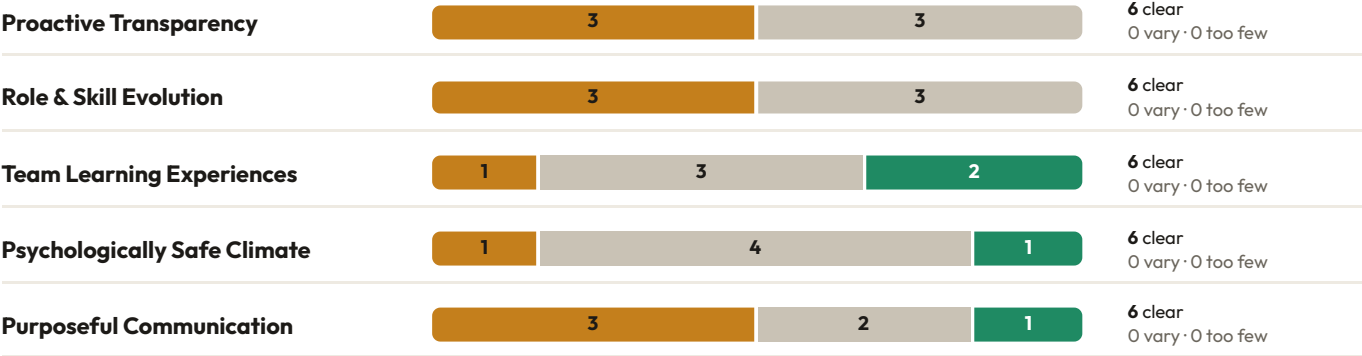
Beside the bar

Clear · vary · too few

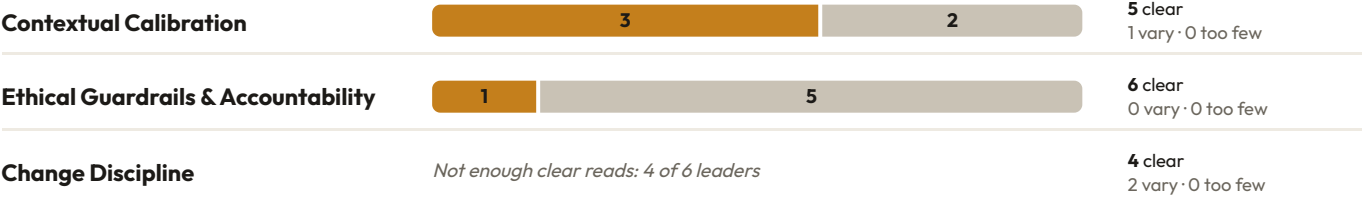
INNER SIGNAL — Mindset & Adaptability



OUTWARD SIGNAL — People Practices



GROUNDLED 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 6 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 does each behavior live in this team’s work?

The three signals follow the path from individual AI use to changed work: adapt, adopt, scale.
For each behavior, the question is how the team carries it today: in a shared routine, through one person, or not yet. Self-report counts cannot answer that; the debrief can.

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

ADAPT	ADOPT	SCALE
Inner Signal	Outward Signal	Grounded Signal
Developmental Stretch 4 of 6 How does the team make sure leaders' own practice keeps stretching as AI moves?	Proactive Transparency 2 of 6 How does the team make sure people can see how AI shapes decisions?	Contextual Calibration 2 of 6 How does the team make sure AI output is weighed against the situation?
Adaptive Leadership 3 of 6 How does the team make sure decisions move under incomplete information?	Role & Skill Evolution 1 of 6 How does the team make sure roles evolve ahead of what AI absorbs?	Ethical Guardrails & Accountability 4 of 6 How does the team make sure AI use stays inside boundaries someone owns?
Outside-In Learning 2 of 6 How does the team make sure outside signals reach the team in time?	Team Learning Experiences 0 of 6 How does the team make sure individual AI lessons become shared team practice?	Change Discipline 3 of 6 How does the team make sure change holds after launch?
	Psychologically Safe Climate 1 of 6 How does the team make sure concerns about AI get voiced early?	
	Purposeful Communication 2 of 6 How does the team make sure change stays meaningful to the people living it?	

For each question, record what the team agrees: who leads it, who shares it, and the routine that keeps it going. A lead is someone who has agreed to the work, not someone inferred from their band.

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.

DECIDED BY A NARROW MARGIN

Team Learning Experiences is ahead of **Psychologically Safe Climate** by one leader at Strong or above: treat both as candidates in the debrief.

- **Psychologically Safe Climate** **CO-CANDIDATE** — 1 of 6 at Strong or above, 3 Developing
- **Role & Skill Evolution** — 1 of 6 at Strong or above, 0 Developing

Business importance	Does this matter to a current AI priority?
Control	Can this team 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 operating experiment

PROPOSED UNTIL THE TEAM AGREES IT

ROUTINE

The AI Learning Loop

— A four-station loop that turns an AI experiment into a shared team practice. [Open in the Toolkit →](#)

OWNER

SPONSOR

LIVE AI WORK

FIRST DATE

CADENCE

e.g. every two weeks, 20 minutes

EVIDENCE IT IS WORKING

a work artifact, e.g. a decision or debrief record

STOP OR ADJUST RULE

what would make us change or stop it

DAY 30 / 60 / 90 CHECK

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 6 leaders, one leader crossing a band boundary changes a count (page 2; re-measuring rules on the method page).

How this report measures

Population. Runs enterprise operations and owns the 2026 AI operating plan. 6 of 6 eligible leaders completed (roster date 15 August 2026).

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.

Priority. The proposed priority follows a disclosed default rule and becomes the team'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 team 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.