

SOPHIRIS ADVISORY

Team Intelligence Map

Sample Report · Nexus Genomics Leadership Team

Prepared for: Alexandra Chen, CEO · Team Intelligence Tier · April 2026

⚠️ SAMPLE REPORT — ALL NAMES, SCORES AND DATA ARE FICTIONAL

TEAM HEALTH SCORE

74

Moderate — Strong foundation with visible gaps

Executive Summary

The Nexus Genomics Leadership Team demonstrates exceptional mission alignment and a strong collaborative instinct — the foundation for a high-performing unit. Five team members share a deep commitment to the organisation's purpose, which creates cohesion and psychological safety in stable conditions.

However, the team carries a significant collective blind spot: uniformly low risk appetite across four of five members creates a structural barrier to innovation and strategic agility. Combined with limited conflict resolution capability, the team is well-equipped to execute known strategies but will struggle to adapt when market conditions demand a pivot.

The most urgent priority is activating Elena Martinez's high risk appetite and coaching readiness — she represents the team's highest-leverage development investment and its best internal source of strategic challenge.

This report was generated by the Sophiris Advisory AI engine from 360-degree assessment data across 10 behavioural dimensions. All predictions are advisory in nature.

Team Overview

TEAM MEMBER	ROLE	HEALTH	COACHING	RETENTION	SUCCESSION
Alexandra Chen	CEO	78	72	Low	Ready now
Elena Martinez	VP Product	82	91	Low	12–18 months
James Okafor	VP Engineering	71	58	Moderate	Long-term
Sarah Kim	CFO	69	44	Moderate	Best in role
David Reyes	VP Commercial	65	78	HIGH	12–18 months

Collective Strengths

1. Mission alignment — the team’s defining characteristic

Four of five team members score above 80 on mission alignment. The team is pulling in the same direction even under pressure, and difficult decisions are absorbed without triggering fragmentation.

2. Collaboration and co-creation instinct

The team defaults to collaboration over independent operation. Problems are solved collectively, which produces higher-quality, more resilient decisions. In a complex regulatory and scientific environment, this pattern is a strategic asset.

3. Feedback culture — above average for the sector

Three team members demonstrate a direct and honest approach to feedback. Combined with the psychological safety from strong mission alignment, this team can have difficult conversations more readily than most leadership teams in life sciences.

Critical Gaps

1. Risk appetite deficit — the team’s most urgent structural problem

Four of five team members score below 45 on risk appetite. A leadership team that collectively avoids uncertainty will consistently under-invest in innovation and move too slowly on strategic pivots. Elena Martinez (risk score: 78) is the team’s only high-risk-appetite member and is currently underutilised as a strategic challenger.

2. Conflict avoidance pattern

Three team members default to avoiding interpersonal tension. Combined with high mission alignment, this creates a team that appears cohesive but is accumulating unspoken disagreements that surface as sudden friction under pressure.

3. Succession gap in commercial leadership

David Reyes carries a high retention risk signal. If David departs, there is no internal successor for the commercial function — the team's most exposed single point of failure.

Conflict Risk Map

PROFILE COMBINATION	RISK PATTERN	MANAGEMENT APPROACH
Elena Martinez (high risk) + Sarah Kim (low risk)	Strategic direction friction — Elena pushes for bold moves Sarah sees as financially irresponsible	Create explicit forums for risk debate. Agree decision thresholds in advance.
David Reyes (high autonomy) + James Okafor (consensus-oriented)	Execution friction — David moves fast without alignment; James needs consultation	Define handoff protocols. Reduce ambiguity in cross-functional work.

Individual Profiles

Alexandra Chen — CEO

DIMENSION SCORES

Delivery & Accountability	82	■■■■■■■□
Pressure Response	76	■■■■■■■□
Collaboration Style	84	■■■■■■■□
Risk Appetite	41	■■■■□□□□
Feedback Orientation	79	■■■■■■■□
Attention to Detail	71	■■■■■■■□
Autonomy Preference	68	■■■■■□□□
Growth Orientation	65	■■■■■□□□
Conflict Approach	58	■■■■□□□□
Mission Alignment	91	■■■■■■■□

Coaching Readiness: **72** — **Moderate-High**
Retention Risk: **Low**
Role Fit: **Strong fit**
Succession: **Ready now**
Performance (12mo): **Stable**
With coaching: **Significant uplift in risk-taking**

Alexandra leads with high mission commitment and exceptional collaborative instinct. Her greatest development edge is learning to model risk appetite for the team — her current caution is being read by the team as permission to avoid strategic boldness.

Top strength: Mission-driven collaboration under pressure

Development priority: Strategic risk modelling — Innovation Pipeline Gem recommended

Elena Martinez — VP Product

DIMENSION SCORES

Delivery & Accountability	74	■■■■■■■■□□
Pressure Response	81	■■■■■■■■□□
Collaboration Style	77	■■■■■■■■□□
Risk Appetite	78	■■■■■■■■□□
Feedback Orientation	85	■■■■■■■■□□
Attention to Detail	62	■■■■■■■■□□
Autonomy Preference	83	■■■■■■■■□□
Growth Orientation	89	■■■■■■■■□□
Conflict Approach	71	■■■■■■■■□□
Mission Alignment	86	■■■■■■■■□□

Coaching Readiness: **91** — **High**
 Retention Risk: **Low**
 Role Fit: **Strong fit**
 Succession: **12–18 months**
 Performance (12mo): **Rapid trajectory**
 With coaching: **C-suite ready in 18 months**

Elena is the team's highest-potential member and its most urgent coaching investment. She combines high growth orientation, high coaching readiness, and strong mission alignment. She is currently operating below her ceiling.

Top strength: Risk appetite and autonomous execution under pressure

Development priority: Strategic influence — Stakeholder Influence Gem recommended

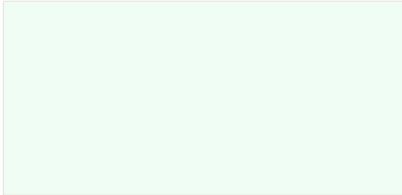
James Okafor — VP Engineering

DIMENSION SCORES

Delivery & Accountability	88	■■■■■■■■□□
Pressure Response	72	■■■■■■■■□□
Collaboration Style	69	■■■■■■■■□□
Risk Appetite	38	■■■■■■■■□□
Feedback Orientation	61	■■■■■■■■□□
Attention to Detail	91	■■■■■■■■□□
Autonomy Preference	44	■■■■■■■■□□

Coaching Readiness: **58** — **Moderate**
 Retention Risk: **Moderate**
 Role Fit: **Strong fit**
 Succession: **Long-term potential**
 Performance (12mo): **Stable, reliable**
 With coaching: **Uplift in cross-functional influence**

Growth Orientation	52	■■■■■□□□□□
Conflict Approach	48	■■■■■□□□□□
Mission Alignment	79	■■■■■■■■■■□□



James is the team's most reliable executor. His attention to detail and delivery consistency underpin the entire engineering function. His development edge is building influence beyond his direct domain — the business needs his technical judgement at a strategic level.

Top strength: Delivery consistency and technical precision

Development priority: Cross-functional influence — Stakeholder Influence Gem recommended

Sarah Kim — CFO

DIMENSION SCORES

Delivery & Accountability	85	■■■■■■■■■□
Pressure Response	69	■■■■■□□□□□
Collaboration Style	72	■■■■■■■■■□
Risk Appetite	31	■■□□□□□□□□
Feedback Orientation	74	■■■■■■■■■□
Attention to Detail	88	■■■■■■■■■□
Autonomy Preference	61	■■■■■□□□□□
Growth Orientation	44	■■■■□□□□□□
Conflict Approach	55	■■■■■□□□□□
Mission Alignment	83	■■■■■■■■■□

Coaching Readiness: 44 — **Moderate**
 Retention Risk: **Moderate**
 Role Fit: **Strong fit**
 Succession: **Best in current role**
 Performance (12mo): **Stable**
 With coaching: **Moderate uplift in strategic confidence**

Sarah is the team's financial anchor — precise, reliable, and deeply mission-aligned. Her very low risk appetite is appropriate for a CFO in a regulated environment but becomes a constraint at leadership team level when it consistently dampens strategic ambition.

Top strength: Financial discipline and delivery under regulatory pressure

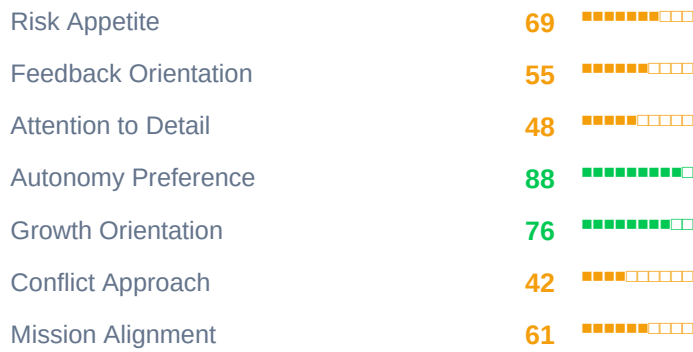
Development priority: Strategic risk framing — Decision Velocity Gem recommended

David Reyes — VP Commercial

DIMENSION SCORES

Delivery & Accountability	71	■■■■■■■■■□
Pressure Response	64	■■■■■□□□□□
Collaboration Style	58	■■■■■□□□□□

Coaching Readiness: 78 — **High**
 Retention Risk: **HIGH — Urgent**
 Role Fit: **Partial fit**
 Succession: **12–18 months**
 Performance (12mo): **Declining without action**



With coaching: **Re-engagement possible**

David is the team's most complex profile. He combines high growth orientation and high coaching readiness with the team's most significant retention risk. His mission alignment score of 61 — the lowest by 18 points — indicates meaningful disconnection from the organisational purpose. He is talented, mobile, and currently deciding whether to stay.

Top strength: Commercial autonomy and growth drive

Development priority: Mission reconnection — Strategic Clarity Gem recommended

URGENT: David Reyes requires direct attention from Alexandra within the next 30 days. The combination of high retention risk, partial role fit, and declining trajectory without intervention suggests a departure within 6–9 months if nothing changes.

Team Dynamics Under Pressure

When under pressure, the team initially pulls together — the strong mission alignment creates a stabilising effect. Alexandra's calm under pressure is a genuine organisational asset. However, as pressure sustains, the conflict avoidance pattern creates problems. Unspoken disagreements about strategic direction — particularly between Elena's risk appetite and Sarah's caution — will surface as passive resistance rather than direct debate.

Top Coaching Priorities

PRIORITY	PERSON	COACHING ROI	RECOMMENDED GEM
1 — Urgent	David Reyes	Very High	Strategic Clarity
2 — High	Elena Martinez	Exceptional	Stakeholder Influence
3 — High	Alexandra Chen	High	Innovation Pipeline
4 —	James Okafor	Moderate	Stakeholder Influence

Moderate			
5 — Monitor	Sarah Kim	Moderate	Decision Velocity

This Week — Quick Wins

- Have a direct one-to-one with David Reyes about his future at Nexus Genomics. Name the disengagement signal directly and invite an honest conversation.
- Create a standing agenda item in the weekly leadership meeting: 'What are we not saying?' — 5 minutes designed to surface the unspoken.
- Ask Elena Martinez to lead the next strategic options review. Her risk appetite needs a formal forum — give her the explicit mandate to challenge assumptions.

30-Day Action Plan

- Week 1: Direct conversation with David Reyes. Explore what mission reconnection would look like. Agree a 60-day re-engagement plan or begin succession planning.
- Week 2: Commission Elena Martinez to lead a strategic risk review. Brief the team that challenge is expected and valued.
- Week 3: Introduce team operating agreements for high-pressure periods — decision rights, escalation paths, and explicit conflict norms.
- Week 4: Schedule individual coaching sessions for Elena and Alexandra. These are the two highest-return investments from this team profile.

Ready to generate your Team Intelligence Map?

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Team Snapshot from €499 · Team Intelligence from €950

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