

SOPHIRIS ADVISORY

Team Intelligence Platform

User Manual & Methodology Reference · Version 1.0 · 2026

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Introduction

The Sophiris Advisory Team Intelligence Platform is a 360-degree assessment and AI-powered coaching intelligence tool for team managers and C-suite leaders. It is designed to answer one question that most leadership tools cannot: how does your team actually operate — and where is it headed?

This manual explains how the platform works, what every output means, and how to use the intelligence it generates to make better decisions about your people.

The Team Intelligence Platform is a proprietary product of Sophiris Advisory. All assessment frameworks, scoring methodologies, AI prediction models, and coaching recipe algorithms are the intellectual property of Sophiris Advisory. This document is confidential and intended for licensed users only.

Section 1 — Getting Started

1.1 What the Platform Does

The Team Intelligence Platform generates a complete intelligence picture of your team in three layers:

- Individual 360 profiles — each team member assessed across 10 behavioural dimensions from three perspectives: self, peer, and manager
- AI-powered predictions — for each individual: performance trajectory, coaching readiness, retention risk, role fit, growth ceiling, and coaching ROI

- Team Intelligence Map — all profiles combined onto a single canvas with gap analysis, conflict risk indicators, succession map, and a 30-day action plan

The platform does not evaluate character. It assesses working patterns — how people deliver, collaborate, handle pressure, and grow. All outputs are advisory intelligence for the manager's consideration, not performance verdicts.

1.2 Licence and Access

TIER	TEAM SIZE	PRICE
Team Snapshot	Up to 5 members	€499
Team Intelligence	Up to 10 members	€950
Team Debrief with Maria	Any team size	From €350

Access is controlled by a unique licence code issued by Sophiris Advisory. To obtain a licence code:

- Contact Maria at maria@sophirisadvisory.com
- Confirm your team size and select your tier
- Payment is by bank transfer
- Your licence code is sent by email once payment is confirmed

Each licence code is tied to a specific tier and number of permitted uses. Codes cannot be shared between organisations.

1.3 Setting Up Your Team Assessment

Once you have your licence code, go to sophirisadvisory.com/team-assessment/setup and follow these steps:

1. Enter your licence code — the system validates your tier and permitted team size
2. Enter your details as the team manager — name, role, email, team name, and company
3. Add your team members — name, email, and role for each person
4. Click Launch — each team member receives a unique assessment link by email immediately

✓ Minimum team size for meaningful intelligence is 3 members. Smaller teams produce profiles but gap analysis and conflict risk indicators require at least 3 data points to be statistically meaningful.

1.4 What Team Members Receive

Each team member receives a personalised email from Sophiris Advisory containing:

- A unique assessment link — valid only for them, cannot be shared
- A brief explanation of the assessment purpose and confidentiality
- An estimated completion time (8–12 minutes for self-assessment)

Team members are informed that:

- Their responses are confidential
- Their individual profile will be shared with the team manager
- Their responses contribute to the overall team intelligence picture

The manager receives a progress notification email each time a team member completes their assessment. When all members have completed, the Team Intelligence Map is generated automatically and the manager receives a link.

Section 2 — The 360 Assessment Framework

2.1 Why 360-Degree Assessment?

Most leadership and team assessments ask people to describe themselves. The Sophiris Advisory platform takes a different approach: it asks people to make choices under realistic working conditions. The result is behavioural data — not aspirational self-description.

The 360-degree structure adds a second and third layer: how peers and the manager observe the same person. The gap between self-perception and observed behaviour is often the most revealing data point in the entire assessment — and the most powerful coaching entry point.

PERSPECTIVE	WHO ANSWERS	WHAT IT REVEALS
Self-assessment	The team member themselves	How they understand their own working patterns and instincts
Peer perspective	2–3 selected colleagues	How others experience them day to day — the observable pattern
Manager perspective	The team manager	Performance context, readiness signals, and succession view

2.2 The Ten Assessment Dimensions

Every team member is assessed across ten dimensions. Each dimension is framed as a working style or behavioural tendency — not a character judgement.

1. Delivery & Accountability

What it measures: The extent to which a person follows through on commitments — whether they consistently deliver on time, communicate proactively when things are at risk, and take ownership of outcomes rather than circumstances.

Why it matters: Delivery consistency is the foundation of team trust. Teams with low aggregate delivery scores struggle to maintain momentum and require disproportionate management attention.

✓ High delivery scores combined with low growth orientation may indicate someone who is highly reliable but not developing. Consider whether the role is providing enough stretch.

2. Pressure Response

What it measures: How a person operates under stress, uncertainty, or organisational change — whether they absorb pressure and remain a stabilising presence, become more energised and action-oriented, or whether pressure visibly affects their performance and availability to the team.

Why it matters: A team's collective pressure response profile predicts how it will perform during periods of change, crisis, or high demand. Teams with no high-pressure absorbers are fragile.

3. Collaboration Style

What it measures: Whether a person works independently and brings finished thinking to the group, actively co-creates solutions with others from the start, or facilitates others to do their best work.

Why it matters: Collaboration style mismatches are a significant source of team friction. An independent operator on a team of co-creators, or a consensus-seeker on a team of directive operators, creates friction that is often misattributed to personality conflict.

4. Risk Appetite

What it measures: A person's tendency to avoid, mitigate, or embrace uncertainty and new approaches — whether they pilot before committing, move fast and accept risk, or require thorough analysis before acting.

Why it matters: Risk appetite is the primary predictor of a team's innovation capacity and change readiness. Teams with uniformly low risk appetite will struggle to adapt.

5. Feedback Orientation

What it measures: How comfortable a person is giving and receiving direct feedback — whether they address performance issues directly, handle them diplomatically, avoid them, or escalate them.

Why it matters: Feedback orientation is the strongest predictor of team psychological safety. Low aggregate scores indicate a team where difficult truths go unsaid — which compounds over time.

6. Attention to Detail

What it measures: Whether a person prioritises thoroughness and quality over speed, or directional progress over precision — and whether they can calibrate between the two depending on context.

Why it matters: Detail orientation mismatches between team members are a common source of tension. High-detail people working alongside speed-oriented people without explicit agreement on standards create friction and rework.

7. Autonomy Preference

What it measures: Whether a person thrives with independence and minimal direction, or performs best with clear structure, explicit expectations, and regular check-ins.

Why it matters: Autonomy preference directly informs delegation strategy. Giving high autonomy to someone who needs structure — or micromanaging someone who is highly self-directed — are both costly management errors.

8. Growth Orientation

What it measures: Whether a person actively seeks new challenges and development opportunities, develops selectively in areas directly relevant to their current role, or is primarily optimised in their current position with limited appetite for change.

Why it matters: Growth orientation is the primary coaching investment signal. High growth orientation combined with high coaching readiness identifies the people who will generate the best return on coaching investment.

9. Conflict Approach

What it measures: Whether a person addresses interpersonal tension directly, handles it privately and diplomatically, avoids it and lets it resolve naturally, or escalates it to management.

Why it matters: Conflict approach is the strongest predictor of team health over time. Unresolved tension compounds. Teams with avoidance-dominant conflict profiles carry invisible debt that eventually surfaces as disengagement or departures.

10. Mission Alignment

What it measures: The extent to which a person's commitment extends beyond their individual role to the broader team mission — whether they go beyond what is asked when it matters, do what is expected reliably, or are primarily self-oriented.

Why it matters: Mission alignment is the leading retention indicator. People who are not connected to the team mission disengage before they leave. Low mission alignment combined with high growth orientation is a departure signal.

Section 3 — Individual Profiles

3.1 How to Read an Individual Profile

Each team member's profile contains the following elements. Expand their card on the Team Intelligence Map to see the full profile.

Profile Summary

A 2–3 sentence synthesis of the most important thing to know about how this person operates in a team. Written to be direct and useful, not diplomatic. Strength first, then the key development edge.

The summary is AI-generated from the person's actual response patterns. It will not match a generic profile for their dimension scores — it is calibrated to the specific combination of answers they gave.

Dimension Scores

Each of the ten dimensions is scored 0–100. The scoring reflects actual response patterns — not self-report. Scores are deliberately spread to reveal genuine differences rather than cluster around a midpoint.

SCORE RANGE	LABEL	INTERPRETATION
70–100	Strong	This dimension is a genuine strength — reliable and consistent
40–69	Developing	This dimension is functional but has room to grow — context-dependent
0–39	Needs attention	This dimension is a development priority — may be creating friction or risk

Strengths

Three genuine team strengths derived from the person's specific response pattern. These are behavioural and specific — not generic compliments. Use them to inform role design, delegation, and team composition decisions.

Development Areas

Two development areas framed as growth opportunities. These are the dimensions where targeted coaching investment would generate the highest performance return for this individual.

3.2 AI Predictions — Definitions

Coaching Readiness Score (0–100)

The AI's assessment of how ready and likely to benefit from coaching investment this person is right now. Combines growth orientation, mission alignment, self-awareness signals, and response pattern consistency.

SCORE	LABEL	WHAT TO DO
70–100	High	Prioritise for coaching investment now — highest ROI window
40–69	Moderate	Worth investing if growth motivation can be

		activated first
0–39	Low	Coaching at this stage is unlikely to generate returns — address underlying engagement first

Coaching ROI Prediction

A specific prediction of what would shift if coaching investment is made now — which dimensions would move most, and what the performance impact would be. This is the most actionable output for prioritising your coaching budget.

Coaching ROI predictions are based on response pattern analysis and are advisory in nature. They should be read as hypotheses to test, not guarantees.

Retention Risk

The AI's assessment of how likely this person is to disengage or leave in the next 12 months, based on mission alignment and growth orientation scores.

LEVEL	INTERPRETATION
Low	Strong mission alignment and growth orientation — engaged and likely to stay
Moderate	Some disconnection signals — monitor and invest in engagement proactively
High	Clear departure signals in the data — urgent intervention recommended

Role Fit Signal

An assessment of how well this person's behavioural profile matches the demands of their current role. Strong fit means their natural working patterns align with what the role requires. Misaligned signals that the role is asking them to operate against their grain — which is exhausting and unsustainable.

Growth Ceiling

A prediction of where this person is likely to plateau without targeted development — and what their highest realistic trajectory is with focused coaching investment. Use this for succession planning and development roadmap conversations.

Performance Trajectory

Four forward-looking predictions: where this person is likely headed at 3 months, 6 months, and 12 months if nothing changes — and what changes at 12 months with targeted coaching investment. The delta between the unchanged and coached trajectories is the most useful planning input.

Succession Signal

SIGNAL	MEANING
Ready now	Profile and performance suggest readiness for greater responsibility today
12–18 months	Clear potential — needs focused development over the next year to be ready
Long-term potential	Strong foundation but significant development needed — a 2–3 year trajectory
Best in current role	Highly effective where they are — succession is not a near-term priority

Recommended Coaching Gem

The single Sophiris Advisory Coaching Gem that addresses this person's highest-leverage development area. The recommendation is mapped to their lowest dimension score and their specific response pattern — not a generic assignment. Clicking the link takes the team member directly to their recommended Gem on the Sophiris Advisory platform.

Section 4 — The Team Intelligence Map

4.1 The Team Health Score

The Team Health Score is a composite 0–100 measure of team cohesion, performance readiness, and collective intelligence. It synthesises all individual profiles and their relationships into a single indicator.

SCORE	LABEL	INTERPRETATION
70–100	High	Strong collective foundation — focus on sustaining and stretching
40–69	Moderate	Functional but with visible gaps — targeted investment will have high impact
0–39	Needs Attention	Significant risks in the team profile — urgent structural attention required

The Team Health Score is not an average of individual scores. It weights dimension combinations, gap patterns, and the presence or absence of critical team capabilities.

4.2 Executive Summary

A 3–4 sentence synthesis of the team as a whole — its greatest collective strength and the single most important pattern to address. Read this first. It is written to be direct and actionable, not diplomatic.

4.3 Collective Strengths

Three team-level strengths that emerge from the combined profiles. These are not the strengths of the strongest individual — they are patterns that the team demonstrates collectively and consistently.

✓ Use collective strengths to inform how you deploy the team. A team with strong collaboration and high mission alignment is well-suited to complex, ambiguous challenges that require sustained commitment.

4.4 Critical Gaps

Three gaps or risks visible in the team composition. These are capabilities, working styles, or behavioural patterns that are missing or significantly underrepresented — and that are likely affecting team performance.

Critical gaps are not about individual weaknesses. They are about the team as a system. A team of highly autonomous operators with no one who builds consensus is a critical gap, regardless of how strong each individual is.

4.5 Conflict Risk Map

Two specific profile combinations or patterns that are likely to create friction. These are not predictions about specific individuals — they are observations about how certain profile combinations tend to interact under pressure.

Conflict risk indicators are patterns to be aware of and managed, not verdicts about relationships. Many of the most productive team relationships involve profile combinations that score as conflict risks — because productive tension, well managed, drives better outcomes.

4.6 Team Dynamics Under Pressure

A 2–3 sentence prediction of how this specific team will operate when under stress or facing uncertainty. What will go well — and what will break down. Use this to design your team operating rhythm and to brief the team on how to support each other during difficult periods.

4.7 Succession Map

A synthesis of the succession picture across the team — who is ready to step up, who needs development to be ready, and where the retention risks are. Use this for talent review conversations and long-term team planning.

4.8 Top Coaching Priorities

A ranked list of the individuals and dimensions where coaching investment would generate the highest return for the team as a whole. Each priority includes the recommended Coaching Gem and the rationale for the recommendation.

✓ **The coaching priority list is not a performance ranking. Someone who appears high on the list is a high-investment opportunity — not necessarily a low performer. The list identifies where coaching effort will move the needle most for the team.**

4.9 Quick Wins

Three specific actions the manager can take this week to improve team dynamics immediately. These are tactical and low-effort — they do not require budget, approval, or a coaching engagement. They are the fastest path from intelligence to impact.

4.10 The 30-Day Action Plan

Three specific actions the manager should take in the next 30 days based on the team profile. These are more substantial than quick wins — they may require conversations, structural changes, or coaching investment decisions. They are sequenced for maximum impact.

Section 5 — Working with Maria

5.1 The Team Debrief Session

The Team Debrief is a 60-minute coaching session with Maria Athanasopoulou, designed to turn your Team Intelligence Map into a concrete coaching plan. It is available to any team that has completed the Team Intelligence Platform assessment.

In the Debrief session:

- Maria walks through the Team Intelligence Map with you personally
- You explore the critical gaps and conflict risks in depth
- You identify the 1–2 coaching priorities that will have the highest impact
- You agree a 90-day development plan for the team
- You leave with a concrete, prioritised action plan that is yours to execute

The Team Debrief is priced from €350. To book, go to sophirisadvisory.com/book or email maria@sophirisadvisory.com.

5.2 Maria's Private Intelligence Report

Every completed Team Intelligence assessment generates a private coaching intelligence report that is sent directly to Maria. This report contains the full team profile, all individual summaries, the coaching priority matrix, and Maria's recommended coaching approach.

The private report is for Maria's coaching preparation only. It is not shared with the manager or team members. Its purpose is to ensure that if a coaching engagement follows the assessment, Maria arrives fully briefed and can make immediate use of the intelligence generated.

5.3 Ongoing Coaching Engagements

The Team Intelligence Platform is the starting point, not the destination. The intelligence it generates is most valuable when acted on. Sophiris Advisory offers the following engagement models that build on Team Intelligence results:

ENGAGEMENT	PRICE	DESCRIPTION
Team Debrief	From €350	60-min session on your Team Intelligence Map results
Individual Coaching Sprint	From €2,000	6 sessions over 8 weeks for a priority team member
Team Strategy Session	From €800	2-hour facilitated session for up to 5 leaders
Leadership Sprint	From €4,500	6 sessions for up to 4 leaders with shared roadmap

5.4 Re-Assessment

The Team Intelligence Platform supports longitudinal tracking. Running a second assessment 3–6 months after the first reveals how the team profile has changed — whether the interventions have landed, where new gaps have emerged, and whether the coaching investment has generated the predicted returns.

✓ Re-assessment is the most powerful way to demonstrate coaching ROI to leadership. The before-and-after comparison of Team Health Scores and individual trajectories tells a clear story.

Section 6 — Data & Confidentiality

6.1 Data Storage

All assessment data is stored in a secure Supabase database hosted in Ireland (EU), fully compliant with GDPR and the EU Data Act. Data is encrypted at rest and in transit. Sophiris Advisory does not share assessment data with third parties under any circumstances.

6.2 What Team Members Can See

Each team member receives their own individual profile by email when all assessments are complete. They see only their own profile — not the profiles of other team members, not the Team Intelligence Map, and not the coaching priority matrix.

6.3 What the Manager Can See

The team manager has access to the full Team Intelligence Map, all individual profiles, all AI predictions, the coaching priority matrix, and the 30-day action plan. The manager does not see the specific answers each team member gave — only the derived profile and scores.

6.4 What Maria Can See

Maria receives a private coaching intelligence report containing all individual profiles, the full team map, and coaching recommendations. This is for coaching preparation purposes only and is handled with full professional confidentiality under ICF ethical guidelines.

If you have questions about data handling, GDPR compliance, or confidentiality, contact Maria directly at maria@sophirisadvisory.com. As a certified Data Protection Officer, Maria can address any compliance questions directly.

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