

WORK SAMPLE · ILLUSTRATIVE DELIVERABLE

INTEGRATED CLIMATE ASSESSMENT

A Vertical Still *Forming*

An integrated climate assessment of the Programs & Impact division. Leader self-assessment and staff experience, read against each other.

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Illustrative work sample. The organization, individuals, and figures shown are fictional or composite, created to demonstrate the integrated climate assessment methodology. No real client data appears.

Northway Community Alliance · Programs & Impact Division

Prepared by Leah Schneider, MS, PHRca · My Company Culture

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How to *read* this report

What this document is, what landed, and the order it moves in.

This is a complete climate assessment of the Programs & Impact division. It holds two pictures of the same division and reads them against each other. The first is how staff experience the climate day to day. The second is how the division's leaders assess themselves. Neither picture is the whole truth on its own. Read together, they show where felt experience and self-perception agree, and where they pull apart.

55

leaders completed the self-assessment
(98% of those eligible)

150

staff responded to the experience survey,
of 555 invited (27%)

7

domains measured on both instruments,
from leadership presence to mission
alignment

How the document moves

It opens by defining the seven domains the assessment measures, then turns to the staff experience, because that is the part built on the largest number of voices and the part that needs the least defending. The leadership self-assessment follows in full, including the vertical view, layer by layer, that shows where in the structure self-perception holds and where it thins. The two views then meet at the gaps. Findings and an action sequence close the narrative. The appendix carries the individual leader scorecards for anyone who needs the underlying detail.

A note on this sample, and on names

This is an illustrative work sample. The organization, the division, every individual, and the underlying figures are fictional or composite, assembled to demonstrate how an integrated climate assessment reads, not to report on any real client. The methodology, framework, and analytical approach are the real ones used in practice.

Every individual named in this sample appears by first name and last initial only. This is deliberate. The findings are about a system, not a roster, and no person should be reducible to a single score in a room they are not in. Where the room knows who an initial refers to, that recognition belongs to the room, not to the page.

THE POSTURE OF THIS REPORT

This is a baseline, not a verdict. It marks where the division is now so that movement can be measured later. Read every number as a starting point that names what is already working as plainly as it names what is not.

What the seven domains *measure*

The climate this assessment maps, domain by domain.

Both the staff survey and the leadership self-assessment measure the same seven domains of organizational climate, the felt, present-tense experience of working here, distinct from the slower-moving culture beneath it. Each domain is a small set of questions answered on a 1 to 5 scale. Staff rate their lived experience; leaders rate their own leadership against parallel questions. Every score and band in this report rolls up from these seven.

D1 Leadership Presence & Accountability

Whether leaders follow through on commitments, stay consistent under pressure, and own their shortfalls visibly, so staff can predict and rely on how they will respond.

D2 Psychological Safety & Communication

Whether people can disagree, raise hard issues, and speak without filtering, and whether doing so is met in a way that makes speaking up easier the next time.

D3 Onboarding & Belonging

Whether new staff feel welcomed and connected within their first 90 days, and whether that experience is consistent rather than dependent on which team they join.

D4 Supervision & Development

Whether supervision develops people, with one-on-ones that build rather than just track tasks, feedback that helps, and staff who feel known as people, not only evaluated.

D5 Retention Signals & Climate Health

Whether disengagement is noticed before it becomes departure, whether the concerns that drive people out are addressed early, and whether people feel they can stay and stay engaged.

D6 Leader Self-Awareness & Perceived Impact

Whether leaders seek and act on honest feedback, and whether their sense of their own impact matches how they are actually experienced by their teams.

D7 Mission Alignment & Purpose Transmission

Whether the work feels meaningful day to day, whether people connect their role to the mission, and whether the stated mission matches the lived experience of working here.

How the scores are banded

Within each domain, and across the survey as a whole, scores fall into four bands. The same four bands are used for staff experience and, in profile form, for leader self-assessment. One note for anyone comparing documents: these climate bands and the four leader profiles named later (Intentional, Aware, Overextended, Threshold) are two different scales doing two different jobs. The profile thresholds sit at slightly different cut-points than the climate bands; the difference is by design, not a rounding error.

STRONG

88% and up. Flourishing.

DEVELOPING

68 to 87%. Functional, with friction.

VULNERABLE

48 to 67%. Concerning on multiple fronts.

CRITICAL

Below 48%. Disengaged.

The average tells the *truth*, not the whole truth

Read honestly, before anything reassuring.

Across 150 staff responses, the division's overall climate score is **122.6 out of 175**, which is 70.1%. That number lands in the Developing band, and on its own it reads as steady. The distribution underneath it does not. When each respondent is scored across all seven domains and sorted, nearly half the division sits in the bottom two bands.



THE HONEST HEADLINE

67 of 150 staff who responded, 45% of them, are in the Vulnerable or Critical bands. 25 are averaging below half marks across every domain. They are not having a hard week. They have stopped expecting the system to respond to them.

The three things this report asks you to hold

Psychological safety is the floor. At 61.6% it is the lowest of the seven domains, and the gap between what leaders believe about safety and what staff live is the widest gap in the report. Whether people feel able to speak up determines whether any other intervention can land.

Mission is the held ground. At 80.0% mission alignment is the single domain where staff score higher than leaders rate themselves. Staff still believe in the work. They do not yet believe the system supports them in doing it. That belief is an asset with a shelf life.

Withholding is itself a finding. Staff who declined to name their supervisor scored 27.9 points lower on average than those who named one. The people doing worst are disproportionately the people who would not tell you who they report to. That is not a coincidence. It is the safety problem, measured.

The leadership data, read in full later in this report, shows a division whose self-perception is lowest at the top and whose manager bench is its quiet strength. The picture is not a division in collapse. It is a division still forming, with a real foundation and a narrow window to build on it honestly.

What this data *can* and cannot tell you

Before reading the findings, name what was and was not collected.

The staff survey was administered anonymously to all staff in the Programs & Impact division, including leaders who also completed the leadership self-assessment. Responses cannot be traced to an individual unless the respondent chose to identify their supervisor. That was a deliberate design choice. There are good reasons for it, and there are constraints that follow from it.

Participation, and why the picture holds

At 150 of 555 invited, this is a 27% response rate, and the first fair question is whether a sample that size reflects the division or only the people moved to answer. The data answers it directly. The picture was checked at several points as responses arrived, at roughly 30, 60, and 120, and the directional findings held at every checkpoint: the same domains sat lowest, the band distribution kept its shape, and the anonymity gap held. The overall mean drifted modestly upward as the sample grew, which means the earliest responders were if anything slightly more distressed than the division as a whole, not less. That is the opposite of what a sample skewed toward the unhappy would show. The findings stabilized early and held, which is the strongest available evidence that they describe the division and not just the subset that responded.

A mixed respondent pool

The survey went to roughly 555 people across the division, a mix of frontline staff, Program Managers, Directors, and Sr. Directors. Leaders who completed the self-assessment were eligible and likely among the respondents. The staff data therefore reflects a range of role levels rather than a purely frontline picture.

This matters most for psychological safety. A Program Manager may feel safe with their own team while feeling unsafe raising concerns to a Sr. Director. Both experiences are real. Both sit in the data. The aggregate almost certainly compresses the frontline experience upward. The true frontline psychological safety score is likely lower than the 61.6% reported here.

WHAT THIS MEANS FOR THE FINDINGS

Where gaps between leader and staff data appear, treat them as a floor, not a ceiling. The frontline experience is probably more distressed than the aggregate suggests, not less.

Supervisor identification, and a reporting threshold

Naming a supervisor was optional. The original architecture required it to enable full cross-tab analysis by supervisory chain. That requirement was made optional before launch to protect participation, on the reasoning that staff in distressed climates may read a required name field as a threat to anonymity even when the data is anonymous. That was the right call for participation. The consequence is that supervisory analysis is limited to the 87 respondents who chose to name a supervisor.

Within that subset, this report applies a firm rule. **No supervisor is shown individually unless at least three of their staff responded.** Cells of one or two voices are not reported by name. They are too small to be fair to the supervisor and too small to protect the respondent. The supervisory section that follows covers the twelve supervisors who clear that bar.

What this data *can* and cannot tell you

A NOTE THE THRESHOLD CANNOT CARRY

A small number of single-respondent supervisor cells surfaced acute distress, with staff scores deep in the Critical band against a supervisor who rated themselves as functioning well. These cells fall below the three-respondent threshold and are not shown individually anywhere in this report. They are real signals, and they are being handled through direct, confidential follow-up rather than published. The room should know they exist. The page should not name them.

What identification does and does not reveal

It **tells you** which supervisory chain a respondent sits within, for the identified subset, which makes branch-level comparison possible. It **does not tell you** whether a respondent is frontline staff, a Manager, or a Director. A respondent who names a Director is likely a Manager. A respondent who names a Sr. Director is likely a Director. That layering is visible in the identified subset but cannot be resolved for the majority who stayed fully anonymous.

FOR THE LEADERSHIP TEAM TO CONSIDER

Anonymity is what made this dataset trustworthy. The constraint it creates is the price of that trust.

The same anonymity that let the most distressed staff respond honestly is the reason you cannot now stratify by role level. The fix for next time is not to break anonymity. It is to add one optional role-level question letting respondents self-identify as frontline, manager, or director. That single addition unlocks the stratified view this dataset cannot yet support.

A note on production

This is an illustrative work sample built on fictional, composite data to demonstrate the assessment methodology end to end. In live engagements, the instrument design, data collection, methodology, analytical decisions, and professional interpretations are the work of Leah Schneider, MS, PHRca. AI tools were used to process survey data, build visualizations, and produce the written document efficiently. Every finding reflects what the data shows. The interpretive framework was developed through directed collaboration between the practitioner and the tools, with all analytical and professional judgment held by the practitioner.

The seven domains, *ranked*

Where staff feel the division is strong, and where it is thin.

Each domain is scored out of 25 and averaged across all 150 respondents. Ranked from strongest to weakest, the order itself tells the story. Mission holds at the top. Psychological safety sits at the bottom. The two domains most about whether people feel safe and seen, safety and retention, are the two carrying the most strain.

DOMAIN	AVG / 25	PERCENT	BAND
D7 Mission Alignment	20.0	80.0%	Developing
D4 Supervision	18.5	74.1%	Developing
D3 Onboarding & Belonging	18.3	73.4%	Developing
D1 Leadership Presence	17.0	68.0%	Developing
D6 Self-Awareness	16.9	67.5%	Vulnerable
D5 Retention Signals	16.4	65.8%	Vulnerable
D2 Psychological Safety	15.4	61.6%	Vulnerable

Four of the seven domains land in Developing. Three sit in Vulnerable, with self-awareness on the line between them. No domain reaches Strong at the aggregate, and none falls to Critical. This is the profile of a division that is functioning and frayed at the same time, not one that is failing.

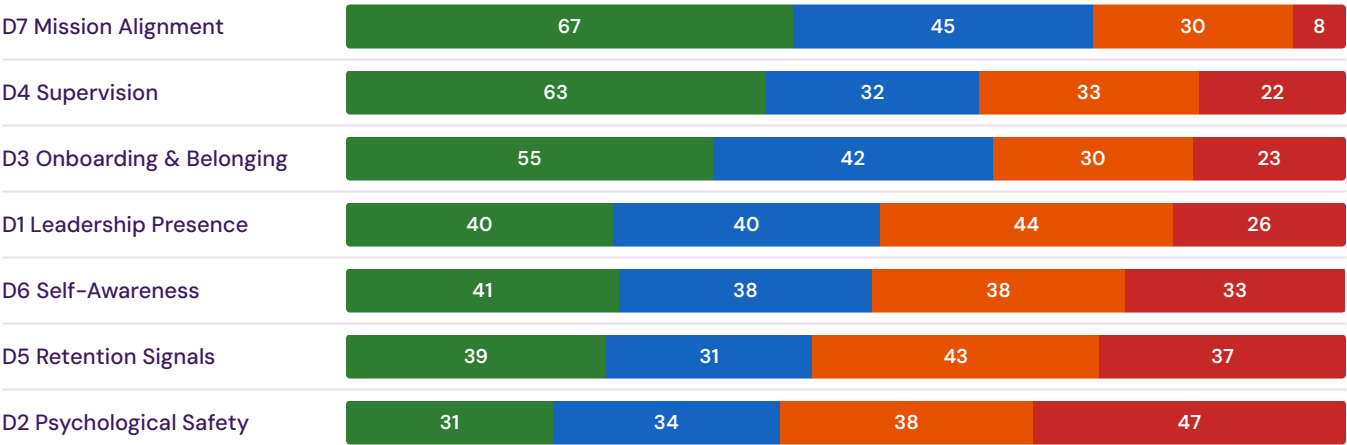
THE SHAPE OF THE GAP

The distance from mission alignment at 80.0% to psychological safety at 61.6% is the working tension of this division. People believe in why they are here. They do not yet feel safe enough to say what is hard about being here.

Four *climates* in one division

Where staff actually land when you stop averaging them.

The summary distribution from the executive page, shown here against the domain detail. The point of this view is simple. A single division average hides four very different lived experiences happening at once, and the people in the bottom two are not a rounding error.



Each bar shows how the 150 respondents distribute across bands within that domain. Numbers are respondent counts.

READ THE SAFETY BAR

Psychological safety carries the largest Critical share of any domain, 47 of 150 respondents. Mission carries the smallest, 8. Staff believe in the mission. They do not believe the system keeps them safe while they live it.

What people *would not* say

The single most telling number in the dataset.

Naming a supervisor was optional. 87 staff chose to. 63 chose not to. That choice, on its own, turned out to predict distress more cleanly than almost anything else measured.

134.3

average score, staff who named their supervisor (of 175)

106.4

average score, staff who declined to (of 175)

27.9

point gap between the two groups

The gap holds across the band distribution, not just the average. Among staff who named a supervisor, 43% land in Strong and 31% in the bottom two bands. Among staff who declined, 5% reach Strong and 64% sit in the bottom two. The distressed half of the division is heavily concentrated in the group that would not say who they answer to.

WHY THIS IS THE CENTER OF THE REPORT

The act of withholding a name is not missing data. It is the psychological safety finding, expressed as a behavior instead of a score.

A staff member who feels safe has little reason to hide who their supervisor is on an anonymous survey. A staff member who does not feel safe has every reason. That 27.9-point gap is the same thing the safety domain measures, showing up a second time in how people chose to answer. Two independent signals pointing at one conclusion. The people most in need of being heard are the ones most convinced it is not safe to be identified.

This also sets the ceiling on what supervisory analysis can claim. The supervisors shown by name in the next section are, by definition, the ones staff felt safe enough to name. The hardest experiences in this division are disproportionately in the half that stayed anonymous, where no supervisor can be attached to them. The supervisory picture that follows is real, and it is also the more comfortable half of the story.

What staff are *actually* saying

The three domains carrying the strain, in plain terms.

Psychological safety, 61.6%

The floor of the division. Staff report that raising a concern does not reliably make it easier to raise the next one, and that difficult information is filtered before it travels upward. This is the domain where the leader and staff views diverge most sharply, and it is the one that gates everything else. A division can fix onboarding and supervision on paper. It cannot fix anything in practice if people do not believe it is safe to name what is wrong.

Retention signals, 65.8%

Staff are telling you, in aggregate, that they do not believe disengagement gets noticed before it becomes departure, and that the concerns which lead people to leave are addressed late or not at all. 37 respondents score this domain in the Critical band. Retention is not primarily a compensation question in this data. It is a question of whether people believe the system sees them before it loses them.

Mission alignment, 80.0%

The held ground, and the reason this report is not a crisis document. 67 of 150 respondents score mission in the Strong band, the most of any domain. Staff find their work meaningful and connect it to why the organization exists, even when they are struggling on every other axis. This is the asset the division gets to build on. It is also the asset most easily spent down, because people who believe in the mission will absorb a broken climate for a long time before they leave, and then they leave all at once.

THE REFRAME

Read together, these three say the same thing. Staff have not stopped believing in the work. They have stopped believing the system will protect them or notice them while they do it. That is a repairable problem, and it is repairable in roughly that order. Safety first, because nothing else is heard until it is in place.

Why this is a division in *formation*

Before reading the leadership data, name what it is measuring.

The leadership section that follows cannot be read like a steady-state organization, because this division is not one. The Programs & Impact division is a leadership system in active formation, and the same number means something different here than it would in a settled structure.

The VP has been in role under a year, and commissioned this assessment early in her tenure rather than waiting for steadier ground. The Chief of Org Development was promoted within the past year. The Deputy CPO has been in her current role for twenty months, the longest tenure of any executive in the division. Two of the five Sr. Directors were promoted into their current roles within the past six months, one at five months and one at five weeks. Several Directors are similarly recent. The senior layer is being deliberately rebuilt, and its most recent additions are at the beginning of their ramp.

Why the frame changes the reading

A climate finding read against a steady-state organization is a verdict. The same finding read against a division in formation is a baseline. The numbers are identical. The interpretation, and therefore the right response, is entirely different.

A leader carrying multiple Vulnerable bands at five months in role is a leader in ramp; the data says they have not yet found their footing, and the response is structured support, peer mentorship, and time. A leader carrying the same bands at two and a half years is in steady state; the pattern is the operational reality, and the conversation it calls for is harder. The senior layer of this division contains leaders in both situations. Reading their data as a single set of findings would be an analytical mistake, and the tenure frame is what makes the difference visible.

FOR THE LEADERSHIP TEAM TO CONSIDER

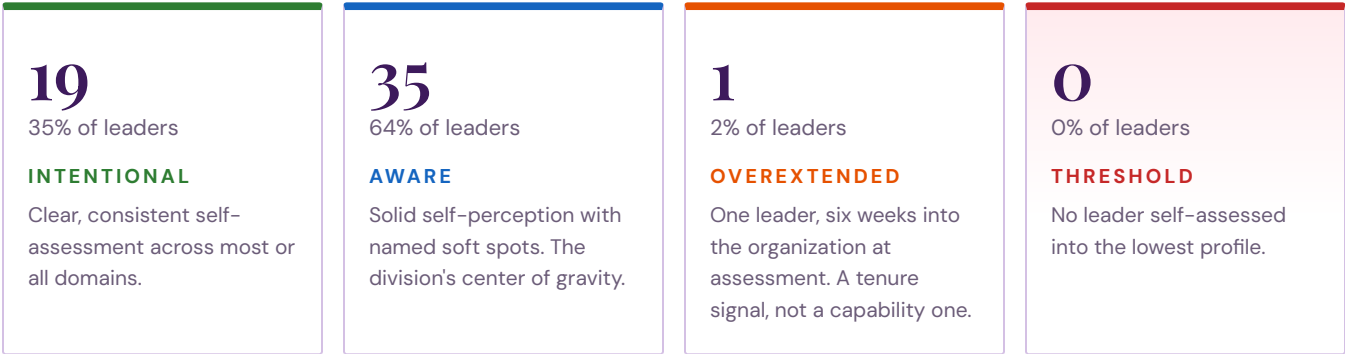
This assessment is not measuring a steady-state division. It is establishing a baseline of climate during active formation. What looks like weakness in some places is the predictable shape of a division still settling into its configuration; what looks like strength is the visible work of leaders stabilizing it through transition. The interventions this data calls for are investments in formation, not corrections of established failure. This frame governs the leadership reading that follows; it does not soften the staff findings already shown, which stand on their own.

How leaders see *themselves*

The same seven domains, turned inward.

All 55 participating leaders completed a self-assessment of 42 questions across the same seven domains, each answered on a 1 to 5 scale. This is not a measure of whether they are good leaders. It is a measure of how clearly they see their own leadership, where they name strength, and where they name limits. Read it as self-perception, because that is what it is.

The profile distribution



The seven domains, leader self-assessment

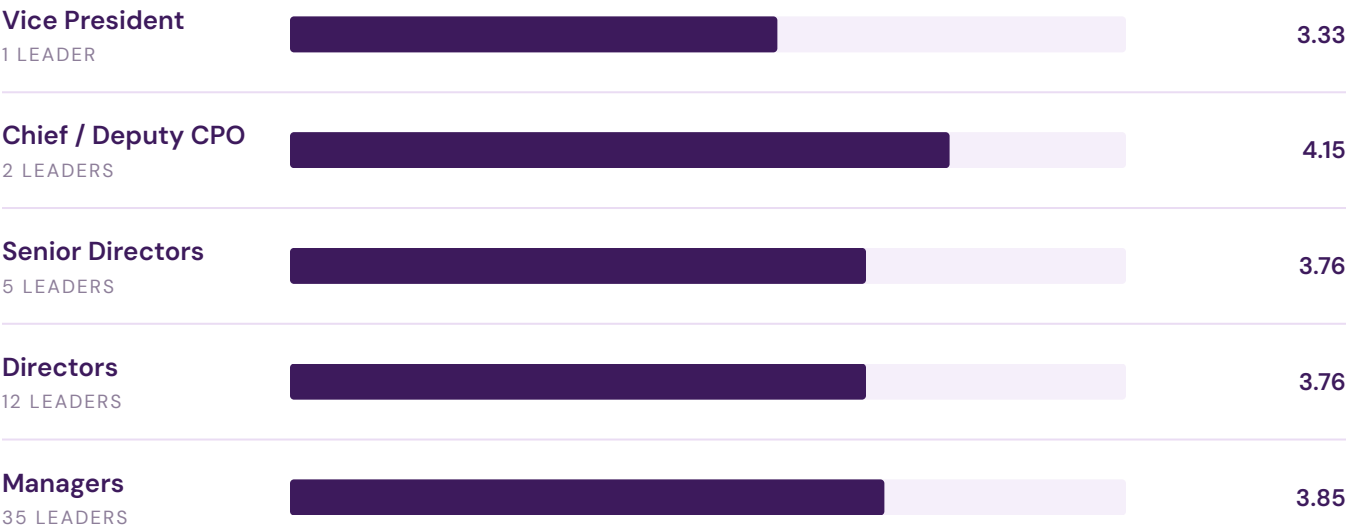
DOMAIN	AVG (1–5)	PERCENT
D6 Self-Awareness	3.98	79.7%
D4 Supervision	3.93	78.5%
D2 Psychological Safety	3.89	77.8%
D1 Leadership Presence	3.88	77.7%
D5 Retention Signals	3.80	76.1%
D7 Mission Alignment	3.69	73.7%
D3 Onboarding & Belonging	3.58	71.6%

The leader domains cluster tightly, all within about half a point of each other on the 1 to 5 scale, and all land in the Developing band. The lowest is onboarding and belonging at 71.6%. That is not an accident of one team. It is named from the top of the division downward, and the vertical view on the next page shows where.

The *vertical*

Where self-perception holds across the structure, and where it thins.

Averaging the self-assessment by layer reveals something a flat division number hides. Self-perceived leadership capacity in this division is not strongest at the top. It is lowest there, and it climbs as you move down toward the managers.



Average leader self-assessment per layer, as a mean item score on a 1 to 5 scale. The VP layer is a single leader less than a year into role; read it as one data point, not a population.

What the inversion means, and what it does not

The most senior layers carry the lowest self-assessment averages. The manager bench, the largest layer at 35 leaders, carries the highest. There are two honest ways to read this, and both are partly true. The first is tenure. The newest leaders sit at the top, and a new executive who names gaps candidly is showing self-awareness, not deficiency. The second is that a strong manager bench is a genuine asset this division has not yet fully drawn on. The answer to several problems in this report is already employed here, one or two layers down from where the strain is loudest.

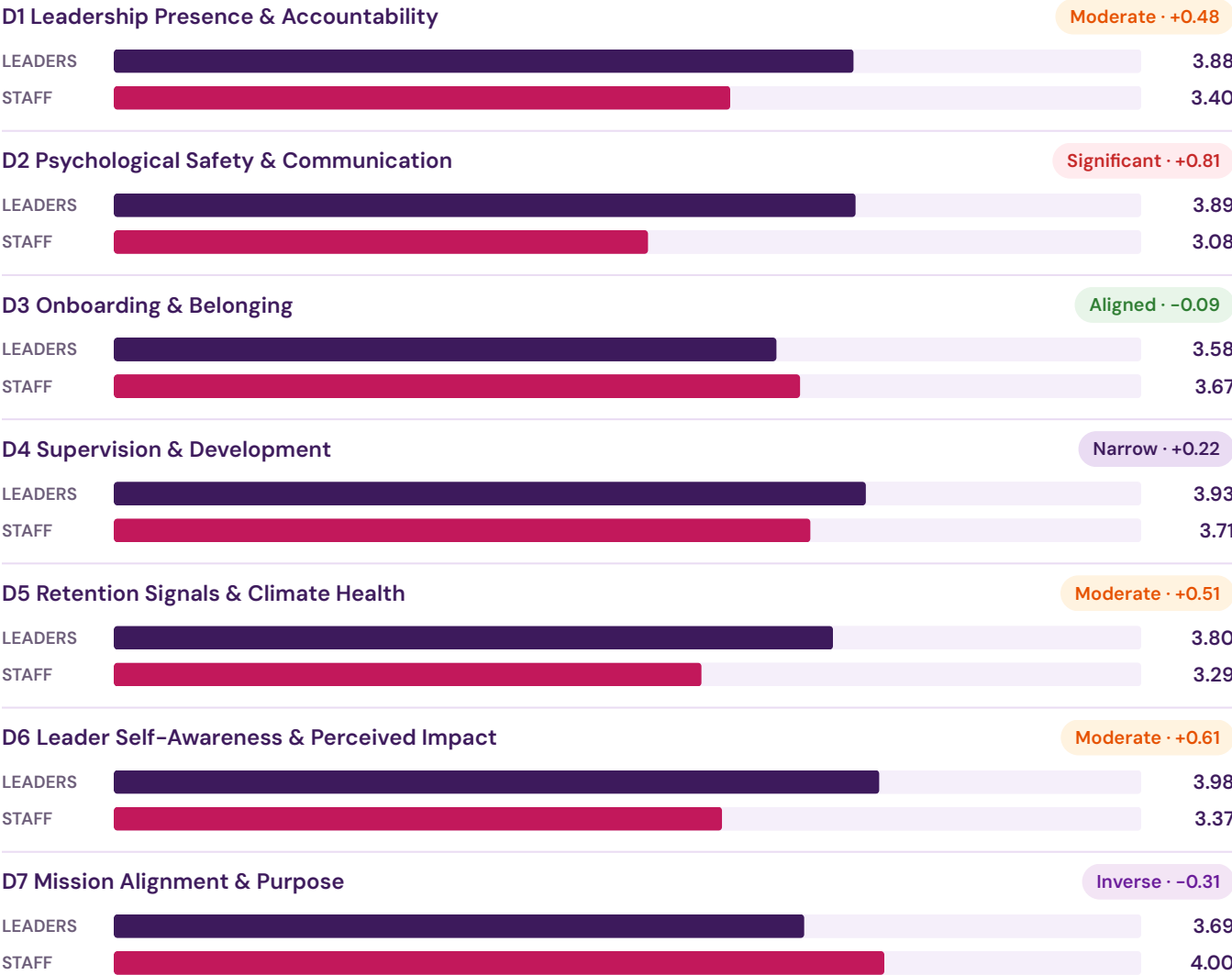
THE ONBOARDING SEAM

Onboarding is the weakest leader domain, and it is named from the top down. 2 leaders self-assess onboarding as Critical and 15 as Vulnerable, including at the executive layer. When the most senior leaders name the same gap their staff name, that is not a failure to hide. It is the clearest place to start, because the people responsible for it already see it.

The *seams* between perception and experience

Both views on the same 1 to 5 scale. Leaders in plum, staff in magenta.

The two instruments share the same seven domains and the same 1 to 5 response scale, so the average response on that scale compares them directly, without reference to either instrument's length. The gaps are largest in exactly the places that matter most.



Mean item scores on a 1 to 5 scale (leaders, 55; staff, 150); bars show position in that range. The instruments use different items mapped to the same domains, so read this as a domain-level comparison of perception, not an item-by-item match. Gap is leader minus staff.

WHERE THE GAP IS WIDEST

Leaders feel safest exactly where staff feel least safe. The two largest gaps, psychological safety and self-awareness, are the same seam viewed from both sides.

On a 1 to 5 scale, the safety gap of 0.81 is more than a fifth of the entire response range. When leaders cannot fully see how they are experienced, and staff do not feel safe enough to tell them, the feedback loop closes against itself. Mission is the lone inverse gap, and the belief it reflects is the asset left to build on.

The model is already in the *building*

The twelve supervisors with three or more staff respondents.

Applying the three-respondent threshold leaves twelve supervisors whose staff cells are large enough to report. They cover 49 of the 150 responses. This is the more comfortable half of the data, the half where staff felt safe enough to name a name, and it carries good news: most of these teams are doing well. All twelve also completed the leadership self-assessment, so each team's experience can be read against the supervisor's own self-rating on the same 1 to 5 scale.

Imara W. n=5		4.80	self 4.05	+0.75
Andre H. n=3		4.45	self 3.52	+0.93
Talia E. n=5		4.25	self 4.00	+0.25
Otto V. n=3		4.25	self 3.71	+0.54
Rafael C. n=3		4.20	self 3.60	+0.60
Sofia R. n=4		4.15	self 4.02	+0.13
Yesenia M. n=3		4.10	self 3.79	+0.31
Donna S. n=8		4.00	self 3.93	+0.07
Joan L. n=4		3.80	self 3.88	-0.08
Lorena F. n=3		3.75	self 4.38	-0.63
Paula K. n=4		3.70	self 3.62	+0.08
Camila Z. n=4		3.20	self 3.81	-0.61

All figures are mean item scores on a 1 to 5 scale. First figure and bar: the team's staff experience, colored by band. Second: the supervisor's leadership self-assessment. Third: the gap. Green where staff experience runs ahead of the self-rating, orange where the self-rating runs ahead of staff experience.

What this section can and cannot claim

Two of the twelve teams reach the Strong band on staff experience, nine sit in Developing, and only one, the lowest cell, lands in Vulnerable. There are no Critical cells here, because the most distressed staff are concentrated in the anonymous half where no supervisor can be attached to them. So this section proves something real: functional, even flourishing teams exist across the division, under named supervisors, right now. It does not prove the inverse, that the distressed teams are a small problem. The anonymity finding already told us otherwise.

THE PATTERN WORTH NAMING CAREFULLY

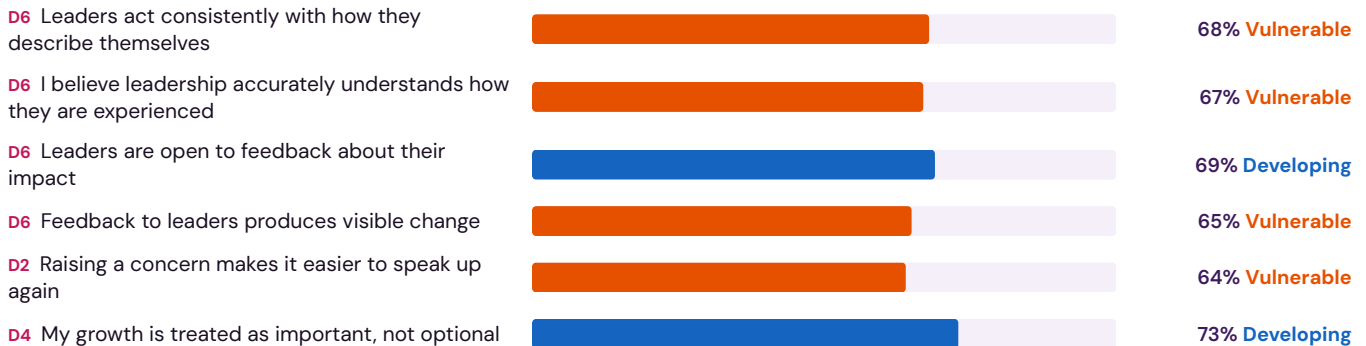
Read self-rating against staff experience and the page splits cleanly. For the stronger teams, staff experience runs ahead of the supervisor's own self-rating, which reads as modesty, not blind spot. The exception is the bottom. The two lowest teams, Camila Z. and Lorena F., are the only two where the supervisor rates themselves well above what their staff report. The blind spot, where it shows up, sits exactly where lived experience is weakest. That is the seam to watch as reassessment data comes in, and it is a dynamic, not a verdict on two people.

Your strongest levers are your weakest *scores*

The questions that move the climate most are the ones scoring lowest.

Scoring each question against the rest of the survey shows which experiences pull the overall climate up or down. The pattern is not spread evenly. A few questions carry most of the movement, and they are the same questions staff rate the lowest. The bars below show each question's current score in its band color. Read the color on the questions that matter most.

THE QUESTIONS THAT MOVE THE CLIMATE THE MOST



THE QUESTIONS THAT MOVE IT THE LEAST



Leverage is each question's correlation with overall climate across 150 staff. Bars show the question's current score, colored by band. The finding is the pairing: the highest-leverage questions sit in the Vulnerable band, while the high scores belong to questions that barely move the climate.

THE CREDIBILITY LOOP, IN THE RED

The questions that most determine the climate are all about whether leaders see themselves clearly and act on feedback, and four of the top six sit in Vulnerable. This is the same seam where leaders and staff diverge most. The widest perception gap in the report sits directly on top of the lowest-scoring, highest-leverage questions in it.

Mission is the highest score and the weakest lever

The two highest-scoring questions in this set, both about mission, are the two that move the climate least. Retention and leader self-awareness, by contrast, correlate at .91, close to one variable: people disengage when they stop believing leadership can see itself and respond. The sharpest marker separating distressed staff from everyone else is whether they feel known as a person, not just evaluated. Mission stays high while the levers underneath it sit in orange, which is exactly why a mission-driven workforce is easy to misread. The held ground is the last thing to fall, not a sign the ground is holding.

Five things this division needs to *hold*

Staff experience leading, leadership data underneath.

One. Psychological safety is the gating constraint.

At 61.6% it is the lowest staff domain and the widest leader-staff gap in the report. Until people believe it is safe to name what is wrong, no other intervention is fully heard. Everything else in this report is downstream of this.

Two. The distress is concentrated, and it is hiding.

67 of 150 staff are in the bottom two bands, and they are disproportionately the 63 who declined to name a supervisor. The 27.9-point gap between named and anonymous respondents means the hardest experiences are also the least visible by chain. You cannot fix what you cannot see, and the people most in need are working hardest not to be seen.

Three. Mission is the asset, with a shelf life.

Mission alignment at 80.0% is the one domain where staff out-score leaders. People believe in the work. That belief is buying the division time it has not yet used. It will not buy it indefinitely, because mission-driven staff absorb a broken climate quietly and then leave together.

Four. The leadership bench is a strength held one layer too low.

Self-assessment is highest at the manager layer and lowest at the top. The strongest leadership self-perception in the division sits with the 35 managers. Some of the answer to the climate problem is already employed here. The question is whether the structure draws on it.

Five. The onboarding seam is named from the top.

Onboarding is the weakest leader domain and nearly aligned with staff, meaning both sides agree it is thin. When the most senior leaders name the same gap their staff name, the work is not persuasion. It is build. This is the most actionable finding in the report because nobody has to be convinced the gap is real.

What happens *next*

Sequenced so that each step makes the next one possible.

The order matters more than the list. Safety is first because nothing else lands until it is in place. The three decisions at the bottom are the ones this debrief exists to make.

Sequence

First, protect what is working. Name the functional teams and the manager bench explicitly, and ask what they are doing that travels. The model is already in the building. Start by not losing it.

Second, open the safety channel before measuring again. The anonymity finding is a direct instruction. People do not yet trust that naming a problem is safe, so build a channel that visibly responds before asking them to use it.

Third, treat onboarding as the first concrete build. It is the gap both sides already name, so it converts agreement into motion without a fight, and it pays into belonging and retention at once.

Fourth, turn the manager bench into a development engine. Whether people feel their growth matters, and feel known as a person rather than evaluated, are among the highest-leverage questions in the survey, and the second is the sharpest line between staff who stay engaged and those who leave. Equipping the manager bench to own development as the ordinary texture of supervision is the strongest retention move available once safety is underway.

Fifth, set the reassessment. A baseline only becomes useful when it has a second point to compare against. A six-month reassessment turns this report from a verdict into a measurement.

The three decisions for this room

DECISION ONE · THE CELLS BELOW THE THRESHOLD

Who holds the direct, confidential conversations with the sub-threshold distress cases, on what timeline, and with what support. These are not in the report by name. They still need an owner before this room leaves.

DECISION TWO · THE CASCADE

Dates and owners for the Sr. Director meeting and the manager and director meeting, and how much of this report each layer sees. The vertical view is built for a cleared room. The cascade needs its own framing.

DECISION THREE · REASSESSMENT IN SCOPE

Whether a six-month reassessment enters the engagement. The recommendation is yes. Stability across earlier snapshots shows the directional findings are real, and only a second measurement will show whether anything moved.

Not a division in crisis, but one that believes in its work and names its own gaps honestly, its strongest bench just below the strain. The vertical is still forming, and what it becomes is this room's to decide.

APPENDIX

Individual *scores*

Three views of the same 55 leaders. The index, by layer, and by functional area. All names abbreviated.

The narrative is the strategic read of this data. The scorecards are the underlying detail. Use them to find a specific leader, scan a layer, or look at a functional area.

The *index*

All 55 leaders, sorted by self-assessment score.

All 55 participating leaders, sorted by self-assessment score, highest to lowest. The index view.

NAME	TITLE	LAYER	FUNCTIONAL AREA	AVG (1-5)	PROFILE	BANDS D1-D7
Diane P.	Deputy CPO	Chief / Deputy CPO	Reports to VP directly	4.67	Intentional	S S S S S S S
Lorena F.	Sr. Director, Regional Programs	Senior Director	Regional Programs	4.38	Intentional	S S V S S S S D
Daniela P.	Program Manager	Manager	Metro Interim Housing	4.38	Intentional	S S S S S D D
Rosa D.	Director	Director	Metro Interim Housing	4.38	Intentional	S S D S S S D
Whitney J.	Program Manager (Interim)	Manager	Regional Programs	4.38	Intentional	S D S S S S D
Mireya H.	Program Manager	Manager	Regional Programs	4.31	Intentional	D D S D S S S
Kevin W.	Program Manager, L&D	Manager	Org Development & L&D	4.31	Intentional	S S S S V S S
Renee A.	Program Manager (CES DV)	Manager	Access & Navigation Services	4.29	Intentional	S D D S D D S
Esteban L.	Program Manager	Manager	Metro Interim Housing	4.21	Intentional	D S D S S S D
Asha P.	Director of Housing Services	Director	Access & Navigation Services	4.19	Intentional	D D S S D S D
Naima C.	Program Manager, L&D	Manager	Org Development & L&D	4.10	Intentional	D D D S D S D
Selena G.	Program Manager	Manager	Metro Interim Housing	4.07	Intentional	D S D D D S D
Mara J.	Program Manager, L&D	Manager	Org Development & L&D	4.07	Intentional	S D D D S S D
Priya N.	Sr. Director, Program Services	Senior Director	Access & Navigation Services	4.05	Intentional	D S D D D D D

The *index*

All 55 leaders, sorted by self-assessment score.

NAME	TITLE	LAYER	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Imara W.	IH Program Manager II	Manager	Metro Interim Housing	4.05	Intentional	D D D S S S D
Janelle K.	Director of IH–Regional Programs	Director	Regional Programs	4.02	Intentional	D D V S S S D
Sofia R.	Program Manager	Manager	Regional Programs	4.02	Intentional	D D S D D D D
Linh T.	Program Manager	Manager	Metro Interim Housing	4.00	Intentional	S S D D D D D
Talia E.	IH Program Manager II	Manager	Regional Programs	4.00	Intentional	D D S S D D D
Vincent D.	Program Manager	Manager	Metro Interim Housing	3.98	Aware	D D D S S D D
Patrice L.	Program Manager	Manager	Metro Interim Housing	3.98	Aware	S D D D D D D
Carla B.	Program Manager	Manager	Metro Interim Housing	3.95	Aware	D D V S S S D
Esperanza R.	Director of Interim Housing	Director	Metro Interim Housing	3.93	Aware	S S D D D D D
Donna S.	Program Manager	Manager	Regional Programs	3.93	Aware	D D S D D D D
Bridget S.	Director of Access & Engagement	Director	Regional Programs	3.90	Aware	D D D D D S D
Omar N.	Data Manager	Manager	Grants & Data	3.90	Aware	D D V D S S D
Joan L.	Program Manager	Manager	Access & Navigation Services	3.88	Aware	D D D D D D D
Gilberto S.	Program Manager (MDT–SPA2)	Manager	Access & Navigation Services	3.86	Aware	D D D D D D D

The *index*

All 55 leaders, sorted by self-assessment score.

NAME	TITLE	LAYER	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Curtis B.	Program Manager	Manager	Org Development & L&D	3.86	Aware	D D D S D D V
Lucia F.	Program Manager	Manager	Metro Interim Housing	3.83	Aware	D D D S V D D
Camila Z.	Director of Interim Housing (Interim)	Director	Metro Interim Housing	3.81	Aware	D D D D D D D
Yesenia M.	Program Manager (Interim)	Manager	Regional Programs	3.79	Aware	D D S S V D D
Hector B.	Sr. Director, Interim Housing	Senior Director	Metro Interim Housing	3.71	Aware	D D D D D D D
Estela V.	Director of Interim Housing	Director	Regional Programs	3.71	Aware	D D D D D D D
Otto V.	ABH-CC Manager	Manager	Regional Programs	3.71	Aware	D D D D V D D
Marcus D.	Chief, Org Development	Chief / Deputy CPO	Org Development & L&D	3.64	Aware	D D V D D D D
Tomas R.	IH Program Manager II	Manager	Metro Interim Housing	3.64	Aware	D D D D D D D
Xochitl A.	Director of Interim Housing	Director	Metro Interim Housing	3.62	Aware	D D D V D D D
Paula K.	Program Manager (NC/Job Ctr.)	Manager	Access & Navigation Services	3.62	Aware	D D V D D D D
Lynn T.	Program Manager	Manager	Metro Interim Housing	3.60	Aware	D D D D D D D
Rafael C.	Program Manager	Manager	Regional Programs	3.60	Aware	D D D D D D D
Lilit K.	Director of Interim Housing	Director	Metro Interim Housing	3.57	Aware	V D V D D D D

The *index*

All 55 leaders, sorted by self-assessment score.

NAME	TITLE	LAYER	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Felix N.	Data Manager	Manager	Grants & Data	3.57	Aware	D D V D V D D
Devon F.	Program Manager	Manager	Access & Navigation Services	3.57	Aware	D V D D D D V
Tanisha O.	Director of Interim Housing	Director	Metro Interim Housing	3.55	Aware	V V D D D D V
Glenn A.	Housing Navigation Program Manager	Manager	Access & Navigation Services	3.55	Aware	D D V V D D D
Andre H.	IH Program Manager II	Manager	Metro Interim Housing	3.52	Aware	D D V D D D V
Joy E.	Program Manager	Manager	Metro Interim Housing	3.43	Aware	V V D D D V D
Brielle M.	Director of IH–Bridge Housing	Director	Metro Interim Housing	3.38	Aware	D D V D D D V
Renata V.	VP, Programs & Impact	Vice President	Vice President	3.33	Aware	D D C D D D V
Dwayne O.	Sr. Director, Contracts & Grants	Senior Director	Grants & Data	3.33	Aware	D D V D D V V
Andres Q.	Sr. Director, Interim Housing	Senior Director	Metro Interim Housing	3.31	Aware	D D V V V D D
Mateo R.	Program Manager	Manager	Metro Interim Housing	3.17	Aware	D D C D V D D
Pavel K.	Director of Data & Evaluation	Director	Grants & Data	3.02	Aware	D D V V V V V
Tamsin O.	Program Manager (SIH DMH)	Manager	Regional Programs	2.45	Overextended	D D V C V V C

Scores are mean item ratings on a 1 to 5 scale. Bands: S Strong D Developing V Vulnerable C Critical. Domains: D1 Leadership, D2 Psych Safety, D3 Onboarding, D4 Supervision, D5 Retention, D6 Self-Awareness, D7 Mission.

The *executive* layer

Vice President, Deputy CPO, and Chief of Org Development.

The three most senior leaders in the division. Two of the three have been in role under 18 months.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Renata V.	VP, Programs & Impact	Vice President	3.33	Aware	D D C D D D V
Diane P.	Deputy CPO	Reports to VP directly	4.67	Intentional	S S S S S S S
Marcus D.	Chief, Org Development	Org Development & L&D	3.64	Aware	D D V D D D D

The Deputy CPO produces the strongest profile in the dataset. The VP and the Chief both name onboarding as their lowest domain, reinforcing the seam from the top down.

The Sr. *Director* layer

Five Sr. Directors, sorted by self-assessment score.

The senior layer in active rebuilding. Two of five are under six months in role. The largest within-layer variance in the dataset sits here.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Lorena F.	Sr. Director, Regional Programs	Regional Programs	4.38	Intentional	S S V S S S D
Priya N.	Sr. Director, Program Services	Access & Navigation Services	4.05	Intentional	D S D D D D D
Hector B.	Sr. Director, Interim Housing	Metro Interim Housing	3.71	Aware	D D D D D D D
Dwayne O.	Sr. Director, Contracts & Grants	Grants & Data	3.33	Aware	D D V D D V V
Andres Q.	Sr. Director, Interim Housing	Metro Interim Housing	3.31	Aware	D D V V V D D

Read with tenure context. The two newest are in ramp. The three longer-tenured are in steady state with very different profiles.

The *Director* layer

12 Directors, sorted by self-assessment score.

This layer spans Intentional profiles to Aware leaders carrying multiple Vulnerable bands. Several are recent role transitions, which is part of how the layer should be read.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Rosa D.	Director	Metro Interim Housing	4.38	Intentional	S S D S S S D
Asha P.	Director of Housing Services	Access & Navigation Services	4.19	Intentional	D D S S D S D
Janelle K.	Director of IH-Regional Programs	Regional Programs	4.02	Intentional	D D V S S S D
Esperanza R.	Director of Interim Housing	Metro Interim Housing	3.93	Aware	S S D D D D D
Bridget S.	Director of Access & Engagement	Regional Programs	3.90	Aware	D D D D D S D
Camila Z.	Director of Interim Housing (Interim)	Metro Interim Housing	3.81	Aware	D D D D D D D
Estela V.	Director of Interim Housing	Regional Programs	3.71	Aware	D D D D D D D
Xochitl A.	Director of Interim Housing	Metro Interim Housing	3.62	Aware	D D D V D D D
Lilit K.	Director of Interim Housing	Metro Interim Housing	3.57	Aware	V D V D D D D
Tanisha O.	Director of Interim Housing	Metro Interim Housing	3.55	Aware	V V D D D D V
Brielle M.	Director of IH-Bridge Housing	Metro Interim Housing	3.38	Aware	D D V D D D V
Pavel K.	Director of Data & Evaluation	Grants & Data	3.02	Aware	D D V V V V V

The *Manager* layer

35 Managers, sorted by self-assessment score.

The largest layer in the division, and the strongest self-assessment average of any layer. Several managers self-assess at Intentional levels. This is the bench strength named in Finding Four.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Daniela P.	Program Manager	Metro Interim Housing	4.38	Intentional	S S S S S D D
Whitney J.	Program Manager (Interim)	Regional Programs	4.38	Intentional	S D S S S S D
Mireya H.	Program Manager	Regional Programs	4.31	Intentional	D D S D S S S
Kevin W.	Program Manager, L&D	Org Development & L&D	4.31	Intentional	S S S S V S S
Renee A.	Program Manager (CES DV)	Access & Navigation Services	4.29	Intentional	S D D S D D S
Esteban L.	Program Manager	Metro Interim Housing	4.21	Intentional	D S D S S S D
Naima C.	Program Manager, L&D	Org Development & L&D	4.10	Intentional	D D D S D S D
Selena G.	Program Manager	Metro Interim Housing	4.07	Intentional	D S D D D S D
Mara J.	Program Manager, L&D	Org Development & L&D	4.07	Intentional	S D D D S S D
Imara W.	IH Program Manager II	Metro Interim Housing	4.05	Intentional	D D D S S S D
Sofia R.	Program Manager	Regional Programs	4.02	Intentional	D D S D D D D
Linh T.	Program Manager	Metro Interim Housing	4.00	Intentional	S S D D D D D
Talia E.	IH Program Manager II	Regional Programs	4.00	Intentional	D D S S D D D
Vincent D.	Program Manager	Metro Interim Housing	3.98	Aware	D D D S S D D

The *Manager* layer

35 Managers, sorted by self-assessment score.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Patrice L.	Program Manager	Metro Interim Housing	3.98	Aware	S D D D D D D
Carla B.	Program Manager	Metro Interim Housing	3.95	Aware	D D V S S S D
Donna S.	Program Manager	Regional Programs	3.93	Aware	D D S D D D D
Omar N.	Data Manager	Grants & Data	3.90	Aware	D D V D S S D
Joan L.	Program Manager	Access & Navigation Services	3.88	Aware	D D D D D D D
Gilberto S.	Program Manager (MDT–SPA2)	Access & Navigation Services	3.86	Aware	D D D D D D D
Curtis B.	Program Manager	Org Development & L&D	3.86	Aware	D D D S D D V
Lucia F.	Program Manager	Metro Interim Housing	3.83	Aware	D D D S V D D
Yesenia M.	Program Manager (Interim)	Regional Programs	3.79	Aware	D D S S V D D
Otto V.	ABH–CC Manager	Regional Programs	3.71	Aware	D D D D V D D
Tomas R.	IH Program Manager II	Metro Interim Housing	3.64	Aware	D D D D D D D
Paula K.	Program Manager (NC/Job Ctr.)	Access & Navigation Services	3.62	Aware	D D V D D D D
Lynn T.	Program Manager	Metro Interim Housing	3.60	Aware	D D D D D D D
Rafael C.	Program Manager	Regional Programs	3.60	Aware	D D D D D D D

The *Manager* layer

35 Managers, sorted by self-assessment score.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Felix N.	Data Manager	Grants & Data	3.57	Aware	D D V D V D D
Devon F.	Program Manager	Access & Navigation Services	3.57	Aware	D V D D D D V
Glenn A.	Housing Navigation Program Manager	Access & Navigation Services	3.55	Aware	D D V V D D D
Andre H.	IH Program Manager II	Metro Interim Housing	3.52	Aware	D D V D D D V
Joy E.	Program Manager	Metro Interim Housing	3.43	Aware	V V D D D V D
Mateo R.	Program Manager	Metro Interim Housing	3.17	Aware	D D C D V D D
Tamsin O.	Program Manager (SIH DMH)	Regional Programs	2.45	Overextended	D D V C V V C

APPENDIX C

By *functional area*

*Six scorecards, one per supervisory chain. The operational view
of the same 55 leaders.*

Diane P.'s chain

Interim Housing & Regional Programs. 36 leaders across three branches.

The Deputy CPO supervises the three largest functional areas in the division: two Interim Housing branches and Regional Programs, 37 leaders in all. The most operationally complex scope in the division, and the one in the most active formation.

NAME	TITLE	FUNCTIONAL AREA	AVG (1–5)	PROFILE	BANDS D1–D7
Diane P.	Deputy CPO	Reports to VP directly	4.67	Intentional	S S S S S S S
Lorena F.	Sr. Director, Regional Programs	Regional Programs	4.38	Intentional	S S V S S S D
Hector B.	Sr. Director, Interim Housing	Metro Interim Housing	3.71	Aware	D D D D D D D
Andres Q.	Sr. Director, Interim Housing	Metro Interim Housing	3.31	Aware	D D V V V D D

Branch detail for each Sr. Director's chain follows.

Andres Q.'s chain

Metro Interim Housing. 11 leaders in this chain.

The structurally weakest branch in the dataset. The Sr. Director carries multiple Vulnerable bands. A priority site once the report lands.

NAME	TITLE	LAYER	AVG (1–5)	PROFILE	BANDS D1–D7
Andres Q.	Sr. Director, Interim Housing	Senior Director	3.31	Aware	D D V V V D D
Esperanza R.	Director of Interim Housing	Director	3.93	Aware	S S D D D D D
Camila Z.	Director of Interim Housing (Interim)	Director	3.81	Aware	D D D D D D D
Lilit K.	Director of Interim Housing	Director	3.57	Aware	V D V D D D D
Tanisha O.	Director of Interim Housing	Director	3.55	Aware	V V D D D D V
Daniela P.	Program Manager	Manager	4.38	Intentional	S S S S S D D
Esteban L.	Program Manager	Manager	4.21	Intentional	D S D S S S D
Vincent D.	Program Manager	Manager	3.98	Aware	D D D S S D D
Carla B.	Program Manager	Manager	3.95	Aware	D D V S S S D
Joy E.	Program Manager	Manager	3.43	Aware	V V D D D V D
Mateo R.	Program Manager	Manager	3.17	Aware	D D C D V D D

Hector B.'s chain

Metro Interim Housing. 12 leaders in this chain.

A branch in active formation. The Sr. Director is five weeks into role. Mixed Director–layer profiles reflect a branch still settling.

NAME	TITLE	LAYER	AVG (1–5)	PROFILE	BANDS D1–D7
Hector B.	Sr. Director, Interim Housing	Senior Director	3.71	Aware	D D D D D D D
Rosa D.	Director	Director	4.38	Intentional	S S D S S S D
Xochitl A.	Director of Interim Housing	Director	3.62	Aware	D D D V D D D
Brielle M.	Director of IH–Bridge Housing	Director	3.38	Aware	D D V D D D V
Selena G.	Program Manager	Manager	4.07	Intentional	D S D D D S D
Imara W.	IH Program Manager II	Manager	4.05	Intentional	D D D S S S D
Linh T.	Program Manager	Manager	4.00	Intentional	S S D D D D D
Patrice L.	Program Manager	Manager	3.98	Aware	S D D D D D D
Lucia F.	Program Manager	Manager	3.83	Aware	D D D S V D D
Tomas R.	IH Program Manager II	Manager	3.64	Aware	D D D D D D D
Lynn T.	Program Manager	Manager	3.60	Aware	D D D D D D D
Andre H.	IH Program Manager II	Manager	3.52	Aware	D D V D D D V

Lorena F.'s chain

Regional Programs. 13 leaders in this chain, 2 excluded.

The strongest supervisory chain in the division. The Sr. Director self-assesses at Intentional levels, as do several managers. One manager is the dataset's only Overextended profile, six weeks into the organization at assessment.

NAME	TITLE	LAYER	AVG (1–5)	PROFILE	BANDS D1–D7
Lorena F.	Sr. Director, Regional Programs	Senior Director	4.38	Intentional	S S V S S S D
Janelle K.	Director of IH-Regional Programs	Director	4.02	Intentional	D D V S S S D
Bridget S.	Director of Access & Engagement	Director	3.90	Aware	D D D D D S D
Estela V.	Director of Interim Housing	Director	3.71	Aware	D D D D D D D
Whitney J.	Program Manager (Interim)	Manager	4.38	Intentional	S D S S S S D
Mireya H.	Program Manager	Manager	4.31	Intentional	D D S D S S S
Sofia R.	Program Manager	Manager	4.02	Intentional	D D S D D D D
Talia E.	IH Program Manager II	Manager	4.00	Intentional	D D S S D D D
Donna S.	Program Manager	Manager	3.93	Aware	D D S D D D D
Yesenia M.	Program Manager (Interim)	Manager	3.79	Aware	D D S S V D D
Otto V.	ABH-CC Manager	Manager	3.71	Aware	D D D D V D D
Rafael C.	Program Manager	Manager	3.60	Aware	D D D D D D D
Tamsin O.	Program Manager (SIH DMH)	Manager	2.45	Overextended	D D V C V V C
Shawn T.	Program Manager	Manager	—	On leave	Excluded
Nadia M.	Program Manager	Manager	—	On leave	Excluded

Excluded rows are leaders on the org chart who did not participate (on leave or no response). They are not among the 55.

Dwayne O.'s chain

Grants & Data. 4 leaders in this chain.

Top-heavy concern. The Sr. Director and Director are both in steady state with concerning patterns. Manager strength is mixed.

NAME	TITLE	LAYER	AVG (1-5)	PROFILE	BANDS D1-D7
Dwayne O.	Sr. Director, Contracts & Grants	Senior Director	3.33	Aware	D D V D D V V
Pavel K.	Director of Data & Evaluation	Director	3.02	Aware	D D V V V V V
Omar N.	Data Manager	Manager	3.90	Aware	D D V D S S D
Felix N.	Data Manager	Manager	3.57	Aware	D D V D V D D

Priya N.'s chain

Access & Navigation Services. 8 leaders in this chain.

Stable and healthy across layers. The Sr. Director and Director both produce Intentional profiles. Manager strength is broadly distributed.

NAME	TITLE	LAYER	AVG (1–5)	PROFILE	BANDS D1–D7
Priya N.	Sr. Director, Program Services	Senior Director	4.05	Intentional	D S D D D D D
Asha P.	Director of Housing Services	Director	4.19	Intentional	D D S S D S D
Renee A.	Program Manager (CES DV)	Manager	4.29	Intentional	S D D S D D S
Joan L.	Program Manager	Manager	3.88	Aware	D D D D D D D
Gilberto S.	Program Manager (MDT-SPA2)	Manager	3.86	Aware	D D D D D D D
Paula K.	Program Manager (NC/Job Ctr.)	Manager	3.62	Aware	D D V D D D D
Devon F.	Program Manager	Manager	3.57	Aware	D V D D D D V
Glenn A.	Housing Navigation Program Manager	Manager	3.55	Aware	D D V V D D D

Marcus D.’s chain

Org Development & L&D. 5 leaders in this chain, 2 excluded.

The L&D manager bench is strong. The Chief is honest about the function’s onboarding gap. The L&D Director is on leave; the Chief is holding that supervisory layer in the interim.

NAME	TITLE	LAYER	AVG (1–5)	PROFILE	BANDS D1–D7
Marcus D.	Chief, Org Development	Chief / Deputy CPO	3.64	Aware	D D V D D D D
Kevin W.	Program Manager, L&D	Manager	4.31	Intentional	S S S S V S S
Naima C.	Program Manager, L&D	Manager	4.10	Intentional	D D D S D S D
Mara J.	Program Manager, L&D	Manager	4.07	Intentional	S D D D S S D
Curtis B.	Program Manager	Manager	3.86	Aware	D D D S D D V
Margot V.	Director, L&D	Director	—	On leave	Excluded
Caleb P.	L&D Manager	Manager	—	Did not respond	Excluded

Excluded rows are leaders on the org chart who did not participate (on leave or no response). They are not among the 55.