P-SAP™
PEOPLE • PERFORMANCE • RETENTION

CONFIDENTIAL: FOR THE TEAM ADMINISTRATOR

P-SAP™ Team *Synergy* Report

P-SAP™ • Team Report • Structured Assessment Framework

REPORT ID
PSAP-TEAM-XRKZ1HRJ-091158-01-IX47

REPORT DATE
27 October 2026

MEMBERS INCLUDED
30

ASSESSMENT VERSION
v2.1

INCLUSIVE IN THIS REPORT

- Team Synergy Profile
- Masked Effects Across Members
- Structural Signals
- Member Overview
- ISO Mapping
- Index Rationale and Measurement Transparency
- Terms and Legal
- Team Division
- Suppressed Effects Across Members
- Coping Manifestations
- Team Action Plan
- Understanding the Report
- Framework and Scientific Basis

> *This report brings together the P-SAP™ results of every team member. It shows where the team stands as a whole, where members' experiences differ, which patterns are present in the team at the point of assessment, and where to focus next through a Team Action Plan. For individual scores, refer to each member's individual report.*

SYNERGY STATES | REQUISITE VARIETY | GROUP DYNAMICS | ISO ALIGNED

**Names used are fictional.*

REPORT ID: PSAP-TEAM-XRKZ1HRJ-091158-01-IX47
MEMBERS: 30

TEAM SYNERGY PROFILE

TEAM AVERAGES AT THE POINT OF ASSESSMENT

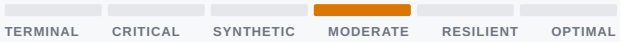
TEAM SYNERGY

Team Synergy is the average of all members' Synergy Scores. It gives one overall reading of how well capacity, engagement, clarity, motivation and output are working together across the team. Because it reflects how the markers work together, a team may read High on several markers and still sit in a middle stage.

TEAM SYNERGY SCORE

53.7%

MODERATE



TEAM SUMMARY

BASED ON 30 MEMBERS

TEAM STAGE	LED BY	ATTENTION NEEDED
Moderate	**Capacity**	**1 marker**
Team Synergy 53.7%	Reads High	Feedback

TEAM DIVISION	STRUCTURAL SIGNALS	COPING MANIFESTATIONS
2 markers	**2 detected**	**14 members**
Output, Motivation	Hero Gap, Cynical Gap	5 patterns present

MARKER OVERVIEW

CAPACITY	ENGAGEMENT	CLARITY	MOTIVATION	OUTPUT	FEEDBACK
High	High	High	Fair	Fair	Low

Each marker is shown as High, Fair or Low, based on the team's average compared with the threshold. Fair markers sit just above the threshold. Low markers are shown in orange and carried into the Team Action Plan.

CURRENT STATUS

The team is led by Capacity: there appears to be energy in reserve for current demands. It is supported by Engagement, Clarity, Motivation and Output. These are strengths worth protecting, especially during busy periods or change.

STAGE REFERENCE

STAGE	SCORE	WHAT IT MEANS FOR A TEAM
OPTIMAL	75 and above	Markers are working well together across the team, with room to sustain current demands.
RESILIENT	60 to 74	The team holds steady overall, with a few areas that may be worth watching.
MODERATE	**45 to 59**	**The team is functioning, though strain in some areas may be affecting how well markers work together.**
SYNTHETIC	30 to 44	Results may be holding on effort more than on steady conditions underneath.
CRITICAL	15 to 29	Several areas read under strain, and support may be needed soon.
TERMINAL	Below 15	Most areas read under strain, and early, structured support may help.

The team's current stage is highlighted.

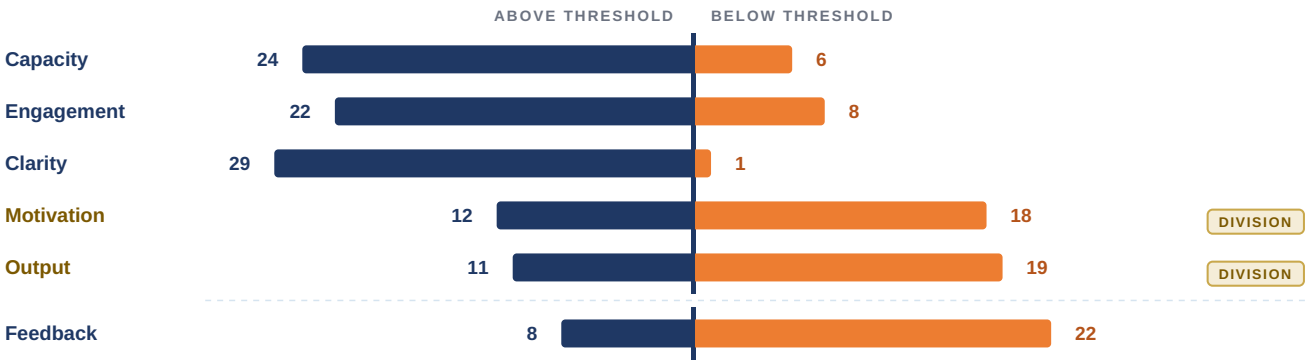
TEAM DIVISION

HOW MEMBERS ARE SPREAD ABOVE AND BELOW THE THRESHOLD

Team Division looks at whether members experience the same area very differently. When this happens, the team average may hide two groups with quite different needs.

MEMBERS ABOVE AND BELOW THRESHOLD

BASED ON 30 MEMBERS



For each marker, members above the threshold are shown on the left and members below it on the right, in orange. Markers tagged Division are where the team splits into two sizeable groups.

COUNT BY MARKER

MARKER	ABOVE THRESHOLD	BELOW THRESHOLD	% OF TEAM BELOW
Capacity	24	6	20%
Engagement	22	8	27%
Clarity	29	1	3%
Motivation DIVISION	12	18	60%
Output DIVISION	11	19	63%
Feedback	8	22	73%

The number of members above and below the threshold for each marker, and the share of the team below it.

DIVISION FINDINGS

Disparity

OUTPUT

WHAT TO WATCH

Output does not appear to be evenly distributed across this team. Some members may translate their internal states into results consistently while others may not. The lower output members may be carrying upstream constraints that are not yet visible, and reading the pattern as a difference in effort may miss the real cause.

Inconsistency

MOTIVATION

WHAT TO WATCH

Motivation appears to be experienced quite differently across this team. Some members may feel genuinely connected to their work while others may have lost that connection. The more connected members may read their colleagues as disengaged, while the less connected may feel their concerns are not being heard.

Suggested interventions for each finding are listed in the Team Action Plan.

MASKED EFFECTS ACROSS MEMBERS

STRAIN THAT MAY SIT BENEATH STEADY OUTPUT

> Masked effects describe strain that may sit beneath steady output. Results may look fine at team level while some members carry more than shows.

EFFECTS PRESENT

BASED ON 30 MEMBERS

EFFECT	SHARE OF TEAM	MEMBERS
Burnout Effect		4 of 30
Toxic Effect		4 of 30
Fogged Effect		0 of 30
Robotic Effect		0 of 30
Echo Chamber Effect		4 of 30

Counts include the primary and secondary effects named in each member's individual report. To see which members show each effect, refer to the Member Overview page.

THE FIVE MASKED EFFECTS: REFERENCE

MASKED EFFECTS	STRAIN PROFILES
Burnout Effect	High output may be sustained by borrowed energy such as adrenaline, overtime, or personal sacrifice. Physical and mental reserves may be used up to keep results going, which may lead to a sudden drop.
Toxic Effect	Performance may be driven by compliance, fear, or outside pressure rather than shared values. Over time, trust may wear down, leaving the team culture fragile and people more likely to leave.
Fogged Effect	Members may be highly active but lack clarity. Effort may be lost to rework, noise, and shifting goals, so that busy activity may take the place of meaningful progress.
Robotic Effect	Work may be carried out through habit or fixed routine. Output may be steady while motivation and creativity are low, and the team may struggle when change is needed.
Echo Chamber Effect	Targets may be met but success may feel empty. Wins may drain rather than inspire, leaving members connected yet without direction. This may stay hidden behind steady attendance.

Effects are read from each member's own results. Where an effect appears in more than one member, it shows that the pattern is present in several people at once, not that one is causing another. Suggested interventions are listed in the Team Action Plan.

Learn more at **www.pragadian.com/synergy.html#masked-effects**

SUPPRESSED EFFECTS ACROSS MEMBERS

CAPACITY PRESENT BUT NOT YET SHOWING IN OUTPUT

> Suppressed effects describe capacity that is present but not yet showing in output. Something in how work is set up may be holding some members back.

EFFECTS PRESENT

BASED ON 30 MEMBERS

EFFECT	SHARE OF TEAM	MEMBERS
Latent Effect		13 of 30
Idle Effect		14 of 30
Paralysed Effect		8 of 30
Pressure Effect		0 of 30
Hollow Effect		1 of 30

Counts include the primary and secondary effects named in each member's individual report. To see which members show each effect, refer to the Member Overview page.

THE FIVE SUPPRESSED EFFECTS: REFERENCE

SUPPRESSED EFFECTS	STRUCTURAL BLOCKAGE PROFILES
Latent Effect	Capacity and energy appear to be present, but output may not be following. The resource to perform may be there, while something structural, personal, or physical may be blocking it.
Idle Effect	Trust and relational safety appear to be present but may not be turning into delivery. The conditions for performance may be in place, yet safety without stretch may not produce output on its own.
Paralysed Effect	Clarity appears to be present but action may not be following. The person may understand what is needed, while the gap may sit between understanding and doing, in how work is set up.
Pressure Effect	Genuine drive appears to be present but may be held back by how work is set up. Without a clear way to act, effort that goes unrecognised or blocked may slowly wear down the will to start.
Hollow Effect	Feedback appears to be arriving but may not be turning into action. Signals may be received, while the link between the signal and the outcomes the person can influence may be missing.

Effects are read from each member's own results. Where an effect appears in more than one member, it shows that the pattern is present in several people at once, not that one is causing another. Suggested interventions are listed in the Team Action Plan.

Learn more at **www.pragadian.com/synergy.html#suppressed-effects**

STRUCTURAL SIGNALS

PATTERNS IN HOW THE TEAM IS ORGANISED AROUND ITS RESULTS

Structural signals look at how the team as a whole is arranged around its results, beyond any single marker. Each signal is shown below as Detected or Clear.

Hero Gap

DETECTED

WHAT TO WATCH

This signal describes a team where results may rest on a small number of members. A few members may be carrying a larger share of output, while others may not yet be contributing at the same level, and the team may have quietly organised itself around its strongest contributors.

Where this holds, the team's output may depend on a small group whose pace may not be sustainable. If those members leave, move up, or become depleted, the team may have little capacity to absorb the gap.

This pattern may stay unnoticed day to day because output may look steady at the team level. It may only surface when tested by an absence, when it may be harder to address.

To see how each member reads, refer to the Member Overview page.

Cynical Gap

DETECTED

WHAT TO WATCH

When energy is present but feedback feels sparse, a team may begin to question whether its effort is being seen. Members may still have the capacity to perform, yet feedback may feel inconsistent or disconnected from what they are contributing, and the link between effort and recognition may start to weaken.

A team in this position may still deliver, yet may have quietly stopped expecting that its work will be acknowledged or rewarded. Over time it may drift toward a kind of stagnation, remaining functional but stepping back from anything beyond the minimum.

This pattern may form gradually and may go unspoken. The team may keep the resource to act but may have lost confidence that acting will bring a meaningful return, and this may become difficult to reverse.

To see how each member reads, refer to the Member Overview page.

THE TWO STRUCTURAL SIGNALS: REFERENCE

SIGNAL	WHAT IT MAY MEAN FOR A TEAM
Hero Gap	Results may rest on a few members. When they are away, stretched or move on, the team may struggle to hold its output.
Cynical Gap	Energy may be present but there may be little expectation of recognition. Over time, effort may settle at the minimum even though the capacity to do more may remain.

Signals describe team conditions at the point of assessment and are indicative. Suggested interventions are listed in the Team Action Plan.

COPING MANIFESTATIONS

COPING PATTERNS PRESENT IN THE TEAM

Five behavioural patterns that may become visible when people work in a group or in the presence of an audience.

FIVE COPING PATTERNS

BASED ON 30 MEMBERS

COPING PATTERN	STATUS	MEMBERS
Impression Management	Strong 1 · Moderate 1 · Moderate 1, corroborated	3 of 30
Some members may present their output and openness to feedback more favourably than the rest of their profile suggests. In a team, this may make it harder to see where support is genuinely needed. **Strong:** The pattern appears clearly. **Moderate:** The pattern appears to be present but less pronounced. **Corroborated:** More than one part of the profile appears to point the same way.		
Execution-Empathy	Strong 2 · Moderate 1	3 of 30
Some members may deliver strong results with high motivation while connecting less with colleagues. In a team, work may get done while collaboration and handovers carry strain. **Strong:** The pattern appears clearly. **Moderate:** The pattern appears to be present but less pronounced.		
Relational Withdrawal	Moderate 5	5 of 30
Some members may be stepping back from connection, motivation and feedback at the same time. In a team, this may show as quieter participation and less exchange of ideas. **Strong:** The pattern appears clearly. **Moderate:** The pattern appears to be present but less pronounced.		
Inhibited Contribution	Strong 1 · Moderate 1, corroborated	2 of 30
Some members may have the capacity, connection, clarity and drive to contribute, yet this may not yet be showing in their output. In a team, useful contribution may be held back. **Strong:** The pattern appears clearly. **Moderate:** The pattern appears to be present but less pronounced. **Corroborated:** More than one part of the profile appears to point the same way.		
Precision Depletion	Strong 3	3 of 30
Some members may be keeping output steady while their capacity runs low. In a team, results may look fine while strain builds out of sight. **Strong:** The pattern appears clearly. **Moderate:** The pattern appears to be present but less pronounced.		

A member may show more than one pattern, so counts may add up to more than the number of people involved. Overlaps are listed under Patterns Present Together.

PATTERNS PRESENT TOGETHER

Execution-Empathy with Precision Depletion: 1 of 30 members
Both patterns are present in the same member at the point of assessment. No causal link is implied.

Relational Withdrawal with Precision Depletion: 1 of 30 members
Both patterns are present in the same member at the point of assessment. No causal link is implied. Low connection may also reflect distancing under low energy.

To see which members each pattern relates to, refer to the Member Overview page. Suggested interventions are listed in the Team Action Plan.

These patterns describe behaviour that may become more visible in a group setting or in the presence of an audience. They are indicative, are not a diagnosis, and may change over time.

Learn more at **www.pragadian.com/synergy.html#coping-manifestations**

MEMBER OVERVIEW

EACH MEMBER'S MARKERS, EFFECTS AND PATTERNS AT A GLANCE

Member Overview shows each member's markers, effects and patterns at a glance. Use it alongside the earlier pages to see who each finding relates to.

● Above threshold ● Below threshold **Masked** Strain sitting beneath steady output **Suppressed** Capacity present but not yet showing in output

MEMBER Role • Synergy Stage	CAPACITY	ENGAGEMENT	CLARITY	MOTIVATION	OUTPUT	FEEDBACK	EFFECTS	COPING PATTERN
Aisha Rahman Operational Level • Resilient	●	●	●	●	●	●	None	**Impression Management (Strong)**
Amira Salleh Operational Level • Moderate	●	●	●	●	●	●	Idle, Paralysed	None
Anand Krishnan Operational Level • Moderate	●	●	●	●	●	●	Idle, Paralysed	None
Arjun Pillai Operational Level • Moderate	●	●	●	●	●	●	Burnout	**Precision Depletion (Strong)**
Bernice Yeo Operational Level • Moderate	●	●	●	●	●	●	Idle, Paralysed	None
Clara Ng Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Daniel Tan Operational Level • Optimal	●	●	●	●	●	●	None	**Impression Management (Moderate)**
Ethan Low Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Faizal Hamid Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Farah Aziz Operational Level • Moderate	●	●	●	●	●	●	Latent, Paralysed	**Relational Withdrawal (Moderate)**
Grace Wong Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Hafiz Osman Operational Level • Synthetic	●	●	●	●	●	●	Burnout, Toxic	**Relational Withdrawal (Moderate)** **Precision Depletion (Strong)**
Hui Min Lee Operational Level • Resilient	●	●	●	●	●	●	Echo Chamber	None
Imran Yusof Operational Level • Moderate	●	●	●	●	●	●	Toxic, Echo Chamber	**Execution-Empathy (Moderate)**
Jasmine Koh Operational Level • Synthetic	●	●	●	●	●	●	Idle, Paralysed	None
Joshua Chan Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Kavitha Raman Operational Level • Synthetic	●	●	●	●	●	●	Burnout, Echo Chamber	None
Kevin Ong Operational Level • Resilient	●	●	●	●	●	●	Idle, Latent	**Inhibited Contribution (Strong)**
Marcus Lim Operational Level • Moderate	●	●	●	●	●	●	Toxic	**Execution-Empathy (Strong)**
Mei Ling Chua Operational Level • Moderate	●	●	●	●	●	●	Hollow, Latent	**Inhibited Contribution (Moderate), corroborated**
Natalie Seah Operational Level • Moderate	●	●	●	●	●	●	Latent, Paralysed	**Relational Withdrawal (Moderate)**

**Names used are fictional.*

MEMBER Role • Synergy Stage	CAPACITY	ENGAGEMENT	CLARITY	MOTIVATION	OUTPUT	FEEDBACK	EFFECTS	COPING PATTERN
Nurul Huda Ismail Operational Level • Synthetic	●	●	●	●	●	●	Latent, Paralysed	**Relational Withdrawal (Moderate)**
Priya Menon Operational Level • Resilient	●	●	●	●	●	●	None	**Impression Management (Moderate), corroborated**
Rachel Teo Operational Level • Resilient	●	●	●	●	●	●	Echo Chamber	None
Ravi Kumar Operational Level • Synthetic	●	●	●	●	●	●	None	**Relational Withdrawal (Moderate)**
Sarah Goh Operational Level • Moderate	●	●	●	●	●	●	Toxic, Burnout	**Execution-Empathy (Strong)** **Precision Depletion (Strong)**
Suresh Pandian Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Vikram Raj Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None
Wei Jie Phua Operational Level • Moderate	●	●	●	●	●	●	Idle, Paralysed	None
Zulkifli Hassan Operational Level • Moderate	●	●	●	●	●	●	Latent, Idle	None

All coping pattern readings are indicative. For individual scores, refer to each member's individual report.

In a small team, members may be recognisable even without names. Use this page to guide private, supportive conversations. Findings are not evidence of a person's intent, character or future behaviour.

**Names used are fictional.*

TEAM ACTION PLAN

SUGGESTED INTERVENTIONS, IN REPORT ORDER

This plan brings together every suggested intervention in this report, in the order the findings appear.

FINDING	SUGGESTED INTERVENTION
OVERALL TEAM INTERVENTION	**5 of 6 clear**
Disconnect Feedback, Low	Regular two way conversations about how work is going may help, with information flowing up as well as down. Acknowledging progress, even briefly, may also help people keep their bearings and stay on course.
TEAM DIVISION	**4 of 6 clear**
Disparity Output	It may help to look at what else is happening for the members with lower output before drawing conclusions. Where other areas are also low, support may need to start there; where they are steady, practical obstacles may be worth examining first.
Inconsistency Motivation	It may be worth investigating what is suppressing motivation in the lower segment before trying to lift it. Motivational division may be more a sign of unequal conditions than of inherent differences between people.
MASKED EFFECTS	**22 of 30 clear**
Burnout Effect 4 of 30 members	For members showing this, it may be worth reviewing current workload and considering whether small recovery windows may be built in, so that energy may be replenished without disrupting operational momentum.
Toxic Effect 4 of 30 members	For members showing this, it may help to create space for open, low-stakes conversation about values and purpose. Acknowledging learning moments as well as compliance may also help build a more open environment for sustaining results.
Echo Chamber Effect 4 of 30 members	For members showing this, it may help to make the effect of the work more visible, for example through regular, specific feedback on what is working and what is not, and on how results connect to wider goals.
SUPPRESSED EFFECTS	**12 of 30 clear**
Latent Effect 13 of 30 members	For members showing this, rather than adding more capacity, it may help to look at what sits in the way. Possible causes may include unclear expectations, workflow bottlenecks, confidence worn down by past effort that did not land, and tiredness that makes starting harder. Working out which of these applies may be a useful first step.
Idle Effect 14 of 30 members	For members showing this, because the relationships appear to be solid, the answer may not lie there. Clearer deliverables, well defined expectations, and a light but genuine accountability routine may help. It may also be worth a simple check on whether these members feel they have the permission and confidence to act on their own.
Paralysed Effect 8 of 30 members	For members showing this, making the first step small and specific may help. It may also be worth asking whether earlier attempts to act met resistance, since that experience may make starting feel uncertain even when the way forward is clear. Removing practical obstacles and offering early support may help turn understanding into action.
Hollow Effect 1 of 30 members	For members showing this, linking feedback to specific actions these members can take may help, so that responding to it may be more likely to lead to a visible result. It may also be worth checking whether the outcomes the feedback points to are within their control, and showing when acting on it has made a difference.
STRUCTURAL SIGNALS	**0 of 2 clear**

FINDING	SUGGESTED INTERVENTION
Hero Gap Detected	It may help to look at what may be holding back output across the rest of the team, and to address those causes before the dependency deepens. Spreading ownership deliberately and building conditions where more members can contribute may be more durable than relying on the strongest few.
Cynical Gap Detected	Rebuilding trust may take consistency over time rather than a single initiative. It may help to begin with small, visible commitments that can be followed through reliably, and to make sure the team's work is acknowledged clearly and connected to outcomes that matter.
COPING MANIFESTATIONS	**16 of 30 clear**
Impression Management Strong 1, Moderate 1, Moderate 1, corroborated	It may help to anchor conversations about performance in specific, observable results rather than general impressions. Regular two way check ins with clear examples, and feedback that names both what is working and what could change, may help self-view and day to day results come closer together.
Execution-Empathy Strong 2, Moderate 1	Output appears to be in place, so the relational side may need attention. It may help to make collaboration part of what good work looks like, with clear expectations for how work is shared and handed over. Asking how the role connects with others may also be useful.
Relational Withdrawal Moderate 5	It may help to start with a private, low pressure conversation about how the work and the team feel at present. Small, regular contact, clear and predictable feedback, and work that suits each person's preferred way of working may help more than adding group activity.
Inhibited Contribution Strong 1, Moderate 1, corroborated	The resources for contribution appear to be present, so the focus may be on making it easier to contribute. Low pressure ways to share work early, feedback that treats drafts as work in progress, and recognising effort as well as results may help output follow.
Precision Depletion Strong 3	Output is holding, so the strain may not show in results. It may help to talk about workload and recovery directly, agree what good enough looks like for routine tasks, and protect time for rest. Pacing may help more than further targets or extra recognition.

Each section shows how much of that area is clear: markers for Overall Team Intervention and Team Division, members for effects and coping patterns, and signals for Structural Signals. Interventions are suggestions to support discussion, not instructions. All readings are indicative.

ISO MAPPING REFERENCE

INTERNATIONAL STANDARDS ALIGNMENT: P-SAP™ TEAM REPORT

The P-SAP™ framework is aligned with internationally recognised standards for organisational health, human capital management, and occupational safety. The mapping below identifies how each marker, and each team section in this report, corresponds to established ISO standard requirements.

MARKERS

MARKERS	ISO ALIGNMENT	P-SAP™ MEASURES
Capacity	ISO 45003:2021 ISO 45001:2018	Physiological capacity, resource availability, workload sustainability, support systems, environmental awareness, and pace viability.
Engagement	ISO 45003:2021	Psychological safety, interpersonal trust, collaborative problem-solving, respect, values and purpose alignment.
Clarity	ISO 9001:2015	Clarity, sensemaking, decision-making rationality and operational awareness.
Motivation	ISO 10018:2020 ISO 45003:2021	Intrinsic motivation, autonomy, empowerment, proactive improvement behaviour, and internal drive.
Output	ISO 9001:2015	Performance achievement, work-life boundaries, target attainment, skill-task alignment, and collaborative output quality.
Feedback	ISO 9001:2015 ISO 31000:2018	Feedback loop integrity, adaptive correction, quality signal clarity, outcome registration, and system-level renewal cues.

TEAM SECTIONS

TEAM SECTION	ISO ALIGNMENT	P-SAP™ TEAM MEASURES
Team Synergy Profile	ISO 30414:2025	Team-level view of workforce wellbeing and productivity conditions, reported as one overall reading.
Team Division	ISO 30414:2025 ISO 45003:2021	How evenly working conditions are experienced across members of the same team.
Masked and Suppressed Effects	ISO 45003:2021	Psychosocial strain beneath steady output, and capacity not yet reaching output, counted across members.
Structural Signals	ISO 30414:2025 ISO 31000:2018	Dependence of results on a few members, and whether effort is recognised across the team.
Coping Manifestations	ISO 45003:2021 ISO 10018:2020	Behavioural patterns that affect collaboration, contribution and wellbeing when people work together.
Team Action Plan	ISO 10018:2020	People engagement through suggested, discussion-based interventions.

Alignment / reference, not certification or conformity assessment. The P-SAP™ framework applies principles consistent with the intent and scope of the referenced international standards. For formal conformity assessment, engage an accredited certification body.

Learn more at **www.pragadian.com/iso.html**

UNDERSTANDING THE TEAM REPORT

A GUIDE TO READING YOUR P-SAP™ TEAM REPORT, PART 1 OF 2

Read each section in order. The report moves from the team as a whole, to how members' experiences differ, to what may sit beneath results, and ends with a plan. Treat each finding as a prompt for conversation, not a verdict.

01

Team Synergy Profile

Team Synergy is the average of members' Synergy Scores, giving one overall reading of how the team's markers work together. Each marker shows as High, Fair or Low from the team average. Fair means the team sits just above the threshold with little room to spare. An average may hide differences between members, which the next section addresses.

02

Team Division

Shows how many members sit above and below the threshold on each marker. A marker tagged Division is where the team splits into two sizeable groups, so one team average may not describe everyone.

03

Masked Effects Across Members

Counts how many members show each masked effect named in their individual reports. Masked effects describe strain that may sit beneath steady output. When several members show the same effect, the pattern is present in more than one person at once; it does not mean one causes another.

04

Suppressed Effects Across Members

The mirror of masked effects. Capacity is present but not yet showing in output. Counts work the same way.

UNDERSTANDING THE TEAM REPORT

A GUIDE TO READING YOUR P-SAP™ TEAM REPORT, PART 2 OF 2

05

Structural Signals

Look at how the team as a whole is arranged around its results. Hero Gap asks whether results rest on a few members. Cynical Gap asks whether the team has energy but little expectation of recognition. Each shows as Detected or Clear.

06

Coping Manifestations

Five coping patterns, recognised in workplace research, that may show up when people work together. They are not clinical diagnoses. Each shows a band (Strong or Moderate, and corroborated where more than one part of the profile points the same way). All readings are indicative.

07

Member Overview

One row per member, showing markers, effects and patterns. This is the only page that links findings to names. Use it to direct support, not to judge individuals.

08

Team Action Plan

Every suggested intervention in report order. Sections with no findings describe what to maintain.

Important Note: Interventions and advisories outlined in this report are suggestions in nature and intended solely for guidance. They should not be misconstrued as definitive or binding courses of action. The qualitative labels used throughout this report are derived through a multi-layered analytical process. They represent structured composite classifications, not simplified categories or self-selected descriptions.

Findings must not be used for hiring, firing, performance ratings or decisions about individual members. Member names are confidential and are the responsibility of the team administrator.

This report contains proprietary assessment classifications. The methodology, algorithmic weightings, and classification logic are protected intellectual property of Pragadian™. Sharing, copying, or reproducing any portion of this report without written authorisation is strictly prohibited.

We extend our sincere thanks for engaging with the P-SAP™ Team Report. The purpose of this system is not to label individuals or teams, but to provide constructive insights that support improvement and sustainable success. The findings are intended to guide reflection and action, offering perspectives that can be adapted to each team's unique context.

P-SAP™ FRAMEWORK & SCIENTIFIC BASIS

ASSESSMENT FOUNDATION, QUESTIONNAIRE DESIGN & TEAM INDICES

ASSESSMENT ORIGIN

The P-SAP™ framework and its six core assessment markers were developed through the original doctoral research of Praga Ramiah, founder of the Pragadian Model of Human Synergy. The six markers represent structurally necessary conditions for individual operational health. They were defined as independent, non-overlapping constructs prior to any data collection and are not adapted from existing instruments nor derived statistically from a population sample.

Foundational research is publicly available via Zenodo and SSRN: doi.org/10.5281/zenodo.18947750 | doi.org/10.5281/zenodo.18947962

FROM INDIVIDUAL TO TEAM

The team report reads members' individual results together. No one is re-scored. It looks at three things: where the team stands on average, how evenly experiences are shared, and which patterns are present across members.

EVIDENCE STATUS

The P-SAP™ framework rests on four layers. The six markers are constructs defined in the founder's doctoral research. The scoring and pattern rules are derived from those constructs, with tolerances drawn from published research. The theories listed on the next page inform how the framework is built and how findings are read. Empirical testing of team readings is in progress, so all team readings are presented as indicative.

QUESTIONNAIRE STRUCTURE & INPUT TYPES

INPUT TYPE	WHAT IT CAPTURES
Attitudinal Input	The individual's direct self-assessment of how they experience a particular dimension of their working life. Reflects perceived state.
Behavioural Proxy Input	Questions anchored to observable actions and concrete behavioural patterns rather than feelings or opinions. Reflects demonstrated state.
Structural Anchor	A reference point derived from established principles in cognitive science and biology. Provides a theoretically grounded baseline against which the other two sources are evaluated.

TEAM INDICES

INDEX	WHAT IT EVALUATES	HOW IT IS DERIVED
Team Synergy	Overall working state of the team	Combines members' Synergy Scores into one team reading.
Team Division	How evenly experiences are shared on each marker	Reads how members are split above and below the threshold on each marker. The rule is proprietary.
Structural Signals	How the team is arranged around its results	Reads the pattern across members on selected markers. The logic is proprietary.
Coping Manifestations	Coping patterns present across members	Read from each member's profile using research-based rules. The rules are proprietary.

P-SAP™ FRAMEWORK & SCIENTIFIC BASIS

SCIENTIFIC REFERENCE SUMMARY

THEORY OR FRAMEWORK	ROLE
FOUNDATION	
Pragadian Model of Human Synergy (Ramiah, doctoral research)	SOURCE
Ashby's Law of Requisite Variety (1956)	APPLIED
Self-Determination Theory (Deci & Ryan, 1985)	APPLIED
Second Law of Thermodynamics	PARALLEL
Shannon Information Theory (1948)	PARALLEL
Goodhart's Law (1975)	APPLIED
Job Embeddedness Theory (Mitchell et al., 2001)	APPLIED
Festinger's Cognitive Dissonance (1957)	PARALLEL
Beer's Viable System Model (1972)	PARALLEL
Bifurcation Theory	PARALLEL
TEAM LEVEL	
Psychological Safety in Work Teams (Edmondson, 1999)	APPLIED
Stress and Strain Crossover (Westman, 2001)	APPLIED
Burnout Contagion in Teams (Bakker, Le Blanc & Schaufeli, 2005)	APPLIED
Feedback Environment (Steelman, Levy & Snell, 2004)	APPLIED
Emotional Contagion in Groups (Barsade, 2002)	PARALLEL
Negative Group Members and Group Function (Felps, Mitchell & Byington, 2006)	PARALLEL
Organisational Silence (Morrison & Milliken, 2000)	PARALLEL
Group Proportions in Work Groups (Kanter, 1977)	APPLIED
COPING MANIFESTATIONS	
Impression Management: Presentation of Self (Goffman, 1959)	APPLIED
Impression Management: Strategic Self-Presentation (Jones & Pittman, 1982)	APPLIED
Engagement and Disengagement at Work (Kahn, 1990)	APPLIED
Employee Voice and Leadership (Detert & Burris, 2007)	PARALLEL
Conservation of Resources (Hobfoll, 1989)	APPLIED

Source: the original framework. Applied: used directly in how the assessment and team report are built. Parallel: consistent with the approach and supports how findings are read.

Learn more at **www.pragadian.com/science.html#scientific-basis**

P-SAP™ INDEX RATIONALE & MEASUREMENT TRANSPARENCY

FEATURE ENGINEERING & MEASUREMENT PHILOSOPHY

FEATURE ENGINEERING FOR THE SIX CORE MARKERS

MARKER	WHAT IT MEASURES	HOW IT IS CONSTRUCTED
Capacity	Baseline operational capacity and mental energy	Reflects everyday capacity and energy to perform. How this marker is built is part of P-SAP's proprietary method.
Engagement	Quality of interpersonal trust and relational safety	Reflects trust and a sense of safety with others. How this marker is built is proprietary to P-SAP.
Clarity	Clarity of success criteria and cognitive load	Reflects clarity about goals and how heavy the mental load feels. How this marker is built is proprietary to P-SAP.
Motivation	Motivational integrity and intrinsic drive	Measures real inner drive to do the work. How this marker is built is part of P-SAP's proprietary method.
Output	Behavioural output and execution consistency	Reflects what a person actually does and how steadily they deliver. How this marker is built is proprietary to P-SAP.
Feedback	Structural integrity of feedback loops	Reflects how well feedback flows and is acted on. How this marker is built is proprietary to P-SAP.

MEASUREMENT PHILOSOPHY

Why There Is No Comparison Population

P-SAP is criterion-referenced: it interprets results against reference points for healthy functioning, not against how others scored. The team report applies the same reference points to the team, so each team is read on its own terms rather than ranked against other teams. Comparing teams with a wider population would bring in industry, size and cultural differences that are not part of the assessment question.

Why a Team Needs at Least Five Members

Team readings are produced only for groups of five or more. This keeps any single member's results from setting the team picture, and gives patterns a group in which to show up.

How Team Readings Relate to Individual Reports

The team report draws on the same results as each member's individual report. No one is re-scored, and nothing in the team report changes an individual result. Team findings describe the group; individual reports remain the reference for each person.

Full methodological documentation for P-SAP™, including detailed construct definitions, validity rationale, doctoral research references, and the complete scientific reference framework, is available at pragadian.com. All components, classifications, weights, and internal logic are proprietary intellectual property of Pragadian™.

TERMS & LEGAL USE

INTELLECTUAL PROPERTY, SCOPE OF USE & DISCLAIMER

INTELLECTUAL PROPERTY

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SCOPE OF USE

This team report is issued solely for the authorised organisational purchaser and its team administrator. It may not be shared, published, or distributed to third parties without written authorisation. Use of this report for employment decisions about individual members, including hiring, dismissal, promotion or performance ratings, or for clinical diagnosis, legal proceedings, or medical purposes, is outside the intended scope of the P-SAP™ framework and is expressly prohibited.

MEMBER NAMES & CONFIDENTIALITY

This report names team members. The team administrator is responsible for keeping it confidential, sharing it only with those who need it to support the team, and storing it securely. Each member's individual report remains their own and is not replaced by this team report.

TEAM ADMINISTRATOR RESPONSIBILITIES

By generating this report, the team administrator agrees to inform members that their results may be included in a team report, to keep this report confidential, and not to use it for hiring, dismissal, promotion, performance ratings or other decisions about individual members. Use of this report is subject to the Pragadian™ Terms of Use at www.pragadian.com/terms.html.

DISCLAIMER

The P-SAP™ assessment is a research-based assessment tool grounded in established scientific principles. It does not constitute medical, psychological, legal, or financial advice. The classifications and indicators presented in this report are derived from structured systemic models and are intended to support evidence-based decision-making in organisational and professional development contexts. Results reflect the data inputs provided by team members and are subject to the accuracy of self-reported information and assessed behavioural outputs. Readings reflect the point of assessment and may change over time. To the extent permitted by law, Pragadian™ accepts no liability for decisions made on the basis of this report.

MEMBER WELLBEING

This report is not a clinical or mental health assessment. If a member appears to be in distress, encourage them to seek support from a qualified professional or the organisation's employee assistance programme.

DATA PRIVACY

All assessment data is processed in accordance with the Personal Data Protection Act 2012 (Singapore). A team report is generated only from the members the administrator has grouped into the team. Individual-level data is not shared with third parties without consent. For full details, including requests to access or correct data, refer to the Pragadian™ Privacy Policy at www.pragadian.com/privacy.html.

SCIENTIFIC GROUNDING

The P-SAP™ framework draws from peer-reviewed research across systems theory, organisational cybernetics, cognitive science, and occupational psychology. Foundational principles include the Second Law of Thermodynamics (entropy and energy depletion), Ashby's Law of Requisite Variety (system adaptability thresholds), Shannon Information Theory (signal-to-noise capacity modelling), and Goodhart's Law (measurement and behavioural calibration). Team-level readings draw on published research into psychological safety, crossover of strain between colleagues, and group dynamics. These principles are systematically applied within a proprietary multi-marker framework developed through the doctoral research of Praga Ramiah, founder of the Pragadian Model of Human Synergy, with foundational white papers published across Zenodo and the Social Science Research Network (SSRN) (https://doi.org/10.5281/zenodo.18947750, https://doi.org/10.5281/zenodo.18947962).

GOVERNING LAW

These terms are governed by the laws of Singapore.