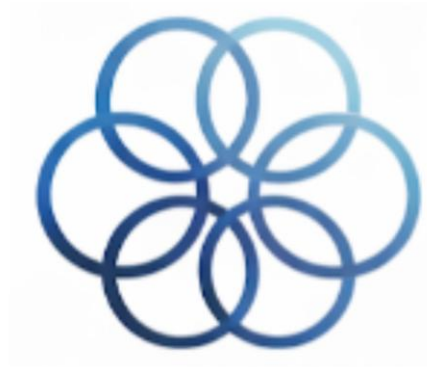


BE-WELL Organisational Report

AeriNova Medtech

UNDERSTANDING THE CONDITIONS SHAPING SUSTAINABLE PERFORMANCE, LEADERSHIP EFFECTIVENESS, ADAPTABILITY, AND ORGANISATIONAL BEHAVIOUR.



BE-WELL™ Framework

BY



MAKING ORGANISATIONAL SUSTAINABILITY CONDITIONS MORE VISIBLE

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How To Read This Report

BE-WELL is an Organisational Sustainability Intelligence Framework. This report presents a point-in-time view of the conditions shaping sustainable performance, leadership effectiveness, adaptability, and human functioning. It is designed to support reflection, coaching, leadership dialogue, and practical next-step decisions.

In practical terms, the report helps identify which conditions appear to support sustainable performance, which may be creating pressure, and where leadership attention or action may be most useful.

It is not a clinical assessment, engagement survey, performance rating, diagnosis, or fixed judgement about individuals, teams, regions, departments, roles, or the organisation.

The BE-WELL framework groups six dimensions into three layers: Foundation Layer / Stabilising Conditions, Operational Layer / Consumption Conditions, and Capability Layer / Adaptive Conditions.

The indicators combine related dimensions to show broader patterns that may support or constrain sustainable performance. They should be read as current signals to explore alongside real-life context, not as labels or conclusions.

This report uses three types of signals. Condition bands describe how strong, stable, or strained each condition appears. Risk signals show where the pattern may need leadership attention. Behavioural operating signals highlight specific operating patterns that may help explain how pressure is being sustained or amplified.

Stability-Pressure Alignment and Behavioural Operating Alignment can differ because they answer different questions. Stability-Pressure Alignment focuses on whether recovery capacity is keeping pace with operating demand. Behavioural Operating Alignment focuses on whether leadership behaviour, autonomy, workload expectations, balance, and energy are creating sustainable ways of working.

How To Read Risk Signals

Risk signals are not additional measured dimensions. They are interpretive pressure patterns built from the dimension and indicator profile.

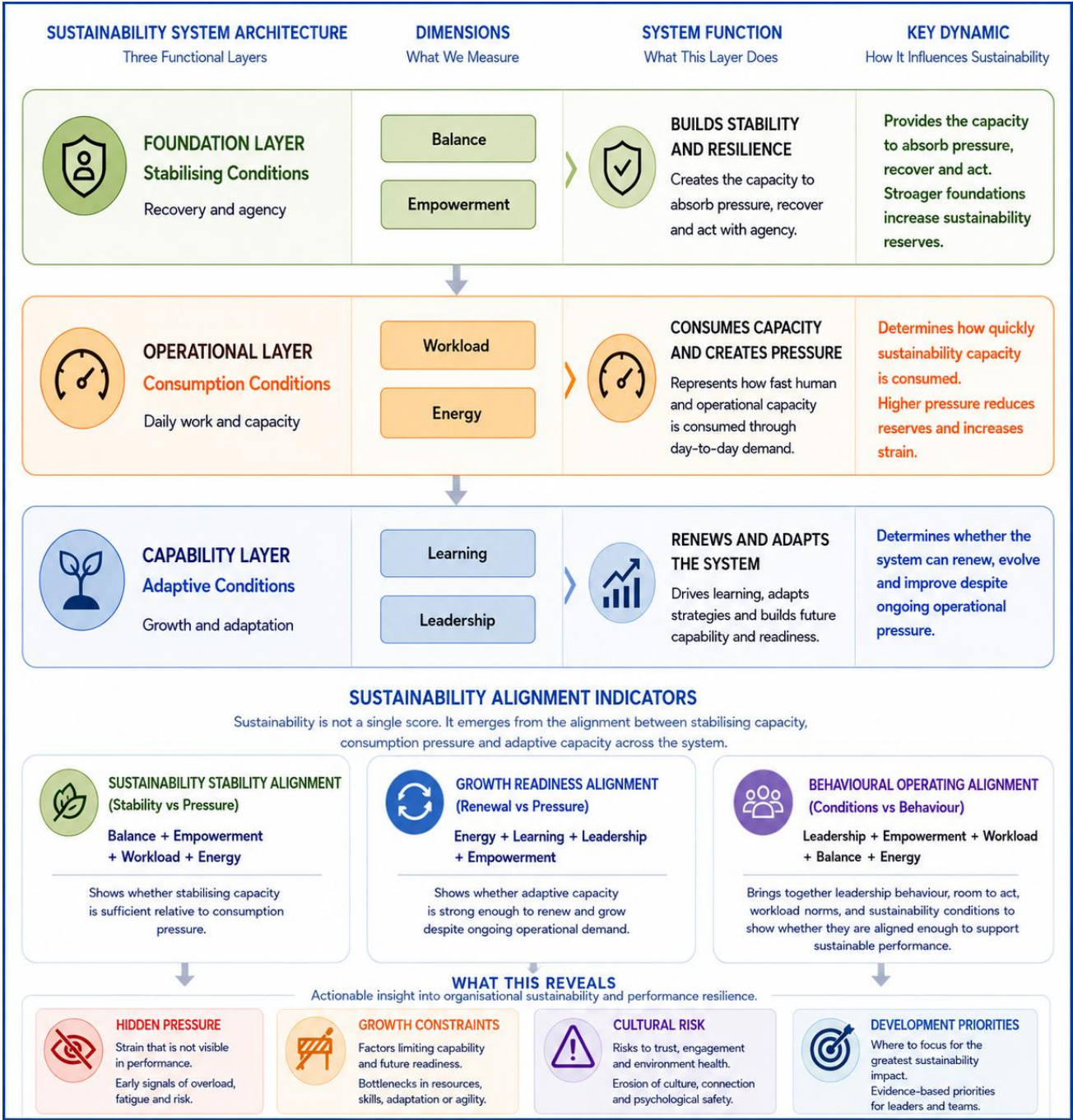
They help show where the wider pattern may need attention, especially when several conditions interact or reinforce each other.

A risk signal should be read as a prompt for leadership discussion, not as a diagnosis or conclusion.

How To Read Indicator Visuals

The indicator visuals show how much of the combined indicator appears supportive and how much may still need attention. Blue shows the supportive share of the indicator, while red shows the share that may still need attention. They are intended as quick visual summaries of the condition band and narrative, not as grades or performance scores.

The What To Test In Discussion section translates the overall profile into practical questions and areas to explore during the discussion.



BE-WELL Organisational Intelligence Framework

Organisation Snapshot

AeriNova Medtech is showing a balanced but watchful organisation profile, with hidden strain beneath otherwise workable conditions. The strongest organisation-level signals are Leadership and Learning, while Workload and Energy are the clearest pressure points. This points to usable capability and leadership assets, alongside sustainability constraints that need active management.

The main leadership reading is not that the organisation is uniformly weak. It is that capability and pressure are co-existing, so the profile should be validated in discussion before leaders choose an intervention. Workload is the most visible development focus; the practical test is where prioritisation, resource allocation, or workload realism needs sharper attention.

The respondent base covers 100 responses across 5 regions, 7 departments, and 5 role groups. The subgroup material should be used only to guide questions about where distribution patterns may differ. It should not be read as subgroup diagnosis in this free pilot version.

Sector context: Medtech / Medical Technology is a background lens, not an explanation of the BE-WELL result. Current sector evidence describes the sector as highly innovative, SME-heavy and internationally connected, with external pressures around regulatory change, pricing and access, supply-chain resilience, digital and AI transformation, and productivity. Treat these sector points as background context only. Do not use this context to infer regulatory compliance, product quality, patient outcomes, market access performance, or local workforce conditions in a specific organisation without separate evidence.

Reference: (MedTech Europe, 2025; Deloitte, 2026).

Primary pressure signals to validate in discussion: Foundation Strain and Operational Strain. The immediate executive task is to decide which signal to test first, what context leaders need, and what short-cycle action would show whether the signal is shifting.

Field	Current value
Organisation	AeriNova Medtech
Workbook organisation type	Medtech
Sector context	Medtech / Medical Technology
Respondents	100
Regions	APAC, Europe, Ireland, North America, United Kingdom
Departments	Clinical / Medical Affairs, Commercial / Customer, Executive / Leadership, Manufacturing / Operations, People / Support, Quality / Regulatory, R&D / Product
Roles	Director / Head of Function, Executive / C-suite, Frontline / Operations, Individual Contributor / Specialist, Manager / Team Lead
Overall pattern	Balanced but Watchful with hidden strain

Reporting Boundaries

- Organisation-level data is used for the main interpretation.
- The distribution charts for Region, Department, and Role are included as appendix views only.
- Regional, Departmental, and Role breakdowns are presented as distribution views only; they are not used for subgroup diagnosis or ranking in this pilot version.
- External context is included only to frame discussion; the BE-WELL interpretation remains based on the scan data.

Organisation Profile

The profile is showing a mixed pattern, with several dimensions functioning adequately but clear areas of strain still present. The profile may look more stable at headline level than it feels in practice, with pressure accumulating beneath the surface.

At organisation level, the pattern is best read as a system signal. Workload sits in the lower part of the profile, while Leadership and Learning provides the more supportive base. That combination points to an organisation that can build momentum, while also needing to protect capacity if demand and recovery conditions remain under pressure.

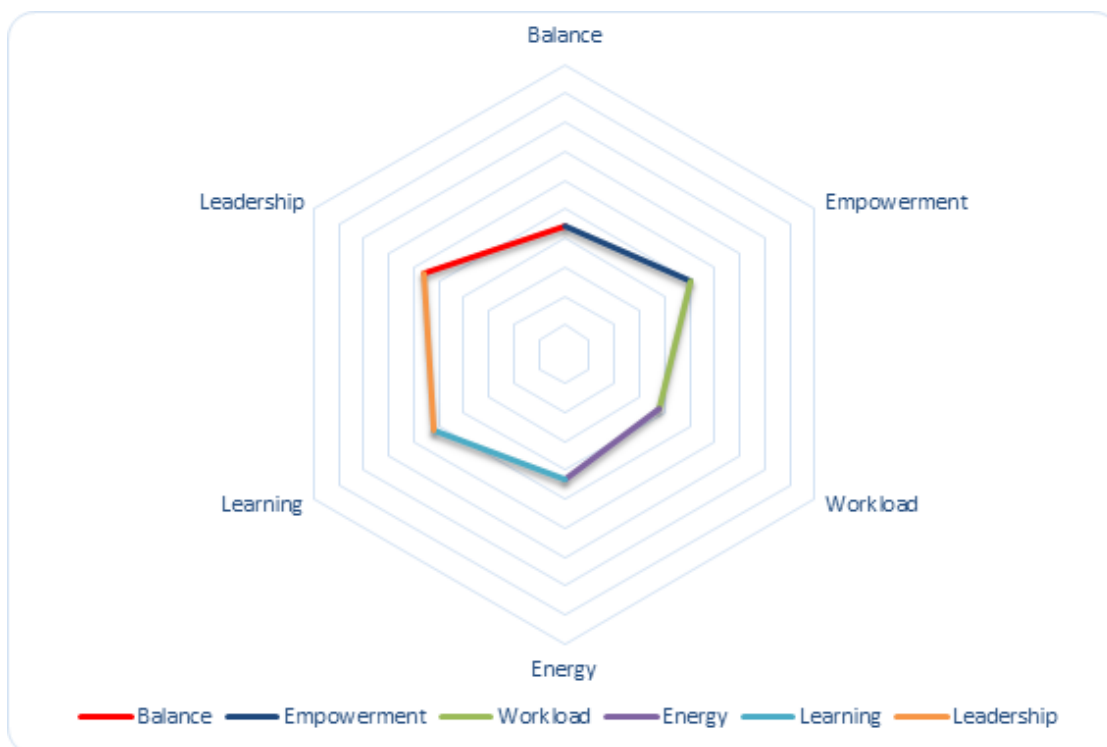
The main development focus is Workload. For leaders, the useful question is where work design, prioritisation, decision rhythm, or resourcing norms are creating avoidable pressure.

Dimension Profile

The dimension profile shows Workload as the lowest organisation-level conditions. Balance, Empowerment, Energy and Learning sit in the moderate range, which indicates functioning capacity but also visible unevenness.

The practical interpretation is that the organisation should not treat each dimension as a separate issue. Workload, Balance, and Energy are likely to interact as one sustainability pattern, while Leadership, Empowerment, and Learning describe the conditions that can help or hinder improvement.

Dimension	Condition band	Pattern	Interpretation
Balance	Developing / uneven	Emerging Pressure	Early signs of uneven strain. This pattern appears meaningful based on the available responses.
Empowerment	Functional but watchful	Moderate Pressure	Shared but non-critical pressure. This pattern appears meaningful based on the available responses.
Workload	Developing / uneven	Systemic Risk	Shared organisational weakness. This pattern appears meaningful based on the available responses.
Energy	Developing / uneven	Moderate Pressure	Shared but non-critical pressure. This pattern appears meaningful based on the available responses.
Learning	Functional but watchful	Moderate Pressure	Shared but non-critical pressure. This pattern appears meaningful based on the available responses.
Leadership	Stable	Moderate Pressure	Shared but non-critical pressure. This pattern appears meaningful based on the available responses.



Indicators Profile


In the indicator visuals, blue shows the part of the indicator currently appearing supportive. Red shows the part that may still need attention. The percentages are intended as quick visual summaries, not grades or validated risk probabilities.

Foundational Indicators

These indicators explore whether the stabilising base supporting sustainable performance is sufficiently strong and consistent.


Foundation Indicator

The Foundation Indicator combines Balance and Empowerment. It looks at the base that supports sustainable functioning: recovery, boundaries, and autonomy. A stronger score may suggest that the participant has a steadier base from which to operate. A lower score may indicate that effort is being sustained without enough recovery, autonomy, or practical support underneath it.

	<p>Condition band: Functional but watchful Foundations are developing but uneven: there is some support in place, but balance and empowerment are not yet consistently reinforcing each other.</p> <ul style="list-style-type: none">- Where do balance and empowerment currently reinforce each other, and where do they come apart?- What is most limiting recovery, boundaries, or autonomy in the current operating environment?- Clarify where decision authority, prioritisation, or escalation routes need to be simpler.- Protect practical recovery, boundary-setting, and realistic autonomy in the operating rhythm.
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Stability-Pressure Alignment

Combines Balance, Empowerment, Workload, and Energy to show whether recovery capacity is keeping pace with operating demand.


	<p>Condition band: Developing / uneven Stability-pressure alignment is developing: some recovery capacity is present, but balance, empowerment, workload, or energy may still be uneven under demand.</p> <ul style="list-style-type: none">- Where does recovery capacity appear sufficient, and where does operating pressure appear to be exceeding it?- Which balance, empowerment, workload, or energy condition would most improve stability-pressure alignment?- Review workload realism, decision rights, recovery capacity, and energy conditions against current operating demand.- Protect stabilising conditions before pressure becomes embedded as the default way of working.
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Operational Indicators

These indicators explore how day-to-day performance is currently being sustained and whether operating conditions support effective delivery without unnecessary strain.


Operational Readiness Indicator

The Operational Readiness Indicator brings together Workload and Energy. It explores whether work demands and available energy are aligned enough to support steady delivery. A stronger score may suggest that work is clearer, more manageable, and supported by enough collective capacity. A lower score may point to pressure around workload design, prioritisation, energy drains, or the practical conditions needed for reliable execution.

	<p>Condition band: Developing / uneven Operational readiness is mixed: some operational support is present, but workload and energy are not yet consistently working together.</p> <ul style="list-style-type: none">- Where are workload and energy visibly out of alignment in day-to-day delivery?- What practical pressures are making steady execution harder to sustain?- Review prioritisation, demand-management, and workload design against current capacity.- Reduce avoidable energy drains by tightening meeting load, escalation routes, or delivery expectations.
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Behavioural Operating Alignment

Combines Leadership, Empowerment, Workload, Balance, and Energy to show whether leadership and working norms support sustainable performance.


	<p>Condition band: Functional but watchful Behavioural operating alignment is developing: some behavioural operating conditions are present, but leadership behaviour, autonomy, workload expectations, balance, or energy may still be uneven.</p> <ul style="list-style-type: none">- Where do leadership behaviour, autonomy, workload expectations, balance, and energy feel aligned or misaligned?- Where might delivery rely on extra effort rather than stable conditions?- Make decision rights, workload expectations, and recovery conditions more explicit.- Use leadership conversations to test where autonomy, operating behaviour, or sustainability conditions need clearer support.
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Adaptive Indicators

These indicators explore whether learning, leadership, growth, renewal, and adaptation conditions are aligned enough to support future readiness.


Capability Readiness Indicator

The Capability Readiness Indicator combines Learning and Leadership. It looks at whether development and leadership support are helping longer-term capability. A stronger score may suggest that learning, feedback, direction, and leadership behaviours are supporting growth. A lower score may indicate that capability is being limited by unclear support, weak feedback loops, or insufficient space for learning

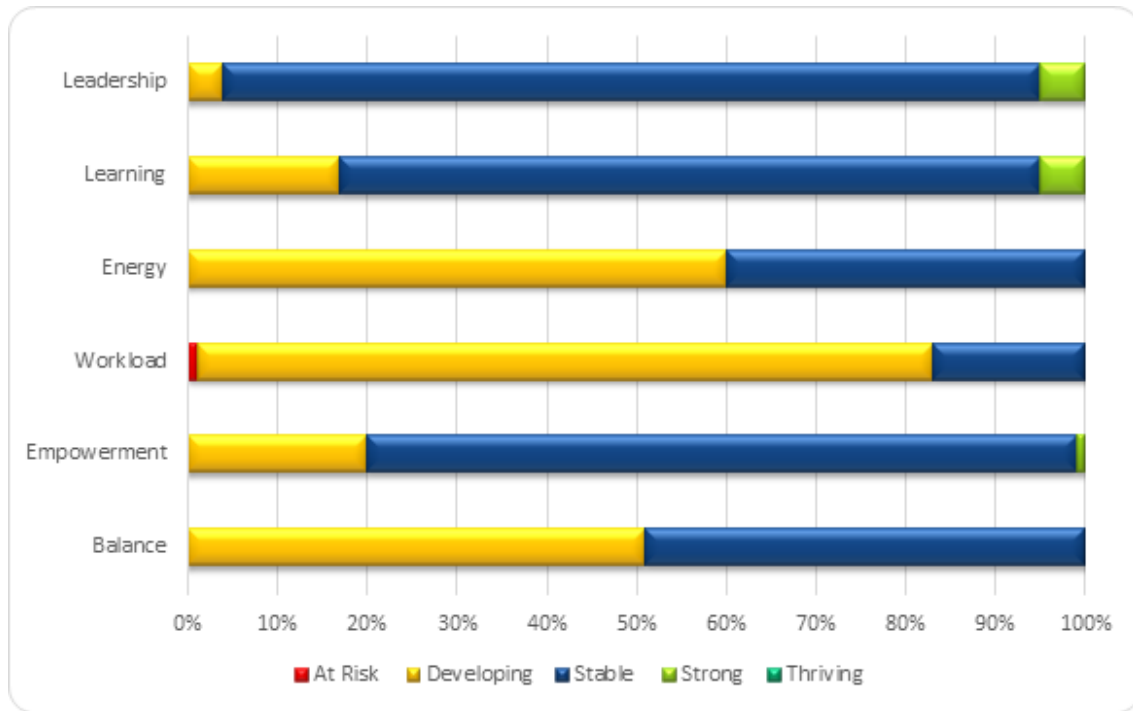
	<p>Condition band: Functional but watchful</p> <p>Capability readiness is developing but uneven: there is some capacity for growth, but learning and leadership are not yet consistently reinforcing each other.</p> <ul style="list-style-type: none">- Where is capability growth being supported well, and where is it being constrained?- How clear are the feedback, development, and leadership conditions needed for longer-term capability?- Strengthen feedback loops, development conversations, and leadership support around learning.- Protect enough space for reflection, capability-building, and follow-through on development priorities.
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Growth Readiness Alignment

Combines Energy, Learning, Leadership, and Empowerment to show whether renewal and adaptation can progress without adding avoidable pressure.

	<p>Condition band: Functional but watchful</p> <p>Growth readiness alignment appears supportive: energy, learning, leadership, and empowerment are working together strongly enough to support renewal, adaptation, and future readiness.</p> <ul style="list-style-type: none">- What is currently helping renewal and adaptation move forward, and what is constraining it?- Are energy, learning, leadership, and empowerment sufficiently aligned to support growth without overload?- Sequence growth demands so they match the current level of energy, learning capacity, leadership support, and autonomy.- Test smaller, lower-risk development moves before adding broader change expectations.
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Experience Distribution Across the Organisation



The overall distribution is mixed, with most dimensions clustering in the developing or developing range rather than in the stronger bands. That points to a profile with functioning capacity, but not yet enough consistency to assume pressure is contained.

Dimension	At Risk	Developing	Stable	Strong	Thriving	Dominant band	Pattern	Priority
Balance	0%	51%	49%	0%	0%	Developing	Mixed distribution	High
Empowerment	0%	20%	79%	1%	0%	Stable	Highly concentrated (Stable)	Low
Workload	1%	82%	17%	0%	0%	Developing	Highly concentrated (Developing)	Low
Energy	0%	60%	40%	0%	0%	Developing	Skewed toward Developing	Low
Learning	0%	17%	78%	5%	0%	Stable	Highly concentrated (Stable)	Low
Leadership	0%	4%	91%	5%	0%	Stable	Highly concentrated (Stable)	Low

Organisational Risk Signals

These signals highlight where strain, imbalance, or misalignment is most visible in the organisation-level profile. The clearest high-pressure signals are Foundation Strain and Operational Strain.

Indicator Strain Signals

Signal	Level	Narrative
Foundation Strain	HIGH	Foundational conditions appear under strain. The pattern suggests that recovery, boundaries, autonomy, or practical support may need clearer leadership attention.
Stability-Pressure Strain	MEDIUM	Stability-pressure alignment suggests that recovery capacity may not be keeping pace with operating demand. This is a useful signal to test in leadership discussion before deciding actions.
Operational Strain	HIGH	Operational readiness appears under strain. The pattern is worth testing against workload design, prioritisation, energy, and the practical conditions needed for steady delivery.
Behavioural Operating Strain	MEDIUM	behavioural operating alignment is developing but still uneven compared with the wider profile.
Capability Strain	MEDIUM	capability readiness is developing but still has meaningful ground to cover compared with the wider indicator profile.
Growth Strain	LOW	growth strain appears limited; growth readiness alignment is relatively supportive.

System-Level Signals

Signal	Level	Narrative
Sustainability Signal	MEDIUM	sustainability pressure is emerging; stability and pressure conditions are developing but still uneven.
Organisational Alignment Signal	LOW	the profile is relatively even, suggesting the main dimensions are broadly aligned.

Emerging Organisational Patterns

Sometimes the profile reveals a broader sustainability pattern that is not fully captured by any single dimension, indicator, or risk signal. When this happens, BE-WELL highlights it as an emerging interpretation. These patterns are not diagnoses or fixed conclusions. They are reflective leadership prompts designed to help explore where visible performance, adaptability, or stability may be supported by uneven underlying conditions. Not every report will contain an emerging pattern.

Primary Pattern

Collective Hidden Strain Pattern

Pattern strength: High

Headline performance may look more stable than the conditions supporting it. Leadership, learning, or delivery capability may be helping the system keep moving, while workload, recovery, stability-pressure alignment, or energy conditions appear less consistent. This can mean delivery is being held together through extra effort and workarounds, with recovery uneven across groups, rather than because the operating conditions are consistently supportive. This is not a sign of failure. It is a useful pattern to test before pressure becomes more embedded or harder to see.

Questions to explore:

- Where might current delivery depend most on extra effort, workaround behaviour, or local compensation?
- Which support conditions feel less stable than headline performance might suggest?
- Where could leadership make sustainability more structural rather than dependent on individual or local effort?

Key Organisational Strengths

- Leadership and Learning are the strongest organisation-level dimensions and should be used as the base for improvement rather than ignored while focusing on pressure areas.
- Capability Readiness Indicator is the strongest indicator, suggesting there is some capacity to learn, adapt, or mobilise around change.
- The profile is not a crisis signal; it shows a mixed but workable base if leadership action is focused, realistic, and sequenced.

What To Test In Discussion

Suggested Leadership Actions

- Test one targeted intervention on prioritisation, demand management, or capacity planning in the most affected areas.
- Run one leadership review of the work generating pressure in Workload: what must continue, what can pause, and what can be simplified.
- Select one practical change for a short test cycle, agree the expected effect, and review whether the signal moves before adding further initiatives.

Using This Report In Discussion

Use this report to support a focused leadership conversation about the strongest patterns, the clearest pressure points, and one to three practical next steps.

A separate debrief prep document is used by the coach, facilitator, or reviewer to structure the conversation and support follow-up.

Appendix A - Regional Experience Breakdown

Free pilot scope: this appendix view shows regional distribution patterns only. It does not provide regional interpretation or diagnosis.

The regional experience breakdown suggests that pressure may be distributed unevenly across groups. APAC and North America show the clearest concentration in the developing range, which is worth validating in context.

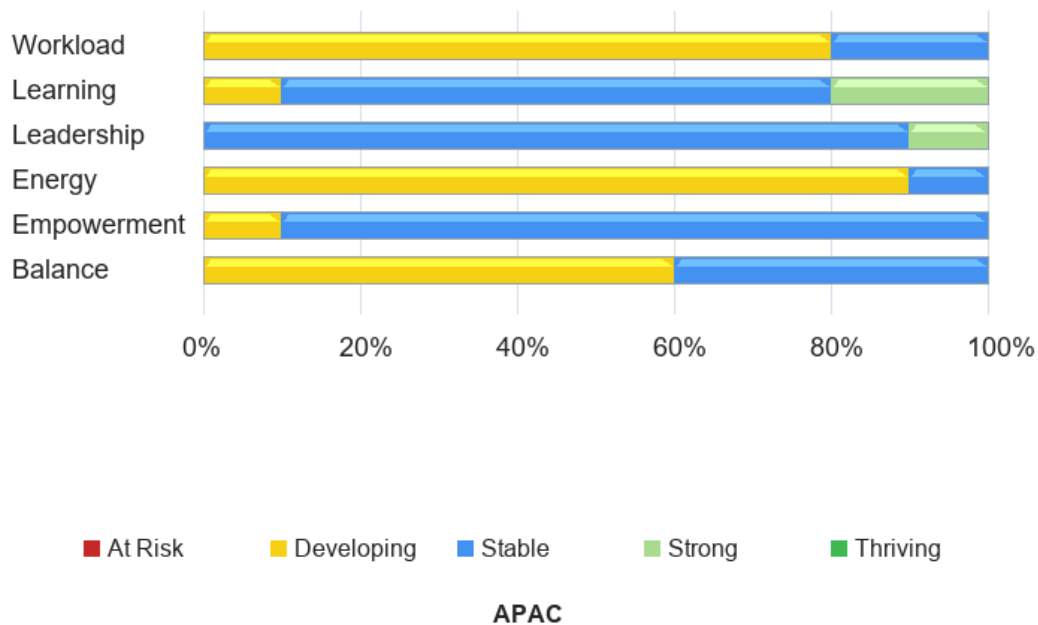
- North America shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.

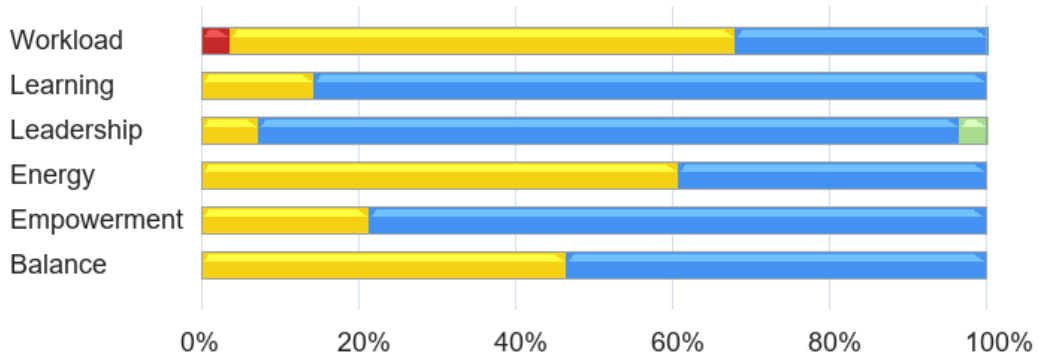
- APAC looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

- Ireland looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

- United Kingdom looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

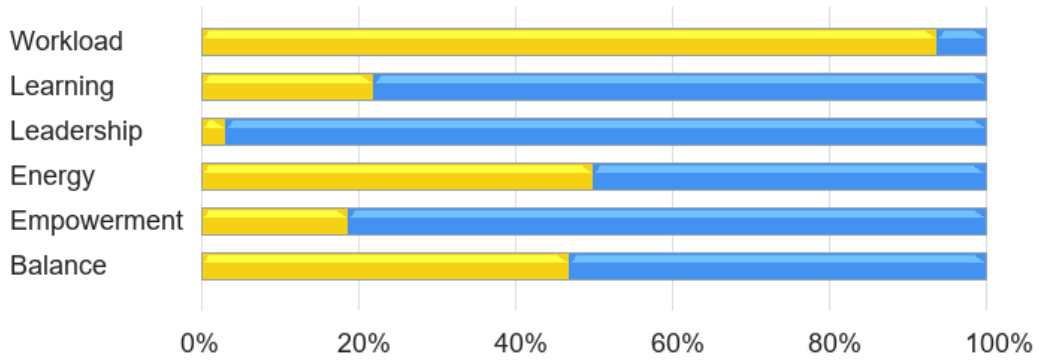
- Europe looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.





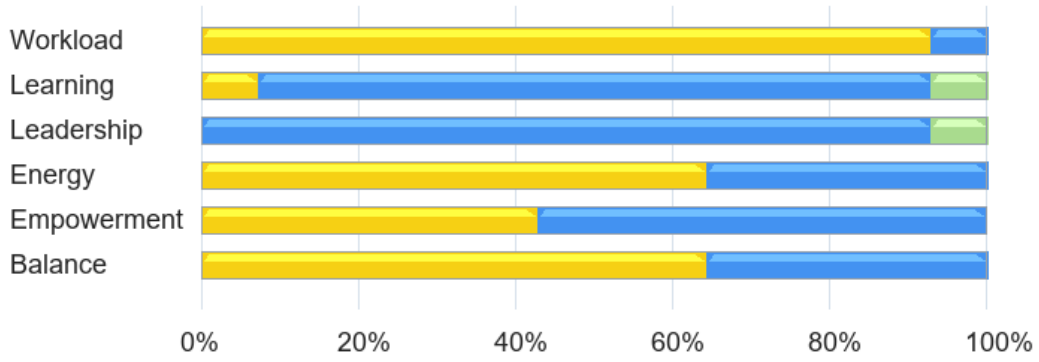
At Risk Developing Stable Strong Thriving

EUROPE



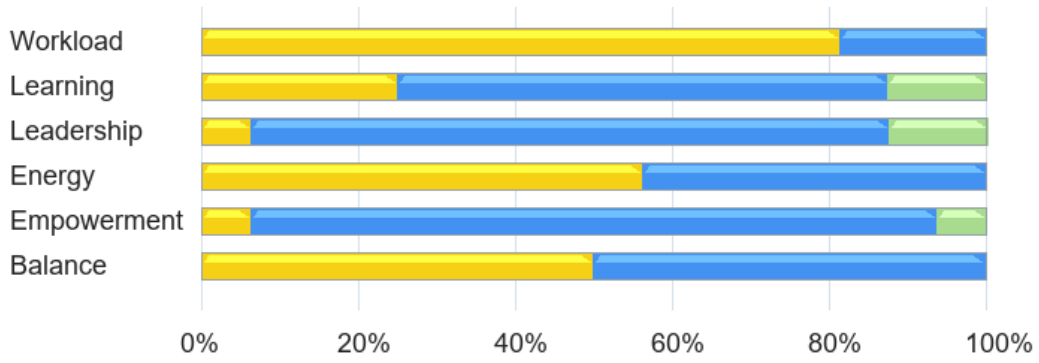
At Risk Developing Stable Strong Thriving

IRELAND



■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

NORTH AMERICA



■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

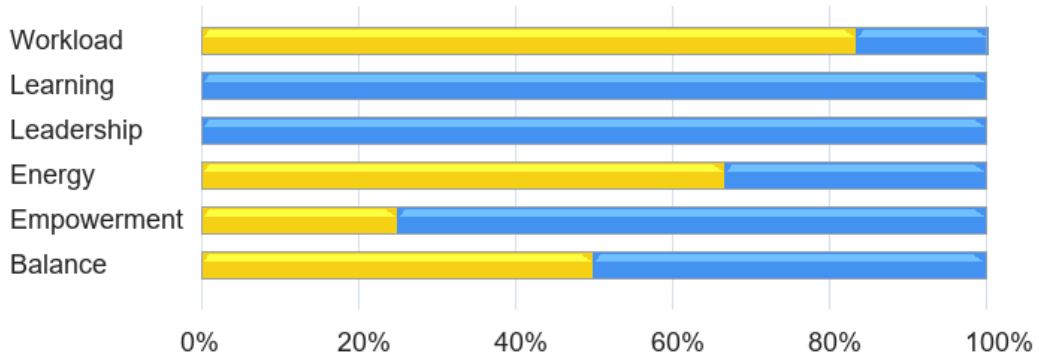
UNITED KINGDOM

Appendix B - Departmental Experience Breakdown

Free pilot scope: this appendix view shows departmental distribution patterns only. It does not provide departmental interpretation or diagnosis.

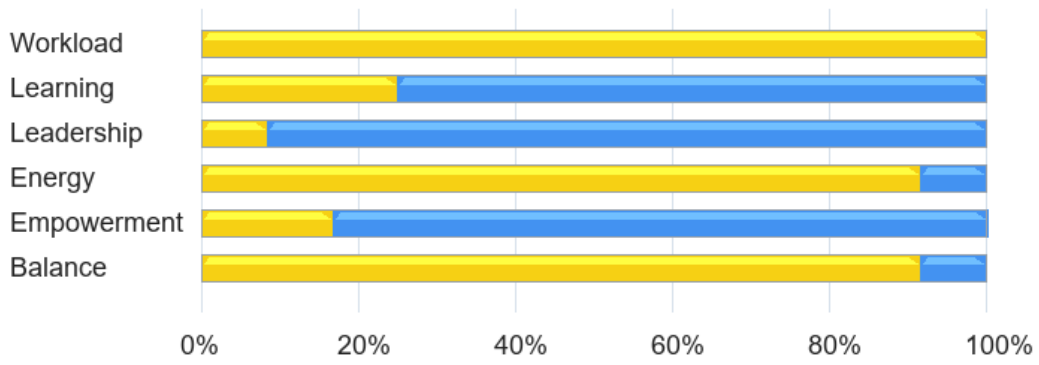
The departmental experience breakdown suggests that pressure may be distributed unevenly across groups. Commercial / Customer, Manufacturing / Operations and Quality / Regulatory show the clearest concentration in the developing range, which is worth validating in context.

- Commercial / Customer shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Manufacturing / Operations shows a heavier concentration in the at-risk or developing range, especially around Balance, Empowerment, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Quality / Regulatory shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Clinical / Medical Affairs looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.
- R&D / Product looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.
- Executive / Leadership looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.
- People / Support looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.



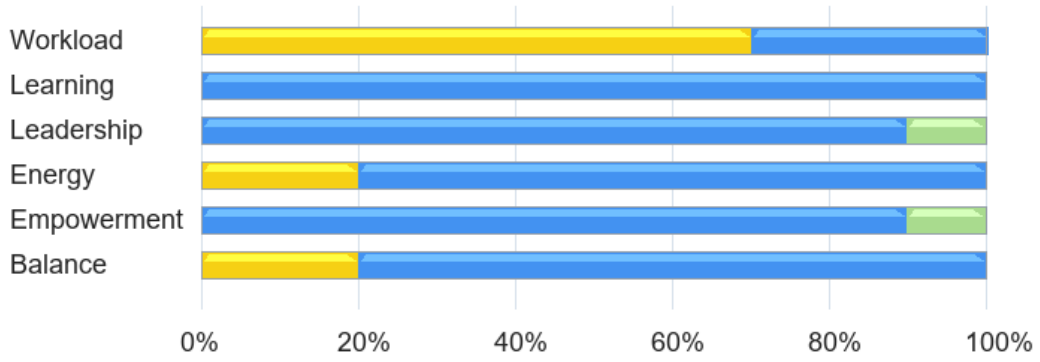
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

CLINICAL / MEDICAL AFFAIRS



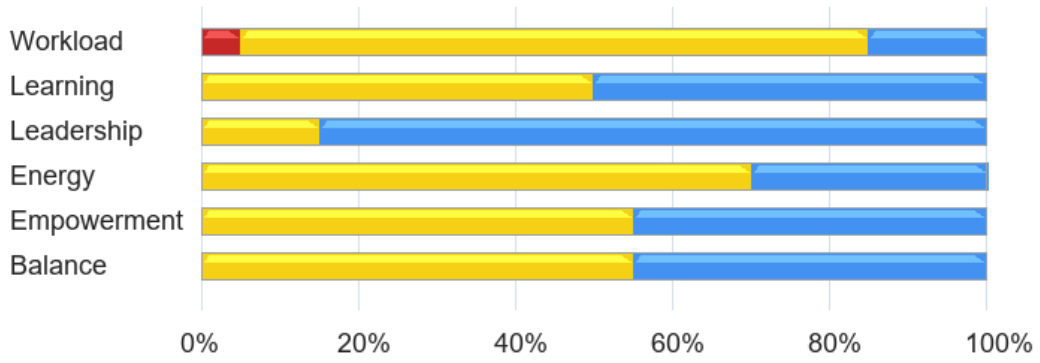
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

COMMERCIAL / CUSTOMER



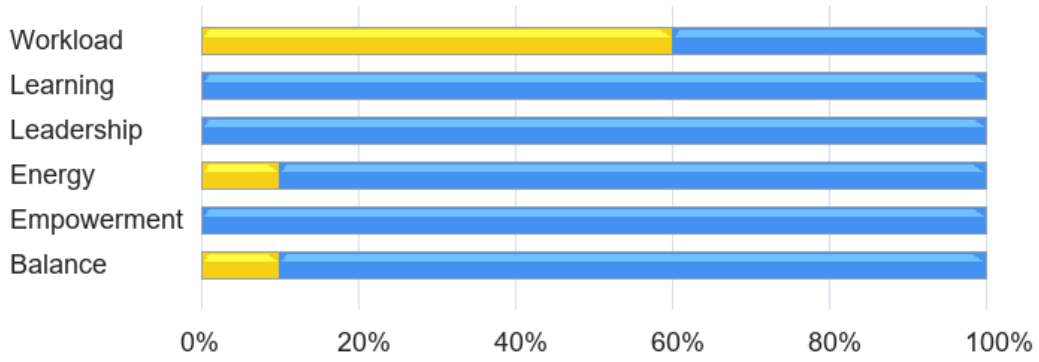
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

EXECUTIVE / LEADERSHIP



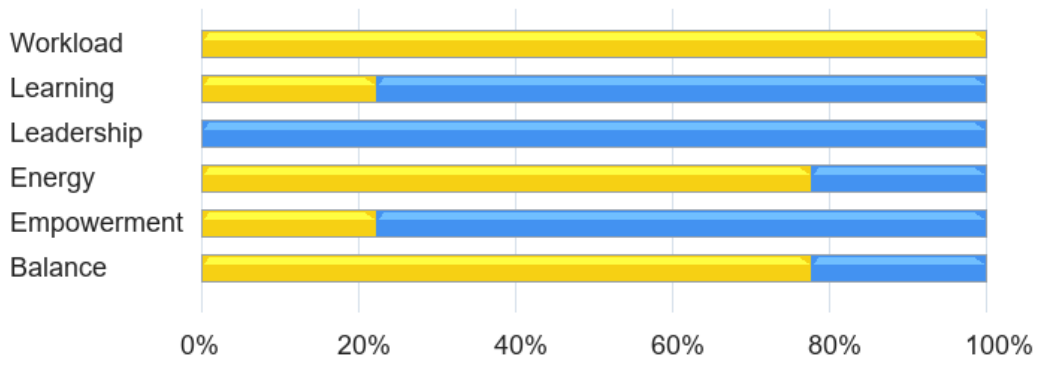
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

MANUFACTURING / OPERATIONS



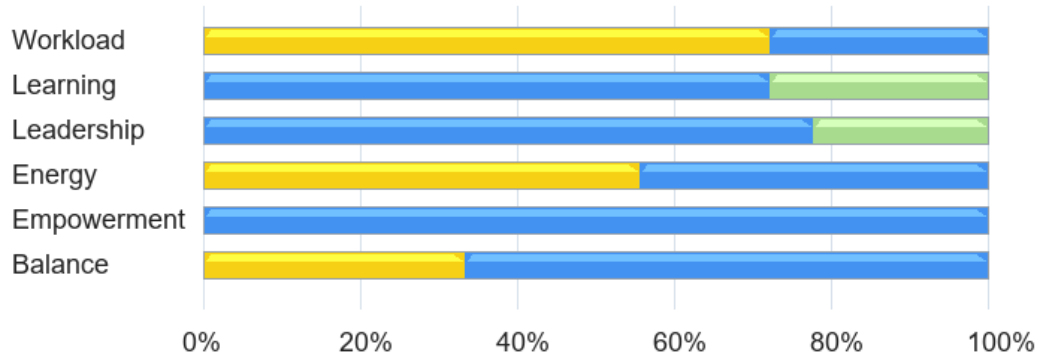
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

PEOPLE / SUPPORT



■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

QUALITY / REGULATORY



■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

R&D / PRODUCT

Appendix C - Role Experience Breakdown

Free pilot scope: this appendix view shows role-level distribution patterns only. It does not provide role-level interpretation or diagnosis.

The role experience breakdown suggests that pressure may be distributed unevenly across groups. Frontline / Operations and Manager / Team Lead show the clearest concentration in the developing range, which is worth validating in context.

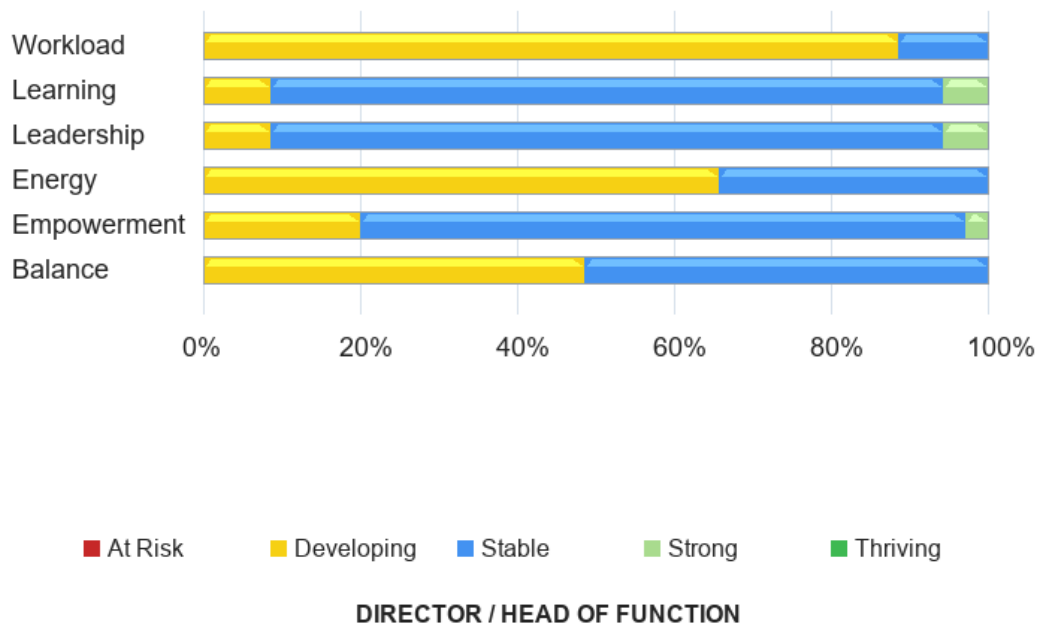
- Frontline / Operations looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

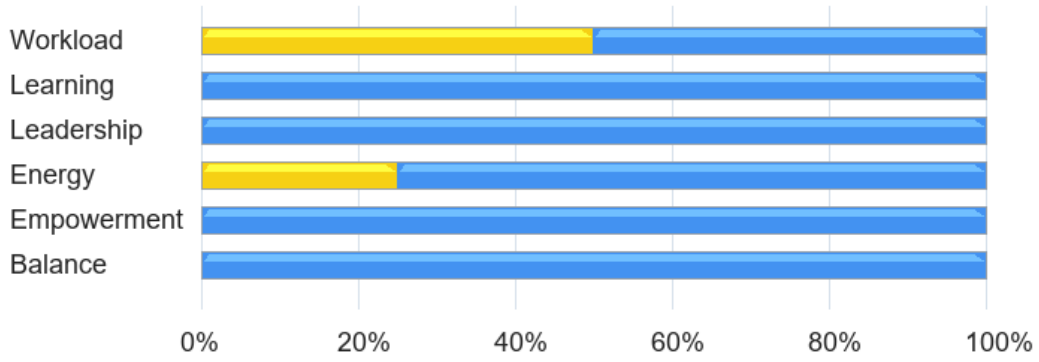
- Manager / Team Lead looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

- Director / Head of Function looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

- Individual Contributor / Specialist looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

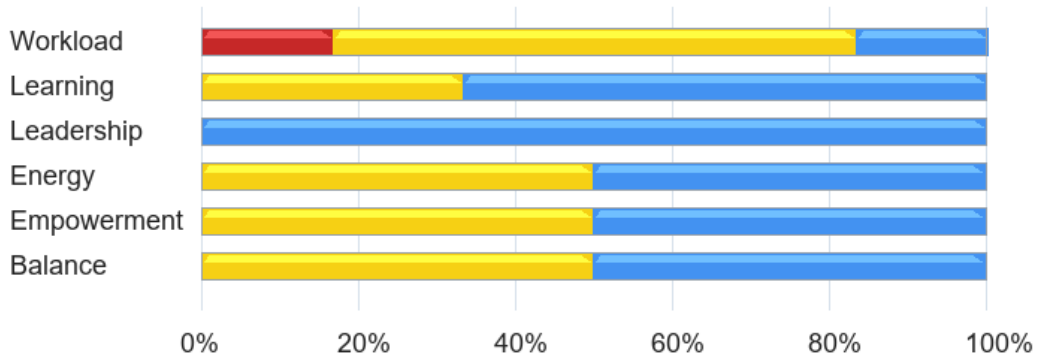
- Executive / C-suite looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.





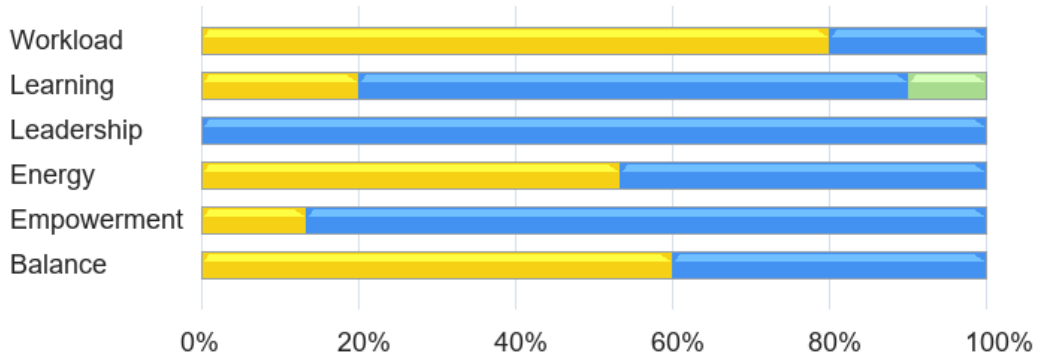
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

EXECUTIVE / C-SUITE



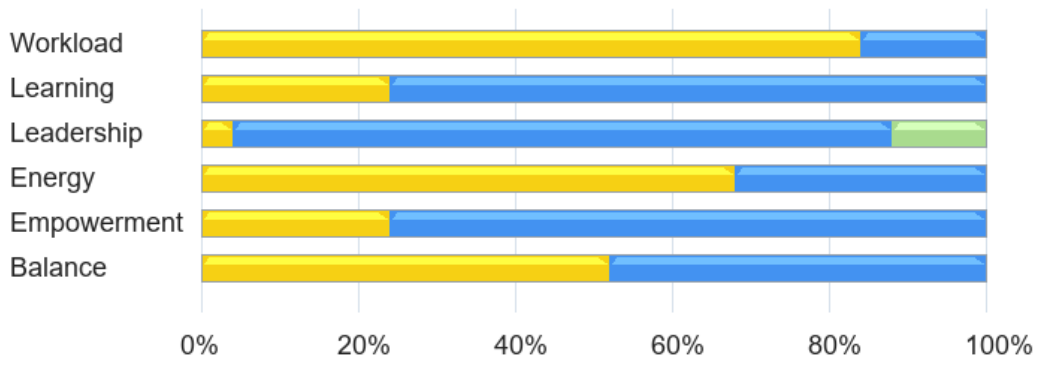
■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

FRONTLINE / OPERATIONS



■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

INDIVIDUAL CONTRIBUTOR / SPECIALIST



■ At Risk
 ■ Developing
 ■ Stable
 ■ Strong
 ■ Thriving

MANAGER / TEAM LEAD