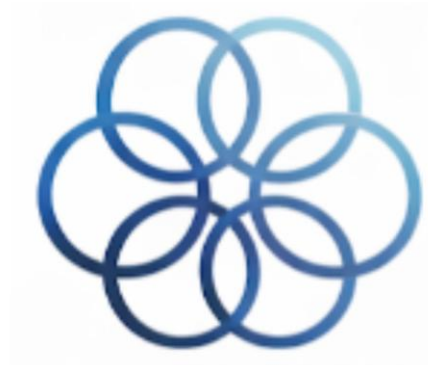


# BE-WELL Organisational Report

## AeriNova Medtech

A practical coaching and diagnostic framework for organisations that want to understand the conditions shaping sustainable performance, leadership effectiveness, and healthy culture.

Generated from: Google survey



**BE-WELL™** Framework

**BY**



**MAKING LEADERSHIP, SUSTAINABILITY, CULTURE, AND ORGANISATIONAL BEHAVIOUR VISIBLE**

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## How To Read This Report

BE-WELL is a leadership and organisational sustainability diagnostic framework. This report presents an aggregated, point-in-time view of self-reported working conditions. It is designed to support executive reflection, leadership dialogue, and practical next-step decisions. It is not a clinical assessment, performance rating, or diagnosis of individuals, teams, regions, departments, roles, or the organisation. The main interpretation uses organisation-level outputs only; subgroup breakdowns are included as appendix distribution views for the free pilot version.

The BE-WELL framework groups six interconnected dimensions into three layers: foundations, operational conditions, and capability. These dimensions are also combined into three gauges that help interpret the overall profile, highlight alignment patterns, and identify the conditions most likely to support or constrain sustainable performance.

These gauges bring together related dimensions to show how different parts of the profile interact.

They are designed to make broader patterns visible, support reflection and development, and track what matters over time.

**Foundation Gauge:** combines Balance and Empowerment. It looks at recovery, boundaries, agency, and room to act.

**Operational Readiness Gauge:** combines Workload and Energy. It reflects whether day-to-day demands and available energy are aligned enough to support steady delivery.

**Capability Readiness Gauge:** combines Learning and Leadership. It looks at whether development and leadership support are working together to build longer-term capability.

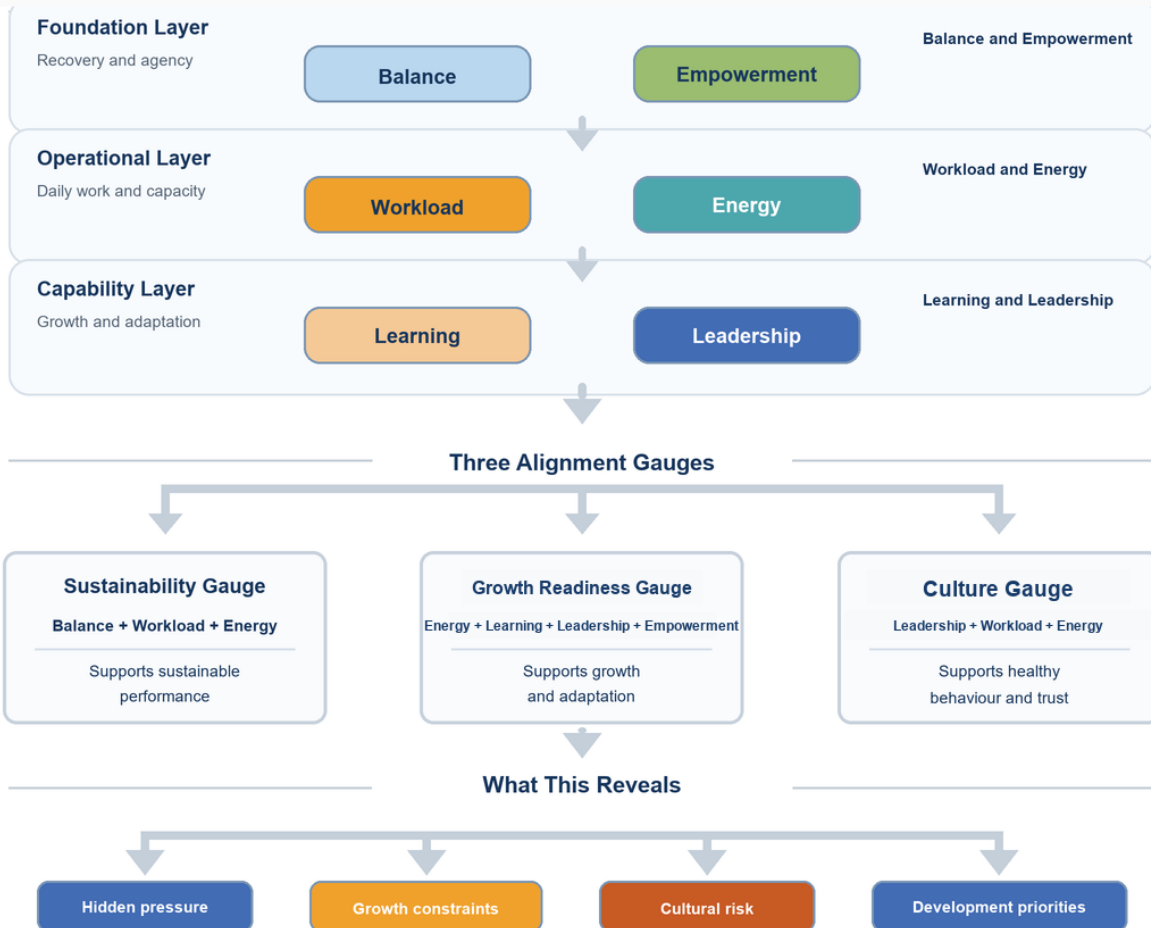
**Growth Readiness Gauge:** combines Empowerment, Learning, and Energy. It reflects whether the conditions for growth and adaptation are in place without adding unnecessary pressure.

**Culture Gauge:** combines Leadership, Empowerment, and Balance. It reflects whether the current environment supports trust, voice, healthy behaviour, and sustainable ways of working.

**Sustainability Gauge:** combines Balance, Workload, and Energy. It reflects whether performance is being sustained in a way that can continue over time.

# BE-WELL Leadership Sustainability Framework

3M guiding principles: Modelling | Mastering | Measuring



## Organisation Snapshot

AeriNova Medtech is showing a balanced but watchful with hidden strain organisation profile. The strongest organisation-level signals are Learning and Leadership, while Workload and Balance are the clearest pressure points. This may suggest an operating environment with 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 the profile is uneven and should be validated in discussion. Workload is the most visible development focus, and the workbook narrative points to sharper prioritisation, resource allocation, and workload realism as practical areas to test.

The respondent base covers 100 responses across 5 regions, 14 departments, and 7 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 points to Medtech / Medical Technology as a relevant backdrop for this organisation. Operating complexity, innovation pressure, and workforce sustainability are all useful considerations here, without assuming they explain the result on their own. Current medtech-sector evidence points to a highly innovative, SME-heavy and internationally connected sector facing pressure around regulatory change, pricing and access, supply-chain resilience, digital and AI transformation, and productivity. Use this as sector context only. It should not be used 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: Sustainability Strain, Culture Strain, Foundation Strain and Operational Strain. The immediate executive task is to confirm which of these signals reflects current operating reality, then select one short-cycle leadership action to test.

Field	Current value
Organisation	AeriNova Medtech
Workbook organisation type	Medtech
Sector context	Medtech / Medical Technology
Respondents	100
Regions	Asia, Europe, Ireland, North America, United Kingdom
Departments	Customer / Client Service, Executive / Leadership, Finance, Frontline / Field Delivery, IT / Digital / Data, Marketing / Communications, Operations, People / HR, Product / Service Delivery, Programme / Project Management, Risk / Legal / Compliance, Sales / Business Development, Strategy / Transformation, Support / Administration
Roles	Director / Head of Function, Executive / C-suite, Frontline / Operational Staff, Manager, Professional / Individual Contributor, Specialist / Technical Expert, Team Lead / Supervisor
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.
- Broken Region\_Breakdown, Department\_Breakdown, and Role\_Breakdown interpretation logic is not used.
- The sector evidence library is used as contextual framing only; it does not override the BE-WELL data.

## Organisation Profile

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

At the organisation level, the pattern is best read as a system signal. Workload sits in the lower part of the profile, while Learning and Leadership 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.

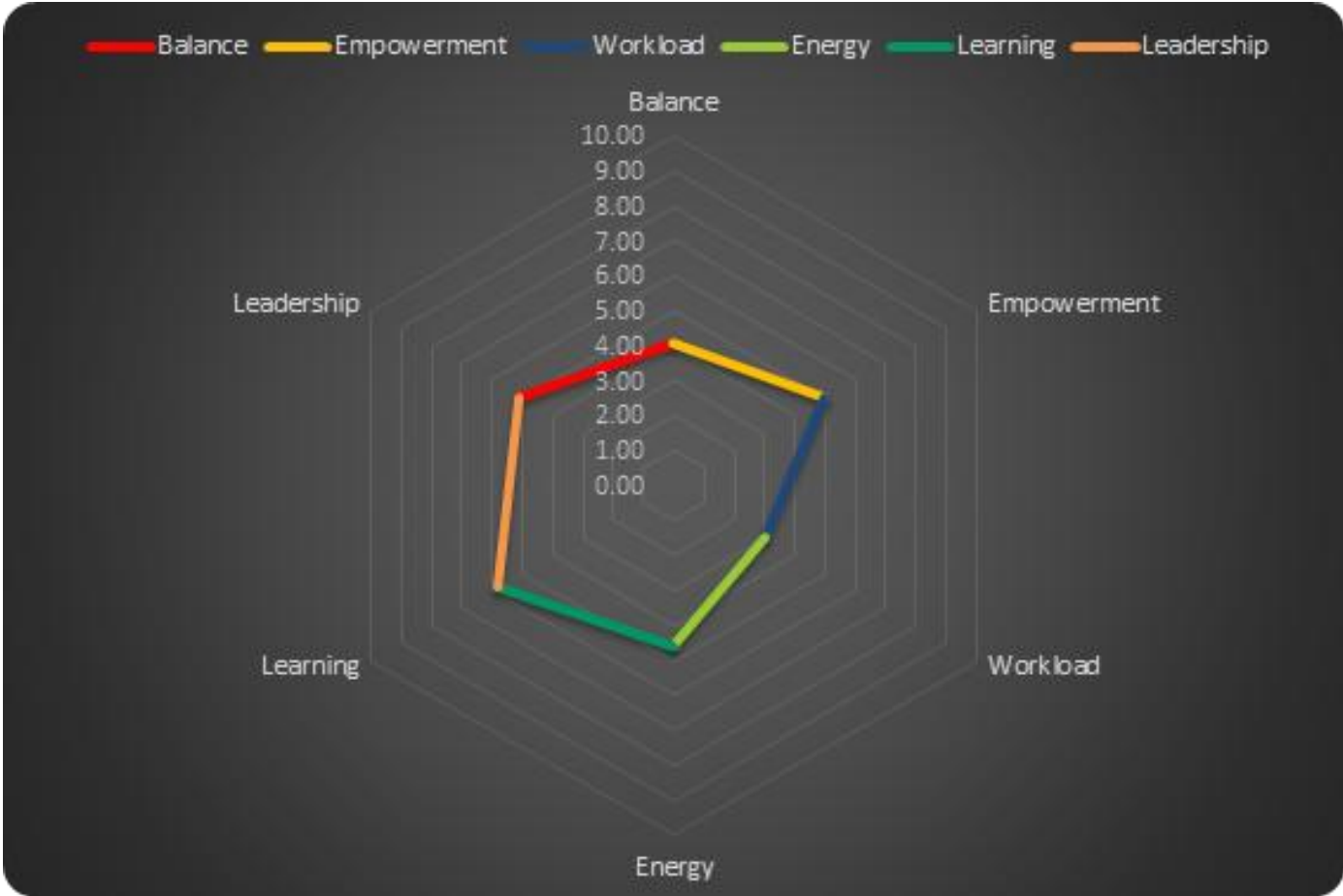
The main development focus is on workload. For leaders, the useful question is where work design, prioritisation, decision rhythm, or resourcing norms are creating avoidable pressure.

## 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	Score	Score band	Risk label	Interpretation
Balance	4.1	Moderate	Emerging Pressure	This dimension shows emerging pressure. The overall score is serviceable, but there are early signs that the experience is becoming uneven across the organisation.
Empowerment	5.0	Moderate	Emerging Pressure	This dimension shows emerging pressure. The overall score is serviceable, but there are early signs that the experience is becoming uneven across the organisation.
Workload	3.0	Low	Broad Risk	This dimension appears to be a broad organisational risk. Scores are weak overall, although the experience is not perfectly uniform across all respondents.
Energy	4.6	Moderate	Emerging Pressure	This dimension shows emerging pressure. The overall score is serviceable, but there are early signs that the experience is becoming uneven across the organisation.
Learning	5.8	Moderate	Emerging Pressure	This dimension shows emerging pressure. The overall score is serviceable, but there are early signs that the experience is becoming uneven across the organisation.
Leadership	5.1	Moderate	Emerging Pressure	This dimension shows emerging pressure. The overall score is serviceable, but there are early signs that the experience is becoming uneven across the organisation.



## Indicators Profile


### Foundation Indicator

The Foundation Indicator combines **Balance and Empowerment**. It looks at the underlying base that supports sustainable performance: recovery, boundaries, agency, and room to act. A strong score may suggest that the person or organisation has a steadier base from which to operate. A lower score may indicate that performance is being asked to continue without enough recovery, autonomy, or practical support underneath it.

	<p><b>Score: 4.5</b></p> <p>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"><li>• Where do balance and empowerment currently reinforce each other, and where do they come apart?</li><li>• What is most limiting recovery, boundaries, or room to act in the current operating environment?</li><li>• Clarify where decision authority, prioritisation, or escalation routes need to be simpler.</li><li>• Protect practical recovery, boundary-setting, and realistic room to act in the operating rhythm.</li></ul>
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### Operational Readiness Indicator

The Operational Readiness Indicator brings together **Workload and Energy**. It explores whether day-to-day demands and available energy are sufficiently aligned to support effective functioning. A strong score may suggest that work feels clear, manageable, and supported by enough energy to sustain focus. A lower score may point to pressure around workload design, prioritisation, energy drains, or the practical conditions needed for steady delivery.

	<p><b>Score: 3.8</b></p> <p>Operational readiness is low: workload and energy are not currently aligned well enough to support steady and sustainable day-to-day functioning.</p> <ul style="list-style-type: none"><li>• Where are workload and energy visibly out of alignment in day-to-day delivery?</li><li>• What practical pressures are making steady execution harder to sustain?</li><li>• Review prioritisation, demand-management, and workload design against current capacity.</li><li>• Reduce avoidable energy drains by tightening meeting load, escalation routes, or delivery expectations.</li></ul>
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### Capability Readiness Indicator

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

	<p><b>Score: 5.5</b></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"><li>• Where is capability growth being supported well, and where is it being constrained?</li><li>• How clear are the feedback, development, and leadership conditions needed for longer-term capability?</li><li>• Strengthen feedback loops, development conversations, and leadership support around learning.</li><li>• Protect enough space for reflection, capability-building, and follow-through on development priorities.</li></ul>
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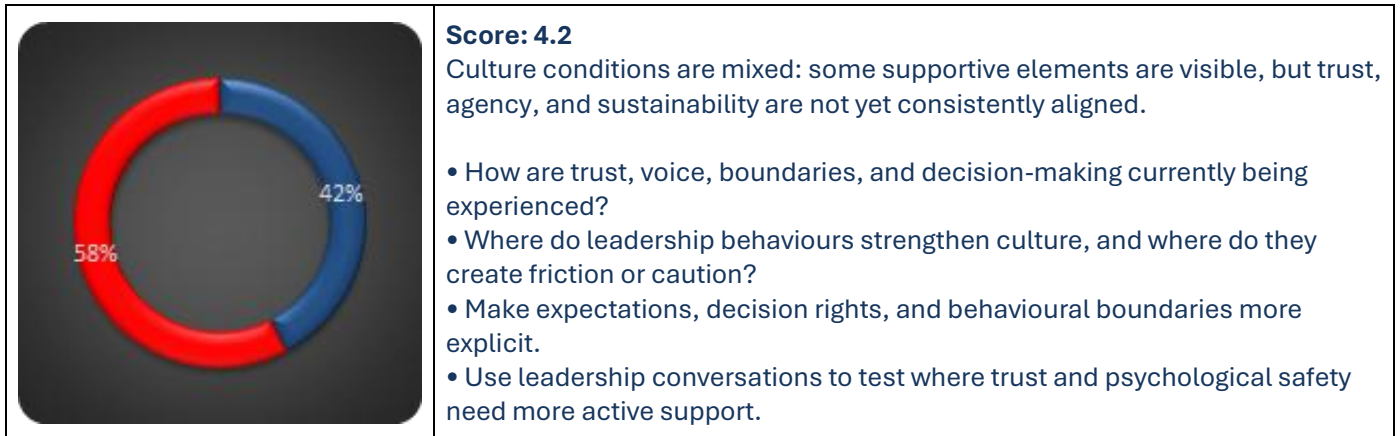
### Growth Readiness Indicator

The Growth Readiness Indicator combines **Empowerment, Learning, and Energy**. It explores whether the conditions are in place for growth, adaptation, and development to happen without adding unnecessary pressure. A strong score may suggest that the person or organisation has enough agency, learning opportunity, and energy to move forward. A lower score may indicate that growth is being constrained by limited room to act, low renewal, or insufficient support for development.

	<p><b>Score: 5.1</b></p> <p>Growth readiness is developing but uneven: there is a base to build from, but the conditions for growth are not yet fully aligned.</p> <ul style="list-style-type: none"><li>• What is currently helping growth move forward, and what is constraining it?</li><li>• Are agency, learning, and energy sufficiently aligned to support adaptation without overload?</li><li>• Sequence growth demands so they match the current level of energy, agency, and learning capacity.</li><li>• Test smaller, lower-risk development moves before adding broader change expectations.</li></ul>
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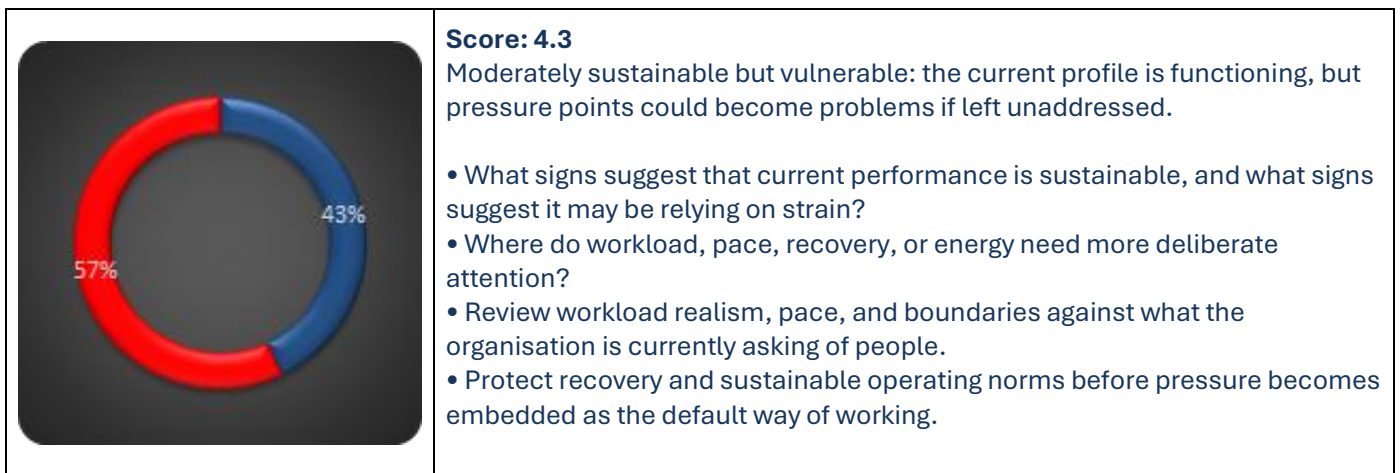
## Culture Indicator

The Culture Indicator brings together **Leadership, Empowerment, and Balance**. It reflects whether the current environment supports trust, voice, healthy behaviour, and sustainable ways of working. A strong score may suggest that leadership, agency, and balance are helping to create constructive conditions. A lower score may point to a need to explore how trust, clarity, decision-making, boundaries, or psychological safety are being experienced.

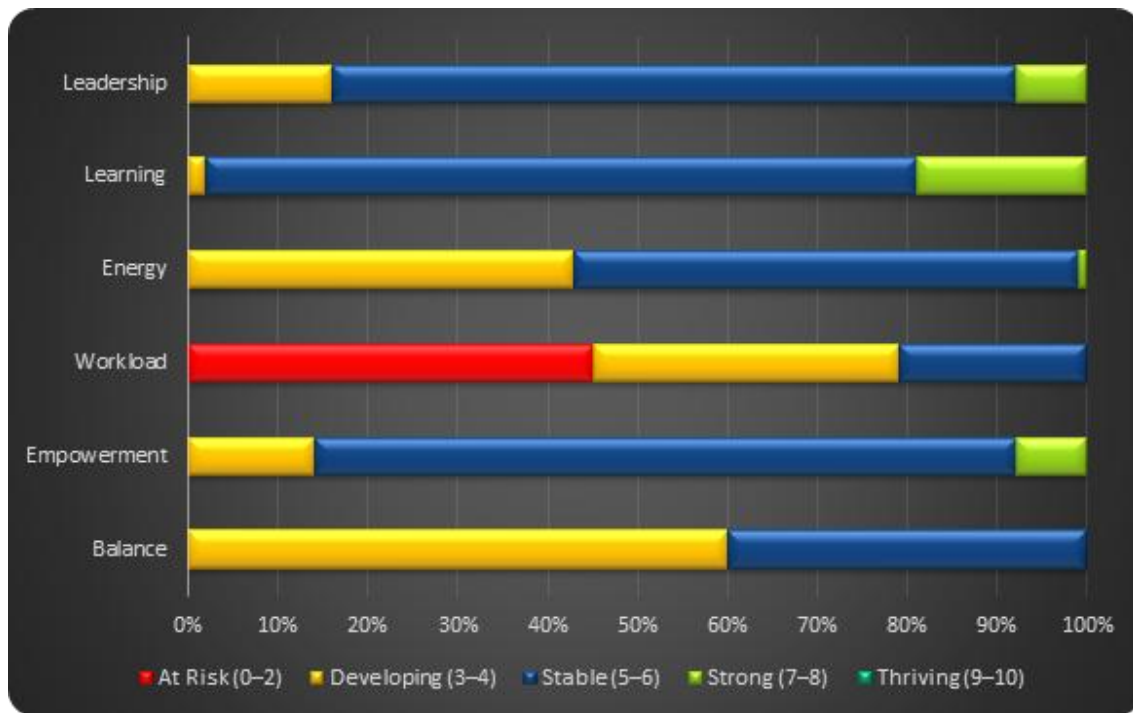


## Sustainability Indicator

The Sustainability Indicator brings together **Balance, Workload, and Energy**. It examines whether current performance appears sustainable or whether results may rely too heavily on personal effort, limited recovery, or stretched capacity. A strong score may suggest that demands, energy, and recovery are working together in a supportive way. A lower score may be a useful signal to explore where pace, boundaries, workload, or energy need more deliberate attention.



## Experience Distribution Across the Organisation



The overall distribution is mixed, with most dimensions clustering in the stable (5-6) 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%	60%	40%	0%	0%	Developing (3-4)	Skewed toward Developing	Low
Empowerment	0%	14%	78%	8%	0%	Stable (5-6)	Highly concentrated (Stable (5-6))	Low
Workload	45%	34%	21%	0%	0%	At Risk (0-2)	Mixed distribution	High
Energy	0%	43%	56%	1%	0%	Stable (5-6)	Mixed distribution	High
Learning	0%	2%	79%	19%	0%	Stable (5-6)	Highly concentrated (Stable (5-6))	Low
Leadership	0%	16%	76%	8%	0%	Stable (5-6)	Highly concentrated (Stable (5-6))	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 Sustainability Strain, Culture Strain and Foundation Strain.

Signal	Level	Narrative
Sustainability Strain	HIGH	sustainability is lagging, with too much still missing to confidently support sustainable performance and recovery.
Profile Alignment	MEDIUM	there are noticeable differences between dimensions, which may indicate emerging imbalance or inconsistent support.
Culture Strain	HIGH	culture conditions are lagging, with too much still missing to confidently support trust, agency, and healthy ways of working.
Foundation Strain	HIGH	foundational conditions are lagging, with too much still missing in balance and empowerment to support the wider profile securely.
Operational Strain	HIGH	operational readiness is lagging, with too much still missing in workload and energy alignment to support the wider profile well.
Capability Strain	MEDIUM	capability readiness is developing but still has meaningful ground to cover compared with the wider gauge profile.
Growth Strain	MEDIUM	growth readiness is developing but still has meaningful ground to cover compared with the wider gauge profile.

## Key Organisational Strengths

- Learning and Leadership 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 Gauge is the strongest gauge, suggesting there is some organisational 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.

## Signals To Explore

- Workload and Balance should be explored as operating-system signals, not as individual coping problems.
- Operational Readiness Gauge is the weakest gauge and should be tested against workload, prioritisation, recovery, and capacity-planning norms.
- Validate Sustainability Strain, Culture Strain and Foundation Strain through leadership discussion before deciding actions.

## 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.

## Executive Discussion Questions

- Which demands are creating the greatest pressure, and which of them are genuinely essential?
- What would improve Workload and Balance without simply asking people to absorb more work?
- Where can the stronger conditions in Learning and Leadership be used to support improvement?
- Which one operating norm should leadership test first, and how will the effect be reviewed?

## Debrief Notes

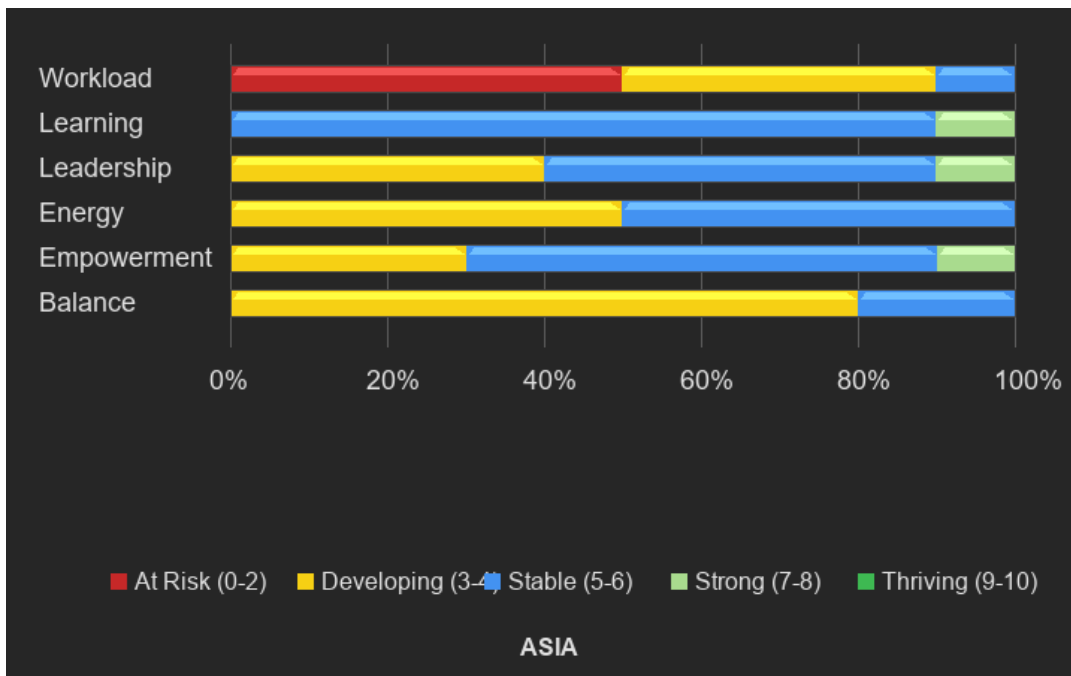
- Use the debrief to confirm which parts of the profile feel most accurate in the current organisational context.
- Capture where further local context is needed to interpret the pattern well.
- Agree on the one to three leadership actions that should be tested first.

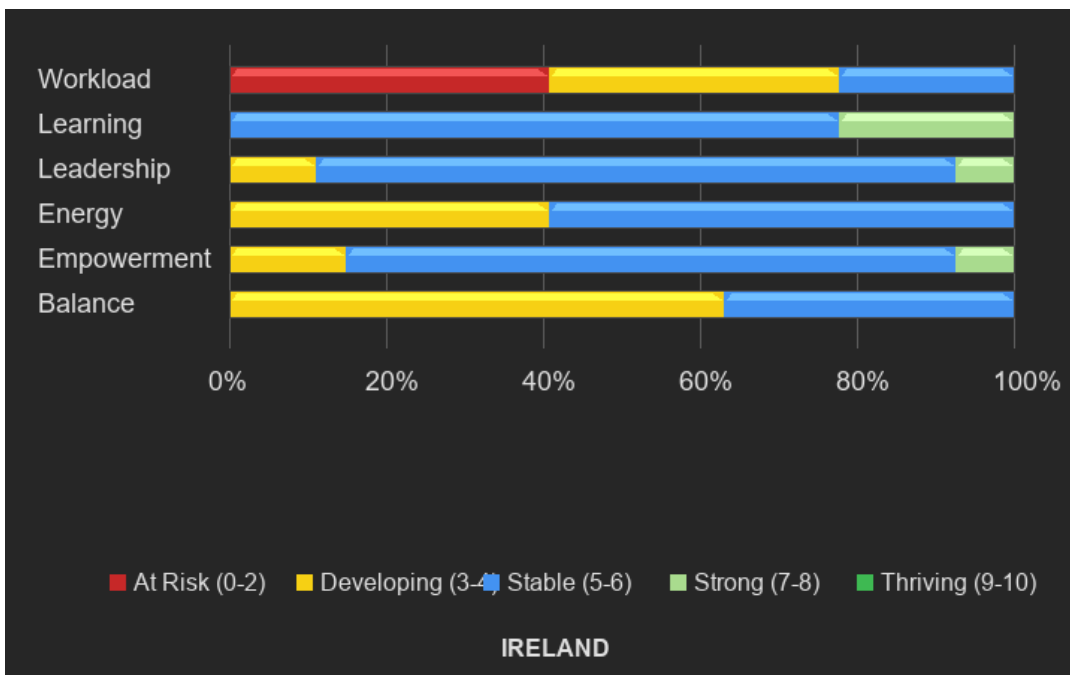
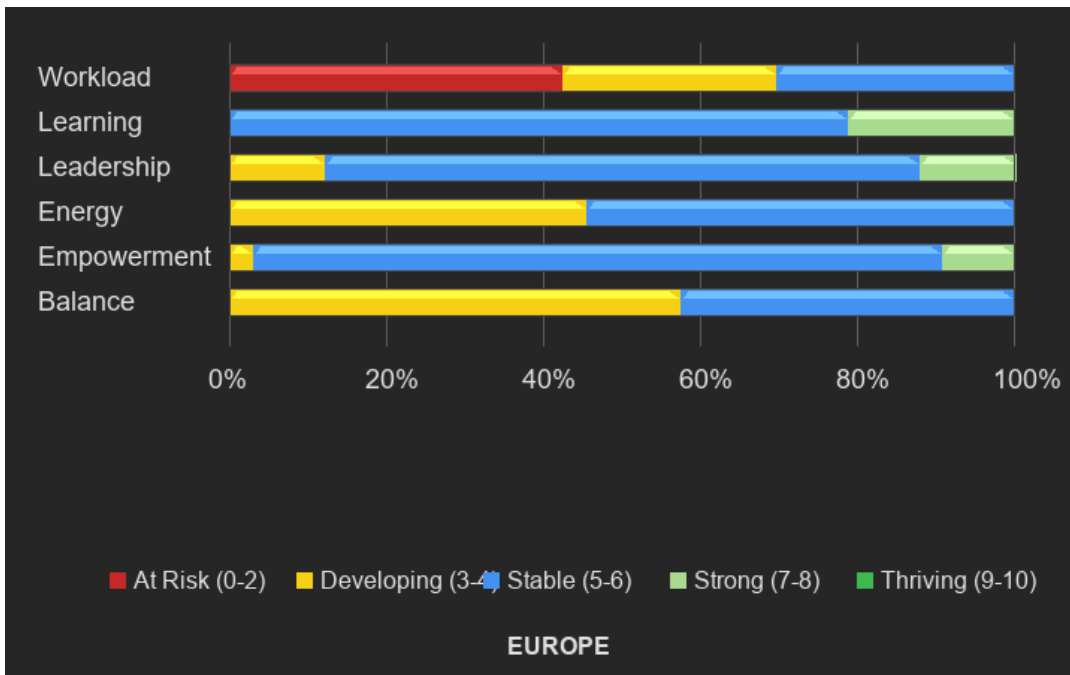
## Appendix A - Regional Experience Breakdown

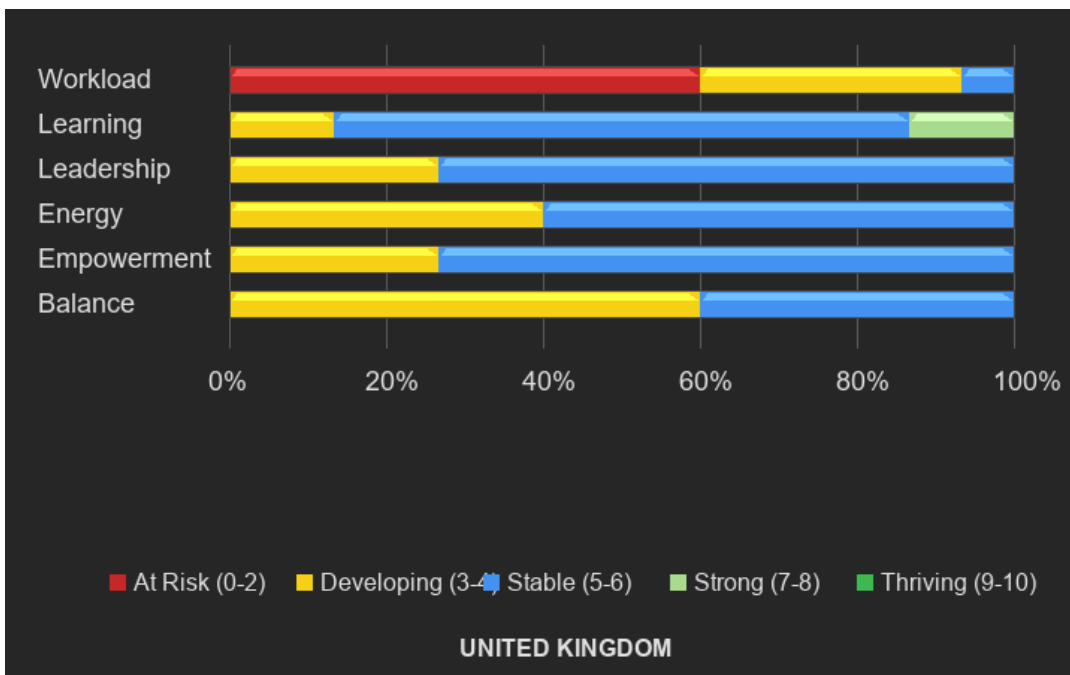
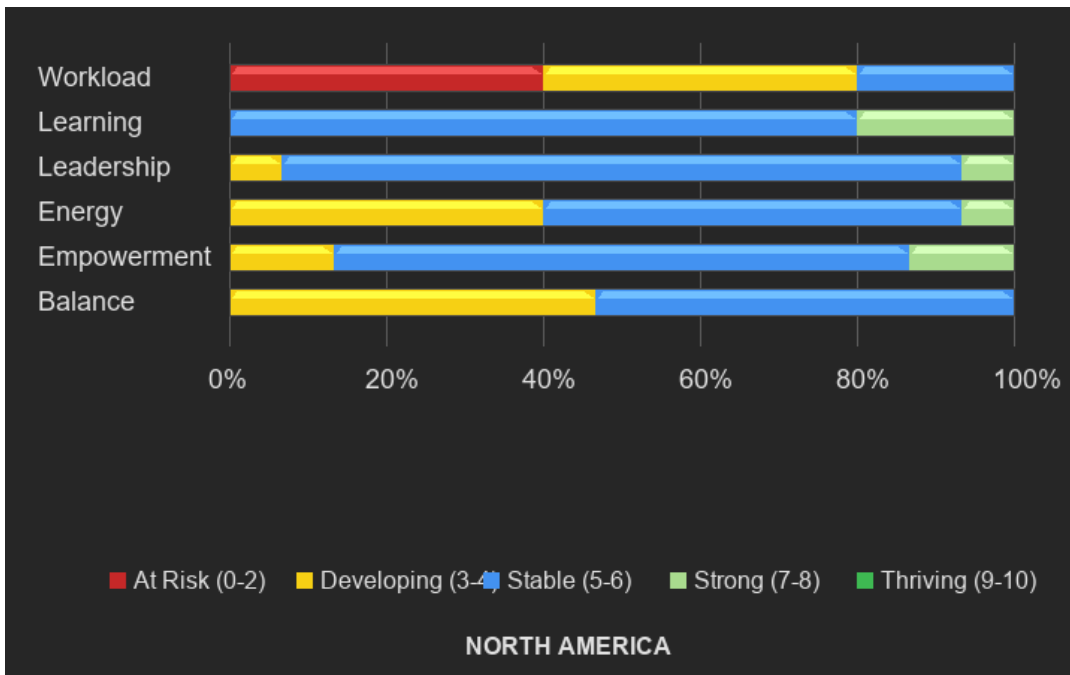
Free pilot scope: this appendix view shows regional distribution patterns only. It does not provide regional interpretation or diagnosis.

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

- Asia shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- 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.
- 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.
- 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.





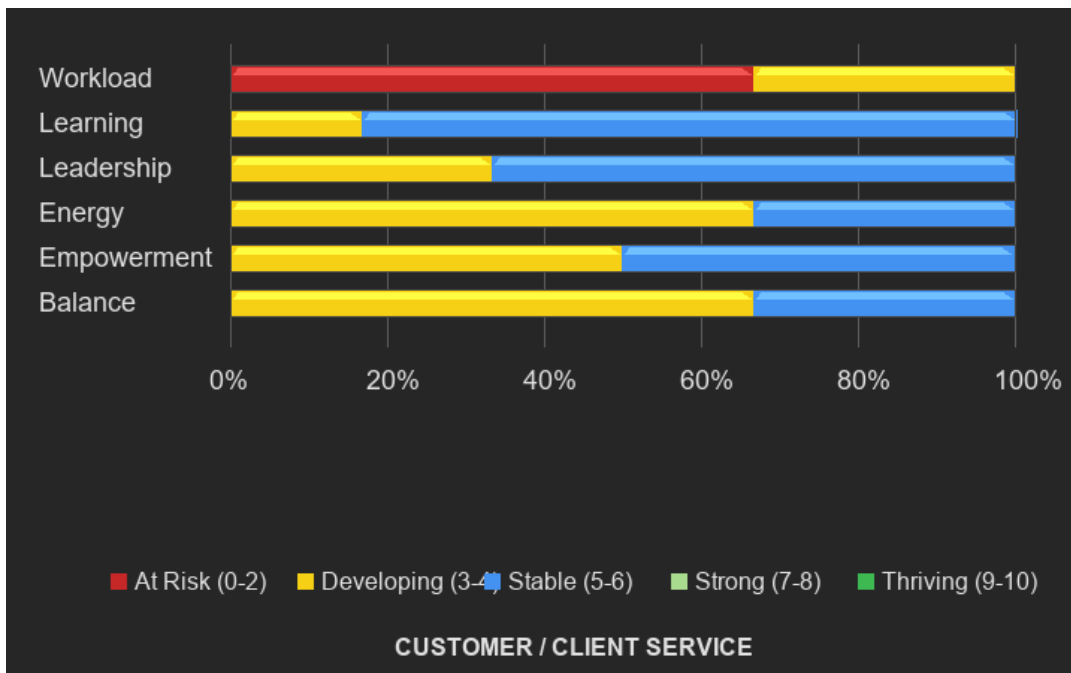


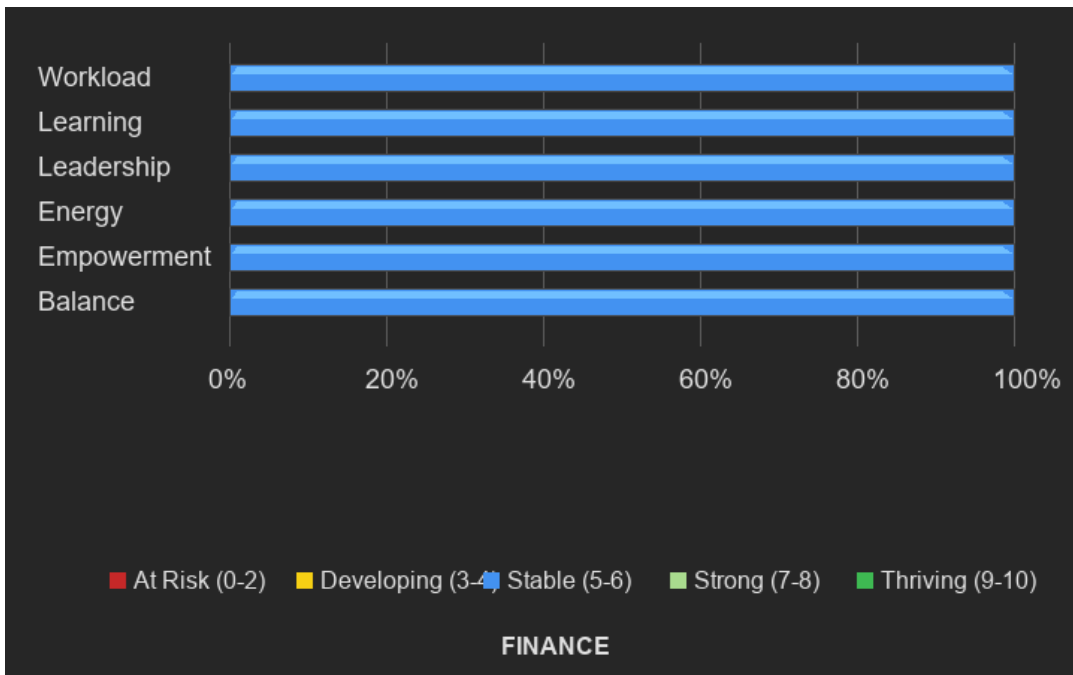
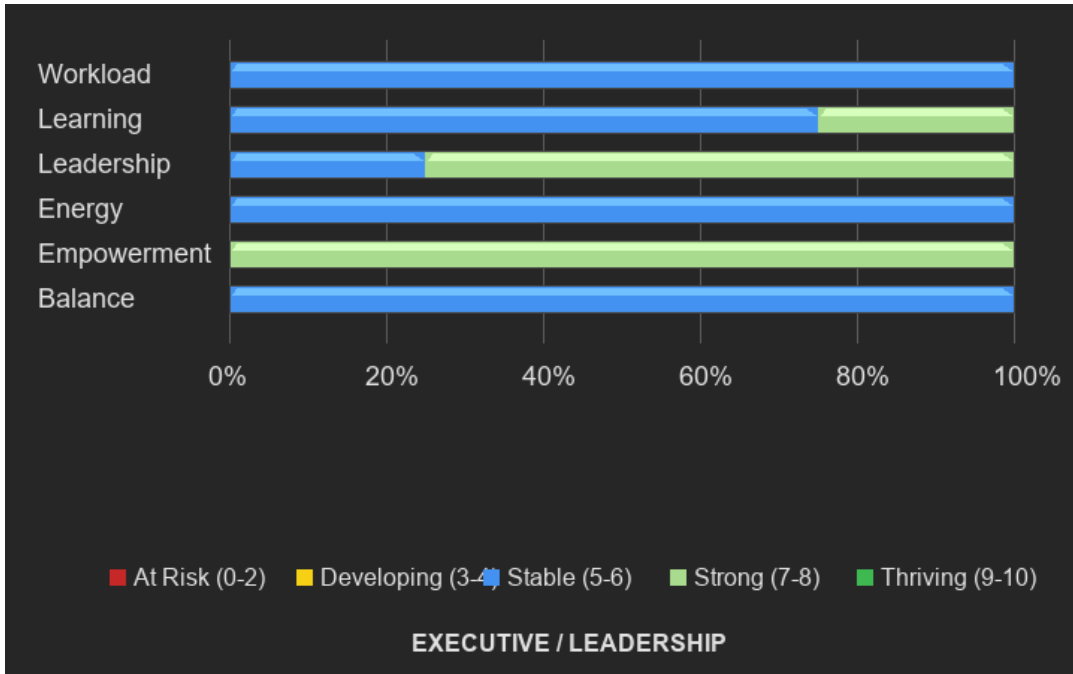
## Appendix B - Departmental Experience Breakdown

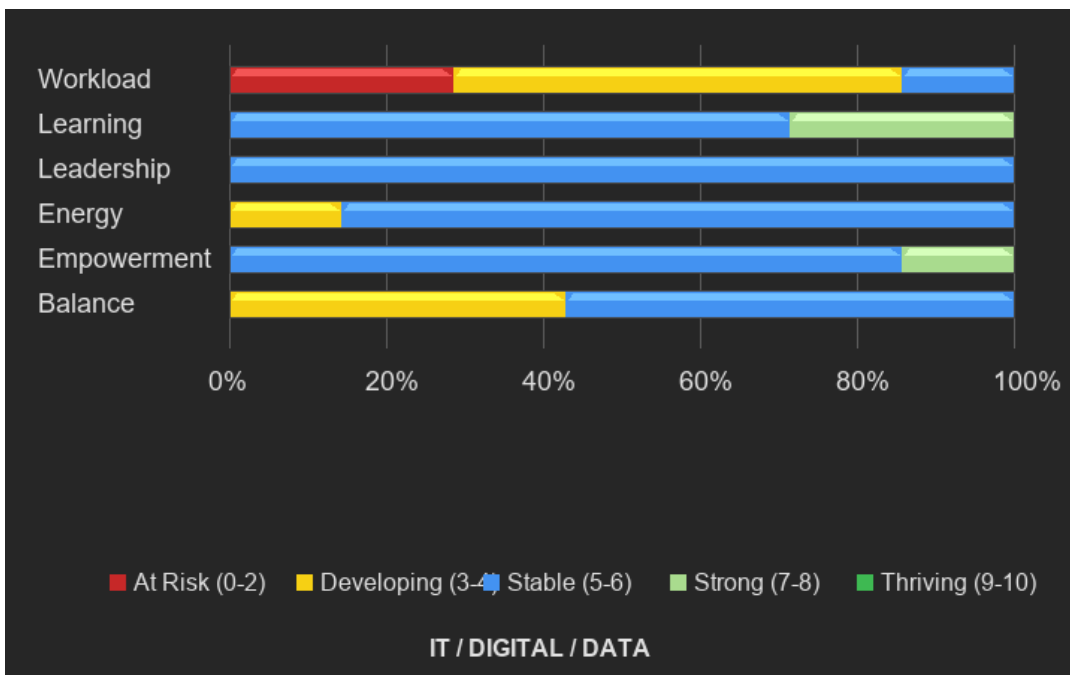
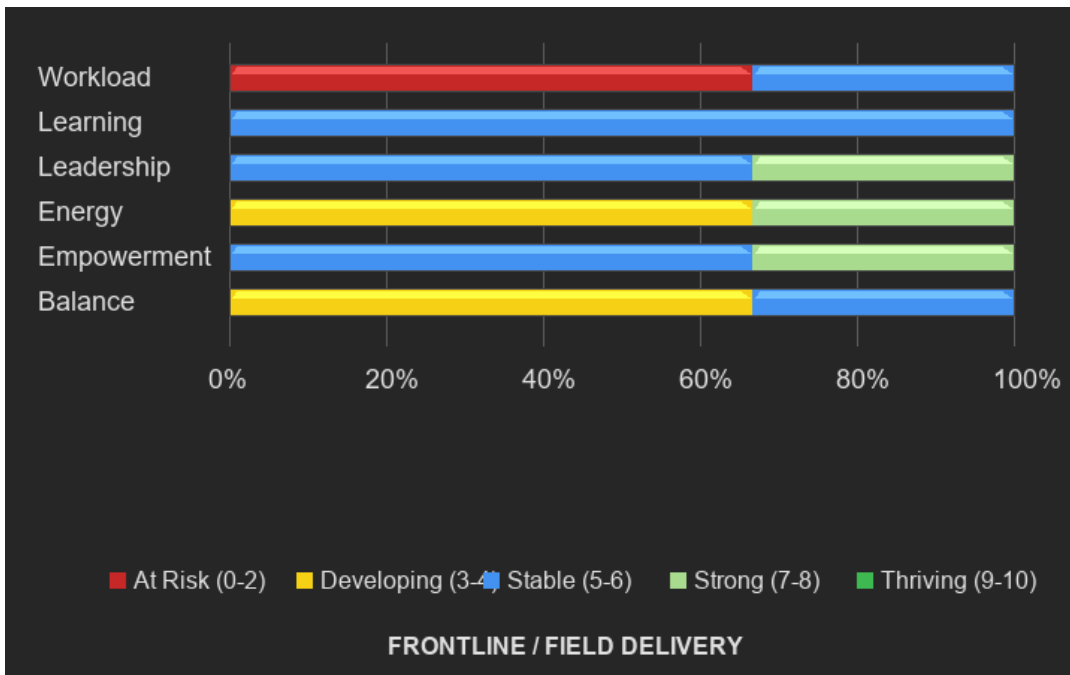
Free pilot scope: this appendix view shows departmental distribution patterns only. It does not provide departmental interpretation or diagnosis.

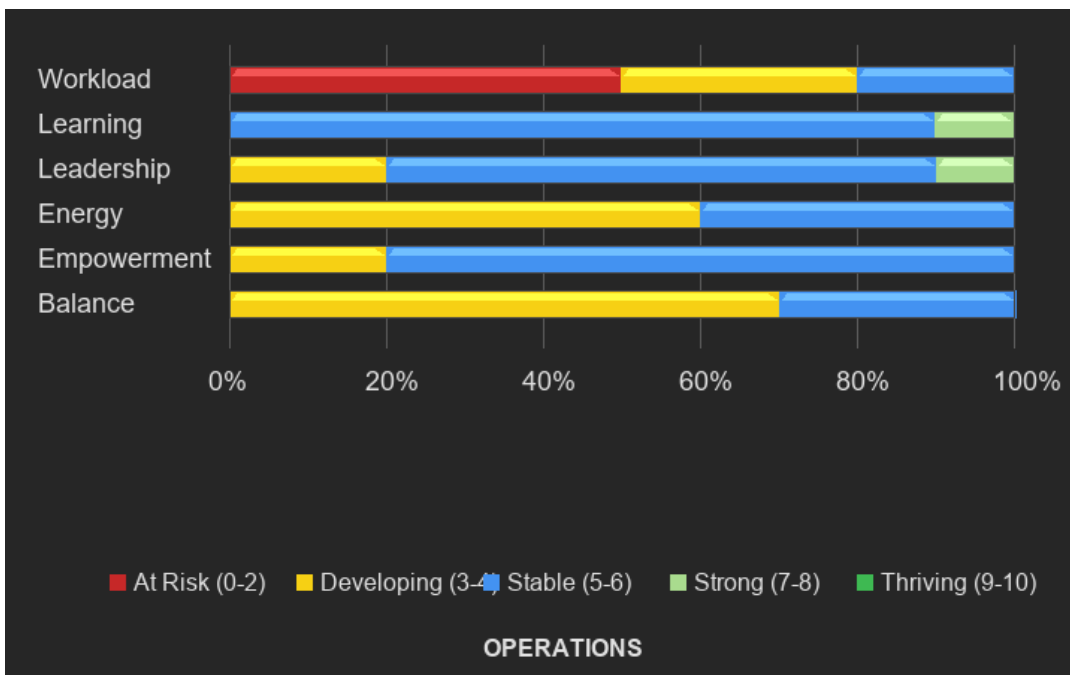
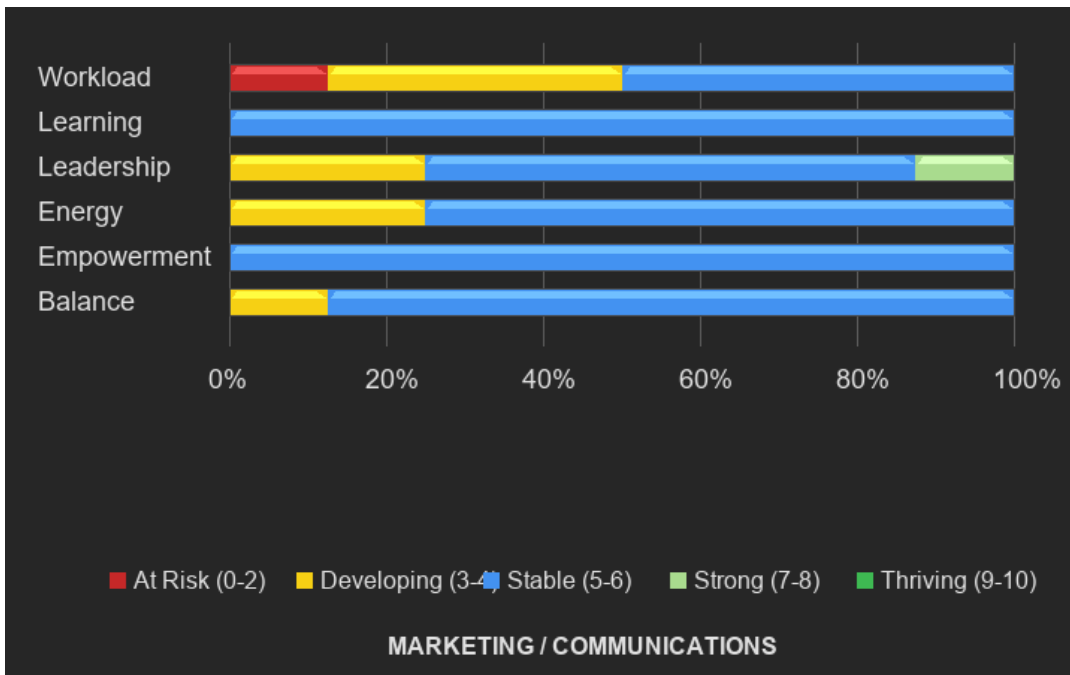
The departmental experience breakdown suggests visible variability rather than one uniform pattern. Some groups are carrying a steadier or stronger spread, while Customer / Client Service, Operations, Product / Service Delivery, Programme / Project Management, Risk / Legal / Compliance and Sales / Business Development show more concentration in the developing range.

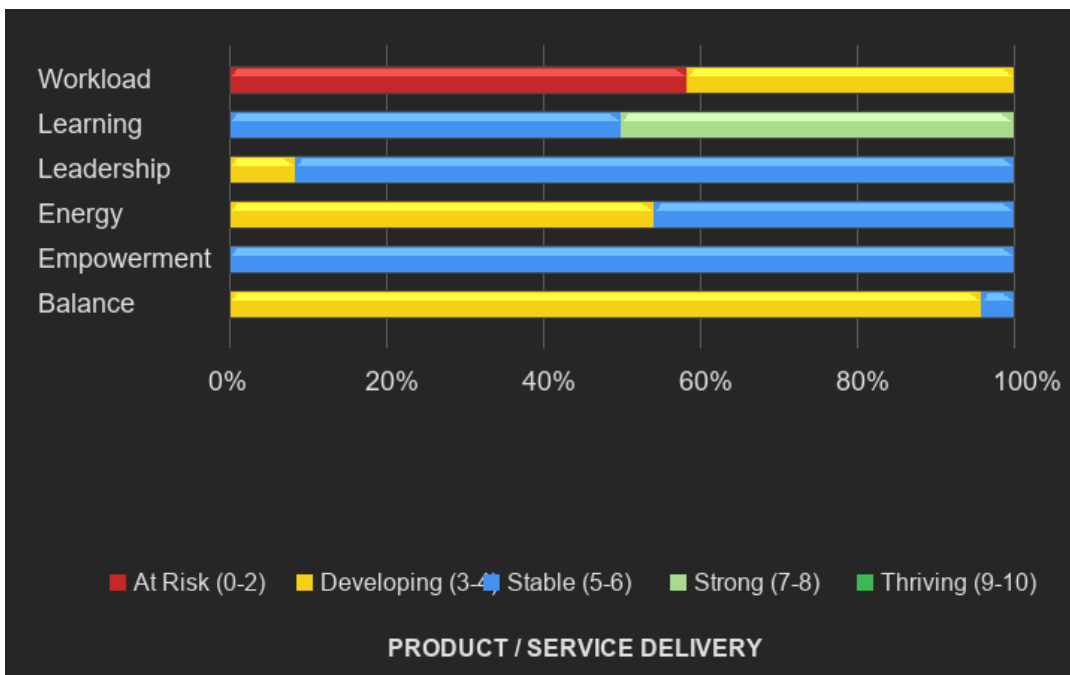
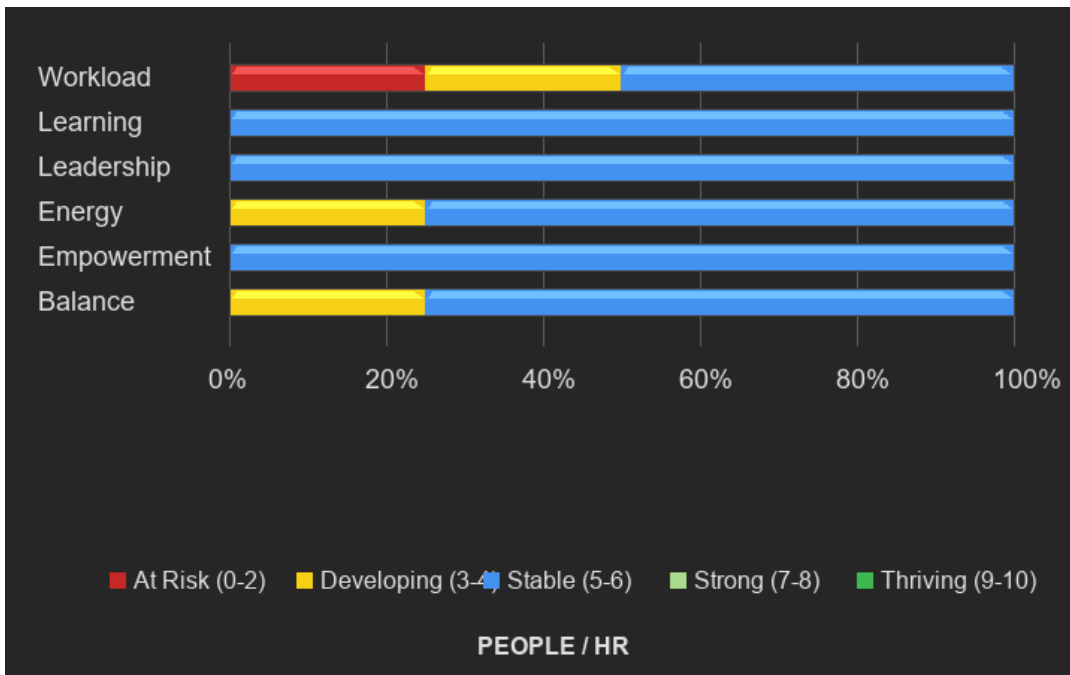
- Risk / Legal / Compliance shows a heavier concentration in the at-risk or developing range, especially around Balance, Empowerment, Workload and Energy. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- Programme / Project Management shows heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- Customer / Client Service shows a heavier concentration in the at-risk or developing range, especially around Balance, Empowerment, Workload and Energy. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- Product / Service Delivery 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 the consistency of experience.

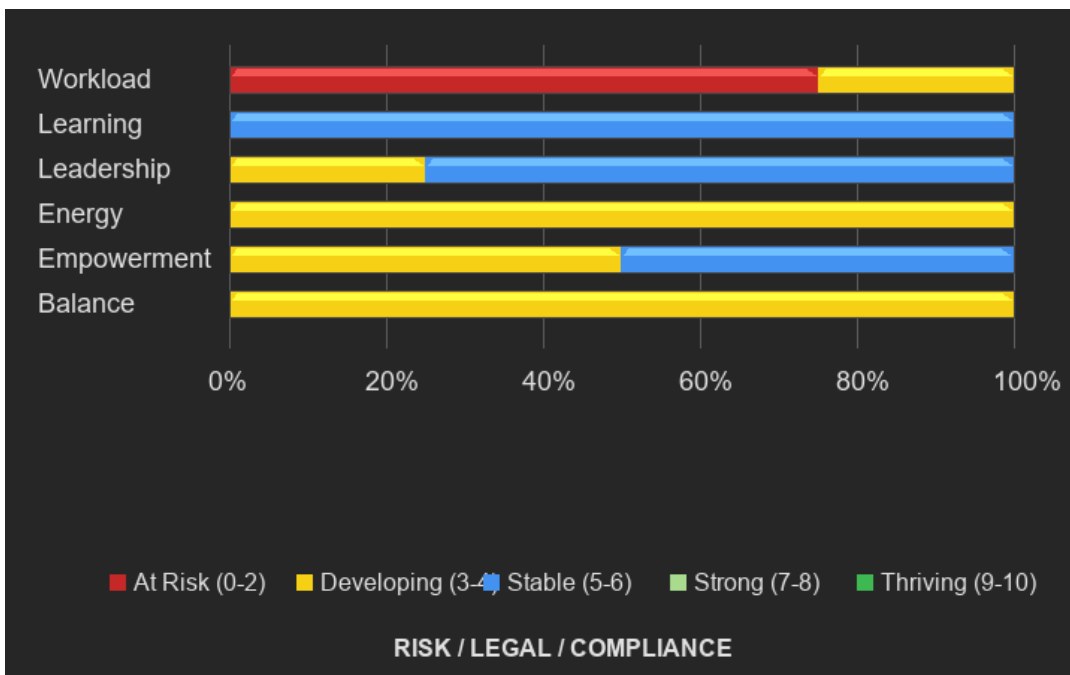
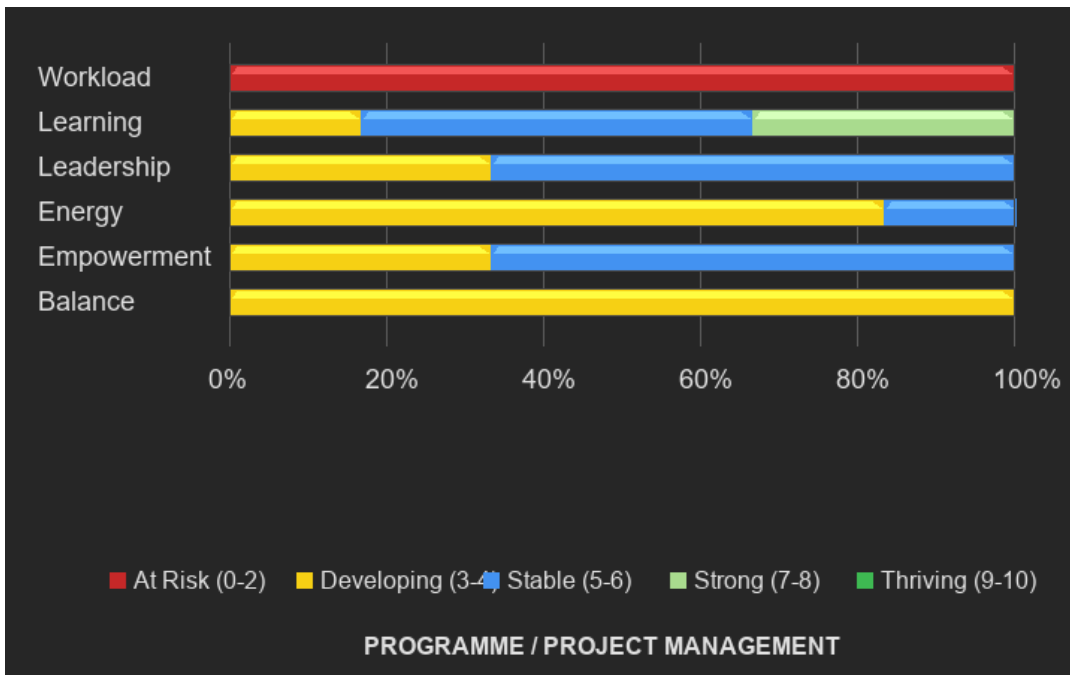


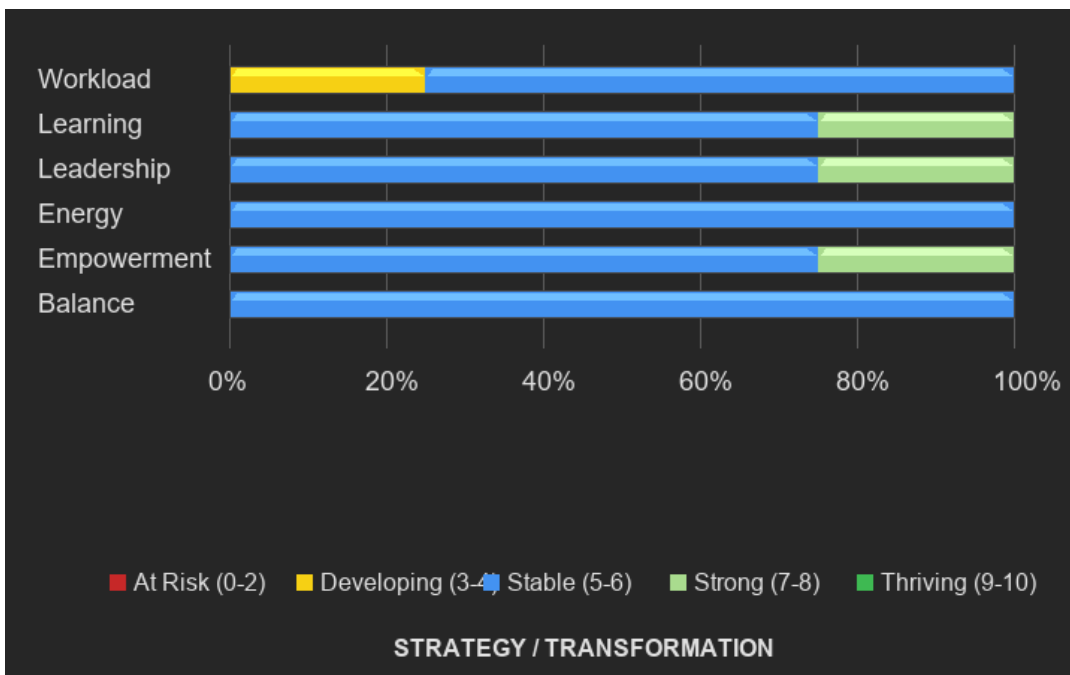
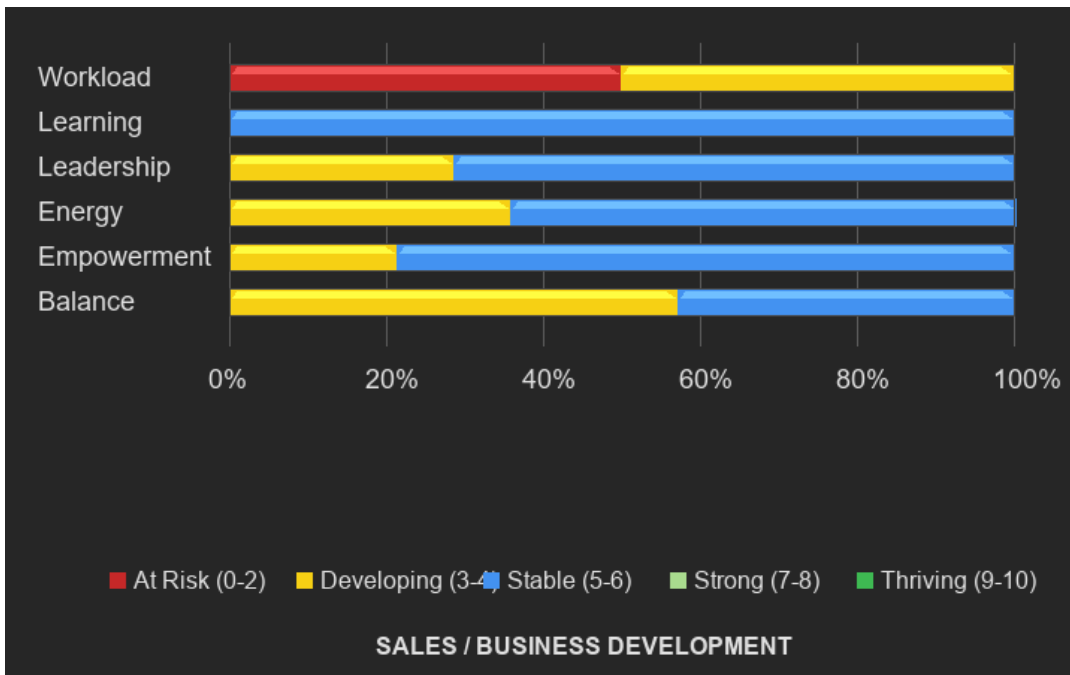


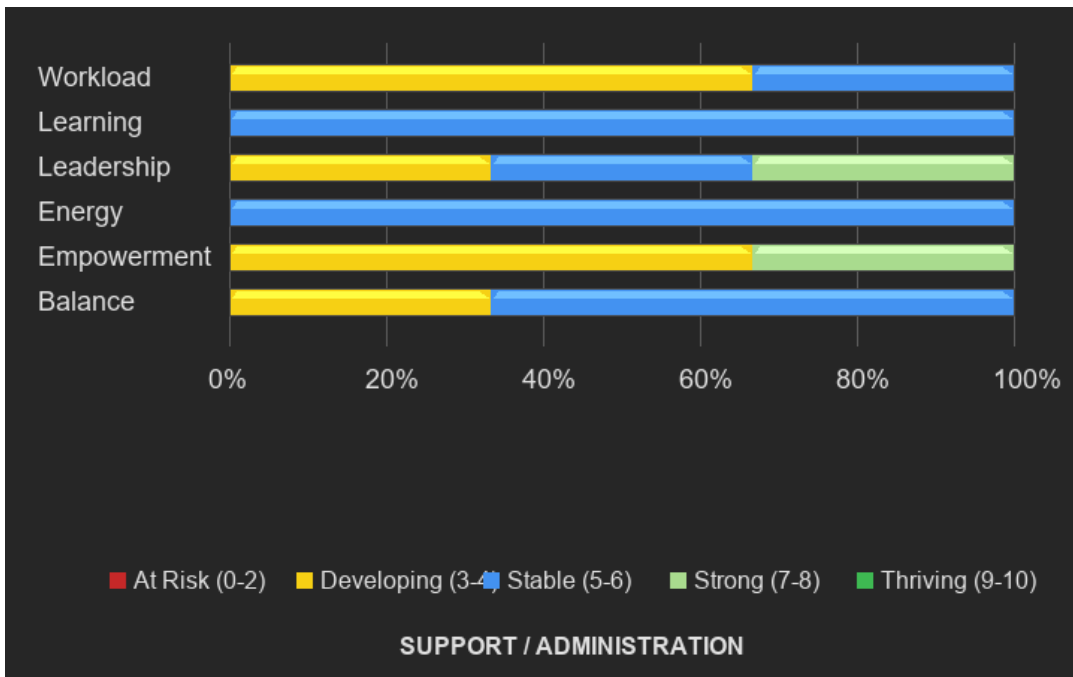












## Appendix C - Role Experience Breakdown

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 visible variability rather than one uniform pattern. Some groups are carrying a steadier or stronger spread, while Frontline / Operational Staff, Manager and Team Lead / Supervisor show more concentration in the developing range.

- Frontline / Operational Staff shows heavier concentration in the at-risk or developing range, especially around Balance, Empowerment, Workload, Energy and Leadership. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- Team Lead / Supervisor shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- Manager shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This may suggest more pressure around sustainability or support conditions in that part of the organisation.
- Specialist / Technical Expert 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 the consistency of experience.

