

THE COHERENCE ASSESSMENT

A 360° perspective on the conditions for collective performance



Performance is what we see.
Coherence is what makes sustainable performance possible.

01 / THE PREMISE

Why coherence matters

Over more than 15 years of facilitating leaders, executive teams and organizations, I have seen a recurring paradox: capable people can work exceptionally hard and still struggle to create the outcomes they seek.

The obstacle is not always strategy, talent or ambition. It is often the quality of attention people bring, the direction they genuinely share, their ability to remain curious in disagreement, and the rhythm through which they turn intention into action.

Under pressure, speed displaces reflection. Certainty replaces curiosity. Unspoken tensions absorb energy. A coherent strategy can coexist with a fragmented leadership team.

Coherence is the conscious alignment of attention, intention, and action within and between people, through which individuals, teams, and organizations remain connected to their deepest purpose and collectively create a meaningful, vital, and sustainable reality.

60 questions. Four dimensions. One connected perspective.



02 / THE MODEL

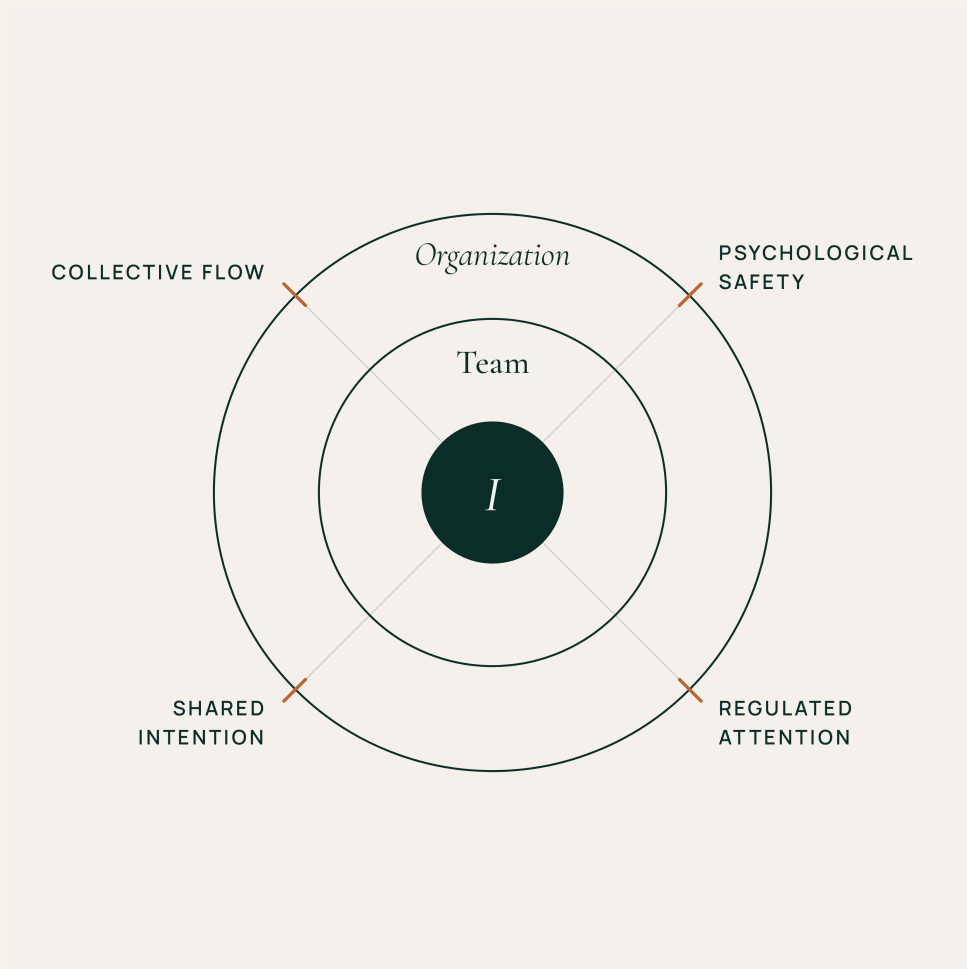
Four dimensions. One system.

Each dimension has its own research foundation. Their integration is a practice-based framework developed through leadership facilitation.

- 01**  **Regulated Attention · Inner State Mastery**
The capacity to notice and regulate attention, emotions and habitual reactions—especially under pressure. Research on emotion regulation informs this dimension [1].
- 02**  **Shared Intention · Clear Direction**
A compelling purpose becomes practical when translated into shared priorities, ownership and decisions. Goal-setting research supports the role of clarity and feedback [2].
- 03**  **Psychological Safety · Dialogue**
The conditions for speaking honestly, challenging assumptions and learning together. Edmondson studies team learning [3]; Bohm inspires Dialogue as a way of being.
- 04**  **Collective Flow · Business Rhythm**
The habits, accountability, feedback loops and coordination that translate intention into action. Collective intelligence research demonstrates the importance of group interaction [4].

From I to Team to Organization

Leadership never operates in isolation. The individual brings attention and behavior. The team develops shared meaning and interaction patterns. The organization reinforces these patterns through culture, structures and routines.



A 360° perspective connects these levels by comparing the leader's intentions with the experiences of the people around them.

The House of Coherence

Purpose is the foundation. Mission, vision and values give direction. Human Dynamics, Symbolism and Systems support the culture and strategy that people experience every day.



The House invites a deeper question: what must be aligned beneath strategy for a leadership team and organization to thrive?

Why a 360° perspective?

Every leader has intentions. Other people experience behaviors. The distance between the two is often where the most valuable learning begins.

01 Awareness

Identify strengths, blind spots and gaps between self-ratings and the experience of others.

02 Meaningful Dialogue

Create a shared language for exploring sensitive dynamics with curiosity instead of blame.

03 Focused action

Distinguish challenges of inner-state regulation, direction, psychological safety and operating rhythm.

04 Follow-through

Establish a baseline and, with comparable repeat measurement, observe changes in reported perceptions.

A score is a signal, not a verdict. It reflects reported perceptions—not causality, a diagnosis or demonstrated financial impact. Confidentiality, sample size and context matter.

What organizational research adds

Organizational health and performance

McKinsey's organizational health research links stronger organizational health with stronger long-term performance. These associations do not establish causation [M1].

Direction and execution

McKinsey's 2025 studies highlight clear direction, supportive environments, accountability and coordination-relevant to Shared Intention and Collective Flow [M2, M3].

Leading from the inside out

The State of Organizations 2026 explores reflection, self-awareness and human-centric leadership, themes relevant to Regulated Attention and Psychological Safety [M4].

SELECTED MCKINSEY RESEARCH

[M1] Searching for sustained success? Focus on organizational health (2025).

[M2] Alignment advantage: Healthy organizations navigate a path to success (2025).

[M3] Execute to win: How healthy organizations turn vision into results (2025).

[M4] The State of Organizations 2026, "Reinventing leadership."



Beyond the individual leader

Many assessments examine traits, competencies or behaviors. The Coherence Assessment asks an additional question: what conditions does this leader create for people to think, relate, decide and act together?

01 Four interconnected dimensions

Attention, intention, psychological safety and collective rhythm are examined as one system.

02 I · Team · Organization

Leadership is considered in relation to the teams and organizational context it influences.

03 Intention versus experience

Multiple perspectives can surface differences between self-perception and observed behavior.

04 Dialogue as a way of being

Curiosity, suspension of assumptions and authentic expression are treated as essential leadership practices.

05 From insight to operating rhythm

Findings inform observable commitments, conversations and repeatable practices.

The distinctive value is the integration of these perspectives—not a claim that no other assessment addresses them or that this instrument has already been independently validated.

08 / USING THE RESULTS

Begin with curiosity

Explore the four dimensions and the 15 questions within each. Look for patterns rather than treating an overall average as the whole story.

Where self and other ratings differ, ask what others may be experiencing that you do not yet see. Where ratings vary, consider the different contexts and relationships in which leadership is experienced.

Translate the findings into a few observable commitments: what will change, how will others notice, and when will progress be reviewed?

Coherence begins with presence. It grows through shared intention and Dialogue. It becomes visible in the rhythm of collective action.

RESEARCH FOUNDATIONS

- [1] Gross (1998), Review of General Psychology, 2(3), 271-299.
- [2] Locke & Latham (2002), American Psychologist, 57(9), 705-717.
- [3] Edmondson (1999), Administrative Science Quarterly, 44(2), 350-383.
- [4] Woolley et al. (2010), Science, 330(6004), 686-688.
- [5] Kluger & DeNisi (1996), Psychological Bulletin, 119(2), 254-284.

Conceptual influence: David Bohm (1996), On Dialogue.

