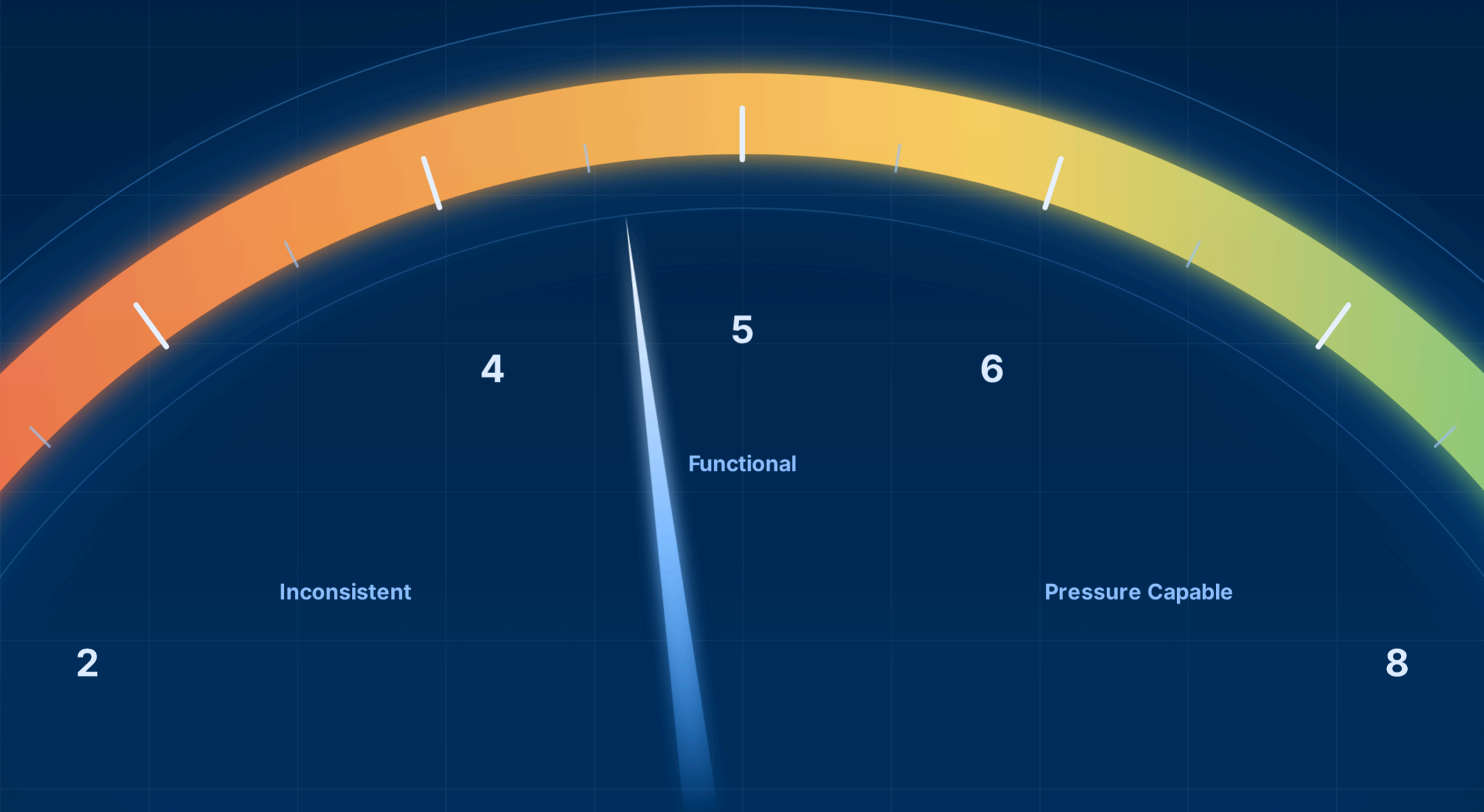


PHASE 1 · ILLUMINATE

Manager Performance Under Pressure

Behavioral Baseline Diagnostic & Activation Gap Report



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COMPANY
Acme Corp

SCENARIO
Coaching Call Roleplay

SAMPLES
1

DATE
June 24, 2026

Reading note: A baseline is not a grade. A low score before training is expected and useful; it shows exactly where focused practice will create the fastest gains. The goal is a clear, honest starting line.

Executive Snapshot

TRUST INDEX

47/100

Foundational

Some trust-building is present but inconsistent once pressure rises.

A manager is either **building** trust or **eroding** it in every moment of a coaching conversation. There are fourteen specific unspoken and unconscious dimensions of trust in every one of these interactions. The Trust Index is the net of those moments: the *why* beneath how a manager’s coaching holds up under pressure.

0–39
Critical

40–59
Foundational

60–79
Developing

80–100
Strong

Performance Under Pressure

Behavior Maturity Level

Functional

This manager leads with **Connection**: trust, credibility, and rapport. The pressure shows up in **Activation** (turning understanding into a clear, owned commitment) as the conversation tightens. Overall, this manager sits at the **Functional** behavioral maturity level, where behavior is present in normal conditions but may weaken during ambiguity, resistance, tension, or urgency.

PRIMARY DEFAULT
Rescuer
Solves too quickly and removes ownership.

SECONDARY DEFAULT
Fixer
Moves to action before understanding root cause.

Top Strengths

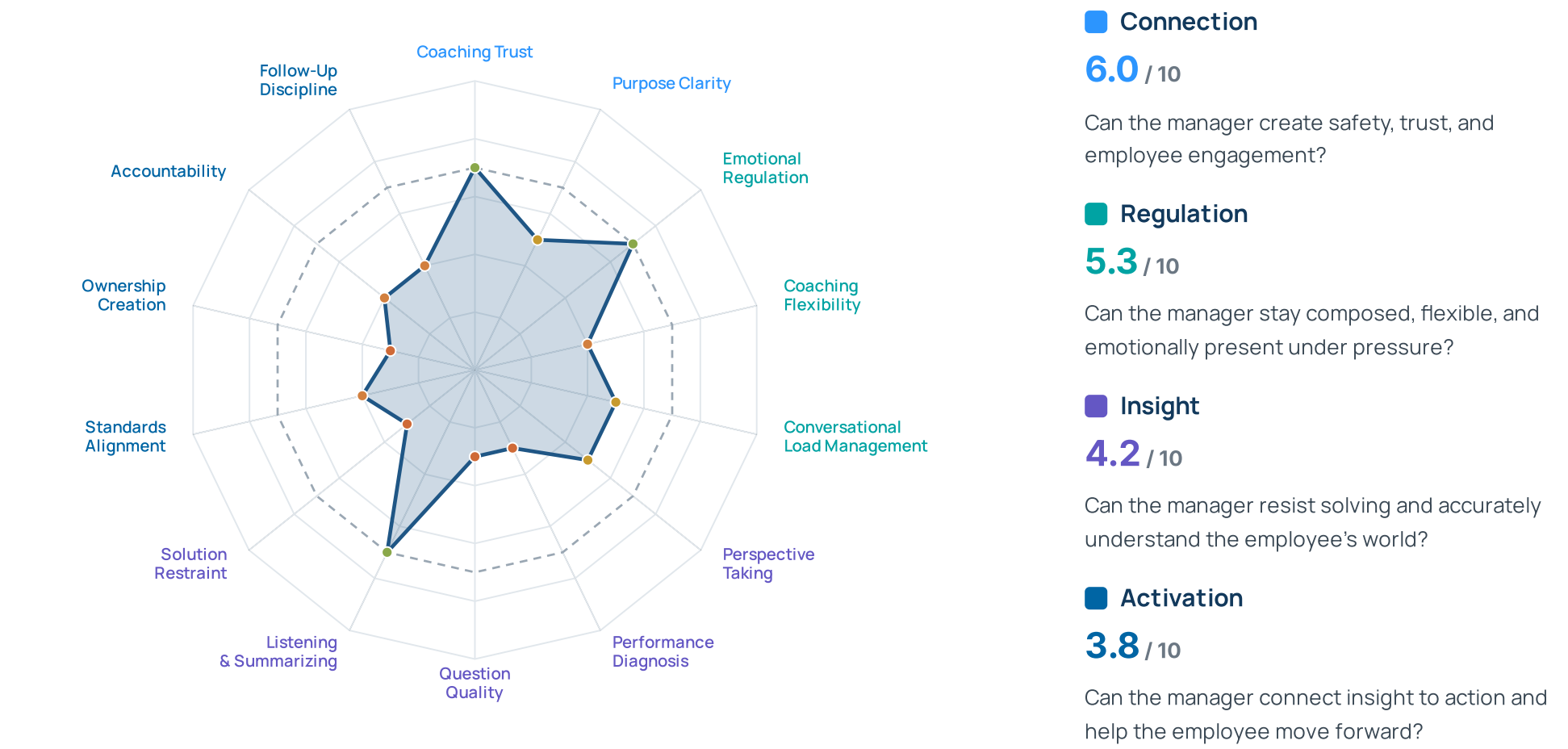
- Coaching Trust:** created a safe, candid space so the rep opened up quickly (7/10).
- Emotional Regulation:** stayed calm and steady when the rep’s frustration rose (7/10).
- Listening and Summarizing:** reflected the rep’s concern back accurately (7/10).

Top Risk Areas

- Performance Diagnosis:** accepted the surface cause and never found the root issue (3/10).
- Question Quality:** directed the rep rather than asking questions that create reflection (3/10).
- Ownership Creation:** handed over a finished plan, so the rep owned none of it (3/10).

Behavior Target Profile

Each spoke is one behavior, grouped around the circle by domain and colored to match. The four domain scores on the right average each domain's behaviors, in the order they unfold in a conversation: Connection, Regulation, Insight, Activation. The dashed line marks the target state (Pressure Capable / NeuroCoach floor, 7/10).



Reading the four domains. Every behavior rolls up into one of four domains that track the arc of a real conversation:

- **Connection:** establish trust, create psychological safety, clarify intent, and earn the right to influence.
- **Regulation:** manage emotions, assumptions, pacing, and adaptability to remain effective when pressure increases.
- **Insight:** demonstrate curiosity over certainty by uncovering the underlying reality before moving toward solutions.
- **Activation:** turn insight into action through clear expectations, ownership, accountability, and commitment.

Each domain is scored on its own, so a strength in one does not mask a gap in another.

Performance Under Pressure Scorecard

All fourteen behaviors, grouped into the four domains and listed strongest to weakest within each. Each carries one key moment from the call: a strength example where the behavior scored 6 or above, or a breakpoint example where it scored below.

1-2 · Reactive 3-4 · Inconsistent 5-6 · Functional 7-8 · Pressure Capable 9-10 · Pressure Stable

CONNECTION

Can the manager create safety, trust, and employee engagement?

6.0 / 10

Coaching Trust

Created a safe, open tone, and the rep spoke candidly about a struggle.

7 Pressure Capable

STRENGTH "This is just between us, talk to me about what is really going on."

Purpose Clarity

The purpose of the conversation was implied but not clearly framed up front.

5 Functional

BREAKPOINT "Let us just talk through your week."

REGULATION

Can the manager stay composed, flexible, and emotionally present under pressure?

5.3 / 10

Emotional Regulation

Stayed calm and steady when the rep grew frustrated.

7 Pressure Capable

STRENGTH "Take a breath, we will work through it together."

Conversational Load Management

A few stretches of stacked advice without checking understanding.

5 Functional

BREAKPOINT "Do this, then this, then this, and also remember..."

Coaching Flexibility

Ran the same tell-and-direct approach regardless of the issue.

4 Inconsistent

BREAKPOINT "Here is how I would handle it, same as last time."

INSIGHT

Can the manager resist solving and accurately understand the employee's world?

4.2 / 10

Listening & Summarizing

7

Pressure Capable

Listened well and reflected the rep's concern back accurately.
STRENGTH *"So what I am hearing is the renewal slipped and you are not sure why."*

Perspective Taking

5

Functional

Acknowledged the rep's view but redirected before fully understanding it.
BREAKPOINT *"I get it, but here is what you should do."*

Performance Diagnosis

3

Inconsistent

Took the rep's first explanation at face value without finding the root cause.
BREAKPOINT *"So the client went quiet, that happens, let us move on."*

Question Quality

3

Inconsistent

Asked few real questions and mostly told the rep what to do.
BREAKPOINT *"Just do these three things and you will be fine."*

Solution Restraint

3

Inconsistent

Solved the moment the rep hesitated instead of letting them think.
BREAKPOINT *"Do not worry, I will just tell you what to say."*

ACTIVATION

Can the manager connect insight to action and help the employee move forward?

3.8 / 10

Standards Alignment

4

Inconsistent

Referenced expectations loosely without tying behavior to a clear standard.
BREAKPOINT *"You know how we like to do things here."*

Accountability

4

Inconsistent

Softened the standard when the rep pushed back rather than holding it.
BREAKPOINT *"It is fine, do not worry about it for now."*

Follow-Up Discipline

4

Inconsistent

No clear path for practice or a date to check progress.
BREAKPOINT *"We will catch up at some point."*

Ownership Creation

3

Inconsistent

Handed over a fully specified plan, so the rep left with the manager's steps, not their own.
BREAKPOINT *"Here is exactly what to do: call them Monday and send the recap."*

Default Patterns Detected

When pressure enters the conversation, behavior leans toward predictable defaults. The top three are shown below: the primary default, the secondary, and a lighter tendency to watch.

Rescuer

PRIMARY

Solves too quickly and removes ownership.

- The clearest pattern under pressure is the Rescuer: the moment the rep hesitated, Sam supplied the answer.
- “Do not worry, I will just tell you what to say,” and later a fully specified plan, “call them Monday and send the recap.” The rep left with Sam’s steps rather than their own, which is the kind of plan that gets done minimally and abandoned under pressure.
- In domain terms this sits where Insight meets Activation: the manager can’t hold back the answer and hands over a solution, so the rep never owns the next step.
- The rep to practice is the pause: when the rep gets stuck, ask one more question and hold the silence long enough for them to build the step they will actually run.

UNDER PRESSURE

Jumps in with the answer the moment the employee struggles; takes the task back rather than coaching through it.

EVIDENCE BEHAVIORS

Solution Restraint, Ownership Creation, Question Quality.

Fixer

SECONDARY

Moves to action before understanding root cause.

- Close behind sits the Fixer: Sam moved to a plan before the real cause was found.
- When the rep explained a slipped renewal by saying the client went quiet, Sam accepted it (“that happens, let us move on”) and built next steps on a diagnosis that was never completed.
- The underlying gap stayed invisible, so the plan addressed the story rather than the cause.
- In domain terms this is almost all Insight: the manager moves to a fix before the real cause is found, so the plan addresses the symptom instead of the problem.
- The rep to practice is diagnosis before prescription: find the cause beneath the symptom before setting any action.

UNDER PRESSURE

Jumps to a plan before the real cause is found; assigns an action item without a diagnosis.

EVIDENCE BEHAVIORS

Performance Diagnosis, Solution Restraint, Question Quality.

Therapist

TENDENCY

Creates empathy without standards.

- The manager’s tendency here is to validate the feeling and let the standard slide in the name of support.
- That lean is carried by the pattern’s most heavily weighted signals, scored low here, which is what ranks it where it sits.
- Hold warmth and the standard together.
- In domain terms this is an Activation gap masked by Connection: the manager keeps it warm and safe but never aligns on standards or accountability, so nothing actually changes.
- Acknowledge the emotion, then return to the expectation.

UNDER PRESSURE

Validates feelings and stops there; lets the standard slide in the name of support; never reconnects to the expectation.

EVIDENCE BEHAVIORS

Standards Alignment, Accountability, Purpose Clarity.

Target state, NeuroCoach: creates trust, clarity, ownership, and accountability under pressure. Sam already owns the relational half of that picture, where the trust, composure, and adaptability are the steadier behaviors. Advanced training builds the diagnostic discipline: reaching the real root cause before solving, holding the standard while the employee builds ownership, and managing how much arrives at once so the employee does the thinking. That foundation is the asset that makes the coaching discipline learnable quickly.

NEUROCOACHING DEFAULT PATTERNS AT A GLANCE		
The desired pattern under pressure, followed by the seven defaults this diagnostic can detect.		
NeuroCoach	TARGET STATE	Creates trust, clarity, ownership, accountability, and behavior change under pressure.
Rescuer	DEFAULT	Solves too quickly and removes ownership.
Judge	DEFAULT	Labels the person instead of diagnosing the behavior.
Avoider	DEFAULT	Softens, delays, or skips the hard truth.
Controller	DEFAULT	Over-directs and creates compliance instead of ownership.
Explainer	DEFAULT	Teaches too much and listens too little.
Therapist	DEFAULT	Creates empathy without standards.
Fixer	DEFAULT	Moves to action before understanding root cause.

Strengths & Evidence

What is already working: the foundation to build on.

Safe, candid space

Sam set a tone of trust quickly, and the rep was willing to admit a struggle out loud. That psychological safety is the foundation real coaching is built on.

Steady under emotion

When the rep's frustration rose, Sam stayed calm and kept the conversation productive. Composure like this is what lets a hard conversation stay a conversation.

Listens and reflects

Sam listened for meaning and played the concern back accurately enough that the rep confirmed it. That listening is a strong base to add real diagnostic questioning to.

Advanced Training Recommendations

Each baseline finding maps directly to an advanced training recommendation, in priority order.

1

FINDING: MANAGERS AVOID DIFFICULT CONVERSATIONS

Coaching Through Challenging Conversations: Navigating Resistance, Emotion, and Accountability

This masterclass helps leaders approach the conversations they often avoid with greater confidence, clarity, and emotional control. Participants learn how to navigate resistance, tension, and uncertainty while maintaining trust, truth, and accountability.

2

FINDING: MANAGERS MISDIAGNOSE PERFORMANCE

Advanced Situational Coaching Conversations: Mastering the 6P's in Real Time

This masterclass helps leaders apply the NeuroCoaching® 6P's framework in complex, high-impact leadership situations. Participants learn how to coach with greater situational fluency by adapting their questions, tone, and approach based on the person, context, and performance need.

3

FINDING: MANAGERS USE ONE COACHING MOVE FOR EVERY ISSUE

Adaptive Leadership Styles: Leading with the Right Approach at the Right Time

This masterclass helps leaders build the agility to adapt their leadership style to the person, situation, and desired outcome. Participants learn when different styles are helpful, when they become limiting, and how to lead with greater situational effectiveness.

4

FINDING: MANAGERS COACH TO DEFICITS INSTEAD OF STRENGTHS

Strengths-Based Coaching: Unlocking Talent, Engagement, and Performance

This masterclass helps leaders recognize and coach to the unique strengths of their people. Participants learn how to identify individual talents, align development opportunities to what energizes team members, and create stronger performance through strengths-based conversations.

5

FINDING: MANAGERS RESCUE INSTEAD OF COACH

NeuroQuestioning® and Active Listening: The Art and Science of Creating Coaching Insight

This masterclass equips leaders to ask better questions and listen more deeply so team members feel understood, supported, and appropriately challenged. Participants learn how to uncover emotional, developmental, relational, and performance drivers through intentional questioning, active listening, and coaching-centered dialogue.

How this baseline was produced

1. Capture a live, unscripted conversation before any NeuroCoaching training.
2. Identify the pressure moments the employee introduced.
3. Score each of the 14 behaviors for how reliably it held under that pressure.
4. Determine the primary and secondary default patterns from the evidence.
5. Map each gap to its advanced training recommendation.

