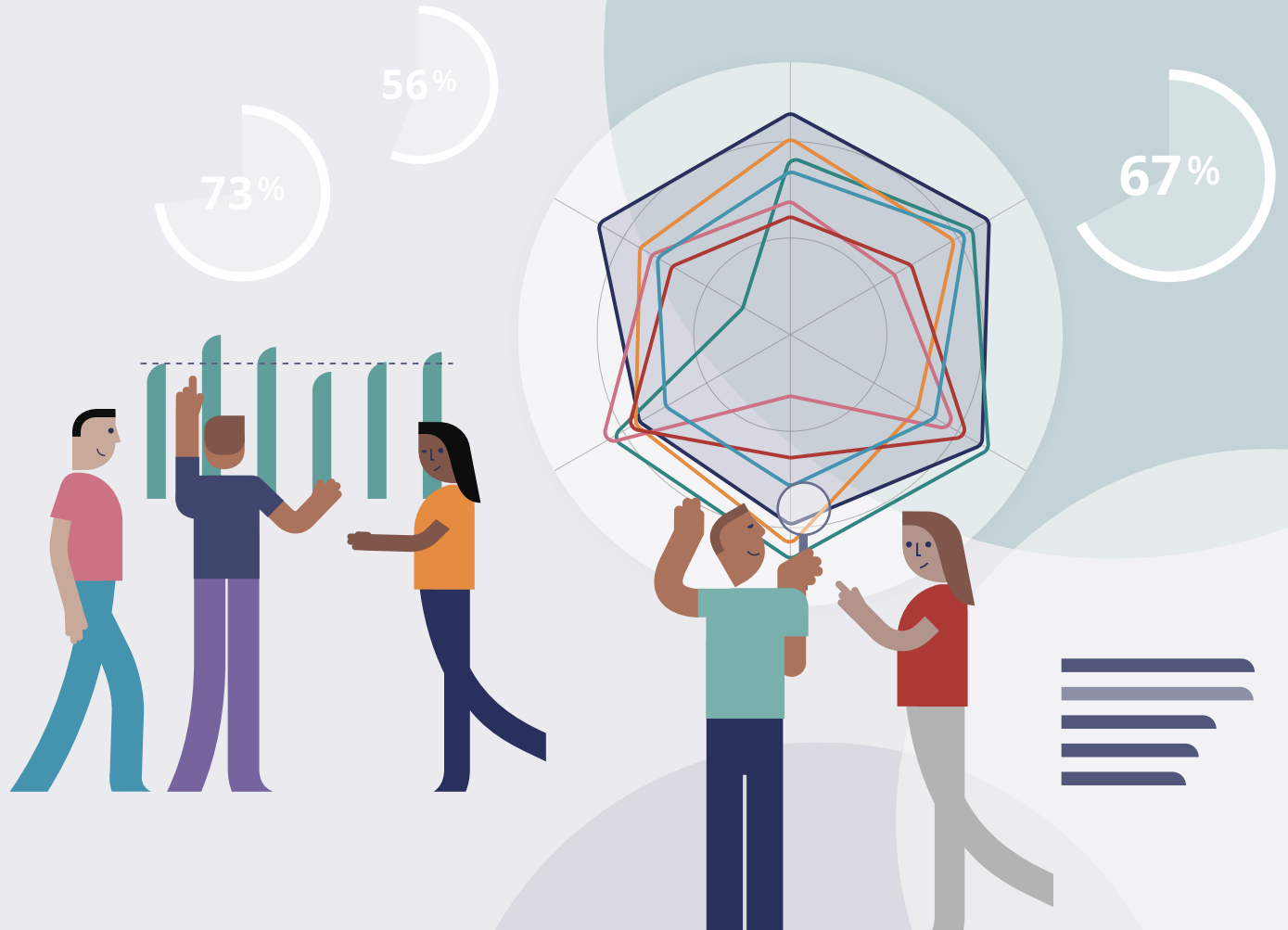




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The Synapse Group Neurozone® Heatmap

December 2024

Contents

Executive Summary	3
Introduction & Purpose	3
Results & Discussion	3
Recommendations & Conclusion	3
Neurozone® Resilience Index	4
Assessment	4
Results	5
Section Summaries	6
Overall Group Results Summary	6
Department Results Summary	6
Teams Results Summary	6
Neurozone® Resilience Index for Leadership	7
Results	7
Overall Group Results Summary	8
Department Results Summary	8
Teams Results Summary	8
Neurozone® Resilience Index by Age	9
Comparison by Age Results Summary	9
Recommendations & Conclusions	11



Executive Summary

Introduction & Purpose

Between the 26th of September and the 26th of November 2024, 274 employees at The Synapse Group completed the Neurozone® Resilience Index. Neurozone® analyzed the data to characterize the resilience profile of the employees who completed the assessment. In addition, we also compared the levels of resilience among different subgroups within the division, including by particular department and team therein. We performed this subgroup comparison for the entire sample and the leadership group. Finally, we also compared resilience levels by age brackets for all Synapse Group employees. These comparisons enabled us to identify specific areas of opportunity to provide actionable recommendations for improving Synapse Group employees' and their subgroups' resilience, to set them up to perform at their best in all aspects of life.

Results & Discussion

Results show that Synapse Group employees who completed the assessment obtained an average resilience score of 73, which falls in the 'Moderate' range of resilience – albeit at its upper end.

In addition to the overall group, we examined different subgroups of Synapse Group employees. Generally, most departments and teams obtained average NRI scores that fall into the 'Moderate' level of resilience. However, this majority was not vast, as in the overall group, 3 of 5 departments and 9 of 16 teams therein obtained these 'Moderate' scores. The other departments and teams obtained average NRI scores in the 'High Moderate' range. A similar pattern was observed for the leadership group, except for departments, in which 1 of 3 departments obtained 'Moderate' average NRI scores and 2 of 3 scored in the 'High Moderate' range. The subgroups with the most concerning scores are those in the 'Moderate' category that scored below the Neurozone® user average (71). These are, in the overall group, the Axon department and Axon Hillock team (68) and the Norepinephrine (70) and Glutamate (65) teams of the Neurotransmitter department. In the leadership group, these are the Calcium team (69) in the Ion department, and the Dopamine team (69) in the Neurotransmitter department.

We also compared Synapse Group employees' scores by age group. Results showed that those aged 51–65 scored the highest (76, in the 'High Moderate' range) and those aged 26–35 scored the lowest (72, in the 'Moderate' range). All age groups scored above the Neurozone® user average (71).

Recommendations & Conclusion

Based on the Neurozone® Resilience Index (NRI) results, employees (including leaders) in the departments and teams that obtained 'Moderate' scores, and especially scores lower than the Neurozone® user average, may require more support for their resilience than those in the other departments and teams. The same may be the case for those aged 26–35 and 41–50, who obtained 'Moderate' average NRI scores as well. Neurozone® suggests exploring three different interventions that are suitable to these working adults' capacities. Specific interventions recommended are:

- 1. Neurozone® Personal Assessment & group coaching for the Axon department**
- 2. Neurozone® Microlearning Journey for all the teams scoring in the 'Moderate' range of resilience**
- 3. Neurozone® Leadership Development Journey for the leadership subgroups with the lowest levels of resilience.**

Neurozone® Resilience Index

Assessment

The Neurozone® Resilience Index is a measure of the current level of an adult's psychological resilience. Resilience is a dynamic capacity to adapt well, withstand breakdown, and cope, learn, and grow in the face of stressors and challenges. Neurozone® and many independent scientists have shown that psychological resilience has a meaningful relationship with mental health conditions. Lower resilience tends to mean a greater symptom burden of, for example, depression, anxiety, sleep disruption, and burnout, while higher resilience tends to mean a lower symptom burden.

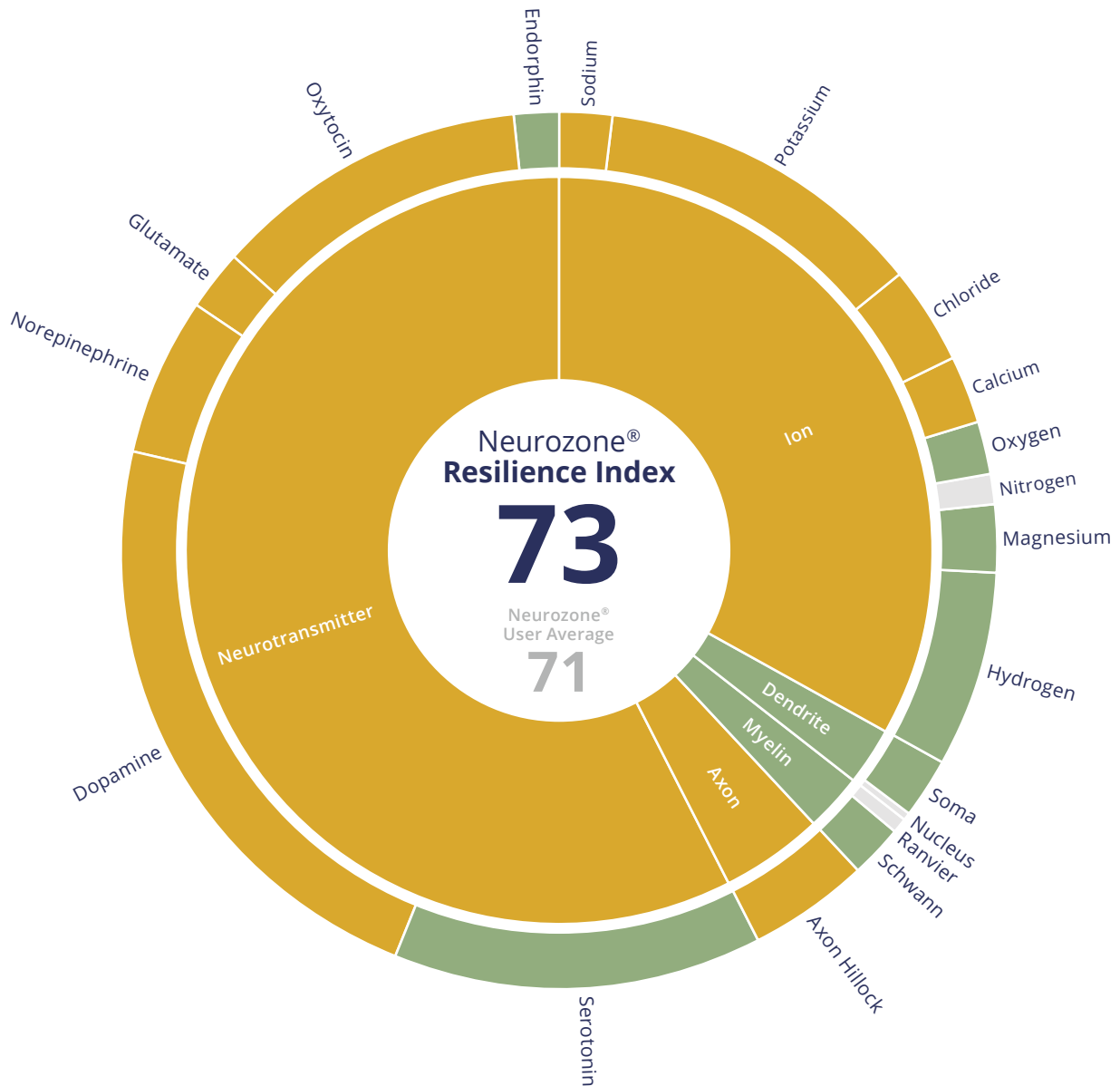
The Neurozone® Resilience Index (NRI) is **a published, peer-reviewed measure in the International Journal of Testing**. The NRI has excellent psychometric properties, measures unique factors of resilience, and is relevant for use in both high-income and low-to-middle-income countries. Neurozone® has also **demonstrated in several follow-up studies** that the NRI is a valid measure of resilience among diverse adult populations.

For benchmarking or comparing scores, Neurozone® provides a user average for the NRI (i.e. a score representing the average of all scores obtained by users in the past 12 months). Secondly, the NRI has demarcated bands/categories of resilience derived from rigorous statistical analyses. NRI scores will fall into one of the following categories: Low, Low Moderate, Moderate, High Moderate, or Peak levels of resilience.

Neurozone® Resilience Index (continued)

Results

Click on the label of each segment in the chart to see more details. Gray segments represent groups with fewer than four members. Neurozone® only displays average NRI scores of groups (departments and teams) with 4 or more individuals to uphold data anonymity.



Neurozone® Resilience Index bands



Section Summaries

Overall Group Results Summary

The Synapse Group employees who completed the assessment had an average Neurozone® Resilience Index (NRI) score of 73. This score falls into the 'Moderate' category of resilience and is also above the Neurozone® user average of 71. Encouragingly, it is at the upper end of the 'Moderate' category, as the 'High Moderate' category of resilience begins at 74. This indicates that the Synapse Group employees have a good opportunity to improve their level of resilience. Achieving this could assist in minimizing the possible negative effects of being faced with and overcoming challenges.

Department Results Summary

We compared the average NRI scores of 5 departments of the Synapse Group: Ion, Dendrite, Myelin, Axon, and Neurotransmitter. The average NRI score was highest for the Myelin department at 84, followed by the Dendrite department at 79. Both of these scores fall in the 'High Moderate' category of resilience. Average NRI scores for the other departments fall in the 'Moderate' category of resilience, with the Axon department obtaining the relatively lowest score of 68. However, the Neurotransmitter and Ion departments scored slightly above the Neurozone® user average of 71, at 72 and 73 respectively. Still, these three 'Moderate'-scoring departments have greater opportunities to improve their employees' resilience than the other departments.

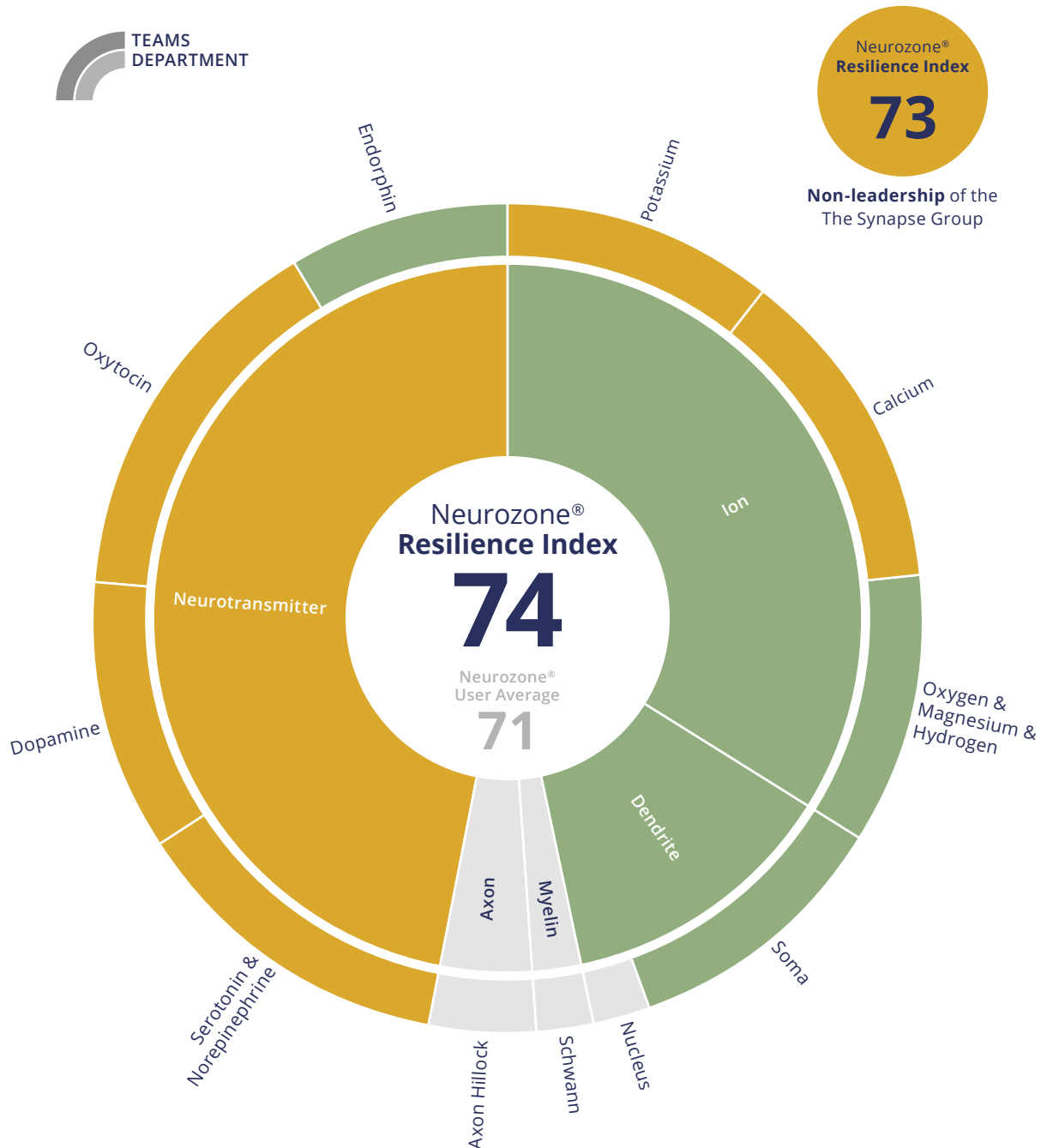
Teams Results Summary

We also compared the specific teams within each department regarding their average NRI scores. The Schwann team of the Myelin department obtained the highest score (85), falling in the 'High Moderate' range of resilience. Several other teams also obtained 'High Moderate' scores: The Soma team of the Dendrite department (80), the Endorphin team (78) and Serotonin team (74) of the Neurotransmitter department, and the Magnesium team (76), Oxygen team (75), and Hydrogen team (74) of the Ion department. All other teams obtained lower scores falling into the 'Moderate' range of resilience, with the Glutamate team in the Neurotransmitter department being the lowest-scoring team at 65. Notably, however, the Dopamine team (72) and the Oxytocin team (73) of the Neurotransmitter department, as well as the Potassium team (72), Calcium team (73), and Chloride team (73) of the Ion department scored above the Neurozone® user average (71). Therefore, while all teams have room to improve their employees' resilience levels, those that obtained 'Moderate' average NRI scores may need additional support. For a few 'Moderate'-scoring teams, this level of support is, encouragingly, slightly less than that required by the average Neurozone® user.

Neurozone® Resilience Index for Leadership

Results

Click on the label of each segment in the chart to see more details. Gray segments represent groups with fewer than four members. Neurozone® only displays average NRI scores of groups (departments and teams) with 4 or more individuals to uphold data anonymity.



Neurozone® Resilience Index for Leadership (continued)

Overall Group Results Summary

We replicated the previous sets of NRI comparisons focusing on leadership versus non-leaders in the Synapse Group. 47 leaders completed the NRI and had an average Neurozone® Resilience Index (NRI) score of 74. This score falls into the 'High Moderate' category of resilience and is 3 points above the Neurozone® user average. It is also one point higher, and meaningfully so, than the average NRI score obtained by non-leadership in the division (73). This falls into the 'Moderate' category of resilience, though it is still above the Neurozone® user average (71). Therefore, while the leaders are doing slightly better, all Synapse Group members have a good opportunity to improve their resilience.

Department Results Summary

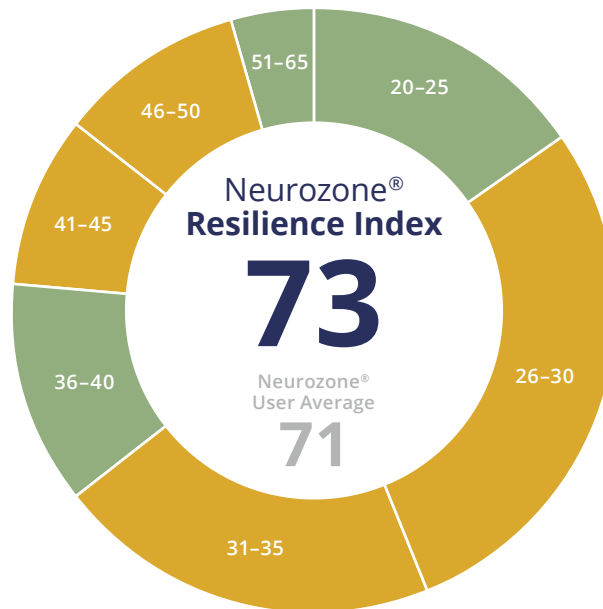
Due to sample size limitations, we compared the average NRI scores of leaders in 3 departments of the Synapse Group: Ion, Dendrite, and Neurotransmitter. The average NRI score was highest for the Dendrite department at 78, followed by the Ion department at 74. Both of these scores fall in the 'High Moderate' category of resilience. In contrast, the average NRI score for the Neurotransmitter department fell into the 'Moderate' range of resilience at 72 but is slightly above the Neurozone® user average (71). Therefore, while leaders in all three departments have room to improve their resilience, leaders in the Neurotransmitter department may benefit more from this opportunity.

Teams Results Summary

We also compared the leaders of specific teams within each of the three departments regarding their average NRI scores. The Soma team of the Dendrite department and the combined team of Oxygen, Magnesium, and Hydrogen in the Ion department obtained the joint highest average NRI at 79. This falls in the 'High Moderate' range of resilience. The Endorphin team in the Neurotransmitter department also obtained a 'High Moderate' score (78). Other teams scored in the 'Moderate' range of resilience. Yet, both the Oxytocin team of the Neurotransmitter department and the Potassium team of the Ion department obtained a score (73) that is higher than the Neurozone® user average (71). The combined team of Serotonin and Norepinephrine in the Neurotransmitter department also scored (72) above the Neurozone® user average. Finally, both the Calcium team of the Ion department and the Dopamine team of the Neurotransmitter department obtained the lowest score of 69. Therefore, while leaders in all teams have room to improve their resilience levels, those that obtained 'Moderate' scores may need additional support – perhaps especially the two teams scoring below the Neurozone® user average.

Neurozone® Resilience Index by Age

Note: Click on the label of each segment in the chart to see more details. Gray segments represent groups with fewer than four members. Neurozone® only displays average NRI scores of groups with 4 or more individuals to uphold data anonymity.



Neurozone® Resilience Index bands



Comparison by Age Results Summary

Based on sufficient sample sizes, we created 7 age brackets for comparison: 20-25, 26-30, 31-35, 36-40, 41-45, 46-50, and 51-65. Synapse Group employees aged 51-65 obtained the highest average NRI score at 76, a 'High Moderate' level of resilience. The second highest score (74), also 'High Moderate', was obtained by those aged 36-40 and 20-25. The other age groups obtained NRI scores in the 'Moderate' range, although they all were slightly above the Neurozone® user average (71).

There are many possible interpretations for this pattern of results. It is important to note that while the highest and lowest scores are in different categories of resilience, only 4 points separate them, meaning the resilience levels between the age groups do not differ dramatically. It could be that general work and life pressures related to the different stages of adulthood are reflected in these results. For example, 20-25-year-olds are entry-level employees who may be enthusiastic and simultaneously aware that they are still learning and can expect to make mistakes as they go. These orientations can enable resilience, hence they obtained the joint second-highest NRI. In contrast, employees aged 26-30 and 31-35 may experience more pressure, responsibility, and therefore, stress in their roles, personal lives, and their finances as they (aim to) develop their careers. Hence, they have lower NRI scores. By 36-40, employees may have obtained a successful plateau in that professional

Neurozone[®] Resilience Index by Age (continued)

development at which they can appreciate what they've worked for. This would increase their resilience to the joint second-highest NRI. Then, those aged 41–45 and 46–50 may experience another round of pressure in their career trajectory, personal lives, and finances as they enter middle adulthood and, for some, begin to take care of elderly parents as well as children. Hence, they have slightly lower resilience levels. Finally, those aged 51–60 may have a longer history of personal and professional triumphs (or evidence of overcoming challenges) to appreciate, hence their highest NRI here.

This is just one interpretation. There are also generational influences to consider. For example, those currently aged 26–30 may be experiencing workplace, economic, and social conditions//pressures that those currently aged 51–65 did not experience when they were in the former group's age range. Then again, this pattern of scores could be influenced more by conditions of work at the Synapse Group specifically than by a general developmental path of modern adulthood.

Recommendations & Conclusions

The analysis of the Neurozone® Resilience Index administered to 274 employees at The Synapse Group has yielded valuable insights into their resilience levels. The findings indicate a few notable variations in resilience scores across departments, teams, and age groups, shedding light on areas that demand focused attention and support.

Overall Group:

The Axon department is indicated as having lower levels of resilience than the other departments assessed at the Synapse Group. Therefore, for employees in this department, further investigation and a better understanding of their contextual factors may be needed to explain this result and work towards improving their resilience. The same may be the case for those aged 26–35 and 41–50, as these groups also have lower levels of resilience than employees of other ages.

Comparative results indicated that the following teams have the lowest levels of resilience, all falling into the 'Moderate' range on the NRI. Employees in these teams may require greater support in building their resilience:

Ion:

- Sodium (NRI: 71)
- Potassium (NRI: 72)
- Chloride (NRI: 73)
- Calcium (NRI: 73)

Axon:

- Axon Hillock (NRI: 68)

Neurotransmitter:

- Dopamine (NRI: 72)
- Norepinephrine (NRI: 70)
- Glutamate (NRI: 65)
- Oxytocin (NRI: 73)

Leadership Group:

Of the three departments with sufficient sample sizes for reporting, the Neurotransmitter department is indicated as having lower levels of resilience than the Ion and Dendrite department. As recommended above, further investigation and a better understanding of the contextual factors of leading the Neurotransmitter department may be needed to explain this result and to work towards improving these leaders' resilience.

Comparative results across teams indicated that leaders in the following teams have the lowest levels of resilience (all falling into the 'Moderate' range on the NRI). Leaders in these teams may require greater support in building their resilience:

Recommendations & Conclusions (continued)

Ion:

- Potassium (NRI: 73)
- Calcium (NRI: 69)

Neurotransmitter:

- Serotonin & Norepinephrine (NRI: 72)
- Dopamine (NRI: 69)
- Oxytocin (NRI: 73)

Neurozone® recommends the following interventions:

1. Neurozone® Personal Assessment & Group Coaching for the Axon Department

The Axon department has the lowest resilience score compared to the other departments. Given the size of this department, it is recommended that its members complete the Neurozone® Personal Assessment and participate in group coaching sessions to support their resilience-building journey. This approach enables individuals to gain deeper insights into the neurobehaviors that influence resilience, fostering behavioral change and the formation of positive habits.

2. Neurozone® Microlearning Journey for all the teams scoring in the 'Moderate' range of resilience

Depending on the time and resources available, a broader approach would involve offering the Neurozone® Microlearning Journey to teams identified as having 'Moderate' resilience levels. This tool is a less intensive, highly accessible resilience-building solution that aligns with the busy schedules of working professionals. The microlearning format delivers concise, engaging modules focused on how resilience operates within the brain-body system. Our data demonstrates that microlearning can significantly improve NRI scores. Furthermore, this solution is cost-effective and can be implemented across larger groups, making it an efficient strategy for enhancing resilience across multiple teams simultaneously. Additionally, teams in the 'High Moderate' range may already exhibit strengths in maintaining and cultivating resilience. These strengths could be identified and leveraged to support the 'Moderate'-scoring groups, fostering a collaborative and mutually beneficial dynamic.

3. Neurozone® Leadership Development Journey for the leadership subgroups with the lowest levels of resilience

Lastly, for the most at-risk leaders, we recommend a Neurozone® Leadership Development Journey. Leaders in the Dopamine Team have shown the lowest levels of resilience; however, this journey could also include leaders from Dopamine, Calcium, Serotonin, Norepinephrine, and Oxytocin teams, depending on available resources. Leaders play a pivotal role in driving organizational success, making their resilience particularly critical in today's dynamic and volatile environment. The six-month Leadership Development Journey combines the Neurozone® App, individual coaching (or group coaching, if needed), and targeted interventions to help leaders cultivate positive behavioral patterns, emotional balance, and cognitive states that enhance resilience.

Recommendations & Conclusions (continued)

Thank you for providing Neurozone® the opportunity to work with The Synapse Group. Please do not hesitate to contact us should you have any questions.

Kind regards,

The Neurozone® Reporting Team



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