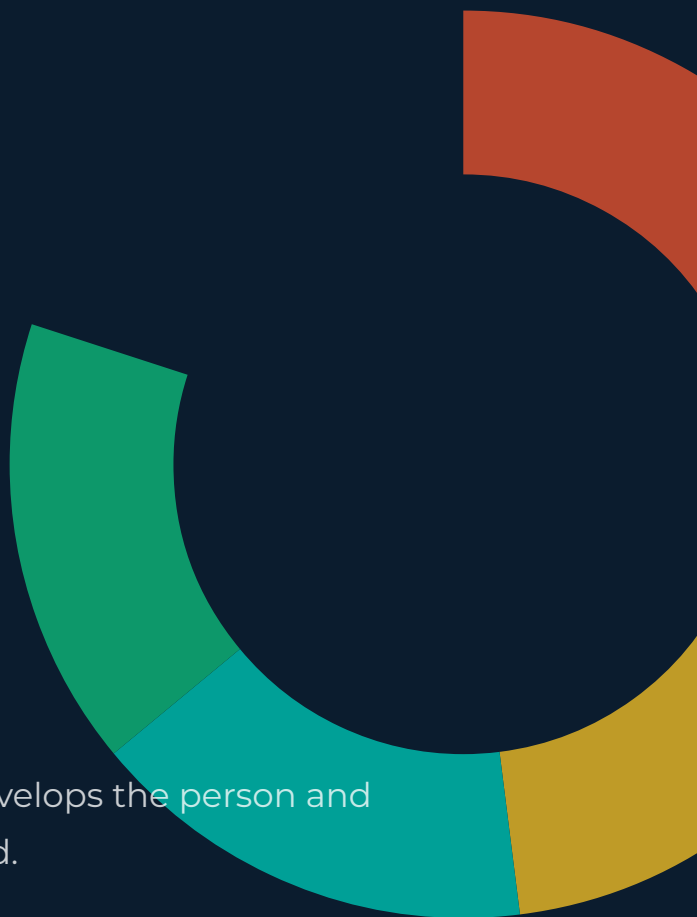


Knowing the answer is not the same as being heard.

SignalCheck diagnoses. **SignalResponse** develops the person and the room. **Reassessment** shows what moved.

NOT A LANGUAGE COURSE • SCORED UNDER PRESSURE • PRIVATE BY DESIGN

Measured communication performance in English • signalcheck.co



IN THIS GUIDE

One system, four steps: measure, see the pattern, develop, **check again.**

This guide explains the SignalCheck system for teams: what it measures, how a session runs, what a report shows, how the four stages fit together, who sees what, and the evidence behind it. It is written to be read by the people who would take part, the leaders who would sponsor it, and the procurement and legal teams who would review it.

The problem nobody names	3
Why this is an operational issue	4
Working alongside an existing programme	5
The five dimensions	6
The bands	7
How a SignalCheck runs	8
What a report shows	9
SignalCheck Teams: one product, four stages	10
SignalResponse: how a cycle runs	11
SignalResponse: what it is built from	12
The outputs: the people, and the room	13
Who sees what	14
Evidence: in place, in progress, not claimed	15
Background	16
Outcomes	17
Starting	18
Appendix: the band descriptors in full	19

How to read this guide. If you have five minutes, read pages 3, 9 and 13. If you are deciding for a team, add pages 10 and 14. If you are in procurement or legal, page 14 is written for you, and the full policy behind it is published at signalcheck.co/data.

THE OPERATIONAL COST

Nobody calls it a communication problem.

The expertise exists. In certain moments the answer becomes longer, less direct or harder to defend. The business sees three other things.

IN THE DESIGN REVIEW

An engineer does not push back on a decision

The concern was real, and it surfaces later than it should. Escalation slows. Key context arrives after the decision has closed.

IN THE MONTHLY ALL HANDS

The question is not the one they prepared for

The same people who are sharp one to one can freeze in front of a hundred. Senior people sound less certain than they are.

IN PRIVATE, AFTERWARDS

Your strongest people may never tell you

When something goes wrong in English, many high performers assume the problem is their English. It may not be. They work around it quietly, and the development budget goes to the wrong problem.

This is a performance pattern, not a language level. In their first language, many of these professionals are quick, direct and clear. The same person in English, under pressure, pauses, softens the point, or starts the answer with an apology. The knowledge does not change between languages. What changes is what happens to it under pressure.

That is why the system measures performance under pressure rather than testing English. It is designed for professionals who can already work in English.

WHY THIS IS AN OPERATIONAL ISSUE

An operational problem, not a training expense.

LANGUAGE FRAMING

“Our regional engineers need help with their English.”

A training expense, easy to defer.

OPERATIONAL FRAMING

“Important technical input is being lost in cross-regional decisions. We can show where the loss happens, and work on both the people and the meetings around them.”

An operational problem with an HR and leadership response.

Two different questions

A PROFICIENCY TEST ASKS

How well can this person use English?

A SIGNALCHECK ASKS

What happens to this person's communication under pressure?

A strong English level does not guarantee strong communication under pressure. That is why a team can be full of certified English speakers and still lose technical input in every cross-regional meeting. The proficiency scores are real. They are answering a different question.

WORKING ALONGSIDE WHAT YOU HAVE

We are not an English programme, and we do not replace one.

Many teams already have something in place, and that is a good thing. We answer a different question, and the two can run side by side.

An English programme builds language. SignalCheck measures what happens to communication under pressure, which is not the same as how good someone's English is. A strong speaker can still lose the point when the question changes.

A programme also cannot tell a leader whether it is working. Attendance and satisfaction are not performance. Measurement gives you that answer on fixed bands, twice.

The measurement can run alongside whatever a company already has. It is a first step on its own, and it does not require any development work from us. Where development does follow, pages 11 and 12 describe it.

The first language question

Early in every diagnostic we ask whether the same pattern appears in the person's first language. It is the reason we can state the heading above rather than assume it.

What it separates

Two things that look identical

A vocabulary gap and a performance habit under pressure look the same in English.

Asking about the first language is what tells them apart.

What the answer usually is

The pattern appears in both

Most of the people we assess are excellent in their first language.

They drop only under English pressure. When the pattern appears in both, it is a pressure habit and not a language deficiency.

That reframes the problem as fixable rather than a fault in the person's English, and a pressure habit is what the system works on and what the second measurement is set against.

It is a separator, never a filter. The answer is not used to disqualify anyone. The only case it rules out is a person whose raw English is not yet at the level where pressure work can help, which is rare and is not the purpose of asking.

WHAT IS MEASURED

Five dimensions, fixed across every person and every session.

Every SignalCheck scores the same five dimensions. Each one answers a question a leader would recognise from a real meeting.

Clarity

Dimension 1

Is the point easy to catch the first time?

Why the room loses you even when your English is correct.

Structure

Dimension 2

Does the answer hold its shape under challenge?

Why your answer was right and the decision still went the other way.

Confidence under pressure

Dimension 3

Does the delivery sound convincing when it counts?

Why you sound less senior in English than you are.

Thinking and responding quickly

Dimension 4

How fast does the answer arrive under pressure?

Why you freeze when the question is unexpected.

Natural delivery

Dimension 5

Does the delivery keep its range under pressure?

Why prepared answers stop working when the conversation changes.

The five dimensions move separately. A person can be clear and structured in calm conditions and lose both when the stakes rise, or hold their confidence while the shape of the answer disappears. The pattern across the five, not any single number, is what the development work is built from.

THE BANDS

Fixed bands, so a later result means something against the first.

Scores sit on five fixed bands, from Foundation to Exceptional. The bands never change between people or between sessions, and they are never rescaled to a group. That is what makes a reassessment score meaningful against a baseline score, and one person's pattern comparable with another's.

0–40

41–54

55–69

70–84

85–100

BAND	RANGE	WHAT IT MEANS OVERALL
● Foundation	0–40	The message breaks down as soon as pressure arrives.
● Emerging	41–54	Holds in easy conditions and breaks in hard ones.
● Developing	55–69	Mostly holds, with one or two dimensions carrying the cost.
● Strong	70–84	Holds under challenge in most conditions.
● Exceptional	85–100	Holds under challenge throughout the session, and the room hears the point first time.

Each dimension is banded on the same scale. A person is not simply "a 61". They are, for example, Strong in Clarity and Emerging in Thinking and responding quickly, and the written report describes what each of those bands looks like in that dimension's own terms. The full dimension-by-dimension descriptors are in the appendix on page 19.

Every score in a report must be defensible against that band wording. The reviewer checks each dimension against its own descriptor, not only the overall label.

HOW A SIGNALCHECK RUNS

Same conditions, every person.

Each person takes a private 45-minute SignalCheck: two parts under pressure, a break while the report is produced, then 15 minutes with a reviewer. There is no preparation and nothing to revise, because a diagnostic measures what is already there.

Why the sessions are delivered by software, deliberately

This is not a judgement on human interviewers. **A person assessing you would adjust for you.** They would slow down, wait a little longer, nod, rephrase the question. Every one of those habits is kind, and every one of them hides the thing being measured. The instrument does none of it. It asks, it waits, and it moves on, which is what a senior stakeholder does in a real meeting. For a comparable team map, the delivery conditions must stay constant, so software delivers the scenarios and people keep the judgement.

Four things held constant

Matched situations

Every person faces scenarios of the same type and difficulty.

The same timing

The software waits the same length for everyone, then moves on.

The same five dimensions

Scored on the same fixed bands, never rescaled between people or sessions.

Human review, every report

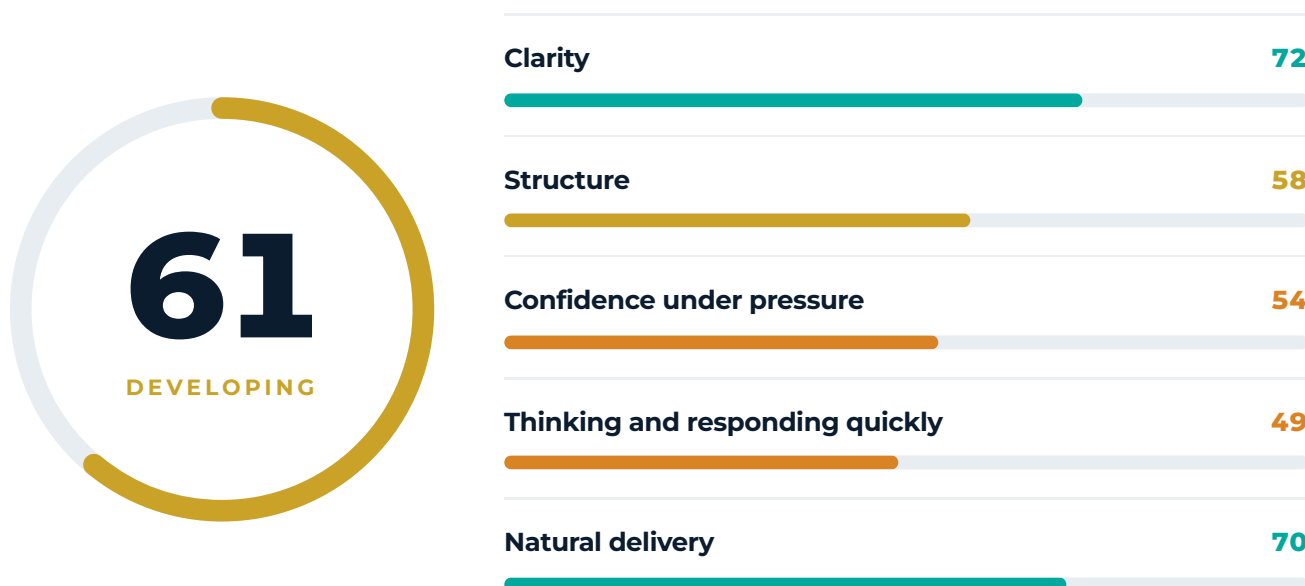
A trained reviewer reads every report against the session recording before delivery, applies the methodology, and can change the result. **No report is delivered unreviewed.**

What the software never decides: the result. It creates the conditions. It does not judge the person. Reviewers are trained and approved against the SignalCheck review protocol: before reviewing client work, a reviewer must complete qualification on the five dimensions, scoring bands, scenario set and review protocol, and demonstrate that they can apply the bands consistently.

WHAT A REPORT SHOWS

One overall score, five dimension scores, and what to do about it.

Every report gives an overall score on the fixed bands, a score for each of the five dimensions, and specific observations from the session. The figures below are the sample used across all SignalCheck materials, not a real person.



How to read this pattern. This person is clear and natural when conditions are easy. Under pressure, the answer loses its shape and arrives late, and the delivery starts to hedge. The room hears hesitation and reads it as uncertainty about the content. The content was never the problem.

How the overall score is produced. The overall score is calculated from the five dimension scores under a fixed rule that is identical for every person and every session, and it is never rescaled to a group. The score is confirmed in human review before the report is released.

The live session itself stays qualitative: what was observed, in plain terms. Numbers appear only in the written report, after human review. That is what makes them worth having.

THE CORPORATE PRODUCT

One product, four stages: SignalCheck Teams.

For organisations, the whole system runs as a single product. The Team Signal Map and the Room Map on page 13 are its outputs, not separate products to buy.

1 • Scoping call

30 minutes, free

Scope and privacy rules agreed in writing before anything is booked.

The leader brings one real situation from their own meetings. Nothing is measured at this stage, and no report is produced.

2 • Baseline

The measurement stage

Every participant gets a private SignalCheck. The organisation gets the pattern.

Private reports, the Team Signal Map, the Room Map where in scope, and a leader readout. It can stand alone.

3 • SignalResponse

The development stage

Development for the person and the room, built from the measured pattern.

Human-led team sessions, private AI practice, targeted 1:1 support only where the results show a need, and work on the meetings themselves. Managers join too, because a team cannot change a meeting the chair runs the same way.

4 • Reassessment

The proof stage

A second SignalCheck shows what moved.

Different situations at the same level of difficulty, on the same dimensions and the same fixed bands. The cycle ends with a Movement Report setting the second measurement against the first, and a next-cycle decision made on data.

On pricing. No team price is published, because an honest one depends on the people, the regions, Room Map coverage and the development mix. You receive a written plan, timeline, participation requirement and total cost before anything is booked.

THE DEVELOPMENT STAGE

What happens once the pattern is on the table.

SignalResponse is the development stage. It works on what the measurement showed, on both the people and the meetings around them, and it runs in quarterly cycles.

Human-led team sessions

60 to 75 minutes

Led by a person, in an active month.

Built on the situations agreed for the cycle and the dimensions the team map showed as shared gaps, not on a general curriculum.

Private practice between them

10 to 15 minutes

People practise alone, as often as they want, in an active week.

Against the same situations. It interrupts mid-answer, pushes back when challenged, and moves on before the point lands.

Targeted 1:1

Only where results show a need

Not everyone needs it, so not everyone is given it.

Added only where a person's own results warrant it, and never assigned by a manager.

The meetings themselves

Structured work on the room

The conditions the team works in, not only the speaker.

Where meeting observation is in the written scope: openings for expertise, what happens to a point once made, and whether decisions close understood.

Who takes part

The people measured in the baseline, and their managers. Managers join because a team cannot change a meeting the chair runs the same way. No individual score is shown in any session: the boundary on page 14 holds inside SignalResponse exactly as it holds in the baseline.

In the private practice there is no colleague watching and no face to lose, which is why people repeat the thing they are worst at rather than the thing they already do well. **It does not slow down, it does not get impatient, and it does not remember.** Page 8 explains why the assessment is delivered without human warmth; the practice works the same way, for a different reason.

THE DEVELOPMENT STAGE

Built from the measurement, never from a syllabus.

Two things decide what a cycle contains: the pattern the measurement found, and the situations the team lead agrees. Neither comes from a course outline.

Aligned to your quarter

The cycle you already plan in

A cycle follows the company's own quarter.

So the development calendar matches the planning and budget cycle already in place rather than cutting across it.

The situations are agreed first

With the team lead

They come from the meetings the team is actually facing.

The design review where the decision closes, the review with headquarters, the planning meeting where scope gets set. They run through the sessions and the private practice alike, and are revisited as the job moves, so the practice follows the work rather than a syllabus written in advance.

What is agreed as a target, and what is not

What is agreed is which dimensions the work targets, taken from the team map, and what should change in the meetings themselves. Dimensions the team already holds are left alone. **The target is never a score.** We do not agree a number the team is expected to reach, for the reason on page 15, and a dimension that has not moved is reported flat.

What a cycle asks of the team, and how it ends

Across a quarter: 45 minutes per person for the baseline, roughly 10 to 15 minutes of private practice in an active week, one 60 to 75 minute team session in an active month, and a second 45-minute SignalCheck to close. The cycle ends with a **Movement Report** setting the second measurement against the first on the same fixed bands, and a next-cycle decision made on that data rather than on impression.

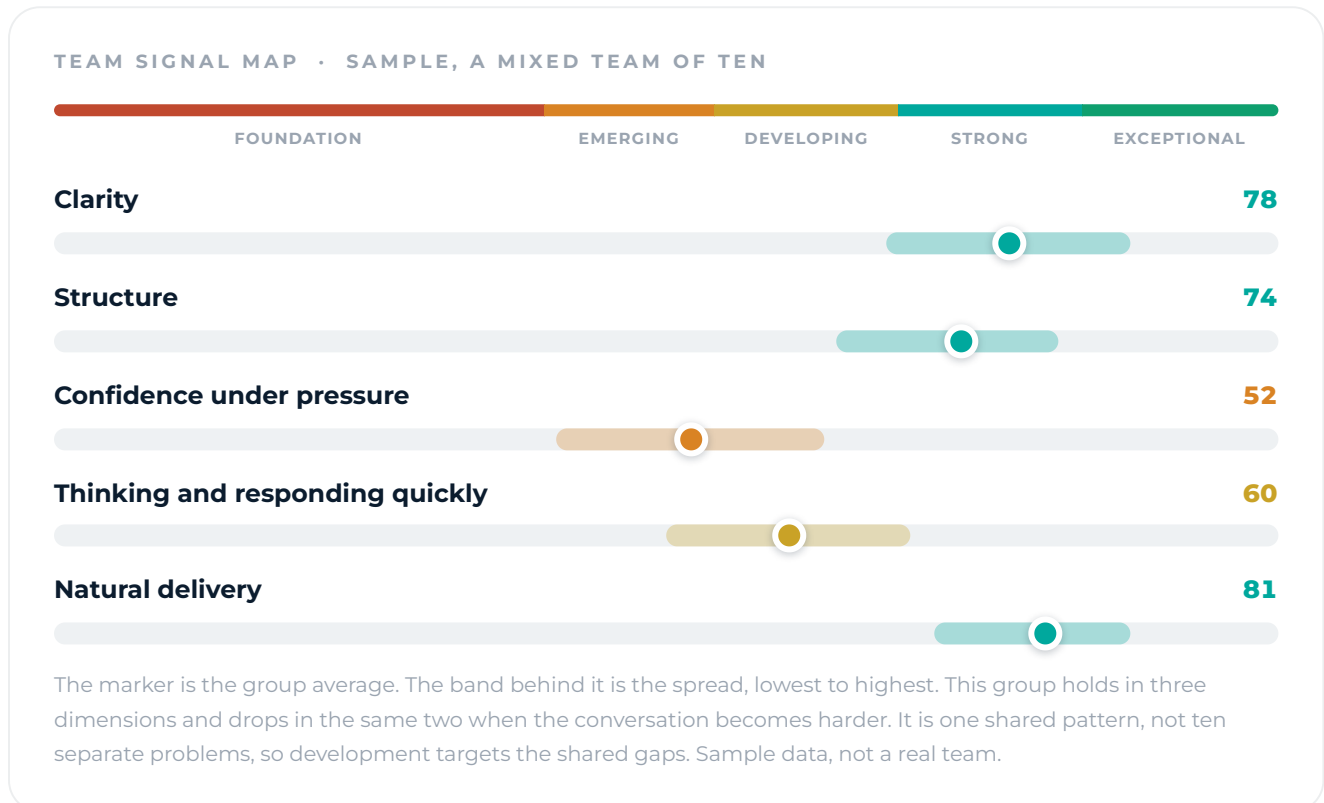
Most development works on the speaker and leaves the meeting unchanged. **This works on both.**

What is established, and what is new. The eight-week individual SignalResponse programme has run repeatedly with real clients. The quarterly team cycle applies that same method to a group. Delivery at team scale is newly assembled, and sits under validation in progress on page 15, not offered as a delivery record.

THE OUTPUTS

Two maps: the people, and the room.

Each person receives their own private report. The organisation receives one combined pattern, with names and individual scores removed.



The Room Map is what happens around them. Where meeting observation is included in the written scope, structured observation adds the conditions the team is working in: openings for expertise, what happens to a point once made, recovery after interruption, share of voice, and whether decisions close understood. Observation of meetings involving external customers or non-participants is excluded unless separately approved.

An individual can learn to challenge clearly, and still work in a design review where the chair moves on before the dissent can enter. So SignalResponse works on both sides of the interaction: how the person enters the conversation, and how the meeting makes room for the contribution.

WHO SEES WHAT

The rules are published before anything is booked.

An engineer will not speak honestly under pressure if they believe the recording becomes a performance review. So the individual owns the result, and the leader receives patterns across the group. That is not a limitation offered reluctantly. It is what makes the data worth having.

Promise 1

Each person owns their score. The report belongs to the person who was assessed. They receive it in full.

Promise 2

You receive the map, not the ranking. The leader receives the team pattern, showing where the patterns sit across the group.

Promise 3

No individual scores go to a manager. Not on request, not in the debrief, not ever. That is what makes people agree to be measured honestly.

Promise 4

Everyone is told before they join. Every participant knows what is collected and who sees it before the session starts. Consent comes from the participant, never from the employer.

SignalCheck is built for development and team-level insight. No hiring, promotion, performance-management, redundancy or disciplinary decision may be based on SignalCheck or SignalResponse data.

The AI boundary. AI never makes an employment decision, never produces a manager-facing individual score, and never replaces the human review of a SignalCheck report.

Anonymity in the map. A dotted team map is produced only for groups of eight or more. Below eight, the organisation receives a band distribution with no individual points. Dots are never labelled or ordered by anything that could identify a person. Leader debriefs discuss patterns, never named people.

The full policy, including collection, storage, retention, deletion, lawful basis and meeting-observation rules, is published at signalcheck.co/data. Access and deletion requests go to hello@signalcheck.co and are actioned within 30 days.

EVIDENCE

What is in place, and what is not claimed.

A measurement product should be precise about its own evidence. Here is ours, in three honest columns: what is in place and documented today, what is being validated, and what we do not claim.

IN PLACE AND DOCUMENTED

The same five dimensions, bands and delivery conditions, every session.

A trained reviewer applies the same scoring rules to every report.

The bands and rubric come from sixteen years of live sessions, documented.

The eight-week individual SignalResponse programme, delivered repeatedly with real clients.

VALIDATION IN PROGRESS

Formal studies of scoring consistency between reviewers.

Formal studies of reassessment stability.

Delivery of the quarterly SignalResponse cycle at team scale, which is newly assembled.

NOT CLAIMED

Psychometric validation or a normed instrument.

A promise that scores will rise, or a proven financial return.

That any single cause explains a change in score.

Fairness rules the reviewers work to

Scoring instructions require reviewers to score observable delivery, not accent, and to separate a thinking pause from a lost thread. A pause while a person builds a strong answer is not the same signal as a lost thread, and the methodology treats them differently.

Why reassessment uses different situations

A second SignalCheck uses different situations at the same level of difficulty, on the same dimensions and the same fixed bands. Repeating the same questions would measure memory, not change. Holding the bands fixed is what makes the second number meaningful against the first.

BACKGROUND

Sixteen years of live sessions, engineer to **president**.

The methodology was not designed in a classroom. It comes from sixteen years of live sessions with professionals across Asia, eleven of those years with people employed by global technology companies, at every level from engineer to president.

Four roles, deliberately separated

The assessment software

Delivers every session under the same conditions. It creates the conditions and never decides the result.

Reviewers

Trained and approved against the SignalCheck review protocol. They read every report against the recording before delivery and can change a result.

Development specialists

Deliver SignalResponse using the methodology, working directly on what the reports flagged.

Method leadership

The methodology, reviewer qualification and quality standards are overseen centrally. Senior reviewers lead the two bookends: the opening diagnostic interpretation and the closing movement review.

Where our clients work

Professionals who have worked with the methodology have held roles at organisations including **Google, TSMC, Microsoft, MediaTek, Amazon, ByteDance, Meta, Coupang, Salesforce** and **GitLab**.

Company names show the employers of individual clients. They do not imply a corporate engagement or endorsement.

OUTCOMES

For a team, the proof is the second measurement.

In a team engagement the evidence is the reassessment itself. The same five dimensions are measured twice under the same conditions, and the cycle closes with a **Movement Report**: the second measurement set against the first, shown on the Team Signal Map and, where in scope, the Room Map. It is produced by the engagement, not supplied by us in advance.

From individual engagements

Individuals have completed the same system. These accounts are reported the same way the evidence page is written: plainly, and without promising what cannot be promised.

Career

An earlier interview was unsuccessful. After SignalResponse, they secured a role at Google.

Behavioural

They avoided senior leaders. After SignalResponse, they initiated four conversations.

The rules these accounts follow. Anonymous does not mean invented. Each account is traceable to a real participant and approved before publication. There are no invented quotations, and we do not promise pay, promotion or revenue results.

If the second measurement shows no movement

The reassessment is a measurement, not a demonstration. If a dimension has not moved, the Movement Report shows that and the leader readout says so. No result is presented as a success that the data does not support. A cycle with no movement on a dimension is still useful information, because it tells you what to change next, and that decision is made on the data.

STARTING

You do not need a company-wide rollout to find out.

Start with one team

A **Baseline** for a single team gives each participant a private SignalCheck, returns the Team Signal Map to the leader, and closes with a clear readout of what the results show. It can open the full SignalCheck Teams cycle, or stand alone. If the results do not support continuing, we will say so.

Before that, a **free 30 minute scoping call** agrees scope and privacy rules in writing. The leader brings one real situation from their own meetings, which is usually enough to show whether the pattern is there.

What happens before anything is booked

You receive a written plan, timeline, participation requirement and total cost. The privacy rules on page 14 are agreed in writing. Every participant is briefed before they join, and consent comes from the participant, never from the employer.

For individuals

SignalCheck is also available to individuals directly, with its own guide and published pricing at signalcheck.co. Nothing about a team engagement is required to use it.

Your team knows the answer. The room doesn't always hear it.

Talk to us about a Baseline for one team: michael@signalcheck.co



Michael Gunn

Founder. This system comes from sixteen years of live sessions.

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APPENDIX

What each band looks like, dimension by dimension.

The calibration wording reviewers score against. Every score in a written report must be defensible against the descriptor for its own dimension and band.

	FOUNDATION 0–40	EMERGING 41–54	DEVELOPING 55–69	STRONG 70–84	EXCEPTIONAL 85–100
Clarity	the point rarely lands the first time	clear in easy exchanges, buried under pressure	usually lands, with effort from the listener	lands first time in most conditions	lands first time even mid-challenge
Structure	answers have no findable shape	shape holds until the first challenge	usually ordered, often long	position first, support after, most of the time	carryable answers, even under interruption
Confidence under pressure	delivery undercuts the content almost everywhere	steady in calm exchanges, hedged under challenge	holds until the stakes rise	carries weight in most rooms	authority holds even when directly challenged
Thinking and responding quickly	unexpected questions stop the session	long gaps, answers arrive late and partial	recovers, with visible effort	usable first sentence within a beat	gives a usable first response without losing the conversation, then builds the answer
Natural delivery	delivery stays fixed to prepared wording throughout	mostly stock phrasing, little variation	natural in calm stretches, flattening under pressure	own words, varied delivery, in most conditions	full range, under pressure, in English