

# Peak performance and health for high-impact executives and entrepreneurs

A short white paper

## Capacity and performance

Optimal capacity requires fully loaded emotional, metabolic, and cognitive resources. Reduced resources in any area impacts overall performance.

Resources	Over capacity	Under capacity
Emotional	Empathy, Engagement, Intuition & Decision-making	Negative bias, Disengagement, Distance & Indecision
Metabolic	Energy, alertness, persistence & resilience	Fatigue, inertia & lethargy
Cognitive	Attention, perception, Concentration, Information processing & memory	Distraction, confusion & error

## Moods and Emotions

Moods and emotions function as biological signals of any disruption of our physical and emotional balance, or homeostasis.

Hunger for instance represents a straightforward physical signal of low blood sugar, that prompts restorative action. If we ignore it, the stress will increase, and our mood will shift: we might move from mild irritation to full on anger, until we eat.

Emotions are a biological stress response to an imbalance in our external environment, driven by our fundamental social needs (inclusion, equity...) not being met. This is tightly connected to how we experience our relationships with others: partner, family, boss, colleagues and other important people in our life.

When our fundamental social needs (inclusion, autonomy, equity...) are not met, our system generates an emotional response, again a biological stress designed to draw our attention and prioritize resolution to deactivate the emotional signal.

In short, moods and emotions have evolved over millions of years to draw our attention to some level of depletion of our internal resources – our capacity. Inhibiting or suppressing those signals is a poor survival strategy.

### In the business world

For decades, “managing” (ignoring) moods and emotions has been not only expected but recognized as an ultimate leadership trait. It seems quite evident that this approach, otherwise called “regulating”, can be a disastrous strategy.

When leaders choose to mask these signals, rather than restore or resolve the underlying causes, they are likely to experience clinically predictable consequences of someone operating at low capacity:

- Diminished cognitive and emotional capacity, leading to lower work quality and productivity.
- Biased perception, cognition, and interactions in a negative direction, impacting information processing, interpersonal dynamics, and decision-making.
- Loss of empathy (a cornerstone of leadership) and authenticity (pretending all is well), leading to mistrust and more dysfunctional team dynamics.

In the long term, the biological toll of unresolved mood and emotion signals manifests in several critical outcomes:

- Physical and mental health challenges, including increased risk of burnout.
- Elevated likelihood of substance abuse as a coping mechanism.
- Compromised organizational effectiveness and company culture.

### What you can measure, you can resolve

Tracking moods, developing mood literacy, and working out restoration or resolution strategies, is at the heart of building sustainable high performance. In established organizations and start-ups alike, shifting our antiquated approach to feelings at work and educating leaders to manage capacity as a catalyst to peak performance represents a huge untapped opportunity.

By embedding sustained capacity in their management, leaders will in turn create environments and team culture where their people feel fully engaged, deliver higher levels of output, and thrive.

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*In partnership with [CHX Performance](#). From *The 4R Model of Mood and Emotion for Sustainable Mental Health in Organisational Settings*, Professor Christopher Beedie, 2022*