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Resilience Program Strawman



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Introduction

"Often when organisations ask for resilience work, the underlying issue turns out to be broader than resilience itself – so it helps to first understand what the organisation is currently experiencing."

"Do you think resilience here is being asked of people because the system is demanding too much, or because capability needs strengthening – or both?"

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Resilience = Individual + Organisational

Resilience is not simply an individual well-being issue.

It is an organisational capability created when leaders build environments where people can think clearly, speak honestly, recover quickly, and sustain performance under pressure.

At 3Qetc, we see resilience as the interaction between:

Self-awareness of the individual

Quality of leadership behaviours

Psychological safety of teams

Clarity of role, priorities and expectations

Strength of relationships across the organisation

This means resilience cannot be solved through isolated well-being interventions alone.

It requires work at both:

Individual level

And

Organisational system level

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A 3Qetc Strategic Position on Resilience

Resilience is not simply an employee skill. It is an organisational capability created when leaders build environments where people can think clearly, recover quickly, speak honestly, and remain effective under pressure.

Our strategy becomes two parallel tracks:

Track 1 – Create the Environment for Resilience

(leadership responsibility)

Track 2 – Build Individual Mental Fitness

(Individual development)

3Qetc ICE model (leadership framework) (Internal Journey | Context | External Journey):

- Internal Journey = self-awareness, self-regulation, self-compassion
- Context = organisational systems, role clarity, leadership hygiene
- External Journey = relationships, stakeholders, trust, performance under pressure

10 Questions to understand context



We have 10 Questions to understand more:-

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Questions

1. When you use the word resilience, what are you currently noticing that concerns you most?

Because Leaders often say resilience when they may mean:

- fatigue
- lower accountability
- slower execution
- emotional fragility
- leadership inconsistency
- resistance to pressure

2. Where do you most visibly feel pressure in the organisation at present – senior leaders, middle management, frontline teams, or across all levels?

This immediately reveals whether:

- pressure is concentrated
- Leadership layers are failing
- The middle layer is overloaded

This often uncovers where resilience is actually breaking.

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Questions

3. If you stepped back honestly, what do you believe people in your organisation are finding hardest right now?

This invites empathy without accusation. Often, the real answer becomes:

- ambiguity
- constant change
- too much work
- unclear priorities
- difficult managers

4. Do you believe the current challenge is primarily about resilience, or could it also be about clarity, accountability, leadership behaviour, or culture?

This is one of the most important questions.

Because often “resilience” is a proxy word.

You are helping Leaders distinguish: symptom **versus** cause

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Questions

5. What behaviours are you currently seeing that make you think resilience needs attention?

This grounds the conversation in evidence. Possible answers:

- lower energy
- avoidance
- conflict
- defensiveness
- poor collaboration
- silence

Each answer points to different interventions.

6. How safe do you believe people currently feel to speak honestly upward when workload, pressure, or leadership behaviour is difficult?

This introduces psychological safety without jargon overload.

A strong leader often pauses here.

Because many have never explicitly considered this.

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Questions

7. Across your leadership group, where do you think resilience is strengthened – and where is it unintentionally weakened?

This prevents blame. It also introduces:

Leadership creates resilience or weakens it. (Very important.)

8. With five generations now potentially working together, do you believe leaders fully understand how differently pressure, feedback, and expectations are experienced?

This helps him reflect on generational assumptions. Especially important for transactional leaders. Because often:

Boomer leaders interpret:

- questioning = weakness
- emotional language = fragility

Whereas younger employees often interpret:

- silence = disengagement
- lack of feedback = neglect

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Questions

9. If I asked your people privately what most drains energy here, what do you think they would say?

This is often the strongest question. Because it forces perspective-taking. It often reveals:

- meetings
- unclear priorities
- poor listening
- inconsistent leadership
- too much change

10. What do you believe people need more of from leaders right now that they may not be getting consistently?

This is the most useful closing question. Typical answers:

- clarity
- visibility
- calmness
- listening
- decisiveness
- recognition

This tells you what intervention is really needed.

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Diagnostic of Resilience

Start With Diagnostic Before Intervention

Before teaching resilience, we establish what currently weakens resilience inside this organisation using a short diagnostic phase:

3Qetc surveys :



Psychological Safety Survey



Leadership Hygiene Survey



People Leader Feedback Survey



Fulfilment survey



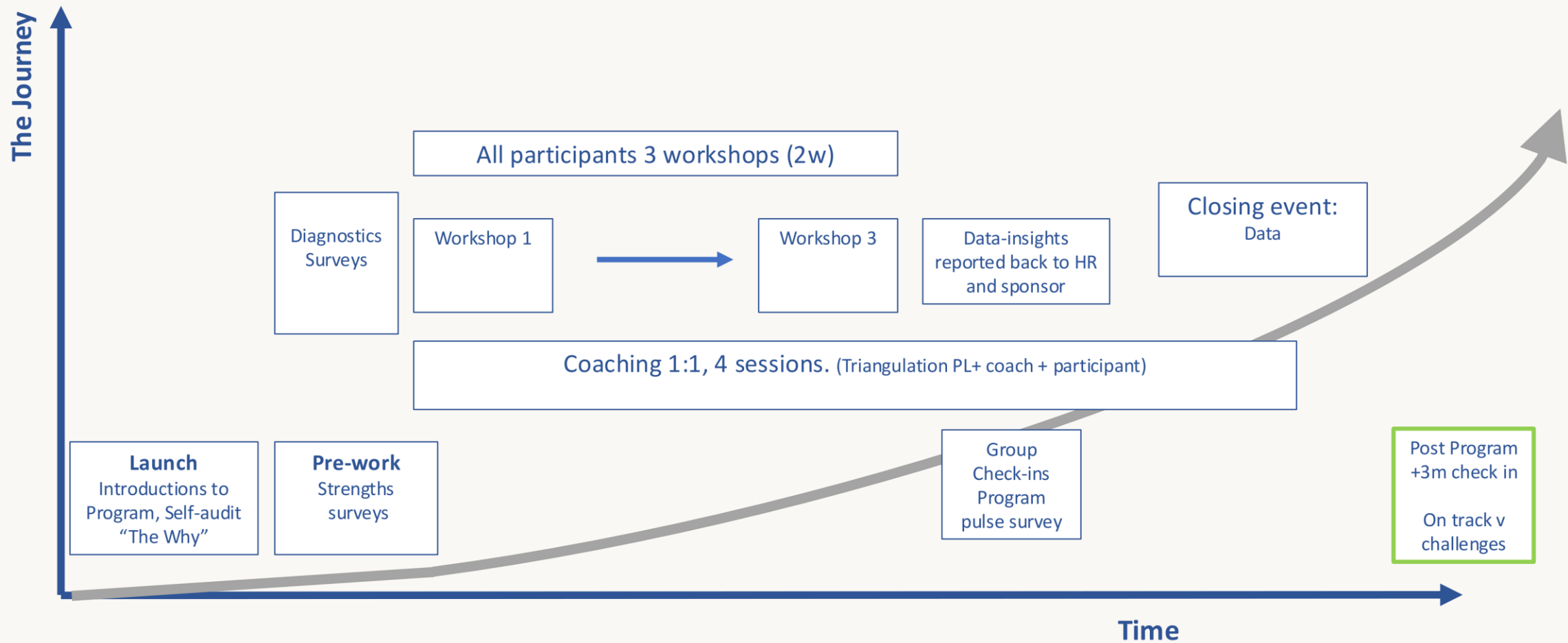
Working and leading from home survey(optional)

Understanding the psychological safety enablers

- where overload sits
- where trust is low
- where managers create anxiety unintentionally
- where communication blocks resilience

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“Strawman” 6 months overview



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3Qetc Tools Surveys & Frameworks

✓ Potential for resilience

Tools and Surveys

- ✓  **Strengths
- ✓  Stakeholder map
- ✓  Flourishing wheel
- ✓  Fixed growth mindset
-  Self-motivation
- ✓  Self-Esteem
- ✓  Self-compassion
-  Listening
- ✓  Self-regulation
- ✓  Emotional intelligence
-  Values exercise
-  Goal Approaches
- ✓  Burn out
-  Time management
-  Scaling
-  Harvard 3Qetc leadership
- ✓  People leader feedback survey
- ✓  Leadership hygiene

-  Working from home
- ✓  Fulfilment
- ✓  New leader fears
- ✓  Psychological safety
-  Career mind map
-  **WOW – work on wellbeing
- ✓  ACT Acceptance and Commitment Training
-  Corridor coaching

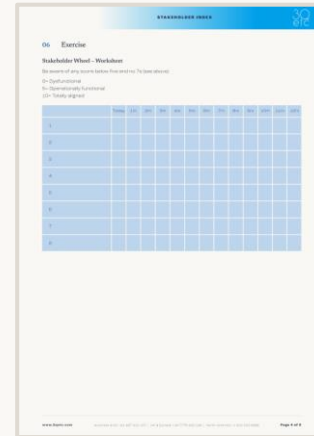
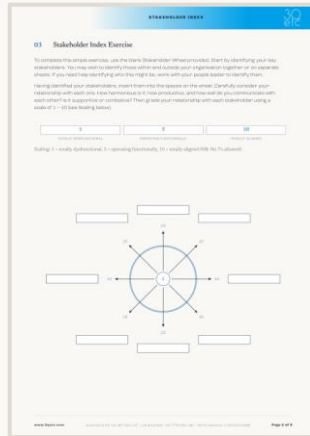
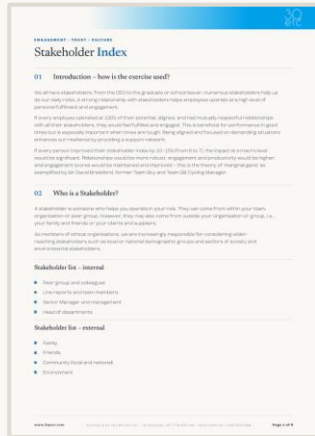
**External Strategic partners
Langley (Capffinity)

Frameworks

-  Goal theory
-  Goal hierarchy
-  Re-grow
- ✓  Effective language
-  Feedback
-  Unconscious bias
- ✓  Journaling
- ✓  Self-regulation worksheet
-  Reading the room

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Resources example – Stakeholder wheel co-branded



Introducing Alison Irons (AI Avatar) from the company development team explaining the stakeholder map exercise (3 minutes). (On 3Qetc website – under resources) (Edit company – to your company name, scripts in videos can edited for your company narrative).

Links:

[Alison Irons - \(3Qetc AI avatar\) Explains the Stakeholder Map](#)

[3Qetc - website and resources](#)

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Appendix

i	Resilience as five pillars
ii	ICE (Internal journey & Context & External Journey). LEADERSHIP MODEL
iii	The full self-Audit
iv	Our Data & insights
v	Data analytics (example of 400 executives – blind spots high-performing teams)

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Resilience as Five Interdependent pillars

1	Self-Awareness
2	Psychological Safety as the System Condition
3	Self-Regulation Under Pressure
4	Relational Resilience
5	Leadership Practices That Prevent Fragility

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Self Awareness

Without self-awareness, resilience language becomes superficial.

Use:



Strengths profiling



Self-compassion tool



Fixed/Growth Mindset Survey



Emotional Intelligence Survey



Self-Regulation worksheet Survey



New Leader Fears survey

Goal:

Help individuals identify:

- what triggers them
- how pressure changes behaviour
- what drains energy
- what blind spots appear under stress

3Qetc self-audit framework is already ideal for this because it integrates multiple reflective dimensions rather than one psychometric snapshot

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Psychological Safety

Psychological safety means:

- speaking up early
- asking for help
- admitting uncertainty
- challenging respectfully
- surfacing mistakes without fear

Use:



Psychological Safety Index survey



Listening tool



Feedback framework



Effective language



Leadership hygiene

"We do not build resilient people in unsafe systems."

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Self-regulation under pressure

This is where resilience becomes behavioural.

Use:



Self-compassion



Fixed growth mindset



EQ



ACT (Acceptance & Commitment Training)



Journaling



Emotional regulation

Teach leaders:

Pause → Notice → Reframe → Respond

This is much stronger than generic stress advice.

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Relational resilience

"Resilience is partly relational intelligence: who drains you, who supports you, where tension sits, and where trust must be repaired."

Many executives underestimate this. Pressure weakens relationships before performance collapses.

Use:



Stakeholder Map



Feedback



Effective language



Listening



Reading the room

Our stakeholder map is especially powerful because resilience often fails where relationships are unmanaged.

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Leadership Practices That Prevent Fragility

This is where many resilience programs fail because they stop at wellbeing.

Use:

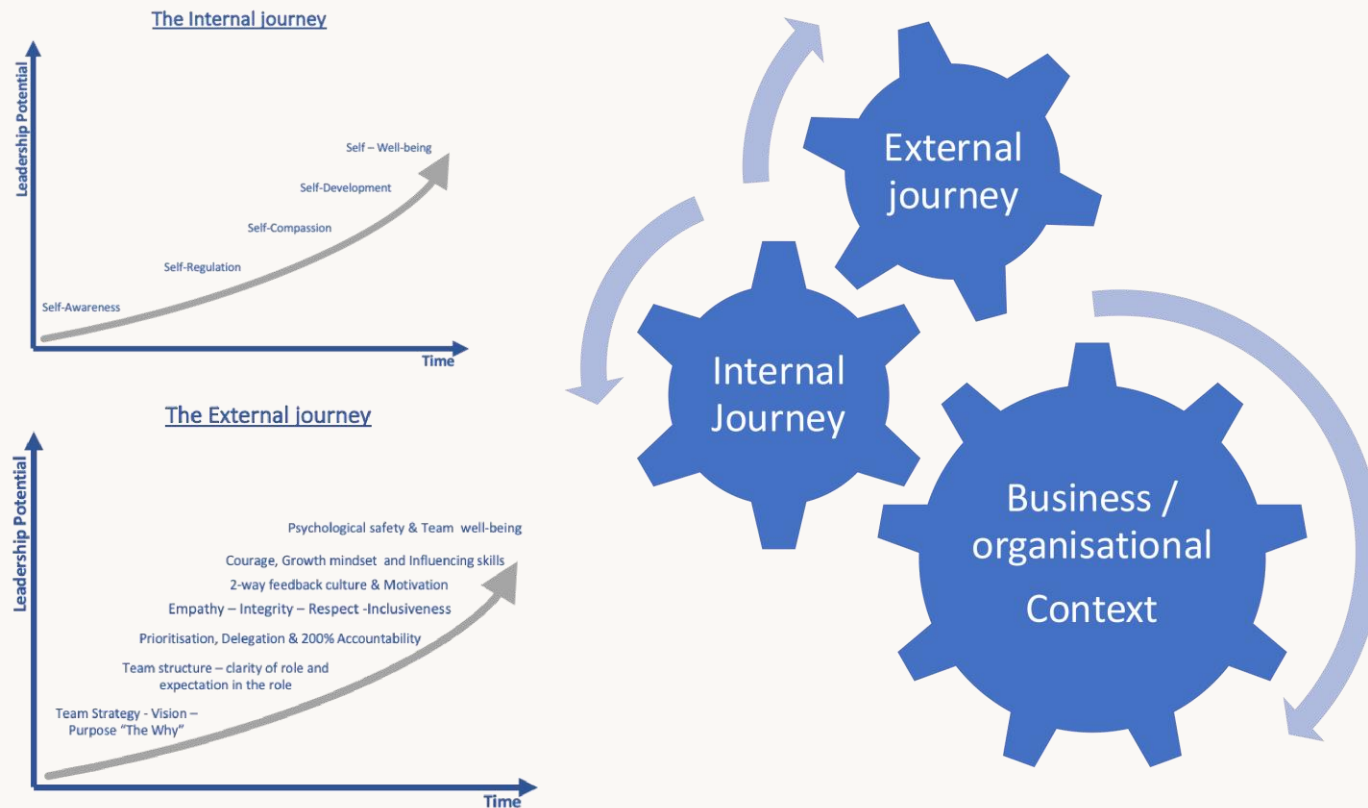
- Leadership hygiene
- Clarity of role
- Prioritisation
- Delegation
- Accountability
- Capacity model

Own mindful leader model already identifies:

- role clarity
- prioritisation
- delegation
- accountability
- team wellbeing
- as external resilience conditions.

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I.C.E. Internal journey & Context & External Journey Leadership model

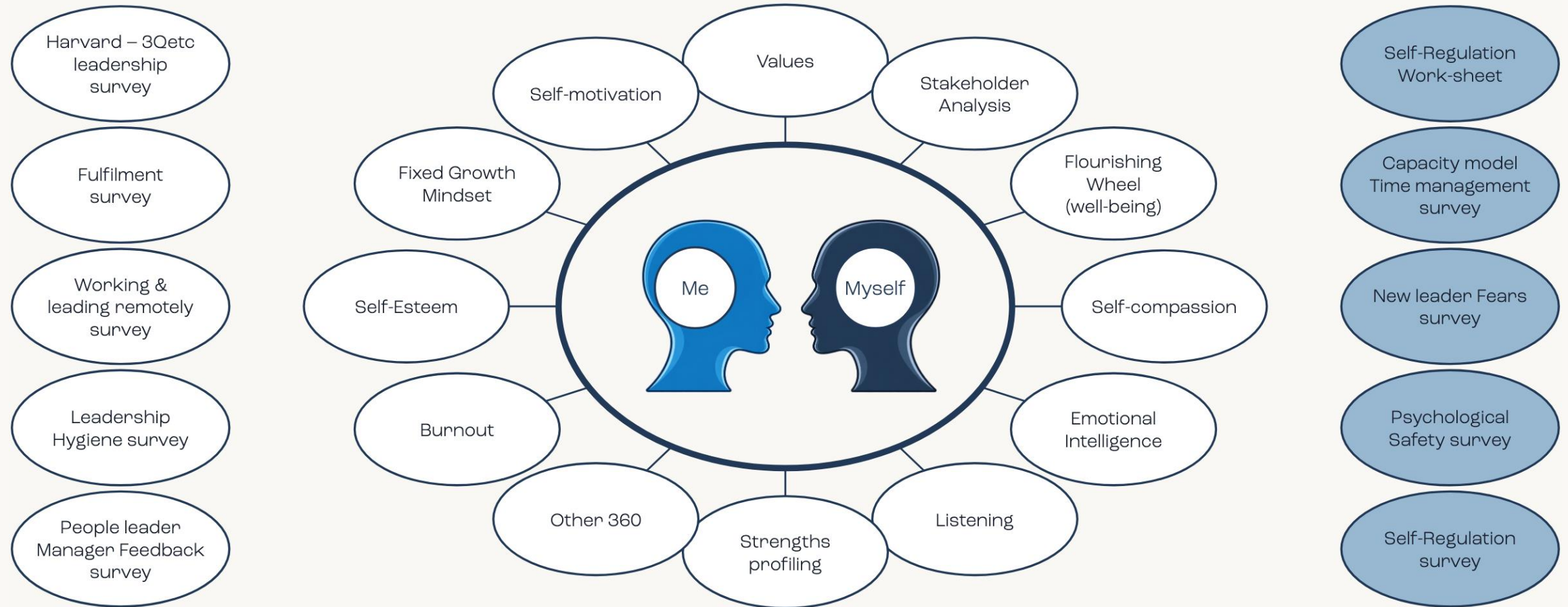


Context

- Organisation's strategy, Vision, purpose "The Why"
- Organisational Culture & Values
- Leadership Hygiene
- On-boarding
- Development – Training
- Collaboration & Innovation
- Internal & External Stakeholder Management
- VUCA environment
- Customers & Clients
- Growth & Performance
- Technology
- Data insights - AI

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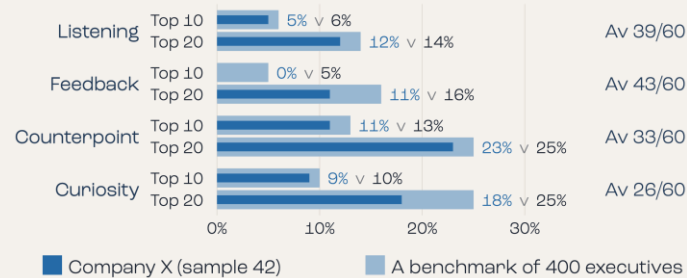
The Full Self-audit



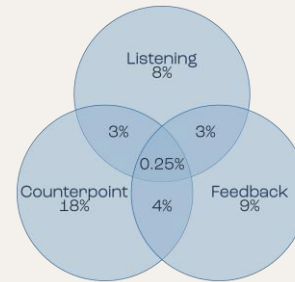
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Our data, analytics & insights

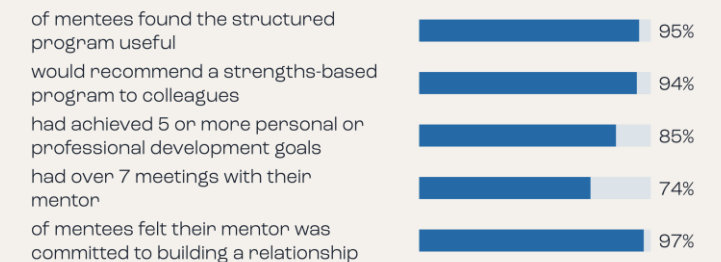
A benchmark of 400 executives V Company X (sample 42)



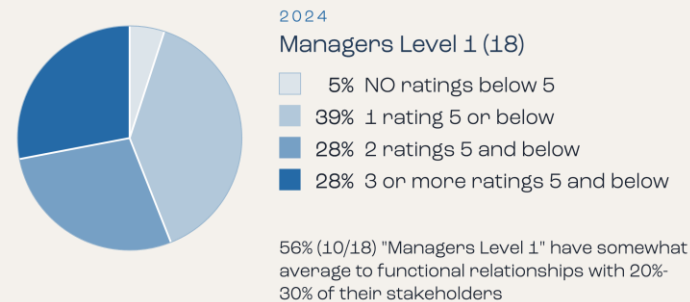
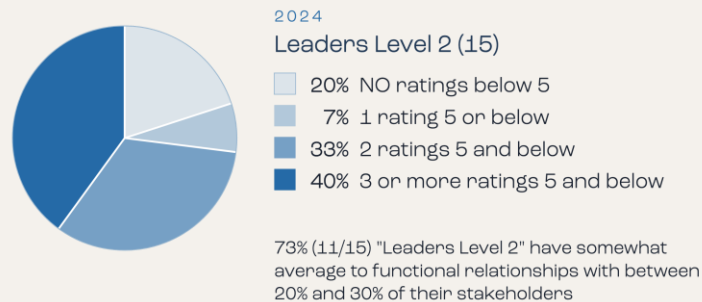
% distribution of participants that had these communication strengths in their top 20 Strengths. Sample size: 400 executives



End of 12-month mentoring program client survey (150 participants)



Stakeholder relationship mapping data



The Leadership Lens: What 39 Leaders Told Us

Insights from 39 leaders following a leadership development program with 1:1 coaching. Exploring performance improvements, business risks and opportunities over the next three years.



The takeaway: Collaboration, leadership and aligned incentives unlock potential.

Scores reflect the relative importance of each theme, not respondent percentages.

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Strengths Survey- High performing teams – Blind spots- 400 executives (Benchmark)

CAPPFINITY online strengths test.
60 strengths across four domains
(realised and unrealised
strengths, Learned behaviours
and weaknesses) and split 60
strengths also across five families :

- Communicating
- Being
- Motivating
- Relating
- Thinking

Sample:

- 9 Organisations
- 400 Executives
- CEOs, GMs , MDs , Leaders,
- 61% male. 39% female

Conclusion

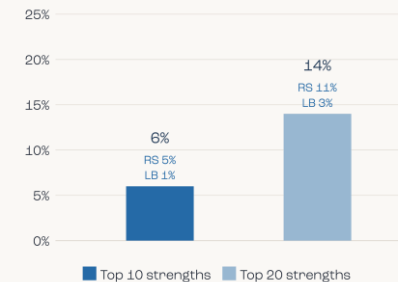
- Observations in the communication family, listening , feedback and counterpoint are extremely poor.
- Implications on the performance of leadership and high-performing teams
- Constructive work to be done on communication, language, and two-way feedback culture
- Work to be done on self-awareness of leaders

Example – output of strengths report summary:

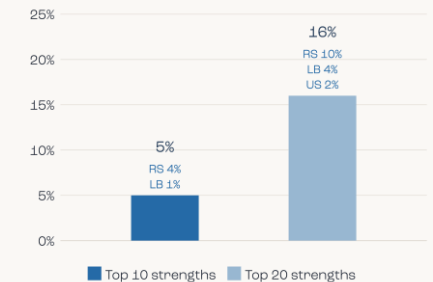


A sample of 400 executives:

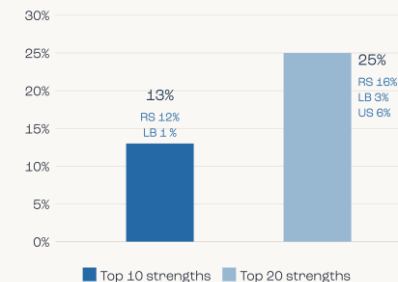
% of Participants with **Listening** in top 10 and 20 listed strengths



% of Participants with **Feedback** in top 10 and 20 listed strengths



% of Participants with **Counterpoint** in 10 and 20 listed strengths



% of Participants with **Curiosity** in top 10 and 20 listed strengths

