Resilience Dimensions → Integrity Principles ↓	Absorption The capacity to withstand stress and pressure without fundamental compromise	Recoverability The ability to return to optimal functioning after disruption or setback	Adaptability The flexibility to modify approaches, structures, and strategies in response to change	Continuity The maintenance of core identity, values, and essential functions through transformation	Learning The integration of experience into enhanced capacity and evolutionary growth
Intentional Clarity Clear, documented purpose, vision, mission, core beliefs, cultural ethos, brand identity, values and objectives (strategic intentions).	**Intentional clarity** grounds our interpretations, choices, and actions allowing us to congruently integrate disruptions and new realities into how we show up.	**Intentional clarity** increases the speed of recovery by limiting choices and guiding the creation of congruent viable pathways that align with strategic intentions.	**Intentional clarity** provides the guardrails for adaptability, ensuring that changes are necessary, pivots are consistent with strategic intentions and objectives are reset realistically.	**Intentional clarity** focuses attention on what remains unchanged and ensures that core elements of identity and purpose are preserved across transitions, while activity remains goal focused as far as possible.	**Intentional clarity** frames learning to ensure that it supports strategic future development, value creation and contribution.
	Question: How can our strategic intentions be more robust so that they act as a shock absorber when disruptions hit?	*Question: What does recovery mean in terms of our core ethos and how do our strategic intentions increase the speed of recovery.*	*Question: What does adaptability look like in our context and what core beliefs and cultural norms could we define and articulate to improve our future adaptability?*	*Question: What types of core commitment facilitate continuity in the face of significant disruption?*	*Question: What processes, rituals or routines ensure that we review and refine our strategic intentions regularly to ensure that they continue to support adaptive resilience.*

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Architectural Flexibility The strategic readiness and capacity of all tangible and infrastructural assets (including the structure, operational processes, financial capital, technology systems, people) to both absorb external disruption and to efficiently execute necessary modifications.	**Architectural Flexibility** provides resource buffers and elasticity so that structures bend, rather than break, under extra pressure.	**Architectural Flexibility** means that systems, resources, and operational processes are designed for rapid, low-friction, short-term reconfiguration and re-deployment, accelerating responsiveness and the return to full service.	**Architectural Flexibility** allows for efficient, high-speed modification and redeployment of new structures, technology, and processes to match a new reality.	**Architectural Flexibility** allows for structural segregation and operational protection of essential core functions during large-scale changes.	**Architectural Flexibility** facilitates rapid, real-world assimilation, implementation and testing of new operational models derived from intellectual insights.
	Question: *Where are the rigidities in our structures, processes, or technologies, and how can we build in operational elasticity to prevent brittleness and failure?*	***Question:*** *How can we design our operational architecture and resource plans to accelerate the speed of functional restoration after a significant failure?*	***Question:*** *What practical changes to our systems (financial, technological, human) would reduce the friction, cost, and time of implementing adaptive changes?*	***Question:*** *How can our physical, operational and people architecture be modified to actively shield our most critical, essential functions from disruptive forces during a major transformation?*	***Question:*** *How can we make our operational and technological architecture more modular to allow for rapid prototyping and efficient integration of learned improvements?*

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Systemic Wisdom The quality, depth and flow of individual and collective sense-making, information processing, knowledge management, insight. cognitive processing and generative thinking.	**Systemic Wisdom** improves anticipation and accelerates accurate, high-quality threat assessment and contextual understanding, allowing for timely, preemptive mitigation actions.	**Systemic Wisdom** ensures rapid diagnosis, creative problem-solving, and informed decision-making to identify the most efficient and effective pathway back to optimal performance.	**Systemic Wisdom** generates novel interpretations and creative options, allowing the organisation to reframe external threats into internal opportunities for advantageous change.	**Systemic Wisdom** provides the analytical clarity to distinguish core essential functions from transient operations, ensuring that the right things are protected and transferred.	**Systemic Wisdom** transforms raw data and experience through reflective processes into integrated, actionable, and shared collective knowledge.
	Question: How can we improve the flow and quality of complex information to better understand and mitigate pressures before they become systemic crises?	*Question: What knowledge processes do we need, to ensure we can rapidly access the collective expertise and high-quality data required for recovery planning?*	*Question: How do we foster a culture of generative thinking and deep insight that consistently challenges our business assumptions and reveals original pathways for adaptation?*	*Question: How can we use our collective intelligence to better define and prioritise the essential functions and values that must be maintained into the future state?*	*Question: What processes can we create to ensure that insights from both successes and failures are systematically refined, captured, and integrated into our institutional memory?*

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Robust Relational Connectivity The quality, equality and trust-based sustainability of all relationships, connections and interactions within the internal and external ecosystem. .	**Robust Relational Connectivity** creates a dense, secure, high-trust social network that provides mutual support, solidarity, constructive feedback and efficient communication to distribute and manage collective stress.	**Robust Relational Connectivity** mobilises high-trust networks and unlocks valuable pathways and resources for rapid, co-ordinated cross-functional and collaborative responses needed to execute a swift and unified recovery plan.	**Robust Relational Connectivity** provides access to diverse external and internal perspectives, relationships, and resources needed for effective collaborative intelligence, collective agility and successful co-creation and execution of innovative responses.	**Robust Relational Connectivity,** cohesive bonds and high-trust relationships provide the loyalty and commitment that sustain continuity and hold teams and communities together even as structures and strategies change during turbulent times.	**Robust Relational Connectivity** forms a system of learning conduits, providing feedback, spreading insights and embedding collective collaboration and wisdom.
	Question: Where are our key internal and external relationships most fragile, and how can we actively strengthen them to better withstand systemic, shared pressure?	*Question: Who are the critical social connectors in our ecosystem, and how can we empower them to mobilize rapid, trusting support for immediate recovery efforts?*	*Question: How can we strategically diversify our relational ecosystem to gain the novel insights and collaborative partnerships required for significant adaptation?*	*Question: How do we ensure our relationships with key stakeholders are actively and deliberately nurtured through transformation, reinforcing the social fabric of the organization?*	*Question: What can we do to increase the level of candid, high-trust conversation so that we can learn more authentically and effectively from shared experiences?*

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Affective Resonance The systemic capacity to sense, process, and constructively respond to the emotional states, needs, and feedback of stakeholders, fostering psychological generativity and boosting trust-based engagement and collective morale.	**Affective Resonance** provides the systemic capacity and calm to sense and process collective stress, preventing negative emotional spirals and maintaining the psychological focus needed to withstand pressure.	**Affective Resonance** rebuilds collective emotional energy, morale, and intrinsic motivation , fostering the hope, optimism, and collective courage necessary for the sustained, positive effort of returning to optimal function.	**Affective Resonance** fosters the psychological context required for employees to embrace uncertainty, voice vulnerabilities, and commit to the necessary behavioral and identity change inherent in adaptation.	**Affective Resonance** connects individuals to unshakeable priorities and shared positive emotional experiences, reinforcing commitment and reducing burnout through structural or strategic changes.	**Affective Resonance** creates a compassionate and non-judgmental space for emotional debriefing, allowing the organisation to authentically confront and learn from the feelings generated by the experience.
	Question: How can we build leadership and team capacities that effectively deepen courage and assist people to navigate uncertainty and anxiety.	*Question: What specific, systemic actions can leaders take to acknowledge the emotional toll of disruption and actively restore the collective morale and psychological commitment during recovery?*	*Question: How can we cultivate greater emotional coherence across the organisation so people feel confident to champion and navigate significant uncertainty?*	*Question: How do we develop leaders who can hold space for others and provide a psychological anchor for those who struggle in times of great structural change?*	*Question: What emotionally intelligent debriefing processes can we develop to allow for vulnerability and to transform difficult emotional experiences into profound collective lessons?*