

How to build a resilient culture

NFA conference

Thursday 4th June 2026



Areas of expertise

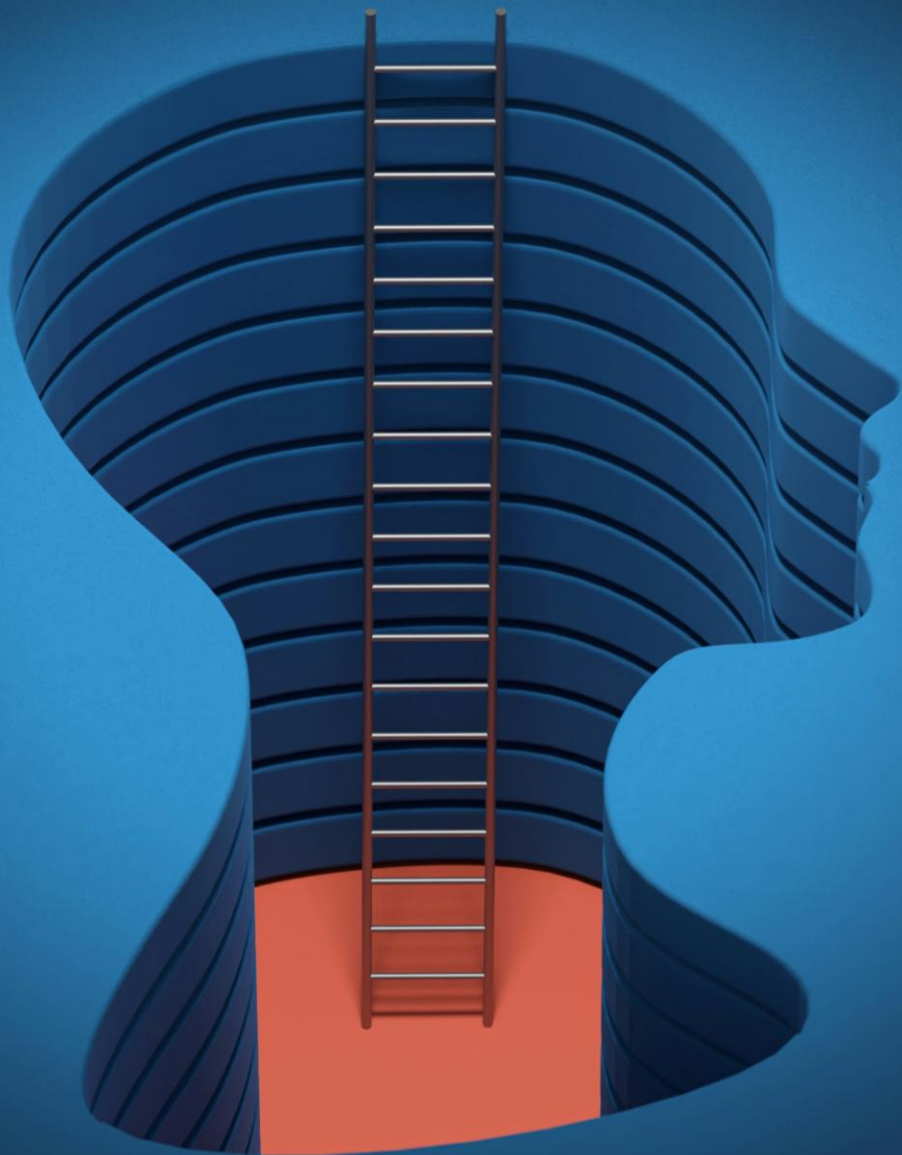


Designing and delivering Leadership programmes
Coaching leaders and their teams

Developing intentional organisational Culture

What I have come to know





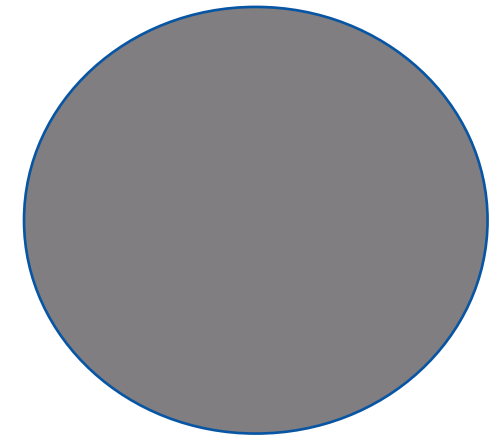
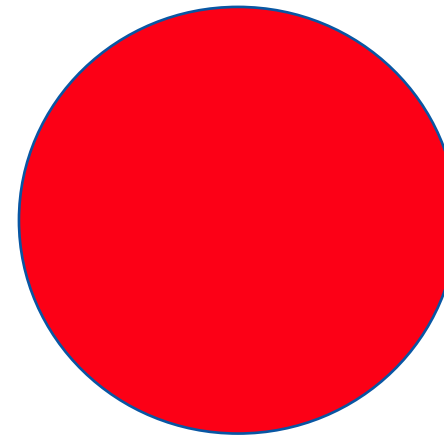
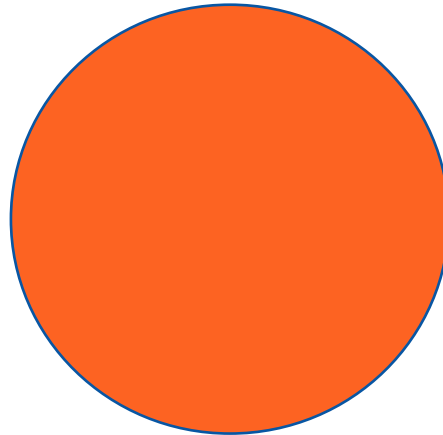
me.



Explanation of terminology

Conscious

Natural talent
that is recognised
and used



Text

Unconscious

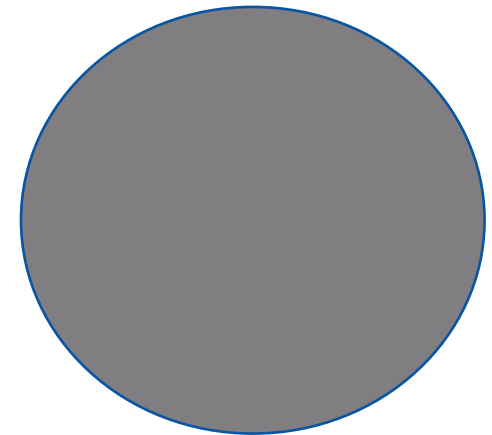
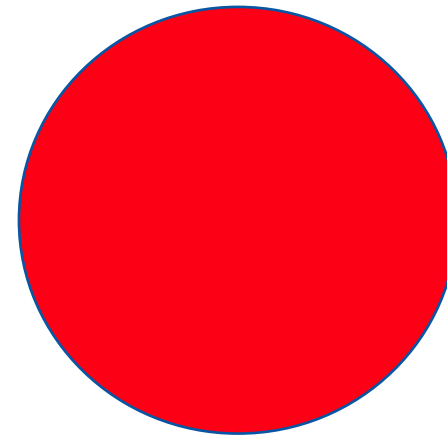
Will not take
energy and will
always serve you
well

Image



Explanation of terminology

Conscious



Text

Unconscious

Natural talent potential that is either not recognised or not used

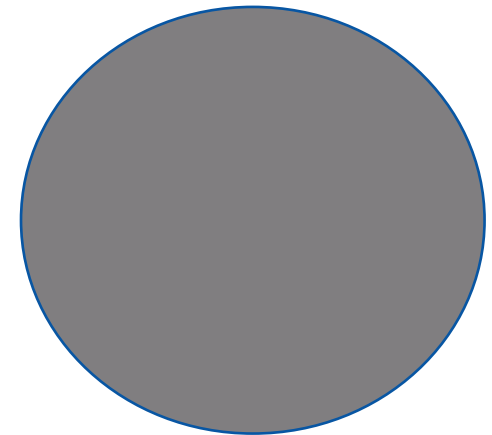
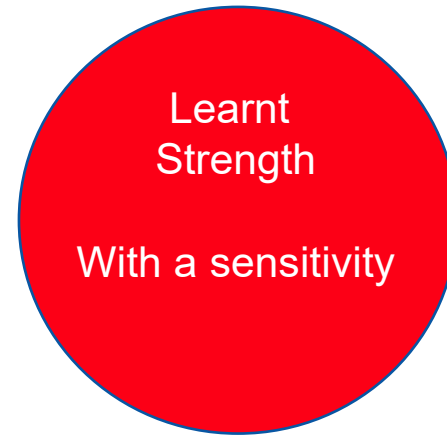
Will not take energy and will always serve you well

Image



Explanation of terminology

Conscious



Unconscious

Learnt strength that is recognised as a strength and used

Will take energy and has some pitfalls which can become blockers to high performance

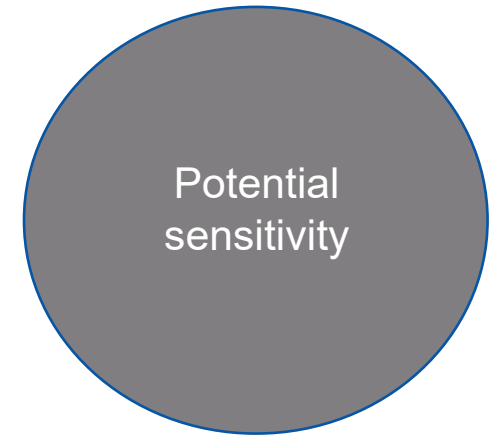
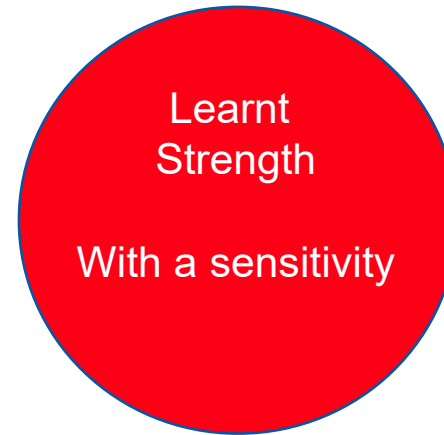
Text

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Explanation of terminology

Conscious



Text

Unconscious

Potential adaptive strength

Will take energy and has some pitfalls which can become blockers to high performance

Image



Explanation of terminology

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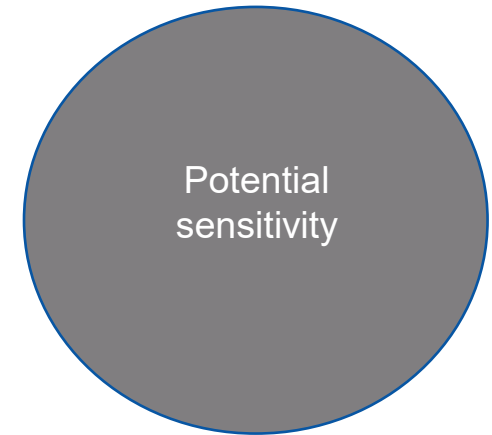
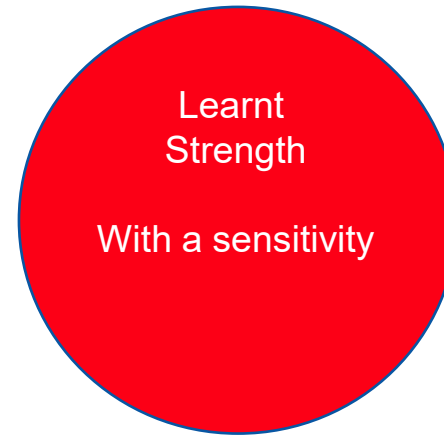
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Natural Talent that is recognized and used

Natural Talent potential that is either not recognised or not used

Learnt strength that is recognised as a strength and used

Potential adaptive strength



Unconscious

Image

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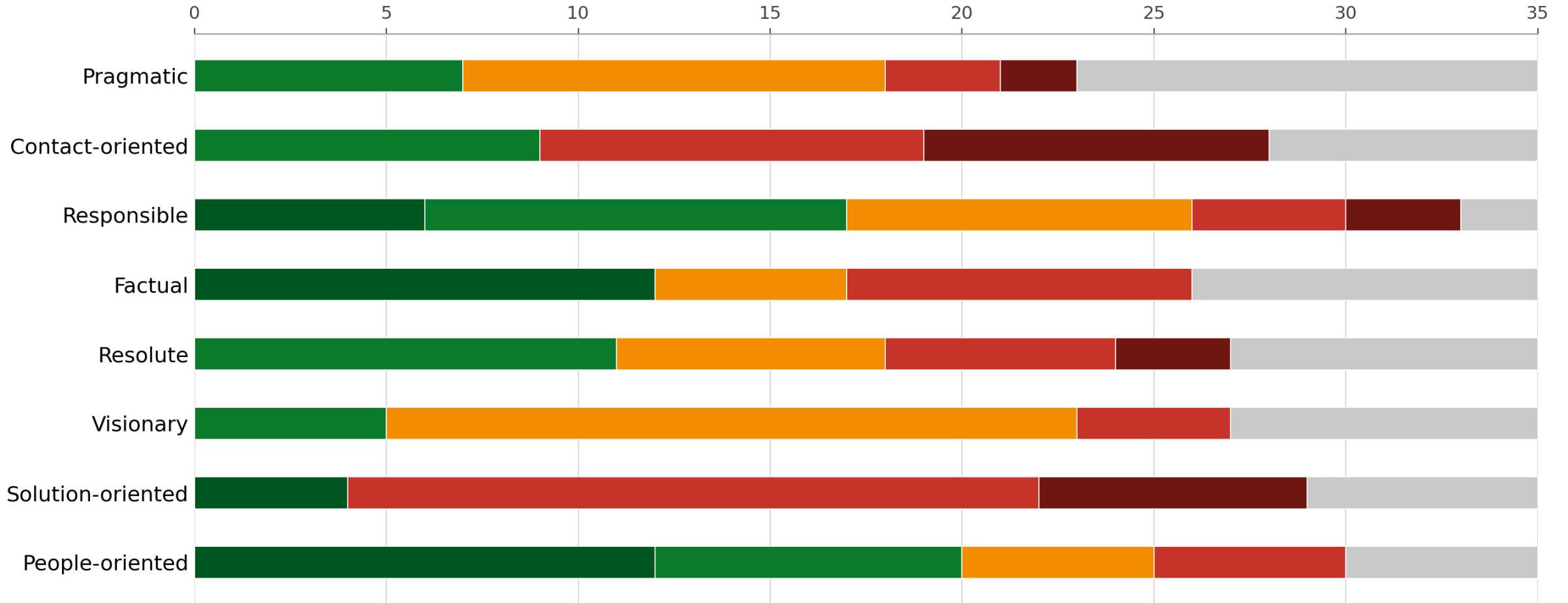
Natural Talent

Natural Under developed Talent

Learnt Strength With a sensitivity

Potential sensitivity

Frontline Housing Services Archetype Profile



■ Highly developed Natural Strength
 ■ Natural Potential
 ■ Highly developed Fragile Strength
■ Natural Strength
 ■ Fragile Strength



frontline_housing_archetype_profile

Archetype area	Highly developed Natural Strength	Natural Strength	Natural Potential	Fragile Strength	Highly developed Fragile Strength
Pragmatic	0	7	11	3	2
Contact-oriented	0	9	0	10	9
Responsible	6	11	9	4	3
Factual	12	0	5	9	0
Resolute	0	11	7	6	3
Visionary	0	5	18	4	0
Solution-oriented	4	0	0	18	7
People-oriented	12	8	5	5	0

Solution-Oriented

Adaptive behaviour under pressure

Adaptive behaviour

- Thinks in logic and workable solutions.
- Guards intellectual freedom; needs space to think.
- Regains control by analysing and fixing quickly

What goes wrong

- Under pressure, resists when feeling constrained or misunderstood.
- Active: can turn rebellious, self-important or explosive; sees things as unfair.
- Passive: can withdraw, go vague or elusive, and feel hard to reach.

Underlying fear

Being excluded, not belonging, or losing autonomy and freedom of thought.

What alleviates the fear

- Set clear context and simple decision processes.
- Offer freedom for their own ideas within a light framework.
- Be explicit about role, contribution and place in the group.

Collective principle

frontline_housing_archetype_profile

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Contact-Oriented

Adaptive behaviour under pressure

Adaptive behaviour

- Tries to stay connected, responsive and attuned to others.
- Adapts through flexibility, relationship-building and maintaining contact.
- Wants to be seen, heard and understood.

What goes wrong

- Communication can become excessive, unclear or over-explained.
- They may start pleasing others instead of speaking plainly and truthfully.
- Behaviour can swing between too much contact and pulling away completely.

Underlying fear

Being rejected, left alone, or not being seen, heard or valued.

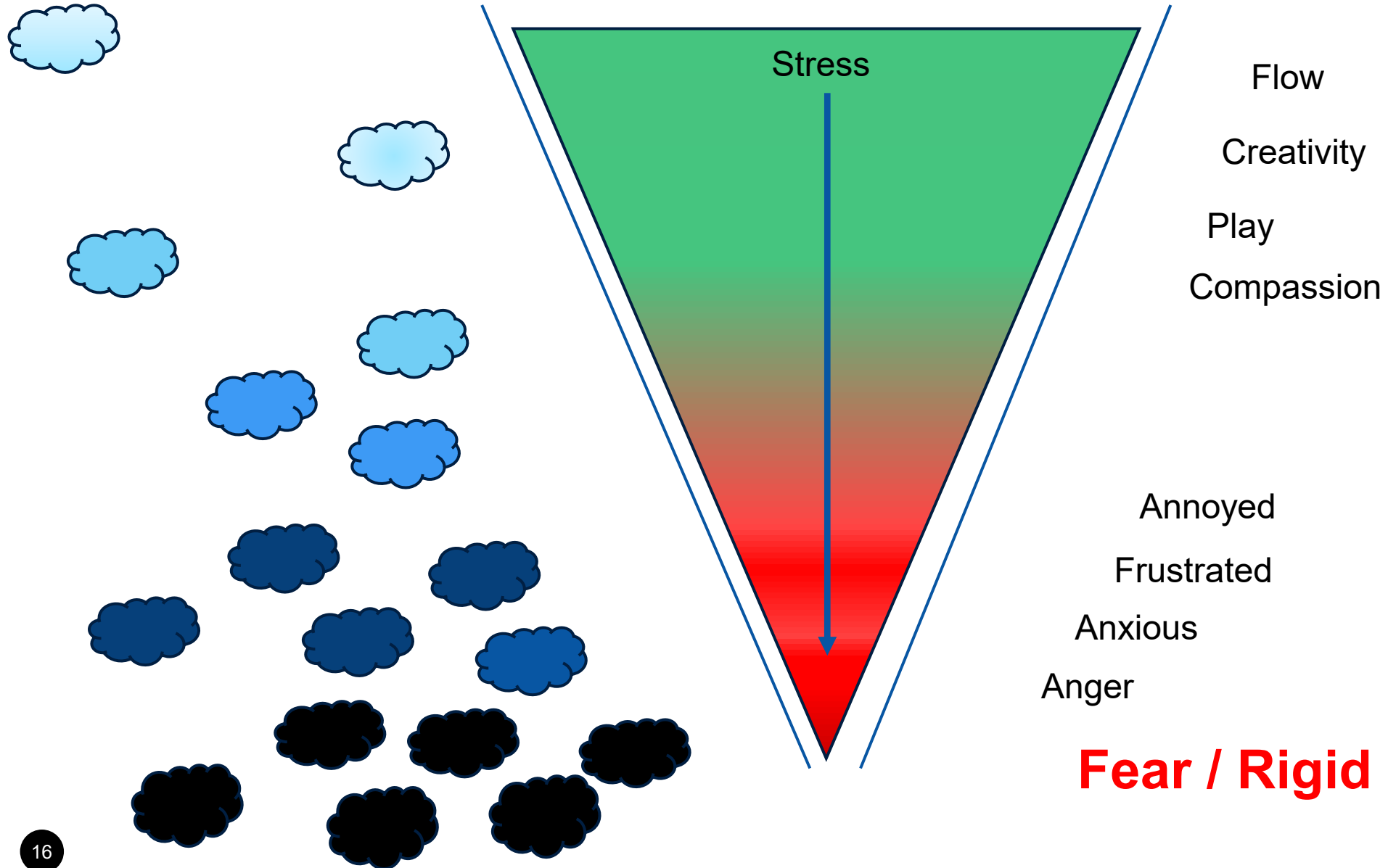
What alleviates the fear

- Make expectations, criteria and relevance explicit.
- Offer clear acknowledgement without requiring them to over-explain.
- Create steady contact with clear boundaries and reassurance.

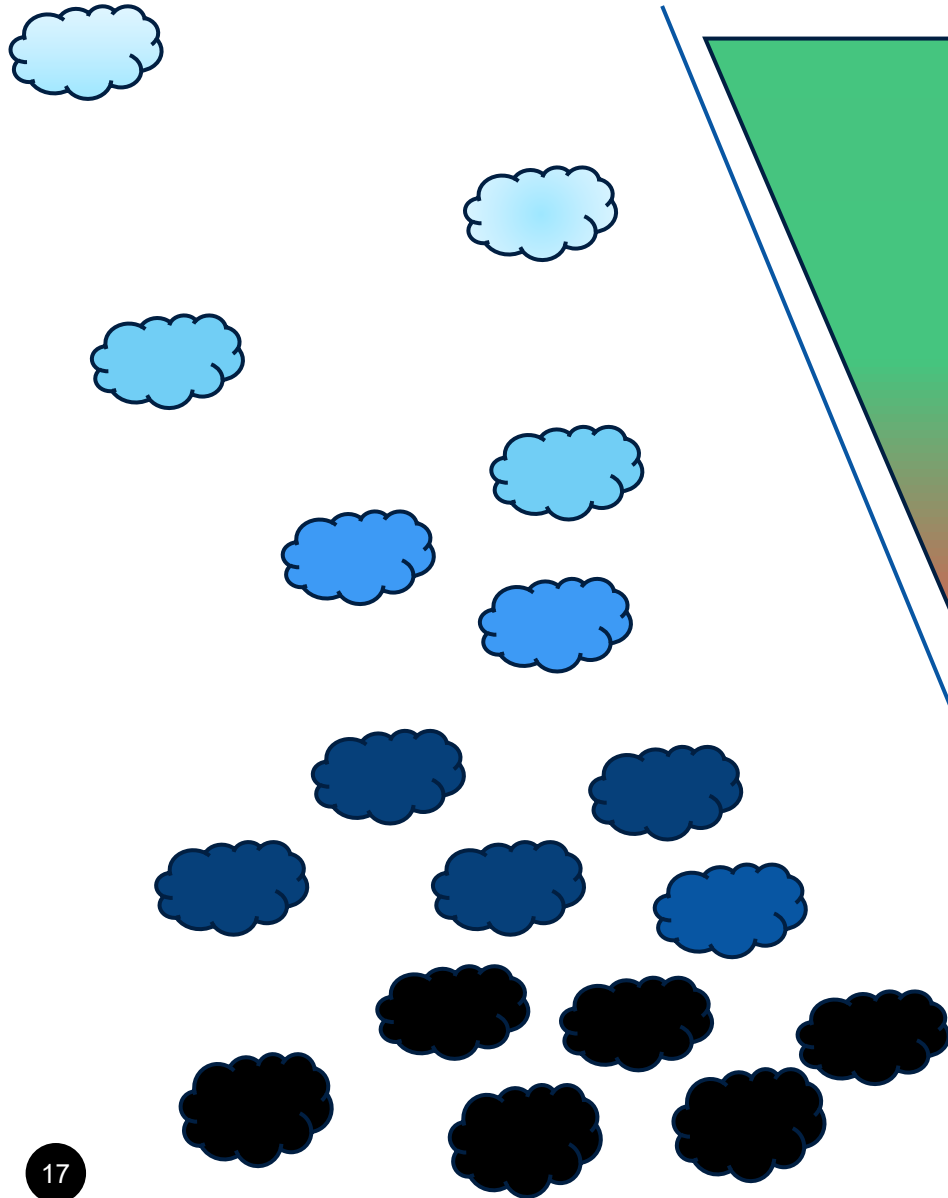
“Alone” principle

Thoughts

Openness / Flexible



Thoughts



Self awareness

Flow

Creativity

Play

Compassion

Annoyed

Frustrated

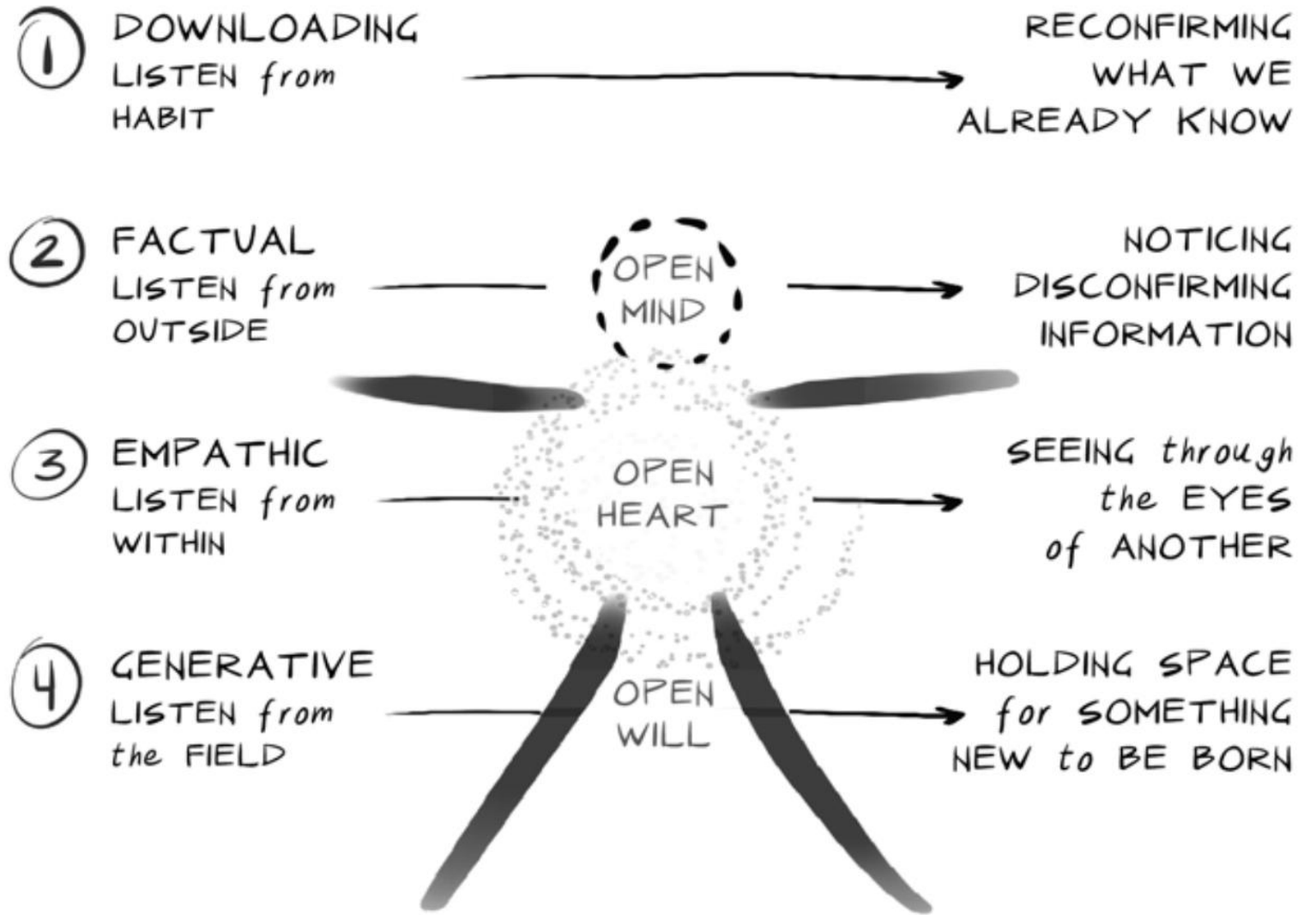
Anxious

Anger

Self absorption

Stress





Four Fields of Listening

The Essentials of Theory U - www.ottoscharmer.com

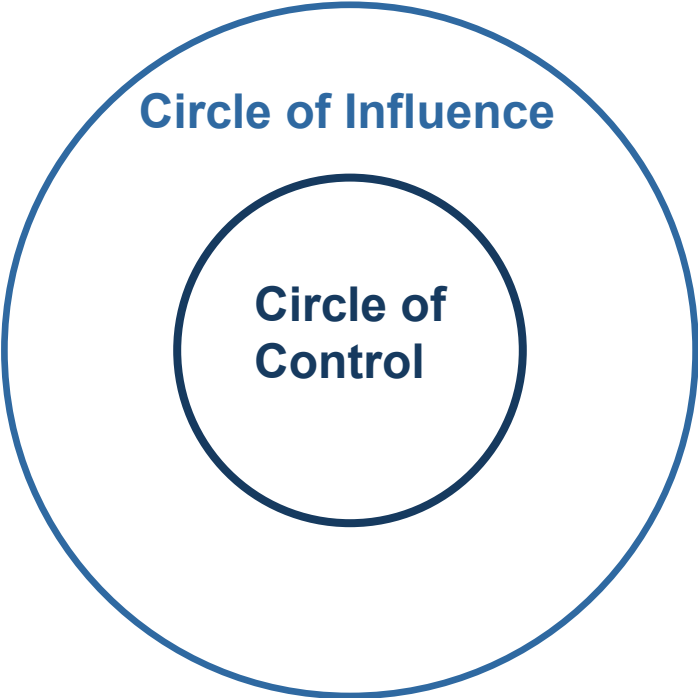
Circle of Control, Influence and Concern

A practical lens for boundaries, pressure and role clarity



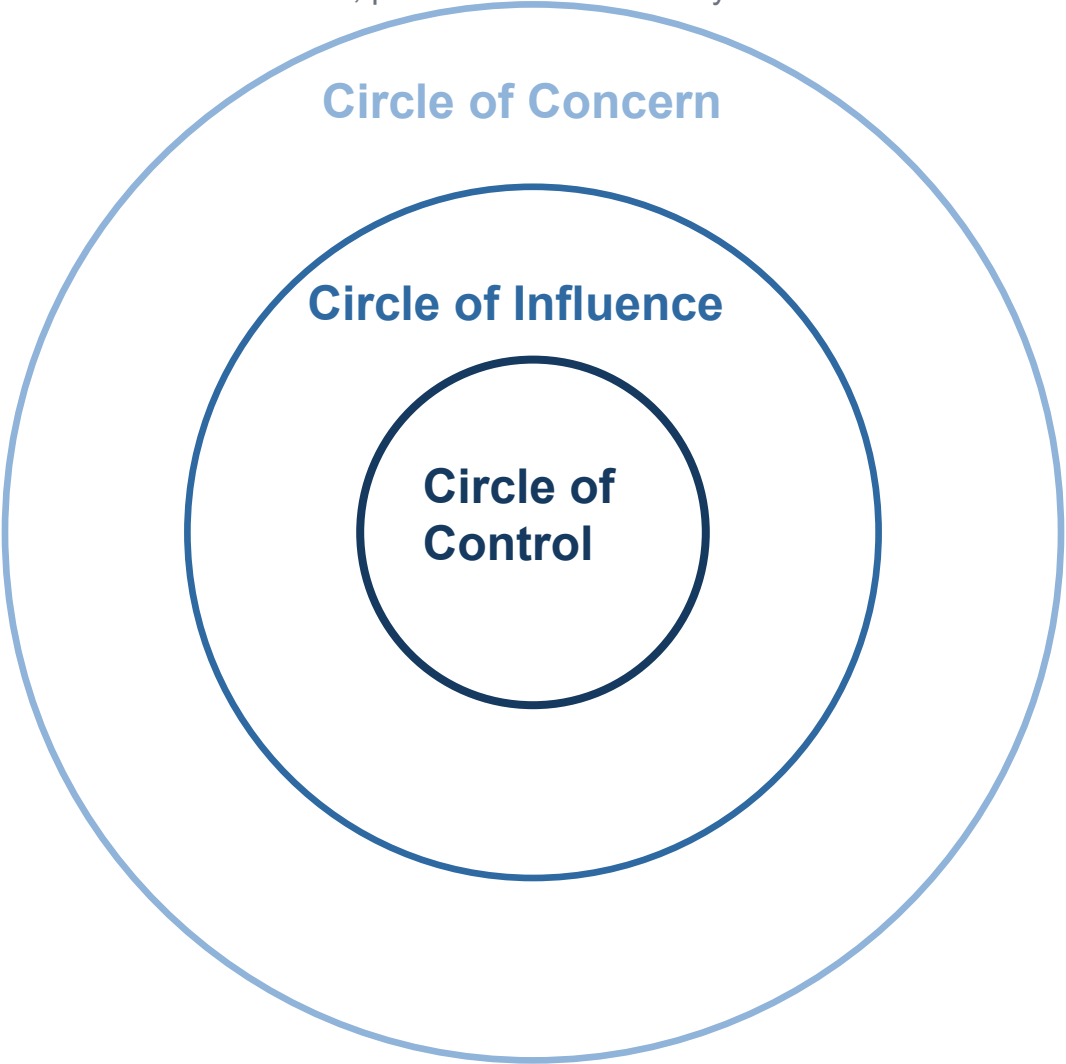
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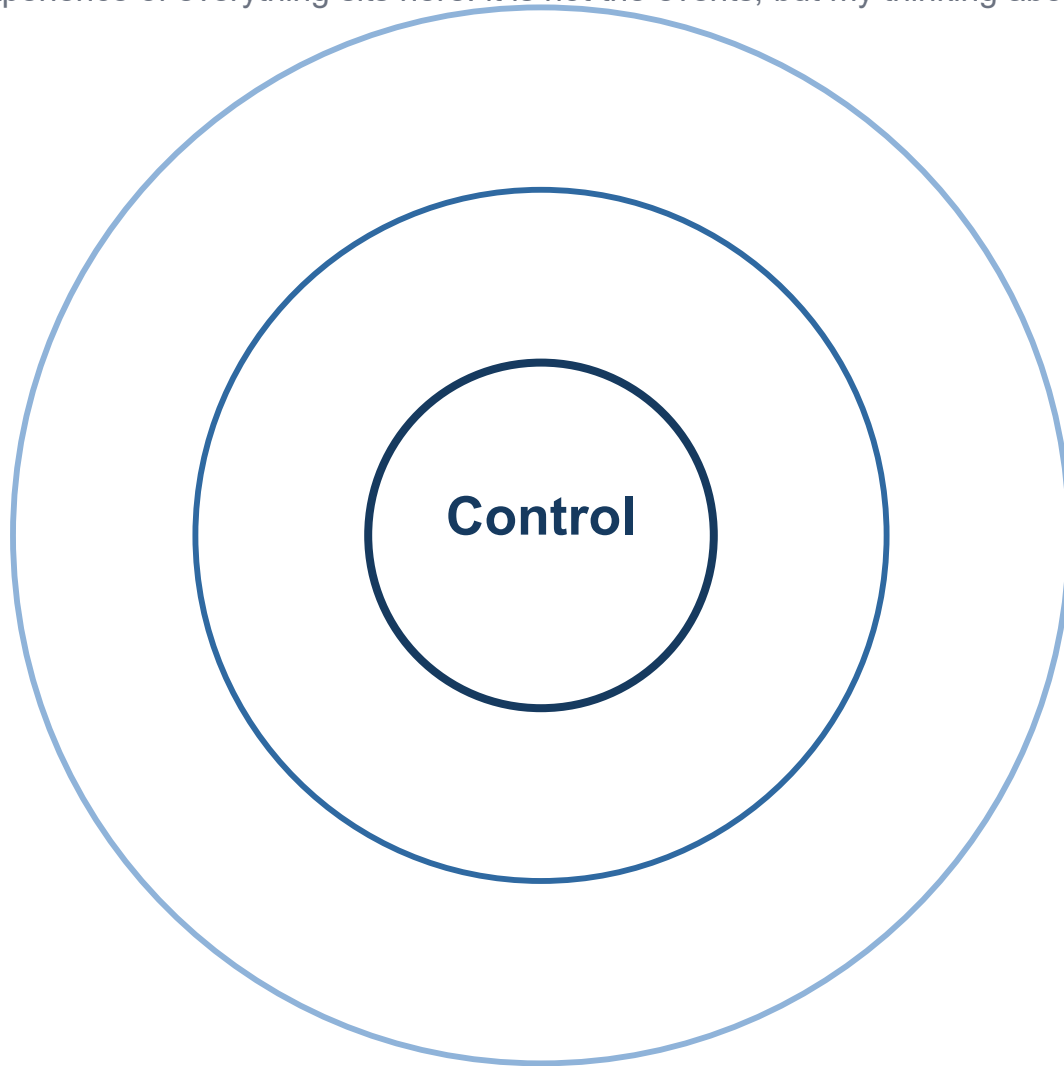
Circle of Control, Influence and Concern

A practical lens for boundaries, pressure and role clarity



Circle of Control

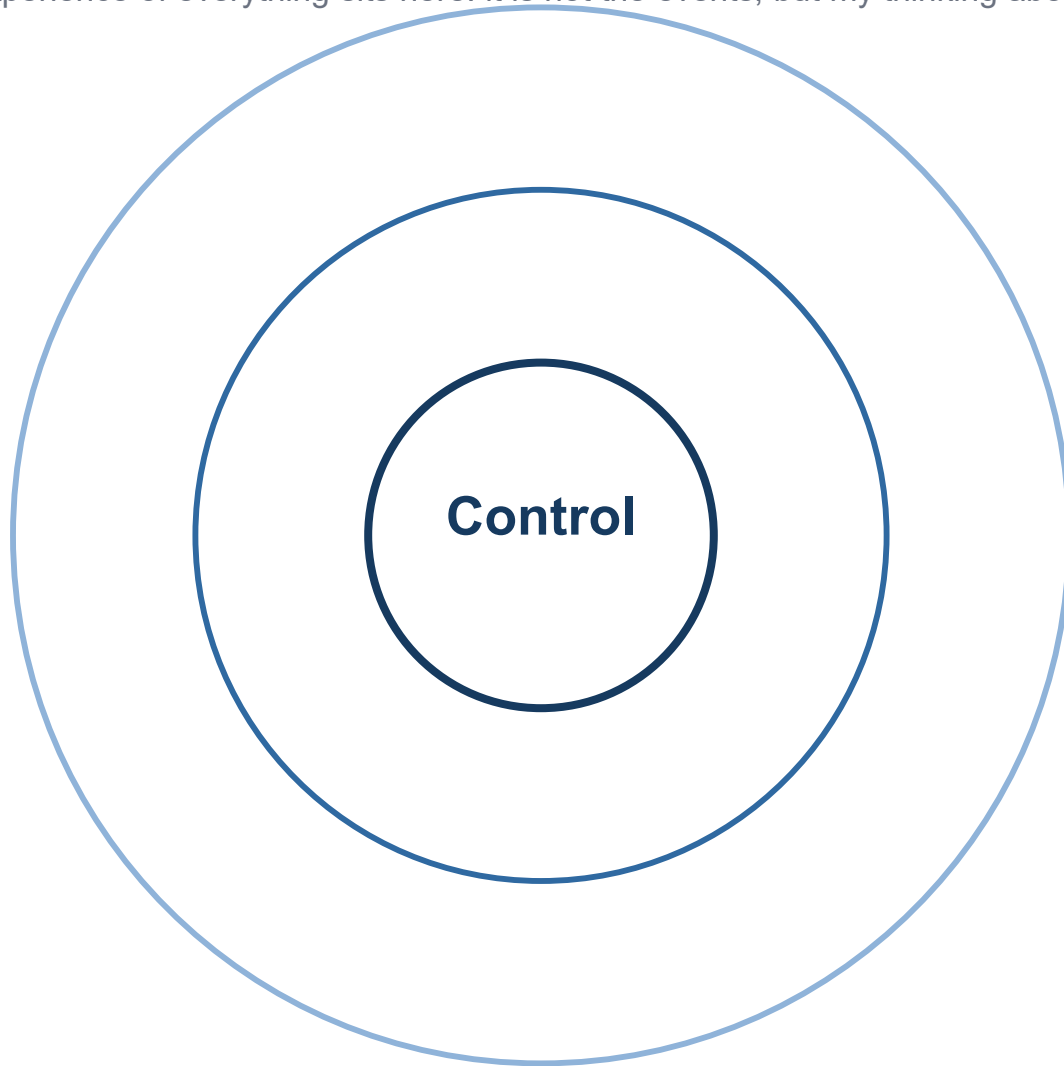
My experience of everything sits here: it is not the events, but my thinking about the events, that generates my feelings



- My thinking and interpretation
- My feelings and emotional regulation
- My tone, words and behaviour
- My boundaries and choices
- What I say yes or no to
- How I prioritise and escalate

Circle of Control

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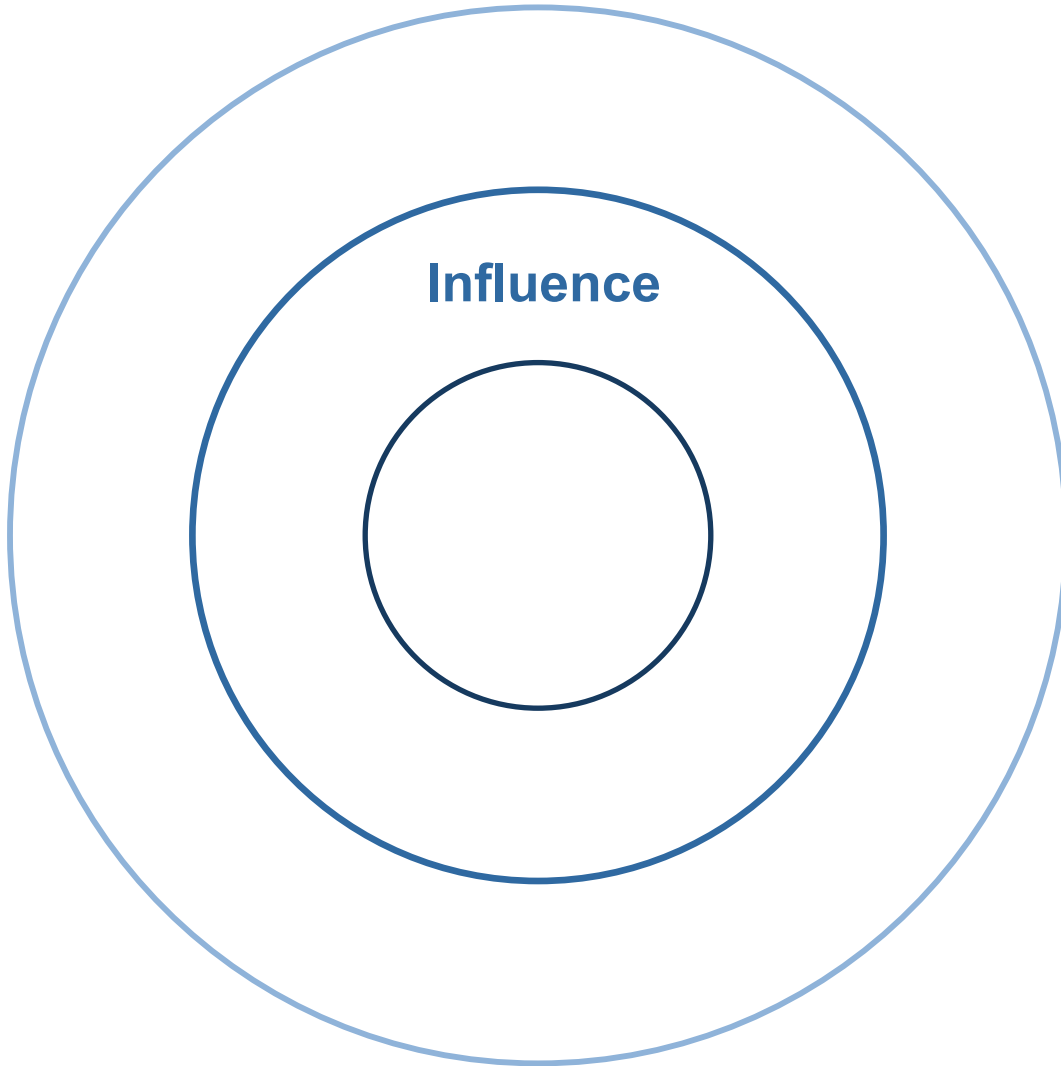


- My thinking and interpretation
- My feelings and emotional regulation
- My tone, words and behaviour
- My boundaries and choices
- What I say yes or no to
- How I prioritise and escalate

Example: I cannot control a resident's crisis, but I can control how I respond, what I promise, and whether I step into rescue mode

Circle of Influence

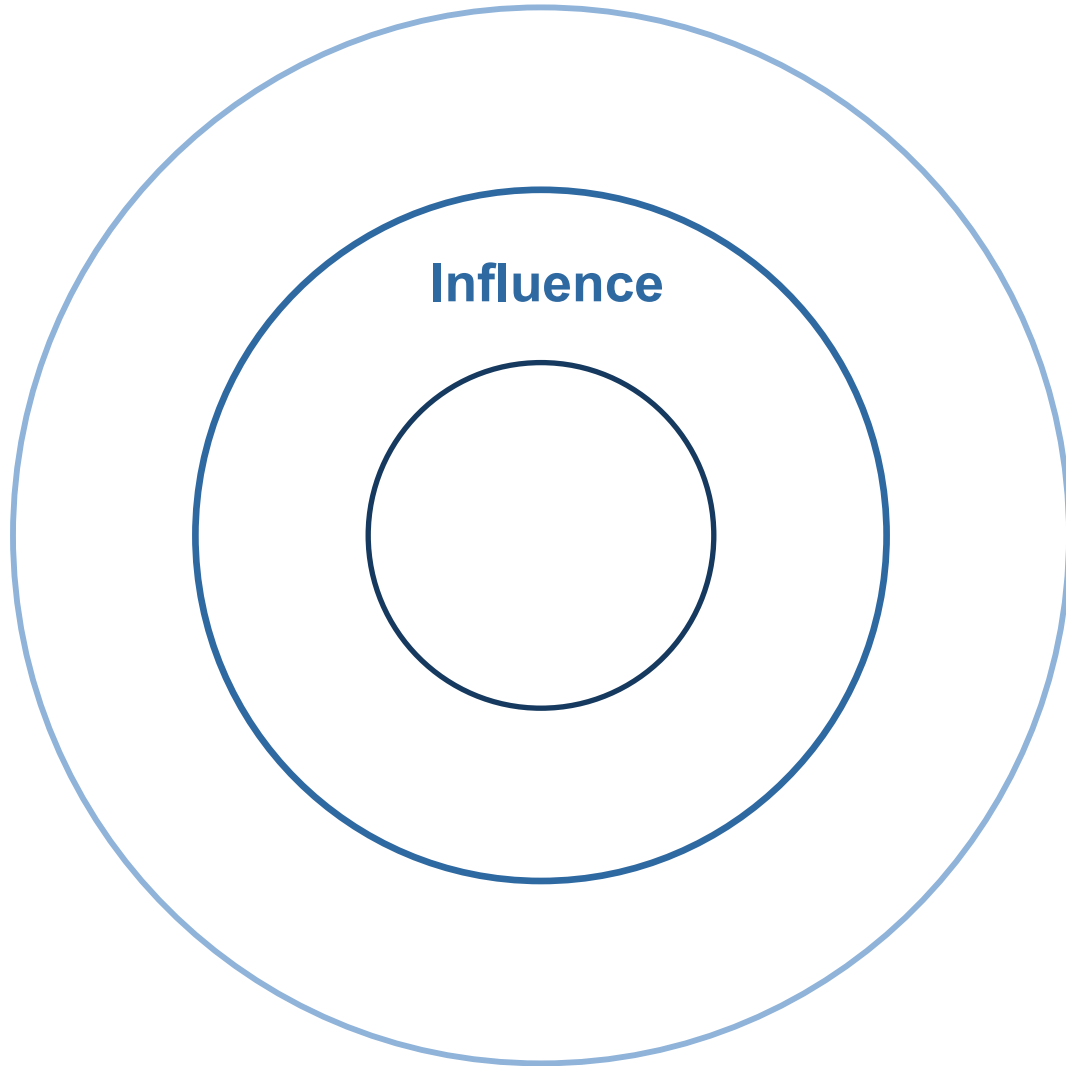
Where I cannot directly control the outcome, but I can shape what happens next



- The quality of conversations
- How clearly I explain expectations
- Referrals and signposting
- Partnership working and escalation
- How I coach or support staff
- The likelihood of agreement or understanding

Circle of Influence

Where I cannot directly control the outcome, but I can shape what happens next

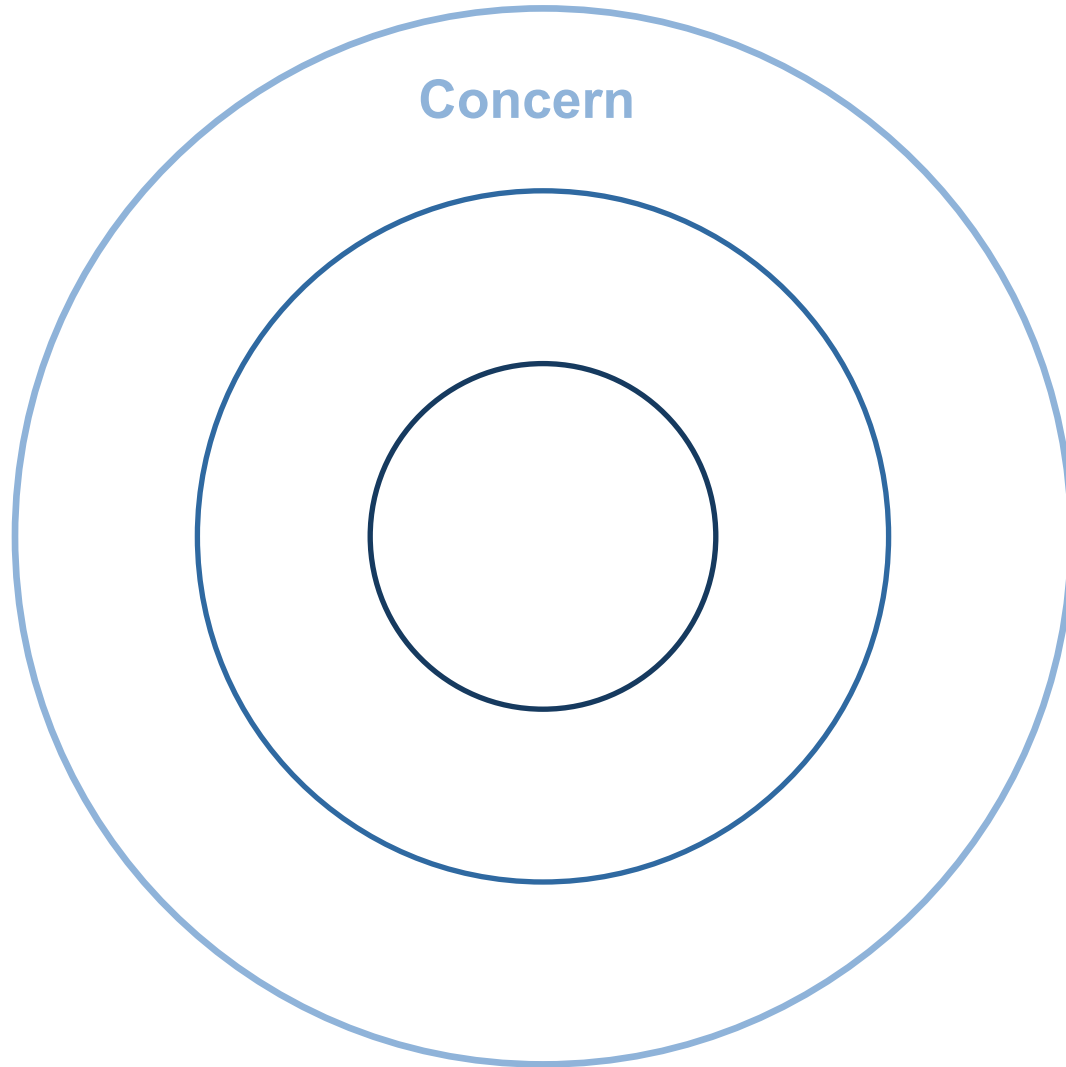


- The quality of conversations
- How clearly I explain expectations
- Referrals and signposting
- Partnership working and escalation
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Example: I may not be able to solve a welfare crisis, but I can influence whether the resident reaches the right service and whether my team holds consistent boundaries

Circle of Concern

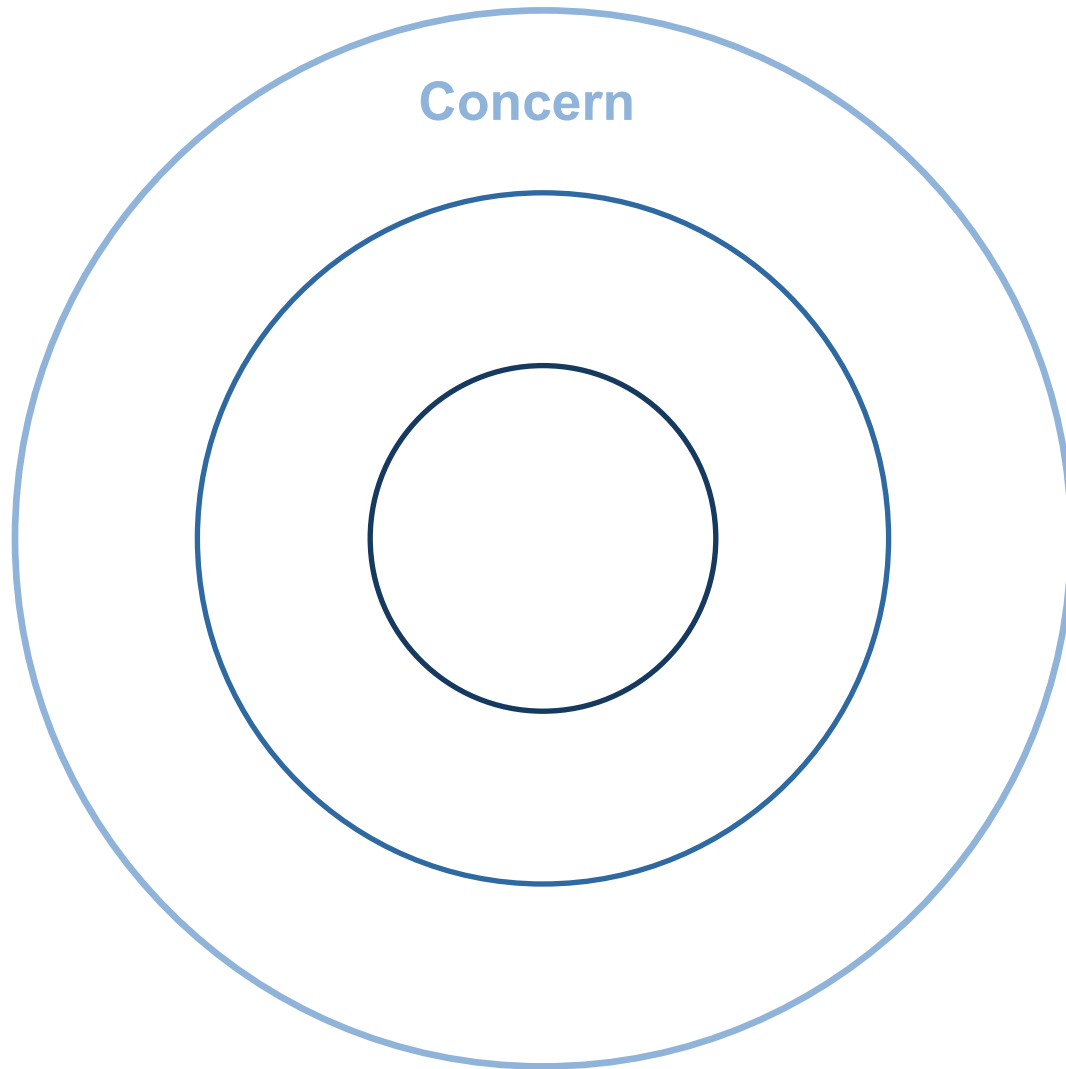
The wider pressures I care about but cannot directly control



- Poverty and cost-of-living pressure
- Other services stepping back
- Residents' life circumstances
- Policy, funding and system constraints
- Public expectations of housing officers
- Events outside my role or remit

Circle of Concern

The wider pressures I care about but cannot directly control



- Poverty and cost-of-living pressure
- Other services stepping back
- Residents' life circumstances
- Policy, funding and system constraints
- Public expectations of housing officers
- Events outside my role or remit

Example: I may care deeply that a resident has no food, poor mental health support, or repeated agency failure around them; concern is real, but if I try to take control ultimately there could be poorer outcomes for everyone

Applying the circles to customer facing housing roles

A boundary-setting prompt for leaders and frontline teams

Control

- My response
- My boundaries
- My words
- My referral decision
- My escalation choice

Influence

- Team clarity
- Partner conversations
- Resident understanding
- Workload conversations
- Local agreements

Concern

- Poverty
- Wider system gaps
- Resident choices
- Policy constraints
- Media pressure

Respond with Intention. Connect with Agreement.



RESPONSES NOT REACTIONS

Pause. Choose. Respond.



AGREEMENTS NOT EXPECTATIONS

Align. Connect. Commit.



PAUSE
Create space



CHOOSE
Lead your mind



RESPOND
With intention



ALIGN
Share openly



CONNECT
Build understanding



COMMIT
Move forward together

Conclusions



Any questions?

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