WORLD SCOUTING

Organisational resilience reflection questions

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Using the questions to identify action

These questions support an honest discussion about how well we prepare for, respond to, and learn from disruption. Consider each area using evidence from everyday practice, recent experiences and the perspectives of young people, volunteers and staff. Identify what works well, where arrangements are inconsistent and what could prevent essential activities from continuing.

As you work through the questions, note the evidence, the gaps it reveals and possible improvements. Where evidence is missing, identify what needs to be checked. The aim is to agree practical actions proportionate to your organisation's needs and capacity.

This is a self-assessment aid and not a precise diagnostic tool.

Insufficiently mature | Sufficiently mature but could improve | Mature, requiring ongoing vigilance

Level	Area	Outcome question	Sub-questions	Potential actions
Strategic	Leadership and Vision	To what extent are clear medium- and long-term plans communicated throughout the organisation?	Are priorities clearly documented? Do people across the organisation understand them? Are plans regularly communicated and updated?	Document medium- and long-term priorities clearly. Communicate them through multiple channels. Link team plans to organisational priorities. Review and refresh plans regularly.
Strategic	Culture and Behaviours	To what extent is the organisation's intended culture clearly defined and communicated?	Are expected values and behaviours clearly articulated? Do leaders consistently reinforce them? Are gaps between stated and actual culture addressed?	Define expected values and behaviours in practical terms. Ensure leaders model them consistently. Embed them in induction, performance conversations and decision-making. Address misalignment openly and early.
Strategic	Procedures and Management	To what extent are organisational risks identified, recorded and managed with appropriate resources?	Is there a clear process for identifying risks? Are risks recorded, reviewed and owned? Are sufficient resources available to manage them?	Establish a clear risk identification and review process. Maintain an up-to-date risk register with named owners. Allocate appropriate staff time, capability and budget. Bring risk into strategic planning discussions.
Tactical	Leadership and Vision	To what extent is there clear visibility and transparency of organisational needs throughout the organisation?	Are emerging needs visible to those who must act? Is relevant information shared across teams? Can leaders see where support is needed?	Improve internal reporting and information flows. Create clear channels for surfacing needs and issues. Use regular review points to identify pressure areas. Make responsibilities for escalation clear.
Tactical	Culture and Behaviours	To what extent are organisational processes and resources consistently managed in alignment with the organisation's defined culture?	Do processes reinforce expected values and behaviours? Are resources allocated in line with priorities and values? Are inconsistencies identified and corrected?	Review management processes for alignment with stated values. Ensure budgeting, staffing and planning reflect priorities. Train managers to apply standards consistently. Monitor and correct inconsistencies.
Tactical	Procedures and Management	To what extent are organisational risks translated into appropriate management strategies and actions?	Are risks converted into clear actions or controls? Are responsibilities clearly assigned? Is progress on mitigation regularly reviewed?	Translate key risks into specific mitigation actions. Assign owners and timelines. Integrate actions into operational plans. Review implementation regularly and adjust where needed.
Operational	Leadership and Vision	To what extent are medium- and long-term strategies translated into effective operational processes and procedures?	Do day-to-day processes support strategic objectives? Are procedures updated when priorities change? Are roles and responsibilities clear?	Map operational processes against strategic priorities. Update procedures when priorities shift. Clarify roles and accountabilities. Check regularly whether everyday work supports intended outcomes.
Operational	Culture and Behaviours	To what extent are everyday actions aligned with the organisation's culture and carried out transparently?	Do everyday decisions reflect stated values? Are expectations clear to staff and volunteers? Can concerns be raised safely and transparently?	Make behavioural expectations explicit in daily practice. Support managers to model and reinforce them. Provide safe routes to raise concerns. Recognise and reward behaviour that reflects the desired culture.
Operational	Procedures and Management	To what extent are risk mitigation and change managed in a structured and consistent way?	Are operational risks managed through defined processes? Are changes assessed before implementation? Are incidents and lessons learned captured and reviewed?	Use standard processes for operational risk and change management. Carry out impact assessments before significant changes. Record incidents and near misses. Review lessons learned and feed them back into practice.

Strategic

Leadership and Vision

- How can we work towards a shared future if our medium- and long-term priorities are not clearly defined, understood and communicated?
- How can we prepare for a changing world if we do not recognise emerging trends and challenge the assumptions behind our strategy?
- How can we remain relevant to young people if they have no meaningful influence over our direction and priorities?
- How do we know we are fulfilling our purpose if we measure our activities without examining the difference they make to young people?

Culture and Behaviours

- How can we establish a shared organisational culture if our values and expected behaviours are not clearly articulated and visibly championed by leaders?
- How can we recognise our blind spots if those shaping our decisions bring only a narrow range of experiences and perspectives?
- How can we expect support during disruption if we have not built and maintained relationships with partners, funders, peer organisations and communities?

Procedures and Management

- How can we safeguard our long-term future if we do not understand our major organisational risks and commit sufficient resources to managing them?
- How sustainable is our organisation if we depend on a narrow range of income sources without planning for financial pressures or investing in future capacity?

Tactical

Leadership and Vision

- How can leaders coordinate timely support if emerging needs are not visible and relevant information is not shared across teams?
- How can we respond promptly if decision-making authority is concentrated in a few people and others are not empowered to act?
- How can we maintain leadership and organisational knowledge if we do not prepare successors and arrange effective handovers?

Culture and Behaviours

- How can our culture guide the organisation if the way we allocate resources and organise work does not reflect our values and priorities?
- How can we sustain delivery if our plans depend on volunteers and staff continually working beyond their capacity?

Procedures and Management

- What value is there in identifying risks if we do not translate them into practical controls, assign responsibility and monitor progress?
- How can we prepare for disruption if we have not identified the people, systems, facilities, suppliers and funding on which essential activities depend, and arranged alternatives?
- What confidence should we place in our crisis arrangements if those expected to use them have never rehearsed realistic scenarios?
- How can we maintain trust during a crisis if we have not agreed who communicates, with whom, when and through which channels?

Operational

Leadership and Vision

- How can our strategy shape everyday delivery if people do not understand how their tasks and responsibilities contribute to organisational objectives?
- How can people act effectively when problems arise if they do not know what they can decide themselves, when to escalate, or where to obtain support?

Culture and Behaviours

- How can we say our values are lived if everyday behaviour contradicts them or staff and volunteers cannot safely raise concerns?
- Can we say we have learned from experience if feedback and incident reviews do not lead to changes in everyday practice?

Procedures and Management

- What use are our procedures and controls if people cannot find, understand and apply them consistently?
- How can we know essential activities will continue during disruption if alternative working arrangements have not been tested in practice?
- How can we keep daily operations safe and reliable if changes are introduced without assessing their effects and updating the relevant procedures?

Reflecting on maturity

Having considered the questions, where does the evidence place us: insufficiently mature; sufficiently mature, but could improve; or mature, but requiring ongoing vigilance? Consider each area separately, as strengths in one area may sit alongside weaknesses in another. Discuss differences in perspective and support judgements with practical examples.

Use this reflection to identify the improvements that matter most. Give priority to gaps that could affect people's safety, interrupt essential Scouting activities or undermine our ability to respond to disruption. Consider both the likely benefit of an action and the time, resources and support needed to deliver it.

For each agreed priority, record:

- The gap and intended result — what needs to improve, and what will be different when it does?
- The action and first step — what will we do, and how will we begin?
- The owner and support — who will take responsibility, and whose involvement or resources are needed?
- The timescale — when will the action be completed, and when will progress be reviewed?
- The evidence of improvement — how will we test whether the change works in practice and has made us more resilient?

Agree a manageable set of actions and a review date. At the review, check what has changed in practice, what remains unresolved, and whether new risks or needs have emerged. Build on effective arrangements as well as addressing weaknesses: maturity requires continued attention, learning and adjustment.

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