WORLD SCOUTING

Organisational Resilience Framework

Building Resilient Member Organisations in World Scouting

Prepare | Respond | Renew

© **World Scout Bureau Inc.**

November 2026

World Scout Bureau
Global Support Centre
Kuala Lumpur

scout.org

Reproduction is authorised to National Scout Organizations and Associations which are members of the World Organization of the Scout Movement. Credit for the source must be given.

1- Introduction

Prepare | Respond | Renew

In today's world, Member Organisations (MOs) operate in an environment characterised by rapid change, growing interconnectedness and increasing uncertainty.

The concept of **BANI** has emerged as a tool through which to understand the challenges facing organisations. BANI describes a world that can be **Brittle, Anxious, Non-linear and Incomprehensible**. It draws particular attention to situations where apparently stable systems may fail suddenly, where uncertainty creates anxiety for individuals and organisations, where relatively small events can have disproportionate consequences, and where the interaction of multiple factors can make developments increasingly difficult to understand or predict (Schlegelmilch, 2025).

BANI highlight the environment in which contemporary Scout organisations operate. MOs may face major shocks such as pandemics, economic downturns, armed conflict, climate-related events or rapid technological change. They must also respond to changing societal expectations, new patterns of volunteering and participation, financial pressures, misinformation and increasingly complex stakeholder relationships. Because organisations themselves are interconnected systems, disruption in one area can create unexpected consequences elsewhere.

In this environment, building **organisational resilience** is fundamental to the survival, relevance and continuity of an MO. Just as the Scout Motto encourages us to **"Be Prepared,"** organisational resilience is about developing the capacity to anticipate challenges, absorb disruption, adapt when circumstances change and continue to create positive impact.

Resilience, however, is about much more than navigating major crises. Organisations also experience everyday pressures, uncertainties and "bumps along the road" that can gradually weaken their ability to deliver their objectives. Financial pressures, leadership transitions, declining membership, loss of organisational knowledge, changing volunteer expectations or difficulties implementing strategy may never become a crisis, but they can nevertheless undermine organisational effectiveness.

Building resilience therefore requires attention during periods of stability as well as during disruption. It means establishing the behaviours, capabilities, structures, relationships and practices that allow an organisation to recognise emerging challenges, make informed decisions, adapt when necessary and learn from experience. These foundations enable an MO to respond effectively when difficult circumstances arise, whether those circumstances develop gradually or emerge suddenly and unexpectedly.

Within Scouting, we define a **resilient Scout association as one which can identify and prepare for, respond and adapt to, recover and learn from disruption** – we use the shorthand **Prepare | Respond | Renew** to describe it. It is an organisation capable of achieving the operational, tactical and strategic outcomes that allow it to manage internal and external stresses, sustain its purpose and continue serving young people and communities.

The **Organisational Resilience Framework** provides MOs with a structured way to develop that capability: to **Prepare, Respond** and **Renew.**

The Organisational Resilience Framework

The Organisational Resilience Framework is designed to support MOs develop the mindset, tools and structures needed to meet the challenges to resilience they face. It enables them to deliver organisational resilience in practice. Reflecting the fact that MOs are facing different challenges, and at different places on the resilience spectrum, the Organisational Resilience Framework is designed to allow MOs to select the elements most relevant to them to support their operations. This will allow them to challenge their assumptions, identify gaps and improve practices as needed.

Organisational Resilience (OR) does not just result from the presence of policies and procedures or from the existence of risk management structures. Some of the best crisis and risk management policies lie dusty on a shelf, making them useless in a real stress scenario. Organisational Resilience in practice results from a leadership mindset and ongoing vigilance, in turn supported by realistic and effective policies, rehearsed and proportionate procedures, and structures which allow for agile, timely and disciplined action.

Building resilient National Scout Organizations

	Leadership and Vision	Culture and Behaviours	Procedures and management
AREAS			
ENABLERS	**Shared vision** **Situational awareness** **Effective leadership**	**Healthy culture** **Information sharing** **Continuous improvement**	**Available resources** **Risk management** **Change management**
CROSS-CUTTING ENABLERS	**A connected organisation** Effective communication, collaboration and flow of information across all levels and functions - external stakeholder relationships based on trust.		
	Youth involvement Meaningful involvement of young people in shaping decisions, priorities and organisational life.		
STRATEGIC OUTCOMES	Clear medium- and long-term plans communicated throughout the organisation.	Clear definition and communication of organisational culture.	Risks are identified, logged and managed with suitable resources.
TACTICAL OUTCOMES	Clear sight of organisational needs and transparency throughout the organisation.	Consistent management of processes and resources, aligned to defined culture.	Translation of organisational risks to management strategies.
OPERATIONAL OUTCOMES	Translation of medium- and long-term strategy through processes and procedures.	Alignment and transparency of everyday actions against culture.	Risk mitigation and change is managed in a structured way.

AREAS
Where resilience must be built

ENABLERS
What makes resilience possible

OUTCOMES
What resilience looks like

Understanding the Framework

This document sets out a number of layers:

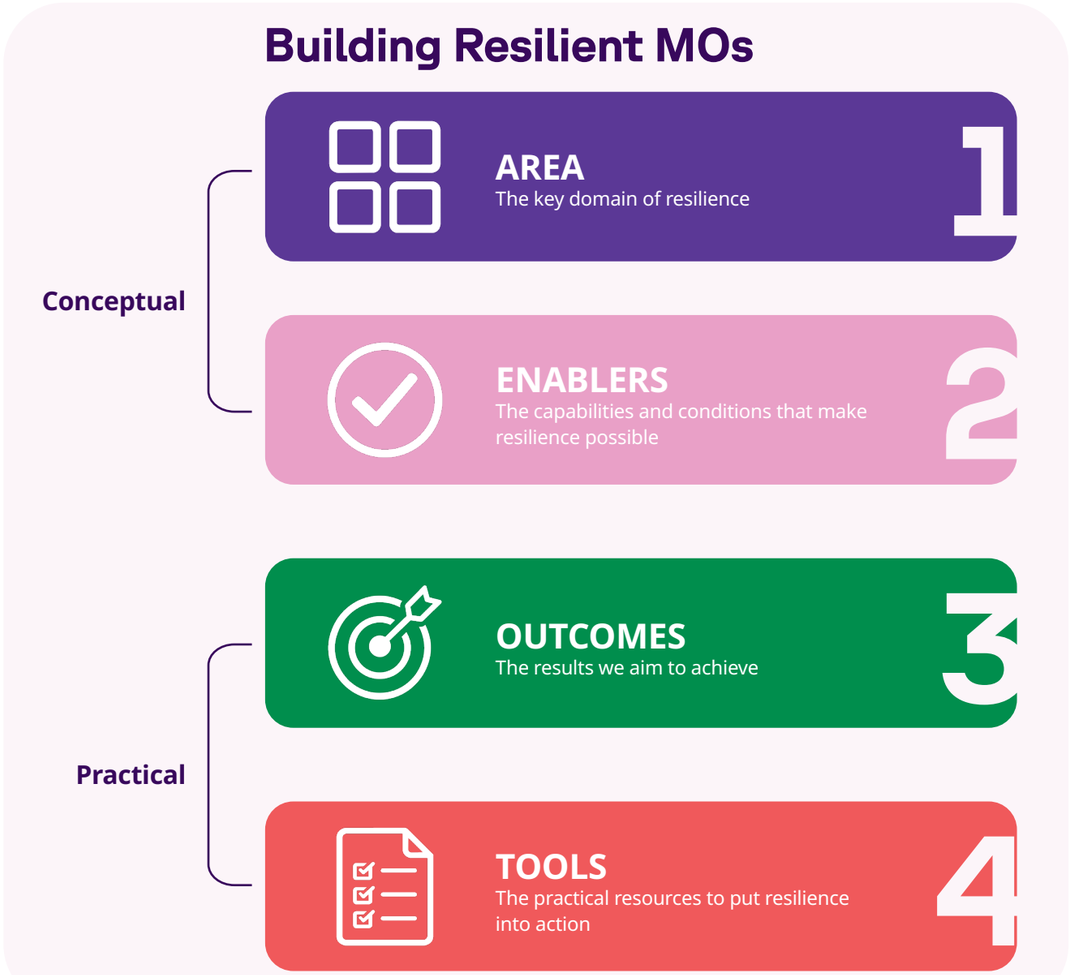
- **Areas:** The domains of organisational resilience that require attention and investment

  Where resilience must be built
- **Enablers:** The capabilities, behaviour and conditions that lead to resilient outcomes

  What makes resilience possible
- **Outcomes:** The characteristics a resilient organisation seeks to achieve under each Area

  What resilience looks like
- **Tools:** The practical methods, processes and resources to deliver resilience

  How to build and maintain resilience



The Organisational Resilience architecture - Areas and Enablers of Organisational Resilience (OR)

To ensure the long-term sustainability and impact of MOs, a comprehensive approach to building resilience is essential. This framework outlines three core **areas: Leadership and Vision, Culture and Behaviours,** and **Procedures and Management.** Each of these is underpinned by specific **enablers** that promote organisational health and adaptability, and cross-cutting enablers which support all areas.

Cross-cutting enablers

Underlying all these areas are two **cross-cutting enablers:**

- The first is the concept of a Connected Organisation. For an MO, cultivating and nurturing a robust network of relationships, both strong and loose, with key stakeholders is a vital feature of resilience. These connections - with government bodies, funders, peer organisations, and the wider community - provide critical support, resources, and intelligence that enable an MO to better withstand shocks and navigate uncertainty.

- The second is Youth Involvement. For an MO, meaningful involvement of young people in shaping decisions, priorities and organisational life is an important source of resilience. When young people are listened to, included in governance and able to influence the design and delivery of Scouting, the organisation is better able to remain relevant, responsive and connected to the needs of its members. Youth involvement also strengthens leadership development, supports renewal and succession, and brings different perspectives into organisational decision-making.

I. Leadership and Vision

The first area is **Leadership and Vision**. Organisational Resilience flourishes when leadership qualities are demonstrated and strategically embedded into the organisation's culture and practices. There are several key elements that together provide a support structure for a robust and adaptable organisation capable of thriving in the face of challenges. The three key enablers of this area are **shared vision**, **situational awareness** and **effective leadership**.

The foundation of a resilient organisation is a **clear and compelling shared vision**. Volunteers and staff members need to not just be aware of the organisation's purpose, vision, and values; they need to by deeply aligned with them. This shared understanding fosters a sense of unity and direction, ensuring that everyone is working towards common goals. When the entire team is on the same page, it becomes easier to navigate through uncertainties and make cohesive decisions that support the long-term objectives of the organisation.

Moreover, a comprehensive grasp of both internal and external contexts is crucial for organisational resilience. Internally, this **situational awareness** means having a clear understanding of the organisation's strengths, weaknesses, resources, and capabilities. Externally, it involves staying informed about market trends, regulatory changes, economic shifts, and other environmental factors. By continuously scanning and interpreting these contexts, the organisation can anticipate potential disruptions and adapt its strategies accordingly. This proactive approach helps in mitigating risks and seizing opportunities, thereby enhancing resilience.

At the heart of a resilient organisation are its leaders. **Effective leadership** means leaders are empowered, trusted, and respected. They inspire confidence and foster an environment where volunteers and staff members feel valued and motivated. Distributed leadership means that decision-making is not bottlenecked at the top, allowing for quicker, more flexible responses to emerging challenges. Leaders at all levels are equipped to guide their teams through change, maintaining stability and driving the organisation forward.

II Culture and Behaviours

The second area is **Culture and Behaviours.** Organisational Resilience is significantly bolstered when a deliberate effort is made to cultivate a healthy culture across all levels of the organisation. This holistic approach to resilience ensures that the organisation is not just reactive but proactively thriving, adapting, and evolving in a dynamic environment. Adopting a **youth-focused and youth-led approach**[1], which injects fresh perspectives and energy, is crucial for MO's adaptability and innovation for navigating uncertainty. Furthermore, **diversity within decision-making structures** is paramount, as the inclusion of varied perspectives and experiences strengthens resilience by offering a wider range of solutions and a deeper understanding of potential challenges. The key enablers that contribute to this robust framework are **healthy culture**, **information sharing**, and **continuous improvement**.

At the core of a resilient organisation is a **healthy culture** characterised by strong core values and behaviours that prioritise the well-being of its members. This environment fosters creativity and innovation, empowering individuals to express their ideas and collaborate effectively. Crucially, this includes the ability for individuals to speak up when risks are observed without fear of reprisal, and the presence of a safe space to raise concerns about unacceptable behaviours. A culture that supports open communication and mutual respect enables members to navigate challenges with confidence and agility. By prioritising the health and welfare of its people, the organisation ensures that its most valuable assets - its members - are engaged, motivated, and capable of contributing their best.

[1] *World Scout Youth Involvement Policy | World of scouting learning zone*

Further, effective **sharing of information and knowledge** is vital for resilience. When information flows freely within the organisation, it enhances decision-making and allows for timely and informed responses to changing circumstances. Encouraging learning from both experiences and others' insights ensures that the organisation continuously grows and adapts. Recognising information as a critical resource means that everyone, from local level volunteers to national board members and commissioners, has access to the data and insights they need to perform optimally. This transparency builds trust and fosters a culture where knowledge is power, collectively harnessed for the organisation's benefit.

Additionally, a resilient organisation is one that is committed to **continuous improvement.** Performance is regularly monitored, and feedback loops are established to identify areas for enhancement. This culture of continuous improvement encourages employees to strive for excellence, innovate, and find better ways to achieve their goals. By embedding this mindset into the organisational DNA, the organisation not only reacts to challenges but also anticipates and prepares for future opportunities and threats. Continuous improvement becomes a way of life, driving sustained success and resilience.

III Procedures and Management

The third area is **Procedures and Management.** Organisational resilience is significantly increased and enhanced when the organisation intentionally manages risk and prepares for the unexpected. This proactive approach ensures that the organisation can adapt swiftly to disruptions, maintain continuity, and emerge stronger from challenges. The key enablers that underpin this robust framework **are available resources, risk management** and **change management.**

Adequate and accessible resources are fundamental to an organisation's ability to adapt to changing circumstances. This encompasses financial resources, human capital, technology, and physical assets. By ensuring that resources are not only available but also optimally allocated, the organisation can respond effectively to unexpected events. Moreover, access to external expertise and a network of partners broadens capabilities and knowledge, while diverse income streams mitigate financial risks and enhance operational flexibility. The ability to access and use resources flexibly enables adaptability in dynamic environments. Ensuring that volunteers and/or staff are suitably trained and briefed optimises performance, and having multiple individuals capable of fulfilling key roles enhances resilience. Furthermore, adequate infrastructure, tools, and equipment support efficient operations and sustained productivity. This overall readiness includes having contingency plans and reserves that can be mobilised quickly to address urgent needs, thereby minimising downtime and maintaining operational continuity.

Furthermore, **effective risk management** is crucial for resilience. This involves identifying, assessing, and mitigating risks across the organisation. Utilising comprehensive management systems, such as risk assessment frameworks and monitoring tools, helps in systematically addressing potential threats. By embedding risk management into the organisational culture, volunteers and staff members at all levels become aware of their roles in identifying and responding to risks. This proactive stance enables the organisation to anticipate potential disruptions and implement preventive measures, reducing the likelihood of significant impact.

Also, the ability to **anticipate, plan, and respond to changing circumstances and incidents** is a hallmark of a resilient organisation. This requires a forward-thinking approach, where potential changes in the internal and external environment are regularly evaluated. Strategic planning and scenario analysis are employed to prepare for various contingencies. When change occurs, the organisation is equipped with flexible strategies and responsive action plans, allowing it to pivot quickly and effectively. This dynamic capability ensures that the organisation can maintain stability and continue progressing toward its goals, even in the face of uncertainty.

Engaging with the OR Framework

An MO can engage with the Organisational Resilience Framework through various pathways. While the framework itself is the primary guide, the entry point doesn't necessarily have to be a specific tool. An MO might be driven to the framework simply by a desire to enhance its resilience and improve its operations. However, assessment tools can certainly serve as a catalyst. Tools like the *Global Support Assessment Tool (GSAT)* can guide MOs towards the framework by highlighting areas where resilience could be strengthened. Furthermore, a more accessible initial step could involve a user-friendly self-assessment, -, to help MOs quickly gauge their resilience and identify areas for further exploration within the framework.

Moving from the conceptual to the practical – Organisational Resilience Outcomes

The Organisational Resilience Framework is applicable at all levels of the organisations, from **strategic** to **tactical** and **operational**, ensuring the practical implementation of resilience across all levels and aspects of scouting.

Strategic resilience focuses on medium and long-term resilience through planning and communication. It involves setting clear goals and objectives (Leadership and Vision), having a clear and well communicated organisational culture (Culture and Behaviours), and ensuring that resources are allocated effectively to support initiatives and manage risks (Procedures and Management). A critical aspect of this level is to conduct on-going strategic PESTEL analysis (Political, Economic, Social, Technological, Environmental, and Legal). This includes a particular focus on monitoring world events, economic shifts, political changes, environmental changes, natural disasters, human-made disasters, wars, risks to the MO, health and safety, general safety, and safeguarding. By proactively analysing these external factors, and aligning them with internal capabilities, the MO can create a robust roadmap for the future and position itself for long-term success

Tactical resilience focuses on the "here and now". It refers to the immediate and practical ability of an MO to withstand and recover from disruptions in the current situation. It's about having the necessary resources, assets, and capacity readily available and managed effectively to maintain essential functions despite challenges. This requires a clear sight of organisational needs and transparency throughout all levels (Leadership and Vision), enabling swift and informed decision-making. It also involves the consistent management of processes and resources, carefully aligned with the defined organisational culture (Culture and Behaviours), fostering a unified and coordinated response to disruptions. Furthermore, tactical resilience necessitates the translation of identified organisational risks into actionable management strategies (Procedures and Management), allowing for proactive mitigation and effective handling of potential threats. At this level, the focus is on ensuring that the organisation can effectively navigate challenges and maintain operational continuity.

At the tactical level, MOs can translate these principles into practice through risk and dependency mapping. This involves identifying the activities, people, resources, systems, information and external relationships on which important organisational functions depend, and considering what would happen if one or more became unavailable. This can be complemented by capability and capacity assessments, contingency planning and simple scenario or tabletop exercises. For example, an MO might ask how it would maintain essential activities following the sudden loss of key volunteers, a significant reduction in income, disruption to a national event, the temporary loss of its headquarters or IT systems, or a safeguarding or reputational incident. These approaches help turn identified risks into practical questions about what needs to be available, who needs to act, what alternatives exist, and where additional resilience needs to be built.

Operational resilience focuses on translating strategic goals into reliable everyday practices. This means ensuring that processes are effective, actions align with organisational culture, and risk and change are managed systematically. MOs should have an operational risk management approach proportionate to their size and complexity, recognising both the growing reliance on technology and the potential burden of compliance requirements. The aim is to maintain safe, efficient and adaptable daily operations while anticipating and managing disruption. In practice, MOs can strengthen operational resilience through critical process mapping and testing. They should identify essential activities and the people, information, technology, resources and third parties needed to deliver them. Simple tools such as process maps, checklists, escalation procedures and continuity arrangements can clarify weaknesses and responses when normal arrangements fail. Periodic testing, incident reviews and after-action reviews can then support continuous learning and improvement.

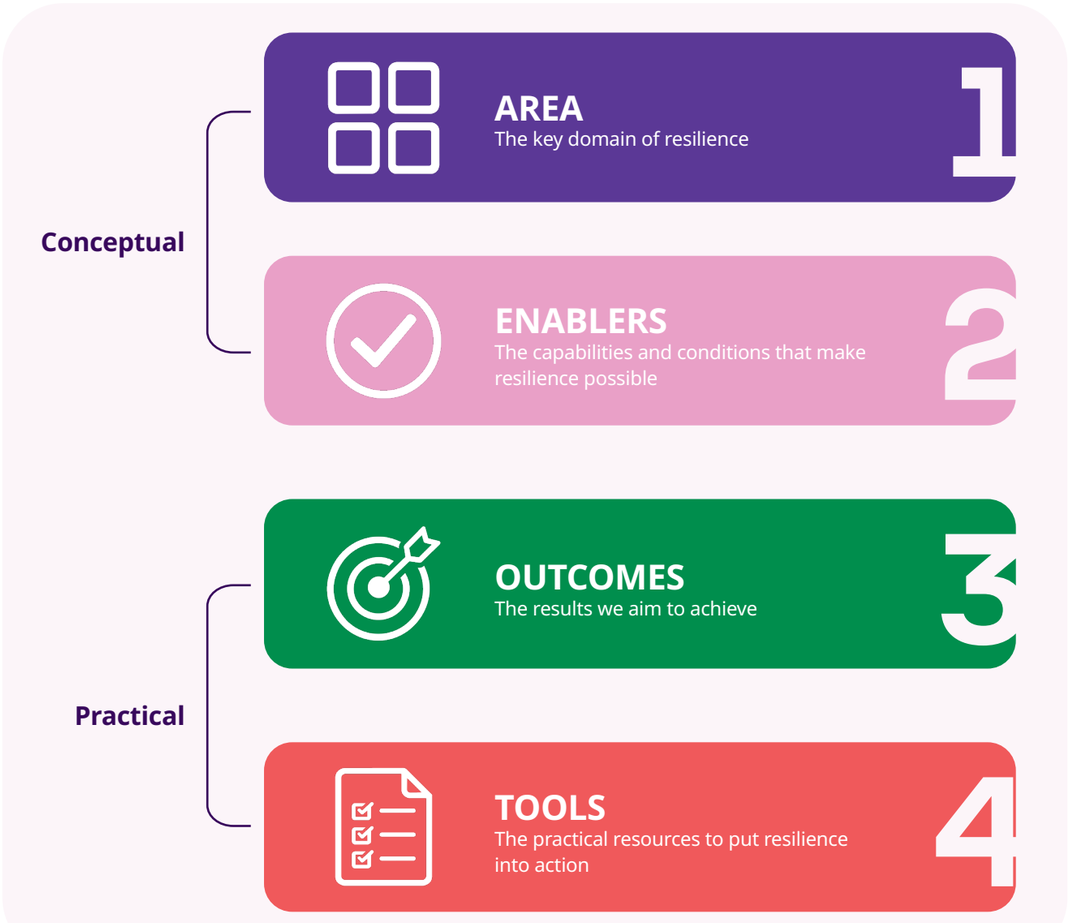
To sum up, the strategic level establishes the fundamental direction and aspirations for resilience. The tactical level takes that direction and figures out the specific ways to achieve it in the current environment. The operational level then implements those ways through daily actions and established processes. This explains how all three levels of resilience are interconnected.

Level	Core question	Practical techniques
Strategic	What might change, and what does that mean for us?	**PESTEL,** horizon scanning, scenario planning, SWOT, stakeholder analysis
Tactical	Given what we know, what do we need to be ready to do?	**Risk and dependency mapping,** capability and capacity assessment, scenario/tabletop exercises, business impact analysis, contingency planning
Operational	Can our critical activities actually continue when something goes wrong?	**Process mapping,** operational checklists, critical-process assessment, incident reporting, after-action reviews, continuity testing

Building organisational resilience

The desired outcome of the framework is that MOs have the attitudes, policies, procedures and structures which allow them to thrive in shifting realities and to survive if faced with significant stress to their organisation. Resilient entities in Scouting are those which can prepare for, respond to, recover from and learn from disruption. It allows MOs to take action in a self-directed way or using external support, such as WOSM Services. It can be used in an ad hoc way, to address a particular challenge, or absorbed into the cadence of organisational governance, risk management and change management.

To ensure this, the Framework operates at two distinct yet interconnected levels: the conceptual and the practical. The conceptual level serves as a foundational level that aligns with the core areas and enablers of the Organisational Resilience Framework, effectively tying together its fundamental elements. Building upon this, the practical level focuses on the tangible implementation and outcomes of the Framework, leveraging existing resources of World Scouting where feasible to provide MOs with the necessary tools and support for effective application.



Achieving Organisational Resilience

Practical exercises

The following are possible exercises that MOs could use at the practical level:

Example practical activity / resource	Primary OR Framework Area	Relevant OR Enabler(s)	Topics which could be considered
Understanding Organisational Resilience	Leadership & Vision	Situational Awareness	What OR means; the OR Framework; identifying vulnerabilities and strengths; resilience as prepare, respond and renew; using the Framework as an organisational conversation tool
Developing strategy for a changing world	Leadership & Vision	Situational Awareness; Change Management	Environmental scanning; horizon scanning; identifying trends; stakeholder expectations; strategic assumptions; translating uncertainty into strategic choices
Agile and adaptive strategy	Leadership & Vision	Change Management; Continuous Improvement	Agile strategy; shorter strategy cycles; testing assumptions; scenario planning; strategic review points; adapting without losing strategic direction
Scenario planning and foresight	Leadership & Vision	Situational Awareness; Change Management	Building scenarios; identifying signals of change; plausible futures; stress-testing strategic choices; identifying no-regret actions
National Board induction	Leadership & Vision	Information Sharing; Connected Organisation	Board induction checklist; organisational context; governance responsibilities; strategy briefing; finance and risk briefing; key relationships; Board and executive roles
Developing future National Board members	Leadership & Vision	Available Resources; Continuous Improvement	Succession planning; leadership pipelines; identifying future skills needs; mentoring and shadowing; widening participation; knowledge transfer
Measuring the impact of Scouting	Procedures & Management	Situational Awareness; Information Sharing; Continuous Improvement	What impact means; outputs versus outcomes; choosing indicators; collecting evidence; qualitative and quantitative approaches; communicating impact
Using data to make better decisions	Procedures & Management	Situational Awareness; Information Sharing	**Data-driven decision-making guidance**; what data we need; where do we get it; data quality; dashboards; turning data into insight; asking better questions of data
Understanding organisational performance	Procedures & Management	Situational Awareness; Continuous Improvement	KPIs; leading and lagging indicators; trend analysis; identifying warning signs; Board dashboards; connecting performance information to action
Understanding organisational risk	Procedures & Management	Risk Management; Situational Awareness	Risk identification; likelihood and impact; risk appetite; emerging risks; interconnected risks; ownership and escalation; making risk management useful rather than procedural
Preparing for organisational crises	Procedures & Management	Risk Management; Connected Organisation	**Crisis exercise guidance;** crisis scenarios; roles and responsibilities; escalation; crisis decision-making; communications; exercising plans
Learning from crises and incidents	Culture & Behaviours	Continuous Improvement; Information Sharing	Debriefs; after-action reviews; lessons identified versus lessons learned; tracking actions; sharing learning; updating policies and practices
Building financial resilience	Procedures & Management	Available Resources; Risk Management	Financial sustainability; reserves; financial dependencies; stress testing; cost pressures; financial scenarios; early warning indicators
Diversifying organisational income	Procedures & Management	Available Resources; Risk Management	**Income Diversification Guidance**; assessing the current funding mix; government funding; membership fees; individual donations; crowdfunding; philanthropy; EU/ Erasmus+/ESC/EYF and project funding; corporate partnerships; assessing trade-offs between funding sources
Understanding organisational dependencies	Procedures & Management	Available Resources; Risk Management	Key-person dependencies; critical systems; facilities; suppliers; funding dependencies; institutional knowledge; single points of failure; contingency arrangements

Example practical activity / resource	Primary OR Framework Area	Relevant OR Enabler(s)	Topics which could be considered
Building a sustainable organisation	Procedures & Management	Available Resources; Risk Management	Long-term financial viability; membership trends; volunteer capacity; infrastructure; organisational knowledge; succession; balancing current delivery with future capacity
Environmental sustainability and resilience	Procedures & Management	Risk Management; Change Management	Environmental impacts; climate-related risks; property; events; travel; procurement; adaptation; practical sustainability planning
Building a transparent organisation	Culture & Behaviours	Information Sharing; Connected Organisation	Transparent decision-making; communicating Board decisions; accountability; accessible reporting; explaining difficult decisions; feedback mechanisms
Building a connected organisation	Culture & Behaviours	Connected Organisation; Information Sharing	Mapping internal relationships; national-local connections; breaking down silos; horizontal communication; feedback loops; connecting governance, management and programme delivery
Understanding our partners and stakeholders	Leadership & Vision	Connected Organisation; Situational Awareness	Stakeholder mapping; power and interest; existing partnerships; identifying gaps; strategic partnerships; government and civil society relationships; managing dependencies
Managing organisational change	Procedures & Management	Change Management; Information Sharing	Change readiness; stakeholder analysis; implementation planning; communications; resistance; sequencing change; monitoring implementation
Creating a culture of continuous improvement	Culture & Behaviours	Continuous Improvement	Reflection; feedback; experimentation; learning loops; reviewing established practices; acting on lessons; creating psychologically safe opportunities to identify problems
Testing how resilient we are	Procedures & Management	Risk Management; Continuous Improvement	Self-assessment; tabletop exercises; stress testing; maturity discussions; identifying gaps; prioritising improvement actions; repeating assessments over time

The Organisational Resilience Cycle

The Organisational Resilience Cycle identifies a **pathway to resilience.**

The Areas described earlier **where resilience is built**, while PDCA describes **how resilience is continuously maintained and improved.**

The pathway to organisational resilience is a cyclical journey, where the starting point is ever-present. Every organisation is a unique traveller on this path and finds its own entry point. This cyclical format, devoid of a definitive beginning or end, allows for adaptability and continuous evolution. As organisations traverse this resilient landscape, they may find themselves at any stage, ready to embrace the next phase of their journey. The Organisational Resilience Cycle, framed as a **Plan-Do-Check-Act (PDCA) cycle**, guides organisations toward resilience.



The Organisational Resilience Cycle

In the **Plan** stage, effective planning provides the foundation for organisational resilience. Regularly reviewed and documented processes support consistency and efficiency, while a comprehensive risk register helps identify and assess potential threats. Proactive mitigation measures reduce the impact of adverse events, supported by clear incident documentation and crisis communication protocols. Resilience and risk policies should be aligned across organisational levels, with appropriate insurance coverage and organisational development measures supporting adaptability and preparedness.

In the **Do** stage, the MO puts resilience plans into practice. Documented processes are implemented through appropriate training, resources and clear responsibilities, while agreed risk mitigation actions are carried out. During incidents, response arrangements and communication protocols are activated, stakeholders are kept informed, and key decisions and actions are documented. Resilience and risk policies are applied consistently across the MO, insurance arrangements are maintained, and organisational development initiatives help strengthen leadership, teamwork and a proactive approach to change.

In the **Check** stage, the MO evaluates how effectively its resilience arrangements are working. Processes and controls are reviewed through audits and performance assessments, while the risk register is updated to reflect emerging risks and the effectiveness of mitigation measures. Following incidents, post-incident reviews assess the quality of the response, identify lessons and highlight areas for improvement. The MO also reviews compliance with resilience and risk policies, the adequacy of insurance coverage, and progress in developing a resilient organisational culture.

In the **Act** stage, findings from the Check stage are translated into improvement. Processes, risk controls and response protocols are revised where necessary, incorporating lessons from incidents, audits and changing circumstances. Policies are updated to address identified gaps, insurance arrangements are adjusted where appropriate, and organisational development initiatives are refined. In this way, continuous improvement becomes embedded in the MO's approach to resilience and adaptability.

This cyclical journey enables the **Continuous Improvement** of the MO. Adequate knowledge management systems ensure information is accessible and shared effectively. A healthy feedback culture, where feedback is both given and received constructively, fosters a learning environment. Encouraging networking, both internally and externally, expands perspectives and opportunities. Leveraging the resources and services offered by World Scouting promotes best practices and innovation. Robust data gathering systems enable evaluation and learning. Documenting and learning from incidents provide valuable insights for future improvement. Ultimately, applying the principles of a learning organisation ensures ongoing adaptation and success.

Organisational Resilience Cycle Printable Checklist

Level / Area	Outcome to assess	Questions to consider	Maturity assessment	How to increase maturity
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Define and document medium- and long-term priorities and how they contribute to organisational purpose. **DO:** Communicate priorities consistently through leadership, teams and organisational channels. **CHECK:** Test whether priorities are understood across different levels and parts of the organisation. **ACT:** Address areas of misunderstanding and update plans as circumstances change.
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Define the behaviours and values that should characterise the organisation. **DO:** Embed them in leadership practice, induction, communications and people processes. **CHECK:** Seek evidence of whether lived behaviours reflect the intended culture. **ACT:** Address recurring gaps and adjust organisational practices that undermine the desired culture.

Level / Area	Outcome to assess	Questions to consider	Maturity assessment	How to increase maturity
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Establish a clear approach to identifying, assessing and prioritising organisational risks. **DO:** Maintain risk information, assign ownership and provide appropriate resources for mitigation. **CHECK:** Regularly review risks, controls, resources and emerging threats. **ACT:** Adjust priorities, resources and mitigation measures where exposure or circumstances change.
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 leadership see where support is needed?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Define what organisational information needs to be visible and to whom. **DO:** Establish regular mechanisms for sharing needs, pressures and emerging issues. **CHECK:** Review whether information reaches the right people early enough to support decisions. **ACT:** Improve information flows, escalation routes or reporting where gaps occur.

Level / Area	Outcome to assess	Questions to consider	Maturity assessment	How to increase maturity
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Identify how organisational values should influence management processes and resource decisions. **DO:** Apply those principles consistently to staffing, budgeting, decision-making and management practice. **CHECK:** Examine whether processes and resource allocation actually reflect stated priorities and values. **ACT:** Correct inconsistencies and redesign processes where they create unintended behaviours.
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Determine appropriate responses, controls and contingency measures for priority risks. **DO:** Assign actions, owners, resources and timescales. **CHECK:** Monitor whether mitigation actions are being completed and reducing exposure as intended. **ACT:** Strengthen, replace or reprioritise controls where they are ineffective.

Level / Area	Outcome to assess	Questions to consider	Maturity assessment	How to increase maturity
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Translate strategic priorities into clear operational responsibilities, processes and expected outputs. **DO:** Implement these through everyday work and provide the resources and guidance required. **CHECK:** Review whether processes are delivering what the strategy requires. **ACT:** Update procedures, responsibilities or resources where operational practice is not supporting strategic objectives.
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Translate organisational values into clear expectations for everyday behaviour and decision-making. **DO:** Reinforce expectations through leadership, support, communication and recognition. **CHECK:** Use feedback, observation and organisational data to identify gaps between expected and actual practice. **ACT:** Respond to concerns, reinforce positive behaviours and address systemic causes of poor practice.

Level / Area	Outcome to assess	Questions to consider	Maturity assessment	How to increase maturity
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?	🔴 Insufficiently mature 🟠 Sufficiently mature, but could improve 🟢 Mature, but requiring ongoing vigilance	**PLAN:** Define proportionate processes for operational risk, change and incident management. **DO:** Apply those processes consistently when implementing change or responding to incidents. **CHECK:** Review incidents, near misses, changes and controls to determine what is working. **ACT:** Capture lessons and amend processes, controls or plans accordingly.

Glossary

Term	Definition
Act	The fourth stage of the Organisational Resilience Cycle, in which an organisation implements changes arising from evaluation, lessons learned and identified gaps, thereby supporting continuous improvement.
Areas	The main domains of organisational resilience requiring organisational attention and investment. The Framework identifies Leadership and Vision, Culture and Behaviours, and Procedures and Management.
Check	The third stage of the Organisational Resilience Cycle, involving review, audit, monitoring and evaluation of whether resilience plans, processes and mitigation measures are working as intended.
Connected organisation	An organisation with strong and loose relationships across its stakeholder network, enabling access to support, resources, expertise and intelligence during both normal operations and disruption.
Continuous improvement	An ongoing process of monitoring performance, using feedback and learning, and adjusting organisational practices to improve effectiveness and resilience over time.
Crisis communication	The arrangements and protocols used to communicate effectively with stakeholders during a significant incident or disruption.
Culture and Behaviours	One of the three core Areas of the Framework, concerned with healthy organisational culture, information sharing, learning, inclusion and continuous improvement.
Data-driven decision-making	The use of relevant organisational information and evidence to inform decisions, evaluate performance and identify areas for action or improvement.
Distributed leadership	An approach in which leadership authority and responsibility are exercised throughout the organisation rather than being concentrated solely at senior levels.
Do	The second stage of the Organisational Resilience Cycle, in which plans, documented processes, risk mitigations and resilience arrangements are put into practice.
Enablers	The capabilities, behaviours and conditions that make resilient organisational outcomes possible.
External context	Political, economic, societal, technological, environmental, regulatory and other external circumstances that may affect an organisation's activities or resilience.

Term	Definition
GSAT	Global Support Assessment Tool. A World Scouting assessment tool that can help Member Organisations identify areas where organisational capacity and resilience could be strengthened.
Healthy culture	An organisational environment characterised by appropriate values and behaviours, member wellbeing, open communication, mutual respect, psychological safety, creativity and collaboration.
Incident	An event or disruption requiring an organisational response and potentially affecting normal operations, objectives, people or resources.
Information sharing	The effective flow of information, knowledge, data and insights throughout an organisation so that people can make timely and informed decisions.
Internal context	The organisation's own strengths, weaknesses, resources, capabilities, structures, culture and other internal circumstances relevant to resilience.
Leadership and Vision	One of the three core Areas of the Framework, concerned with shared organisational direction, understanding context and effective leadership.
Member Organisation (MO)	A Scout organisation within World Scouting to which the Organisational Resilience Framework is principally addressed.
Operational continuity	The ability to maintain essential organisational activities and functions during disruption or challenging circumstances.
Operational resilience	The ability to translate strategic goals and tactical arrangements into effective everyday practices, processes and risk management so that normal operations can continue despite disruption.
Operational resilience	The ability of a Scout organisation to identify and prepare for, respond and adapt to, recover and learn from disruption.
Organisational Resilience Cycle	The continuous Plan-Do-Check-Act process through which organisations plan for resilience, implement arrangements, assess effectiveness and make improvements.
Outcomes	The characteristics or conditions that a resilient organisation seeks to achieve within each Area of the Framework.
PDCA	Plan-Do-Check-Act. The cyclical continuous-improvement model used to structure the Organisational Resilience Cycle.
PESTEL analysis	Analysis of Political, Economic, Social, Technological, Environmental and Legal factors that may affect an organisation and its strategic resilience.
Plan	The first stage of the Organisational Resilience Cycle, involving documented processes, risk identification, mitigation planning, communication protocols, insurance and organisational development arrangements.

Term	Definition
Procedures and Management	One of the three core Areas of the Framework, concerned with resources, risk management, change management, continuity and organisational preparedness.
Resilience culture	An organisational culture that supports preparedness, adaptability, learning, open communication, risk awareness and continuous improvement.
Risk	An uncertain event or circumstance that could affect the organisation's ability to achieve its objectives or maintain its activities.
Risk assessment	The structured process of identifying and evaluating risks so that their significance and appropriate treatment can be determined.
Risk mitigation	Action taken to reduce the likelihood or potential impact of an identified risk.
Risk register	A documented and regularly reviewed record of organisational risks, their assessment, relevant controls and mitigation actions.
Scenario analysis	The structured consideration of possible future circumstances or events in order to assess their potential implications and prepare appropriate responses.
Shared vision	A clear and collectively understood organisational purpose, vision and set of values that provide common direction for volunteers and staff.
Stakeholder relationships	The networks and relationships maintained with bodies such as governments, funders, peer organisations and communities, providing support, resources, knowledge and intelligence.
Strategic resilience	Medium- and long-term organisational resilience based on clear direction, planning, communication, contextual awareness, resource allocation and management of strategic risks.
SWOT	A SWOT analysis is a strategic planning tool used to evaluate a project or organisation by identifying its internal Strengths and Weaknesses, alongside its external Opportunities and Threats.
Tactical resilience	The immediate and practical capacity of an organisation to withstand and recover from disruption through the effective deployment of resources, assets, processes and management actions.
Tools	The practical methods, processes and resources used to build and maintain organisational resilience.

WORLD SCOUTING

© **World Scout Bureau Inc.**
November 2026

World Scout Bureau
Global Support Centre
Kuala Lumpur

scout.org