BUILT BY BRIDGE

Senior Leadership Team Reset

A six-month behavioural and psychological reset for the human ecosystem around the senior table.

> **“Take a senior leadership team as it actually operates, put the real dynamics on the table, and help that group become a leadership team rather than a collection of senior individuals.”**

Senior Leadership Team Reset is designed for organisations that know something around the senior table is ‘getting in the way’: relationships have hardened, departments are defending territory, confidence has been dented, meetings have become performative, influence has become political, or the team has simply stopped operating as one collective leadership body. It is not a two-day away day dressed up as transformation. It is a six-month live intervention, followed by lighter-touch support and a twelve-month impact review.

01 | WHY THIS EXISTS

Senior teams are human systems

A senior leadership team may look well laid out on an organisation chart. Around the table, it is rarely that simple. Every person arrives with a professional history, a reputation, loyalties, pressures, ambitions, confidence levels, coping strategies and a view of what they need to protect. The team itself has a history too. People have been promoted, overlooked, recruited, restructured, merged, challenged, supported or undermined. Leaders have come and gone. Departments may have spent years competing for attention or resource. Those experiences do not disappear because the agenda is clearly outlined with talking points and strategy.

Bridge starts from a behavioural realist premise: organisations behave like humans because they are driven by humans. The SLT is therefore a living microculture inside the wider organisation. Its behaviour is shaped not only by individual capability, but by relationships, history, informal influence, psychological safety, organisational pressure, meeting habits, employee experience and the small signals people learn to read when they enter the room.

That is why a Reset cannot begin with a generic leadership programme. Before deciding what the team needs, we need to understand the team that actually exists.

The Bridge distinction

The framework is consistent. The intervention is bespoke. We do not arrive with a series of pre-designed leadership workshops and make the team fit them. We diagnose the ecosystem first, then build the work around what the evidence shows. We have a clear pathway, but the core material remains flexible and adaptable to the ecosystem because one size does not fit all. This is not a cookie-cutter leadership programme.

02 | BEHAVIOURAL REALISM

The unsaid can matter as much as the said

Senior teams are often very good at the formal layer of leadership. They can discuss budgets, performance, risk and strategy with confidence. The harder layer sits underneath: who interrupts whom, who seeks whose approval, who goes quiet, who rolls their eyes, who changes tone when the CEO enters, who privately agrees but publicly resists, who carries historic resentment, and who has learned that the safest option is to say very little.

Bridge observes this behavioural detail in real time. We listen to language, but we also watch body language, pace, tone, silence, allegiances, avoidance, confidence, humour, challenge and the tiny signals that tell us

how the group is really operating. The aim is not to turn ordinary human behaviour into pathology. It is to make patterns visible enough that the team can understand them and choose what to do differently.

> **“It is the behavioural detail that sits in the room that we are looking for. The unsaid more than the said.”**

This is also where the Corporate Chessboard thinking becomes useful. Sometimes an SLT boardroom can be viewed through the lens of the playground: we were all children once, and many of the strategies we learned around belonging, influence, competition and self-protection can reappear in more sophisticated forms at work. Boardroom games are recognisable human tactics and adaptations: proximity to power, favouritism, passive aggression, gaslighting behaviours, breadcrumb dependency, shifting alliances, horizontal hostility, success snatching, managing upwards and protecting territory. Once a pattern can be seen and named, it becomes easier to stop being unconsciously governed by it.

A critical boundary

Senior Leadership Team Reset uses a clear understanding of human behaviour to explore learned behaviours, personality traits, coping strategies, pressure responses, relationship patterns and experienced impact. The focus stays on what can be observed, understood and worked with in the real environment of the senior team.

03 | WHAT THE RESET IS DESIGNED TO ADDRESS

When the senior table stops working as one table

The Reset is most valuable when there is a meaningful level of dysfunction, drift or vulnerability within the senior team. That does not mean every relationship is broken or every leader is struggling. In most teams there will also be strong relationships, good practice, trusted individuals and positive unification hotspots. The diagnostic looks for those strengths with the same seriousness as it looks for barriers, because they show us where the team already knows how to work well.

- Functional leaders arrive as defenders of their own departments rather than collective stewards of the whole organisation.
- Historic alliances, rivalries, appointments, departures or restructures continue to shape present behaviour.
- Formal authority and real influence are not the same, creating hidden power structures around the table.
- People do not feel sufficiently safe to challenge, admit uncertainty or say what they really think.
- Conflict leaves the room and is taken back to departmental teams, creating victim-and-villain narratives and weakening confidence in the SLT.
- Meetings reward speed, dominance or performance rather than listening, strategic thinking and good decision-making.
- Individual confidence, imposter feelings, pressure behaviour or burnout begin to affect the collective.
- The SLT becomes increasingly distant from the lived reality of employees and starts operating on filtered information and assumption.
- The team lacks an agreed behavioural infrastructure for disagreement, support, communication, accountability and representation.

If a team is already operating at a genuinely high level and there is no meaningful challenge to address, Bridge should be prepared to say that a six-month Reset is not the best use of the organisation’s money. This is an intervention with a purpose, not a product that every leadership team automatically needs. Even where the full Reset is not required, the early diagnostic work can still provide valuable insight for the team to take forward as practical growth opportunities.

04 | THE DIAGNOSTIC

We do not reset what we have not understood

The diagnostic is the engine of the programme. It is not a pre-course questionnaire and it is not a presentation designed to tell the SLT what is wrong with them. It is the intelligence Bridge uses to understand the moving parts of the system and decide where the intervention should go.

We look backwards as well as at today

Today’s SLT has been shaped by what came before it. We therefore explore how the team formed and what has influenced it: restructures, mergers, redundancies, previous leaders, significant departures, promotions, long-standing departmental tensions, new-versus-old dynamics, nepotism, changes in strategy and moments

that altered trust or influence. History is not background information. It is often part of the explanation for present behaviour.

We look at the individual and the collective

Each leader completes robust psychometric testing designed to provide insight into individual tendencies, strengths and propensities of behaviour. This is followed by individual feedback and a team workshop that brings the profiles together to explore patterns of behaviour, points of unification and the way different propensities may interact around the senior table. Psychometrics are one lens rather than the answer. They are combined with deep individual diagnostic interviews, direct-report or employee input, documentary context and live observation. One of the most revealing questions is simple: who are you to your team, and who shows up when you enter the SLT?

We observe the team in the wild

Bridge attends a series of real SLT meetings at the beginning of the Reset and continues to observe roughly monthly. We are interested in the system as it behaves naturally, not only in how people behave during a facilitated workshop. This gives us a baseline and allows us to see whether change is transferring into the environment that matters.

What the diagnostic produces

A working SLT Behavioural Map: strengths, unification hotspots, vulnerabilities, influence patterns, relationship dynamics and conflict, meeting behaviours, confidence and wellbeing pressures, employee-facing impact, historic drivers and the areas where intervention is most likely to create movement.

05 | THE HUMAN ECOSYSTEM

One team. Four realities.

The senior table can be understood through four connected realities. They are not separate modules; they are different views of the same living system. A strong SLT learns to recognise all four at once.

The Formal Table

Strategy, governance, performance, decisions, accountability, roles, meetings and the visible machinery of leadership.

The Human Table

Trust, confidence, emotion, vulnerability, resilience, relationships, belonging and the way people respond under pressure.

The Political Table

Power, status, territory, alliances, proximity, favouritism, nepotism, informal influence, managing upwards, avoidance and game-playing.

The Organisational Table

Employees, customers, values, culture, communication, reputation and the lived reality beyond the senior room.

A team can be technically strong at the Formal Table and still be weakened by the Human or Political Table. It can be warm and supportive internally while becoming detached from the Organisational Table. The Reset works across the connections because that is where culture is actually created.

06 | SIX-MONTH MAP

The intensive Reset

Six months is the minimum credible period for this work. Anything materially shorter risks becoming training rather than behavioural change. The sequence below is a framework, not a rigid calendar. The diagnostic may increase, reduce or reshape individual elements depending on what the team needs.

1

Commission & Contract

BEFORE MONTH 1

Sponsor/CEO/Chair discovery, purpose, success measures, access, confidentiality, independence and permission to challenge. We establish who sits inside the Reset and which external influences need to be understood.

2

Diagnose the Ecosystem

MONTH 1

History review, psychometrics, individual feedback and a team workshop on behavioural propensities, deep individual interviews, direct-report/employee lens, document context and at least two live SLT observations. Bridge builds the Behavioural Map and intervention priorities.

3

Individual Unpack & Repack

MONTHS 1-2

Private feedback and diagnostic conversations begin. Each person explores strengths, pressure behaviours, confidence, influence, emotional intelligence, resilience, relationships and the version of themselves that appears at the senior table.

The first three stages establish the evidence and begin the individual work. The next three move the Reset into collective intervention, repeated practice and the behavioural infrastructure that will help the team sustain it.

4

Two-Day Reset Off-Site

MONTH 2

The strategic and human centre of the programme: common purpose, shared responsibility for the whole organisation, team dynamics, behavioural realism, employee voice, the chessboard, honest dialogue and the first practical reset of how the team operates together. We strongly recommend holding this off-site, away from day-to-day business and organisational distractions.

5

Practise in the Live System

MONTHS 2-6

Monthly meeting observation, individual coaching/mentoring, specialist support, relationship repair, meeting redesign, Reset Labs, organisational participation and real-work behavioural experiments.

6

Build the Playbook & Review

MONTHS 5-6

The team converts learning into its own behavioural infrastructure: how we disagree, decide, support, communicate, represent one another and protect the collective. The six-month review measures the Reset and agrees the continuation support.

07 | MONTH 1

Getting underneath the surface

The first month is deliberately investigative. Bridge needs enough exposure to understand the team before trying to change it. We are not looking for a villain and we are not building a case against anybody. We are building a clear picture of the SLT so that later interventions respond to what is actually happening rather than following a generic programme.

Core touchpoints

- Sponsor/CEO/Chair contracting and success definition.
- SLT history and significant-event mapping.
- Psychometric testing, individual feedback and a team follow-up workshop exploring behavioural propensities and points of unification.
- Deep one-to-one diagnostic interviews with every SLT member.
- Targeted direct-report interviews and/or a concise quantitative pulse.
- Two live SLT meeting observations in relatively close succession.
- Review of relevant team structures, agendas, decision processes, employee feedback or existing evidence.
- Bridge synthesis into the private Behavioural Map and individual/system priorities.

The result is not “here are your scores”. It is a hypothesis about how the ecosystem works, tested against multiple sources. We look for where different evidence agrees, where it conflicts and what that tells us about the gap between intention, perception and demonstrated behaviour.

> **“Diagnosis is not a presentation. It is intelligence for the intervention.”**

08 | INDIVIDUAL WORK

Work on the moving parts without losing sight of the whole

Once Bridge has a strong handle on the ecosystem, individual work becomes more focused. One primary Bridge practitioner should retain oversight of the whole team. That person sees the chessboard from above and understands how the development of one leader may affect the rest of the collective. Where a specialist need emerges, additional expertise can be brought in without fragmenting the intervention.

The individual work is a blend of coaching, mentoring, feedback and behavioural challenge. It is not about telling somebody to become a generic “better leader”. It may involve confidence and imposter feelings, emotional regulation, resilience, communication, presentation, listening, influence, personal boundaries, pressure behaviour or the way someone unconsciously recruits allies when they feel unsafe.

Psychometrics can provide useful language for tendencies and derailers, but the live environment remains the test. A profile may suggest a propensity; observation shows us how that propensity actually plays out around this particular table.

The primary practitioner model

Think of the Bridge lead as the person who sees the whole body. Specialists can work on a particular joint, muscle or pressure point, but somebody must retain sight of how all the parts move together - how they grow, flow and affect one another.

Regular contact continues throughout the six months. The intensity can vary by person and by phase, but nobody should receive a single feedback session and then be left alone to make sense of it. Behaviour changes through attention, practice, reflection and repeated application, underscored by openness, honesty, transparency and humility.

09 | THE OFF-SITE

Two days to work on the team while watching the team

The two-day off-site happens after the first diagnostic work, not at the beginning. By then Bridge has enough context to design an experience around the actual team. The off-site has two jobs at once: it is a major intervention, and it gives us another environment in which to observe the collective formally and informally.

Day One - seeing the system

The first day brings the SLT out of operational autopilot. We reconnect the group with its common purpose, explore the difference between functional representation and collective stewardship, examine how influence and the Corporate Chessboard operate, work with self-awareness and team awareness, and begin naming the behaviours that help or hinder the group. The aim is not public humiliation or forced confession. It is enough truth, handled well, to make the system visible.

The evening - seeing the humans

The evening is deliberately less engineered. People need room to let their hair down, spend time together and see one another outside the armour of the job title. They do not need to become best friends. They do need

opportunities to humanise one another. For Bridge, the informal setting also provides useful information about inclusion, alliances, ease, avoidance and connection.

Day Two - rebuilding the collective

The second day turns insight into practice. The team works on strategic common purpose, employee voice, decision-making, meeting behaviour, communication, support, challenge and what it means to represent the SLT once people leave the room. The work begins to establish the behavioural foundations that will later become the team's playbook.

> **"You can speak your truth inside the room without destabilising the people outside it."**

10 | MONTHS 2-6

The greenhouse: change has to be tended

Every leader around the table may be an excellent leader independently and still not come together as an excellent SLT. Individual leadership strength and collective team effectiveness do not automatically go hand in hand. The Reset becomes real when the team returns to ordinary work. This is where many leadership programmes lose their impact: insight is created away from the workplace, but the old environment quickly pulls people back into old habits. Bridge stays close enough to see whether the change is surviving contact with reality.

Roughly once a month, Bridge returns to a live SLT meeting. We observe the same behavioural signals we saw at baseline and look for movement: who is speaking, who is listening, whether challenge is safer, whether decisions are clearer, whether people are defending territory, whether the chair is over-controlling, whether humour is inclusive or weaponised, whether silence is thoughtful or protective, and whether agreed behaviours are being used when pressure rises.

Where the meeting itself is part of the problem, we redesign the infrastructure. Some teams need clearer agendas and decision rights. Others need to slow down, prepare differently or distinguish strategic discussion from operational reporting. Occasionally a deliberately simple technique can be transformational. A talking stick, for example, can retrain a team of habitual interrupters to hear a complete contribution before competing to respond.

The greenhouse principle

A landscape gardener does not plant for tomorrow; they understand how different conditions affect what grows, what struggles and how the whole garden develops together. The same is true here. You do not plant seeds and return six months later to see whether they grew. You keep looking in, support what needs attention and adjust the conditions as the collective develops.

11 | RELATIONSHIPS AND THE CIRCLE OF TRUTH

Professional respect is required. Friendship is not.

Some dysfunction is carried by a particular relationship. Two leaders may have years of accumulated friction, competing versions of the same history or a pattern in which every disagreement is interpreted personally. Coaching them separately can sometimes reinforce two opposing stories. Where the relationship is materially affecting the SLT, Bridge brings the people together with skilled facilitation or mediation.

The objective is not reconciliation theatre. They do not have to like one another. They do need enough professional respect to disagree, make decisions and work in service of the organisation without recruiting the rest of the team into their conflict. The Reset helps repackage friction from personal to professional.

From anonymous feedback to the Circle of Truth

Peer feedback should develop in stages. Early in the programme, anonymity can make it possible for people to hear things they are not yet ready to say directly. As safety and maturity increase, the team can move towards a Circle of Truth: direct, respectful conversation about experienced impact. The discipline is to move away from accusation and towards ownership: "When this happens, this is the impact it has on me and on the way I participate."

This is where humility matters. A senior title does not remove uncertainty, confidence gaps or fear of getting it wrong. When leaders can acknowledge those things without losing professional authority, some of the barriers of steel around the team begin to come down.

12 | RECONNECTING THE SLT

The senior team cannot lead an organisation it no longer experiences

A senior team can become increasingly insulated from the people it is there to lead. Information is filtered upwards, calendars fill with internal meetings after meetings, and leaders begin to know the organisation through dashboards and departmental summaries rather than lived experience. That distance can become even greater with the extension of hybrid working, where fewer informal encounters can mean fewer opportunities to pick up what is happening beyond the senior room. The Reset deliberately breaks that distance.

Leaders are expected to bring the voice of their people to the senior table without arriving as departmental warriors. Once a decision is made collectively, they also need to represent the SLT fairly when they return to their own teams. Difficult disagreement belongs inside the senior room; it should not be converted into reassurance-seeking, blame or the quiet undermining of another department afterwards.

A Day in Your Shoes

One of the strongest experiential elements is simple: a senior leader spends meaningful time doing the work of an employee, ideally outside their own immediate area. This is not a photo opportunity or a leadership walk-round. They participate. They experience the pace, constraints, systems, customer pressure and practical compromises of the job. It reconnects leadership with the roots of the organisation and creates a different kind of employee engagement because the leader is no longer only observing the work from above.

The Reset can also create other forms of upward participation: employee conversations, frontline presentations into senior spaces and opportunities for leaders to hear unedited experience. The purpose is to keep the SLT close enough to the organisational pulse to notice when something shifts.

13 | RESET LABS

The Reset Labs follow the diagnosis

There should be at least one focused Reset Lab every two months during the intensive phase, giving a minimum of three, with more where the diagnostic shows they are needed. The important point is that the topics are not pre-selected simply because they belong in a pre-designed leadership programme. They are informed by the diagnostic and, importantly, by the SLT itself.

Possible Reset Lab areas include emotional intelligence and self-awareness, communication under pressure, conflict and difficult conversations, listening, influence, psychological safety, presentation, resilience, decision-making, meeting effectiveness, employee voice or the behavioural games that appear around senior tables. A team may need a full session on the Corporate Chessboard: what the games are, how people recognise them, what they themselves do when threatened, and how the group prevents those behaviours becoming its operating system.

The test is practical. If somebody can leave a session saying, “I can now see what I do when I feel this pressure, I understand the effect it has, and I know what I am going to practise instead,” the work has moved beyond awareness into behavioural choice.

> **Not a fixed curriculum**
> Bridge holds a breadth of expertise, not a fixed pre-designed programme. The diagnostic decides what is useful. The team helps identify where development would create the greatest value.

14 | THE BEHAVIOURAL PLAYBOOK

Values tell us why. The playbook tells us how.

Towards the end of the intensive Reset, the SLT creates its own behavioural playbook. It should not be written on day one, before the team understands itself. The group has to earn it through the work: seeing its patterns, testing new ways of operating, understanding what creates safety and what destroys it, and deciding what kind of senior team it intends to be.

The playbook becomes the practical infrastructure for the SLT microculture. It defines how the team disagrees, how it makes and supports decisions, how members communicate about one another outside the room, how they challenge overreach, how they share success, how they handle confidential material, how they support a colleague under pressure, how they bring employee voice into the room and how they behave when the organisation is under strain.

This is different from asking everyone to be nice. A strong senior team needs disagreement. It needs challenge. It sometimes needs fierce debate. The point is that challenge happens inside a set of agreed behavioural boundaries so that conflict does not become political manoeuvring or leak into the wider organisation as instability. The key is that a healthy team should be able to challenge without being challenging.

> **"What happens in this room can be difficult. What leaves this room should still strengthen confidence in the collective."**

The playbook also provides a reference point for the future. If somebody begins to overreach, the challenge is no longer simply personal. The team can return to the agreement it made about how it would work.

15 | WELLBEING AND RESILIENCE

The baggage of senior leadership is real

Senior leaders are often expected to absorb pressure without showing the cost. They carry accountability upwards, organisational anxiety downwards, conflict sideways and the emotional weight of decisions that affect other people. They are also expected to appear certain when they may feel anything but certain.

Senior Leadership Team Reset recognises that load. Resilience and wellbeing are not added as a generic wellness workshop; they are considered in the context of the role. We look at pressure, burnout risk, coping strategies, boundaries, work-life balance, confidence, emotional regulation and whether the SLT itself is functioning as a source of support or another source of threat.

The senior team should become a professional tribe in its own right: a place where peers can challenge one another and still recognise when somebody is carrying too much. When psychological safety is absent inside the SLT, people naturally seek it somewhere else, often back in their departmental tribe. That can create the conditions for blame, alliance-building and the accidental undermining of the collective.

Support without lowering the standard

Psychological safety is not the removal of accountability. The aim is a team capable of difficult truth, professional challenge and high standards without forcing people into constant self-protection.

16 | MEASURING THE RESET

Six months measures the Reset. Twelve months measures the Ripple Effect.

Behavioural change needs more than an end-of-programme satisfaction score. Bridge uses the evidence gathered at the beginning as a baseline and returns to the same ecosystem throughout the programme. We can compare observation, individual reflection, team feedback, direct-report experience and practical indicators of how the SLT is operating.

At six months

The first proof sits with the senior team itself and with what Bridge can observe. Has the way people show up changed? Are relationships more workable? Are meetings stronger? Is challenge more direct? Are decisions clearer? Are strengths being used deliberately? Does the team understand its own games and pressure responses? Does it have a playbook it actually uses? The six-month review captures progress, unresolved risk and what needs continued attention.

Months 7-11: lighter-touch support

The intensity reduces, but the relationship does not disappear. Bridge remains close enough to protect the gains, support individuals where needed, revisit live meetings at agreed intervals and respond if old behaviours begin to return. This matters because systems drift. A new senior appointment, organisational crisis or leadership change can reintroduce patterns surprisingly quickly.

At twelve months

We return to the wider organisational lens. Direct reports and selected employees can be re-interviewed or re-surveyed, and Bridge can observe the SLT again. The question is no longer only whether the senior team feels different. It is whether the organisation is beginning to experience the difference.

Two horizons of evidence

Six months: has the SLT reset the way it operates? Twelve months: has the Ripple Effect of that behavioural shift begun to change the experience around it?

17 | PROTECTING THE MICROCULTURE

The Reset has to survive the next person who joins

The SLT is a microculture of its own. Once the team has invested in a stronger way of operating, recruitment and onboarding into that microculture matter. One poorly aligned appointment can quickly create new allegiances, revive political behaviour or destabilise a team that has worked hard to rebuild trust.

A new SLT member should therefore be deliberately welcomed into the team's way of working. They need to understand the playbook, the collective purpose, how challenge works, what the team has learned about itself and what standards it protects. This is not about indoctrinating somebody into groupthink. A new leader should bring fresh perspective and challenge. The difference is that they should not need to spend their first six months decoding an invisible chessboard before they can contribute.

Where appropriate, Bridge can support the entry of new members through psychometric insight, onboarding conversations, peer connection and an early review of how the new relationship is affecting the system.

> **"The goal is not to freeze the culture. It is to make the culture strong enough to welcome challenge without being quietly dismantled by it."**

18 | WHAT ORGANISATIONS RECEIVE

A Reset built around the team that actually exists

Every Senior Leadership Team Reset is shaped around the size, history, circumstances and needs of the SLT. The precise intervention will vary, but the core architecture gives the organisation a disciplined route from diagnosis to live behavioural change and longer-term support.

- A commissioning and contracting process with clear success measures and confidentiality boundaries.
- A multi-source SLT diagnostic including history, psychometrics, individual interviews, employee/direct-report perspective and live observation.
- A private Bridge Behavioural Map used to design the intervention.
- Individual feedback, coaching and mentoring throughout the intensive phase.
- Specialist development or mediation where the diagnostic identifies a need.
- A bespoke two-day SLT Reset off-site with an informal evening component.
- Approximately monthly observation of real SLT meetings during the six-month period.
- At least three diagnostic-led Reset Labs across the intensive phase, with more where needed.
- Meeting and decision-process reset where required.
- Experiential organisational connection, including A Day in Your Shoes and other employee-voice touchpoints where appropriate.
- A staged peer-feedback journey, potentially moving from anonymity to a Circle of Truth.
- A bespoke SLT Behavioural Playbook and agreed collective operating foundations.
- A six-month Reset review, months 7-11 lighter-touch support and a twelve-month organisational impact review.

The most important output, however, is not a document. It is a senior team that can see itself more clearly, understand the forces acting on it, use its strengths deliberately, challenge without being challenging or destabilising, stay connected to the organisation and operate as a collective when the pressure is greatest.

19 | THE BRIDGE PERSPECTIVE

Why this is Built by Bridge

Bridge has spent years working with the point where leadership behaviour, employee experience, culture and organisational performance meet. The Ecosystem Audit asks what is creating the culture rather than simply describing the culture. The Behavioural Realist work looks at the small signals, political dynamics and survival responses that shape how people actually experience work. The Collective Heart work focuses on participation, behavioural playbooks and leadership that stays connected to the shop floor. Senior Leadership Team Reset brings those strands into one concentrated intervention around the most influential microculture in the organisation.

It also builds on a long-standing Bridge principle: values and brand promises only become real when they are translated into behaviour. The modern version of that thinking is more demanding. We are not interested only in what leaders say they value. We are interested in what people repeatedly experience from them, particularly when the room is under pressure and there is something to lose.

That is the behavioural realist difference. We do not sanitise the senior table. We do not assume a psychometric report is the person. We do not mistake an away day for transformation. We do not force every team through the same pre-designed programme. We get close enough to understand the human ecosystem, work on the moving parts, observe what changes in real life and stay involved long enough to see whether the Reset holds.

The promise

A senior leadership team that is more self-aware, more connected, more professionally honest and better able to act as one collective leadership body - not because it attended a course, but because it has understood and reset the system it creates together.

20 | AT A GLANCE

The Senior Leadership Team Reset journey

PHASE	WHEN	CORE FOCUS
Commission	Pre-start	Purpose, contracting, access, confidentiality, success measures
Diagnose	Month 1	History, psychometrics, interviews, direct reports, live observation
Unpack & Repack	Months 1-2	Individual feedback, coaching/mentoring, strengths, pressure behaviours
Reset Off-Site	Month 2	Common purpose, chessboard, collective identity, strategy, honest dialogue
Practise	Months 2-6	Monthly observation, coaching, mediation, Reset Labs, meeting reset
Reconnect	Months 2-6	Employee voice, A Day in Your Shoes, participation beyond the senior room
Playbook	Months 5-6	Behavioural agreements, collective operating standards, future onboarding
Review	Month 6	Measure SLT movement and agree continuation priorities
Support	Months 7-11	Lighter-touch support, observation and protection against drift
Ripple Review	Month 12	Repeat wider lens: are employees experiencing the Ripple Effect?

“The team is only as dysfunctional as the tentacles that are feeding it. The Reset works on the whole ecosystem, not just the symptoms around the table.”

Senior Leadership Team Reset is a Built by Bridge approach. The detailed methodology, scale and specialist support are agreed after initial discovery so that the intervention reflects the team, its history and the organisational context in which it operates.

SOURCE THINKING

Bridge foundations informing this approach

The Senior Leadership Team Reset architecture brings together more than two decades of Bridge work across leadership, culture, employee engagement, behavioural specialism and organisational transformation. It combines established Bridge thinking and practice to look at the ecosystem as a connected whole - whether that is an entire organisation or, in this case, the senior leadership team as a micro-ecosystem within it. The approach draws particularly on these established Bridge foundations:

- The Bridge Culture Ecosystem principle: culture is produced by connected human, behavioural and organisational conditions rather than one isolated measure.
- The Corporate Chessboard: observable political behaviours, proximity to power, horizontal hostility, alliances and the effect of game-playing on participation.
- The Survival Brain: the importance of safety, belonging, threat responses and the behavioural consequences of prolonged organisational uncertainty.
- The Collective Heart: collective leadership, participation, behavioural playbooks, the glass floor and staying connected to the lived organisation.
- Bridge self-awareness and emotional-intelligence work: behaviour and impact loops, listening, feedback, assertiveness, self-awareness and practical development.
- Living Brand Leader: the long-standing Bridge principle that values only become meaningful when translated into consistent leadership behaviour.

Note: where psychometrics are used, the final instrument is selected to fit the client context and appropriate practitioner accreditation. Psychometrics remain one source of insight within the wider Bridge diagnostic rather than a standalone answer.

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