The Knowing–Doing Activation Guide.

Why Culture Fails and How to Fix It with the HIVE

*A practical guide for CEOs and leaders ready to shift from knowing what matters to activating what works with the **HIVE model** and **RISE methodology**.*

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Introduction

You don't need another strategy day. You need <u>alignment that sticks.</u>

Across boardrooms, executive offsites, and leadership check-ins, one pattern repeats:
- We know what matters — but we're not activating it.
- We say culture is key... but can't describe what it looks like in practice.
- We run engagement surveys... but don't change how we lead.
- We talk about resilience... but continue to burn out quietly.
- We have values on the wall... but behaviour in the halls tells another story.

That's the ***Knowing–Doing Gap***. And it's costing you performance, trust, and people. Over the last decade, we've worked with thousands of leaders across industries, geographies, and cultures. We've seen the best intentions undermined by misalignment, pressure, and fatigue.

And what we've learned is this:
- Culture doesn't fail because people don't care.
- Culture fails when people don't know how to bring what they care about to life.

That's why we built the HIVE Model, a system for human-first, values-aligned, and results-driven leadership.

And it's why we created **RISE,** the methodology that makes culture activation measurable, teachable, and sustainable.

This guide is your starting point.
It's not a course. It's not a motivational moment. It's a mirror and a map.

You'll find tools, practices, and real questions that ask you and your team to look beyond intention and step into aligned action.

If you've been asking:
- Why aren't we executing what we already know?
- Why do our people feel disconnected, overwhelmed, or cynical?
- How do we build a culture that's not just aspirational, but operational?

You're in the right place.
Let's bridge the gap.
Let's build cultures that rise and leaders who activate.

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Letter from Christina

In my years of working across people, performance, and organisational transformation, I've held one core question close to my heart:

What truly makes people tick, and how do we engage both their hearts and minds to build unshakeable organisations? **That question has shaped everything I do.**

What I didn't fully realise until I walked through it myself is that the key isn't just found in better systems or strategy. It's found in the self. When leaders begin to unlock self-awareness, emotional resilience, and alignment with purpose, something shifts. And that shift ripples across teams, culture, and performance.

That's what brought the **RISE** methodology to life and why we created the **HIVE** Framework.

We don't run training programs.
We lead transformation.
And transformation takes courage.

It asks us to go deeper than surface-level change. It invites us to stop skirting the edges of what we know needs attention. It requires recalibration of how we show up, what we model, and how we lead.

It asks leaders to go first.
To anchor in presence.
To shift from reaction to reflection.
And to embody the values we say we hold.

Because here's the truth:
- Culture doesn't fail because people don't care.
- It fails when we **don't know how to bring what we care about to life.**
- It fails when we *know* what matters… but don't activate it.

That's the ***Knowing–Doing Gap***, and it's costing us more than we realise.
Our research tells the truth:
- Burnout is on the rise.
- Alignment is missing at the top.
- Resilience isn't embedded.
- Values are aspirational but rarely operational.

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But this isn't just a diagnosis, it's an opportunity.

You don't have to wait for the system to shift.
You get to start the shift from the inside out.
This guide is your invitation.
An invitation to insight.

To belief.
To bold action.
To recalibrate your leadership system.
To re-centre your culture.
To rise, for real.

So let's get into it.

Let's activate what we know.

Let's build cultures that thrive, and leaders who lead with both heart and spine.
With love and purpose,

Christina Foxwell

Founder & Global CEO, Ignite Purpose

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From Knowing to Activation

We're not facing a knowledge problem.
We're facing an **activation gap.**
Leaders know culture matters.
They know resilience is important.
They know alignment drives performance.

But too often, these remain as good intentions, spoken in leadership meetings, written in strategy decks, and printed on walls.

What's missing is the shift from knowing what matters to doing what works, consistently, visibly, and systemically.
That's where the **HIVE mode**l and **RISE methodology** come in.

The HIVE Model:

A Living System for Human-First, High-Trust Cultures
The HIVE isn't a metaphor.

It's a framework for building an organisation where performance and purpose coexist, where people are seen, heard, and equipped, not just managed.

Each element of the **HIVE** represents a vital condition for sustainable, values-based success:

- **H** – **Humanity:** Because culture starts with care.
- **I** – **Intention:** Because clarity beats chaos.
- **V** – **Vulnerability:** Because growth requires courage.
- **E** – **Engagement:** Because participation powers performance.

The HIVE model offers a new lens for how we lead, connect, and collaborate.

But a model alone isn't enough — it must be activated.

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The RISE Methodology:

How We Bring the **HIVE** to Life
RISE is our trauma-informed, neuroscience-aligned method to embed the conditions of the HIVE across five transformational domains:

Resilience Activation
Recovery, calm leadership, and energy reset tools

Integrity in Culture
Values-based behaviour, feedback loops, and cultural clarity

Stability & Boundaries
Recognition of burnout, load reset, and emotional capacity

Energy Alignment
Leadership cohesion, role clarity, and system-wide execution speed

Purpose Integration
Strategy anchored in meaning, engagement, and future impact

RISE turns **aspiration into integration**. It ensures the **HIVE** doesn't stay on a slide, but shows up in everyday action, conversations, rhythms, and decisions.

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→ Why Training Alone Isn't Enough

Traditional training often fails to create lasting change. **Why?** Because information without **transformation** doesn't stick.

Real change happens when:

- Leaders are emotionally engaged, not just cognitively aware.
- Behaviours are practised, not just discussed.
- Systems support the change, not sabotage it.
- People are invited to go first, from the inside out.

That's what the **RISE methodology** delivers, deep, guided, measurable transformation that shifts mindsets, behaviours, and systems.

This Isn't a Program.
It's a Pathway.

And it starts with you.

If you're ready to bridge the **Knowing–Doing Gap** to stop skirting the edges of culture and start leading from the centre, then the **HIVE model** and **RISE methodology** are your roadmap.

Let's go deeper. Let's build what lasts.

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The 5 Domains of the RISE Framework

Each domain is a gateway from insight to action, from pressure to purpose, from disconnection to performance.

These aren't just leadership *'focus areas'*. They're transformational levers to build human-first, high-impact systems.

Resilience Activation

Do your leaders have the emotional tools to recover, refocus, and lead under pressure without burning out?

This domain builds the inner muscles of resilience: self-regulation, emotional clarity, and energy awareness.

When leaders are depleted, decisions slow down, presence disappears, and reactivity rises.

What this unlocks:
- Steady leadership under pressure
- Faster emotional recovery and reduced absenteeism
- A grounded presence that builds trust and team calm

You cannot lead others out of pressure if you're drowning in it yourself.

Culture & Behavioural Alignment

Are your values visible in behaviour — or stuck in a PDF?

This domain is about living the culture, not just labelling it.

It focuses on the subtle but powerful alignment between words, actions, and tone especially at the leadership layer.

What this unlocks:
- Stronger psychological safety across teams
- Values that guide real-time decisions and interactions
- Micro-behaviours that reinforce consistency and trust

Culture isn't what you say. It's what your people experience.

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Burnout Awareness & Boundaries

Do your people have permission and language to protect what matters, before it's too late?

Burnout doesn't just happen at the individual level. It creeps into the system through overloaded expectations, unspoken exhaustion, and the absence of pause.

This domain helps leaders and teams normalise boundary-setting and reset habits before performance erodes.

What this unlocks:

- Early recognition of overload and emotional fatigue
- Safer conversations about wellbeing, capacity, and pressure
- A culture where rest and reset are seen as performance tools — not weaknesses

Sustainable performance requires rest, not just resilience.

Leadership Alignment

Is your leadership team rowing in the same direction or creating drag and drift?

Even strong strategies stall when leadership is misaligned.

This domain recalibrates shared behaviours, decision rhythms, and leadership language so the message is consistent and the path is clear.

What this unlocks:

- Faster, clearer decisions across layers
- Reduced rework, miscommunication, and team confusion
- Leadership cohesion that removes friction and fuels momentum

Alignment isn't a once-off agreement. It's a daily discipline.

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Purpose Integration

Is your strategy rooted in meaning — or are you running on momentum alone?
Purpose is not a poster on the wall it's a compass. This domain activates purpose as a lived leadership lens: how you decide, how you measure, how you show up.

When people see meaning in the mission, they bring more than compliance — they bring commitment.

What this unlocks:
- Increased discretionary effort and engagement
- Purpose-led performance indicators
- Cultures that connect meaning with metrics

When people know "why," they move differently.

Why the RISE Framework Works

Trauma-informed

Backed by neuroscience, ACT (Acceptance & Commitment Therapy), and emotional regulation research.

Practically Applied

Used across diagnostics, executive coaching, leadership labs, and large-scale cultural activation.

Scalable & Human

Designed for CEOs, team leaders, and frontline staff alike because culture lives in every layer.

From Burnout to Belief. From Pressure to Presence. From Intention to Impact.

The *RISE* Framework doesn't just inform.
It transforms.

It's not training. It's not a quick fix. It's a leadership recalibration system that helps people and culture rise.

The Case for Change: What the Data Is Telling Us

Despite best intentions and strong leadership values, the gap between knowing and doing continues to widen, and it's costing organisations their people, momentum, and performance.

In partnership with The Big Smoke Media Group, Ignite Purpose conducted in-depth interviews and research with CEOs across industries, asking one pivotal question:

"What's getting in the way of the culture you want to create?"

Their responses were unfiltered, vulnerable, and deeply human.
These leaders weren't hiding behind titles or strategy decks. They spoke about the tension between intent and impact, the challenge of sustaining momentum amidst complexity, and the weight of responsibility they carry in systems that often don't support the change they're asked to lead.

They named barriers like leadership misalignment, burnout, reactive communication, and cultural drift. But they also called their hope for cultures that breathe purpose, courageous and clear leadership, and organisations that rise together rather than fracture under pressure.

What emerged from these conversations is a clear message:

Culture isn't failing because leaders don't care; it's failing because the systems haven't shifted.

The **HIVE** Framework and **RISE** Methodology were shaped to answer this moment, not by adding complexity, but by activating what works.

Here are the insights that matter most.

KEY INSIGHTS FROM THE RESEARCH

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1. The Leadership Resilience Gap Is Undeniable

Insight: Leadership is being asked to hold the pressure but without the tools, space, or systems to recover and lead well.

92% believe leadership resilience is important. Yet, only **10.8%** of organisations delivered resilience training to leaders in the past 12 months. **66% s**ay their organisation does not invest enough in leadership resilience. **Only 5%** review resilience strategies quarterly — most do it rarely or not at all.

2. Burnout Is the #1 Barrier to Workforce Resilience

Insight: Burnout is not a personal weakness it's a structural issue fuelled by unsustainable work design and under-equipped leadership.

43.6% identified burnout as the top barrier higher than poor communication or lack of purpose. **57%** pointed to workload as the primary cause of burnout. **Burnout** is particularly high in healthcare, education, HR/legal, and working parent segments.

3. Culture Is Talked About But Rarely Measured

Insight: Culture is a poster on the wall not a practice on the ground. Without feedback loops, values drift and engagement erodes.

87% say a resilient culture is essential to long-term growth. But **46%** never review their culture-building efforts. **Only 8%** run regular (quarterly) check-ins. **Only 3%** report strong leadership alignment to culture-building goals.

4. Human Capital Resilience Is Untracked

Insight: Organisations are flying blind — they talk about resilience, but don't track the signals that show whether it's holding.

76% believe their culture supports economic resilience. **But 57%** have no system to measure human capital resilience. **Only 13.2%** feel extremely confident in their measurement approach.

73% of organisations say creating a purpose-driven culture is important or extremely important. But unresolved leadership conflict and vague values dilute impact: **Nearly 29%** say leadership misalignment has directly impacted performan**ce.** **36%** believe leaders are not equipped to have hard conversations about performance and resilience.

5. Purpose Is Recognised, But Not Lived

Insight: Purpose needs to be more than words it needs to guide decisions, conversations, and leadership tone.

6. Barriers to a Resilient, High-Performing Culture

Insight: Organisations know what they need to do — but they're stalled at strategy, momentum, and commitment.

Top 3 blockers identified:

1. Lack of clear strategy **(35%)**
2. Budget constraints **(17.5%)**
3. Leadership buy-in and time **(20%)**

These insights make a strong business case for change. Not by adding more to do, but by shifting how we do it, with tools, systems, and leadership development that embeds resilience and culture into the rhythm of business.

🇦🇺 Australia – Insight Summary

Intent is High. Activation is Low.

Leadership Resilience

- **92%** of business leaders agree that resilience is crucial for leadership success, but only **10.8%** of organisations provided resilience training in the past year.
- **66%** of employees say their organisation does not invest enough in leadership resilience.
- Fewer than **5%** of leadership teams review their resilience strategies quarterly, making resilience more of a concept than a living practice.
- Leaders are absorbing pressure without systemic support, leading to growing fatigue and inconsistent performance under pressure.

Insight: Resilience is understood but not embedded. Leaders are carrying the weight of disruption without consistent tools or institutional backing.

Organisational Culture

- **87%** of respondents believe a resilient culture underpins long-term performance, yet **46.1% o**f organisations never evaluate their culture efforts.
- Only **8%** conduct regular quarterly reviews of cultural initiatives.
- **46%** have not revisited post-pandemic culture reforms since they were first introduced.
- There's a growing risk of **"culture fatigue,"** where human-centric values are spoken but not reinforced through daily behaviours or feedback loops.

Insight: Culture is still spoken more than it's measured. Organisations need structured pulse checks, feedback rituals, and clear ownership to ensure values don't drift.

High-Pressure Sectors Needing Urgent Support

- **Healthcare:** Frontline burnout remains high, especially among nurses and aged care staff.
- **Education:** Teachers face long hours, disruptions, and compassion fatigue.
- **Corporate** (HR, legal, finance, tech): Burnout in HR/legal roles sits at around 59%, the highest among surveyed fields.
- **Working parents:** 51% report burnout due to the ongoing strain of balancing childcare with work.
- **Public sector: Burnout** spiked during 2020 and has only marginally improved — with resource constraints and continued service delivery pressures.

Insight: The most affected sectors are those bearing dual burdens — operational complexity and emotional labour. Resilience, clarity, and boundary-setting must become embedded capabilities, not optional extras.

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🇿🇦 South Africa – Insight Summary
A Nation Tested. A Leadership Ethos Emerging.

Leadership Resilience
- South African leaders have faced an extraordinary confluence of disruption: pandemic waves, economic recession, social unrest, and ongoing infrastructure collapse.
- Most organisations **lack formal resilience programs,** leading to a culture of *"learning on the job"* through crisis management.
- Yet resilience is evolving into a competitive edge: **63%** *of Sub-Saharan African CEOs* are optimistic about global growth, which is higher than the global average.
- The most adaptive leaders have demonstrated transparency, empathy, and decisiveness — often without systemic support.

Insight: Resilience here is not a luxury; it's a leadership imperative forged under pressure. But without consistent development, many are leading from depletion, not design.

Organisational Culture

- Culture is becoming more human-centric post-pandemic, but change remains uneven. Many workplaces still operate with top-down rigidity and stigma around mental health.
- **One-third** of South African workers hide mental health struggles due to fear of professional repercussions.
- Firms spend **250x more on physical safety** than psychological wellbeing, a stark indicator of the undervaluing of mental health in workplace culture.
- Organisations with transparent, caring cultures retain talent better through crises, but only a fraction embed these values systematically.

Insight: South Africa's cultural transformation is underway — but still patchy. Without proactive ownership, reactive culture patterns and unspoken burnout will persist.

Burnout & Mental Health
- By 2024, *1 in 3 employees* in South Africa was experiencing burnout.
- Key contributors include:
  - Chronic financial stress (80% of employees say it impacts their work)
  - Load-shedding, service instability, high crime, and resource constraints
  - Unpaid overtime and "permacrisis" survival mode

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- Burnout is particularly acute in:
  - **Healthcare:** burnout rates up to **78%** during COVID peaks
  - **Middle managers:** caught in cross-pressures
  - **Women and working mothers:** burdened with dual responsibilities
  - **Younger professionals:** anxious and disengaged in a turbulent job market
- Over **70%** of employees are not engaged at work, and burnout and disengagement are tightly linked.

Insight: Burnout is no longer isolated — it's systemic. The cost of inaction is performance erosion, talent drain, and weakened social fabric inside teams.

Organisational Culture
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Insight: South Africa's cultural transformation is underway — but still patchy. Without proactive ownership, reactive culture patterns and unspoken burnout will persist.

Purpose & Meaning
- A *cultural shift is underway*: South African employees are increasingly asking, "Does my work matter?"
- The concept of *Ubuntu* — purpose through community — is shaping expectations around leadership, ethics, and impact.
- **75%** of risk experts believe employees expect a stronger duty of care from leaders post-pandemic.
- Companies with social missions and community engagement saw deeper alignment and commitment from staff during times of crisis.
- Younger generations are choosing purpose-driven employers or starting businesses that reflect their values.

Insight: Purpose isn't a trend — it's a retention strategy. Employers who lead with care, meaning, and contribution will outperform those stuck in transactional leadership models.

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Most Impacted Sectors

- **Healthcare:** Already strained pre-COVID, the system now faces severe burnout, staff shortages, and emigration of professionals.

- **Education:** Educators have battled disruption, trauma, and under-resourced digital transitions.

- **Public Sector:** Burnout remains high amid economic and political instability, compounded by low resources and public pressure.

- **Corporate** (Finance, Tech, HR, Legal): Flexibility improved for some, but long hours and global competitiveness keep pressure high.

- **SMEs:** The backbone of the economy, SMEs face post-pandemic fatigue without mental health infrastructure.

- **Demographic Pressures:** Women, young professionals, and older workers with delayed retirements are among the most affected.

***Insight:** The leadership, wellbeing, and culture crisis in South Africa is sector-agnostic, but acute in human services and complex systems. Resilience must be designed, not expected.*

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🇨🇦 Canada – Insight Summary

Organisational Culture Is Evolving but Fractured

- Remote and hybrid work have become standard, creating tension between modern employee expectations and traditional leadership mindsets.
- Culture is now defined by trust, transparency, and values, not just office rituals.
- Younger generations prioritise flexibility, wellbeing, and alignment with values, but some leaders resist these shifts, causing a disconnect.
- Nearly half of Canadian organisations don't evaluate cultural initiatives, leading to drift and fatigue.

Burnout Is Rising — Especially Among the Young

- Burnout affects *40–51%* of Canadian workers, with Millennials and Gen Z the most impacted.
- HR and legal professionals report the highest burnout rates (~59%), alongside healthcare and education workers.
- Root causes include high workloads, emotional exhaustion, lack of recognition, and blurred boundaries.
- Despite growing awareness, many interventions (like mental health days) are not yet reducing the trend.

Purpose Has Become a Baseline Expectation

- **93%** of small business founders cite meaningful work as their top motivation, even ahead of income.
- Employees want employers to act on social and environmental values, not just state them.
- The risk of "conscious quitting" is real: employees will walk if values and culture don't align.

Most Impacted Sectors

- **Healthcare:** Ongoing burnout and staffing challenges post-COVID.
- **Education:** Teacher stress, student learning gaps, and resourcing strain persist.
- **Professional services:** HR and legal are under constant pressure from change management and workload.
- **Public Sector:** Burnout and morale issues linked to policy friction and service delivery strain.
- **Working parents** and knowledge workers are stretched thin, especially in tech, finance, and retail.

Canadian workplaces are more human-centred and purpose-focused than ever before, but transformation is incomplete. Leadership styles, cultural measurement, and organisational design must catch up to the new normal to close the gap between aspiration and reality.

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🇰🇷 South Korea – Insight Summary

Leadership Resilience Is Shifting From Endurance to Sustainability

- Traditional leadership in Korea has long equated resilience with overwork, urgency ("ppalli-ppalli" culture), and stoicism.
- COVID-19 disrupted this mindset, requiring remote leadership, agility, and flexibility, which was unfamiliar territory for many leaders.
- A generational divide has emerged: older leaders often still equate resilience with pushing harder, while younger leaders seek balance, innovation, and mental wellbeing.
- Public backlash in 2023 against the proposal to increase legal work hours to 69 per week marked a national turning point.
- Some progressive CEOs now encourage work-hour limits and mental health days, a major cultural shift.
- Leadership resilience is being redefined: not as individual endurance, but as system-level adaptability and collective wellbeing.

Insight: Korean organisations are slowly transitioning from burnout-as-badge to resilience-as-strategy — though many leaders remain stuck between these paradigms.

Burnout Is Systemic — But Tolerance Is Diminishing

- South Korea has one of the highest burnout rates in the region, with over **60%** of workers reporting recent stress.
- **"Gwarosa" (death by overwork)** and unpaid overtime remain alarmingly common; **59%** of workers report not being compensated for extra hours.
- Younger generations are pushing back: **47%** of Gen Z and Millennials say they're planning to leave their companies for better conditions.
- Burnout is especially acute in gaming/tech, manufacturing, finance, and healthcare, where long hours and high pressure collide.
- The pandemic exposed mental health gaps, and now burnout is seen as a national issue, linked to declining well-being and low birth rates.

Insight: Korea's workforce is no longer quietly accepting toxic overwork. A cultural reckoning is underway, and organisations must respond or risk talent loss.

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Purpose Is Rising as a Core Expectation

- Historically, work was duty-driven — loyalty to company and country. Now, younger workers want personal meaning.
- Job-hopping, career breaks, and public demands for socially responsible business are all on the rise.
- Conglomerates like Samsung and Hyundai are adjusting their ESG messaging to align with employee values.
- Purpose-driven leadership is gaining traction: coaching leadership and servant leadership are being introduced in place of rigid hierarchies.
- The "YOLO" and FIRE movements in Korea signal a desire to escape a meaningless grind and find fulfilment.

Insight: The next generation of Korean professionals seeks purpose, growth, and values-alignment — not just a pay cheque or promotion.

Sectors Most Impacted

- **Tech & Electronics Manufacturing** – Rapid production shifts, intense pressure on engineers, and chronic overwork.
- **Gaming & IT** – Crunch culture, deadline-driven burnout.
- **Finance** – Traditional long hours clashing with digital transformation demands.
- **Healthcare** – COVID surges stretched already thin staffing, especially nurses and frontline workers.
- **Education** – Teachers had to adapt to tech and emotional support roles amid ongoing academic pressure.
- **Public Sector** – High stress linked to COVID policies, aid programs, and political accountability.
- **Logistics/Shipping** – Global demand fluctuations intensified pressure on port and delivery workers.
- **Retail & Hospitality** – Swinging from layoffs to overwhelm, plus customer mistreatment spikes post-pandemic.

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🇲🇾 Malaysia – Insight Summary

Leadership Resilience – Evolving, but Under-Supported

- Post-MCO, leaders showed greater empathy and adaptability, especially SMEs and public sector leaders.
- 87% of risk experts flagged burnout as a major concern, yet most organisations lack formal resilience strategies.
- Leaders are navigating pressure without enough systemic tools or support.
- A shift is underway: from stoic endurance to agile, people-focused leadership, but change is uneven.

Insight: *Resilience is growing organically, but without structure, it risks being unsustainable.*

Organisational Culture – From Harmony to Honesty

- Traditional culture values hierarchy and harmony, often at the cost of psychological safety.
- Remote work exposed silent suffering, poor communication, and reluctance to speak up.
- Government policy now supports flexible work (Employment Act reform, 2022), pushing change.
- Progressive companies are building cultural feedback loops, mental health supports, and inclusive leadership training.

Insight: *Culture must move beyond politeness toward voice, trust, and safety.*

Burnout – Widespread, Yet Minimally Addressed

- 67% of Malaysian employees report burnout (up from 58% in 2022); 33% say it affects their work.
- Millennials (69%) and Gen Z (64%) are most affected, especially women balancing home and work demands.
- Flexible work reduces burnout, but is not yet standard across industries.
- Mental health stigma persists; many employees still hesitate to seek help.

Insight: *Burnout is systemic, and talent retention now depends on prevention, not endurance.*

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Purpose – Rising as a Retention Driver

- Employees increasingly seek meaningful work and values-aligned employers.
- Post-pandemic, there's a rise in volunteerism, CSR involvement, and startups driven by passion.
- 88% of knowledge workers want remote/hybrid options to align work with life.
- Inclusive cultures, ESG leadership, and growth opportunities are becoming key talent magnets.

Insight: Purpose isn't a perk — it's a pull factor for Malaysia's emerging workforce.

Most Impacted Sectors

- Healthcare – Staff shortages, emotional exhaustion, and growing risk of attrition.
- Education – Teacher burnout, learning gaps, and digital fatigue.
- Manufacturing – Operational stress, safety concerns, and recovery pressure.
- Hospitality & Tourism – Industry collapse followed by overwork during the rebound.
- Corporate/Tech – "Always-on" culture driving Zoom fatigue and stress.
- Public Service – Crisis-response burnout, policy overload, and employee disengagement.

Insight: Sector-specific interventions are critical, particularly in healthcare, education, and tourism.

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🇵🇭 Philippines – Insight Summary

Leadership Resilience Is Rooted in Crisis Adaptation and Community Spirit

- Filipino leaders led through one of the world's longest lockdowns, marked by resource scarcity, shifting mandates, and immense emotional toll, evolving from crisis managers to community anchors.
- The cultural value of bayanihan (communal care) was reflected in servant leadership models, with many leaders prioritising care and solidarity amidst chaos.
- As adversities mounted — from typhoons to inflation — resilience matured from reactive endurance to compassionate stability.
- Leaders are embracing empathy and team support, but many remain stretched thin with limited structural support and ongoing socio-economic instability.

Insight: Filipino leadership is evolving into a hybrid of agility and humanity. The best are servant leaders navigating hardship with heart, but resilience gaps persist where leadership models haven't shifted from command-and-control.

Burnout Is a Widespread Crisis — Especially Among the Youth and Frontline Sectors
- The Philippines reports one of the highest burnout rates in Southeast Asia: 71% of workers have experienced burnout, with Gen Z and Millennials disproportionately affected.
- BPO, healthcare, education, and public service sectors are in distress — long hours, sleep disruption, and blurred work-life boundaries are driving attrition.
- A staggering 85% of Filipino workers have considered stepping back, and 68% are actively considering leaving due to mental health strains.
- The "sandwich generation" (25–44) is especially at risk, juggling work, caregiving, and financial pressure.
- Though 71% of companies report offering mental health support, only 25% of employees feel the initiatives are meaningful, indicating a major implementation gap.

Insight: Filipino professionals are running on empty. Cultural expectations around resilience often mask emotional strain. Leaders must do more than offer programs — they must change workload norms and lead with presence.

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Organisational Culture Is in Transition — From Family Feel to Wellbeing-Focused

- Pre-pandemic, Filipino workplaces thrived on pakikisama (harmony), hierarchy, and a familial spirit.
- Remote work disrupted cohesion but opened space for mental health conversations and flexible models.
- 64% of employees now say they would approach supervisors for mental health issues, signalling a cultural shift toward psychological safety.
- Hybrid work remains polarising: while BPOs push return-to-office, many employees resist, citing wellbeing and autonomy.
- Culture is now a retention strategy — employees are choosing roles based on flexibility, empathy, and alignment with personal values.

Insight: Filipino organisations are rewriting culture around care, communication, and flexibility. But tension remains where traditional leadership and presenteeism still dominate.

Purpose Is a Retention Driver — Not Just a Nice-to-Have

- Filipino employees seek meaning in work — influenced by family, faith, and community.
- Volunteering, CSR, and community outreach are deeply embedded in how teams express purpose at work.
- Gen Z and Millennials expect companies to care for people and planet — and will walk away if the culture feels extractive or misaligned.
- "Conscious quitting" is emerging — with employees leaving high-paying jobs for purpose-led organisations that mirror their values.

Insight: Purpose is not peripheral. Filipino talent, especially the youth, are staying where they feel they matter — and where the organisation makes a difference.

Most Impacted Sectors:

- **Healthcare:** Extreme burnout, resignations, and overseas migration — the sector is bleeding talent.
- **Education:** Teachers faced tech challenges and emotional strain during online learning, with some opting for early retirement.
- **BPO/Corporate:** High workloads and isolation fuelled attrition. The return-to-office mandate has met resistance.
- **Government:** Frontliners faced inconsistent support, public frustration, and service backlog stress.
- **Informal Sector & OFWs:** Lockdowns led to income collapse; many OFWs returned jobless, amplifying community hardship.

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A Data-Led Wake-Up Call:
What's Getting in the Way of the Culture Leaders Say They Want?

From boardrooms in **Sydney** to hospitals in **Manila**, from innovation hubs in **Seou**l to struggling SMEs in **Johannesburg**, a pattern emerged.

Leaders aren't short on intent. But they're stuck between **pressure and paralysis.** The gap between what they believe in and what's showing up in the business has never been more visible or costly.

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🌍 Global Insights at a Glance

Across geographies, five consistent truths emerged:

1. **Resilience** is strained, but still expected.
2. Leaders are **holding up systems** while barely holding themselves together. Across every region, they told us: "I don't have time to think, let alone lead intentionally."
3. Culture is being spoken, but **not systemised.**
4. Many organisations have values on the wall, but **inconsistent behaviours in the hall.** Psychological safety, trust, and flexibility are desired, but rarely measured or activated.
5. Burnout is rising, and it's **reshaping loyalty.**
6. In every country, we heard versions of the same warning: "Good people are leaving not because they're weak, but because they're **tired of pretending they're fine**."
7. Purpose is emerging as the **new power driver**.
8. Whether it's South Africa's call for dignity, the Philippines' value of bayanihan, or Korea's generational shift to balance, employees are asking: **"What are we building, and do I belong in it?"**
9. Leadership models must evolve or fracture.
10. The **command-and-control playbook is cracking.** Today's leaders are being asked to show empathy, adapt quickly, and hold accountability simultaneously.

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→ Our Methodology: Not Just Listening — Diagnosing

Our research wasn't anecdotal. It was anchored in:

1. CEO interviews and anonymised qualitative insights
2. Cross-country comparative analysis
3. Pulse data from our diagnostic tools (Resilience Index, HIVE Flywheel, and Self-Sabotaging Behaviour Assessment)
4. Sector-specific context (BPO, healthcare, manufacturing, government, education)

We didn't just map problems. We mapped friction points. The areas where leadership intent meets system inertia. Where words of culture meet waves of burnout. And where talent starts to quietly disengage.

→ The Way Forward: From Diagnosis to Activation

If we want to shift from performance driven by pressure to performance anchored in purpose and resilience, we must stop admiring the problem and start activating the solution.

This means:
1. Embedding a measurable framework for culture, accountability, and resilience.
2. Our HIVE Model (Humanity, Intention, Vulnerability, Engagement) turns abstract values into daily practices.
3. Equipping leaders with the tools to navigate pressure and still lead with presence.
4. Resilience isn't yoga at lunch. It's emotional regulation, intentional communication, and boundary-led leadership.
5. Replacing hero leadership with human leadership.
6. The new credibility is not perfection — it's self-awareness, growth, and clarity in the face of complexity.
7. Creating team alignment that outlives crisis.
8. The most effective teams we saw across our study were not the ones without stress — but the ones with shared anchors, open feedback loops, and visible ownership.

If we listen to the signals and act with courage, we can rebuild cultures that don't just survive change... they activate it.

Let's stop talking about high performance and start building it from the inside out.

Organisational Activation – Tools for Teams, Leaders & Culture

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This section is crafted for CEOs, HR Leaders, and Executive Teams who are ready to move from reactive survival to resilient activation. It supports embedding emotional agility, leadership clarity, and cultural coherence across the system.

Diagnostic Tools

These tools provide the mirror your organisation needs to see where activation is needed most:

- Team Resilience Scan: Assess where teams are stretched, supported, or silently struggling. Use it quarterly to map energy, focus, and psychological safety.

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- Culture Drift Checklist: Identify where your culture has begun to fray, values misalignment, unclear behaviours, or outdated norms. Catch the drift before disconnection becomes the norm.
- Leadership Alignment Audit: Ensure your executive and senior leadership are aligned on purpose, behaviours, and communication. Misalignment at the top is the fastest way to confuse the middle.

Insight: Most cultural breakdowns aren't due to strategy misfires — they're caused by inconsistent leadership signals and unspoken misalignment.

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Why Tools Aren't Enough

Too often, leaders believe a new strategy day or an updated slide deck will fix cultural drift. But a strategy without behavioural alignment is just noise.

The real question is not *"What do we need to do?"* but *"How do we need to be?"*

Culture doesn't fail because ***people don't care.***
It fails when they ***don't know how to bring what they care about to life.***

That's the **Knowing–Doing Gap.** And it's costing you performance, trust, and people.

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→ **From Knowing to Activation**

Over the last decade, we've worked with thousands of leaders across industries, geographies, and cultures. We've seen good intentions derailed by fatigue, misalignment, and silent burnout. We've learned this truth: You don't need another strategy day. You need alignment that sticks.

The **HIVE Model** gives you the living system for human-first, values-aligned leadership.

RISE provides the methodology that makes culture activation measurable, teachable, and sustainable.

This guide isn't a motivational talk or a training manual.
 It's a mirror and a map; an invitation to move beyond the intention and step into courageous, consistent activation.

If you're asking:
- Why aren't we executing what we already know?
- Why do our people feel disconnected or burnt out?
- How do we make culture operational, not just aspirational?

You're in the right place.

→ **Let's bridge the gap. Let's build cultures that rise and leaders who activate.**

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🔥 Team Resilience Scan

Purpose:

This tool helps leaders see where their teams are energised, stretched, or silently struggling. It offers a mirror to understand team wellbeing and performance readiness, so you can act before burnout or disengagement takes root.

When to Use:
Quarterly (or after significant change, high-pressure periods, or restructuring).

Why:
Because what isn't seen cannot be supported. Resilience is not just an individual trait; it's a collective condition.

Step 1: Prepare

- Schedule a dedicated session (60–90 minutes).
- Create a safe space — remind your team this is about support, not surveillance.
- Use an anonymous survey if psychological safety is low.

Step 2: Scan Questions

Ask your team to rate (1–5) or reflect openly on the following statements:

Energy & Capacity
- I feel energised and able to sustain my current workload.
- I have the time and headspace to think creatively and strategically.
- I can ask for support when I need it without fear of judgment.

Focus & Clarity
- I am clear on priorities and what success looks like.
- I understand how my work contributes to the team's purpose.
- I can focus without constant interruptions or conflicting demands.

Safety & Connection
- I feel safe to share when I am struggling or unsure.
- I feel valued and recognised for my contributions.
- I believe my well-being is genuinely cared for by my leaders.

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Step 3: Discuss & Map

- Review trends as a group (without naming individuals).
- Identify patterns: Where is energy high? Where are people stretched or at risk?
- Create a visual heat map (e.g., green = strong, amber = at risk, red = urgent support needed).

Step 4: Action Together

- Agree on 1–2 focus areas as a team (e.g., clearer priorities, more regular check-ins, better workload distribution).
- Assign small, specific actions with owners and timelines.
- Commit to revisiting progress in the next quarter.

Step 5: Reflect

Leaders, ask yourself:
- Where might I be contributing to overwhelm or ambiguity?
- What do I need to model more clearly (e.g., rest, boundaries, asking for help)?
- How can I reinforce safety and recognition daily?

Final Thought

Resilience is not about pushing harder; it's about creating the conditions where your people can rise, recover, and reconnect.

Remember: Seen teams are supported teams. Supported teams perform.

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🔥 Culture Drift Checklist

Purpose:

To help you identify early signs of misalignment, silent tensions, and behaviour gaps that quietly erode culture. When we catch drift early, we protect trust and reinforce belonging.

When to Use:
- Twice a year at a minimum.
- After leadership changes, restructuring, or major strategy shifts.
- When engagement or trust feels lower, even if people aren't openly speaking up.

Check for Values Alignment

☐ Can most people describe our core values in their own words, and connect them to daily behaviour?

☐ Do we see our values guiding decisions, especially under pressure?

☐ Are there behaviours happening that contradict our stated values?

☐ Do leaders visibly model these values, or only speak them?

Check for Behavioural Signals

☐ Are feedback conversations happening consistently, or being avoided?

☐ Is there openness to share mistakes and learn, or do people hide errors?

☐ Are tensions or conflicts being addressed, or left to fester quietly?

☐ Do we celebrate wins and acknowledge contributions, or take effort for granted?

Check for Psychological Safety

☐ Do people feel safe to challenge ideas and raise concerns without fear?

☐ Are well-being and boundaries respected, or is overwork subtly rewarded?

☐ Are there signs of cynicism or "checking out" in meetings and day-to-day interactions?

Check for Norms & Rituals

☐ Are our cultural rituals (meetings, check-ins, celebrations) still meaningful and energising, or have they become box-ticking?

☐ Has remote or hybrid work weakened our informal connection moments?

☐ Do new joiners integrate smoothly into the culture or feel like outsiders?

☐ Are our communication rhythms clear and human-centred, or purely transactional?

Red Flags to Watch

⚠️ Increasing gossip or hallway chatter instead of direct conversations.

⚠️ Growing "us vs them" language across teams or layers.

⚠️ High performers are quietly disengaging or leaving.

⚠️ Silent burnout; people appear "fine" but energy and spark are missing.

Final Reflection

If you've ticked more than a few amber or red signals, it's time to pause and recalibrate.

Culture isn't what we say.
It's what we model.
It's what our people feel.

Remember: Address drift early — before disconnection becomes the default.

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🔥 Leadership Alignment Audit

Purpose:

To examine whether your executive and senior leadership are truly aligned, on purpose, in behaviours, and communication tone.

When to Use:
Misalignment at the top isn't just a leadership problem. It confuses middle managers, fractures teams, and quickly erodes culture and trust.

Check for Values Alignment

- Annually, at minimum.
- Before or after major strategic shifts.
- When engagement, performance, or culture signals are inconsistent.

Part 1: Shared Purpose

- ☐ Can each leader clearly articulate the organisational purpose, without reading it from a slide?
- ☐ Are decisions at the top consistently made through the lens of this purpose?
- ☐ Do leaders feel personally connected to the purpose, or is it seen as a "corporate slogan"?
- ☐ Are strategic priorities aligned to this purpose, or do individual agendas dominate?

Part 2: Behavioural Consistency

- ☐ Do leaders consistently model the core values, even when under pressure?
  Is there agreement on "what good leadership looks like" here?
- ☐ Are behavioural expectations explicit and upheld in practice (e.g., in feedback, recognition, performance discussions)?
- ☐ Do leaders hold each other accountable, or avoid difficult conversations to keep the peace?

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Part 3: Communication Tone & Clarity

☐ Is there a shared language and tone across executive communications?
☐ Are leaders' messages clear, human-centred, and aligned — or do they contradict one another?
☐ Do leaders cascade consistent stories and priorities to their teams?
☐ Are leaders seen as approachable and authentic, or distant and transactional?

Reflection Questions for the Leadership Team

- Where are we truly united — and where are we quietly divided?
- What impact does our alignment (or lack thereof) have on the layers below us?
- What courageous conversations are we avoiding as a team?
- What behaviours do we need to model more clearly to create trust and clarity?

Red Flags

⚠️ "Mixed messages" or conflicting priorities are communicated to teams.
⚠️ Silent disagreements that show up as micro-behaviours (eye-rolling, dismissiveness, sarcasm).
⚠️ Strategy meetings that end with "agreement" but have different interpretations leave the room.
⚠️ Frequent firefighting due to a lack of shared direction.

Final Note

Alignment isn't a one-time agreement; it's a daily discipline.

Remember: The culture you want is only as strong as the alignment you hold.

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The Power of Engaging Ignite Purpose to Support Your Transformation

At Ignite Purpose, we're here to help leaders activate what matters most. Because insight without action costs culture, clarity, and performance.

We don't just run workshops or deliver slide decks; we partner with you to transform your business from the inside out. Our programs are crafted to turn knowing into doing, and doing into sustainable, measurable impact.

Ignite Purpose Programs & Experience

7,000+ coachees
25,000+ coaching hours
13+ years in business

Sales & Service Transformation

We help your teams move from transactional to relational, creating real value for clients and sustainable growth for your business.
Rooted in research, tailored to your market, and always measured for impact.
"We saw a real hunger to develop and refine skills — our team is now genuinely aligned and engaged with our customers." — Polyflor

Culture Transformation

We turn values from wall words into living, breathing daily behaviours.
Based on diagnostics, designed uniquely for your culture, and measured to ensure your people feel it, not just see it.
"We now have a united front, working cohesively towards common goals with a shared sense of purpose." — Abbott

HR & Performance Consulting

We partner with you to create people systems that build trust, drive accountability, and enable high performance.
Evidence-informed, co-created with your leaders, and continuously refined through measurement.
"The alignment to strategy was the early win; individual coaching improved performance and engagement across teams." — Western NSW PHN

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ARISE Resilience Programs

Trauma-informed and neuroscience-aligned programs that build bounce-forward capacity in leaders and teams.

Personalised to your context, tracked before, during, and after — so resilience isn't just spoken, but lived.

"We noticed a significant improvement in collective confidence and a willingness to engage in growth conversations." — Primary Health Tasmania

Self-Leadership & Accountability

Empowering individuals to move from reaction to ownership, creating clarity and personal responsibility across the business.

Tailored from diagnostics and measured at every stage to ensure true behavioural shift.

"I now place far more responsibility back on the team to develop solutions — this has transformed our leadership culture." — Primary Health Tasmania

Transformational Learning & Development

Learning experiences designed to transform mindsets and behaviours, not just fill knowledge gaps.

Customised to your organisational challenges and rigorously measured for ROI and real-world impact.

"We saw measurable improvements in culture and leadership confidence — and real results in engagement surveys." — Sydney North Health Network

Executive, Team & Leadership Coaching

Deep, human-centred coaching that aligns personal growth with business performance.

Grounded in evidence, shaped to your leadership context, and measured to track growth over time.

"I have learnt how to lead with heart, provide vision, and bring the team with me on the journey." — Sydney North Health Network

Better Together – Alignment & Transformation Programs

Supporting teams to move from silos to synergy, unlocking collective potential through trust and shared direction.

Always starts with diagnosis, built for your context, and measured to ensure lasting alignment.

"We have worked to build culture and values into all elements of our work, starting with induction and developing leadership training and executive alignment. Together, we can achieve anything." — Sydney North Health Network

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Performance Transformation Consulting

Driving whole-of-organisation performance uplift by aligning systems, strategy, and behaviours.

Data-informed, tailored to your ambitions, and measured throughout to guarantee tangible outcomes

"We developed clear KPIs, strengthened leadership and operational management, and are now moving faster together."

Researching Performance & Programs that Drive Transformation

We don't just teach transformation — we study it, refine it, and share insights to stay at the forefront of what works.

Our research informs every program, ensuring it's evidence-based, tailored to your people, and continuously evolving.

"I now place far more responsibility back on the team to develop solutions — this has transformed our leadership culture." — Primary Health Tasmania

🔥 The Invitation

This isn't about adding more to your plate; it's about shifting how you lead, connect, and deliver impact.

If you're ready to bridge the Knowing–Doing Gap, to build a culture that breathes purpose and resilience rather than just posters on the wall, we're here to walk that path with you.

Let's build cultures that rise and leaders who activate. Together.

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