



3bigthings

Mind. Body. Environment.

PROGRAMME GUIDE

Leadership Development *Programme*

The deeper read behind the Leadership Development page. The page answers "what is this". This guide answers "what's actually in it": the foundation every leader builds, the three modules you choose from, the coaching that runs alongside, and how an engagement works in practice.

THE PROGRAMME

What this programme *is*.

Most leadership development is an event. A course, a workshop, a day out of the office. People leave with good intentions, and within a week the intentions are gone.

This programme is built differently. It pairs structured training with one-to-one executive coaching, so what a leader learns doesn't stay in a folder. It gets used, on the real decisions and the real team in front of them, until it becomes how they lead.

There are three parts:

- **A foundation course, Building Secure Teams.** Every leader starts here. It builds the core skills that hold a team together.
- **Three modules.** Each one targets a specific pressure: high-performing teams, change and AI, or psychosocial risk. You choose the ones that fit.
- **Executive coaching, alongside.** One-to-one work with a registered psychologist that turns the training into practice.

The whole programme is designed and delivered by registered psychologists.



THE THINKING BEHIND IT

Why it's built *this way*.

Leaders are made, not born. Most organisations would agree. The trouble is that making a leader is hard, and it's hard on two sides.

A leader rarely has the time. Promoted for being good at the work, they spend every week running it, with no room to step back and build how they lead. And their organisation rarely finds a programme that genuinely works. More than four in five managers step into the role with no formal management or leadership training, and the training that does happen tends to be a one-off: useful on the day, gone by the next week.

So leaders lead on instinct, and the team pays for it. Good people start looking elsewhere. Capable people go quiet. Small problems that needed a quiet word turn into formal complaints.

A leader doesn't change because they sat through good training, though. They change when they practise it, on real decisions, with support, until it becomes second nature. That's why this programme pairs the two. The training builds the foundation. The coaching turns it into how a leader actually leads.

Source: Chartered Management Institute, *Taking Responsibility: Why UK plc needs better managers*, 2023. The research found 82% of managers enter the role with no formal management or leadership training (UK data).



THE FOUNDATION · EVERY LEADER STARTS HERE

Building Secure Teams.

Every leader completes the foundation first. It builds the part of leadership everything else rests on: the ability to be a steady, secure presence a team can settle around and do its best work for.

Secure leadership isn't a personality type, and it isn't charisma. It's a set of skills, and skills can be taught. The foundation develops them across three areas.

Attachment-based leadership

Leading from a secure base. A leader learns to recognise the relational patterns in themselves and their team, and to respond with insight rather than react out of habit.

Emotional awareness and regulation

Staying grounded when the pressure is on, and helping the team stay steady when stress runs high.

Reflective practice

Turning everyday experience into learning that lasts, through a simple cycle of awareness, acceptance and action.

In day-to-day leadership, that work shows up as six practices. They are the spine of Building Secure Teams.

1

Consistent presence

Reliable, predictable and available, with steady rhythms that make people feel safe.

2

Attuned listening

Listening to tone and emotion, not just words, so people feel genuinely heard.

3

Constructive boundaries

Clear roles, fair limits and protected focus time that create structure and safety.

4

Encouraging risk

Balancing safety with challenge, so people feel safe enough to experiment and stretch.

5

Emotional regulation

Staying grounded under stress and modelling calm, an anchor others can borrow from.

6

Repair after rupture

Naming tension early, taking responsibility, and rebuilding trust when something goes wrong.

By the end of the foundation, a leader shares a common language with every other leader who has been through it, and has a base solid enough to build real psychological safety on. The modules build from there.

CHOOSE WHAT FITS

The three *modules*.

Each module builds on the foundation, targets one pressure your organisation is under, and is embedded one-to-one through executive coaching. You choose the modules that matter most. A leader can take one, or all three.

1

Developing high-performing teams

Outcome: teams that speak up, challenge each other, and do their best work.

2

Managing change, and integrating AI

Outcome: change people move with, and AI that actually gets used.

3

Addressing psychosocial hazards

Outcome: leadership that manages psychosocial risk, and meets the organisation's duties.

MODULE 1

Developing high-performing teams.

Outcome: teams that speak up, challenge each other, and do their best work.

THE CHALLENGE

Cautious, siloed teams keep their best thinking to themselves. People play it safe, collaboration stalls, and good people quietly leave. A team only performs when it feels secure enough to speak up, challenge each other, and take a risk.

THE EVIDENCE

Google's Project Aristotle, its multi-year study of what makes teams effective, found psychological safety to be the single most important factor. Amy Edmondson, the Harvard professor who first defined psychological safety, shows why: it's what lets people take the interpersonal risks, speaking up, challenging, owning a mistake, that drive learning and performance. This module builds the leader behaviours that create it.

WHAT LEADERS LEARN

- How to build the psychological safety that lifts engagement and discretionary effort
- How to set clear goals, and hold the team accountable to them
- How to run focused meetings and decisions that protect productivity and momentum
- How to read and lead the different working and attachment styles on a team
- How to give honest feedback, and repair trust quickly, so conflict doesn't drag on performance

WHAT THE COACHING ADDS

It takes these practices to the leader's actual team and its live tensions, works through specific relationships by name, and holds the leader to their new habits between sessions.

HOW YOU'LL KNOW IT'S WORKING

KPIs and deadlines met consistently, engagement trending up, higher productivity with less rework, and fewer of your good people leaving.

MODULE 2

Managing change, and integrating AI.

Outcome: change people move with, and AI that actually gets used.

THE CHALLENGE

Change unsettles people before it ever benefits them. And right now, AI is the change landing on every team. Handled badly, you get resistance, anxiety, and tools that get rolled out but never really used, or used without judgement.

THE EVIDENCE

McKinsey's State of AI research found that only about one in five organisations using AI have fundamentally redesigned how the work is done. Most add the tools on top of existing ways of working. Yet redesigning the work is one of the strongest predictors of getting real value from AI. That redesign is a leadership task, not an IT one, and this module treats AI that way: as a led change, not a rollout.

WHAT LEADERS LEARN

- How to lead change as a process: prepare, communicate, involve, then embed
- How to bring people with them early, the human side of change management
- How to integrate AI as part of that change, redesigning how work flows rather than adding it on
- How to set clear expectations and guardrails for AI use, and where human judgement stays
- How to stay steady, and help an anxious team stay steady, through a transition
- How to spot and address change fatigue before it bites

WHAT THE COACHING ADDS

It pressure-tests the leader's actual change or AI rollout, builds their composure for the specific high-stakes conversations ahead, and works through resistance from named people and teams.

HOW YOU'LL KNOW IT'S WORKING

AI tools used weekly, cycle times improving, engagement holding steady through the change, and fewer change complaints.

MODULE 3

Addressing psychosocial hazards.

Outcome: leadership that manages psychosocial risk, and meets the organisation's duties.

THE CHALLENGE

The conditions a leader creates are the front line of psychosocial risk. How a team is led shapes workload, clarity, support and safety directly. Under the Health and Safety at Work Act, managing those conditions well is a leadership responsibility, not something HR can pick up afterwards.

THE EVIDENCE

WorkSafe New Zealand's guidance, Managing Psychosocial Risks at Work, names poor management behaviour as a psychosocial hazard in its own right, alongside hazards like excessive workload, low job control and poor role clarity. The guidance is clear that leaders are central to managing these risks. The regulator points straight at the skills this module develops.

WHAT LEADERS LEARN

- How to recognise the conditions that create psychosocial risk
- How to spot early signs of strain, in individuals and in the team
- How to hold people and performance conversations early, and well
- How to regulate the team's emotional climate under pressure
- How to use constructive boundaries to manage workload and demand

WHAT THE COACHING ADDS

It takes the work to the leader's real team and its specific risks, rehearses the hard conversations before they happen, and builds the leader's own regulation, so they don't add to the load.

MODULE 3 · PSYCHOSOCIAL HAZARDS

How skilled management addresses the hazards WorkSafe names.

PSYCHOSOCIAL HAZARD	HOW SKILLED MANAGEMENT ADDRESSES IT
Excessive workload and job demands	Realistic priorities, protected focus time, and boundaries that hold
Low job control and autonomy	Encouraging ownership, and stepping back from micromanagement
Poor role clarity	Clear roles, expectations and decision rights, set out and revisited
Poor support and isolation	Consistent presence, regular contact, and attuned listening
Poor management behaviour	The steadiness, fairness and repair this module builds
Conflict, bullying and harassment	Naming tension early, modelling respect, and acting before it escalates

HOW YOU'LL KNOW IT'S WORKING

Fewer formal escalations, lower stress-related absence, risk indicators trending down, and a documented, proactive approach you can show.



ALONGSIDE THE PROGRAMME

Executive coaching, *alongside*.

“Coaching is the part that turns the training into change.”

A leader can learn what good leadership looks like in a course. Actually doing it, on their own team, under real pressure, is harder, and it's where most development quietly stops. Coaching is what carries it through. Regular, confidential, one-to-one work with a registered psychologist, it takes what a leader is learning and puts it to work on the decisions, people and pressures actually in front of them, until the new way of leading is simply how they lead.

In this programme, coaching runs alongside the foundation and any modules. It is also offered as a service in its own right. The Executive Coaching page covers it in full.

IN PRACTICE

How an engagement *runs*.

- 1 A first conversation**
We start with you, not the leader. A short, no-obligation talk about who you have in mind, what's going on, and what good would look like.
- 2 The right psychologist**
We match each leader with a psychologist whose experience fits, or the leader chooses from our team. Fit matters, and we check it early.
- 3 The foundation, modules and coaching**
The leader works through Building Secure Teams and the chosen modules, with coaching alongside to put it all to work on real situations.
- 4 A progress check**
We review against what you set out to achieve, with you and the leader, in a way that keeps the coaching itself confidential.

HOW THE TRAINING IS DELIVERED

The training is run face to face by a registered psychologist, not online modules a leader clicks through alone. You can have it delivered in-house, for a group of your own leaders and shaped to your organisation. Or an individual leader can join one of our open courses, alongside peers from other organisations. The coaching that runs alongside is always one-to-one.

THE SHAPE OF AN ENGAGEMENT

Most run six to twelve months, with the pace set to suit the leader. Coaching sessions are monthly, one-to-one, about an hour each, with a short written summary of themes and actions afterwards. Between sessions, the leader has support through a secure platform. Development that genuinely changes how someone leads takes three to six months to show, and we're upfront about that.

WHAT SETS IT APART

Why it *works*.

Registered psychologists

Not generic coaches or trainers. People trained in how humans think, decide and respond under pressure, and in how teams build or lose trust.

Training and embedding, together

A foundation and modules that build the skills, and coaching that puts them to work. Not a one-off workshop, and not an app people stop opening.

A confidential space, outside HR

A psychologically safe place for honest thinking, kept separate from formal performance and HR processes.

Evidence-based

Grounded in attachment science, psychological safety research, emotional regulation and reflective practice. Not personality quizzes, and not passing fads.

Built for Aotearoa

Made for New Zealand workplaces, including the psychosocial risk duties organisations carry under the Health and Safety at Work Act.

Progress you can see

Anchored to outcomes you can point to, with high-level themes shared with you, and the content of the coaching kept confidential.

GET IN TOUCH

Get *started.*

Every organisation's leadership challenge is different. A short conversation is the quickest way to work out the right shape, whether that's one leader or a whole team, and whether the programme is the right next step.



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