

Work & Therapy

Structure Report

How the research is designed, what it measures, what is presented in findings and limitations

Prepared for MINECore

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1. What this document is

This Structure Report is the deployed confidence principles & components document of the Work & Therapy research.

It explains how the research is designed, what it measures, and how to read the findings you have received.

It exists so that everyone who reads results also understands, and can trust, the method that produced them, as intended.

It outlines structurally the framework you now have access to, via the workshop commissioning.

2. Before you read anything else — a short primer on qualitative research

Most workplace data you have seen is *quantitative*: scores, percentages, engagement indexes from surveys or direct reporting.

*This research is **qualitative*** — it works with what people actually say, in their own words, and reads the patterns in that language.

Such two different approaches and their methodologies answer different questions.

Quantitative data tells you how much; and we include some in our Sampled Reality Check document, for example how many of all participants volunteered additional lifelines.

Qualitative data tells you what is actually going on, and in what themes, using what language, with what inferred valence from delivered words.

What a code is

In qualitative research, *a code is a label* a researcher applies to a piece of what a participant wrote — a marker that says “this response speaks to this theme.”

Coding is the *disciplined process* of reading every response and assigning those labels consistently, throughout responses, *following rigor rules* written down before the reading begins.

When many responses carry the same code, that concentration becomes a theme. Themes, not individuals, are what this research reports.

One response can carry more than one code

A single honest sentence can speak to more than one thing at once — a description of holding it together can also reveal what support was missing.

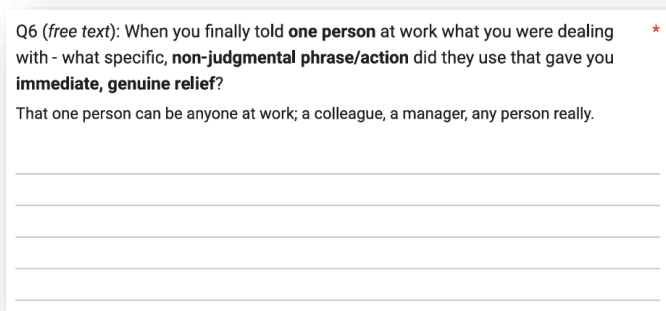
In this research, a response can legitimately inform more than one zone.

This is standard thematic analysis technique, and it is not double counting.

In a qualitative analysis data is not summed the way a survey score would be.

Sample questions

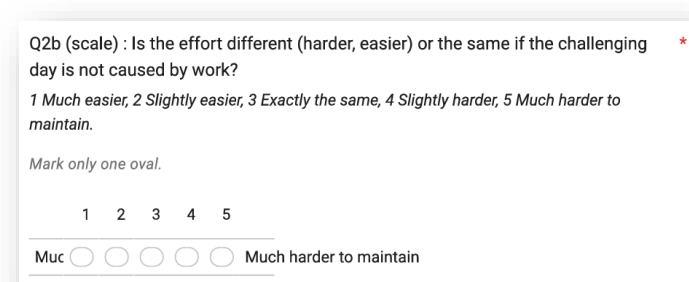
In qualitative research data is provided as free speech/text or derivative scales and that response is then coded. Below are two of the real questions within the questionnaire that your participants will provide their answers on.



Q6 (free text): When you finally told **one person** at work what you were dealing with - what specific, **non-judgmental phrase/action** did they use that gave you **immediate, genuine relief**? *

That one person can be anyone at work; a colleague, a manager, any person really.

Figure 1 - Question sample a



Q2b (scale): Is the effort different (harder, easier) or the same if the challenging day is not caused by work? *

1 Much easier, 2 Slightly easier, 3 Exactly the same, 4 Slightly harder, 5 Much harder to maintain.

Mark only one oval.

1 2 3 4 5

Muc ☐ ☐ ☐ ☐ ☐ Much harder to maintain

Figure 2 - Question sample b

Cohort, never individual

Every read in this research happens at cohort level — the group as a whole. There are no individual identifiers, no pairing codes, and no way to trace any pattern back to any person. This is not a policy promise; it is built into the structure of the instrument itself.

We take an 'after' lens of the garden, not of every flower. The research reads the cohort, never the individual — which is also why it cannot, by design, constitute clinical assessment of any person.

3. The research in brief

Work & Therapy is a *proprietary qualitative research instrument that maps how relational dynamics actually play out at work.*

It reads the workplace, through the lens of the sampled participants, **across four conceptual zones**:

- **Triggers & Breaking Points** — what genuinely destabilises people at work, and where composure runs out.
- **The Mask / Hiding** — what people conceal to get through the working day, and what that concealment costs.
- **Resilience** — what people already do, internally, to steady themselves and keep going.
- **Repair** — what restores trust and balance after hard moments — both the repair that already happens here, and the desired repair people wish existed.

Two-part design

When an workshop is enabled - the same questionnaire is administered to every participant in a facilitated workshop, then re-administered remotely within a week — capturing what a week's reflection settles across the themes.

The two passes are compared at cohort level only: this is a repeated cross-section, not a paired re-test.

There are no individual identifiers and no pairing codes, so any movement observed between the passes is a cohort observation, never individual tracking.

Note:

Without a workshop, the calibrating of a re-administration carries no verified value for a participating organisation, therefore no need for a two-part design. In the case of an extended invite from organisations to their people, *without a workshop*, the updated lifelines compendium is still shared – after administering the questionnaire.

This way, the bona fide participation is built into the benchmark, without producing any sample tools to interpret a value proposition for an organisation alone, all while having the benefit of what desired repair looks like in their workplace.

The hypothesis

In any working life, the applied simplicity of clinical principles can meaningfully defuse amplifying imbalances into manageable, everyday relational proficiency.

This work is informed by clinical thinking – it is not therapy, not treatment, and not a survey. Nobody is diagnosed and nobody is clinically or therapeutically assessed.

The research gathers honest insight and reflects it back to the organisation, and as a benchmark build, so that people and the places they work in can navigate work with more informed care and specificity instead of blanketed initiatives without in-house insight.

4. What the literature says

A structured synthesis of peer-reviewed literature was conducted across the fields this research touches, since it has been designed as one of a kind instrument rounding these elements in one test – workplace psychosocial safety, emotional labour and concealment at work, workplace relationships, and organisational repair.

- **Workplace psychosocial safety** – Dollard, M. F., & Bakker, A. B. (2010). *Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement*. Journal of Occupational and Organizational Psychology, 83, 579–599.
<https://doi.org/10.1348/096317909X470690> – the Australian-born construct behind the modern psychosocial hazard agenda: the climate an organisation sets determines the hazards its people face, nesting it as our WHS anchor. This /our research reads that climate in the people's own words.
- **Emotional labour and concealment at work** – Hülshager, U. R., & Schewe, A. F. (2011). *On the costs and benefits of emotional labor: A meta-analysis of three decades of research*. Journal of Occupational Health Psychology, 16(3), 361–389.
<https://doi.org/10.1037/a0022876> – 95 studies confirming that concealing what

is felt at work carries a measurable wellbeing cost. \\\ The Mask zone maps exactly that: emotion-rule dissonance, what this literature measures.

- **Workplace relationships** — Chiaburu, D. S., & Harrison, D. A. (2008). *Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects*. Journal of Applied Psychology, 93(5), 1082–1103. <https://doi.org/10.1037/0021-9010.93.5.1082> — 161 samples, 77,954 employees: lateral relationships shape attitudes, withdrawal and performance. \\\ The relational lens of this research is where that influence lives.
- **Organisational repair** — Kähkönen, T., Blomqvist, K., Gillespie, N., & Vanhala, M. (2021). *Employee trust repair: A systematic review of 20 years of empirical research and future research directions*. Journal of Business Research, 130, 98–109. <https://doi.org/10.1016/j.jbusres.2021.03.019> — twenty years of evidence that early, small repair prevents violations escalating; the Kähkönen review's seven trust-repair factors include *emotional support* and *apologies*. \\\ It proposes that early use of trust repair strategies in response to small violations, prevents these violations escalating into larger risk matters. Essentially, our lifelines and manager-repair scripts, independently validated as efficient. Above review itself calls for more research. The Repair zone — present and desired — answers that call in our research.

Two conclusions matter for this report.

- **First** — The field is dispersed and asking for cohesion. The relational dynamics that these are mapping are studied in separate silos; no unified concept joins them the way Work & Therapy does. Our instrument occupies ground the literature has not consolidated yet.
- **Second** — The literature itself calls for more research of exactly this kind. That call is the academic legitimacy of this work: the questions this research asks and the benchmark build are the questions the field can achieve so much more by asking and sharing.

5. What you receive

When an workshop is being enabled by your organisation

The research – delivers four pieces to you. Each has one job, and together they are designed so that the findings, the interpretation, and the method each stand on their own.

- **The Interactive Findings Visuals** - Pulse Map and Juxtaposition are rendered in the same interactive instrument.

- **The Pulse Map** — the visual coded landscape of the four zones — the literal, counts-only picture of your cohort's pulse. Presented and explained in Section 7 of this report.
- **The Mask / Repair Juxtaposition** — the visual representation of findings pertaining to the effort it takes for people to mask or conceal their dissonance alongside the repair levels present and those desired/needed by them. Presented and explained in Section 8 of this report.
- **The Sampled Reality Check** — the plain-language findings — line by line, “this is what came out, and this is what it means.” Themes, concentrations and the full interpretation live there.
- **The Lifelines** — the relational cues surfaced through the research, grouped by role tag and moment — in authentic language, as harvested, blended into the growing lifelines compendium.
- **The Structure Report** — this document — the method and the reading guide: how the research is built, and how to read what it produces.

Without the workshop

the extended invitation — your free support of the benchmarking build only

In the event an organisation sees timing as not favorable to enable a workshop within foreseeable weeks or months – yet supportive and keen to enable discretionary contributions towards the research’s benchmarking tool being built — a ‘carbon-copy’ research questionnaire can be shared within your organization.

Email us at projects@peoplehub.consulting. Willing participants simply takes the questionnaire at their discretion, with same privacy protections, producing valid data without it being tied to the organisation in any form.

There is no necessity to repeat the questionnaire in this format.

The Free Resource – Lifeline Compendium – always free

The philosophy behind the research and creating a benchmark tool is that we (those that witnessed and recognize the patterns and dissonances, the ebbs and flows of relational sensibility or proficiency at work) and people that relate to other people in the workplace – all of us can access a resource that serves everyone: more in tune with our human, caring and respectful aspects of us and others at work.

And for that to happen, there need to be available resources. The Lifeline Compendium expedites a 'learning to be better' aspect.

It is constantly updated, with each research take on a new participating organisation and can be found on our website <https://peoplehub.consulting/join-our-research>.

It can be shared during your training courses and professional development as refreshers if needed, at your discretion.

Whenever your organisation believes that it can contribute or get involved into bringing its own people organically together into a higher sphere or improved level of relational proficiency in the work landscape or eco-system – our resources can help deliver just that.

6. How responses are read – the qualitative analysis logic

Every item in the questionnaire is designed to 'speak' towards one or more of the four zones. What we look at, in plain terms:

- **In Triggers & Breaking Points** – the substance of what destabilises – and the point where holding it together stops.
- **In The Mask** – the gap between what is felt and what is shown – concealment and dissonance directed at an audience, and what it costs (physically and mentally) to maintain.
- **In Resilience** – raw, felt coping – what people genuinely do to steady themselves, regardless of who is watching.
- **In Repair** – two distinct reads, kept strictly apart: the repair that already exists in your workplace, and the repair people wish for that does not yet exist. The second is never blended into the first – a wish is not a resource. (Yet. Here is where an organisation can do work and collaborate.)

Responses feed different zones depending on what each participant actually gives in their responses. Where a response carries a genuine secondary signal, that secondary is determined by the data itself – never pre-assigned.

A firm line runs through everything: direct data feeds the visual findings; anything inferred or interpretive lives in the Sampled Reality Check, clearly framed as interpretation.

The full question-to-zone architecture – which items feed which zones, under which coding rules – is proprietary and held in the internal methodology record.

This report deliberately describes the logic, not the wiring: that is what protects the integrity of the instrument for every organisation that uses it.

7. The Pulse Map

How to read it

The Pulse Map is an interactive representation of your cohort's relational landscape drawn as a single pulse line across the four zones.

Each zone has an interactive deep dive view, where data can be viewed as mined / offered by participants sample, when clicking on it.

It is the literal layer: it shows the pattern your sampled people hold about the organic nature of your workplace as it sits with them, as a group, in counts — with the fuller meaning interpreted in your Sampled Reality Check.

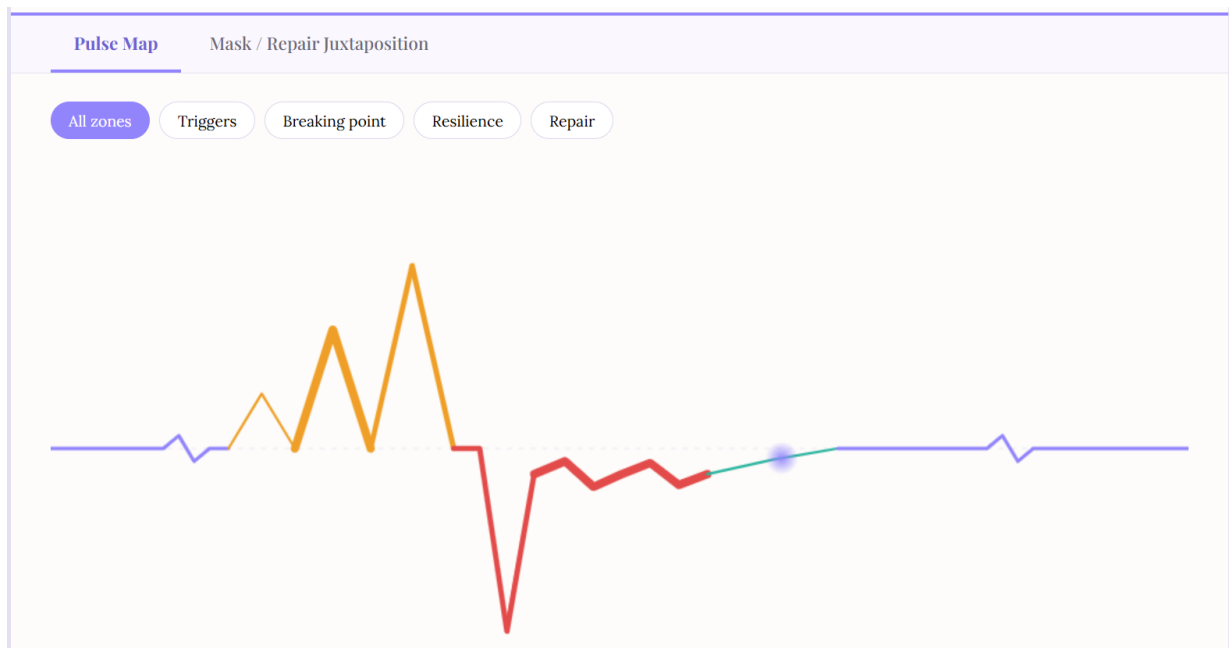


Figure 3 - Illustration Only of a Pulse Map View

The baseline — the steady violet line is the reference the pulse moves against. Essentially every workplace displays a functioning pulse, in this sense.

- **Triggers** — spike upward in amber, at three fixed heights. Height is categorical, not scored — it reflects the kind of trigger, with the tallest reserved for what stays invisible and internal.
- **The Breaking Point** — drops downward in deep red — the symbolic fall where composure runs out.

- **Resilience** — holds the normal pulse: the steady line that keeps carrying until it reaches its limit — at which point it becomes the Breaking Point. Resilience and the Breaking Point are one continuum, not two separate zones.
- **Repair** — the climb back toward baseline, drawn in aquamarine — and once repair lands, the beats return to violet.

Density — how many voices sit behind each movement is carried in the weight of the line, and stated as counts in the legend. Percentages never appear on the map. For example a thin/thick repair zone is just as telling as a thin/thick trigger category.

Every participant's 'pulse' pattern is woven into the cohort line as density — no individual pulse is recoverable from the map.

Absence — an absence is itself a finding. A zone with little movement is telling you something just as loudly as a zone full of spikes.

(!) A map is only produced where the cohort meets the minimum floor of eight participants; below that, the weave cannot protect the individual, so no map is drawn.

8. The Mask / Repair Juxtaposition

How to read it

The Juxtaposition is the map's companion piece, and it answers one question: what is being carried in silence, against what support actually exists — and what support is wished for.

The Juxtaposition carries an on-map persona statement — the cohort's voice in one paragraph — and a legend stating counts, never percentages.

It is drawn as three barcodes on a violet x-axis.

- **The Mask barcode** — drawn in four shades of red. Each line is something concealed (the hiding within the work persona) to get through the working day; line thickness carries the response tally, and a gap means zero — nobody reported it.
- **The Repair-present barcode** — drawn in solid aquamarine. Each line is a repair resource that already exists and is used in your workplace — real, present, confirmed by your sampled people.
- **The Repair-desired barcode** — drawn hollow, in dashed grey — deliberately unfilled, because this support does not exist yet. These are the lifelines your people wish for. Where this barcode towers over the present one, the gap itself is the finding.



Figure 4 – Illustration Only of a Mask / Repair Juxtaposition Representation

Read the three barcodes together: what is worn, what exists, what is missing. The ‘distance’ between the second and third is where the most useful work usually lives.

9. Your Sampled Reality Check document

Organisation & Sample specific

The Sampled Reality Check is the companion document to this report — and it is where your findings live.

Where this Structure Report teaches you how to read the instruments — the Sampled Reality Check reads them for you: it presents your Pulse Map and your Mask/Repair Juxtaposition, walks through each zone and each barcode in your sample’s own context — this is what came out, and this is what it means — and closes with an overall summary and recommendations written for your organisation and this cohort alone, never templated.

Everything interpretive lives there, clearly framed as interpretation: themes, concentrations, and the calibrator reads that let you see your cohort through the lenses that mattered for them.

This structure report document is fixed by design; your Sampled Reality Check is entirely customised to your research findings and recommendations from them.

10. The protections built into the design

Three protective layers run through the research, each answering a different reader:

- **For participants** — no fixing them, no clinical assessment — just honest views of current work experience. Participation in the second pass is part of the method, purely because awareness and hindsight offer more richness lodged in reality, all while any individual contribution always remains genuinely free to skip. We will not nudge them to complete. We will ask you to remind them in house. We get no access to their direct contact details, unless they give those to us.
- **For the report and its readers** — this is not therapy, not treatment, and not diagnosis. The reporting on the research deliberately structured on delivering academic interpretative and inferred context to findings that each sample of participants offers from their lens. No clinical assessments. Just as much, no guesswork, rather informed substance towards recommendations that the organisation may note and possibly act upon.
- **Structurally** — the cohort design reads the garden, never the flower — so non-assessment of individuals is structurally built in. There is no individual data to misuse, because none is created.

All data is anonymised by design — no names, no identifiers, cohort-level reporting only.

Where this sits with your obligations

The research directly supports your positive duty under Respect@Work and your psychosocial hazards obligations under Australian WHS law.

The zones the research maps align with the recognised psychosocial hazards landscape, and the participant-voiced material — particularly around control measures your people themselves identify — constitutes genuine consultation evidence, in your employees' own words.

The wider recognised WorkSafe WA psychosocial-hazard categories are: Organisational factors; Work design; Environment; Individual factors; and Harmful behaviours. The instrument reads the workplace across all these.

11. The Lifelines — yours to keep

The lifelines you receive are yours to keep, for your people — to circulate internally, to build into how your teams speak to each other on hard days, to hand to every new manager.

How you use them, and how far you take the protocol inside your organisation, is entirely your decision.

They are offered, never prescribed — and because they are harvested from real responses, the language in them is authentic and relevant to any workplace, organically.

12. About the researcher

Gabriela Teleasa is the Lead Researcher and Head of HR & Systems for PeopleHub Consulting. For credentials, she holds a bachelor's degree in psychology from ECU, another in bureautics (IT & economics) from Valachia University / Romania, is a licensed psychotherapist and hypnotherapist with the Australian Society of Clinical Hypnotherapists (a lifelong fascination with minds, language and words we choose to express ourselves and an active clinical practice) and is an accredited mediator in AMDRAS, Australia.

Gabriela's *day job* sits across over two decades of HR management practical experience in local and global organisations.

The depth of psychology & therapy frameworks, HR & workplace expertise, the affinity for data telling a real story, and mediation credentials sit at the center of this work, with a unique professional lens. Relational psychology, therapeutic clinical practice, the human aspects of human resources management and facilitative mediation are the disciplines of relational proficiency between people interactions — workplace-grounded, not clinical treatment.

Her research practice here is deliberately non-clinical: qualified and choosing not to practice clinically in this work.

13. Your lifelines, and the wider compendium

The lifelines surfaced in your research remain yours, as Section 11 sets out.

Anonymised versions of them also travel further: they are added to a wider compendium of lifelines being assembled across organisations and industries and offered as free-resource.

Two layers of anonymity protect that journey. No lifeline can be traced to any individual — that protection is built into the research design itself. And no lifeline is ever attributed to your organisation — nothing in the wider compendium identifies where any entry came from, so no other organisation will ever see your workplace in it.

Every cohort that participates strengthens that reference, and every organisation that joins gains a place in shaping it. Your people's words, anonymised, become part of something larger — with no trace back to them, or to you.

This is in service of the research's ultimate goal: for Work & Therapy to become a benchmarking instrument across industries — a growing, authentic record of what people actually say and what genuinely helps, drawn from real workplaces and owned by none of them.

14. Honest limitations — and an invitation

Like any research, this work has honest limits and naming them is part of its credibility.

The findings are only as telling as the sample: they speak for the cohort that participated, at the moment it participated — a pulse, not a permanent state, and not a census of your whole workforce.

Everything here is self-reported, read through each participant's own lens on the day.

The research is qualitative by design: it reads meaning, language and pattern, and it makes no statistical generalisation claims — the counts describe this cohort, nothing wider.

And because every read happens at cohort level, it cannot and will not explain any individual.

Finally, the cross-industry benchmark this research is building is young: comparisons will grow sharper as the compendium grows.

Which is **the invitation**. Every organisation that joins strengthens the reference for everyone in it.

If this research resonates with you, the single most helpful thing you can do costs nothing: share our [Join Our Research page](#) with your peers and partner organisations.

It genuinely helps.

With gratitude,

The Research Team

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