



HR DELIVERY
Making Sure HR Delivers

PEOPLE / CAPABILITY / IMPACT

Assessment & development

A clearer picture.
A better next step.

Explore the HR Delivery assessment portfolio, personalised competency assessments and support that turns insight into useful action.



50

Assessment
options

Individuals, teams and leaders

09

Connected areas

Choose the right starting point

01

Practical purpose

Turn understanding into action

EVIDENCE FOR BETTER DEVELOPMENT

Understand more. Develop with purpose.

A clearer picture of people changes the quality of the conversation. Good assessment helps you see strengths, understand differences and choose development that matters to the person and the work.

A more complete view of capability

Experience and intuition matter, but they rarely reveal the whole picture. A confident interview may hide a development need; a quiet colleague may have strengths that have never been recognised. Structured assessment gives people a shared starting point and brings useful questions into the open. It can help you distinguish preference from ability, knowledge from judgement, and individual contribution from the conditions around a team. It also gives people an opportunity to describe strengths that may be less visible, rather than relying only on who speaks most confidently or is already well known.

Benefits for people and the organisation

For participants, the value is understanding: language for what comes naturally, a clearer view of challenges and practical ways to grow. For managers, it is a better conversation about support, expectations and progress. For organisations, it is a more consistent way to identify capability priorities, shape learning investment and bring different sources of evidence together.

When to consider assessment

Consider assessment when someone is moving into a new role, a team needs to work differently, managers need focused development, or a talent programme needs a clearer starting point. It is also useful before commissioning training: understanding the need first helps you choose the right response. Used well, the outcome is a small number of worthwhile actions, not a long list of generic courses.

How HR Delivery helps

HR Delivery helps you start with the question you need to answer. We work with you to choose the right tools, agree who should take part and explain the experience clearly. We help practitioners and managers interpret the results, connect them with real work and build a development plan. Where a standard tool is not the right fit, we can shape a competency model and assessment around your organisation.

Why choose HR Delivery

Our portfolio brings together knowledge, preferences, behavioural and technical judgement, cognitive tasks, feedback and simulations. You can use one focused assessment, combine complementary tools, or create a personal competency selection. Clear visual reports make the findings easier to discuss. Practical guidance, learning resources and workplace actions help move the conversation towards useful change. We connect individual development with team and organisational priorities. The discussion ends with a meaningful workplace application, clear support and a way to check whether anything has changed.

What assessment is - and is not

Assessment adds a perspective; it does not tell the whole story about a person. Preferences are not fixed labels, and a score cannot replace an informed conversation, work examples or relevant qualifications. We help you choose and interpret each tool for its purpose, explain what it can and cannot tell you, and agree how the findings will be used with care.

01 Define

Clarify the purpose

02 Assess

Gather relevant evidence

03 Interpret

Discuss the findings

04 Develop

Practise and review



PEOPLE, EVIDENCE AND PRACTICAL DELIVERY

The right starting point for meaningful change.

HR Delivery brings people insight and practical HR delivery together. We help organisations understand where they are starting, choose what needs to change and support the people who will make that change happen.



FOUNDER & MANAGING DIRECTOR

Dr Phillip Welsh

DProf · Chartered FCIPD · FRSA

Dr Phillip Welsh is Founder and Managing Director of HR Delivery. He is an international HR, organisational development and healthcare-transformation executive, with senior experience across the United Kingdom, Ireland, Qatar and Saudi Arabia. His work connects talent management, leadership development, organisation design and workforce transformation. That experience shapes our approach: understand the context, listen carefully, make the evidence useful and help people put it into practice.

What we stand for

We stand for clear thinking, useful evidence and practical action. We want people to leave an assessment conversation feeling understood and able to take a next step. That means explaining the findings in everyday language, respecting different contributions and keeping development connected to the realities of the role. A well-presented report matters because good information should be easy to explore, remember and use.

Our commitment to assessment

We are passionate about assessment because development is more useful when it starts in the right place. Two people can need different support even when they have the same job title. A team can have talented members and still struggle to work together. A clearer picture helps you explore those differences, recognise what is already working and focus on the changes that are most likely to help.

Experience across organisations and countries

His background includes Head of Talent Management and Leadership Development at Aspetar in Qatar; executive advisory work at Hamad Medical Corporation across HR strategy, people experience and organisational development; and change and organisation-design work supporting the integration of three Dublin children's hospitals at Children's Health Ireland. In Saudi Arabia, his work has included healthcare and workforce transformation supporting Vision 2030.

Connecting insight with practice

We bring that practical organisational perspective to assessment. We look beyond a profile to the role, team, culture and support around the individual. We help managers ask better questions and agree development that can be tried in day-to-day work. We then encourage people to review what they have learned, gather feedback and adjust the plan as their experience grows.

Talk to Dr Phillip about your priorities

drphillip@hr.delivery

SELECT THE ASSESSMENT PURPOSE

50 ways to build a clearer picture.

Nine areas. Select a section or page number to explore the tools inside.

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6 OPTIONS Leadership Explore leadership choices, impact and development. 04 Page 25 >	3 OPTIONS Management Strengthen management judgement and self-awareness. 05 Page 32 >	6 OPTIONS Cognitive ability Explore how people reason, learn, plan and check. 06 Page 36 >
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Every assessment, by name

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01

Strategy & culture

Strategy Knowledge Assessment

Build and confirm the shared strategy knowledge that helps every colleague connect daily decisions with the organisation's direction.

01

30

Number of questions to complete

Estimated completion time

15-20 minutes

Assessment category

Knowledge & learning

Assessment approach

Questions are based on the approved organisational strategy. Feedback and repeat attempts reinforce understanding, while first-attempt results identify existing knowledge. Results by strategy area help target communication and learning. The assessment measures strategy knowledge; it does not measure intelligence, performance or commitment.

Participant experience

Complete 30 multiple-choice questions, each with four options. An incorrect answer is followed by feedback and another attempt. Read the employee strategy pack and one-page guide beforehand, and answer using the approved strategy in a quiet setting.

Applying the findings

Use the result to select one strategy topic to revisit and one practical action that makes your role contribution more visible.

Results & development report

A personal learning summary with outcomes across four attempts, category patterns and targeted revision priorities.

- Understanding of the organisational strategy
- Pillars, enablers and contribution links to review
- Accuracy across successive attempts

Participant & organisational value

Participants can connect their work with the organisation's direction and focus revision where needed. Leaders gain a shared language for strategy and clearer priorities for communication.

Recommended applications

Strategy onboarding, refresher learning, team conversations and organisation-wide knowledge assurance.

RESULTS & DEVELOPMENT REPORT

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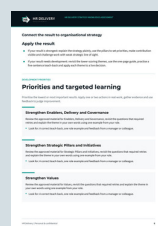
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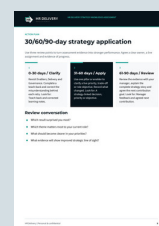
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Cultural Match Assessment

Explore how naturally a person's workplace choices align with the distinctive culture and contribution expected at the organisation.

02

50

Number of workplace situations

Estimated completion time

15-20 minutes

Assessment category

Culture & preferences

Assessment approach

Choices between two credible responses to workplace situations reveal cultural preferences and value themes. The pattern across 50 situations supports a discussion about expectations, contribution and the working environment. The assessment explores workplace preferences, rather than cultural background or a clinical personality diagnosis.

Results & development report

A cultural-alignment profile with theme scores, interpretation and individual development guidance.

- Leading cultural preferences
- Areas where adaptation may help
- Heritage, service, collaboration and delivery

Participant experience

50 short workplace situations, each with two credible A/B responses. Choose the response closest to how you would usually think or act. Answer honestly from your usual behaviour, use your initial judgement and avoid choosing what you think an ideal candidate should say.

Participant & organisational value

Participants can discuss how their preferences relate to the working environment. Managers gain a clearer basis for onboarding and culture conversations, alongside other relevant evidence.

Applying the findings

Turn one lower theme into an observable practice to test during onboarding or a 30-day development conversation.

Recommended applications

Recruitment dialogue, onboarding, culture conversations and personal reflection when interpreted alongside other evidence.

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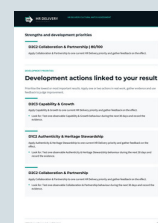
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Personal Strengths Navigator

Identify the personal strengths a colleague can use deliberately to contribute to the organisation's strategy, culture and future ambition.

03

170

Number of response items to complete

Estimated completion time

35-50 minutes

Assessment category

Strengths & preferences

Assessment approach

Choices between positive tendencies identify relative strengths and sources of energy. Five leading strengths sit within a wider contribution profile. Interpretation considers the value of each strength, possible overuse and complementary capabilities. The profile broadens development options; it does not limit someone to their highest-ranked strengths.

Participant experience

170 carefully balanced forced-choice pairs. Select the statement that is more naturally like you in each pair. Choose uninterrupted time, respond from your natural contribution rather than your job description and decide between the two positives without trying to construct a preferred profile.

Applying the findings

Choose one strength to apply to a strategic challenge and one complementary strength to practise over the next 30-90 days.

Results & development report

Leading and supporting strengths, contribution patterns, possible overuse and purposeful development actions.

- Five leading strengths
- Wider pattern and contribution domain
- Underuse, overuse and complementary strengths

Participant & organisational value

Participants gain language for their strongest contributions and ways to apply them purposefully. Organisations can develop complementary teams and connect individual strengths with strategic priorities.

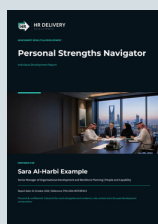
Recommended applications

Personal development, role contribution, career conversations, team complementarity and strategy-aligned goal setting.

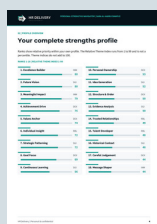
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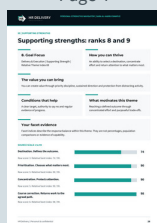
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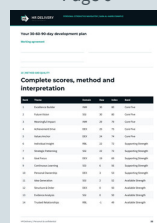
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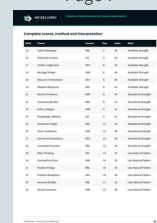
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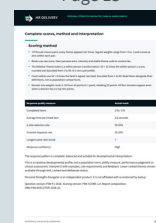
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02

Capability & career

Full Career Assessment

Bring entry criteria, behavioural capability and career-family technical capability together in one integrated review of readiness for a current or next career stage.

04

33

Number of scenarios to complete

Estimated completion time
Up to 60 minutes

Assessment category
Career readiness

Assessment approach

Career readiness combines behavioural capability with specialist skills. The model connects three entry criteria, nine competencies within Direction, Development and Delivery, and five technical skills. Scenarios reflect the selected career family and maturity level. Results support a discussion alongside qualifications and work evidence; they do not guarantee progression.

Participant experience

Choose the career family, role level and current- or next-level goal. Confirm three entry criteria, then answer 33 randomised scenarios: 18 behavioural and 15 technical. Questions match the selected level and family. Allow uninterrupted time and use your own judgement.

Applying the findings

With a manager or subject expert, choose one behavioural priority, one technical priority and a useful assignment. Agree the support needed and review evidence of progress at 30, 60 and 90 days.

Results & development report

Review the entry criteria, all nine behavioural competencies and five technical skills. Explore strengths, priority-skill gaps and overall readiness at the selected stage. Matched learning resources and a 30/60/90-day development plan connect the findings with practical action.

Participant & organisational value

Participants gain a clear view of relevant behavioural and technical priorities. Managers can focus support and assignments, using a consistent framework for discussing readiness and capability.

Recommended applications

Career planning, role transitions, readiness reviews and manager development conversations. Agree the career family, relevant level and purpose before starting, so everyone understands what is being explored.

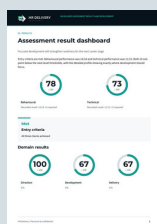
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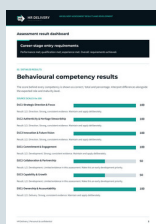
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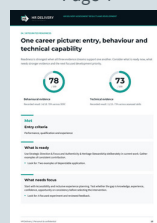
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Behavioural Competency Assessment

Review behavioural readiness against the level-matched standards in the organisation's Direction, Development and Delivery model.

05

36

Number of scenarios
to complete

Estimated completion time

Up to 60 minutes

Assessment category

Behavioural judgement

Assessment approach

Level-matched scenarios assess judgement against defined behavioural indicators. Nine competencies sit within Direction, Development and Delivery, providing a shared framework for discussing workplace choices. Domain and competency results distinguish specific priorities from broader patterns. Work examples and feedback help establish how scenario judgement translates into practice.

Participant experience

Complete 36 level-matched scenarios: four for each of nine behavioural competencies. Confirm the appropriate professional or paraprofessional level. Read carefully and choose the most effective response, considering both results and the organisation's standards.

Applying the findings

Use the report to select one behaviour, one work situation and clear evidence to review with a manager after 30, 60 and 90 days.

Results & development report

A nine-competency profile with domain interpretation and a focused behavioural development plan.

- Strengths across three behavioural domains
- Competencies requiring focused practice
- Evidence at the selected maturity level

Participant & organisational value

Participants can understand the behaviours expected at their level. Managers can focus support on specific choices and habits, with a shared framework across roles and teams.

Recommended applications

Career development, recruitment evidence, readiness conversations, individual planning and targeted behavioural learning. Agree the relevant role level before you begin.

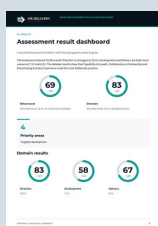
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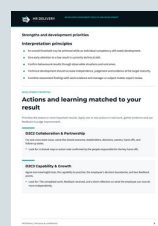
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Technical Competency Assessment

Review technical readiness against the five core and priority competencies defined for a selected career family and level.

06

30

Number of questions to complete

Estimated completion time

Up to 60 minutes

Assessment category

Technical judgement

Assessment approach

Questions assess technical judgement against the standards of the selected career family and maturity level. Five competencies include two priority skills, keeping interpretation relevant to the role. Results guide technical development alongside work samples and qualifications; the assessment is not a professional licence.

Results & development report

A five-competency profile with priority-skill interpretation and a plan linked to relevant learning resources.

- Technical strengths at the target level
- Priority-skill and core-skill development needs
- Evidence to support career readiness

Participant experience

30 level- and career-family-matched technical questions or scenarios across five competencies, including the two priority skills. Select the correct career family and role level, review the relevant technical standards and complete the assessment without external assistance.

Participant & organisational value

Participants can identify technical skills that need practice. Managers gain a focused view of development priorities so learning addresses the demands of the role.

Applying the findings

Translate gaps into work experience, exposure, coaching, courses and Watch-Listen-Read resources relevant to the selected career family.

Recommended applications

Career planning, recruitment evidence, technical development, readiness review and targeted learning selection.

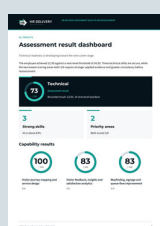
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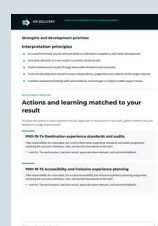
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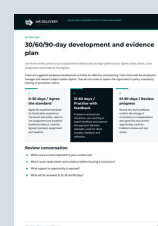
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Learning Preference Questionnaire

Understand the learning conditions and approaches that help a person turn development activity into confident workplace application.

07

32

Number of workplace situations

Estimated completion time

20-30 minutes

Assessment category

Learning preferences

Assessment approach

The learning cycle connects action, reflection, conceptual understanding and practical application. The questionnaire identifies preferred approaches and encourages deliberate use of less familiar stages. A preference can help someone engage with learning; it is not a fixed learning type or a limit on future development.

Participant experience

Rank four positive responses to each of 32 organisational learning situations, from most to least like you. Use each rank once in every set and reflect on how you usually learn at work.

Applying the findings

Build an individual development plan that includes one preferred activity and one deliberate stretch activity, with workplace evidence and review.

Results & development report

An interpretation of learning preferences, their combined pattern and practical ways to extend the learning cycle.

- Leading learning preference
- Balance across four learning approaches
- Development in less-used stages

Participant & organisational value

Participants can select engaging learning activities and develop less-used approaches. Managers can tailor support and connect learning with practical application at work.

Recommended applications

Individual development planning, course selection, coaching, manager support, onboarding and improving transfer from learning into work.

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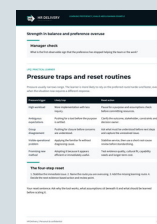
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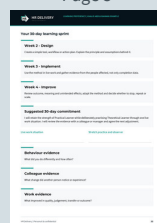
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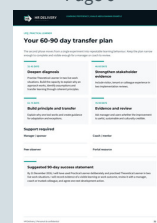
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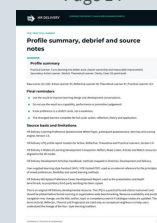
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Career Compass Assessment

Help colleagues explore the kinds of work, environments and career families that may provide energy, meaning and a promising direction for further investigation.

08

120

Number of assessment items to complete

Estimated completion time

20-25 minutes

Assessment category

Career interests & fit

Assessment approach

Five sources of evidence - activities, interests, choices, preferred conditions and motives - are compared with 29 career-family profiles. Leading and related matches provide a structured basis for career exploration. They identify possibilities to investigate alongside experience and qualifications, rather than job recommendations or measures of competence.

Participant experience

120 items across five evidence layers, completed through quick ratings and choices, then compared with all 29 professional career-family profiles. Answer from your own interests rather than status or current job expectations; use your initial judgement and treat the result as a starting point for evidence gathering.

Applying the findings

Use the top matches to arrange conversations, shadowing and a short practical assignment before making a career decision.

Results & development report

Ranked and related career-family matches with interpretation and a practical 90-day exploration plan.

- Leading and related career-family matches
- Work interests and motivational themes
- Questions for practical career exploration

Participant & organisational value

Participants can turn broad career interests into a focused set of possibilities to investigate. Organisations can support internal mobility, retention and better-informed development conversations.

Recommended applications

Career conversations, internal mobility exploration, development planning and structured reflection before choosing a pathway.

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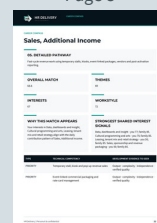
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Work Styles Indicator

Build a practical language for how a person prefers to gather information, decide, organise work and engage with people.

09

100

Number of assessment items to complete

Estimated completion time

25-35 minutes

Assessment category

Workplace personality

Assessment approach

Statements and paired choices explore four workplace preference dimensions. Their combinations describe sixteen workstyle patterns, with applications to communication, decisions and responses under pressure. The profile helps participants recognise their preferences and adapt to different situations. It does not define ability or restrict career options.

Participant experience

80 workplace statements plus 20 paired preference choices, completed against the approved organisational scoring model. Answer as you generally are at work - not how a role requires you to appear - and avoid trying to create a preferred profile.

Applying the findings

Choose the application report most relevant now and practise one opposite or balancing behaviour in a work situation.

Results & development report

One of sixteen profiles, with six application reports: Career, Stress Management, Decision Making, Conflict, Communication and Personal Impact.

- Four dimensions and the workstyle pattern
- Communication and decision preferences
- Responses to pressure and role demands

Participant & organisational value

Participants can explain their natural approach and adapt where the situation requires. Teams and managers gain a shared basis for discussing communication, decisions and different ways of working.

Recommended applications

Self-awareness, career reflection, communication, conflict, decision-making, stress management and personal-impact development.

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Conflict Response Assessment

Help people understand the conflict responses they reach for most readily and build greater choice in difficult conversations.

10

30

Number of response items to complete

Estimated completion time

10-15 minutes

Assessment category

Conflict preferences

Assessment approach

Balanced choices explore concern for personal outcomes and the needs of the other party. Five conflict-response modes offer different ways to manage disagreement. Interpretation considers the issue, available time and relationship. The aim is a wider range of appropriate responses, rather than one preferred style for every situation.

Participant experience

30 balanced forced-choice pairs. Choose the statement that is more characteristic of your usual workplace response. Answer from usual behaviour, choose between the two credible statements and avoid selecting the response that sounds most diplomatic.

Applying the findings

Identify one upcoming conversation, diagnose what the situation needs and deliberately practise a less-used response mode.

Results & development report

A five-mode profile with interpretation, contextual choices and practical development guidance.

- Leading and supporting conflict responses
- Underused or overused approaches
- Situations calling for a different response

Participant & organisational value

Participants can approach disagreement with more confidence and consider a wider range of responses. Organisations can support constructive dialogue and collaboration across functions and partners.

Recommended applications

Relationship development, manager coaching, team working, negotiation preparation and conflict review conversations.

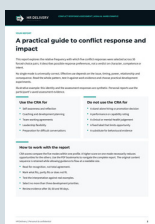
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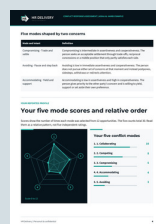
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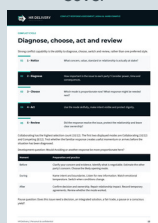
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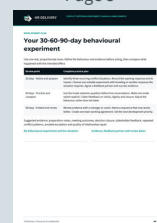
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Personality Pattern Profile

Provide a rich developmental picture of the motives, patterns and pressure responses that may shape workplace contribution.

11

81

Number of response items to complete

Estimated completion time

30-40 minutes

Assessment category

Personality & motivation

Assessment approach

Balanced choices explore nine recurring motivational patterns through personal drivers, pressure responses and development directions. The full profile supports more specific coaching conversations than a single label. People may recognise several patterns; results support reflection and development rather than a fixed personality classification or diagnosis.

Participant experience

81 balanced choices across Pattern Drivers, Pressure Response, and Growth & Development. Respond from recurring workplace patterns, not the person you wish to be, and avoid choosing answers to force a familiar label.

Applying the findings

Use the growth direction to design one behavioural development activity and gather evidence from a trusted manager or colleague.

Results & development report

A nine-pattern profile with motivational drivers, pressure tendencies and practical development guidance.

- Leading and supporting patterns
- Motivators and responses under pressure
- Development practices and broader perspectives

Participant & organisational value

Participants can understand their motivations and recognise recurring responses under pressure. Managers and coaches gain a more specific basis for discussing self-awareness, empathy and development.

Recommended applications

Self-awareness, coaching, leadership, relationships, career reflection and personal development planning.

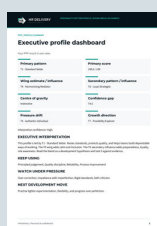
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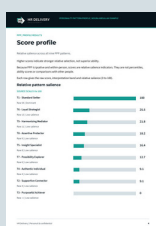
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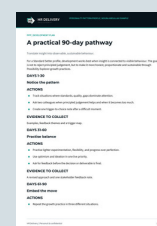
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The Relate Map Assessment

Map how a person tends to seek and offer inclusion, influence and openness in working relationships.

12

54

Number of workplace situations

Estimated completion time
20-25 minutes

Assessment category
Interpersonal preferences

Assessment approach

Relationship choices distinguish expressed and wanted needs for inclusion, control and affection or openness. Comparing six scales helps explain differences in expectations, reciprocity and interpersonal tension. The profile guides conversations about relationships and boundaries; it is not a popularity score or clinical assessment.

Participant experience

54 balanced relationship choices, with two clearly separated response questions for each relational situation. Answer from usual workplace relationships, treat each side of the question separately and avoid guessing what another person wants.

Applying the findings

Select one expressed-wanted gap and hold a clear conversation about expectations, boundaries and the next observable behaviour.

Results & development report

Six relationship scales with interpretation and guidance for communication, trust and boundaries.

- Expressed and wanted relationship needs
- Reciprocity and differences in expectations
- Implications for trust, influence and boundaries

Participant & organisational value

Participants can recognise what they express, what they seek and where expectations differ. Teams and managers can use the profile to strengthen collaboration and working relationships.

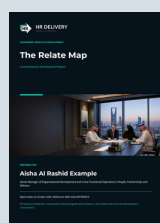
Recommended applications

Relationship development, team working, coaching, stakeholder management, leadership and conflict prevention.

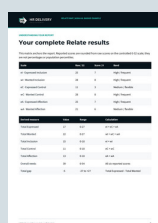
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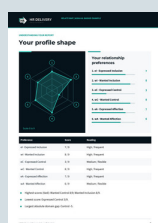
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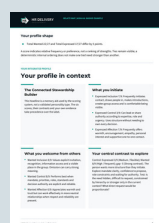
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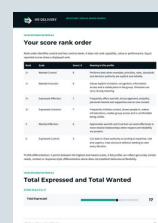
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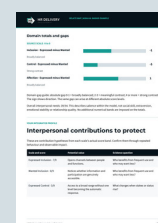
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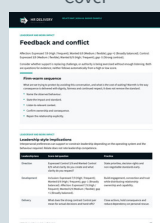
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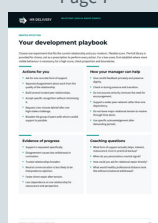
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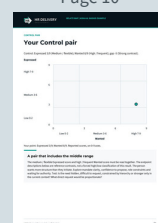
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Personal Insights Profile

Build an accessible picture of personal energy, communication, decision preferences and interaction with others.

13

56

Number of assessment items to complete

Estimated completion time

30-35 minutes

Assessment category

Personality & workstyle

Assessment approach

Trade-offs, workplace situations and fixed-sum choices explore four Style Forces from different perspectives. The resulting mix supports reflection on communication, decisions and relationships. Everyone can draw on all four forces. The profile encourages adaptation to the situation rather than treating someone as a fixed colour or type.

Participant experience

Complete 56 items combining choices between alternatives, workplace situations and point allocations across four Style Forces. Respond from typical work behaviour and allocate the required number of points where requested.

Applying the findings

Choose one audience who needs a different approach and practise a deliberate shift in pace, detail, challenge or connection.

Results & development report

A four-force profile covering personal impact, leadership and a 90-day development plan.

- Leading and supporting Style Forces
- Communication, decisions and relationships
- Adaptation and development priorities

Participant & organisational value

Participants gain accessible language for their working preferences and how to adapt them. Teams can discuss differences constructively and make fuller use of complementary contributions.

Recommended applications

Self-awareness, communication, teamwork, leadership, career reflection and development planning.

RESULTS & DEVELOPMENT REPORT

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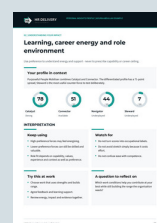
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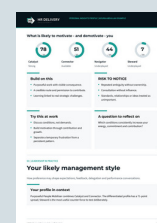
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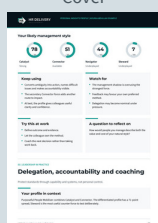
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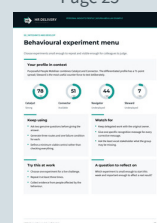
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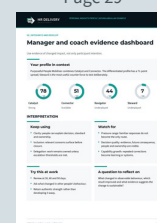
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03

Team effectiveness

Team Workstyles Indicator

Show how different workstyle preferences combine across a team and where those differences can strengthen or complicate delivery.

14

100

Number of assessment items to complete

Estimated completion time
25-35 minutes per participant

Assessment category

Team workstyles

Assessment approach

Individual workstyle profiles are combined to show team preferences, diversity and perspectives that may be underrepresented. Interpretation connects the pattern with meeting routines, communication and decisions. No style is ranked above another, and team preferences do not measure members' competence.

Participant experience

Each participant completes 80 workplace statements and 20 paired choices independently using the same eight-digit team code. A team report is available after at least four completed assessments.

Applying the findings

Agree one team routine that protects a minority perspective and review its effect after a 30-90-day practical assignment.

Results & development report

A confidential aggregate profile that translates team preferences into shared priorities and practical activities.

- Combined preference pattern
- Diversity and underrepresented perspectives
- Communication, decisions, change and delivery

Participant & organisational value

Participants can understand why colleagues approach the same work differently. Teams can use that insight to improve routines, communication and collaboration across functions.

Recommended applications

Team formation, renewal, integration, leadership facilitation and deliberate design of team routines.

RESULTS & DEVELOPMENT REPORT

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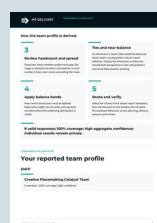
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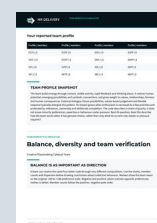
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Team Contribution Profile

Identify the different contributions people naturally make to a team and help the whole team achieve a more balanced delivery pattern.

15

90

Number of statements to review

Estimated completion time
20-30 minutes per participant

Assessment category
Team contributions

Assessment approach

Workplace statements explore complementary contributions, including ideas, connection, analysis, coordination, delivery, quality, expertise and support. The profile identifies strengths, gaps and opportunities to work together. People can contribute in several ways; results should broaden participation rather than confine members to fixed roles.

Participant experience

90 workplace statements rated by each participant through a secure team code. Team reporting starts after four completed profiles. Answer from how you normally contribute, not the contribution your title demands; use the same team code and complete independently.

Applying the findings

Use the individual report immediately; once the team report is available, agree roles, hand-offs and one 90-day team experiment.

Results & development report

An individual impact report, followed by an aggregate team report after at least four completions.

- Leading and supporting contribution roles
- Strengths and complementary contributions
- Team coverage and development gaps

Participant & organisational value

Participants can describe the value they bring and where complementary support would help. Teams can clarify contributions, identify gaps and coordinate demanding work more effectively.

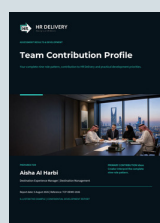
Recommended applications

Team formation, project mobilisation, role clarity, collaboration, development and team-performance reviews.

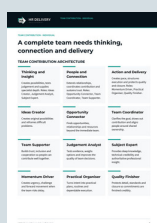
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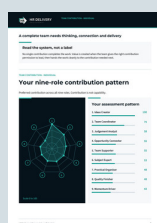
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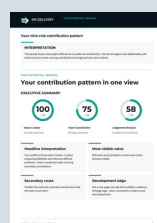
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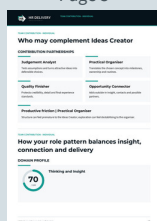
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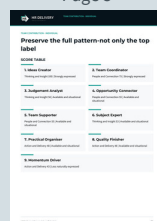
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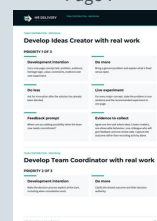
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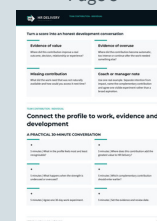
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Team Performance WatchPoints

Surface the team conditions that may limit trust, productive challenge, shared commitment, mutual accountability or collective results.

16

30

Number of response blocks to complete

Estimated completion time
20-25 minutes per participant

Assessment category
Team climate

Assessment approach

Structured responses explore five connected team conditions: trust, challenge, commitment, accountability and results. Comparing member perspectives helps identify strengths and priorities in the working environment. Results support constructive team discussion and shared action, rather than blame or investigation of an individual.

Participant experience

30 blocks completed through a team code. Each member receives an individual perspective; aggregate reporting starts after four completions. Answer independently and honestly, use the correct team code and expect the aggregate report to use participant numbers rather than names.

Applying the findings

Use the strongest watchpoint as a platform and agree one observable team practice for the priority risk, with evidence and review dates.

Results & development report

A private individual perspective and, after at least four completions, an anonymous team report with a 90-day improvement plan.

- Individual view of five team conditions
- Team strengths and priority concerns
- Differences that need constructive discussion

Participant & organisational value

Participants can raise concerns constructively and identify their part in improving team conditions. Teams gain a shared basis for addressing barriers to collaboration, wellbeing and delivery.

Recommended applications

Team reviews, renewal, leadership facilitation, project recovery and 90-day improvement planning.

RESULTS & DEVELOPMENT REPORT

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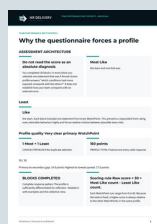
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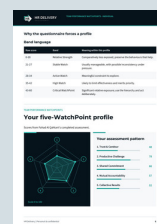
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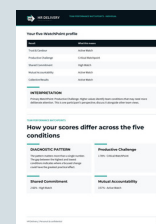
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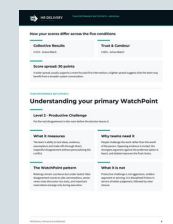
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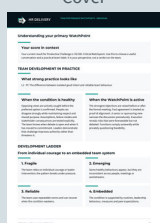
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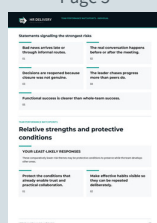
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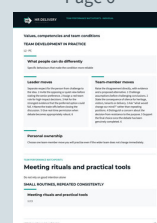
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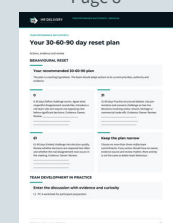
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04

Leadership

Leadership Preference Profile

Reveal where a leader's attention and energy are naturally drawn across the organisation's leadership contribution landscape.

17

72

Number of assessment items to complete

Estimated completion time
20-25 minutes

Assessment category
Leadership preferences

Assessment approach

The 3D9C model connects Direction, Development and Delivery with nine leadership competencies. Choices between positive contributions reveal where a leader naturally directs attention and where more deliberate focus may help. Results describe preferences and leadership orientation, rather than absolute capability.

Participant experience

72 forced-choice items, displayed eight at a time. Choose the contribution in each pair that is more naturally like you. Answer from natural preference, choose between the two positive contributions and avoid trying to balance the profile artificially.

Applying the findings

Choose one less emphasised leadership contribution and practise it in a priority, supported by feedback and review.

Results & development report

A leadership preference profile with interpretation, workplace implications and practical development actions.

- Leading and supporting preferences
- Potential blind spots and overuse
- Alignment with current leadership demands

Participant & organisational value

Leaders can recognise their natural emphasis and broaden attention where needed. Organisations can encourage more balanced contribution across strategy, people, stakeholders and delivery.

Recommended applications

Leadership development, coaching, role transition, team dialogue and preparation for a broader leadership report.

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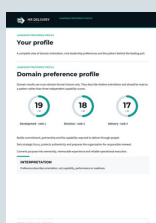
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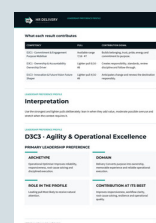
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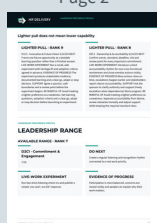
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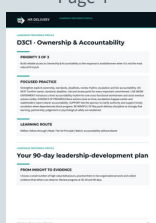
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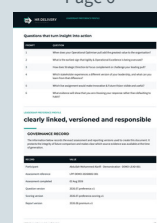
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Leadership Situational Judgement

Assess how leaders judge realistic organisational situations and balance the competing demands of strategy, people, heritage and delivery.

18

36

Number of scenarios to complete

Estimated completion time
50 minutes

Assessment category
Leadership judgement

Assessment approach

Leadership scenarios assess response effectiveness against defined competency indicators. Selecting the most and least effective actions explores judgement between plausible alternatives. Patterns across nine competencies and three domains help target development. Interpret the results alongside workplace behaviour, feedback and experience.

Participant experience

36 timed leadership scenarios. Identify the MOST and LEAST effective response in each situation. Set aside uninterrupted time, read the full context, distinguish attractive from effective responses and keep the organisation's long-term standards in view.

Applying the findings

Select two lower-scoring scenario themes, rehearse alternative responses and gather evidence from a comparable situation.

Results & development report

A nine-competency judgement profile with domain patterns and targeted improvement actions.

- Judgement across nine competencies
- Direction, Development and Delivery
- Priorities for improving decision quality

Participant & organisational value

Participants can understand their reasoning in demanding leadership situations and practise alternatives. Organisations gain a consistent framework for discussing leadership judgement.

Recommended applications

Leadership development, assessment, coaching, succession evidence and combined leadership reporting.

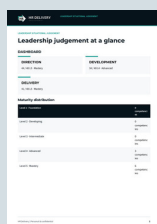
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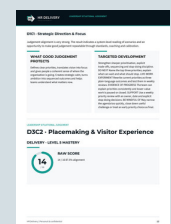
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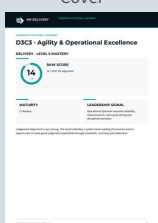
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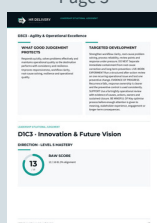
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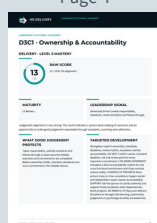
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Leadership 360 Feedback

Compare a leader's self-view with the experience of managers, peers, direct reports and other colleagues against the organisation's observable behaviours.

19

36

Behaviours reviewed
by each rater

Estimated completion time

15 minutes per rater

Assessment category

Multi-source feedback

Assessment approach

Ratings of observable leadership behaviours compare self, manager and other perspectives. Self and manager results remain distinct; peer and direct-report feedback follows group privacy thresholds. Similarities and differences highlight strengths and opportunities to improve experienced impact. Use the findings in a supported development conversation.

Participant experience

36 observable behaviours rated through a secure feedback code. Self and line-manager views are distinct; peer and direct-report groups require privacy thresholds. Rate observed behaviour rather than intention, use the full scale, protect confidentiality and provide feedback for the named leader and cycle.

Applying the findings

Choose one recognised strength and two impact gaps, agree observable practices and request follow-up evidence after 90 days.

Results & development report

A privacy-protected report comparing self, manager, peer and direct-report views, with a focused development plan.

- Consistent leadership strengths
- Differences between self and other views
- Behaviours to reinforce or develop

Participant & organisational value

Leaders can recognise strengths and understand how others experience their behaviour. Organisations can support constructive feedback and focused leadership development.

Recommended applications

Leadership development, coaching, succession preparation, team effectiveness and combined leadership reporting.

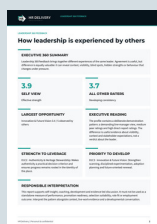
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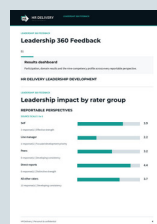
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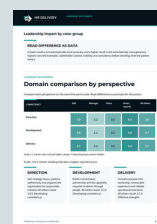
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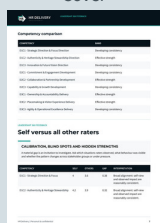
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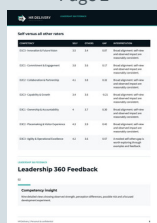
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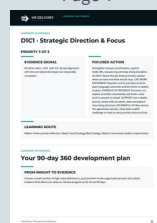
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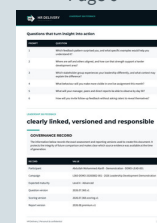
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Contextual Leadership Assessment

Help leaders diagnose task-specific readiness and adapt the balance of direction and support to the needs of the person and situation.

20
24

Number of scenarios
to complete

Estimated completion time

15-20 minutes

Assessment category

Situational leadership

Assessment approach

Task-specific scenarios explore how leaders adapt direction and support as a person's capability and commitment change. The framework encourages assessment of the immediate task and context before choosing a response. Effective leadership requires flexibility; one approach will not suit every person or situation.

Participant experience

24 workplace scenarios, each describing a task-specific readiness pattern and four credible leadership responses. Focus on the readiness evidence for the specific task - not the person's general reputation - and choose the proportionate response.

Applying the findings

Select two current team members and practise explicit task-readiness diagnosis before agreeing the next leadership response.

Results & development report

A contextual leadership profile covering task-readiness assessment, adaptability and development.

- Accuracy in assessing task readiness
- Response preferences and adaptability
- Balance of direction and support

Participant & organisational value

Leaders can adjust delegation, coaching and direction to the task and person. Teams can develop capability while maintaining clear expectations, support and accountability.

Recommended applications

People leadership, delegation, capability building, performance conversations and leadership coaching.

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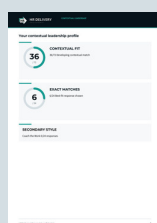
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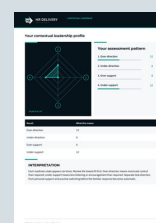
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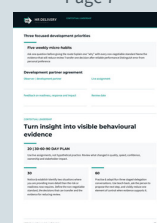
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Shadow Self Assessment

Help leaders notice how valuable strengths may become less helpful when pressure rises, intensity increases or context changes.

21

55

Number of response items to complete

Estimated completion time
20-25 minutes

Assessment category
Personality under pressure

Assessment approach

Balanced choices explore eleven patterns of strength overuse under pressure. A useful tendency can have unintended effects when applied too strongly or in the wrong context. The profile helps participants recognise triggers and plan balanced responses. These are development patterns, not a clinical diagnosis or judgement of character.

Participant experience

55 balanced triads across eleven shadow-risk scales. Choose one MOST and a different LEAST like you under pressure. Answer honestly about pressure behaviour, not your how you would prefer to respond in calm conditions, and approach the result with curiosity rather than defensiveness.

Applying the findings

Identify one trigger, one early warning sign and one balancing behaviour; invite a trusted colleague to notice the evidence.

Results & development report

An eleven-scale profile connecting pressure patterns with strengths, triggers and practical safeguards.

- Leading and supporting pressure patterns
- The strengths underlying those patterns
- Triggers, impact and balanced responses

Participant & organisational value

Participants can retain the value of their strengths while recognising less helpful responses under pressure. Managers and coaches can support balanced behaviour in demanding roles.

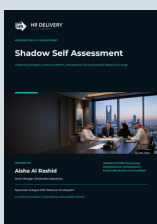
Recommended applications

Leadership coaching, transition, resilience, succession development and preparation for high-pressure responsibility.

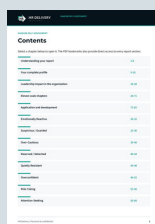
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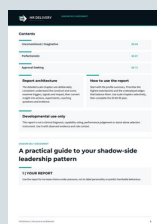
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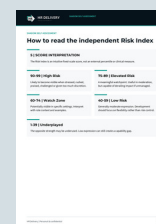
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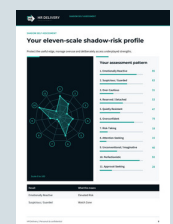
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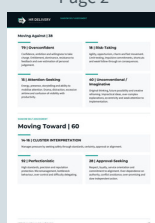
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Emotional Intelligence Assessment

Explore the emotional capabilities that support self-management, relationships, leadership impact, resilience and sound judgement.

22

110

Number of response items to complete

Estimated completion time

20-30 minutes

Assessment category

Emotional capabilities

Assessment approach

Workplace choices explore fifteen emotional capabilities across self-awareness, expression, interpersonal skills, decision-making and stress management. The profile identifies specific behaviours to practise, rather than reducing emotional intelligence to a single quality. Findings support reflection alongside a wider view of work and relationships.

Participant experience

110 balanced workplace choices across fifteen emotional capabilities, presented in a structured professional questionnaire. Answer from typical workplace behaviour, avoid an idealised leadership image and complete the assessment when you can reflect calmly.

Applying the findings

Choose one emotional capability, one recurring trigger and one observable practice to test and review over 30-90 days.

Results & development report

An on-screen profile with Individual and Leadership Impact reports and practical development guidance.

- Fifteen emotional capabilities
- Wellbeing and leadership-impact themes
- Strengths and development priorities

Participant & organisational value

Participants can recognise emotional strengths and develop more deliberate responses. Managers and teams can support constructive relationships, considered decisions and resilience.

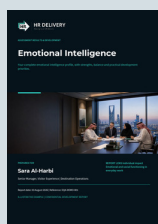
Recommended applications

Leadership development, coaching, wellbeing reflection, relationship effectiveness and role-transition planning.

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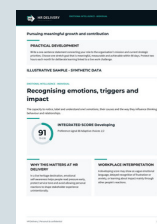
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05

Management

Managerial Assumptions, Arguments and Conclusions Assessment

23

Assess disciplined managerial thinking when information is incomplete, arguments compete and a conclusion must be justified.

54

Number of scenarios
to complete

Estimated completion time

45 minutes

Assessment category

Critical thinking

Assessment approach

Management scenarios assess three reasoning skills: recognising unstated assumptions, evaluating the strength of arguments and deciding what follows from evidence. Separate results show where reasoning is effective and where a more systematic check may help. The assessment concerns the information provided, rather than personality or specialist knowledge.

Participant experience

54 objective organisational management scenarios: 18 Assumptions, 18 Arguments and 18 Conclusions in a randomised sequence. Use only the stated evidence, distinguish plausibility from logic, work steadily and avoid adding assumptions from personal experience.

Applying the findings

Use the lowest phase to practise a repeatable reasoning check before a management decision over the next 30 days.

Results & development report

A three-stage critical-thinking profile with interpretation and targeted development guidance.

- Assumptions, arguments and conclusions
- Reasoning strengths and error patterns
- Responses to different evidence demands

Participant & organisational value

Participants can test assumptions and explain conclusions more clearly. Organisations can encourage more disciplined use of evidence in management, governance and risk decisions.

Recommended applications

Manager development, recruitment evidence, succession, decision-quality improvement and targeted analytical practice.

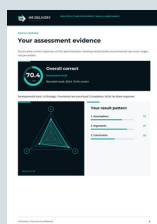
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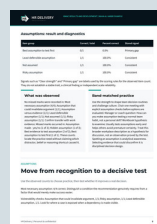
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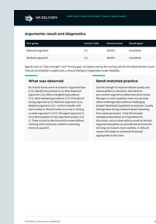
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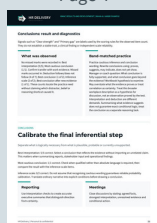
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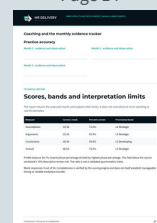
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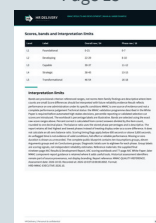
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Managerial Situational Judgement Test

24

Explore the quality of managerial judgement across people, delivery, stakeholder and operational situations at the organisation.

45

Number of scenarios to complete

Estimated completion time
60 minutes

Assessment category

Management judgement

Assessment approach

The nine competencies within Direction, Development and Delivery provide the framework for realistic management scenarios. Responses are assessed against defined behavioural standards, explaining why some actions are more effective than others. Scenario judgement is one source of evidence and should be considered alongside work examples.

Participant experience

45 realistic scenarios covering all nine competencies across Direction, Development and Delivery. Read every scenario fully, consider longer-term consequences and choose the response that best balances people, standards and delivery.

Applying the findings

Select two scenario patterns, rehearse alternative responses and ask a manager to review evidence from a comparable decision.

Results & development report

A nine-competency profile with guidance on maturity levels and 90-day development pathways.

- Judgement across nine competencies
- Domain strengths and maturity levels
- Scenarios requiring a different approach

Participant & organisational value

Managers can identify sound judgement and practise more effective alternatives. Organisations gain a consistent basis for management development across functions and levels.

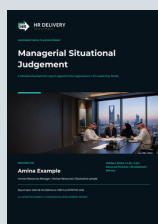
Recommended applications

Manager development, recruitment evidence, succession planning, readiness conversations and coaching.

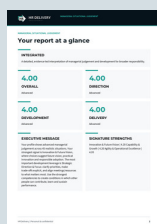
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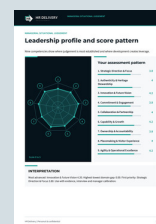
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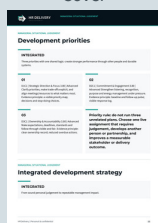
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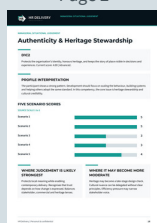
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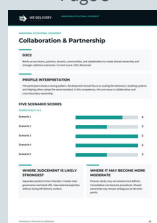
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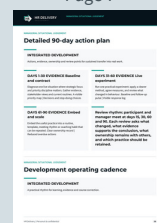
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5 Dimension 16 Factor Assessment

Build a broad, multi-method picture of the personal factors that may shape managerial behaviour, relationships, reasoning and performance.

25

192

Number of assessment items to complete

Estimated completion time

45-60 minutes

Assessment category

Personality & reasoning

Assessment approach

Preferences, everyday behaviour, scenarios and reasoning tasks provide complementary perspectives on work. Five broad dimensions give an overview; sixteen factors add detail. Comparing these methods supports a focused development discussion while retaining the complexity of the individual, rather than assigning a single label.

Participant experience

192 items: 80 forced choices, 64 behaviour-frequency items, 32 workplace scenarios and 16 analytical-reasoning items. Set aside uninterrupted time, answer as you generally are at work and treat objective reasoning items differently from preference questions.

Applying the findings

Select the report most relevant to your role demand and convert one factor insight into a 30/60/90-day practice plan.

Results & development report

A detailed profile with six report options, including a comprehensive overview and focused workplace applications.

- Five dimensions and sixteen factors
- Similarities and differences across methods
- Reasoning and development priorities

Participant & organisational value

Participants gain a detailed view of their working patterns without a single defining label. Managers and coaches can focus development on relevant strengths, reasoning and role demands.

Recommended applications

Manager development, coaching, role-development conversations, succession and preparation for broader responsibility.

RESULTS & DEVELOPMENT REPORT

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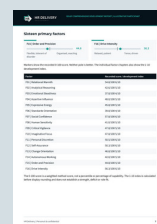
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06

Cognitive ability

Numerical and Data Reasoning Assessment

26

Assess how accurately and efficiently a person interprets numerical information, tables, charts, trends and data relationships.

40

Number of questions to complete

Estimated completion time

35 minutes

Assessment category

Cognitive ability

Assessment approach

Standardised numerical problems assess how someone interprets quantities, compares evidence and reaches supported conclusions. Five dimensions distinguish different demands of working with data and help focus practice. The assessment explores applied numerical reasoning, rather than advanced mathematics or every aspect of job performance.

Participant experience

40 questions in a timed session, with eight questions across each of five numerical and data-reasoning dimensions. Use a quiet setting, read chart labels and units carefully, have permitted basic working materials ready and practise interpreting everyday tables and percentages.

Applying the findings

Practise the lowest dimension with short, timed workplace data exercises and review both reasoning and checking discipline.

Results & development report

A five-dimension profile with interpretation, workplace applications and a 90-day development plan.

- Overall numerical and data reasoning
- Strengths and priorities across five dimensions
- Accuracy, pace and workplace applications

Participant & organisational value

Participants can identify numerical processes to strengthen and build confidence with data. Organisations can target practice relevant to reporting, planning and commercial analysis.

Recommended applications

Development, recruitment evidence, role readiness and identifying targeted numerical practice needs.

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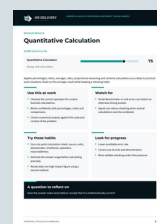
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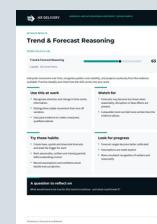
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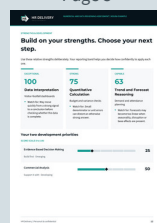
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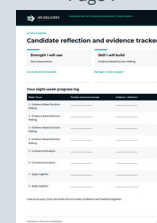
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Abstract and Adaptive Reasoning Assessment

27

Assess how a person recognises patterns, discovers and integrates rules, transforms spatial information and adapts to unfamiliar complexity.

36

Number of questions to complete

Estimated completion time
30 minutes

Assessment category
Cognitive ability

Assessment approach

Unfamiliar visual problems explore pattern discovery, relationships and adaptation across five dimensions. Participants identify, test and adjust rules rather than recall specialist knowledge. The profile guides systematic reasoning practice; it does not measure creativity, language fluency or overall intelligence.

Participant experience

36 randomised visual questions across five abstract and adaptive-reasoning dimensions in a timed session. Choose a quiet environment, understand the example items, work systematically and move on when a question is consuming disproportionate time.

Applying the findings

Use structured pattern practice, verbalise discovered rules and review errors to separate missed patterns from rushed execution.

Results & development report

A five-dimension profile with role applications and a 90-day development plan.

- Overall abstract and adaptive reasoning
- Pattern, rule, spatial and integration strengths
- Accuracy, pace and adaptation priorities

Participant & organisational value

Participants can understand their approach to unfamiliar problems and develop systematic reasoning. Managers can focus support for learning, problem solving and changing work demands.

Recommended applications

Development, recruitment evidence, role readiness and preparation for work involving unfamiliar problems or change.

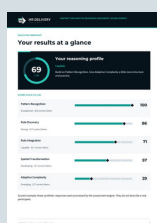
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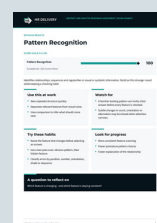
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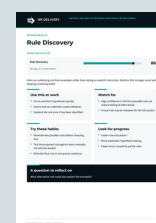
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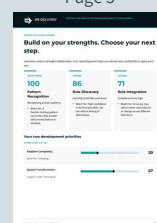
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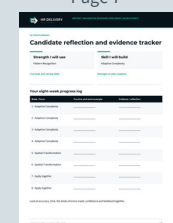
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Cognitive Processing and Learning Speed Assessment

28

Explore how efficiently a person understands unfamiliar information, learns new rules and applies them accurately.

60

Number of questions to complete

Estimated completion time
30 minutes

Assessment category
Cognitive processing

Assessment approach

Timed tasks explore how someone understands information, learns rules and applies them as demands change. Five dimensions help identify useful practice, pacing and onboarding support. Results describe performance under the assessment conditions, rather than a fixed limit on future learning.

Participant experience

60 questions in 30 minutes, with twelve questions across each of five processing and learning-speed dimensions. Rest well, choose an interruption-free setting, follow instructions exactly and prioritise accurate understanding before accelerating.

Applying the findings

Practise short learn-apply-review cycles, record error types and build the routines that reduce avoidable processing load.

Results & development report

A five-dimension profile with workplace applications and a 90-day development plan.

- Overall processing and learning speed
- Strengths across five dimensions
- Pace, accuracy and rule application

Participant & organisational value

Participants can identify strategies for learning under time pressure. Managers can use the findings to plan appropriate onboarding, practice and support.

Recommended applications

Development, recruitment evidence, onboarding support and preparation for roles requiring rapid learning.

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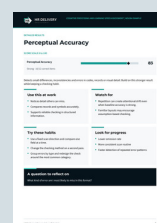
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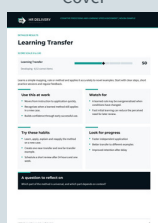
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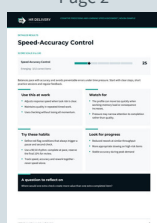
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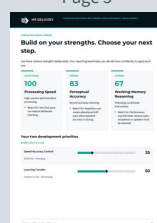
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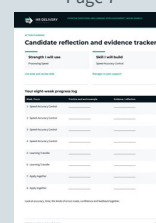
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Attention, Accuracy and Error Detection Assessment

29

Assess sustained attention, careful comparison and the ability to detect errors, anomalies and inconsistencies.

40

Number of questions to complete

Estimated completion time
25-minute pilot window

Assessment category
Attention & accuracy

Assessment approach

Timed checking tasks explore seven dimensions of attention and response control, including sustained attention, distinguishing details, inhibiting an immediate response and detecting errors. The profile helps focus checking habits and working conditions. It is not a medical diagnosis or evidence of carelessness.

Participant experience

40 questions across seven attention, checking, anomaly-detection and response-control dimensions. Use a quiet screen, check instructions and symbols carefully, maintain a steady pace and avoid changing answers without a clear reason.

Applying the findings

Use checklists, deliberate comparison routines and short accuracy drills; track error type as well as total error count.

Results & development report

A seven-dimension profile with strengths, priorities and a 30/60/90-day development plan.

- Overall accuracy and error detection
- Strengths and priorities across seven dimensions
- Pace, sustained attention and response control

Participant & organisational value

Participants can identify checking habits to develop. Organisations can focus practice on accurate, dependable work in reporting, quality, compliance and service.

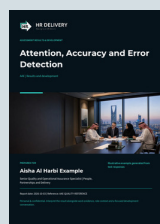
Recommended applications

Development, recruitment evidence and readiness review for accuracy-critical work.

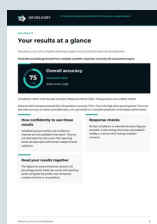
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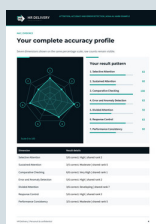
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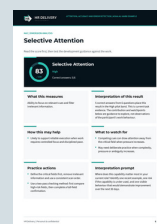
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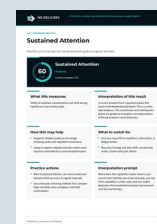
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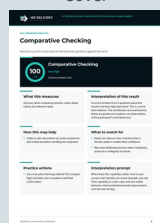
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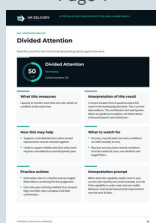
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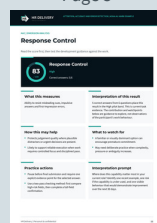
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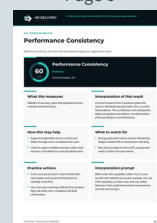
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Executive Planning and Prioritisation Assessment

30

Explore how a person sequences work, balances competing demands and prioritises action against objectives, resources and constraints.

32

Number of scenarios to complete

Estimated completion time
30-minute pilot window

Assessment category
Planning & judgement

Assessment approach

Planning scenarios explore eight dimensions of managing complex work, including priorities, sequencing, resources, constraints, risk, replanning and completion. Results distinguish the quality of an initial plan from adaptation when conditions change. They inform development rather than predict every aspect of executive performance.

Participant experience

32 randomised planning scenarios across eight priority, sequencing, resource, constraint, risk, reprioritisation and closure dimensions. Read the objective and constraints first, distinguish urgent from important and choose the best overall sequence rather than the most visible action.

Applying the findings

Use a portfolio to practise explicit objectives, constraints, sequencing and stop/start/continue decisions with review evidence.

Results & development report

An eight-dimension profile with role interpretation, a 30/60/90-day plan and a manager coaching guide.

- Overall planning and prioritisation
- Strengths and priorities across eight dimensions
- Adaptation to changing constraints and priorities

Participant & organisational value

Participants can explain their priorities and improve planning when demands compete. Organisations can target development in coordination, resource decisions and completion of commitments.

Recommended applications

Manager and leader development, recruitment evidence and readiness for complex coordination roles.

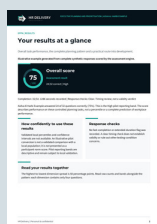
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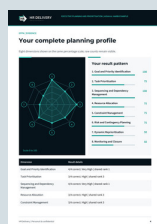
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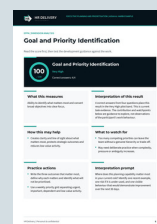
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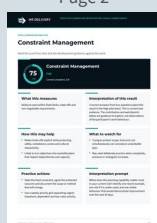
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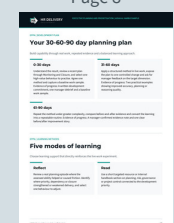
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Systems Reasoning and Complex Problem Solving Assessment

31

Explore how a person frames complex problems, understands connected systems and weighs evidence, choices and consequences.

32

Number of assessment cases to complete

Estimated completion time
30-minute pilot window

Assessment category
Systems reasoning

Assessment approach

Connected cases explore eight dimensions of systems reasoning, from defining a problem and its boundaries to testing explanations and anticipating consequences. Interpretation encourages consideration of the wider system before intervention. Results support collaborative problem solving rather than suggesting that one person can resolve every issue.

Participant experience

32 randomised systems cases across eight problem-framing, boundary, causal, interdependency, evidence, diagnosis, leverage and consequence dimensions. Read the full case, separate symptoms from causes, examine system boundaries and consider second-order consequences before choosing.

Applying the findings

Map one system, test the explanation of cause and effect with stakeholders and run a small, reversible intervention with defined evidence.

Results & development report

An eight-dimension profile with role interpretation, a 30/60/90-day plan and a manager coaching guide.

- Overall systems reasoning
- Strengths and priorities across eight dimensions
- Causes, interventions and wider consequences

Participant & organisational value

Participants can improve how they define problems and anticipate consequences. Organisations can focus development on coordinated decisions across teams, services and stakeholders.

Recommended applications

Leadership and manager development, recruitment evidence and readiness for interconnected strategic challenges.

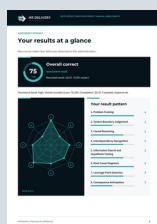
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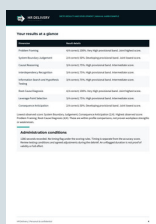
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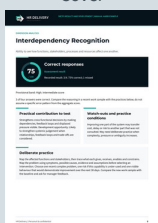
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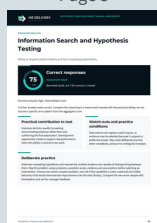
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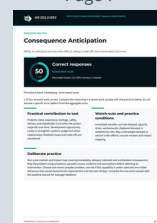
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07

Simulations

Direction Simulation

Demonstrate how a leader creates strategic focus, protects heritage and shapes a responsible future when evidence is incomplete and priorities compete.

32

15

Number of simulation exercises

Estimated completion time
55 active minutes

Assessment category
Workplace simulation

Assessment approach

Fifteen connected workplace exercises gather evidence against the Direction competencies and five maturity levels in the 3D Leadership Model. Three waves connect the overall domain profile with decisions in individual activities. Discuss the findings alongside experience and feedback as part of a supported development process.

Participant experience

15 connected exercises in three waves using eight response formats, including prioritisation, decision matrices, allocation, branching and written responses. Use an uninterrupted supported device, read the role briefing carefully and respond only from the information and constraints provided.

Applying the findings

Choose one strategic judgement to practise in current work. Agree the decision routine, support and evidence you will review with your manager at 30, 60 and 90 days.

Results & development report

An executive summary, domain profile, evidence-quality guidance, three competency chapters, all 15 exercise results, a 90-day pathway, learning resources and technical notes.

- Strategic Direction & Focus
- Authenticity & Heritage Stewardship
- Innovation & Future Vision

Participant & organisational value

Participants can explore how strategic judgement, cultural understanding and future thinking interact. Organisations gain practical examples for leadership development and readiness conversations.

Recommended applications

Senior leadership and succession readiness, strategy and transformation roles, heritage-sensitive decisions and high-potential development.

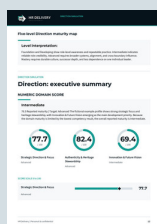
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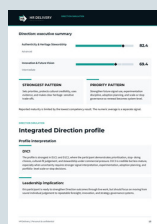
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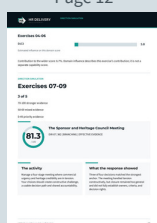
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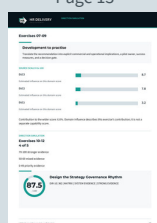
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Development Simulation

Demonstrate how a leader builds commitment, works across boundaries and grows the capability needed for the organisation to perform through others.

33

15

Number of simulation exercises

Estimated completion time
55 active minutes

Assessment category
Workplace simulation

Assessment approach

Fifteen connected workplace exercises gather evidence against the Development competencies and five maturity levels in the 3D Leadership Model. Three waves connect the overall domain profile with decisions in individual activities. Discuss the findings alongside experience and feedback as part of a supported development process.

Participant experience

15 connected exercises in three waves using eight response formats, including prioritisation, decision matrices, allocation, branching and written responses. Use an uninterrupted supported device, read the role briefing carefully and respond only from the information and constraints provided.

Applying the findings

Convert the strongest evidence and development priorities into people routines, shared ownership and 30-, 60- and 90-day capability actions.

Results & development report

An executive summary, domain profile, evidence-quality guidance, three competency chapters, all 15 exercise results, a 90-day pathway, learning resources and technical notes.

- Commitment & Engagement
- Collaboration & Partnership
- Capability & Growth

Participant & organisational value

Participants can explore how trust, partnership, coaching and capability building interact. Managers gain specific examples for focused leadership practice.

Recommended applications

Manager readiness, engagement and culture programmes, cross-functional collaboration, talent and succession development.

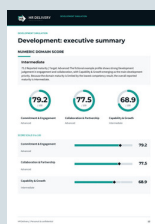
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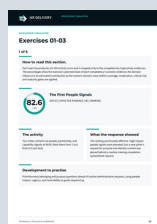
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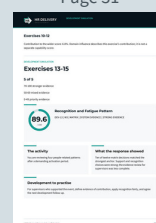
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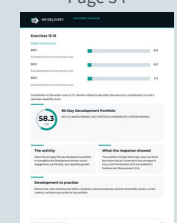
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Delivery Simulation

Explore how a leader turns intentions into dependable delivery while protecting visitors, standards and service quality in a realistic operating environment.

34

15

Number of simulation exercises

Estimated completion time
55 active minutes

Assessment category
Workplace simulation

Assessment approach

Fifteen connected workplace exercises gather evidence against the Delivery competencies and five maturity levels in the 3D Leadership Model. Three waves connect the overall domain profile with decisions in individual activities. Discuss the findings alongside experience and feedback as part of a supported development process.

Participant experience

15 connected exercises in three waves using eight response formats, including prioritisation, decision matrices, allocation, branching and written responses. Use an uninterrupted supported device, read the role briefing carefully and respond only from the information and constraints provided.

Applying the findings

Convert the strongest evidence and development priorities into operating routines, review thresholds and 30-, 60- and 90-day improvement actions.

Results & development report

An executive summary, domain profile, evidence-quality guidance, three competency chapters, all 15 exercise results, a 90-day pathway, learning resources and technical notes.

- Ownership & Accountability
- Placemaking & Visitor Experience
- Agility & Operational Excellence

Participant & organisational value

Participants can explore how ownership, service experience and operational judgement interact. Managers gain practical examples for development in delivery, resilience and follow-through.

Recommended applications

Operational manager readiness, visitor-facing and placemaking roles, operational excellence and resilience preparation.

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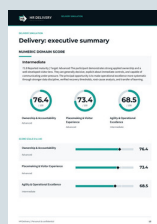
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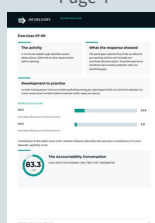
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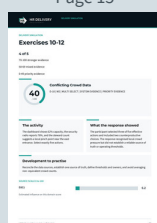
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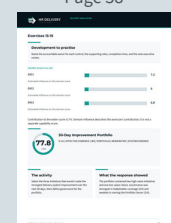
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08

Combined assessments



Career Combination

Move from vague career curiosity to evidence-led exploration of interests, personal factors and preferred working conditions.

35

3

Assessments included
in this pathway

Estimated completion time
90-120 minutes

Assessment category
Combined assessment

Integrated assessment approach

Career interest, a broad personality profile and workstyle preferences answer different questions. Together they help someone explore possible directions and working environments. A career conversation also needs to consider experience, opportunities and personal circumstances.

Assessment pathway

CCA: Career Compass Assessment (120 items).
5D16F: 5 Dimension 16 Factor Assessment (192 mixed-format items). WSI: Work Styles Indicator (100 items / choices).

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Combined results & development

Explore ranked Career Compass matches across 29 pathways, the 5D16F career profile and the Work Styles career report. The combined interpretation brings together possible directions, questions about fit and a 90-day plan for investigating the options through real experience.

Development in practice

Choose two career possibilities to explore. Arrange a conversation, shadowing opportunity or small assignment for each. Review what gives you energy, what the work requires and which skills you want to build.

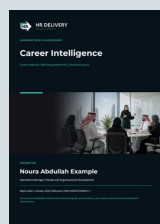
Recommended applications

Career conversations and internal mobility. Career-path exploration across the organisation. Retention and redeployment discussions. Targeted shadowing or practical assignments.

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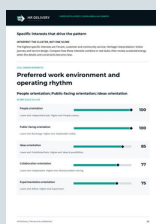
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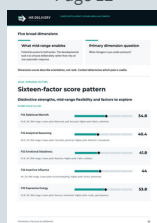
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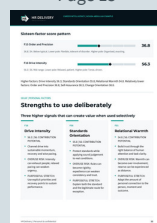
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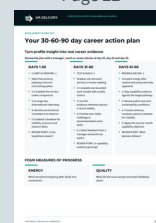
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Combined Leadership Assessment

Bring leadership preferences, judgement and real examples together to explore strengths, readiness and the next steps in development.

36

3

Assessments included in this pathway

Estimated completion time

130-165 minutes including interview

Assessment category

Combined assessment

Integrated assessment approach

Leadership preference, scenario judgement and a structured interview bring together inclination, choices and real examples. Differences between them create useful questions to explore, rather than an automatic readiness verdict.

Combined results & development

Review all three source reports alongside a combined view of the nine competencies and three leadership domains. See where the evidence agrees or needs further discussion, explore readiness over time and use detailed guidance to develop the priority competencies.

Assessment pathway

LSJ: Leadership Situational Judgement (36 scenarios). CBI: Competency-Based Interview (structured interview across nine competencies). LPP: Leadership Preference Profile (72 choice items).

Development in practice

Choose a priority competency and an assignment that will provide a useful test of it. Agree the support, feedback and work examples you will review with the practitioner or manager.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Recommended applications

Leadership development, succession conversations and preparation for broader responsibility. It can support an assessment centre or focused coaching where it is useful to discuss preferences, judgement and real experience together.

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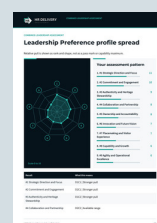
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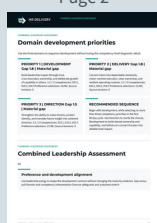
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General Leadership Development

Understand leadership judgement, natural preference and the ability to adapt direction and support to the situation.

37

3

Assessments included
in this pathway

Estimated completion time
85-95 minutes

Assessment category

Combined assessment

Integrated assessment approach

Preferences, judgement and contextual leadership show how someone likes to lead, the choices they make and how they adapt support. The value is a fuller conversation about leadership range.

Combined results & development

Explore the nine-competency judgement profile, leadership preferences and patterns of adapting direction and support. A combined summary connects the findings and suggests three practical behavioural development activities. Use these to test a different approach in current leadership work.

Assessment pathway

LSJ: Leadership Situational Judgement (36 scenarios). LPP: Leadership Preference Profile (72 choice items). CLA: Contextual Leadership Assessment (24 scenarios).

Development in practice

Try one different approach to delegation, coaching or direction. Explain the experiment to the colleague involved, invite feedback and review whether the change helped the task and the relationship.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

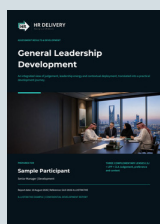
Recommended applications

Leadership foundations and manager-to-leader transition. Delegation and coaching development. Leadership workshops and coaching. Preparation for broader responsibility.

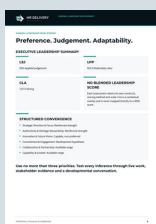
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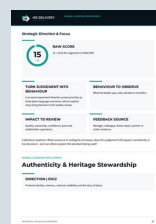
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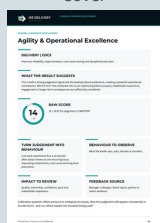
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General Management Development

Explore how a manager thinks, makes decisions and approaches work, then connect the findings with practical development.

38

3

Assessments included
in this pathway

Estimated completion time

150-165 minutes across three
sessions

Assessment category

Combined assessment

Integrated assessment approach

Management judgement, critical thinking and the wider personality profile connect practical decisions with reasoning and working style. Each result keeps its own meaning; the combination is a development guide, not a single definition of management ability.

Combined results & development

Review the three stages of managerial reasoning, management judgement and the 5D16F management profile. The combined report connects the findings with a 90-day assignment, helping the manager practise a useful change and gather evidence of progress.

Assessment pathway

MMAC: Managerial Assumptions, Arguments and Conclusions (54 scenarios). MSJ: Managerial Situational Judgement (45 scenarios). 5D16F: 5 Dimension 16 Factor Assessment (192 mixed-format items).

Development in practice

Use a current management challenge to practise one improvement in reasoning or judgement. Discuss the options with your manager, record your choice and review the outcome before deciding what to repeat.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Recommended applications

New and experienced manager development. Management assessment centres. Succession and readiness conversations. Coaching around decision quality and management impact.

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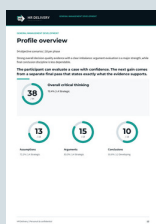
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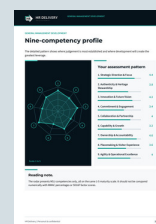
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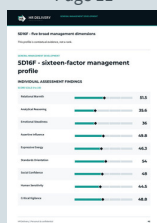
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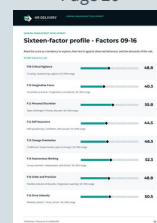
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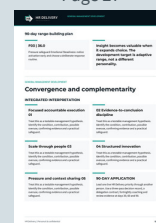
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Graduate Potential Combination

A broad early-career assessment of numerical reasoning, novel problem solving, learning speed and management-potential factors.

39

4

Assessments included
in this pathway

Estimated completion time

140-155 minutes across multiple
sessions

Assessment category

Combined assessment

Integrated assessment approach

Numerical reasoning, unfamiliar pattern solving, learning speed and personality offer complementary views of early-career development. Discuss these alongside motivation, experience and opportunity, rather than treating the profile as a definitive prediction of potential.

Combined results & development

Keep all four individual reports and explore a combined view of reasoning and learning. The report explains strengths and the balance between pace and accuracy, relates the pattern to role demands and provides a 90-day development plan.

Assessment pathway

NDR: Numerical and Data Reasoning Assessment (40 questions). AAR: Abstract and Adaptive Reasoning Assessment (36 visual questions). CPSA: Cognitive Processing and Learning Speed Assessment (60 questions). 5D16F: 5 Dimension 16 Factor Assessment (192 mixed-format items).

Development in practice

Agree an early-career assignment with appropriate support. Match practice to the development priorities, include time for feedback and review learning as well as the finished result over the next 90 days.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

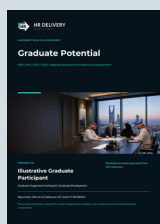
Recommended applications

Graduate programmes, early-career development and targeted onboarding. Use it to understand the starting point for learning and to discuss support for roles that involve analysis and unfamiliar problems.

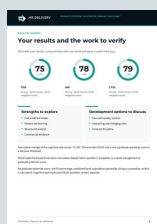
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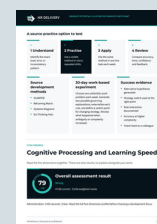
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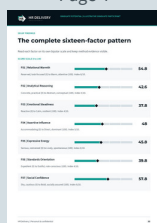
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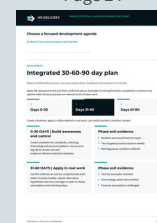
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High Potential Ability Combination

Explore reasoning, learning speed and personal working patterns to understand how someone may approach new challenges.

40

3

Assessments included
in this pathway

Estimated completion time

95 minutes across sessions with
progress saved

Assessment category

Combined assessment

Integrated assessment approach

Pattern discovery, learning speed and the broader personality profile help explore readiness for new complexity. Results are considered separately, alongside aspiration, experience and performance; there is no single overall potential score.

Combined results & development

Explore the three individual reports and a combined view of strengths, differences between results and questions to discuss. Guidance on unfamiliar complexity and a 30/60/90-day plan help turn the profile into supported development, while keeping each result in context.

Assessment pathway

AAR: Abstract and Adaptive Reasoning Assessment (36 visual questions). CPSA: Cognitive Processing and Learning Speed Assessment (60 questions). 5D16F: Five Dimension Sixteen Factor Assessment (192 mixed-format items).

Development in practice

Choose a manageable stretch assignment with a sponsor or manager. Agree what support is needed, how progress will be reviewed and what the person wants to learn from the experience.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

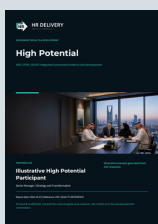
Recommended applications

High-potential identification and development. Talent acceleration programmes. Complex project or transformation readiness. Development for broader strategic scope.

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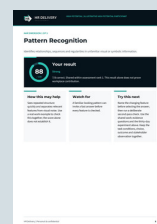
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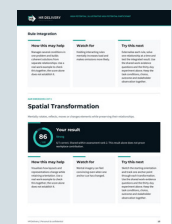
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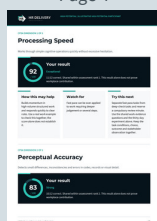
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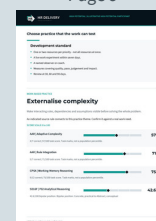
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Leadership Discovery Combination

Bring together how leadership is experienced, the emotional capabilities behind impact and shadow risks under pressure.

41

3

Assessments included
in this pathway

Estimated completion time

55-70 minutes, plus about 15 minutes
per 360 rater

Assessment category

Combined assessment

Integrated assessment approach

Feedback from others, emotional capability and pressure patterns create three views of leadership impact. Explore where they agree or differ, and use real examples to understand the pattern rather than assuming one result causes another.

Combined results & development

Read the Leadership 360 feedback with its privacy protections, the emotional-capability results and the pressure-pattern profile. The combined interpretation helps connect experienced impact with capabilities and habits, creating a focused starting point for a supportive leadership conversation.

Assessment pathway

LEAD360: Leadership 360 Feedback (36 behaviours per rater). EQA: Emotional Intelligence Assessment (110 workplace choices). SSA: Shadow Self Assessment (55 choice triads).

Development in practice

Discuss one pattern with a trusted practitioner. Choose a behaviour to practise, notice the situations that trigger it and invite feedback from colleagues about the difference they experience.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Recommended applications

Senior leadership development and coaching. Leadership transitions and succession preparation. Development around blind spots and pressure responses. Targeted 360 feedback programmes.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

View example report



Cover



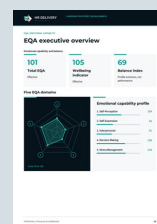
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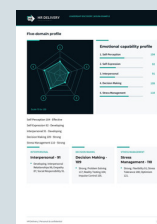
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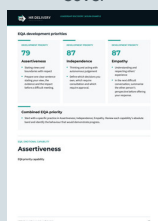
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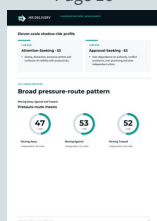
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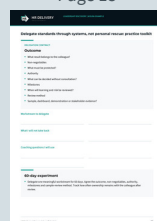
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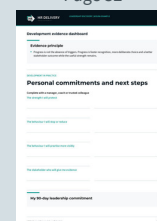
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Managerial Execution Combination

Understand how a manager uses evidence, plans work, checks accuracy and adapts when priorities change.

42

3

Assessments included
in this pathway

Estimated completion time

90 minutes across three sessions with
progress saved

Assessment category

Combined assessment

Integrated assessment approach

Data reasoning, planning and accuracy show how evidence becomes a plan and how delivery is checked. The report retains all 20 source dimensions and connects six areas of execution. Its combined index summarises the three overall scores; it is not a pass/fail result.

Assessment pathway

NDR: Numerical and Data Reasoning Assessment (40 questions). EPPA: Executive Planning and Prioritisation Assessment (32 planning scenarios). AAE: Attention, Accuracy and Error Detection Assessment (40 questions). Connected measures: evidence, forecasting, planning, adaptation, accuracy and closure.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Combined results & development

Retain the three source reports, all 20 dimensions and six connected areas of execution. Explore strengths, risks when work passes between people and responses under pressure. Development links, manager guidance and a 30/60/90-day plan support practice and review.

Development in practice

Choose a project or reporting cycle. Practise one improvement in planning and one in checking, then review the quality of the evidence, handovers and completed work with your manager.

Recommended applications

First-line and middle-management development. Project and programme coordination roles. Managerial assessment centres. Roles with significant planning, reporting and control demand.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

View example report



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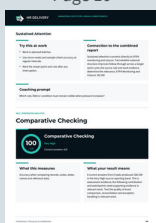
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Operational Reliability Combination

Test the ability to use data, process information efficiently and maintain accuracy when reliable execution matters.

43

3

Assessments included
in this pathway

Estimated completion time
90-95 minutes

Assessment category
Combined assessment

Integrated assessment approach

Data reasoning, processing speed and attention help distinguish understanding the evidence from working quickly and checking accurately. That distinction makes it easier to choose the right practice and support for the role.

Combined results & development

Explore all three individual reports and a combined operational-reliability profile. See how pace, accuracy, checking and learning work together. Targeted actions and a 90-day practice plan help focus attention on the habits and support that make work more dependable.

Assessment pathway

NDR: Numerical and Data Reasoning Assessment (40 questions). CPSA: Cognitive Processing and Learning Speed Assessment (60 questions). AAE: Attention, Accuracy and Error Detection Assessment (40 questions).

Development in practice

Choose a recurring task where accuracy matters. Try a clearer checking routine or a change in pacing, then review errors, completion and learning with a manager over several cycles.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

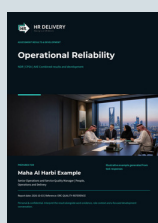
Recommended applications

Development in operational, service, quality and reporting roles where dependable work matters. Use it to plan practice and support around interpreting information, working efficiently and checking carefully.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

[View example report](#)



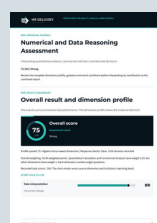
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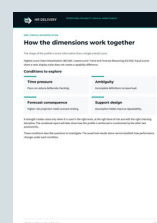
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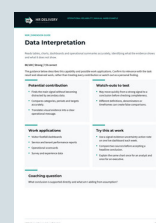
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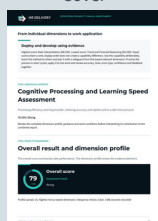
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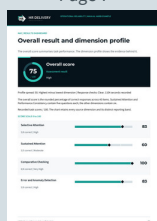
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Personal Development Combination

A four-lens profile of how you learn, work, what drives you and how your behaviour is experienced.

44

4

Assessments included
in this pathway

Estimated completion time

90-120 minutes across multiple
sessions

Assessment category

Combined assessment

Integrated assessment approach

Learning preference, workstyle, motivation and Style Forces offer four different views of personal development. Keep their scales separate and use work examples to explore where the findings agree, differ or suggest a development opportunity.

Assessment pathway

LPQ: Learning Preference Questionnaire (32 ranked situations). WSI: Work Styles Indicator (100 items / choices). PPP: Personality Pattern Profile (81 balanced choices). PIP: Personal Insights Profile (56 mixed-format items).

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Combined results & development

Read all four individual reports alongside a combined development summary. Explore where the findings agree, where they differ and what may change under pressure. A 30/60/90-day plan and manager coaching questions help you choose and review practical actions.

Development in practice

Choose one learning priority and a real opportunity to practise. Adapt the approach to your preferences while trying something less familiar, and use manager feedback to review what helps.

Recommended applications

Individual development planning and coaching. Role transition or promotion preparation. Manager-employee development conversations. Learning tailored to preferences while extending capability.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

View example report



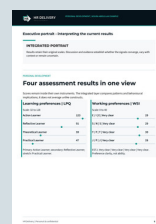
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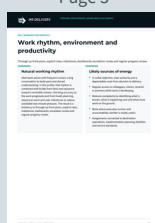
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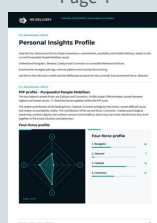
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Personal Discovery Combination

Connect strengths, relationship needs and conflict response into one practical picture of contribution and interpersonal impact.

45

3

Assessments included
in this pathway

Estimated completion time
75-95 minutes

Assessment category
Combined assessment

Integrated assessment approach

Strengths describe contribution; relationship needs describe how it is expressed; conflict choices show what can happen during disagreement. Together they support practical experiments in communication and collaboration, rather than a combined score.

Combined results & development

Explore the strengths profile, six relationship scales and conflict-response pattern. A combined interpretation connects contribution with interpersonal impact. Practical experiments help the participant try a different approach in a conversation, relationship or shared piece of work.

Assessment pathway

PSN: Personal Strengths Navigator (170 choice pairs). RMA: The Relate Map Assessment (54 relationship situations). CRA: Conflict Response Assessment (30 choice pairs).

Development in practice

Choose one working relationship to strengthen. Try a small change in how you contribute, express a need or respond to disagreement. Ask for feedback and review what changes.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Recommended applications

Coaching and personal insight. Relationship and stakeholder effectiveness. Conflict prevention and repair. Team integration and collaboration development.

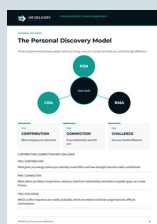
RESULTS & DEVELOPMENT REPORT

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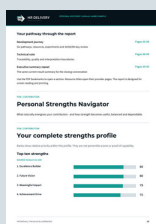
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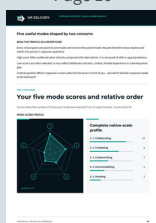
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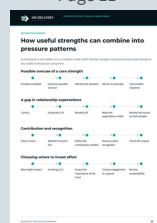
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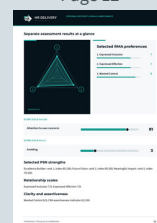
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Strategic Leadership Ability Combination

46

Explore the reasoning, planning and systems thinking involved in complex strategic work.

4

Assessments included
in this pathway

Estimated completion time

140 minutes across multiple sessions

Assessment category

Combined assessment

Integrated assessment approach

Critical thinking, planning, systems reasoning and numerical evidence cover different demands of strategic work. Discuss all four in relation to the role; a cognitive profile alone cannot establish promotion readiness.

Assessment pathway

MMAC: Managerial Assumptions, Arguments and Conclusions (54 scenarios). EPPA: Executive Planning and Prioritisation Assessment (32 planning scenarios). SRCPS: Systems Reasoning and Complex Problem Solving Assessment (32 systems cases). NDR: Numerical and Data Reasoning Assessment (40 questions).

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

Combined results & development

Retain all four assessment reports and use the combined executive summary to explore strengths and development needs across evidence, planning and systems thinking. Compare the findings with role demands, then apply the learning through a 90-day strategic reasoning assignment.

Development in practice

Apply the findings to a strategic question. Make the evidence, assumptions, system connections and priorities visible, then review your reasoning with colleagues before agreeing and monitoring the next step.

Recommended applications

Strategic leadership development. Executive and senior-manager succession. Complex transformation and enterprise roles. Development centres for high-consequence decision work.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

View example report



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Team Combination

A complete team diagnostic covering workstyle diversity, contribution roles and the conditions required for collective performance.

47

3

Assessments included
in this pathway

Estimated completion time
70-90 minutes per participant

Assessment category
Combined assessment

Integrated assessment approach

Workstyles, contribution roles and team conditions form three distinct layers. The combination helps a team understand its mix and how to use it well. Team feedback is handled with the privacy thresholds of the source tools.

Combined results & development

Review individual and team workstyles, contribution profiles and team-impact findings. Private WatchPoints perspectives are complemented by anonymous team results where the minimum response requirements are met. The combined interpretation and 90-day team charter help turn discussion into shared commitments.

Assessment pathway

TWI: Team Workstyles Indicator (100 items per person). TCP: Team Contribution Profile (90 statements). TPW: Team Performance WatchPoints (30 response blocks).

Development in practice

Bring the team together to discuss the pattern and agree two changes to how you work. Put responsibilities, meeting habits and review dates into the charter, and revisit progress after 30, 60 and 90 days.

Planning participation

Complete the full assessments across the suggested sessions and retain your pathway reference. Allow time for reflection between tools and discuss any access needs before starting.

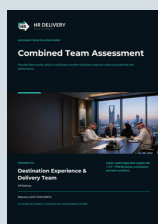
Recommended applications

New-team formation or integration. Team renewal and performance recovery. Cross-functional leadership teams. Facilitated team-development programmes.

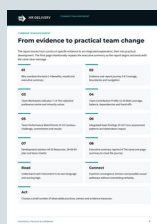
RESULTS & DEVELOPMENT REPORT

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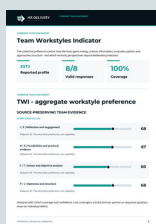
[View example report](#)



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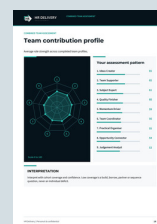
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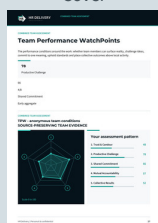
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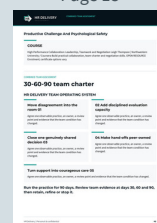
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09

Competency assessments



Behavioural Competency Assessments

48

Make expectations clear and turn everyday behaviour into focused development. Choose the competencies that matter to the work.

1-8

Behavioural competencies selected

Estimated completion time
Untimed; varies with selection

Assessment category
Behavioural judgement

Assessment approach

100 behavioural competencies describe observable work behaviours across eight domains. Five maturity levels, from Foundation to Mastery, make expectations clear. Choose the level the role needs; the highest level is not always the right target.

Results & development report

See each selected competency and target level, strengths, development themes and relevant learning resources. The example below shows Accountability. Results support development alongside work examples and feedback.

Participant experience

Select one to eight competencies. Each adds five level-matched workplace scenarios: 5-40 in total. Compare five responses and choose the most effective and a different least effective response. Read the competency booklet and agree the level first.

Applications & benefits

Use it for role-specific development, manager conversations, capability reviews and learning plans. Participants understand what good practice looks like; managers can set clearer expectations and focus their support.

Applying the findings

Choose a few behaviours that will matter in current work. Agree a practical task, the support needed and the evidence you will review at 30, 60 and 90 days.

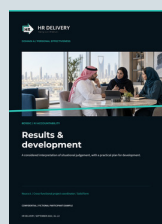
Eight competency domains

Personal Effectiveness; Thinking & Problem-Solving; Interpersonal & Relationship Skills; Team & Leadership Capability; Execution & Delivery; Organisational & Strategic Awareness; Innovation & Growth Orientation; Character & Values Orientation.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

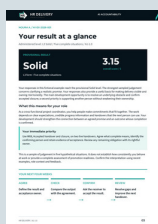
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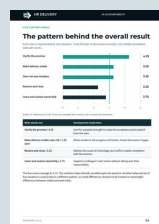
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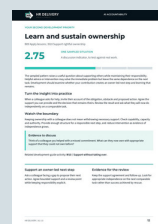
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Technical Competency Assessments

Explore specialist judgement at the level the role requires. Build a targeted technical profile with clear priorities for practice and development.

49

1-8

Technical areas
selected

Estimated completion time

Untimed; varies with selection

Assessment category

Technical judgement

Assessment approach

The directory covers 100 technical areas in ten domains. Each area has ten specialist skills and five maturity levels. Currently 95 assessment packs are available; five are awaiting supply. Choose the area and level that match the role.

Results & development report

Review the selected competencies, their five sampled skills, target-level interpretation, strengths, priorities and linked practice. Unsourced skills are not scored. The example shows General Management and Executive Leadership. This supports development; it is not a professional qualification.

Participant experience

Select one to eight areas. Each uses five level-matched scenarios, sampling five different skills: 5-40 in total. Choose the most and a different least effective response from five options. Larger selections can be completed in separate sessions.

Applications & benefits

Use it for technical development, career conversations, role transitions and capability reviews. It helps participants and managers focus on specialist judgement that needs practice, while drawing on work samples and relevant professional requirements.

Applying the findings

Read the area's scope, agree the target level and select a priority skill. Practise through a real assignment with feedback from a manager or subject expert.

Ten technical domains

Enterprise, Strategy & Delivery; People & Organisation; Finance, Risk & Legal; Commercial, Customer & Communications; Digital, Data & Technology; Operations, Supply & Quality; Engineering, Construction & Energy; Health, Care & Life Sciences; Education, Government & Protection; Transport, Service & Primary Industries.

RESULTS & DEVELOPMENT REPORT

Select a page to explore the full report

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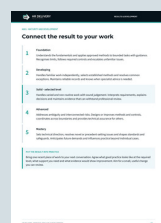
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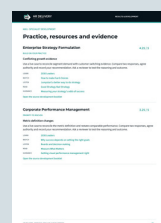
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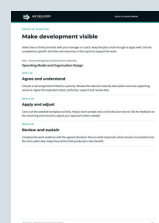
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Combined Behavioural & Technical Assessment

50

Create one personalised assessment around the role: how someone works and the specialist judgement they need to deliver.

6 + 6

Maximum behavioural and technical selection

Estimated completion time

Untimed; depends on chosen mix

Assessment category

Personalised competency mix

Personalised assessment approach

Combine up to six behavioural competencies with up to six technical areas. Select a maturity level from 1 to 5 for each. The aim is a relevant picture of how someone works and the specialist judgement their role needs.

Results & development report

Review the selected behavioural and technical results, strengths and development needs together, while keeping each competency and target level visible. The gallery illustrates behavioural and technical example reports.

Participant experience

Every behavioural competency contributes five scenarios; each technical competency contributes five. A full 6 + 6 selection contains 60 scenarios. Choose the most and a different least effective response. Start with a focused selection and plan manageable sessions.

Participant & organisational value

One role-focused conversation connects behaviour with specialist delivery. Participants and managers can see which priorities reinforce each other and agree practical support. Results sit alongside work evidence and professional standards.

Applying the findings

Clarify the role, choose the competencies and levels, complete the scenarios, then agree a focused development plan. Use a current assignment to practise and review what changes over the next 90 days.

Recommended applications

Role transitions, personalised development, capability programmes and manager-led growth conversations where behaviour and specialist skill both matter. Agree the selection and level with a manager or practitioner before starting.

RESULTS & DEVELOPMENT REPORT

Behavioural and technical examples

Behavioural example →

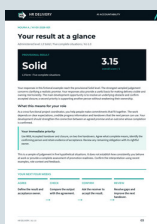
Technical example →



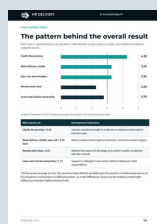
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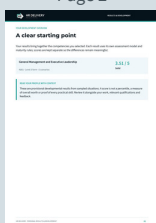
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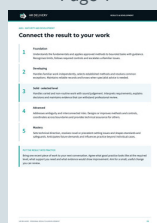
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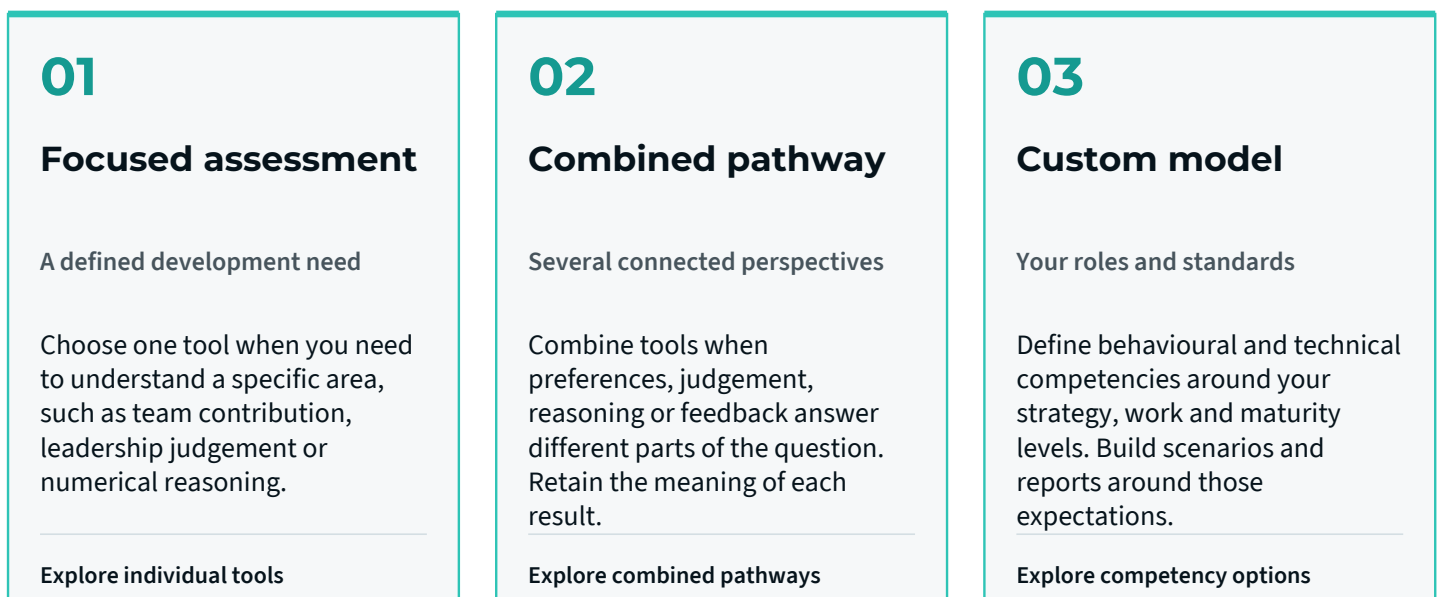
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A PURPOSEFUL ASSESSMENT STRATEGY

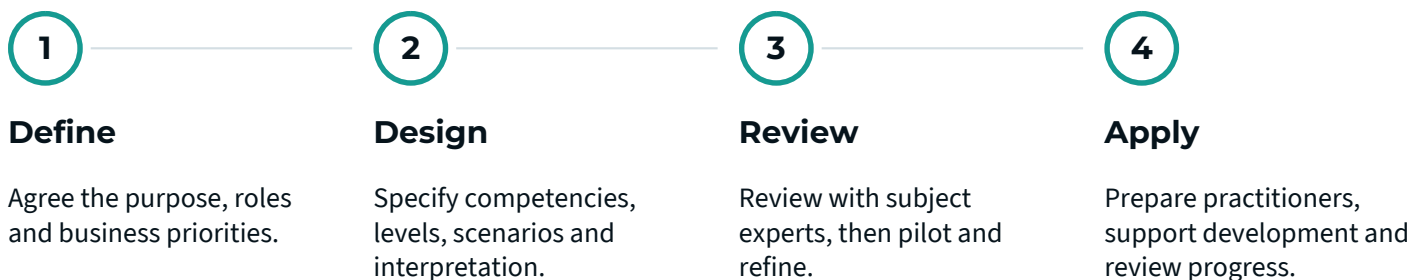
Selecting the right assessment approach.

Connect the assessment to the role, the development need and the evidence you require.

HR Delivery helps you select the most useful starting point. Use a focused tool to explore one question, combine complementary assessments for a broader view, or develop a competency model around your organisation. The scope should be clear to participants, managers and practitioners from the outset.



FROM REQUIREMENTS TO PRACTICAL USE



WHAT A CUSTOM PROJECT CAN INCLUDE

Competency definitions and role expectations; level-matched scenarios; scoring and interpretation guidance; results and development reports; practitioner preparation; and learning activities with review plans.

Begin with a focused brief. We can help you agree the right tools, participants, support and review arrangements.

GUIDANCE FOR CONFIDENT PRACTICE

Practitioner support. At every stage.

The Practitioner Resources area brings guidance together for each assessment and competency. Prepare with the factsheet and model, explore an example report, then use the development material to plan a thoughtful conversation. Each resource page helps you understand the purpose, best uses and participant experience.

01	White paper / Competency Booklet	Understand the model, method and interpretation. Use it to explain why the assessment asks the questions it does.
02	Example report	Explore the visual profile, interpretation and development guidance before using the tool with a participant or team.
03	Fact sheet	Check what the tool explores, when it is useful, how questions work, timing and what the report contains.
04	Booklet, where available	Go deeper into the relevant profile, competency or framework and prepare questions that make the discussion useful.
05	Development report / manual	Find learning ideas, workplace activities and review prompts that connect the results with day-to-day practice.
06	Reliability & validity report	Review the evidence available for the tool and the uses it supports, so you can explain the results with appropriate care.

Available documents open in a full-page scrolling viewer, with a Fit width option. These reference documents are for viewing in the portal. Availability is shown for each assessment.

PRACTITIONER DEVELOPMENT · COMING SOON

Practitioner debrief guide

Prompts to explore strengths, check understanding and agree a practical next step.

Downloadable resource

Workshop

Materials to turn shared insight into discussion, team activities and agreed action.

Downloadable resource

Coaching session

A focused structure to explore a priority, practise a response and review progress.

Downloadable resource

DISCUSS YOUR ASSESSMENT REQUIREMENTS

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