HR DELIVERY
Making Sure HR Delivers

THE CLIENT GUIDE

HR Delivery

Your services.
Your portals.
Your next step.

Explore the services, use the portals and turn practical HR work into clear organisational outputs.

HR Delivery · November 2026

Your priorities.
A practical route forward.

Start with the organisational question, then find the service, workspace and support that fits.

1 Explore

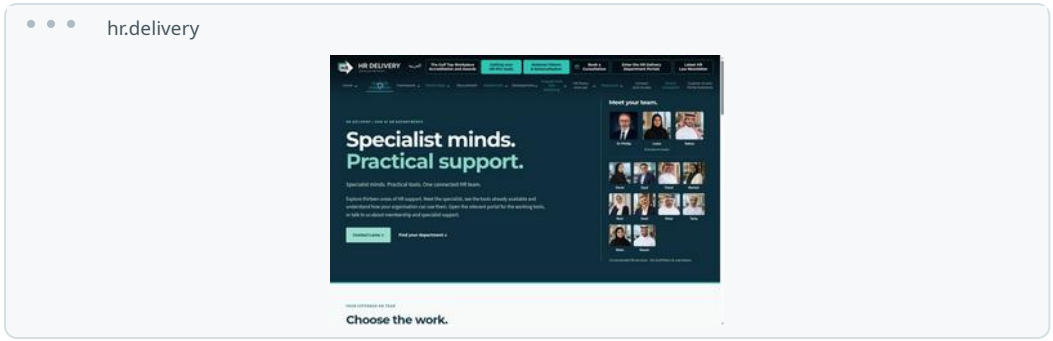
Understand the service, frameworks and examples.

2 Work

Use the relevant portal, studio or desk.

3 Apply

Take the output into your organisation.

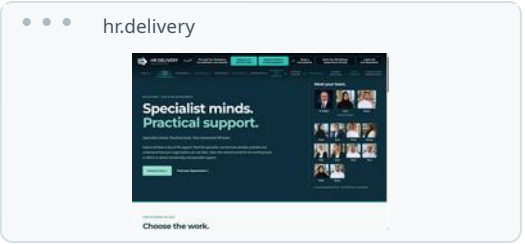


This guide explains what each service gives you, how to use its tools and the outputs you can apply. Screenshots show public pages and labelled workspace demonstrations. Service notes identify previews and external connections still required.

Choose your starting point, then agree the outputs and support that matter to your organisation.

Your guide, at a glance

Website resources and portal workflows, organised around the services you need.



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A1 Website 006 · A2 Portal 014

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A foreword from Dr Phillip

DRAFT FOR APPROVAL

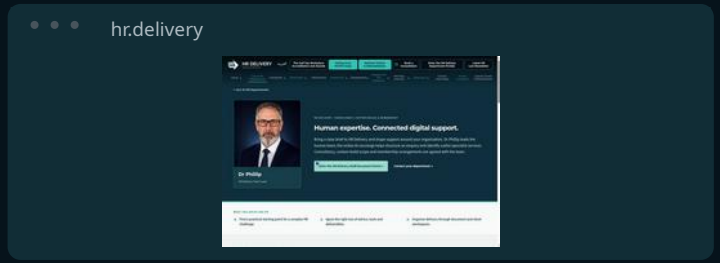
Welcome to HR Delivery. Our aim is to help you turn an HR challenge into useful work: a clearer role, an informed decision, a development plan or a document your organisation can use.

You may be exploring one question or preparing a wider programme. Start with the service that fits the need, examine its resources and examples, and bring us the context that makes your organisation different.

This guide shows how our departments, tools and client workspaces connect, including services still in preview or awaiting external connections.

We look forward to understanding your priorities and agreeing the support, outputs and review arrangements that will make the work useful. Your experience and judgement remain central to the decisions you make.

A clearer role.
An informed decision.
A document you can use.



Dr Phillip Welsh

HR Delivery Team Lead

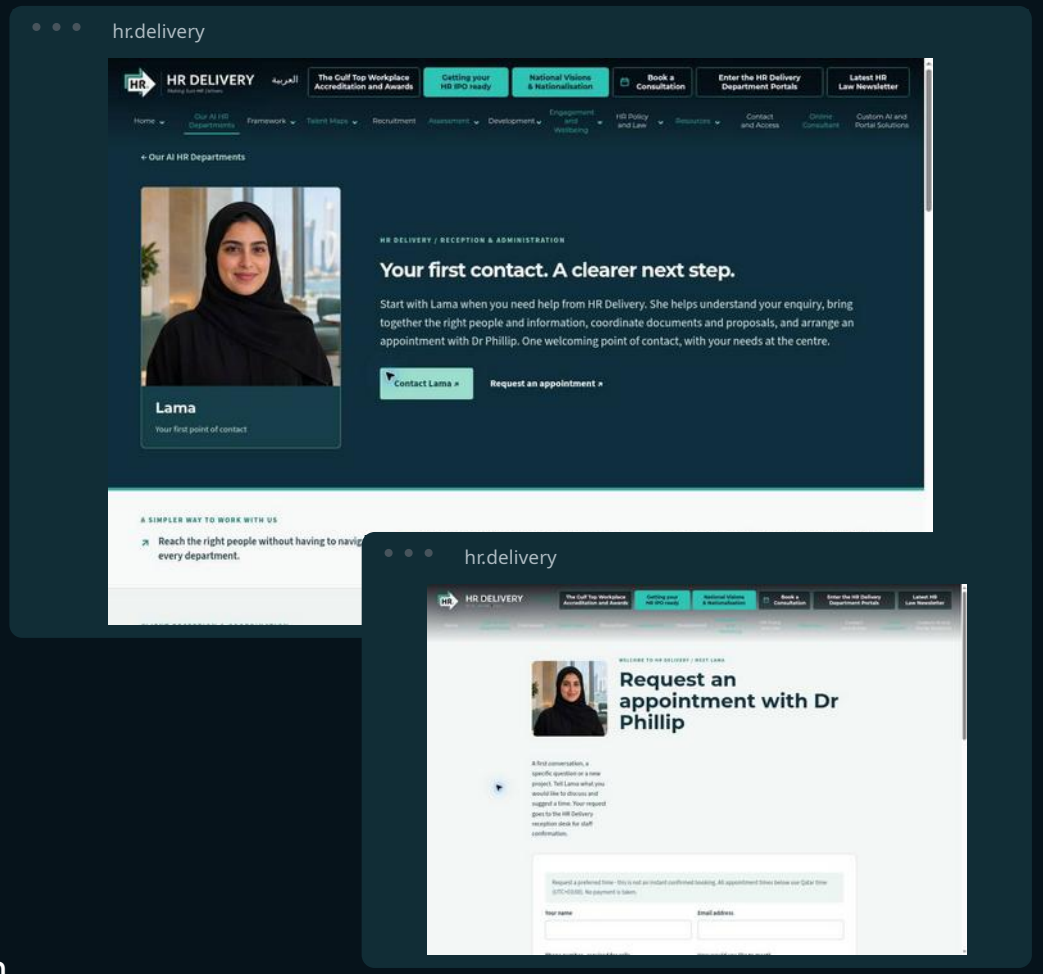
SERVICE NOTE · Public reception routes; live specialist AI connection pending

Meet Lama

Start with the support your organisation needs, and use Lama’s public area to identify the right enquiry, appointment or document route.

Describe your organisation, the work you need to improve and the outcome you want. Lama’s reception route helps organise the enquiry and the next conversation with the relevant department or Dr Phillip.

1. Share your priority. Describe the issue, country context and timing.
2. Agree the next step. Identify the service route and the conversation you need.

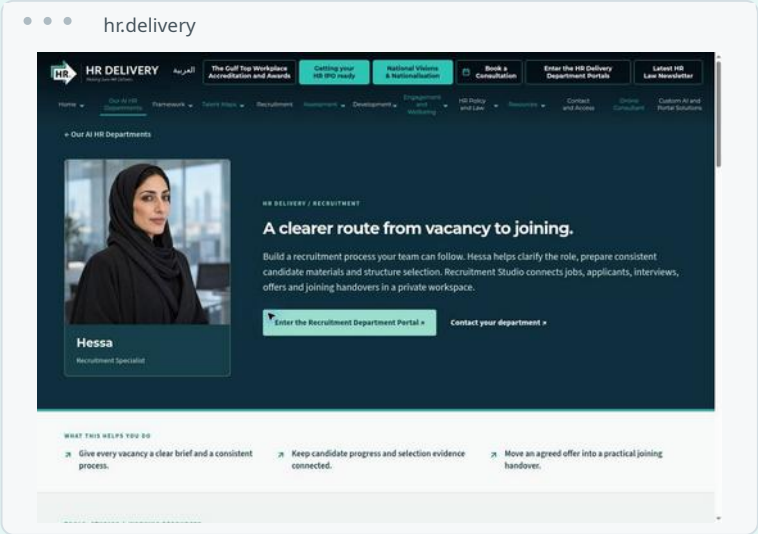


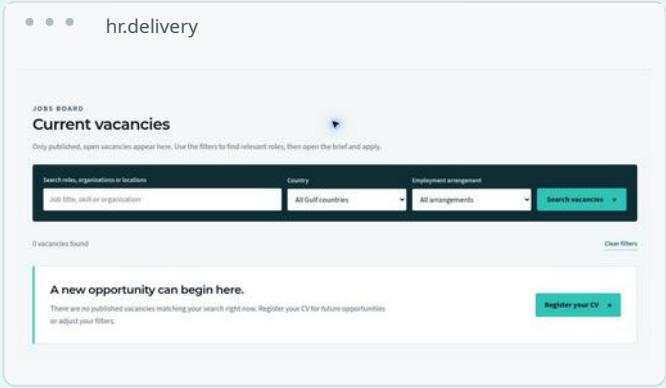
A clear starting point and an organised handover into the right area of expertise.

A1

Recruitment Website resources

Clarify the role, explore recruitment support and connect candidates with relevant opportunities.

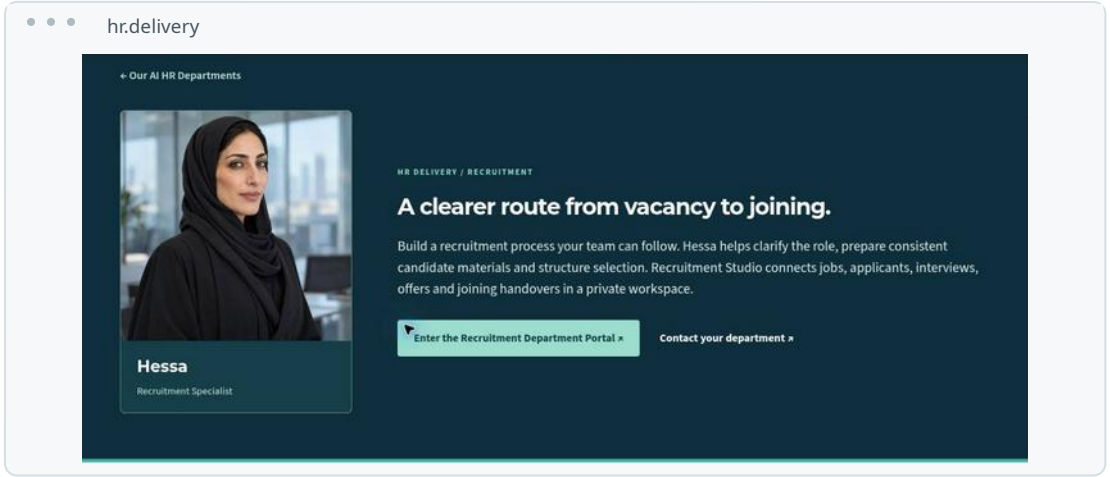




PAGES 6–13

Recruitment support from brief to joining

Connect role definition, candidate attraction, structured selection and joining through a recruitment service shaped around your hiring requirement.



Detail · Website screen · Hessa and the public Recruitment department service overview.

WHAT THIS GIVES YOU

Give hiring managers and recruiters shared requirements, comparable candidate evidence and an orderly transfer from selection into employment.

WHAT YOU CAN DO

HR Delivery combines recruitment advice, public vacancy and CV routes, and a private Recruitment Studio. Start with the role, location, volume and timing, then agree the support required.

1. Describe the need. Share role, location, headcount, timing and the evidence of successful performance.
2. Agree the approach. Choose recruitment, interview and assessment support appropriate to the mandate.
3. Coordinate delivery. Follow the agreed workspace and review points from vacancy to joining.

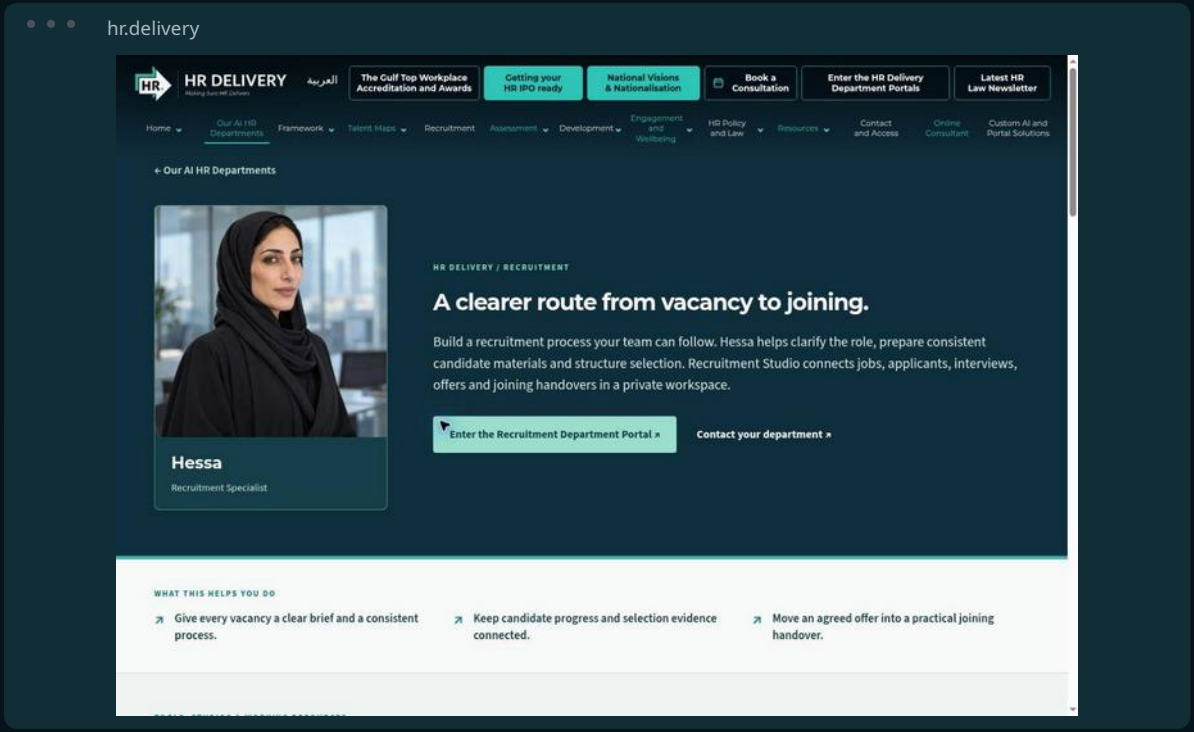
YOUR OUTPUTS

A defined recruitment brief · An agreed selection approach · Connected vacancy-to-joining records

SERVICE NOTE · Live specialist AI connection pending

Meet Hessa: shape a clearer recruitment brief

Use Hessa’s specialist area to clarify your hiring requirement and prepare a focused brief for the recruitment team.



Website screen · Hessa and the public Recruitment department service overview.

Explore support for defining requirements, preparing candidate materials and structuring interviews. Bring the job purpose, responsibilities and hiring context, then arrange the service through Lama and HR Delivery.

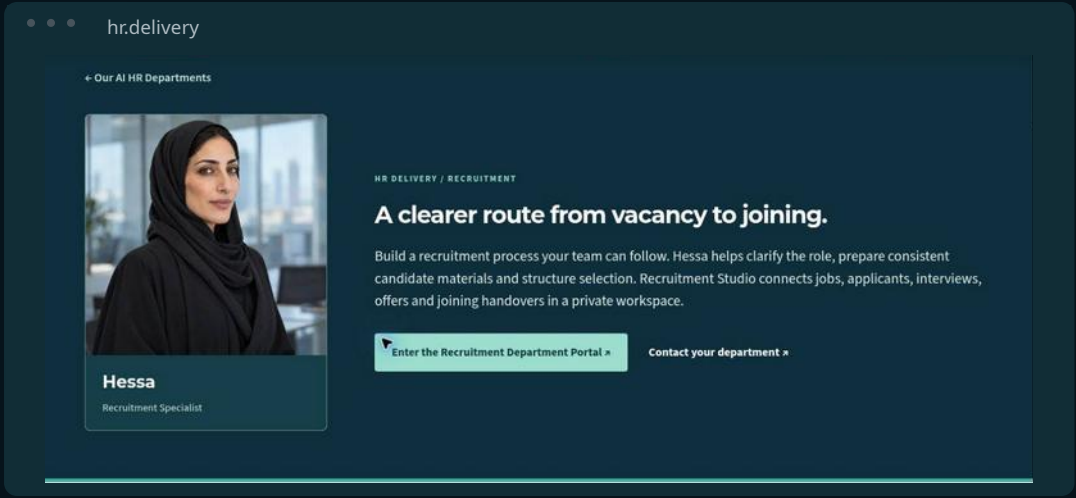
BRING TO THE CONVERSATION

Focused role brief · Candidate materials and interview prompts · Human-team service enquiry

Make the initial service conversation more productive, with clear requirements and a practical starting point for recruitment preparation.

Choose the recruitment support that fits your mandate

Compare the service guides to choose recruitment, executive-search or assessment support that fits the scope of your mandate.



Detail · Website screen · Hessa and the public Recruitment department service overview.

YOUR WORK

The public page offers Recruitment Solutions, Executive Search and Recruitment Assessments brochures. Use them to frame seniority, scale and evidence requirements before agreeing the practical delivery responsibilities with HR Delivery.

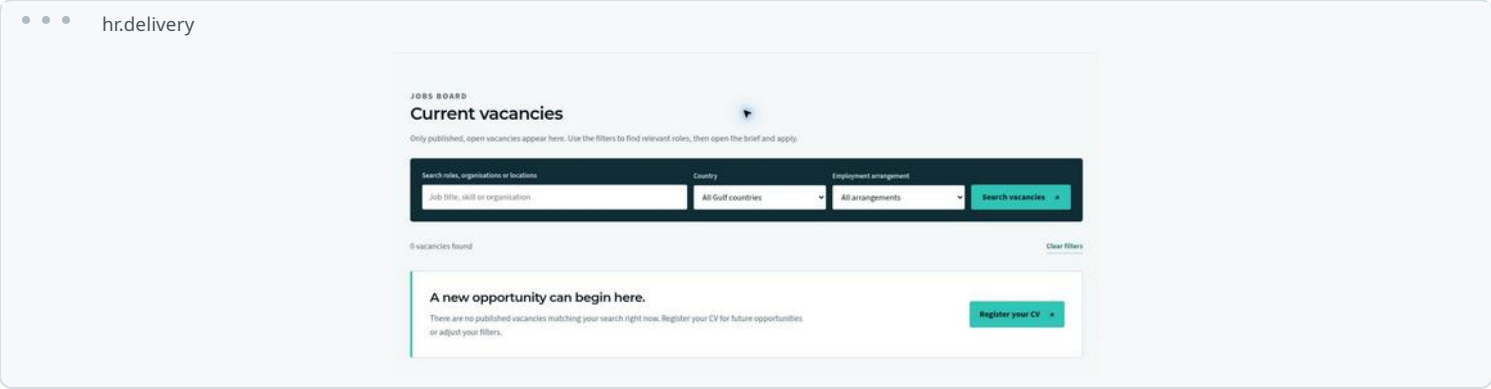
YOUR OUTPUTS

Recruitment Solutions brochure · Executive Search brochure · Recruitment Assessments brochure · Service enquiry

Help your organisation commission a clearer service, with shared expectations about the recruitment support and decisions involved.

1. Choose the lens. Select the solutions, executive-search or assessment guide that matches the immediate hiring question.
2. Prepare your brief. List target roles, countries, hiring volumes and the business outcome the appointments must support.
3. Discuss delivery. Agree the search, assessment and coordination support your organisation wants included in the mandate.

Make published opportunities easy to find



Detail · Website screen · Public vacancies: search and country or employment filters.

YOUR WORK

The jobs board presents approved vacancies with search by role, organisation or location, plus country and employment filters. Recruiters prepare the vacancy privately before making the opportunity public.

Help interested candidates find relevant opportunities and give your recruitment campaign a clear destination for published vacancies.

Give candidates a public destination where they can find published opportunities and explore roles relevant to their circumstances.

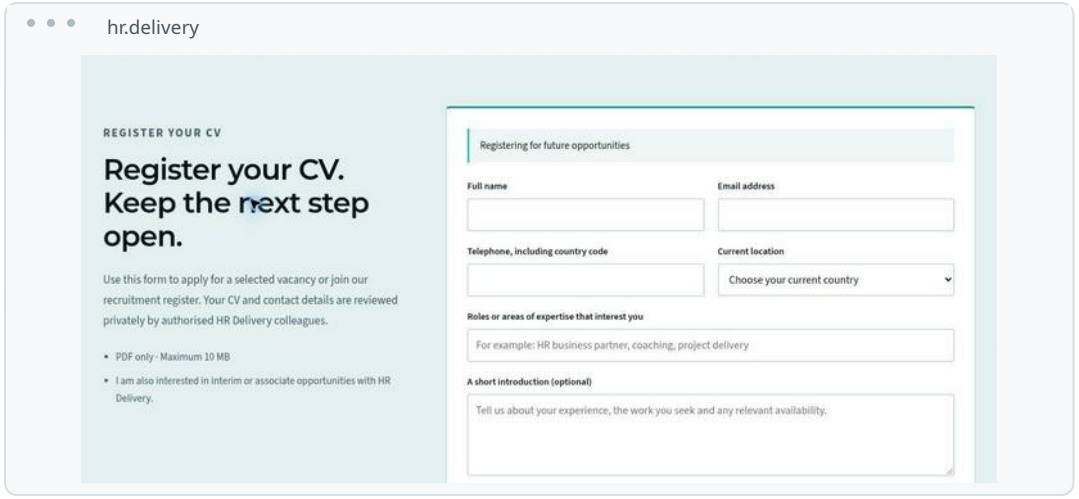
1. Set the search. Enter a relevant role, organisation or location to focus the vacancy list.
2. Refine the context. Choose the country and employment arrangement relevant to the candidate's circumstances.
3. Review the opportunity. Read the available vacancy information and follow the stated next step for that role.

YOUR OUTPUTS

Searchable published vacancies · Country and employment filters · A clear public vacancy destination

Register a CV and introduce your interests

Introduce your experience and interests through the website, giving HR Delivery a structured starting point for recruitment consideration.



Detail · Website screen · Public CV registration form, shown without candidate information.

YOUR WORK

The form collects contact details, current country, interests and an introduction alongside a PDF CV. Candidates can indicate associate interest and review consent information before submitting their registration.

YOUR OUTPUTS

Candidate introduction · PDF CV registration · Recorded interests and consent

Give recruiters relevant background for an initial review and help candidates express the work they want to explore.

1. Prepare the introduction. Summarise relevant experience, current location and the roles or work that interest you.
2. Attach the CV. Use a PDF CV that presents the experience relevant to your stated interests.
3. Review and submit. Check the details and consent statement before sending the registration to HR Delivery.

A candidate’s route from discovery to consideration

Connect the candidate’s public entry point with a considered private review and a clear next step in recruitment.

01

Discover

Search published vacancies or explore the website’s wider recruitment routes.

02

Introduce

Register relevant interests and experience with a current PDF CV.

03

Review

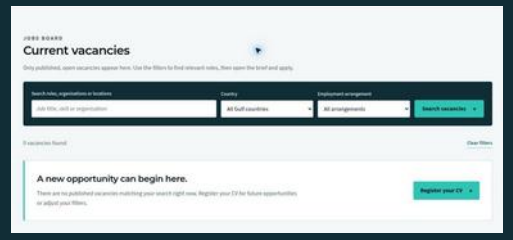
Compare the received information with vacancy requirements and candidate preferences.

04

Continue

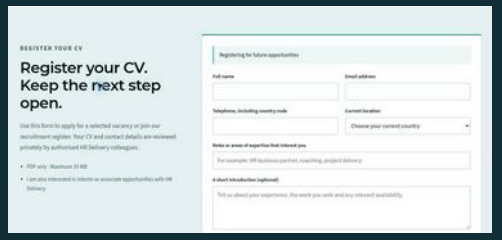
Agree the next conversation and retain evidence with the application.

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Detail · Website screen · Public vacancies: search and country or employment...

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Detail · Website screen · Public CV registration form, shown without candidate...

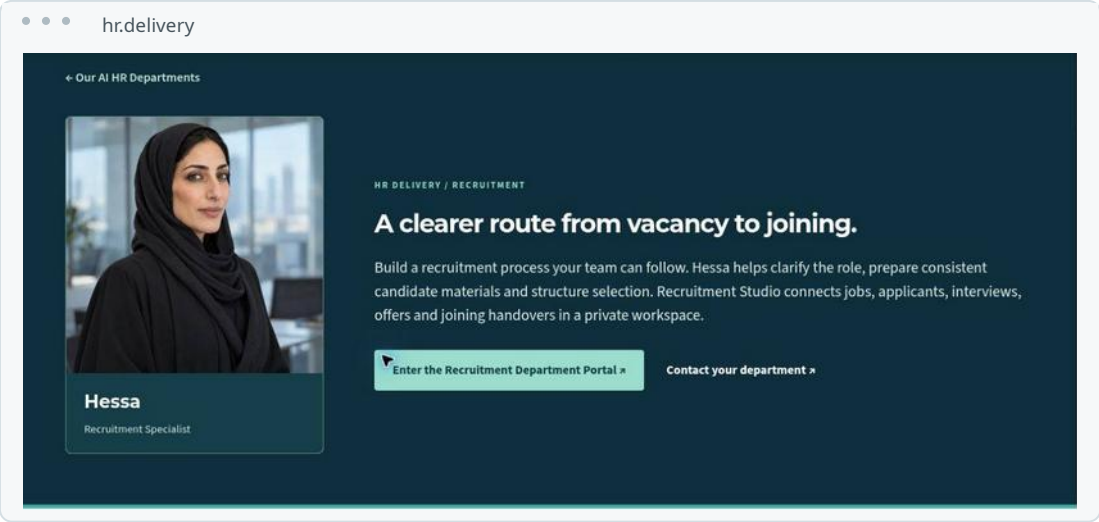
YOU RECEIVE

Informed candidate entry point · Material for recruiter review · Defined next step

Make the candidate journey easier to explain, from the first expression of interest to a reasoned recruitment conversation.

Plan interviews around the available service

Agree a current interview approach with clear stages, evidence criteria and human review points for your recruitment mandate.



Detail · Website screen · Hessa and the public Recruitment department service overview.

WHAT THIS GIVES YOU

Give hiring teams a usable interview plan and a clear basis for discussing any future telephone support.

WHAT YOU CAN DO

AI telephone interviewing is identified as in development. For current delivery, agree human interview stages and assessment support; discuss future telephone requirements before including that capability in service commitments.

1. Agree stages. Define current interview stages, assessors and the evidence the mandate requires.
2. Prepare materials. Organise role-based questions, scorecards and complementary assessments for the interview team.
3. Discuss future needs. Clarify telephone requirements before commissioning a service dependent on that capability.

YOUR OUTPUTS

Current interview plan · Role-based interview materials · Future telephone-service brief

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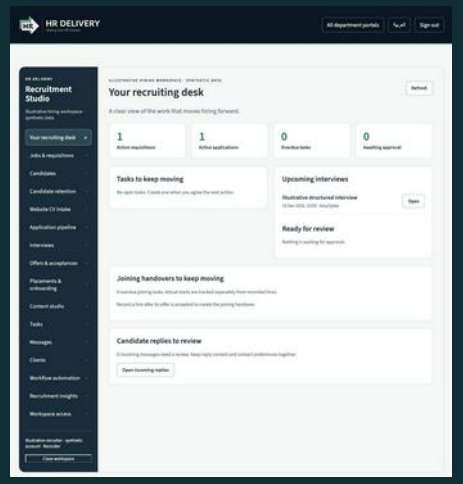
A2

Recruitment Portal workspace

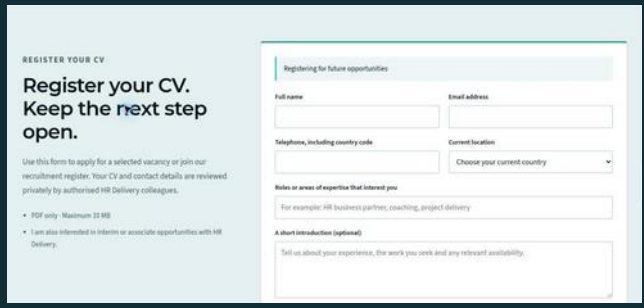
Coordinate vacancy records, candidates, interview evidence, offers and joining handovers.

PORTAL WORKSPACE

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PAGES 14–40

Your recruitment portal: one hiring journey

Coordinate vacancies, candidates, selection and joining through a shared recruitment journey, with decisions retained by the authorised team.

01

Define

Establish the workspace, client requirement and vacancy brief before recruitment activity.

02

Assess

Organise interviews and bring relevant candidate evidence together for evaluation.

03

Conclude

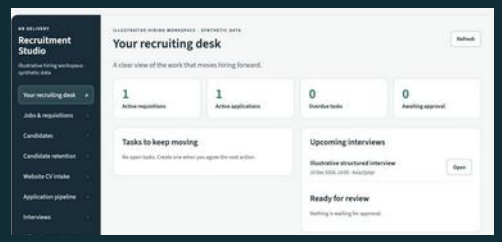
Record the offer response and prepare the placement or onboarding handover.

04

Review

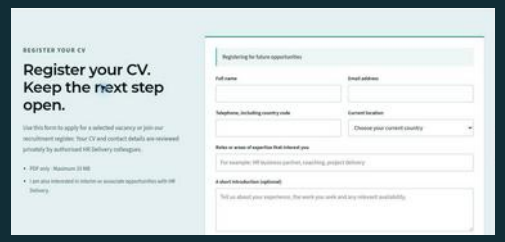
Use tasks and insights to coordinate outstanding work and service improvement.

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Detail · Workspace demonstration · Recruitment Studio: official HR Delivery...

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Detail · Website screen · Public CV registration form, shown without candidate...

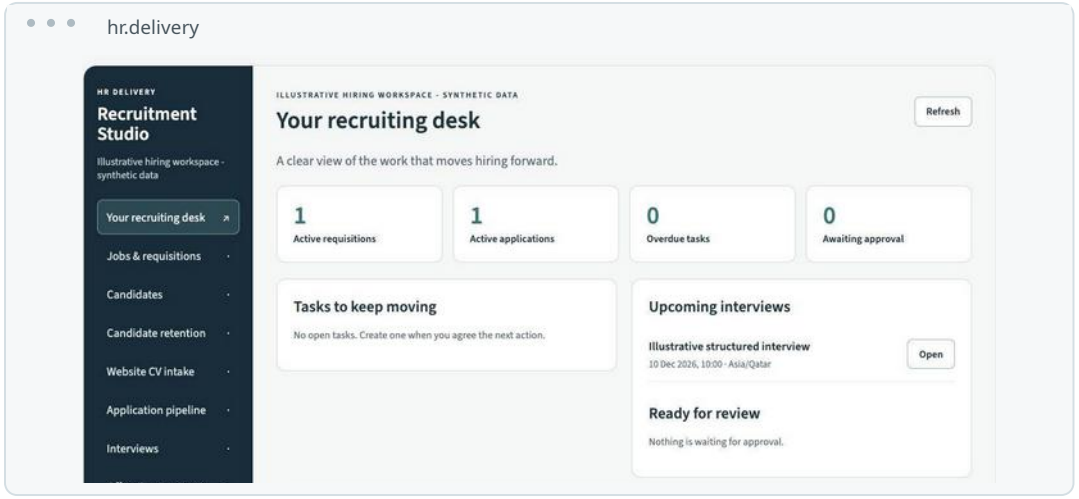
YOU RECEIVE

A coherent vacancy record · Connected selection and offer activity · A prepared joining handover

Help recruiters and hiring colleagues coordinate the full mandate, with clearer handovers and visibility of outstanding recruitment work.

Keep each recruitment mandate in its own workspace

Give HR Delivery and partner teams an appropriate private workspace for the recruitment mandates they are responsible for.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Private workspaces separate HR Delivery and partner activity. Select the agreed space before working with vacancies, candidates or applications, and align membership with the colleagues delivering that service.

YOUR OUTPUTS

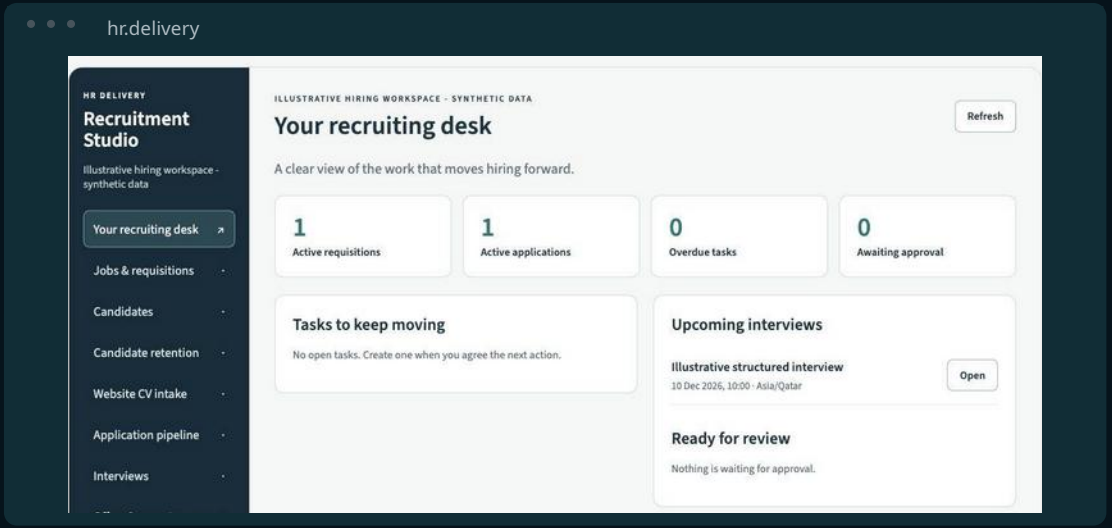
A defined private workspace · Separated recruitment records · An accountable access arrangement

Keep recruitment activity organised around the responsible team and make access responsibilities clearer as mandates and membership change.

1. Identify the mandate. Confirm which organisation or partner team owns the recruitment work and related records.
2. Use the right workspace. Open the agreed private space before creating or reviewing recruitment activity.
3. Review membership. Keep access responsibilities aligned with the colleagues who need to deliver the mandate.

Keep client context beside the hiring work

Keep the client's recruitment priorities and service context close to the vacancies and decisions that depend on them.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Give recruiters a consistent client context and help service conversations focus on the decisions and actions that matter.

WHAT YOU CAN DO

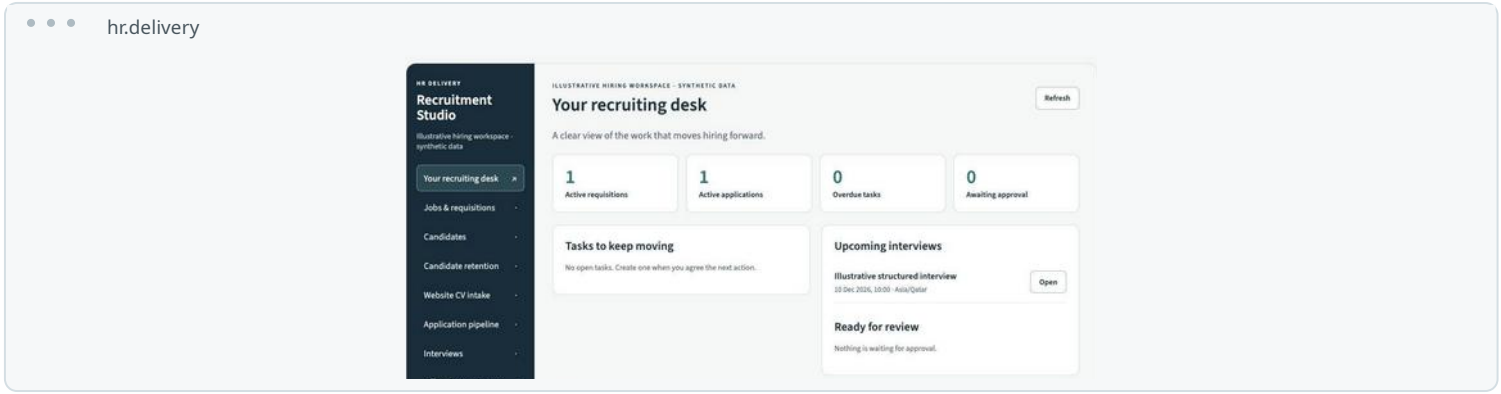
Client records hold the organisation's recruitment context alongside vacancies and service discussions. Use the shared understanding of the mandate to prepare reviews and connect progress with agreed priorities.

1. Establish context. Capture the organisation, mandate and key expectations relevant to the recruitment service.
2. Connect the work. Review the client's vacancies and recruitment activity with those expectations in mind.
3. Prepare the review. Bring progress, decisions needed and next actions into a focused client conversation.

YOUR OUTPUTS

Client recruitment context · A clearer service-review brief · Actions linked to the mandate

Start with a clear job and requisition



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Jobs and requisitions establish the role's purpose, responsibilities, location and required capability. Use this agreed foundation to prepare the advertisement, person specification, interviews and wider recruitment activity.

Reduce ambiguity at the start of hiring and give the team a consistent basis for evaluating relevant evidence.

Define the vacancy clearly before preparing candidate materials, so the recruitment team gathers evidence against the same requirements.

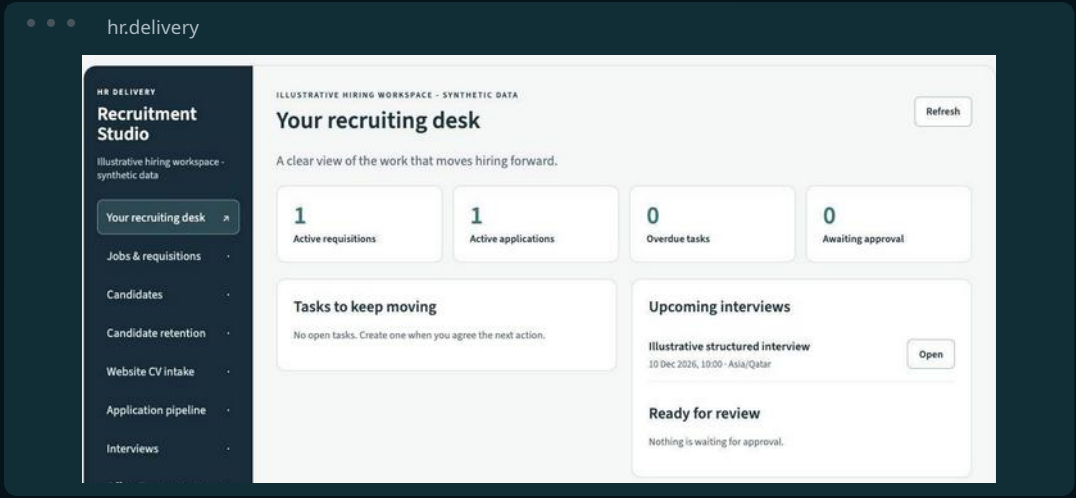
1. Define the work. Clarify why the role exists and the responsibilities the appointment must fulfil.
2. Specify relevant capability. Identify the experience, behavioural requirements and technical skills that warrant evidence during selection.
3. Align the team. Agree the brief with the appropriate hiring colleagues before preparing the recruitment materials.

YOUR OUTPUTS

An agreed vacancy brief · Role requirements for selection · A foundation for adverts and interviews

Build a consistent candidate and interview pack

Translate the agreed role requirements into consistent candidate-facing materials and an interview kit the hiring team can use.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Content Studio supports person specifications, job advertisements and interview kits. Prepare each document from the same responsibilities and capability requirements, then review the wording with the hiring team.

YOUR OUTPUTS

Person specification · Job advertisement · Role-linked interview kit

Keep the opportunity presented to candidates aligned with the requirements that interviewers later explore and evaluate in selection.

1. Describe the candidate. Turn relevant role requirements into a person specification that guides evidence gathering.
2. Explain the opportunity. Prepare an advertisement that communicates the role, context and candidate proposition clearly.
3. Structure the interview. Develop prompts and criteria that help interviewers explore the agreed requirements consistently.

From a vacancy request to a coherent campaign

Turn one agreed vacancy brief into a coherent campaign, from the person specification through advertising and interview preparation.

01

Brief

Agree the role purpose, location, headcount and expected contribution before preparation.

02

Translate

Create the person specification and relevant evidence criteria for selection.

03

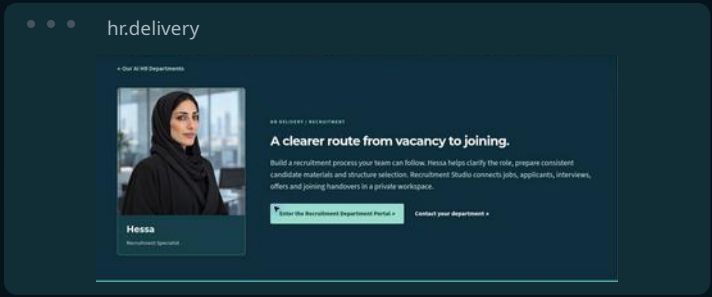
Prepare

Develop candidate information and an interview kit from the same priorities.

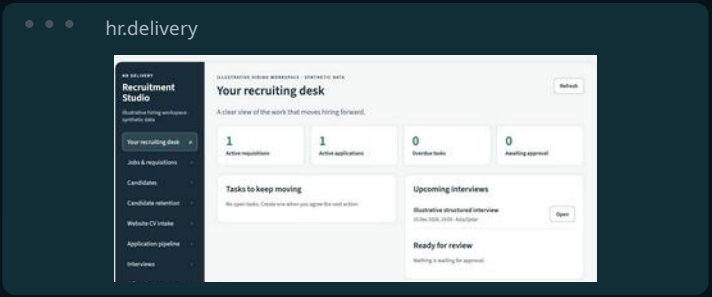
04

Release

Complete review and publish through the organisation's agreed recruitment route.



Detail · Website screen · Hessa and the public Recruitment department service...



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery...

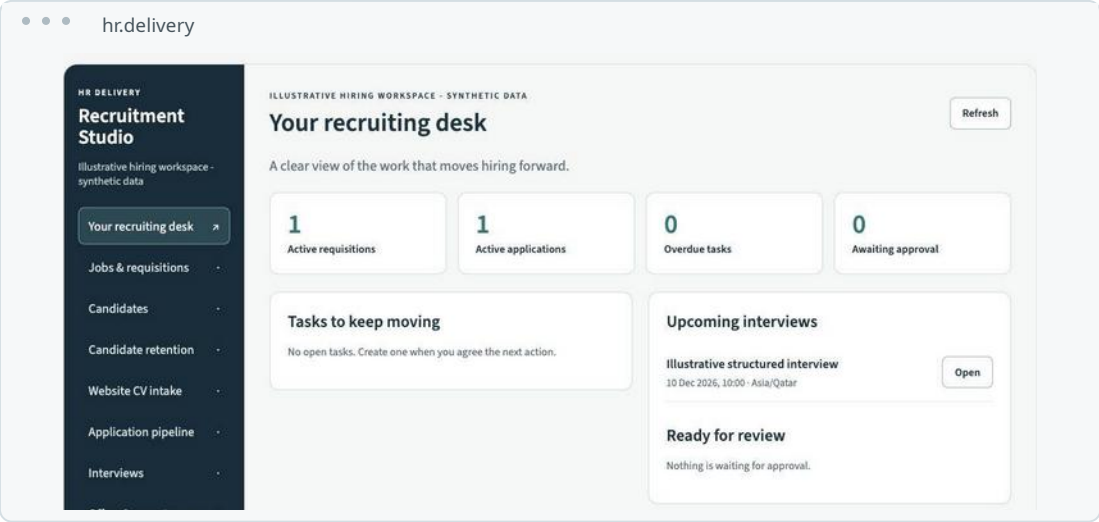
YOU RECEIVE

Vacancy brief and person specification · Advertisement and interview kit · Campaign review point

Keep recruitment materials consistent and help the team explain how the campaign supports the appointment the organisation needs.

See the work that needs attention today

Start the day with the recruitment work that needs attention, then open the relevant case to coordinate action.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Help recruiters focus daily effort and reduce missed commitments across the vacancies, candidates and joining activity they manage.

WHAT YOU CAN DO

The desk brings together requisitions, applications, overdue tasks, approvals, interviews, joining handovers and replies. Review priorities, open the relevant record and agree the next action with its responsible colleague.

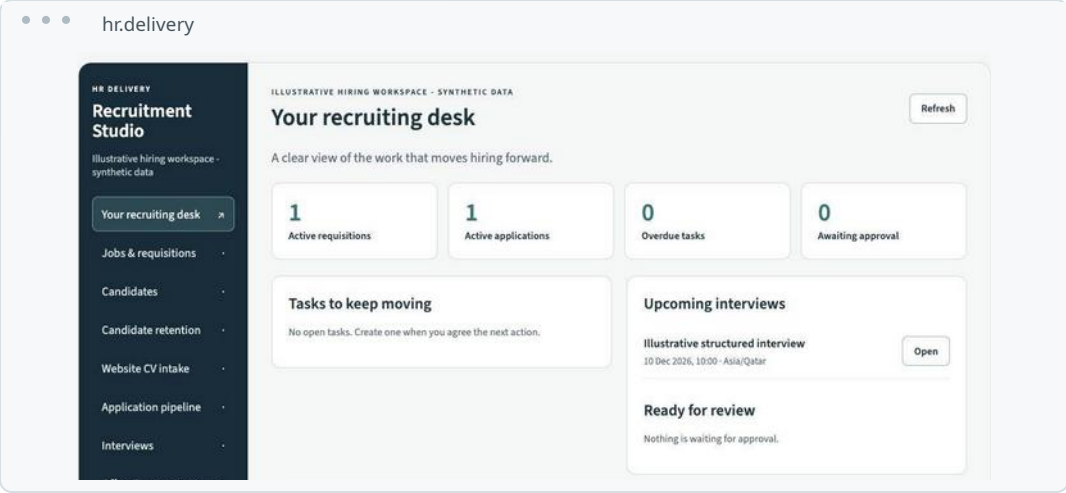
1. Scan priorities. Review the visible hiring activity, upcoming commitments and overdue work at the start of the day.
2. Open the case. Move to the relevant vacancy, application or joining activity that needs attention.
3. Coordinate action. Agree the next step and use tasks to keep outstanding recruitment work visible.

YOUR OUTPUTS

A daily recruitment overview · Visible upcoming commitments · A prioritised follow-up list

Build a useful candidate record and talent pool

Organise candidate background and supporting material so recruiters can prepare a more informed conversation about relevant opportunities.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Candidate records and the talent pool bring together CVs, supporting attachments and recruitment context. Compare this information with stated interests and vacancy requirements, identifying what further evidence the conversation needs.

YOUR OUTPUTS

Organised candidate profile · CV and attachments · Next-stage evidence questions

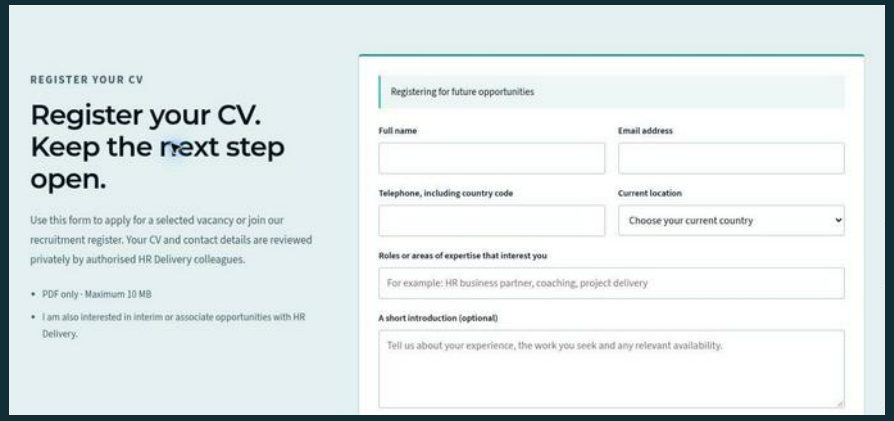
Give the team a useful starting point for candidate discussions and avoid treating an initial CV as complete evidence.

1. Review the background. Read the CV, supporting material and stated interests before forming an initial view.
2. Match the context. Compare the available information with the vacancy's responsibilities and relevant capability requirements.
3. Prepare the conversation. Identify what is clear and what still needs evidence through interview or assessment.

Turn website registrations into a considered next step

Review website registrations in context and decide the most appropriate next recruitment action for the candidate's stated interests.

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Detail · Website screen · Public CV registration form, shown without candidate information.

WHAT THIS GIVES YOU

Help recruiters turn incoming information into a considered response, keeping candidate preferences and the relevant hiring context together.

WHAT YOU CAN DO

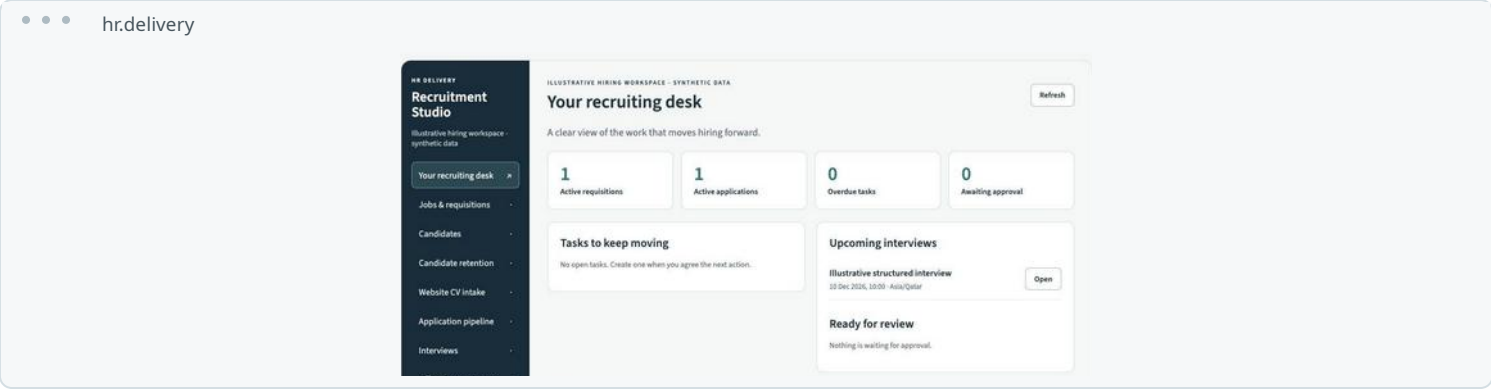
Public registrations provide an introduction and PDF CV for private recruiter review. Consider relevance, current opportunities and communication permissions before choosing a next step or wider talent-pool consideration.

1. Read the submission. Review the introduction, location, interests and CV as a connected candidate account.
2. Consider relevance. Compare the submission with current vacancy requirements and the candidate's stated preferences.
3. Choose the next step. Decide the appropriate recruiter action and keep the context with the relevant recruitment work.

YOUR OUTPUTS

A reviewed intake submission · A reasoned next recruitment action · Relevant context for candidate follow-up

Follow each application through the hiring process



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

The application pipeline connects candidate progress with a specific vacancy. Review the current stage and supporting history before coordinating interviews, additional evidence or the next recruitment decision with colleagues.

Keep the team aligned on progress and reduce repeated questions or unclear handovers as applications move through selection.

See where each application stands and use its recruitment history to prepare the next stage and responsible handover.

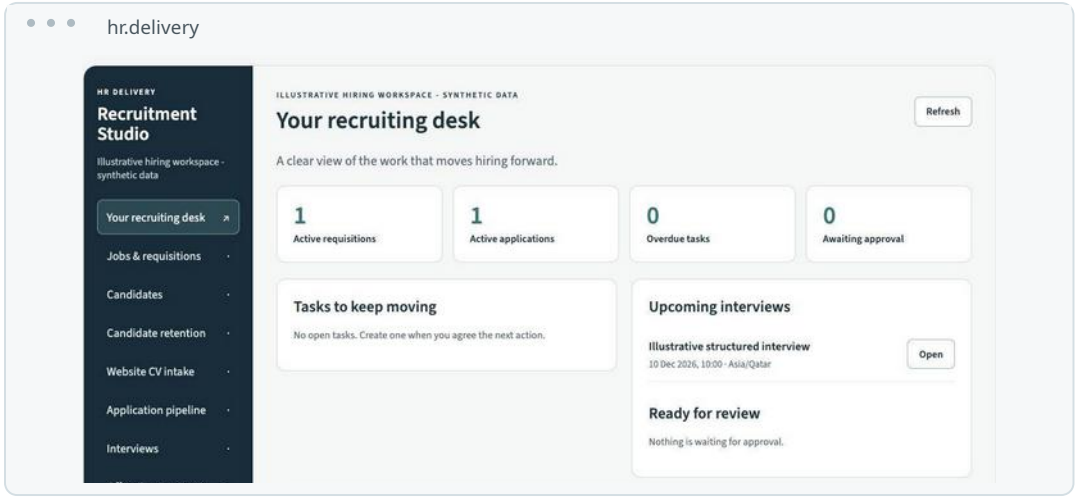
1. Locate the application. Identify the candidate, vacancy and current point in the recruitment process.
2. Review the history. Consider the recorded activity and evidence before deciding the next stage.
3. Coordinate progress. Keep the relevant colleagues aligned on what needs completing before the application moves forward.

YOUR OUTPUTS

A visible application stage · Recruitment activity history · A clearer next-stage handover

Make the first interview a focused evidence conversation

Use the first interview to explore essential requirements and identify the evidence that needs deeper discussion or assessment.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Initial interview resources organise a conversation around the role brief and candidate background. Gather concrete examples, clarify experience and motivation, then summarise what should inform the next recruitment stage.

YOUR OUTPUTS

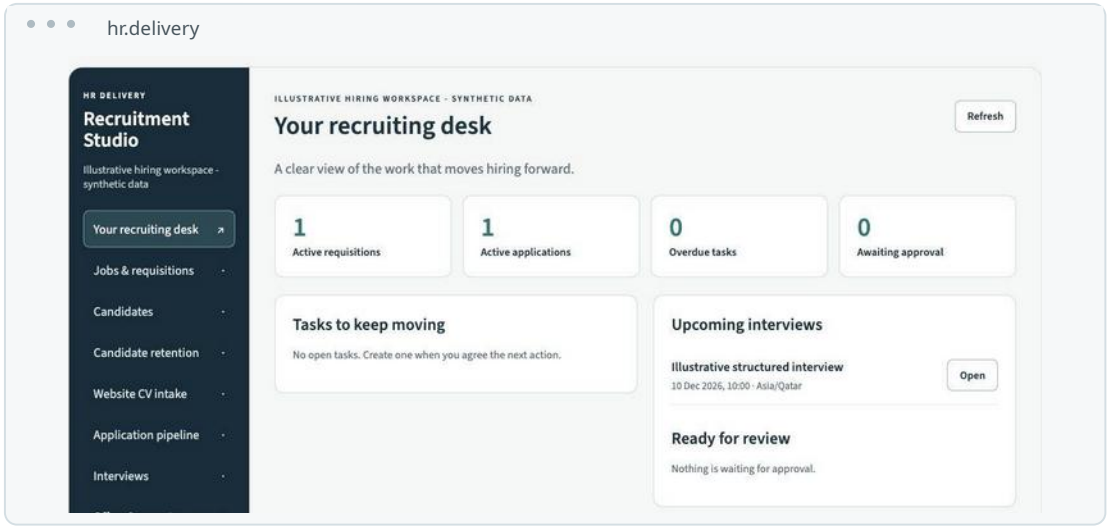
A structured screening conversation · Relevant experience and motivation notes · Questions for deeper assessment

Give screening a clear purpose and help later interviewers focus on the questions that still need stronger evidence.

1. Prepare the focus. Select the essential requirements and any gaps in the candidate's initial information.
2. Explore relevant examples. Ask the candidate to explain experience and choices that relate to the role.
3. Summarise the evidence. Separate what is established from questions that need further interview or assessment.

Tailor the final interview to the work

Focus the final interview on the work the candidate will perform and the requirements that still need evidence.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Support a better informed panel discussion with comparable role evidence and explicit questions to resolve before a decision.

WHAT YOU CAN DO

Role-tailored interview preparation converts requirements into focused questions and criteria. Probe relevant examples after screening, examine uncertainties and compare findings against the same expectations across the interview team.

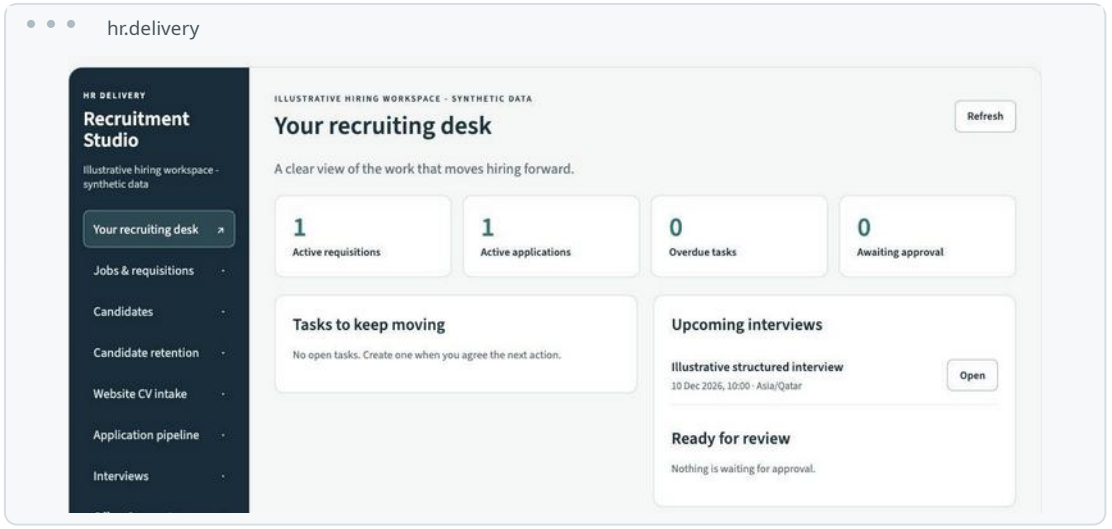
1. Select the priorities. Choose the behavioural and technical requirements that most need evidence for this role.
2. Probe the examples. Explore what the candidate did, why they acted and what resulted in comparable work.
3. Compare the evidence. Discuss the findings against agreed criteria and identify any remaining uncertainty before deciding.

YOUR OUTPUTS

Role-tailored interview prompts · Comparable evidence against requirements · A documented decision discussion

Coordinate interviews and retain structured scorecards

Bring interview timing, assessment criteria and feedback records together so the panel can prepare and contribute comparable evidence.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Help interviewers arrive prepared and give the hiring team a clearer record of the evidence each conversation provides.

WHAT YOU CAN DO

The interview workspace supports scheduling, scorecards and calendar exports. Arrange the appointment, prepare prompts and criteria, then retain structured feedback for the selection discussion and scheduling handoff.

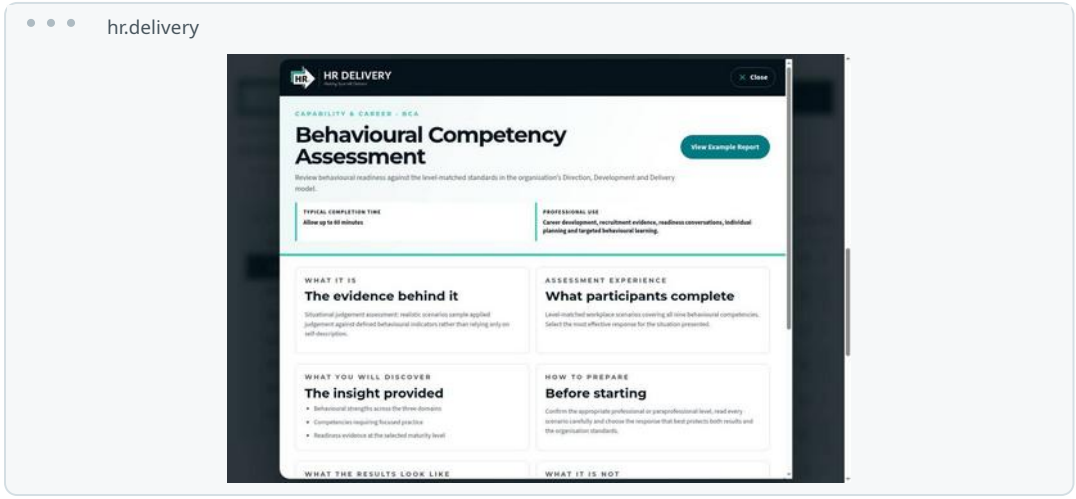
1. Arrange the appointment. Confirm participants, timing and the interview purpose through the agreed scheduling process.
2. Prepare the criteria. Give interviewers the relevant prompts and scorecard expectations before the conversation.
3. Retain the feedback. Record evidence against the criteria and bring it into the selection discussion.

YOUR OUTPUTS

Interview appointment details · Structured interviewer scorecards · Calendar export for scheduling handoff

Add behavioural and technical assessment evidence

Explore behavioural or technical requirements that need additional evidence, using assessments chosen for the role and recruitment purpose.



Website screen · Behavioural Competency Assessment: public factsheet.

YOUR WORK

Recruitment assessments complement interview and experience evidence. Identify the unresolved capability question, select a relevant instrument and level, explain the purpose to candidates, and interpret findings alongside other information.

YOUR OUTPUTS

Role-linked competency evidence · Complementary assessment profile · Focused feedback discussion

Help the authorised team explore capability questions more systematically and prepare a more focused evidence and feedback discussion.

1. Define the question. Identify the capability requirement that interviews and existing information have not fully addressed.
2. Choose relevant assessment. Match the instrument and maturity level to the role and agreed assessment purpose.
3. Integrate the findings. Compare results with interview and experience evidence before the authorised team reaches a decision.

Build an interview evidence pack your panel can use

Give the interview panel one coherent preparation pack, linking the role criteria with questions, scorecards and relevant assessment context.

01

Set criteria

Identify the role requirements the panel needs to explore through interview.

02

Prepare prompts

Create questions that invite relevant examples, explanation and evidence from candidates.

03

Organise records

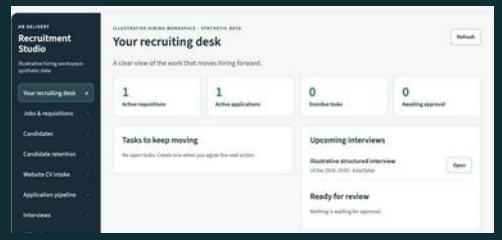
Use scorecards to distinguish observed evidence from the interviewer's interpretation.

04

Review together

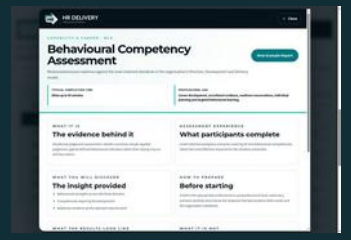
Compare findings and retain the questions that still need clarification.

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Detail · Workspace demonstration · Recruitment Studio: official HR Delivery...

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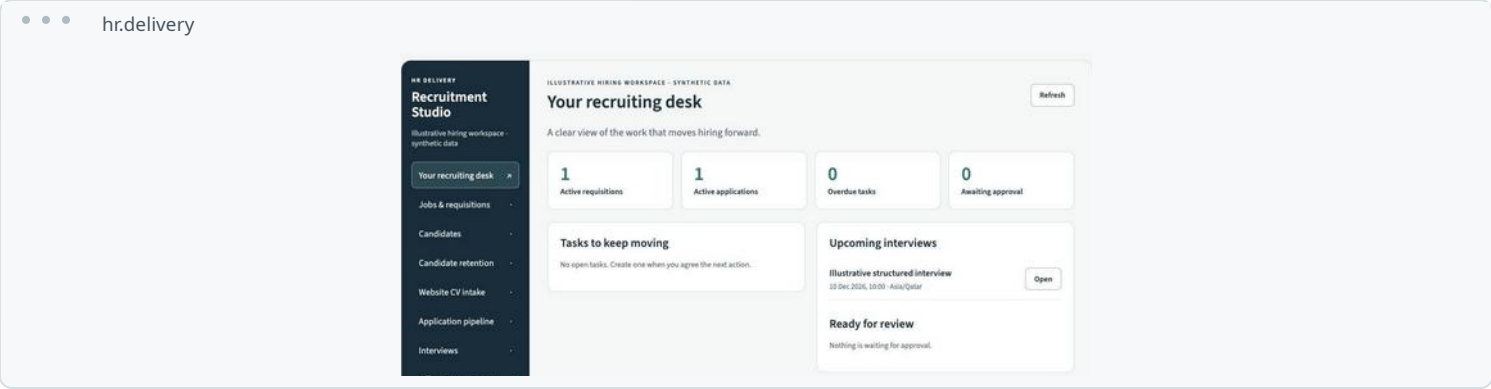
Website screen · Behavioural Competency Assessment: public factsheet.

YOU RECEIVE

Role criteria and prompts · Interviewer scorecard · Panel discussion agenda

Help the panel prepare consistently and distinguish established evidence from interpretation or issues that need further clarification.

Keep the offer and candidate response connected



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

The offer workspace supports documents and response tracking. Confirm authorised details, review the wording and terms, then use the acceptance record to inform placement and joining preparation.

Give the recruitment and receiving teams a clearer transition from a proposed appointment to agreed joining arrangements.

Prepare the offer from approved appointment details and keep the candidate's response connected with the next recruitment action.

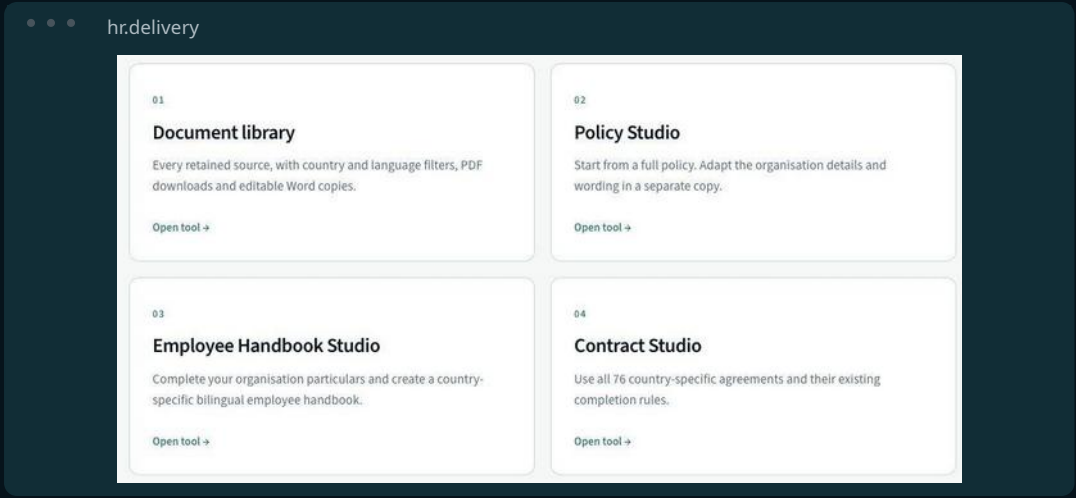
1. Confirm the proposal. Check the authorised appointment details with the colleagues responsible for the offer.
2. Prepare the documents. Review the proposed wording and relevant terms before using the agreed issue process.
3. Follow the response. Keep acceptance or other candidate responses connected with the next recruitment action.

YOUR OUTPUTS

Offer record and documents · Candidate response status · Information for the joining handover

Use the shared country legal-document route

Access the relevant Gulf country resources when an appointment requires contract, correspondence or employment-law reference material for review.



Detail · Workspace demonstration · HR Policy and Law: official demonstration of the shared legal...

YOUR WORK

The shared HR Policy and Law portal provides six-country legal resources. Select the jurisdiction and document purpose, prepare the appointment context, and arrange suitable professional review before use.

YOUR OUTPUTS

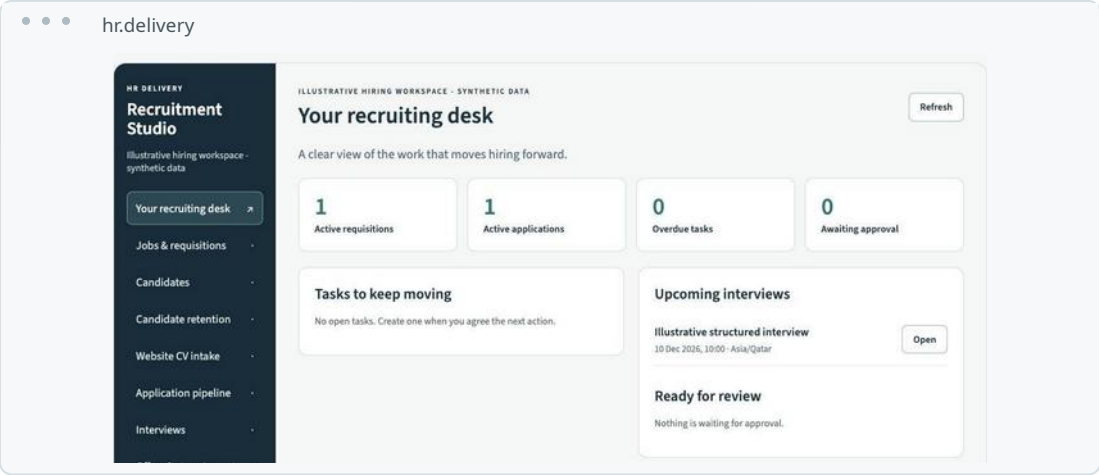
Six-country resource route · Contract or correspondence starting material · Professional-review questions

Give recruitment colleagues a clear legal-document route and a more focused brief for the people reviewing employment arrangements.

1. Select the country. Identify the jurisdiction and the employment-document purpose relevant to the proposed appointment.
2. Use the legal workspace. Find the appropriate country contract, letter or reference material within HR Policy and Law.
3. Review before use. Confirm the organisation's circumstances and obtain the professional review required for the document.

Turn acceptance into an organised joining handover

Use the accepted appointment to organise the information and practical actions the receiving team needs for a prepared start.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Help the organisation carry recruitment decisions into employment preparation with clearer responsibilities and visibility of the joining outcome.

WHAT YOU CAN DO

Placement and onboarding handovers connect recruitment with joining. Confirm start arrangements, prepare relevant information for the receiving team, then follow outstanding preparations and the actual start outcome within the process.

1. Confirm the start. Check the accepted appointment and the joining arrangements agreed with the candidate.
2. Prepare the handover. Share the relevant recruitment context and practical actions with the colleagues preparing employment.
3. Follow the preparation. Review outstanding joining work and keep the actual start outcome associated with the placement.

YOUR OUTPUTS

Placement and joining record · Onboarding handover · Planned and actual starts

From an accepted offer to a prepared first day

Turn offer acceptance into a prepared first day by coordinating the appointment context, receiving team and outstanding practical actions.

01

Confirm

Check the accepted offer and agree the intended joining arrangements.

02

Hand over

Give the receiving team the context and actions needed for preparation.

03

Follow up

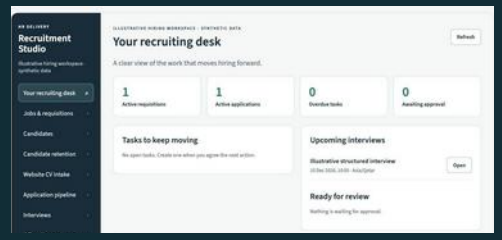
Use tasks to keep unresolved preparations visible to responsible colleagues.

04

Close

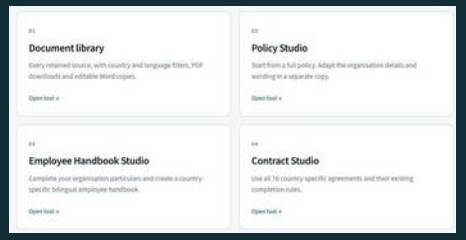
Confirm the start outcome and retain the recruitment-to-joining record for review.

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Detail · Workspace demonstration · Recruitment Studio: official HR Delivery...

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Detail · Workspace demonstration · HR Policy and Law: official demonstration...

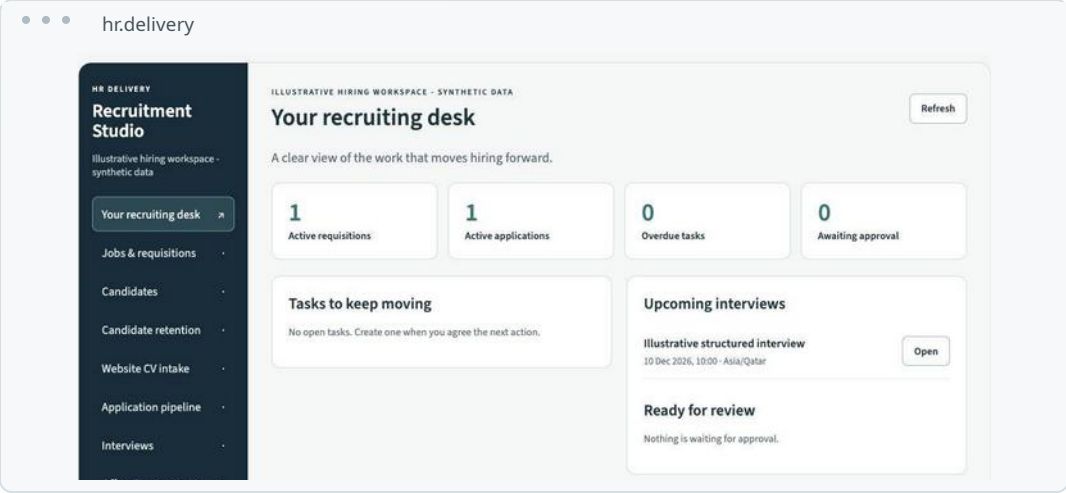
YOU RECEIVE

Confirmed joining plan · Practical handover actions · Retained placement outcome

Help recruiters and receiving colleagues close the gap between an accepted offer and a well-coordinated start to employment.

Keep follow-ups and workflow rules visible

Make recruitment follow-ups explicit and organise repeatable activity around clear responsibilities, conditions and review points for the team.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Tasks and workflow automation support recurring recruitment activity. Identify the action and responsible colleague, review outstanding commitments, and agree the intended sequence before relying on saved workflow rules.

YOUR OUTPUTS

A visible recruitment task list · Clear next actions · Saved rules for agreed recurring work

Help the team follow through on commitments and apply consistent routines to recruitment work that recurs across mandates.

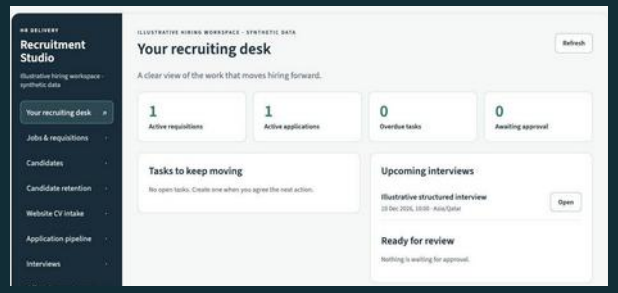
1. Define the action. Specify the recruitment follow-up needed and the colleague responsible for progressing it.
2. Review outstanding work. Use the task view to identify commitments that need attention or coordination.
3. Agree repeatable rules. Set the intended conditions and human review points before relying on recurring workflow behaviour.

SERVICE NOTE · Outbound delivery requires a connected provider

Prepare candidate messages and keep replies in context

Prepare candidate messages with the relevant application context and keep incoming replies connected to the recruitment conversation that follows.

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Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR OUTPUTS

Email or SMS drafts · Incoming-reply context · Communication linked to recruitment work

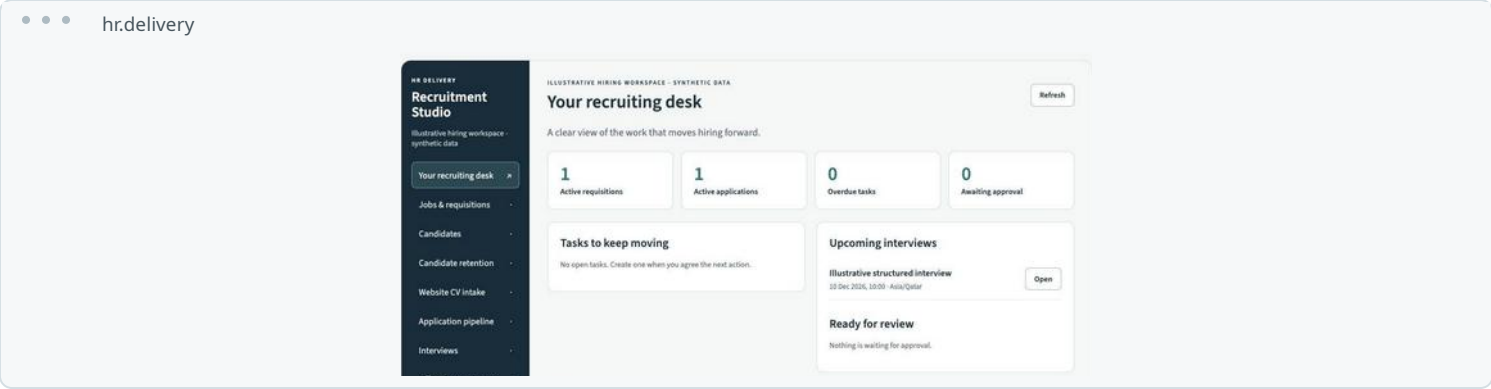
Give recruiters clearer communication context and help candidate conversations progress through a reviewed, purposeful follow-up process with colleagues.

WHAT YOU CAN DO

The messaging area supports drafts and reply handling. Review context, communication permissions, wording and recipient before contact; use connected provider services where outbound email or SMS delivery is required.

1. Prepare the message. Use the relevant vacancy or application context and the candidate's communication preferences.
2. Review before sending. Check the wording, intended recipient and purpose through the organisation's agreed process.
3. Continue the conversation. Review incoming replies with the recruitment context and agree the appropriate next action.

Respect the candidate's contact choices



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Communication preferences sit alongside candidate and reply handling. Review the permitted purpose and channel before contact, and consider updated preferences when planning later recruitment conversations or reviewing responses.

Help the team make contact decisions that reflect the candidate's choices and keep those choices visible during follow-up.

Use the candidate's contact permissions and preferences to guide the purpose, channel and timing of your recruitment follow-up.

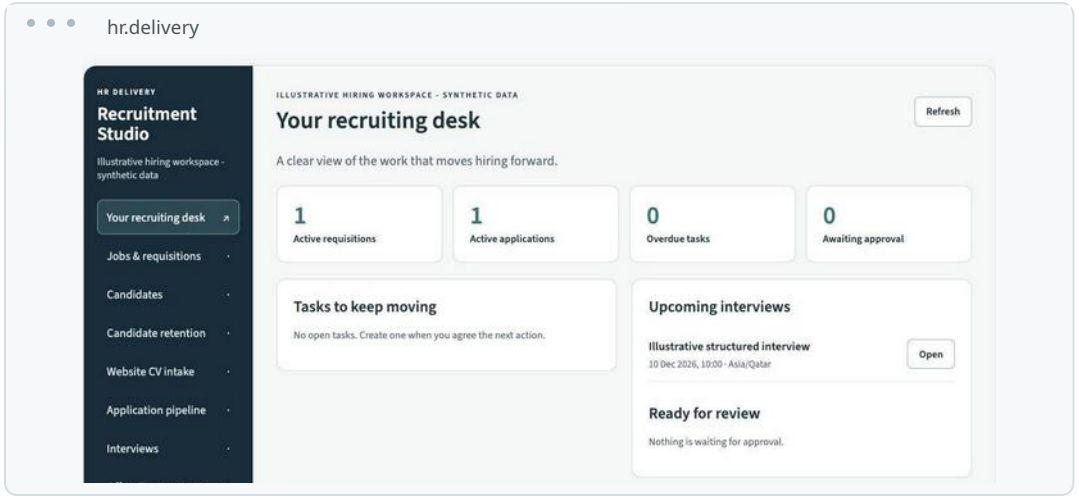
1. Review permissions. Check the candidate's available contact permissions before deciding how to approach them.
2. Match the purpose. Use a communication channel and reason consistent with the recorded preferences.
3. Keep context current. Consider any updated preference information when reviewing replies and planning subsequent contact.

YOUR OUTPUTS

Visible contact permissions · Candidate communication preferences · A clearer basis for follow-up

Use recruitment insights to focus the service conversation

Use recruitment insights to focus service discussions on progress, delays and practical changes that could improve the hiring process.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Reporting provides views of recruitment activity and outcomes. Compare patterns with vacancy and application context, explore possible explanations, and agree practical improvements with the colleagues responsible for delivery.

YOUR OUTPUTS

Activity and outcome views · Progress and delay questions · Improvement agenda

Give service reviews a stronger factual starting point and connect discussion of recruitment performance with actions the team can take.

1. Review the picture. Examine the available recruitment activity and outcome views for the work being discussed.
2. Explore the context. Compare the reported pattern with the relevant vacancies, applications and operational circumstances.
3. Agree improvements. Choose the practical follow-ups that address the issue and review progress in the next conversation.

Run a focused weekly recruitment service review

Bring current mandates, decisions and outstanding actions into a short service review focused on what the client needs next.

01

Prepare

Review the desk and current client vacancies before the service meeting.

02

Discuss

Focus on progress, unresolved evidence and decisions needed to advance applications.

03

Agree

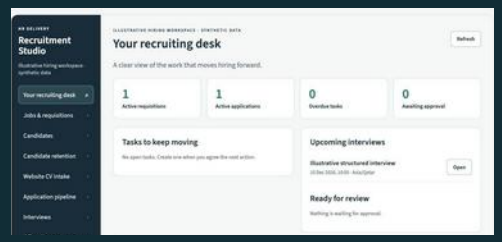
Identify next actions and the colleagues responsible for the agreed priorities.

04

Follow through

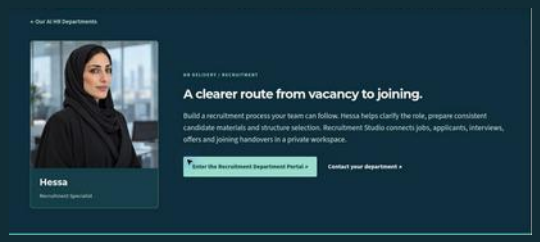
Revisit outstanding commitments and outcomes through tasks and the next review.

hr.delivery



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery...

hr.delivery



Detail · Website screen · Hessa and the public Recruitment department service...

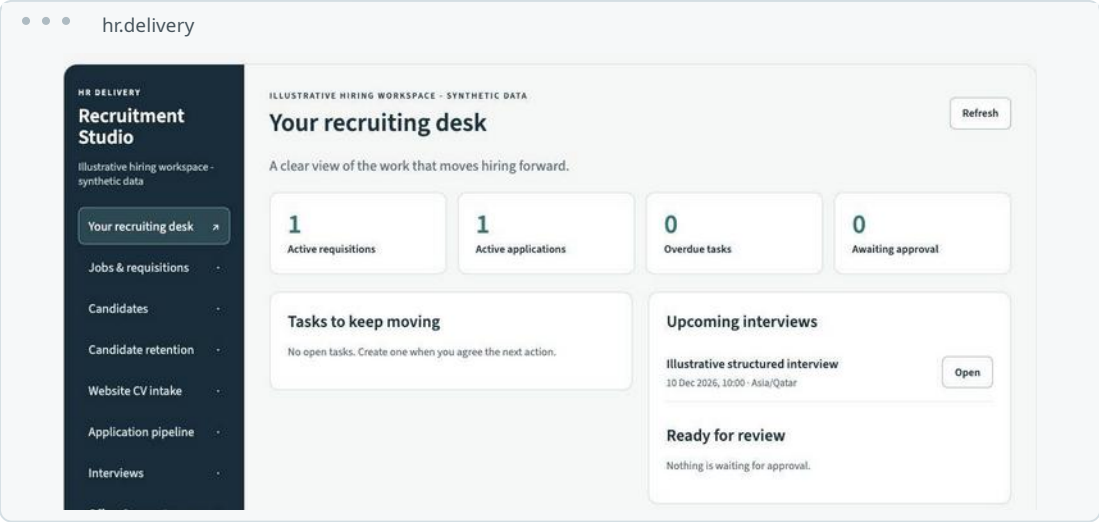
YOU RECEIVE

Client review agenda · Decisions and actions · Weekly follow-up list

Keep client conversations focused on delivery and give recruiters clear commitments to revisit through the next service review.

Review whether candidate information is still needed

Review the continuing recruitment purpose for candidate information and decide whether further contact or another authorised record action is appropriate.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Help the team keep candidate information purposeful and make retention or follow-up decisions with relevant recruitment context.

WHAT YOU CAN DO

The retention area supports review of held candidate information. Consider original purpose, current opportunities and preferences, then follow the organisation's approved retention process for any action identified.

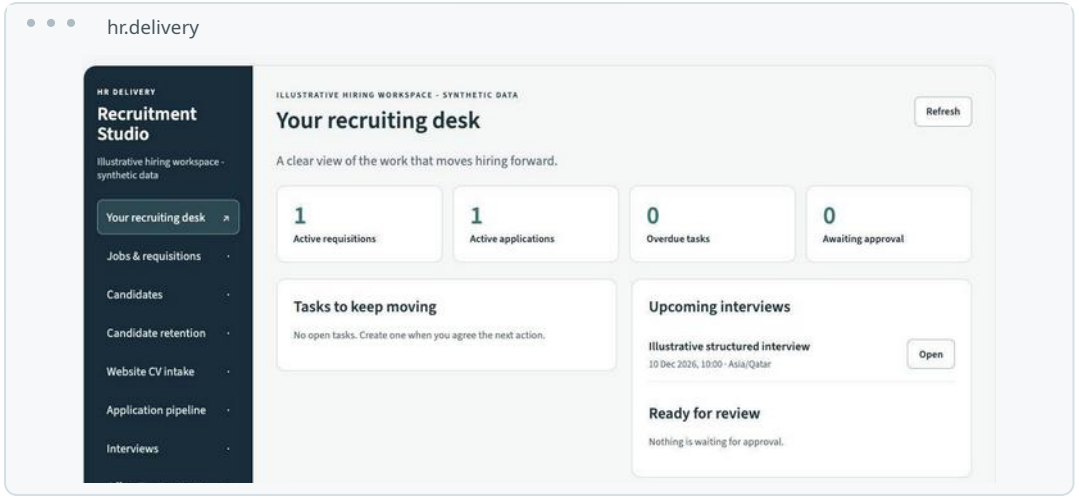
1. Review the purpose. Consider why the information was retained and whether that recruitment purpose remains relevant.
2. Consider the context. Check active opportunities and the candidate's available preferences before deciding on follow-up.
3. Apply the process. Use the organisation's approved retention practices for the action the review identifies.

YOUR OUTPUTS

A candidate-record review point · A reasoned retention or follow-up decision · Clearer recruitment information practices

Administer workspace access and recovery arrangements

Keep workspace membership appropriate to the mandate and prepare an agreed approach to recovery of recruitment work when needed.



Detail · Workspace demonstration · Recruitment Studio: official HR Delivery demonstration workspace.

YOUR WORK

Workspace administration supports access and team membership; recovery tools provide copies of recruitment work. Assign responsibility for membership reviews and understand the recovery arrangements before undertaking any restoration activity.

YOUR OUTPUTS

Workspace membership administration · Access responsibilities · Recovery copies and agreed process

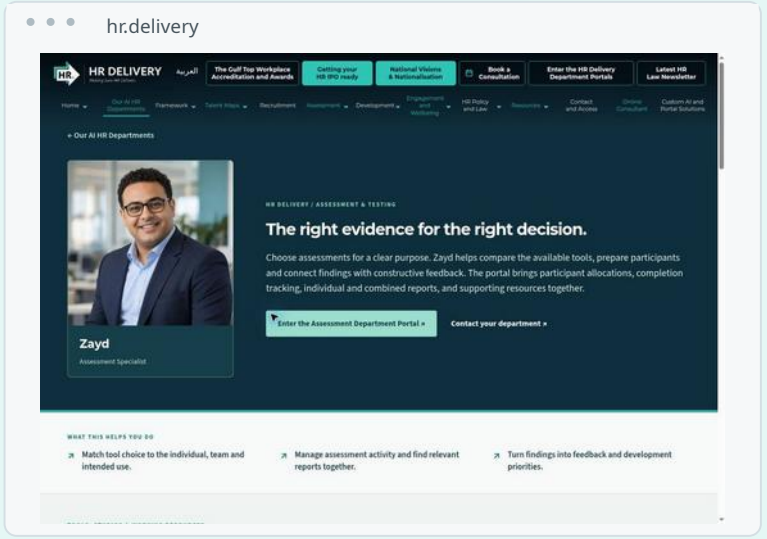
Give the recruitment team clearer access responsibilities and an organised basis for handling changes in membership or recovery needs.

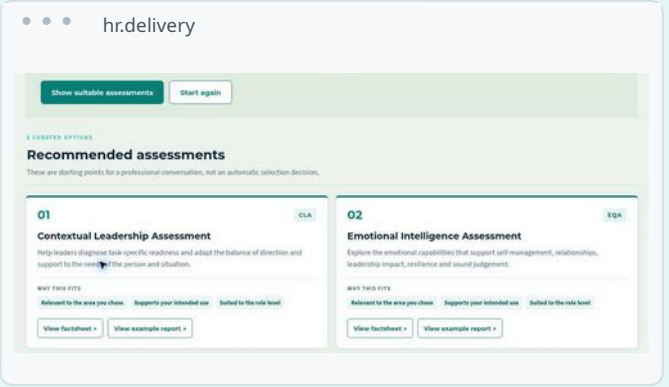
1. Assign responsibility. Identify who administers the workspace and who should have access to its recruitment work.
2. Review membership. Check that access remains appropriate as the recruitment team or partner mandate changes.
3. Plan recovery. Understand the available recovery copies and follow an agreed process before attempting restoration.

B1

Assessment Website resources

Choose the evidence that fits your purpose, explore each instrument and understand the available pathways.

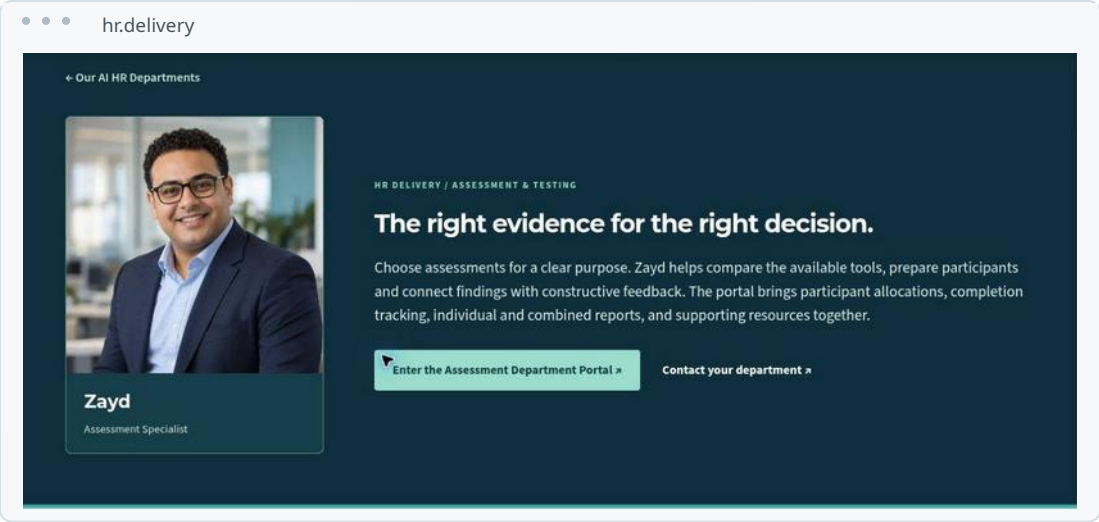




PAGES 41–102

Assessment support that starts with your question

Choose assessment evidence for a clear organisational question, then connect the experience with constructive feedback and practical development.



Detail · Website screen · Zayd and the public Assessment department service overview.

WHAT THIS GIVES YOU

Help participants and stakeholders understand why the assessment matters and how the findings will contribute to useful action.

WHAT YOU CAN DO

HR Delivery combines selection guidance, individual instruments, combined pathways and competency builders. Define the question, explore the public material and agree how participation, interpretation and development will be supported.

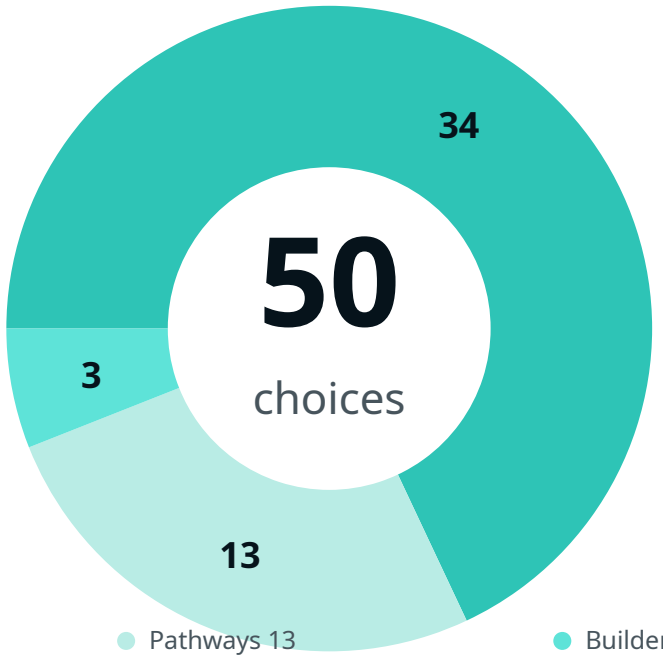
1. Frame the purpose. Identify the decision or development conversation the evidence needs to inform.
2. Choose the approach. Compare relevant instruments, pathways and outputs against that specific purpose.
3. Plan the follow-through. Agree administration, feedback and practical development actions with the responsible colleagues.

YOUR OUTPUTS

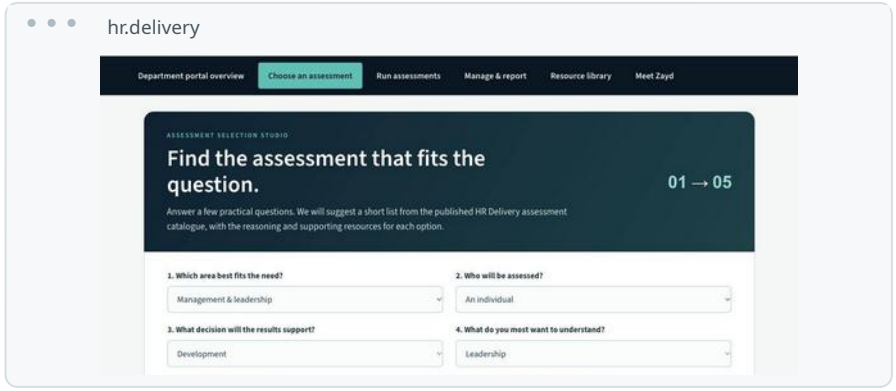
A focused assessment brief · An appropriate evidence route · A feedback and development plan

The assessment catalogue at a glance

Choose the level of assessment that fits the question you are trying to answer.



Catalogue composition: 68% instruments, 26% pathways and 6% builders. Counts describe the supplied administration inventory.



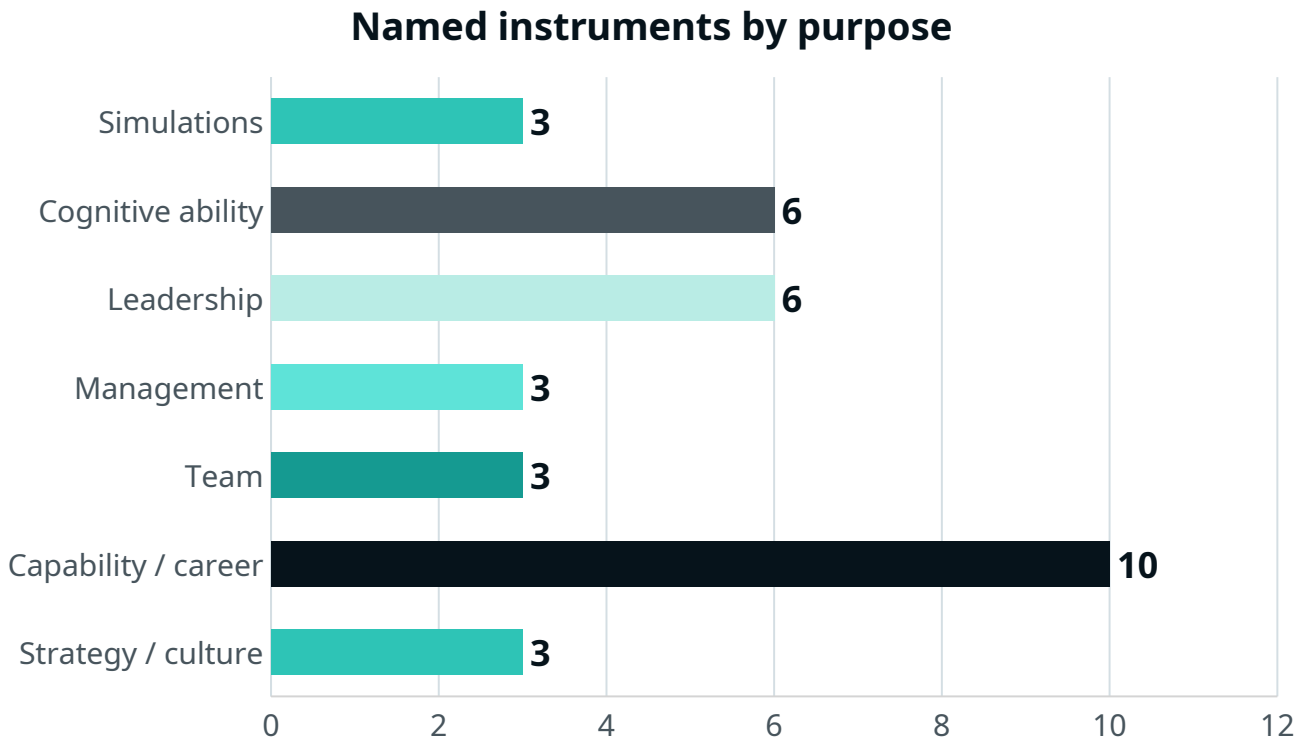
Detail · Workspace demonstration · Official Assessment Centre demonstration; public instruments and...

WHAT THE NUMBERS MEAN

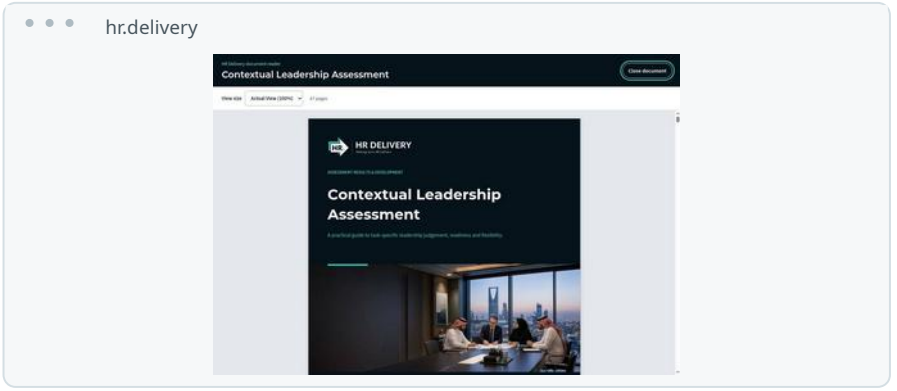
The administration catalogue combines 34 named instruments, 13 combined pathways and three competency builders. The instruments cover different needs; pathways combine evidence, while builders support competency-focused assessment design.

Seven ways to explore the named instruments

Start with the purpose of the assessment, then read the individual factsheet and example report.



Use the category as a starting point; selection should follow the purpose, participant context and professional interpretation requirements.



Website screen · Live public screenshot; source context described in the evidence note.

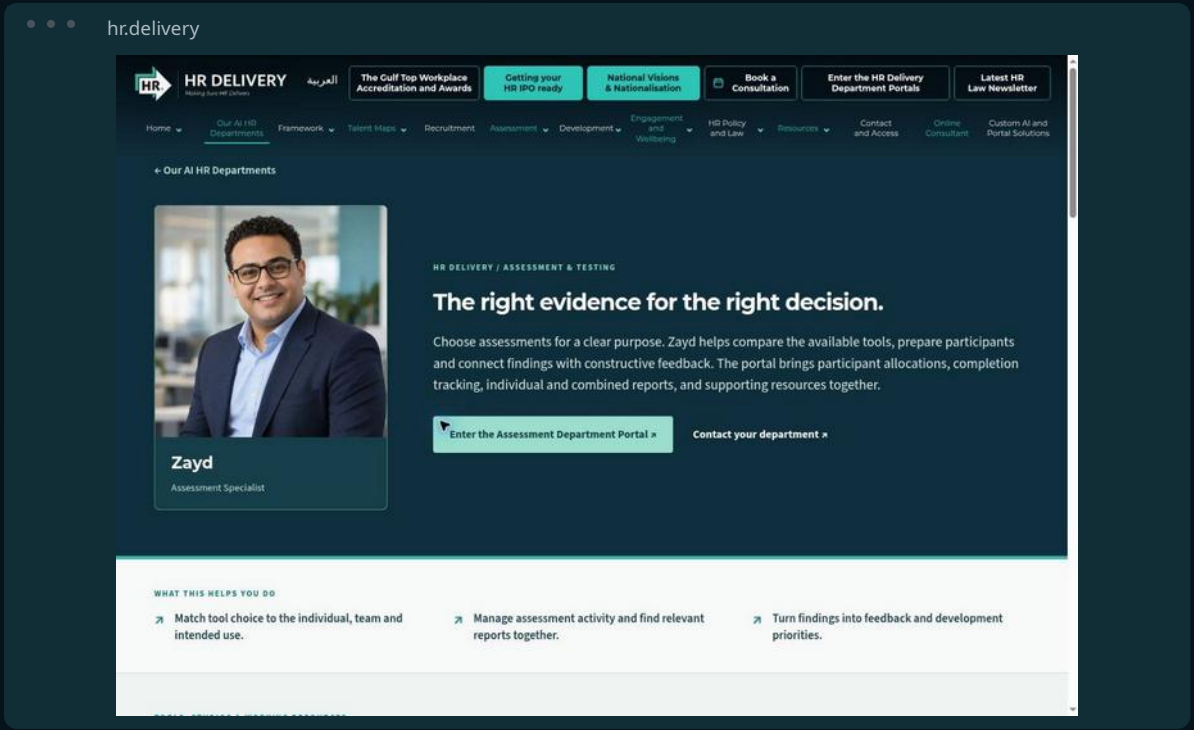
WHAT THE NUMBERS MEAN

The 34 named instruments span strategy and culture, capability and career, team, management, leadership, cognitive ability and simulations. The largest category is capability and career; category size does not indicate suitability for a particular decision.

SERVICE NOTE · Live specialist AI connection pending

Meet Zayd: match the tool to the purpose

Use Zayd’s specialist area to clarify the assessment purpose, compare relevant evidence and prepare the programme with HR Delivery.



Website screen · Zayd and the public Assessment department service overview.

Explore support for choosing tools, understanding reports and preparing participants. Bring the purpose, audience and context, then brief the human team on the interpretation and follow-through required.

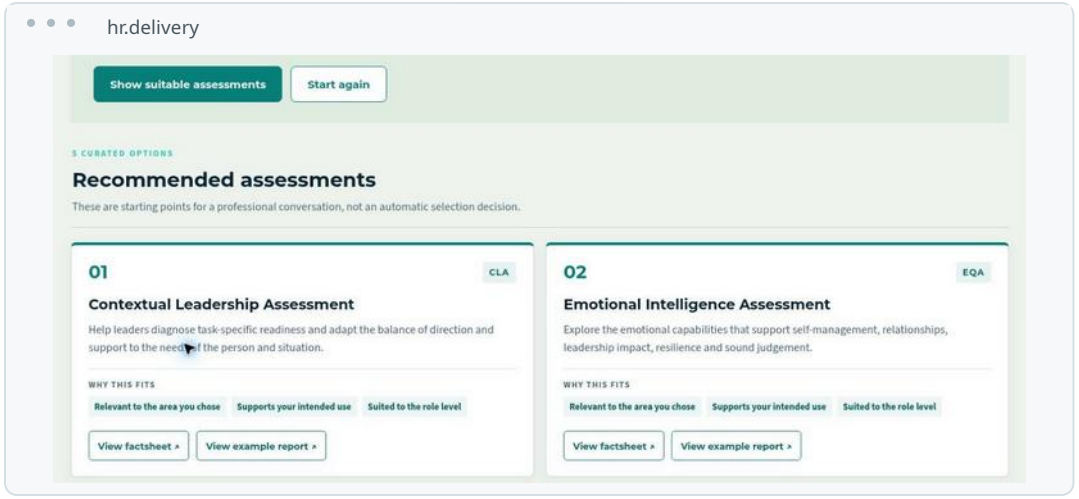
BRING TO THE CONVERSATION

A clearer assessment brief · Relevant tool and report options · Participant and feedback preparation

Make the initial assessment discussion more focused, with clearer tool choices and a practical plan for participant support.

Build a shortlist with the Assessment Selection Studio

Turn a broad HR question into a focused assessment shortlist, with reasons and resources that support professional choice.



Detail · Website screen · Assessment Selection Studio: recommendations and reasons from the public...

YOUR WORK

The selector asks about topic, audience, purpose, role level and evidence breadth. Your answers produce named recommendations, fit explanations and routes to factsheets and example reports for further comparison.

YOUR OUTPUTS

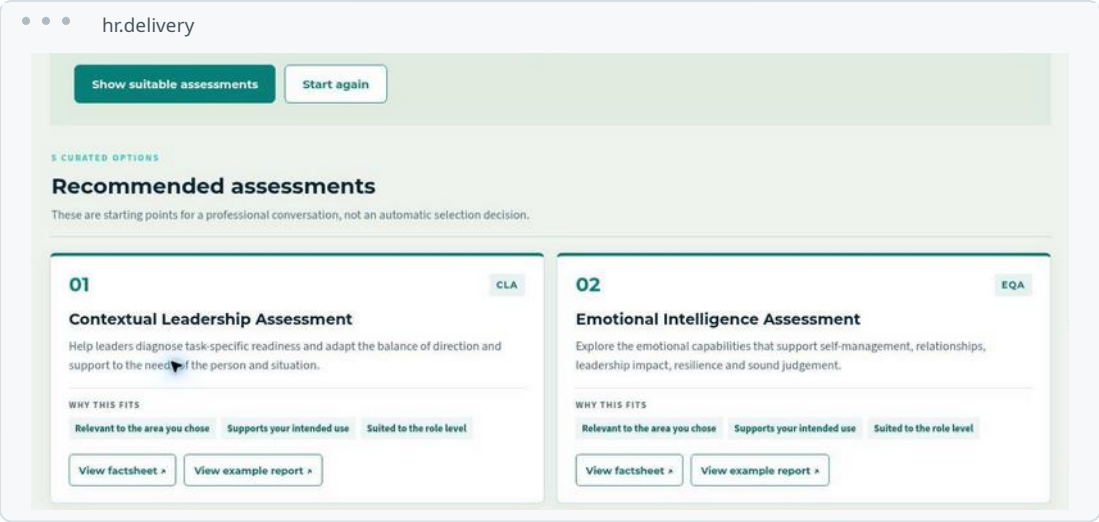
A focused assessment shortlist · Reasons for each recommendation · Factsheet and example-report links

Give the selection discussion a practical starting point and make the reasons for considering each instrument easier to explain.

1. Set the context. Choose the topic, audience and purpose relevant to the programme.
2. Review the shortlist. Read the fit reasons and compare the recommended evidence sources.
3. Explore the detail. Open factsheets and reports before agreeing the final assessment approach.

Choose an individual or a team perspective

Choose the audience perspective before selecting tools, so the evidence and report match the individual or team question.



Detail · Website screen · Assessment Selection Studio: recommendations and reasons from the public...

WHAT THIS GIVES YOU

Keep the assessment purpose aligned with the level at which findings will be interpreted, discussed and acted upon.

WHAT YOU CAN DO

The audience filter distinguishes personal assessment from team exploration. Consider whether the purpose needs an individual profile, complementary contributions or aggregate views of team conditions for a facilitated discussion.

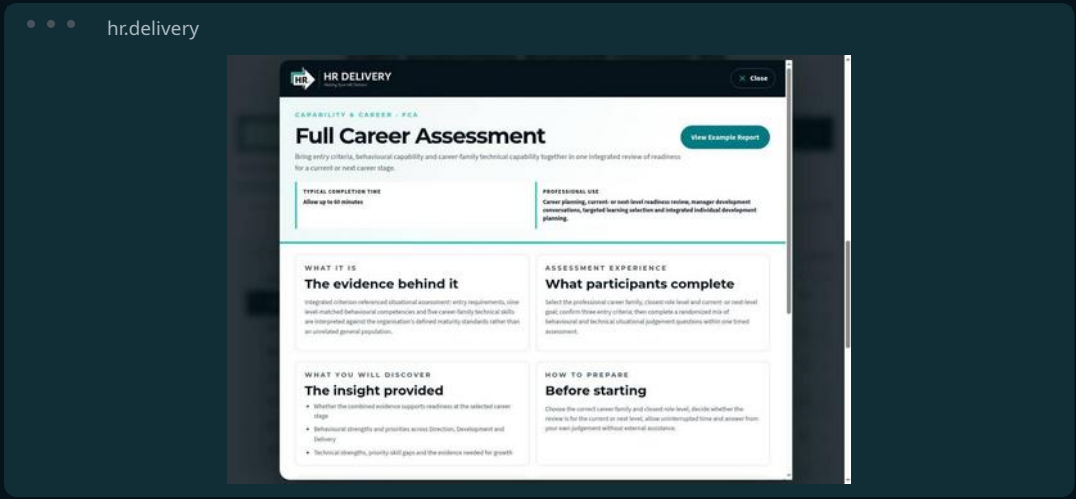
1. Define the audience. Decide whether the question concerns an individual or a functioning team.
2. Match the output. Choose personal feedback or a relevant aggregate team perspective.

YOUR OUTPUTS

An appropriate audience setting · Individual or team report options · A clearer assessment purpose

See the experience and the report before you commit

Explore the participant experience and report format before agreeing an assessment, giving the programme a more informed starting point.



Website screen · Full Career Assessment: purpose, participant experience and expected output.

YOUR WORK

Public factsheets explain purpose, completion experience, timing, outputs and interpretation boundaries. Example-report links show how findings are presented, helping you assess their fit with the audience and feedback approach.

YOUR OUTPUTS

A participant-experience overview · An illustrative report · A clearer feedback plan

Help clients explain the proposed experience clearly and prepare a feedback conversation suited to the assessment's actual purpose.

1. Read the factsheet. Check purpose, participant effort and the questions the instrument addresses.
2. Explore the example. Review the report's structure and the development guidance it offers.
3. Plan the discussion. Decide who will interpret the findings and support practical next steps.

From an organisational question to an assessment brief

Develop an assessment brief that connects the organisational question with appropriate evidence, participant preparation and useful development follow-through.

01

Question

State what the organisation needs to understand or develop through assessment.

02

Audience

Identify the participant group, role context and relevant reporting level.

03

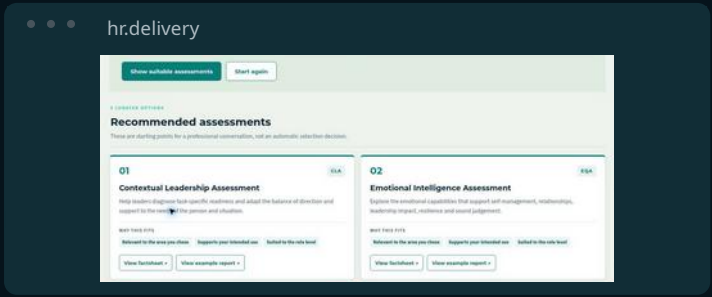
Evidence

Compare the instruments or pathway that address the agreed question.

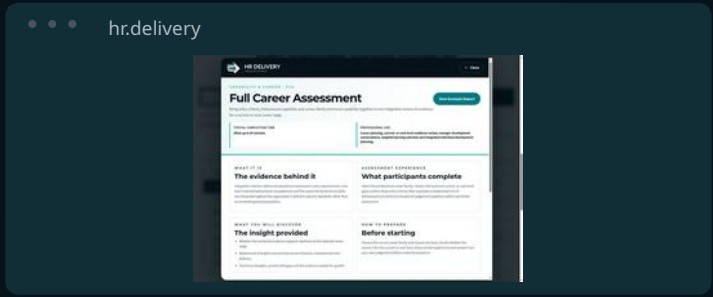
04

Experience

Agree preparation, administration, feedback and the action expected after reporting.



Detail · Website screen · Assessment Selection Studio: recommendations and...



Website screen · Full Career Assessment: purpose, participant experience and...

YOU RECEIVE

Assessment purpose and audience · An agreed evidence approach · A participant and feedback brief

Give practitioners and sponsors a shared reference for selecting tools, communicating the programme and judging its practical contribution.

Turn a report into a development conversation

Use the report as the starting point for a constructive conversation that links assessment findings with real work.

01

Understand

Read the assessment's purpose and how its findings should be interpreted.

02

Discuss

Compare the profile with participant experience and relevant workplace examples.

03

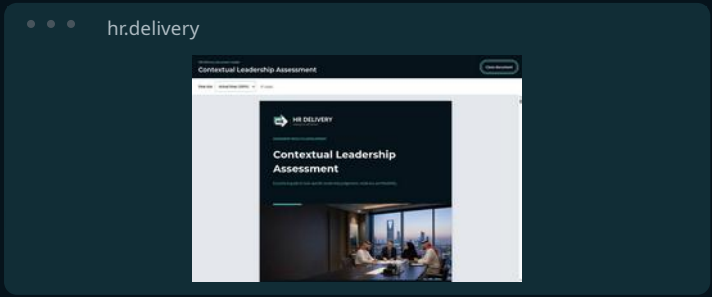
Apply

Choose practical activity linked to a specific development priority.

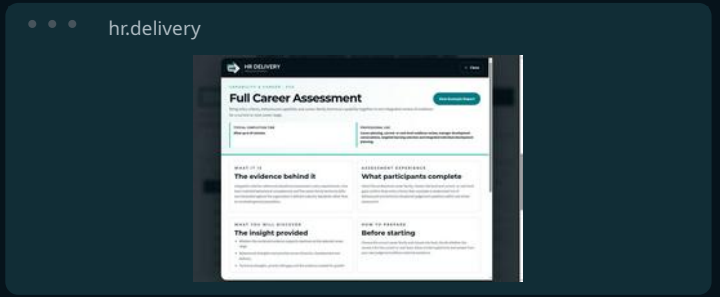
04

Review

Agree what progress looks like and when to revisit the evidence.



Website screen · Public example of a Contextual Leadership Assessment report...



Website screen · Full Career Assessment: purpose, participant experience and...

YOU RECEIVE

A focused feedback agenda · Practical development actions · Observable review points

Help participants apply the findings and give managers or coaches a clearer basis for supporting and reviewing development.

Choose one tool or a combined leadership pathway

Match the breadth of assessment to the leadership question, making each additional evidence source earn its place in the programme.

01

Focus the question

Decide whether the immediate need is judgement, development or broader readiness evidence.

02

Compare the sources

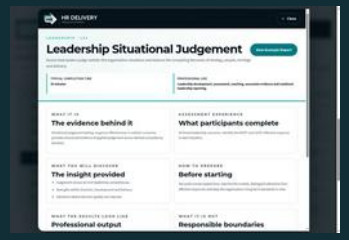
Check what each additional instrument contributes to the intended conversation.

03

Keep distinctions clear

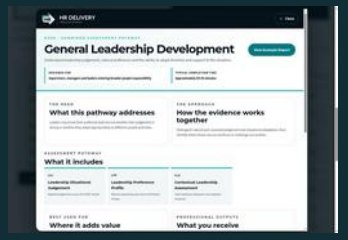
Retain the meaning of judgement, observed evidence and preference in interpretation.

hr.delivery



Website screen · Leadership Situational Judgement: public factsheet.

hr.delivery



Website screen · General Leadership Development: three complementary evidence...

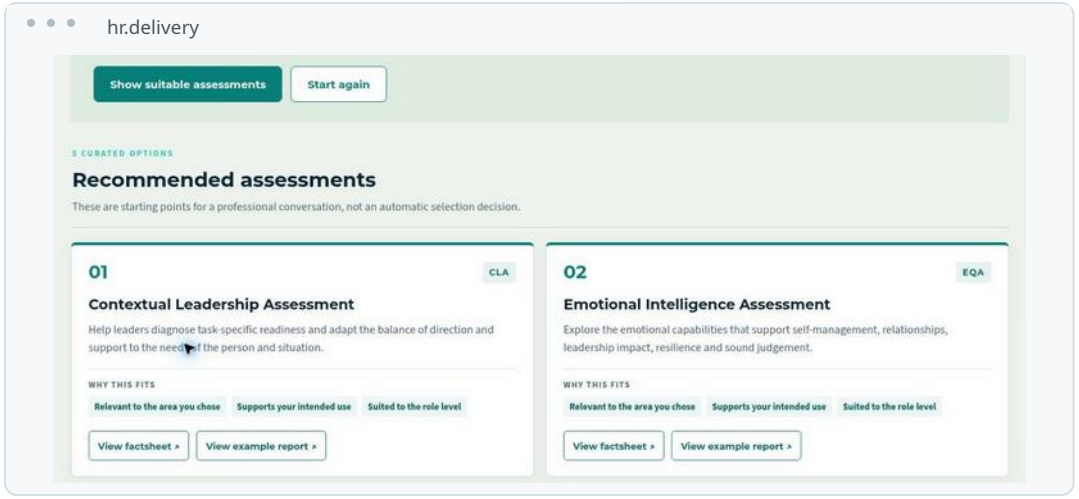
YOU RECEIVE

A reasoned choice of scope · Clear roles for each evidence source · A purposeful feedback discussion

Help clients choose a purposeful scope while preserving the distinctions between judgement, demonstrated behaviour and personal leadership preference.

34 instruments. 13 pathways. 3 builders.

Navigate the assessment offer through focused instruments, connected pathways and role-focused builders, choosing the evidence your question requires.



Detail · Website screen · Assessment Selection Studio: recommendations and reasons from the public...

YOUR WORK

The public catalogue presents 34 instruments and 13 pathways with factsheets. Three portal builders cover behavioural, technical and combined competency assessments, bringing the administration catalogue to 50 choices.

YOUR OUTPUTS

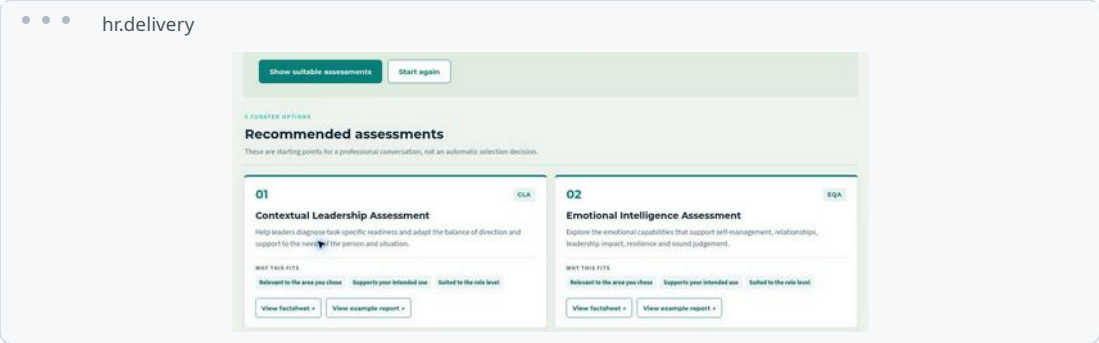
47 public factsheets · 13 combined evidence pathways · Three competency-builder routes

Give clients a clear map of the offer and support a reasoned choice between focused evidence and broader exploration.

1. Focused instruments. Choose a tool that addresses a clearly defined evidence question.
2. Combined pathways. Connect complementary sources when the development question needs a wider view.
3. Competency builders. Shape assessment content around relevant behavioural or technical role requirements.

Seven families of assessment evidence

Explore seven instrument families covering people, work and reasoning questions, each with its own purpose and interpretation context.



Detail · Website screen · Assessment Selection Studio: recommendations and reasons from the public...

YOUR OUTPUTS

Seven clear evidence families · 34 individual instrument factsheets · Purpose and output comparisons

Help practitioners navigate the catalogue by purpose and explain the contribution each selected instrument makes to the programme.

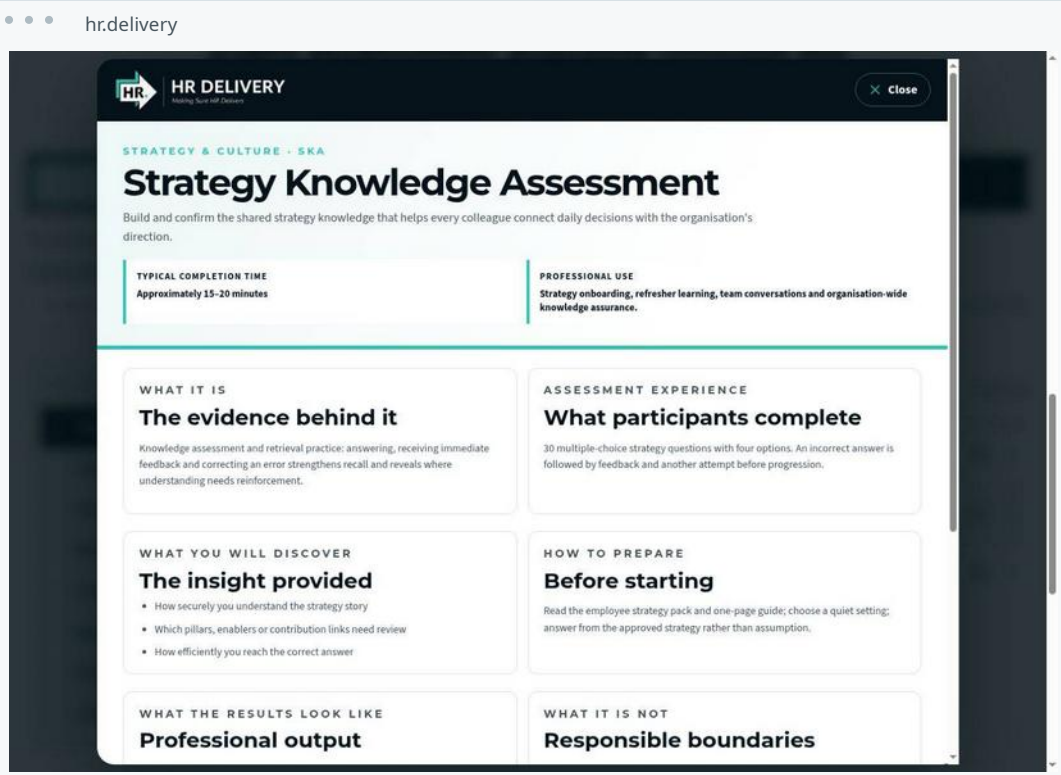
WHAT YOU CAN DO

The families cover strategy and culture; capability and career; team; management; leadership; cognitive ability; and simulations. Compare their questions, participant experiences and outputs before choosing the evidence needed.

1. Understand people and context. Explore strategy, culture, career and team questions through the relevant families.
2. Explore role capability. Compare management and leadership instruments with the responsibilities being discussed.
3. Examine reasoning and application. Consider cognitive tasks or simulations where those evidence sources fit the purpose.

Strategy Knowledge Assessment

Check understanding of the approved organisational strategy and identify the topics that need further explanation or reinforcement at work.



Website screen · Strategy Knowledge Assessment: the live public factsheet.

WHAT IT GIVES YOU

Participants answer 30 multiple-choice questions with corrective feedback and another attempt when needed. The report distinguishes early and later success, highlighting strategy topics that need revision or clearer explanation.

YOUR OUTPUTS

Strategy learning summary · Attempt and topic patterns · Focused revision priorities

HOW YOU USE IT

Prepare → Complete → Apply

Give induction and refresher learning a focused evidence base, helping managers direct support to the strategy topics needing attention.

Cultural Match Assessment

Explore cultural preferences through workplace situations and use the resulting themes to support a more focused conversation about fit.

WHAT IT GIVES YOU

Fifty situations present two credible responses. Choices produce cultural themes and an individual interpretation, providing material for onboarding, reflection or recruitment dialogue alongside other relevant evidence about the person.

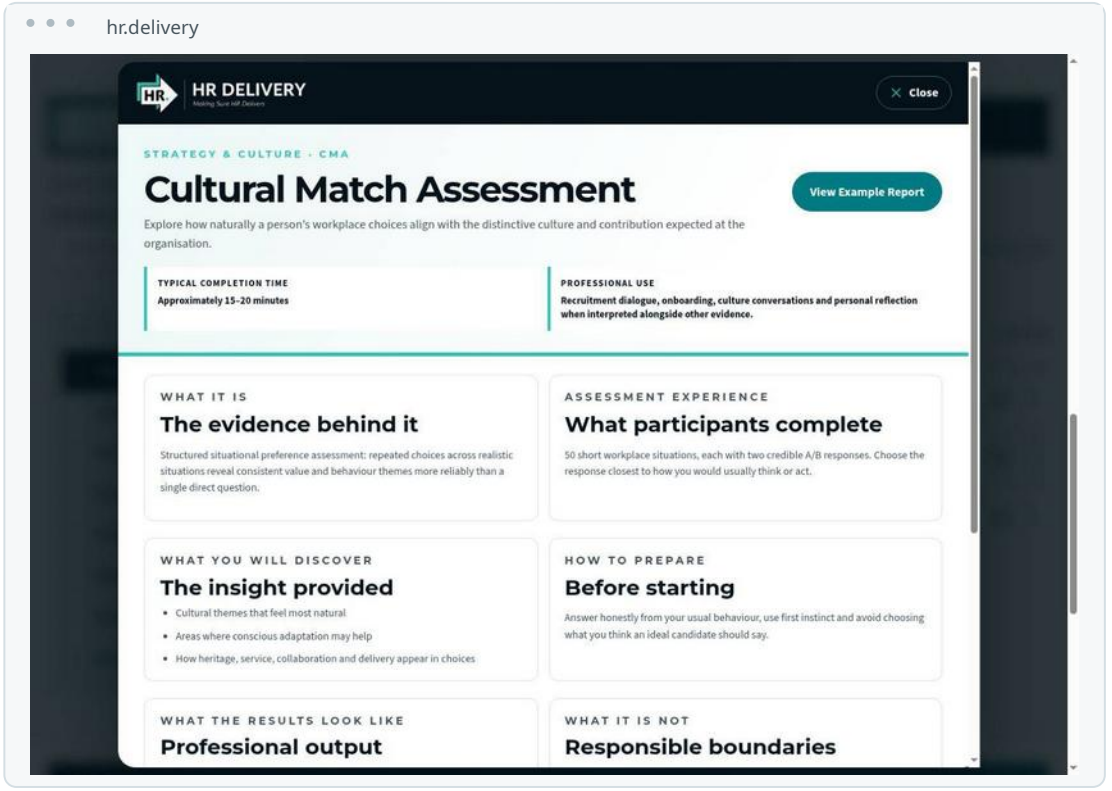
YOUR OUTPUTS

Cultural-theme profile · Individual interpretation report · Onboarding or development prompts

HOW YOU USE IT

Set the context → Choose naturally → Discuss the pattern

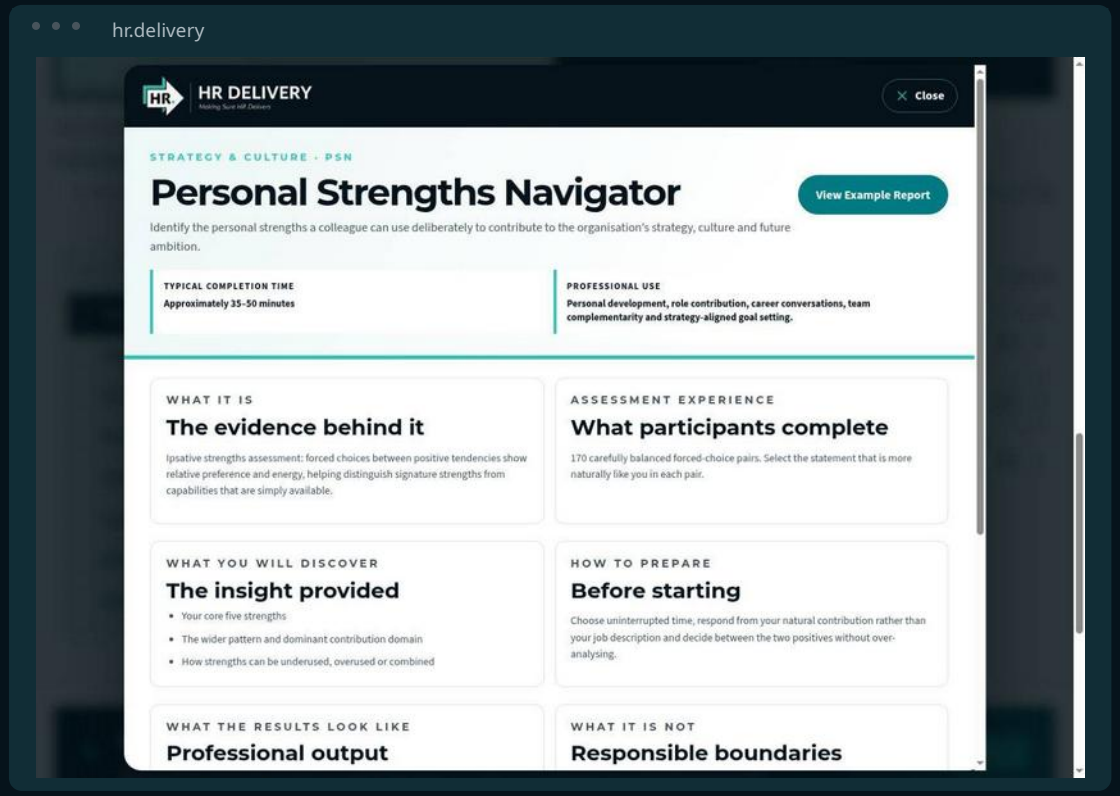
Help clients discuss cultural expectations with practical examples and identify areas where adaptation or clarification could improve the relationship.



Website screen · Cultural Match Assessment: the live public factsheet.

Personal Strengths Navigator

Identify natural contribution preferences and explore how strengths can support current priorities, including situations where they may become overused.



Website screen · Personal Strengths Navigator: the live public factsheet.

WHAT IT GIVES YOU

The assessment uses 170 paired choices between positive tendencies. Its report explains five leading strengths, supporting patterns, combinations and overuse risks, connecting these with purposeful actions in the person's work.

YOUR OUTPUTS

Five leading strengths · Supporting contribution patterns · Strengths application plan

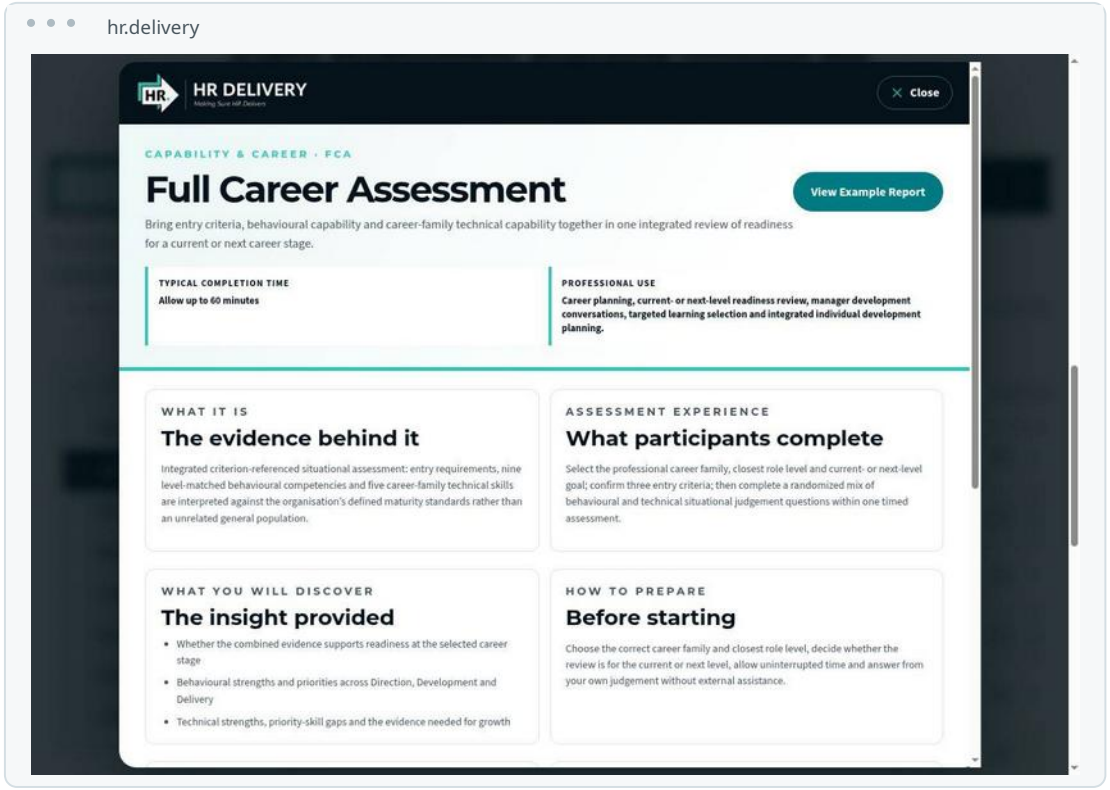
HOW YOU USE IT

Reflect → Explore → Apply

Give coaching a constructive starting point and help participants apply their strengths more deliberately to the contribution their role requires.

Full Career Assessment

Connect behavioural and technical evidence with a career goal, then use the combined picture to plan role-relevant development.



Website screen · Full Career Assessment: the live public factsheet.

WHAT IT GIVES YOU

Participants select career family, level and goal, confirm entry criteria and complete scenarios. The report connects nine behavioural competencies and five technical skills with readiness interpretation, resources and staged development priorities.

YOUR OUTPUTS

Integrated readiness report · Behavioural and technical priorities · 30/60/90-day development plan

HOW YOU USE IT

Select → Assess → Plan

Help participants and managers connect career ambitions with specific capability development and practical evidence to gather through work.

Behavioural Competency Assessment

Explore behavioural judgement at the relevant role level and turn the resulting competency pattern into practical development priorities.

WHAT IT GIVES YOU

Level-matched scenarios cover nine behavioural competencies. Effective-response choices produce domain interpretations, strengths and priorities, giving managers and participants evidence to discuss against defined standards and actual role requirements.

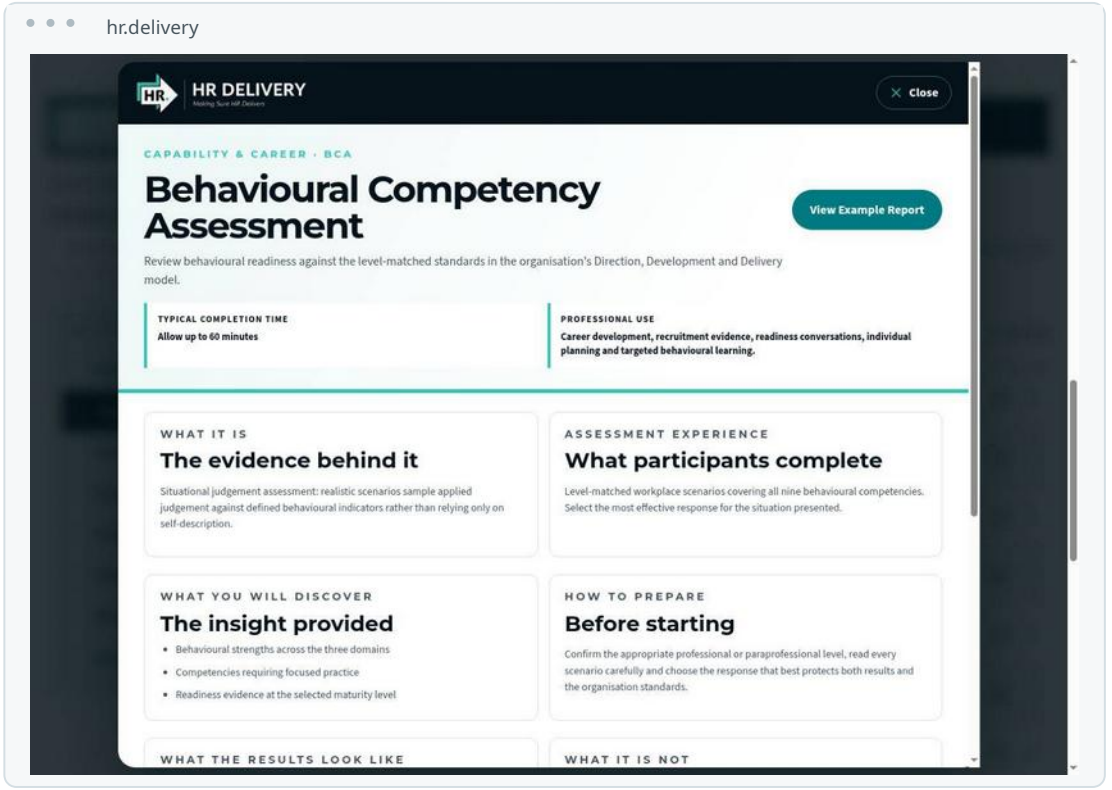
YOUR OUTPUTS

Nine-competency profile · Domain interpretation · Behavioural development priorities

HOW YOU USE IT

Match the level → Judge the scenarios → Practise the priority

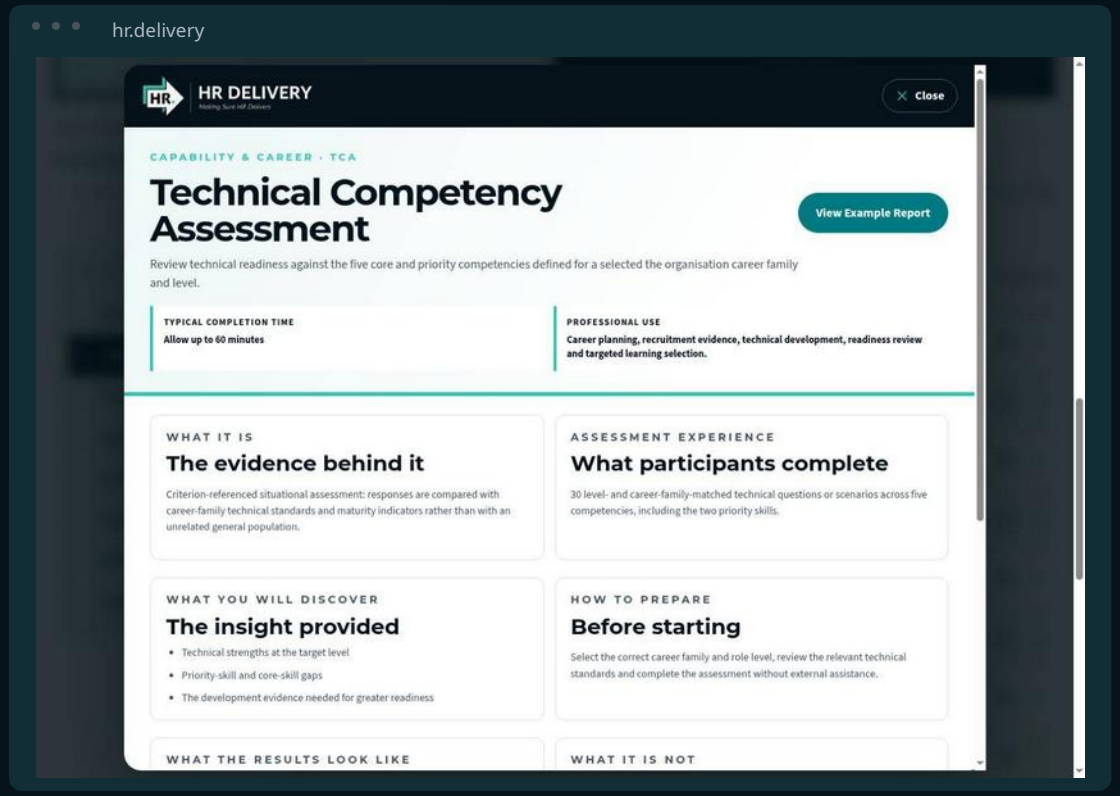
Give behavioural development a clearer focus, linking the assessment conversation with specific actions to practise and review at work.



Website screen · Behavioural Competency Assessment: the live public factsheet.

Technical Competency Assessment

Explore specialist judgement against relevant career-family requirements and identify technical priorities for learning, practice and professional development at work.



Website screen · Technical Competency Assessment: the live public factsheet.

WHAT IT GIVES YOU

Thirty questions or scenarios cover five technical competencies, including two priority skills. Responses produce a maturity-related profile connected with career-family standards, relevant resources and practical technical development actions.

YOUR OUTPUTS

Five-competency technical profile · Priority-skill interpretation · Targeted technical development plan

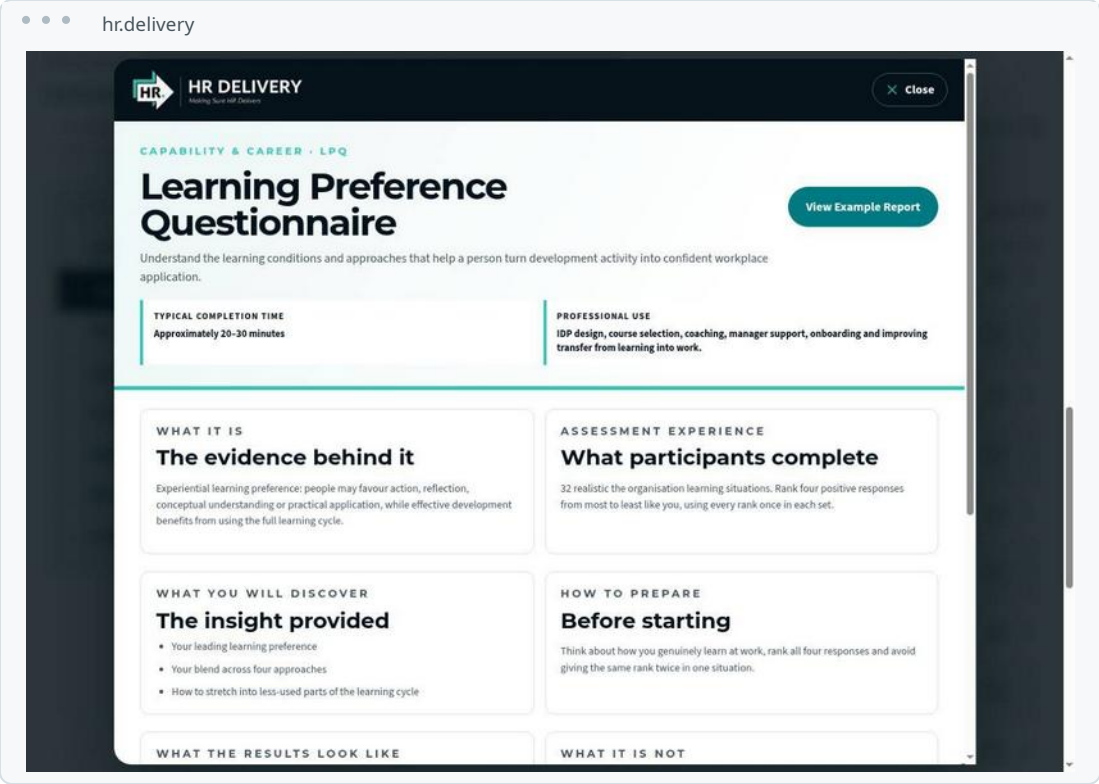
HOW YOU USE IT

Choose the role → Complete the scenarios → Build evidence

Help participants focus technical learning and experience on the capabilities most relevant to their current or intended work.

Learning Preference Questionnaire

Understand preferred approaches to learning and use the blend to design varied development activity connected with a real learning goal.



Website screen · Learning Preference Questionnaire: the live public factsheet.

WHAT IT GIVES YOU

Participants rank four responses across 32 learning situations. The report explores action, reflection, conceptual understanding and application, showing preferred approaches and ways to broaden learning through different activities and workplace practice.

YOUR OUTPUTS

Learning-preference profile · Blend and stretch guidance · Practical learning actions

HOW YOU USE IT

Reflect → Explore the blend → Design variety

Help participants and managers design more varied learning experiences and practise approaches that are less familiar but useful.

Career Compass Assessment

Explore promising career directions through interests, motives and preferred conditions, then test the possibilities against real work experience.

WHAT IT GIVES YOU

The assessment uses 120 items about interests, activities, motives and conditions. Reports identify promising and adjacent career-family hypotheses, explain the pattern and propose exploration through conversations, shadowing and work experience.

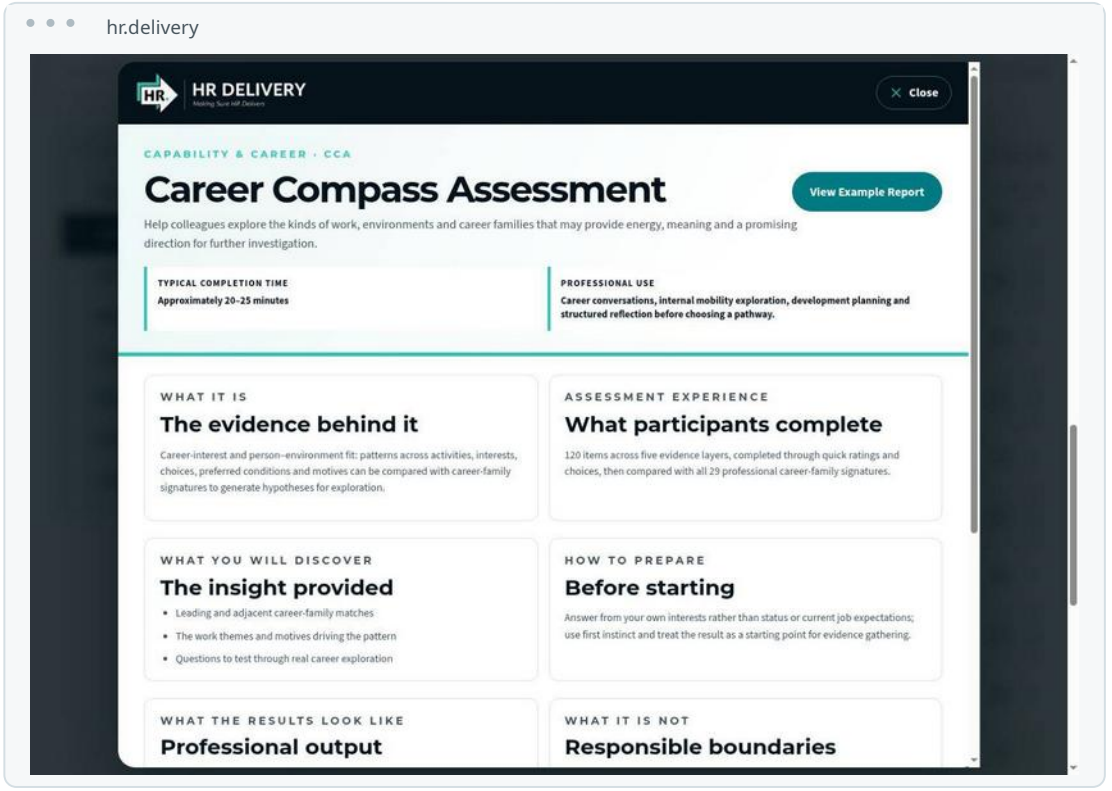
YOUR OUTPUTS

Career-family hypotheses · Ranked and adjacent options · 90-day exploration plan

HOW YOU USE IT

Answer from interest → Explore the matches → Test the hypothesis

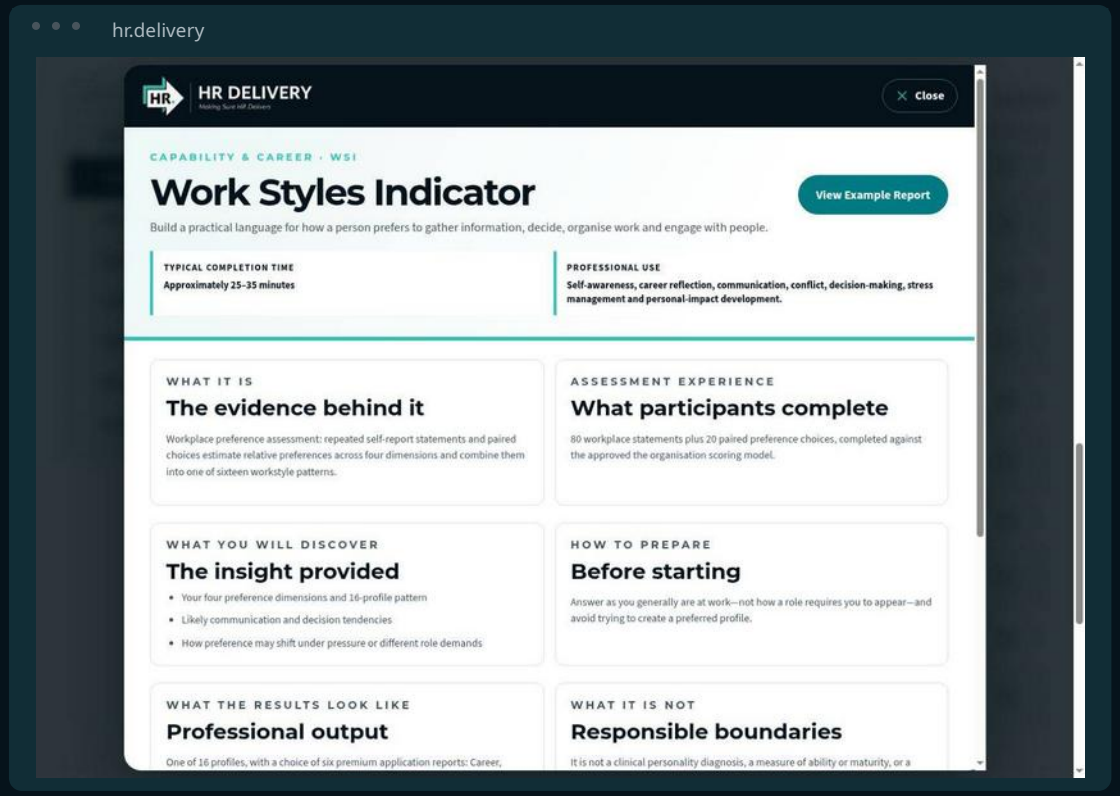
Give career conversations concrete options to investigate and help participants build evidence before committing to a new direction.



Website screen · Career Compass Assessment: the live public factsheet.

Work Styles Indicator

Explore your preferred way of working and apply the profile to a specific career, communication or workplace development question.



Website screen · Work Styles Indicator: the live public factsheet.

WHAT IT GIVES YOU

Eighty statements and twenty paired choices cover four preference dimensions and sixteen patterns. Six application reports connect the profile with career, stress, decisions, conflict, communication and personal impact at work.

YOUR OUTPUTS

Sixteen-pattern profile · Six application-report choices · Practical workstyle experiments

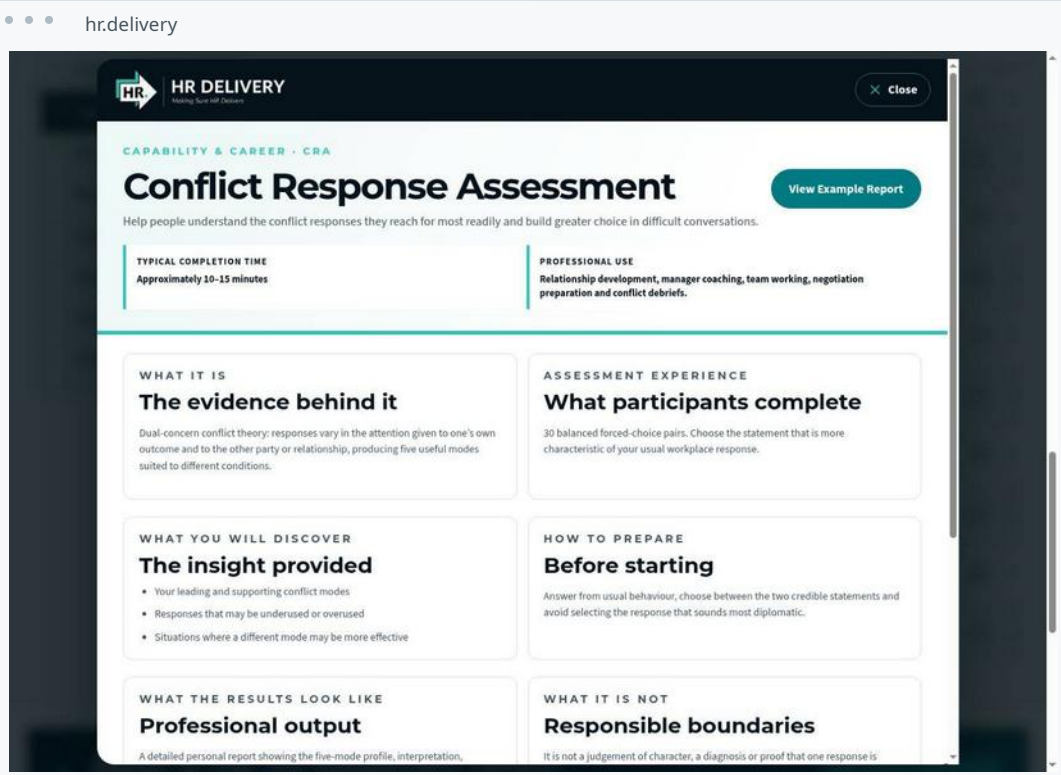
HOW YOU USE IT

Describe your preferences → Choose an application → Experiment with range

Help participants recognise familiar approaches and practise greater flexibility when the task, relationship or working situation calls for it.

Conflict Response Assessment

Explore usual responses to disagreement and identify where a different approach could improve a real workplace conversation or relationship.



Website screen · Conflict Response Assessment: the live public factsheet.

WHAT IT GIVES YOU

Thirty paired choices produce a five-mode conflict profile. Interpretation explores relative preferences, possible overuse or underuse and situations where another response may help, supporting coaching, negotiation and team dialogue.

YOUR OUTPUTS

Five-mode conflict profile · Contextual interpretation · Conversation practice priorities

HOW YOU USE IT

Answer naturally → Consider the context → Practise another option

Give participants a practical vocabulary for discussing conflict and choosing more deliberate responses to the demands of particular situations.

Personality Pattern Profile

Explore recurring motives, pressure responses and personal patterns to support self-reflection, coaching and a practical choice of growth actions.

WHAT IT GIVES YOU

Eighty-one balanced choices explore drivers, pressure and development. The nine-pattern profile links natural tendencies with possible blind spots and growth practices, providing material for leadership coaching and career conversations.

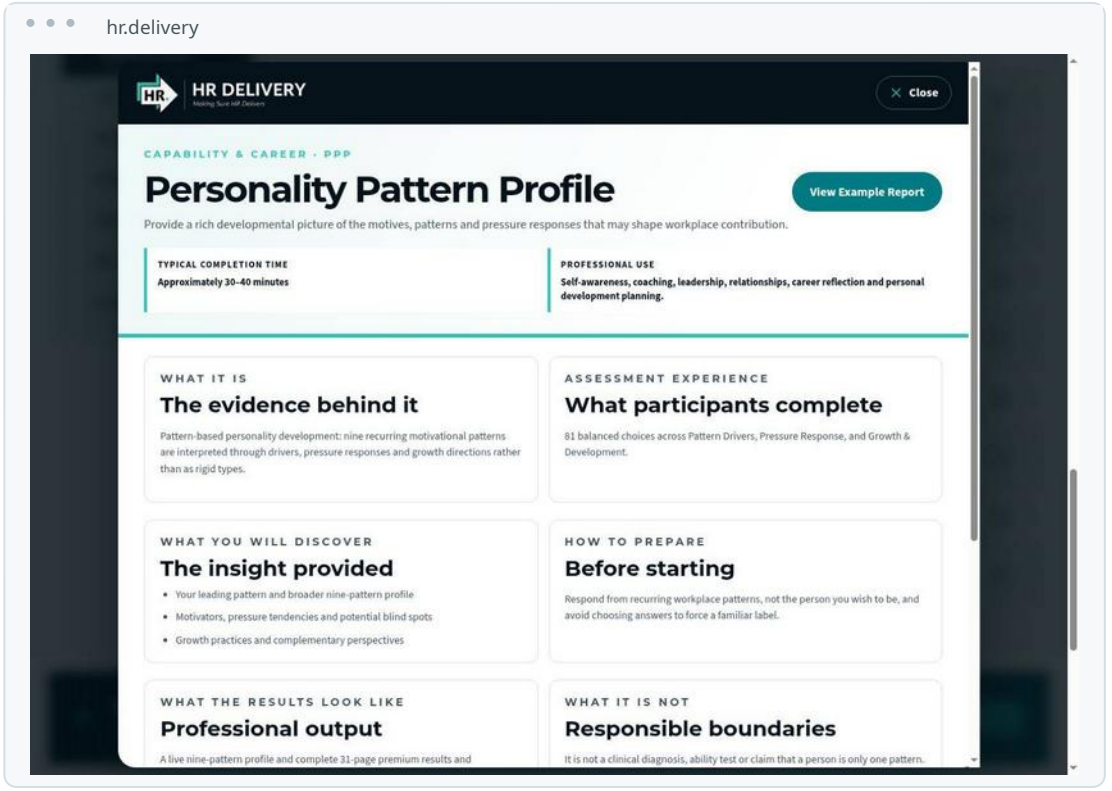
YOUR OUTPUTS

Nine-pattern profile · Drivers and pressure themes · Personal growth priorities

HOW YOU USE IT

Reflect honestly → Compare with experience → Choose a practice

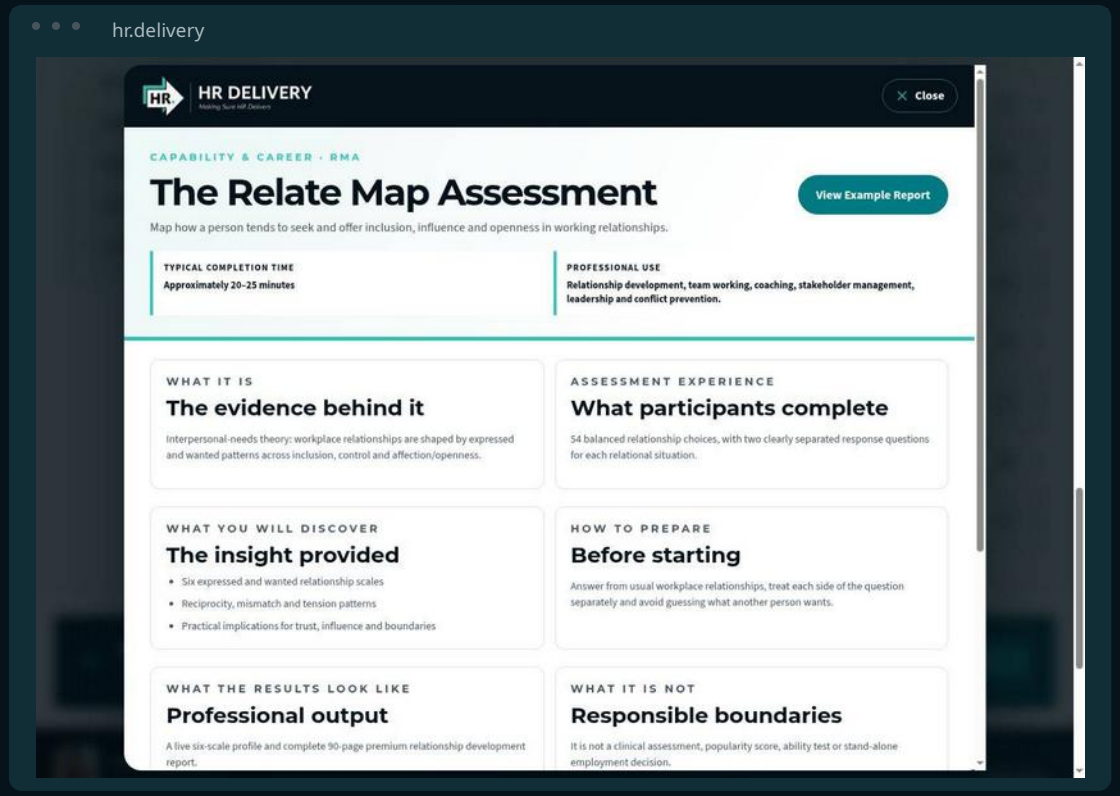
Help participants compare recurring patterns with experience and choose development practices they can test in their working lives.



Website screen · Personality Pattern Profile: the live public factsheet.

The Relate Map Assessment

Explore what you express in relationships and what you want from others, making expectations and possible mismatches easier to discuss.



Website screen · The Relate Map Assessment: the live public factsheet.

WHAT IT GIVES YOU

Fifty-four choices separate expressed and wanted patterns in inclusion, influence and openness. The six-scale report highlights alignment and mismatch, helping participants consider how expectations affect collaboration and stakeholder relationships.

YOUR OUTPUTS

Six relationship scales · Reciprocity and mismatch themes · Relationship development actions

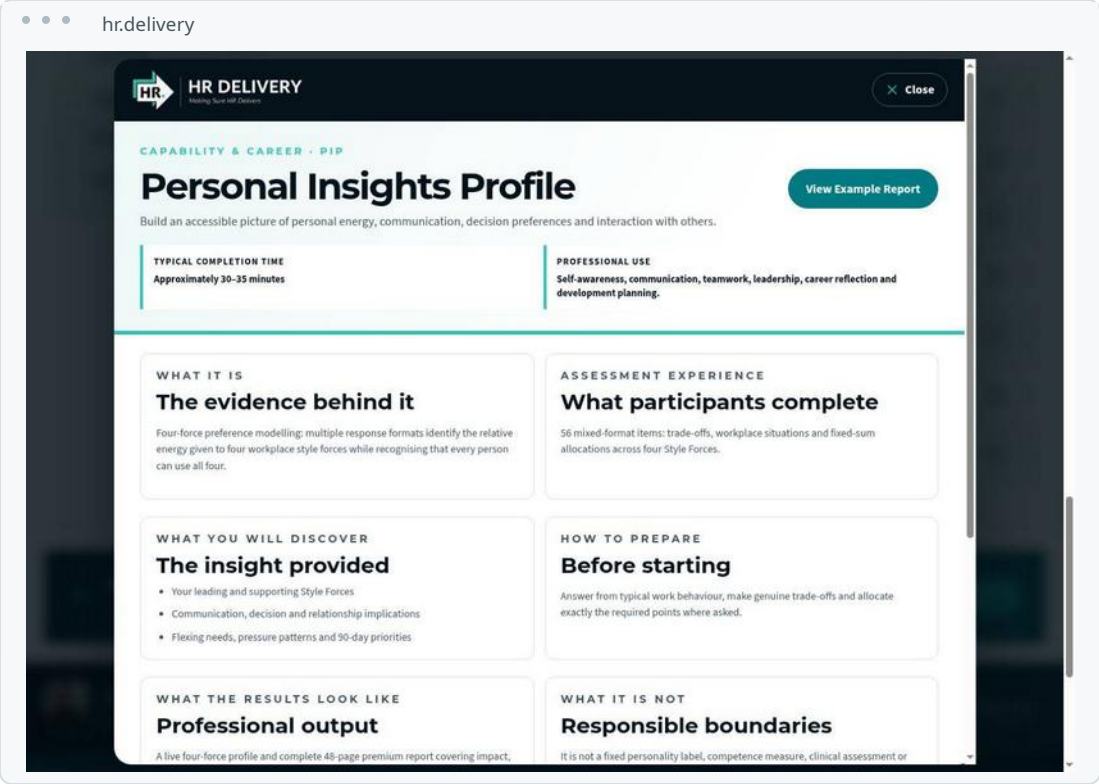
HOW YOU USE IT

Explore both sides → Discuss the mismatch → Agree practical changes

Give relationship coaching a concrete focus and help colleagues clarify expectations that may otherwise remain assumed or misunderstood.

Personal Insights Profile

Explore personal style forces and their effect on decisions, communication and leadership, then choose practical adjustments for current work.



Website screen · Personal Insights Profile: the live public factsheet.

WHAT IT GIVES YOU

Fifty-six mixed-format items include trade-offs, workplace situations and fixed-sum choices. The four-force profile explains leading and supporting preferences, pressure patterns and leadership implications, linking findings with a ninety-day development focus.

YOUR OUTPUTS

Four-force profile · Impact and leadership interpretation · 90-day development priorities

HOW YOU USE IT

Make real choices → Explore your impact → Build flexibility

Help participants understand their impact and choose a manageable change that better fits an important work situation or relationship.

Team Workstyles Indicator

Understand the team's shared working pattern, including minority perspectives and blind spots, then agree useful changes to everyday practices.

WHAT IT GIVES YOU

Members complete workstyle assessments using a team code. After four profiles, the aggregate report explores operating patterns, diversity, imbalances and blind spots, translating findings into team priorities and practical experiments.

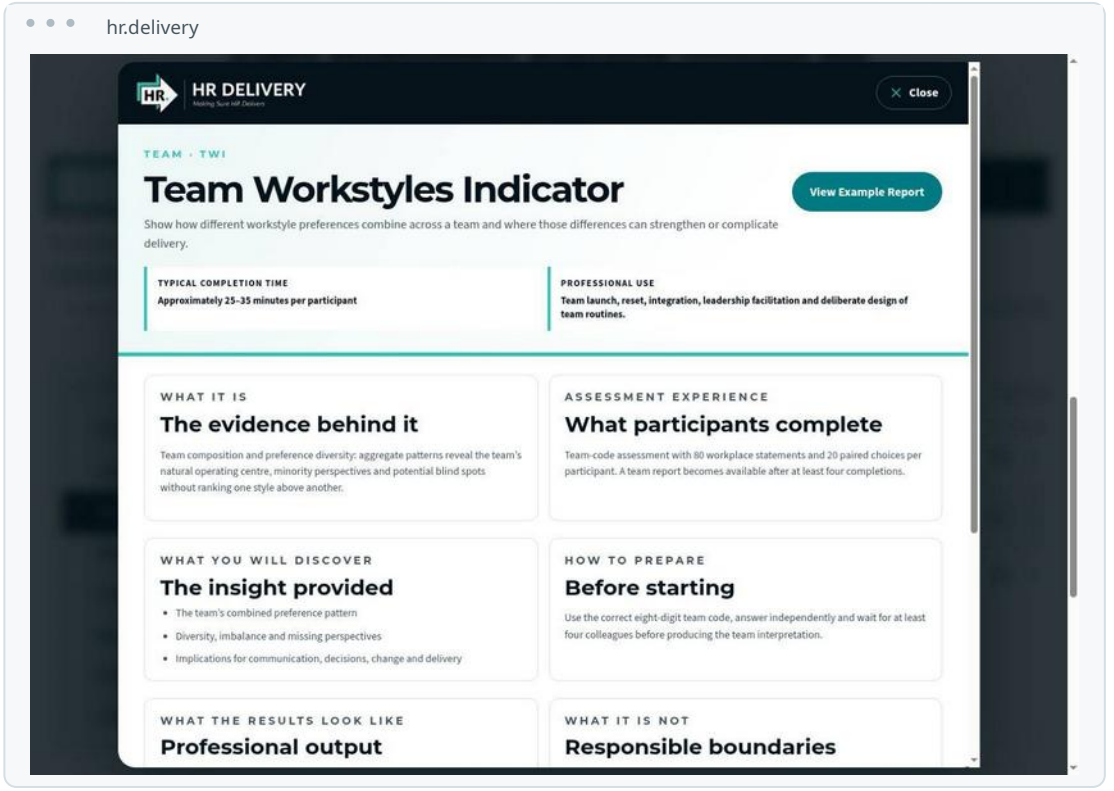
YOUR OUTPUTS

Aggregate workstyle report · Diversity and blind-spot themes · Team working experiments

HOW YOU USE IT

Complete independently → Review the pattern → Try new routines

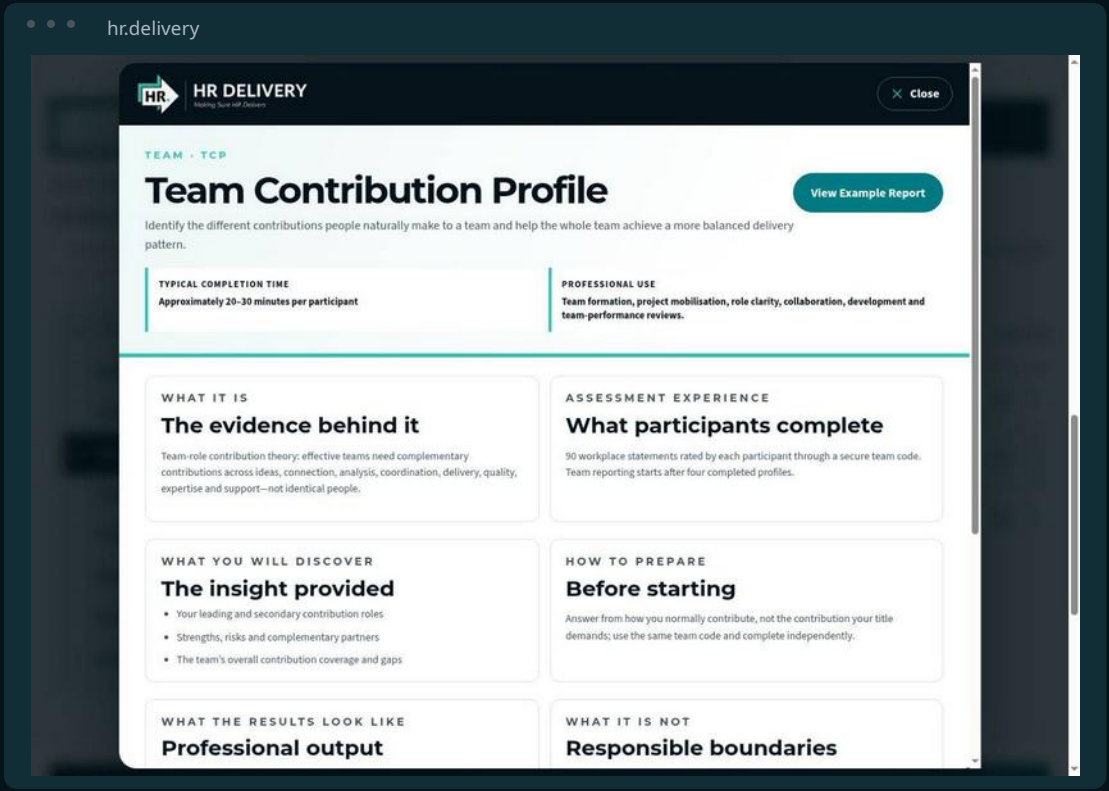
Help the team make fuller use of its range and improve communication or decision routines around its actual working patterns.



Website screen · Team Workstyles Indicator: the live public factsheet.

Team Contribution Profile

Explore the contributions available within a team and agree how complementary strengths can support its next piece of work.



Website screen · Team Contribution Profile: the live public factsheet.

WHAT IT GIVES YOU

Participants rate 90 statements through a team code. Individual feedback describes contribution patterns; after four completions, the aggregate report shows coverage and gaps across nine roles and opportunities to rebalance work.

YOUR OUTPUTS

Individual impact report · Team contribution coverage · Role and collaboration priorities

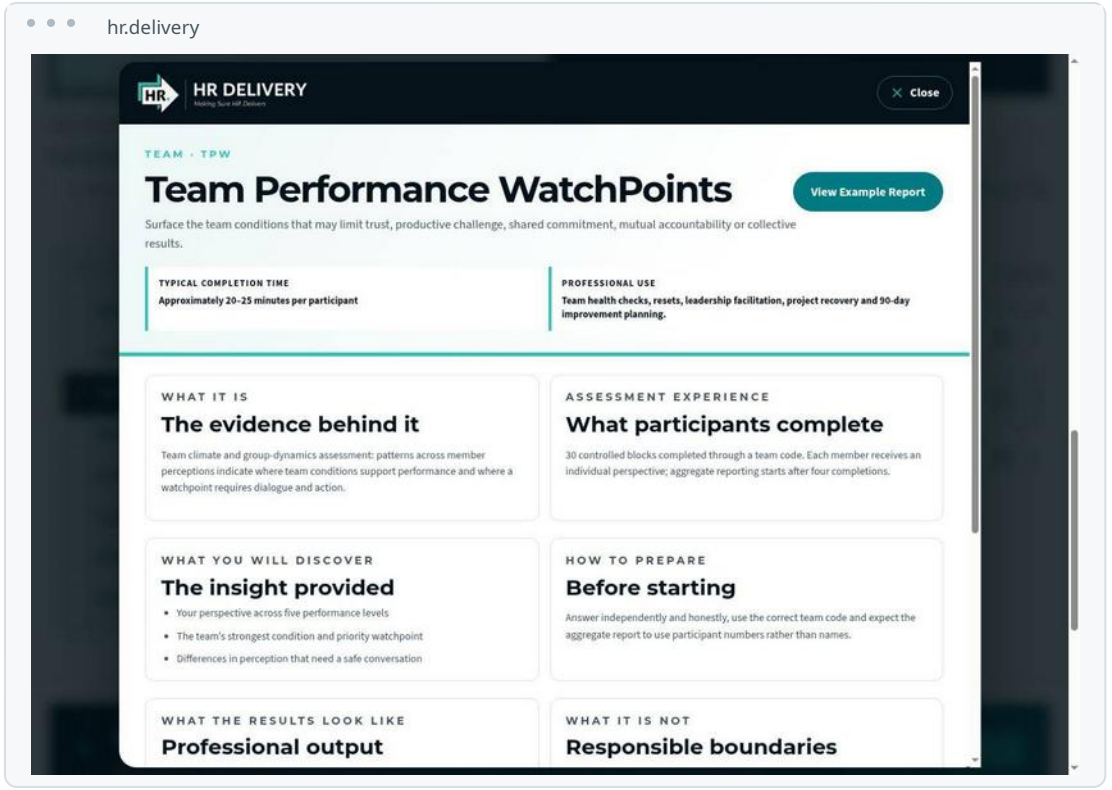
HOW YOU USE IT

Describe your contribution → Review team coverage → Agree responsibilities

Help teams discuss contribution beyond job titles and organise responsibilities to use a broader range of available strengths.

Team Performance WatchPoints

Explore the conditions supporting team performance and use protected findings to agree practical improvements to the way members work together.



Website screen · Team Performance WatchPoints: the live public factsheet.

WHAT IT GIVES YOU

Thirty controlled blocks explore trust, challenge, commitment, accountability and results. Private perspectives and an anonymous team report after four completions support facilitated discussion and a focused ninety-day reset plan.

YOUR OUTPUTS

Private individual perspective · Anonymous team report · 90-day team reset plan

HOW YOU USE IT

Respond independently → Discuss the differences → Agree a reset

Give teams a structured way to discuss differing experiences and turn shared concerns into agreed working practices and review points.

Managerial Assumptions, Arguments and Conclusions Assessment

Explore how managers identify assumptions, evaluate arguments and draw conclusions, then strengthen the reasoning habits used in real decisions.

WHAT IT GIVES YOU

Fifty-four management scenarios divide equally across assumptions, arguments and conclusions. Responses use the supplied evidence to produce a three-phase critical-thinking profile, error-pattern interpretation and practical development priorities for managerial work.

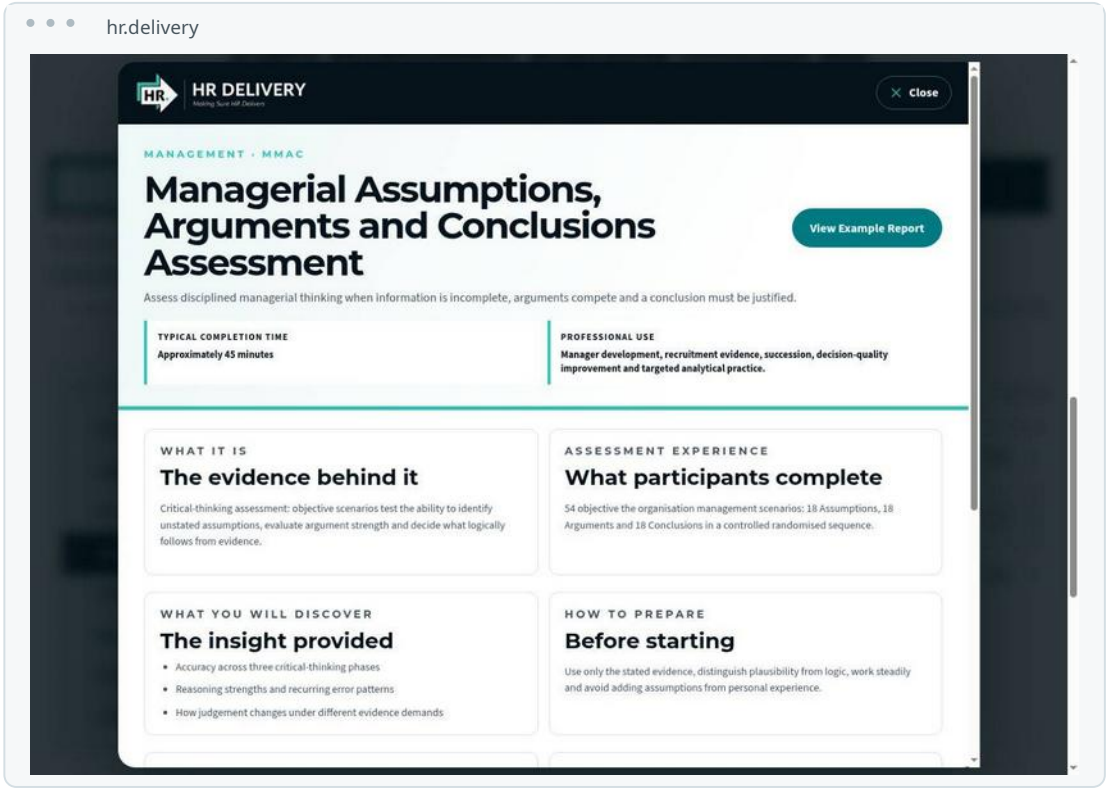
YOUR OUTPUTS

Three-phase reasoning profile · Error-pattern interpretation · Critical-thinking development priorities

HOW YOU USE IT

Read the evidence → Evaluate the reasoning → Develop the habit

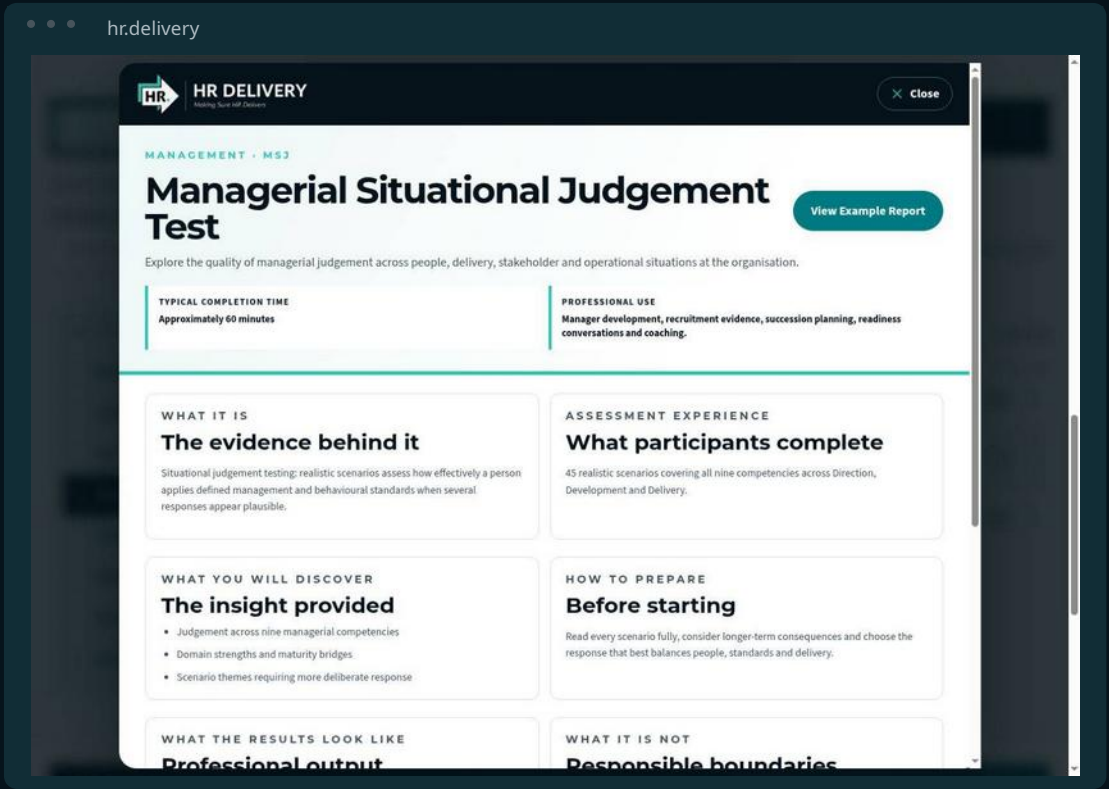
Help managers recognise reasoning weaknesses and apply more disciplined thinking to decisions involving competing claims or incomplete information.



Website screen · Managerial Assumptions, Arguments and Conclusions Assessment: the live public factsheet.

Managerial Situational Judgement Test

Explore managerial judgement through realistic situations and connect the competency profile with the demands of the participant's management responsibilities.



Website screen · Managerial Situational Judgement Test: the live public factsheet.

WHAT IT GIVES YOU

Forty-five scenarios cover nine competencies and require effective-response choices. Reports interpret domain patterns, strengths and maturity bridges, connecting findings with coaching priorities and work-based development over a ninety-day period.

YOUR OUTPUTS

Nine-competency judgement profile · Maturity and domain interpretation · 90-day development pathways

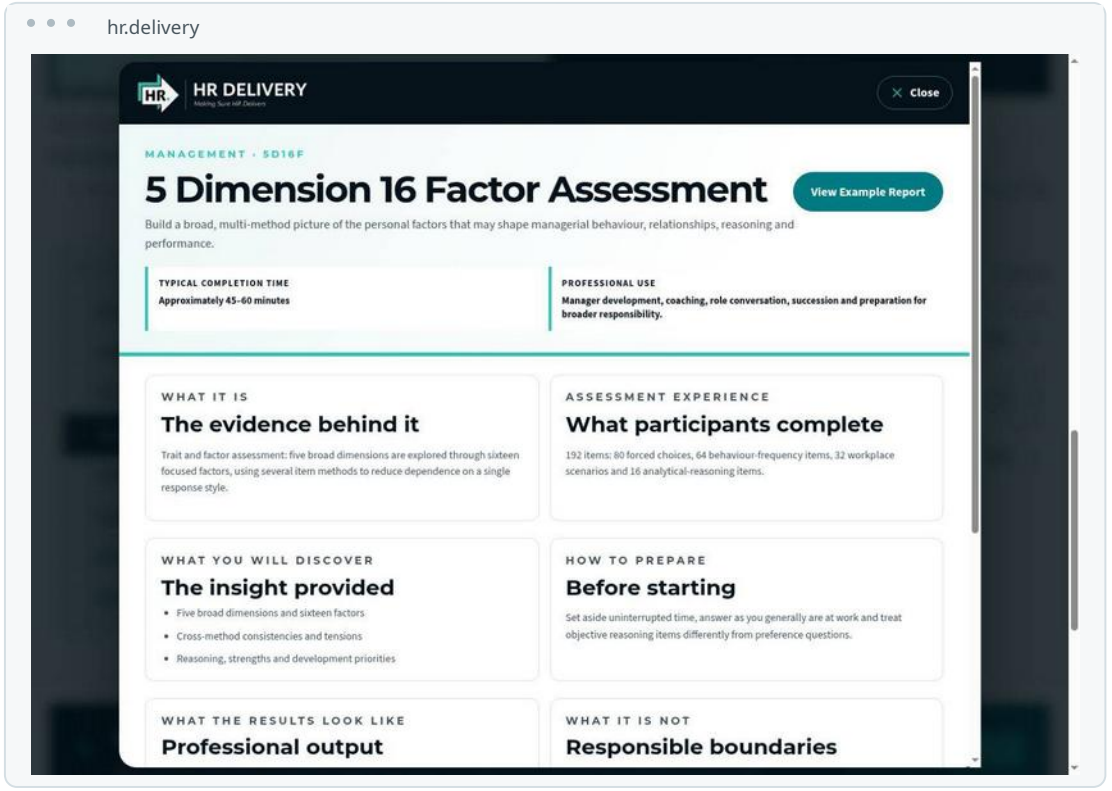
HOW YOU USE IT

Consider the situation → Review the profile → Practise deliberately

Give management development a clearer behavioural focus and identify responses to practise through a live assignment and feedback.

5 Dimension 16 Factor Assessment

Build a broader picture of personal factors relevant to management and choose a report lens suited to the development question.



Website screen · 5 Dimension 16 Factor Assessment: the live public factsheet.

WHAT IT GIVES YOU

The 192 items combine paired choices, behaviour ratings, scenarios and reasoning. Five dimensions and sixteen factors are interpreted through six report lenses, exploring strengths, pressure patterns and practical development priorities.

YOUR OUTPUTS

Five dimensions and sixteen factors · Six report-lens choices · Management development priorities

HOW YOU USE IT

Answer across methods → Choose the report lens → Connect with experience

Give coaching a rounded personal perspective and help participants explore how different tendencies interact with the demands of responsibility.

Leadership Preference Profile

Explore natural leadership preferences and identify where deliberate stretch could help the participant meet the demands of their role.

WHAT IT GIVES YOU

Seventy-two paired choices compare positive leadership contributions. The profile identifies dominant and supporting preferences, overemphasis and underused areas, offering a perspective on leadership energy separate from competency or maturity scores.

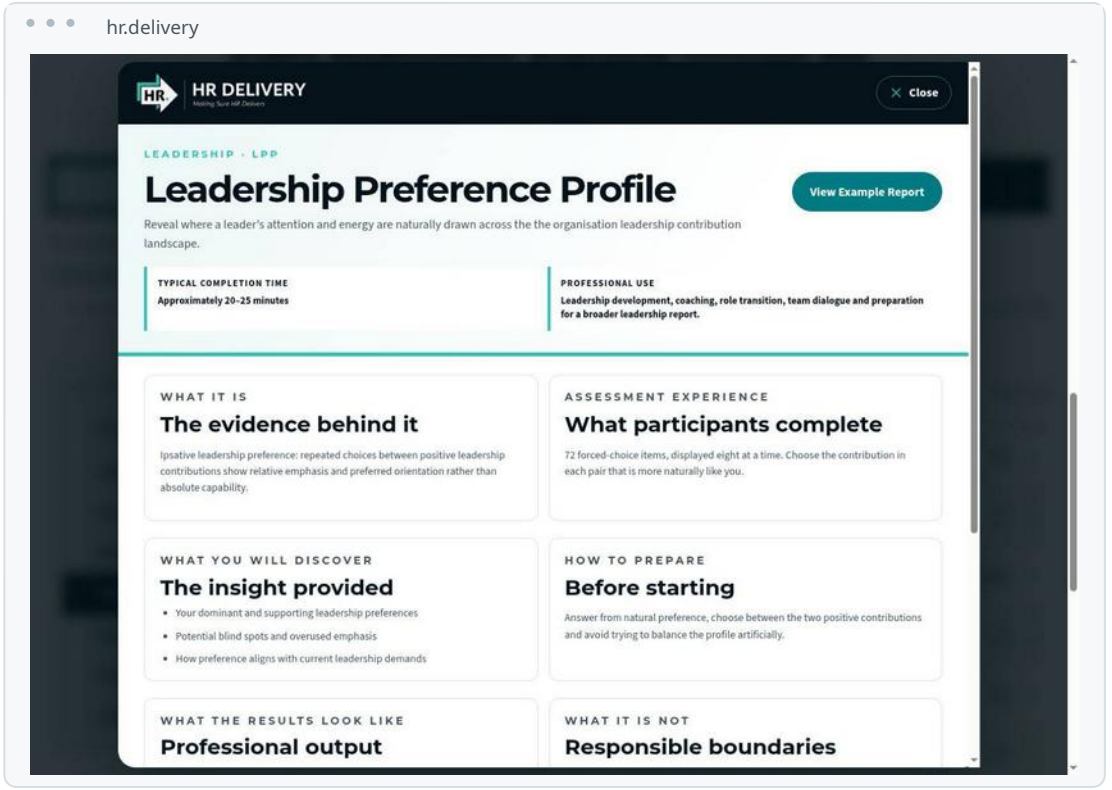
YOUR OUTPUTS

Leadership-preference profile · Overuse and stretch themes · Practical development actions

HOW YOU USE IT

Choose naturally → Compare role demands → Plan the stretch

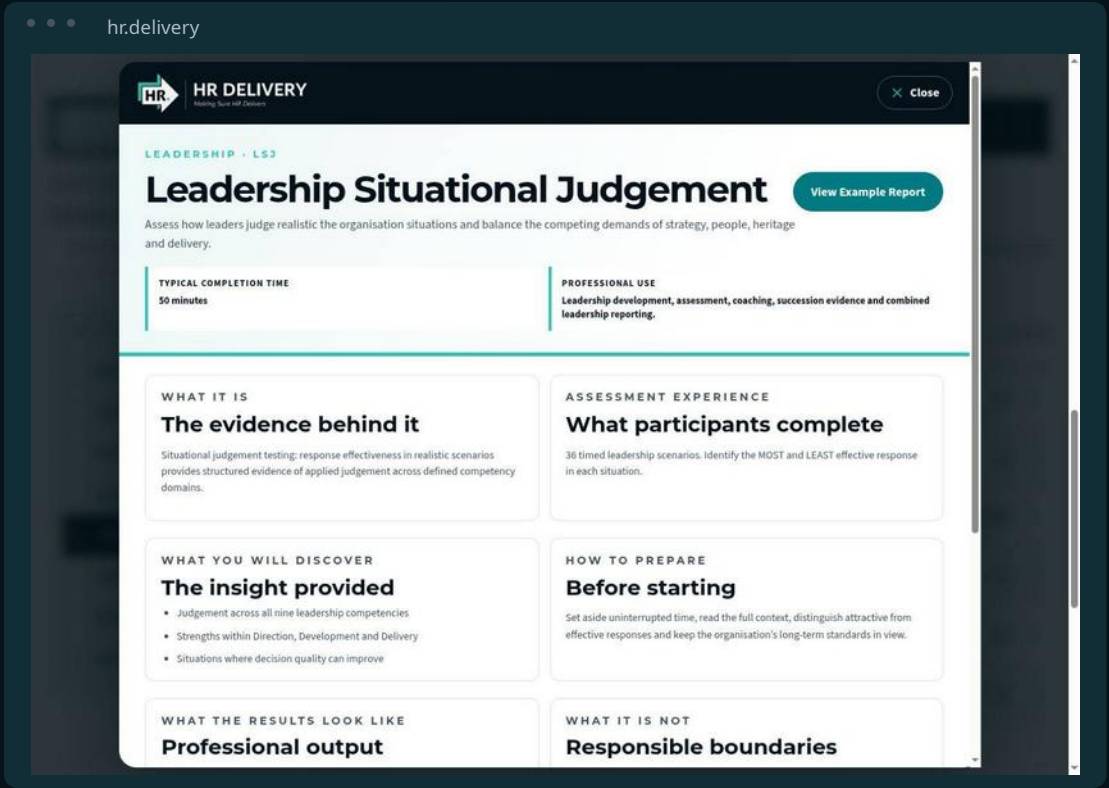
Help leaders use their natural contribution deliberately and practise a wider range of behaviours where the situation requires it.



Website screen · Leadership Preference Profile: the live public factsheet.

Leadership Situational Judgement

Explore leadership judgement through situations requiring decisions about people and delivery, then connect the profile with focused leadership practice.



Website screen · Leadership Situational Judgement: the live public factsheet.

WHAT IT GIVES YOU

The timed assessment presents 36 scenarios with most- and least-effective responses. Reports interpret judgement across nine competencies and three domains, linking patterns with development priorities and the wider evidence available.

YOUR OUTPUTS

Nine-competency judgement profile · Domain strengths and priorities · Leadership practice actions

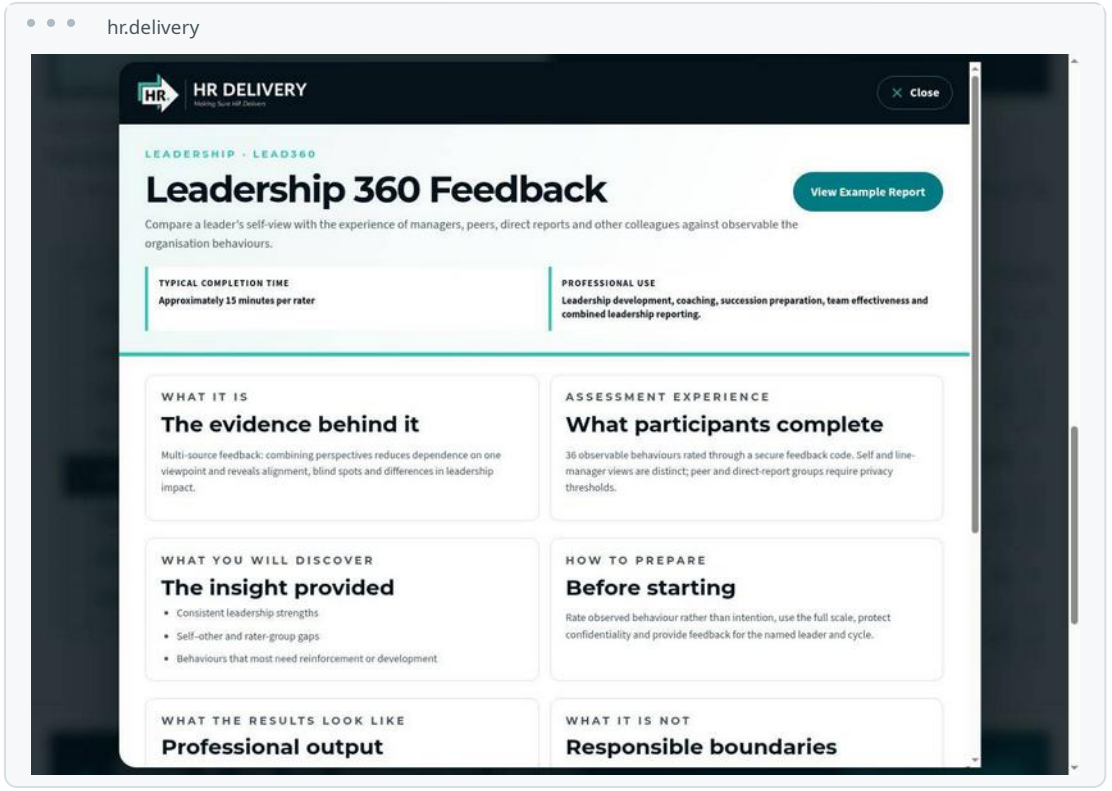
HOW YOU USE IT

Read the context → Compare the choices → Apply the feedback

Give leaders specific judgement patterns to discuss and practise through coaching, feedback and a meaningful assignment in their role.

Leadership 360 Feedback

Understand how leadership behaviours are experienced by others and use the different perspectives to choose focused changes in practice.



Website screen · Leadership 360 Feedback: the live public factsheet.

WHAT IT GIVES YOU

Ratings cover 36 observable behaviours from the leader, manager and colleague groups. Reports preserve distinct perspectives and protected group feedback, highlighting strengths and self–other differences for a constructive development conversation.

YOUR OUTPUTS

Multi-rater leadership report · Self–other comparison · Focused behaviour-change priorities

HOW YOU USE IT

Prepare the cycle → Review the perspectives → Act and revisit

Help leaders connect self-awareness with experienced impact and agree behavioural changes whose effects can be revisited with others.

Contextual Leadership Assessment

Explore how leadership direction and support change with task readiness, then apply the insight to delegation and coaching conversations.

WHAT IT GIVES YOU

Twenty-four scenarios describe task-specific readiness and credible responses. The report explores diagnosis and adaptability, including overuse or underuse of direction and support, linking findings with everyday people-management situations.

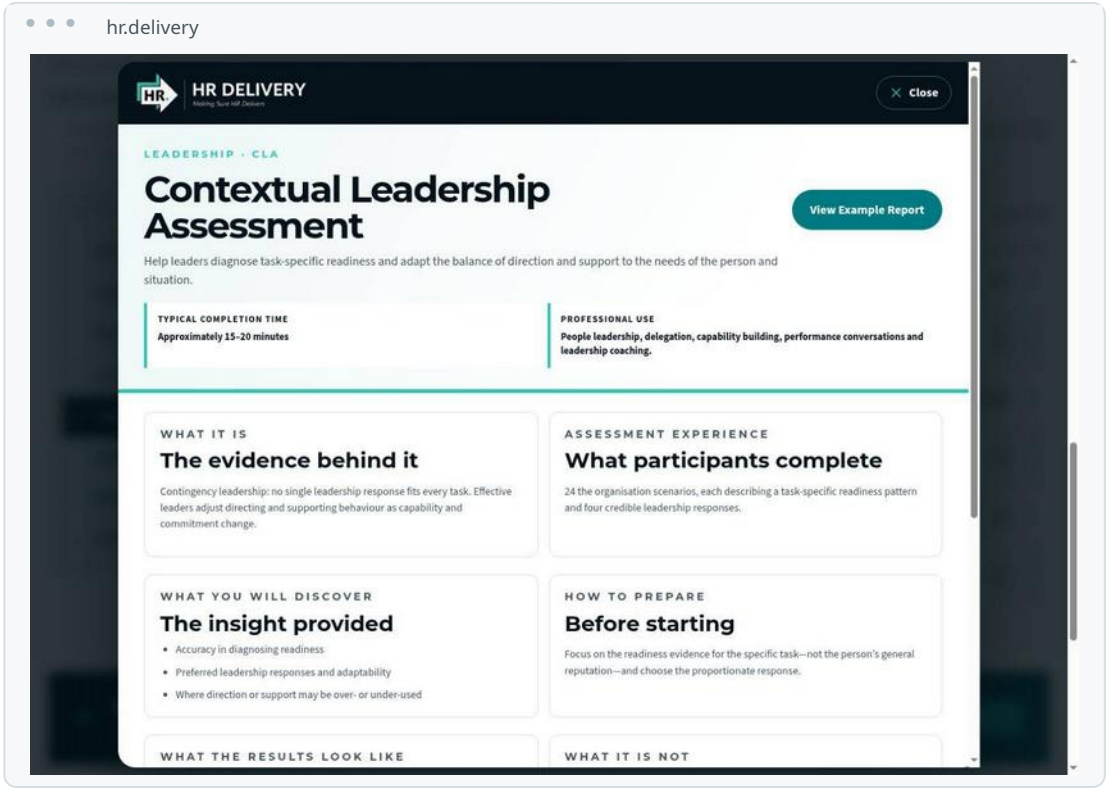
YOUR OUTPUTS

Readiness-diagnosis profile · Adaptability interpretation · Delegation and coaching priorities

HOW YOU USE IT

Diagnose the task → Choose the response → Try it at work

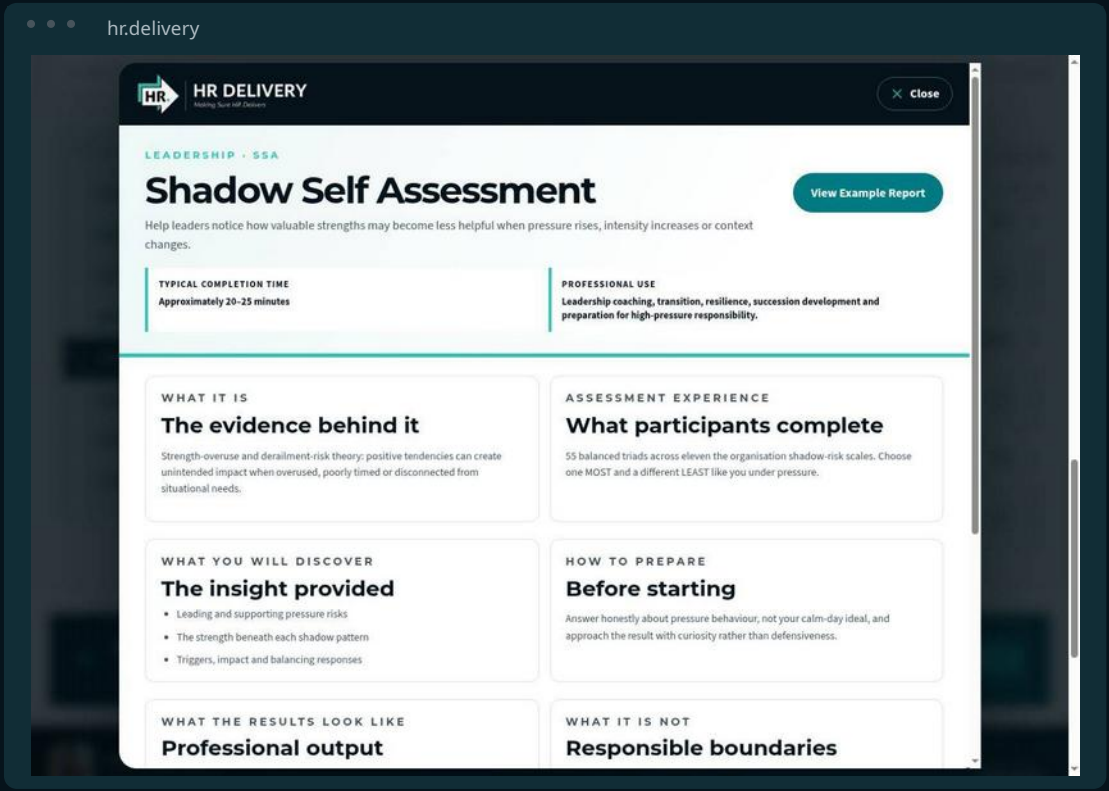
Help leaders respond more deliberately to the person and task, improving the focus of delegation, coaching and performance discussions.



Website screen · Contextual Leadership Assessment: the live public factsheet.

Shadow Self Assessment

Explore how useful strengths may change under pressure and identify practical safeguards for demanding leadership situations or role transitions.



Website screen · Shadow Self Assessment: the live public factsheet.

WHAT IT GIVES YOU

Participants choose most- and least-characteristic responses across 55 triads and eleven pressure-risk scales. Reports connect strengths with triggers, overuse and unintended impact, providing a basis for coaching and practical safeguards.

YOUR OUTPUTS

Eleven-scale pressure profile · Strengths and trigger interpretation · Practical leadership safeguards

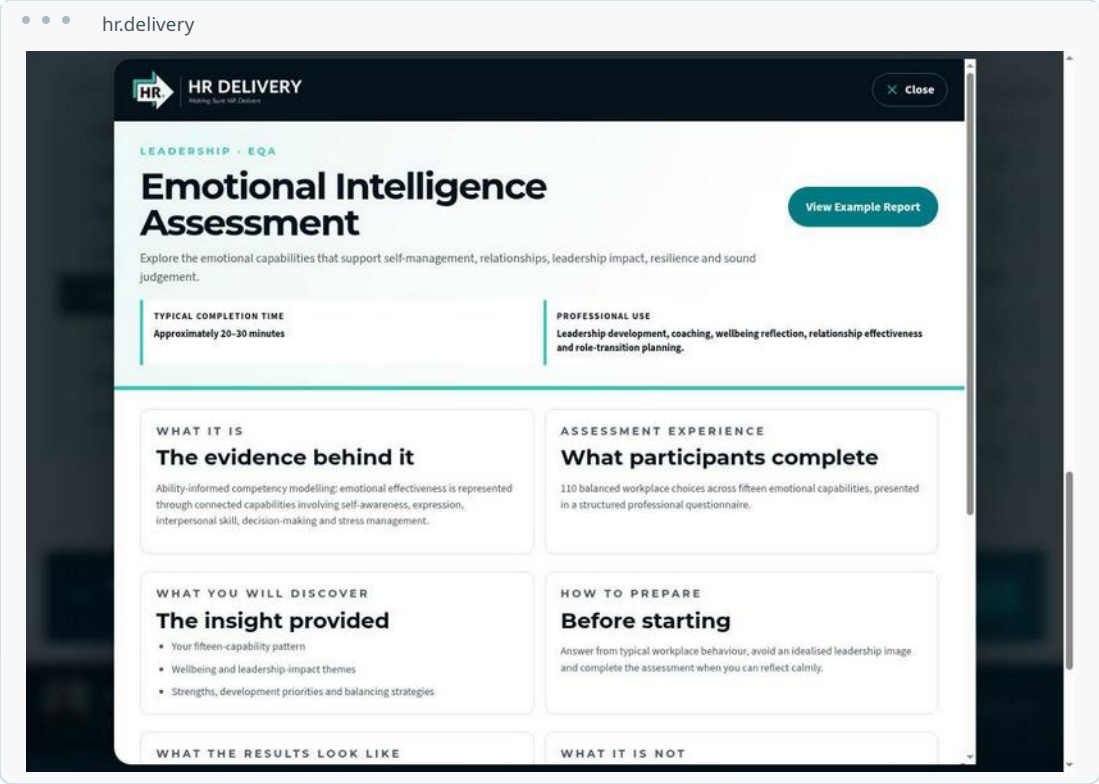
HOW YOU USE IT

Reflect on pressure → Explore the trigger → Agree a safeguard

Help leaders notice pressure patterns earlier and choose balancing responses that protect the quality of their contribution and relationships.

Emotional Intelligence Assessment

Explore emotional capabilities in workplace decisions and relationships, then choose a small behavioural practice to strengthen personal or leadership effectiveness.



Website screen · Emotional Intelligence Assessment: the live public factsheet.

WHAT IT GIVES YOU

The questionnaire uses 110 balanced choices across fifteen capabilities. Individual and leadership reports explore awareness, expression, interpersonal effectiveness, decisions and stress management, highlighting strengths and priorities to discuss in context.

YOUR OUTPUTS

Fifteen-capability profile · Individual and leadership reports · Practical development guidance

HOW YOU USE IT

Respond realistically → Explore the impact → Build a practice

Give emotional-capability development a practical focus and help participants connect insight with observable changes in their everyday working behaviour.

Numerical and Data Reasoning

Explore numerical reasoning and the balance of pace and accuracy, then focus practice on data tasks relevant to the role.

WHAT IT GIVES YOU

Forty questions in 35 minutes cover five dimensions using numerical information, tables, charts and trends. The report explains performance, pace and accuracy with workplace applications and a ninety-day development focus.

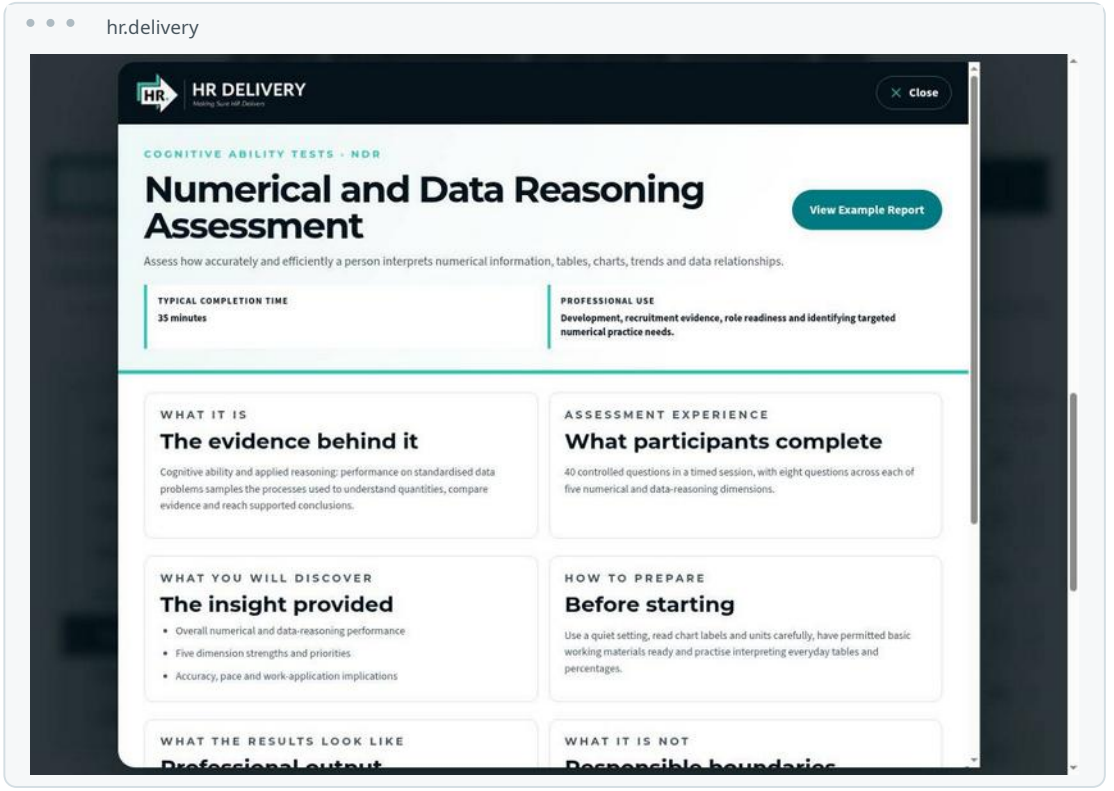
YOUR OUTPUTS

Five-dimension reasoning profile · Pace and accuracy interpretation · 90-day numerical practice plan

HOW YOU USE IT

Prepare the conditions → Interpret the data → Target the practice

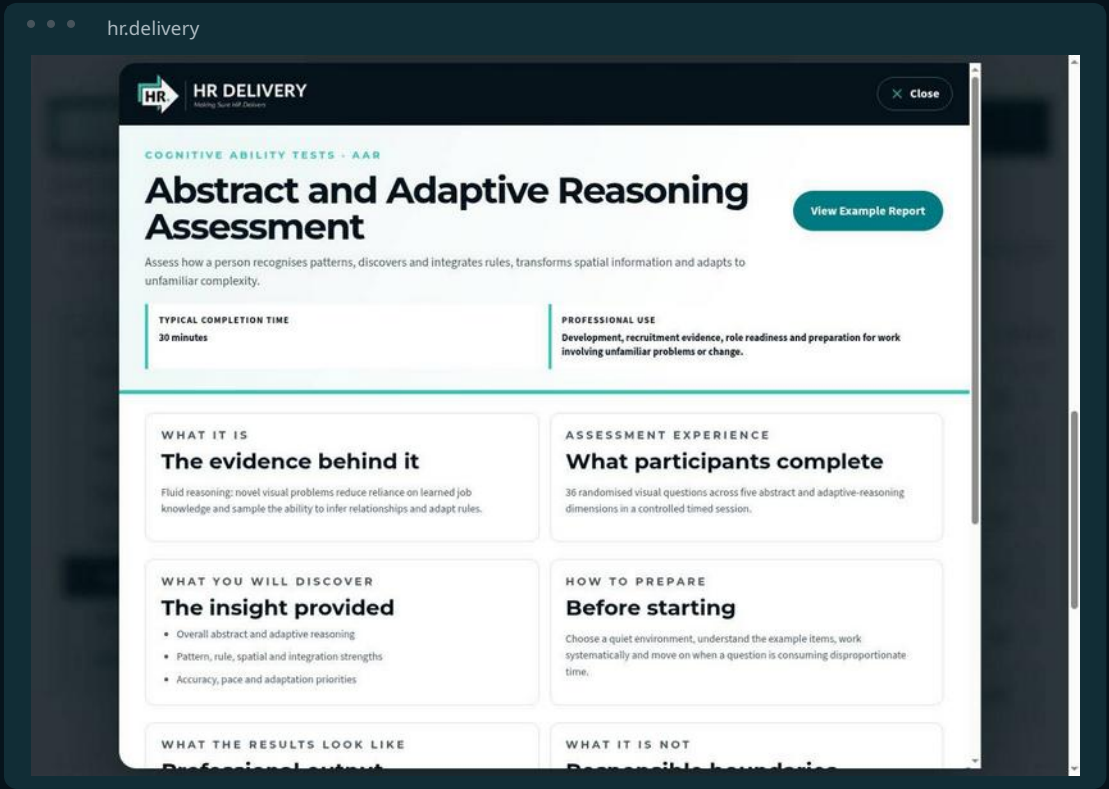
Help clients identify numerical reasoning priorities and connect development practice with the evidence and data demands of their work.



Website screen · Numerical and Data Reasoning: the live public factsheet.

Abstract and Adaptive Reasoning

Explore reasoning with unfamiliar visual information and connect the resulting pattern with the problem-solving demands encountered in the participant's work.



Website screen · Abstract and Adaptive Reasoning: the live public factsheet.

WHAT IT GIVES YOU

Thirty-six visual questions in thirty minutes cover five dimensions of patterns, rule integration and spatial transformation. Reports connect accuracy and pace with role applications and practical development for unfamiliar problems.

YOUR OUTPUTS

Five-dimension reasoning profile · Pattern and adaptation themes · Role-related development priorities

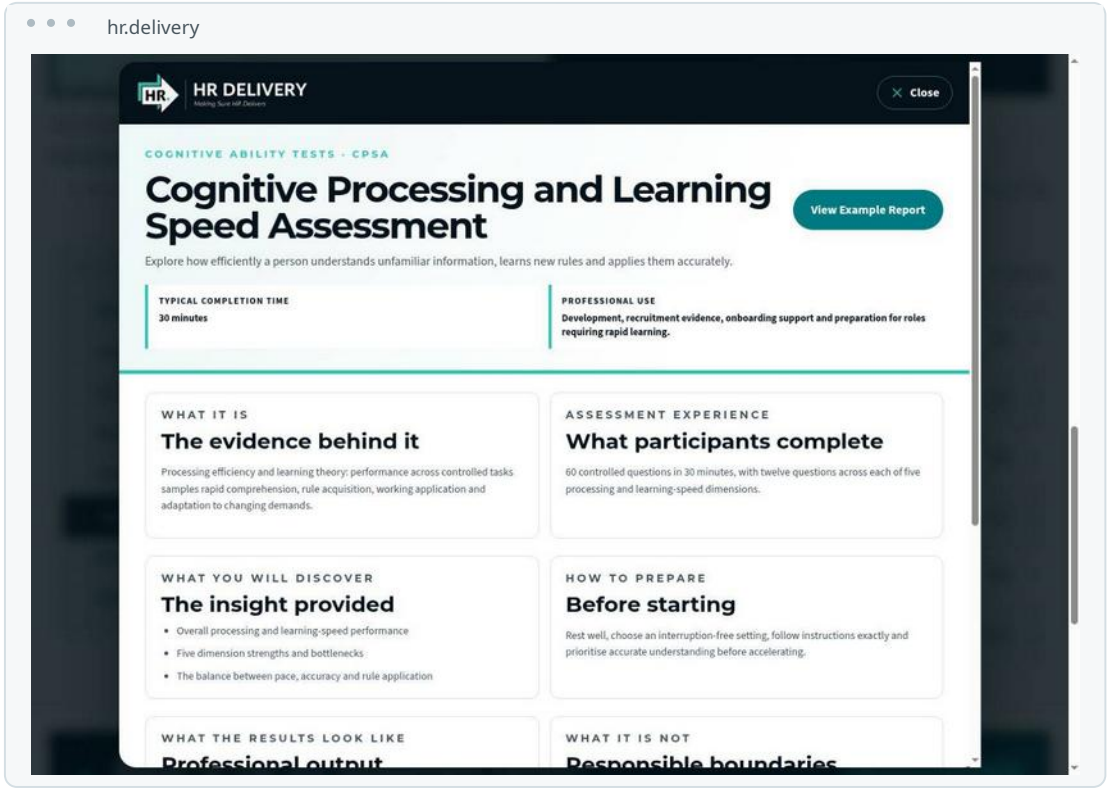
HOW YOU USE IT

Understand the examples → Work systematically → Discuss the application

Give development conversations a clearer view of reasoning strengths and priorities when tasks involve new patterns or changing rules.

Cognitive Processing and Learning Speed

Explore how participants acquire and apply rules under time limits, then identify practical support for more effective learning at work.



Website screen · Cognitive Processing and Learning Speed: the live public factsheet.

WHAT IT GIVES YOU

Sixty questions in thirty minutes cover five processing and learning dimensions. Reports explore comprehension, rule acquisition, application and bottlenecks, highlighting the balance between speed and accuracy with practical development guidance.

YOUR OUTPUTS

Five-dimension processing profile · Pace and accuracy patterns · Learning-support priorities

HOW YOU USE IT

Prepare appropriately → Apply the rules → Plan learning support

Help managers tailor learning support to specific difficulties and choose rehearsal, clarification or practice suited to the participant's needs.

SERVICE NOTE · Pilot administration

Attention, Accuracy and Error Detection

Explore checking and response control in accuracy-sensitive tasks, then identify practical routines that could strengthen reliable execution in the role.

WHAT IT GIVES YOU

Forty questions across seven dimensions use a 25-minute pilot window. Tasks sample checking, anomaly detection and response control; reports link strengths and watchpoints with error-control habits and staged development actions.

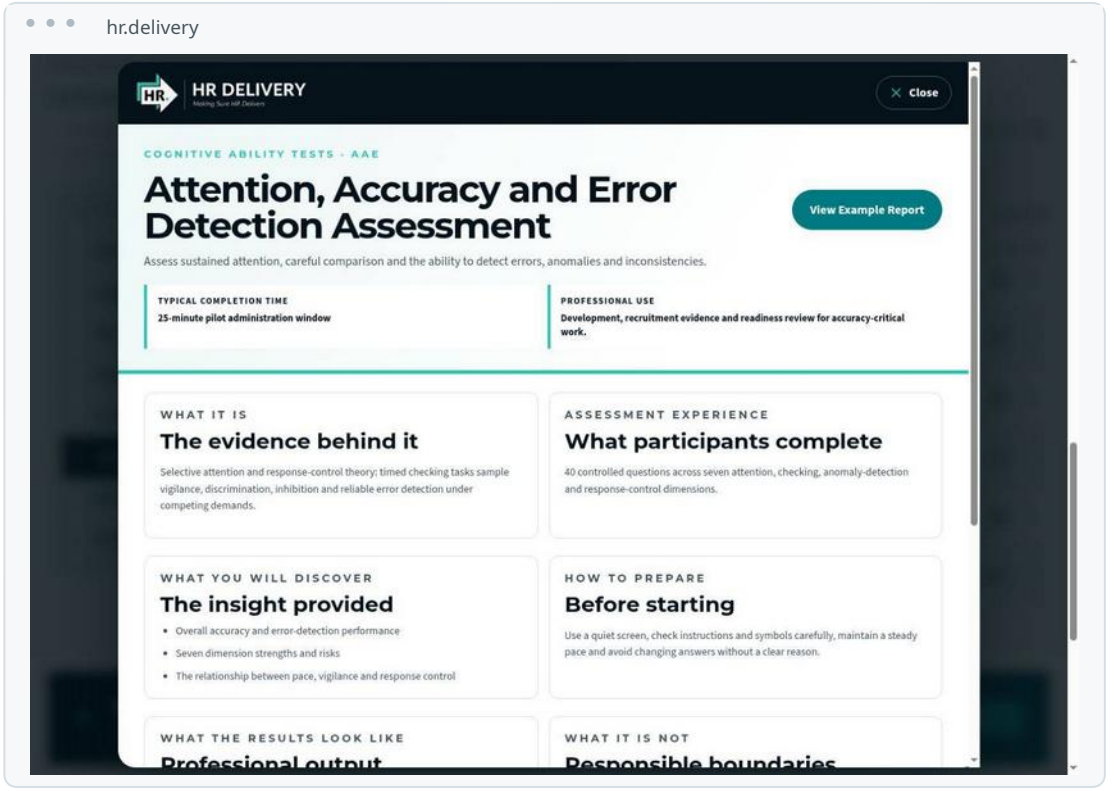
YOUR OUTPUTS

Seven-dimension accuracy profile · Checking and control priorities · 30/60/90-day practice plan

HOW YOU USE IT

Read carefully → Maintain control → Build routines

Help clients focus development on specific checking habits and examine how pace and accuracy interact in their working context.

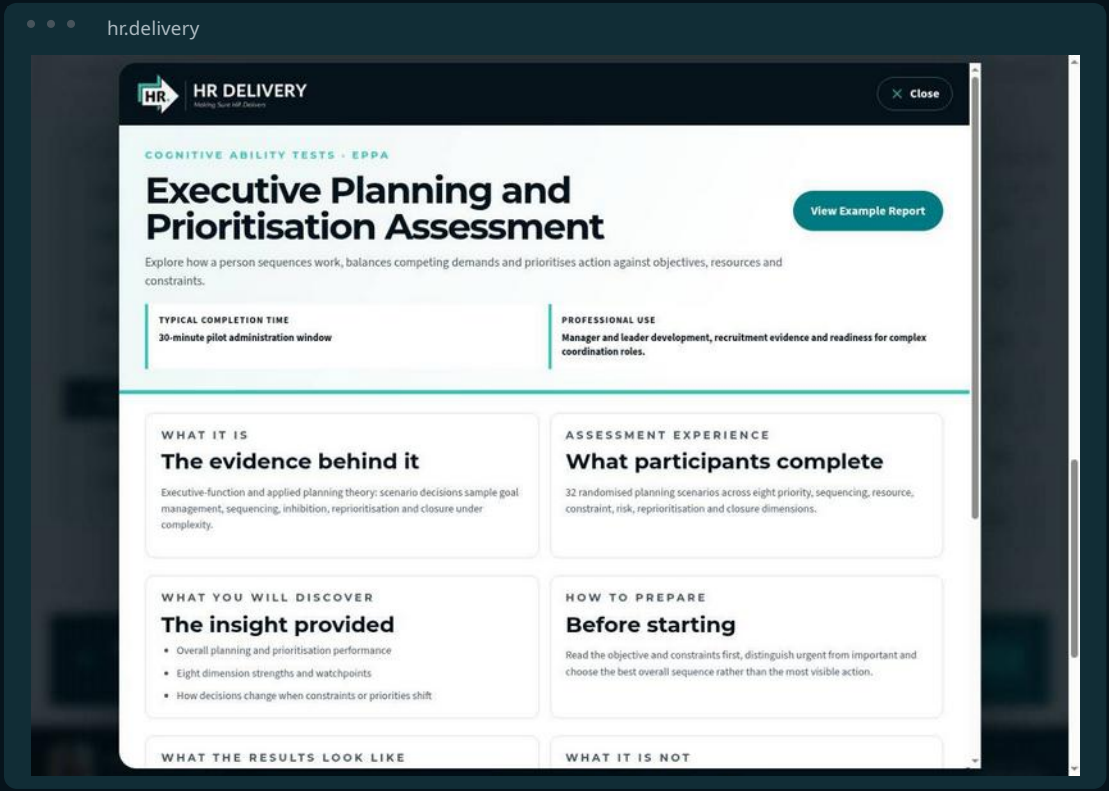


Website screen · Attention, Accuracy and Error Detection: the live public factsheet.

SERVICE NOTE · Pilot administration

Executive Planning and Prioritisation

Explore planning decisions involving objectives, resources and constraints, then test a practical improvement in a live coordination or management assignment.



Website screen · Executive Planning and Prioritisation: the live public factsheet.

WHAT IT GIVES YOU

Thirty-two scenarios across eight dimensions use a thirty-minute pilot window. Objectives, resources, risk and closure are considered together, producing a role-focused report, manager coaching guidance and staged planning development priorities.

YOUR OUTPUTS

Eight-dimension planning profile · Manager coaching guide · 30/60/90-day development plan

HOW YOU USE IT

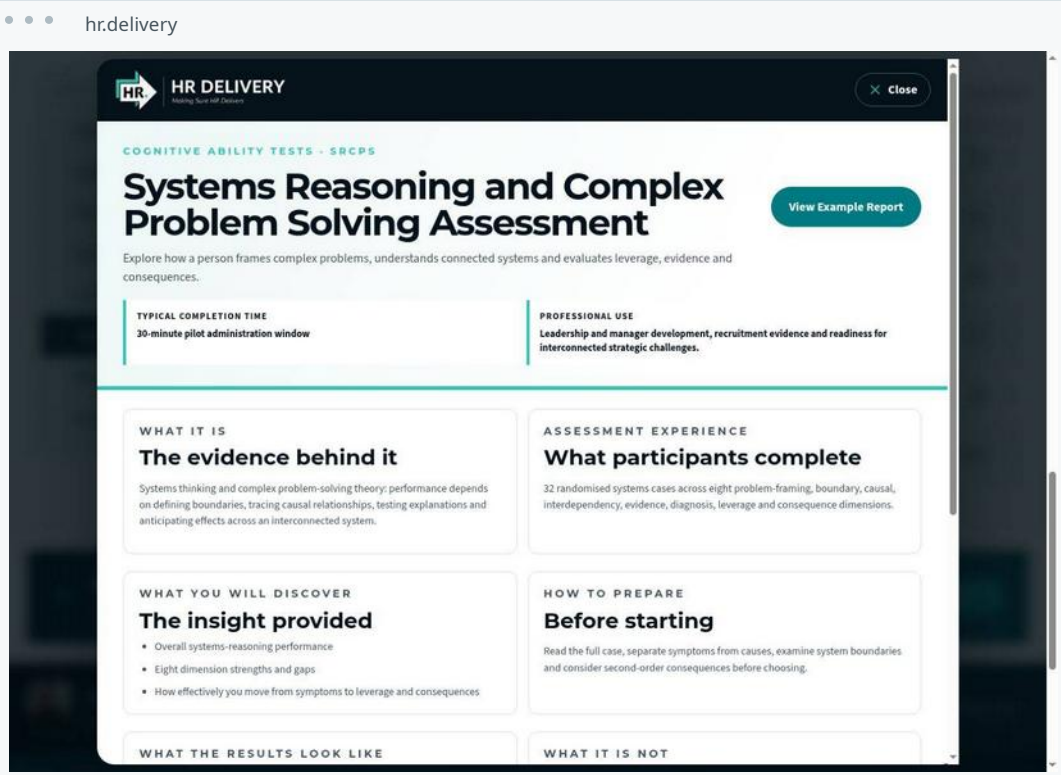
Read the constraints → Prioritise deliberately → Test the practice

Give planning development a concrete focus and help managers practise better sequencing and prioritisation under realistic demands and constraints.

SERVICE NOTE · Pilot administration

Systems Reasoning and Complex Problem Solving

Explore reasoning about connected causes and consequences, then practise a priority thinking process on a real organisational problem or challenge.



Website screen · Systems Reasoning and Complex Problem Solving: the live public factsheet.

WHAT IT GIVES YOU

Thirty-two systems cases across eight dimensions use a thirty-minute pilot window. Participants consider boundaries, causes, dependencies and evidence; reports connect patterns with role demands, coaching and a staged development plan.

YOUR OUTPUTS

Eight-dimension systems profile · Role-demand interpretation · Coaching and development plan

HOW YOU USE IT

Frame the problem → Trace the consequences → Apply the insight

Help participants move beyond immediate symptoms and examine the wider effects of proposed interventions before applying them at work.

Direction Simulation

Explore strategic direction, stewardship and future thinking through connected exercises, then use the resulting evidence to plan practical development.

WHAT IT GIVES YOU

Fifteen exercises unfold across three waves and eight formats in approximately 55 active minutes. Activity-level evidence supports a Direction competency profile, development priorities and a ninety-day pathway with learning resources.

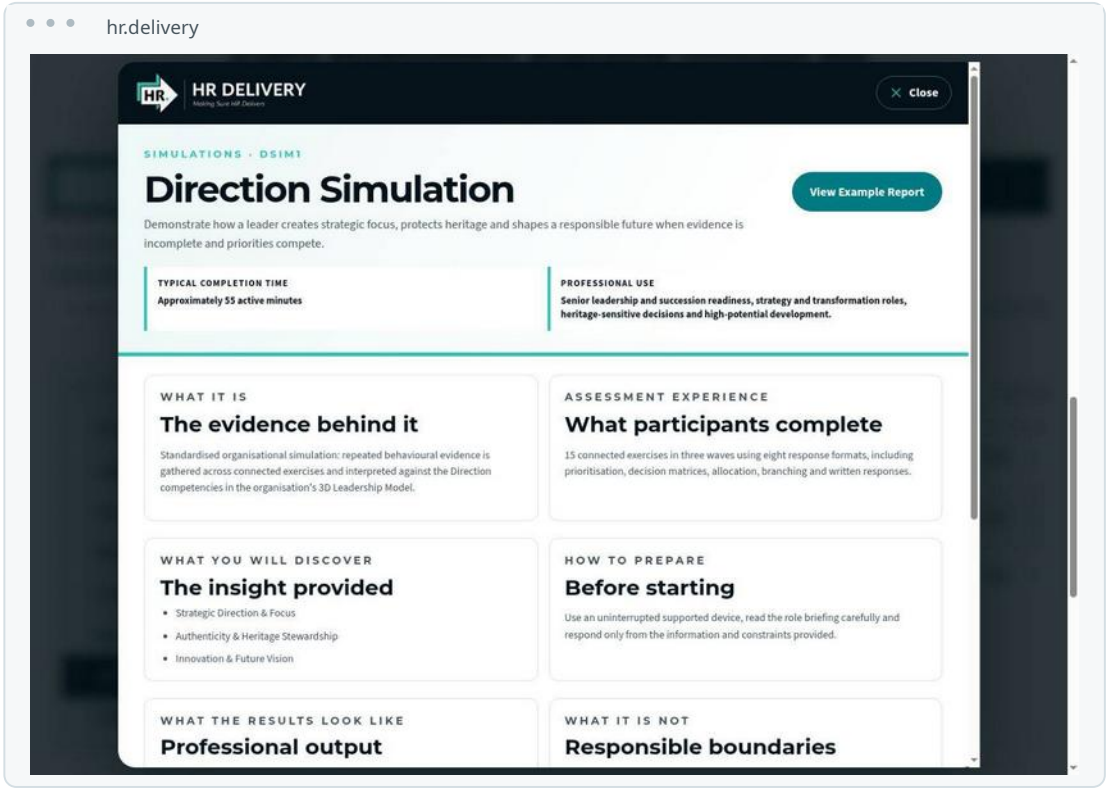
YOUR OUTPUTS

Direction competency profile · Fifteen-exercise evidence · 90-day development pathway

HOW YOU USE IT

Read the brief → Respond across exercises → Review the evidence

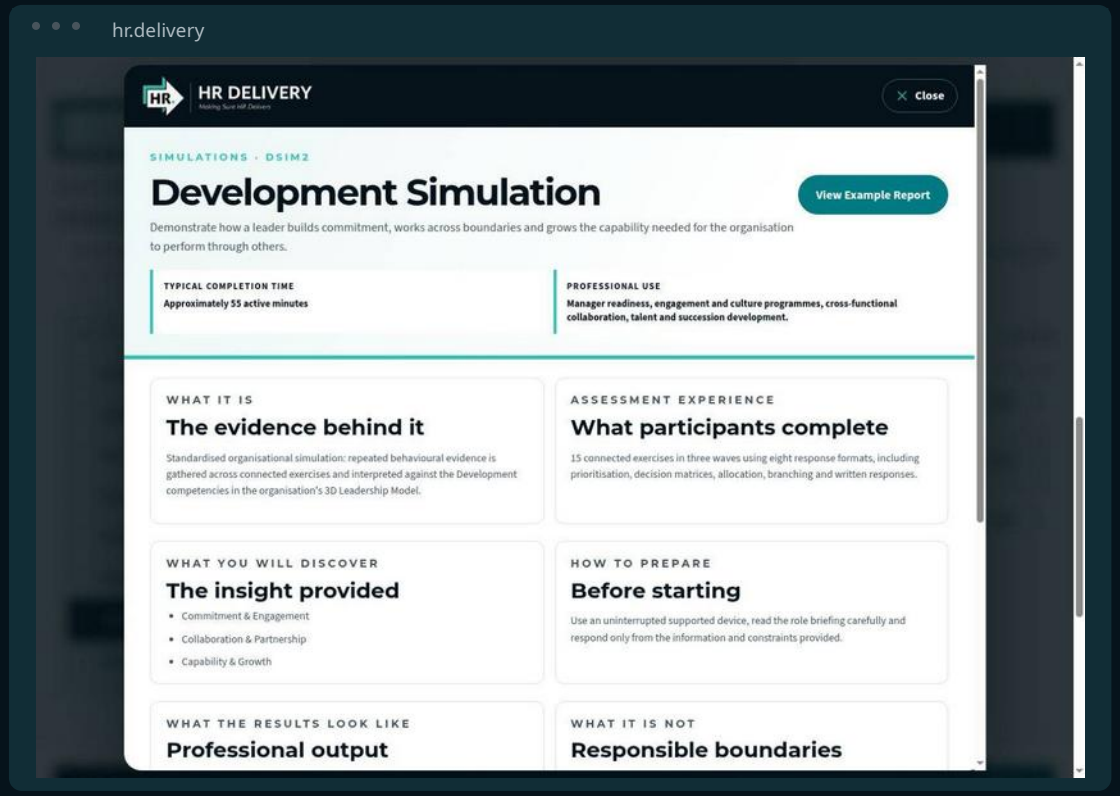
Give participants connected examples to discuss and help coaches link strategic leadership development with specific choices made during the exercises.



Website screen · Direction Simulation: the live public factsheet.

Development Simulation

Explore engagement, partnership and capability growth through connected people challenges, then translate the evidence into a focused development assignment.



Website screen · Development Simulation: the live public factsheet.

WHAT IT GIVES YOU

Fifteen exercises across three waves use eight formats and approximately 55 active minutes. The Development profile combines activity-level findings with priorities, learning resources and a practical ninety-day pathway for application.

YOUR OUTPUTS

Development competency profile · Activity-level evidence · 90-day development pathway

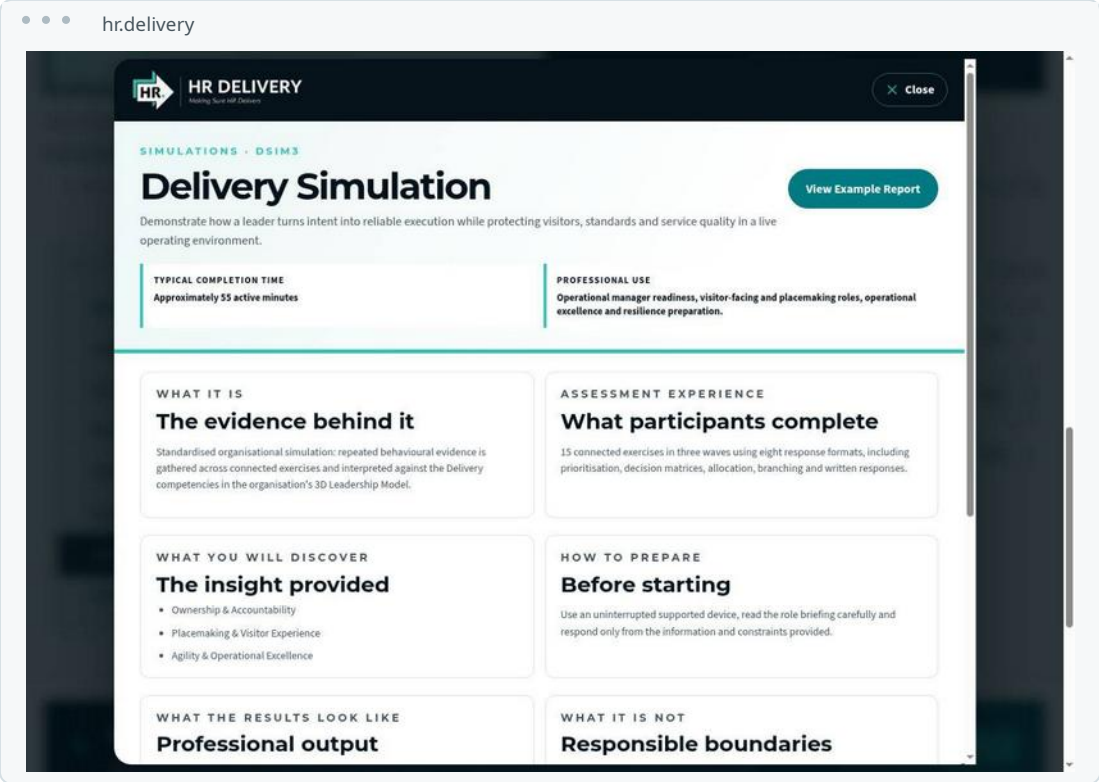
HOW YOU USE IT

Understand the situation → Work through the choices → Turn insight into practice

Help participants examine how their choices support contribution through others and select practical changes to test in their own work.

Delivery Simulation

Explore accountability, experience and operational judgement through connected delivery challenges, then identify routines that could strengthen the participant's practical contribution.



Website screen · Delivery Simulation: the live public factsheet.

WHAT IT GIVES YOU

Fifteen exercises unfold over three waves using eight formats in approximately 55 active minutes. A Delivery domain profile connects exercise evidence with priorities, learning resources and a ninety-day development pathway.

YOUR OUTPUTS

Delivery competency profile · Fifteen-exercise evidence · Operational development pathway

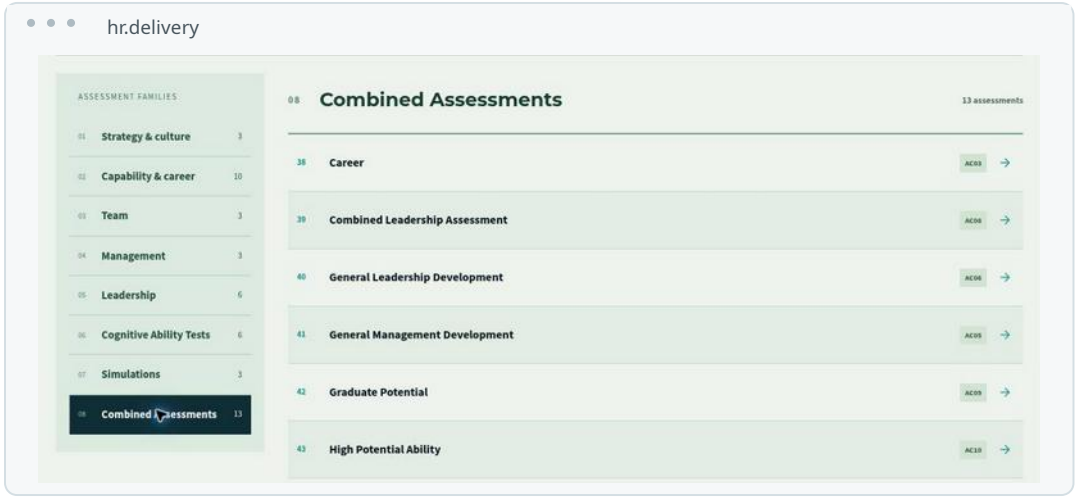
HOW YOU USE IT

Understand the operation → Make delivery choices → Plan the application

Give delivery development a concrete evidence base and help participants choose operational habits to practise and review in real work.

Choose a connected assessment pathway

Connect complementary assessments through thirteen purpose-led routes, each with source reports, integrated interpretation and practical development actions.



Detail · Website screen · Combined Assessment pathways in the public catalogue.

YOUR WORK

Each pathway answers a defined question: personal development, relationships, career, team effectiveness, management, leadership or cognitive demands. Review the component instruments before choosing a route, then use the integrated interpretation to connect findings with actual work.

YOUR OUTPUTS

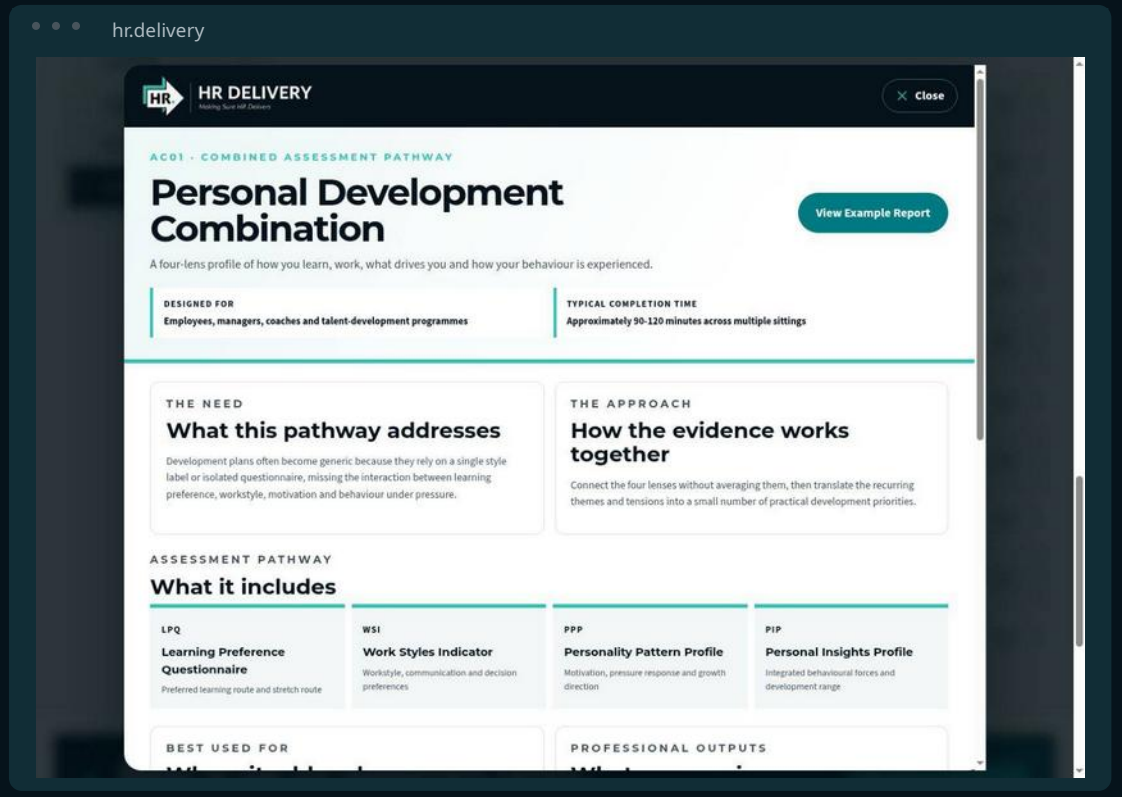
13 purpose-led pathways · Component and integrated reports · Staged development actions

Give broader development questions a coherent response while preserving the distinct contribution of each assessment and evidence source.

1. Select the question. Identify the development need and choose the pathway that addresses it.
2. Keep the sources. Review each instrument alongside the integrated account of strengths and tensions.
3. Plan application. Choose a realistic assignment and agree how progress will be reviewed.

Personal Development

Bring learning, workstyle, motives and behavioural patterns together to create a development plan the participant can apply at work.



Website screen · Personal Development: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

LPQ, WSI, PPP and PIP provide four perspectives on how someone learns, approaches work and responds to situations. Four source reports feed an integrated summary, coaching questions and staged actions, preserving both consistent themes and useful tensions.

YOUR OUTPUTS

Four source profiles · Integrated development summary · 30/60/90-day plan

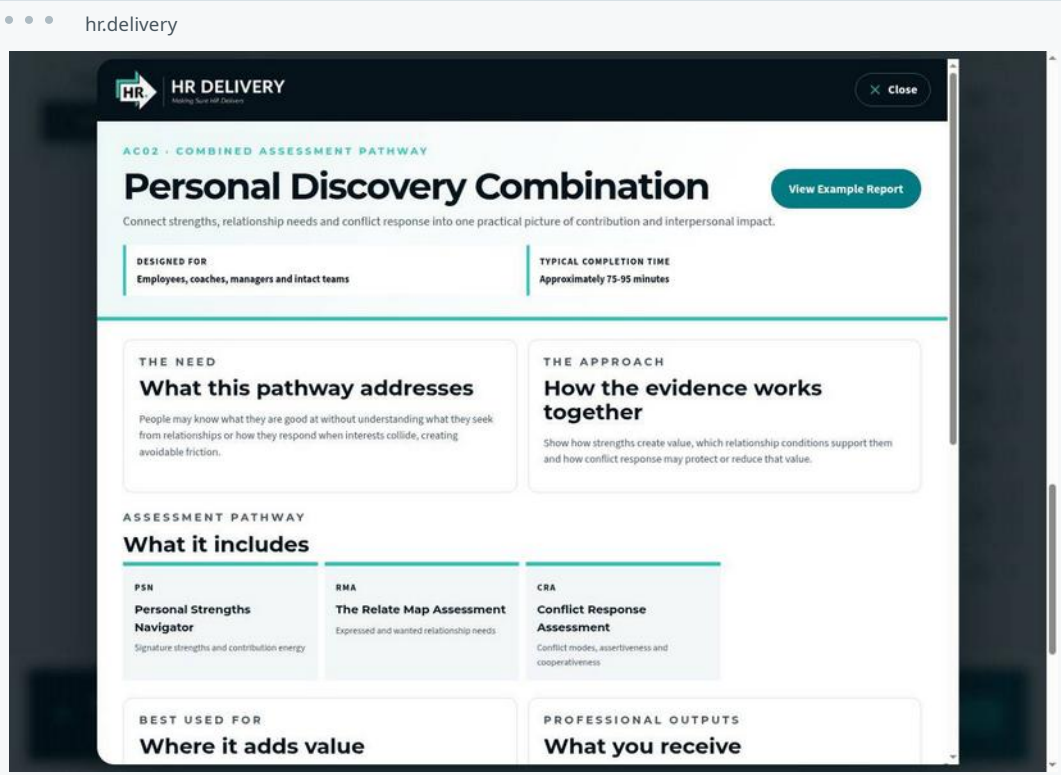
HOW YOU USE IT

Review patterns → Choose priorities → Test and review

Turn several personal insights into manageable priorities and give the participant and manager a clearer basis for development support.

Personal Discovery

Explore how strengths, relationship expectations and conflict responses combine, then test small changes to improve everyday influence and collaboration.



Website screen · Personal Discovery: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

PSN, RMA and CRA connect strengths with expressed and wanted relationship needs and responses to disagreement. The pathway retains all three profiles and draws them into a practical interpersonal narrative, with experiments in trust, communication, boundaries and influence.

YOUR OUTPUTS

Strengths narrative · Relationship and conflict profiles · Interpersonal experiments

HOW YOU USE IT

Explore strengths → Understand friction → Try an experiment

Give coaching a concrete interpersonal focus and help participants test more deliberate ways of communicating, influencing and handling disagreement.

Career

Connect career interests, personal factors and working preferences to generate realistic options for exploration, internal mobility and career conversations.

WHAT IT GIVES YOU

CCA, 5D16F and WSI contribute career matches, broader personal patterns and workstyle context. The source career reports support an integrated exploration plan, including adjacent possibilities and questions to test through conversations, shadowing or a practical assignment.

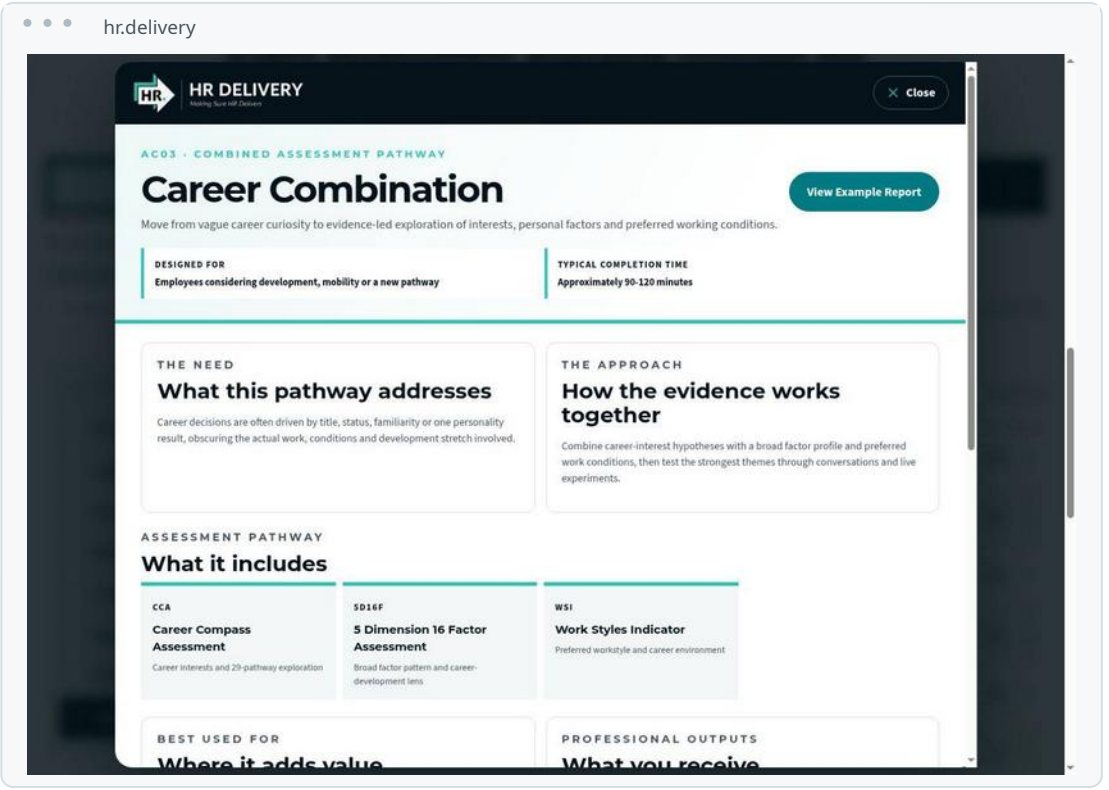
YOUR OUTPUTS

Career exploration reports · Fit questions and adjacent options · 90-day exploration plan

HOW YOU USE IT

Explore options → Test the fit → Review evidence

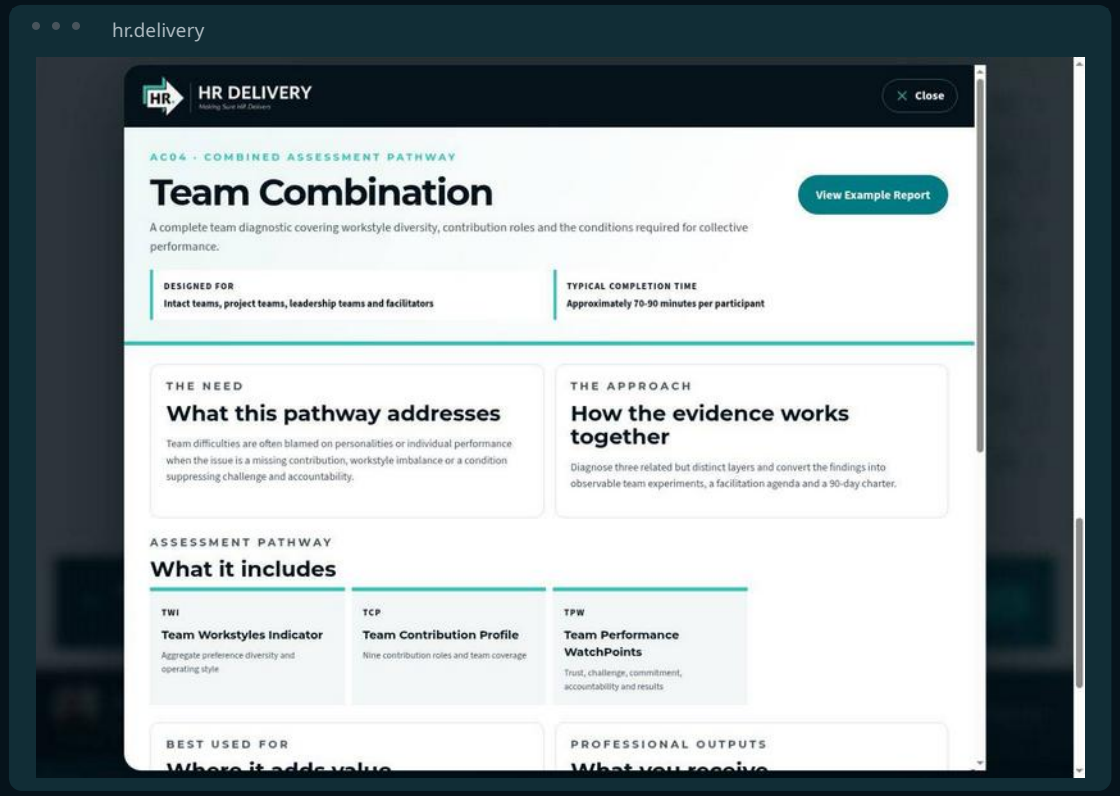
Make career discussions more specific and build evidence about the work and conditions that may suit the participant.



Website screen · Career: the live public combined-pathway factsheet.

Team

Help a team understand its styles, contributions and performance conditions, then agree practical changes to how members work together.



Website screen · Team: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

TWI, TCP and TPW provide individual and protected team perspectives. The combined pathway adds a team diagnostic and facilitation agenda, connecting differences in style and contribution with shared conditions such as trust, clarity and constructive challenge.

YOUR OUTPUTS

Individual and team profiles · Facilitation agenda · 90-day team charter

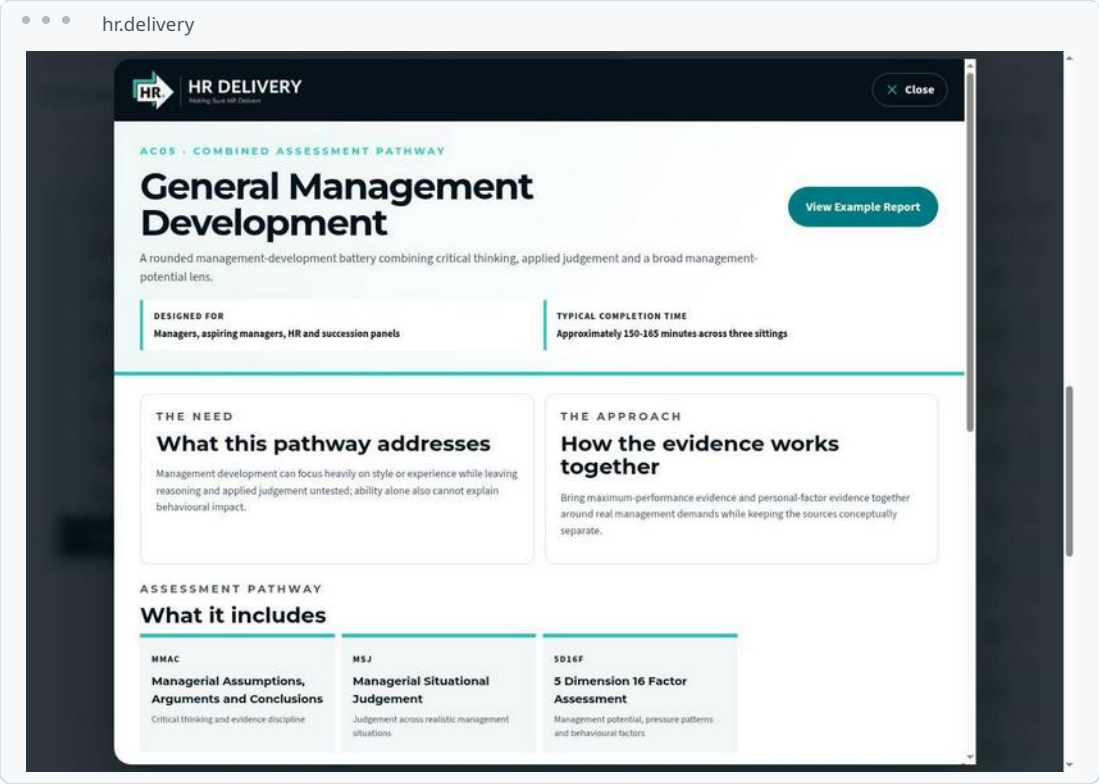
HOW YOU USE IT

Prepare participation → Explore together → Agree the charter

Give team development a shared evidence base and practical agenda for improving working agreements and collective delivery together.

General Management Development

Connect critical thinking, managerial judgement and personal factors with a real assignment that makes development visible through practical work.



Website screen · General Management Development: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

MMAC, MSJ and 5D16F explore reasoning, applied management decisions and broader personal patterns. Three source profiles feed an integrated report that highlights agreement and tension, then proposes one evidence-building assignment linked to the manager's work.

YOUR OUTPUTS

Three management profiles · Integrated interpretation · 90-day management assignment

HOW YOU USE IT

Review the evidence → Choose an assignment → Build new evidence

Help managers and sponsors connect findings with observable changes in judgement and execution during a meaningful work assignment.

General Leadership Development

Explore leadership judgement, natural preference and adaptability, then practise behaviours suited to the people and demands of the role.

WHAT IT GIVES YOU

LSJ, LPP and CLA combine scenario judgement, preferred leadership approaches and responses to different levels of task readiness. Separate reports support an integrated summary that identifies where instincts help and where leaders may need deliberate behavioural practice.

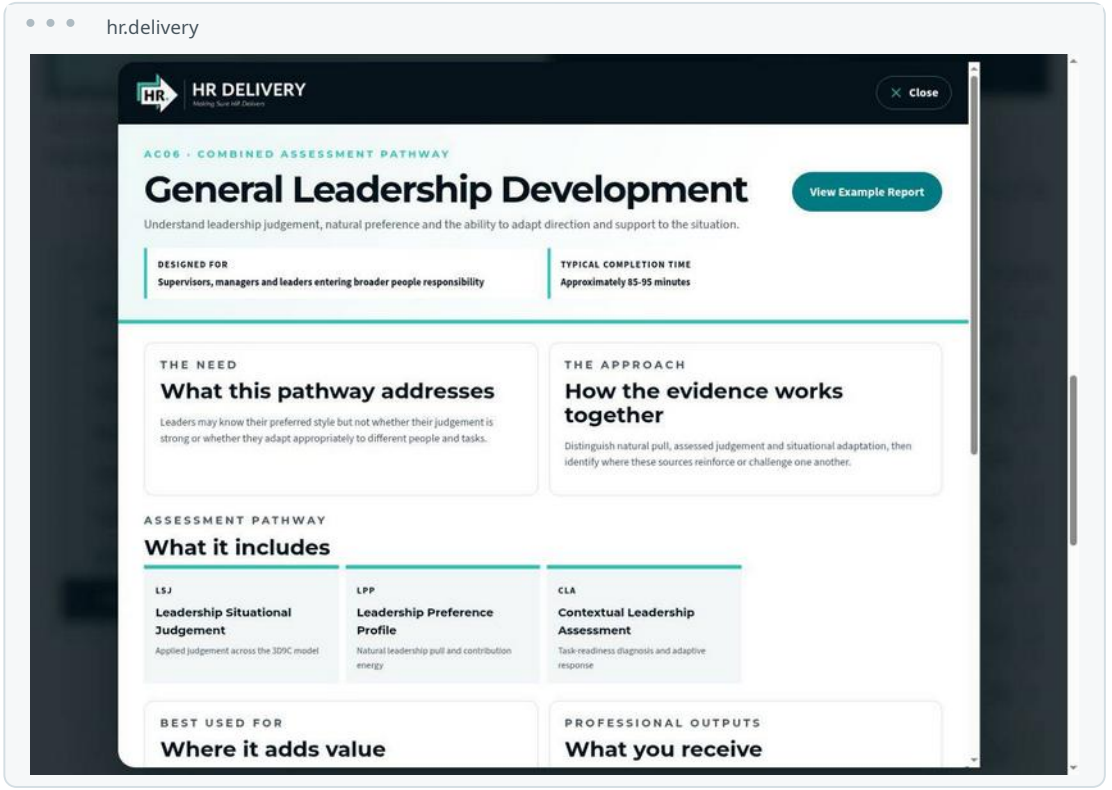
YOUR OUTPUTS

Judgement and preference reports · Adaptability profile · Three behaviour experiments

HOW YOU USE IT

Compare perspectives → Select situations → Practise deliberately

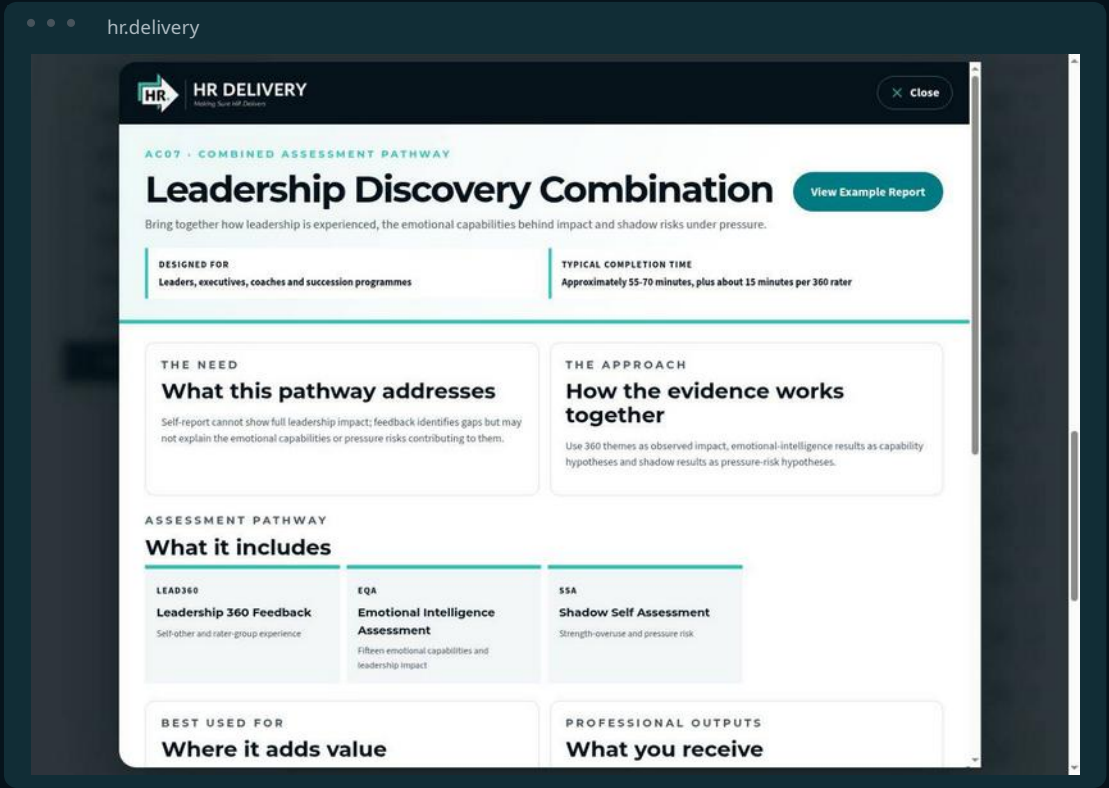
Support broader leadership responsibility with development grounded in the delegation, coaching and people situations the participant actually encounters.



Website screen · General Leadership Development: the live public combined-pathway factsheet.

Leadership Discovery

Bring experienced impact, emotional capabilities and pressure responses into a deeper coaching conversation about sustainable leadership effectiveness and relationships.



Website screen · Leadership Discovery: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

Leadership 360 Feedback, EQA and SSA connect protected feedback from others with emotional-capability and pressure-pattern reports. The synthesis keeps these sources distinct while identifying themes to explore, practical development actions and evidence to gather over ninety days.

YOUR OUTPUTS

Protected 360 feedback · Emotional and pressure profiles · 90-day evidence plan

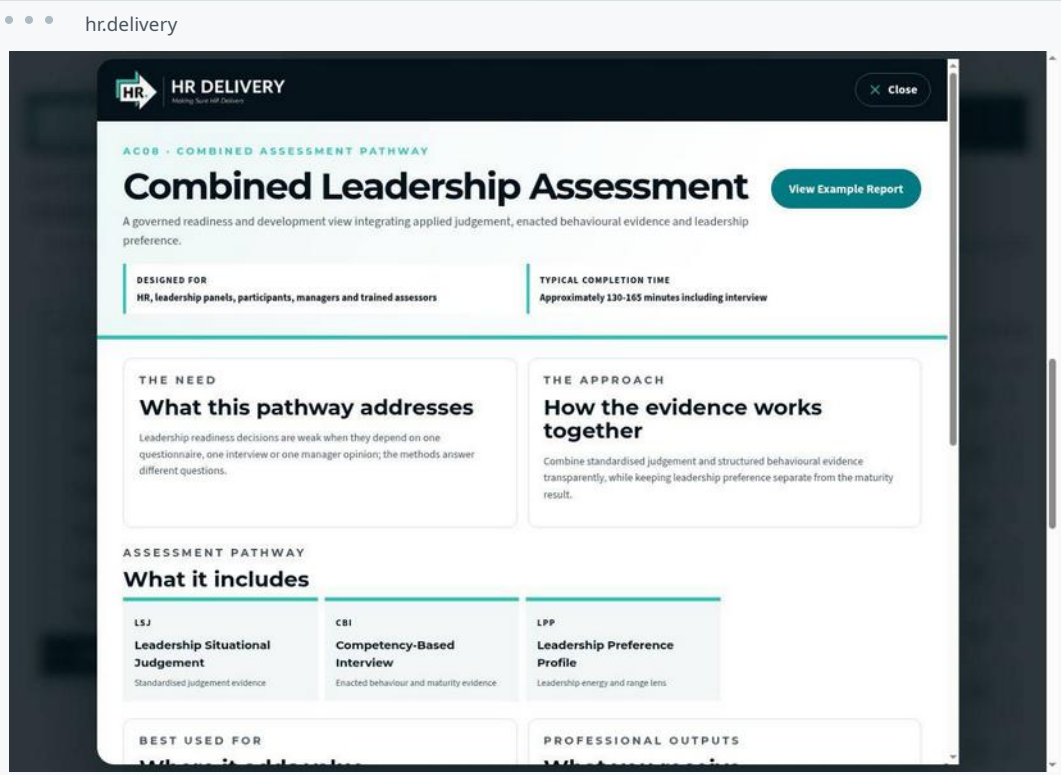
HOW YOU USE IT

Prepare feedback → Explore the pattern → Track change

Give senior leaders a grounded development conversation that links personal awareness with the way others experience their behaviour.

Combined Leadership Assessment

Combine leadership judgement, demonstrated behaviour and preference to support a structured conversation about readiness, strengths and relevant development priorities.



Website screen · Combined Leadership Assessment: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

LSJ, a competency-based interview and LPP provide three distinct evidence streams. The combined report examines competency maturity, agreement and tension between sources, and an indicative readiness horizon; preference remains a separate interpretive lens outside the maturity calculation.

YOUR OUTPUTS

Three source reports · Competency maturity interpretation · Readiness and development guidance

HOW YOU USE IT

Define expectations → Compare sources → Agree next steps

Support a transparent discussion showing how evidence informs the interpretation and where further experience or professional review is needed.

Graduate Potential

Explore reasoning, learning pace and personal factors to plan graduate development, early assignments and support for entering the workplace.

WHAT IT GIVES YOU

NDR, AAR, CPSA and 5D16F provide complementary reasoning and personal profiles. Their combined interpretation considers numerical work, unfamiliar patterns, learning efficiency and role context, translating strengths and development needs into a practical ninety-day learning plan.

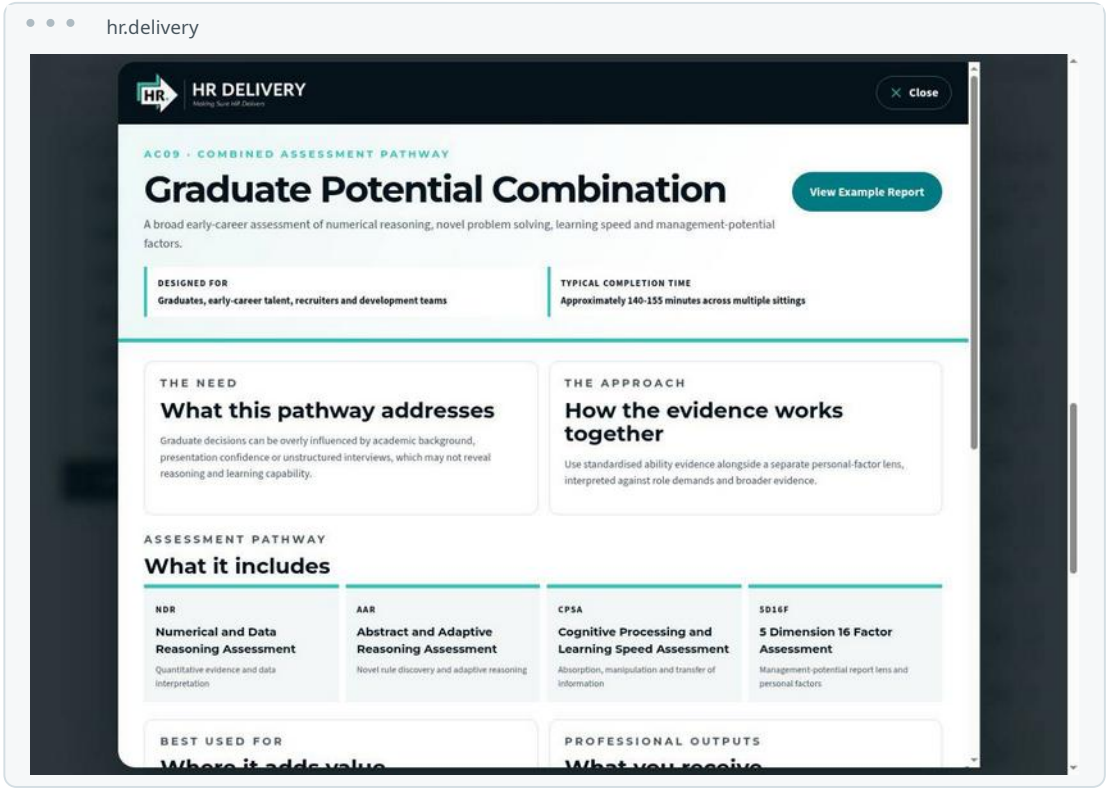
YOUR OUTPUTS

Four source profiles · Integrated learning interpretation · 90-day development plan

HOW YOU USE IT

Clarify the context → Review the profile → Plan support

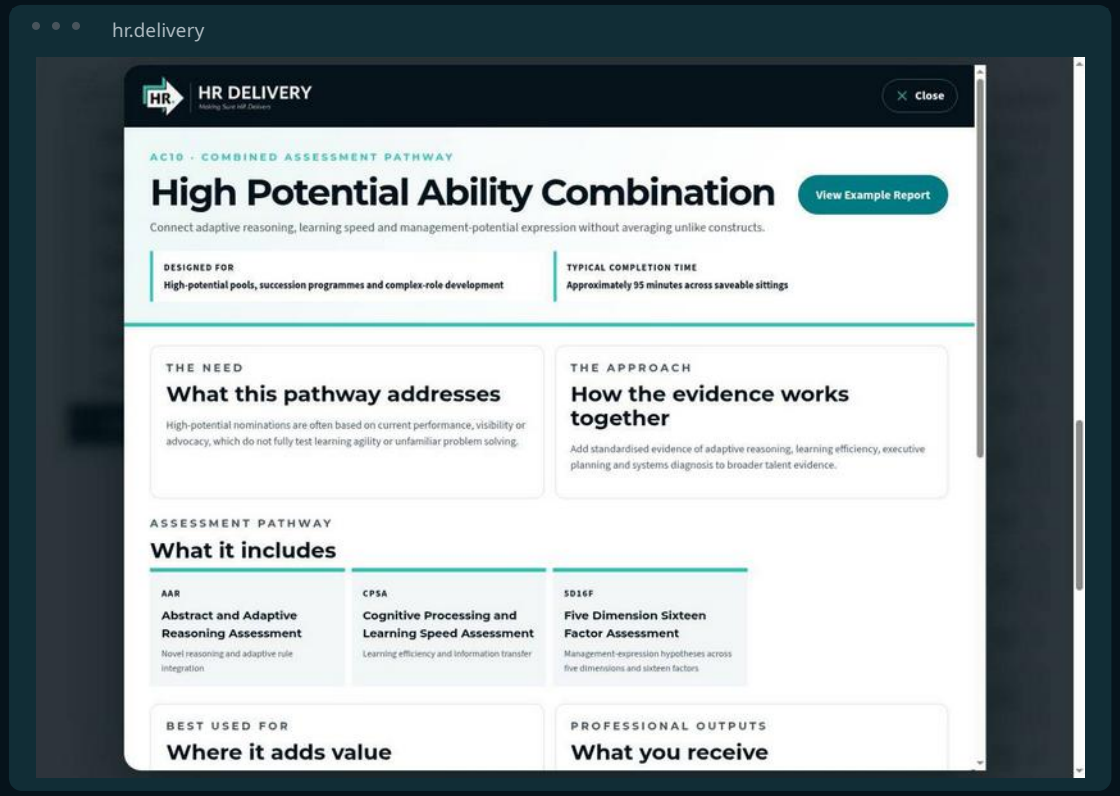
Help programme managers tailor early learning and assignments so graduates can demonstrate and develop capability through real work.



Website screen · Graduate Potential: the live public combined-pathway factsheet.

High Potential Ability

Explore unfamiliar complexity and learning demands, then choose development experiences that can test and extend the participant's current strengths.



Website screen · High Potential Ability: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

The displayed pathway lists AAR, CPSA and 5D16F. Source reports feed an integrated account of strengths, tensions and safeguards, with guidance on complexity and staged development actions that should be considered alongside demonstrated workplace performance.

YOUR OUTPUTS

Three listed source reports · Complexity and development guidance · 30/60/90-day actions

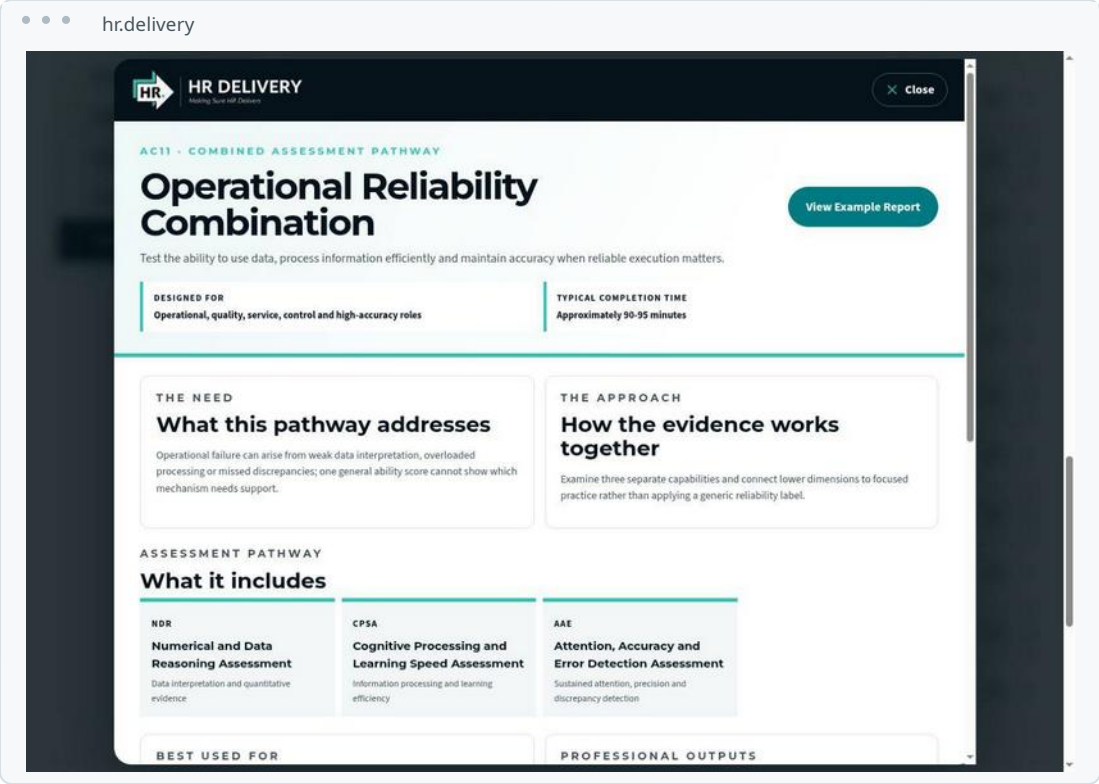
HOW YOU USE IT

Confirm the pathway → Explore complexity → Test in practice

Turn talent discussions into testable development questions and choose experiences that reveal learning and judgement in practical work.

Operational Reliability

Examine numerical reasoning, learning pace and checking together to support work where dependable execution and careful error control matter.



Website screen · Operational Reliability: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

NDR, CPSA and AAE produce separate profiles and a combined operational interpretation. The pathway explores pace, accuracy, checking and learning, connecting these patterns with practical safeguards and a ninety-day plan for strengthening reliable working habits.

YOUR OUTPUTS

Three source profiles · Operational reliability interpretation · 90-day error-control actions

HOW YOU USE IT

Define critical tasks → Explore trade-offs → Practise safeguards

Help managers focus development on the habits and conditions supporting consistent execution, with specific attention to accuracy and checking.

Managerial Execution

Connect numerical judgement, planning and checking to understand demanding management work and identify stronger routines for reliable execution and delivery.

WHAT IT GIVES YOU

NDR, EPPA and AAE combine twenty source dimensions into a managerial execution interpretation. Six descriptive meta-capabilities connect planning, resources, pressure and handover risks with a manager guide and staged development actions.

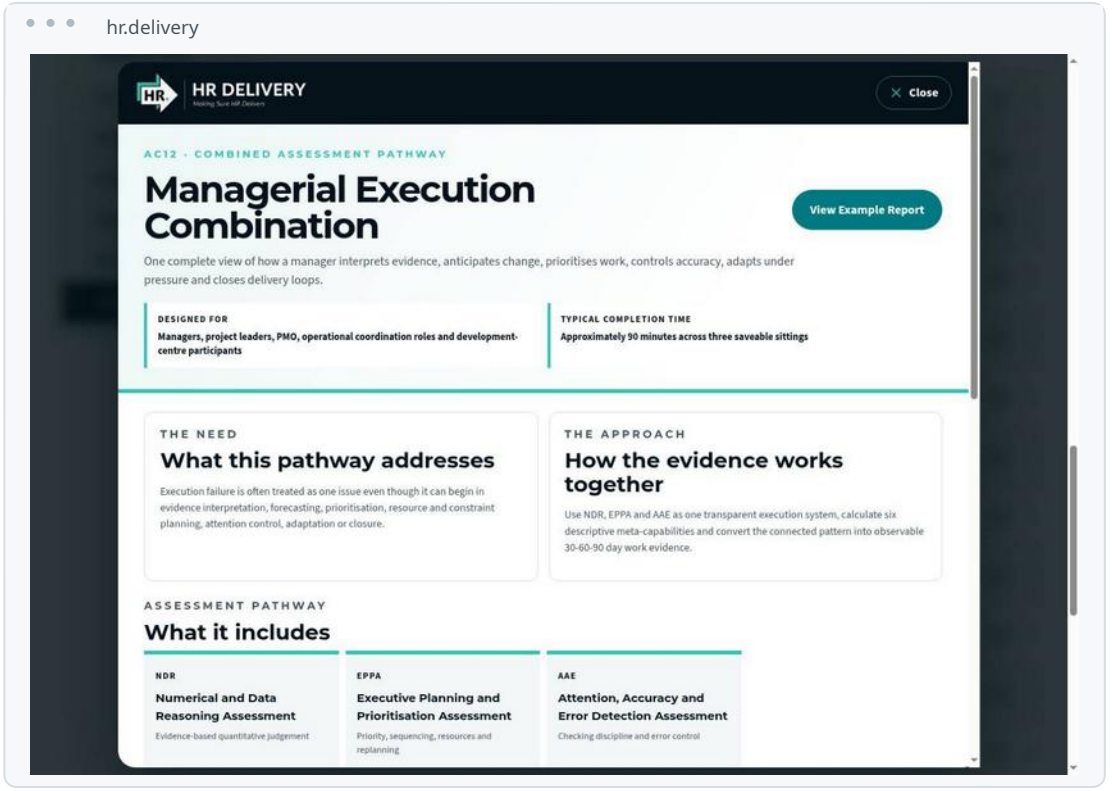
YOUR OUTPUTS

Three source profiles · Execution-chain interpretation · Manager guide and staged actions

HOW YOU USE IT

Map delivery demands → Review weak links → Strengthen routines

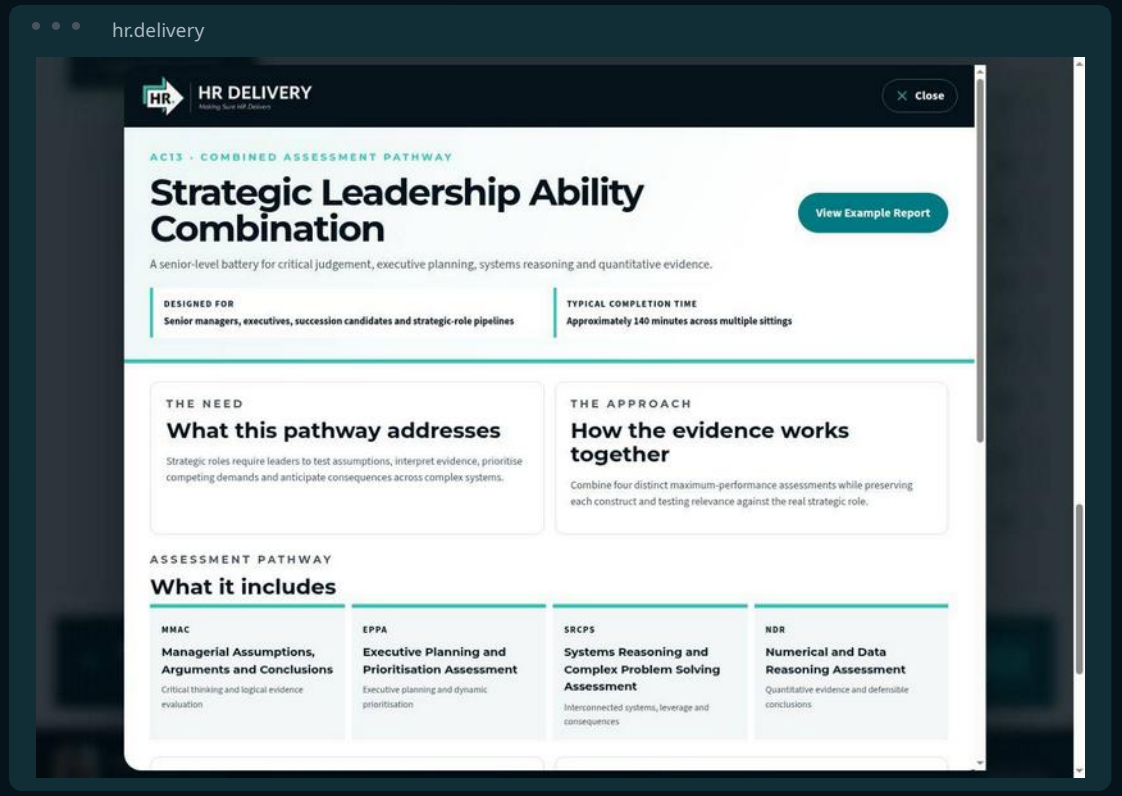
Give managers an organised improvement approach that connects assessment patterns with the routines and handovers needed for effective delivery.



Website screen · Managerial Execution: the live public combined-pathway factsheet.

Strategic Leadership Ability

Explore strategic reasoning and planning, then build evidence through an assignment involving complexity, competing priorities and connected consequences at work.



Website screen · Strategic Leadership Ability: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

MMAC, EPPA, SRCPS and NDR examine critical reasoning, planning, systems thinking and numerical evidence. Four reports feed a strategic summary linking strengths and risks with role demands and a ninety-day reasoning assignment.

YOUR OUTPUTS

Four source reports · Strategic strengths and risks · 90-day reasoning assignment

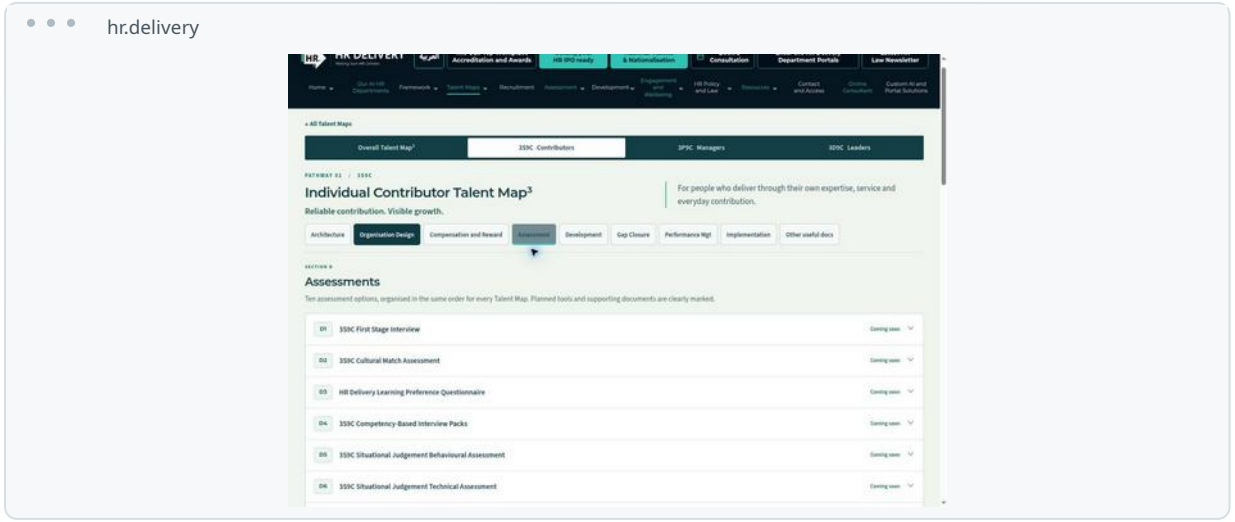
HOW YOU USE IT

Frame the challenge → Explore reasoning → Build evidence

Help sponsors develop strategic thinking through a concrete assignment that makes reasoning, decisions and progress available for review.

Distinguish Assessment Centre choices from planned TalentMaps cards

The Assessment Centre catalogue and the planned assessment-suite cards within TalentMaps[3] describe separate parts of the offer.



Website screen · Live Individual Contributor architecture assessment cards labelled Coming soon.

WHAT YOU CAN DO

Use Assessment Centre factsheets to explore the 34 named instruments and 13 pathways, alongside three administration builders. TalentMaps pathway assessment cards remain marked Planned or Coming soon and should be scoped separately before a client programme.

Your organisation can select the relevant available assessment offer without double-counting planned cards as additional operational instruments.

01

An appropriate current assessment route

02

Clear catalogue boundaries

03

A realistic programme scope

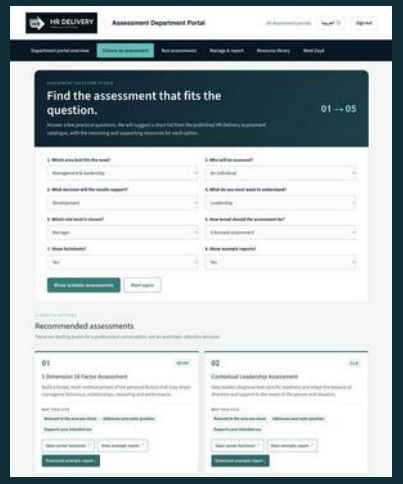
B2

Assessment Portal workspace

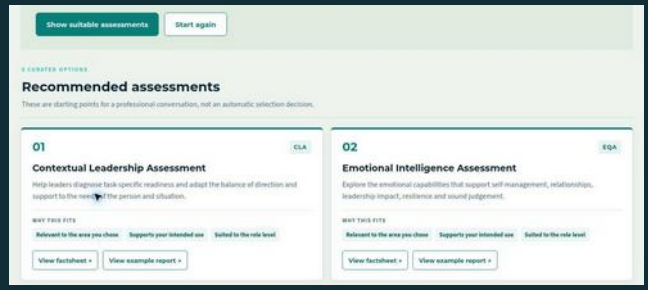
Organise participants, allocations, results, feedback and competency-based assessment programmes.

PORTAL WORKSPACE

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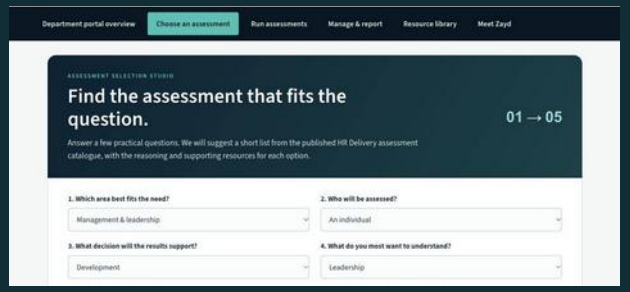


PAGES 103–116

Run an assessment programme with a clear follow-through

Organise people, allocations and reporting around a defined purpose, then connect completion with feedback and development participants can use.

hr.delivery



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

YOUR OUTPUTS

Participant and allocation records · Completion visibility · Individual and programme findings

Give programme owners a coherent route from the assessment question to participant feedback, practical action and wider organisational learning.

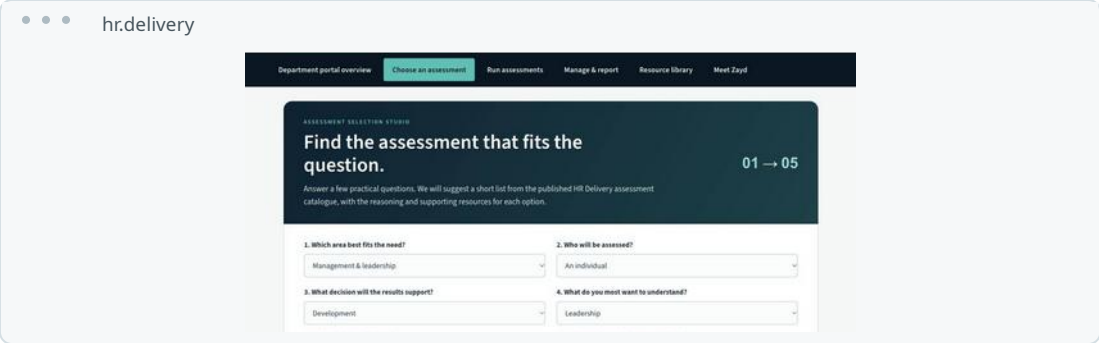
WHAT YOU CAN DO

The Assessment Centre brings participant administration, allocation, completion tracking and reporting into the private programme workspace. Begin with the agreed brief and instruments, coordinate participation, then prepare authorised feedback and review the development themes relevant to the organisation.

1. Prepare. Confirm the purpose, participants, selected instruments and approach to feedback.
2. Coordinate. Register participants, allocate the agreed assessments and review progress towards completion.
3. Follow through. Prepare individual feedback and use relevant programme themes to plan development.

Build around the competencies the role needs

Choose behavioural, technical or combined coverage to connect competency assessment with the actual requirements of the participant's role.



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

YOUR OUTPUTS

Behavioural builder route · Technical builder route · Combined builder route

Make customised assessment clearer to participants and stakeholders by connecting its coverage with the role expectations they understand.

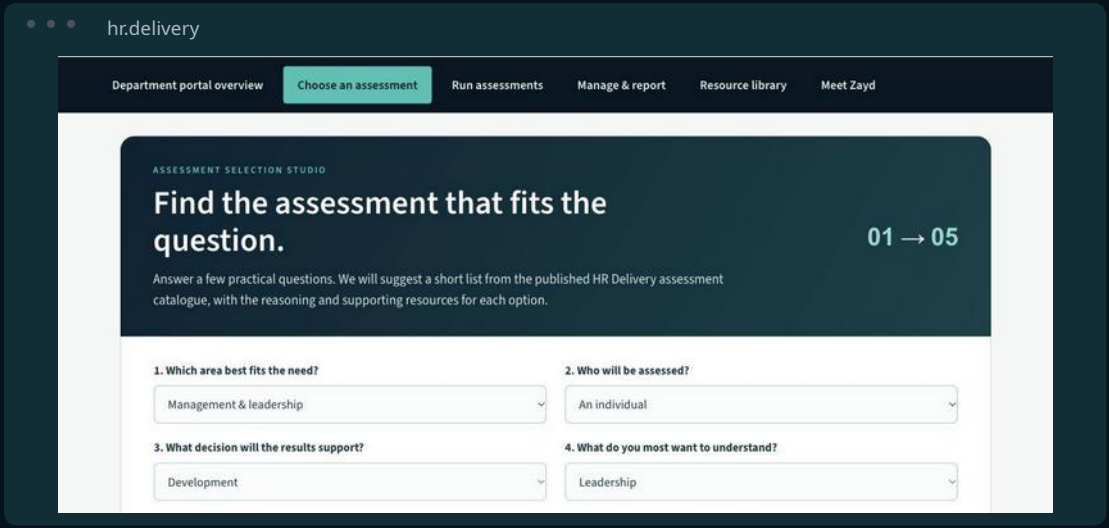
WHAT YOU CAN DO

Three builder routes support competency-focused assessment design. Behavioural coverage addresses how work is approached, technical coverage addresses specialist requirements, and the combined route considers both. Start with a role brief and competency priorities before agreeing the assessment specification.

1. Define the role. Identify the career context, responsibility level and essential evidence of effectiveness.
2. Choose the coverage. Select behavioural, technical or combined coverage to match the agreed question.
3. Review the design. Check that the proposed scope supports useful feedback and development priorities.

Behavioural competency assessment builder

Focus assessment on relevant role behaviours, using a clear competency brief to guide coverage and the subsequent development conversation.



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Help managers explain the behaviours being explored and connect feedback with expectations the participant recognises from their work.

WHAT YOU CAN DO

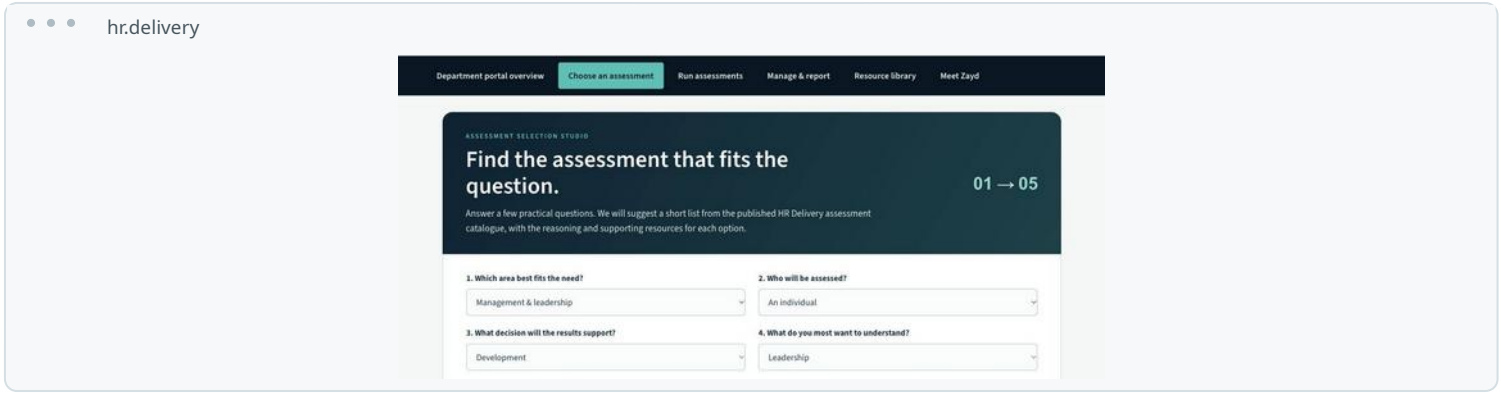
The behavioural builder provides a route for role-focused competency assessment. Define the responsibility level, relevant behavioural competencies and situations participants encounter, then agree a balanced scope that can support a focused discussion of strengths and development needs.

1. Set expectations. Describe the role level and the behavioural evidence required for success.
2. Select coverage. Prioritise the relevant competencies and check their connection with actual work.
3. Plan feedback. Agree how findings will become practical behaviours to practise and review.

YOUR OUTPUTS

Behavioural assessment specification · Role-linked competency coverage · Behavioural development priorities

Technical competency assessment builder



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

YOUR WORK

The technical builder supports competency coverage for a defined professional context. Identify the relevant career family, technical priorities and level of responsibility, then review how the planned assessment relates to the work and expertise expected of the participant.

Give technical learning a precise starting point and focus practical experience on the expertise the participant's role requires.

Explore specialist knowledge and judgement through a technical brief that connects assessment coverage with the role's meaningful development needs.

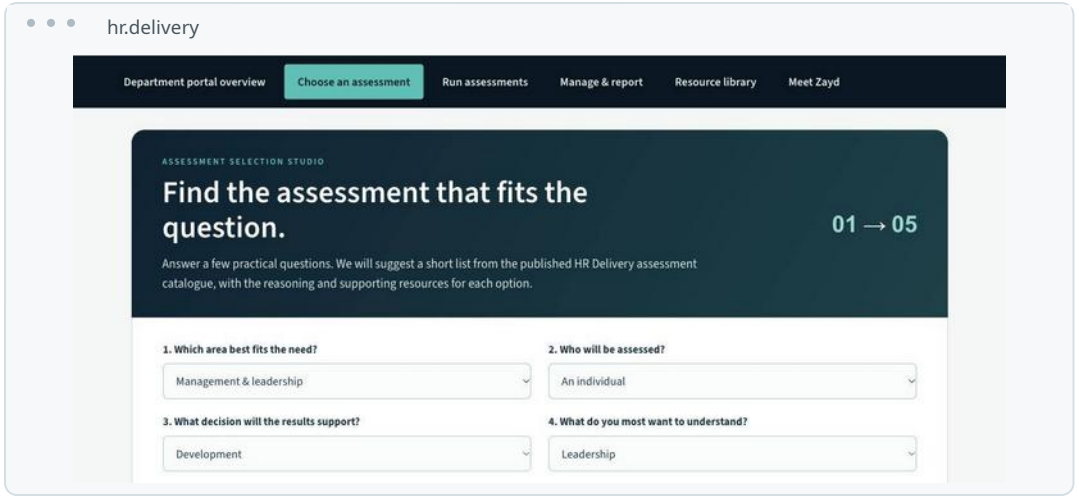
1. Define the context. Describe the professional area, responsibility level and essential technical work.
2. Prioritise competence. Select the technical areas that matter most to the role's effectiveness.
3. Use the findings. Plan practical learning or assignments against the priority technical development areas.

YOUR OUTPUTS

Technical assessment specification · Specialist competency coverage · Technical development priorities

Combined behavioural and technical builder

Bring behavioural and specialist requirements into one brief, exploring how a person approaches work and applies the relevant expertise.



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

YOUR WORK

The combined builder connects behavioural and technical competency coverage for a defined role. Agree the level and priorities, preserve separate interpretations, and use both perspectives to shape a balanced development conversation.

YOUR OUTPUTS

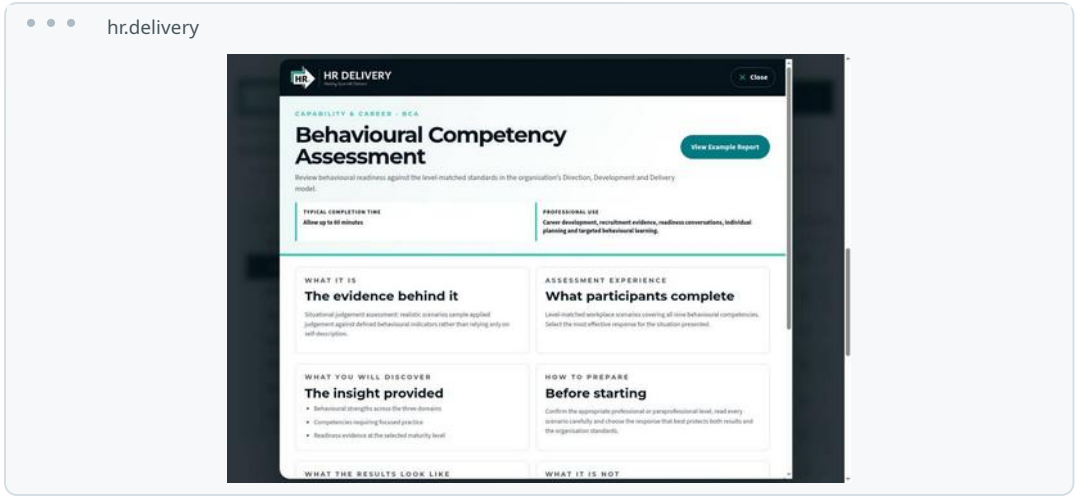
Combined assessment specification · Distinct competency perspectives · Balanced development priorities

Support a fuller discussion of effectiveness by connecting expertise with the behaviours needed to apply it successfully at work.

1. Map both requirements. Identify the behaviours and specialist capabilities that the role needs together.
2. Balance the scope. Review coverage so neither behavioural nor technical priorities disappear within the design.
3. Connect the actions. Choose development activity that applies both forms of capability in real work.

A practical brief for a competency assessment

Prepare a concise design brief that makes the assessment's purpose and role relevance clear to clients, practitioners and participants.



Website screen · Behavioural assessment context from the live factsheet.

YOUR WORK

The brief records role context, responsibility level, behavioural and technical priorities, audience and feedback purpose. Explain the evidence sought and the decisions it will inform, giving the builder a clear starting point.

YOUR OUTPUTS

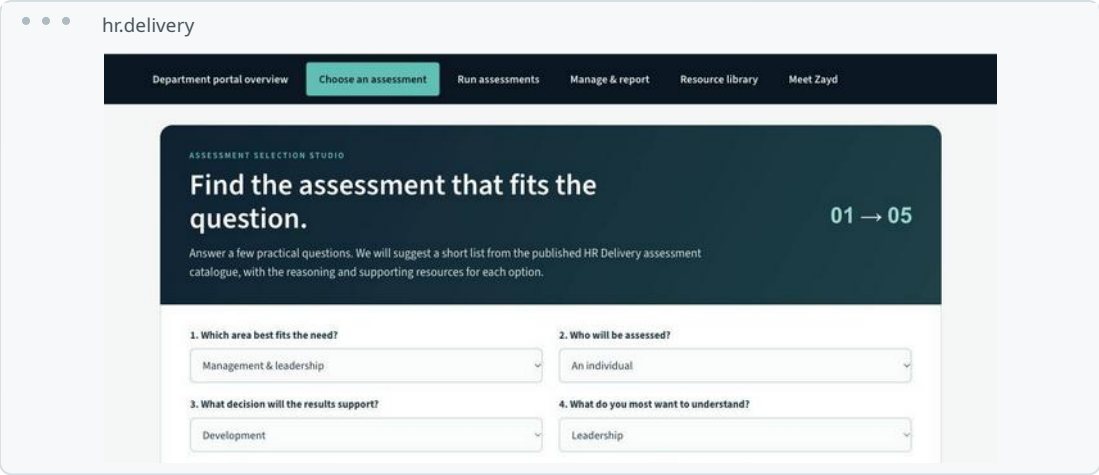
Role and purpose statement · Competency coverage matrix · Feedback and application brief

Create a shared reference for selecting coverage, explaining the assessment and interpreting its findings in the intended role context.

1. Describe the work. List the important responsibilities and examples of effective performance in context.
2. Map the competencies. Choose relevant behavioural and technical requirements and explain their relative importance.
3. Agree the application. Record the feedback approach, development use and questions requiring further workplace evidence.

Participant registration and management

Establish who is included in the assessment exercise and why, giving the programme an organised administrative starting point.



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Help administrators coordinate the right people and reduce confusion between exercises, supporting a more consistent experience for everyone involved.

WHAT YOU CAN DO

Participant management supports the people records behind the programme. Prepare the agreed list and context, check membership of the correct exercise, and use the records for allocation, progress review and authorised follow-up.

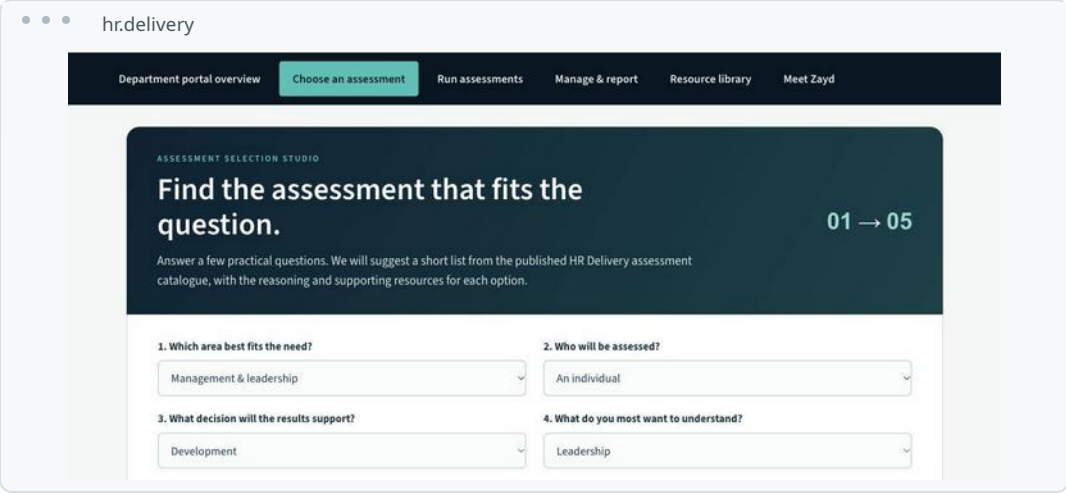
1. Prepare the list. Confirm who will participate and how the exercise relates to their role.
2. Check the context. Review participant details and programme membership before assigning the chosen assessments.
3. Maintain the record. Keep the programme’s participant information accurate as coordination and follow-up proceed.

YOUR OUTPUTS

Organised participant records · Defined programme membership · Basis for assessment allocation

Assessment allocation and completion tracking

Connect participants with agreed assessment activity and monitor progress so administrators can coordinate completion and prepare the next stage.



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

YOUR WORK

Allocation links selected instruments or pathways with participants. Completion tracking provides a programme view of progress, helping administrators distinguish unfinished activity from completed evidence and coordinate feedback timing around the assessments that the exercise actually requires.

YOUR OUTPUTS

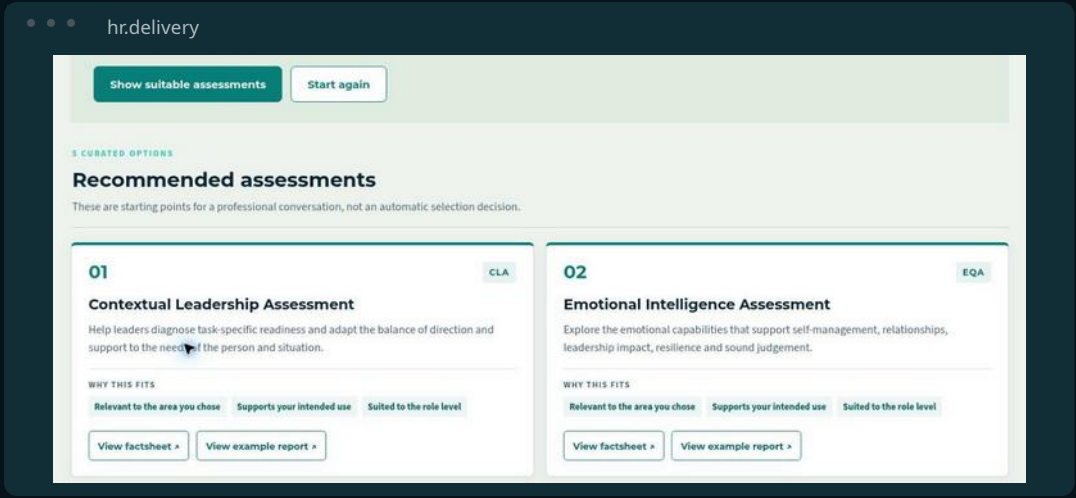
Assessment allocation records · Completion visibility · Programme follow-up priorities

Give programme owners clearer coordination and help feedback happen when the relevant assessment evidence is ready for interpretation.

1. Allocate the scope. Match the agreed instruments or pathway with the correct participant records.
2. Review progress. Identify incomplete activity and follow up through the agreed programme process.
3. Prepare feedback. Check required completion before arranging interpretation and the participant's development conversation.

From cohort brief to participant feedback

Prepare the cohort, allocate agreed assessments and turn completed evidence into individual feedback and useful learning for the programme.



Detail · Website screen · Assessment Selection Studio: live public recommendations and supporting links.

YOUR WORK

Begin with purpose, participants and assessment choice. Prepare records and allocations, review progress, then organise authorised feedback. Agree individual actions and consider suitable shared themes for the wider development programme.

YOUR OUTPUTS

Cohort administration plan · Completed assessment evidence · Individual actions and programme themes

Help clients see the complete service journey, with coordination and development follow-through planned from the start of delivery.

1. Prepare and allocate. Confirm the brief, participant list, selected instruments and planned feedback arrangements.
2. Coordinate completion. Review outstanding activity and resolve practical barriers through the agreed administration process.
3. Interpret and apply. Hold individual feedback, agree development actions and review appropriate programme themes.

Individual results and development reports

Give participants a structured account of findings that supports a constructive conversation about strengths, development priorities and practical application.



Website screen · Illustrative Contextual Leadership report opened in the public document reader.

YOUR WORK

Reports reflect the purpose of the instrument, such as preferences, judgement, reasoning or competency evidence. Use the individual profile with workplace examples to explore its meaning, then agree a small number of practical actions and review points.

Help participants turn profiles into useful self-understanding and action, with a focused basis for manager or coaching support.

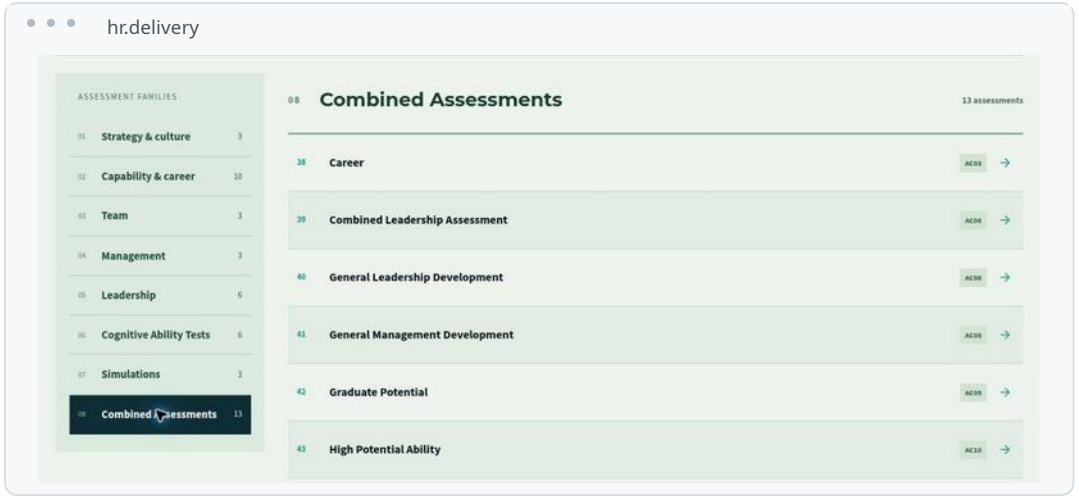
1. Read in context. Review the instrument's purpose and the participant's relevant role or development question.
2. Explore the evidence. Discuss strengths and tensions using specific examples from the participant's experience.
3. Agree action. Select practical development steps and define how progress will be reviewed.

YOUR OUTPUTS

Instrument-specific individual profile · Development interpretation · Agreed practical priorities

Combined pathways and integrated reports

Connect complementary findings under one development purpose, retaining each source report while giving the participant a coherent integrated interpretation.



Detail · Website screen · Thirteen combined pathways listed in the public catalogue.

YOUR WORK

Thirteen pathways connect specified instruments with an integrated development account. Review component profiles first, explore where they reinforce or challenge one another, then use the synthesis to choose practical priorities while preserving each construct.

YOUR OUTPUTS

Component assessment reports · Integrated strengths and tensions · Connected development plan

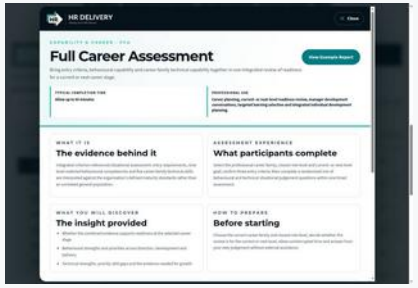
Give broader questions a coherent response and connect multiple perspectives with a manageable plan for learning and practical application.

1. Confirm completion. Check that the pathway's required assessment evidence is available for interpretation.
2. Compare the sources. Explore recurring themes and meaningful differences across the component assessment reports.
3. Choose priorities. Translate the integrated account into realistic development actions and review milestones.

Practitioner and feedback resources

Prepare assessment and feedback conversations with guidance on purpose, participant experience and interpretation, connecting findings with useful development action.

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Website screen · Full Career Assessment factsheet: public preparation and interpretation context.

YOUR OUTPUTS

Administration preparation · Feedback discussion prompts · Development follow-through

Help practitioners deliver consistent preparation and clearer explanations, followed by constructive conversations about what the findings mean in practice.

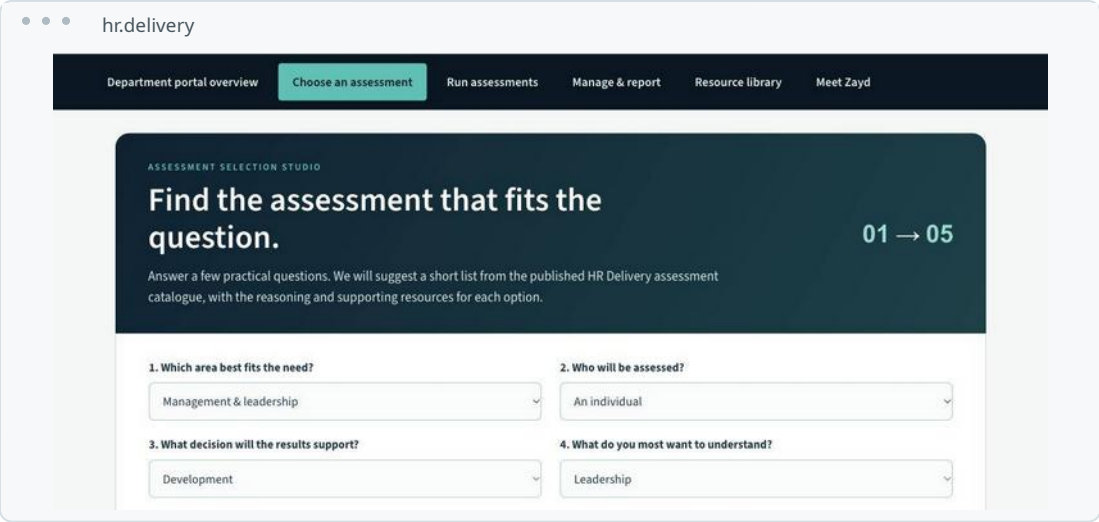
WHAT YOU CAN DO

The resource offer includes factsheets, example reports, interpretation material, feedback support and an advertised English and Arabic assessment handbook. Use the relevant material before administration, then prepare questions that help participants understand findings and relate them to work.

1. Prepare the exercise. Read the relevant factsheet and explain the participant experience clearly.
2. Prepare the conversation. Use report guidance to develop balanced questions about strengths and development.
3. Support application. Help the participant choose actions and connect them with appropriate development resources.

Assessment analytics and organisation reporting

Review programme activity and suitable shared findings to decide where development support and further organisational discussion could be useful.



Detail · Workspace demonstration · Assessment Centre: official HR Delivery demonstration workspace.

WHAT THIS GIVES YOU

Connect individual assessment investment with wider planning and give leaders a clearer basis for targeted support across the organisation.

WHAT YOU CAN DO

Organisation reporting brings programme activity and findings into a broader view. Start with the exercise's purpose and completed evidence, review relevant patterns, and use the themes to plan learning or coaching while respecting the meaning and confidentiality of individual results.

1. Review activity. Check programme participation and completion before interpreting the available assessment picture.
2. Explore themes. Discuss relevant shared development patterns with the authorised programme stakeholders.
3. Plan support. Translate suitable themes into learning priorities, coaching support or further investigation.

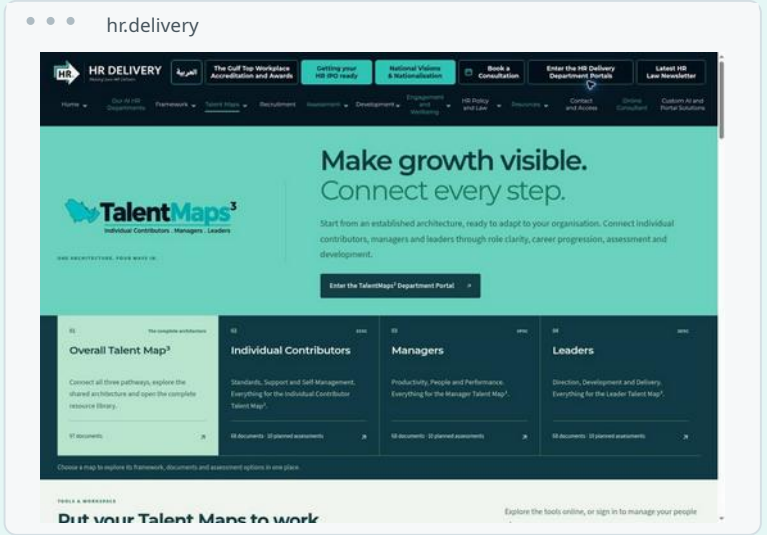
YOUR OUTPUTS

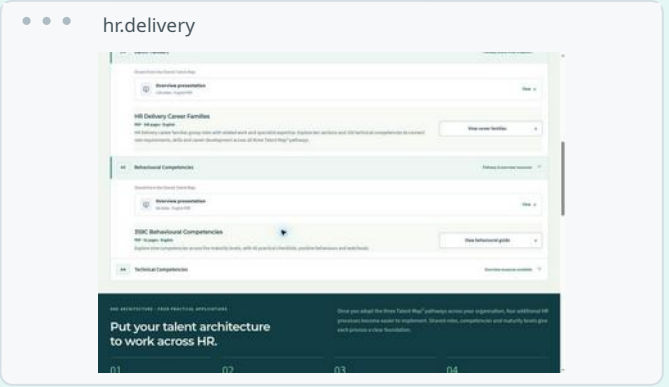
Programme activity overview · Shared development themes · Organisational support priorities

C1

Organisation Design Website resources

Connect role architecture, capability expectations and organisation design resources with your business context.





PAGES 117–126

SERVICE NOTE · Public explorer; Talent Maps assessment cards planned

TalentMaps³ architecture explorer

Define what good contribution looks like for individual contributors, managers and leaders, then connect those expectations with everyday HR decisions.

Individual Contributor

3S9C

Standards
Support
Self-Management

Manager

3P9C

Productivity
People
Performance Management

Leader

3D9C

Direction
Development
Delivery

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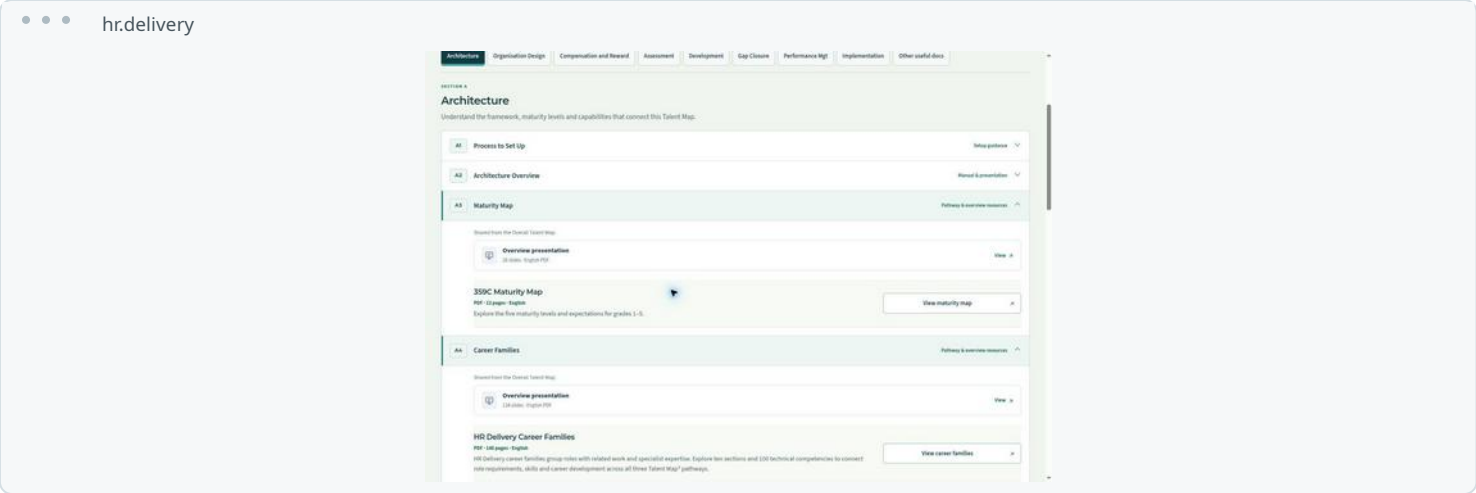


3 domains · 9 competencies per map

Use a shared role language to connect expectations, capability, development and organisational priorities.

Maturity maps, career families and grading

Connect the scope of a role with its career family, contribution expectations and reference grade before making development or reward decisions.



Website screen · Live maturity and career-family reference directory; grading requires local review.

WHAT THIS GIVES YOU

A shared structure makes role comparisons more explainable and helps employees understand how increasing responsibility differs from simply accumulating experience in the role.

THE SERVICE IN PRACTICE

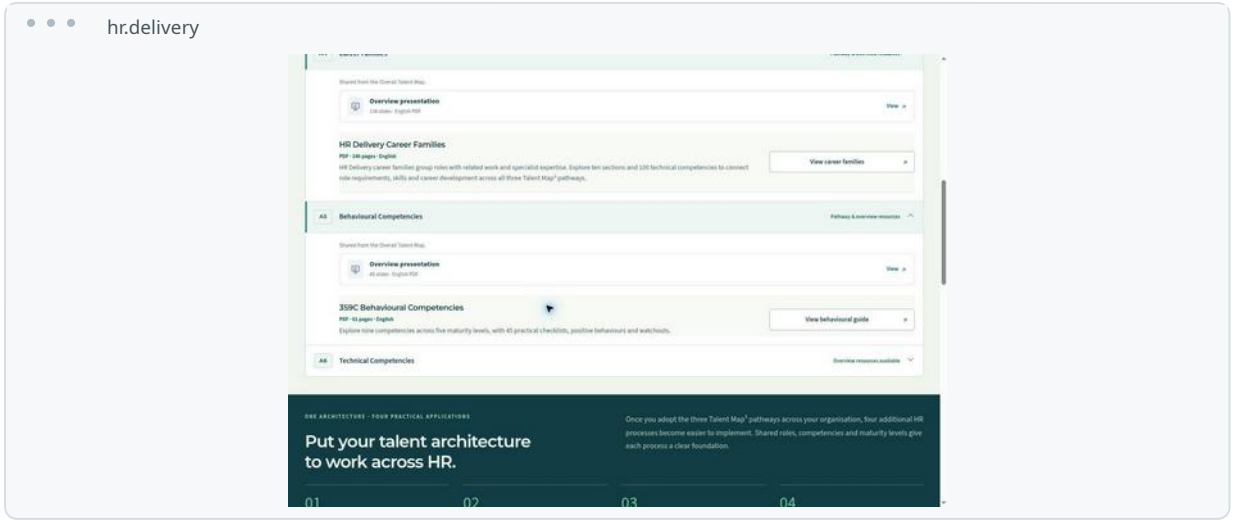
The resources organise work into ten A–J sections, 100 career families and 13 reference grades. Maturity guides describe contribution levels, while classification helps compare role scope. Behavioural maturity, technical proficiency and grade remain separate considerations requiring local calibration.

YOUR OUTPUTS

100 career-family references · 13 reference grades · Maturity and job-classification guidance

Behavioural competency directories

Replace broad statements about attitude or potential with specific behaviours that employees and managers can discuss, practise and review through work evidence.



Website screen · Live behavioural directory, including the 3S9C guide and its 45 level checklists.

WHAT YOU CAN DO

The directories cover 27 competencies across individual contribution, management and leadership, each with five maturity levels. Definitions, positive behaviours, watchouts and checklists help identify relevant expectations. The Individual Contributor guide includes nine competencies and 45 level checklists.

Clear indicators give feedback greater precision and connect development conversations with observable practice, while a self-rating remains a starting point for discussion.

01

Behaviour definitions and maturity indicators

02

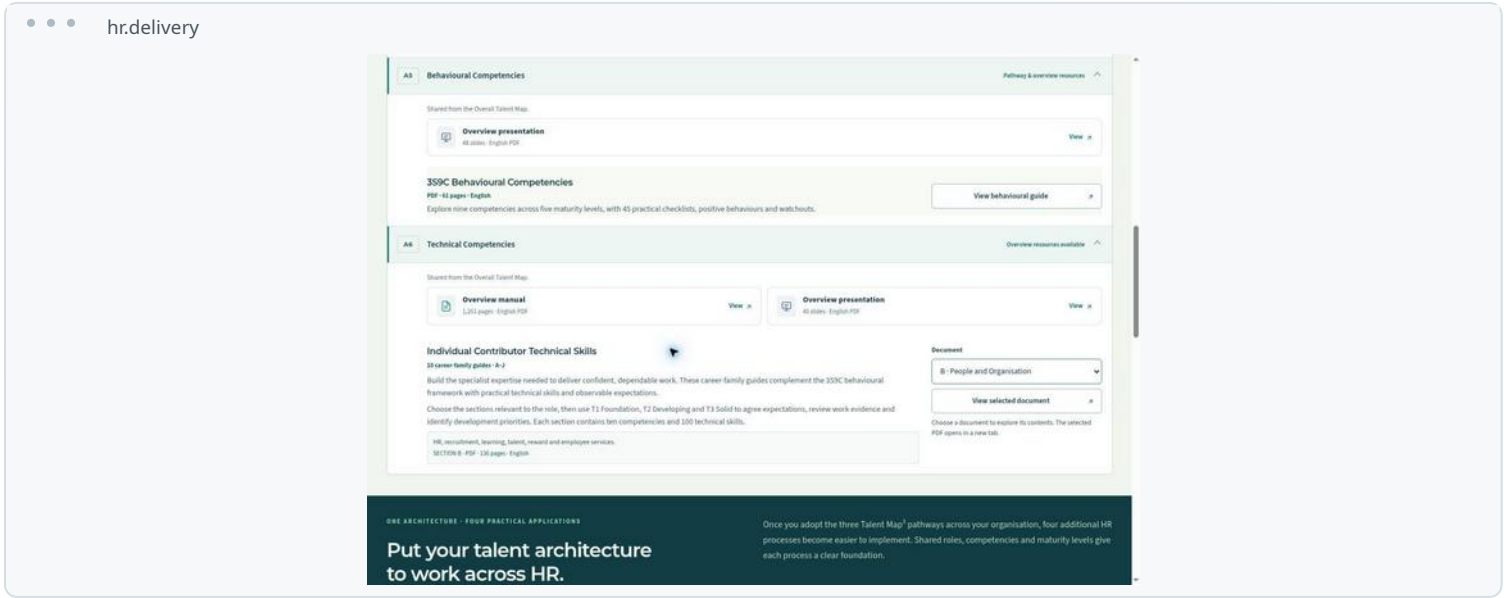
Positive behaviours and watchouts

03

Checklists for evidence-based discussion

Technical competency directories

Identify the knowledge and skills required by a particular career family, then agree the proficiency and work evidence appropriate to the role.



Website screen · Live technical directory with People and Organisation selected.

YOUR WORKSPACE

The technical directory names 1,000 skills across 100 career families, with section guides supporting focused exploration. The wider architecture describes T1–T5 proficiency; the Individual Contributor explorer presents T1 Foundation, T2 Developing and T3 Solid for its pathway.

OUTPUTS YOU CAN WORK WITH

Career-family skill references · Technical proficiency descriptions · Role-relevant capability requirements

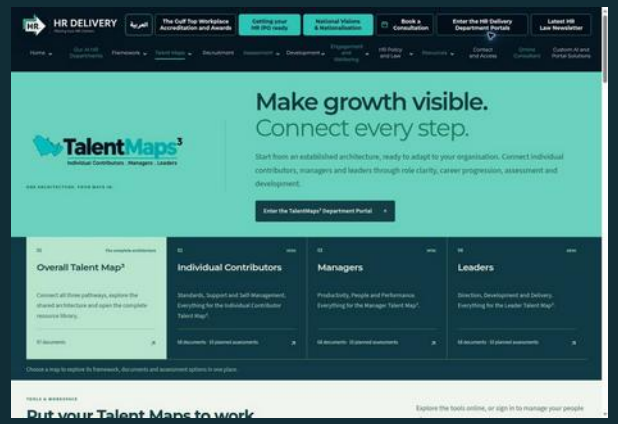
WHAT THIS GIVES YOU

HR and line specialists can agree a clearer capability requirement, improving the connection between role design, recruitment criteria and technical development priorities.

Professional and paraprofessional career paths

Explore how a current role could develop towards specialist, management or leadership work, using established role and competency references to guide the conversation.

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Website screen · Supporting live TalentMaps architecture overview; the named career explorers were not...

WHAT THIS GIVES YOU

Employees can connect career ambitions with practical preparation, while managers can explain the experience and evidence relevant to a possible next role.

WHAT YOU CAN DO

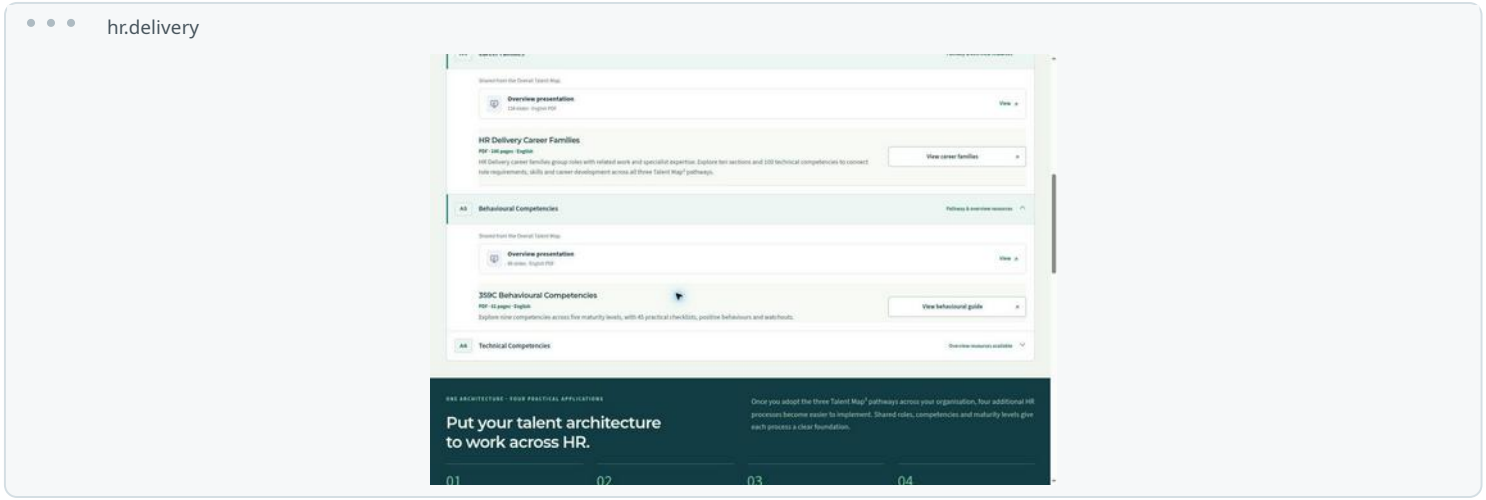
The supplied scope includes professional and paraprofessional career-path explorers for considering progression and transferable expertise. The public Individual Contributor Career Paths card remains marked Coming soon, so dedicated explorer availability should be confirmed when planning a client engagement.

YOUR OUTPUTS

Current-role and destination-role comparison · Transferable capability discussion · Development priorities for a proposed pathway

Competency directories for practical HR use

Use behavioural and technical references as a common foundation for defining a role, preparing assessment criteria and selecting relevant development priorities.



Website screen · Live behavioural directory, including the 3S9C guide and its 45 level checklists.

WHAT THIS GIVES YOU

A common reference reduces conflicting expectations across HR activities and makes it easier to explain how assessment and development relate to the work.

THE SERVICE IN PRACTICE

Choose the contribution map, career family and level, then examine its expectations and indicators. The directories can inform job descriptions, interview criteria, evidence discussions and learning plans, with local calibration establishing how a reference applies to a specific role.

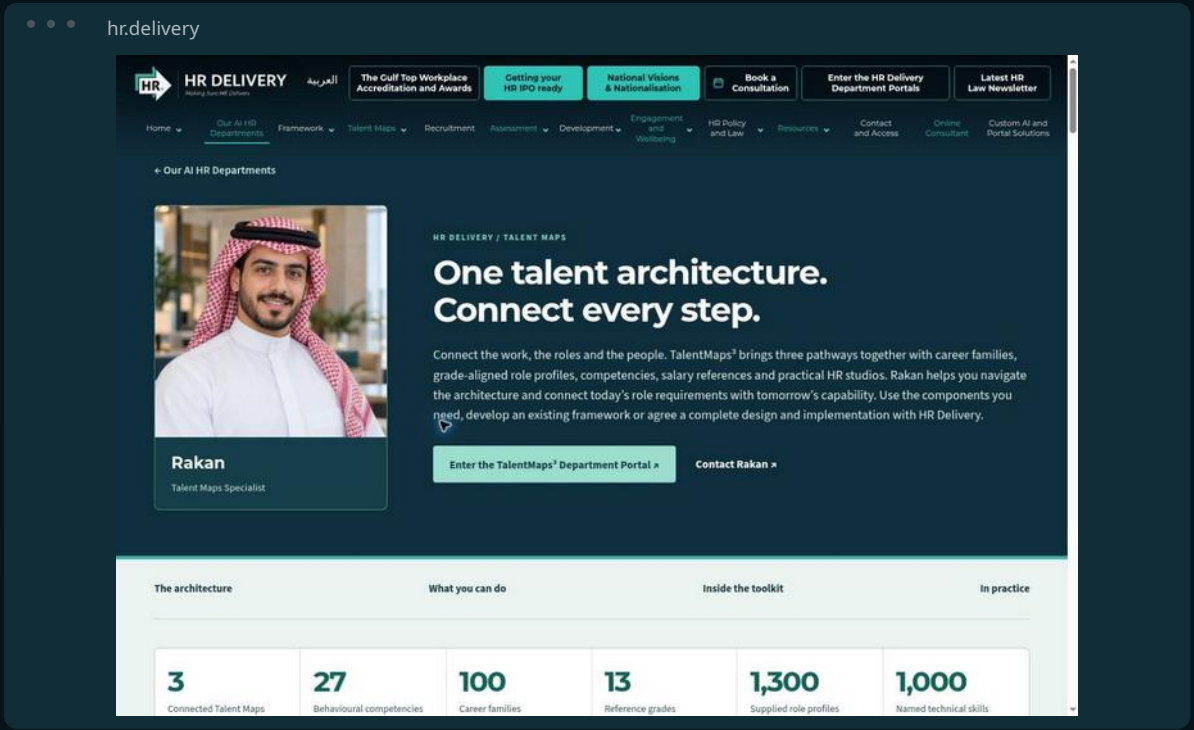
YOUR OUTPUTS

Consistent role criteria · Interview and evidence prompts · Capability priorities for learning

SERVICE NOTE · Specialist profile available; live AI connection pending

Meet Rakan — Talent Maps

Use Rakan’s public specialist area to frame a talent-architecture brief around role families, contribution levels, career progression and the organisation’s capability needs.



Website screen · Rakan department profile

Rakan’s role connects the 3S9C, 3P9C and 3D9C maps with role profiles, workforce planning, performance, succession and development. The profile helps clients identify relevant resources and prepare the questions they want the human HR Delivery team to address.

BRING TO THE CONVERSATION

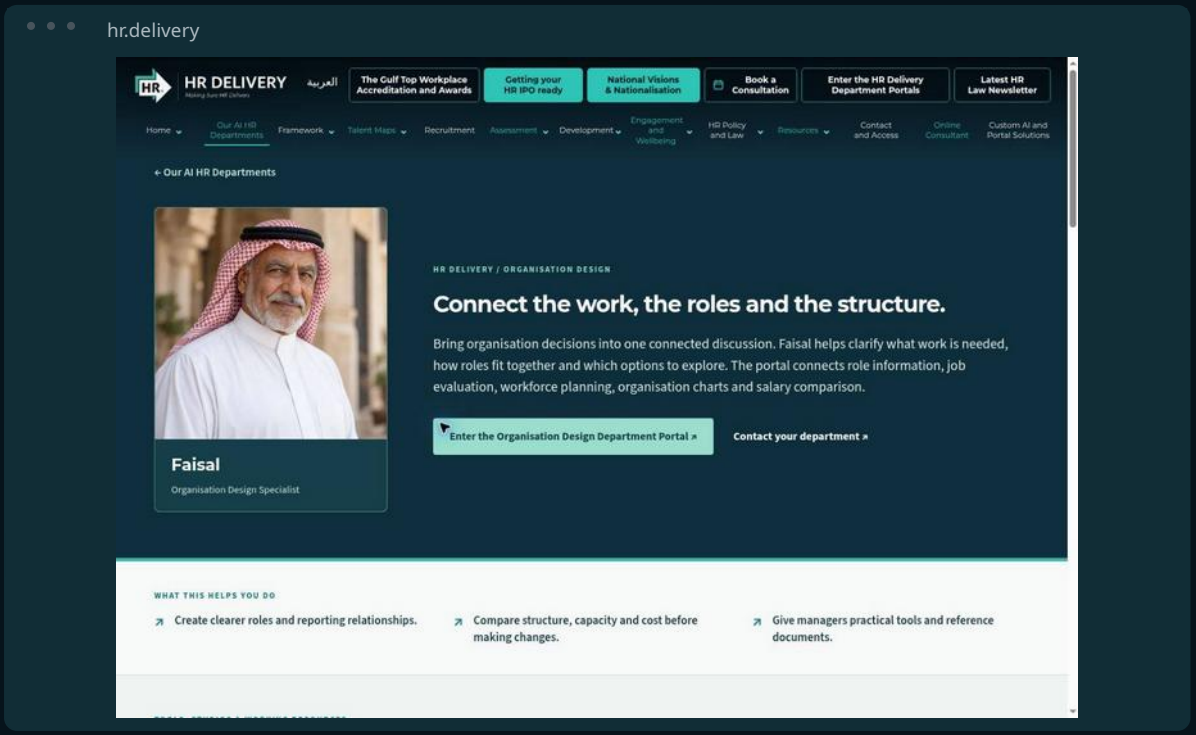
A focused talent-architecture brief · Relevant maps and role references · Questions for an HR Delivery consultation

Clients can begin with a clearer statement of the architecture problem and identify which connected tools or resources are relevant to the assignment.

SERVICE NOTE · Specialist profile available; live AI connection pending

Meet Faisal — Organisation Design

Start an organisation-design enquiry with the work requirements, accountabilities and structural questions that need to be resolved for the organisation to perform.



Website screen · Faisal department profile

Faisal's public profile connects operating requirements, reporting relationships, workforce scenarios, spans, layers, job evaluation and cost assumptions. It helps clients organise the design question before selecting tools or discussing a wider assignment with the HR Delivery team.

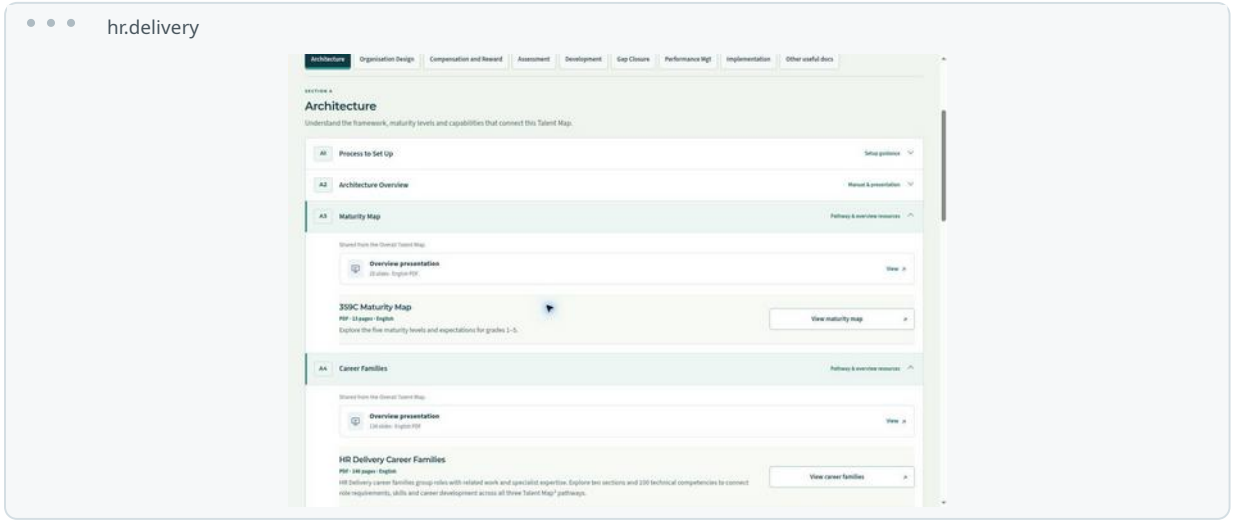
BRING TO THE CONVERSATION

Organisation-design enquiry brief · Inputs for structure and capacity analysis · Questions about implementation and cost

A focused brief helps the design discussion stay connected to work, accountability and capacity, with structural choices considered alongside their practical consequences.

Confirm the career-path resources included in your scope

The inventory describes professional and paraprofessional explorers, while the reviewed TalentMaps Career Paths card is marked Coming soon.



Website screen · Live Talent Maps maturity and career-family material provides context; it does not...

WHAT YOU CAN DO

Before promising a particular employee journey, ask the team to identify the intended explorer, relevant career families and progression logic. Its location and availability should be confirmed alongside the wider competency and role resources used for development.

Employees and managers receive a clear development route matched to the resources that are actually available for the assignment.

01

A confirmed career-path route

02

Relevant families and progression criteria

03

A realistic resource handover

HR DELIVERY
Making Sure HR Delivers

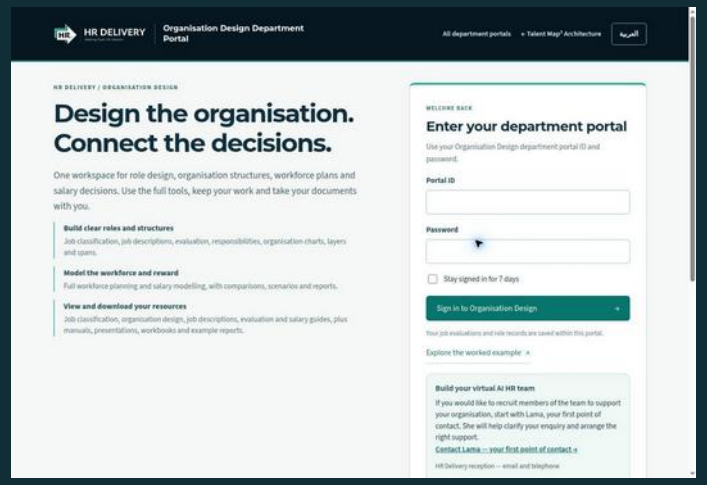
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Organisation Design Portal workspace

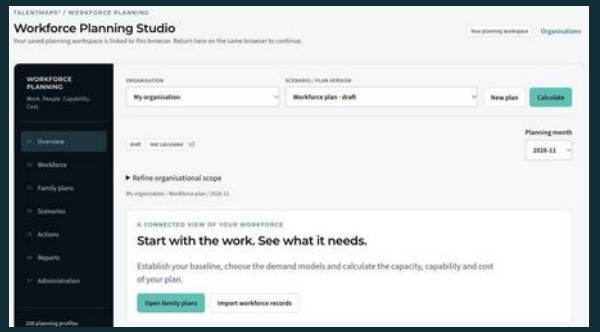
Model roles, structures, capacity and people records to prepare a practical organisation proposal.

PORTAL WORKSPACE

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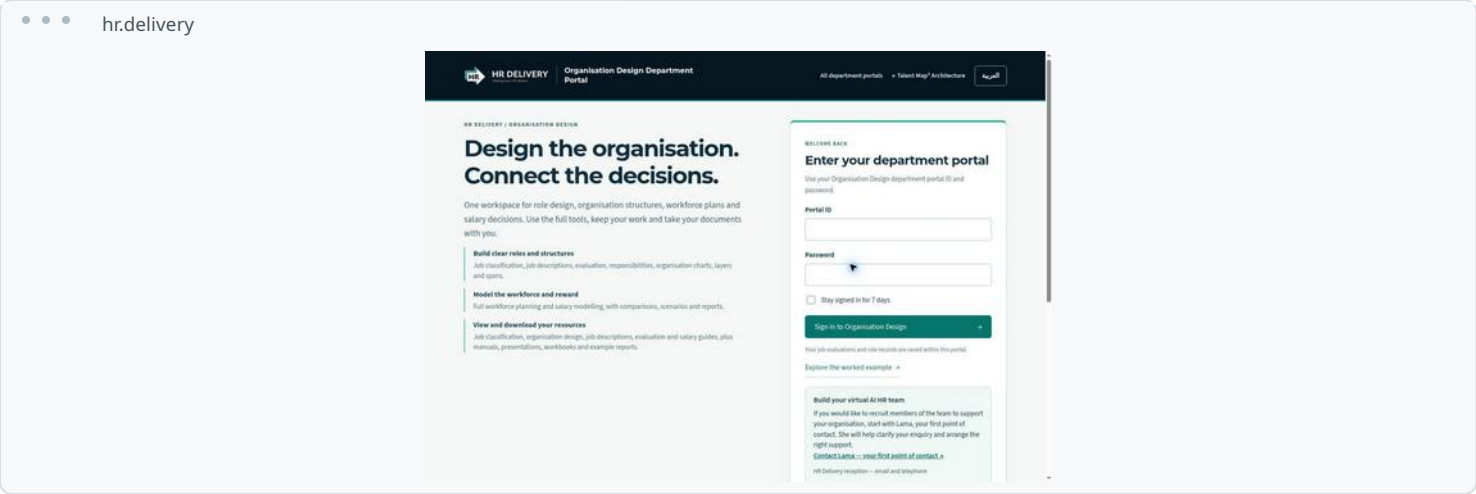
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PAGES 127–141

Organisation Design: shape the work, then the structure

Bring role design, reporting relationships, workforce demand and people costs into one structured planning conversation.



Website screen · Live Organisation Design portal access page; public planning tools were reviewed separately.

THE SERVICE IN PRACTICE

Clarify work using job descriptions and evaluation resources, then explore reporting lines through the Organisation Chart Creator and Layers & Spans Modeller. Workforce planning connects demand, supply, capability and cost scenarios so proposed structures can be compared on explicit assumptions.

WHAT THIS GIVES YOU

Leaders can discuss the implications of alternative designs with clearer evidence about roles, reporting, capacity and affordability.

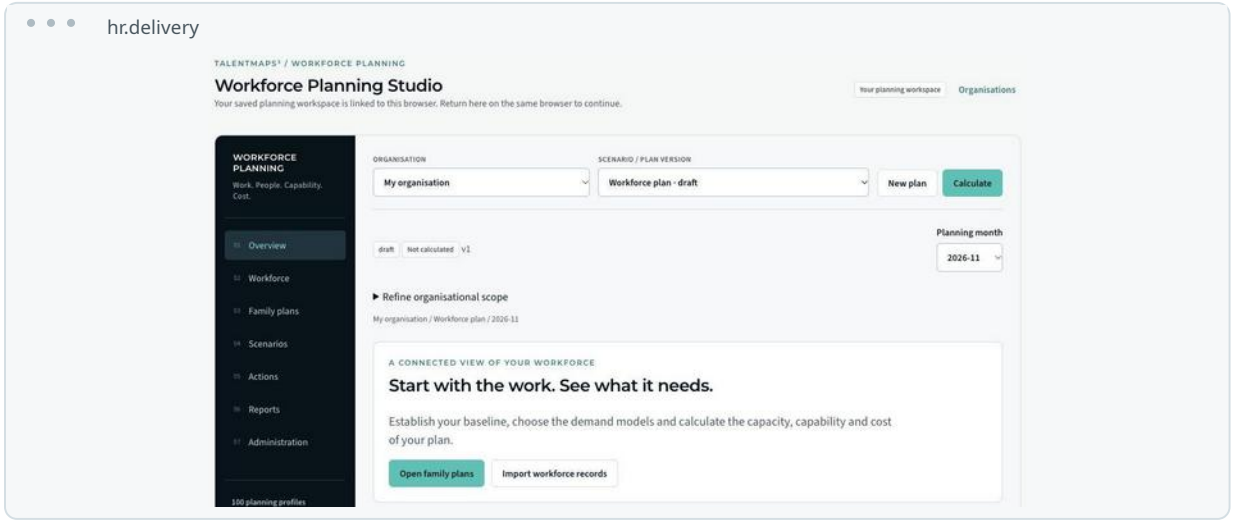
YOUR OUTPUTS

A proposed organisation structure · Defined roles and capacity assumptions · A practical implementation brief

SERVICE NOTE · TalentMaps assessment-suite cards remain planned.

TalentMaps³: connect roles with everyday people decisions

Use a common role architecture to connect job requirements, competencies, development, workforce planning and performance conversations.



Detail · Workspace demonstration · Workforce Planning Studio: models and navigation. English interface;...

WHAT YOU CAN DO

The portal brings the Individual Contributor, Manager and Leader maps together with practical HR tools. Its published architecture describes 27 behavioural competencies, 100 career families, 13 reference grades and 1,300 supplied role profiles; select the relevant pathway and adapt it to your context.

Managers can use a shared language for expectations while linking individual capability with the work the organisation needs.

01

Role and competency references

02

Job and workforce planning tools

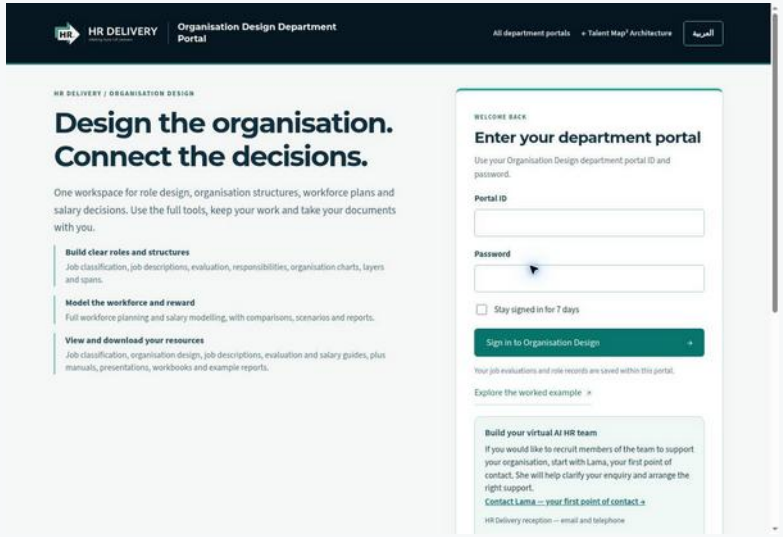
03

Connected development resources

Organisation Design Studio

Develop an organisation proposal by connecting the work to be done with role scope, reporting relationships, management capacity and workforce demand.

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Website screen · Live Organisation Design portal access page listing its connected tools; private session unverified.

YOUR WORKSPACE

The studio brings together job descriptions, job evaluation, organisation charts, layers and spans, and workforce planning. Public examples support initial exploration; the department portal describes retained work and resources for taking the design through a fuller review process.

OUTPUTS YOU CAN WORK WITH

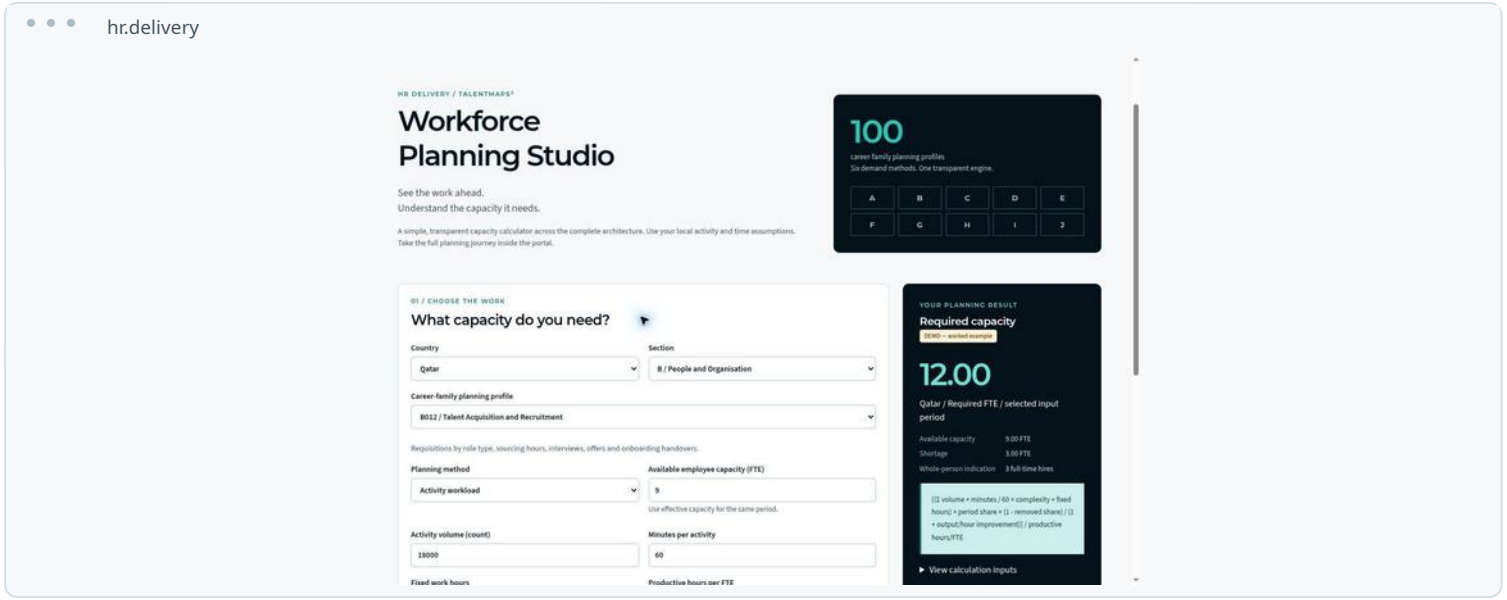
Role and structure design inputs · Workforce and management-capacity comparisons · An organisation proposal for stakeholder review

WHAT THIS GIVES YOU

Using the tools together helps teams see how one design choice affects accountabilities, capacity and cost before committing to a new structure.

Workforce Planning Studio

Build a workforce plan from a defined baseline, using a demand method that reflects how the organisation actually delivers its work.



Website screen · Live workforce calculator using the site's explicitly labelled demonstration example.

YOUR WORKSPACE

The studio includes 100 career-family profiles and six demand methods: activity workload, staffed coverage, project work, approved local ratio, baseline growth and approved establishment. Supply, capability and cost assumptions support monthly forecasts over a planning horizon of up to five years.

OUTPUTS YOU CAN WORK WITH

Workforce baseline and family profiles · Demand, supply and capability gaps · Monthly staffing and cost assumptions

WHAT THIS GIVES YOU

A transparent model gives leaders a practical basis for discussing staffing requirements, testing assumptions and choosing actions that address the real capacity gap.

Workforce scenarios, actions and reports

Compare credible alternatives for demand, supply, productivity and cost, then turn the preferred workforce scenario into defined actions and reporting requirements.

DOCUMENT / OUTPUT

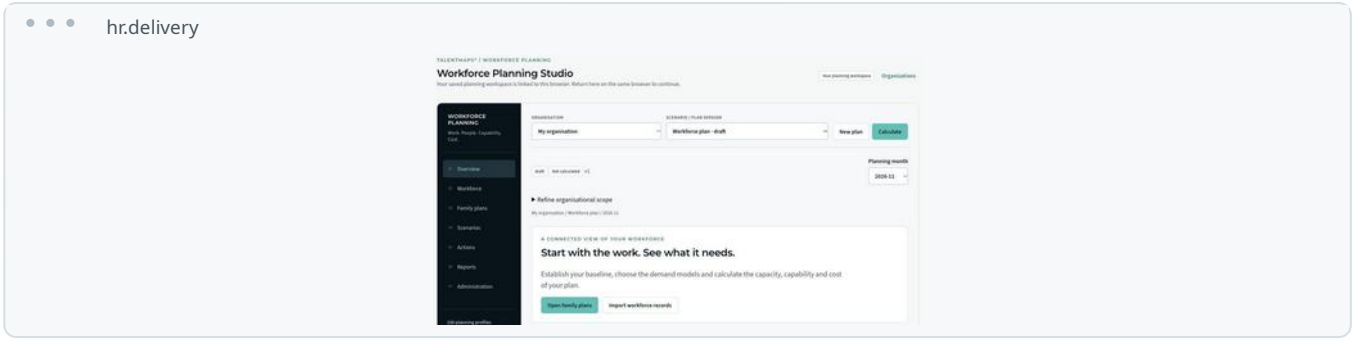
Workforce scenarios, actions and reports

01 Alternative workforce scenarios

02 Action plan linked to identified gaps

03 Reports and import/export records

Illustrative output structure



Detail · Workspace demonstration · Workforce Planning Studio: models and navigation. English interface; isolated demonstration...

HOW IT SUPPORTS YOUR WORK

The workspace demonstration includes workforce records, family plans, scenarios, actions, reports and an import control. The described import and export facilities support reconciliation with organisational records, while scenario assumptions provide context for interpreting the resulting workforce gaps.

Decision-makers can compare options on a consistent basis and connect an agreed staffing direction with the practical work needed to implement it.

Job Description Bank and Job Design

Use a relevant reference role to begin the job-design conversation, then adapt its purpose, responsibilities and capability requirements to the organisation.

DOCUMENT / OUTPUT

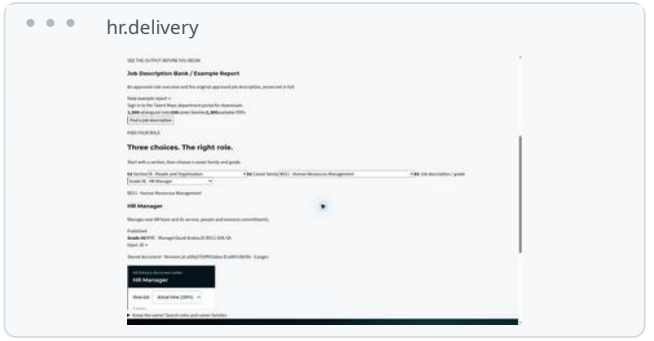
Job Description Bank and Job Design

01 Role-purpose and responsibility draft

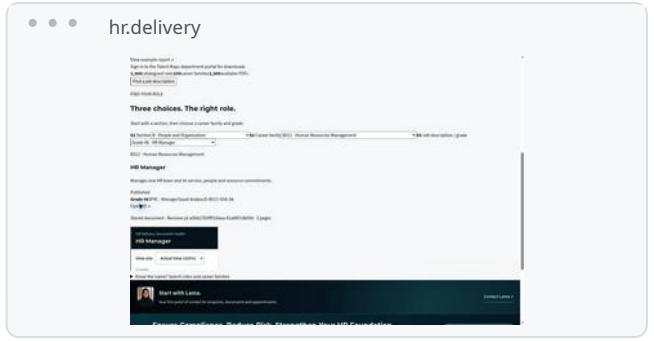
02 Behavioural and technical requirements

03 Public PDF and described editable role pack

Illustrative output structure



Website screen · Live Job Description Bank with Grade 6 HR Manager selected;...



Website screen · Public example role-description PDF opened from the Job...

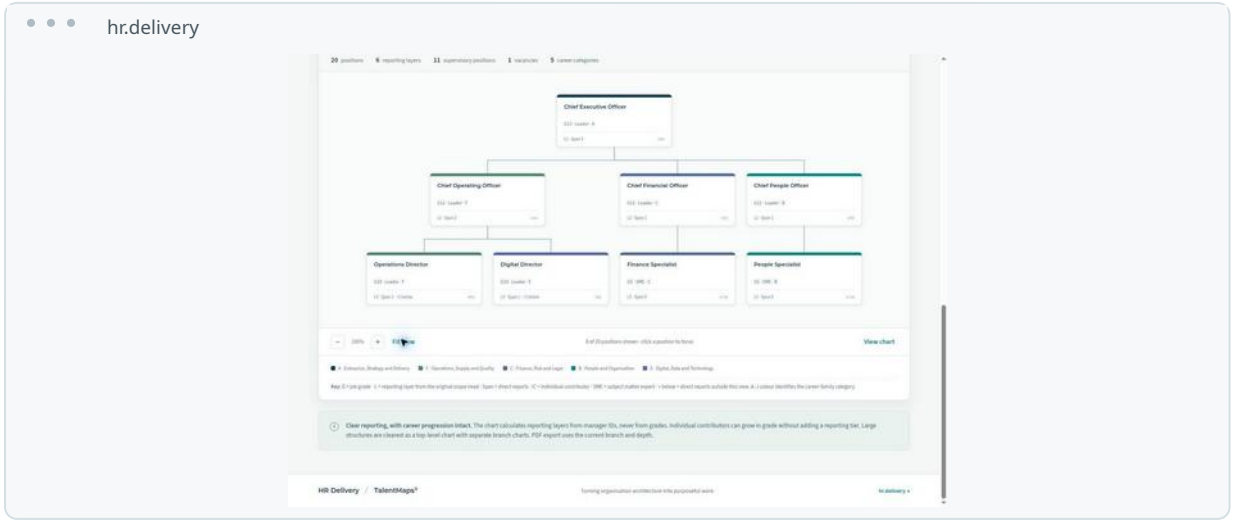
HOW IT SUPPORTS YOUR WORK

The bank lists 1,300 roles across 100 career families, with searches by role or selections by section, family and grade. Public PDFs support exploration; the portal describes editable Word originals and role packs for organisation-specific drafting.

A structured starting point saves preparation effort while keeping the final job description grounded in the organisation's actual work, relationships and accountabilities.

Organisation Chart Creator

Create a shared view of positions, reporting lines and vacancies, with the option to show employee names when that suits the discussion.



Website screen · Live roles-only chart using the site's demonstration positions; no employee names.

WHAT YOU CAN DO

Position records can include title, grade, career family, contribution track, manager and vacancy or planned status. The creator offers roles-only and people views, branch focus and depth controls, with checks for duplicate IDs, missing managers and reporting loops.

A clear chart helps stakeholders discuss accountability and planned changes while keeping the design of a position separate from its current occupant.

01

Roles-only or named organisation chart

02

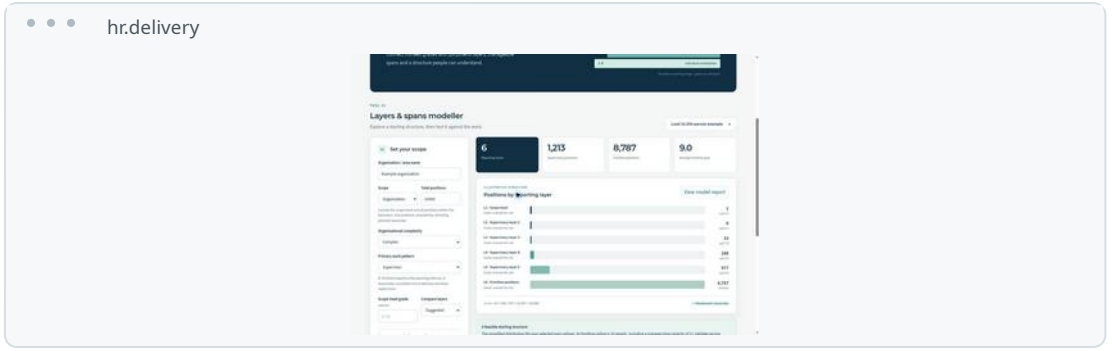
Structure validation prompts

03

CSV/JSON data and SVG/PDF export controls

Layers & Spans Modeller

Examine how management depth and supervisory capacity change under different assumptions before deciding whether an organisation structure is suitable for its work.



Website screen · Live model result for the supplied 10,000-person example; planning assumptions remain...

YOUR OUTPUTS

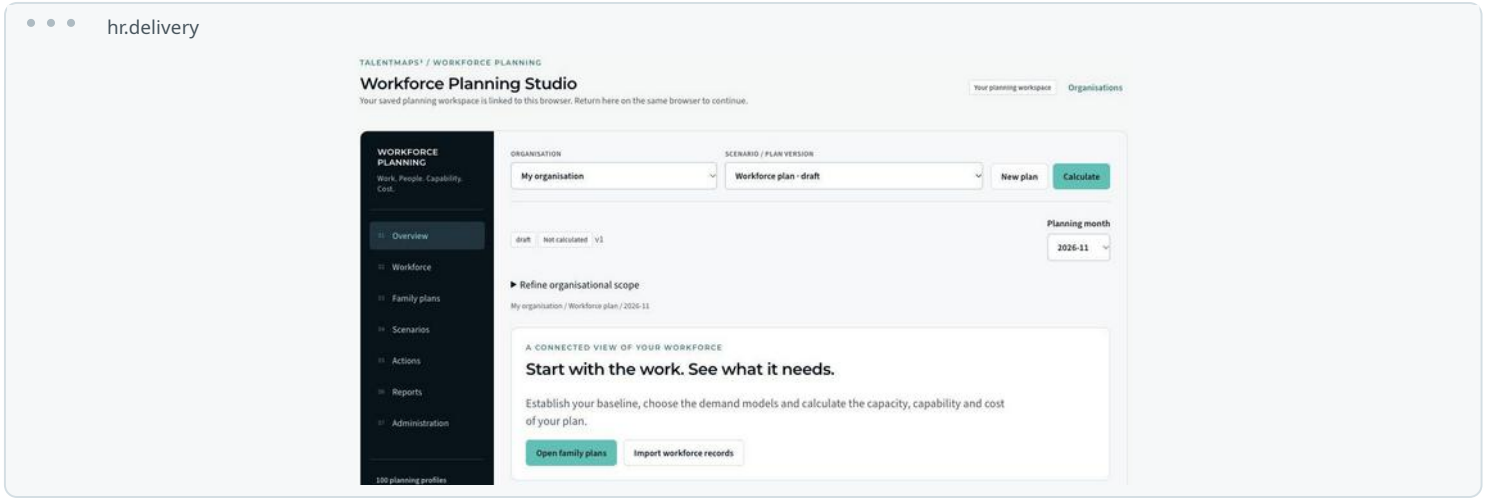
Alternative layer configurations · Supervisory and frontline position estimates · Span assumptions for discussion

Leaders can challenge structural assumptions explicitly and consider risk, geography and decision rights before adopting a preferred management arrangement for their organisation.

WHAT YOU CAN DO

The modeller compares one to seven reporting layers using headcount, complexity, scope and management assumptions. Its results provide a transparent planning hypothesis. Reporting layers are distinct from the 13-grade framework, and the output requires review against local operating demands.

Employee ERP and connected people records



Detail · Workspace demonstration · Workforce Planning Studio: models and navigation. English interface; isolated demonstration...

THE SERVICE IN PRACTICE

The described ERP scope includes employee profiles, employment history, job assignments, organisational relationships, development assignments, imports and people reports. Person and position information provide the context for changes over time and for coordinating development against agreed role requirements.

Keep employee information connected to approved job assignments, organisation structure and development work so HR activity starts from a consistent people record.

WHAT THIS GIVES YOU

Consistent records help HR teams reconcile changes, understand who occupies which role and connect administrative information with the development work agreed for employees.

YOUR OUTPUTS

Employee and employment-history records · Role and structure assignments · Development assignments, imports and people reports

Build a role pack for review

Bring role purpose, contribution level and capability requirements together before asking stakeholders to agree the job and its organisational context.

01

Select the reference

Choose the contribution map, career family and relevant reference role.

02

Adapt the work

Confirm actual responsibilities, relationships and the capability required for delivery.

03

Agree the pack

Review the draft with stakeholders and record the agreed role expectations.

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Related service view · Live TalentMaps[3] architecture explorer with its four...

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Related service view · Live Job Description Bank with Grade 6 HR Manager...

YOU RECEIVE

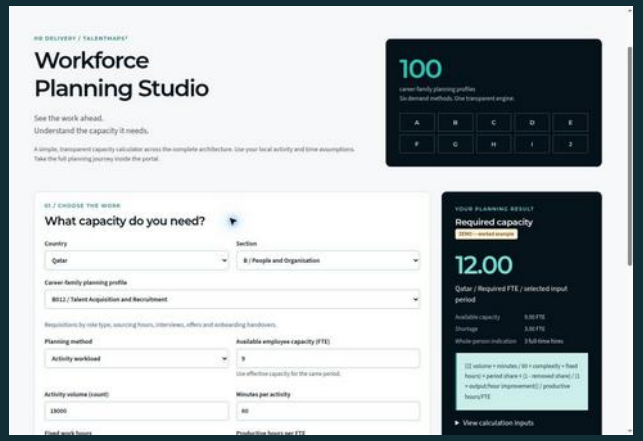
Role-purpose and responsibility draft · Behavioural and technical requirements · Questions for stakeholder agreement

A coherent role pack gives reviewers a clearer basis for discussing accountabilities and helps subsequent recruitment, performance and development work stay aligned.

Turn a workforce gap into an action plan

Use a clear baseline and an appropriate demand method to identify the workforce question and compare practical responses with decision-makers.

hr.delivery



Related service view · Live workforce calculator using the site's explicitly labelled demonstration...

YOUR WORK

Make demand, supply, capability and cost assumptions visible. Compare credible scenarios and connect the preferred response with accountable actions, required evidence and review arrangements appropriate to the workforce gap.

YOUR OUTPUTS

Demand and supply comparison · Selected workforce scenario · Accountable action and reporting requirements

The organisation can see what drives the gap and agree practical follow-up without treating one modelled staffing number as a complete answer.

1. Establish the baseline. Confirm the people records, planning period and current operating assumptions.
2. Model the work. Choose a demand method and compare supply, capability and cost.
3. Agree the response. Review scenarios and assign actions against the preferred planning option.

Review a proposed organisation structure

Prepare a structure proposal that stakeholders can examine through role relationships, management capacity and the work the organisation must deliver.

01

Map the positions

Check position identifiers, reporting lines, vacancies and planned organisational changes.

02

Test management capacity

Review layers and spans against complexity, geography and decision rights.

03

Review the implications

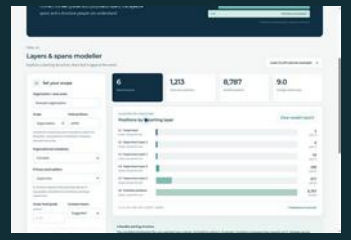
Connect the preferred structure with workforce requirements and implementation actions.

hr.delivery



Related service view · Live roles-only chart using the site's demonstration...

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Related service view · Live model result for the supplied 10,000-person...

YOU RECEIVE

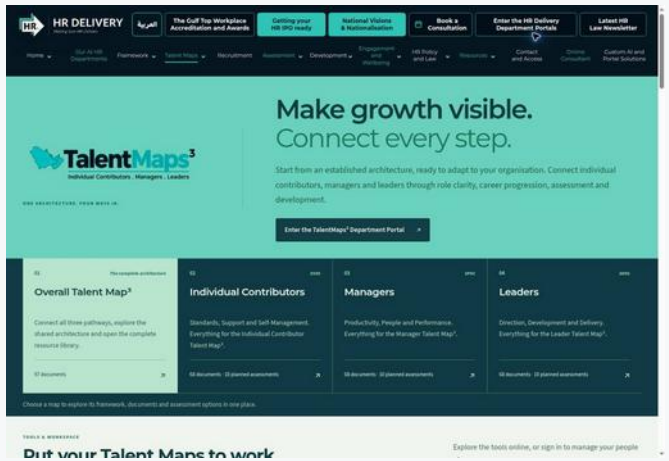
Roles-only or named chart · Layer and span assumptions · Implementation questions and design decisions

A reviewable proposal helps leaders discuss accountability and capacity together and makes the practical consequences of a structural choice easier to examine.

Agree the organisation design sequence with your adviser

The dedicated Organisation Design Process resource is marked Coming soon, alongside tools that can already be explored publicly.

hr.delivery



Website screen · Live architecture overview supporting the resource context; individual design tools...

WHAT YOU CAN DO

Workforce planning, charts, layers and spans, job descriptions and evaluation can support an assignment. Agree how those components will be sequenced, what decisions each informs and which outputs will be reviewed, rather than assuming a finished process manual accompanies them.

You can use the developed tools within a coherent engagement and know which supporting process resource is still forthcoming.

01

An agreed assignment sequence

02

Defined decision points

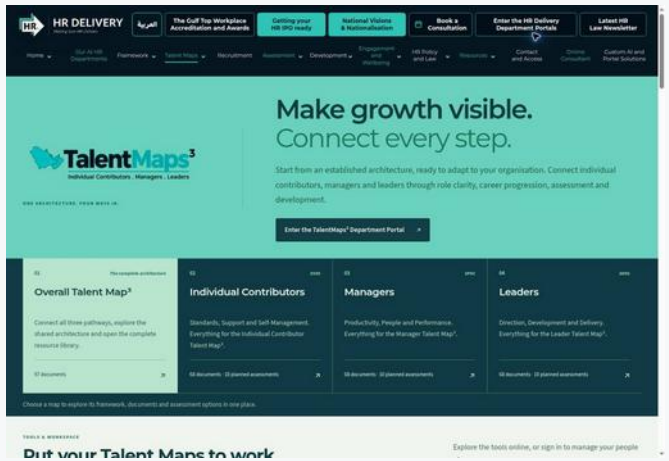
03

A set of expected design outputs

Follow the current recruitment route from TalentMaps

The TalentMaps Recruitment Tools card is marked Coming soon, while Recruitment Studio has its own department and published workspace demonstration.

hr.delivery



Website screen · Live Talent Maps architecture overview provides context for the planned gap-closure...

WHAT YOU CAN DO

Use the separate recruitment service route for current hiring requirements. Confirm whether the planned TalentMaps card will introduce distinct resources or connect to that service, and make the intended navigation clear in your team's handover.

Teams can reach the relevant recruitment offer while understanding the development status of the TalentMaps entry.

01

A working recruitment starting point

02

A clear relationship between resources

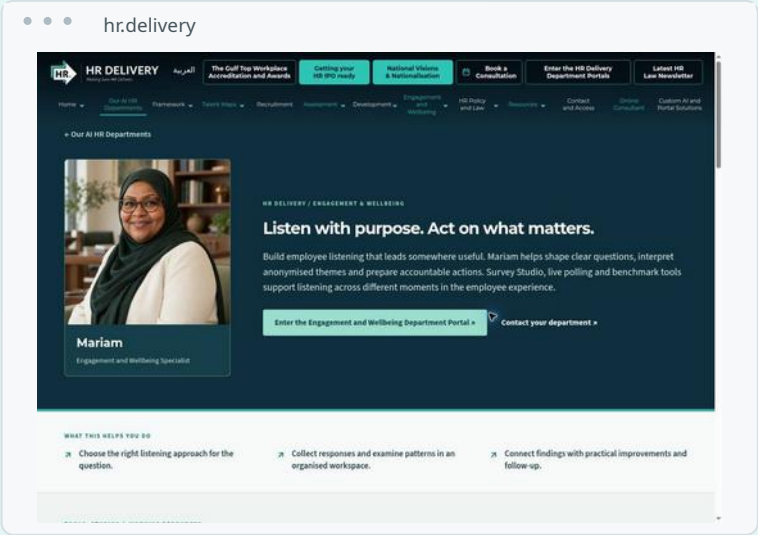
03

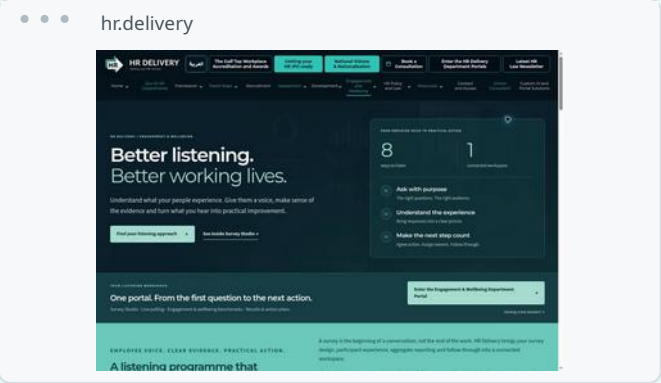
A future navigation or content requirement

D1

Engagement & Wellbeing Website resources

Explore employee listening, reference benchmarks and the questions that matter to your workforce.



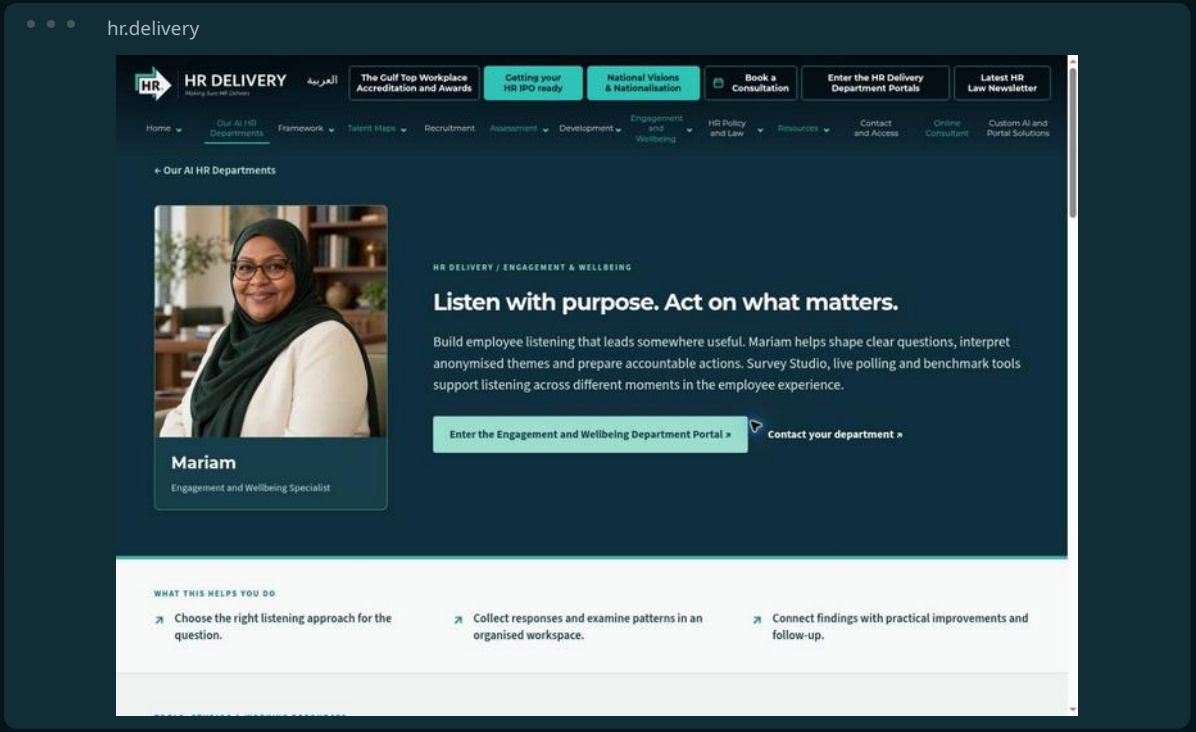


PAGES 142–156

SERVICE NOTE · Live specialist AI connections pending.

Meet Mariam

Start an employee listening conversation with a clear purpose, the right audience and a practical question that leaders are prepared to address.



Website screen · Mariam department profile

Mariam's public department page introduces the listening offer and routes into Survey Studio, employee experience services and benchmarks. Bring the workforce question, relevant context and intended follow-up so HR Delivery can discuss an appropriate approach and access.

BRING TO THE CONVERSATION

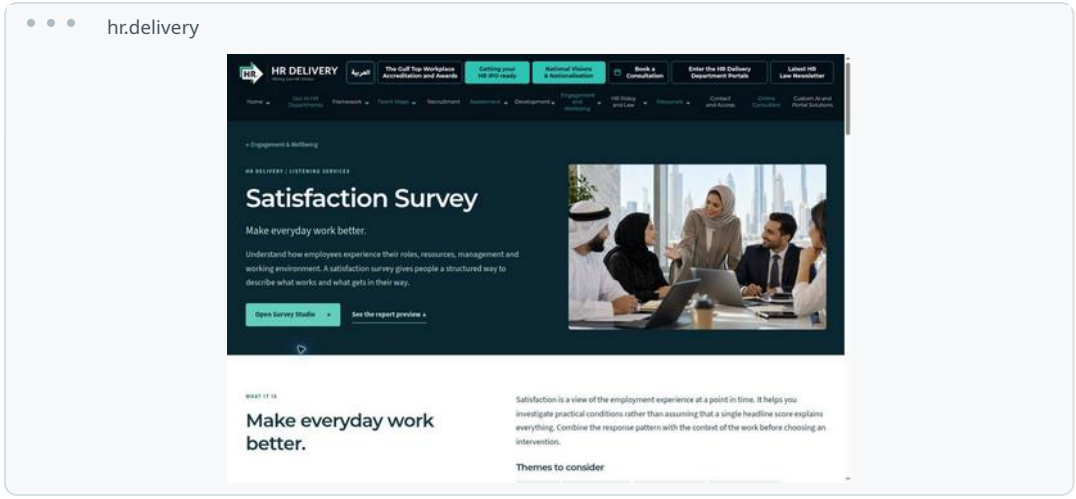
Listening purpose and audience · Relevant service and workspace choices · Questions for the HR Delivery team · Defined responsibility for follow-up

Gives the client a focused starting conversation, connecting employee feedback with a decision, accountable ownership and a clear route to practical work.

SERVICE NOTE · Approved starter questions and full sample report pending.

Satisfaction surveys

Explore everyday working conditions, including role clarity, resources and management support, to prepare a focused employee listening brief.



Website screen · Public satisfaction listening-service guide.

YOUR WORK

Use the public service guide to define the practical conditions to explore. Agree the employee population, question themes and reporting groups, then prepare approved content for Survey Studio and plan how managers will discuss the findings.

YOUR OUTPUTS

Satisfaction survey brief · Agreed working-condition themes · Priorities for manager discussion

Connects practical employment issues with the managers and teams able to discuss them and act on the findings.

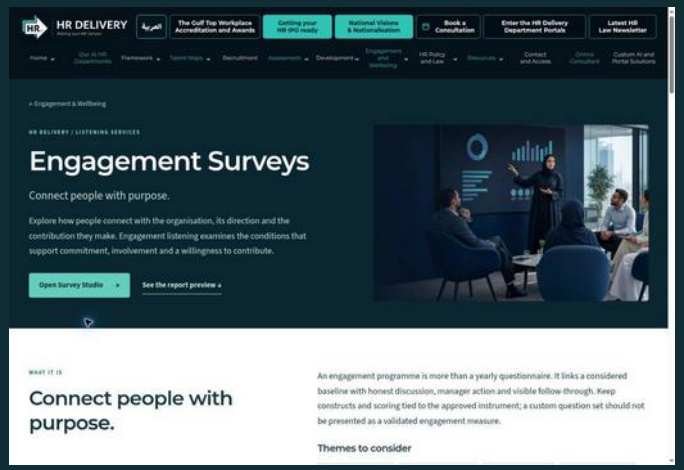
1. Frame the issue. Identify the working conditions that need attention and ownership.
2. Agree the questions. Review relevant themes and wording with responsible service owners.
3. Plan the response. Agree how findings inform priorities, discussion and employee communication.

SERVICE NOTE · Approved starter questions and full sample report pending.

Engagement surveys

Explore employees' connection with purpose, leadership and contribution through a listening programme that includes a credible plan for follow-up.

hr.delivery



Website screen · Public engagement listening-service guide.

WHAT THIS GIVES YOU

Gives leaders a clearer basis for selecting engagement actions and explaining their response to the people who provided feedback.

WHAT YOU CAN DO

Begin with the public engagement guide and an approved question and scoring approach. Define the purpose, audience and reporting boundaries before building the questionnaire, then agree how leaders will discuss themes and communicate the actions selected.

1. Define the focus. Identify the connection, contribution and employee-voice themes to explore.
2. Prepare the approach. Agree questions, scoring, privacy arrangements and planned reporting groups.
3. Engage leaders. Plan leadership discussion and follow-up before employees are invited.

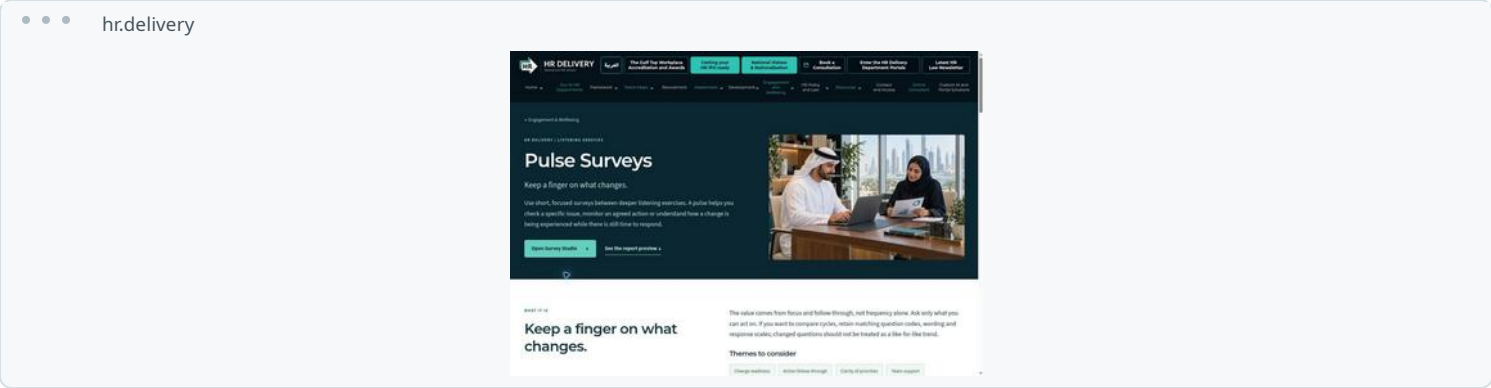
YOUR OUTPUTS

Engagement listening brief · Approved question and scoring approach · Leadership discussion and action priorities

SERVICE NOTE · Approved starter questions and full sample report pending.

Pulse surveys

Check a defined issue or recent change through a short survey that gives employees a focused opportunity to describe their experience.



Website screen · Public pulse listening-service guide.

1. Choose one focus. Name the decision or improvement this check should inform.
2. Keep comparisons clear. Retain matching wording and scales when repeated comparison is intended.
3. Respond promptly. Discuss the pattern and agree a response with its owner.

YOUR WORK

Use a pulse for a defined question the organisation can act on. Choose relevant items and timing, retaining matching wording and scales when comparison with successive cycles is intended.

Allows teams to revisit a priority between larger surveys and decide whether an existing action needs adjustment or discussion.

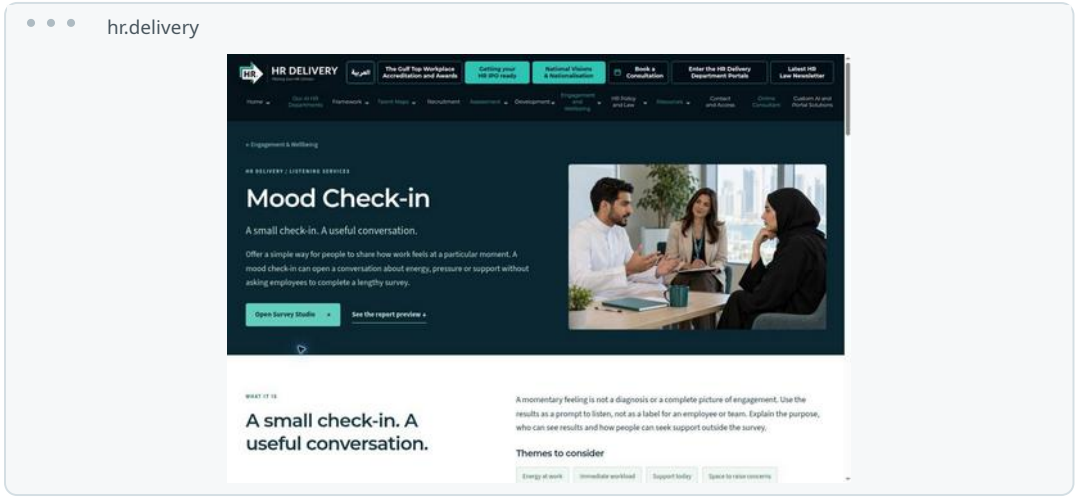
YOUR OUTPUTS

Focused pulse questionnaire · A defined collection period · A short update for action review

SERVICE NOTE · Approved starter questions and full sample report pending.

Mood surveys

Open a timely group conversation about energy, pressure and support through a brief check of how work feels today.



Website screen · Public mood listening-service guide.

YOUR WORK

Use the public mood guide to frame a short listening exercise around current working conditions. Explain the purpose and privacy arrangements, select an appropriate reporting group and discuss patterns with context before deciding on proportionate follow-up.

YOUR OUTPUTS

A brief check-in prompt · Group-level listening themes · Topics for a support conversation

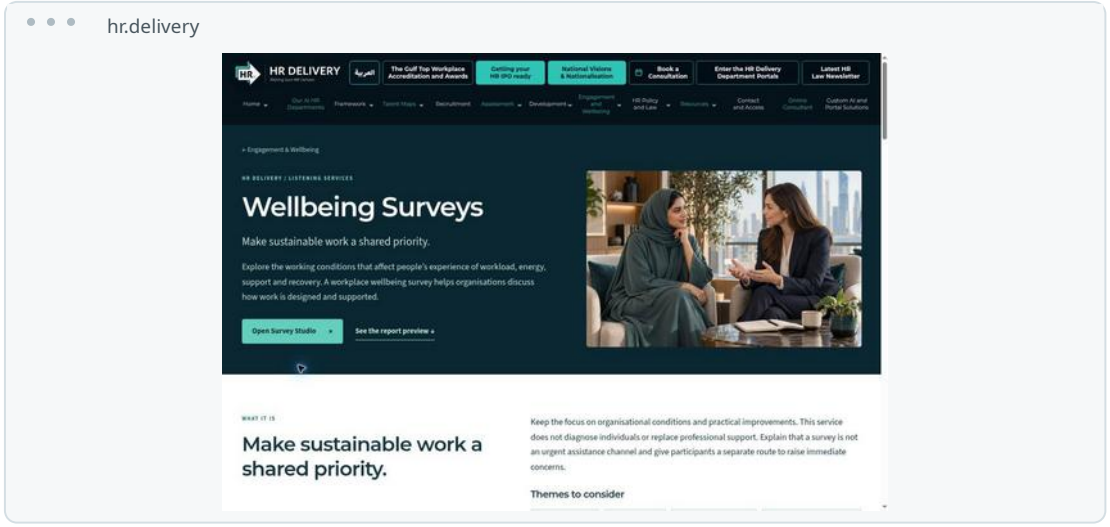
Creates an opening to discuss working conditions and support without treating a brief account of feeling as a diagnosis.

1. Set the context. Explain the purpose and how feedback will be discussed.
2. Listen briefly. Ask focused questions using the agreed participation and reporting approach.
3. Discuss the pattern. Explore the context and the support the group may need.

SERVICE NOTE · Approved starter questions and full sample report pending.

Wellbeing surveys

Explore workload, recovery and support so employees can describe the working conditions affecting whether their work feels sustainable and manageable.



Website screen · Public wellbeing listening-service guide.

WHAT THIS GIVES YOU

Gives managers a structured basis for discussing sustainable work and choosing changes related to the conditions employees describe.

WHAT YOU CAN DO

Use the wellbeing service guide to define the organisational conditions to examine. Agree the questions, reporting boundaries and response owners, then use aggregate findings to discuss work design, management support and practical changes that can be reviewed.

1. Focus on work. Identify the working conditions and support arrangements to explore.
2. Prepare the response. Agree review ownership and how employees will hear decisions.
3. Choose practical action. Connect findings with practical workload, work-design or support changes.

YOUR OUTPUTS

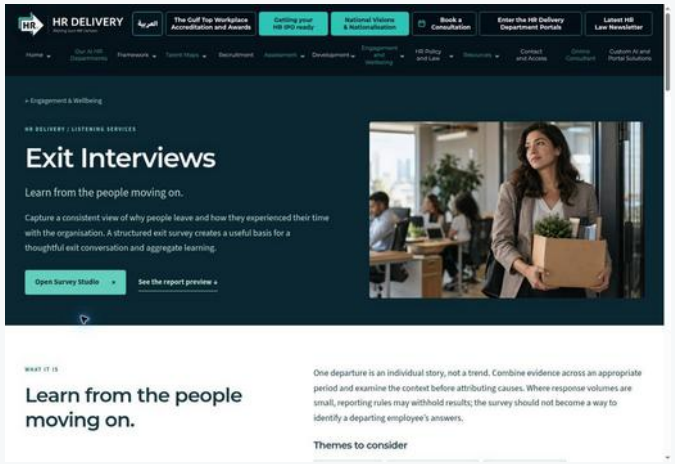
Workplace wellbeing listening brief · Aggregate conditions and support themes · Work-design and support priorities

SERVICE NOTE · Approved starter questions and full sample report pending.

Exit surveys

Gather a consistent account of departing employees' experience, leaving context and suggestions to inform a considered review of employment practice.

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Website screen · Public exit listening-service guide.

WHAT THIS GIVES YOU

Makes departure feedback easier to review together while retaining the context managers need to choose sensible follow-up actions.

WHAT YOU CAN DO

Use the exit service guide to prepare a consistent set of questions and a suitable collection period. Review themes across departures alongside role context and other evidence, then identify matters that warrant retention discussion or closer investigation.

1. Define the review. Define the departing population and the period under review.
2. Gather the experience. Ask consistent questions about experience, leaving context and improvements.
3. Review recurring themes. Discuss recurring themes before choosing matters for further investigation.

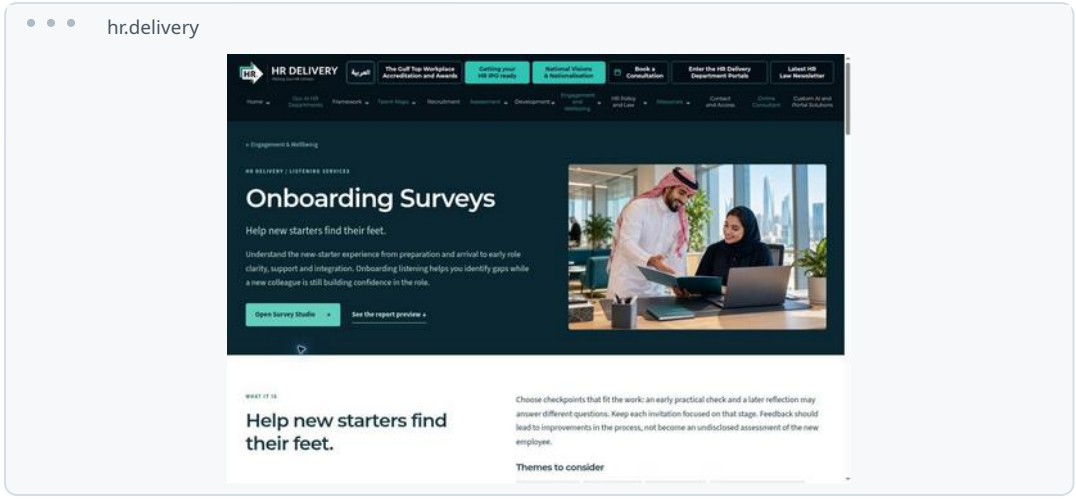
YOUR OUTPUTS

Structured exit feedback · Themes across a defined period · Retention and management review topics

SERVICE NOTE · Approved starter questions and full sample report pending.

Onboarding surveys

Review the joining experience at useful checkpoints, from practical access and induction to role clarity, manager support and finding help.



Website screen · Public onboarding listening-service guide.

YOUR WORK

Choose checkpoints that reflect the new starter's journey. An early survey can explore preparation and practical access; a later one can examine expectations and support. Use each cycle to improve the joining process and clarify follow-up responsibilities.

YOUR OUTPUTS

Checkpoint-specific onboarding questions · Joining-process feedback · Actions for HR and line managers

Shows HR and managers where the joining process needs attention and helps them provide support at a useful time.

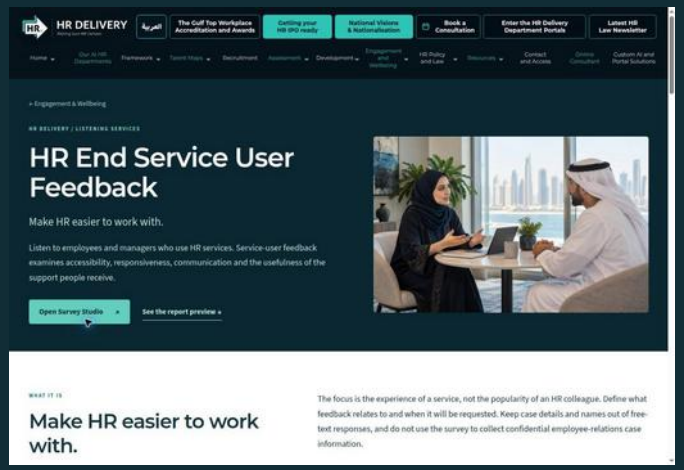
1. Choose the checkpoint. Match questions to the new starter's stage and experience.
2. Explore the experience. Explore access, induction, expectations and support at the appropriate time.
3. Close the loop. Agree practical follow-up with HR and the responsible manager.

SERVICE NOTE · Approved starter questions and full sample report pending.

HR service-user feedback

Ask employees and managers about a defined HR service, focusing on access, responsiveness, communication and the usefulness of support received.

hr.delivery



Website screen · Public hr feedback listening-service guide.

WHAT THIS GIVES YOU

Gives service owners specific feedback to discuss and a practical basis for reviewing expectations, communication and service improvements.

WHAT YOU CAN DO

Define the service or interaction being reviewed before asking for feedback. Use the public guide to select relevant themes, agree when responses will be collected and prepare a review with the people responsible for improving that service.

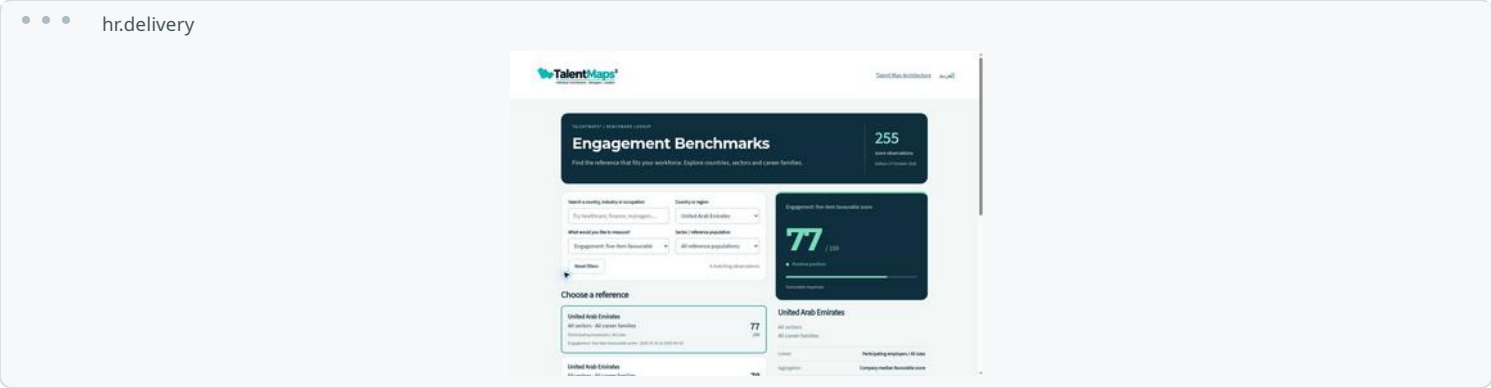
1. Name the service. Make the HR service or interaction under review explicit.
2. Invite useful feedback. Ask about experience without unnecessary names or confidential case details.
3. Review with owners. Agree practical improvements and expectations with accountable service owners.

YOUR OUTPUTS

A defined service-review brief · User-experience feedback themes · Service improvement priorities

Engagement Benchmark tool

Find an engagement reference suited to the workforce question, then carry its population, measure and period into the results discussion.



Website screen · Live engagement reference lookup, with population and measure context.

YOUR WORK

Filter by country, measure and sector, with career-family exploration where available. The reviewed edition lists 255 observations; compare question content, population and period before interpreting differences or selecting a target.

Gives leaders an evidenced comparison to discuss while preserving the context needed to judge relevance and set a sensible target.

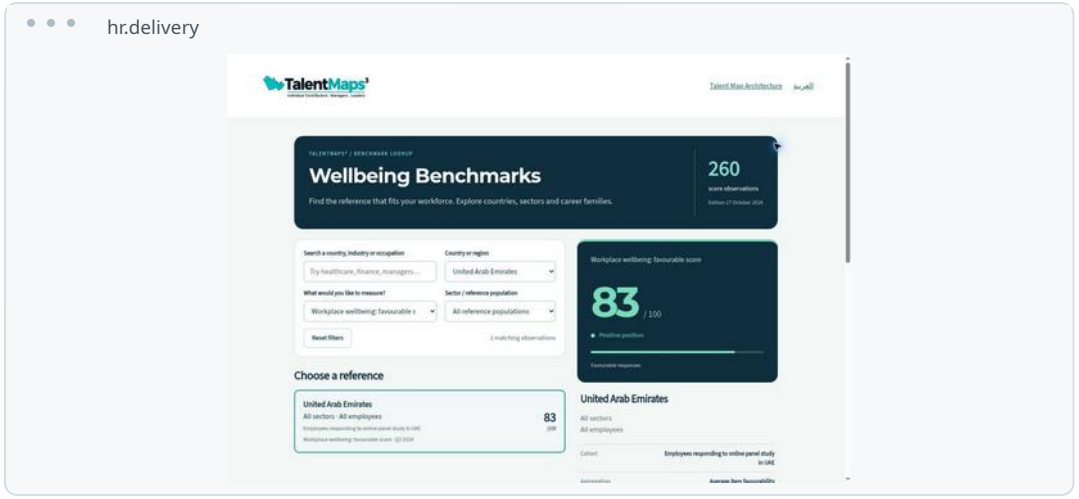
1. Select the context. Choose a relevant country, measure and comparison population for review.
2. Read the basis. Read the cohort, period, original scale and display calculation together.
3. Use it carefully. Retain the comparison context when discussing results and proposed targets.

YOUR OUTPUTS

A selected reference observation · Population, period and measure context · A documented comparison rationale

Wellbeing Benchmark tool

Find a wellbeing reference relevant to the population and measure, then check its basis before comparing scores or discussing improvement.



Website screen · Live wellbeing reference lookup, including country and measurement filters.

YOUR WORK

Explore country, measure, sector and career-family references across 260 observations. Check measurement guidance: favourable percentages, rescaled means and classifications have different meanings even when displayed on a common scale.

YOUR OUTPUTS

Relevant wellbeing observations · Measurement and population context · Questions for interpreting an apparent gap

Supports a more careful wellbeing comparison and keeps discussion focused on working conditions rather than an unexplained benchmark number.

1. Find the observation. Filter for a relevant country, measure and reference population.
2. Check comparability. Check measurement, reporting and display methods before interpreting differences.
3. Connect to work. Use the evidence to discuss a proportionate workplace improvement focus.

Start with the listening decision

Start a listening programme with a decision leaders need to make, then define the audience, approach and response before collecting feedback.

01

Define the decision

State the practical question and who will act on it.

02

Choose the audience

Identify participants with relevant experience and useful reporting groups.

03

Select the approach

Agree an appropriate questionnaire and follow-up using the service guides.

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Website screen · Public Engagement and Wellbeing service overview.

hr.delivery



Website screen · Live engagement reference lookup, with population and measure...

YOU RECEIVE

A defined listening purpose · A selected service approach · An agreed route into Survey Studio

Gives the survey a practical purpose and helps employees see how their contribution connects with discussion and subsequent organisational action.

Prepare a useful survey brief

Bring the purpose, audience and reporting expectations into one short brief so everyone involved understands what the survey is intended to achieve and support.

DOCUMENT / OUTPUT

Prepare a useful survey brief

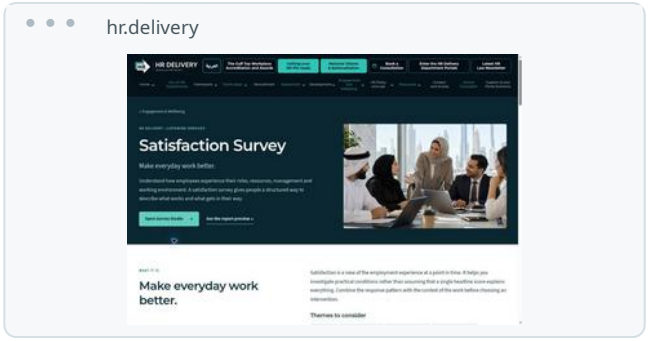
01 Purpose and audience statement

02 Question and language requirements

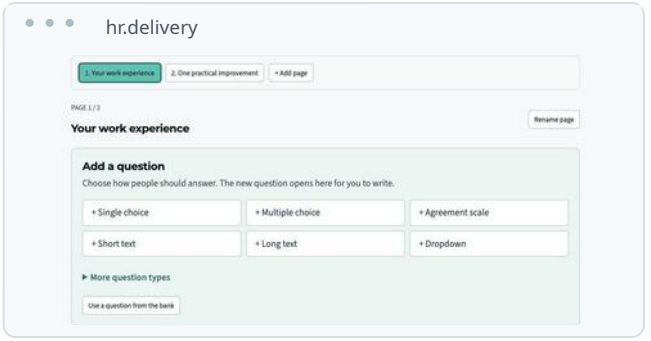
03 Privacy and reporting decisions

04 Collection and follow-up plan

Illustrative output structure



Website screen · Public satisfaction listening-service guide.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...

HOW IT SUPPORTS YOUR WORK

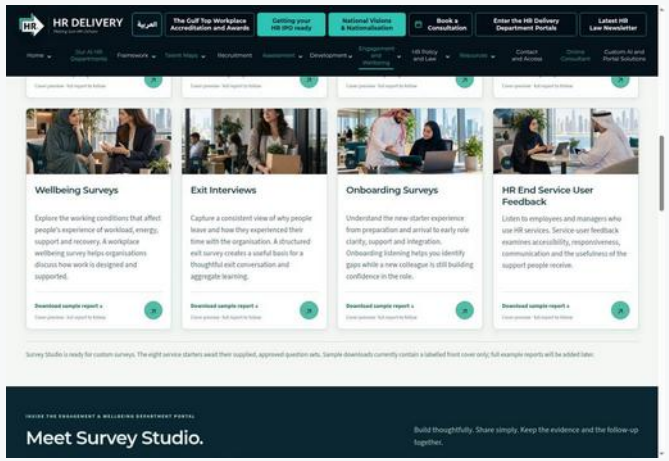
Prepare a client brief covering the organisational question, participant population, proposed themes, language needs, privacy approach and intended reporting groups. Add collection dates, decision owners and a plan for communicating findings before the questionnaire moves into the studio.

Provides a shared reference for survey authors, managers and communications colleagues, helping them prepare a coherent employee experience and agree responsibilities before launch.

Scope named listening starters before rollout

The named survey starters need their approved question sets and complete example reports before being presented as finished service packages.

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Website screen · Live survey service readiness statement identifying content that still needs completion.

WHAT YOU CAN DO

This applies to satisfaction, engagement, pulse, mood, wellbeing, exit, onboarding and HR service-user feedback. Custom Survey Studio is described separately as developed; the starter examples currently show labelled report covers rather than a complete analysis.

Your organisation can distinguish the configurable studio from a ready-made listening programme and agree the content needed for launch.

01

An agreed questionnaire

02

A complete reporting specification

03

A rollout decision based on finished content

HR DELIVERY
Making Sure HR Delivers

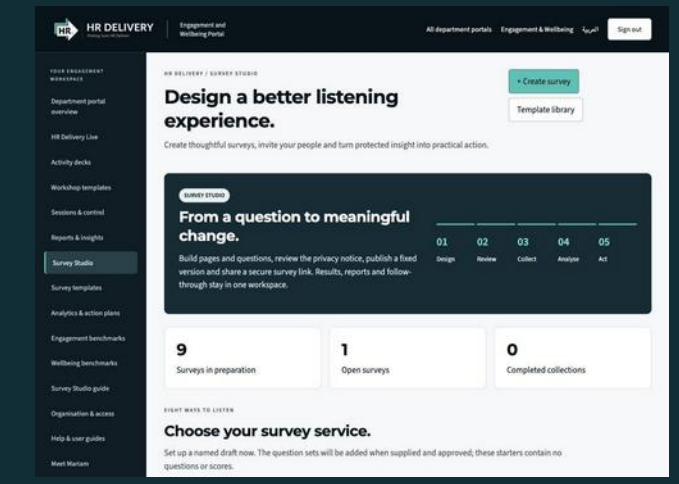
D2

Engagement & Wellbeing Portal workspace

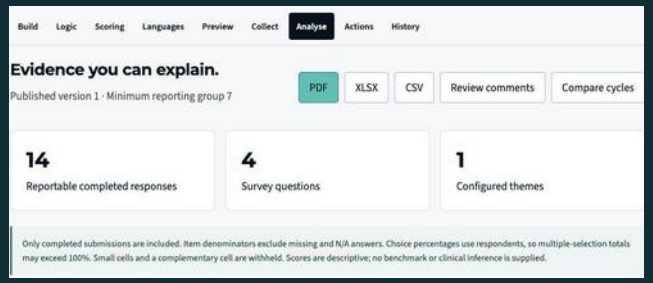
Build surveys, run participation, understand responses and coordinate visible follow-through.

PORTAL WORKSPACE

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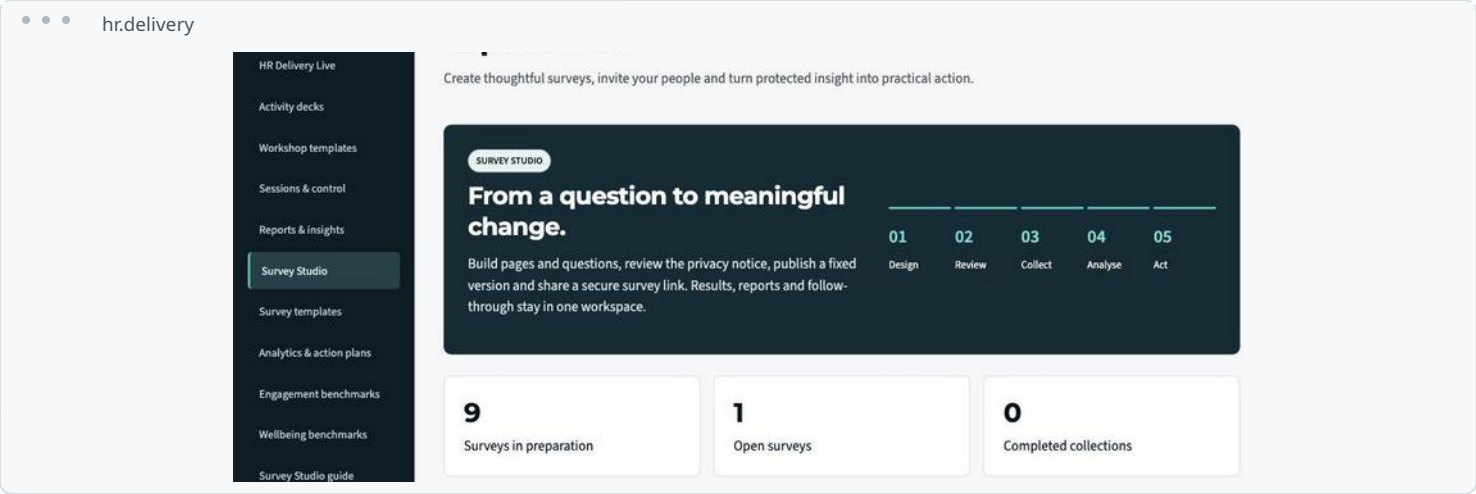
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PAGES 157–196

Engagement and Wellbeing Portal

Bring survey design, employee listening, interactive sessions and practical follow-up into a departmental workspace built around the questions your organisation needs to address.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published demonstration.

WHAT THIS GIVES YOU

Gives HR teams a coherent route from asking for employee input to reviewing the evidence, discussing priorities and keeping the resulting work visible.

THE SERVICE IN PRACTICE

Start with an agreed listening purpose and audience. Survey Studio supports questionnaire preparation, collection and analysis; specialist workspaces organise recurring topics, while HR Delivery Live supports facilitated participation. Benchmarks and action planning help connect findings with a considered organisational response.

YOUR OUTPUTS

Published survey and participation routes · Analysis and reporting material · Named follow-up actions · Interactive session outputs

Survey builder and editable templates

Prepare an editable questionnaire from a blank survey or suitable template, with content organised around a clear listening purpose.

01

Start the draft

Choose a blank survey or template matching the listening purpose.

02

Shape the content

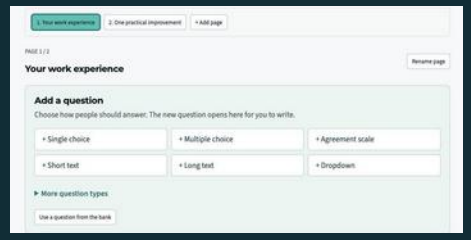
Organise the introduction, pages and questions for the intended audience.

03

Review the design

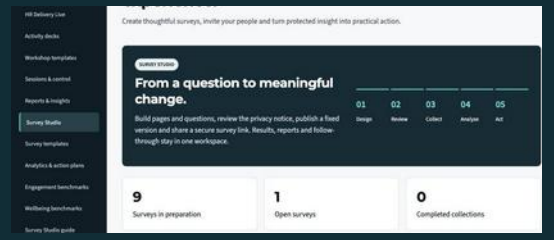
Check wording and structure before preview and publication review.

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Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...

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Detail · Workspace demonstration · Survey Studio workspace and connected...

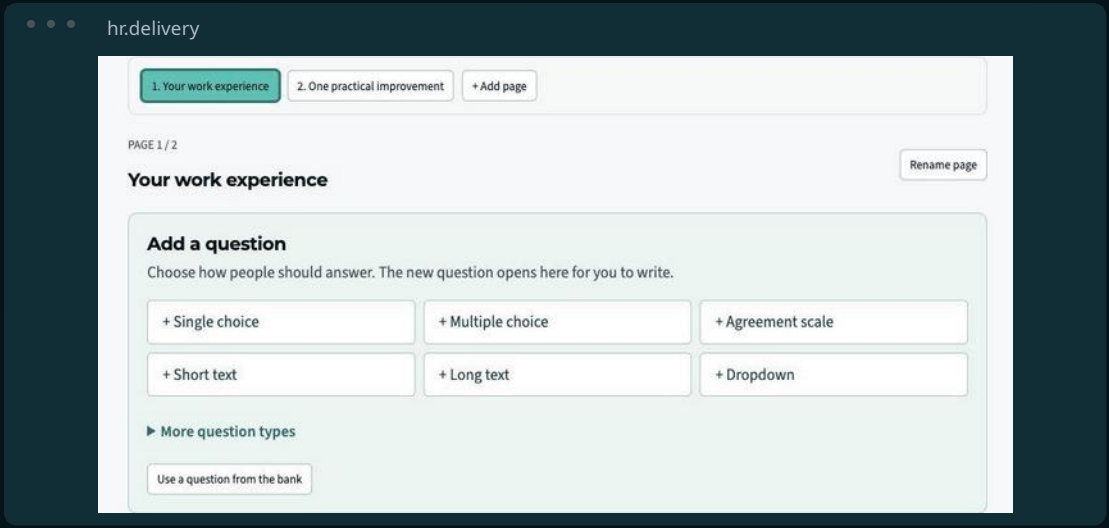
YOU RECEIVE

An editable survey draft · A structured question sequence · Content prepared for participant preview

Gives the client control over wording and structure, so the questionnaire addresses the workforce question leaders need to understand.

Pages and question formats

Organise questions into a readable sequence and choose response formats that match the information each part of the survey needs.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring, Languages and Preview...

WHAT THIS GIVES YOU

Makes the questionnaire easier to follow and helps ensure that each response format serves the information the client wants.

WHAT YOU CAN DO

Group questions into pages and select suitable formats, including choices, agreement responses, text or dropdowns. The supplied catalogue lists 17 question types; review consistency and the complete participant experience before publication.

1. Organise the journey. Group related questions into a logical sequence of pages.
2. Match the format. Match each response format to the information the question needs.
3. Check consistency. Check instructions, labels and page order in the participant preview.

YOUR OUTPUTS

A multi-page survey structure · Response formats matched to questions · Consistent answer labels and instructions

Conditional questions and branching

Show relevant follow-up questions according to earlier answers, so respondents encounter a survey route appropriate to their own experience.

01

Map the condition

Identify the earlier answer that triggers a follow-up section.

02

Set the route

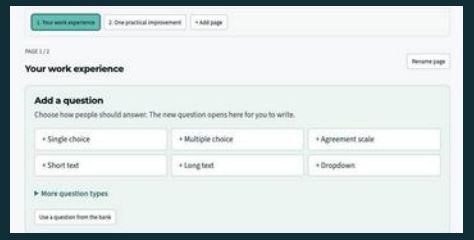
Connect that condition with the relevant questions and alternative route.

03

Check each path

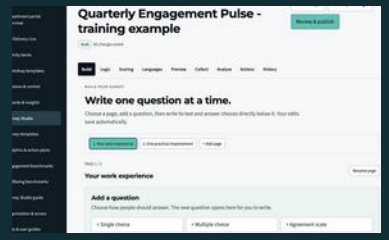
Preview included and skipped questions before sharing the published survey.

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Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...

hr.delivery



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...

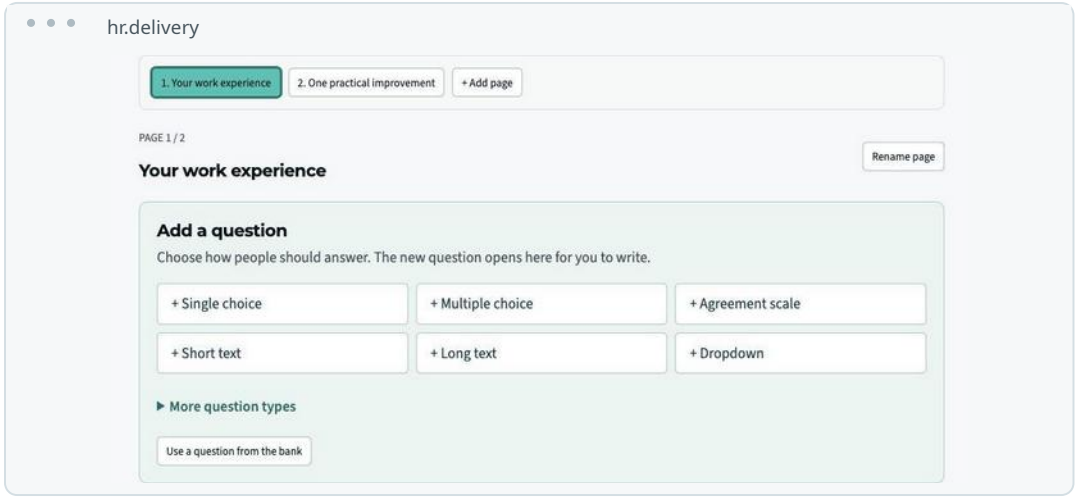
YOU RECEIVE

Conditional question rules · Relevant participant routes · Clear bases for follow-up analysis

Reduces irrelevant questions and gives the client more focused feedback from the respondents who have experience of each issue.

Survey scoring

Define how selected responses contribute to a score, keeping the meaning of the measure clear before reviewing or comparing results.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring, Languages and Preview...

YOUR WORK

Define which items belong together and what their response scale means. Retain question-level results and check comparison assumptions so a theme score remains connected to the content employees answered.

YOUR OUTPUTS

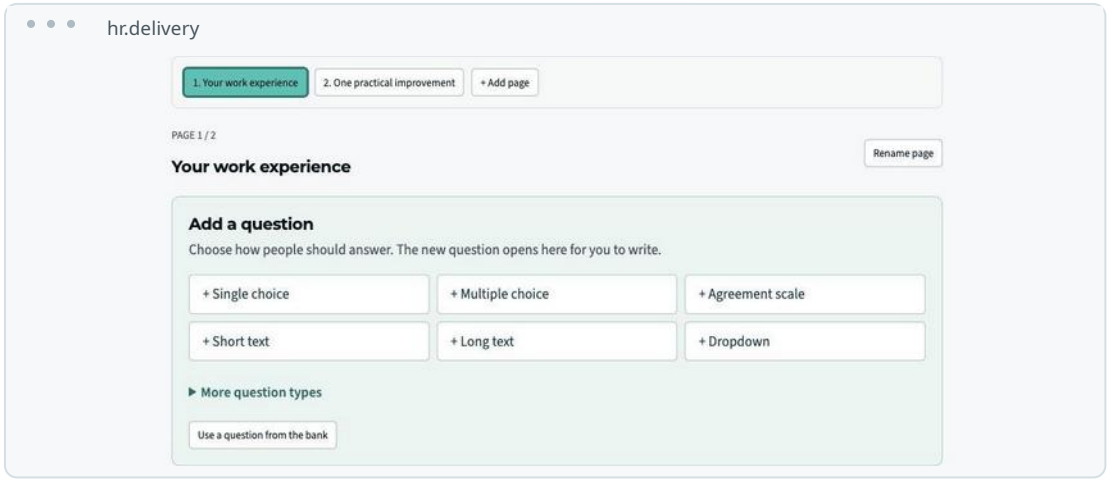
Defined item groups or themes · Descriptive survey scores · Question-level context for interpretation

Makes score interpretation more transparent and helps leaders connect a numerical summary with the questions and experiences behind it.

1. Define the theme. Group questions according to the intended construct and scoring purpose.
2. Specify the meaning. Define response coding and what higher or lower scores mean.
3. Interpret with context. Review themes alongside question results, participation and the original purpose.

English and Arabic survey content

Prepare English and Arabic survey content so participants can read the questions, instructions and response choices in the enabled language.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring, Languages and Preview...

WHAT THIS GIVES YOU

Supports an understandable participant experience across the enabled languages and helps the client review meaning before comparing response patterns.

WHAT YOU CAN DO

Develop both language versions around the same intended meaning, response scales and participant information. Review terminology with suitable language expertise, then preview each enabled version and its question routes before the publication decision is made.

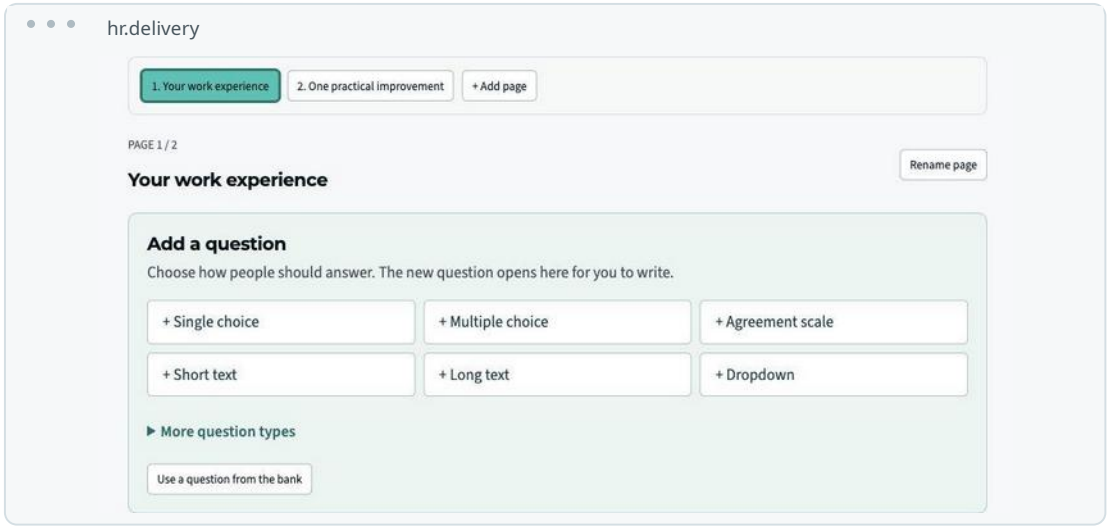
1. Prepare both versions. Draft corresponding questions and participant information with the same meaning.
2. Review the language. Check terminology and response labels with suitable language expertise.
3. Preview the experience. Read each enabled language and test its relevant question routes.

YOUR OUTPUTS

English survey wording · Arabic survey wording · Aligned response labels and participant information

Participant preview

Walk through the respondent experience before publication, checking the instructions, pages, languages and conditional routes as a participant would encounter them.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring, Languages and Preview...

WHAT THIS GIVES YOU

Gives the author a practical opportunity to resolve confusing wording or navigation before those issues affect the responses collected.

WHAT YOU CAN DO

Use Preview to read the survey and follow possible respondent routes. Check instructions, response labels and conditional sections, then correct wording or sequencing issues in the draft before collecting answers.

1. Read from the start. Read the introduction and instructions from the participant's perspective.
2. Follow the routes. Follow the relevant pages, questions and enabled language versions.
3. Refine the draft. Resolve wording and sequencing issues before the publication decision.

YOUR OUTPUTS

A reviewed participant journey · Identified wording or sequence corrections · A draft ready for publication checks

Purpose, privacy and publication checks

Review the survey's purpose, participant information and privacy arrangements before publication, with responsibilities and collection expectations agreed by the client.

01

Explain the purpose

State the purpose and intended organisational use of responses.

02

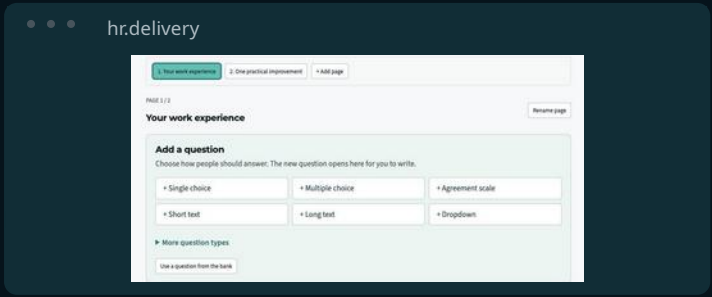
Review expectations

Align privacy, consent and language information with actual participation.

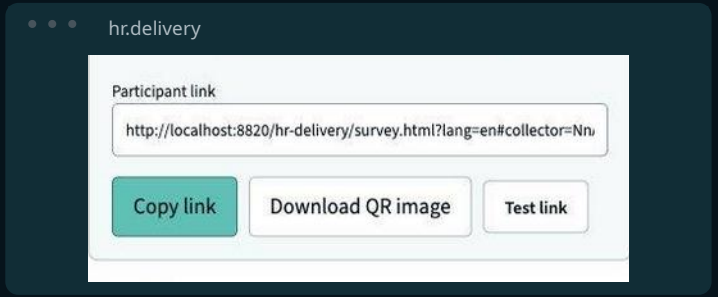
03

Confirm publication

Agree collection arrangements and ownership before publishing the survey.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...



Detail · Workspace demonstration · Collection link, QR and response-period...

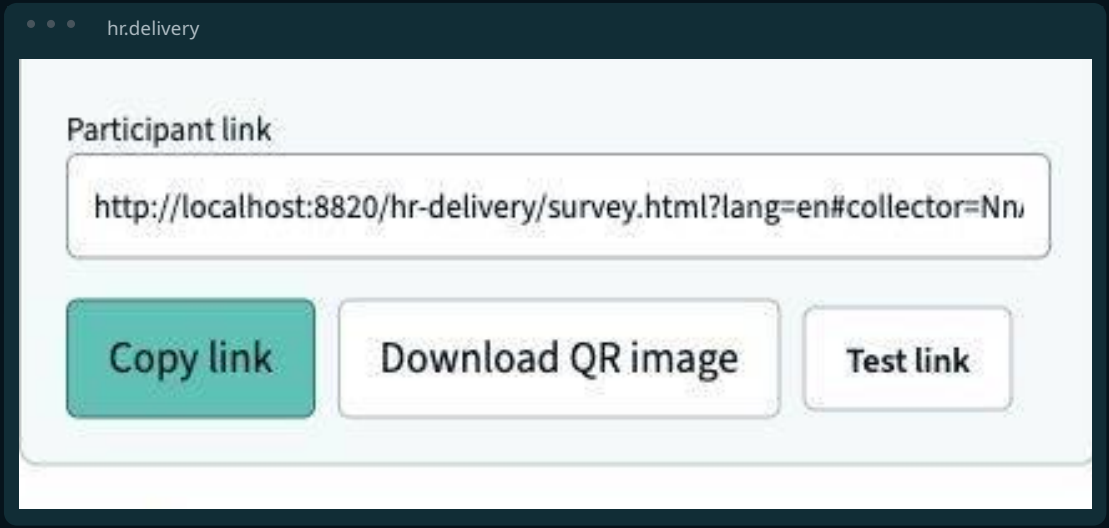
YOU RECEIVE

A clear purpose statement · Participant privacy and consent information · Reviewed publication settings

Helps participants understand the invitation and gives the client a clear basis for explaining how the listening exercise operates.

Participant completion links

Give the intended audience a direct completion link, supported by clear instructions about the survey's purpose, participation and closing arrangements.



Detail · Workspace demonstration · Collection link, QR and response-period controls; published...

WHAT THIS GIVES YOU

Makes the invitation actionable and helps employees reach the correct questionnaire with the information needed to decide how to participate.

WHAT YOU CAN DO

Share the collection link through the agreed channel with its purpose, participation information and closing arrangements. Check that it opens the correct published survey before distributing it to the intended audience.

1. Confirm the version. Check publication and participation settings for the intended survey.
2. Prepare the invitation. Explain the purpose, intended respondents and relevant closing arrangements.
3. Check the link. Test the completion route before sharing through the chosen channel.

YOUR OUTPUTS

A participant completion URL · Joining instructions for the chosen audience · A checked route to the published version

Shareable QR codes

Make a survey accessible through a shareable QR code, with clear context and an alternative route where scanning is impractical.



Detail · Workspace demonstration · Collection link, QR and response-period controls; published demonstration.

YOUR WORK

Pair the QR code with the survey purpose and participation information. Test its destination and include a readable link or alternative instructions for people unable to scan the image.

Provides a convenient entry from posters, presentations or other suitable settings while keeping the survey purpose visible beside the code.

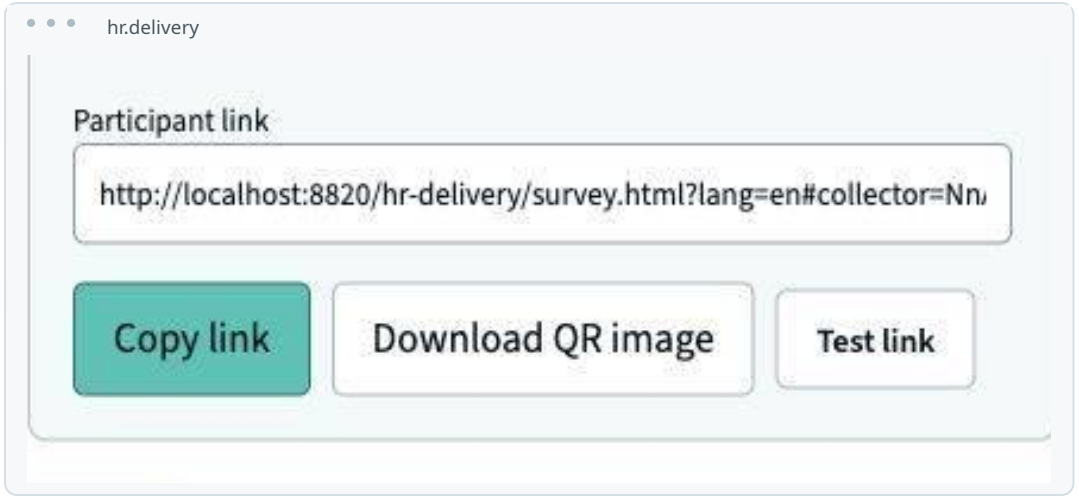
1. Choose the setting. Choose settings where the intended respondents can use the code.
2. Explain the purpose. Add concise instructions and the relevant information for participants.
3. Check the destination. Test the destination and provide an accessible alternative entry route.

YOUR OUTPUTS

A survey QR image · Briefing or poster access instructions · An alternative link for participation

Anonymous, confidential or identified listening

Choose anonymous, confidential or identified listening according to the purpose, then align participant information and reporting with that arrangement.



Detail · Workspace demonstration · Collection link, QR and response-period controls; published...

YOUR WORK

Set the privacy mode before invitations. Anonymous, confidential and identified approaches support different uses; align communication and reporting with the selection, applying relevant minimum-group or small-cell controls where the service provides them.

YOUR OUTPUTS

A defined participation mode · Consistent participant privacy information · Reporting boundaries for the results

Helps the client match its listening approach to the intended use and explain the conditions of participation consistently to employees.

1. Choose the purpose. Decide whether group feedback or agreed individual follow-up is needed.
2. Set expectations. Explain identifiable-data access and the intended use of responses.
3. Align the reporting. Check group comparisons and comments against the declared privacy arrangement.

Response collection

Collect responses within an agreed period and participation arrangement, preserving the audience and timing needed to explain the resulting findings.



Detail · Workspace demonstration · Collection link, QR and response-period controls; published...

WHAT THIS GIVES YOU

Gives the analysis a defined collection context and helps the client discuss participation and findings against the same agreed scope.

WHAT YOU CAN DO

Agree access and collection dates, then monitor submissions. Keep the published version and privacy approach stable so the dataset can be explained against a clearly defined audience and response period.

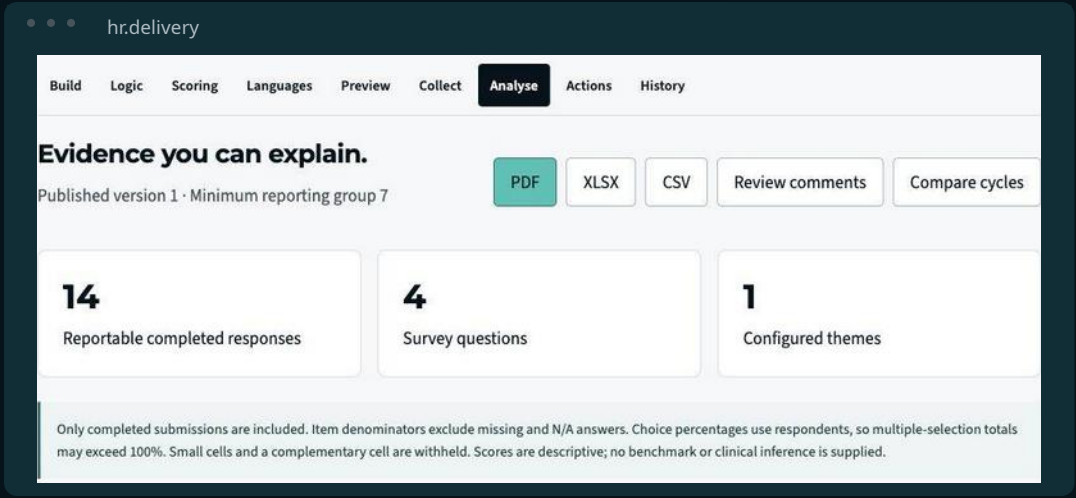
1. Set the period. Agree opening and closing arrangements for the intended audience.
2. Follow participation. Review participation while maintaining the declared communication and privacy arrangements.
3. Prepare the analysis. Carry the collection scope and dates into the results presentation.

YOUR OUTPUTS

Responses linked to the published survey · Submission totals and collection dates · A defined basis for analysis

Analysis, reports and exports

Explore response patterns and prepare reports or exports that help leaders discuss the findings, their context and possible improvement priorities.



Detail · Workspace demonstration · Question analysis, reporting and export controls with demonstration...

YOUR WORK

Interpret question patterns and comments against the purpose, participation context and eligible groups. Prepare PDF, XLSX or CSV outputs for leadership discussion, further analysis or the agreed presentation of findings.

YOUR OUTPUTS

PDF survey report · XLSX or CSV analysis export · Question and theme findings · Comment context for discussion

Turns responses into material for a focused management conversation and preserves the context needed to interpret patterns before choosing action.

1. Read the pattern. Review question patterns against the purpose and response coverage.
2. Check the context. Consider eligible groups, comments and the basis of cycle comparisons.
3. Prepare the output. Choose reports or exports suited to the review audience.

Action plans with owners and dates

Turn an agreed finding into an action with a named owner, target dates and progress information that can be revisited.

01

Choose the response

Translate an agreed finding into a specific, practical response.

02

Assign ownership

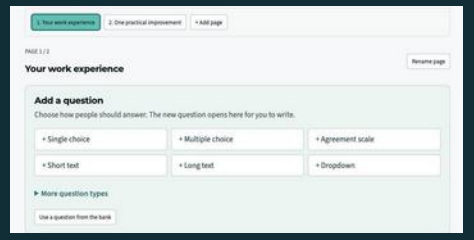
Name the owner and agree target and review dates.

03

Review progress

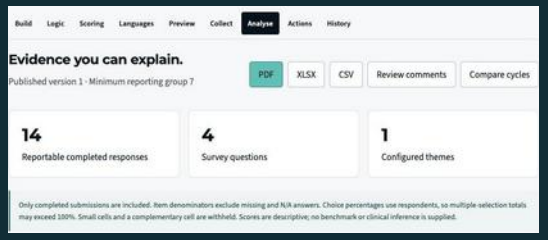
Discuss progress and whether the action addresses the original concern.

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Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...

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Detail · Workspace demonstration · Question analysis, reporting and export...

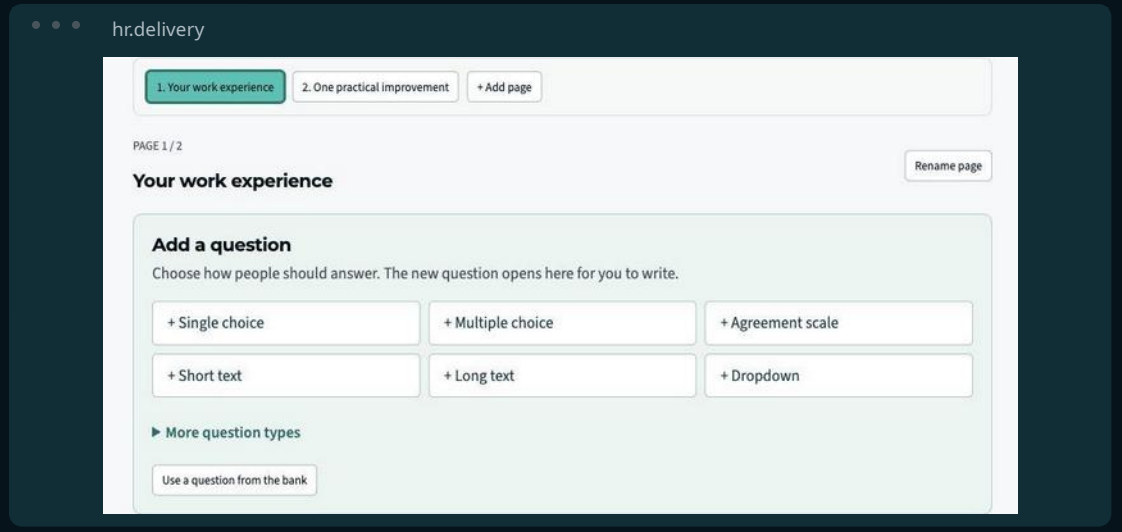
YOU RECEIVE

A defined improvement action · Named owner and review date · Progress information for follow-up

Makes follow-up specific and gives managers a shared record for discussing whether the response is progressing and remains relevant.

Survey history

Return to earlier survey work when planning a repeat cycle, retaining the context needed to explain continuity and material changes.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring, Languages and Preview…

WHAT THIS GIVES YOU

Helps the client learn from previous listening and explain which comparisons are meaningful when a new survey cycle is discussed.

WHAT YOU CAN DO

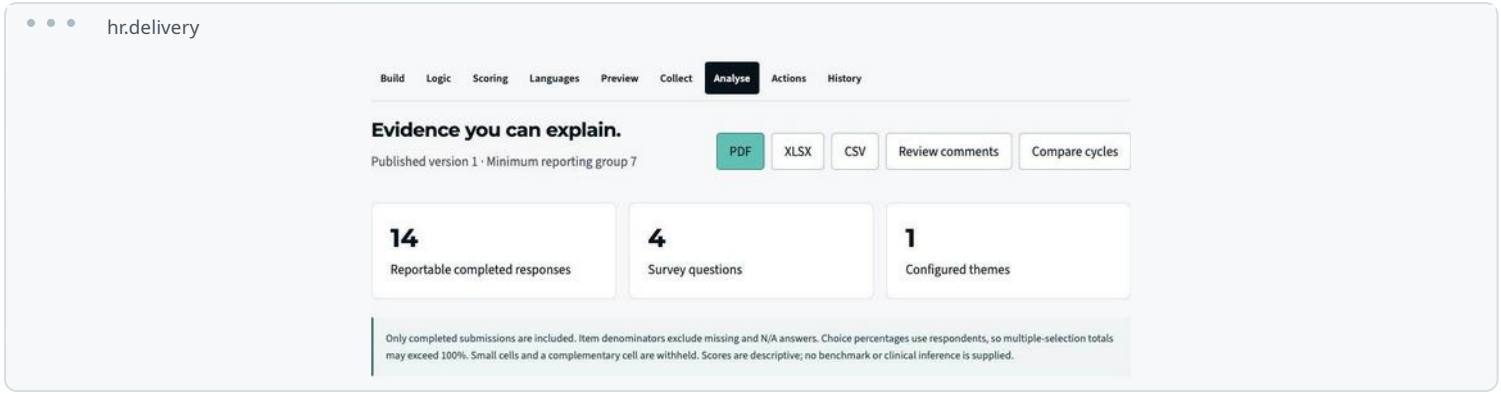
Use History to revisit earlier listening work. Check its purpose, audience and questions before planning another cycle, and identify changes that affect comparison with the previous exercise or interpretation of trends.

1. Locate the earlier work. Find the earlier activity relevant to the listening question.
2. Review its context. Check its purpose, audience and content before planning another cycle.
3. Explain the change. Explain material changes when discussing trends or new findings.

YOUR OUTPUTS

Earlier survey-cycle context · A basis for planning repeat surveys · A clearer explanation of changes

Country, industry, career-family and grade views



Detail · Workspace demonstration · Question analysis, reporting and export controls with demonstration responses.

YOUR WORK

Start with a specific organisational question, then use applicable country, industry, career-family or grade attributes to examine patterns. Check group size, coverage and privacy boundaries before reporting a difference or recommending an action for a particular population.

Helps the client focus follow-up on relevant workforce groups while keeping the interpretation tied to coverage and reporting boundaries.

Explore applicable country, industry, career-family and grade views to understand group patterns relevant to a defined organisational question.

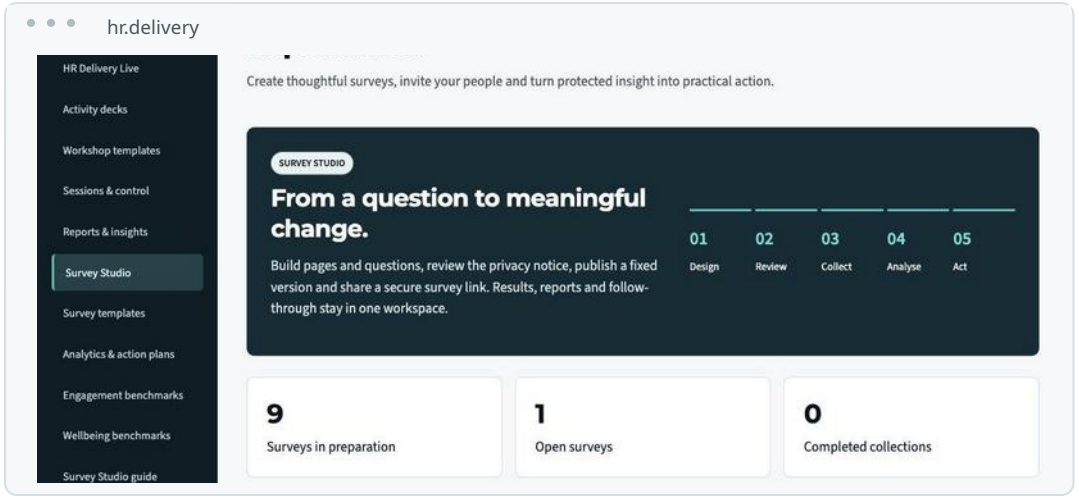
1. Choose the comparison. Identify the group comparison that would inform the organisational question.
2. Check the basis. Check attributes, coverage and minimum reporting requirements before comparison.
3. Discuss the implication. Focus follow-up without overstating small groups or incomplete response samples.

YOUR OUTPUTS

Relevant group-level findings · Context for interpreting differences · More focused improvement priorities

Strategy Pulse

Explore how employees understand and experience a strategic priority, then organise the themes for leadership communication and local implementation discussion.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Use this listening workspace around an agreed strategy question. Distinguish understanding from opinion, identify the teams whose experience matters and organise the resulting themes for leadership review, communication planning and practical implementation conversations with the relevant managers.

YOUR OUTPUTS

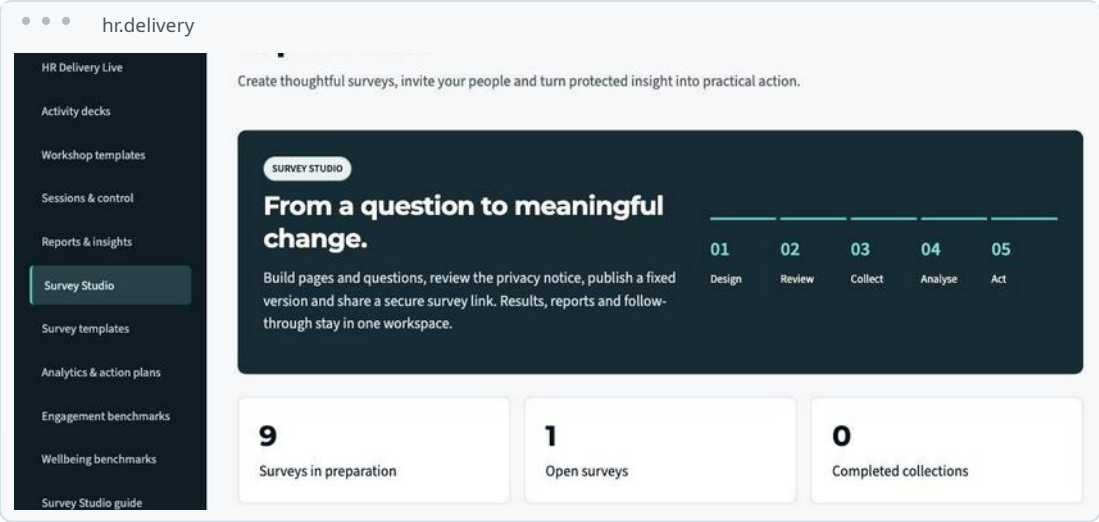
Strategy-understanding themes · Communication questions for leaders · Priorities for team discussion

Helps leaders identify where strategy needs explanation or practical interpretation and gives managers clearer questions to discuss with their teams.

1. Set the question. Name the strategic priority and implementation question to explore.
2. Listen in context. Gather relevant employee views under the agreed participation arrangement.
3. Clarify the next step. Identify matters requiring explanation, local action or leadership attention.

Mood Check-in

Use a recurring brief check-in to discuss the group's current work experience, with a clear rhythm and proportionate follow-up.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

WHAT THIS GIVES YOU

Keeps a practical conversation about working conditions open and helps the team revisit concerns without relying on isolated impressions.

WHAT YOU CAN DO

Define the purpose and reporting arrangement for recurring mood feedback. Use a consistent short approach where comparison is useful, then discuss the pattern in context and agree practical follow-up on working conditions or the support available to the team.

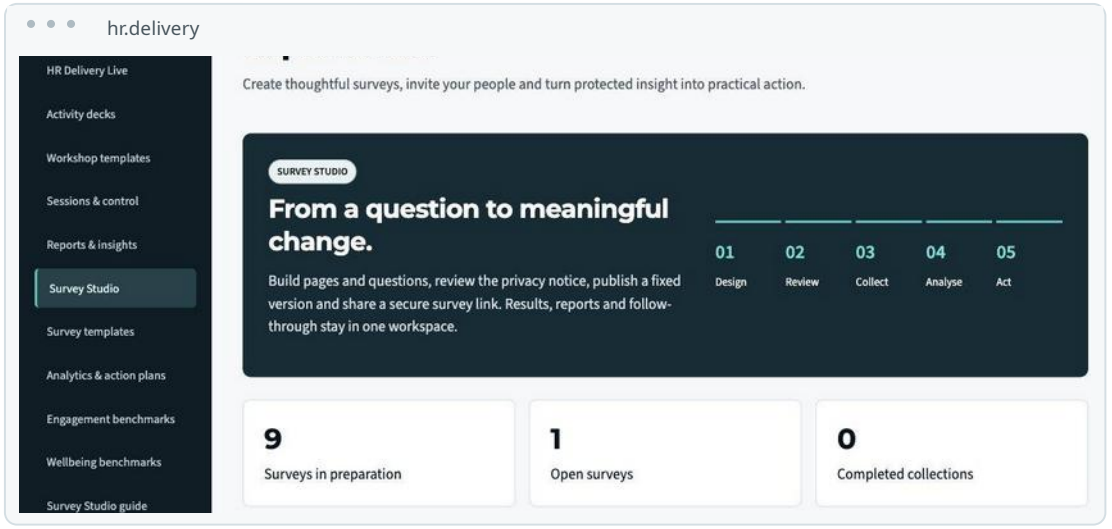
1. Agree the rhythm. Choose a proportionate frequency and explain the feedback's intended use.
2. Invite a brief view. Ask focused prompts about the group's current work experience.
3. Follow the conversation. Discuss themes and agree a proportionate response or support.

YOUR OUTPUTS

A recurring check-in approach · Current group-experience themes · Practical follow-up topics

Tell the CEO

Give employees a defined route to raise ideas or concerns for leadership, with clear expectations about review and organisational response.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

WHAT THIS GIVES YOU

Helps leadership organise employee contributions into themes and communicate appropriate next steps through a more deliberate listening process.

WHAT YOU CAN DO

Define what the workspace is intended to receive, who will review contributions and how the organisation will respond. Use the collected ideas and concerns to prepare leadership themes, questions for clarification and an appropriate account of subsequent action.

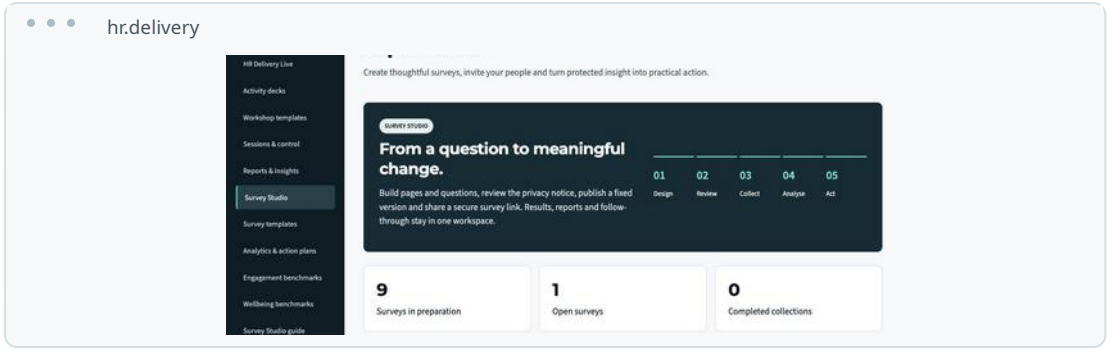
1. Define the remit. Explain the ideas and concerns this route should receive.
2. Organise contributions. Review contributions in context and identify themes for consideration.
3. Communicate follow-up. Explain appropriate decisions or next steps to the workforce.

YOUR OUTPUTS

Employee ideas and concerns · Themes for leadership consideration · An agreed response approach

Exit Intelligence

Bring exit feedback into a structured review of recurring themes, retaining role and departure context before considering retention or management action.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR OUTPUTS

A consolidated exit-feedback view · Recurring employment-experience themes · Retention questions and review priorities

Helps managers investigate recurring departure themes and choose follow-up grounded in the evidence and circumstances of the review.

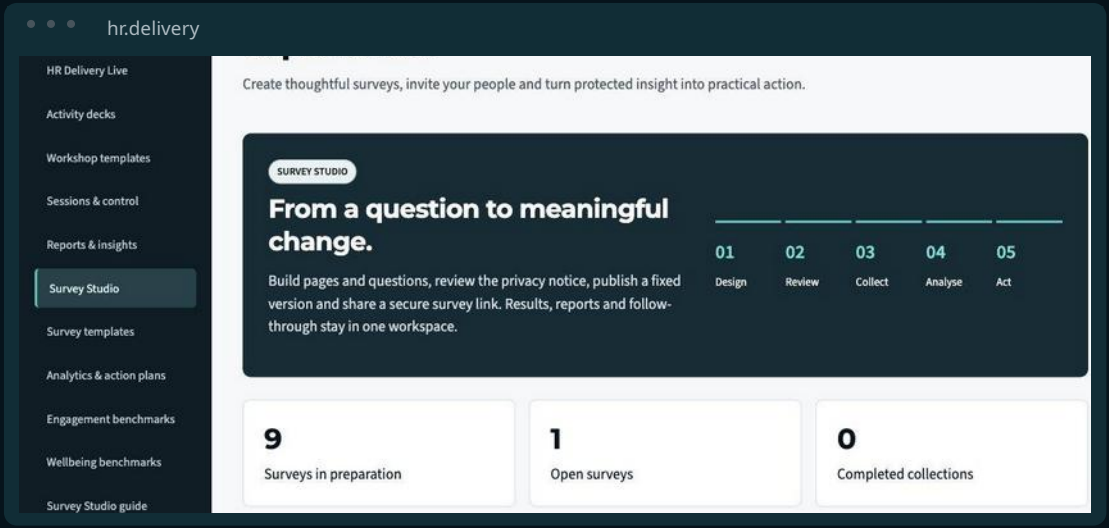
WHAT YOU CAN DO

Review exit feedback across a defined period and relevant role context. Combine the themes with other organisational evidence before choosing priorities, then prepare discussion with the managers responsible for investigating the issues and considering changes to employment practice.

1. Define the review period. Define which departures and contexts will be reviewed together.
2. Explore recurring themes. Consider recurring patterns alongside role, circumstance and response coverage.
3. Prioritise follow-up. Choose issues requiring investigation before proposing a retention response.

Onboarding workspace

Coordinate feedback across the joining journey so HR and managers can identify process issues and support needs at relevant checkpoints.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published…

WHAT THIS GIVES YOU

Connects new-starter feedback with the people responsible for the joining experience and makes follow-up easier to coordinate and revisit.

WHAT YOU CAN DO

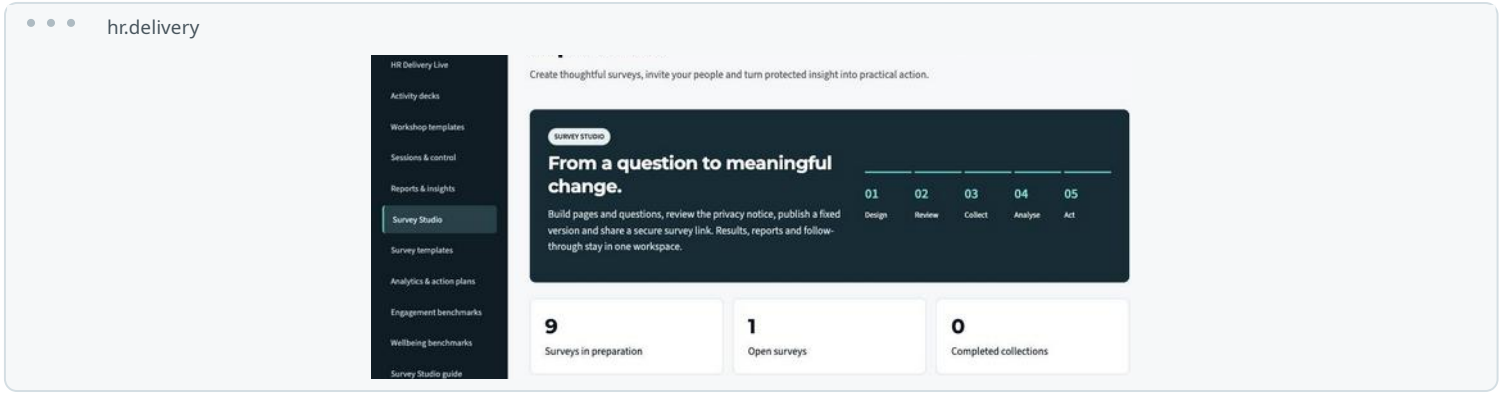
Define separate checkpoints for preparation, induction and later role experience. Bring the resulting feedback into a common follow-up approach, identify where the process or individual support needs attention and agree responsibilities with the people managing the joining experience.

1. Set the checkpoints. Separate immediate access questions from later expectations and support.
2. Review the experience. Interpret feedback against the new starter's stage of experience.
3. Coordinate the response. Agree HR and manager actions and when to review them.

YOUR OUTPUTS

Checkpoint-based feedback · Joining-process improvement topics · Coordinated HR and manager follow-up

Wellbeing & Support



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published demonstration.

YOUR WORK

Define a workplace wellbeing purpose and response process. Review aggregate themes with relevant managers, choose proportionate work-design actions and connect individual support needs with the organisation's established arrangements where appropriate.

Helps managers organise a practical response to workplace feedback and clarify the support routes available within the organisation.

Review workplace wellbeing themes and available support through a defined listening process, connecting findings with proportionate actions on working conditions.

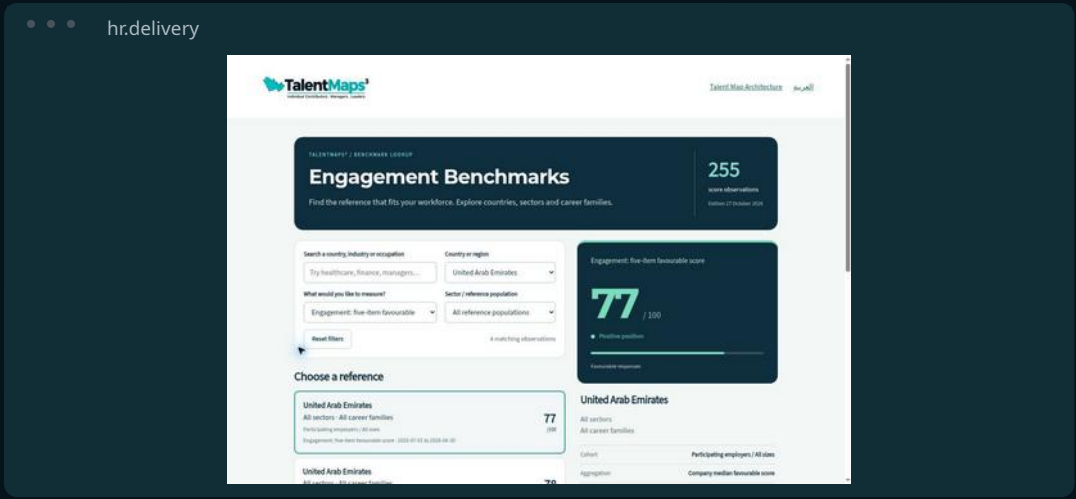
1. Agree the purpose. Define the working conditions the listening activity should explore.
2. Review the themes. Discuss aggregate themes with those responsible for work and support.
3. Plan the response. Choose workplace actions and explain established individual support routes.

YOUR OUTPUTS

Workplace wellbeing themes · Actions on workload and support · A clear route for follow-up discussion

Saved benchmark analysis and target modelling

Retain a benchmark comparison and target scenario so leaders can revisit the selected reference, assumptions and planned improvement over time.



Website screen · Live engagement reference lookup, with population and measure context.

YOUR WORK

The described portal workflow calculates favourable scores, compares teams, models targets and saves analyses. Retain the measure and selected reference in PDF or CSV reporting for the subsequent management discussion.

YOUR OUTPUTS

A saved comparison and assumptions · Target scenarios for review · PDF or CSV reporting material

Gives management a repeatable comparison record and helps explain the basis of a proposed target when progress is reviewed.

1. Define the comparison. Select a reference fitting the organisational questions and population.
2. Explore the target. Explore a plausible target and record the reasoning behind it.
3. Retain the analysis. Save the analysis and use its report in subsequent reviews.

From survey draft to accountable action

Take an agreed listening brief through survey preparation, response collection and interpretation into actions the client can revisit.

01

Build and review

Prepare questions, privacy and languages; check the participant preview.

02

Publish and collect

Publish the agreed version and share its participant entry route.

03

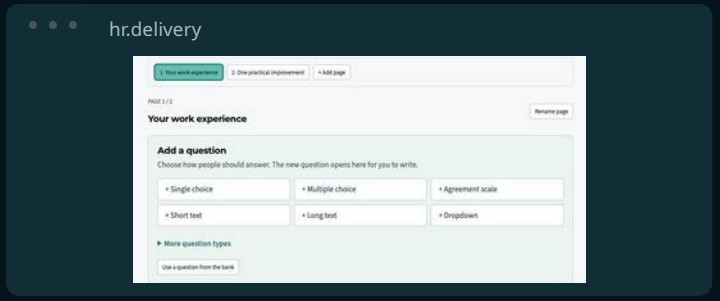
Analyse and discuss

Interpret eligible group patterns and comments against the listening purpose.

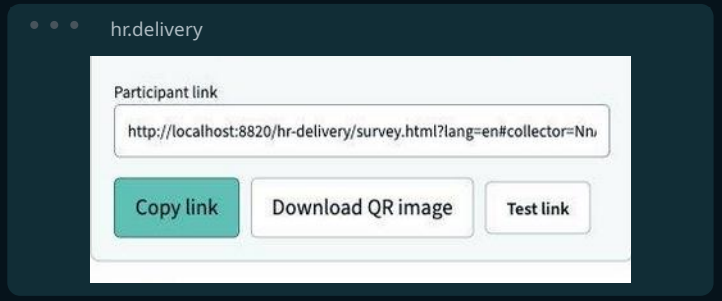
04

Act and revisit

Assign actions, owners and dates; return to progress with stakeholders.



Detail · Workspace demonstration · Survey builder with Build, Logic, Scoring,...



Detail · Workspace demonstration · Collection link, QR and response-period...

YOU RECEIVE

Reviewed and published questionnaire · Collected response set · Reporting material · Owned actions and review dates

Connects employee participation with a considered management response and gives the organisation a practical basis for discussing follow-through.

A listening pack for the results meeting

Prepare a results discussion that brings the survey evidence, its interpretation and the proposed next steps into one coherent set of materials for decision makers.

DOCUMENT / OUTPUT

A listening pack for the results meeting

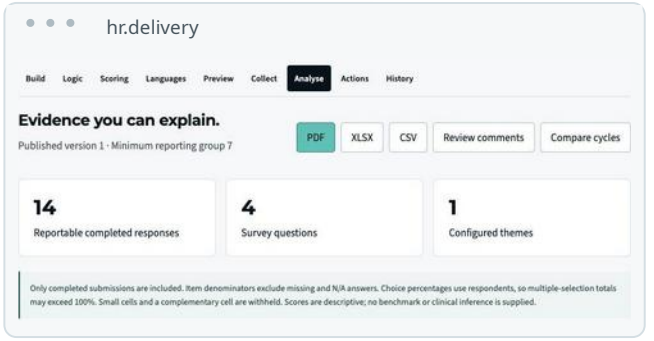
01 Survey report and relevant data export

02 Context and interpretation summary

03 Priorities for the results meeting

04 Action owners and review dates

Illustrative output structure



Detail · Workspace demonstration · Question analysis, reporting and export...



Website screen · Public guidance for interpreting and comparing benchmark...

HOW IT SUPPORTS YOUR WORK

Use the report and analysis export to show the relevant patterns, then prepare a concise account of the audience, response period and measurement basis. Add the priorities for discussion and an action record with owners and review dates.

Helps leaders move from reading charts to making considered decisions, with the meaning of the evidence and responsibility for follow-up visible in the same discussion.

Activity-deck builder

Build a sequence of interactive activities that supports the session's conversation, decision or learning purpose and invites useful audience contributions.

01

Define the outcome

Name the conversation, decision or learning outcome the deck supports.

02

Choose the activities

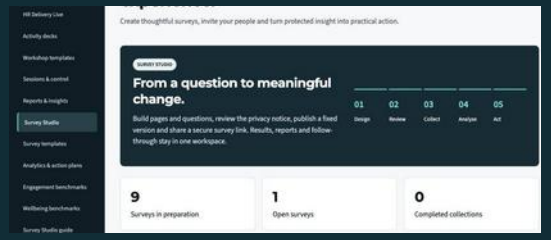
Choose suitable polls, scales, word clouds, rankings, questions or quizzes.

03

Arrange the sequence

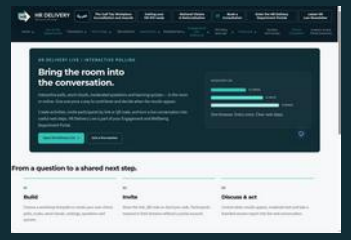
Order activities so participation builds towards the intended session outcome.

hr.delivery



Detail · Workspace demonstration · Survey Studio workspace and connected...

hr.delivery



Related service view · Public HR Delivery Live overview; supports the session...

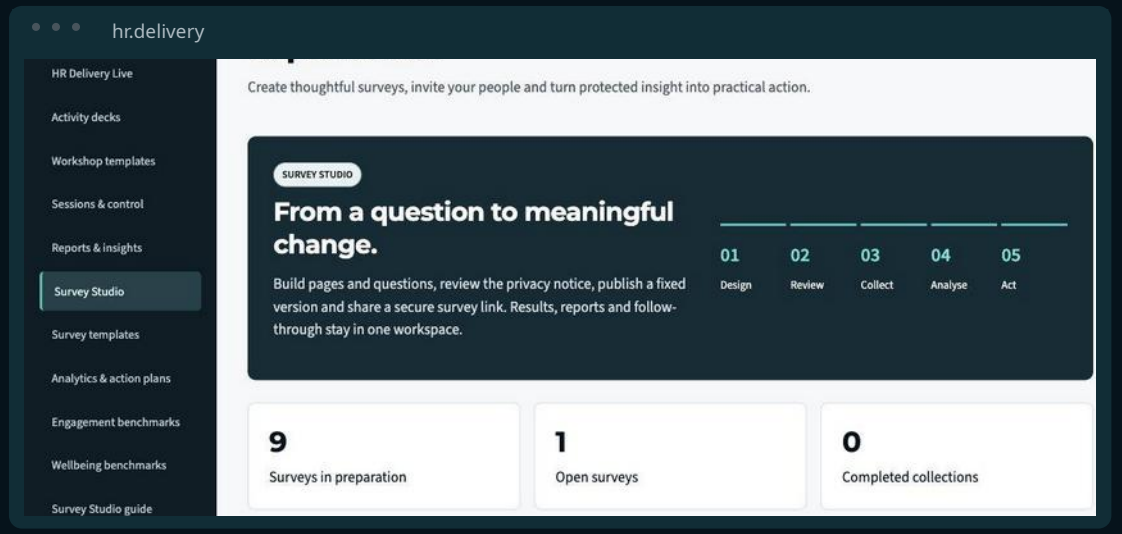
YOU RECEIVE

A reusable activity deck · Purposeful prompts and response formats · A facilitated discussion sequence

Gives the facilitator a planned participation sequence and helps each activity contribute to the discussion the group needs to have.

Workshop templates

Start with a workshop template, then adapt the activities and examples to the audience, context and intended discussion or learning outcome.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published…

WHAT THIS GIVES YOU

Provides a useful session starting point while keeping the facilitator responsible for its relevance to the client and participants.

WHAT YOU CAN DO

Choose a suitable template and review every activity. Adapt wording, examples and order to the audience, then check that the deck elicits contributions needed for the planned discussion or learning outcome.

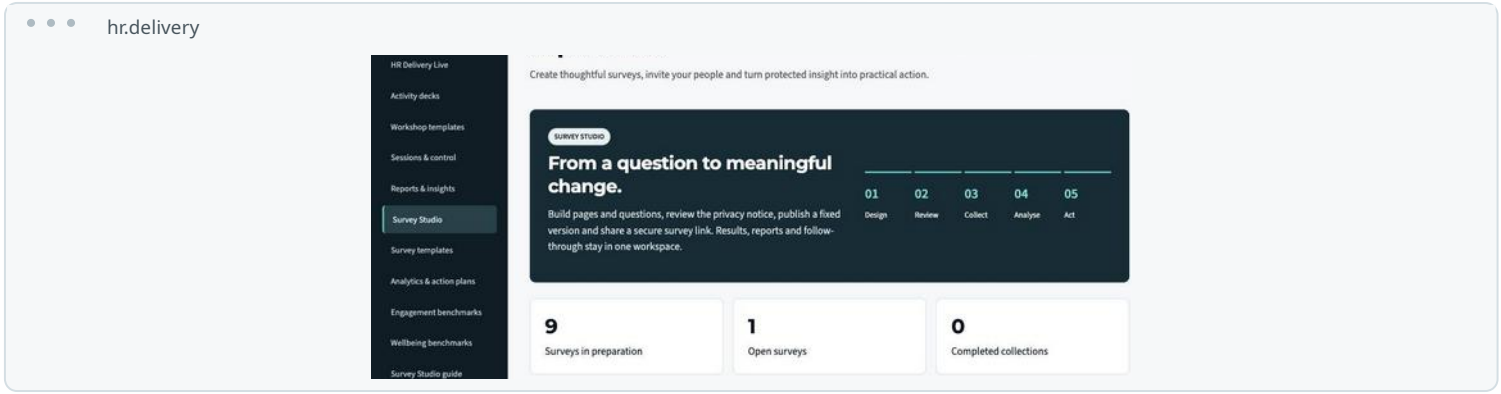
1. Select the starting point. Choose a template matching the audience and workshop purpose.
2. Adapt the activities. Review prompts, examples and sequence against this group's practical needs.
3. Prepare the facilitation. Plan how contributions will connect with discussion and session outcomes.

YOUR OUTPUTS

An adapted workshop activity deck · Audience-relevant prompts · A prepared discussion approach

Presenter-led sessions

Guide participants through activities together, with the presenter pacing contribution, interpretation and discussion before moving the group to its next step.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published demonstration.

YOUR WORK

Use presenter-led progression for workshops, town halls or learning events. Introduce each activity, allow time to contribute and discuss the response pattern before moving to the next question or decision.

Keeps the group in a shared conversation and gives the facilitator opportunities to explore results while the context is fresh.

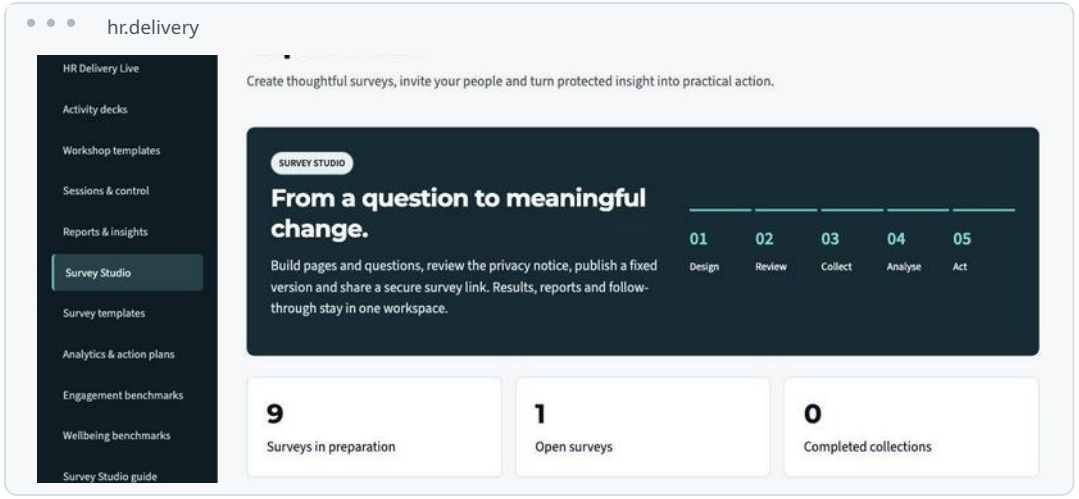
1. Introduce the activity. Explain the activity and its purpose before opening responses.
2. Invite participation. Give participants time to contribute through the agreed session route.
3. Discuss and progress. Discuss results before moving to the next activity or decision.

YOUR OUTPUTS

A facilitated activity sequence · Group contributions during the session · Discussion points and next steps

Self-paced sessions

Let participants work through an activity sequence independently, with clear instructions and contributions that can prepare a later discussion or learning event.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Prepare the deck with clear purpose and participation instructions, then share access. Review contributions to identify discussion questions and prepare the next part of the learning or meeting experience.

YOUR OUTPUTS

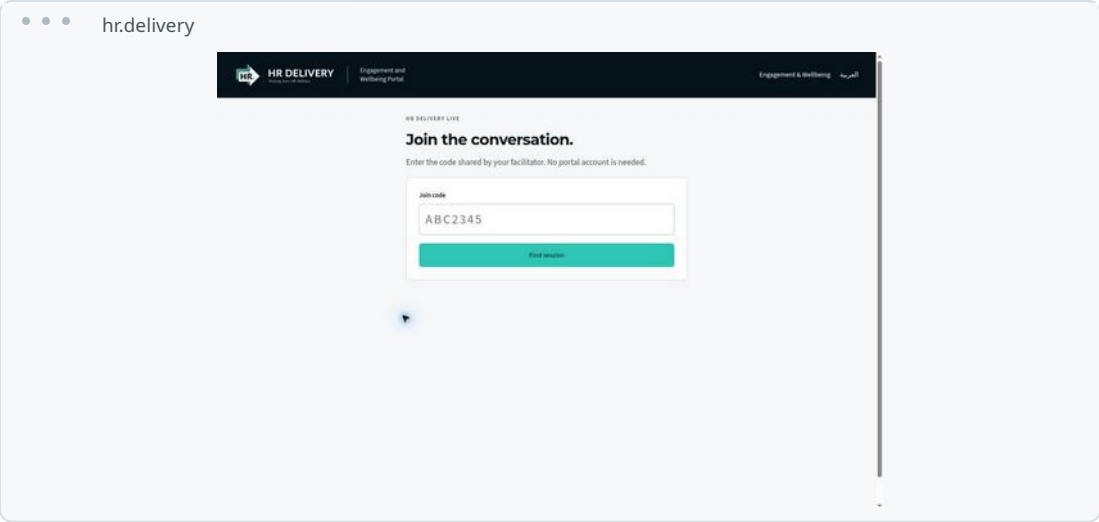
A self-paced activity sequence · Participant contributions for review · Preparation for a subsequent discussion

Extends participation beyond the shared session and gives the facilitator material to review when preparing the next conversation.

1. Prepare the instructions. Explain the purpose and expected use of the activity sequence.
2. Share the route. Share access information and participation expectations with the intended audience.
3. Use the contributions. Review responses to prepare the subsequent discussion or learning activity.

Join links, codes and QR codes

Bring participants into the intended activity through a joining link, session code or QR code, with clear instructions for the group.



Website screen · Live public session entry, where a participant enters the supplied code.

WHAT THIS GIVES YOU

Helps the audience enter the session from their own devices and gives the facilitator a consistent way to explain participation.

WHAT YOU CAN DO

Explain the activity and share joining instructions through the agreed channel. Check the audience reached the intended session before starting; participants use the public route without a departmental portal account.

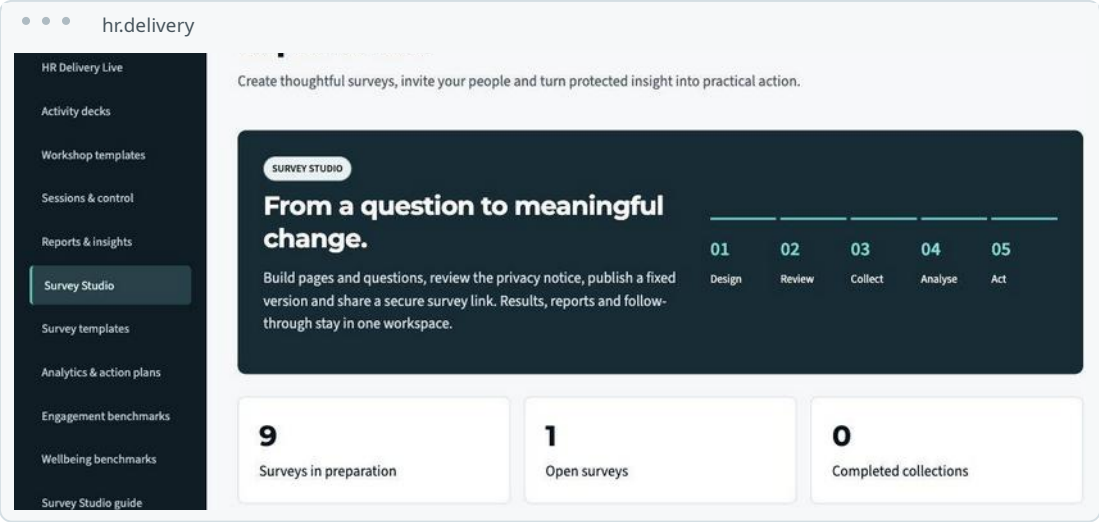
1. Prepare the instructions. Choose the joining route that suits the session setting.
2. Bring the group in. Explain the purpose and help participants enter on their devices.
3. Confirm the session. Check the audience reached the intended activity before beginning participation.

YOUR OUTPUTS

A participant join link · A short session code · A QR route for the shared screen

Facilitator controls

Manage the timing and progression of an activity so participants can understand the question, contribute and consider results together.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

WHAT THIS GIVES YOU

Gives the facilitator control over the session's pace and helps participation remain connected to thoughtful discussion of the results.

WHAT YOU CAN DO

Introduce the question before opening responses, allow suitable thinking time and choose when to reveal results. Use the controls to support discussion before the group progresses to another activity.

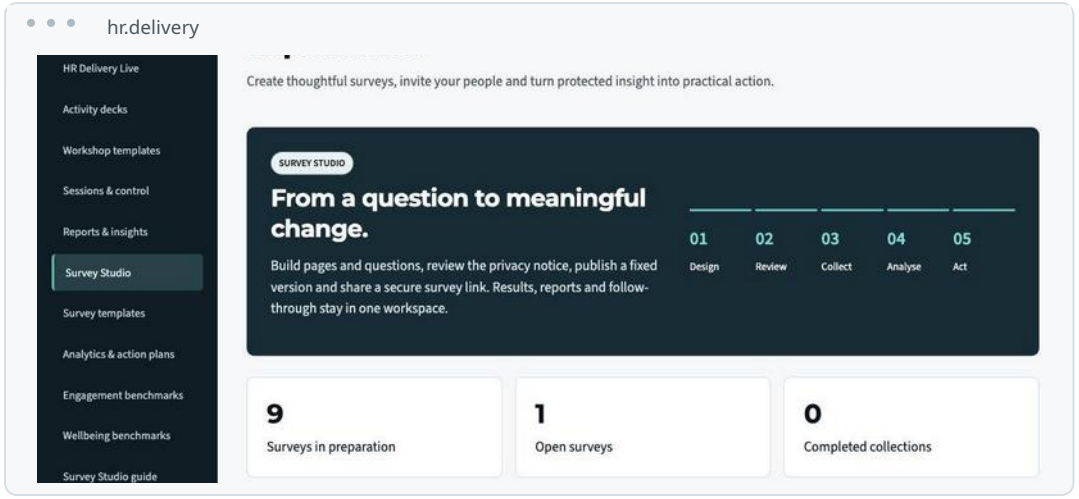
1. Frame the question. Give participants the context needed to understand the question.
2. Pace the response. Allow suitable thinking and participation time before progressing the activity.
3. Reveal and discuss. Show results when the group is ready to discuss them.

YOUR OUTPUTS

A controlled participation sequence · Planned timing for results · A paced discussion around each activity

Audience and presentation screens

Show the current activity and relevant results to the audience, creating a shared visual reference for participation and facilitated discussion.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Display the current question and, at the chosen point, its results. Keep the audience view focused on participation, then connect the shared screen with discussion of responses and their implications.

YOUR OUTPUTS

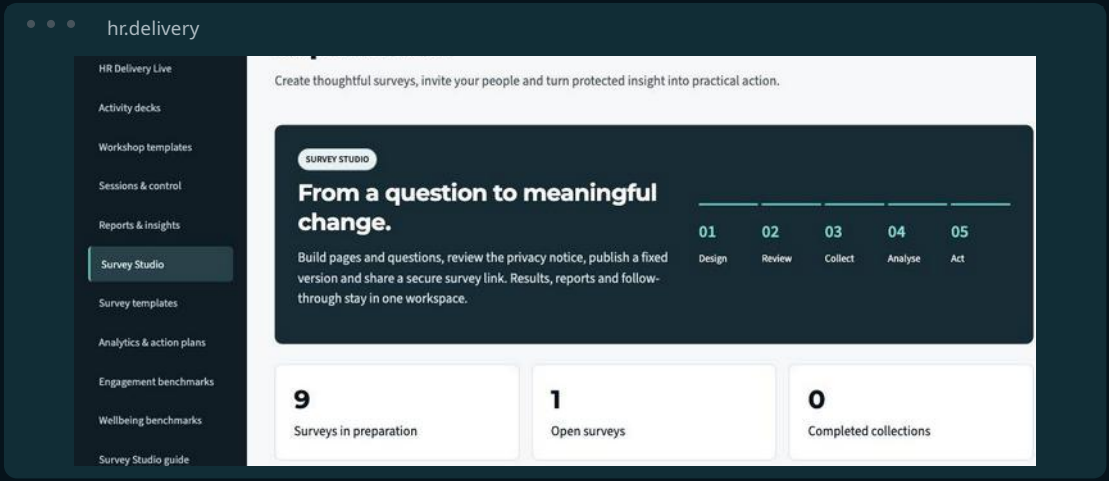
A common activity view · Shared result displays · A visual reference for the discussion

Helps participants follow the same question and gives the facilitator a common reference for exploring differences and their implications.

1. Show the activity. Display the current question with clear instructions for participants.
2. Share the results. Show relevant responses at the planned point in facilitation.
3. Interpret together. Discuss differences, meaning and the next practical step together.

Moderation

Review open contributions before they appear to the group when the session needs moderation, with the approach explained in advance.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

WHAT THIS GIVES YOU

Helps the facilitator introduce comments appropriately and maintain a useful discussion while participants understand how their contributions will be handled.

WHAT YOU CAN DO

Explain how text contributions will be handled. Use moderation to review comments or questions before presentation, then introduce suitable contributions with the context needed for a useful group discussion.

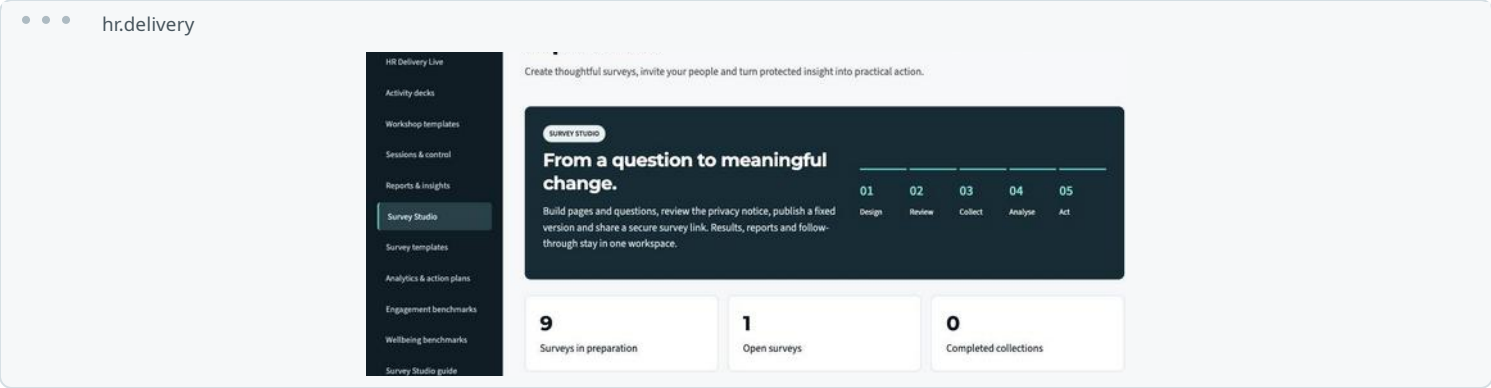
1. Explain the approach. Explain how open contributions will be reviewed and used.
2. Review the input. Consider comments or questions before displaying them to participants.
3. Introduce the discussion. Introduce suitable contributions with context for a useful discussion.

YOUR OUTPUTS

Reviewed audience contributions · A considered display sequence · Questions prepared for facilitated discussion

Live results

Use the group's results to open discussion about patterns, differences and implications, keeping interpretation connected to the activity and its purpose.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published demonstration.

YOUR WORK

Treat results as a discussion starting point. Ask what participants notice, which differences need explanation and what follows, keeping interpretation tied to the audience, question and purpose of this session.

Makes audience contributions visible in the conversation and helps the group decide which findings deserve explanation or a next step.

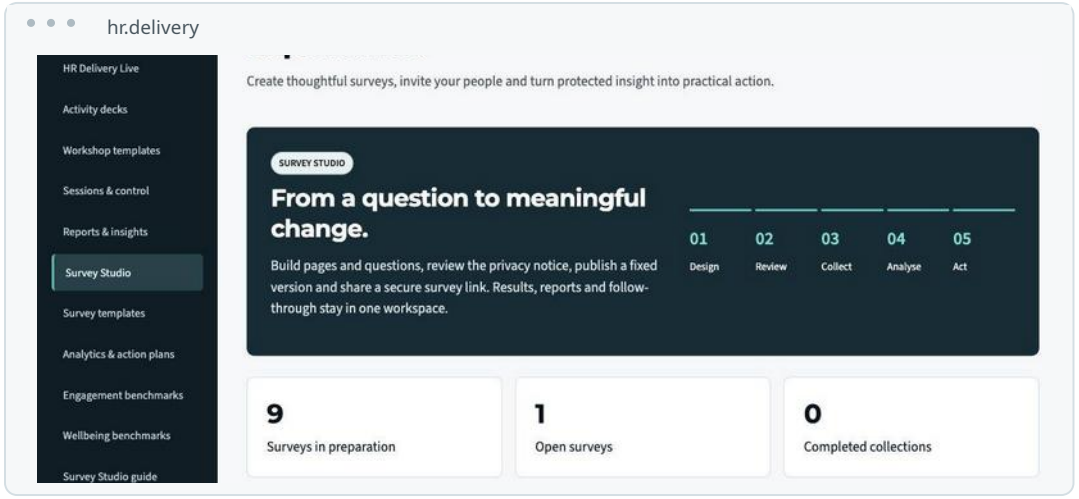
1. Complete the activity. Allow the intended participation before displaying results to the audience.
2. Explore the pattern. Ask what the group notices and what needs further explanation.
3. Agree the implication. Connect the discussion with a decision, learning point or action.

YOUR OUTPUTS

Current session response patterns · Questions for group reflection · A basis for decisions or next steps

Learning leaderboards

Use learning leaderboards where a comparative quiz display fits the audience, with clear expectations about what the scores represent.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Use leaderboards in identified learning sessions where comparison supports participation or review. Explain the arrangement, then revisit questions and learning points without interpreting quiz rank beyond the scope of that activity.

YOUR OUTPUTS

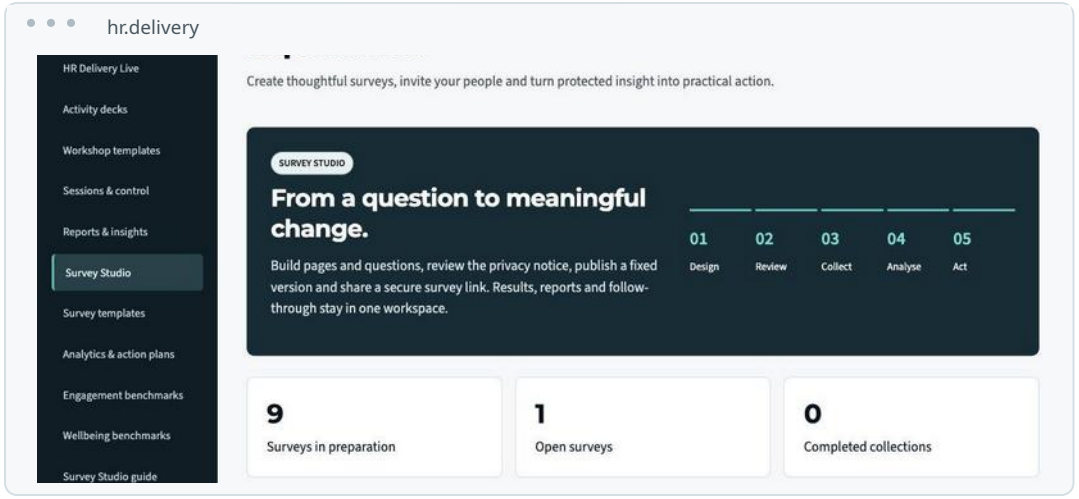
A session quiz comparison · Visible activity performance · Questions for learning review

Can support an engaging learning discussion while keeping interpretation within the quiz's scope and the understanding it was designed to check.

1. Set expectations. Explain the quiz's scope and which results will be displayed.
2. Run the activity. Use the comparative display where it suits the audience.
3. Review the learning. Discuss understanding without treating quiz rank as overall capability.

Session reports and insights

Retain a record of the session's activities and contributions so the relevant people can revisit findings, decisions and follow-up work.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Retain the activities and explain contributions in their original context. Connect the report with decisions and actions discussed, then prepare it for the people reviewing or carrying the work forward.

YOUR OUTPUTS

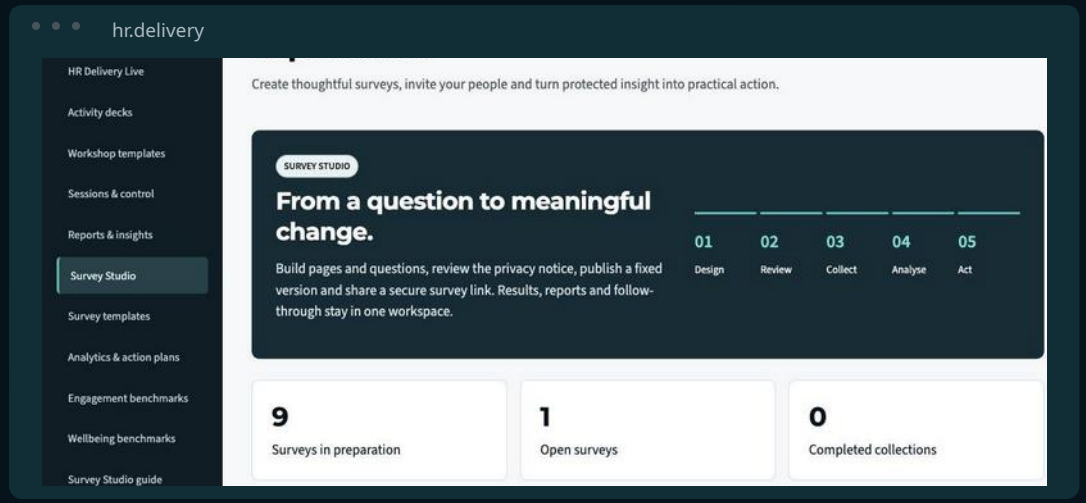
A branded session record · Activity response summaries · Material for follow-up discussion

Gives the client a usable session record and helps the people carrying work forward understand the discussion behind the actions.

1. Retain the context. Retain purpose and participation context alongside questions and results.
2. Explain the findings. Summarise patterns and their contribution to the facilitated discussion.
3. Support the handover. Use the report to revisit decisions and prepare subsequent work.

Facilitator action tracking

Carry workshop commitments into a follow-up record, keeping the agreed action specific enough to review with the people involved.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Record agreed actions against the issues discussed. In subsequent reviews, consider progress and remaining work, keeping commitments specific enough for the relevant people to understand what they are taking forward.

YOUR OUTPUTS

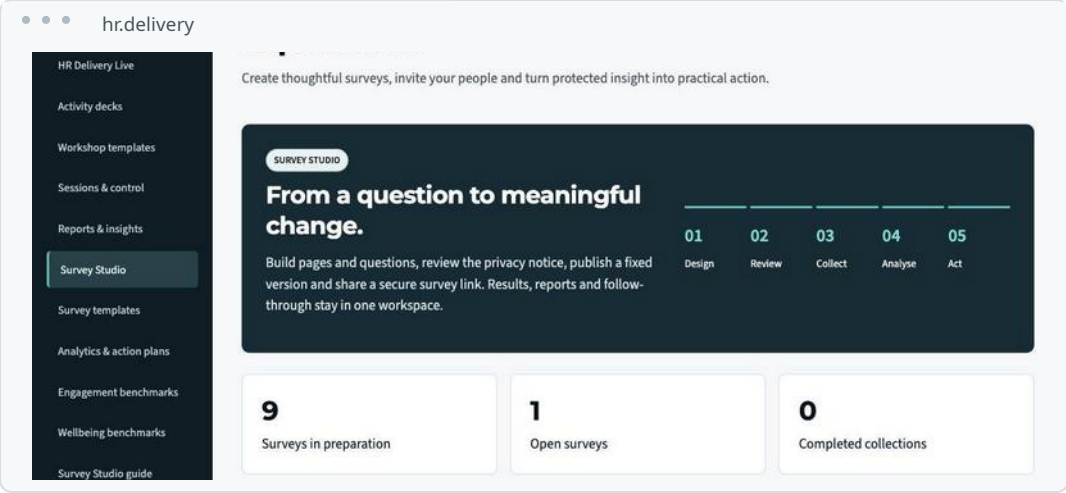
Recorded session commitments · A basis for follow-up reviews · Visible progress on agreed work

Helps the group return to its commitments and discuss progress against the practical issues raised during the session.

1. Record the commitment. Describe the agreed action and the issue it addresses.
2. Confirm the follow-up. Clarify the practical follow-up with the relevant people involved.
3. Return to progress. Review completed work, remaining actions and any further discussion needed.

Organisation, invitations and permissions

Set up the organisation, invitations and participation permissions so the session team and audience understand their roles and access arrangements.



Detail · Workspace demonstration · Survey Studio workspace and connected listening tools; published...

YOUR WORK

Agree the access responsibilities of the session team and select the appropriate participation arrangement. Public descriptions distinguish open unidentified, strict anonymous and identified learning participation, so invitations and instructions should make clear which arrangement applies to the particular activity.

YOUR OUTPUTS

Defined workspace responsibilities · An agreed participation approach · Session joining instructions and invitations

Gives the session a clearer operating arrangement and helps participants understand the conditions under which they are invited to contribute.

1. Assign responsibilities. Define who prepares, facilitates and reviews the organisation’s sessions.
2. Choose participation. Explain the participation approach chosen for this session’s purpose.
3. Prepare invitations. Match joining instructions with the audience, access and privacy arrangement.

Turn a live conversation into a next step

Connect audience contributions with discussion, practical decisions and commitments through an interactive session the group can revisit.

01

Prepare the deck

Choose prompts and formats supporting the intended discussion or decision.

02

Bring people in

Explain participation and share the correct link, code or QR.

03

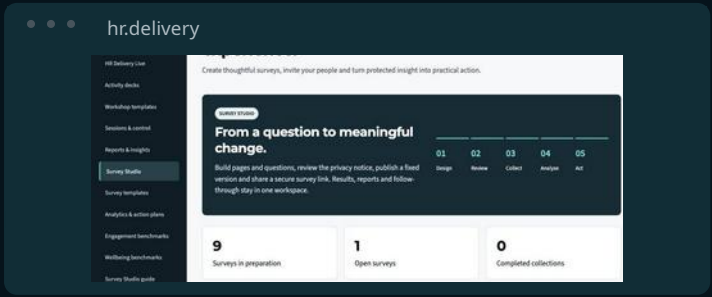
Facilitate the conversation

Pace activities and explore results in context with the audience.

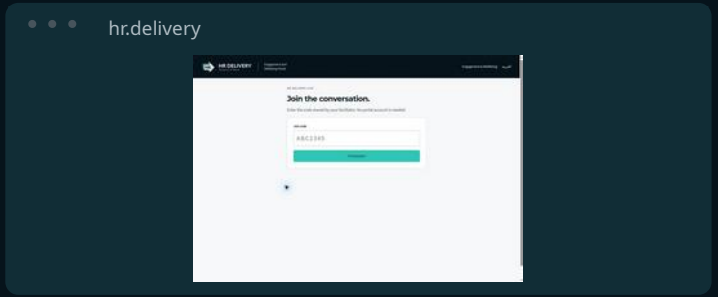
04

Carry the work forward

Retain reports and commitments for the agreed follow-up review.



Detail · Workspace demonstration · Survey Studio workspace and connected...



Website screen · Live public session entry, where a participant enters the...

YOU RECEIVE

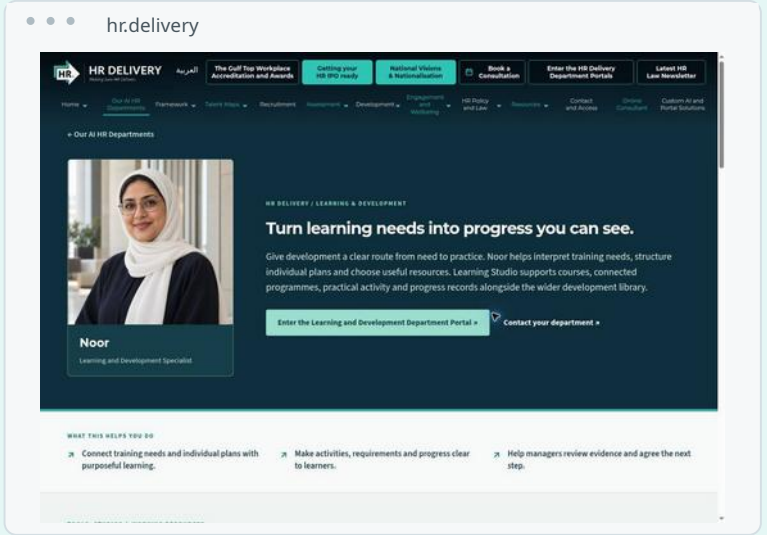
A prepared activity deck · Participant joining instructions · Session report · Follow-up commitments

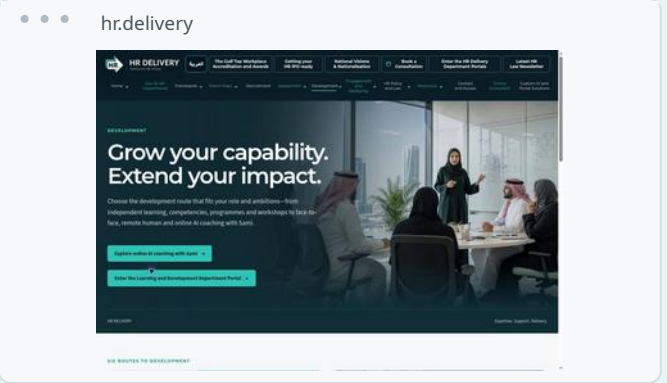
Connects participants' contributions with purposeful discussion and gives the group a clear basis for subsequent follow-up.

E1

Learning & Development Website resources

Find development pathways, competency resources and practical material for people and teams.





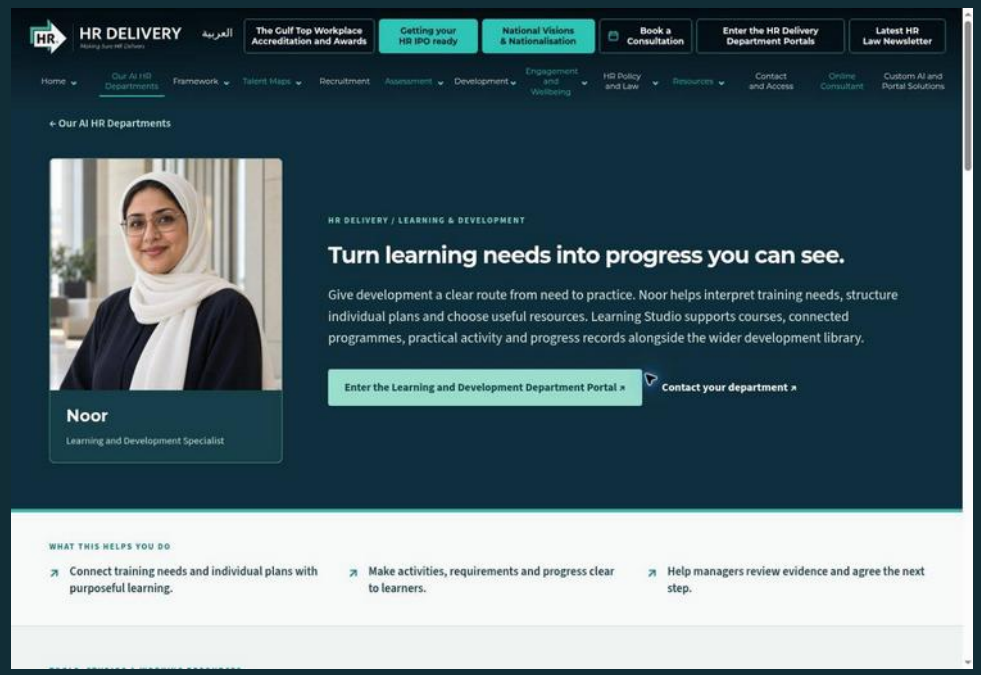
PAGES 197–205

SERVICE NOTE · Live specialist AI connection pending.

Meet Noor

Bring a capability question to the Learning and Development department, then explore a route from role requirements to relevant practice and resources.

hr.delivery



Website screen · Noor department profile

Noor's public profile introduces the development offer and routes into learning resources, programmes and the portal. Describe the audience, work challenge and intended application so the discussion can connect an identified need with appropriate development support.

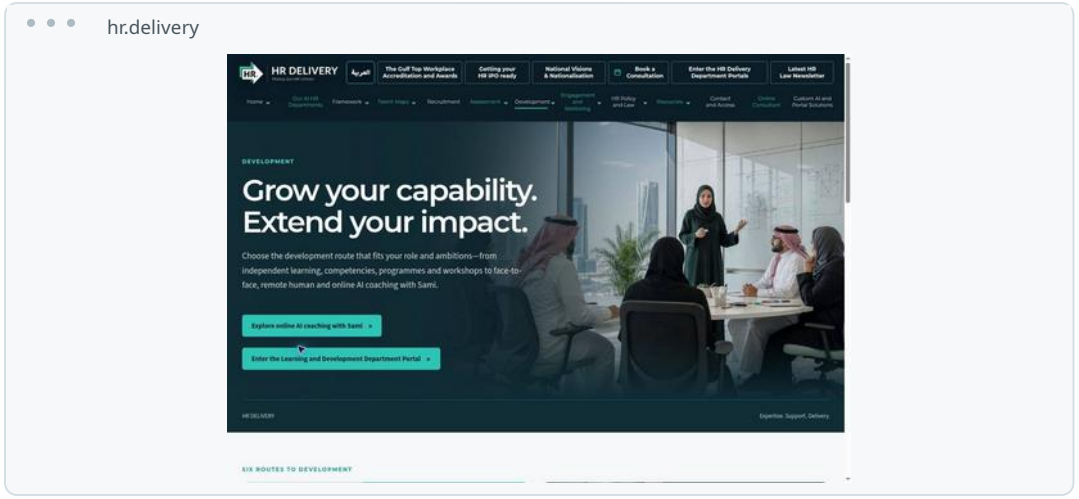
BRING TO THE CONVERSATION

Development audience and purpose · Relevant programme and resource routes · Questions for HR Delivery · An agreed workplace application question for discussion

Gives HR and managers a clearer starting brief for discussing development, with the work requirement kept visible throughout resource and programme selection.

Development programmes and workshops

Explore programmes for individuals, managers, leaders and teams, using the work challenge and audience to guide an initial development conversation.



Website screen · Public development programme, workshop and resource directory.

YOUR WORK

Review programme and workshop routes with their supporting resources. Identify options matching the audience and purpose, then discuss the delivery approach, preparation and follow-up needed for the client's situation.

YOUR OUTPUTS

A shortlist of relevant programmes · Audience and delivery questions · An initial development brief

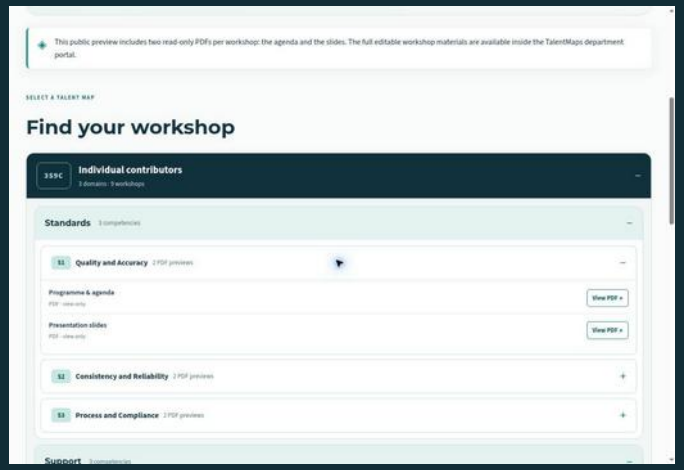
Helps clients compare development routes and connect the programme choice with the needs of the people who will attend.

1. Identify the audience. Describe who will attend and the work they need to improve.
2. Compare relevant routes. Review programme and workshop descriptions against that purpose and audience.
3. Discuss the delivery. Agree suitable preparation, delivery arrangements and follow-up with HR Delivery.

Preview the 27 competency workshops

Preview how a TalentMaps competency becomes a workshop conversation before choosing the materials and delivery support the organisation needs.

hr.delivery



Website screen · Live competency workshop explorer, with agenda and slide previews.

WHAT THIS GIVES YOU

Lets clients assess the workshop focus before planning delivery or requesting fuller facilitator and participant resources for their audience.

WHAT YOU CAN DO

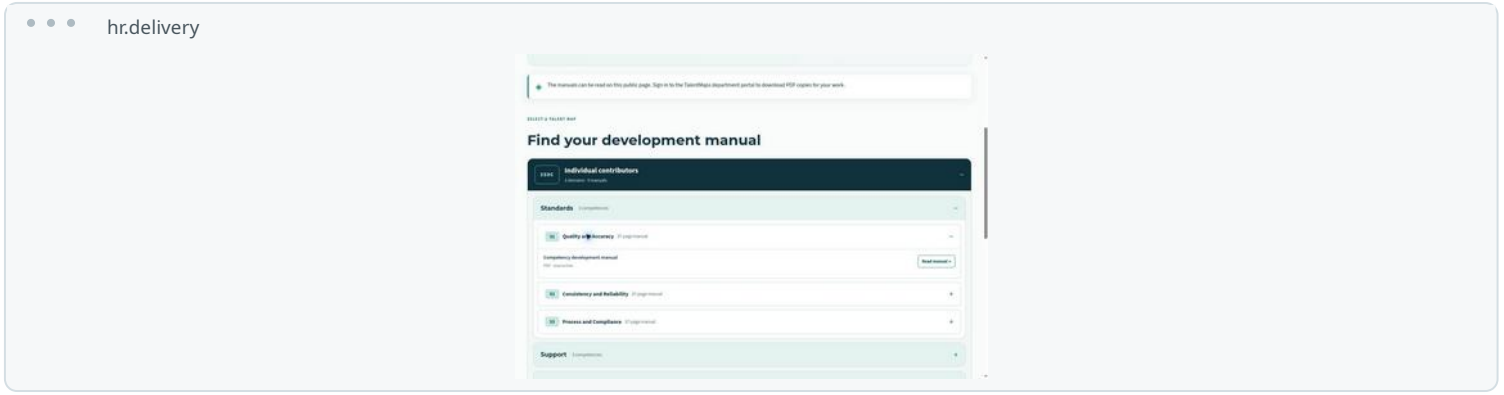
Explore 27 workshops across three maps and nine domains. Select a competency to view programme, agenda and slide previews, then discuss audience fit, facilitation needs and the fuller material required.

1. Choose the map. Select the contributor, manager or leader context appropriate to the audience.
2. Inspect the preview. Review the competency focus, workshop agenda and available sample slides.
3. Plan the session. Identify participants, workplace examples and the support required for delivery.

YOUR OUTPUTS

A selected competency workshop · Agenda and slide previews · Facilitation questions for planning

Preview the 27 development manuals



Website screen · Live development-manual explorer and competency reading routes.

YOUR WORK

Explore 27 manuals across three maps and nine domains. Select a competency and use public reading to assess the material, then connect a useful activity with an individual development objective.

Gives learners and managers a focused resource choice and a practical activity to discuss in an existing development plan.

Explore competency reading and activities through public manual previews, then select material that can support an agreed development objective.

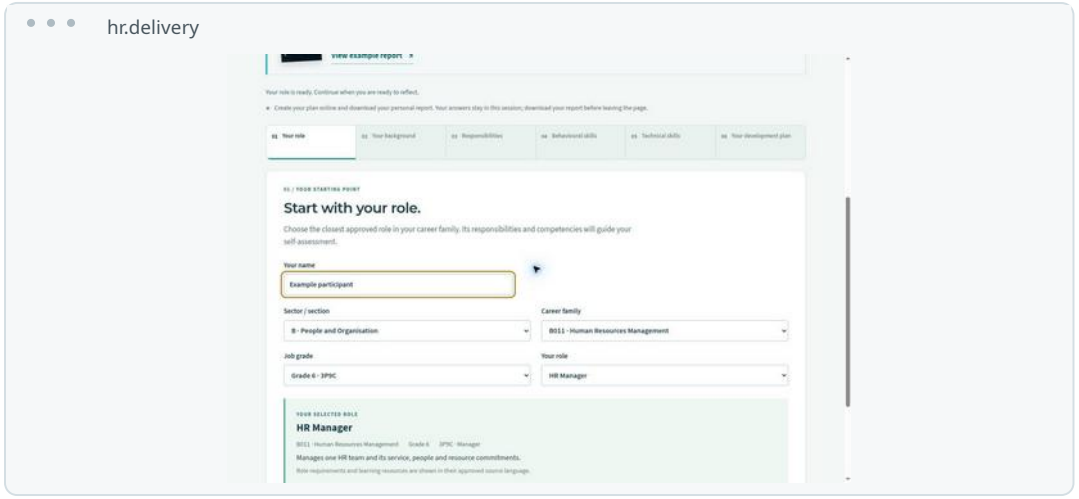
1. Select the competency. Start with the capability that matters for the current development objective.
2. Review the material. Inspect the public manual preview for relevant ideas and activities.
3. Choose an application. Agree one work situation where the learner can practise the ideas.

YOUR OUTPUTS

A relevant competency manual · Public reading and activity preview · An idea for workplace practice

Create an individual development plan

Turn role requirements and personal background into a structured development plan with practical priorities, suggested resources and staged guidance.



Website screen · Public IDP Creator role-selection step.

YOUR WORK

The public six-step creator covers role, background, responsibilities, behavioural skills and technical skills before generating the plan. It links suggestions to manuals and 30, 60 and 90-day guidance; download the output before leaving the session.

YOUR OUTPUTS

A personalised development plan · Manual-linked development suggestions · A downloadable PDF

Gives the employee and manager a concrete starting document for agreeing development priorities, workplace practice and useful review conversations.

1. Describe the role. Select the role and add the relevant background and responsibilities.
2. Review the requirements. Work through the behavioural and technical skills relevant to that role.
3. Retain the plan. Review the generated priorities and download the plan for discussion.

From capability need to development route

Start with a capability need, then choose learning and workplace practice that support a development goal.

01

Define the need

Describe the work requirement and the evidence behind the development priority.

02

Choose the route

Compare relevant resources, practice activities and programmes against the identified need.

03

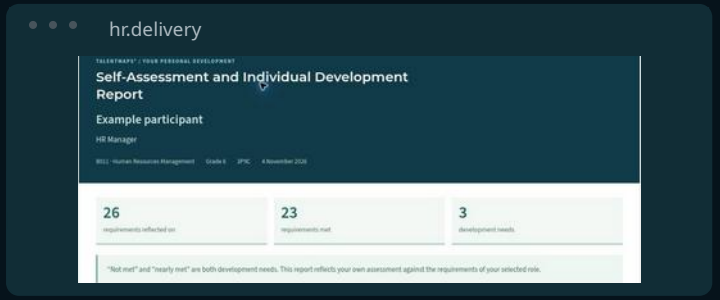
Agree the application

Specify a work task where the learner can use the learning.

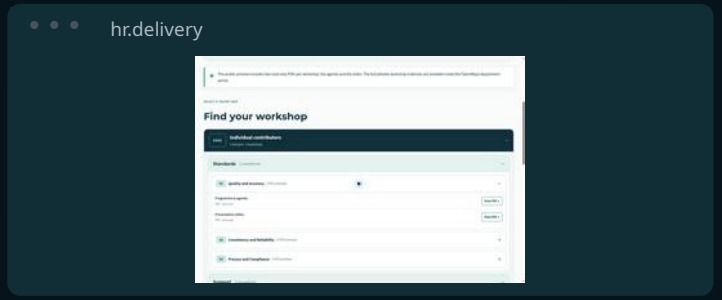
04

Review the evidence

Discuss what changed, what remains difficult and the next development step.



Detail · Website screen · Generated public IDP for a synthetic Example...



Website screen · Live competency workshop explorer, with agenda and slide...

YOU RECEIVE

A defined capability need · An agreed development route · A workplace practice task · A review conversation

Keeps resource choices connected to work and gives learner and manager a shared basis for reviewing development.

A development brief a manager can use

Prepare a concise development brief that tells the learner, manager and provider what matters, where it will be applied and how it will be reviewed.

DOCUMENT / OUTPUT

A development brief a manager can use

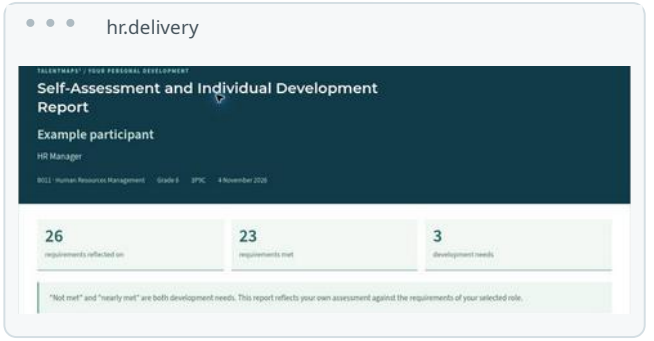
01 Role and capability context

02 Selected learning and practice activity

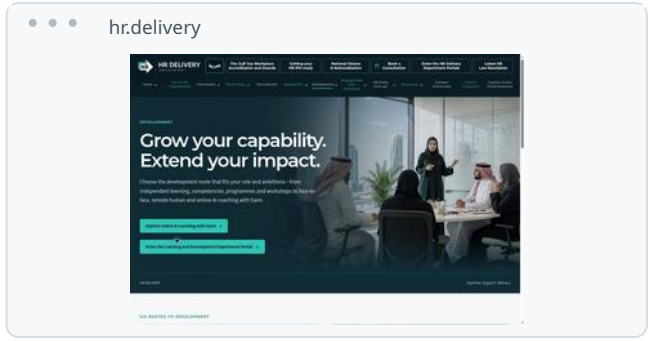
03 Evidence of application to discuss

04 Manager review point

Illustrative output structure



Detail · Website screen · Generated public IDP for a synthetic Example...



Website screen · Public development programme, workshop and resource directory.

HOW IT SUPPORTS YOUR WORK

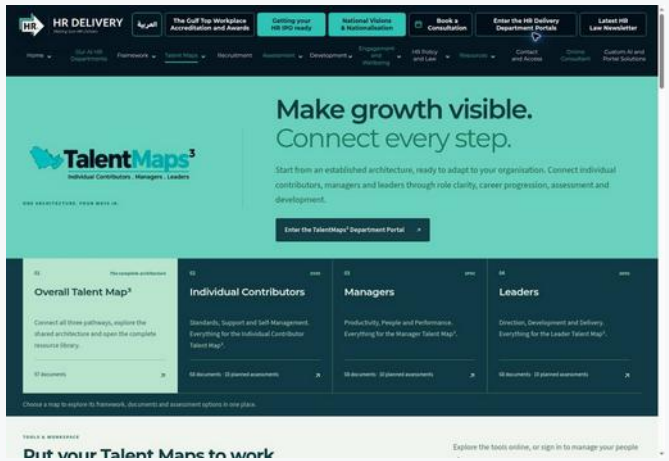
Record the role context, capability priority and practical work example. Add the proposed resource or programme, the learner's opportunity to practise and an agreed review point, using the IDP output as a starting document where appropriate.

Makes the development conversation more specific and helps the manager provide a suitable practice opportunity and useful feedback after the learning activity.

Distinguish gateway programmes from current learning resources

Gateway programme documents are marked Coming soon within the TalentMaps pathway, alongside substantial workshop and competency-development resources.

hr.delivery



Website screen · Live Talent Maps architecture overview; gateway document availability was identified...

WHAT YOU CAN DO

Select current workshops, manuals and learning resources appropriate to the development need. If a gateway programme is required, agree its purpose, intended participants, document availability and relationship to the wider development journey before committing to that route.

Your learning plan can make use of existing material while treating forthcoming programme documents as a separate dependency.

01

A current learning-resource selection

02

A scoped gateway requirement

03

Clear participant and programme expectations

HR DELIVERY
Making Sure HR Delivers

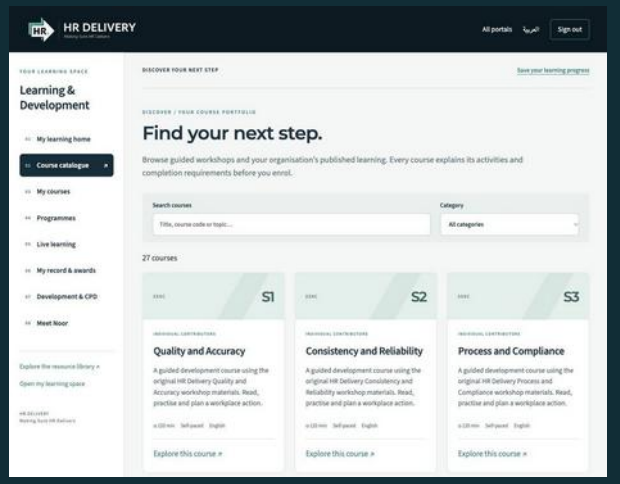
E2

Learning & Development Portal workspace

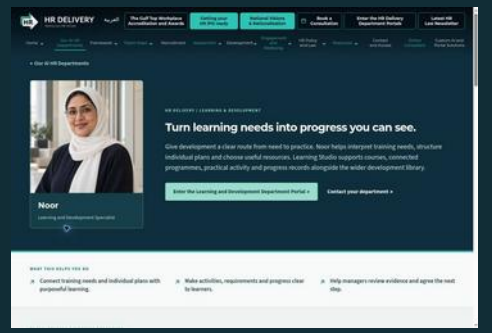
Connect courses, programmes, people, reviewed learning evidence and development records.

PORTAL WORKSPACE

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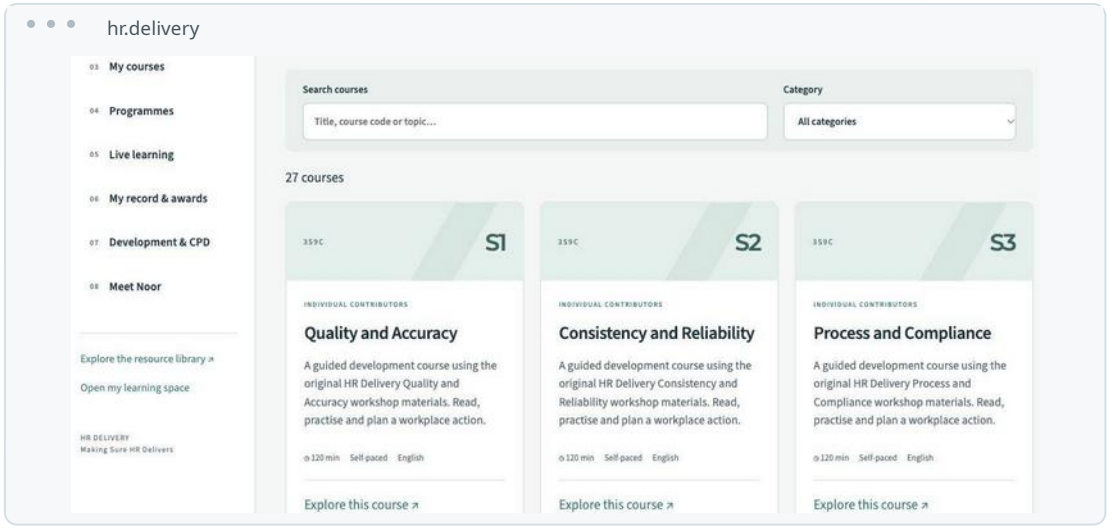
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PAGES 206–259

Learning and Development portal

Organise learning activities, programmes, practical evidence and development records in a workspace for learners, managers and development administrators.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Gives the organisation a common learning structure and helps learners understand what to complete, practise, submit and discuss next.

WHAT YOU CAN DO

Learning Studio combines learner navigation with courses, programmes, content, live learning and review workflows. The published catalogue shows 27 courses; the wider inventory includes authoring, assignments, CPD, achievements and reporting.

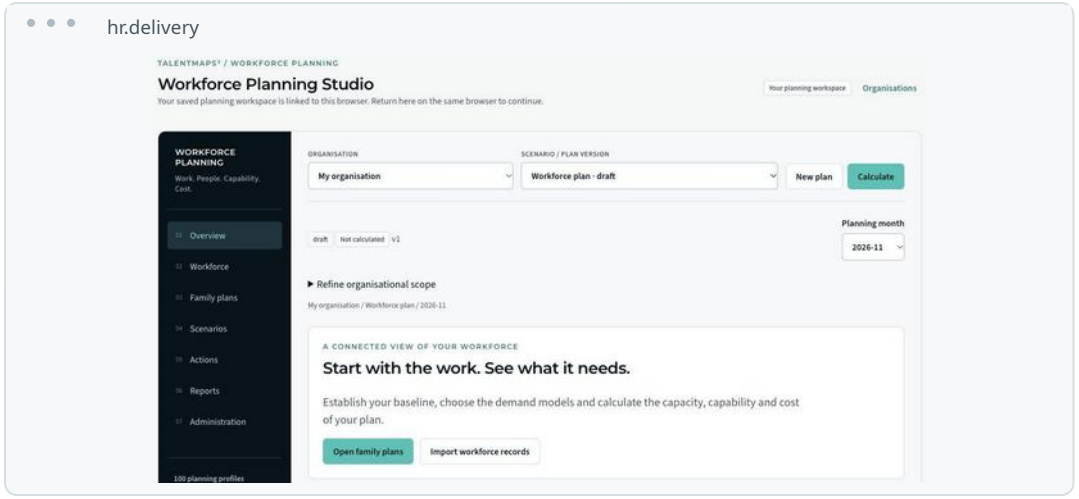
1. Prepare the learning. Organise suitable courses, programmes, resources and completion requirements for the audience.
2. Support participation. Assign learning and explain the activities, evidence and deadlines involved.
3. Review development. Use progress, practical work and learning records to plan the next conversation.

YOUR OUTPUTS

Assigned learning and programme journeys · Practical work and review records · Learning records and achievements

Training Needs Analysis

Compare current-role requirements with employee evidence to identify development priorities for HR and manager review before choosing learning or support.



Detail · Workspace demonstration · Workforce Planning Studio: models and navigation. English interface;...

YOUR WORK

TalentMaps compares qualifications, experience, duties and behavioural and technical requirements for individual or grouped analysis. Higher TNA scores indicate greater development need, rather than stronger performance or readiness for promotion.

YOUR OUTPUTS

Current-role development priorities · Individual or grouped needs analysis · Actions for HR review

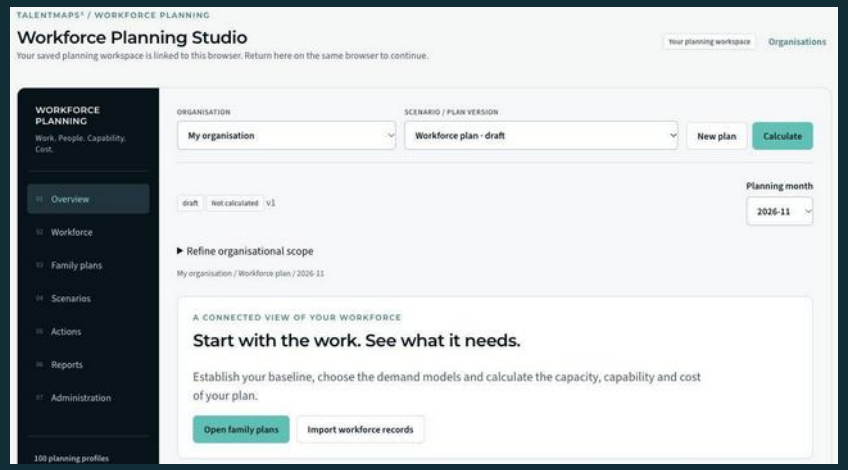
Provides a structured development discussion and helps distinguish an evidenced capability need from a general request to attend training.

1. Set the requirement. Use approved current-role requirements as the basis for the analysis.
2. Compare the evidence. Review relevant employee evidence against duties, qualifications and competency expectations.
3. Agree the action. Discuss identified needs and choose appropriate development or management support.

Succession planning

Review coverage of a critical role by separating business importance, vacancy concerns and the development readiness of possible successors.

hr.delivery



Detail · Workspace demonstration · Workforce Planning Studio: models and navigation. English interface;...

WHAT THIS GIVES YOU

Clarifies continuity and development discussions without treating a readiness label as a promotion promise or a fixed appointment date.

WHAT YOU CAN DO

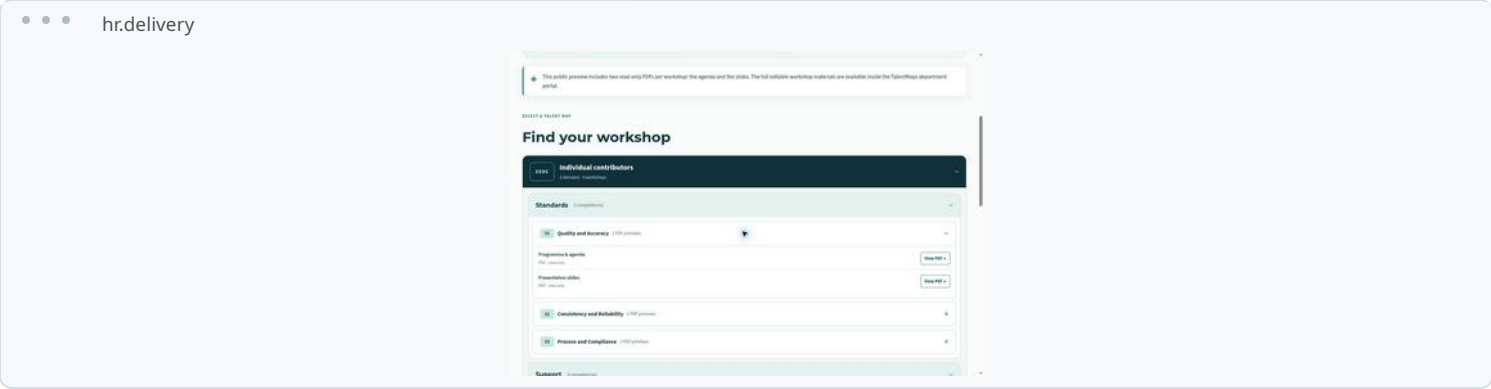
Start with the critical role and its future requirements. The described tool separates role criticality, concern about incumbent departure and successor readiness, then links development actions with owners and review points for a more explicit planning conversation.

1. Define the role. Record the critical role and the future requirements it must meet.
2. Review potential coverage. Consider successor evidence separately from role importance and vacancy concerns.
3. Plan development. Agree actions, owners and review points for the relevant readiness gaps.

YOUR OUTPUTS

Critical-role and coverage review · Successor readiness discussion · Owned development actions

Competency Workshop Studio: 27 workshops



Related service view · Public agenda and slide previews supporting the workshop offer.

YOUR WORK

The offer covers 27 competencies across three maps and nine domains. Public previews show agendas and slides; the portal describes editable facilitator and participant materials for preparation around the client's audience.

Provides a consistent competency structure for workshops while leaving room to adapt examples and discussion to the client's work.

Prepare a competency workshop with resources intended to support the facilitator, participant discussion and application back in the workplace.

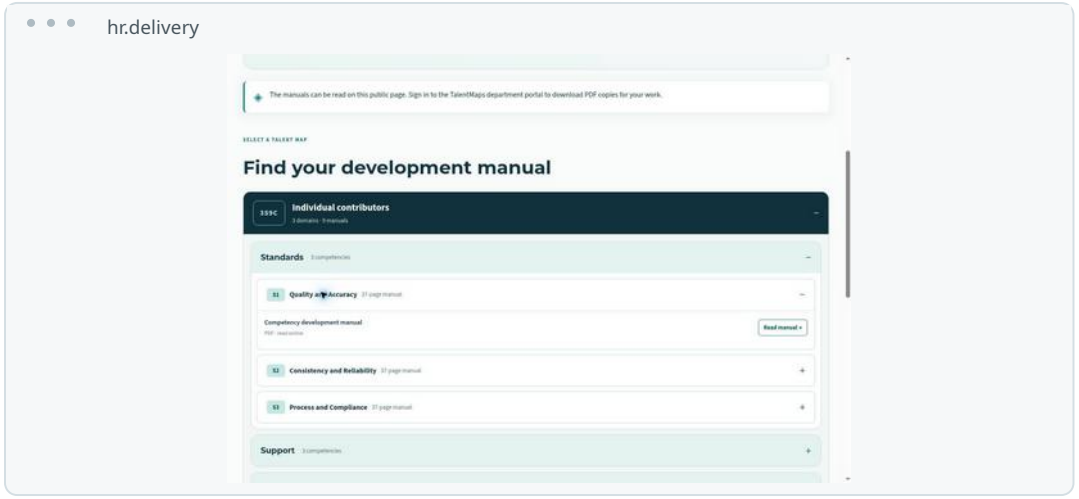
1. Select the focus. Choose the map and competency that match the development need.
2. Prepare the materials. Review the fuller workshop resources and adapt relevant examples for participants.
3. Plan the application. Agree how participants will use and discuss the competency at work.

YOUR OUTPUTS

A selected competency workshop · Facilitator and participant materials · A workplace application discussion

Development manuals: 27 competencies

Use a competency manual to extend workshop learning or guide individual practice, with reading and activities linked to a development objective.



Related service view · Public manual explorer supporting the portal resource offer.

YOUR WORK

Explore 27 manuals across three maps and nine domains, with 37-page competency manuals described. Public reading helps selection; portal downloads and complete-map resources support continued use alongside development planning.

YOUR OUTPUTS

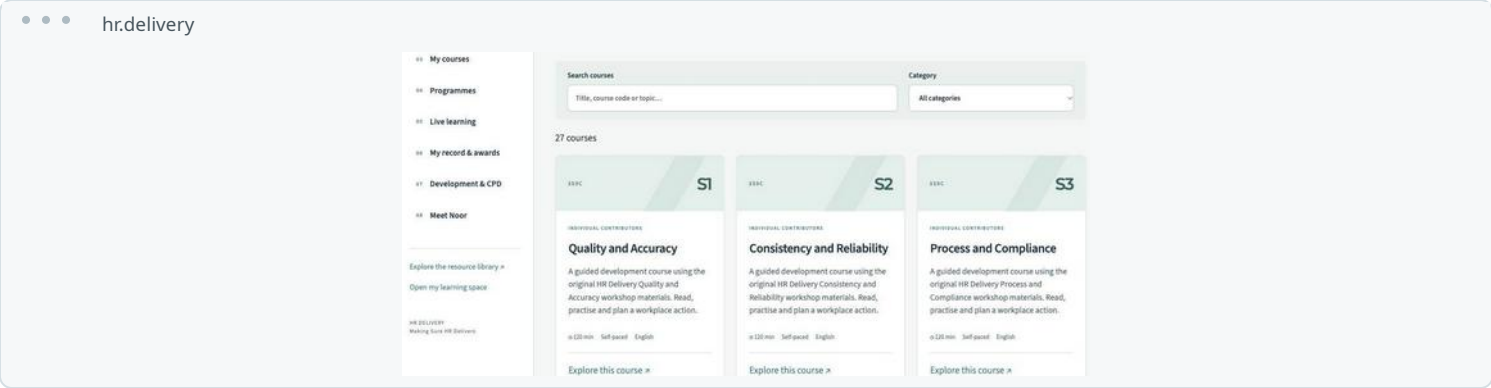
A selected competency manual · Reading and practice activities · Resources for an IDP discussion

Provides continuity between learning events and a focused reference for practice, coaching conversations and subsequent reviews with the manager.

1. Choose the competency. Match the manual to an agreed development objective or role need.
2. Work through activities. Select relevant reading and practice activities for the learner's situation.
3. Discuss application. Use practical examples from work to review learning with the manager.

Learning home

Find the starting point for assigned learning, programmes, records and resources, then identify the next development activity that needs attention.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

Use Learning home as the consistent workspace entry. Identify the learning needing attention and open the relevant course, programme or development record before beginning the next activity in your journey.

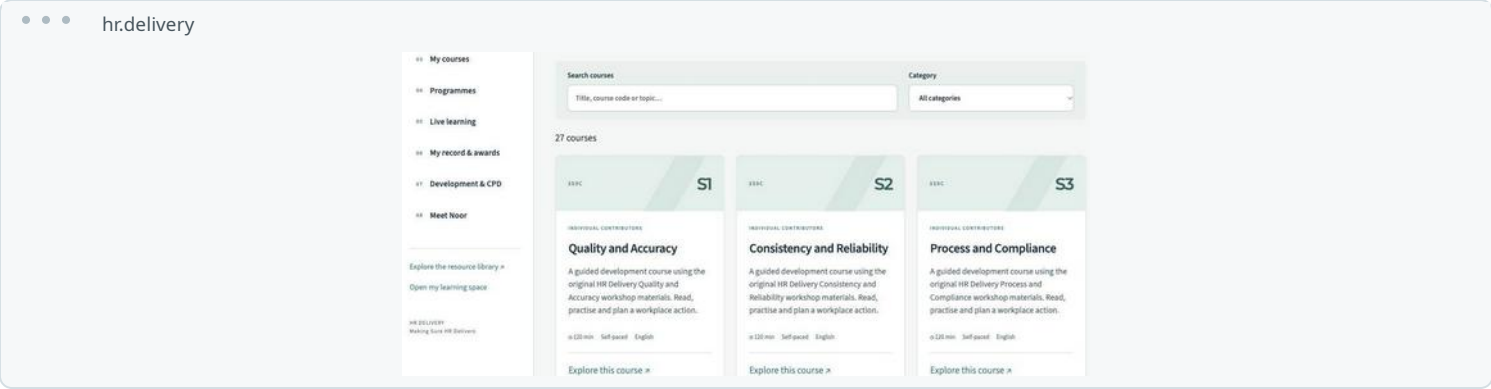
Helps learners navigate the workspace and identify a practical next action when returning to development during a working day.

1. Orient yourself. Review the available learning routes and the work needing attention.
2. Choose the next step. Open the relevant course, programme or development area for your purpose.
3. Continue the journey. Return to the home route when planning the next learning action.

YOUR OUTPUTS

A clear learning starting point · Routes to courses and records

Course catalogue



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

The catalogue presents course choices with search and category routes. Review the learning focus, activities and completion expectations before selecting a course, so the choice is based on the capability need and available time for participation.

Supports a deliberate course choice based on the capability need, with clearer expectations about what participation and completion involve.

Browse the learning offer and review a course's purpose, activities and requirements before choosing or discussing the next development step.

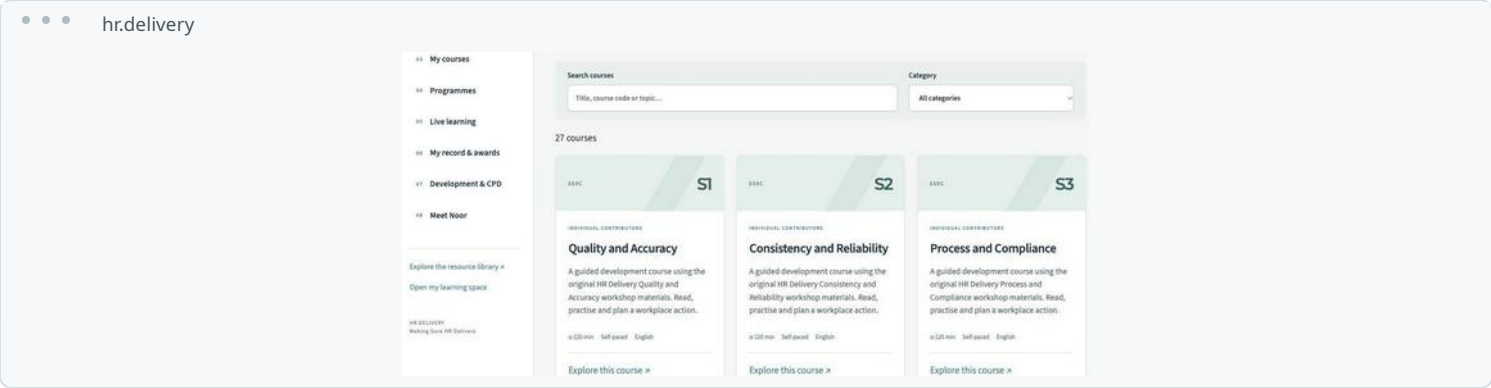
1. Start with the need. Identify the capability or work challenge the course should address.
2. Review the choices. Use catalogue information to compare relevant course purposes and activities.
3. Check the requirements. Confirm the expected participation and completion requirements before proceeding with learning.

YOUR OUTPUTS

A relevant course selection · Course purpose and activity expectations

My Courses

Keep enrolled and assigned courses together so you can return to the relevant activity, review progress and continue unfinished learning.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

My Courses provides the learner's course view within the workspace. Open a relevant course, review the activities and progress information, then continue the work required rather than searching the wider catalogue each time you return to learning.

Supports continuity between learning sessions and helps the learner organise course work alongside the other responsibilities of their role.

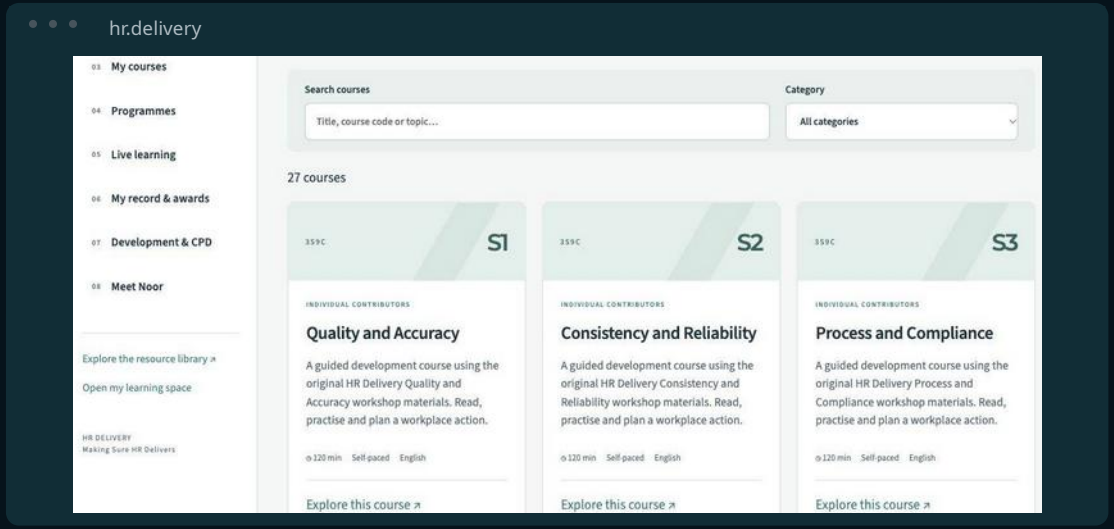
1. Review your courses. Identify the assigned or enrolled course relevant to your next action.
2. Check the activity. Review what has been completed and what still needs attention.
3. Continue the work. Open the relevant activity and follow its learning or submission instructions.

YOUR OUTPUTS

A personal course list · Progress and next-activity context

Course Studio

Build a course with a clear learning purpose, then move its content through preview, review and publication for learner use.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Gives the team a controlled content lifecycle and retains the context needed to understand which experience was assigned to learners.

WHAT YOU CAN DO

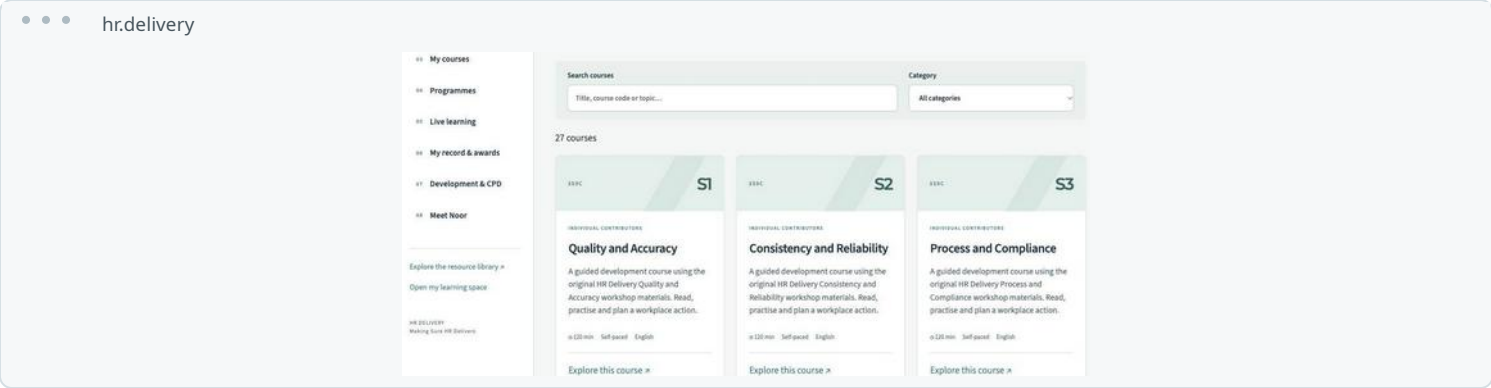
Course Studio covers authoring, preview, review, publication, versions and retirement. Prepare requirements, review the learner experience and publish an approved edition, retaining the version context that applies to existing assignments.

1. Author the course. Define outcomes, activities and requirements that fit the intended learner audience.
2. Preview and review. Check the learner experience and resolve review points before publication.
3. Manage the edition. Publish the approved version and retire superseded material through the course lifecycle.

YOUR OUTPUTS

A reviewed course edition · Published learning activities · A version and retirement history

Programme Studio



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

Programme Studio supports stages, required courses, allocations, deadlines, prior-learning credit and completion. Define the programme structure and what each participant must complete, then manage appropriate credit and progress against the requirements of that particular programme.

Makes a programme's overall commitment clearer and helps learners and managers coordinate development that extends beyond a single course.

Combine learning requirements into a staged programme with allocations and deadlines, giving participants a coherent route through a larger development commitment.

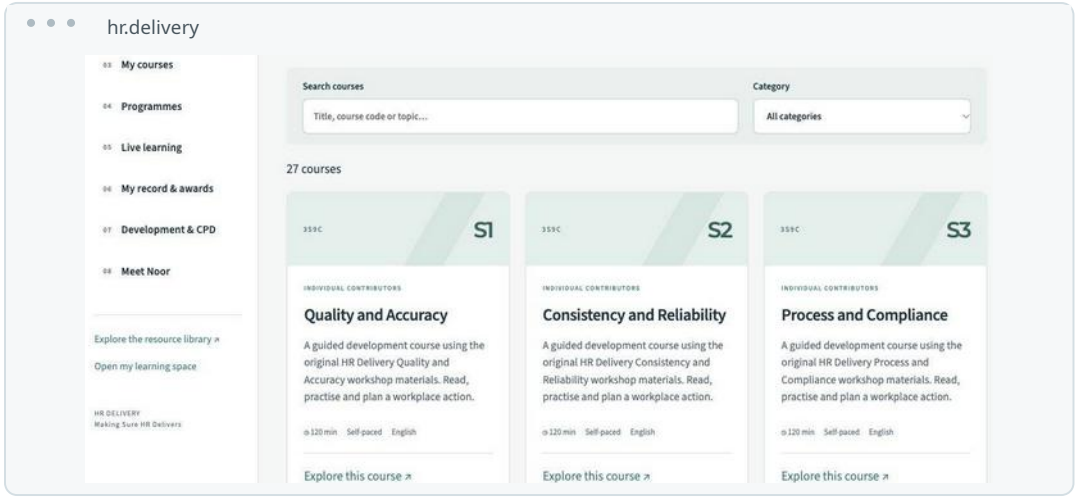
1. Structure the programme. Define its stages, course requirements and intended sequence for participants.
2. Allocate and schedule. Assign the programme and set the relevant deadlines and expectations.
3. Review completion. Consider approved prior-learning credit and progress against the defined programme requirements.

YOUR OUTPUTS

A staged programme structure · Participant allocations and deadlines · Programme completion records

Content library

Keep authorised documents, private audio and video together with supporting captions and transcripts for purposeful use in learning activities.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

The content library supports reusable documents and private media with captions and transcripts. Organise assets for their intended learning use, review the relevant rights and readiness, and select suitable material when preparing course activities for the audience.

YOUR OUTPUTS

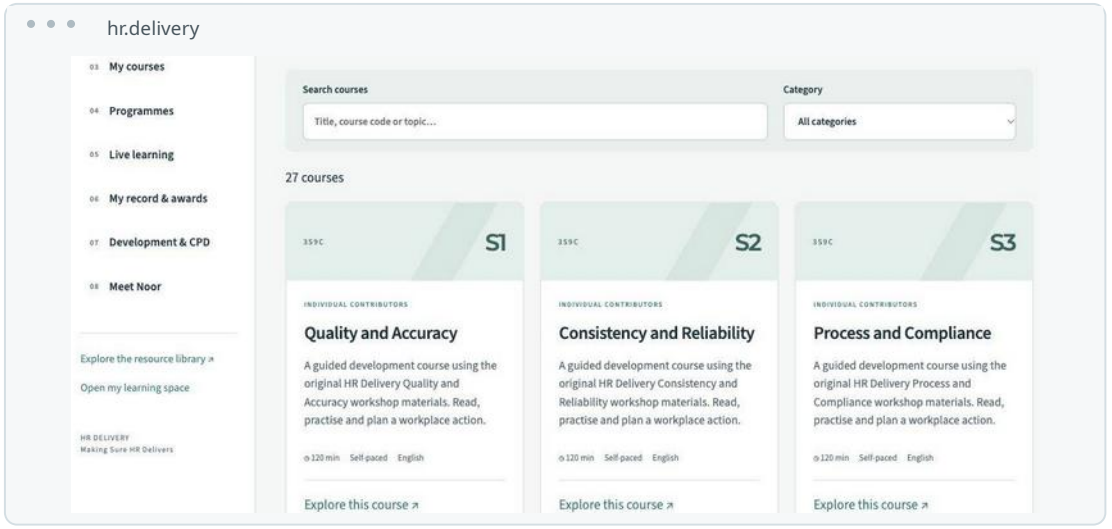
Reusable authorised learning assets · Supporting captions and transcripts

Helps authors select consistent material and consider access needs before adding a document or media asset to a course.

1. Organise the assets. Keep documents and media identifiable for their intended learning use.
2. Review supporting material. Check the relevant captions, transcripts, permissions and content readiness before use.
3. Use in learning. Select the appropriate asset when preparing a course activity or resource.

Text and reflection activities

Pair a clear explanation with focused reflection so learners can connect an idea with their experience and the work they do.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Gives the learner a specific application question and provides useful material for development discussion beyond simply reading the content.

WHAT YOU CAN DO

Provide learning text and a reflection prompt linked to its purpose. Learners consider relevant work examples and record a response for discussion, development planning or subsequent practical application of the idea.

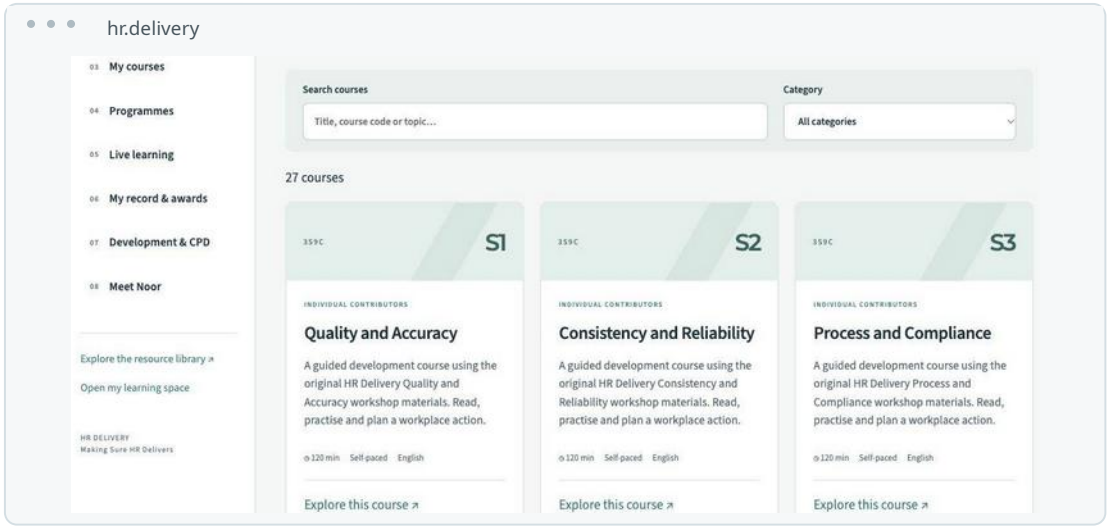
1. Explain the idea. Provide concise text that supports a specific learning point or question.
2. Prompt reflection. Ask the learner to connect that idea with a relevant work example.
3. Use the response. Return to the reflection when discussing application or the next development action.

YOUR OUTPUTS

A focused text activity · A learner reflection response

Reading activities

Give learners a reading task with a clear purpose and a question that connects the selected material with their work.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Focuses attention on relevant ideas and gives the learner, manager or facilitator a clear basis for discussing practical application.

WHAT YOU CAN DO

Select reading and explain its relevance. Add a question or application focus so the learner approaches the document with a useful purpose and can discuss its implications for their work.

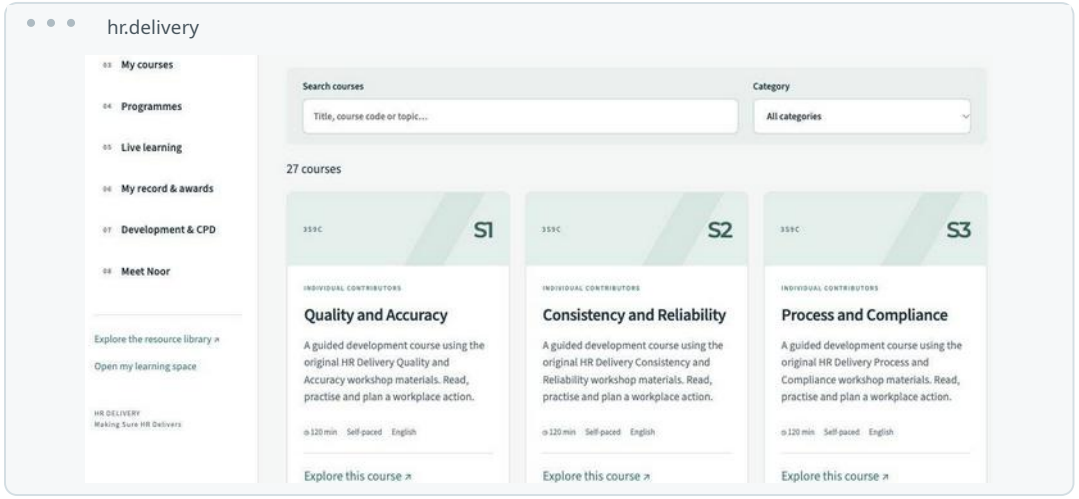
1. Select the reading. Choose a document that supports the course objective and learner context.
2. Explain the purpose. Tell learners which question or application the reading should help address.
3. Discuss the relevance. Use the learning activity to connect key ideas with practical work.

YOUR OUTPUTS

A purposeful reading task · Questions for application or discussion

Audio and video activities

Use audio or video to explain, demonstrate or prompt discussion, with available captions and transcripts supporting the learner's access needs.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Choose media that fits the objective and provide activity instructions. Include available captions and transcripts, then connect viewing or listening with reflection, a question or a practical application task.

YOUR OUTPUTS

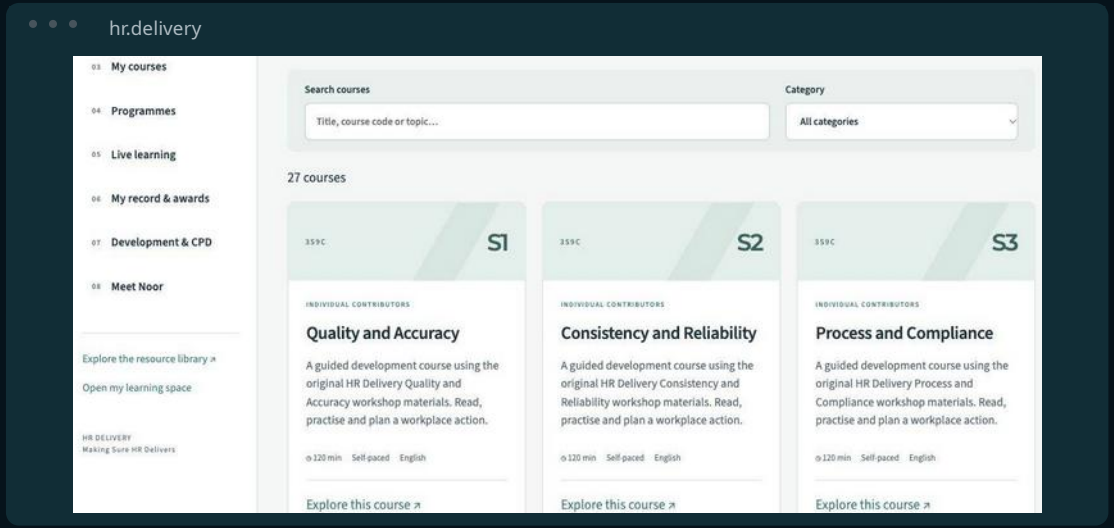
A media learning activity · Captions or transcript support · An application prompt

Gives media a defined learning role and helps learners connect the content they watch or hear with a practical task.

1. Choose the media. Select audio or video that supports a clear learning purpose.
2. Support access. Provide the available captions, transcripts and instructions relevant to the activity.
3. Connect with practice. Ask learners to use the content in reflection or a practical task.

External learning links

Introduce an external learning resource with clear context, explaining why it matters and what learners should do after visiting it.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Brings useful external material into the course while keeping the learner's purpose and subsequent activity clear within the programme.

WHAT YOU CAN DO

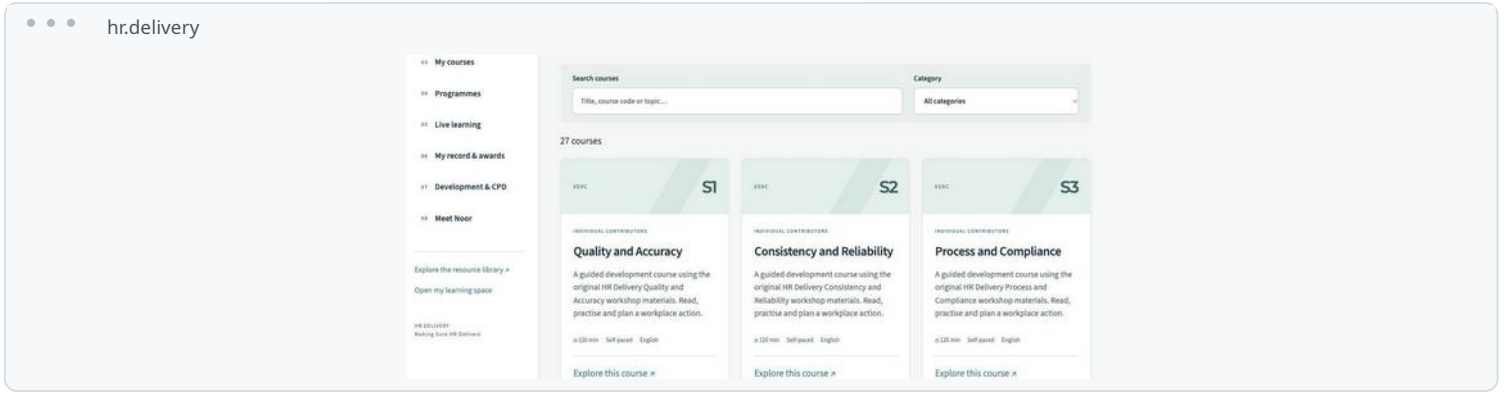
Point learners to an external resource with a stated purpose and follow-up task. Distinguish evidence retained within the course from participation records or completion claims belonging to the separate external provider.

1. Select the resource. Check that the external material fits the objective and intended audience.
2. Provide the context. Explain what learners should look for and why the link matters.
3. Set the follow-up. Ask learners to reflect or apply the material within the course journey.

YOUR OUTPUTS

A contextualised external resource link · A defined follow-up learning task

Knowledge checks



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

Prepare questions linked to the course objective and the content being taught. Learners respond to the knowledge check, then use the result and available review guidance to identify ideas that need another look before continuing the learning journey.

Creates a structured pause for reviewing understanding and keeps the learning check connected to the content participants are studying.

Check understanding with course questions that help learners review the content before continuing to practical application or another learning activity.

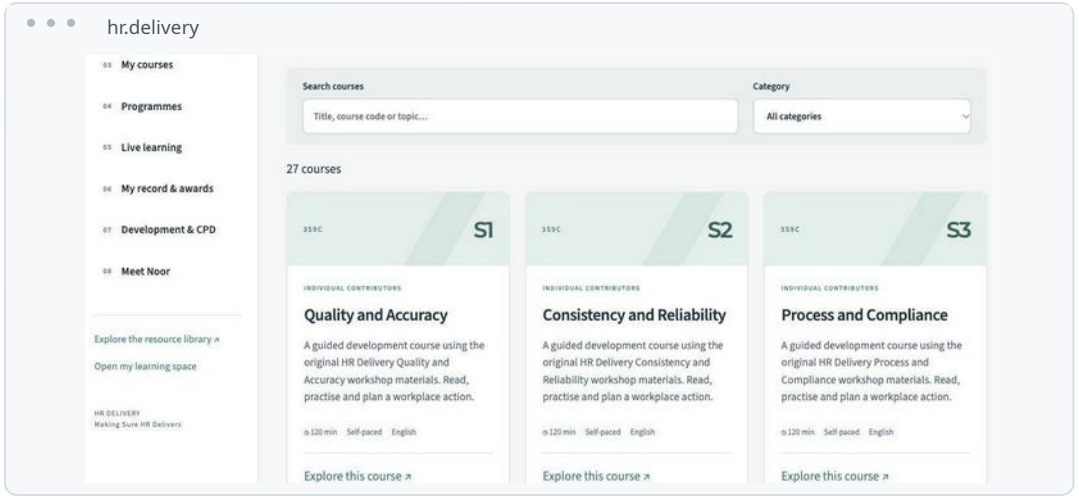
1. Define the check. Choose the knowledge or understanding that the questions should examine.
2. Ask relevant questions. Use items that relate directly to the taught content and objective.
3. Review the learning. Use responses to identify concepts requiring clarification or further study.

YOUR OUTPUTS

A course knowledge check · Responses for learning review

Practical assignments

Ask learners to apply learning through a meaningful task and submit work that provides a concrete basis for review and feedback.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Set the practical task, expected evidence and review requirements. Learners submit work for review, adding an application component alongside reading, reflection and knowledge checks where it serves the course purpose.

YOUR OUTPUTS

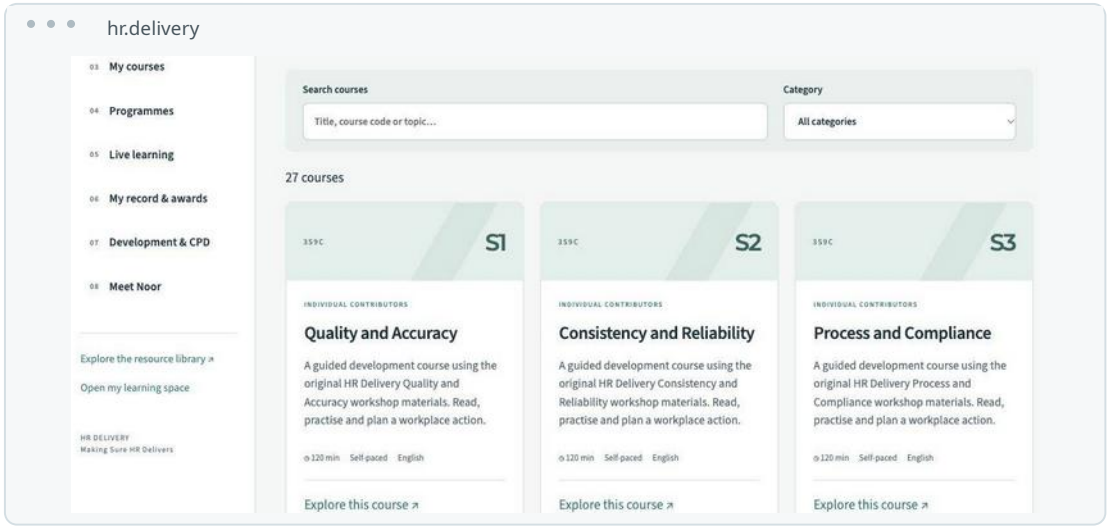
A practical assignment brief · Submitted work evidence · A basis for reviewer feedback

Makes application visible and gives reviewers specific work to discuss when helping the learner improve the quality of their practice.

1. Write the brief. Explain the practical task, expected evidence and relevant review requirements.
2. Apply the learning. Complete the task using an appropriate work example or learning scenario.
3. Submit the evidence. Provide the required work so a reviewer can assess and discuss it.

Live-attendance activities

Include attendance at a live event in course requirements so learners understand how the session contributes to their wider journey.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Connects scheduled participation with the course record and clarifies how attendance fits alongside the learner's other activities and requirements.

WHAT YOU CAN DO

Define the live session requirement and the attendance evidence needed for the course. Record participation through the relevant workflow and relate it to the course requirements, while keeping attendance distinct from evidence of skill or understanding.

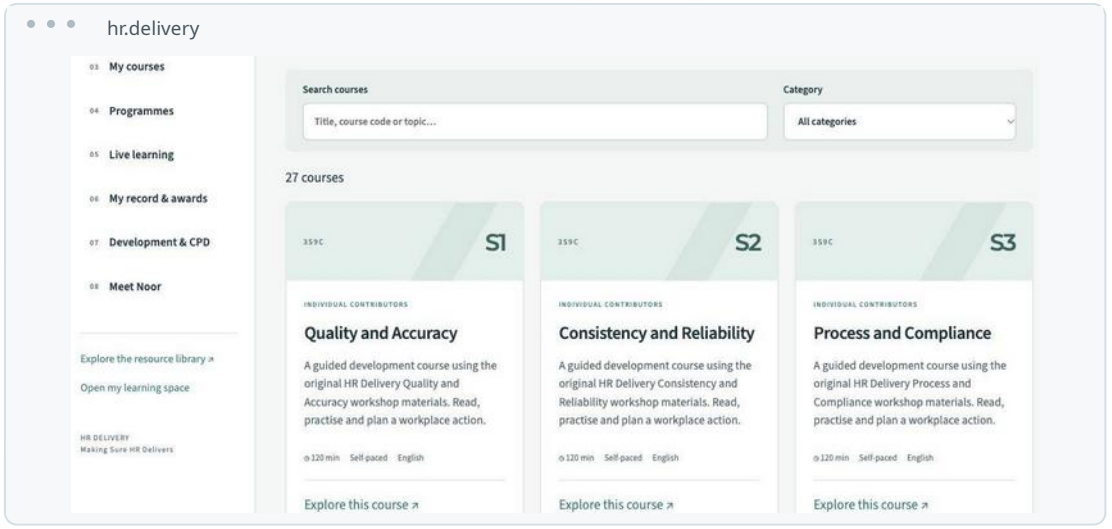
1. Define the requirement. Explain which live session forms part of the course journey.
2. Record participation. Retain the relevant attendance evidence through the live-learning workflow.
3. Review the course. Consider attendance alongside the other learning and completion requirements.

YOUR OUTPUTS

A course live-session requirement · Recorded attendance evidence

Question-bank authoring and approval

Create a classified question bank that authors can search and review before selecting approved items for learning checks or quizzes.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Supports deliberate question reuse and gives the team a review point before items become part of a learner-facing check.

WHAT YOU CAN DO

The question-bank workflow covers authoring, classification, search and approval. Prepare items for a defined learning purpose, add useful classifications and review their wording and suitability so authors can locate appropriate approved questions for the intended learning context.

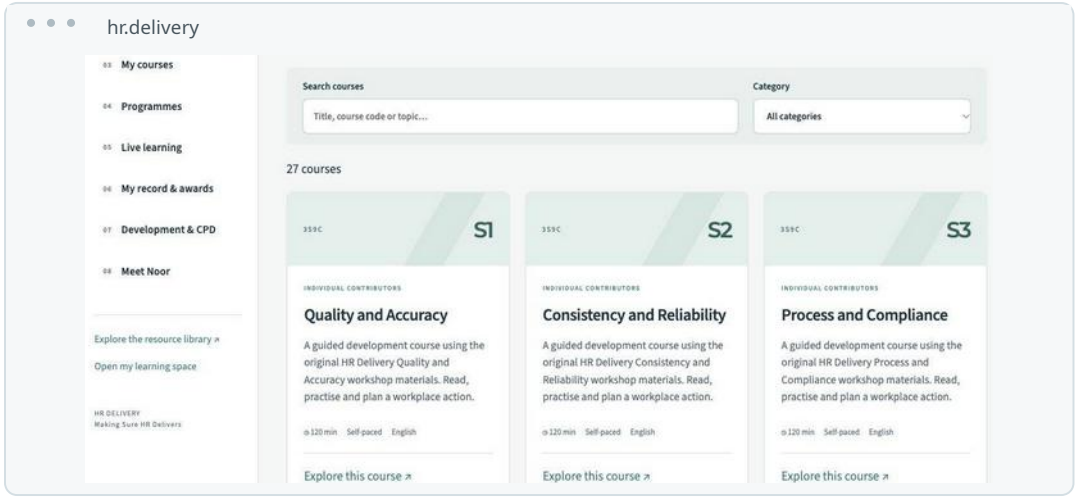
1. Author the item. Write a question that addresses the intended learning content and purpose.
2. Classify and locate. Use meaningful classifications so relevant items can be found again.
3. Review and approve. Check the wording and suitability before approving the item for use.

YOUR OUTPUTS

Classified question-bank items · Searchable approved question content

Quiz blueprints and retained editions

Define a quiz's intended coverage and retain its question-bank edition so authors and reviewers can understand the content decisions behind it.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Specify intended question coverage in the blueprint. Retained question-bank editions preserve publication context, helping the team understand how the quiz relates to its planned learning coverage and selected source content.

YOUR OUTPUTS

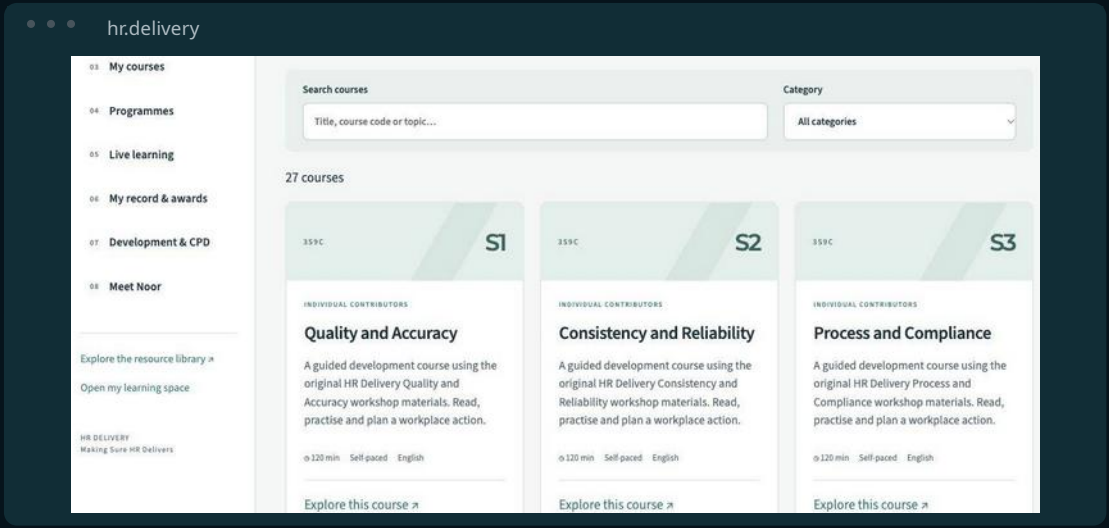
A quiz coverage blueprint · A retained question-bank edition · Traceable quiz content context

Makes the quiz's intended coverage easier to explain and preserves the source context behind an existing published learning assessment.

1. Define the coverage. Specify the learning content that the quiz needs to examine.
2. Select the edition. Use the appropriate retained question-bank edition for the published quiz.
3. Keep the context. Preserve the relationship between the quiz, blueprint and source content.

Portfolio inventory and CSV reconciliation

Compare the expected learning portfolio with catalogue records to identify missing, changed or duplicate entries requiring a content decision.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Helps the team reconcile its portfolio understanding with the catalogue and direct follow-up towards specific records or content gaps.

WHAT YOU CAN DO

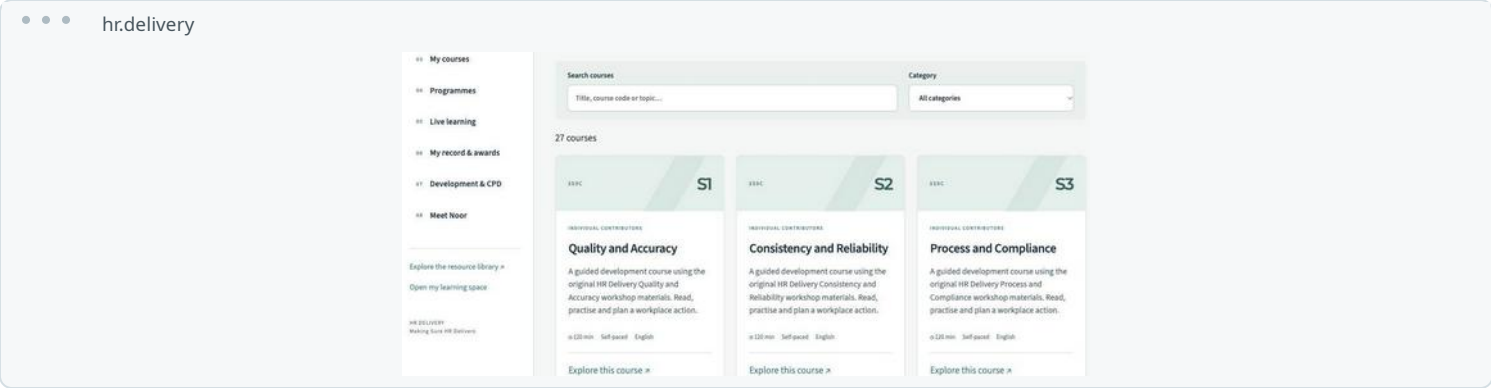
Use the portfolio inventory and CSV reconciliation workflow to compare organised learning records with the expected offer. Review discrepancies, resolve the relevant record or content questions and retain a clearer view of what the catalogue currently contains.

1. Prepare the comparison. Bring the expected portfolio and relevant structured catalogue records together.
2. Review discrepancies. Identify missing, changed or duplicate entries requiring a content decision.
3. Resolve the record. Agree the correction or follow-up needed for each relevant discrepancy.

YOUR OUTPUTS

A structured portfolio comparison · A list of reconciliation issues · Catalogue follow-up decisions

Content readiness and rights review



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

Check content completeness, learning purpose and authorised use before publication. Consider documents, media and supporting materials together, resolving readiness or permission questions so the team can make an informed publication decision.

Brings unfinished content and permission questions into preparation, giving the team a clearer basis for its course publication decision.

Review content readiness and authorised use before publication, considering whether the selected material is complete and suitable for its intended learners.

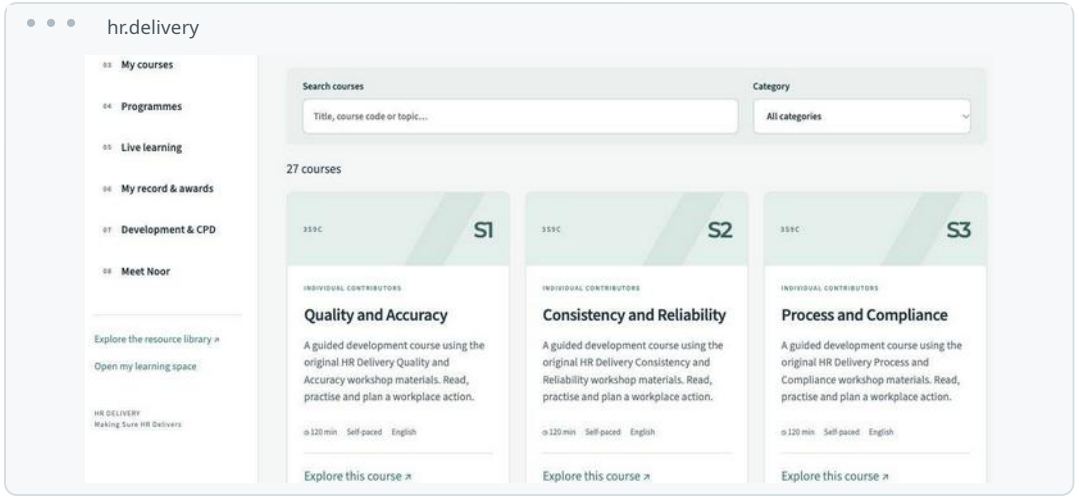
1. Check readiness. Review completeness, learning purpose and suitability for the intended audience.
2. Check authorised use. Confirm the relevant permissions and conditions for the selected content.
3. Resolve open points. Address content or rights questions before the publication decision is made.

YOUR OUTPUTS

A content readiness review · Recorded rights questions · Publication follow-up actions

Live learning sessions

Organise live learning through session information, bookings, waitlists and attendance, giving participants and administrators a shared structure for the event.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Define the session and participation arrangements, manage places through booking and waitlist workflows, then record attendance. Retain suitable participation evidence for the learner's wider record or course requirements where relevant.

YOUR OUTPUTS

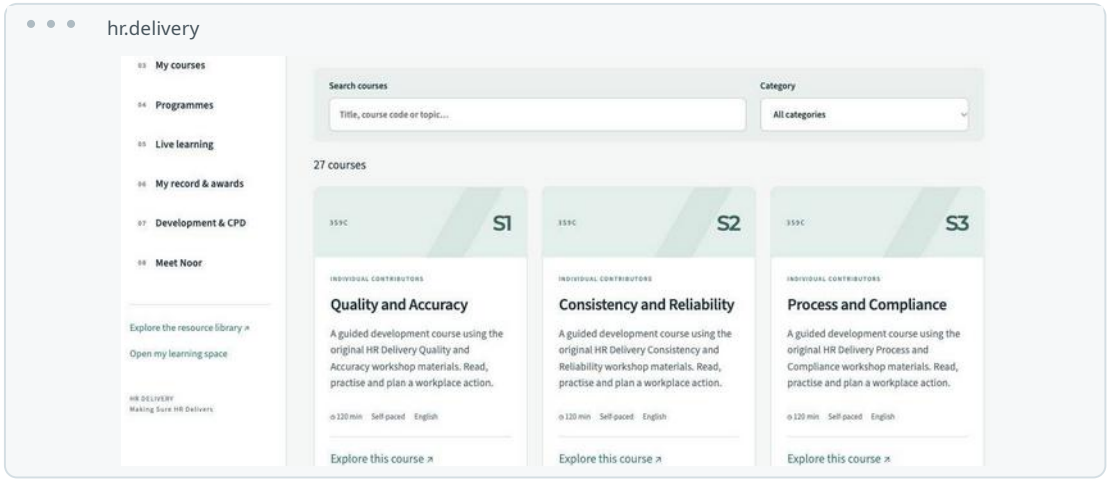
A scheduled learning session · Booking and waitlist records · Attendance information

Provides a clear administrative process around scheduled learning and connects participation information with the learner's wider course or development record.

1. Prepare the session. Define the learning session and the relevant booking and participation arrangements.
2. Manage the places. Review bookings and waitlisted learners through the available session workflow.
3. Record attendance. Retain participation information after the session for the relevant learning record.

People, cohorts and bulk onboarding

Prepare individual learner records and cohorts through the onboarding workflow so the intended audience is identified before learning is assigned.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Gives administrators a defined participant population and helps them organise group assignments and follow-up around the agreed development audience.

WHAT YOU CAN DO

Create or organise the relevant learner records and cohorts, then use the bulk onboarding workflow where appropriate. Review the structured information before assigning learning so the intended people and groups are clearly identified for administration and follow-up.

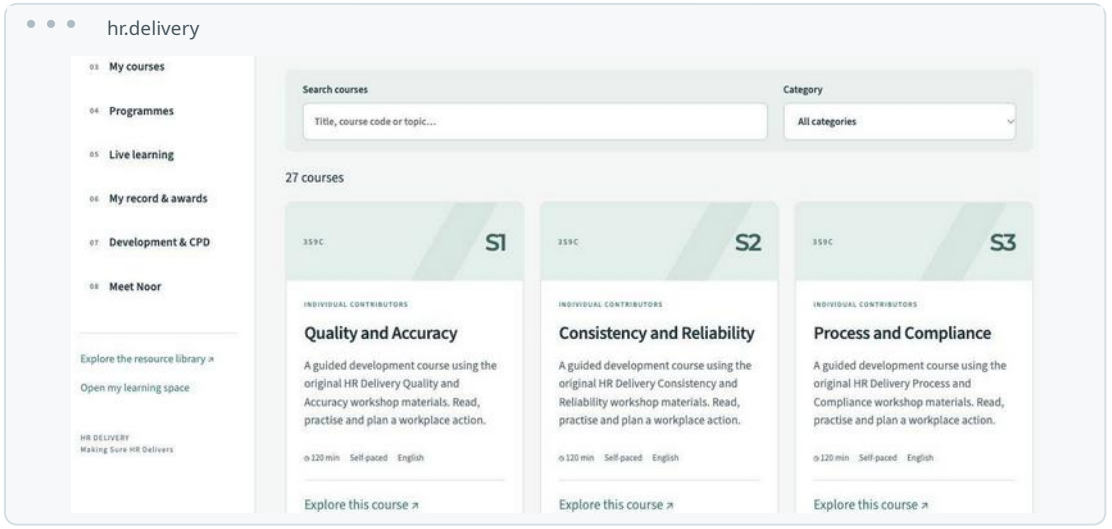
1. Define the audience. Identify the people and groups participating in the planned development.
2. Prepare the records. Organise individual learner information and relevant cohort membership for administration.
3. Review onboarding. Check bulk onboarding information before using the audience for learning assignments.

YOUR OUTPUTS

Organised learner records · Defined learning cohorts · An onboarded assignment audience

Course and programme assignments

Assign a published course or programme to the relevant learner or group, with clear expectations about participation, deadlines and completion.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Turns the learning offer into a specific commitment and gives learners and managers a shared reference for discussing progress.

WHAT YOU CAN DO

Choose the published course or programme, identify learners or cohorts and set requirements. Assignment records support learner access, progress follow-up and discussion of the specific development commitment and its expectations.

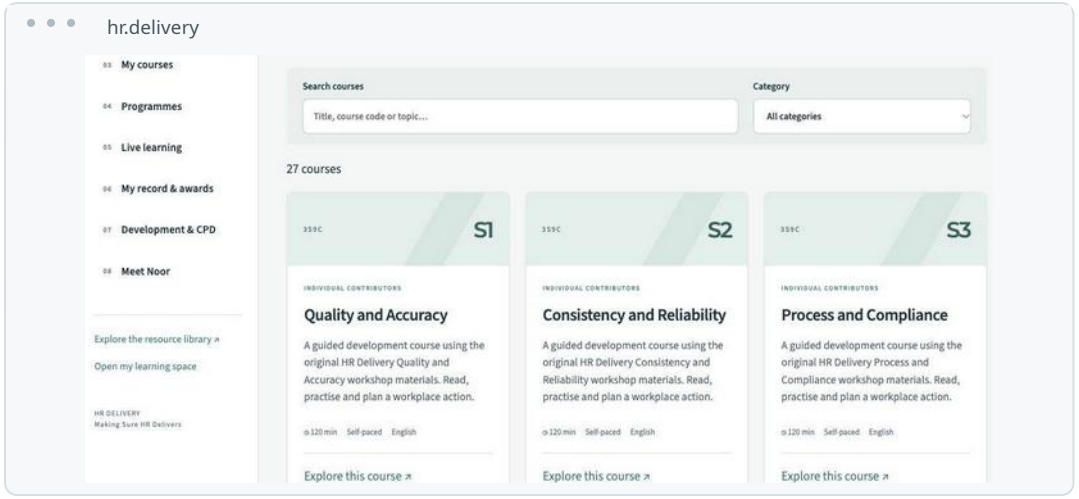
1. Select the learning. Choose the relevant published course or programme for the audience.
2. Assign the audience. Identify the learner or cohort expected to complete the learning.
3. Explain the commitment. Make participation, completion expectations and relevant deadlines clear to those assigned.

YOUR OUTPUTS

Learner or cohort assignments · Defined learning expectations · A basis for progress follow-up

Practical-work review and rubric marking

Review submitted work against stated criteria so learners can understand the judgment, supporting evidence and improvements that would strengthen their application.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Use the assignment brief and rubric to examine the submitted evidence. Record criterion-based judgments and feedback that relates to the learner's work, providing a clearer explanation of the result and a useful basis for subsequent development discussion.

YOUR OUTPUTS

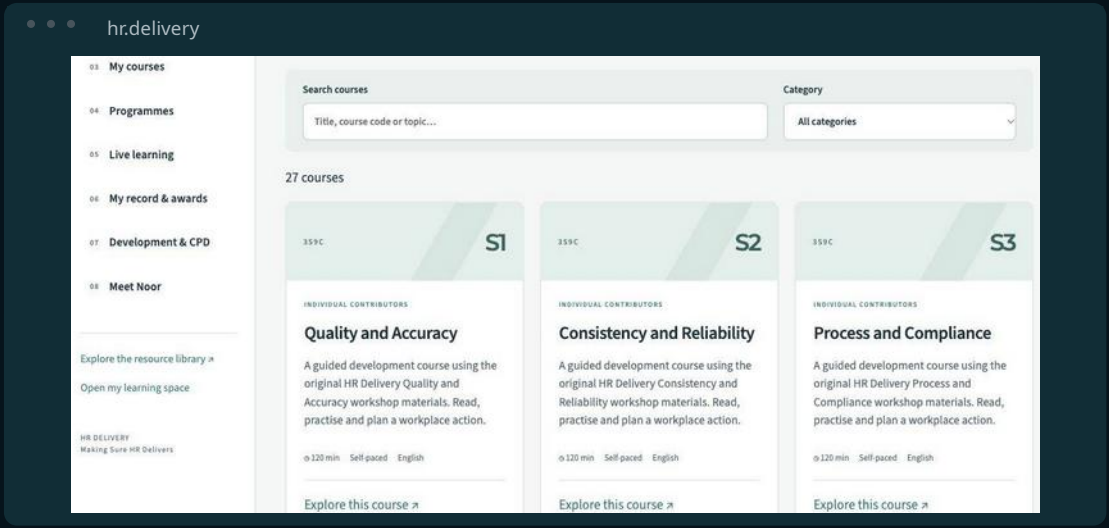
Rubric-based review judgments · Evidence-linked practical feedback

Connects feedback with the actual work and helps the learner understand how its quality relates to the assignment's stated expectations.

1. Read the evidence. Review the submitted work against the task and expected evidence.
2. Apply the criteria. Use the rubric to make and record relevant criterion-based judgments.
3. Explain the feedback. Relate feedback to specific evidence and the learner's next improvement step.

Moderation, challenges and feedback release

Review assessment judgments, consider challenges and release agreed feedback through a structured process appropriate to the learning and evidence involved.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Gives the team a clearer route for reviewed or disputed judgments and supports a considered feedback experience for the learner.

WHAT YOU CAN DO

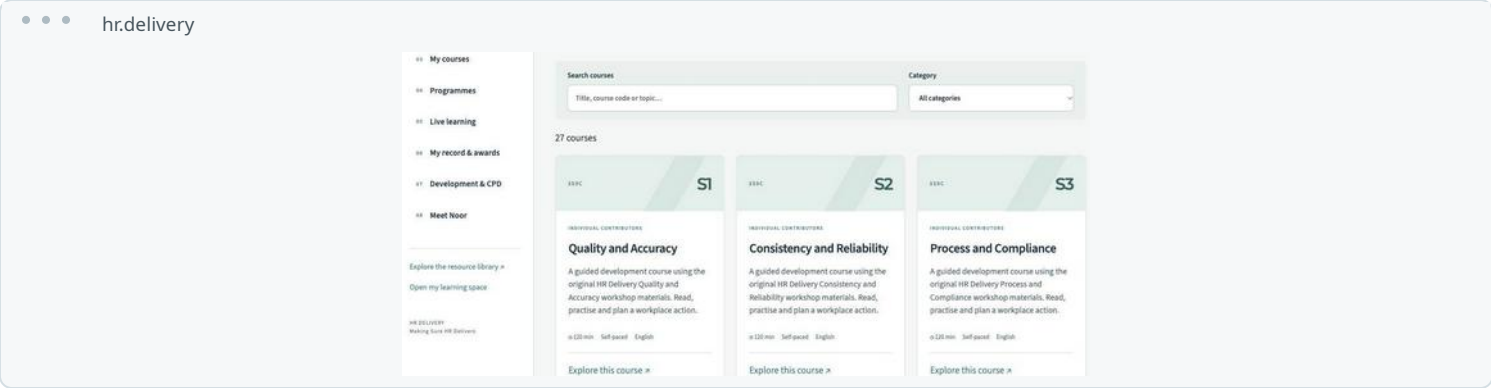
Separate marking from moderation, challenge handling and feedback release. Examine the evidence and judgment, address issues raised and make the agreed feedback available at the appropriate stage for the learner.

1. Review the judgment. Examine the relevant work, criteria and reasoning behind the assessment decision.
2. Consider the challenge. Address the issue raised using the evidence and agreed review process.
3. Release the feedback. Make the agreed feedback available at the appropriate stage of review.

YOUR OUTPUTS

Moderation and challenge records · An agreed review outcome · Released learner feedback

Development plans and manager check-ins



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

Agree a development goal, practice opportunities, evidence and review points. Use manager check-ins to discuss progress and obstacles, then update the next action based on the learner's actual workplace experience.

Sustains attention on application and gives learner and manager concrete experience to discuss when choosing further practice or support.

Connect a development goal with workplace practice and manager check-ins so learning remains relevant after the course activity has finished.

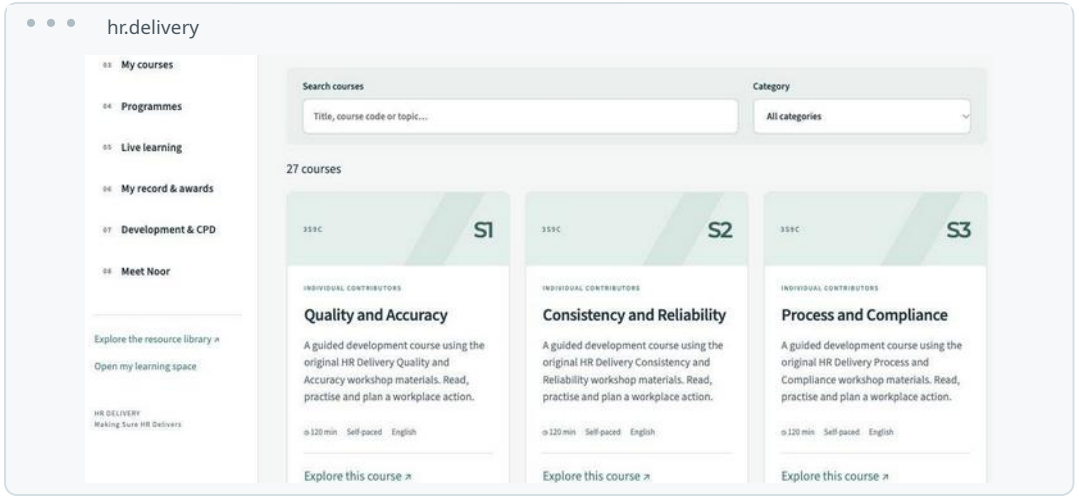
1. Agree the goal. Describe the development priority and its relevance to the learner's work.
2. Plan the practice. Identify suitable opportunities to apply learning and gather useful evidence.
3. Hold the check-in. Discuss progress, obstacles and the next action with the supporting manager.

YOUR OUTPUTS

An agreed development goal · Workplace practice actions · Manager check-in notes

CPD goals, evidence and accepted hours

Manage CPD goals, evidence and review while retaining accepted-hour history separately from a simple list of development activities attended.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Record the CPD goal, activity and relevant evidence for review. The described workflow retains accepted-hour history after consideration of the submitted information, helping the learner explain their development record without implying automatic acceptance by an external professional body.

YOUR OUTPUTS

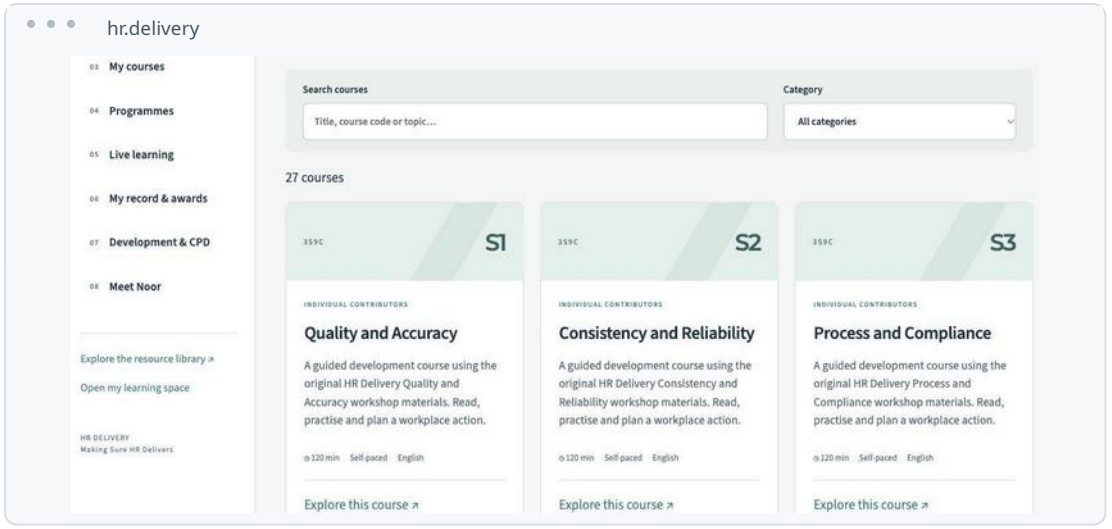
CPD goals and evidence · Review outcomes · Accepted-hour history

Preserves the evidence and review context behind recorded hours and gives the learner a more coherent professional development record.

1. Set the CPD goal. Explain the professional development purpose and the activity supporting it.
2. Provide the evidence. Record the relevant participation, learning and application evidence for review.
3. Retain accepted hours. Use the review outcome to maintain the accepted-hour history and context.

Evaluation and Improvement Studio

Review the learning experience and available application evidence, then decide which content or delivery changes should be tested in future cycles.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Turns evaluation into explicit improvement work while keeping claims about learning results proportionate to the evidence the team has.

WHAT YOU CAN DO

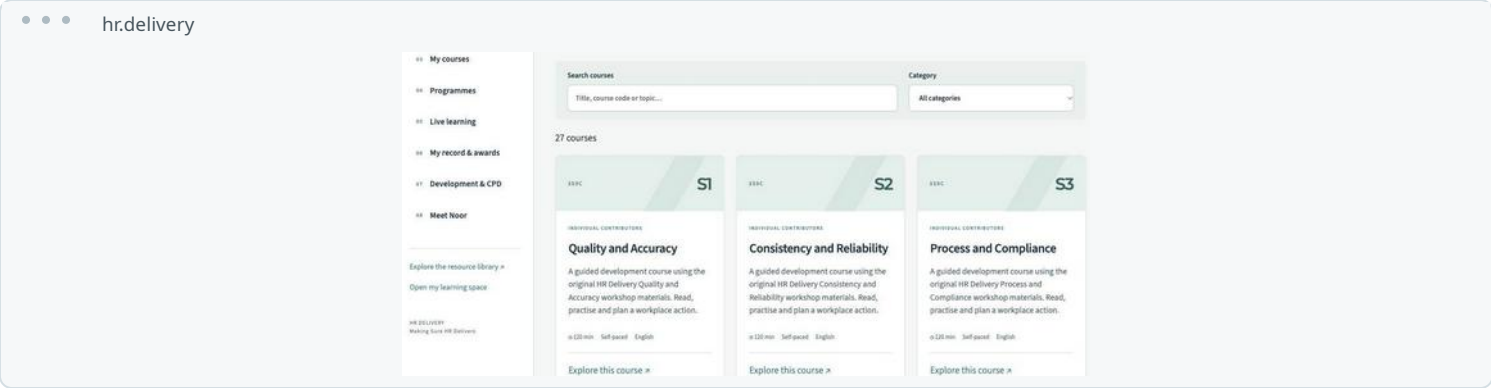
Review evaluation information against the course purpose and learner context. Choose content or delivery improvements, assign follow-up and revisit changes in later cycles; feedback alone does not establish learning impact.

1. Review the evidence. Consider evaluation information in relation to the learning purpose and audience.
2. Choose an improvement. Identify a specific content or delivery change supported by the review.
3. Revisit the change. Use a later cycle to consider whether the improvement was useful.

YOUR OUTPUTS

A learning evaluation review · Specific improvement actions · A basis for later comparison

Learning records, achievements and certificates



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

Bring completion information, achievements and certificates into the learning record. Check requirements and evidence before recognition, retaining enough context for learners and authorised reviewers to understand the basis of completion.

Gives the learner a clearer record of recognised development and helps managers distinguish completion from work still requiring participation or review.

Retain completed learning, achievements and certificates so learners can review what was recognised and the requirements supporting that recognition.

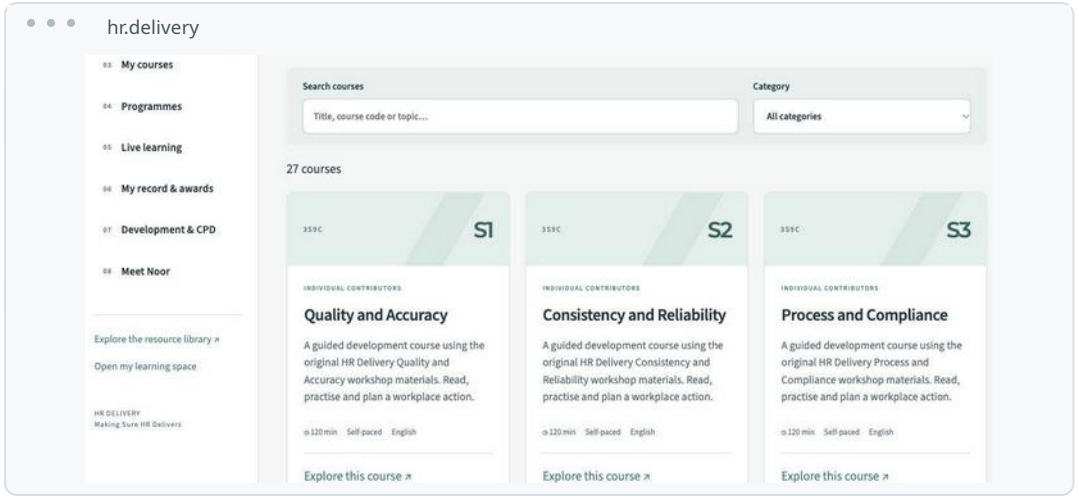
1. Check the requirements. Review the activities and evidence required for the relevant learning completion.
2. Record the achievement. Retain the completion and recognition supported by the learning workflow.
3. Use the record. Refer to the achievement and certificate in later development conversations.

YOUR OUTPUTS

A learning completion record · Recorded achievements · Relevant learning certificates

Learning-record exports and verification receipts

Export a learning record with its verification receipt for an authorised review or handover, preserving useful context about the recorded information.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Export the relevant learning-record information and retain the associated verification receipt. Use them to support a development or administrative conversation, while distinguishing the workspace's record of learning from any separate professional accreditation or external qualification decision.

YOUR OUTPUTS

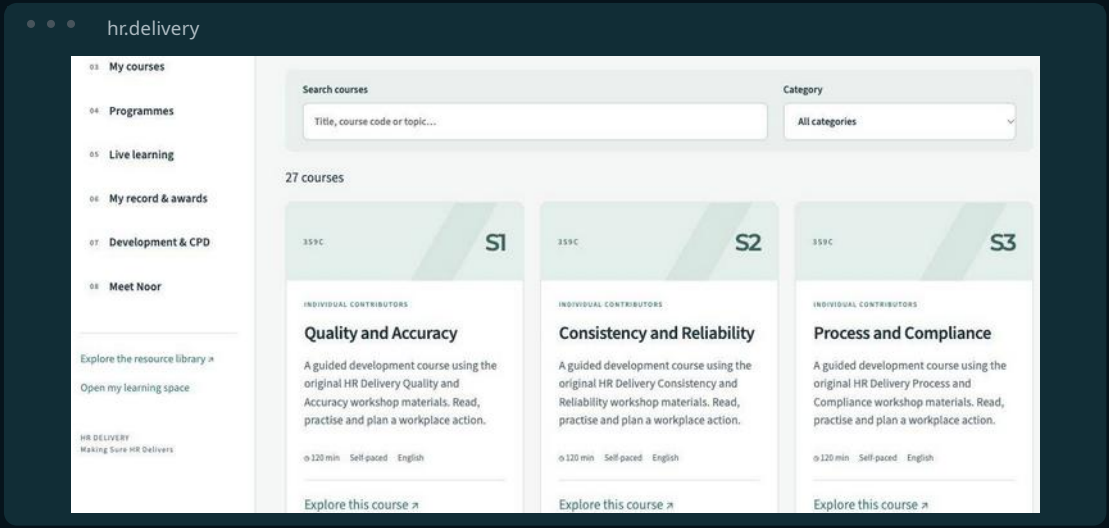
A learning-record export · An associated verification receipt

Helps users share recorded development with the context needed to interpret what the information confirms within the learning workspace.

1. Select the record. Identify the learning information needed for the authorised review purpose.
2. Retain the export. Keep the exported record together with its associated verification receipt.
3. Explain the context. State what the record represents when using it in another review.

Learning insights and reporting

Review assignment, participation and progress information to identify where learning support, administration or a specific development conversation is needed next.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Directs follow-up towards specific commitments and gives managers a practical basis for discussing the learning work that needs attention.

WHAT YOU CAN DO

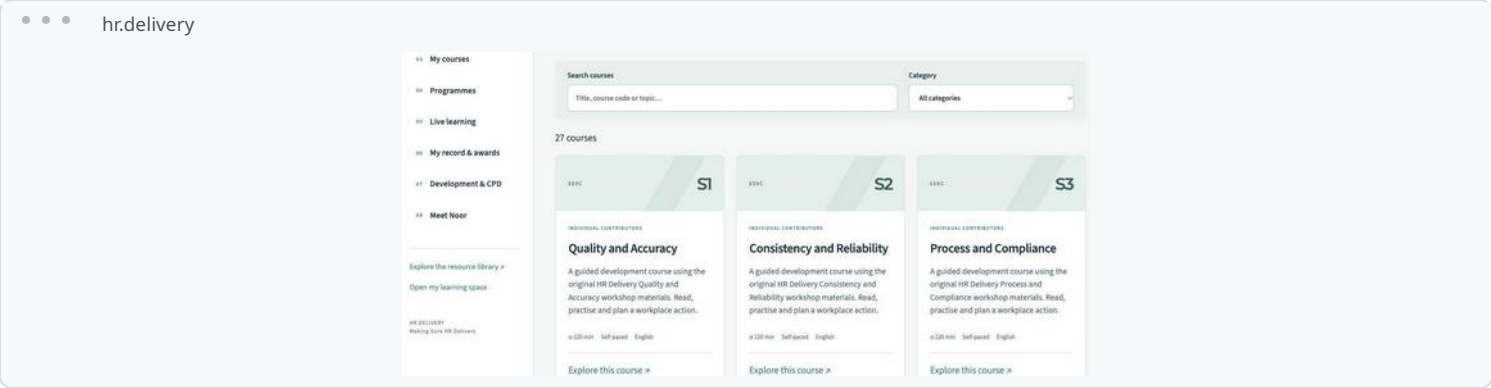
Review relevant assignment and progress information for the authorised audience. Discuss patterns and exceptions in context, then follow up specific participation, completion or support questions with the learner or manager.

1. Choose the question. Define which participation, progress or assignment issue the review should inform.
2. Review the information. Use the relevant reporting view for the authorised learning audience.
3. Follow up specifically. Discuss the identified issue and agree an appropriate support or administrative action.

YOUR OUTPUTS

A learning progress view · Participation and completion questions · Targeted follow-up actions

IDP Generator in the Resource Library



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published demonstration with 27 courses.

YOUR WORK

The inventory includes an IDP route within the Resource Library. The reviewed public creator supplies a role-based plan and suggestions; confirm portal arrangements while using the plan for development discussion.

Makes resource selection purposeful and gives learner and manager a concrete starting point for choosing the next development activity.

Use the Resource Library's IDP route to connect a role need with development priorities and resources for discussion with the manager.

1. Describe the need. Start with the role context and the development priorities requiring attention.
2. Review the plan. Discuss suggested actions and resources with the learner and supporting manager.
3. Select relevant learning. Choose library material or courses that fit the agreed development priorities.

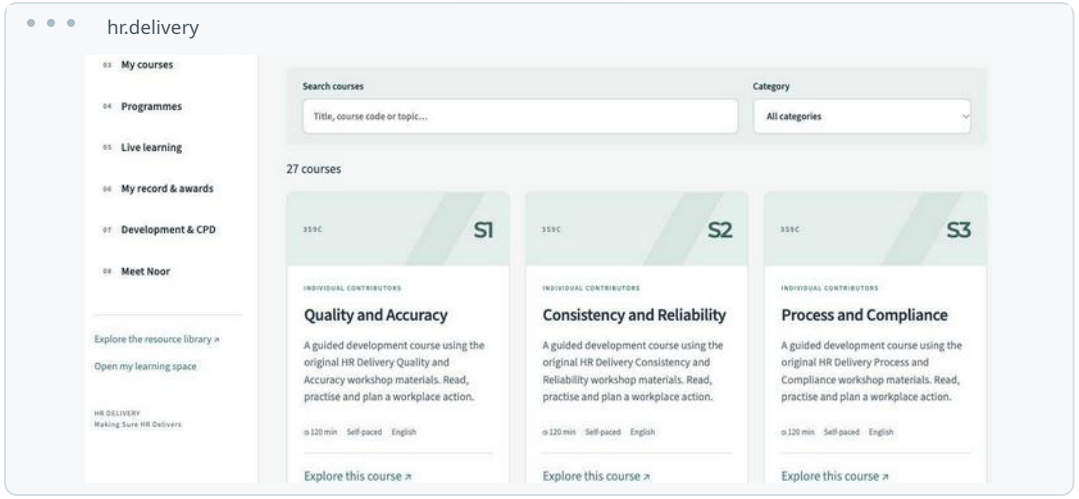
YOUR OUTPUTS

A development-planning starting point · Relevant resource choices · Priorities for a manager discussion

SERVICE NOTE · Live specialist AI connection pending.

Meet Noor in Learning Studio

Find the learning specialist area in the portal navigation and prepare a capability question for the relevant resource or service route.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Meet Noor appears in the published learner navigation. Frame a capability question and explore relevant resource or service routes; live specialist AI interaction depends on completion of its external provider connection.

YOUR OUTPUTS

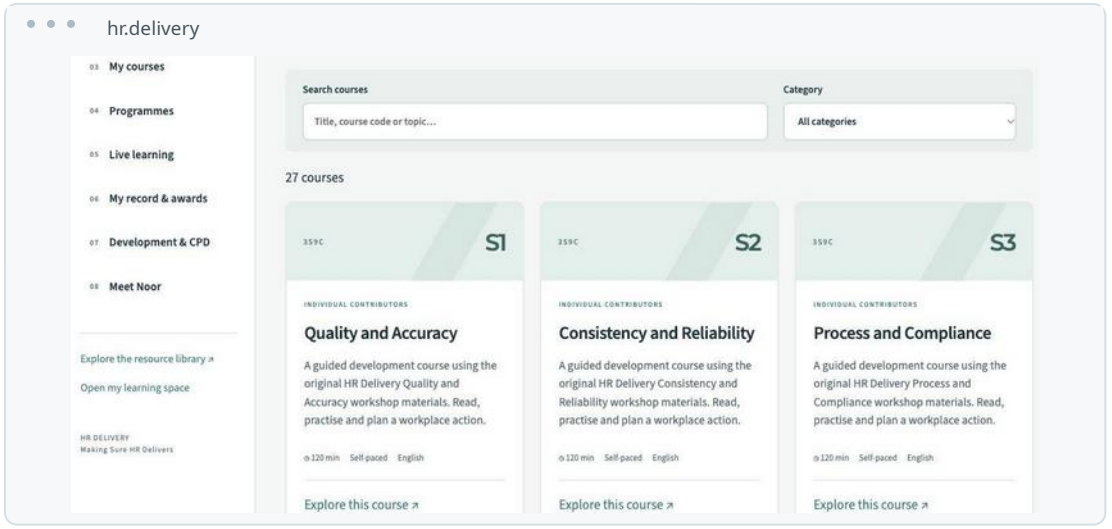
A focused capability question · Relevant service and resource routes

Provides a recognisable specialist entry and connects the learner's development question with a suitable next resource or service conversation.

1. Frame the question. Describe the audience, capability need and practical development outcome you seek.
2. Review the routes. Explore the relevant learning service, resource or planning options available.
3. Prepare the follow-up. Take a clear brief into the appropriate HR Delivery discussion.

27 guided competency resource courses

Follow a guided competency course that connects TalentMaps resources with reading, reflection and workplace application for an agreed development priority.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Gives competency resources a structured learning journey and helps the learner use the material with a clear purpose and application.

WHAT YOU CAN DO

The published catalogue shows 27 courses, including Quality and Accuracy, Consistency and Reliability, and Process and Compliance. Select a relevant competency and follow its resources and activities within an agreed plan.

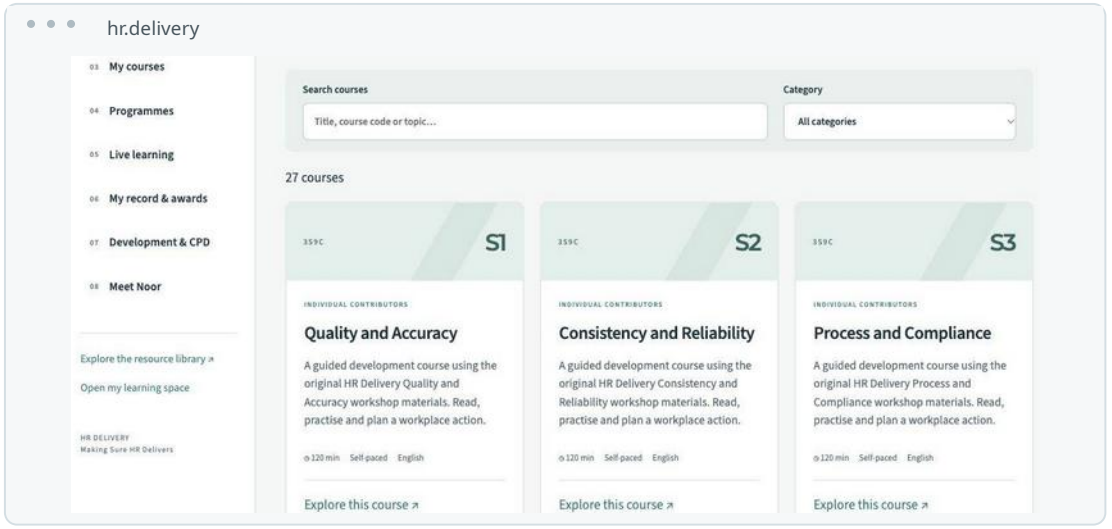
1. Choose the competency. Select the course that fits the learner's agreed capability development priority.
2. Use the guidance. Work through the resources and activities included in the course journey.
3. Apply the learning. Bring a relevant work example into the development and review conversation.

YOUR OUTPUTS

A guided competency course · Structured resource activities · Workplace application for review

Resource Library: 13 collections

Find development material by purpose, from a focused competency activity to a programme, professional reading or a practical reference guide.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

WHAT THIS GIVES YOU

Makes a broad resource offer easier to navigate and helps learners choose material for a specific development purpose.

WHAT YOU CAN DO

The supplied LMS inventory indexes 909 entries across 13 collections. Use the collection structure to narrow the search, choose a relevant resource and connect it with an agreed learning or development action.

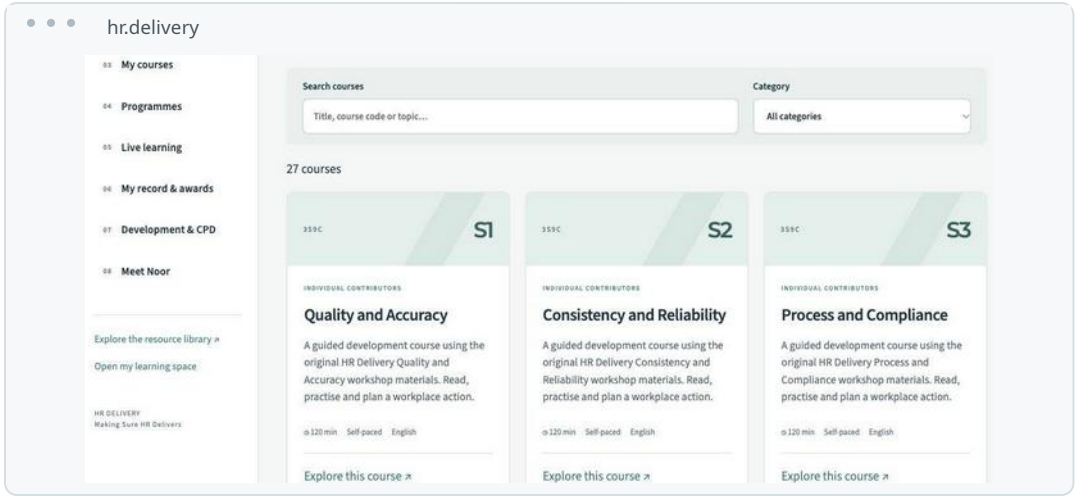
1. Start with the purpose. Identify the development question the resource needs to help answer.
2. Choose the collection. Use the collection headings to narrow the relevant material.
3. Connect with practice. Agree how the chosen resource will support learning or discussion.

YOUR OUTPUTS

A relevant resource collection · Selected development material · An application or discussion task

Development pathways and programmes

Find a development route that links several activities together, giving learners a sequence to follow around a broader capability need.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

YOUR WORK

This collection supports longer development journeys through pathways and programmes. Review the intended audience and purpose, then identify the stages, resources and workplace application that would make the route useful for the learner.

YOUR OUTPUTS

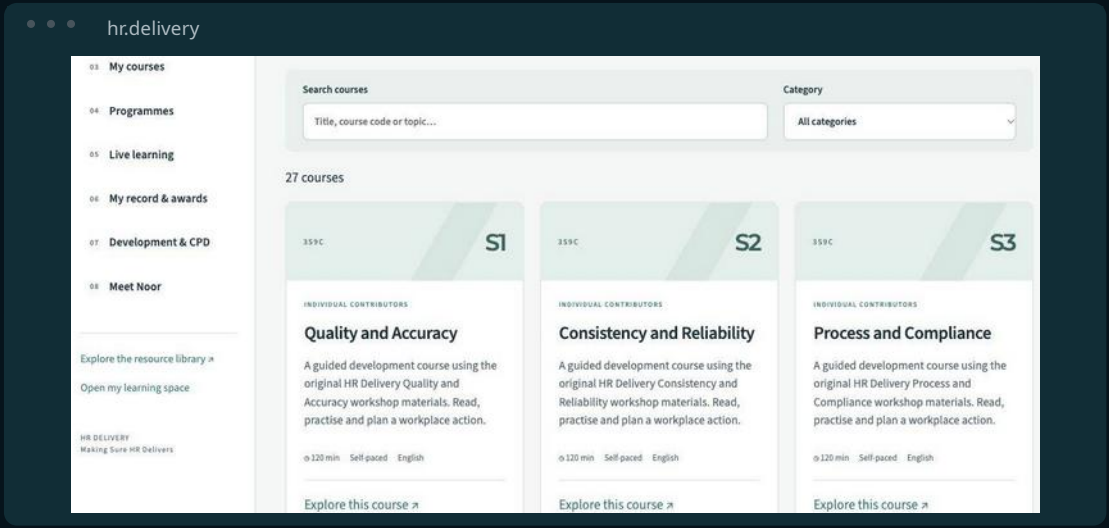
A programme or pathway choice · A proposed learning sequence · Workplace application points

Helps learners see how separate activities fit together and gives managers a clearer structure for supporting sustained development.

1. Choose the purpose. Describe the capability need and the intended development audience.
2. Review the route. Compare the programme structure with the learner's development priorities.
3. Plan the application. Agree how learning stages will connect with workplace practice.

Behavioural and technical competencies

Use competency references to clarify the behaviour and technical capability relevant to a role before selecting learning or practice activities.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

WHAT THIS GIVES YOU

Gives learners and managers a shared vocabulary for discussing development and keeps resource choices connected to role requirements.

WHAT YOU CAN DO

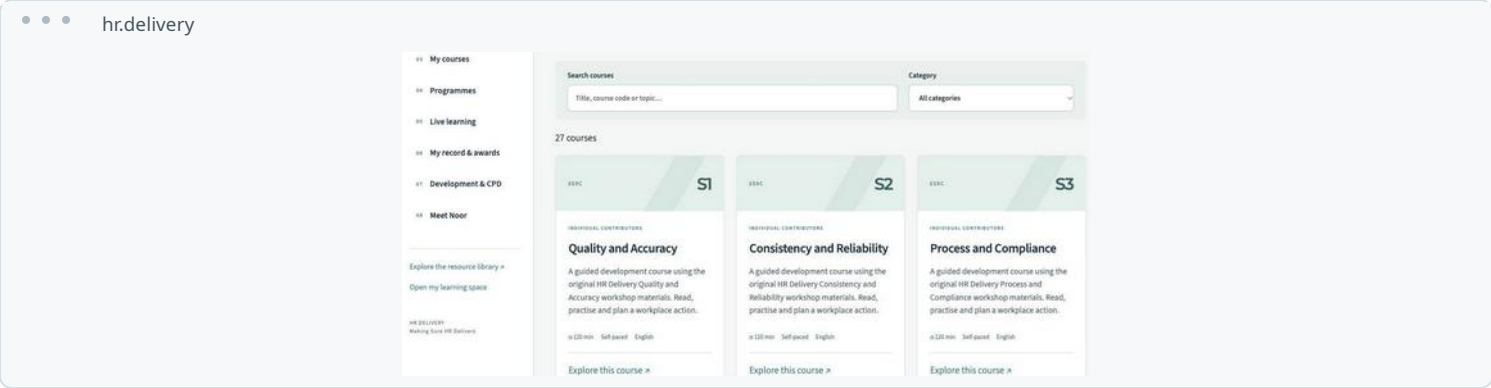
The collection brings behavioural and technical competency material into resource selection. Start with the role requirement, review the relevant definitions and use them to frame development questions; a competency directory is not an individual assessment result.

1. Identify the requirement. Start with the capability needed for the role or task.
2. Review the reference. Read the relevant behavioural or technical definitions in context.
3. Frame the development. Use the reference to specify a meaningful practice or learning need.

YOUR OUTPUTS

Relevant competency definitions · A clearer capability requirement · Questions for development planning

TalentMaps competency workshops



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published demonstration.

YOUR WORK

This collection brings the 27 TalentMaps competency workshops into the resource offer. Select the contributor, manager or leader context and relevant competency, then review the available workshop material for preparation, discussion and application.

Helps facilitators connect a shared competency model with a practical workshop conversation and specific opportunities for participants to apply learning.

Find workshop resources around a particular competency so facilitated discussion can connect a shared development theme with participants' work examples.

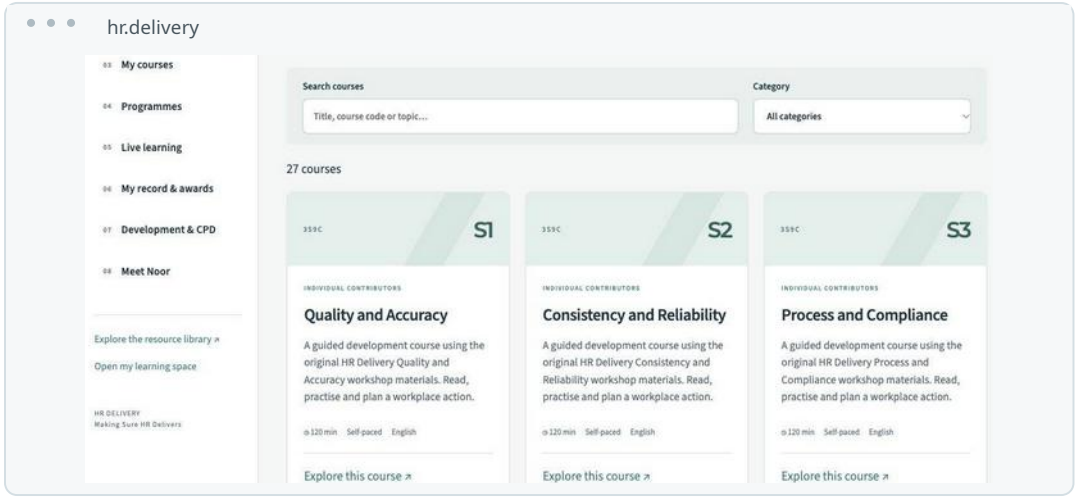
1. Select the competency. Match the workshop focus to the audience's development need.
2. Prepare the discussion. Choose relevant examples and review the available workshop resources.
3. Agree the application. Help participants identify where they can practise the competency at work.

YOUR OUTPUTS

A competency workshop focus · Resources for facilitated discussion · Participant application ideas

Competency development manuals

Use focused competency reading and activities between workshops, coaching conversations and manager reviews to support continued practice of an agreed priority.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

YOUR WORK

Choose from the 27 competency manuals for an agreed priority. Select suitable activities and use the material with the development plan, keeping reading distinct from evidence of improved workplace capability.

YOUR OUTPUTS

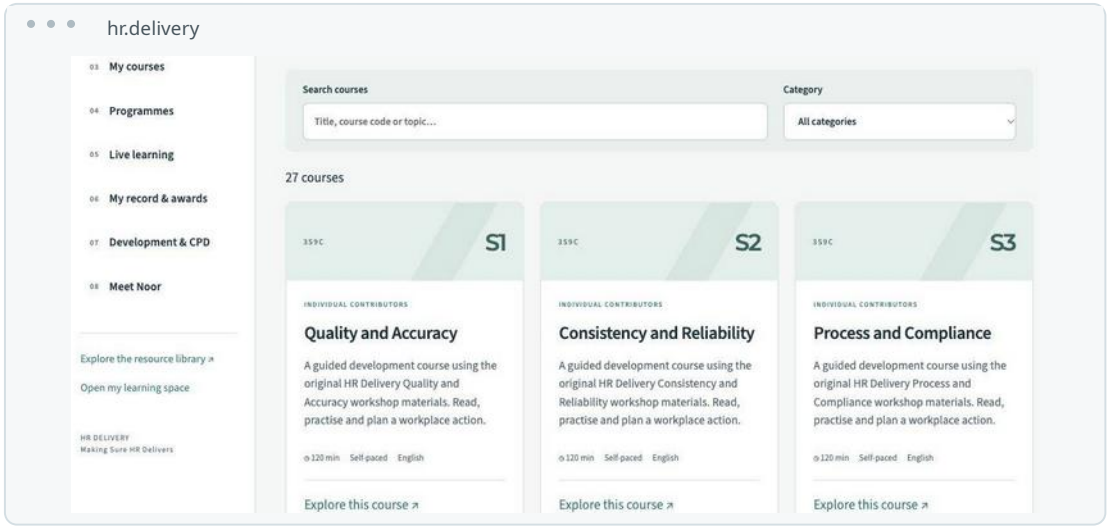
A selected competency manual · Focused reading and activities · Evidence to discuss after practice

Provides continuity after a learning event and gives the learner relevant material to use while practising an agreed development priority.

1. Select the manual. Choose the competency that fits the current development priority.
2. Use an activity. Work through a relevant exercise or application question from the material.
3. Review the experience. Discuss what the learner tried and what they learned from practice.

Workshop programmes and brochures

Compare workshop offers through their programme information, helping the client clarify the intended audience, focus and delivery questions before planning participation.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

WHAT THIS GIVES YOU

Helps clients make an informed workshop enquiry and discuss fit before arranging delivery or assigning a learning commitment.

WHAT YOU CAN DO

This collection holds programme and brochure material for workshop selection. The public development offer includes 63 introductory one-day workshops, distinct from the 27 competency workshops; use the descriptions to identify relevant options and preparation questions.

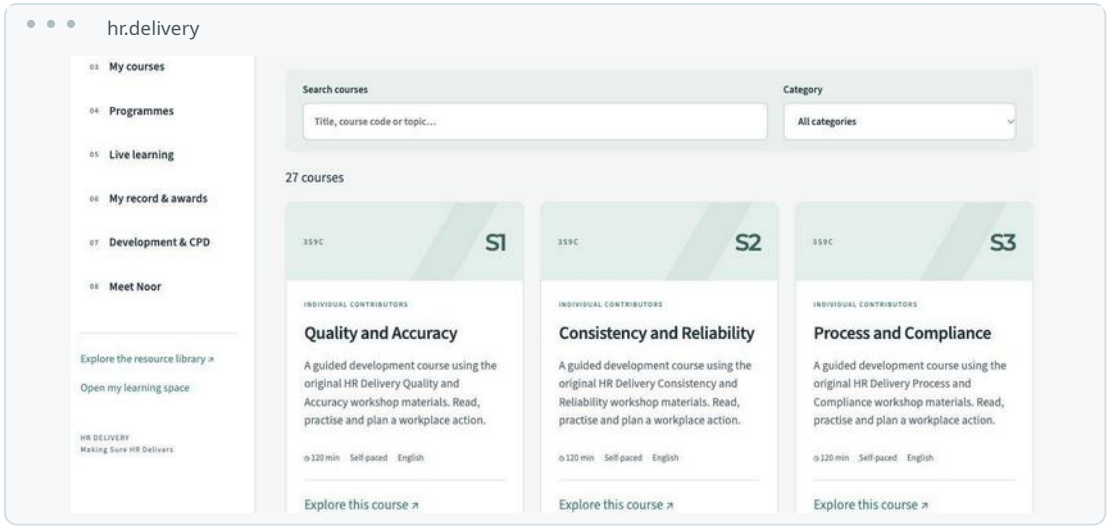
1. Define the audience. Identify who will attend and the development topic they need.
2. Review the programme. Compare the described focus and format with the client's purpose.
3. Discuss practical delivery. Clarify preparation, delivery arrangements and follow-up with the service team.

YOUR OUTPUTS

A workshop shortlist · Programme and brochure references · Delivery and preparation questions

Coaching and mentoring

Choose a coaching or mentoring resource to support a focused conversation, practical reflection or action between agreed development review points.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

WHAT THIS GIVES YOU

Helps learning continue through purposeful conversation and gives the learner a practical way to work with feedback or development priorities.

WHAT YOU CAN DO

The collection links the 6A framework with questions, activities and coaching materials. Use the conversation's purpose to select an appropriate resource, then agree the action and review point with the learner or coach involved.

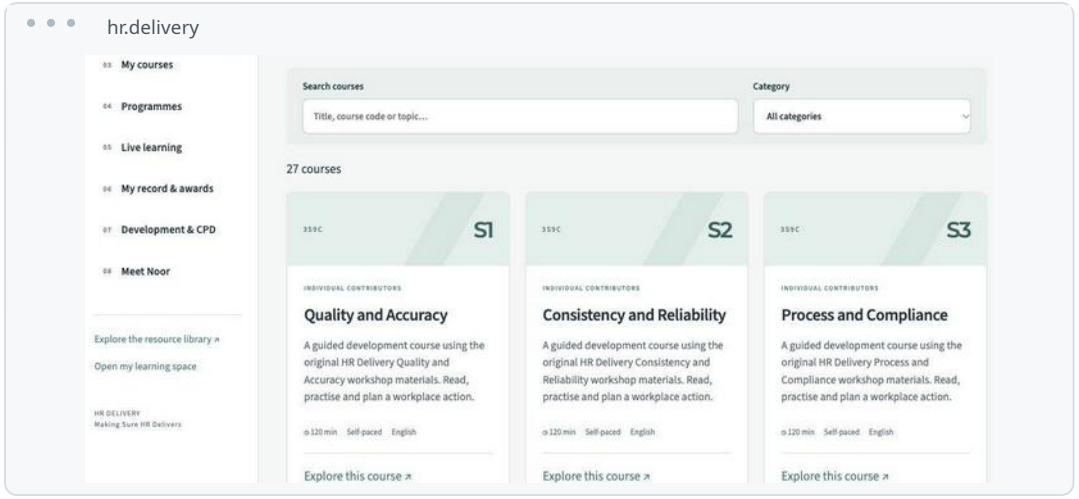
1. Set the focus. Describe the development question the conversation should help address.
2. Choose the resource. Select a suitable framework stage, question or practical activity.
3. Agree the next step. Turn the discussion into an action and a useful review point.

YOUR OUTPUTS

A focused conversation resource · Reflection or practice activity · An agreed development action

Consultancy, change and project delivery

Find delivery resources to help a project team organise work, record decisions and prepare its next practical implementation conversation.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

YOUR WORK

This collection supports consultancy, change and project work. The public development directory describes five complete toolkits and four Excel workbooks; select material against the project's current need and adapt its use to the organisation's context.

YOUR OUTPUTS

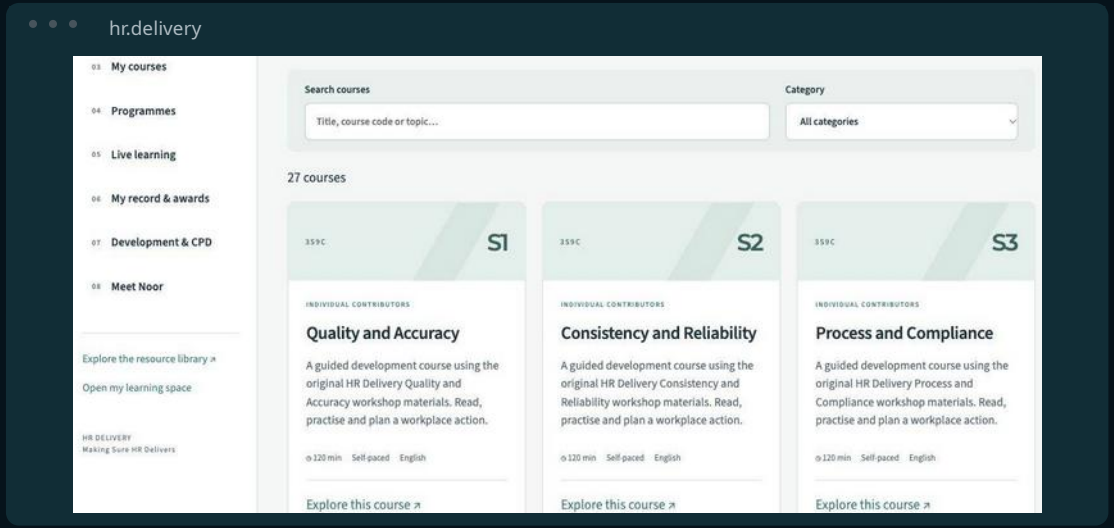
Relevant project delivery resources · A working project document · Questions for the implementation review

Provides a structured starting point for project work and focuses the team's discussion on the decisions and actions needed.

1. Identify the task. Define the project or change activity that needs practical support.
2. Choose the material. Review the relevant toolkit or workbook for that task.
3. Adapt for use. Use appropriate project information and agree how outputs will be reviewed.

Frameworks and diagnostic practice

Clarify an organisational question before selecting evidence-gathering methods, using frameworks and diagnostic references to identify what needs to be understood.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

WHAT THIS GIVES YOU

Keeps diagnostic work focused on a defined question and helps the client choose evidence relevant to the decision they face.

WHAT YOU CAN DO

Move from an organisational concern to a diagnostic approach. Review framework topics and methods, identify the evidence needed and plan how findings would inform a decision, intervention or further investigation.

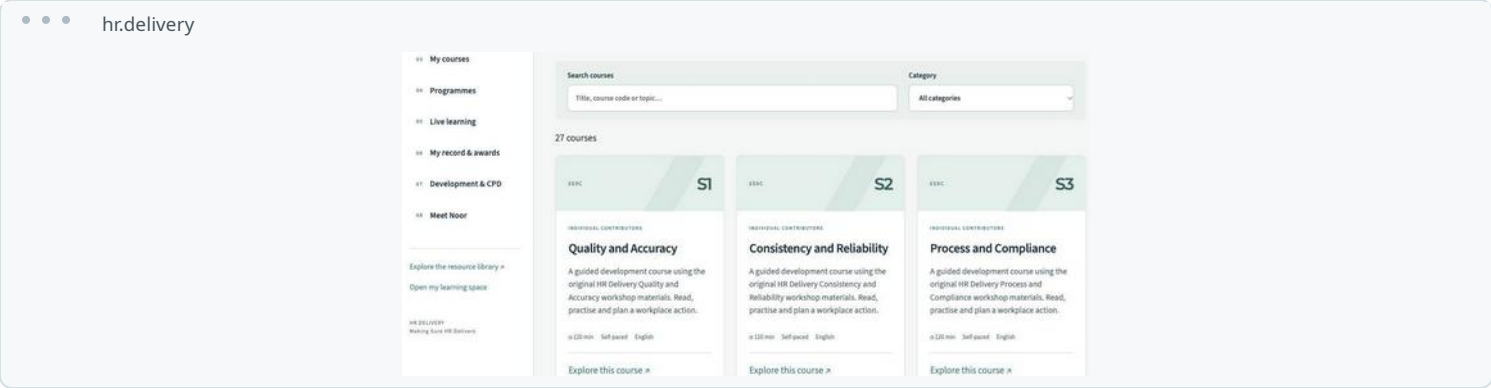
1. Frame the question. Describe the organisational issue and the decision it should inform.
2. Plan the evidence. Choose appropriate diagnostic methods and the information they can provide.
3. Interpret in context. Consider the findings before selecting a practical intervention or next investigation.

YOUR OUTPUTS

A clearer diagnostic question · An evidence-gathering approach · A basis for intervention discussion

Articles and short insights

Use a short reading piece to introduce an idea, open discussion or give a learner a focused reflection prompt.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published demonstration.

YOUR WORK

Select a short insight relevant to the current question and add an application prompt. Use the article as an entry into discussion, rather than treating it as a complete development programme.

Offers a manageable starting point for learning conversations and connects a useful idea with the work currently facing the reader.

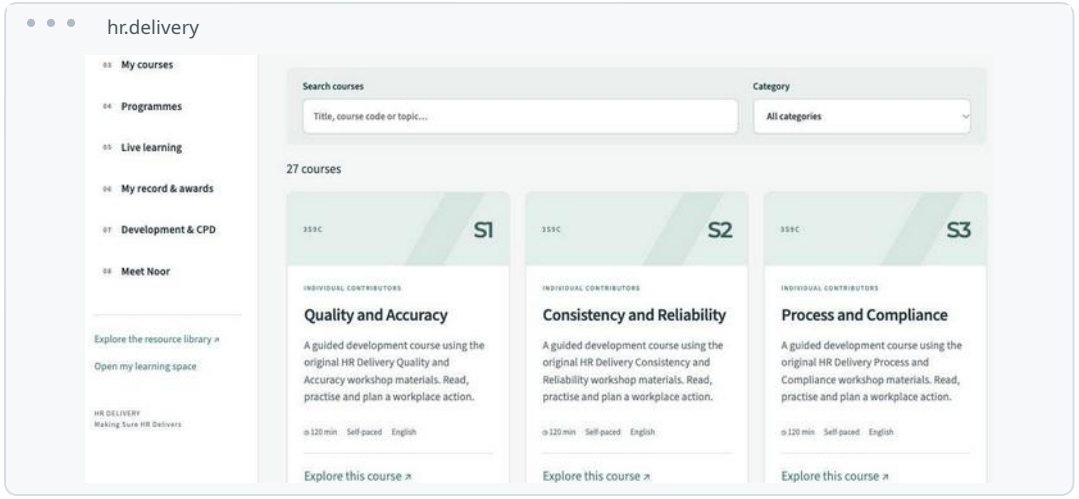
1. Choose the question. Identify the issue the short reading should help people consider.
2. Select the insight. Review a relevant article for the audience and discussion purpose.
3. Prompt the application. Ask what the idea means for a specific work situation.

YOUR OUTPUTS

A focused reading selection · A discussion question · A practical reflection prompt

eBooks and professional reading

Explore a topic in greater depth with professional reading that can support a learning objective, project question or ongoing development plan.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

YOUR WORK

This collection provides longer-form reading resources. Select the publication and relevant sections, agree a question for the learner to explore and use subsequent reflection or discussion to connect the reading with their professional work.

YOUR OUTPUTS

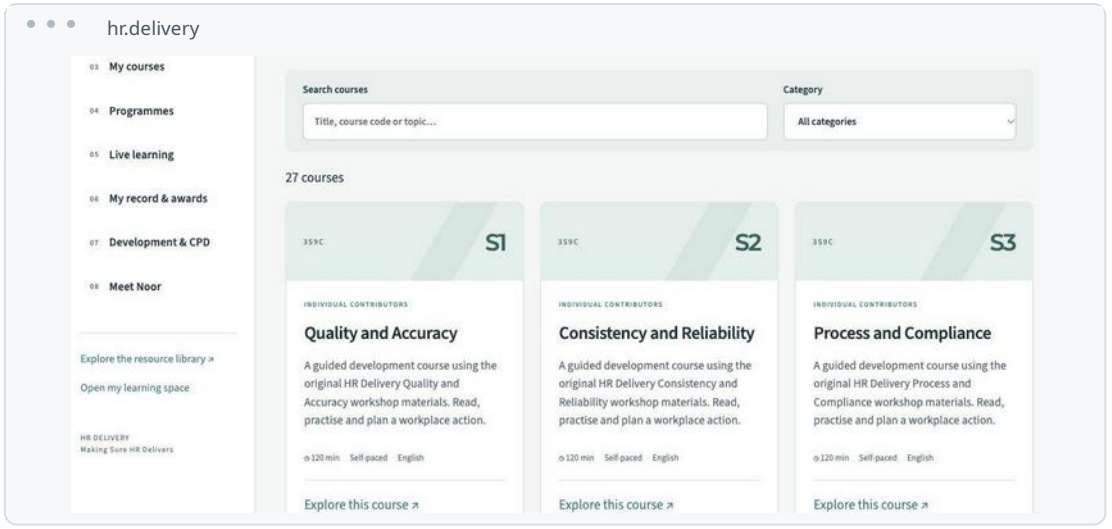
A professional reading selection · Focused study questions · Ideas for workplace application

Supports deeper exploration of a subject while giving the learner a practical focus for using what they read.

1. Select the reading. Choose material relevant to the learner's objective and professional context.
2. Focus the study. Identify the sections and questions that deserve closer attention.
3. Discuss the application. Connect useful ideas with the learner's current work or development plan.

Gulf countries, research and publications

Bring regional context and research into an HR discussion, reviewing the source, edition and population before judging its relevance.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

WHAT THIS GIVES YOU

Grounds the discussion in relevant context and makes the basis of a regional or research comparison easier to assess.

WHAT YOU CAN DO

The collection combines Gulf-country material with research and publications. Select sources appropriate to the country and question, review their context and date, then distinguish useful background evidence from requirements or conclusions that need separate verification.

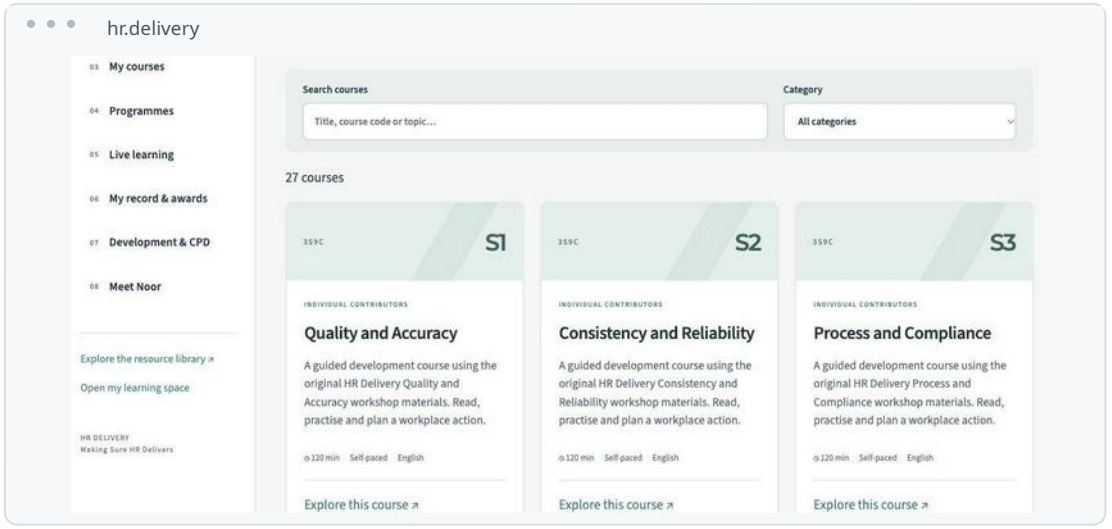
1. Define the context. Identify the country and organisational question the material should inform.
2. Review the source. Check the publication's date, population and purpose before drawing conclusions.
3. Use it carefully. Explain how the material relates to the specific client discussion.

YOUR OUTPUTS

Relevant regional publications · Source and context notes · Questions for further investigation

Toolkits and Top 100 directory

Find tools and learning references by audience and purpose, then choose a manageable resource for a defined development or work task.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

WHAT THIS GIVES YOU

Makes a large reference offer easier to approach and helps the client choose a resource with an immediate practical purpose.

WHAT YOU CAN DO

The collection combines toolkits with the Top 100 directory. Its public offer describes ten pathways for six audiences; use that structure to choose material suited to the user and task.

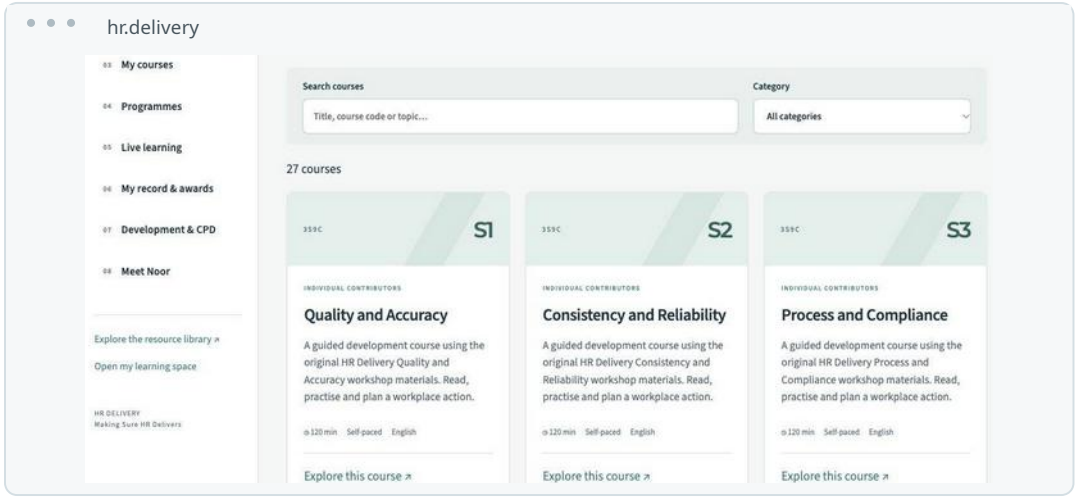
1. Choose the audience. Start with the learner or practitioner group the resource should support.
2. Find the pathway. Review the relevant toolkit or Top 100 learning route.
3. Apply one resource. Select a useful tool and connect it with a defined work task.

YOUR OUTPUTS

An audience-relevant resource route · A selected toolkit or reference · A focused application task

Directories and reference guides

Use directories and guides to find an HR Delivery resource, understand its purpose and identify the appropriate next access route.



Detail · Workspace demonstration · Learning Studio navigation includes the Resource Library; published...

YOUR WORK

Begin with the resource or service question, locate a relevant directory entry and check its purpose. Identify whether the next step involves public reading, a portal resource or a service enquiry.

YOUR OUTPUTS

A relevant directory entry · A clearer resource purpose · The appropriate access route

Clarifies which resource fits the user's need and whether the next step is public reading, portal access or a service enquiry.

1. Name the need. Identify the resource, tool or service question you need to resolve.
2. Use the directory. Locate the relevant entry and review its stated purpose.
3. Follow the route. Choose the public, portal or enquiry route appropriate to that resource.

A learner journey from assignment to record

Connect assigned learning with activities, practical evidence and review so the learner understands how each stage supports completion.

01

Start with expectations

Review the assignment, activities, deadlines and completion requirements together.

02

Engage with the learning

Complete the relevant reading, media, reflection or knowledge-check activities.

03

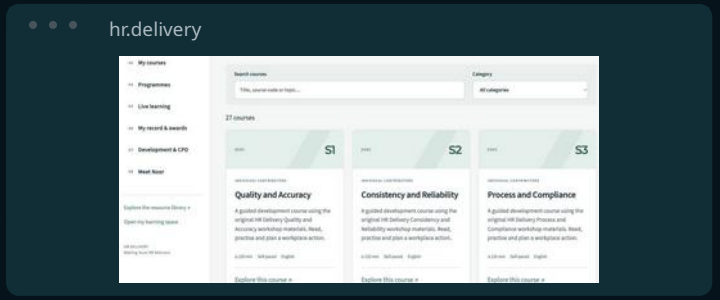
Apply and submit

Use learning in the practical task and provide the required evidence.

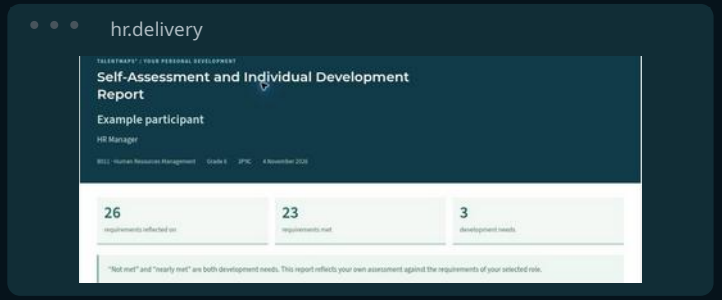
04

Review and record

Discuss feedback and retain completion or achievement through the learning workflow.



Detail · Workspace demonstration · Learning Studio catalogue and learner...



Detail · Related service view · Synthetic public development-plan example...

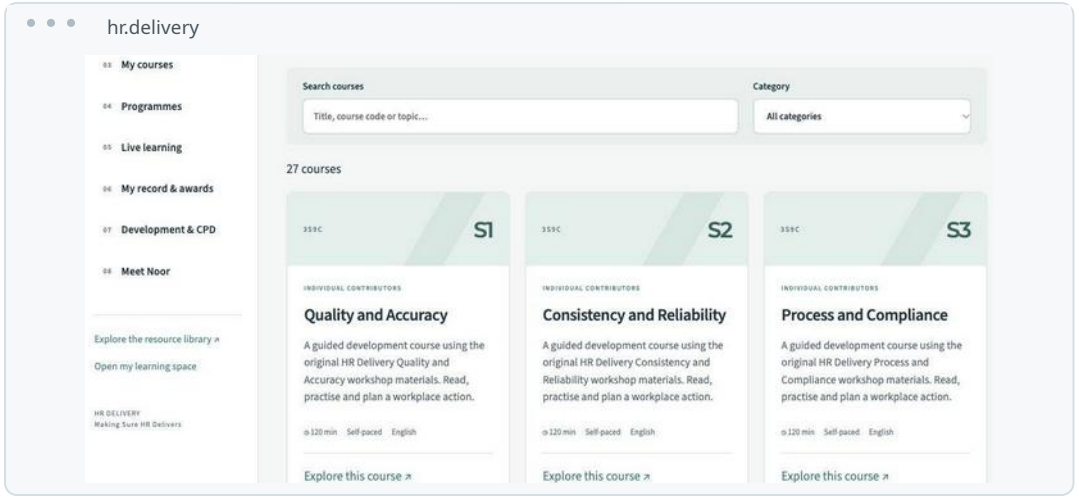
YOU RECEIVE

A defined learning commitment · Completed learning activities · Reviewed practical evidence · A learning record

Makes the journey easier to follow and gives managers useful points to discuss progress or offer learning support.

A course publication pack

Bring course decisions together before publication, giving the author and reviewer a concise account of what learners will receive.



Detail · Workspace demonstration · Learning Studio catalogue and learner navigation; published...

YOUR WORK

Bring purpose, audience, activities and completion requirements together with rights checks and review decisions. Retain question-bank editions and course-version context so the team can explain the published learning experience.

YOUR OUTPUTS

Purpose, audience and activity outline · Content readiness and rights decisions · Question and completion requirements · Publication and version context

Gives the team a concrete publication review and keeps decisions connected to the content and requirements assigned to learners.

1. Assemble the decisions. Bring the course purpose, activities and requirements into one review.
2. Resolve open questions. Address content, rights and question-review points before publication.
3. Retain the context. Keep the published version and relevant source editions identifiable.

A first-time manager development journey

Illustrative scenario: a first-time manager uses focused learning, competency resources and check-ins to practise delegation in the workplace.

01

Define the goal

Agree what effective delegation should look like in this role.

02

Select focused learning

Choose relevant programme activities, competency resources and practical preparation.

03

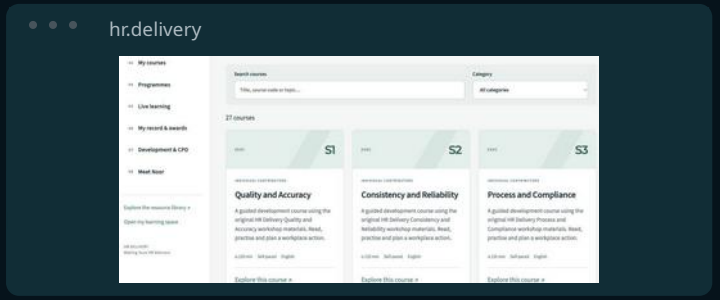
Practise at work

Use an appropriate work task to apply the selected learning.

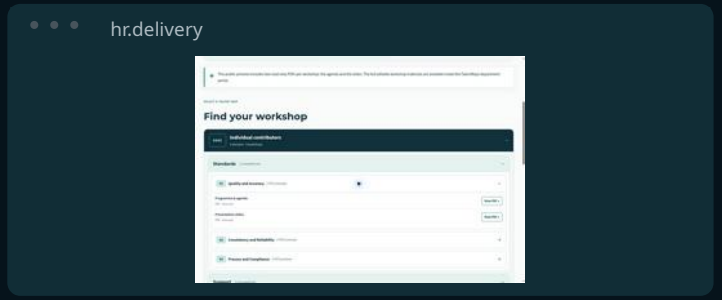
04

Review the experience

Discuss evidence and feedback before agreeing the next practice step.



Detail · Workspace demonstration · Learning Studio catalogue and learner...



Website screen · Live competency workshop explorer, with agenda and slide...

YOU RECEIVE

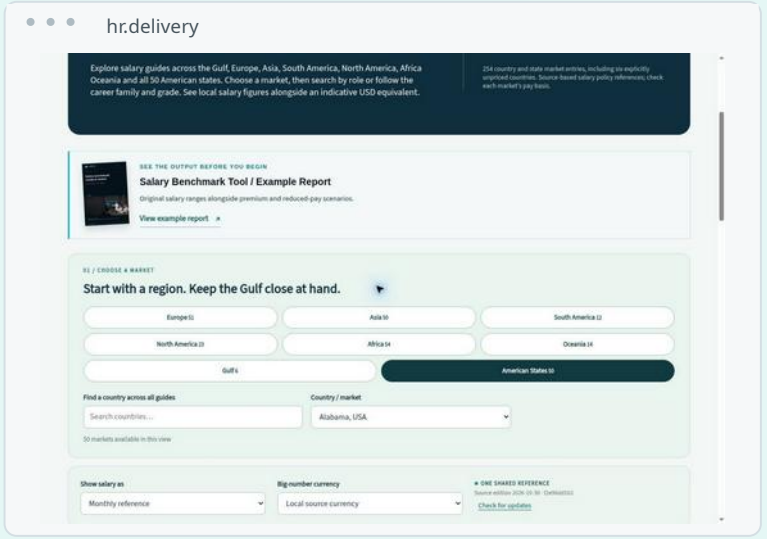
A defined delegation development goal · An agreed workplace practice task · Feedback for the next attempt

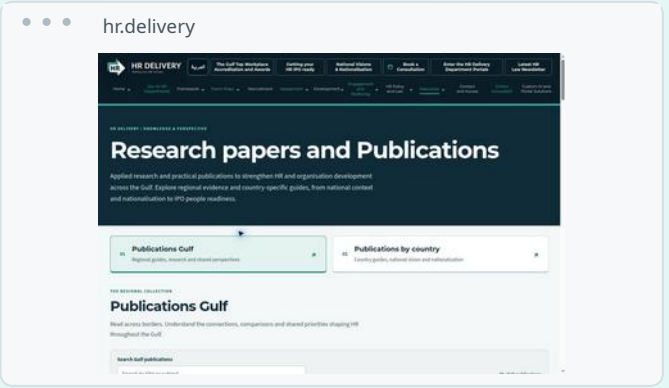
Connects learning with practical application and review, keeping evidence of capability separate from attendance at the programme.

F1

Compensation, Evaluation & Performance

Connect role value, salary planning and performance expectations with a clear organisational review process.

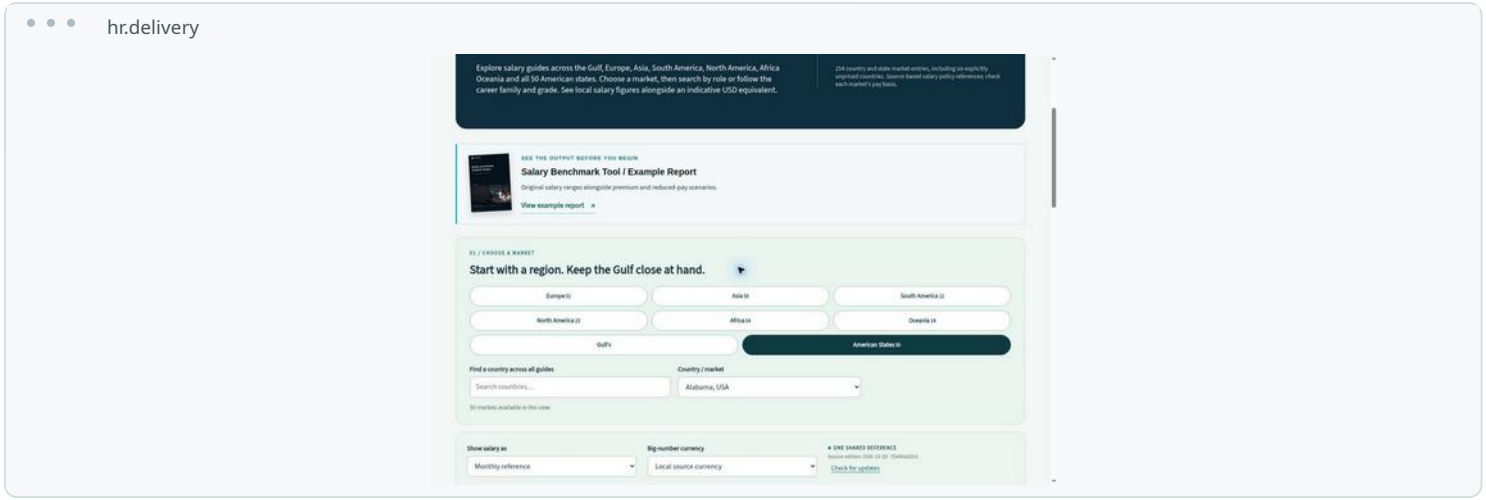




PAGES 260–264

Salary Benchmark Studio

Compare role and geography references as an explicit input to salary-policy discussions, keeping the pay basis and coverage limitations visible throughout.



Website screen · Live global salary explorer with continents, Gulf access and American States.

WHAT THIS GIVES YOU

A consistent reference helps clients prepare reward and affordability discussions, while making clear which assumptions need local market evidence and organisational calibration.

THE SERVICE IN PRACTICE

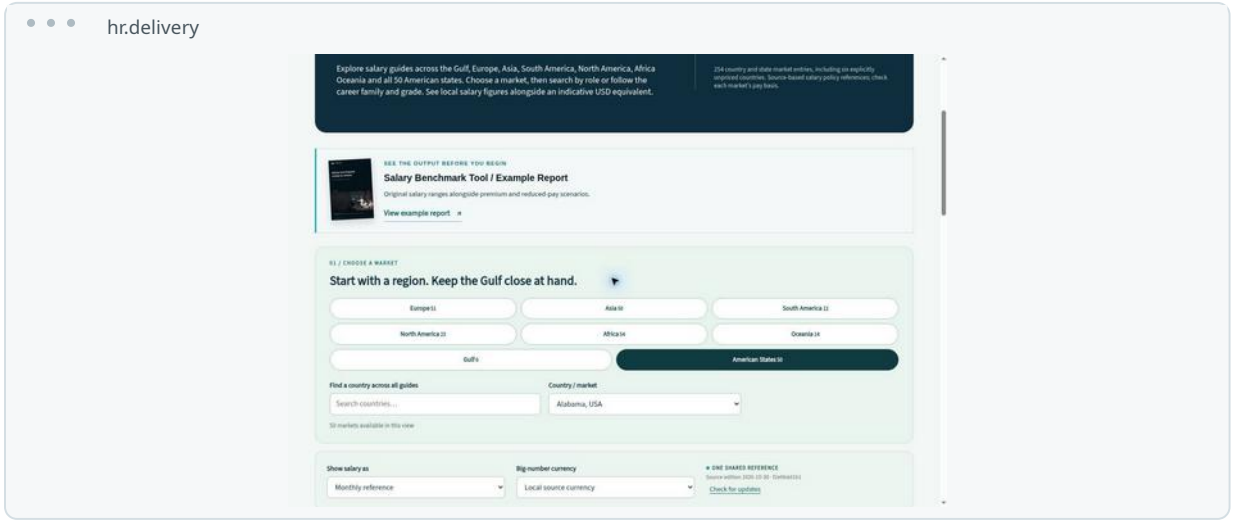
The explorer offers regional guides, country search, Gulf routes and American States navigation, including all 50 US states. Its salary figures are HR Delivery policy and planning bands rather than surveyed percentiles; coverage labels identify markets without a price.

YOUR OUTPUTS

Country, state and role references · Minimum, midpoint and maximum policy bands · Geographical guides and coverage labels

Local-currency salaries and USD conversion

Review pay in its local currency and an indicative common currency, retaining the original pay basis and exchange-rate context for the comparison.



Website screen · Supporting live salary explorer and market controls; the Qatar reference and currency...

WHAT YOU CAN DO

Salary references show local figures, USD equivalents and supported display currencies, with a separate exchange desk. Conversion changes the currency presentation; it does not adjust purchasing power or add allowances, benefits, variable pay or other employment costs.

Leaders can discuss cross-country salary assumptions more clearly without losing sight of the local pay basis or mistaking a conversion for total employment cost.

01

Local-currency basic-pay references

02

Indicative USD and display-currency equivalents

03

Exchange-rate context for a comparison

Salary and career-family reference guides

Use country and career-family guides to connect job classification with proposed monthly basic-pay ranges before discussing recruitment budgets or an organisational reward framework.

DOCUMENT / OUTPUT

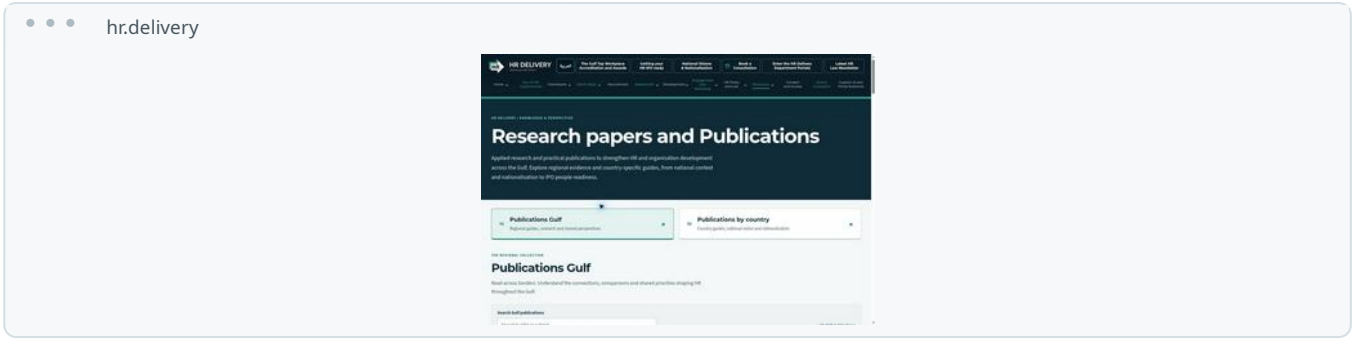
Salary and career-family reference guides

01 Country classification and salary guides

02 Career-family comparison references

03 Role and pay-basis questions for calibration

Illustrative output structure



Website screen · Supporting Research and Publications directory for country salary and career guides.

HOW IT SUPPORTS YOUR WORK

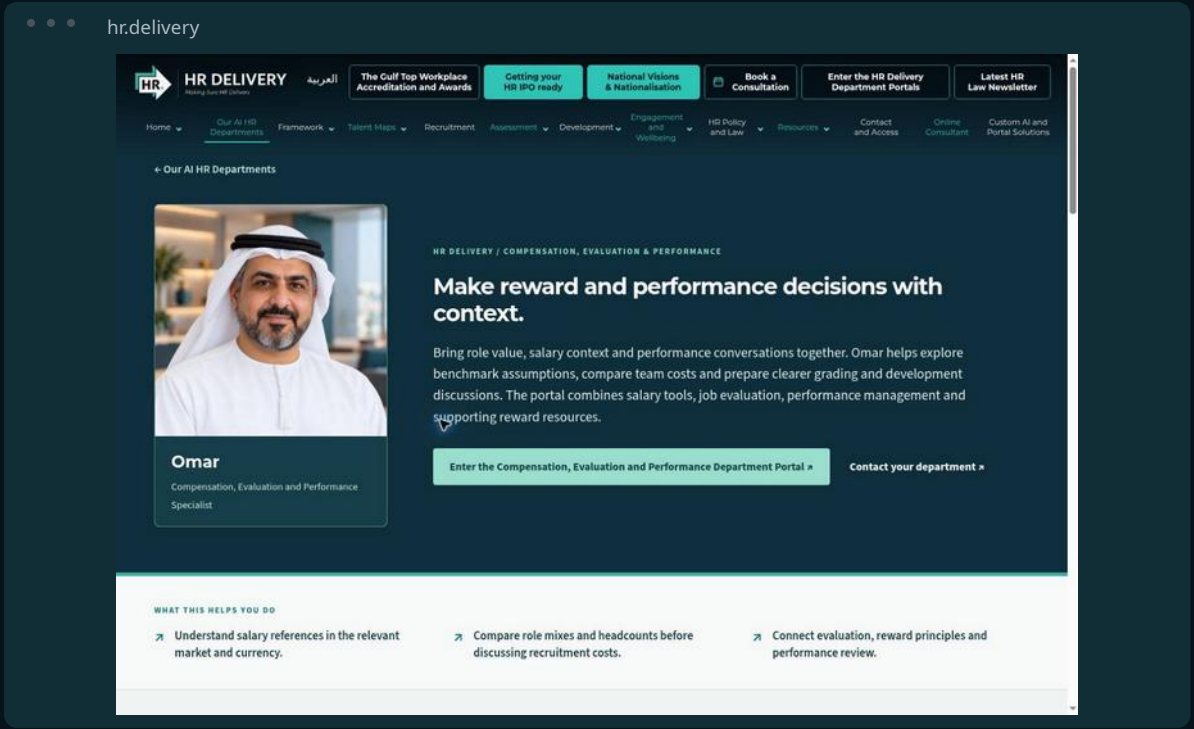
The guides connect 100 career families with 13 HR Delivery reference grades and local-currency pay ranges. Six Gulf-country editions sit alongside career-family comparisons, helping clients examine role context and pay basis before calibrating references against their actual jobs.

Clients can enter reward discussions with a more structured reference set while keeping local evidence, the complete employment package and organisational judgement in view.

SERVICE NOTE · Specialist profile available; live AI connection pending

Meet Omar — Compensation, Evaluation and Performance

Frame a reward or performance enquiry with the role evidence, salary assumptions and organisational priorities that the decision needs to take into account.



Website screen · Omar department profile

Omar's public profile connects salary references and currencies, team-cost comparisons, job-evaluation evidence, objectives and performance conversations. The area helps clients identify suitable tools and prepare a focused brief for the human HR Delivery team's review and support.

BRING TO THE CONVERSATION

Reward or performance enquiry brief · Relevant salary and evaluation references · Questions about objectives and review evidence

A structured brief makes the connection between role scope, reward assumptions and performance expectations easier to discuss before selecting tools or agreeing an assignment.

HR DELIVERY
Making Sure HR Delivers

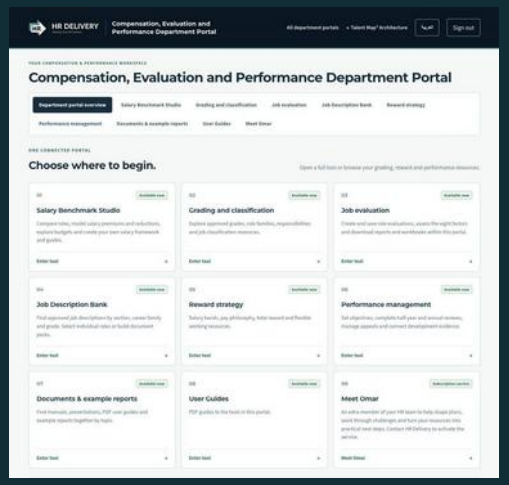
F2

Compensation, Evaluation & Performance

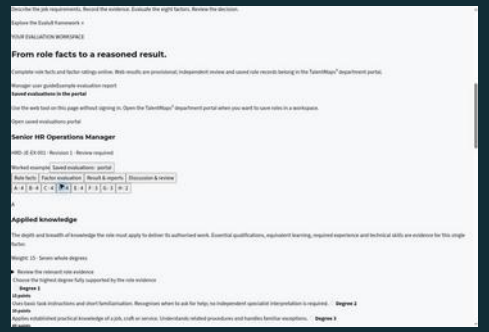
Connect role value, salary planning and performance expectations with a clear organisational review process.

PORTAL WORKSPACE

hr.delivery



hr.delivery

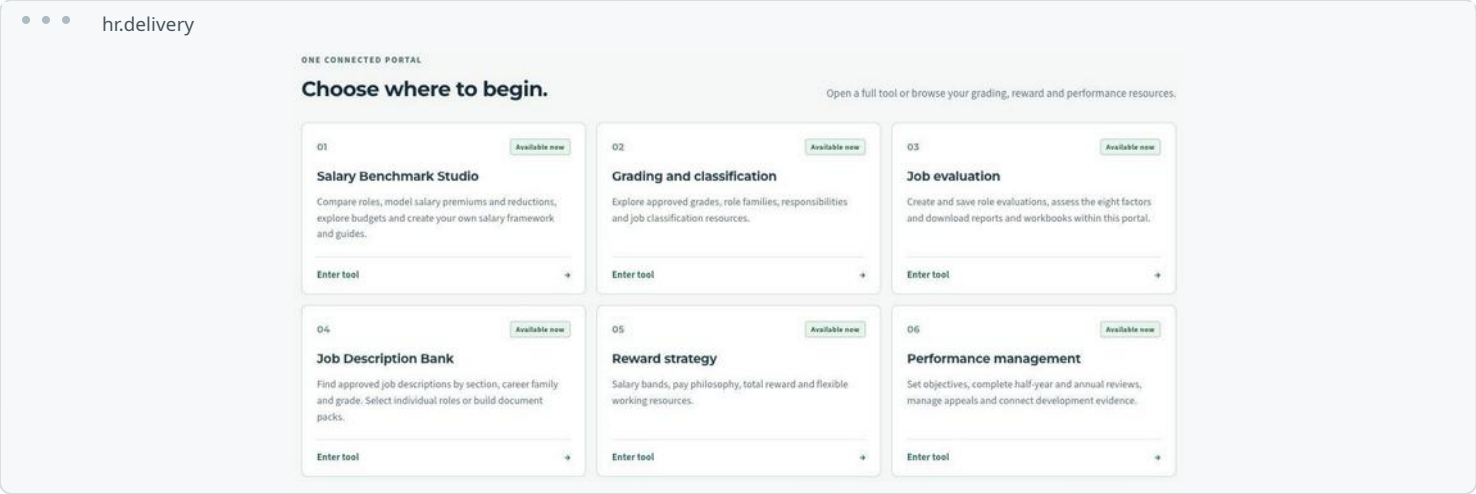


PAGES 265–277

SERVICE NOTE · Salary bands are planning references; Evalu8 is at review and pilot stage.

Connect role value, salary planning and performance

Use reference tools to bring evaluation evidence, pay assumptions and objectives into a more coherent management discussion.



Detail · Workspace demonstration · Compensation, Evaluation and Performance: tools overview. English interface; isolated...

THE SERVICE IN PRACTICE

The portal connects salary geography and currency views, grading, the eight-factor evaluation model, job descriptions and performance support. Start with the role, examine the relevant reference assumptions and prepare a proposal for review within your organisation’s reward and performance governance.

WHAT THIS GIVES YOU

Your organisation can make the basis of reward and performance discussions more explicit and maintain a clearer link to the work.

YOUR OUTPUTS

Role-evaluation evidence · Salary planning scenarios · Role-linked objectives and review material

SERVICE NOTE · Evalu8 model 0.9 is at review and pilot stage.

Eight factors make the evaluation discussion explicit

Use a common factor set to examine the work and make the basis of a proposed grade visible.

1. **Applied knowledge**
2. **Problem solving**
3. **Decision authority**
4. **Accountability and impact**
5. **Scope and stewardship**
6. **Stakeholder influence**
7. **Risk and sensitivity**
8. **Effort and working conditions**



Website screen · Live Evalu8 worked example showing factor degrees and evidence; the result was...

HOW TO USE THE FACTORS

Review the role evidence against each factor, then discuss the resulting recommendation through the agreed panel process.

A shared factor structure supports calibration, clear reasoning and a documented review of the proposed grade.

SERVICE NOTE · Evalu8 model 0.9: review and pilot

Evalu8 job evaluation, grades and reports

Build a reasoned evaluation of role responsibility using documented evidence, supported factor choices and an independently reviewed grade recommendation for the organisation.

DOCUMENT / OUTPUT

Evalu8 job evaluation, grades and reports

01 Eight-factor evaluation record

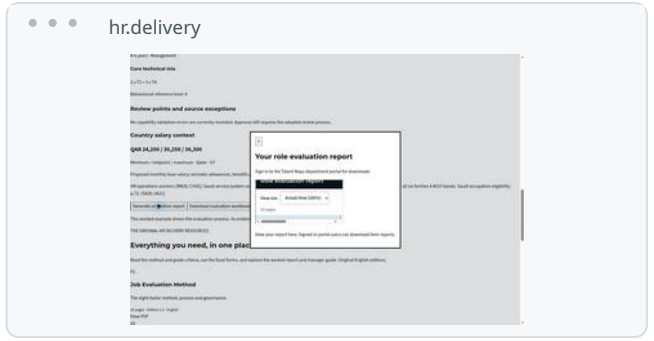
02 Proposed grade with supporting rationale

03 Described saved evaluations and PDF/Excel reports

Illustrative output structure



Website screen · Live Evalu8 worked example showing factor degrees and...



Website screen · Evalu8 public report preview; demonstration result, with...

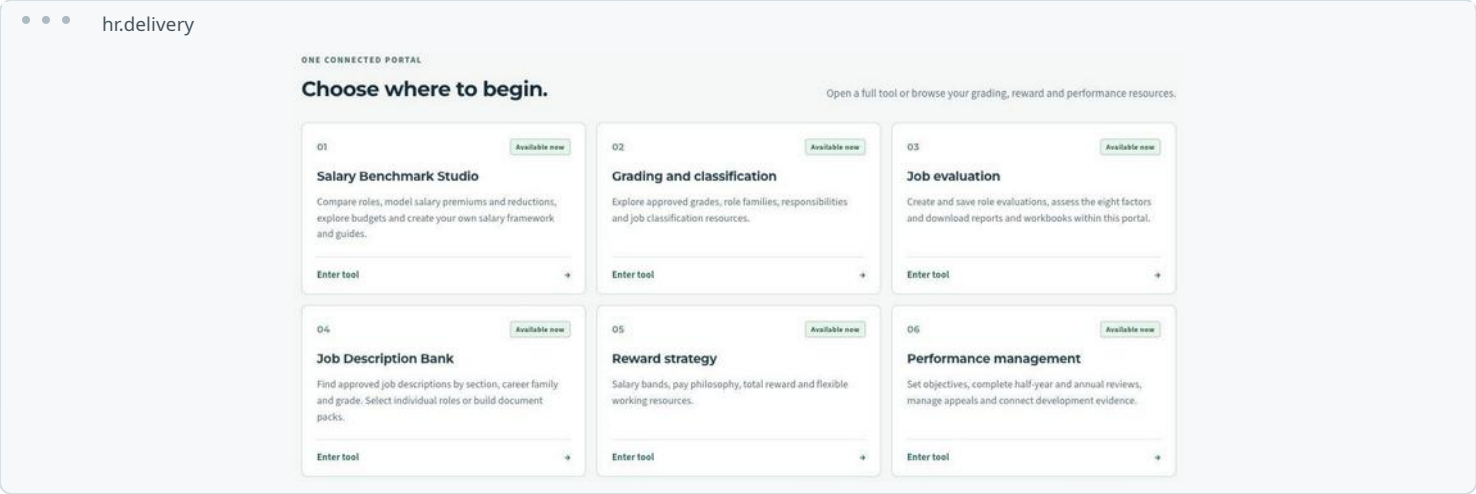
HOW IT SUPPORTS YOUR WORK

Evalu8 uses eight factors covering knowledge, problem solving, authority, impact, stewardship, influence, risk and working conditions. Users record evidence, select degrees and review the proposed grade. Model 0.9 is labelled Review and pilot; salary context does not determine grading.

A documented evaluation helps reviewers understand how the recommendation was reached and challenge inconsistent assumptions before the organisation adopts a grade for the role.

Salary premiums, reductions and scenarios

Model a proposed premium or reduction against an agreed salary reference, then discuss its rationale and cost implications before adopting the adjustment.



Detail · Workspace demonstration · Compensation, Evaluation and Performance: tools overview. English interface; isolated...

THE SERVICE IN PRACTICE

The compensation workspace describes applying adjustments to policy bands and comparing resulting scenarios alongside salary-framework preparation. A premium or reduction is an organisational planning choice, so the reason, affected roles and approval basis need to remain visible.

WHAT THIS GIVES YOU

A transparent scenario helps decision-makers distinguish a deliberate policy choice from the underlying reference and discuss its affordability and consistency across relevant roles.

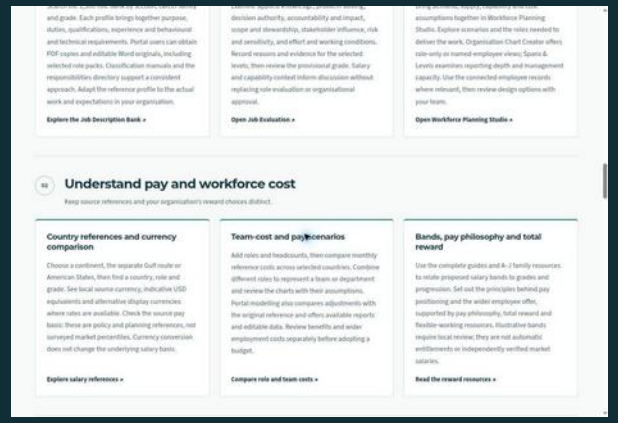
YOUR OUTPUTS

Original and adjusted salary references · Premium or reduction assumptions · Cost implications for reward-policy review

Country, role and team cost comparisons

Compare a proposed team across locations using equivalent roles, grades and headcounts, while separating salary references from the wider costs of employing people.

hr.delivery



Website screen · Published team-cost workflow and its pay-basis caveats; private builder not exercised.

WHAT THIS GIVES YOU

Clients can frame an early location or staffing-budget discussion using comparable assumptions and identify the further cost evidence needed before making a commitment.

WHAT YOU CAN DO

The described portal comparison combines selected roles and team sizes to compare monthly reference salary cost across countries. Agency fees, visas, relocation, benefits and employer charges require separate treatment unless explicitly included in the scenario's stated cost basis.

YOUR OUTPUTS

Role and headcount scenario · Cross-country reference salary comparison · List of additional employment-cost assumptions

Salary framework and salary-guide builder

Bring selected role and grade references into an organisational salary proposal that explains its market choices, pay basis and approach to progression.

DOCUMENT / OUTPUT

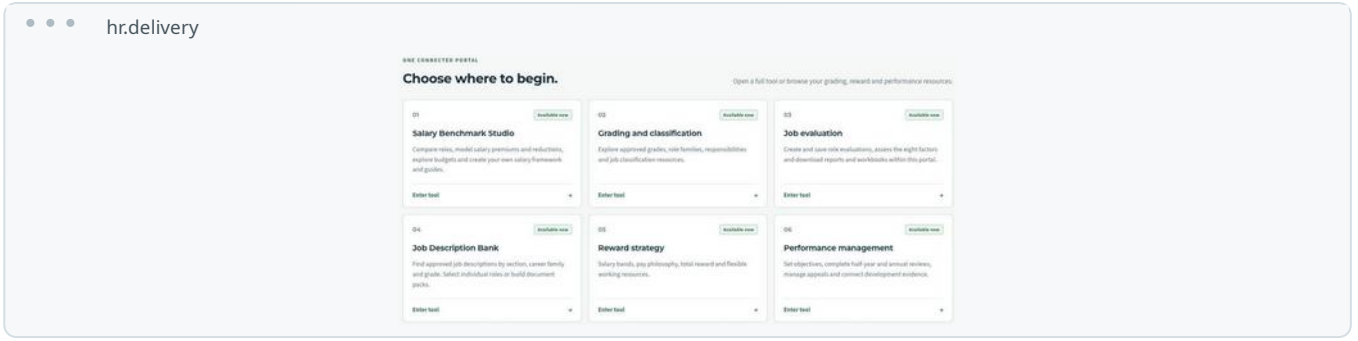
Salary framework and salary-guide builder

01 Role and grade band structure

02 Salary-policy assumptions

03 Tailored salary guide for review

Illustrative output structure



Detail · Workspace demonstration · Compensation, Evaluation and Performance: tools overview. English interface; isolated...

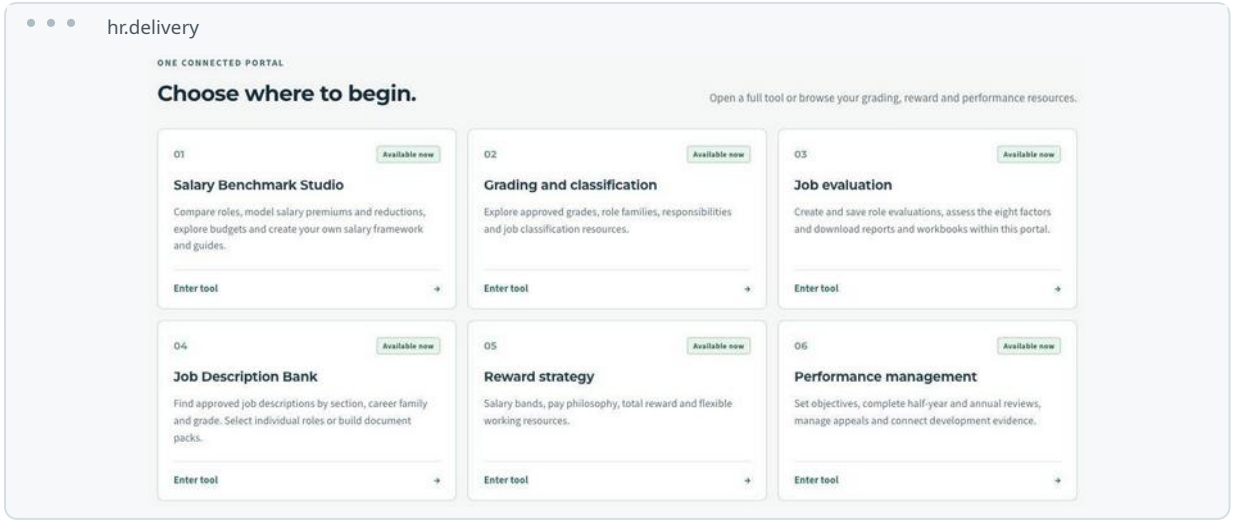
HOW IT SUPPORTS YOUR WORK

The described functions assemble salary bands and a supporting guide, connecting them with pay philosophy, total reward and progression resources. A proposed structure should record grade calibration and adjustment rationale, then pass through the organisation's approval and maintenance arrangements.

An explicit framework gives managers a clearer basis for discussing pay decisions and helps the organisation maintain consistent guidance as roles and requirements change.

Strategy-linked Objectives Generator

Turn a strategic priority into a draft individual or team objective, with a clear outcome and a practical basis for reviewing progress.



Detail · Workspace demonstration · Compensation, Evaluation and Performance: tools overview. English...

WHAT YOU CAN DO

The inventory-listed generator is intended to connect objectives with organisational strategy within the performance cycle. Its value lies in preparing consistent wording around the desired result, evidence and review period; managers still agree ownership, dependencies and meaningful measures.

A clearer starting draft helps managers and employees agree what success means and identify the dependencies that must be addressed for delivery.

01

Draft strategy-linked objective

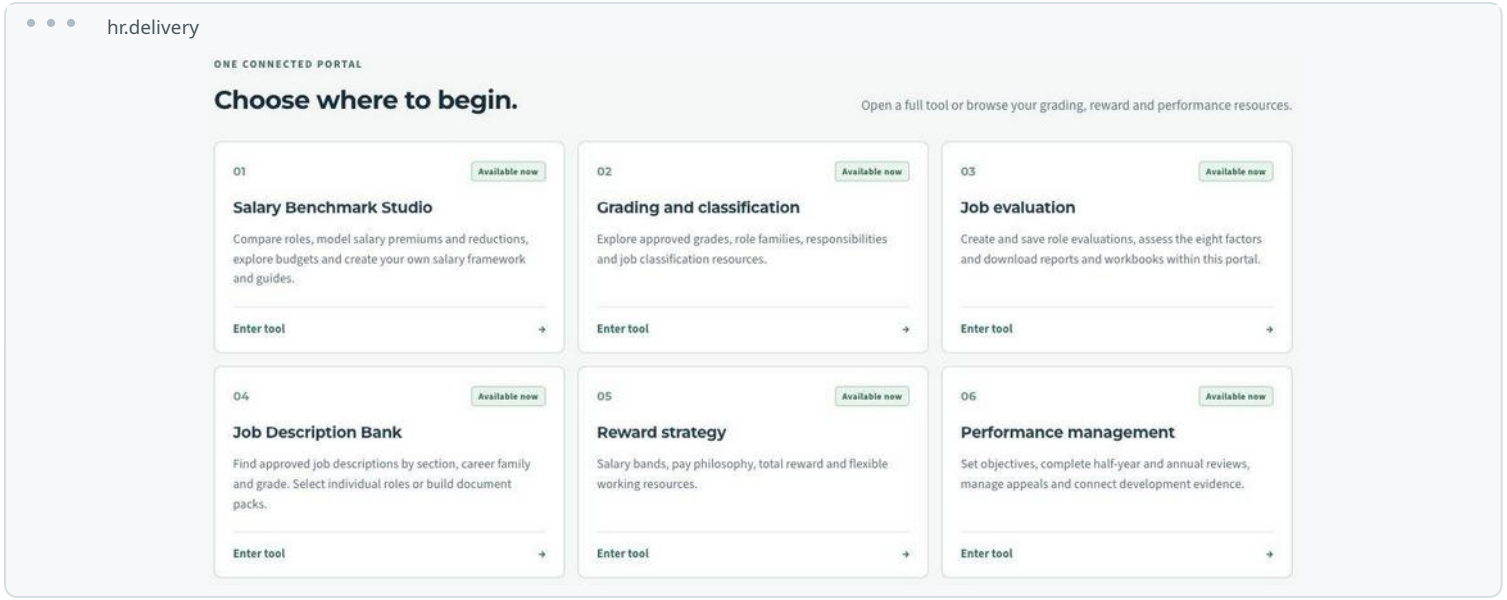
02

Proposed evidence of progress

03

Ownership and review questions

Performance Management workspace



Detail · Workspace demonstration · Compensation, Evaluation and Performance: tools overview. English interface; isolated...

Organise the performance year around agreed objectives, relevant work evidence and constructive review conversations, with development actions linked to the conclusions reached.

YOUR WORKSPACE

The described cycle includes objective setting, half-year review, year-end evidence, final review, recorded appeals and reporting on completion, distributions, gaps and actions. Performance, training needs and future-role succession readiness remain distinct questions within the wider people process.

OUTPUTS YOU CAN WORK WITH

Objectives and review records · Year-end evidence and review conclusions · Appeal records and reporting views

WHAT THIS GIVES YOU

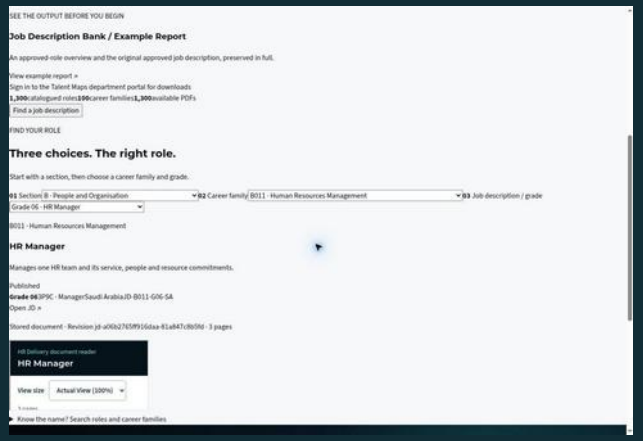
A connected cycle helps managers explain decisions, review changing circumstances and follow through on agreed actions using relevant evidence and authorised human judgement.

SERVICE NOTE · Evalu8 model 0.9 remains in review and pilot

Prepare an evaluation pack for independent review

Give reviewers the role evidence and factor reasoning needed to challenge a proposed grade before the organisation adopts the evaluation.

hr.delivery



Related service view · Live Job Description Bank with Grade 6 HR Manager selected; actual browser...

YOUR WORK

Use the job's actual responsibilities to support Evalu8 factor choices. Keep the role evidence, assumptions and unresolved questions visible so independent reviewers can examine the basis of the grade recommendation.

YOUR OUTPUTS

Role evidence and factor rationale · Proposed grade · Outstanding questions for independent review

A visible rationale makes grading discussion more consistent and helps the organisation identify unsupported assumptions before the recommendation influences reward or structure decisions.

1. Confirm the role. Review responsibilities, authority and operating context with the relevant stakeholders.
2. Record the evaluation. Choose factor degrees supported by evidence and retain the reasoning.
3. Review independently. Challenge assumptions and resolve questions before agreeing the proposed grade.

Build a salary-policy proposal

Prepare a pay-framework discussion using comparable role references, a declared pay basis and transparent adjustments for the organisation’s proposed approach.

01

Set comparable references

Agree roles, grades, markets, pay basis and the currency context.

02

Test the proposal

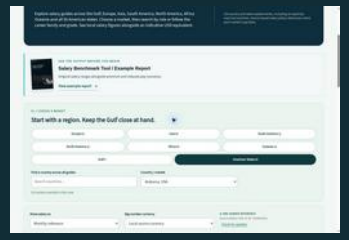
Record premiums or reductions and examine the relevant team-cost scenario.

03

Prepare the guide

Explain assumptions and governance before presenting the salary framework for approval.

hr.delivery



Related service view · Live global salary explorer with continents, Gulf...

hr.delivery



Related service view · Published team-cost workflow and its pay-basis caveats;...

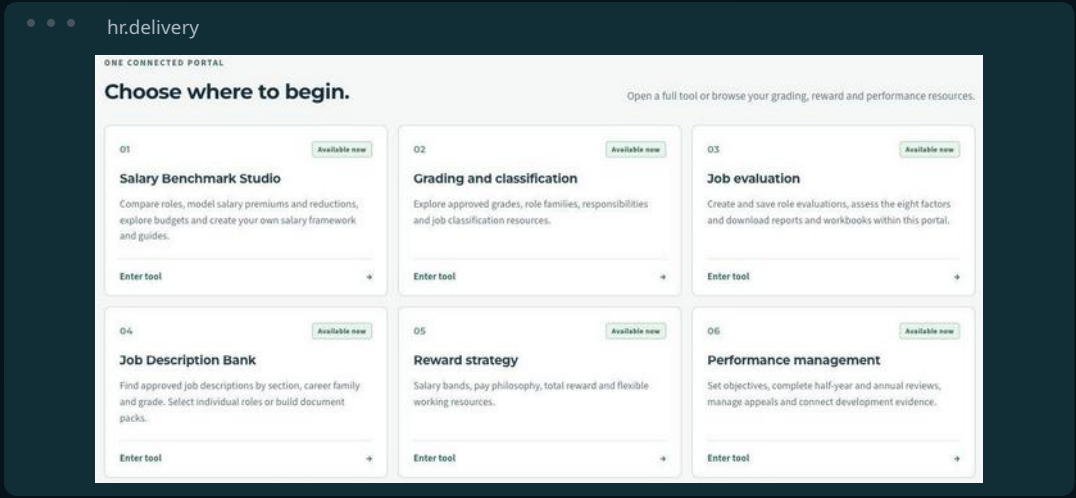
YOU RECEIVE

Proposed role and grade bands · Adjustment and cost assumptions · Salary-guide draft for approval

Decision-makers can distinguish the underlying reference from deliberate policy choices and assess affordability without mistaking the proposal for a surveyed market finding.

Connect strategy, objectives and review

Start the performance cycle with the contribution required, then agree how progress will be evidenced and discussed during the year.



Detail · Workspace demonstration · Compensation, Evaluation and Performance: tools overview. English...

YOUR WORK

Draft the objective from strategy and agree dependencies and meaningful measures. Use review evidence to identify practical actions, with authorised managers retaining responsibility for the discussion and final decisions.

YOUR OUTPUTS

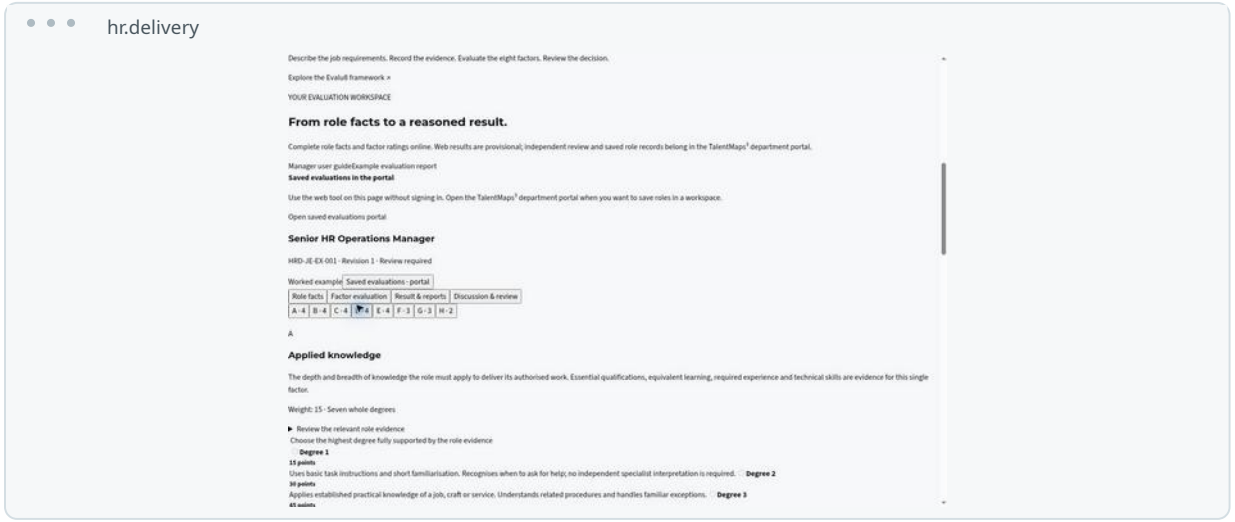
Agreed objective and measures · Review evidence and discussion record · Next actions and development priorities

A connected cycle clarifies expectations and gives managers and employees a useful basis for discussing progress and follow-through.

1. Agree the contribution. Connect the strategic priority with a realistic individual or team outcome.
2. Define the evidence. Confirm measures, ownership, dependencies and review timing with those responsible.
3. Review and act. Discuss the evidence and record the actions agreed for continued progress.

Pilot Evalu8 before adopting an organisational standard

The eight-factor evaluation example identifies model version 0.9 as Review and pilot, with a proposed grade and panel review.



Website screen · Live Evalu8 eight-factor example; the model carries a Review and pilot status.

WHAT YOU CAN DO

Use the scoring and report preview to test how your organisation interprets the factors. Agree the evidence, grade boundaries, panel process and approval basis before using recommendations as an established organisational job-evaluation standard.

Your organisation can build a defensible operating method around its own roles and governance rather than treating an example as automatic approval.

01

A documented pilot

02

Calibrated factor interpretations

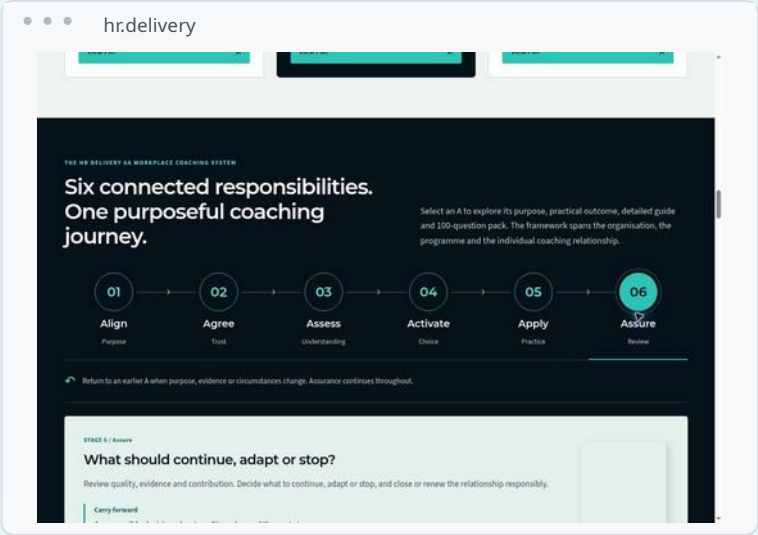
03

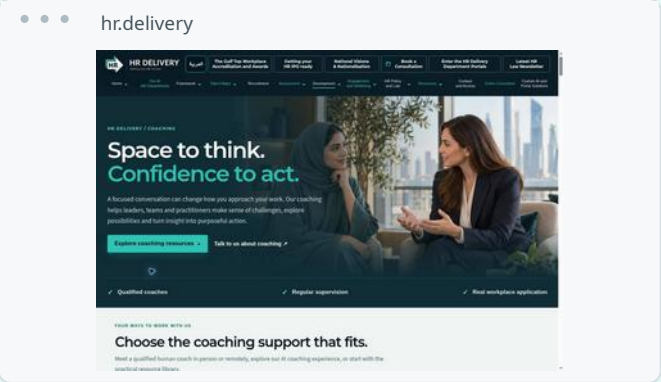
An agreed approval and review process

G1

Executive Coaching Website resources

Clarify the coaching purpose and explore a framework, questions and resources that support useful conversations.



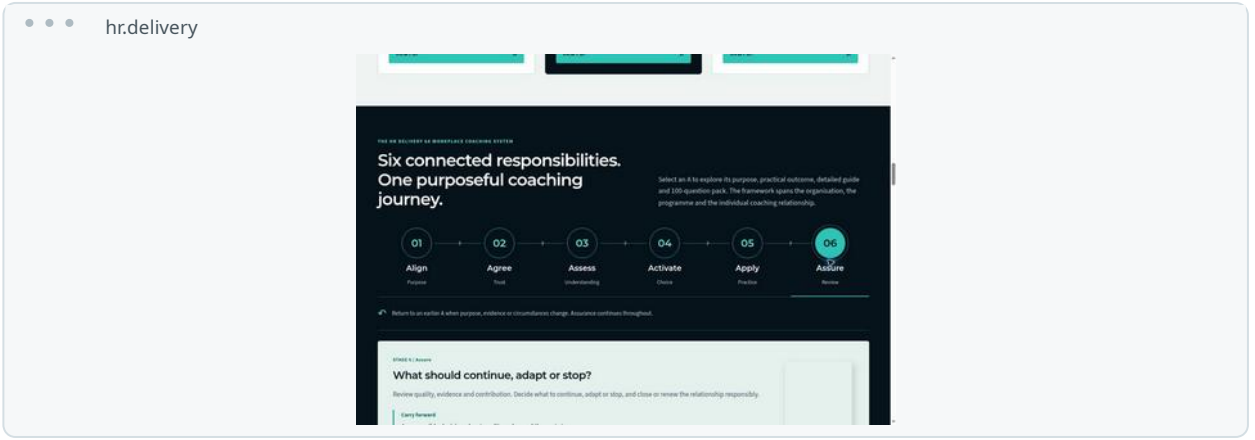


PAGES 278–291

Six connected stages for a useful coaching conversation

Use the framework to connect purpose, insight, action and workplace review.





Website screen · Live 6A stage explorer, shown at the Assure stage.

HOW IT WORKS

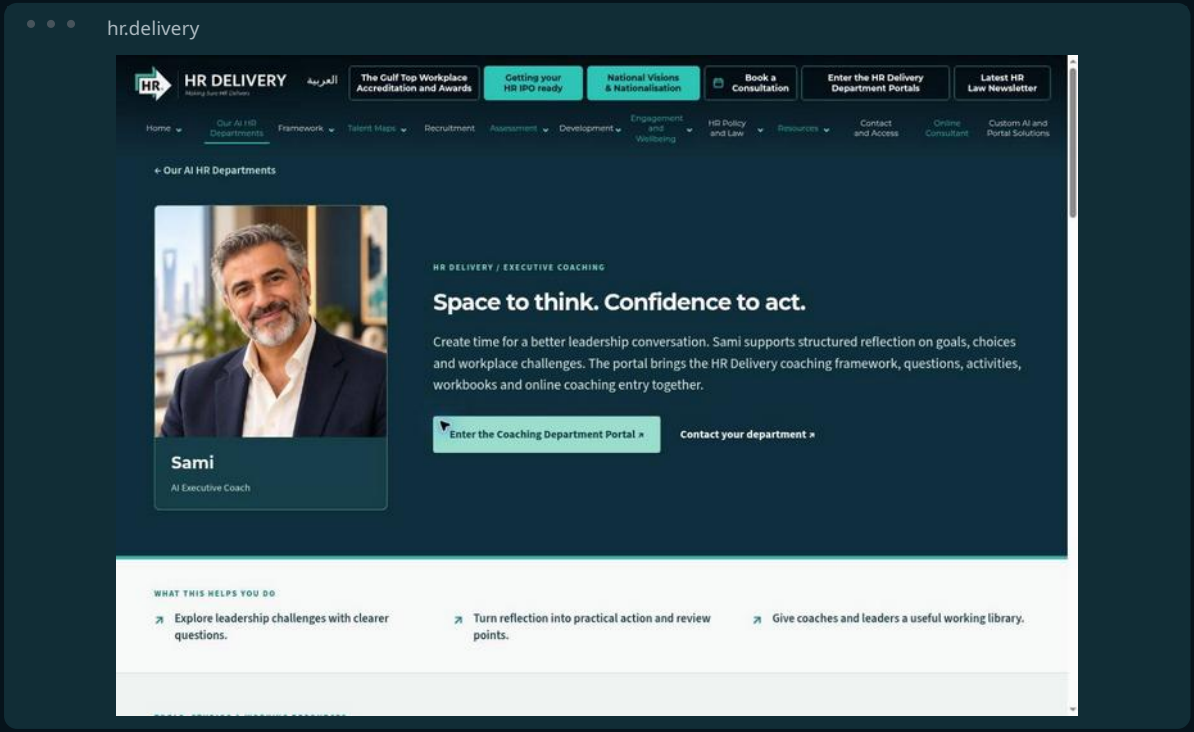
Move between the six stages as the conversation requires. Clarify the purpose, explore evidence, agree action and review workplace application.

Coach and participant share a structure linking reflection, action and review.

SERVICE NOTE · Live specialist AI connection pending.

Meet Sami

Explore the executive coaching offer through Sami's public specialist profile, then identify the human service, resource or preview route relevant to your purpose.



Website screen · Sami department profile

Sami introduces the coaching department and its connections with the 6A framework, development resources and portal. Bring a focused leadership or development question to the appropriate service enquiry; connected AI conversations remain dependent on external provider configuration.

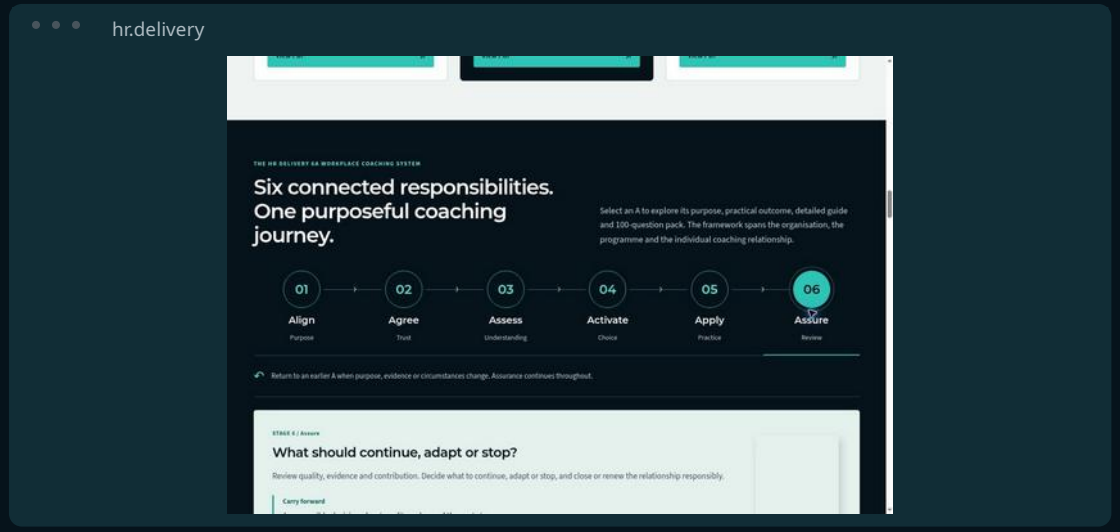
BRING TO THE CONVERSATION

A focused coaching question · Relevant service and resource routes · Preparation for a coaching enquiry · Preferred coaching format and preparation questions

Gives clients a recognisable starting point for coaching and helps them identify which route fits the support they are seeking.

The 6A Coaching Framework

Structure a coaching conversation from agreed purpose through insight and action to workplace application and deliberate review of the experience.



Website screen · Live 6A stage explorer, shown at the Assure stage.

WHAT THIS GIVES YOU

Gives coach and client a shared structure while keeping the conversation connected to the client's work, choices and practical action.

WHAT YOU CAN DO

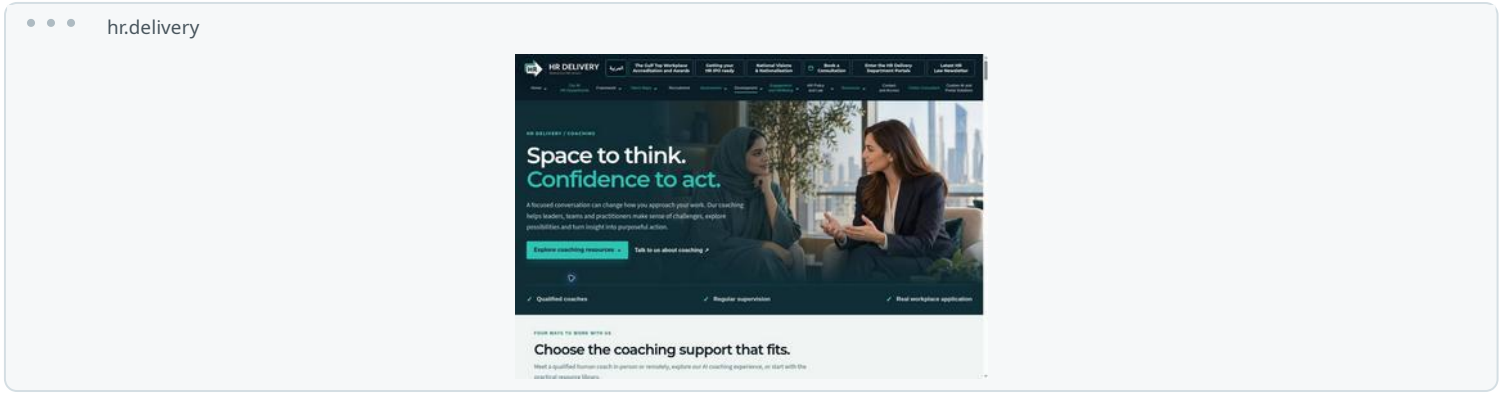
Use Align, Agree, Assess, Activate, Apply and Assure to establish purpose, agree the work, explore evidence, choose an action, practise it and review the experience in the client's actual context.

1. Align and Agree. Clarify the purpose and agree how the coaching work will proceed.
2. Assess and Activate. Explore relevant insight and choose a practical development action.
3. Apply and Assure. Try the action at work and review the experience together.

YOUR OUTPUTS

An agreed coaching purpose · A practical development action · A structured review conversation

Coaching questions by 6A stage



Website screen · Public coaching framework, service and resource overview.

YOUR WORK

The collection provides 600 prompts, 100 per 6A stage, in a complete book and stage packs. Select questions for the client's context and let the response guide subsequent exploration.

Supports varied, purposeful preparation while leaving the coach free to listen and adapt to what the client actually says.

Select questions for the stage and purpose of the conversation, helping the client reflect, clarify choices and identify a useful action.

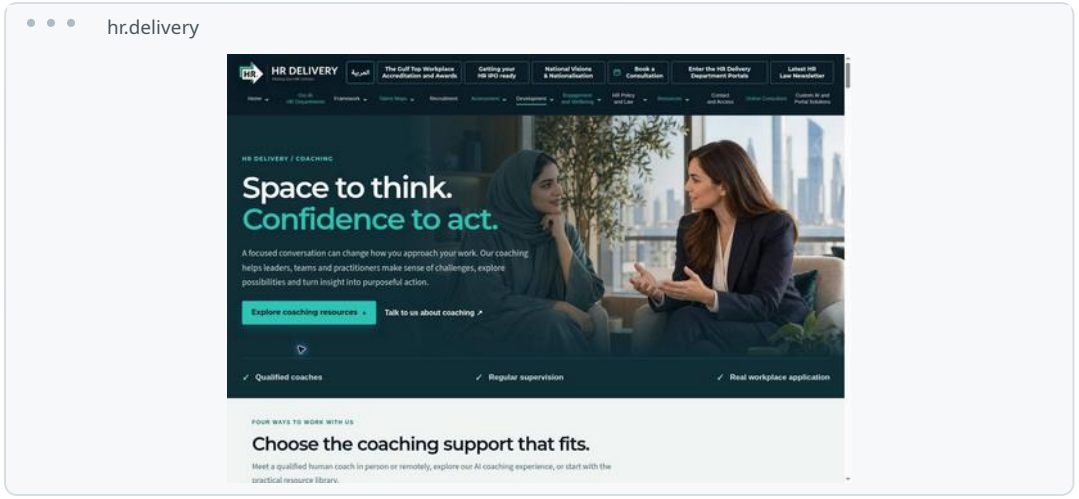
1. Choose the stage. Identify which part of the coaching process needs attention.
2. Select the prompt. Choose a question that fits the client's context and purpose.
3. Listen and adapt. Use the response to guide a useful follow-up or next action.

YOUR OUTPUTS

A stage-relevant question pack · Selected prompts for reflection · A focused conversation opening

Activities and workbooks

Choose a practical activity or workbook for the client's current purpose, supporting reflection between coaching conversations and preparation for the next session.



Website screen · Public coaching framework, service and resource overview.

YOUR WORK

Explore purpose, values, career, confidence, productivity and review activities, alongside 152 additional activity and practice resources. Select an exercise and agree how observations will inform the next coaching discussion.

YOUR OUTPUTS

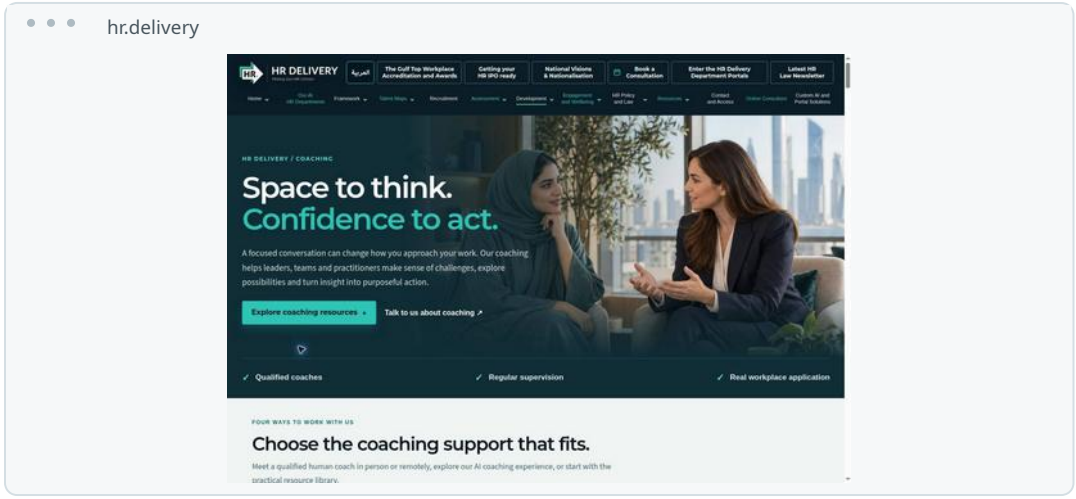
A selected coaching activity · Completed reflection or workbook notes · Questions for the next session

Gives the client a way to continue reflection between sessions and provides concrete material for a more focused follow-up conversation.

1. Choose the purpose. Identify what the activity should help the client explore.
2. Complete the exercise. Work through a suitable activity using relevant personal work examples.
3. Discuss the observations. Bring useful insights and questions into the next coaching conversation.

Coaching operational forms

Organise coaching agreements, preparation, session records, progress reviews and closure through forms selected for the engagement and its current stage.



Website screen · Public coaching framework, service and resource overview.

YOUR WORK

The resource offer describes 64 guidance forms and 64 blank operational forms. Choose the documents appropriate to the engagement, agree how records will be used and retained, and keep the working record proportionate to the coaching purpose.

YOUR OUTPUTS

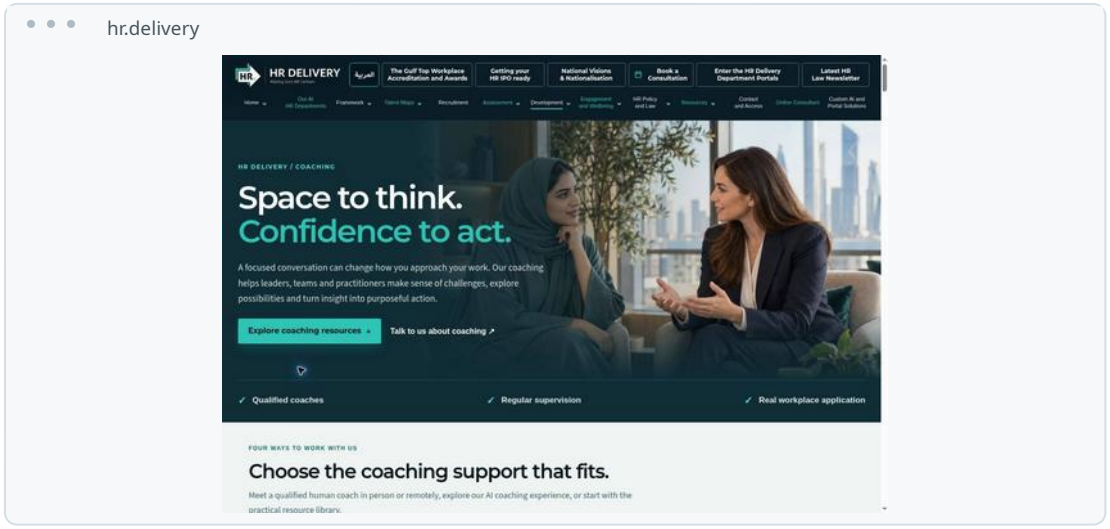
Coaching agreement and preparation forms · Session and progress records · Closure documents

Makes arrangements and commitments explicit and provides a useful record for subsequent progress discussions and closure of the engagement.

1. Select relevant forms. Choose documents that fit the engagement and its current stage.
2. Agree record use. Clarify the purpose, access and handling of the working documents.
3. Maintain the record. Record agreed actions and reviews without unnecessary personal detail.

Face-to-face human coaching

Discuss face-to-face human coaching for a leadership, career or development question, with the location and session arrangements agreed before participation.



Website screen · Public coaching framework, service and resource overview.

WHAT THIS GIVES YOU

Helps the client make a specific enquiry and establish the practical arrangements needed for a purposeful in-person coaching engagement.

WHAT YOU CAN DO

Discuss the goal, location, scope and preferred arrangements through the face-to-face coaching enquiry. Agree coach availability, preparation and review expectations with HR Delivery before treating a requested session as confirmed.

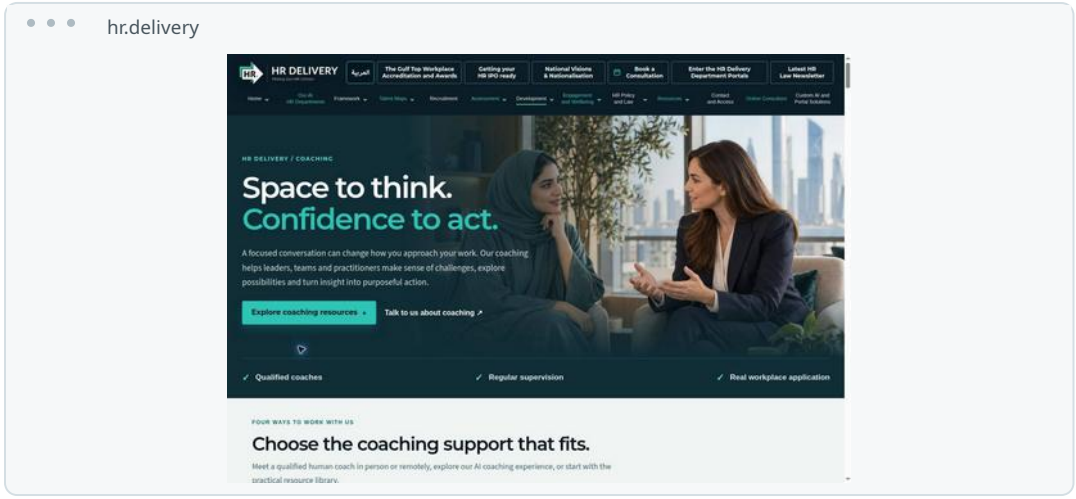
1. Describe the purpose. Explain the development question and the support being sought.
2. Discuss the arrangements. Clarify location, scope, coach availability and preparation with HR Delivery.
3. Agree the review. Set expectations for follow-up and how progress will be discussed.

YOUR OUTPUTS

A coaching service enquiry · Agreed meeting and preparation arrangements · A development review focus

Remote human coaching

Discuss remote human coaching for a focused development question, agreeing an online or telephone format that suits the client and coach.



Website screen · Public coaching framework, service and resource overview.

YOUR WORK

Discuss goals, format and availability through the remote human coaching enquiry. Agree privacy, preparation and meeting arrangements with the provider, then confirm the session and intended follow-up before participation.

YOUR OUTPUTS

A remote coaching enquiry · Agreed session format and arrangements · Preparation and follow-up expectations

Supports coaching across locations while keeping the purpose, session format and practical arrangements clear before the client joins the conversation.

1. Define the focus. Explain the development question and relevant context for the coach.
2. Agree the format. Discuss a suitable online or telephone arrangement and session preparation.
3. Confirm the session. Check the agreed time, connection details and expectations for follow-up.

Assessment-linked coaching

Use assessment feedback as one source of coaching reflection, connecting relevant findings with the client's examples, priorities and development choices.

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Website screen · Public coaching framework, service and resource overview.

YOUR WORK

Explore an appropriate participant report alongside the client's work examples. Discuss what fits, what needs context and which finding matters for the goal, then choose an action to review.

YOUR OUTPUTS

A feedback-informed development priority · A practical coaching action · Questions for the review conversation

Turns feedback into a considered development discussion while preserving the client's context and judgment about what the report means.

1. Review the feedback. Consider the relevant assessment findings with the client's work context.
2. Explore the meaning. Discuss examples, questions and alternative explanations before selecting a priority.
3. Choose a practical action. Agree something the client can try and review at work.

Team coaching pathways

Explore shared work, relationships and accountability through team coaching, using relevant evidence to support discussion rather than label individual members.

01

Agree the purpose

Define the shared work and issue the team needs to address.

02

Discuss the evidence

Explore relevant findings alongside members' examples of working together.

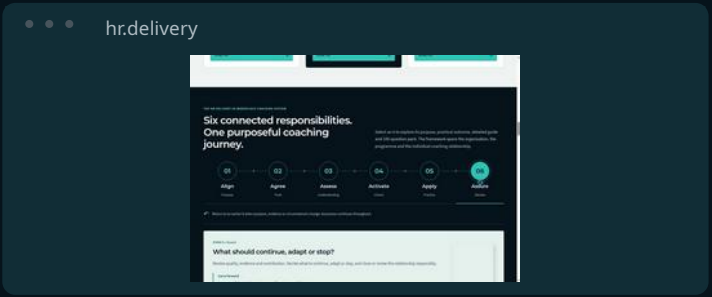
03

Commit and review

Choose practical team actions and a point to review their usefulness.



Website screen · Public coaching framework, service and resource overview.



Website screen · Live 6A stage explorer, shown at the Assure stage.

YOU RECEIVE

A shared team coaching focus · Agreed ways of working · Team commitments and review points

Creates a structured teamwork conversation and helps members agree practical commitments they can observe and revisit in their shared work.

Development-linked coaching

Use coaching around learning activities to connect programme content with the participant's goals, workplace practice and experience of applying new ideas.



Website screen · Public coaching framework, service and resource overview.

YOUR WORK

The public offer links coaching with six development programmes. Use conversations to clarify purpose, explore application and discuss feedback, then agree the next practice step within the participant's work context.

YOUR OUTPUTS

A clear learning purpose · Workplace practice priorities · A follow-up coaching action

Sustains a purposeful development conversation beyond the learning event and connects the programme with practical application in the participant's work.

1. Prepare the learning. Clarify the participant's purpose and the work challenge to address.
2. Support the application. Discuss practice opportunities and obstacles between relevant learning activities.
3. Review the experience. Use feedback and examples to agree the next development action.

SERVICE NOTE · Live Sami AI connection pending.

Choose the right coaching route

Clarify the support you want, then choose the coaching service or resource route that fits the purpose and agreed arrangements.

01

Define the support

Describe the development question and the kind of conversation needed.

02

Choose the route

Compare human coaching, guided resources and the current preview experience.

03

Confirm the arrangement

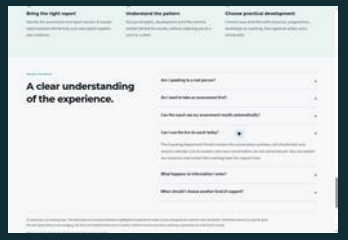
Agree availability, format, preparation and follow-up for the selected service.

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Website screen · Public coaching framework, service and resource overview.

hr.delivery



Website screen · Public coaching preview and live AI connection information.

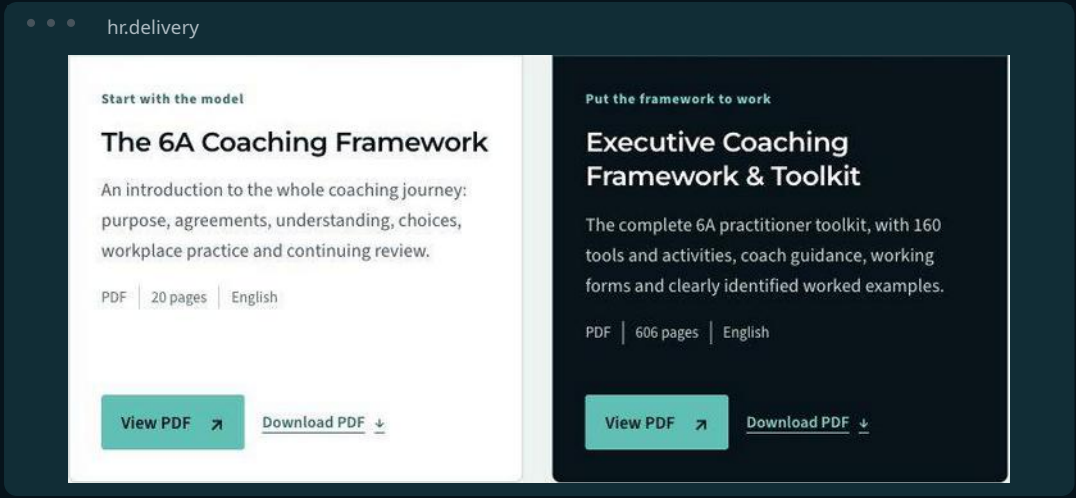
YOU RECEIVE

A focused coaching purpose · A suitable service or resource route · Questions to confirm before participation

Helps the client distinguish the routes and prepare an enquiry about the support wanted and how it will be delivered.

Prepare a useful coaching brief

Prepare a concise coaching brief around the client's goal, work context and questions, providing a useful starting point for the conversation.



Detail · Workspace demonstration · Coaching library with PDF viewing and download routes; published...

YOUR WORK

Record the client's purpose, context and what the conversation should clarify. Add examples or assessment questions, then agree session arrangements and the handling of material shared with the coach.

YOUR OUTPUTS

The client's goal and context · Relevant work examples · Questions or feedback to explore · Agreed session arrangements

Helps the client prepare thoughtfully and gives the coach relevant context while leaving room for the conversation to develop naturally.

1. Clarify the purpose. Write the development question in the client's own practical terms.
2. Choose relevant evidence. Select work examples or feedback that illuminate the question.
3. Agree the arrangements. Confirm preparation, format and how any shared material will be handled.

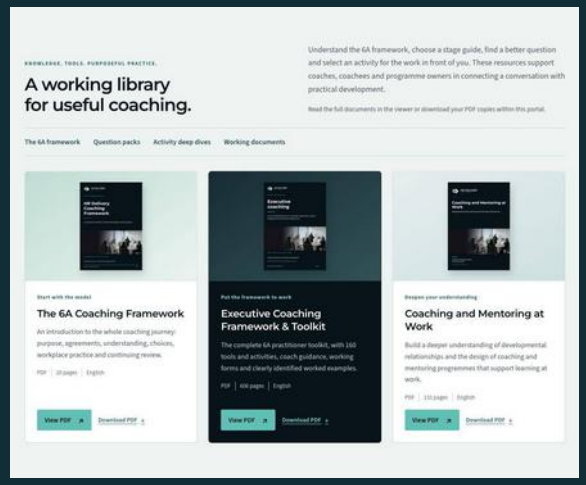
G2

Executive Coaching Portal workspace

Prepare focused coaching work, arrange the relevant support and connect discussion with development action.

PORTAL WORKSPACE

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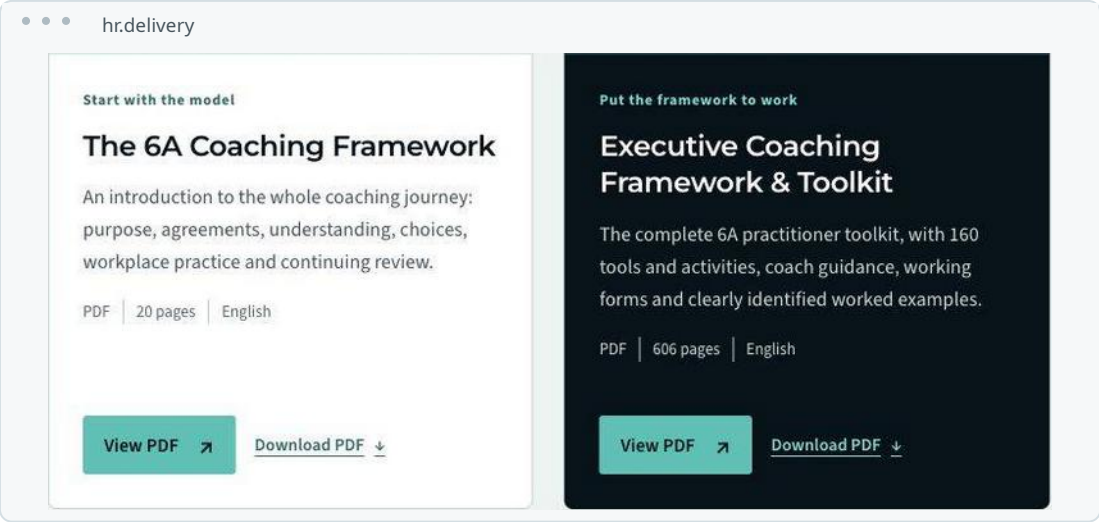


PAGES 292–300

SERVICE NOTE · Live specialist AI connection pending.

Coaching Department portal

Start a purposeful development conversation through the coaching portal, connecting the 6A approach and resources with the appropriate service route.



Detail · Workspace demonstration · Coaching library with PDF viewing and download routes; published...

WHAT THIS GIVES YOU

Gives clients a common entry into coaching and helps them select materials or services for a clearly defined development purpose.

WHAT YOU CAN DO

Connect the library with coaching pathways, Sami's workspace and session-booking information. Select materials for the development purpose and confirm service arrangements for any human session or connected specialist interaction.

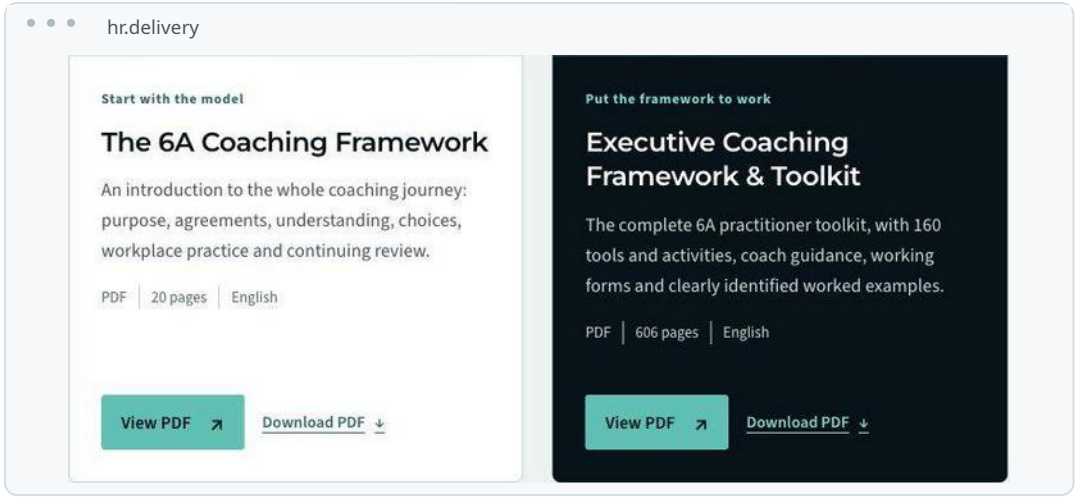
1. Set the purpose. Define the individual or team development question to work on.
2. Choose the support. Select relevant resources and the appropriate coaching or service route.
3. Plan the next step. Agree preparation, actions and review arrangements for the chosen route.

YOUR OUTPUTS

Relevant coaching resources · A selected development pathway · Preparation for the next conversation

Coaching portal and resource library

Find a framework, question pack, activity or working document that fits the coaching conversation you are preparing and its development purpose.



Detail · Workspace demonstration · Coaching library with PDF viewing and download routes; published...

YOUR WORK

The offer describes 30 PDFs across 6A, question packs, activity deep dives and working documents. Public reading supports selection; the portal provides the described download route for continued resource use.

YOUR OUTPUTS

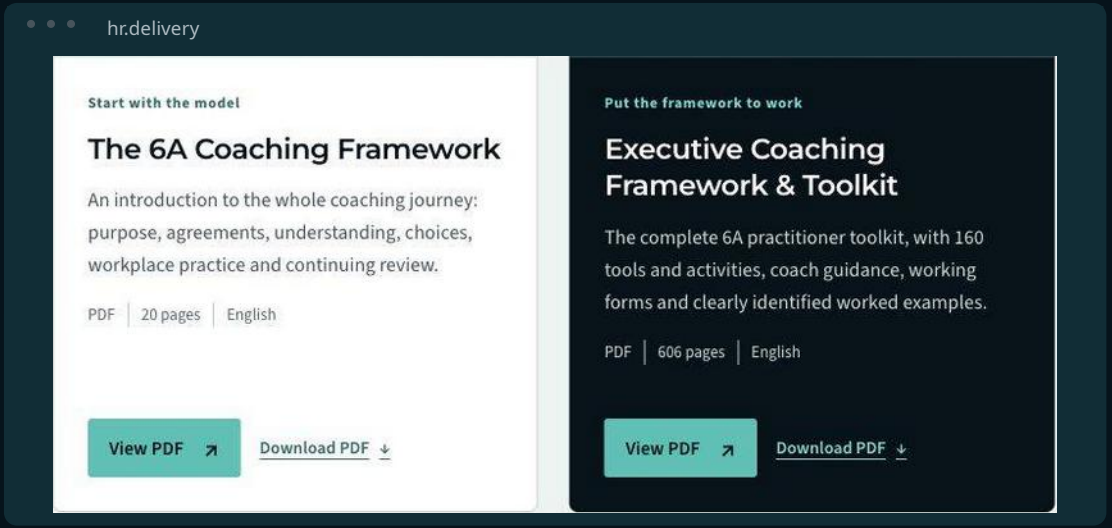
A selected coaching PDF · Conversation or activity materials · Working documents for preparation

Keeps relevant coaching resources available across the engagement and helps the coach and client prepare each conversation with a clear purpose.

1. Choose the category. Start with the type of support needed for this conversation.
2. Review the resource. Check the PDF's purpose and relevance before selecting it.
3. Use it deliberately. Connect the material with an agreed question, activity or coaching action.

Coaching materials and user guides

Use coaching materials, tool guides and examples to understand the development tools and prepare a practical conversation about their outputs.



Detail · Workspace demonstration · Coaching library with PDF viewing and download routes; published...

WHAT THIS GIVES YOU

Helps the client understand a tool's purpose and use its output as the starting point for a focused development conversation.

WHAT YOU CAN DO

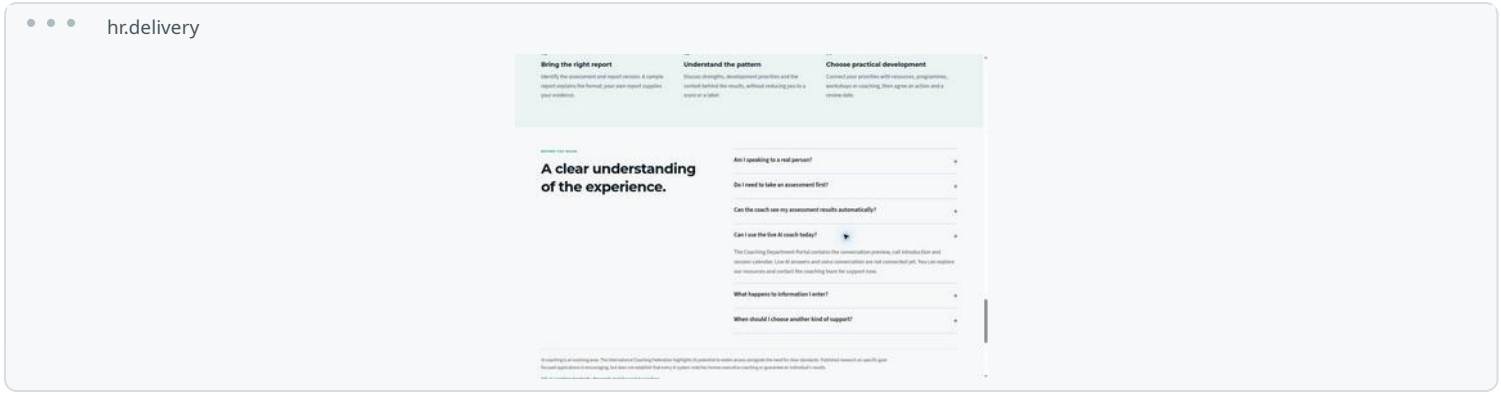
TalentMaps combines coaching resources, tool guides and example reports. Understand the tool's purpose and output, then use suitable 6A questions or activities to turn the resulting discussion into development action.

1. Locate the guide. Choose the guidance relevant to the tool or development task.
2. Understand the output. Review examples and interpretation context before discussing a real result.
3. Support the conversation. Select suitable coaching questions or activities for the agreed development purpose.

YOUR OUTPUTS

Relevant tool and user guides · Example outputs for orientation · Coaching questions and activities

Sami executive coaching workspace



Website screen · Public coaching preview and live AI connection information.

YOUR WORK

The experience introduces AI coaching and 6A through preview and resources. Live AI answers and voice need provider connections; current use supports preparation and preview rather than a connected session.

Lets clients understand the intended coaching approach and prepare their question with expectations aligned to the current connection status.

Explore Sami's coaching workspace and preview, using the framework and resources to prepare a focused leadership or development conversation.

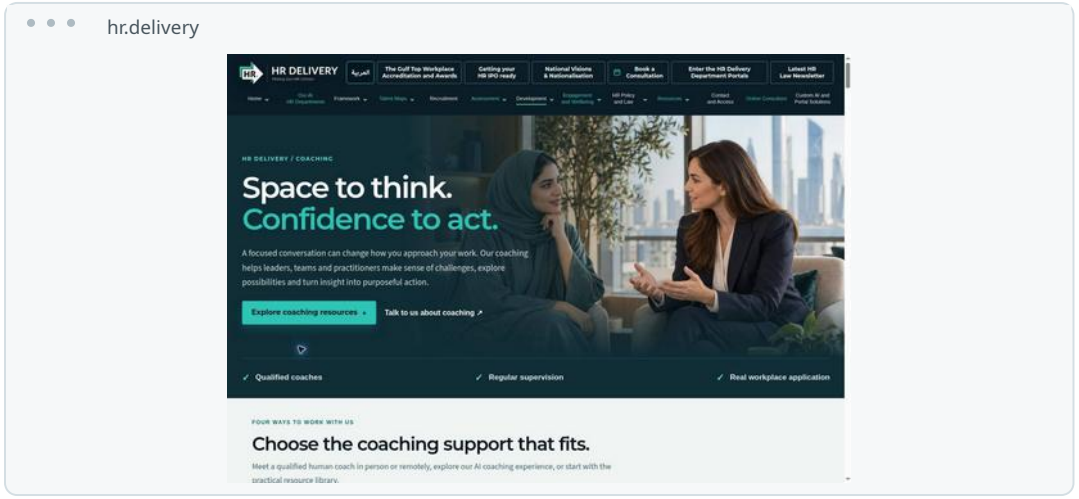
1. Prepare the question. Describe the leadership or development issue you want to explore.
2. Review the approach. Use the preview and 6A resources to understand the intended experience.
3. Choose the next route. Select available resources or discuss human coaching while connections are completed.

YOUR OUTPUTS

A coaching preview · 6A preparation resources · A focused development question

Coaching session-booking interface

Prepare a coaching request with a clear purpose and preferred arrangements, then confirm the actual appointment before relying on the requested time.



Related service view · Public coaching service information supporting session arrangements; not a...

YOUR WORK

The offer includes a booking interface and calendar route. Prepare session details, check format and timing, and distinguish a submitted preference from a confirmed appointment with a human coaching provider.

YOUR OUTPUTS

Session purpose and request details · Preferred time and format · Appointment confirmation to check

Gives the client a structured session request and clarifies the purpose, format and timing that need confirmation before participation.

1. Prepare the request. Describe the coaching purpose and the preferred session arrangements.
2. Review the details. Check the requested time, format and any preparation information.
3. Confirm the appointment. Use the service confirmation to establish the actual session arrangements.

A 6A journey from purpose to review

Use the 6A sequence to keep the client's purpose, choices and experience of action visible throughout coaching.

01

Align and Agree

Establish the purpose and how coach and client will work together.

02

Assess and Activate

Explore relevant evidence and choose a manageable action to try.

03

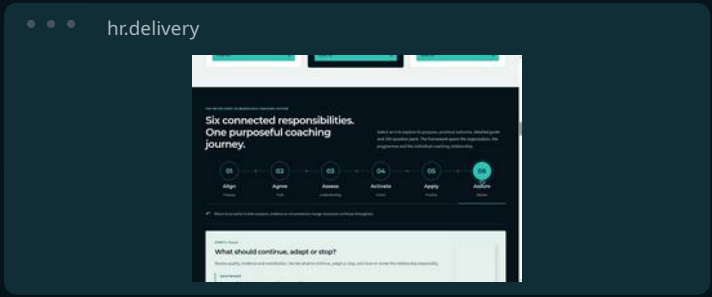
Apply the action

Use the agreed action in a relevant work situation.

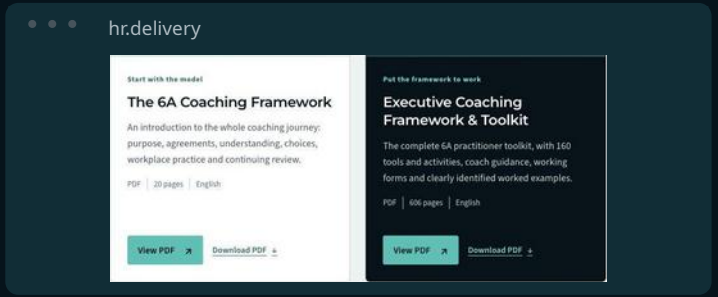
04

Assure through review

Discuss what happened and decide what the client will do next.



Website screen · Live 6A stage explorer, shown at the Assure stage.



Detail · Workspace demonstration · Coaching library with PDF viewing and...

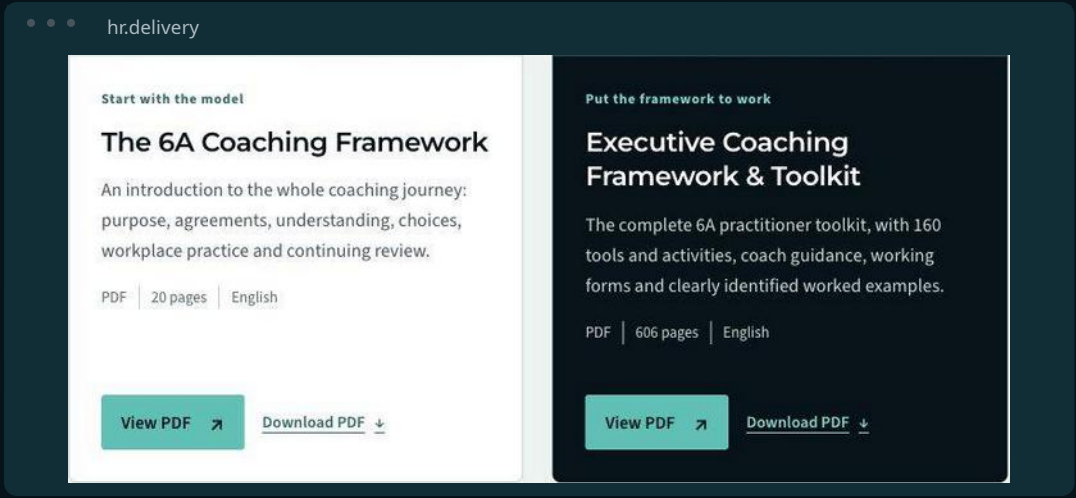
YOU RECEIVE

An agreed coaching focus · A chosen development action · Observations from application · A reviewed next step

Connects the framework with a conversation while preserving the client's judgment about the action and its usefulness.

A between-session working record

Record the chosen coaching action, what happened in practice and the questions worth bringing into the next development conversation.



Detail · Workspace demonstration · Coaching library with PDF viewing and download routes; published...

YOUR WORK

Use a workbook or form to record the commitment, observations and reflection. Retain enough context for review and agree what to share under the coaching arrangements, avoiding unnecessary personal detail.

YOUR OUTPUTS

The agreed action and context · Observations from workplace practice · Reflection questions · A next-session discussion focus

Preserves useful observations from practice and gives the next session a concrete starting point for the client's reflection and choice.

1. Record the commitment. Write the chosen action and the situation in which to try it.
2. Notice the experience. Capture relevant observations about what happened during the practical attempt.
3. Prepare the review. Choose the questions or insights to discuss with the coach.

A leader turns feedback into practice

Illustrative scenario: a leader uses assessment feedback in coaching to choose one workplace behaviour for action and review.

01

Explore the feedback

Discuss a relevant finding and the leader's own work example.

02

Choose an action

Agree a specific behaviour to try in a suitable conversation.

03

Reflect on practice

Review what happened and what the leader noticed about the experience.

04

Decide the next step

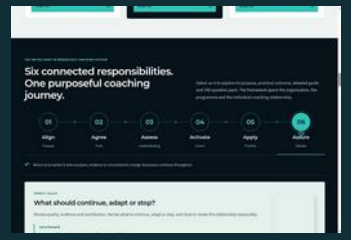
Choose how to continue, adapt or investigate the development priority.

hr.delivery



Related service view · Public assessment example supporting the scenario; not...

hr.delivery



Website screen · Live 6A stage explorer, shown at the Assure stage.

YOU RECEIVE

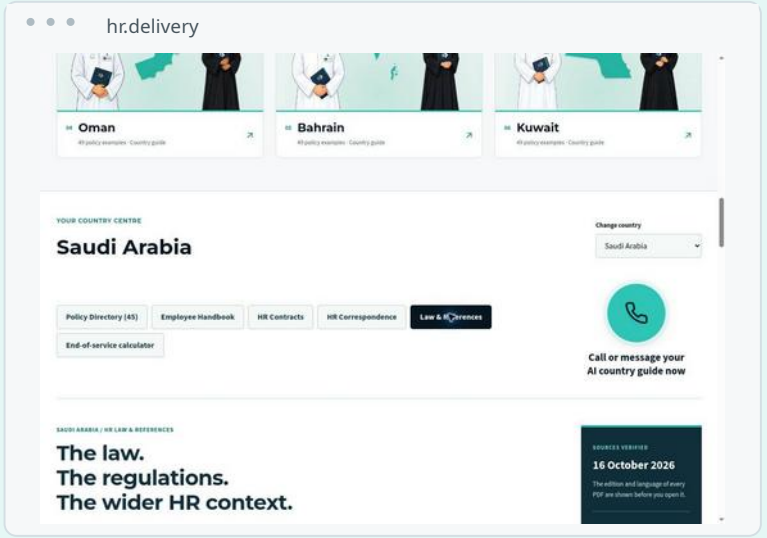
A feedback-informed coaching priority · A specific workplace action · Observations for the review conversation

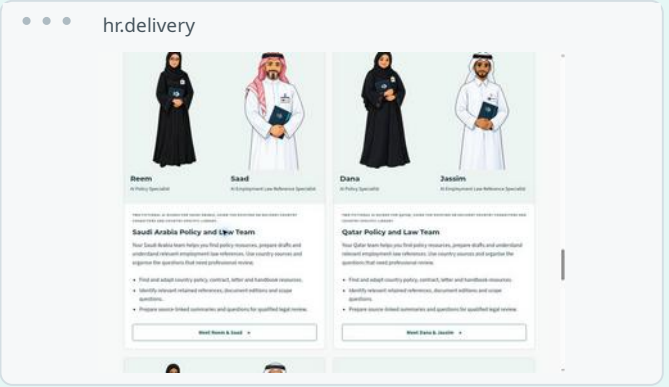
Connects assessment insight with coaching without assuming the report explains behaviour completely or guarantees a particular change.

H1

HR Policy & Law Website resources

Start in the right Gulf jurisdiction and find the country documents, sources and specialist context.

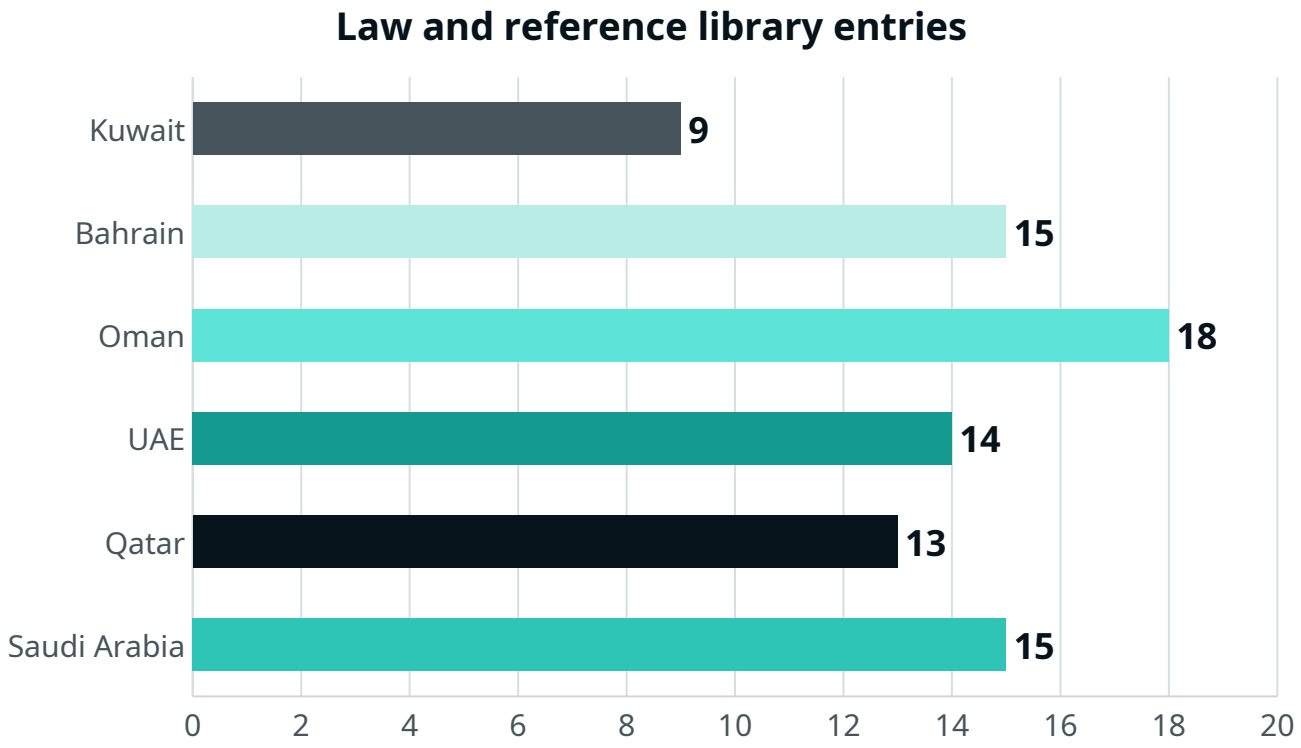




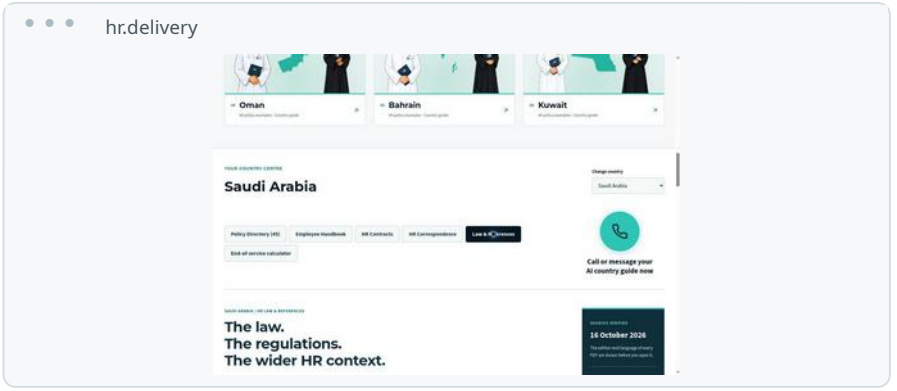
PAGES 301–332

Country reference libraries, in view

Start with the relevant jurisdiction and use its source references to inform the document or question being reviewed.



Observed reference entries: Saudi Arabia 15, Qatar 13, UAE 14, Oman 18, Bahrain 15 and Kuwait 9. Confirm current source text before application.



Website screen · Live Saudi law-reference interface and source-review date.

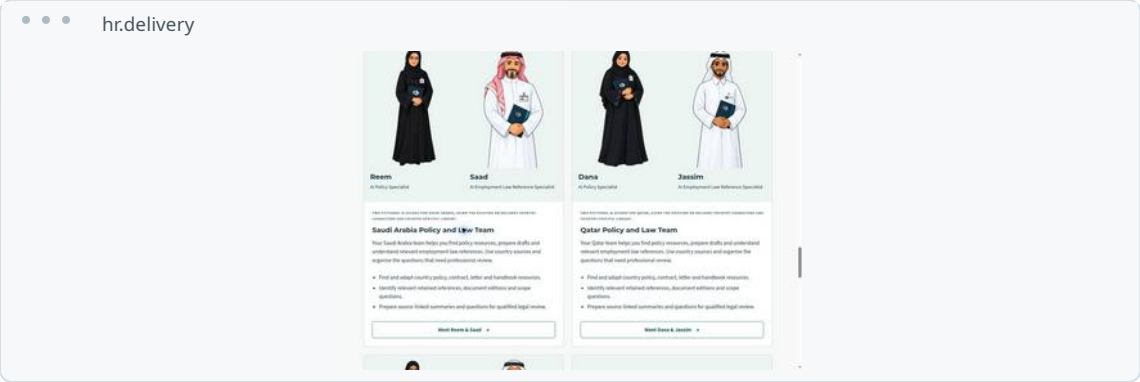
WHAT THE NUMBERS MEAN

The reviewed libraries list 84 country law and reference entries across the six Gulf countries. Coverage varies by country and is a navigation aid; entry counts do not measure legal completeness or replace current professional review.

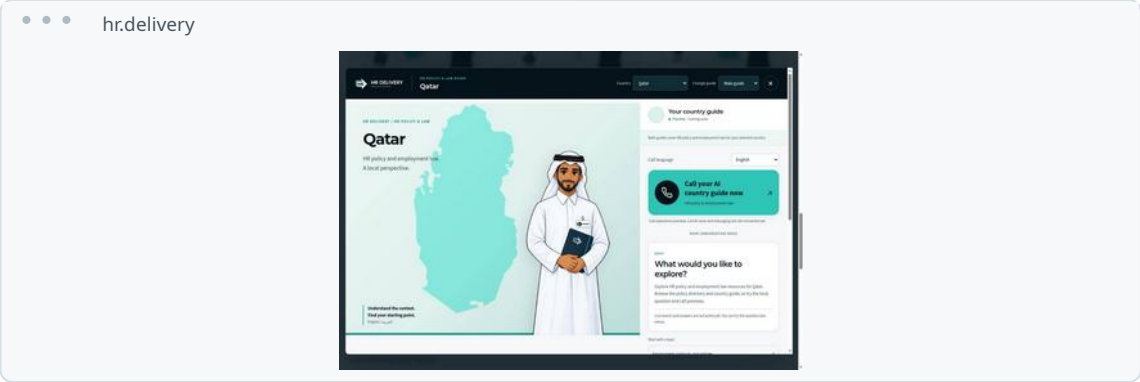
SERVICE NOTE · Profiles are available; country AI communication still requires provider activation.

Six country teams keep the legal context visible

Choose the country governing the work and use its policy and employment-law guides to locate relevant references.



Related service view · Saudi Arabia Policy and Law Team profile



Website screen · Live Qatar country-guide preview explicitly states that AI voice, messaging, search...

YOUR WORK

Each Gulf country has a pair of virtual specialists associated with its document library. Their profiles help you find policies, contracts, letters and handbook resources, while retaining the country, source edition and questions that require qualified professional judgement.

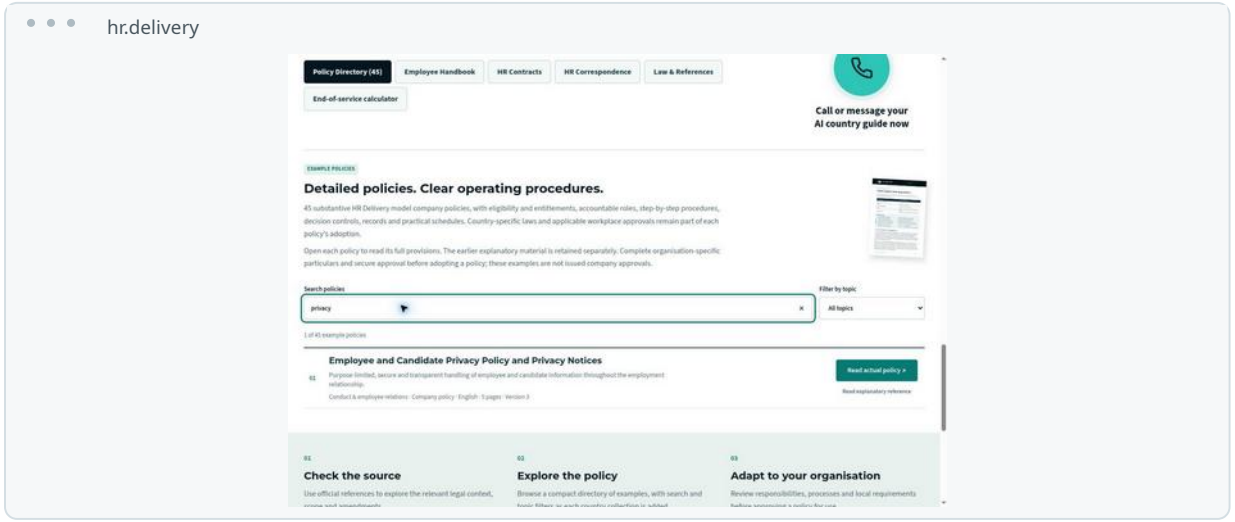
YOUR OUTPUTS

Saudi Arabia and Qatar routes · UAE and Oman routes · Bahrain and Kuwait routes

Your document preparation starts in the appropriate jurisdiction and keeps source context visible as the work moves toward review.

Searchable Gulf-country document libraries

Find the country-specific reference that fits an HR question, then retain its purpose, edition and source context when preparing your organisation's response.



Website screen · Live Saudi policy directory filtered for privacy, showing the search controls and...

WHAT YOU CAN DO

Choose Saudi Arabia, Qatar, the UAE, Oman, Bahrain or Kuwait and search policies, handbooks, contracts, correspondence and law references. Topic and group filters help narrow the collection; the listed totals describe directory entries rather than unique files across editions.

A focused search helps HR teams move from a broad question to relevant material and identify what must be adapted or reviewed for their organisation.

01

Country-filtered reference list

02

Policy, contract and correspondence models

03

Source and edition information

Bilingual contracts and correspondence

Work from English and Arabic document models together, retaining the country, purpose and edition when preparing employment documentation for readers using both languages.

DOCUMENT / OUTPUT

Bilingual contracts and correspondence

01 Parallel-language document model

02 Country, purpose and edition context

03 A basis for language-alignment review

Illustrative output structure

hr.delivery



Website screen · Live 12-page bilingual Saudi contract reader, showing model particulars in English and Arabic...

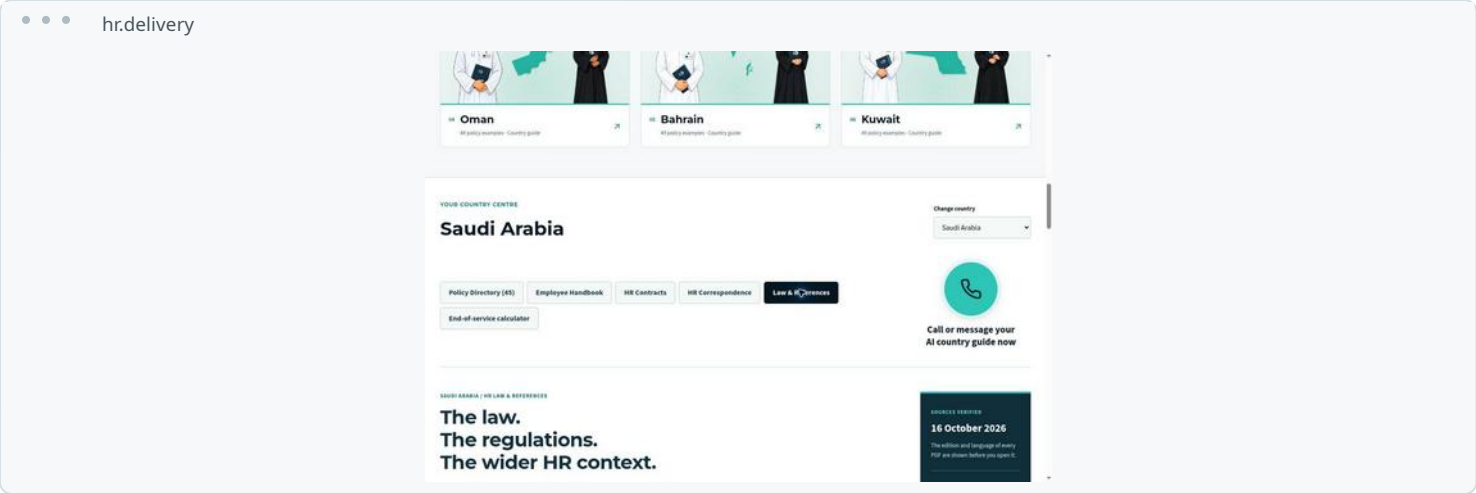
HOW IT SUPPORTS YOUR WORK

Contract and letter cards offer separate English and bilingual reading links. Bilingual models place the two languages alongside one another, providing a practical preparation reference. The Saudi indefinite employment agreement example is presented as a twelve-page bilingual model.

Parallel presentation helps reviewers compare the wording and identify completion questions before the organisation relies on a document in a particular employment matter.

Country law and reference libraries

Find the source material behind an HR question and check its country, edition and language status before using it to inform a decision.



Website screen · Live Saudi law-reference interface and source-review date.

THE SERVICE IN PRACTICE

The six libraries list 84 law-reference entries, with official-publisher links, document readers and source-review context; some include article lookup. They distinguish official English text from labelled working translations, helping clients understand what they are consulting and where it originated.

WHAT THIS GIVES YOU

Source visibility helps HR teams prepare a more precise question for qualified review and avoid treating an undated or translated reference as universally applicable.

YOUR OUTPUTS

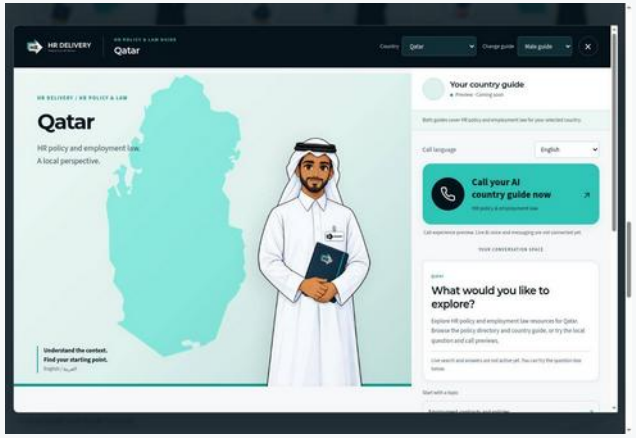
Law-reference catalogue · Official-source links and document readers · Edition and translation-status information

SERVICE NOTE · Local preview; live AI channels not connected

Gulf country AI-team interfaces

Use the country guide and suggested topics to organise a policy or law question before arranging the appropriate support through HR Delivery.

hr.delivery



Website screen · Live Qatar country-guide preview explicitly states that AI voice, messaging, search and answers...

WHAT THIS GIVES YOU

Clients can organise the context of an enquiry and locate useful starting resources while the specialist communication services await their external connections.

THE SERVICE IN PRACTICE

Each country has a fictional specialist pair with country, guide and call-language selectors, suggested topics and resource links. The communication screen is a local preview; live search, answers, AI voice and messaging still require their external provider connections.

YOUR OUTPUTS

Country and topic selection · Relevant resource links · A focused question for the human team

SERVICE NOTE · Website edition available; outbound delivery awaits configuration

HR Law Newsletter

Use the newsletter as a regular reading route into Gulf HR policy and law topics, then follow the references relevant to your organisation.

DOCUMENT / OUTPUT

HR Law Newsletter

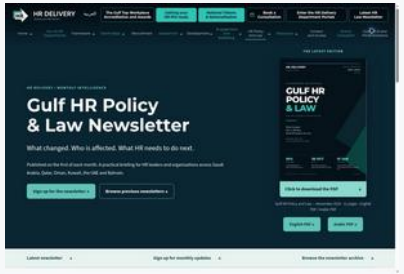
01 Published newsletter issue

02 Country-relevant reading and source references

03 Links to language editions and signup

Illustrative output structure

hr.delivery



Website screen · Live public newsletter page displaying the November 2026 first issue and English/Arabic download...

HOW IT SUPPORTS YOUR WORK

The public page brings together the current issue, English and Arabic PDFs, signup and archive navigation. November 2026 Issue 01 is a twelve-page edition covering changes, affected groups, practical HR actions, dates and sources across the six countries.

A concise briefing helps HR leaders identify questions worth investigating and bring a more focused set of issues into internal discussion or professional review.

English and Arabic newsletter editions

Select the newsletter edition that suits the reader while keeping the issue date, subject context and source references attached to any subsequent discussion.

DOCUMENT / OUTPUT

English and Arabic newsletter editions

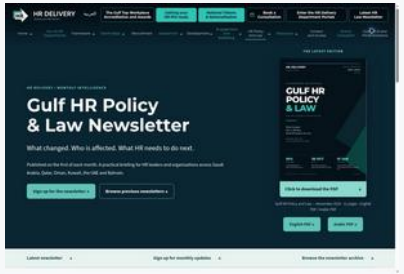
01 English newsletter PDF

02 Arabic newsletter PDF

03 Issue month and number

Illustrative output structure

hr.delivery



Website screen · Live newsletter language-download panel.

HOW IT SUPPORTS YOUR WORK

The latest-issue panel and archive provide separate PDF routes for English and Arabic. Both belong to the same published issue context, supporting bilingual access to the briefing; website downloads remain separate from the external service needed for automated email distribution.

Language-specific editions make the briefing easier to share with relevant colleagues while keeping everyone's discussion connected to the same publication and its date.

Newsletter issue archive

Locate a published newsletter by its issue context and return to its reference links when following up an earlier HR question or briefing.

DOCUMENT / OUTPUT

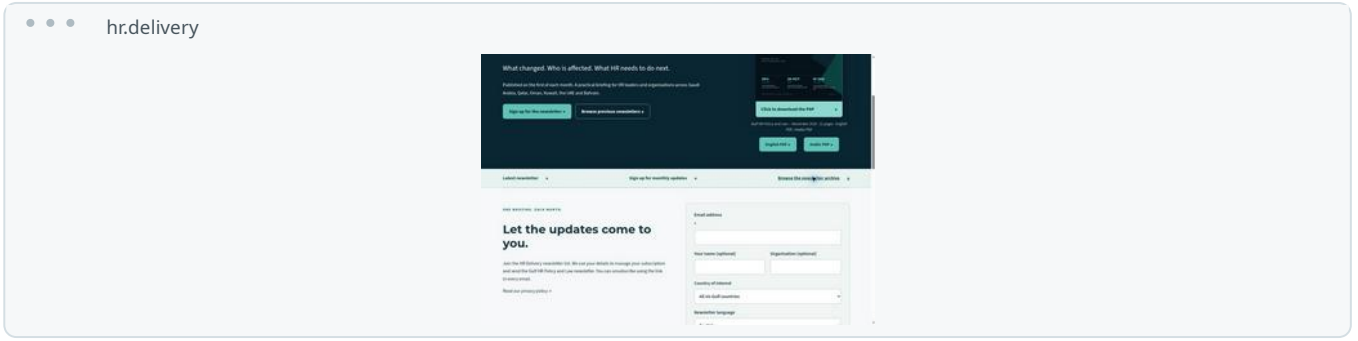
Newsletter issue archive

01 Issue-based archive entry

02 English and Arabic reading routes

03 Publication-date context

Illustrative output structure



Website screen · Live newsletter page with archive navigation and signup area.

HOW IT SUPPORTS YOUR WORK

Archive cards identify the month, issue number and subject summary, with English and Arabic PDF links. The reviewed archive contains November 2026 Issue 01, establishing the archive structure; it should not be presented as a populated historic back catalogue.

A dated archive provides continuity for readers and helps teams distinguish an earlier briefing from the current information needed for a decision.

SERVICE NOTE · Signup interface available; outbound delivery pending

Newsletter signup and preferences

Register interest in the newsletter with clear country and language preferences so HR Delivery has the context needed to manage the intended audience.

DOCUMENT / OUTPUT

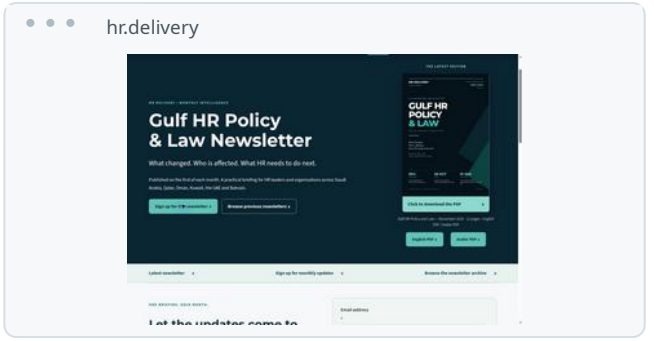
Newsletter signup and preferences

01 Newsletter interest registration

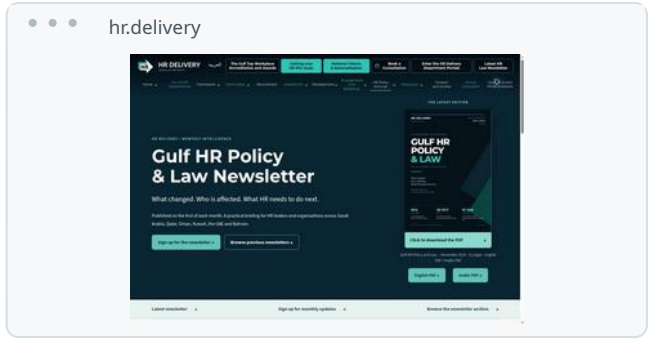
02 Country and language preferences

03 Explicit subscription-consent choice

Illustrative output structure



Website screen · Live newsletter page and signup entry point.



Related service view · Live public newsletter page displaying the November...

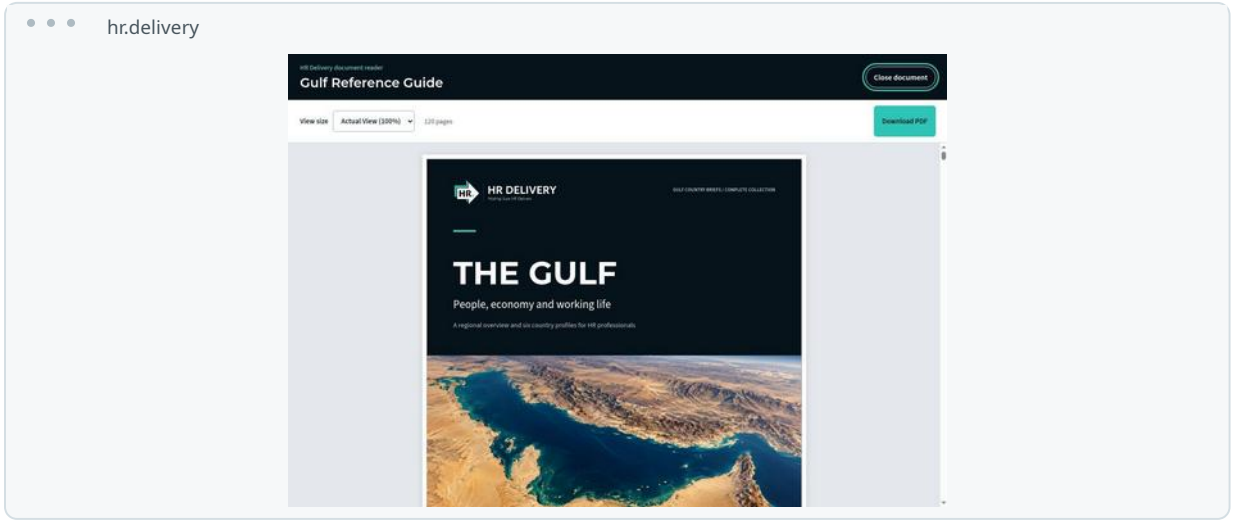
HOW IT SUPPORTS YOUR WORK

The public form requests email, optional name and organisation, country of interest, preferred language and explicit subscription consent. Subscriber storage is included in the supplied scope; actual outbound newsletter delivery remains dependent on external service configuration.

Clear preferences help the administration team understand the reader's interests and prepare the audience for future approved issues when distribution is configured.

Gulf country guides

Begin a people-management assignment with the relevant Gulf-country context before selecting workforce, recruitment, development or organisational approaches for the work ahead.



Website screen · Integrated document reader showing the Gulf Reference Guide

WHAT YOU CAN DO

The collection provides a regional introduction and individual guides for Saudi Arabia, Qatar, the UAE, Oman, Bahrain and Kuwait. Connected national-vision, nationalisation and research publications help clients explore the wider context before defining the questions their project must address.

A stronger country brief helps teams ask better questions and identify which assumptions need checking before adapting a people practice across Gulf markets.

01

Regional Gulf Reference Guide

02

Six country reading routes

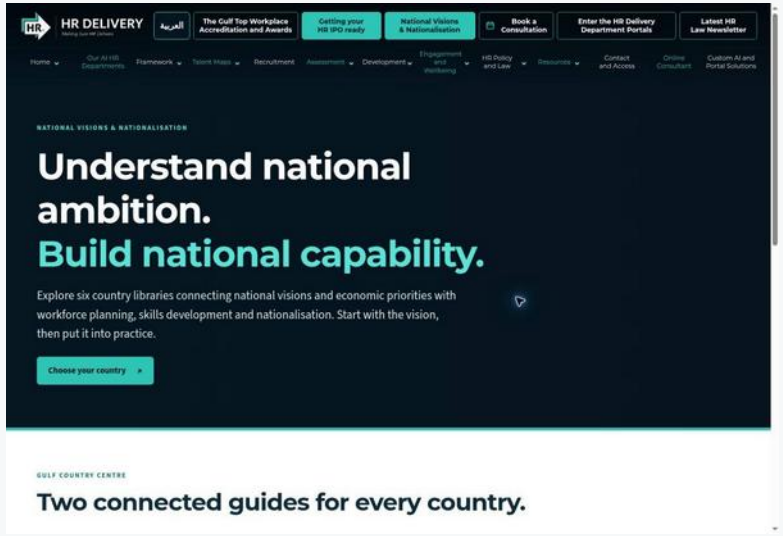
03

Connected context and research publications

National visions and nationalisation guidance

Explore how a Gulf country's long-term direction relates to recruitment, skills, retention and progression priorities when framing an organisational people plan or assignment.

hr.delivery



Website screen · National visions and nationalisation guidance

YOUR WORKSPACE

Each country has a National Vision guide and a Nationalisation guide, providing twelve English reading editions with Arabic navigation. The paired routes connect strategic context with practical national-talent questions, supporting informed discussion rather than replacing checks of current organisational obligations.

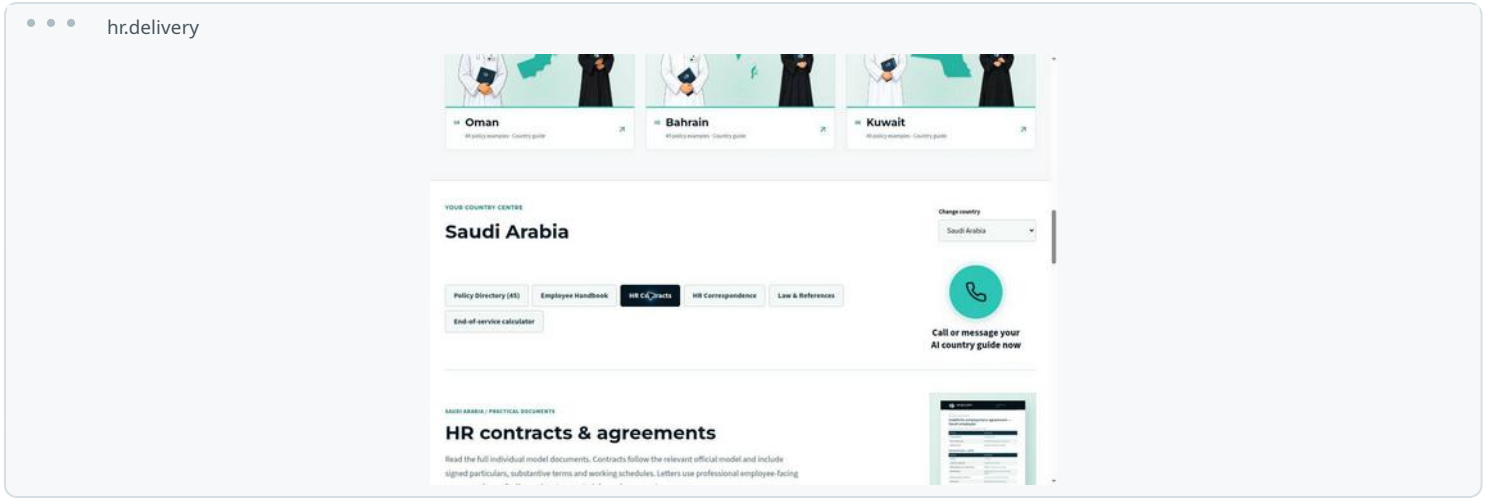
OUTPUTS YOU CAN WORK WITH

Six National Vision guides · Six Nationalisation guides · Country-aware workforce discussion prompts

WHAT THIS GIVES YOU

Clients can connect national context with practical talent questions and prepare a more relevant brief for workforce planning, development or professional advice.

Saudi Arabia Policy and Law resources



Website screen · Live Saudi Arabia country resource view; the counts in the explanation come from its six...

THE SERVICE IN PRACTICE

The Saudi collection brings policy examples, contract models, correspondence, official-reference routes and a bilingual employee handbook into one country centre. Navigation links the resource groups with search and an end-of-service tool so users can prepare a focused drafting brief.

Bring your Saudi Arabia HR question into a country-specific resource collection, then select the policy, agreement or correspondence model relevant to the situation.

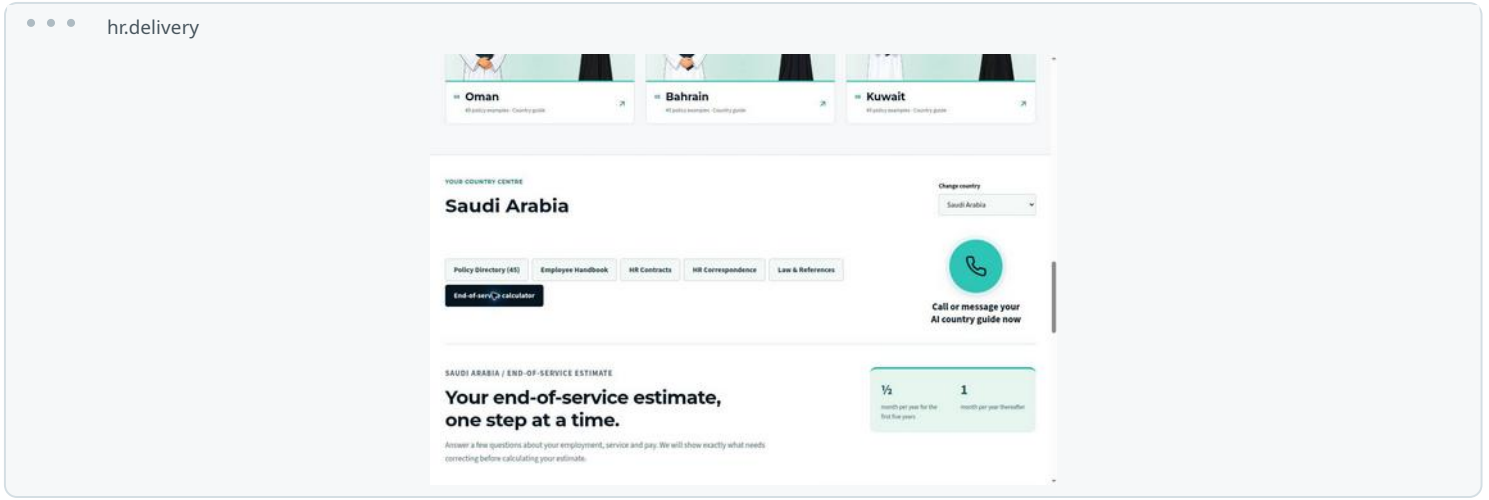
WHAT THIS GIVES YOU

A country-focused starting point helps HR narrow the search, prepare relevant organisational details and retain the source context needed for professional review.

YOUR OUTPUTS

45 policy examples · 13 contract models and 44 correspondence models · 57-page bilingual handbook · 15 law-reference entries and an end-of-service route

Saudi Arabia end-of-service calculator



Website screen · Live Saudi Arabia end-of-service calculator in its empty starting state.

THE SERVICE IN PRACTICE

The starting form asks about employment, service and pay, with scope prompts covering ordinary private-sector employment, contract type, ending reason and who initiates the ending. These questions help identify whether the chosen route fits before an estimate is relied upon.

Prepare an end-of-service planning estimate in SAR by first establishing the relevant employment context, service information and pay assumptions for review.

WHAT THIS GIVES YOU

A structured starting point helps HR organise the facts, identify scope questions and prepare a clearer professional-review discussion about the estimate.

YOUR OUTPUTS

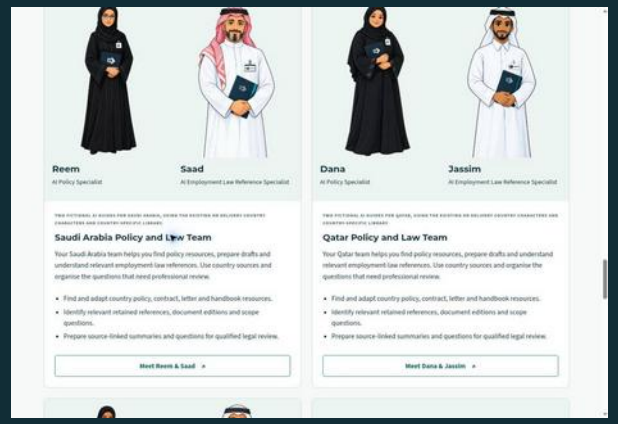
Planning estimate in SAR · Employment-scope and input prompts · Questions to resolve with an appropriate adviser

SERVICE NOTE · Fictional AI guides; live communication pending

Saudi Arabia: Reem and Saad

Use the Saudi Arabia specialist profiles to identify policy resources, employment-law references and the questions to prepare for a focused HR Delivery enquiry.

hr.delivery



Website screen · Saudi Arabia Policy and Law Team profile

WHAT THIS GIVES YOU

The profiles make the country offer easier to navigate and help clients bring a clearer question, source reference and employment context to the human team.

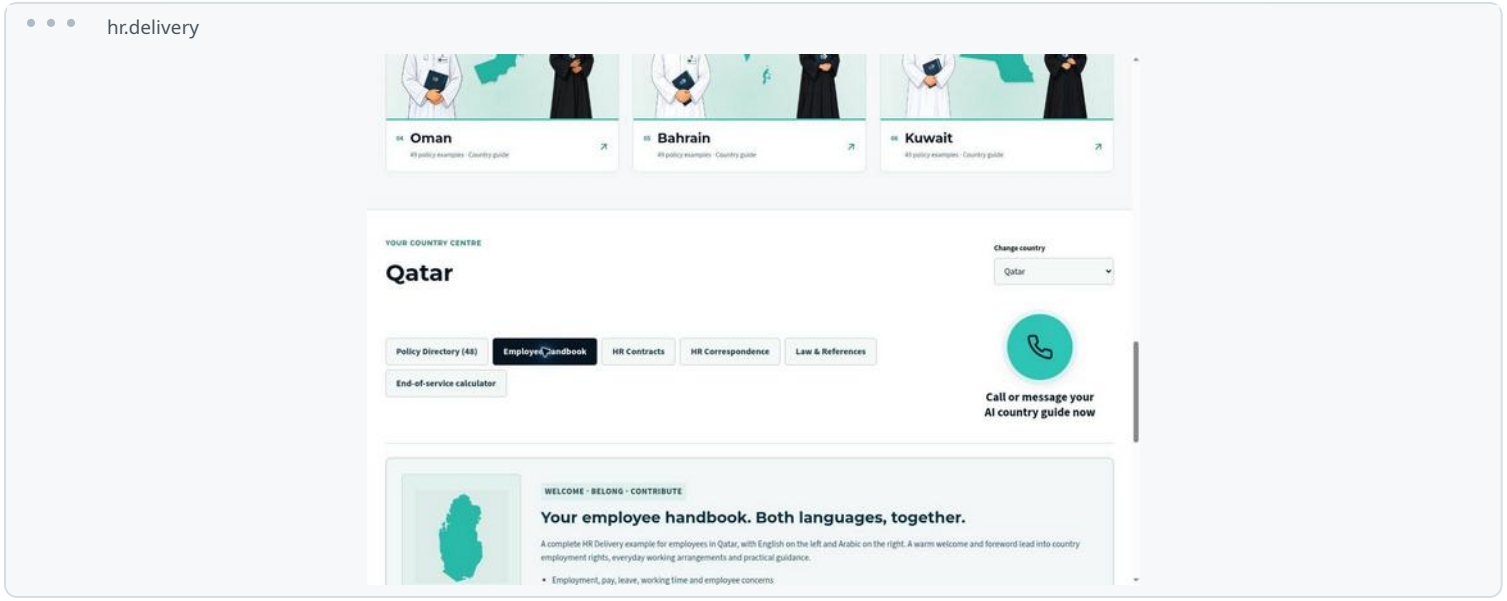
WHAT YOU CAN DO

Reem is presented as the fictional policy guide and Saad as the employment-law reference guide. Their country area points clients towards policies, contracts, letters and handbook resources, helping organise the context before professional review or human support.

YOUR OUTPUTS

Country-specific resource starting points · A source-linked question or drafting brief

Qatar Policy and Law resources



Website screen · Live Qatar country resource view; the counts in the explanation come from its six inspected tabs.

Bring your Qatar HR question into a country-specific resource collection, then select the policy, agreement or correspondence model relevant to the situation.

YOUR WORKSPACE

The Qatar collection connects policies, contracts, correspondence, a bilingual handbook and law references within a country-specific navigation structure. Clients can compare a model's purpose and source context before deciding which resource fits the employment situation and relevant regime.

OUTPUTS YOU CAN WORK WITH

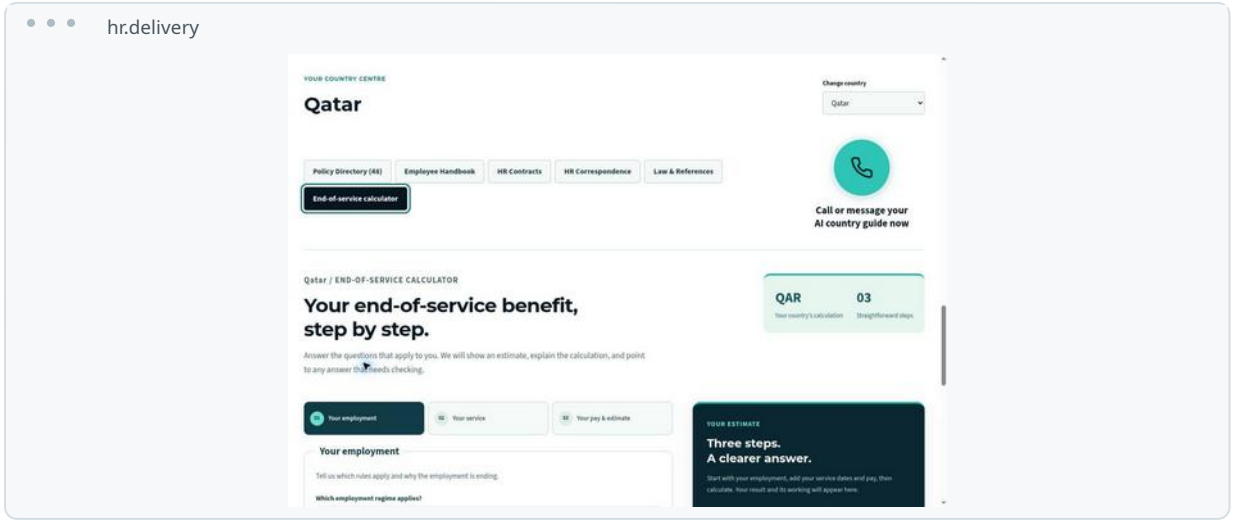
48 policy examples · 16 contract models and 48 correspondence models · 58-page bilingual handbook · 13 law-reference entries and an end-of-service route

WHAT THIS GIVES YOU

A country-focused starting point helps HR narrow the search, prepare relevant organisational details and retain the source context needed for professional review.

Qatar end-of-service calculator

Prepare an end-of-service planning estimate in QAR by first establishing the relevant employment context, service information and pay assumptions for review.



Website screen · Live Qatar end-of-service calculator in its empty starting state.

WHAT YOU CAN DO

The starting form asks about employment, service and pay, with scope prompts covering ordinary Labour Law, QFC, domestic work, public service and free-zone or special regimes. These questions help identify whether the chosen route fits before an estimate is relied upon.

A structured starting point helps HR organise the facts, identify scope questions and prepare a clearer professional-review discussion about the estimate.

01

Planning estimate in QAR

02

Employment-scope and input prompts

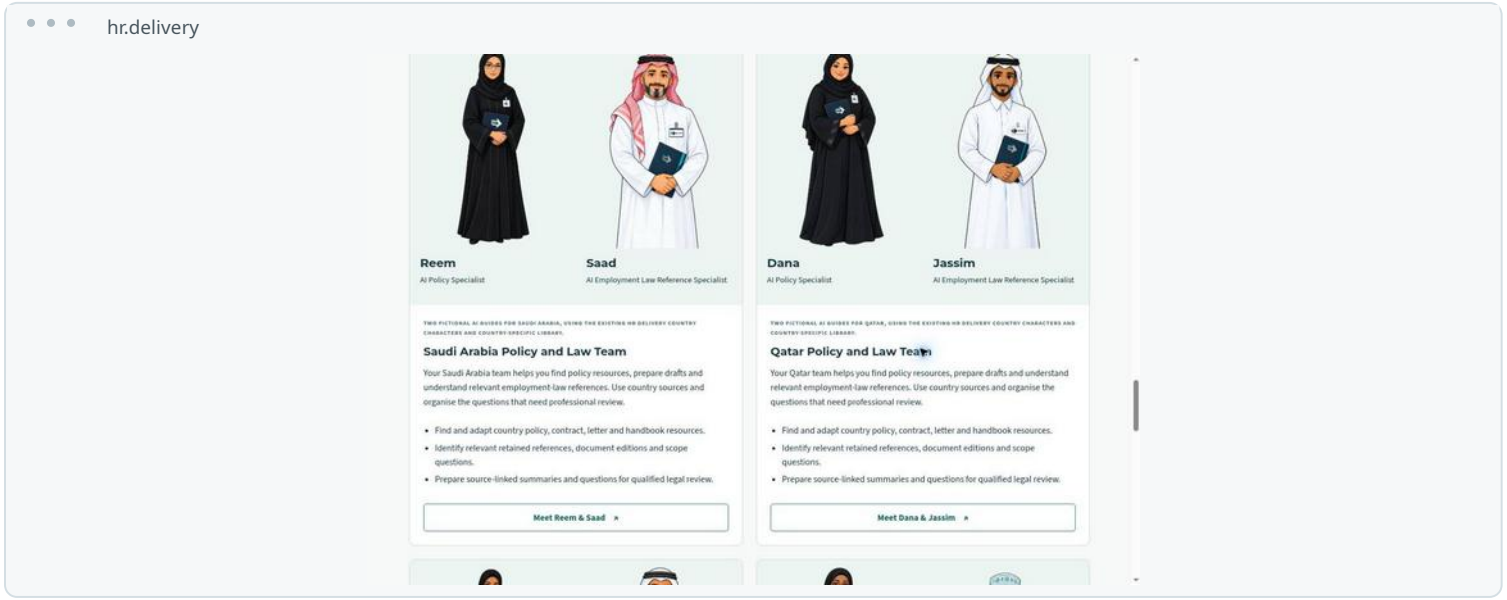
03

Questions to resolve with an appropriate adviser

SERVICE NOTE · Fictional AI guides; live communication pending

Qatar: Dana and Jassim

Use the Qatar specialist profiles to identify policy resources, employment-law references and the questions to prepare for a focused HR Delivery enquiry.



Website screen · Qatar Policy and Law Team profile

YOUR WORKSPACE

Dana is presented as the fictional policy guide and Jassim as the employment-law reference guide. Their country area points clients towards policies, contracts, letters and handbook resources, helping organise the context before professional review or human support.

OUTPUTS YOU CAN WORK WITH

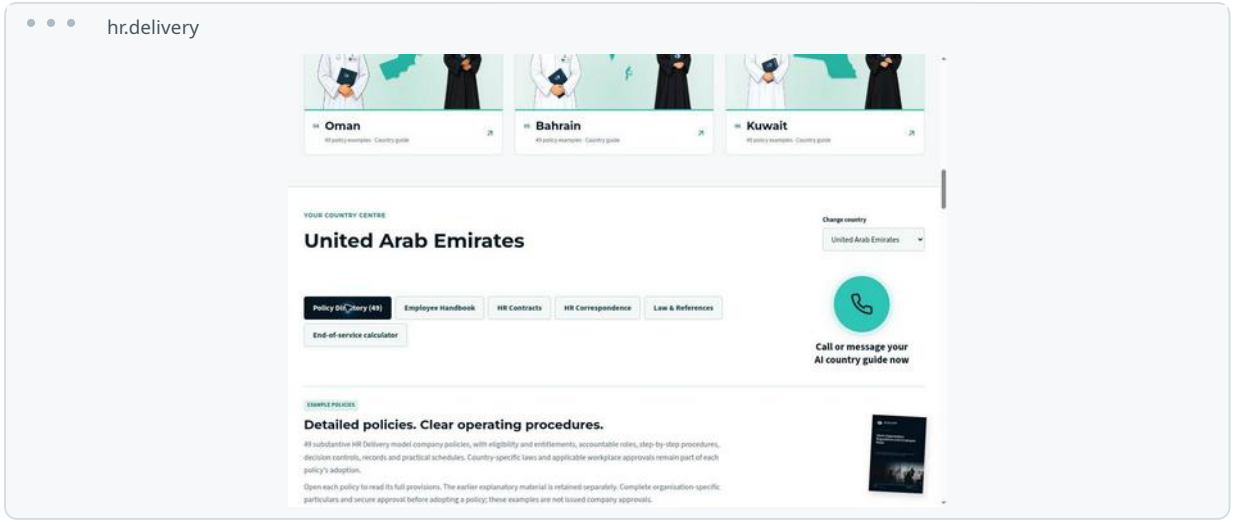
Country-specific resource starting points · A source-linked question or drafting brief

WHAT THIS GIVES YOU

The profiles make the country offer easier to navigate and help clients bring a clearer question, source reference and employment context to the human team.

United Arab Emirates Policy and Law resources

Bring your United Arab Emirates HR question into a country-specific resource collection, then select the policy, agreement or correspondence model relevant to the situation.



Website screen · Live United Arab Emirates country resource view; the counts in the explanation come…

WHAT YOU CAN DO

The UAE collection provides policies, contracts, correspondence, law references and a bilingual handbook through linked country tabs. Begin with the employer and employment context, then use the resource descriptions and source links to identify a suitable starting document.

A country-focused starting point helps HR narrow the search, prepare relevant organisational details and retain the source context needed for professional review.

01

49 policy examples

02

13 contract models and 55 correspondence models

03

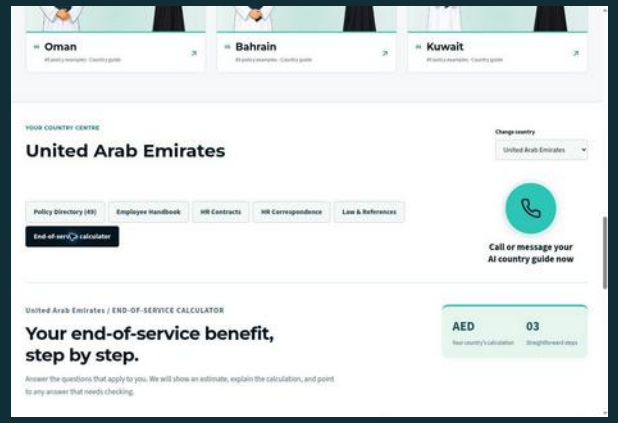
58-page bilingual handbook

04

14 law-reference entries and an end-of-service route

United Arab Emirates end-of-service calculator

Prepare an end-of-service planning estimate in AED by first establishing the relevant employment context, service information and pay assumptions for review.



Website screen · Live United Arab Emirates end-of-service calculator in its empty starting state.

WHAT THIS GIVES YOU

A structured starting point helps HR organise the facts, identify scope questions and prepare a clearer professional-review discussion about the estimate.

WHAT YOU CAN DO

The starting form asks about employment, service and pay, with scope prompts covering federal private-sector, DIFC, ADGM, domestic work, public service and independent services. These questions help identify whether the chosen route fits before an estimate is relied upon.

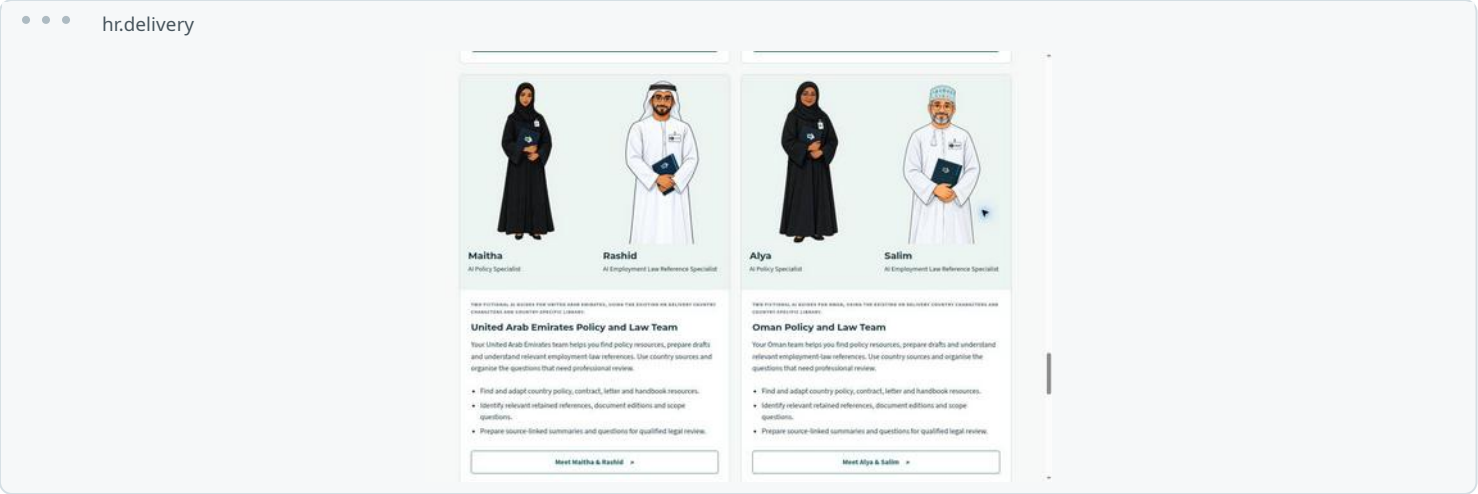
YOUR OUTPUTS

Planning estimate in AED · Employment-scope and input prompts · Questions to resolve with an appropriate adviser

SERVICE NOTE · Fictional AI guides; live communication pending

United Arab Emirates: Maitha and Rashid

Use the United Arab Emirates specialist profiles to identify policy resources, employment-law references and the questions to prepare for a focused HR Delivery enquiry.



Website screen · United Arab Emirates Policy and Law Team profile

WHAT THIS GIVES YOU

The profiles make the country offer easier to navigate and help clients bring a clearer question, source reference and employment context to the human team.

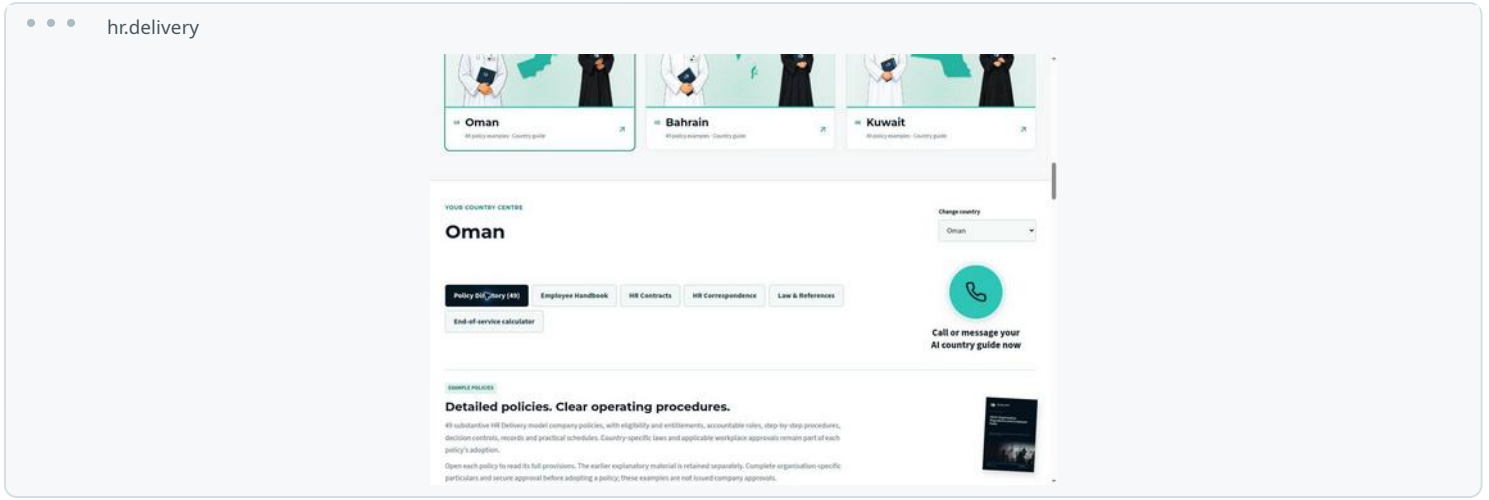
THE SERVICE IN PRACTICE

Maitha is presented as the fictional policy guide and Rashid as the employment-law reference guide. Their country area points clients towards policies, contracts, letters and handbook resources, helping organise the context before professional review or human support.

YOUR OUTPUTS

Country-specific resource starting points · A source-linked question or drafting brief

Oman Policy and Law resources



Website screen · Live Oman country resource view; the counts in the explanation come from its six inspected tabs.

THE SERVICE IN PRACTICE

The Oman collection joins policies, agreement models, correspondence, a bilingual handbook and law-reference entries in one country centre. Its linked resources help HR move from a broad employment question towards a more specific document or source-review task.

Bring your Oman HR question into a country-specific resource collection, then select the policy, agreement or correspondence model relevant to the situation.

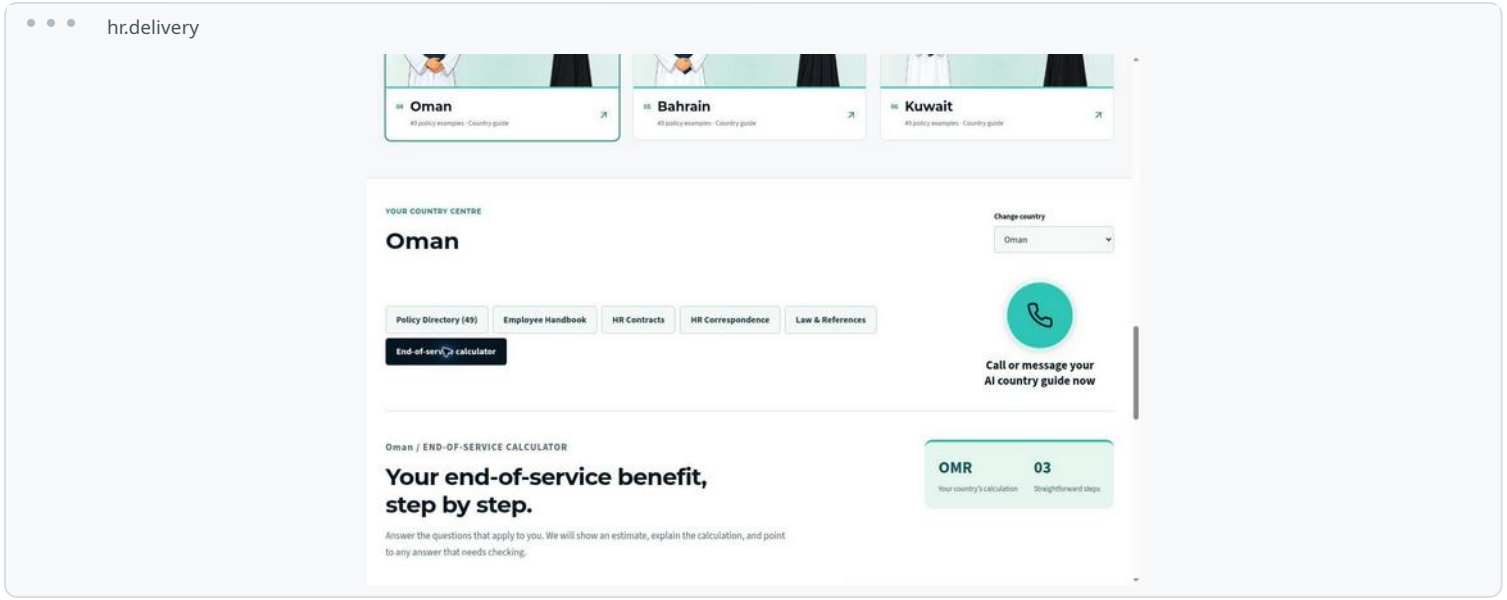
WHAT THIS GIVES YOU

A country-focused starting point helps HR narrow the search, prepare relevant organisational details and retain the source context needed for professional review.

YOUR OUTPUTS

49 policy examples · 12 contract models and 66 correspondence models · 57-page bilingual handbook · 18 law-reference entries and an end-of-service route

Oman end-of-service calculator



Website screen · Live Oman end-of-service calculator in its empty starting state.

Prepare an end-of-service planning estimate in OMR by first establishing the relevant employment context, service information and pay assumptions for review.

YOUR WORKSPACE

The starting form asks about employment, service and pay, with scope prompts covering ordinary Labour Law, domestic work, public service and special statutory regimes. These questions help identify whether the chosen route fits before an estimate is relied upon.

OUTPUTS YOU CAN WORK WITH

Planning estimate in OMR · Employment-scope and input prompts · Questions to resolve with an appropriate adviser

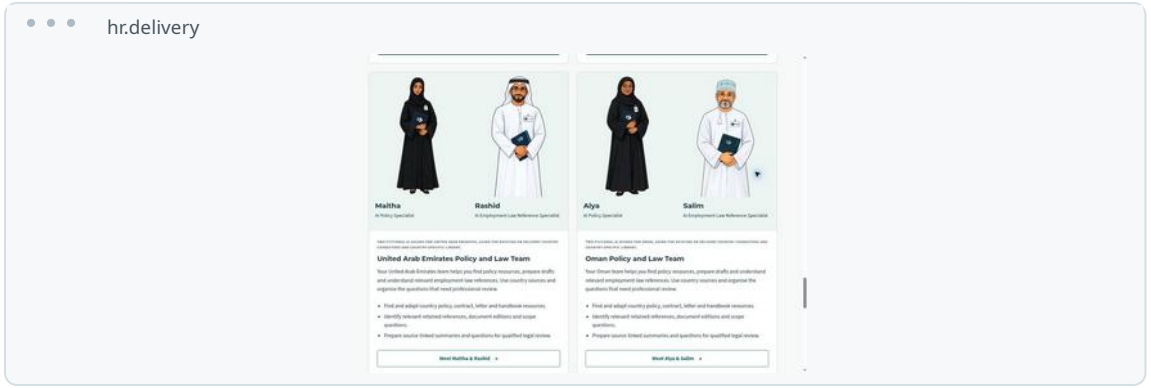
WHAT THIS GIVES YOU

A structured starting point helps HR organise the facts, identify scope questions and prepare a clearer professional-review discussion about the estimate.

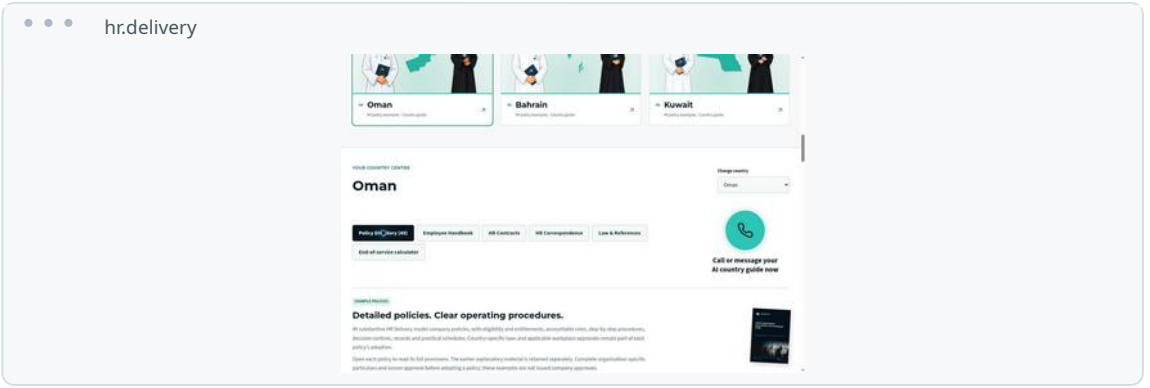
SERVICE NOTE · Fictional AI guides; live communication pending

Oman: Alya and Salim

Use the Oman specialist profiles to identify policy resources, employment-law references and the questions to prepare for a focused HR Delivery enquiry.



Website screen · Oman Policy and Law Team profile



Related service view · Live Oman country resource view; the counts in the explanation come from its six...

YOUR WORK

Alya is presented as the fictional policy guide and Salim as the employment-law reference guide. Their country area points clients towards policies, contracts, letters and handbook resources, helping organise the context before professional review or human support.

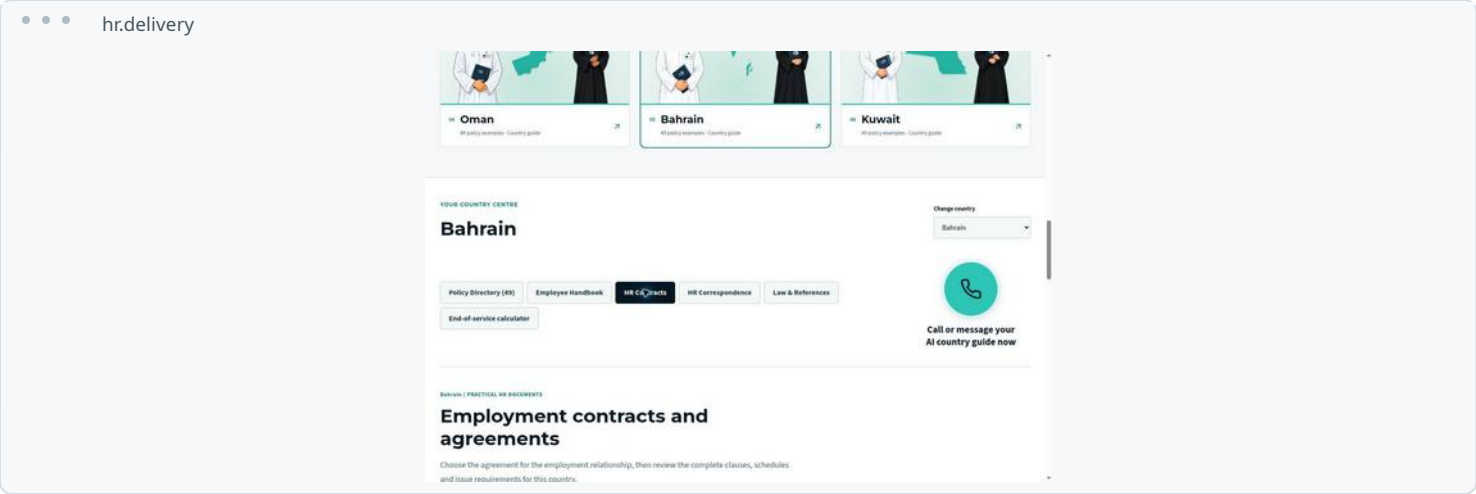
YOUR OUTPUTS

Country-specific resource starting points · A source-linked question or drafting brief

The profiles make the country offer easier to navigate and help clients bring a clearer question, source reference and employment context to the human team.

Bahrain Policy and Law resources

Bring your Bahrain HR question into a country-specific resource collection, then select the policy, agreement or correspondence model relevant to the situation.



Website screen · Live Bahrain country resource view; the counts in the explanation come from its six inspected tabs.

WHAT THIS GIVES YOU

A country-focused starting point helps HR narrow the search, prepare relevant organisational details and retain the source context needed for professional review.

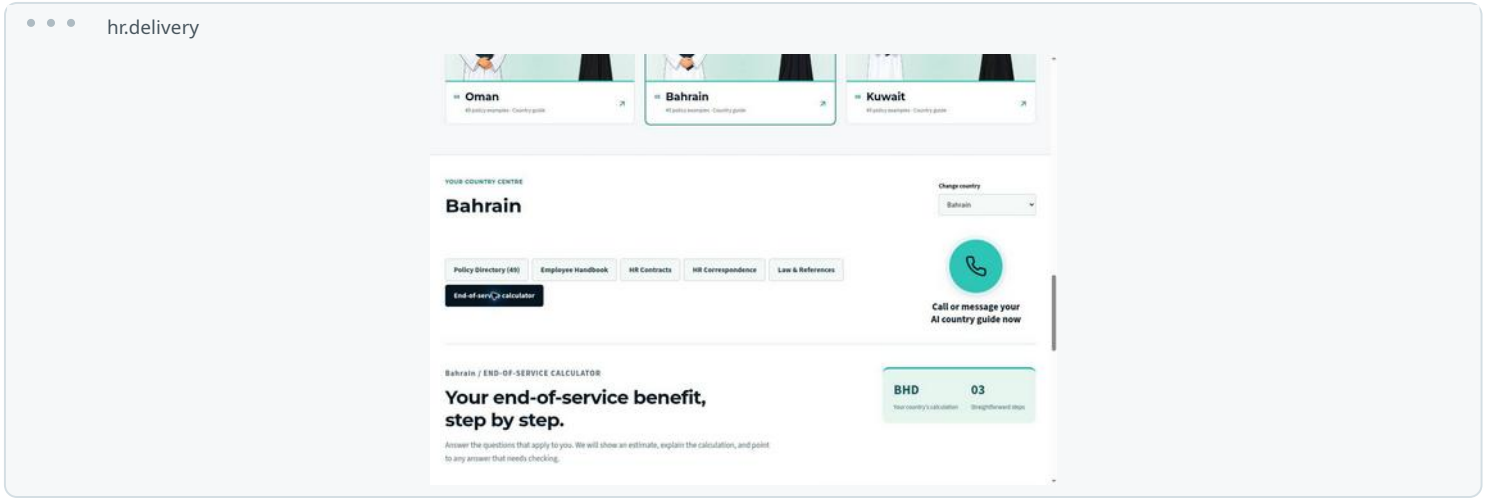
THE SERVICE IN PRACTICE

The Bahrain collection provides country policy examples, agreement and letter models, a bilingual handbook and law references. Use the country tabs and document descriptions to identify the relevant preparation route, retaining the employer context and source edition for review.

YOUR OUTPUTS

49 policy examples · 12 contract models and 60 correspondence models · 57-page bilingual handbook · 15 law-reference entries and an end-of-service route

Bahrain end-of-service calculator



Website screen · Live Bahrain end-of-service calculator in its empty starting state.

THE SERVICE IN PRACTICE

The starting form asks about employment, service and pay, with scope prompts covering private-sector Labour Law and an uninsured Article 116 route requiring applicability confirmation. These questions help identify whether the chosen route fits before an estimate is relied upon.

Prepare an end-of-service planning estimate in BHD by first establishing the relevant employment context, service information and pay assumptions for review.

WHAT THIS GIVES YOU

A structured starting point helps HR organise the facts, identify scope questions and prepare a clearer professional-review discussion about the estimate.

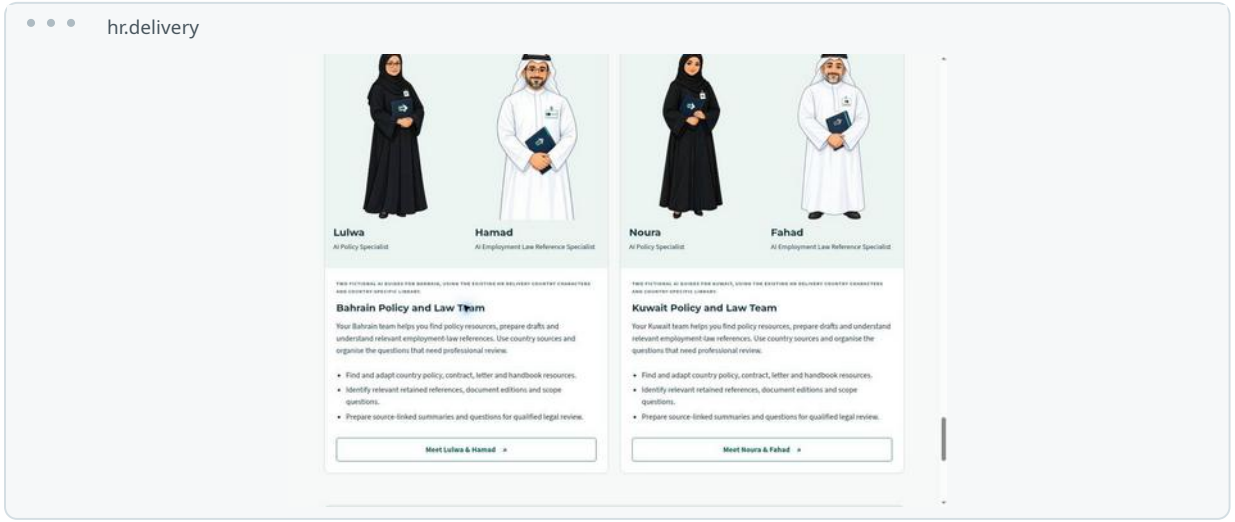
YOUR OUTPUTS

Planning estimate in BHD · Employment-scope and input prompts · Questions to resolve with an appropriate adviser

SERVICE NOTE · Fictional AI guides; live communication pending

Bahrain: Lulwa and Hamad

Use the Bahrain specialist profiles to identify policy resources, employment-law references and the questions to prepare for a focused HR Delivery enquiry.



Website screen · Bahrain Policy and Law Team profile

WHAT YOU CAN DO

Lulwa is presented as the fictional policy guide and Hamad as the employment-law reference guide. Their country area points clients towards policies, contracts, letters and handbook resources, helping organise the context before professional review or human support.

The profiles make the country offer easier to navigate and help clients bring a clearer question, source reference and employment context to the human team.

01

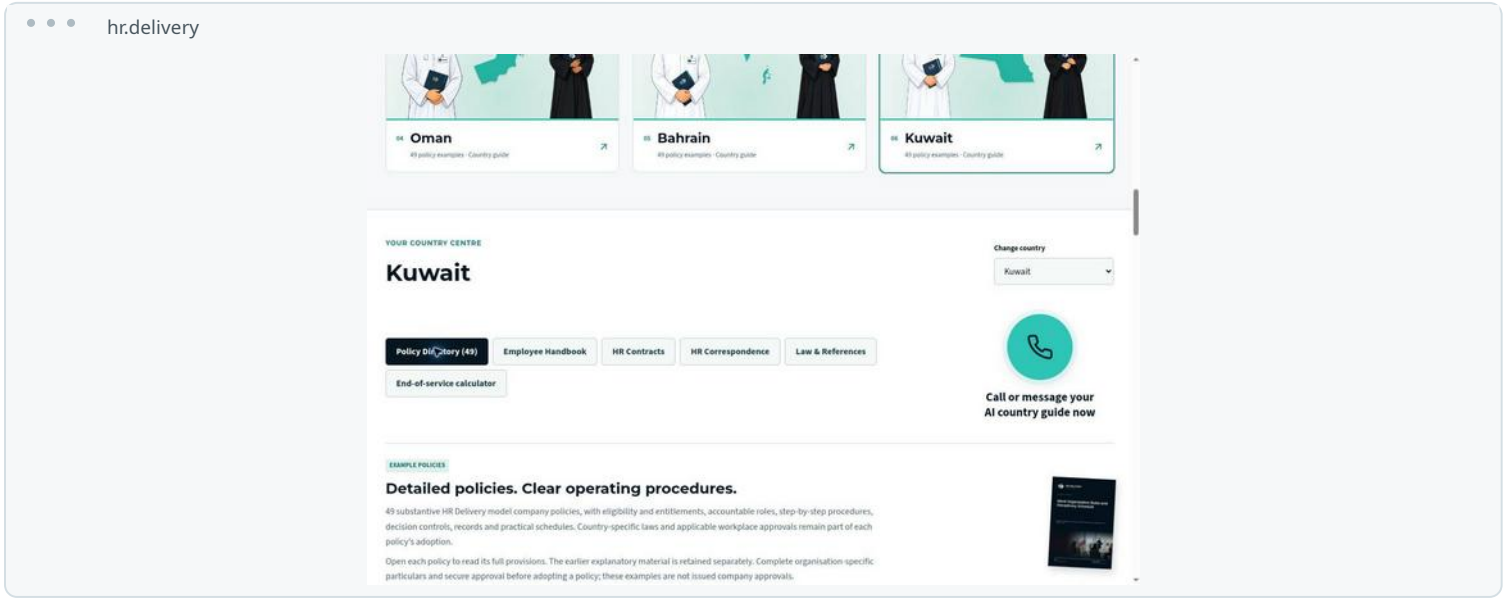
Country-specific resource starting points

02

A source-linked question or drafting brief

Kuwait Policy and Law resources

Bring your Kuwait HR question into a country-specific resource collection, then select the policy, agreement or correspondence model relevant to the situation.



Website screen · Live Kuwait country resource view; the counts in the explanation come from its six inspected tabs.

YOUR WORKSPACE

The Kuwait collection connects policy models, contracts, letters, a bilingual employee handbook and law-reference entries. Resource descriptions and country navigation support a focused search, helping HR identify what to read, complete or clarify for the employment matter.

OUTPUTS YOU CAN WORK WITH

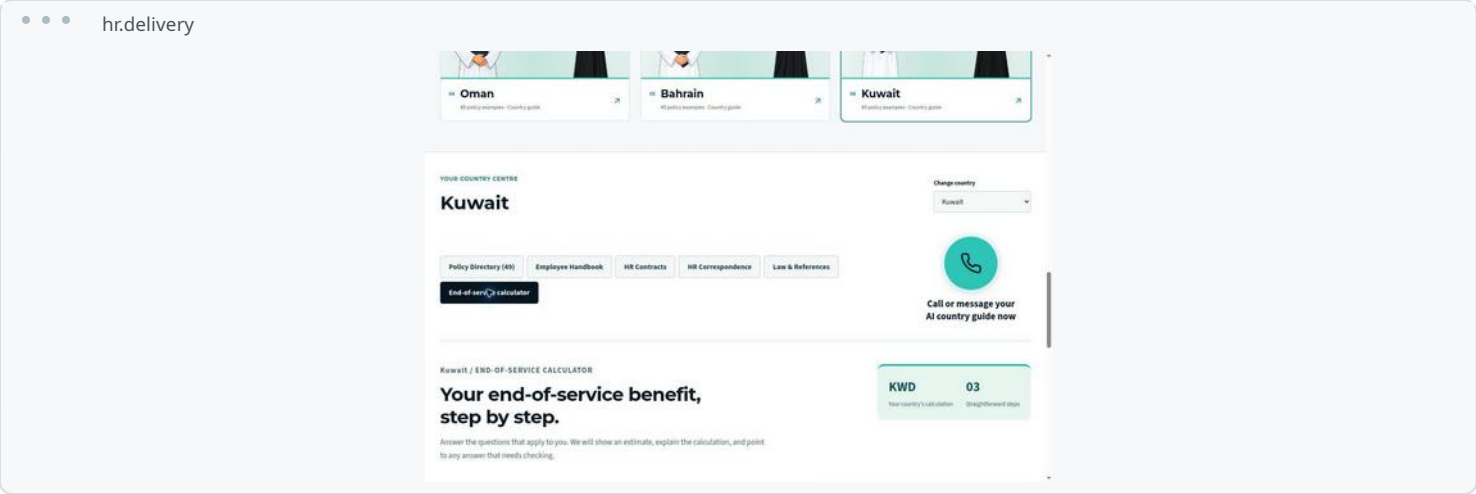
49 policy examples · 10 contract models and 59 correspondence models · 57-page bilingual handbook · 9 law-reference entries and an end-of-service route

WHAT THIS GIVES YOU

A country-focused starting point helps HR narrow the search, prepare relevant organisational details and retain the source context needed for professional review.

Kuwait end-of-service calculator

Prepare an end-of-service planning estimate in KWD by first establishing the relevant employment context, service information and pay assumptions for review.



Website screen · Live Kuwait end-of-service calculator in its empty starting state.

THE SERVICE IN PRACTICE

The starting form asks about employment, service and pay, with scope prompts covering ordinary private-sector, oil-sector, domestic work, public service and independent services. These questions help identify whether the chosen route fits before an estimate is relied upon.

WHAT THIS GIVES YOU

A structured starting point helps HR organise the facts, identify scope questions and prepare a clearer professional-review discussion about the estimate.

YOUR OUTPUTS

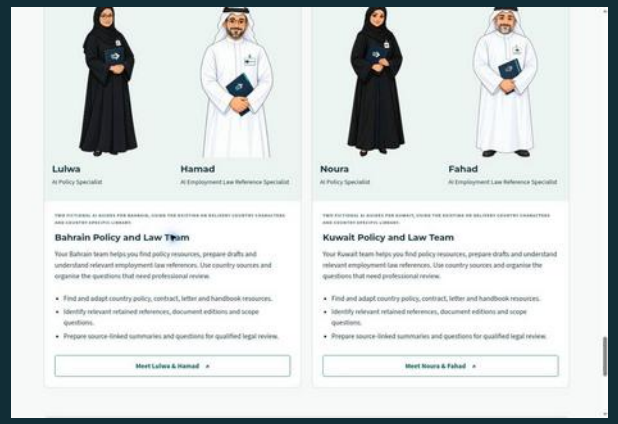
Planning estimate in KWD · Employment-scope and input prompts · Questions to resolve with an appropriate adviser

SERVICE NOTE · Fictional AI guides; live communication pending

Kuwait: Noura and Fahad

Use the Kuwait specialist profiles to identify policy resources, employment-law references and the questions to prepare for a focused HR Delivery enquiry.

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Website screen · Kuwait Policy and Law Team profile

WHAT THIS GIVES YOU

The profiles make the country offer easier to navigate and help clients bring a clearer question, source reference and employment context to the human team.

WHAT YOU CAN DO

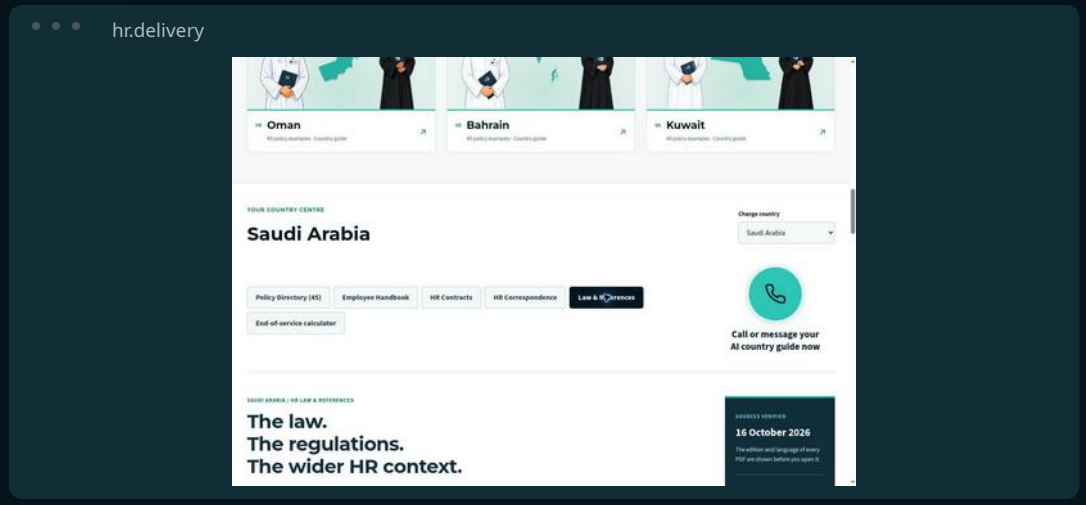
Noura is presented as the fictional policy guide and Fahad as the employment-law reference guide. Their country area points clients towards policies, contracts, letters and handbook resources, helping organise the context before professional review or human support.

YOUR OUTPUTS

Country-specific resource starting points · A source-linked question or drafting brief

Prepare a focused employment-query brief

Organise the employment context and relevant documents before seeking advice so the discussion can focus on the questions that matter.



Related service view · Live Saudi law-reference interface and source-review date.

YOUR WORK

Confirm country, employer regime and situation, then gather relevant documents and facts. Retain law-reference context and any estimate assumptions as questions for qualified review rather than a final determination.

YOUR OUTPUTS

Country and employment-context brief · Relevant documents and source references · Questions and estimate assumptions for review

A focused evidence brief helps HR explain the matter and gives the adviser a more useful starting point.

1. Set the context. Identify the country, employer regime and employment situation requiring review.
2. Gather the records. Bring the relevant agreement, policy, service and pay facts together.
3. Prepare the questions. Retain official-source context and identify assumptions that need professional confirmation.

HR DELIVERY
Making Sure HR Delivers

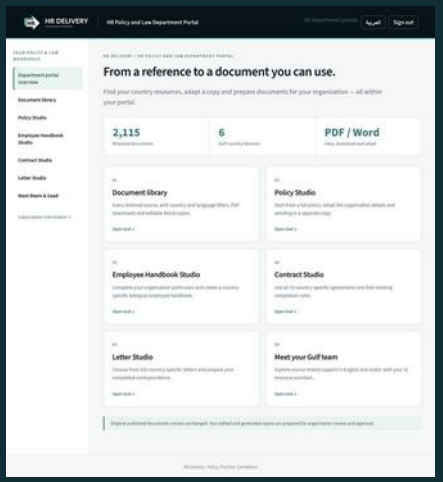
H2

HR Policy & Law Portal workspace

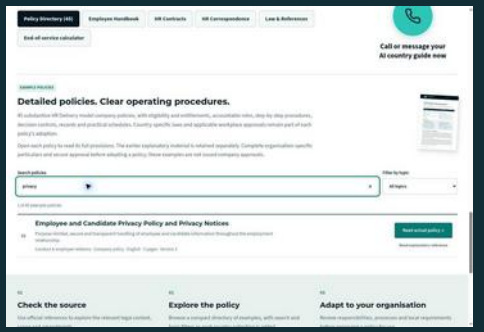
Adapt policies, handbooks, contracts and correspondence into documents ready for professional and organisational review.

PORTAL WORKSPACE

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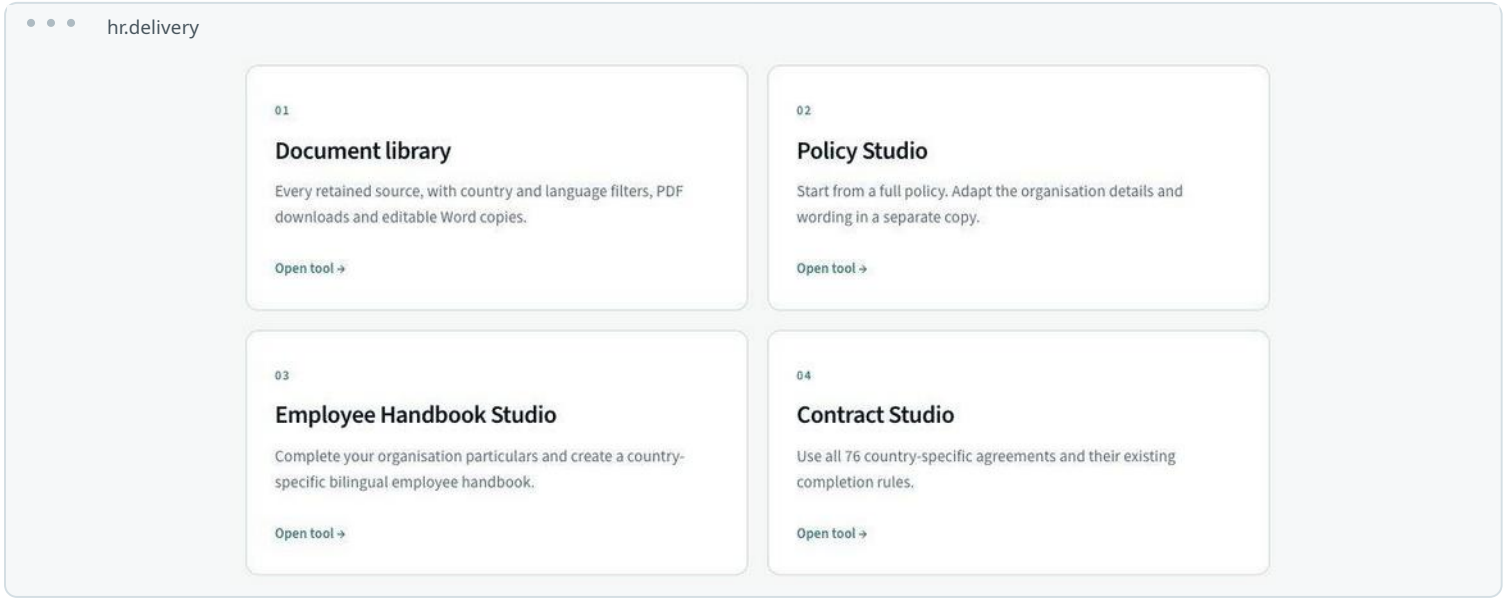
hr.delivery



PAGES 333–344

Country-specific studios for your employment documents

Bring policy, handbook, contract and correspondence preparation together with country reference material and a defined review process.



Detail · Workspace demonstration · Official HR Policy and Law portal demonstration; all six public country library tabs were...

YOUR WORKSPACE

Choose Saudi Arabia, Qatar, UAE, Oman, Bahrain or Kuwait. The portal is described as adding editable copies and Policy, Handbook, Contract and Letter Studios to the country libraries, supported by reference resources, country teams and the HR Law Newsletter.

OUTPUTS YOU CAN WORK WITH

Editable document drafts · Country-specific source context · PDF or Word outputs where provided

WHAT THIS GIVES YOU

Your HR team can start from a structured country resource and prepare documents for the organisation’s approval and professional review.

Policy Studio

Turn a country policy model into an organisation-specific working draft, with the relevant details, responsibilities and wording prepared for review and approval.

DOCUMENT / OUTPUT

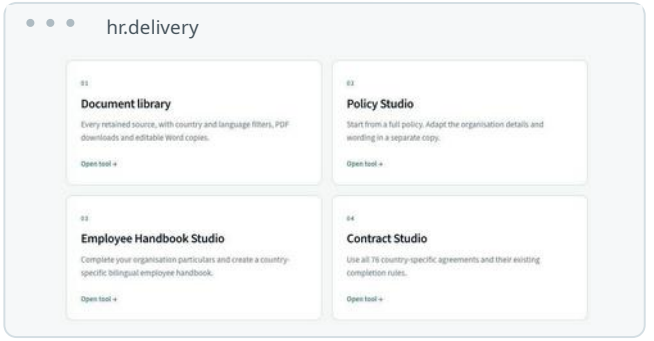
Policy Studio

01 Organisation-specific policy copy

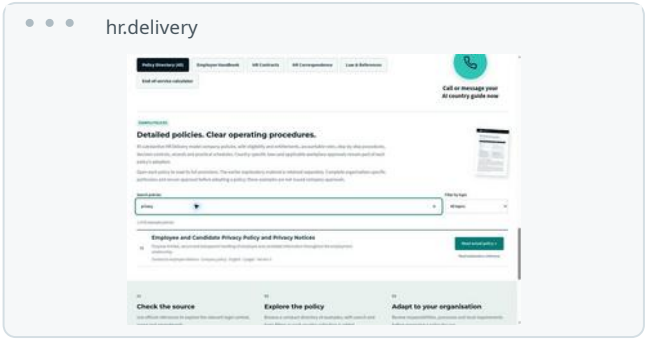
02 PDF and Word export formats

03 Source reference for the approval discussion

Illustrative output structure



Detail · Workspace demonstration · Published demonstration of the Policy and...



Related service view · Live Saudi policy directory filtered for privacy,...

HOW IT SUPPORTS YOUR WORK

Policy Studio is the described drafting layer above the retained library. Users work on editable copies while keeping source resources available, with PDF and Word export included in the supplied workflow for moving the draft through review.

HR teams can begin with a complete structure and concentrate their review on the choices, responsibilities and operational wording that the organisation needs.

Employee Handbook Studio

Bring essential employment information into a country-specific handbook that employees can navigate, with the organisation's choices and bilingual content considered together during preparation.

DOCUMENT / OUTPUT

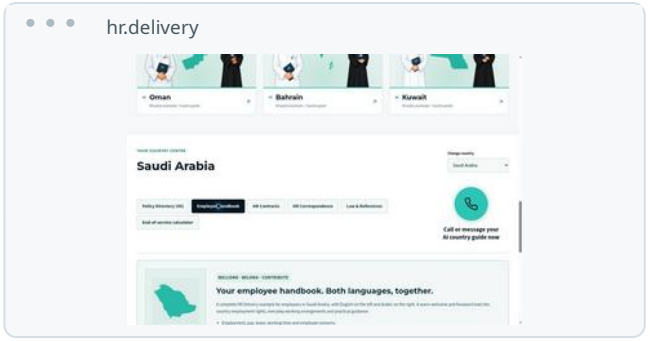
Employee Handbook Studio

01 Organisation-specific handbook draft

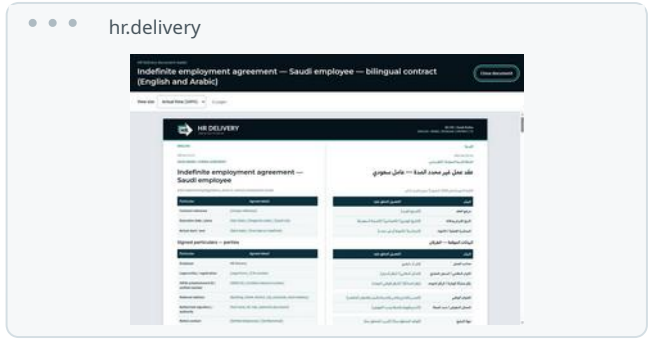
02 Parallel English and Arabic content

03 Links to detailed policies and references

Illustrative output structure



Website screen · Live Saudi bilingual handbook tab.



Related service view · Live 12-page bilingual Saudi contract reader, showing...

HOW IT SUPPORTS YOUR WORK

Public handbook examples place English and Arabic side by side and cover welcome information, employment, conduct, safety, privacy and responsible AI. The described studio supports organisation-specific completion, with links to detailed policies and official sources for further context.

A coherent handbook helps employees find everyday information and supports a more consistent explanation of working arrangements across the organisation's managers and HR team.

Contract Studio

Prepare an employment-agreement draft from a country-specific model, beginning with the employment facts, applicable regime and terms that need to be agreed.

DOCUMENT / OUTPUT

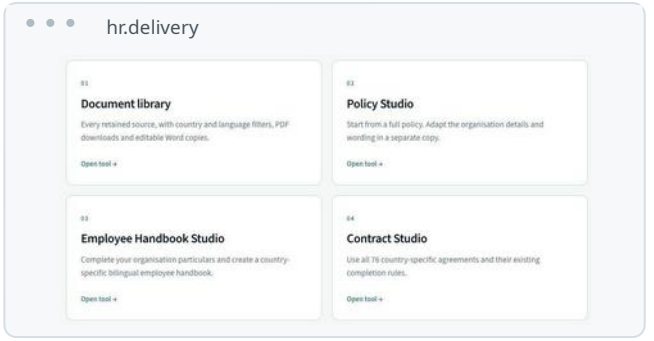
Contract Studio

01 Selected country agreement model

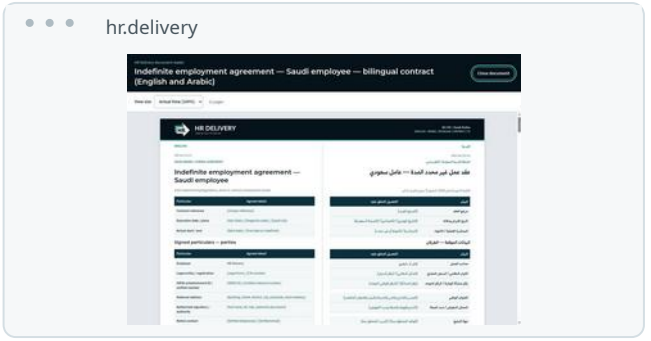
02 Completed particulars for a draft

03 English or bilingual review document

Illustrative output structure



Detail · Workspace demonstration · Published demonstration of the Policy and...



Related service view · Live 12-page bilingual Saudi contract reader, showing...

HOW IT SUPPORTS YOUR WORK

The country libraries list 76 contract models with purpose, edition, source references and English or bilingual reading routes. Contract Studio is the described place to complete relevant particulars and prepare an organisation-specific copy for appropriate professional review.

A structured starting agreement helps HR identify the decisions and missing information that need attention before an employment document is approved and issued.

HR Correspondence and Letter Studio

Choose a country correspondence model that reflects the actual employee situation, then complete the factual details and take the draft through the organisation's review.

DOCUMENT / OUTPUT

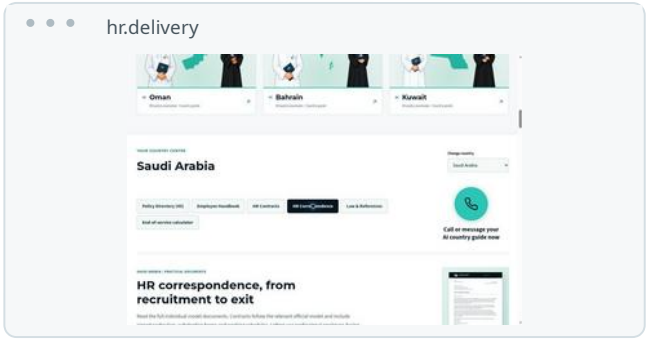
HR Correspondence and Letter Studio

01 Situation-specific letter draft

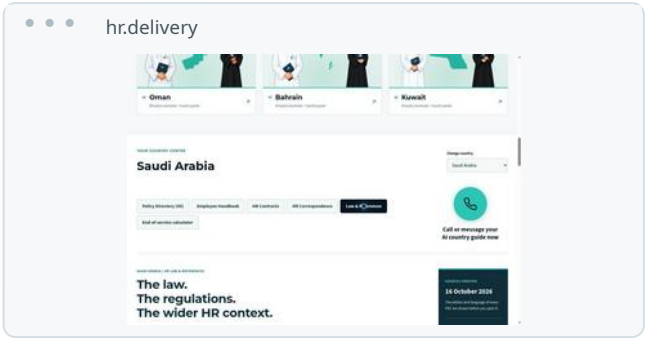
02 Relevant factual particulars

03 English or bilingual correspondence model

Illustrative output structure



Website screen · Live Saudi correspondence directory.



Related service view · Live Saudi law-reference interface and source-review...

HOW IT SUPPORTS YOUR WORK

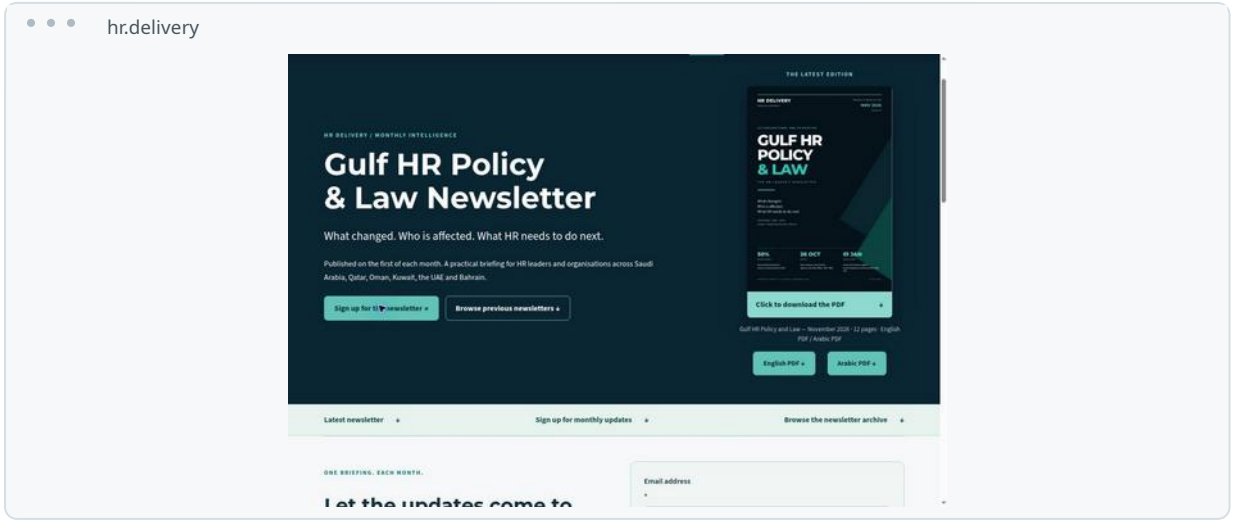
The collection covers recruitment, joining, probation, contract changes, leave, performance, concerns, investigations and separation. Public cards describe purpose, references and bilingual alternatives; the supplied studio workflow supports completing a selected model for the intended employment process.

HR teams gain a consistent preparation structure while keeping the final wording, process and communication decision grounded in the circumstances of the case.

SERVICE NOTE · Staff administration; outbound service connection pending

Newsletter mailing-list administration

Understand how HR Delivery's authorised staff manage the audience context behind newsletter signup, including the country and language preferences readers have provided.



Website screen · Supporting public signup form.

WHAT YOU CAN DO

The supplied staff workspace includes mailing-list administration associated with the public subscription form. It is intended to support review and maintenance of subscriber information before an approved issue is distributed, connecting audience preparation with the service's delivery arrangements.

Readers' stated interests can remain connected to newsletter administration, helping staff coordinate the intended communication without presenting the back-office controls as client self-service.

01

Staff-managed subscriber records

02

Country and language preference context

03

Audience preparation for approved issues

SERVICE NOTE · Staff drafting; outbound email connection pending

Newsletter drafts and publication preparation

See how newsletter content moves through staff preparation and source review before it appears as an approved reader edition on the website.

DOCUMENT / OUTPUT

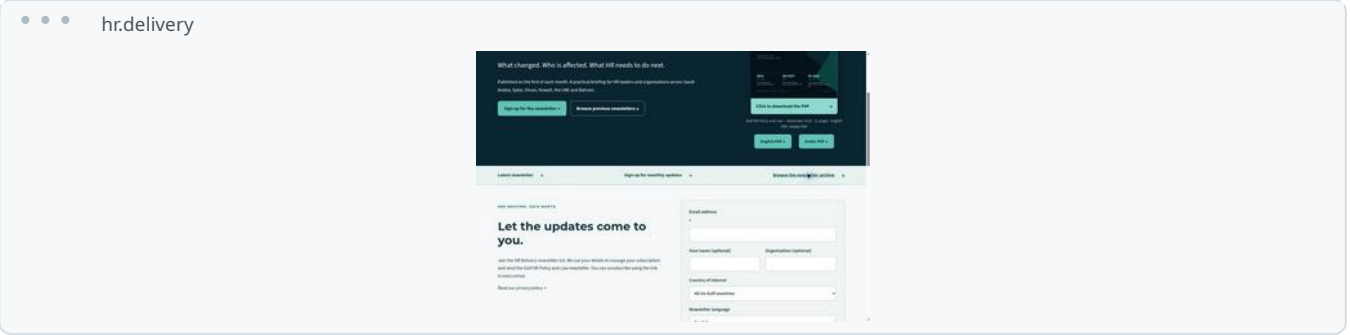
Newsletter drafts and publication preparation

01 Working newsletter draft

02 Sources and practical-action review

03 Approved edition for publication planning

Illustrative output structure



Website screen · Live newsletter page with archive navigation and signup area.

HOW IT SUPPORTS YOUR WORK

The inventory describes a draft area for preparing an issue and arranging the intended approval process. Public publishing refers to approved editions appearing on scheduled dates; draft preparation, website publication and external email distribution are separate stages of the service.

Separating preparation from publication helps the team check meaning, source context and practical relevance before presenting the newsletter to its intended readers.

Adapt a country policy for organisational use

Prepare a policy that reflects the organisation's arrangements while retaining the country, source and review context needed before it is issued.

01

Select the model

Check the country, purpose, edition and applicable employment context first.

02

Complete the draft

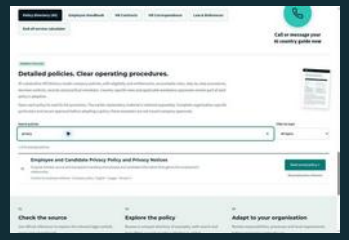
Adapt the responsibilities and wording to the organisation's actual arrangements.

03

Review and approve

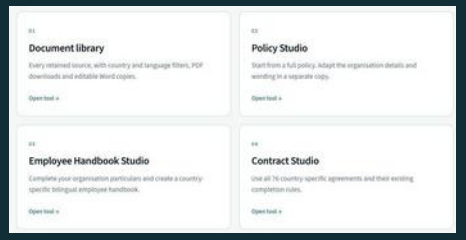
Check sources and related documents before agreeing issue and communication.

hr.delivery



Related service view · Live Saudi policy directory filtered for privacy,...

hr.delivery



Detail · Workspace demonstration · Published demonstration of the Policy and...

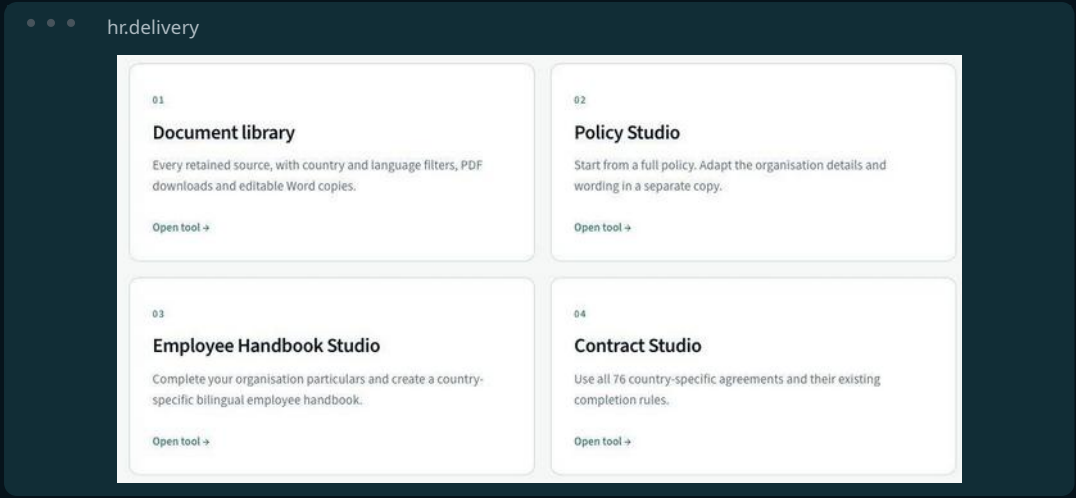
YOU RECEIVE

Organisation-specific policy draft · Source and edition context · Approval and communication requirements

A defined preparation route helps HR concentrate on operational meaning and consistency while ensuring the final policy reflects the organisation's reviewed and approved arrangements.

Prepare employment documents for review

Prepare a contract or correspondence draft matched to the country, employment facts and intended purpose of the communication.



Detail · Workspace demonstration · Published demonstration of the Policy and Law portal.

YOUR WORK

Select the agreement or letter by purpose, confirm the regime and complete the particulars. Review both language versions where relevant before agreeing approval and the intended communication route.

YOUR OUTPUTS

Completed contract or letter draft · Factual particulars and open questions · Bilingual review requirements where applicable

A structured draft makes missing facts and wording questions clearer before the organisation issues documents for an employment matter.

1. Choose the correct model. Match country, employment context and document purpose to the situation.
2. Complete the particulars. Use verified facts and identify decisions or details still requiring confirmation.
3. Review both meaning and process. Check language alignment and the appropriate approval and communication route.

SERVICE NOTE · Outbound newsletter delivery still awaits provider configuration.

Newsletter preparation connects content with its audience

Private mailing-list administration supports the preparation of issues and subscriber records around the public HR Law Newsletter.

DOCUMENT / OUTPUT

Newsletter preparation connects content with its audience

01 Maintained subscriber records

02 Newsletter drafts

03 An issue prepared for distribution

Illustrative output structure

hr.delivery



Website screen · Live public HR Law Newsletter signup area; private mailing-list administration was not inspected.

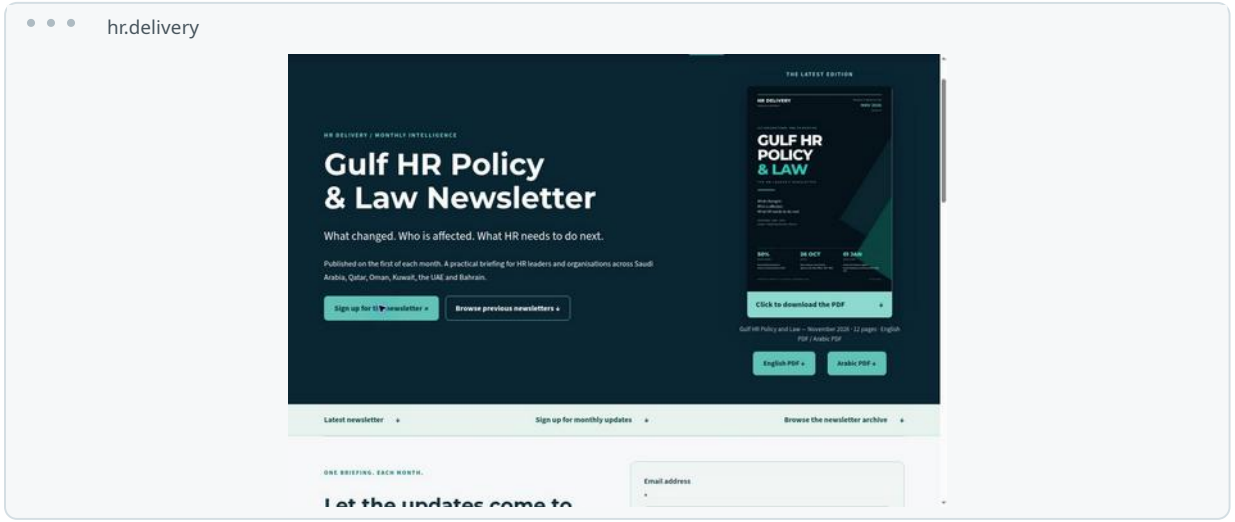
HOW IT SUPPORTS YOUR WORK

The website provides signup, current-issue downloads and an archive. Staff administration is described as supporting subscriber storage, mailing lists and saved newsletter drafts before delivery is arranged through a configured external service.

Readers have a defined subscription route, while the team can prepare the content and intended audience in an organised way.

Read the newsletter now; confirm the delivery route

Newsletter downloads, signup and subscriber storage are separate from sending a campaign to an external email audience.



Website screen · Live HR Law Newsletter signup; submission and outbound delivery were not tested.

WHAT YOU CAN DO

Use the public page to access available issues and register your interest. Outbound delivery awaits configuration, so subscribing should not be treated as evidence that scheduled issues are already being sent through an active provider.

You can access the published material immediately and understand what remains to be activated for regular email delivery.

01

Available issue downloads

02

A stored subscription request

03

A future configured delivery route

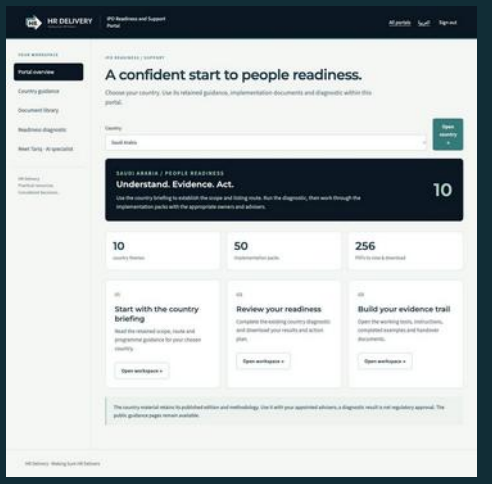
I

IPO Ready

Organise the HR evidence, implementation work and priorities associated with preparing your organisation for an IPO.

COUNTRY PROGRAMMES

hr.delivery



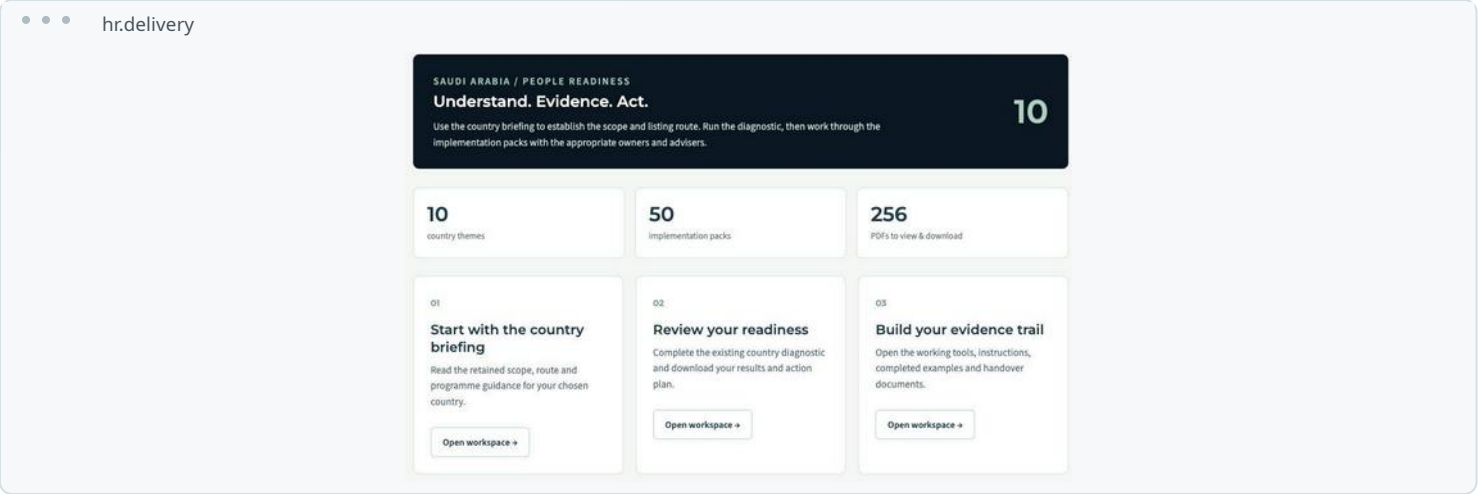
hr.delivery



PAGES 345–365

IPO readiness: organise the people and governance work

Choose your Gulf country programme and build a clearer view of readiness gaps, implementation evidence and priorities.



Detail · Workspace demonstration · Official IPO readiness portal demonstration; six public country diagnostic entry forms were...

THE SERVICE IN PRACTICE

The service connects country guidance, implementation libraries and HR readiness diagnostics across Saudi Arabia, Qatar, UAE, Oman, Bahrain and Kuwait. Use the relevant country method, complete the required inputs and agree how results and action priorities will be reviewed.

WHAT THIS GIVES YOU

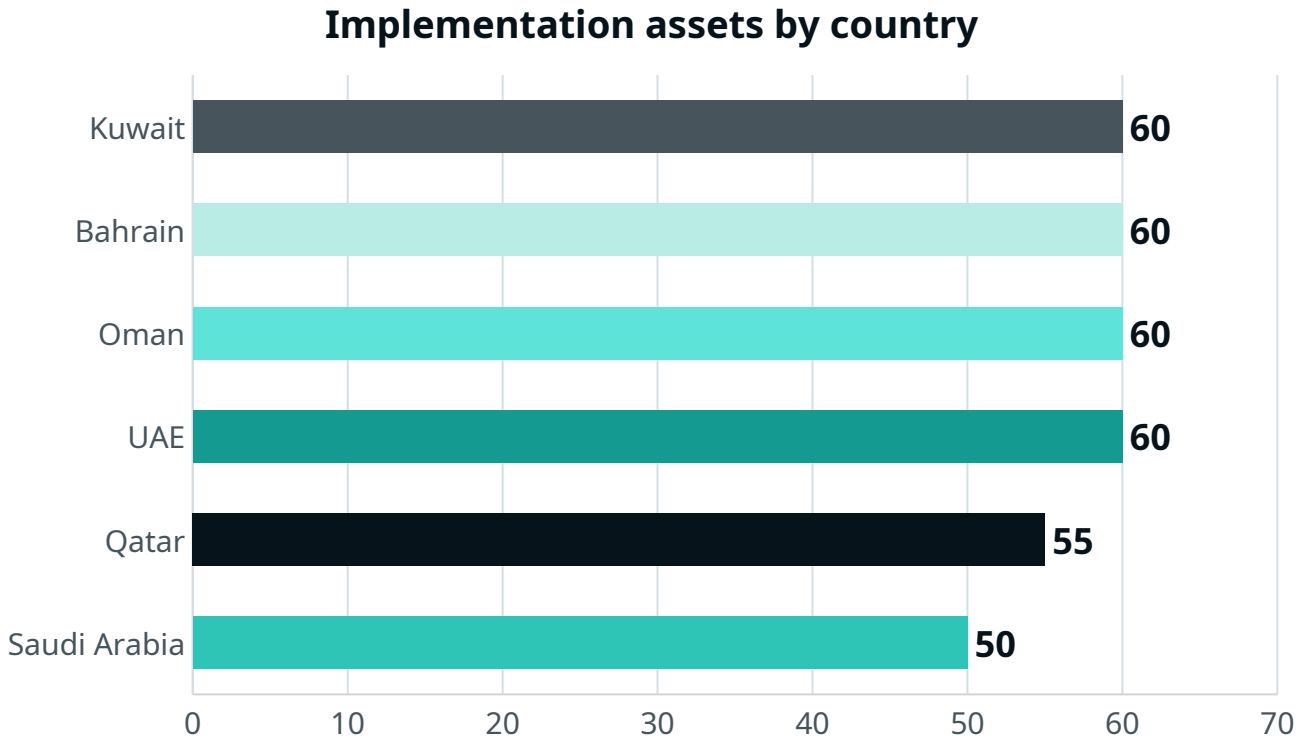
The organisation can coordinate its HR preparation around a documented set of requirements, responsibilities and evidence rather than disconnected tasks.

YOUR OUTPUTS

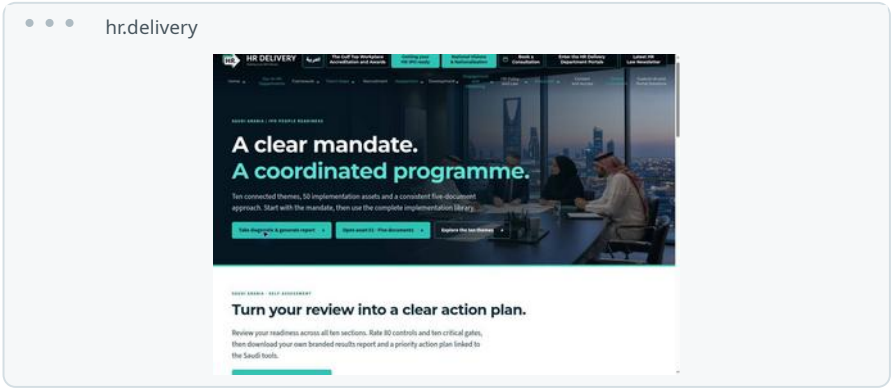
A readiness evidence picture · Country-specific implementation resources · Prioritised actions for professional review

Country-specific IPO implementation libraries

Select the country programme for the jurisdiction in which your organisation is preparing its people and HR work.



Published catalogue counts. These are implementation resources, not a guarantee of listing readiness or approval.



Website screen · Live Saudi IPO programme and implementation-library entry point.

WHAT THE NUMBERS MEAN

The six country programmes list 345 implementation assets. Each asset is described as a five-document pack, connecting guidance with a tool, example, interpretation and action-planning support. Check the relevant country method and document edition before use.

Six Gulf-country IPO guidance libraries

Start IPO people-readiness work with the country and transaction context, then select the guidance, diagnostic and implementation resources relevant to the planned assignment.



Website screen · Live IPO country-centre overview with routes to all six Gulf programmes.

WHAT YOU CAN DO

Saudi Arabia, Qatar, the UAE, Oman, Bahrain and Kuwait each have a distinct programme. Themes, control counts and scoring approaches differ, allowing clients to organise the people workstream around the selected country rather than a single generic checklist.

A defined country starting point helps the organisation and its advisers agree scope, identify evidence requirements and coordinate the people workstream more effectively.

01

Country programme selection

02

People-readiness guidance

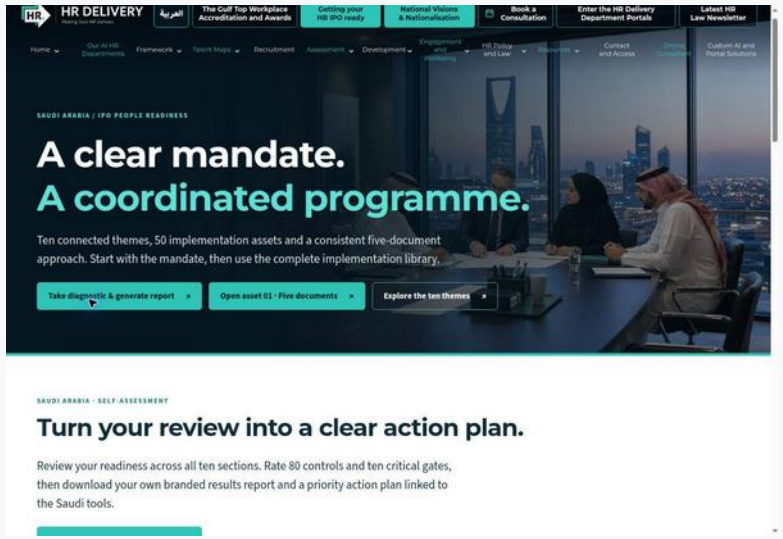
03

Connected diagnostic and implementation routes

Country implementation libraries

Move from a broad readiness theme to a practical work package that explains the task, the required document and the evidence to prepare.

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Website screen · Live Saudi IPO programme and implementation-library entry point.

YOUR WORKSPACE

The six programmes list 345 implementation assets: 50 for Saudi Arabia, 55 for Qatar and 60 for each remaining country. Each asset is described as a five-document pack covering instructions, a blank tool, an example, quality control and handover.

OUTPUTS YOU CAN WORK WITH

Searchable implementation work packages · Blank tools with completed fictional examples · Interpretation, quality-control and handover guidance

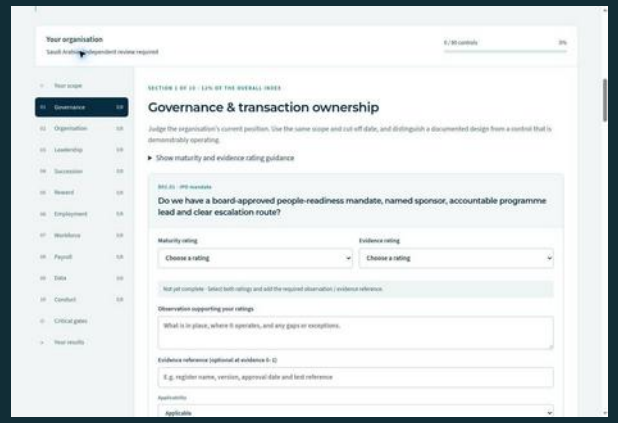
WHAT THIS GIVES YOU

A coordinated package helps the project team understand the work, prepare a usable document and organise the review evidence needed for the people-readiness workstream.

Country-specific HR IPO diagnostics

Assess people-readiness questions through the selected country method, making applicability, supporting evidence and unresolved material issues visible before interpreting the resulting findings.

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Website screen · Live Saudi diagnostic questions showing separate maturity and evidence controls,...

WHAT THIS GIVES YOU

A structured diagnostic helps the team organise its readiness discussion around evidence and unresolved questions, supporting preparation with responsible advisers and governance owners.

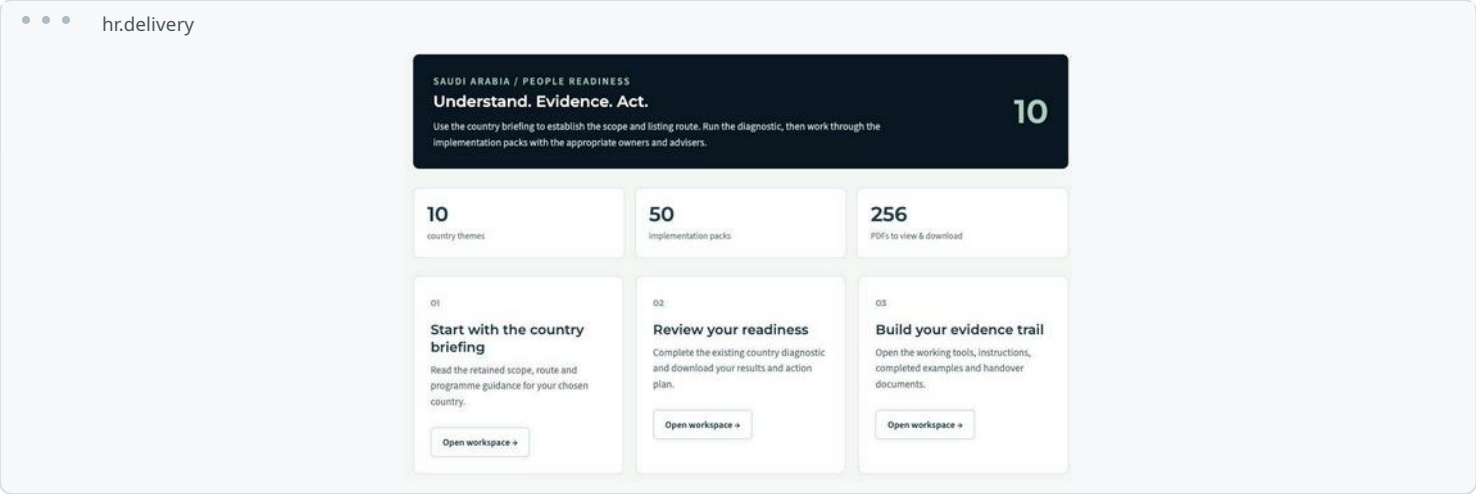
WHAT YOU CAN DO

Saudi Arabia separately rates maturity and evidence and uses the lower rating across 80 controls. Qatar has 88 controls; the other four programmes have 96. Those five methods use evidence-supported ratings and equal theme weights, with material-issue gates.

YOUR OUTPUTS

Country-specific control review · Evidence and applicability decisions · Material issues requiring follow-up

Diagnostic results and interpretation



Detail · Workspace demonstration · Supporting official IPO portal demonstration describing diagnostic results.

THE SERVICE IN PRACTICE

Results are described through charts, section findings and areas for review. Saudi Arabia publishes conditional thresholds; the other five methods avoid ready or near-ready percentage bands. Incomplete scope, controls or gate judgements must be resolved before a final interpretation.

Read the diagnostic findings in the context of the country method, completed controls and supporting evidence before deciding which people-readiness priorities require action.

WHAT THIS GIVES YOU

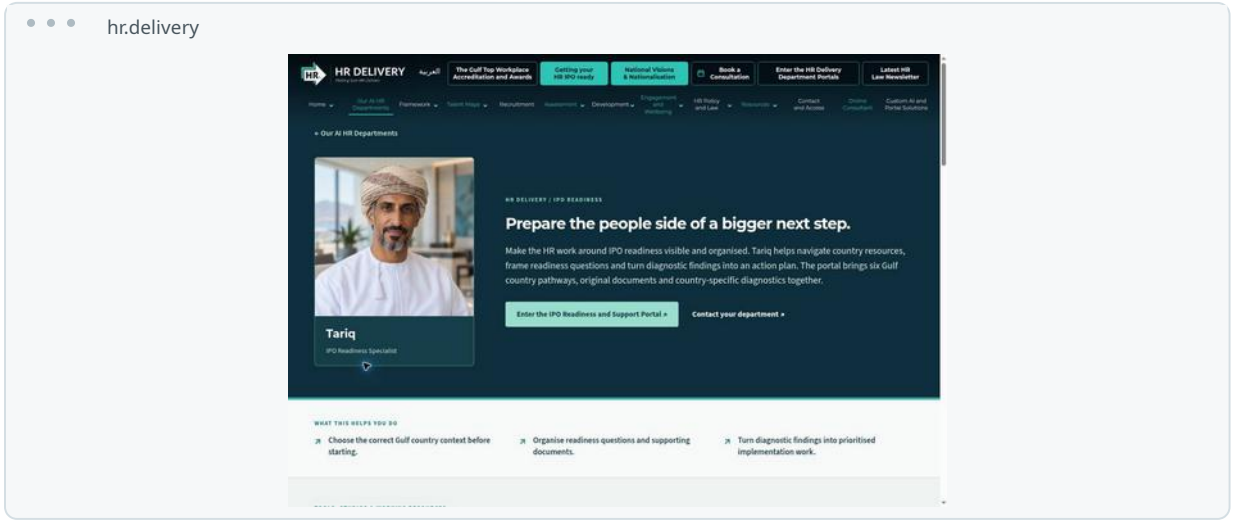
Decision-makers gain a more explainable view of the evidence, helping them focus follow-up without treating a score as regulatory approval or listing eligibility.

YOUR OUTPUTS

Charts and section findings · Country-method interpretation context · Unresolved issues and readiness priorities

Readiness action plans

Turn a readiness finding into a defined piece of work with an owner, required evidence and review point agreed by the responsible team.



Website screen · Supporting live IPO department overview describing practical action plans and...

WHAT YOU CAN DO

The country programmes connect diagnostic priorities with relevant implementation tools and people-workstream responsibilities. An action plan links the identified gap to a work package, then supports discussion of whether the proposed control has been implemented and operates as intended.

Clear actions help the organisation move from a diagnostic conversation to accountable preparation and provide a basis for reviewing progress with its advisers.

01

Priority linked to a readiness finding

02

Owner, evidence and review requirements

03

Relevant implementation pack

Downloadable implementation documents

Use the coordinated documents in a readiness pack to prepare a work product, check its quality and explain the evidence at handover.

DOCUMENT / OUTPUT

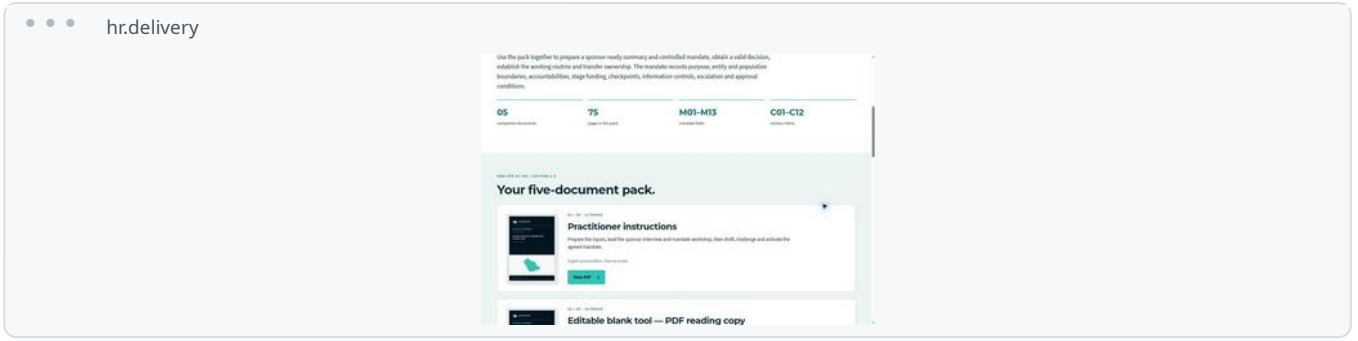
Downloadable implementation documents

01 Instructions and blank implementation tool

02 Fictional completed example

03 Quality-control and handover documents

Illustrative output structure



Website screen · Live Saudi IPO foundation-pack reader; five documents, 75 pages.

HOW IT SUPPORTS YOUR WORK

Implementation packs contain instructions, a blank tool, a fictional completed example, interpretation and quality-control guidance, and handover material. Public links open the documents in a reader; the Saudi practitioner offer also describes editable Word sources for selected blank tools.

Teams can follow a more consistent preparation sequence and understand how an individual document contributes to the wider people-readiness evidence and handover package.

SERVICE NOTE · Specialist information available; live communication pending

Tariq’s IPO readiness specialist area

Use the specialist area to clarify the people and governance support required, then connect the enquiry with the relevant country programme and resources.

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Website screen · Live Tariq department page introducing the IPO specialist and related resources.

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Related service view · Tariq department profile

YOUR WORK

The area brings together country choice, governance questions, workforce and people-data preparation, diagnostic findings, document organisation and action planning. It helps clients frame preparation and locate resources, while decisions remain with the organisation and its responsible advisers.

YOUR OUTPUTS

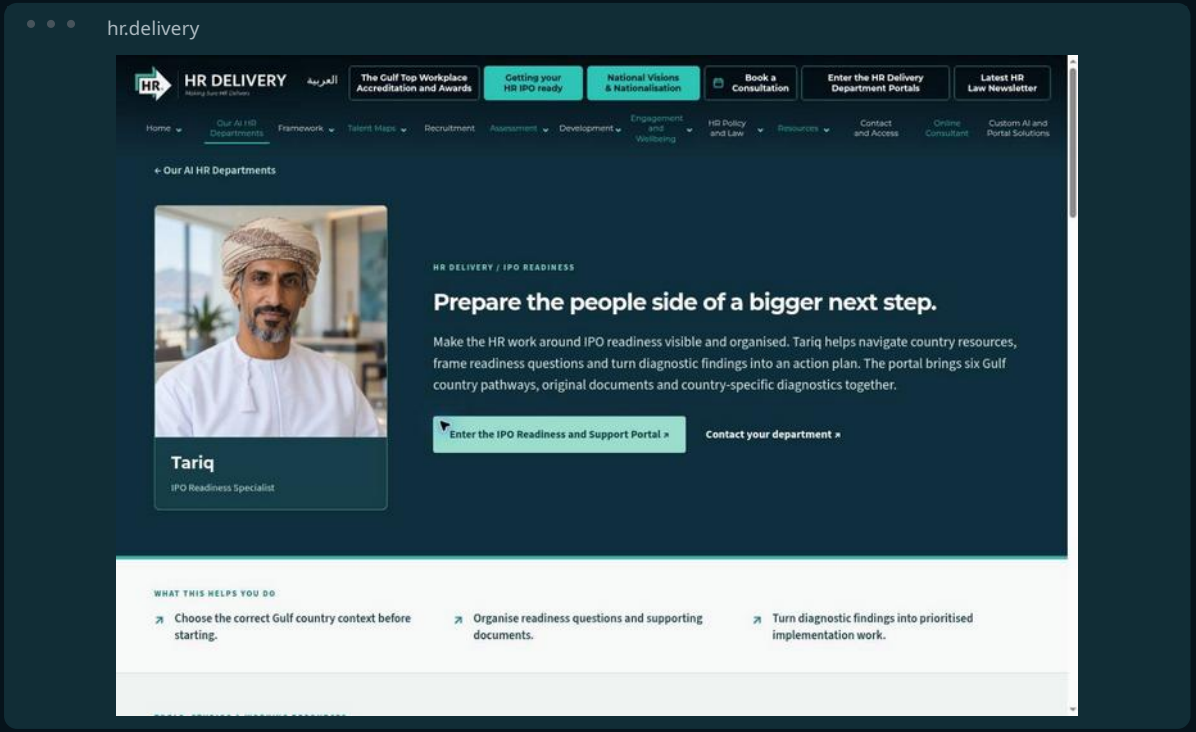
Country-specific enquiry brief · Relevant guidance and diagnostic links · Questions about evidence and implementation

A focused starting point helps clients explain the support they need and organise a practical conversation about the people side of IPO preparation.

SERVICE NOTE · Fictional specialist profile; live AI connection pending

Meet Tariq — IPO Readiness

Bring the country, transaction context and current people-readiness questions to Tariq's public profile to identify the resources and human support relevant to the work.



Website screen · Tariq department profile

Tariq is presented as a fictional IPO Readiness Specialist focused on governance, people data, evidence organisation and readiness priorities. His profile helps frame a brief for HR Delivery, connecting the client's context with the country programme and implementation materials.

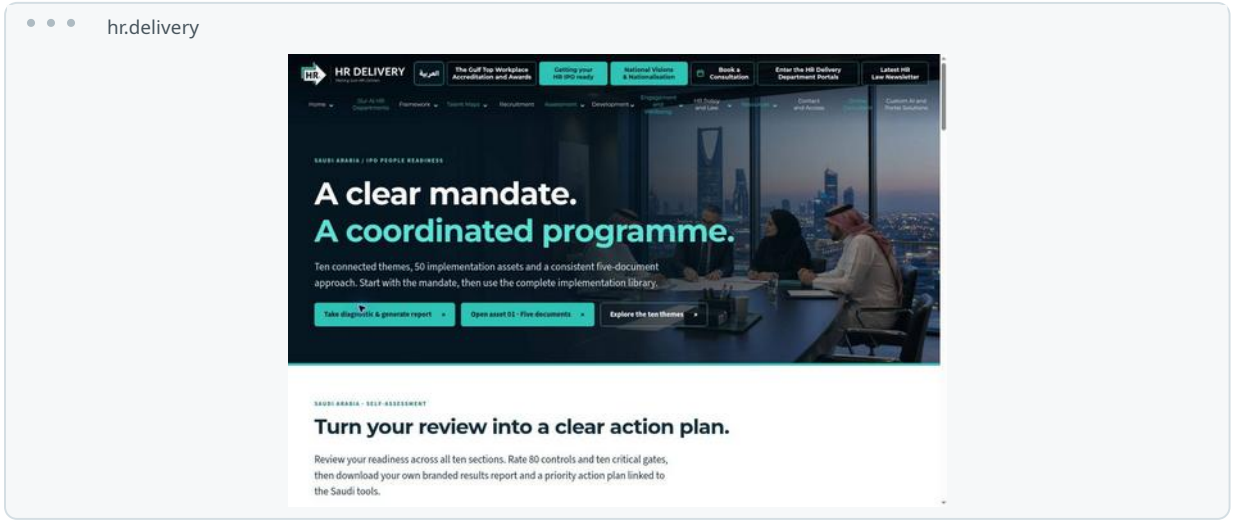
BRING TO THE CONVERSATION

People-workstream consultation brief · Country and scope questions · Evidence priorities for adviser discussion

A clearer brief helps the organisation start a substantive discussion about its preparation needs and agree where specialist support or further evidence is required.

Saudi Arabia IPO people-readiness programme

Organise the Saudi Arabia people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.



Website screen · Live Saudi Arabia public programme or diagnostic entry.

WHAT YOU CAN DO

Saudi preparation distinguishes Main Market and Nomu contexts. Its diagnostic separately rates maturity and evidence, uses the lower effective rating and applies weighted sections with ten critical gates. The programme connects guidance with implementation packs across the people workstream.

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

01

10 themes and 80 diagnostic controls

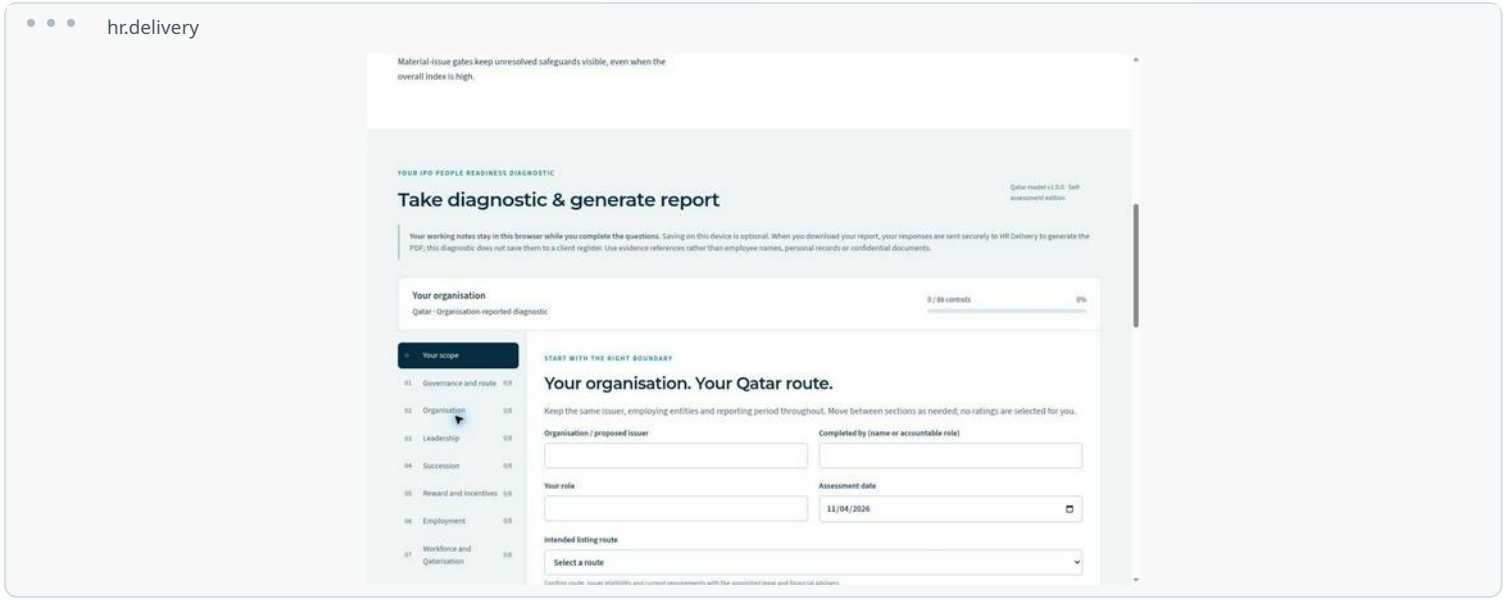
02

50 implementation assets

03

Separate maturity and evidence ratings; weighted sections and ten critical gates

Qatar IPO people-readiness programme



Website screen · Live Qatar public programme or diagnostic entry.

Organise the Qatar people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.

YOUR WORKSPACE

Qatar preparation begins with governance, transaction, employer and workforce context, including sustainability and reporting. The diagnostic uses one evidence-supported rating and equal weights across eleven themes, with eleven material-issue gates and no ready or near-ready percentage bands.

OUTPUTS YOU CAN WORK WITH

11 themes and 88 diagnostic controls · 55 implementation assets · Evidence-supported ratings; equal theme weights and eleven material-issue gates

WHAT THIS GIVES YOU

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

United Arab Emirates IPO people-readiness programme

Organise the United Arab Emirates people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.

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Website screen · Live United Arab Emirates public programme or diagnostic entry.

WHAT THIS GIVES YOU

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

THE SERVICE IN PRACTICE

The UAE programme considers issuer and market choices alongside mainland, free-zone, DIFC and ADGM employer regimes. Its diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, retaining applicability and exclusion decisions within the review.

YOUR OUTPUTS

12 themes and 96 diagnostic controls · 60 implementation assets · Evidence-supported ratings; applicability review and twelve material-issue gates

Oman IPO people-readiness programme

Organise the Oman people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.

hr.delivery



Website screen · Live Oman public programme or diagnostic entry.

WHAT THIS GIVES YOU

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

THE SERVICE IN PRACTICE

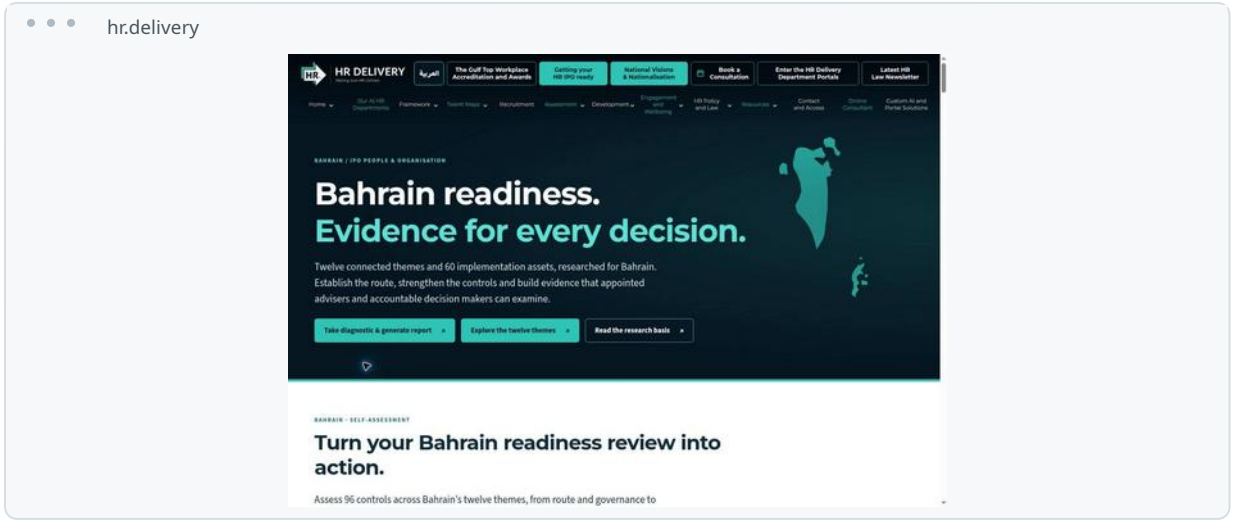
Oman preparation considers MSX admission or transfer, Alternative Investment Market routes, employer boundaries and workforce context. The diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, without ready or near-ready percentage bands in the method.

YOUR OUTPUTS

12 themes and 96 diagnostic controls · 60 implementation assets · Evidence-supported ratings; equal included-theme weights and twelve material-issue gates

Bahrain IPO people-readiness programme

Organise the Bahrain people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.



Website screen · Live Bahrain public programme or diagnostic entry.

WHAT YOU CAN DO

Bahrain preparation considers Mainboard and BIM routes alongside workforce sustainability, investor relations and assurance for listed-company life. The diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, without ready or near-ready percentage bands.

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

01

12 themes and 96 diagnostic controls

02

60 implementation assets

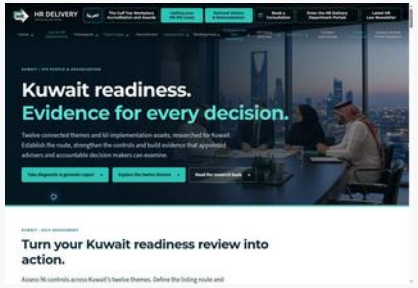
03

Evidence-supported ratings; equal included-theme weights and twelve material-issue gates

Kuwait IPO people-readiness programme

Organise the Kuwait people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.

hr.delivery



Website screen · Live Kuwait public programme or diagnostic entry.

YOUR OUTPUTS

12 themes and 96 diagnostic controls · 60 implementation assets · Evidence-supported ratings; applicability review and twelve material-issue gates

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

WHAT YOU CAN DO

Kuwait preparation considers Boursa Main, Premier and Emerging Companies Market routes, with employer, workforce and reporting boundaries. Its diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, retaining applicability and exclusion review within the method.

Define the IPO people workstream

Agree the country and transaction context before selecting a diagnostic or allocating the people-readiness work across the organisation and advisers.

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Related service view · Live IPO country-centre overview with routes to all six Gulf programmes.

YOUR WORK

Identify the market route, employer boundaries and workforce context. Use country guidance to define the people workstream, initial evidence requirements and the responsible owners who should participate in its review.

YOUR OUTPUTS

Country and scope definition · People-workstream responsibilities · Initial evidence and implementation priorities

A defined scope helps the organisation avoid collecting disconnected material and gives advisers a clearer basis for coordinating the people-readiness contribution to preparation.

1. Choose the programme. Select the country and confirm the relevant transaction and employment context.
2. Define the boundaries. Identify included employers, workforce matters and questions requiring applicability review.
3. Assign the work. Agree responsible owners and the evidence needed for the people workstream.

Complete a country diagnostic coherently

Use the selected country's method consistently and resolve incomplete scope or gate decisions before interpreting the findings as a readiness picture.

01

Apply the country method

Use the selected programme's rating approach and its stated evidence requirements.

02

Review the controls

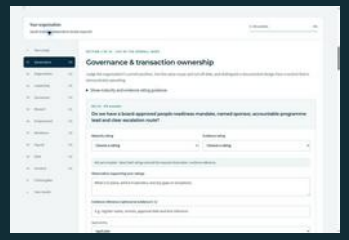
Record the supporting evidence and resolve applicability decisions with responsible owners.

03

Address material issues

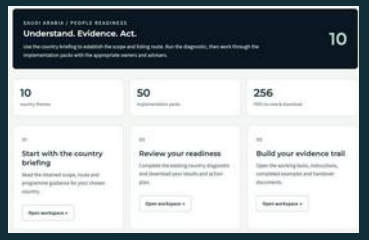
Review incomplete controls and gates before discussing results and action priorities.

hr.delivery



Related service view · Live Saudi diagnostic questions showing separate…

hr.delivery



Detail · Workspace demonstration · Supporting official IPO portal…

YOU RECEIVE

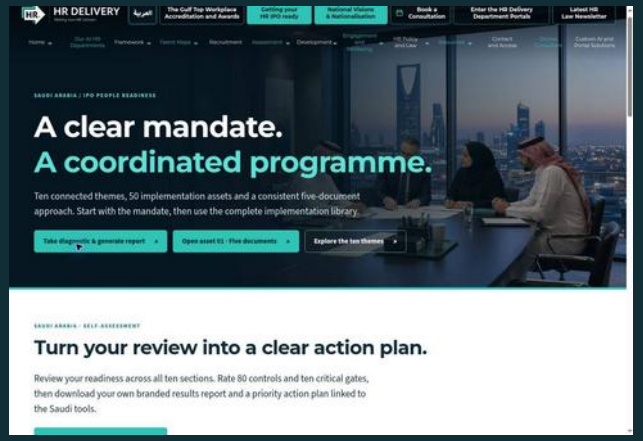
Control judgements and supporting evidence · Applicability and gate decisions · Findings requiring priority follow-up

A coherent diagnostic record helps reviewers understand the evidence and identify unresolved questions that still limit the readiness interpretation.

Turn a readiness priority into an evidence pack

Select the package linked to a readiness priority, then prepare the organisation’s work product and supporting evidence for review.

hr.delivery



Related service view · Live Saudi IPO programme and implementation-library entry point.

YOUR WORK

Use instructions and the fictional example to understand the task. Complete the tool using organisational facts, apply quality-control guidance and hand over the work product with evidence and follow-up.

YOUR OUTPUTS

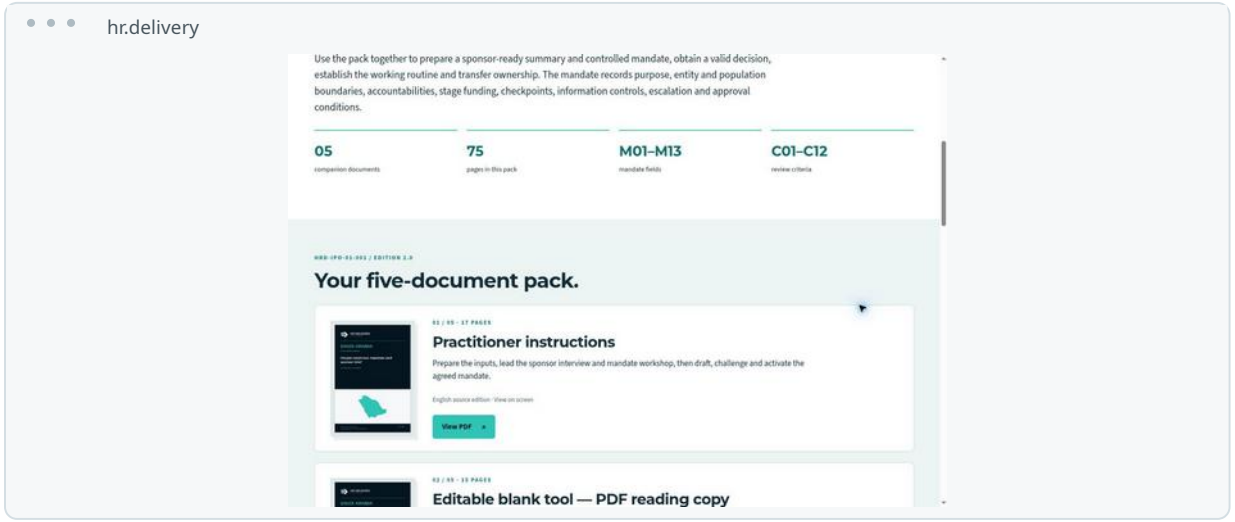
Completed implementation work product · Quality-control findings and evidence · Handover and follow-up requirements

A coordinated pack explains what has been prepared and gives reviewers a clearer basis for checking the work and its evidence.

1. Select the relevant package. Connect the readiness finding with the correct country implementation asset.
2. Complete and check. Prepare the document and apply the package’s interpretation and quality-control guidance.
3. Hand over the evidence. Explain the work product, supporting evidence and remaining actions to reviewers.

Confirm the language of Saudi IPO implementation documents

A bilingual website does not necessarily mean every downloadable document is available in both languages.



Website screen · Live Saudi IPO implementation document pack, supporting the document-language...

WHAT YOU CAN DO

The Saudi IPO foundation pack states that translated PDF editions have not been supplied. Identify the required document language and check each available edition before arranging internal review or a client handover, especially where several stakeholders need a shared version.

The implementation team can prepare its document workflow around the files it can use and the translations still required.

01

A confirmed document language

02

An available edition for review

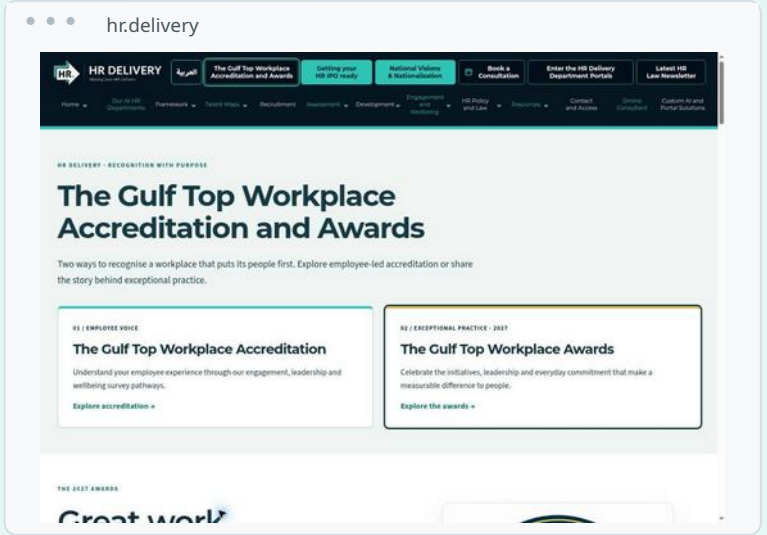
03

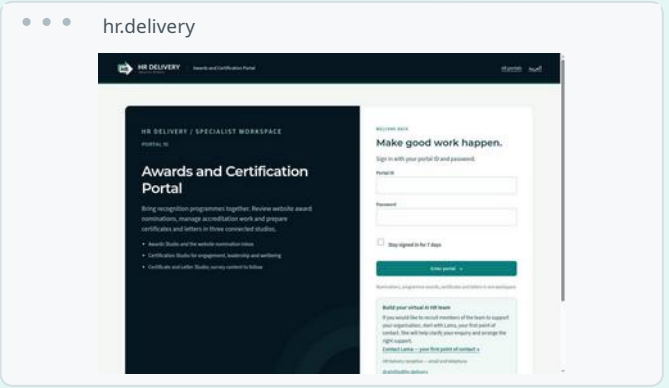
A translation requirement where needed

J

Top Awards & Accreditations

Understand nomination, evidence, review and recognition, with each programme’s opening status made clear.





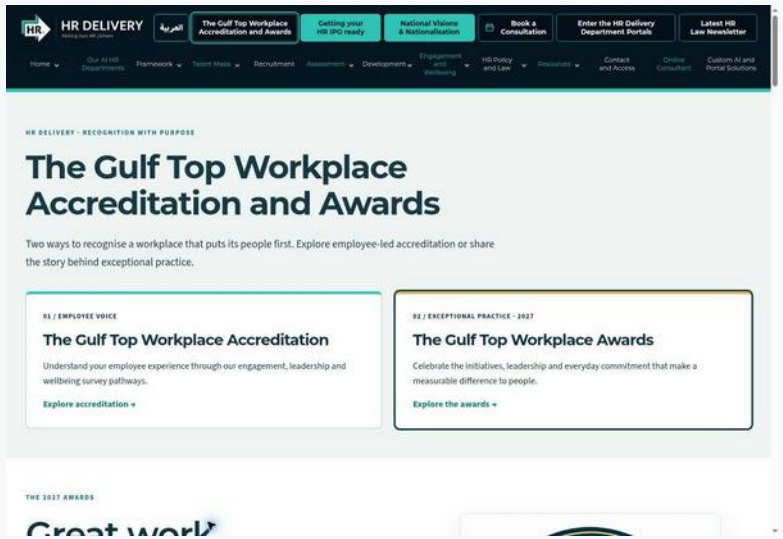
PAGES 366–382

SERVICE NOTE · The accreditation programme is a draft preview; formal accreditation applications and awards are not yet open.

Recognition workspaces from nomination to correspondence

Organise the evidence, decisions and documents that support a recognition programme through the appropriate awards or certification route.

hr.delivery



Website screen · Live public Gulf Top Workplace Awards and Accreditation page; protected studios were not inspected.

YOUR WORKSPACE

The directory describes Awards Studio, Certification Studio and Certificate & Letter Studio. Public nomination pages introduce entry information and evidence, while protected administration supports review and records. Confirm which programme is open before preparing a participation or certification plan.

OUTPUTS YOU CAN WORK WITH

Nomination and evidence records · Review and decision information · Recognition letters or certificates

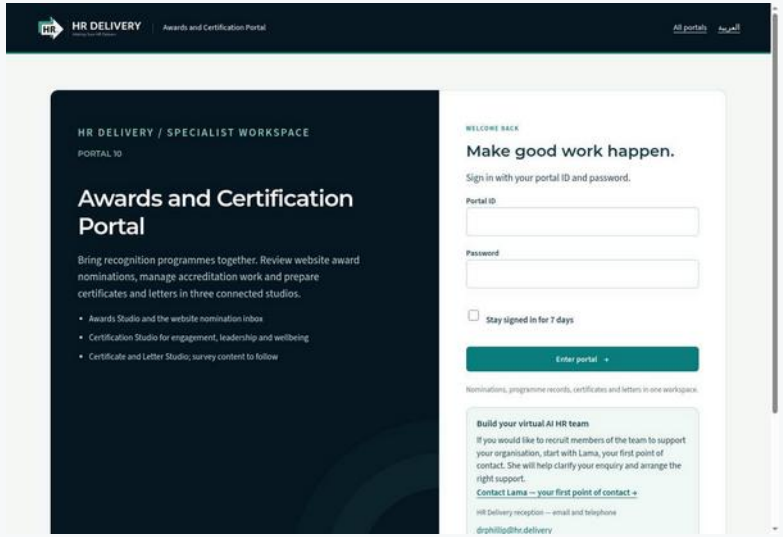
WHAT THIS GIVES YOU

A defined process can connect the participant's submission with the programme's review, decision and communication requirements.

Awards Studio

Bring programme context, published categories and incoming nominations into a coordinated review process that connects the organisation's story with the supporting evidence provided.

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Website screen · Live public screenshot; source context described in the evidence note.

YOUR WORKSPACE

The public portal describes Awards Studio as one of three connected studios, alongside Certification Studio and the Certificate and Letter Studio. The awards workspace is intended to organise recognition work from nominations through authorised review and programme records.

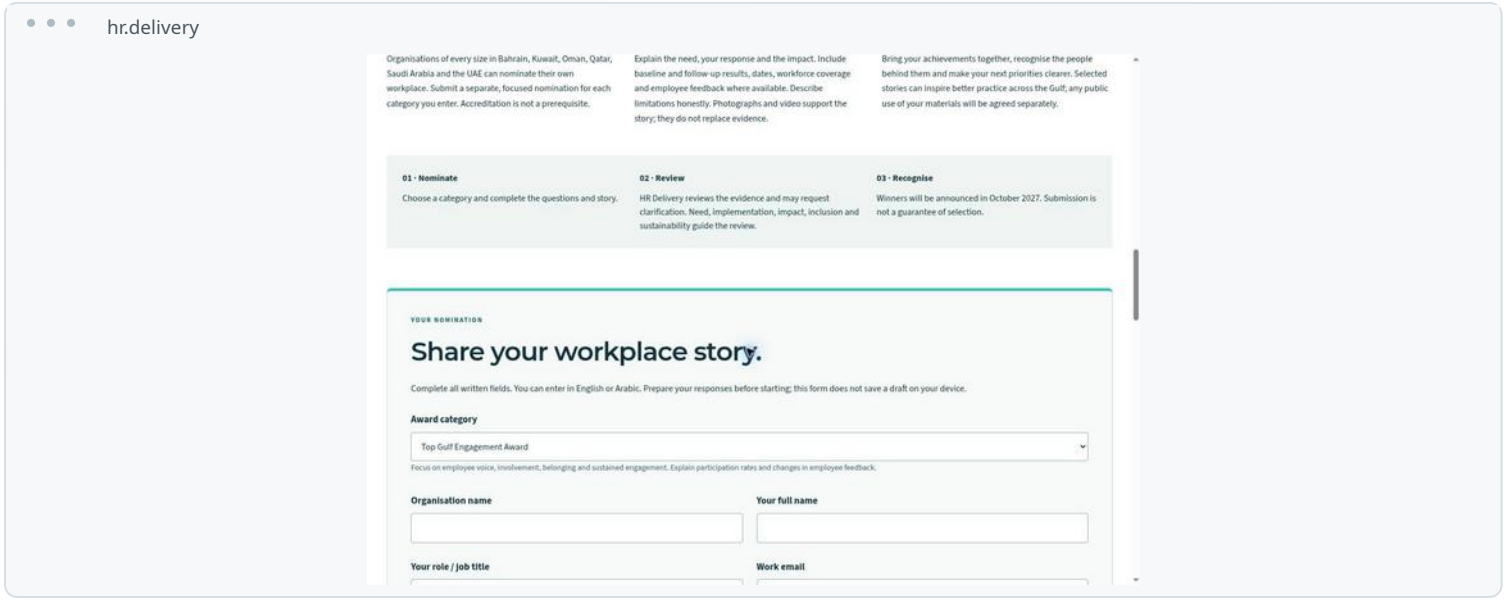
OUTPUTS YOU CAN WORK WITH

Programme and category context · Nomination review workspace · Links to recognition documents and records

WHAT THIS GIVES YOU

A coordinated workspace gives the programme team a clearer view of the material being considered and the steps required to reach an explainable outcome.

Public award nomination forms



Website screen · Live public screenshot; source context described in the evidence note.

Prepare a focused nomination for the selected category, explaining the challenge, action and impact with evidence that supports the organisation's account of its work.

YOUR WORKSPACE

The public form collects category, scope, written evidence and a workplace story, with optional images or video and an authorisation declaration. Prompts address the challenge, action, impact, evidence, inclusion and sustainability, helping entrants organise the material before submission.

OUTPUTS YOU CAN WORK WITH

Category-specific nomination · Written workplace story and evidence · Optional supporting images or video

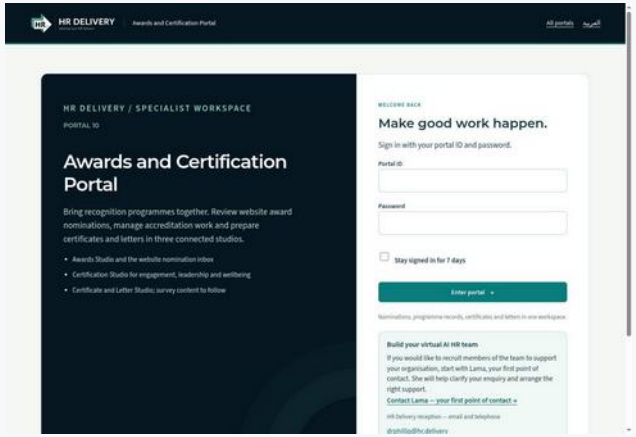
WHAT THIS GIVES YOU

A structured submission helps an organisation explain what changed, who benefited and why the evidence supports its recognition case for the selected category.

Protected nomination inbox

Understand how submitted nominations and attachments enter a private review context so authorised colleagues can consider the material alongside the programme's published expectations.

hr.delivery



Website screen · Live public screenshot; source context described in the evidence note.

WHAT THIS GIVES YOU

An organised review collection helps the programme team consider the complete submission and identify any clarification needed before progressing a nomination through the programme.

THE SERVICE IN PRACTICE

The public nomination form states that entries and attachments are private to authorised reviewers, while the portal entry names the website nomination inbox. The intended workflow separates submitted evidence from publicly presented recognition content during the review process.

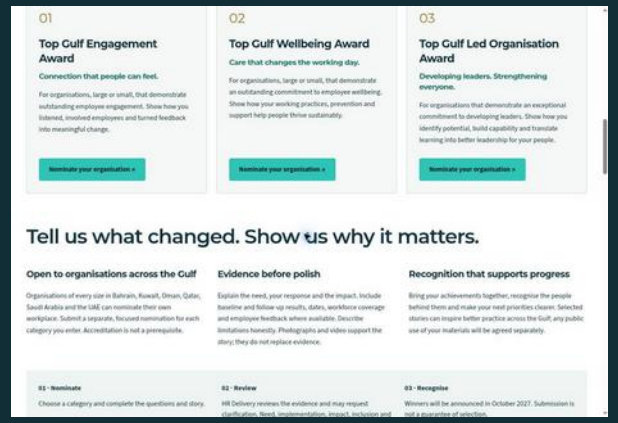
YOUR OUTPUTS

Private nomination record · Supporting attachments for reviewers · Programme context for consideration

Supporting-evidence review

Present recognition evidence that explains the need, response and outcome, including the workforce coverage and context needed to understand the organisation’s contribution.

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Website screen · Live public screenshot; source context described in the evidence note.

WHAT THIS GIVES YOU

A clearer evidence account helps reviewers distinguish the organisation’s actions from unsupported assertions and understand how the contribution relates to the selected award category.

WHAT YOU CAN DO

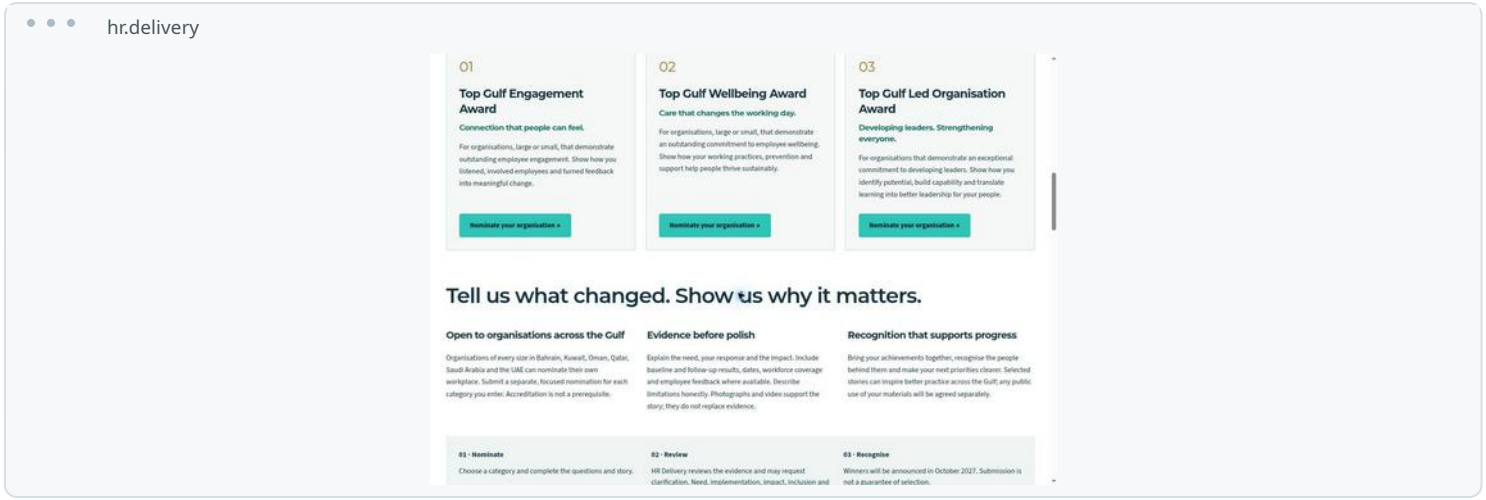
The published process examines need, implementation, impact, inclusion and sustainability, with clarification where required. Dates, baseline and follow-up evidence, employee feedback and the reach of the work help reviewers connect the nomination’s claims with a credible account.

YOUR OUTPUTS

Evidence aligned with the review criteria · Context for impact and inclusion · Clarification questions where required

Shortlisting and decision records

Retain the reasoning behind a nomination's progress so the programme can relate a shortlist or recognition decision to the evidence that reviewers considered.



Website screen · Live public screenshot; source context described in the evidence note.

WHAT THIS GIVES YOU

An explicit decision record helps the programme team explain the outcome consistently and maintain continuity when nominations move between review, decision and communication stages.

THE SERVICE IN PRACTICE

The supplied scope includes records for shortlisting and decisions within the protected awards workflow. These records are intended to connect submitted evidence, review conclusions, shortlist status and the eventual recognition outcome, supporting subsequent programme follow-up and communication.

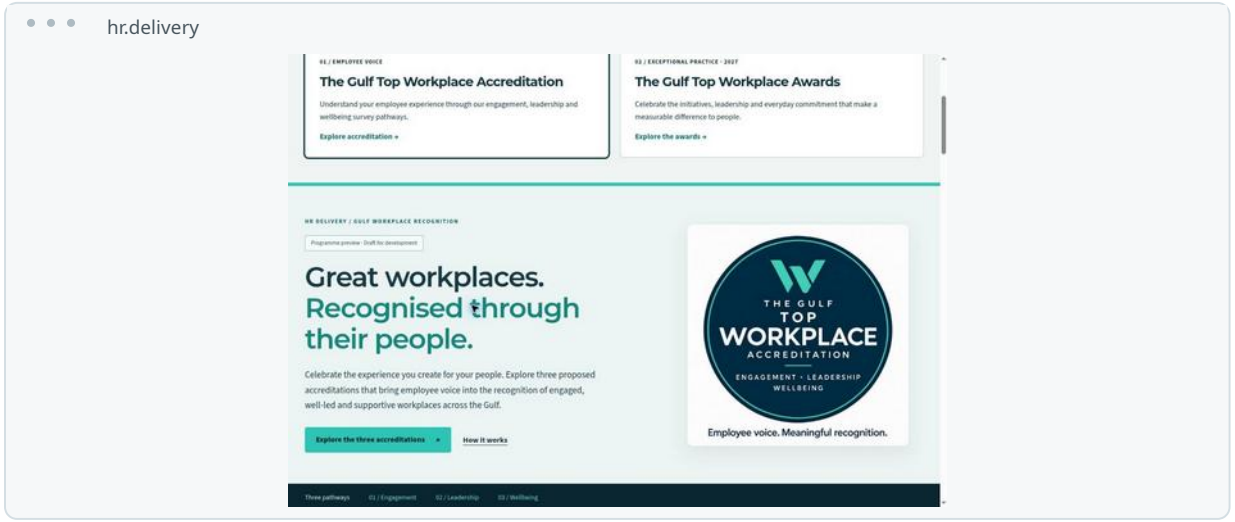
YOUR OUTPUTS

Shortlist status · Evidence-linked review conclusions · Recognition decision record

SERVICE NOTE · Draft preview; accreditation programme not yet open

Engagement, leadership and wellbeing certification

Consider which aspect of employee experience the organisation wants to understand before discussing a possible engagement, leadership or wellbeing recognition pathway with the team.



Website screen · Live public screenshot; source context described in the evidence note.

WHAT YOU CAN DO

The public accreditation preview outlines three pathways, illustrative positive-response scoring and proposed recognition levels. It provides a basis for discussing scope and programme requirements with the human team, while the programme remains a draft preview and is not yet open.

Clients can understand the proposed approach and prepare a more focused enquiry about evidence, scope and requirements before any accreditation programme is agreed.

01

Three proposed recognition pathways

02

Illustrative scoring and level descriptions

03

Questions for a programme enquiry

Certificate and Letter Studio

Prepare programme certificates and correspondence with the correct recipient, outcome and wording once the authorised recognition decision and communication purpose have been agreed.

DOCUMENT / OUTPUT

Certificate and Letter Studio

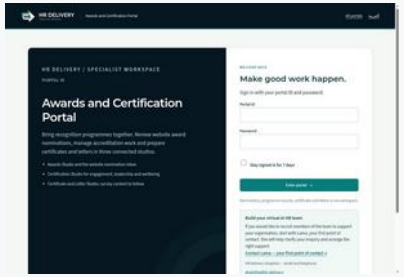
01 Programme certificate draft

02 Outcome or recognition letter

03 Recipient and programme details for review

Illustrative output structure

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Website screen · Live public screenshot; source context described in the evidence note.

HOW IT SUPPORTS YOUR WORK

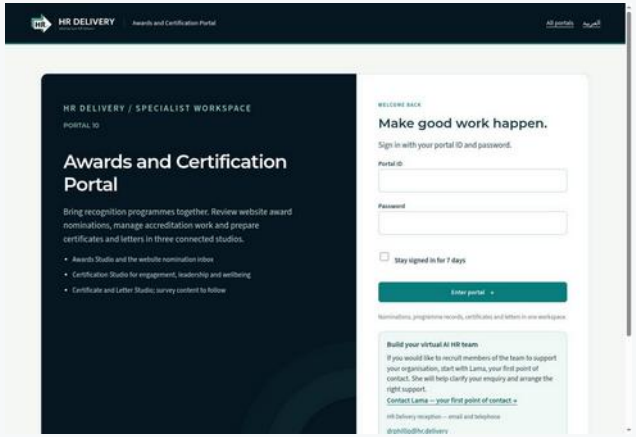
The portal lists a Certificate and Letter Studio within the connected awards workspace. It is described as supporting preparation of programme documents, with human review of names, programme details and intended wording before the material is released to recipients.

A consistent document structure helps the team communicate a recognition outcome clearly and reduces ambiguity about the recipient, programme and purpose of the issued document.

Award and certification programme records

Connect a recognition initiative with its scope, evidence, progress and documents so authorised colleagues can understand the programme's development and the material supporting it.

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Website screen · Live public screenshot; source context described in the evidence note.

WHAT THIS GIVES YOU

A continuing programme record supports more coherent follow-up and helps staff explain how documents and decisions relate to the particular recognition initiative.

THE SERVICE IN PRACTICE

The public portal refers to programme records alongside nominations, certificates and letters. Keeping these elements together is intended to preserve the context of recognition work, helping the team revisit earlier decisions and coordinate the documents associated with an outcome.

YOUR OUTPUTS

Programme scope and progress record · Associated nomination and evidence context · Certificate and letter references

CEO and HR appreciation certificates

Prepare an appreciation document that identifies the recipient and contribution clearly, with wording aligned to the organisation’s agreed recognition purpose and issuing authority.

DOCUMENT / OUTPUT

CEO and HR appreciation certificates

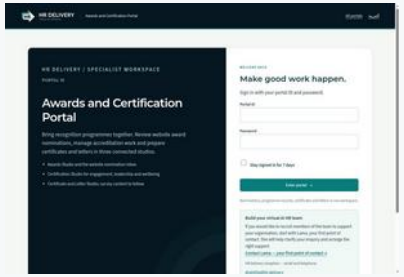
01 Appreciation certificate draft

02 Recipient and contribution wording

03 Issuing-authority details for approval

Illustrative output structure

hr.delivery



Website screen · Live public screenshot; source context described in the evidence note.

HOW IT SUPPORTS YOUR WORK

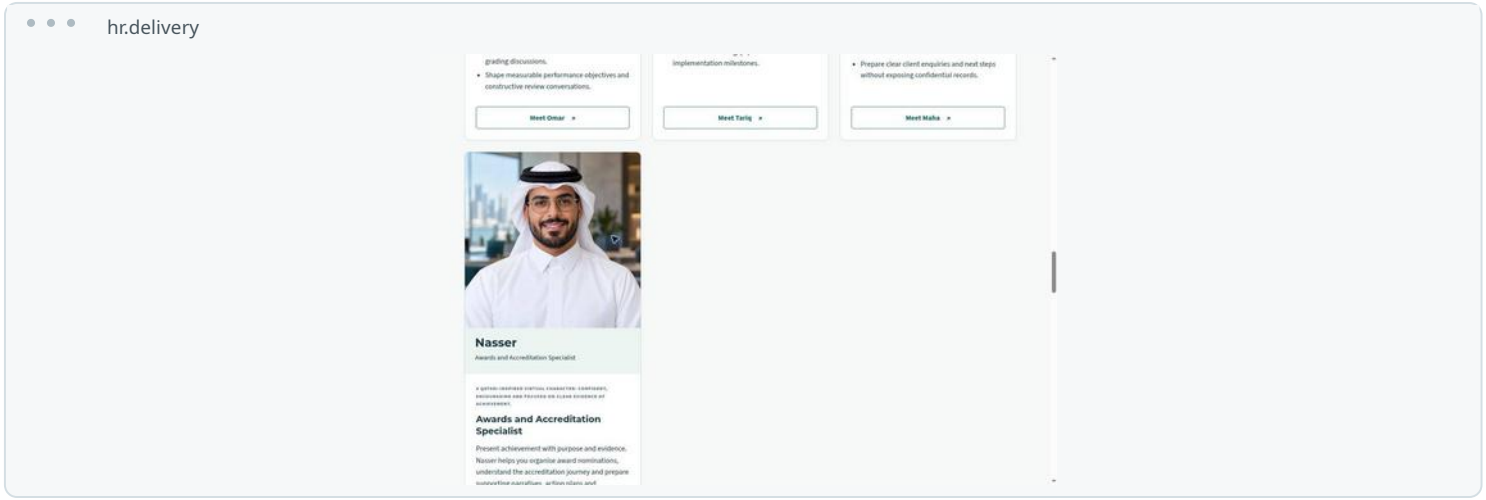
The supplied inventory includes tools for CEO and HR appreciation certificates. The intended workflow is to prepare consistent recognition wording and recipient details for human review, then issue the completed appreciation document through the organisation’s agreed communication arrangements.

A clear appreciation document gives the contribution a consistent written form and helps the organisation communicate recognition in terms that the recipient can understand.

SERVICE NOTE · Public specialist area; live AI services pending

Nasser’s awards specialist area

Use the specialist area to clarify the recognition purpose, organise the evidence and prepare the questions that HR Delivery’s human team should address.



Website screen · Live public screenshot; source context described in the evidence note.

THE SERVICE IN PRACTICE

The public area describes support for nomination narratives, improvement actions and certificate or letter drafts. Service enquiries route through Lama, giving clients a starting point for explaining the programme context and the practical help they need with preparation.

WHAT THIS GIVES YOU

A focused brief helps clients connect their achievement story with the programme’s requirements and discuss the support needed to prepare coherent, reviewable material.

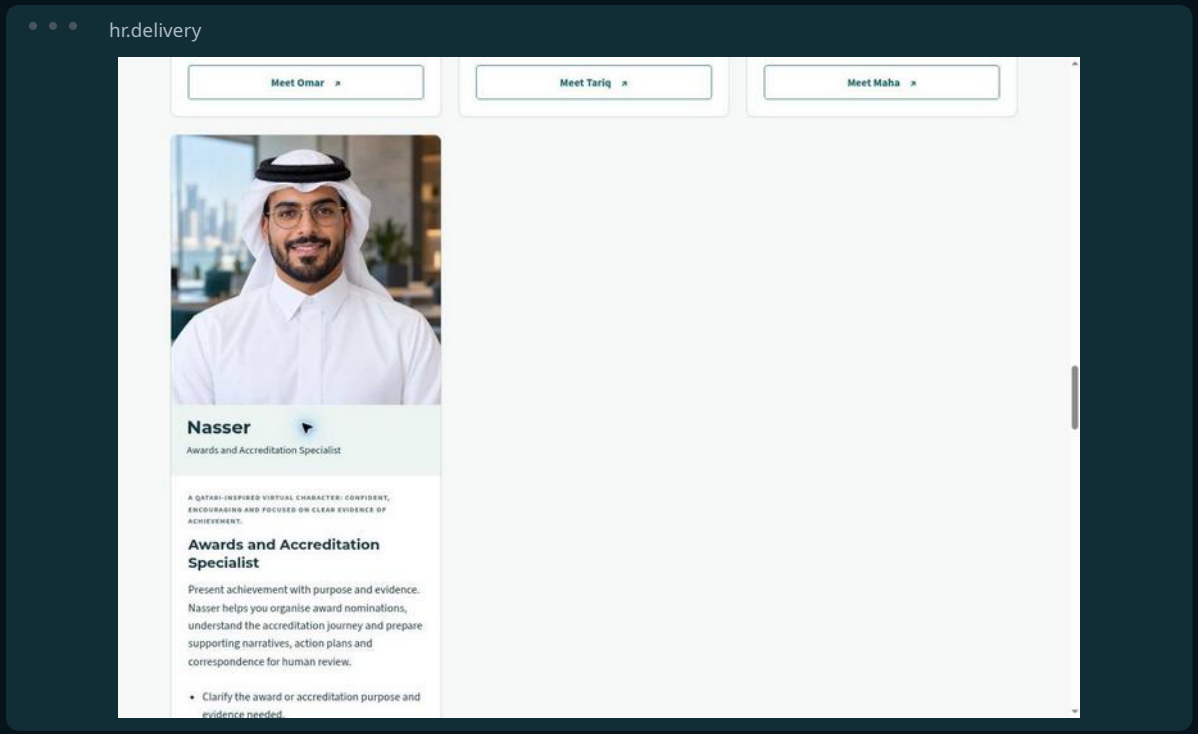
YOUR OUTPUTS

Recognition enquiry brief · Nomination narrative and evidence questions · Document-preparation requirements

SERVICE NOTE · Fictional specialist profile; live communication pending

Meet Nasser — Awards and Accreditation

Begin with the achievement you want to explain, the relevant programme and the evidence available, then use Nasser's profile to organise the preparation brief.



Website screen · Nasser profile in Meet the Team directory

Nasser is presented as a fictional specialist supporting nomination narratives, evidence organisation, improvement actions and recognition communications. The profile helps clients identify the support they want from HR Delivery before agreeing the programme context and human review arrangements.

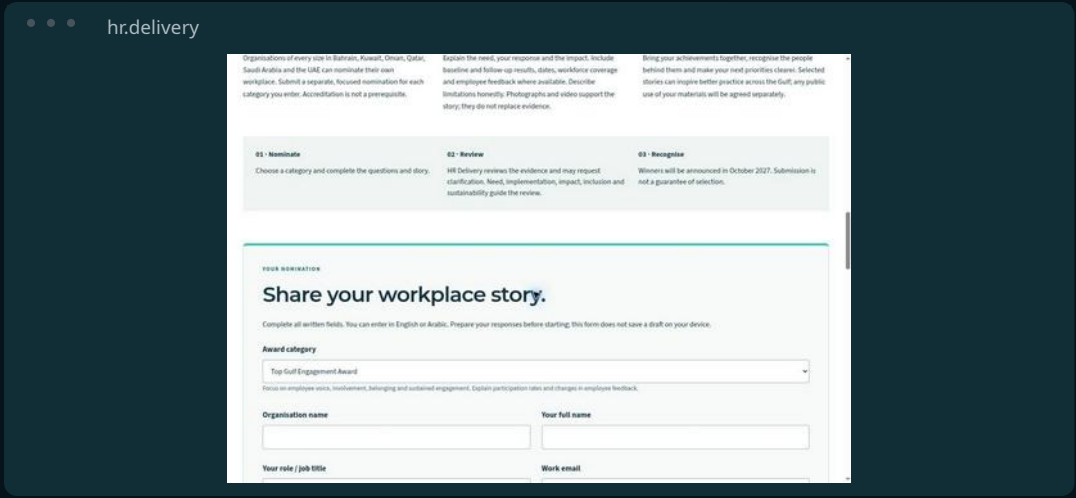
BRING TO THE CONVERSATION

A focused recognition-support brief · Evidence and narrative preparation questions · Certificate or correspondence requirements

Clients can explain the assistance they need more precisely and prepare a recognition account that stays connected to the programme, contribution and supporting evidence.

Prepare an award nomination with substance

Build a category-specific nomination around the challenge, action and contribution that the organisation wants the programme to recognise.



Related service view · Live public screenshot; source context described in the evidence note.

YOUR WORK

Prepare the category-specific story and choose evidence that supports its claims. Retain the context needed to understand impact, inclusion and sustainability, then confirm authority to submit the supporting material.

YOUR OUTPUTS

Category-specific nomination narrative · Relevant evidence and supporting media · Submission scope and authorisation context

A coherent preparation process helps reviewers understand the contribution and reduces the risk that useful evidence becomes disconnected from the organisation's recognition story.

1. Frame the story. Explain the challenge, response and contribution within the selected award category.
2. Select the evidence. Connect dates, coverage and results with the specific claims being made.
3. Complete the entry. Review the narrative, supporting material and authorisation before submitting the form.

Connect review, decision and recognition documents

Keep evidence, review conclusions and the authorised decision connected before preparing the programme's recognition certificate or outcome correspondence.

01

Organise the review pack

Bring the nomination and relevant attachments into the authorised review context.

02

Record the decision

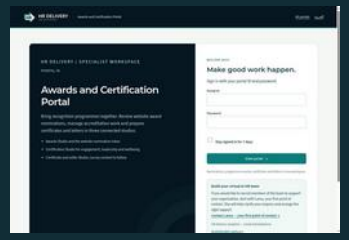
Apply the published criteria and retain the conclusions supporting the outcome.

03

Prepare the documents

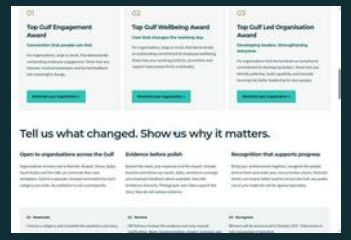
Check recipient, programme and wording against the approved recognition decision.

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Related service view · Live public screenshot; source context described in the...

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Related service view · Live public screenshot; source context described in the...

YOU RECEIVE

Evidence-linked review conclusions · Shortlist or recognition decision record · Reviewed certificate or outcome letter

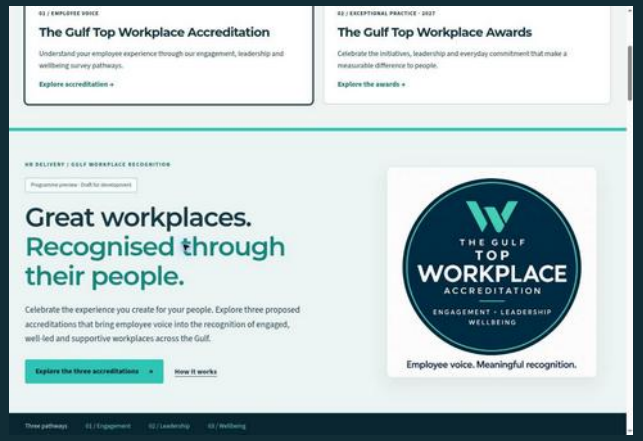
A connected record helps the programme explain its decisions and prepare recognition documents that accurately reflect the outcome approved by the responsible reviewers.

SERVICE NOTE · Draft preview; accreditation programme not yet open

Frame an accreditation enquiry

Prepare an accreditation enquiry by identifying the employee-experience question and the evidence the organisation could provide for a future programme.

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Related service view · Live public screenshot; source context described in the evidence note.

YOUR WORK

The public programme remains a draft preview. Use the proposed pathways to frame the population, evidence and requirements that need discussion and agreement with HR Delivery's human team.

YOUR OUTPUTS

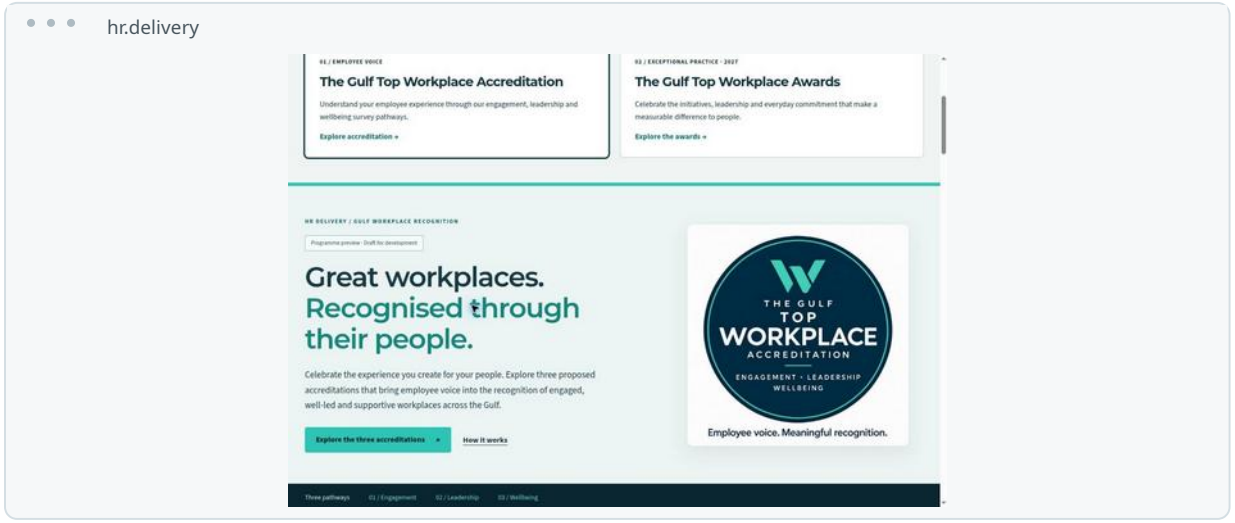
Preferred pathway and enquiry purpose · Population and evidence questions · Requirements to confirm with HR Delivery

A focused enquiry helps clients explore the proposal and understand what would need agreement before a programme could proceed.

1. Choose the question. Identify the employee-experience subject the organisation wants to understand more clearly.
2. Clarify the scope. Consider the relevant population and evidence available for a future discussion.
3. Discuss the requirements. Confirm programme availability and proposed arrangements with HR Delivery's human team.

Check the opening status of accreditation programmes

The public accreditation programme is a development preview; formal applications and accreditation awards are not yet open.



Website screen · Live public accreditation section with its draft-development and opening-status...

WHAT YOU CAN DO

Review the proposed engagement, leadership and wellbeing offer to understand its direction. Confirm the eventual criteria, evidence requirements, review process and opening arrangements before planning participation. The separate Awards nomination route has its own status and process.

You can prepare sensibly for a developing service while keeping current awards activity distinct from future accreditation.

01

An informed expression of interest

02

A future evidence-preparation brief

03

A confirmed programme opening when announced

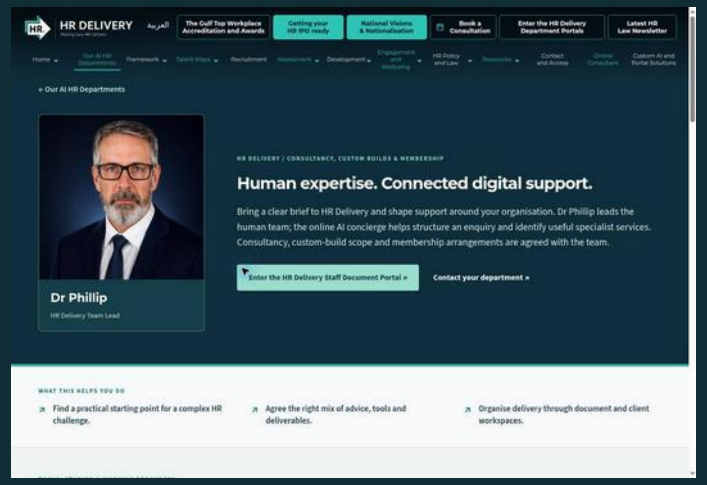
EXPERTISE AND TAILORED SOLUTIONS

K

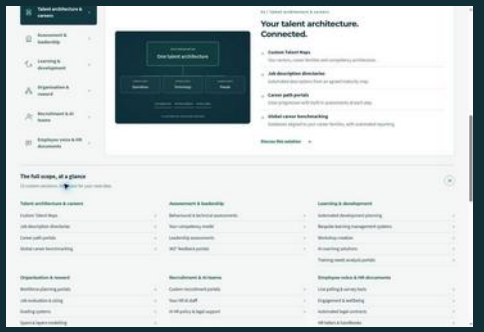
Consultancy & Custom Builds

Turn a focused organisational brief into practical advice, adapted resources or a bespoke HR experience.

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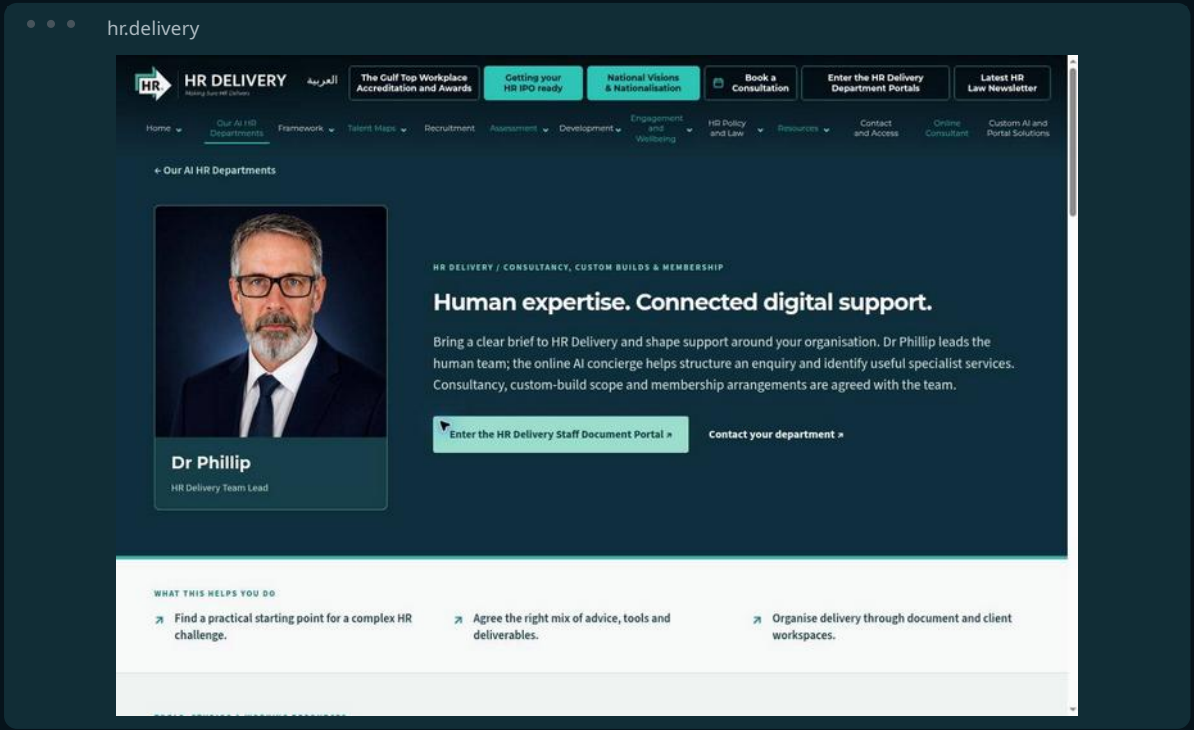


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PAGES 383–420

Dr Phillip Welsh — Human team lead



Website screen · Dr Phillip department profile

Bring the organisational challenge, intended outcome and constraints to a human-led discussion about consultancy, resource adaptation, custom development or ongoing support from HR Delivery.

Dr Phillip's profile connects a client brief with practical expertise, digital tools and organised delivery. The engagement should define the required mix of services, deliverables, review arrangements and responsibilities, with agreed documents organised through the staff and client workspaces.

BRING TO THE CONVERSATION

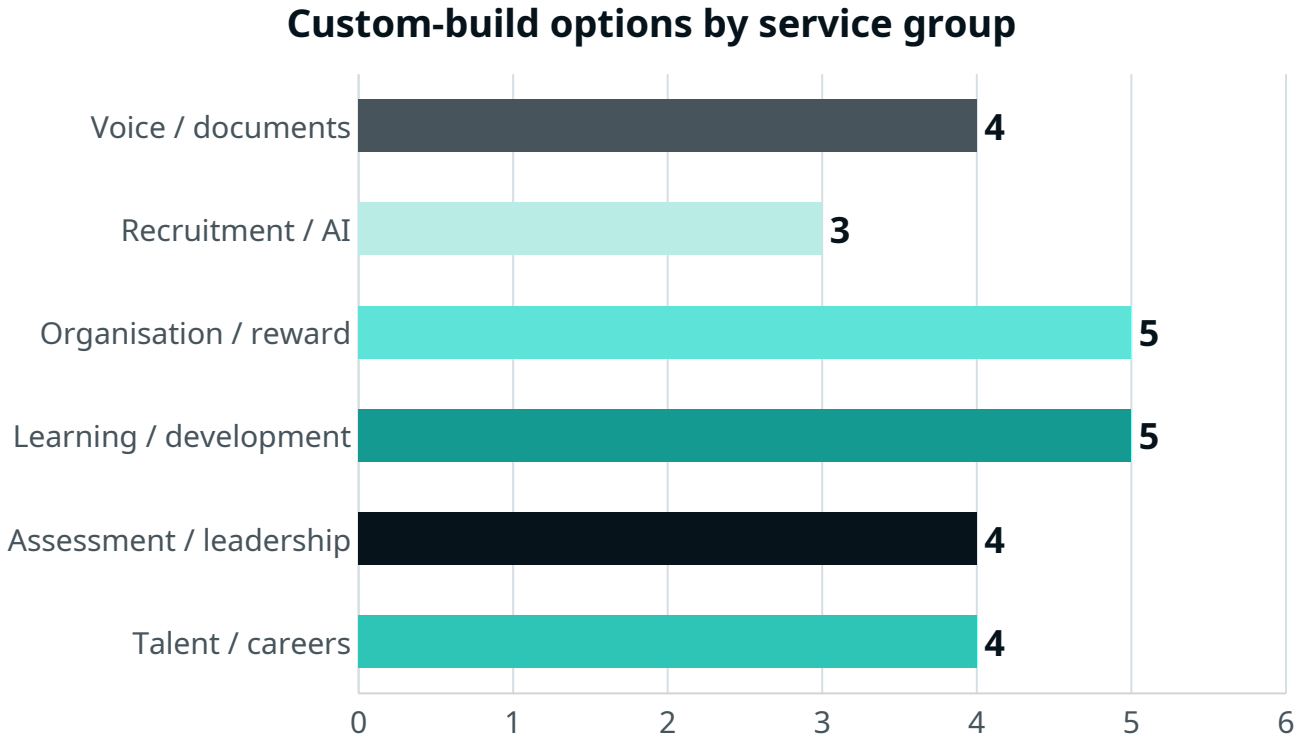
A focused consultation brief · Agreed scope and delivery approach · Defined outputs and review arrangements

A human-led engagement gives clients a clear route for discussing judgement, context and delivery choices before committing to a particular service or custom build.

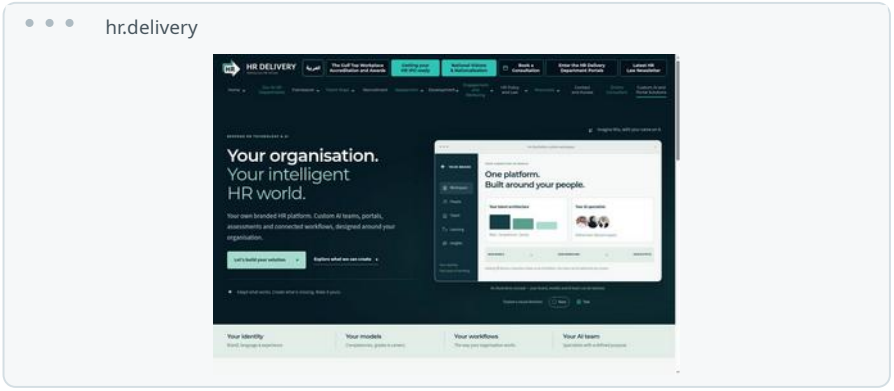
25 custom-build possibilities, six starting points

Begin with the service group closest to the work you want to improve, then shape a focused brief.

Custom-build options by service group



Catalogue scope: 4 + 4 + 5 + 5 + 3 + 4 = 25 custom solutions. Build scope and delivery arrangements are agreed separately.



Website screen · Live Custom AI and Portal Solutions overview.

WHAT THE NUMBERS MEAN

The live catalogue groups 25 possibilities into talent and careers, assessment and leadership, learning and development, organisation and reward, recruitment and AI teams, and employee voice and HR documents. A client build may combine several groups.

SERVICE NOTE · Specialist profiles are available; live AI communication awaits provider activation.

Twelve specialist roles, one connected service

Find a named route into the service area that fits your organisational question, then agree the appropriate support.

Rakan
TalentMaps[3]

Lama
Reception

Hessa
Recruitment

Zayd
Assessment

Faisal
Organisation Design

Mariam
Engagement & Wellbeing

Noor
Learning & Development

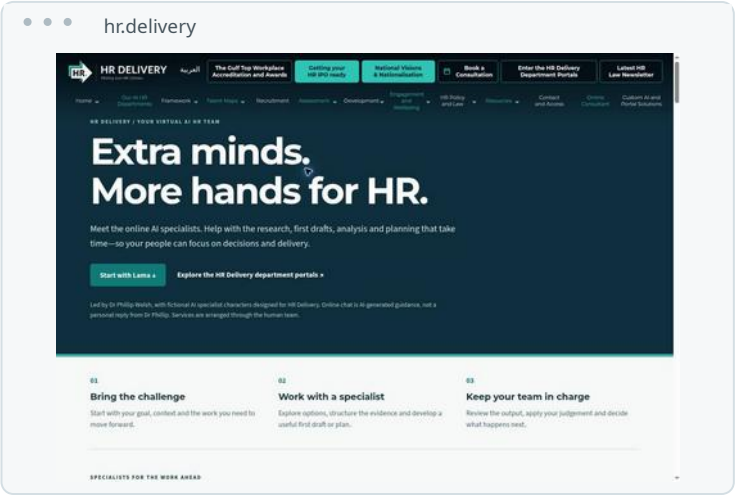
Omar
Reward & Performance

Tariq
IPO Readiness

Sami
Executive Coaching

Maha
Client Solutions

Nasser
Awards & Certification



Related service view · Meet the Team directory

Dr Phillip Welsh leads the human HR Delivery team.

Start with Lama when your question spans several departments.

From your idea to an everyday working tool

Start with one priority, then agree the experience, outputs and support needed to turn it into a useful solution.

01

Shape the brief

Bring your brand, models and the work to improve.

02

Design together

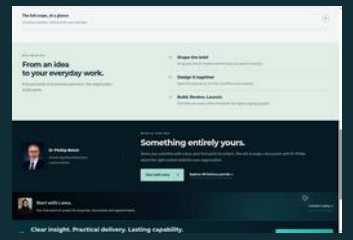
Agree the experience, AI roles, workflows and outputs.

03

Build, review, launch

Test with users, refine details and agree ongoing support.

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Website screen · Published custom-build process and human-led enquiry route.

hr.delivery



Website screen · Custom AI and Portal Solutions service overview.

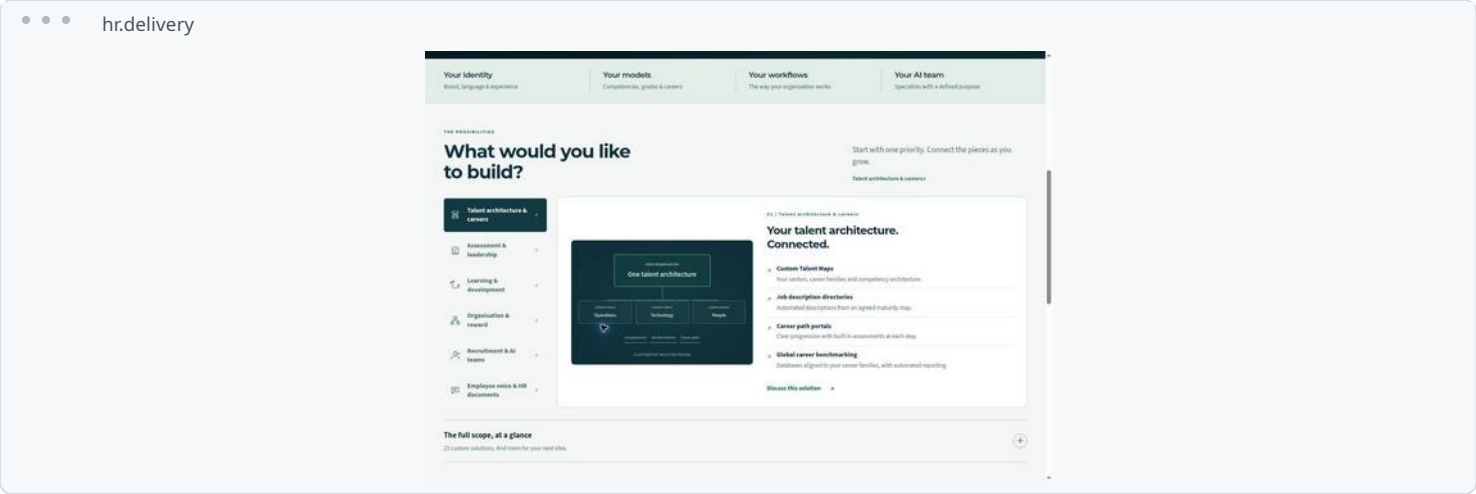
YOU RECEIVE

An agreed brief · A designed and reviewed experience · A launch and support arrangement

You stay involved in defining the problem and reviewing the solution, so the final experience reflects the work it must support.

Custom talent architecture and career portals

Build a branded talent architecture around your sectors, career families, competency model and progression requirements.



Website screen · Live custom-solutions catalogue; the on-page workflow illustration is a concept design.

THE SERVICE IN PRACTICE

The catalogue combines custom TalentMaps, job-description directories, career-path portals and global career benchmarking. Agree the role structure and maturity map first, then define how descriptions, assessment steps and reporting will support your organisation’s people decisions.

WHAT THIS GIVES YOU

Your organisation can connect its own role language with consistent descriptions, progression routes and useful talent reporting.

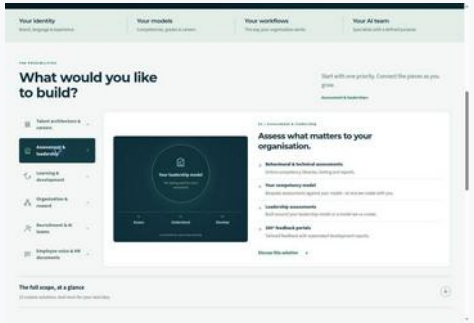
YOUR OUTPUTS

Custom TalentMaps · Job-description directories · Career-path portals · Career benchmarking

Custom assessment and leadership solutions

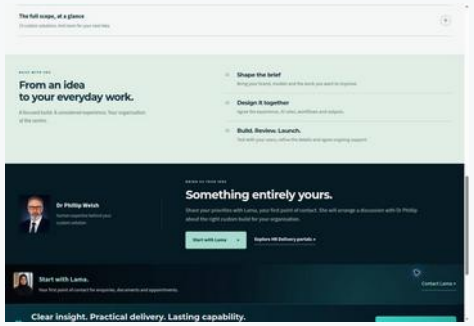
Translate your own capability or leadership model into an assessment experience designed around the decisions you need to make.

hr.delivery



Website screen · Live custom-solutions catalogue; the on-page workflow illustration is a concept design.

hr.delivery



Website screen · The published brief, co-design and build-review-launch process.

YOUR WORK

Options cover behavioural and technical assessments, your competency model, leadership assessments and 360-feedback portals. Define the intended audience, evidence, scoring, interpretation and reports during scoping, with appropriate professional review before use.

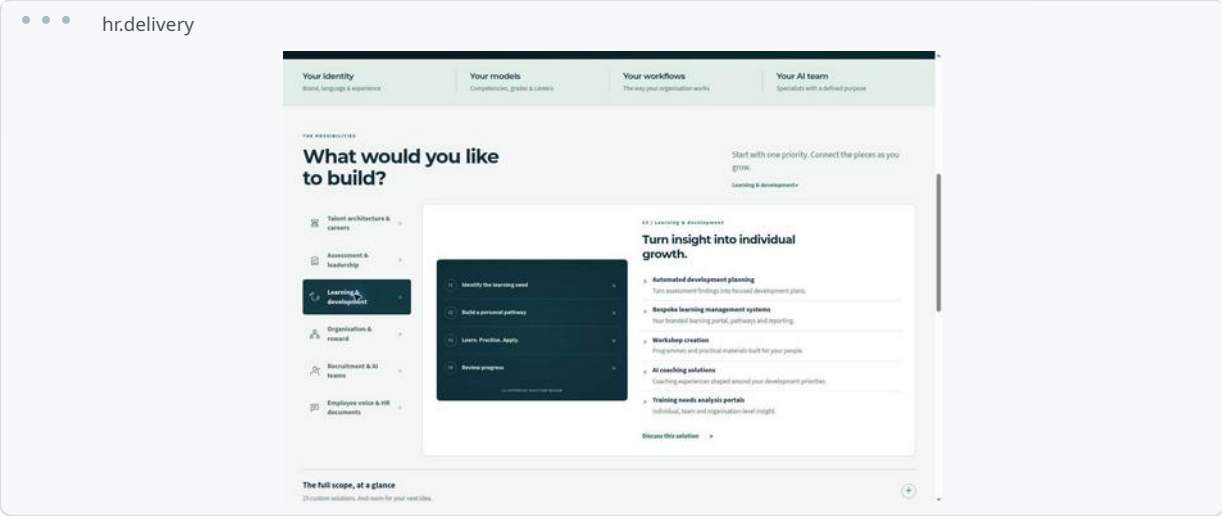
YOUR OUTPUTS

Competency assessments · Organisation-specific model · Leadership assessments · 360-feedback portal

Clients can align the assessment experience and developmental outputs with their own expectations, language and organisational context.

Custom learning and development experiences

Create an organisation-branded learning environment that connects development needs, resources, activities and progress reporting.



Website screen · Live custom-solutions catalogue; the on-page workflow illustration is a concept design.

WHAT YOU CAN DO

The catalogue offers automated development planning, a bespoke LMS, workshop creation, AI coaching solutions and training-needs analysis portals. Agree the learner groups, content, support roles, evidence of completion and reporting needs before designing the experience.

Your learning offer can connect identified needs with relevant activities and a practical way to follow development over time.

01
Development planning

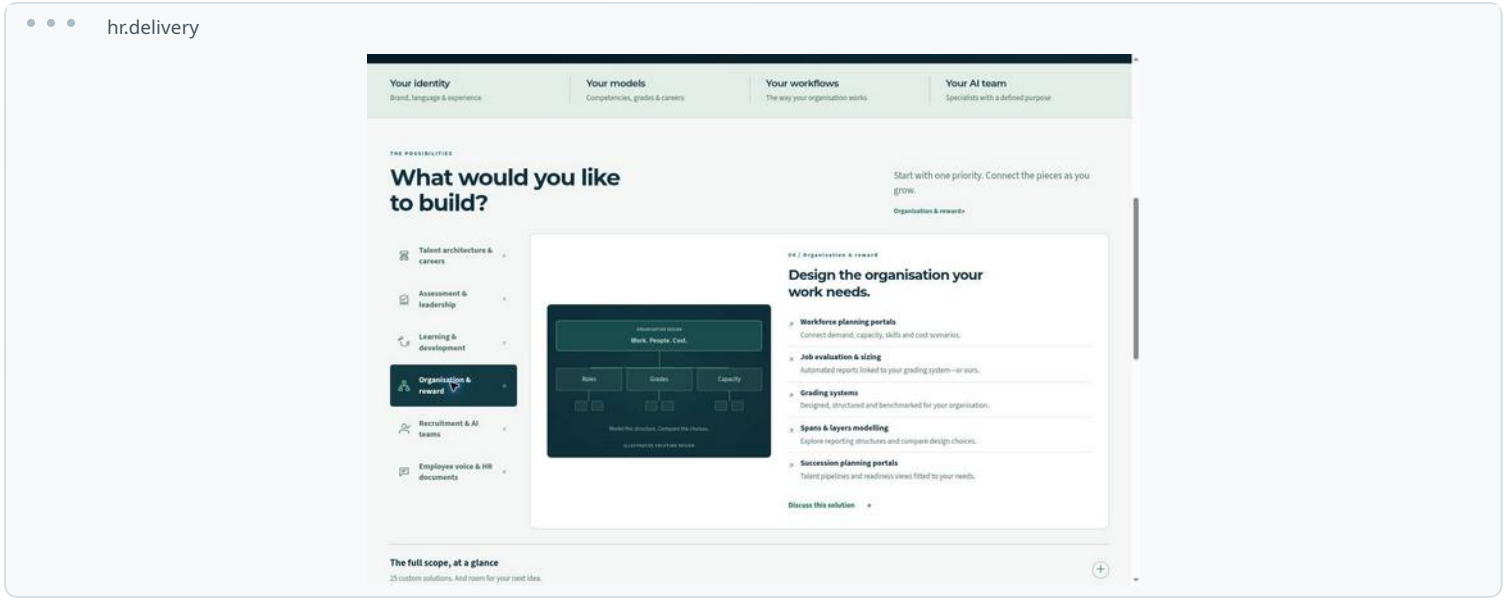
02
Bespoke LMS and workshops

03
AI coaching

04
Training-needs analysis

Custom organisation and reward tools

Design planning tools around the roles, grades, workforce assumptions and decision process your organisation actually uses.



Website screen · Live custom-solutions catalogue; the on-page workflow illustration is a concept design.

YOUR WORKSPACE

Choose workforce planning, job evaluation and sizing, grading systems, spans and layers modelling, or succession-planning portals. Agree the data, assumptions and approval method so scenarios and reports support the way your leadership team makes decisions.

OUTPUTS YOU CAN WORK WITH

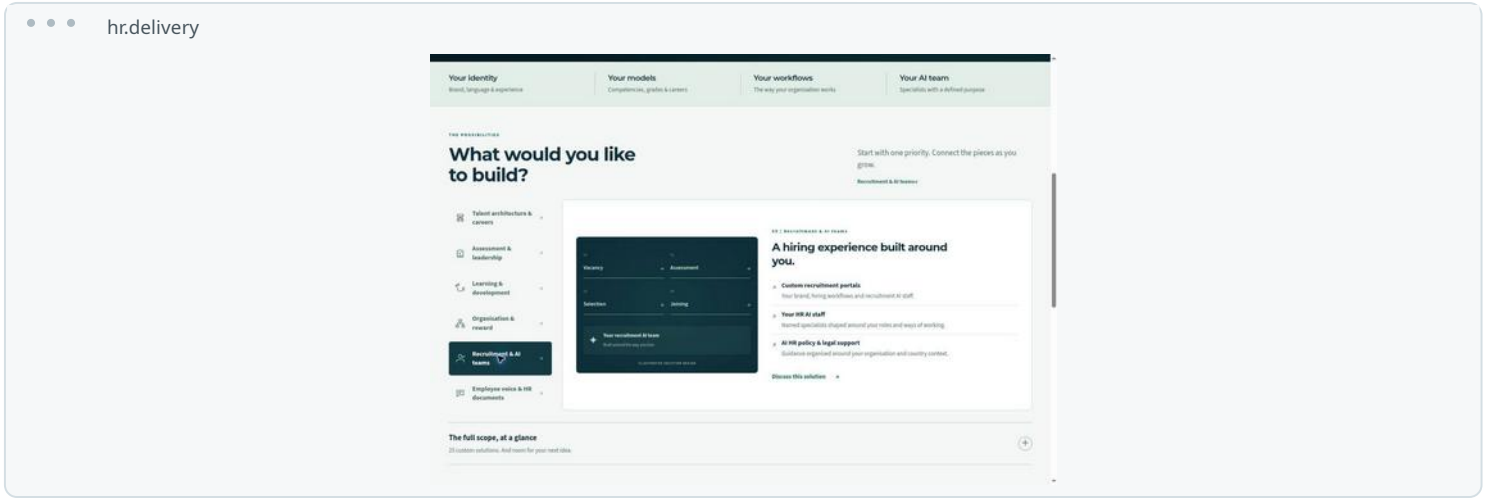
Workforce scenarios · Evaluation and grading · Spans and layers · Succession readiness

WHAT THIS GIVES YOU

Clients can compare structure, capacity and people implications using an agreed model and outputs fitted to their governance.

Custom recruitment portals and HR AI roles

Shape a branded hiring experience and specialist AI roles around your own processes, responsibilities and service needs.



Website screen · Live custom-solutions catalogue; the on-page workflow illustration is a concept design.

THE SERVICE IN PRACTICE

The catalogue combines custom recruitment portals, named HR AI staff and AI policy or legal-support experiences. Scope the hiring stages, country context, information access, human review and required provider connections as part of the design.

WHAT THIS GIVES YOU

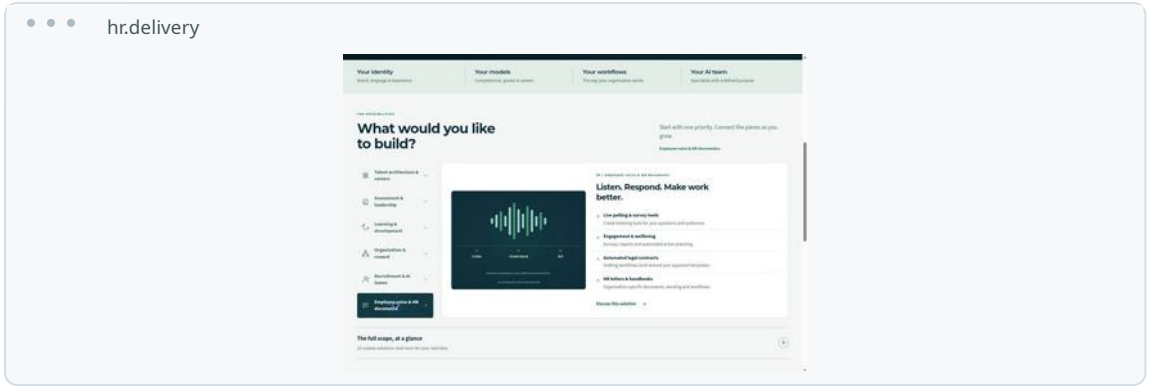
Your organisation can create a more coherent service experience while keeping responsibilities and review points explicit in the build.

YOUR OUTPUTS

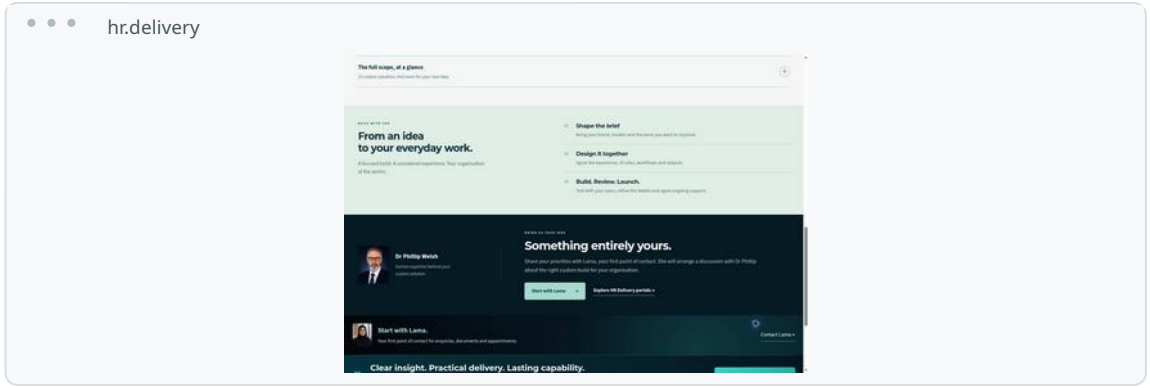
Branded recruitment portal · Defined HR AI roles · Policy and legal-support workflows

Custom employee listening and HR documents

Build listening and document workflows around your audiences, questions, approved wording and organisational requirements.



Website screen · Live custom-solutions catalogue; the on-page workflow illustration is a concept design.



Website screen · The published brief, co-design and build-review-launch process.

YOUR WORK

Options include live polling and surveys, engagement and wellbeing reporting with action planning, automated contract drafting, and HR letters or handbooks. Start from agreed questions and templates, then define the response, review and approval workflow.

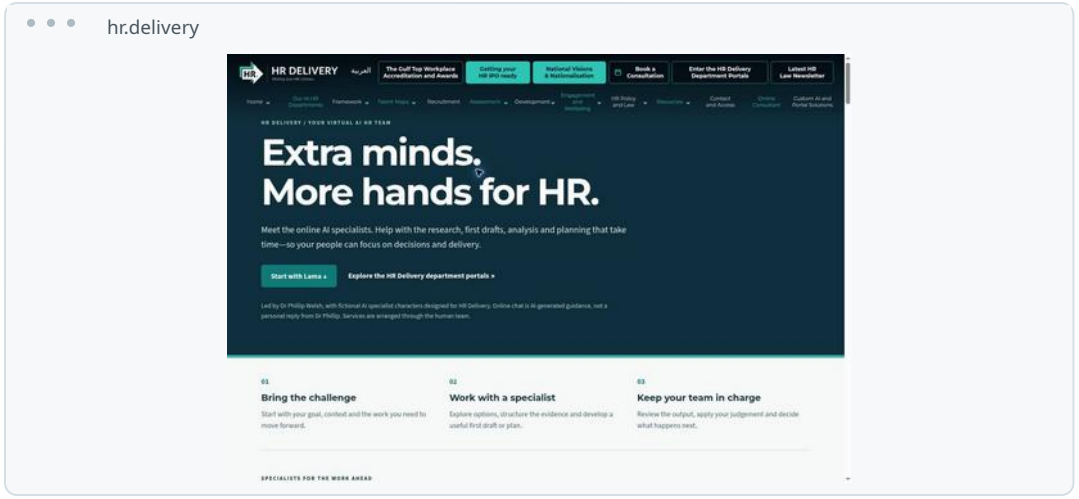
YOUR OUTPUTS

Polling and surveys · Listening reports and action plans · Contract drafting · HR letters and handbooks

Your employees and HR team can work through an experience tailored to the organisation, with outputs that fit its processes.

Meet the people and specialist roles behind your service

Find the right starting point for your question across HR Delivery's named specialist and country-team directory.



Related service view · Meet the Team directory

YOUR WORK

Browse a specialist profile to understand the work area, relevant tools and enquiry route. Dr Phillip leads the human team; the named AI characters represent specialist service roles and support navigation.

YOUR OUTPUTS

A relevant service contact · A focused question · A route into the right department

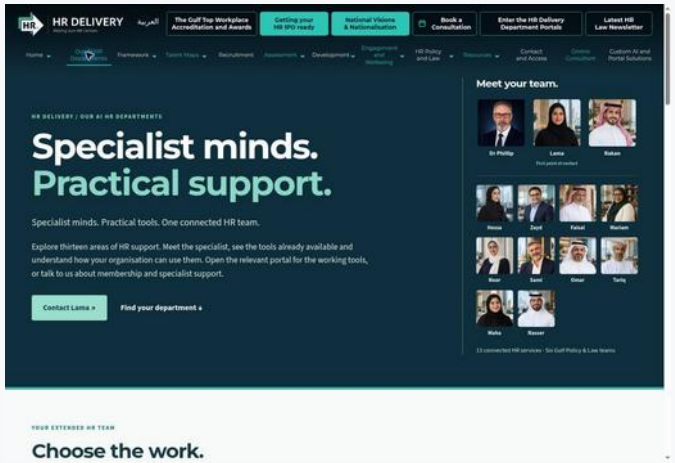
You can approach the team with clearer expectations about expertise, human involvement and the support your organisation needs.

1. Explore. Choose the service or country relevant to the issue.
2. Prepare. Bring your context, desired output and timing.

Find the HR department that matches your priority

Use the departments overview to connect an organisational need with an appropriate service, specialist and workspace.

hr.delivery



Related service view · Our AI HR Departments overview

WHAT THIS GIVES YOU

Leaders can see how the services fit together and involve the right disciplines when a challenge crosses departmental boundaries.

WHAT YOU CAN DO

The overview brings 13 HR support areas together. Each route explains its role and links to more detailed service information, resources and portal entry. Access to working areas follows the organisation's agreed entitlements.

1. Identify. Start with the decision or work you need to improve.
2. Connect. Open the department and explore its practical resources.

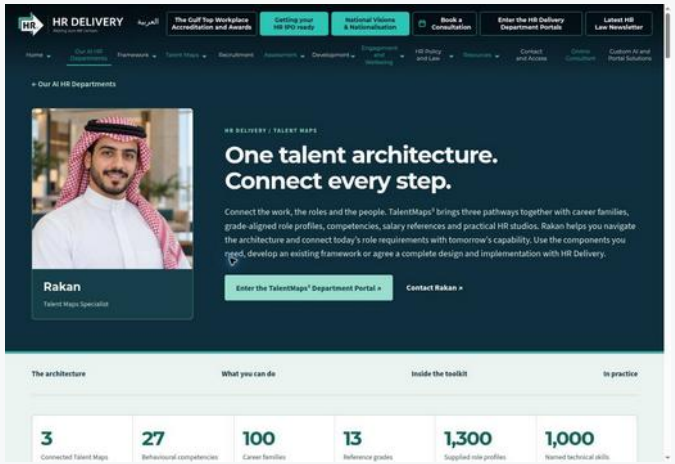
YOUR OUTPUTS

Department scope · Related tools and resources · Portal and enquiry routes

Understand a department before you start

Each department page explains the work, its practical components and the next step into resources or specialist support.

hr.delivery



Related service view · Rakan department profile

WHAT THIS GIVES YOU

You can choose relevant support with an understanding of how the components contribute to the work your organisation needs.

WHAT YOU CAN DO

Read the purpose and examples, explore the tools and review the portal preview. These pages help you frame an initial requirement before discussing a membership, a focused service or a larger assignment.

1. Explore. Review the department's practical uses and tools.
2. Agree. Discuss the deliverables and access appropriate to your situation.

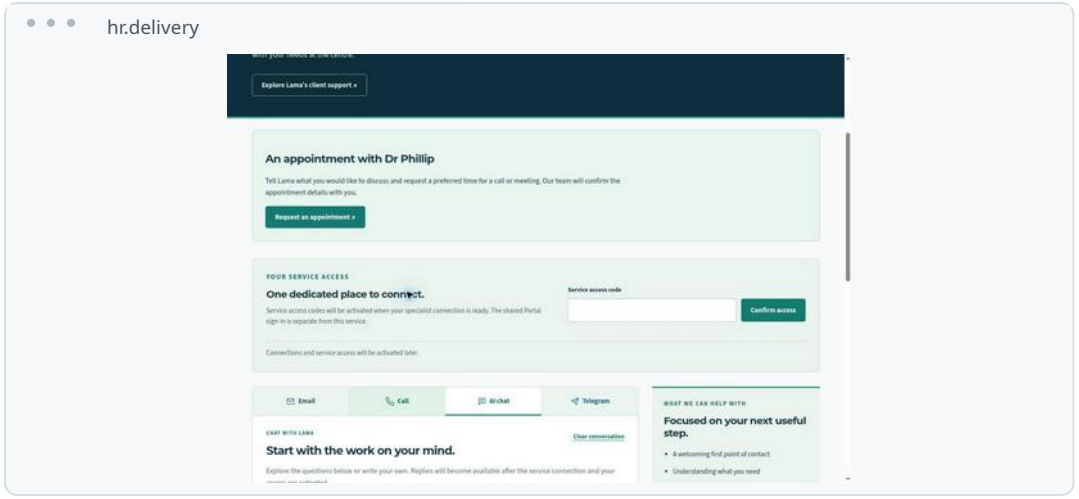
YOUR OUTPUTS

A clearer service scope · Useful starting resources · A more informed brief

SERVICE NOTE · Live specialist replies and calls await external provider connections.

A named specialist screen for each service

Specialist communication screens keep the person, department, service scope and channel options together in one place.



Related service view · Service access code and communication channels awaiting activation

YOUR WORK

Choose the specialist relevant to your enquiry and review the service description. The screen provides access-code entry and Email, Call, AI chat and Telegram tabs, each with its own connection status.

YOUR OUTPUTS

A department-specific contact screen · Visible channel choices · Service-access information

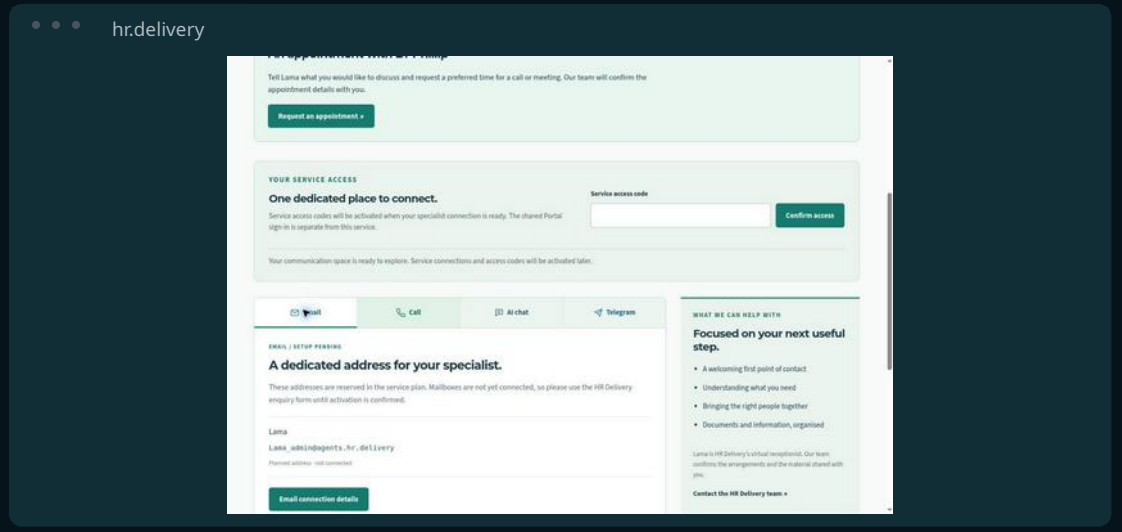
The intended experience gives you a recognisable route into specialist support and makes the readiness of each channel visible.

1. Choose. Select the relevant specialist and read the scope.
2. Check. Confirm that the channel and your service access are active.

SERVICE NOTE · External providers are still required for specialist email, chat, calls and Telegram.

Choose a communication channel with a clear purpose

Email, chat, call and Telegram interfaces offer different formats for planned specialist conversations and follow-up.



Related service view · Email specialist interface awaiting service activation

WHAT THIS GIVES YOU

Clients can match the conversation to their need while knowing which channels have been activated for the service.

WHAT YOU CAN DO

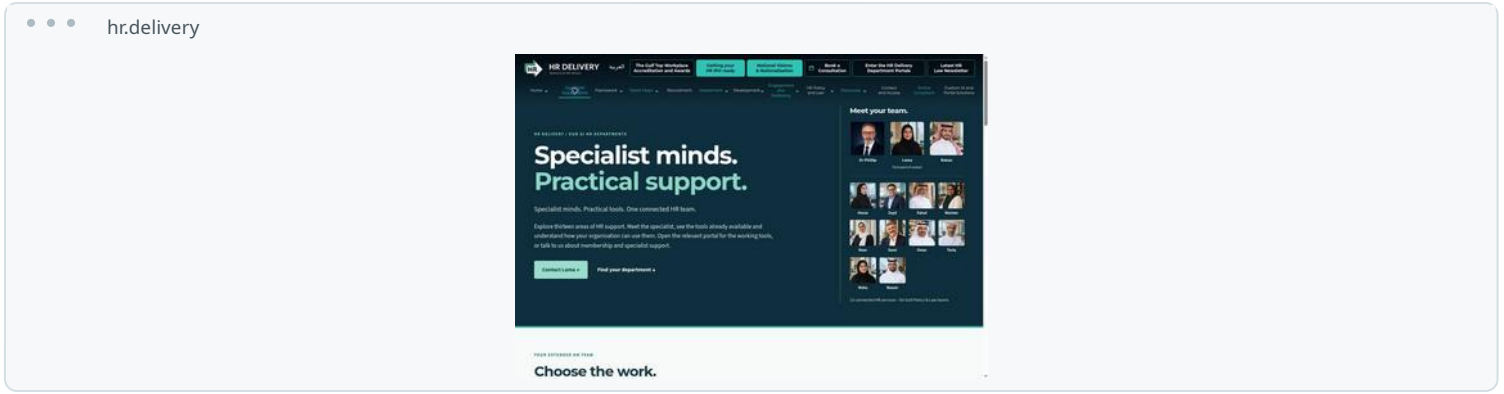
Email supports written enquiries, chat a question workspace, calling a live conversation, and Telegram a planned bot route. The current screens identify unconnected services; channel availability must be confirmed before relying on a response.

1. Prepare. Set out the question, context and expected next step.
2. Connect. Use the available contact route agreed with the team.

YOUR OUTPUTS

A suitable communication format · Visible service status · An agreed enquiry route

Move from the website into your working portal



Related service view · Our AI HR Departments overview

YOUR WORK

Select the department matching your task, follow its sign-in link and enter using the agreed access details. Within the workspace, available tools and information depend on the roles and permissions assigned to your organisation.

The website helps you understand the offer; the portal gives authorised users a place to carry out the agreed work.

The portal directory and department pages connect each public service explanation with its relevant working environment.

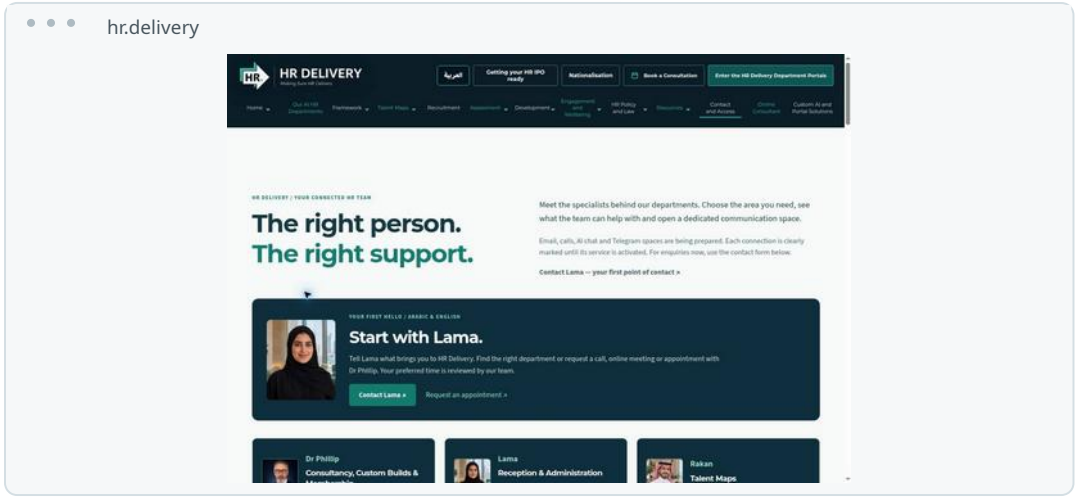
1. Choose. Use the service headings in this guide.
2. Open. Follow the relevant portal link and your access handover.

YOUR OUTPUTS

Direct department portal entry · Relevant studios and tools · A working route for your task

Turn your question into a useful service brief

A focused enquiry gives the team the context needed to recommend a resource, conversation or scoped assignment.



Related service view · Contact, consultation and portal-access routes

YOUR WORK

Describe your organisation, country, challenge, intended outcome and timing. Choose a specialist department when the need is clear, or begin with Lama when several areas are involved or you need help defining the next step.

YOUR OUTPUTS

A focused organisational requirement · A relevant service route · An agreed next conversation

You spend the initial discussion on the decisions and deliverables that matter, helping the team shape appropriate support.

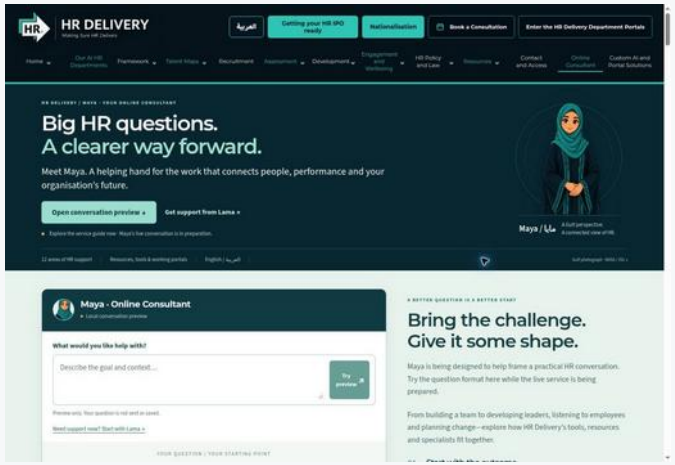
1. Frame. Explain the issue and what would improve it.
2. Agree. Confirm the expertise, output and access you need.

SERVICE NOTE · The conversation box is a local preview: it generates no AI reply and does not send or save questions.

Use Maya to find your next useful step

Maya's Online Consultant is a public service navigator across 12 areas of HR support, resources and specialist routes.

hr.delivery



Related service view · Maya Online Consultant local conversation preview

WHAT THIS GIVES YOU

You can explore the offer independently and arrive at a more focused starting point for your organisation's work.

WHAT YOU CAN DO

Choose a support area or explore example journeys for workforce planning, employee listening and development. The page helps clarify the outcome, organisational context and next action before you contact the team.

1. Explore. Select a support area and related resources.
2. Continue. Open the portal or contact route that fits your need.

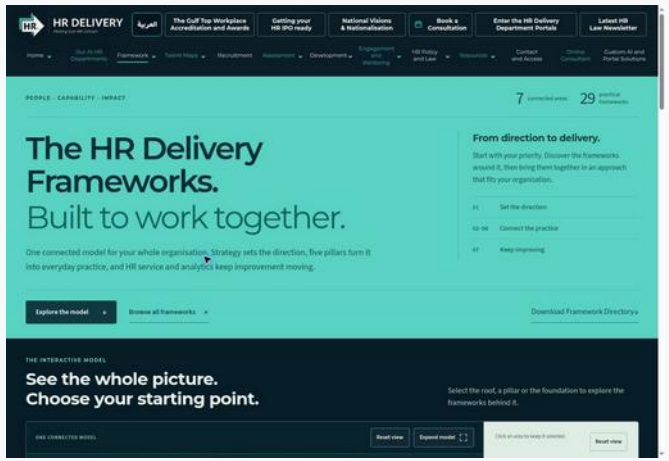
YOUR OUTPUTS

Relevant service links · Examples of connected HR journeys · A clearer question for the team

Interactive HR framework explorer

Locate an organisational challenge within a connected view of HR, then explore the related practices that may influence how the issue should be addressed.

hr.delivery



Website screen · Interactive framework explorer and topic navigation

WHAT YOU CAN DO

The framework model places strategy and planning above five practice pillars, with HR service and analytics as the foundation. Clients can select an area, search for a topic and open related frameworks, connecting a specific question with the broader organisational context.

A connected view helps clients avoid treating a people issue in isolation and agree a more coherent starting point for discussion, diagnosis or design work.

01

A selected framework starting point

02

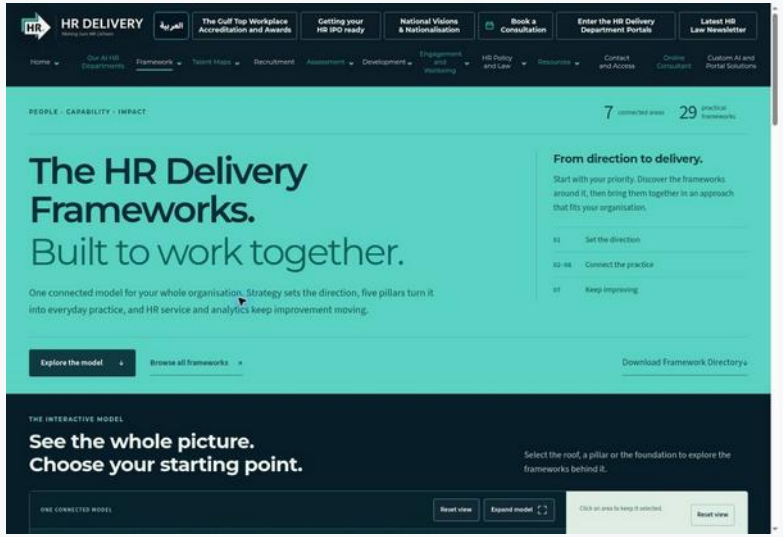
Related HR practice connections

03

Questions for a diagnostic or consultancy brief

Twenty-nine framework topic pages

hr.delivery



Website screen · Interactive framework explorer and topic navigation

Choose a framework that fits the organisational question and use its explanation as a shared reference when preparing a workshop, diagnostic or implementation discussion.

YOUR WORKSPACE

The collection brings 29 practical frameworks together across seven connected areas. Each topic provides an overview and matching one-page PDF, giving clients a consistent way to understand the model and follow the related diagnostic material or resources.

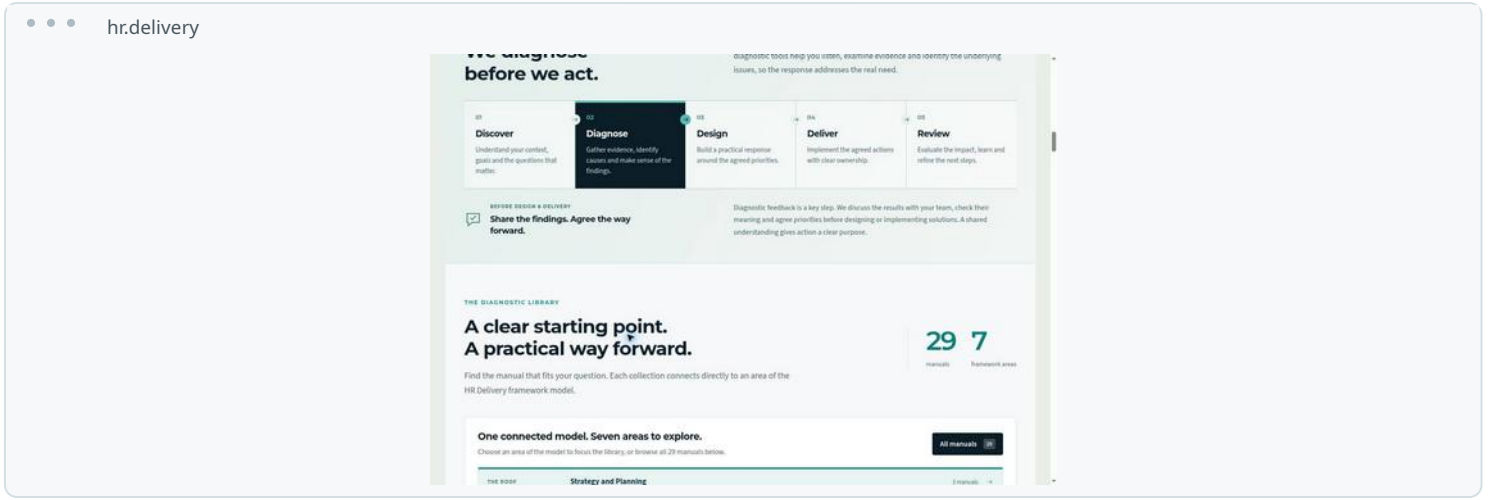
OUTPUTS YOU CAN WORK WITH

Topic framework overview · Matching one-page PDF · Links to supporting diagnostic resources

WHAT THIS GIVES YOU

A common reference helps stakeholders discuss the same concepts and identify which parts of the issue need evidence, practical design or further professional support.

Twenty-nine diagnostic subject manuals



Website screen · Search and seven-area filters for 29 diagnostic subject manuals

THE SERVICE IN PRACTICE

The manuals follow the framework explorer's seven areas, covering topics from strategy and workforce planning to culture, reward, HR service and analytics. Search or filter the subjects, review their scope and open the complete English manual in the on-page viewer.

Prepare a diagnostic brief around the subject, dimensions and evidence that need to be understood before the organisation commits to an intervention or change.

WHAT THIS GIVES YOU

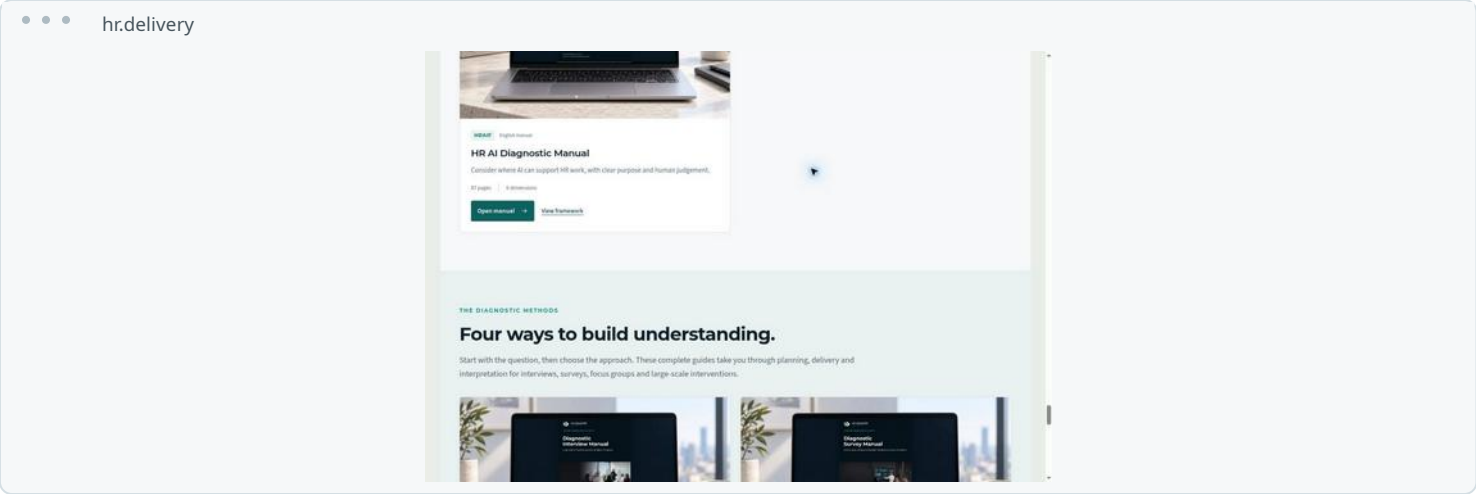
A defined diagnostic scope helps the project team gather more relevant evidence and connect its findings with the practical choices the organisation needs to make.

YOUR OUTPUTS

Subject-specific diagnostic guide · Dimensions and evidence questions · A structure for feedback and priorities

Interviews, surveys, focus groups and large-group methods

Select a diagnostic method according to the question, audience and evidence required, then plan how the findings will inform a useful organisational discussion.



Website screen · Four diagnostic method manuals: interviews, surveys, focus groups and large interventions

WHAT THIS GIVES YOU

A deliberate method choice improves the connection between the question being asked, the people involved and the evidence used to shape the next step.

THE SERVICE IN PRACTICE

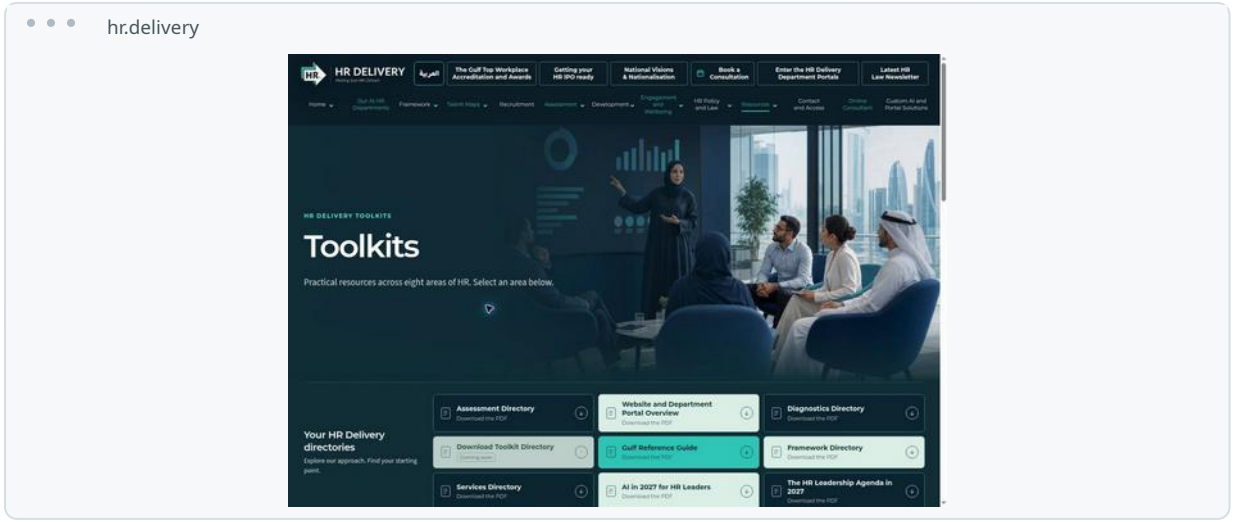
Four substantial guides cover interviews, surveys, focus groups and large-group interventions. They explain planning, question or item banks, delivery, interpretation and practical records across the subject areas, helping clients connect individual perspectives, wider patterns and shared discussion with follow-up action.

YOUR OUTPUTS

Method-selection rationale · Interview, survey or group-discussion preparation · Interpretation and follow-up structure

Toolkit library: 123 listed items

Find practical resources for a defined project or workshop, using the toolkit collections to connect the chosen subject with relevant frameworks and development material.



Website screen · Toolkit collections and item directory

WHAT YOU CAN DO

Eight collections cover strategy, attraction and retention, organisation design, development, employee experience, performance and reward, HR service and analytics, and the Top 100 Series. The first seven list 63 toolkits; the Top 100 collection adds 60 manuals across six audiences.

A relevant toolkit set helps the team move beyond discussion into preparation and practical work, while checking which individual resources and formats are available.

01

Practice-area toolkit collection

02

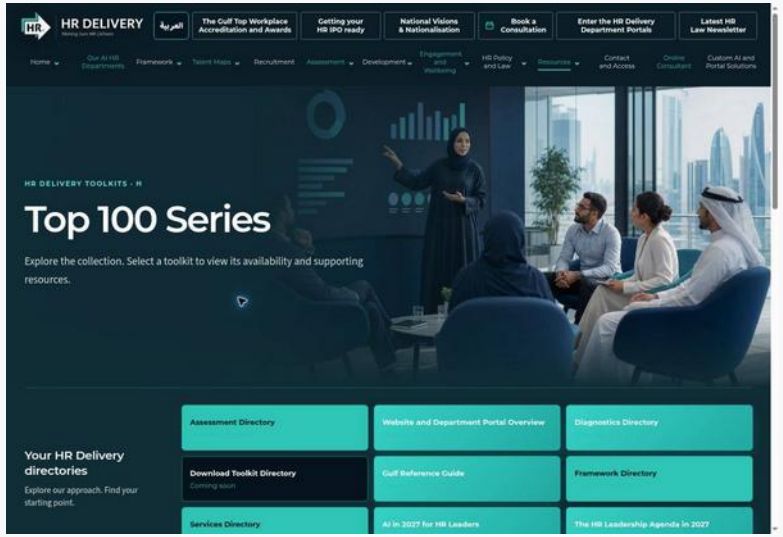
Connected frameworks and reading

03

A focused resource set for the assignment

Top 100 Series

hr.delivery



Website screen · Top 100 Series directory

Choose professional-development material around the responsibilities of the people involved, then connect the selected manual with the work or discussion they need to undertake.

YOUR WORKSPACE

The series contains ten manuals for each of six audiences: individual contributors, managers, leaders, teams, HR professionals and board members. Audience-first navigation helps clients identify a relevant manual, check its availability and build it into a reading or discussion plan.

OUTPUTS YOU CAN WORK WITH

Six audience-specific collections · Sixty development manuals · Relevant material for a workshop or reading plan

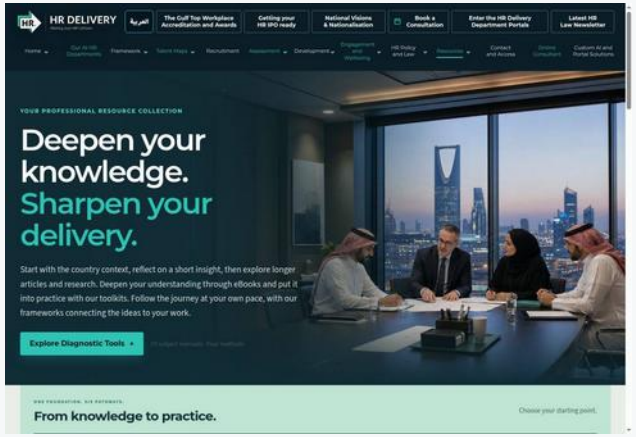
WHAT THIS GIVES YOU

An audience-led choice helps facilitators and project leaders select material that fits participants' responsibilities and connects the learning discussion with practical work expectations.

Watch, Listen and Read resources

Combine suitable resource formats with a focused question or activity so professional learning supports the practical work being discussed in an assignment or workshop.

hr.delivery



Website screen · Public resource collection navigation

WHAT THIS GIVES YOU

Purposeful selection helps participants use resources as preparation for a decision or action, rather than treating completion of reading or media as the outcome.

THE SERVICE IN PRACTICE

The public resource routes connect insights, articles, research, eBooks, toolkits and development material. Clients can choose concise inputs or sustained reading and relate them to reflection and workplace application, checking the formats actually available within the selected collection.

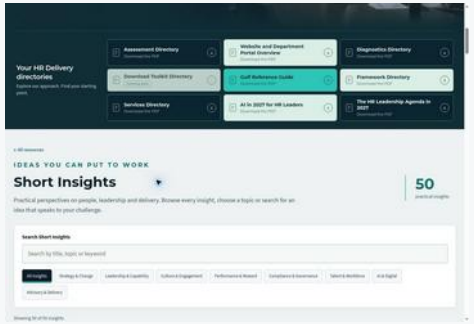
YOUR OUTPUTS

Relevant resource reading or media route · A focused reflection question · Material connected to a practical activity

Short Insights and Long Read Articles

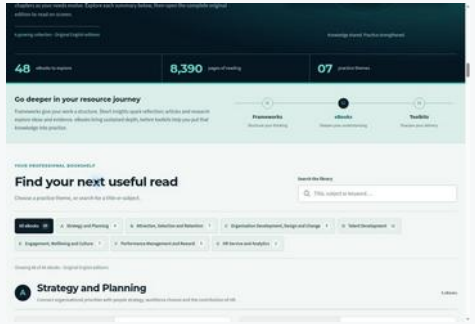
Use a concise insight to frame a question or a longer article to examine its explanation, then connect the reading with a relevant organisational discussion.

hr.delivery



Website screen · 50 searchable Short Insights

hr.delivery



Related service view · 48 English eBooks searchable by theme or subject

YOUR WORK

The reviewed site lists 50 short insights and 61 long articles across strategy, leadership, culture, workforce, reward, governance, digital HR and service delivery. Search by title, subject or keyword and use filters to identify useful pre-reading for the task.

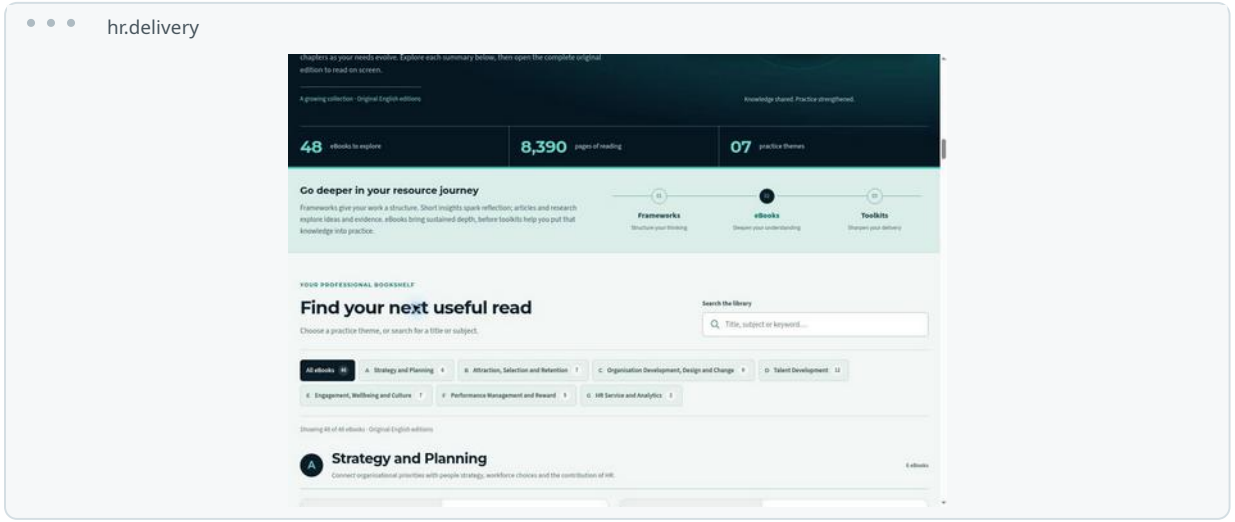
YOUR OUTPUTS

Short perspective on a selected question · Longer explanation and practical implications · Relevant pre-reading for a workshop or meeting

The two reading depths help clients prepare at the right level and bring more informed questions into a leadership, HR or project conversation.

HR Delivery eBooks

Use a longer publication to explore a model, explanation or case in more depth, then return to relevant chapters as the organisation's work develops.



Website screen · 48 English eBooks searchable by theme or subject

WHAT YOU CAN DO

The public library contains 48 original English editions across seven practice themes, with models, cases and practical resources. Search by subject or browse a theme, review the summary and open the complete edition for on-screen reading and continued reference.

A substantial publication gives project teams and individual readers a deeper basis for preparation, reflection and discussion alongside the shorter frameworks and practical toolkit resources.

01

Complete English eBook editions

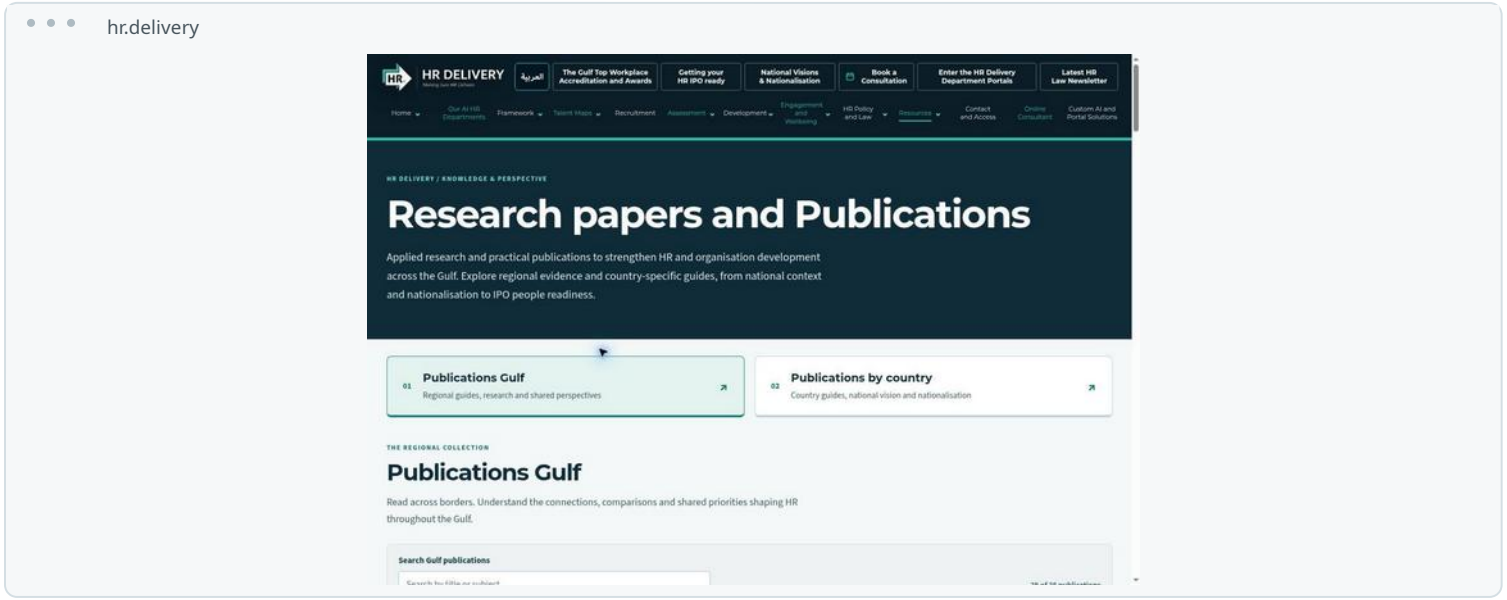
02

Topic summaries and chapter-level reading

03

Reference material for consultancy or development

Research and publications



Website screen · Research, Gulf and country publications

Use regional and country publications to understand the context surrounding a people-management question before defining the organisation's assumptions, priorities or proposed course of action.

YOUR WORKSPACE

The collection brings applied Gulf research and practical references together, covering business conditions, employment, skills, workplace culture and related organisational priorities. Search by title or subject, then check the publication description, page count and edition before opening the booklet.

OUTPUTS YOU CAN WORK WITH

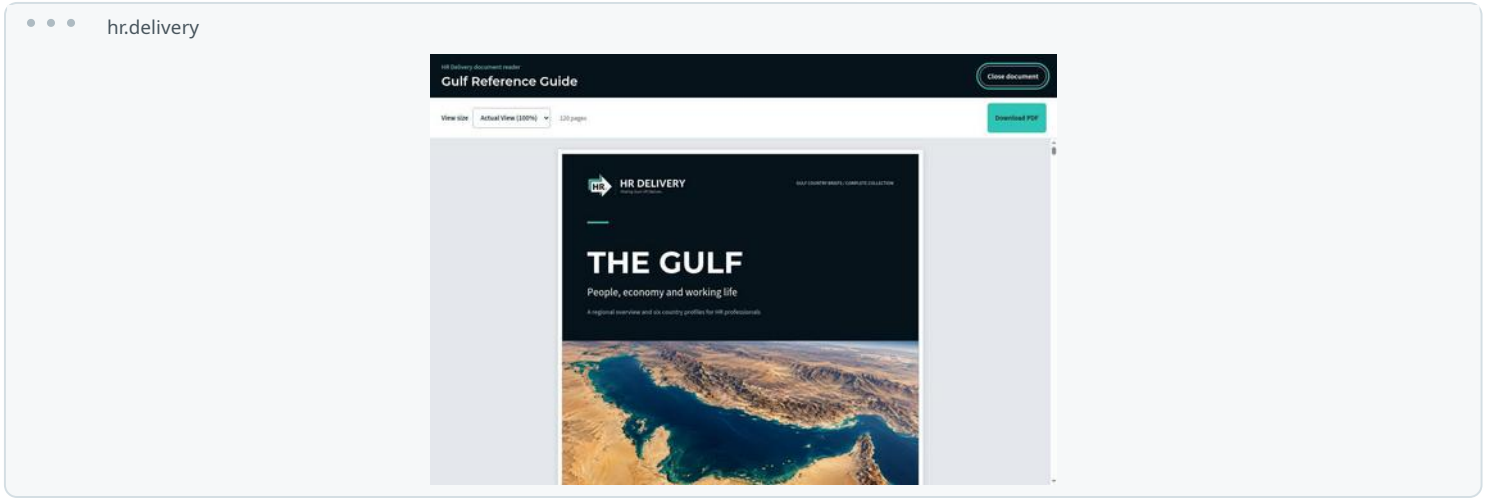
Regional or country reference publication · Context for the project question · Source material retained with the working brief

WHAT THIS GIVES YOU

A better-informed brief helps clients identify relevant context, compare assumptions across markets and recognise where current organisational evidence or further investigation is required.

Integrated PDF and document viewers

Read a substantive publication, manual or example in its website context before deciding whether it is relevant to a project, workshop or development need.



Website screen · Integrated document reader showing the Gulf Reference Guide

WHAT THIS GIVES YOU

An integrated reader lets clients assess the material's depth and relevance while keeping the resource connected to its catalogue description and intended use.

THE SERVICE IN PRACTICE

Catalogue links open document viewers with the resource title and reading controls. Clients can move through the edition on screen and use a download route where the resource permits it, with view-only material distinguished from downloadable versions in the collection.

YOUR OUTPUTS

On-screen document reading · Page navigation within the edition · Download access where provided

Example-report galleries

Review an illustrative assessment or diagnostic report alongside its intended use to understand the reporting depth, interpretation and feedback preparation relevant to the organisation's question.

DOCUMENT / OUTPUT

Example-report galleries

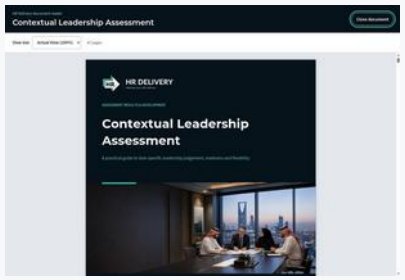
01 Illustrative report structure

02 Interpretation and development sections

03 Questions for service selection and feedback planning

Illustrative output structure

hr.delivery



Website screen · Live browser screenshot of the public Contextual Leadership...

hr.delivery



Related service view · Search and seven-area filters for 29 diagnostic subject...

HOW IT SUPPORTS YOUR WORK

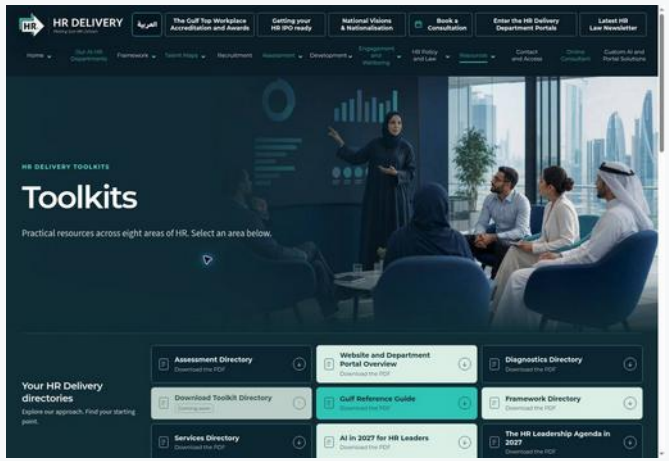
Example reports show the structure of profiles, combined findings, interpretation and development guidance. Clients can open a report from a factsheet or collection and compare the format with the decision or development conversation they want the service to support.

Seeing a report helps clients discuss the output they need and prepare for meaningful feedback, while keeping illustrative examples distinct from actual participant results.

Download directories and publications

Choose a directory that matches the enquiry and use it as a portable reference when planning a consultation, workshop or selection of HR Delivery resources.

hr.delivery



Website screen · Toolkit collections and item directory

WHAT YOU CAN DO

Directory panels connect assessment, diagnostics, frameworks, services, Gulf guidance and the website and portal overview. Readers can open the available viewer or download route and follow the related resources; the separate Toolkit Directory PDF remains marked Coming soon.

A relevant directory helps clients keep the available offer in view and return to the right source when preparing the next conversation or assignment.

01

Available subject and services directories

02

Portable reference publications

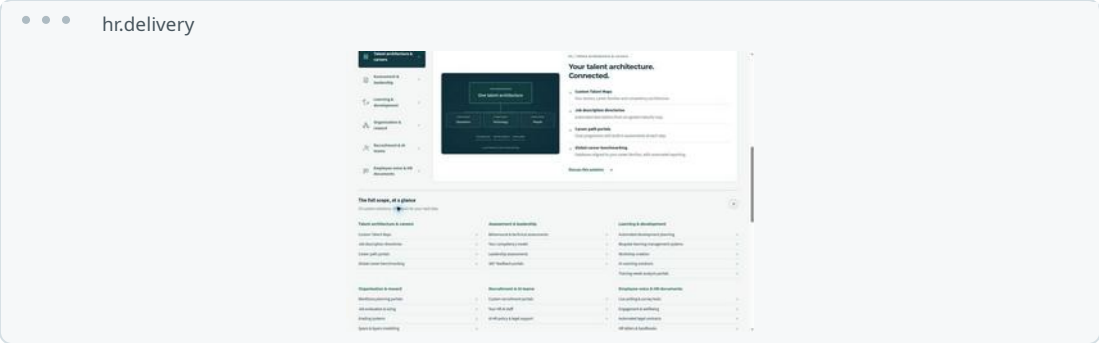
03

Links back to relevant resource collections

SERVICE NOTE · Catalogue and concept illustrations; builds scoped separately

Custom AI and Portal Solutions catalogue

Identify the priority workflow, source models and user needs before discussing how HR Delivery's tools could be adapted to the organisation's brand and operating context.



Website screen · Expanded list of 25 custom AI and portal solutions

YOUR OUTPUTS

A priority custom-solution brief · User, model and integration requirements · A scoped development and review discussion

A clear brief helps the client and delivery team agree what the solution must do, what inputs it needs and how its usefulness will be reviewed.

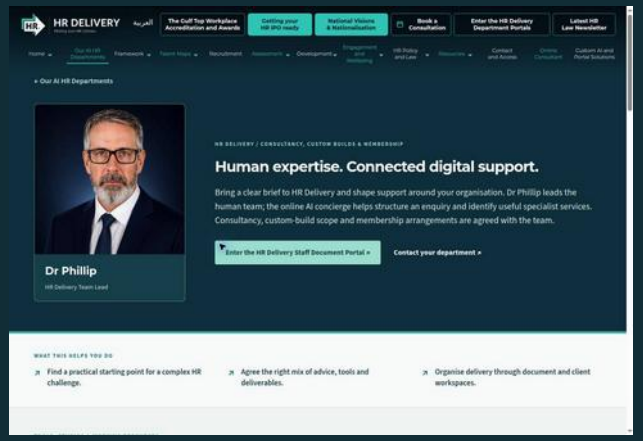
WHAT YOU CAN DO

The catalogue presents 25 potential solutions across six groups, spanning talent, assessments, learning, organisation and reward, recruitment, AI teams, listening and documents. It supports a scoping conversation with Lama and Dr Phillip; each client implementation requires agreed development and acceptance.

Prepare a useful consultancy brief

Describe the organisational question, desired outcome and constraints before selecting the consultancy, resources or custom-development approach for the assignment.

hr.delivery



Related service view · Dr Phillip department profile

YOUR WORK

Locate the issue through a relevant framework and bring organisational context to the consultation. Define scope, responsibilities and deliverables, then record the agreed direction in the proposal or statement of work.

YOUR OUTPUTS

Focused consultancy question · Proposed scope and deliverables · Responsibilities and review arrangements

A clear brief helps the human team recommend a relevant approach and gives the client a better basis for evaluating it.

1. Define the challenge. State the decision or outcome needed and the context surrounding it.
2. Bring relevant information. Explain the constraints, available evidence and stakeholder expectations for the work.
3. Agree the engagement. Review the proposed approach, deliverables, responsibilities and next decisions with the team.

Move from diagnosis to practical action

Select a diagnostic method that answers the organisational question, then connect findings with a practical response and accountable follow-through.

01

Plan the evidence

Match the subject, audience and diagnostic method to the question.

02

Interpret the findings

Review patterns and differing perspectives in the relevant organisational context.

03

Choose the response

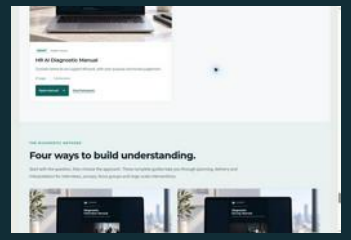
Connect agreed priorities with suitable resources, responsibilities and practical follow-up.

hr.delivery



Related service view · Search and seven-area filters for 29 diagnostic subject...

hr.delivery



Related service view · Four diagnostic method manuals: interviews, surveys,...

YOU RECEIVE

Diagnostic scope and evidence approach · Findings and agreed priorities · Practical response and follow-up requirements

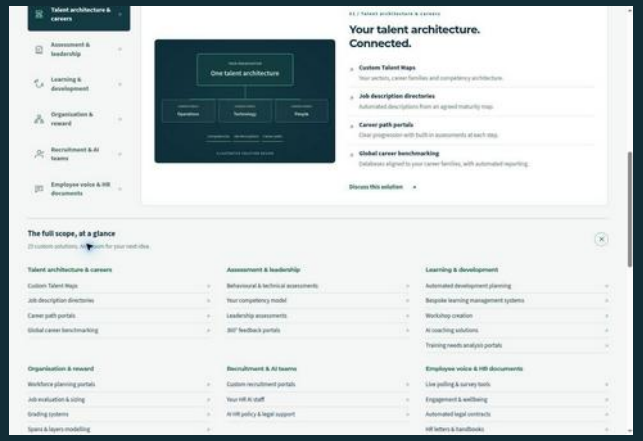
Linking evidence and response helps the organisation explain why an intervention was chosen and what should follow the diagnostic discussion.

SERVICE NOTE · Custom development and provider connections scoped separately

Scope and review a custom HR build

Define the users and outputs required before agreeing how the organisation's models, brand and workflows will become a custom solution.

hr.delivery



Related service view · Expanded list of 25 custom AI and portal solutions

YOUR WORK

Choose a priority workflow and identify users, source content and integration dependencies. Agree the scope and acceptance approach, then assess the developed experience against the client's practical use requirements.

YOUR OUTPUTS

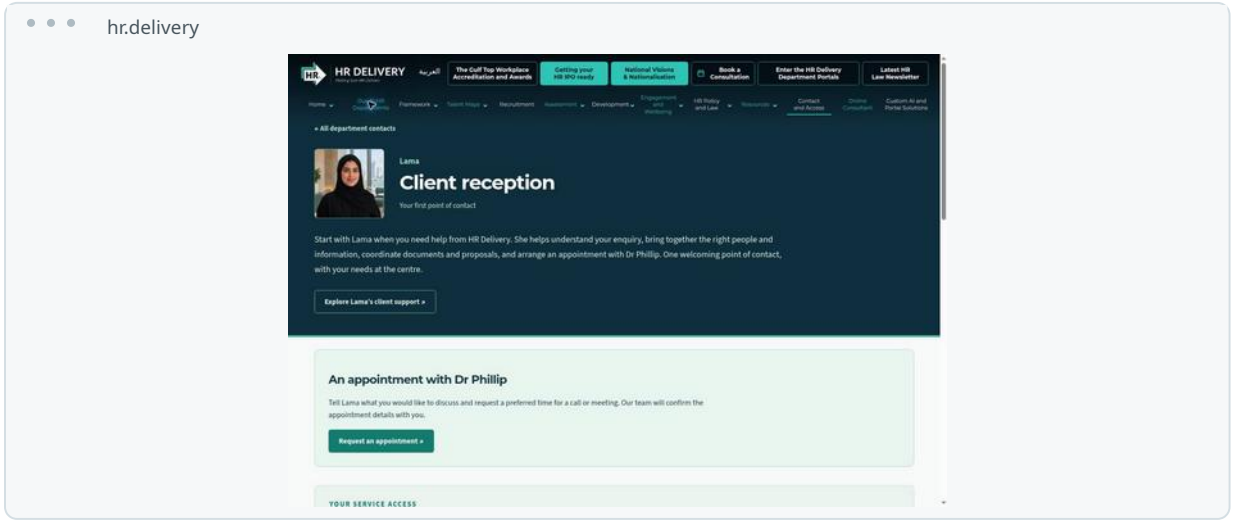
Custom-solution brief and scope · Model, content and integration requirements · User-review and acceptance criteria

A clear scope helps both teams assess the same requirements and distinguish a concept from the implementation agreed for delivery.

1. Define the workflow. Identify the users, tasks and outputs the solution must support.
2. Specify the inputs. Agree source models, content, branding and the required external connections.
3. Review against the brief. Assess the experience with users before agreeing acceptance and handover.

Plan specialist channels around confirmed activation

Specialist screens are available to explore; external providers are needed before their live communication services can be relied upon.



Website screen · Live Lama communication and appointment entry screen.

WHAT YOU CAN DO

Agree which email, chat, call or Telegram route your organisation needs and confirm activation with HR Delivery. Maya remains a labelled local preview, and country legal assistants also distinguish previews from live AI answers and voice.

You can design the support process around channels that are ready and introduce further options as their connections are completed.

01

An agreed communication channel

02

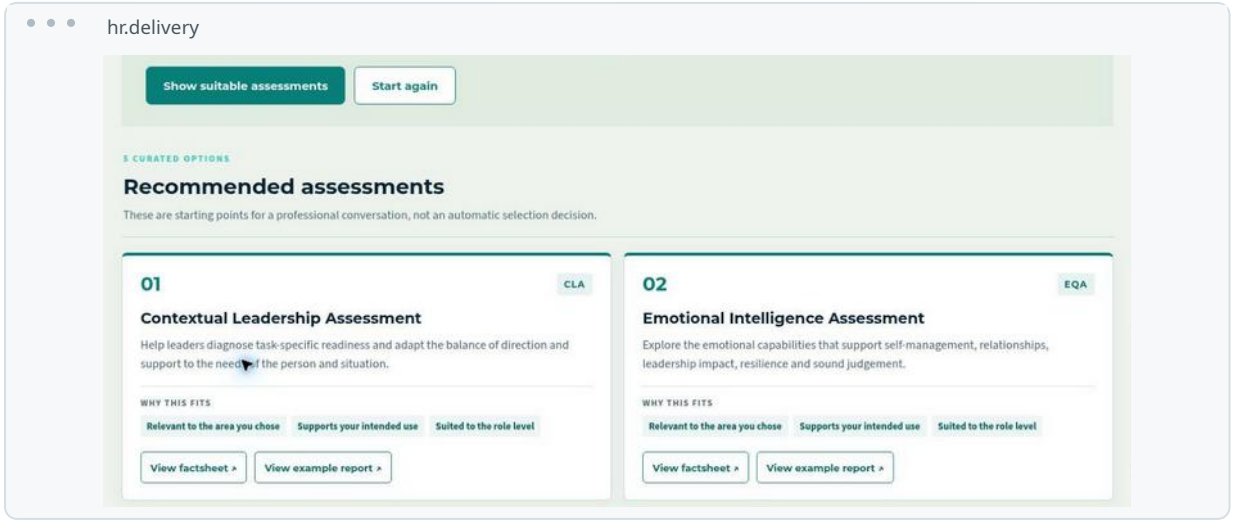
A service-access arrangement

03

A confirmed activation position

Agree the catalogue edition used for your assignment

Some factsheets and public descriptions contain different counts or older editions, so define the resource scope precisely in your brief.



Detail · Website screen · Live public assessment catalogue; count and edition reconciliation concerns...

WHAT YOU CAN DO

The review identified inconsistencies in some assessment component and example-page counts, career-family references and LMS collection groupings. Ask for the current edition and confirm the included instruments, components and resources before programme or document preparation.

Your team can plan against one clear specification and avoid treating overlapping collections or different editions as additional unique resources.

01

A defined catalogue edition

02

An agreed component list

03

Consistent handover documentation

HR DELIVERY
Making Sure HR Delivers

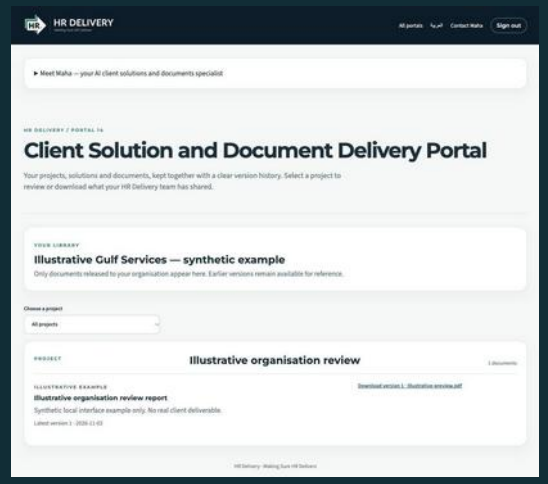
HANDOVER AND CONTINUING SERVICE

L

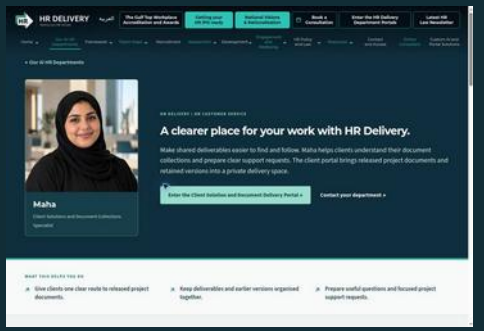
Your Client Documents

Find your deliverables, understand versions and access, and see how the team coordinates the work behind your service.

hr.delivery



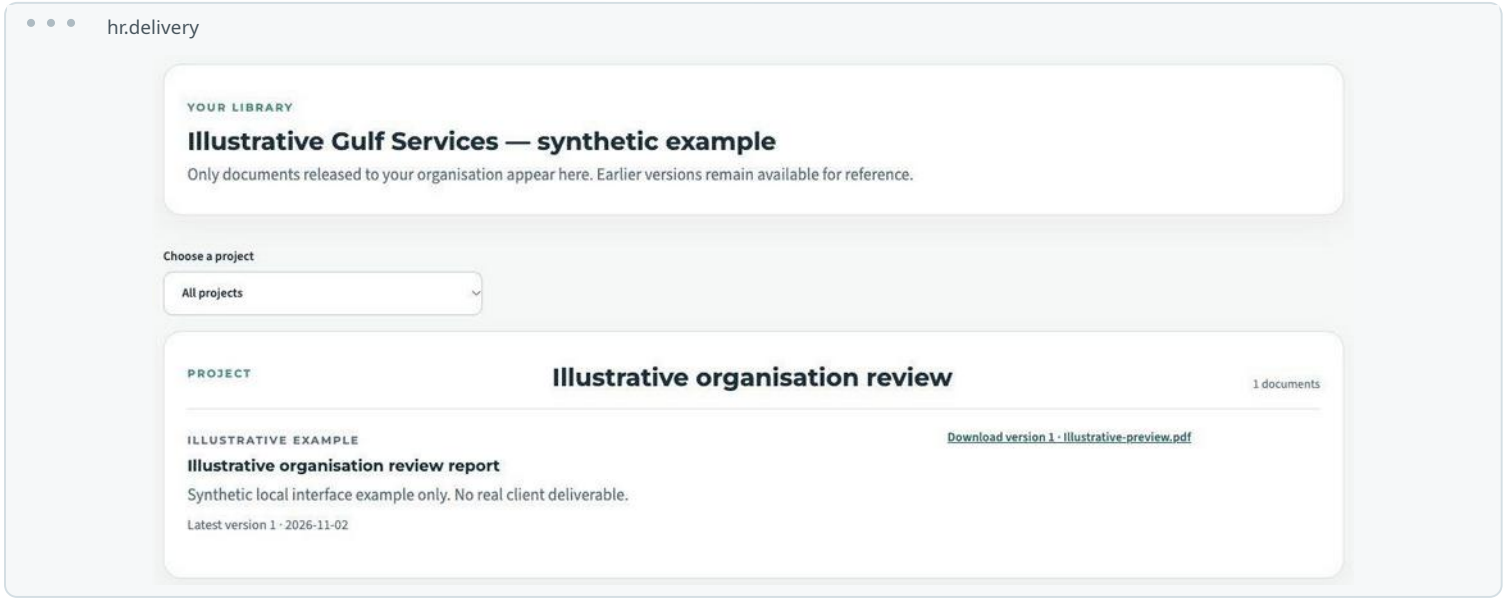
hr.delivery



PAGES 421–479

Your client portal keeps shared documents together

Find the projects and deliverables HR Delivery has released to your organisation through a dedicated client document collection.



Detail · Workspace demonstration · HR Delivery's published demonstration of a client project library.

YOUR WORKSPACE

Use your client reference and separate access code after the welcome stage. Choose the project, review document titles and notes, then open the latest version or an earlier shared edition where available. New material appears when the team releases it.

OUTPUTS YOU CAN WORK WITH

A project document library · Latest shared deliverables · Access to retained earlier versions

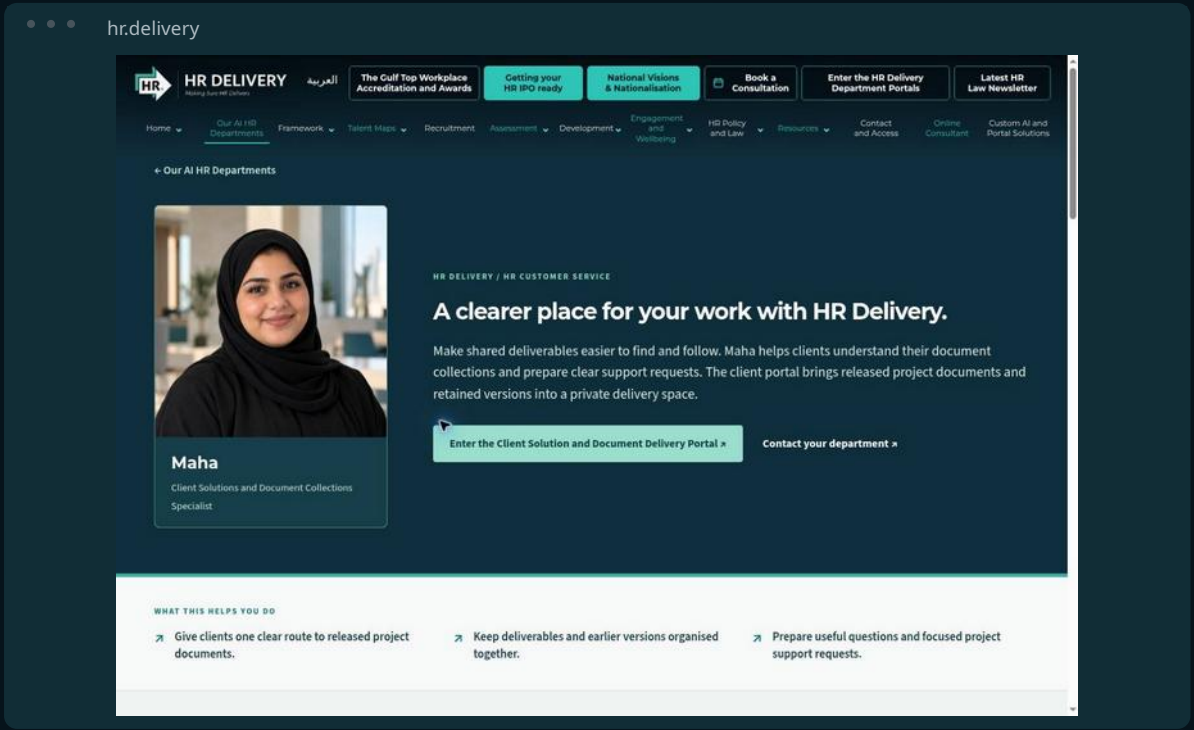
WHAT THIS GIVES YOU

You have one place to return to the work, understand the current edition and maintain continuity after the original handover.

SERVICE NOTE · Specialist profile available; live AI connection pending

Meet Maha — Client Solutions and Document Collections

Use Maha's public specialist area to frame a question about a project collection, shared document or handover so the human team can understand the support required.



Website screen · Maha department profile

Maha is presented as a fictional specialist focused on client solutions and document collections. The profile helps clients identify the project, document and version involved, then prepare a focused support enquiry or handover checklist connected to the delivered material.

BRING TO THE CONVERSATION

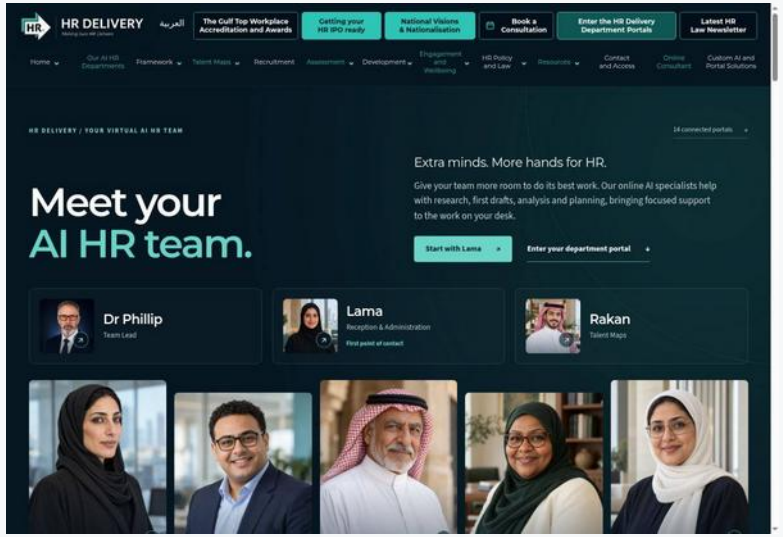
Project and document support brief · Relevant version reference · Questions about delivery or next steps

A focused enquiry makes it easier to explain what is needed and helps the team connect the question with the correct project and released material.

The staff workspace prepares your deliverables

HR Delivery’s internal document portal gives the team a common place to prepare, organise and manage client work.

hr.delivery



Website screen · Live portal directory describing the Staff Document Portal.

YOUR WORKSPACE

Approved templates, Document Studio, client and project records, private storage, versions and release controls support preparation behind the scenes. Authorised staff decide which reviewed deliverables become available in your separate client collection and retain the working history.

OUTPUTS YOU CAN WORK WITH

Prepared client documents · A maintained version history · Controlled release into your collection

WHAT THIS GIVES YOU

Your organisation receives an organised handover, while the team can manage working drafts and approved deliverables through a traceable process.

Bring the essentials for a useful first conversation

Prepare the organisation, challenge and intended outcome so the first conversation can focus on the support your organisation actually needs.

01

Describe the context

Identify the organisation, country and people or work affected by the question.

02

State the outcome

Explain the decision, document or improvement the organisation needs to achieve.

03

Bring useful material

Identify relevant documents, existing work and any practical timing constraints.

hr.delivery



Related service view · Lama — first point of contact department profile.

hr.delivery



Related service view · Contact, consultation and portal-access routes

YOU RECEIVE

Organisation and country context · A defined question and intended output · Relevant documents and timing requirements

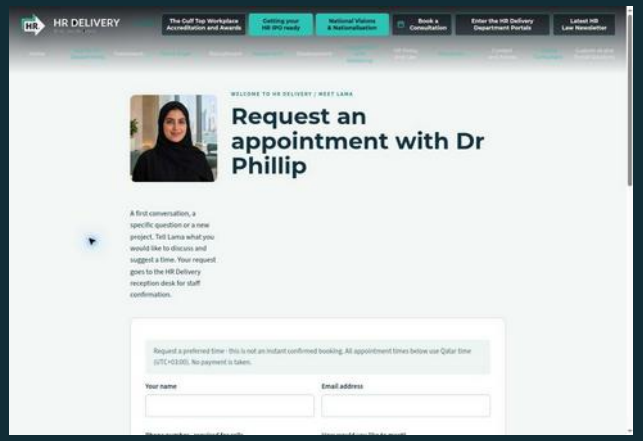
A focused brief helps the team understand priorities and supports a more useful discussion about the evidence and assistance required.

SERVICE NOTE · Appointment requests require confirmation; delivery connections pending

From enquiry to consultation and handover

Explain the need through the enquiry or appointment route, then confirm the next step with HR Delivery's human team.

hr.delivery



Related service view · Live appointment-request page with staff-confirmation notice and first contact...

YOUR WORK

Reception reviews the request. The agreed next step may be a consultation, detailed brief, proposal or document-collection guidance, depending on the support required and arrangements agreed.

YOUR OUTPUTS

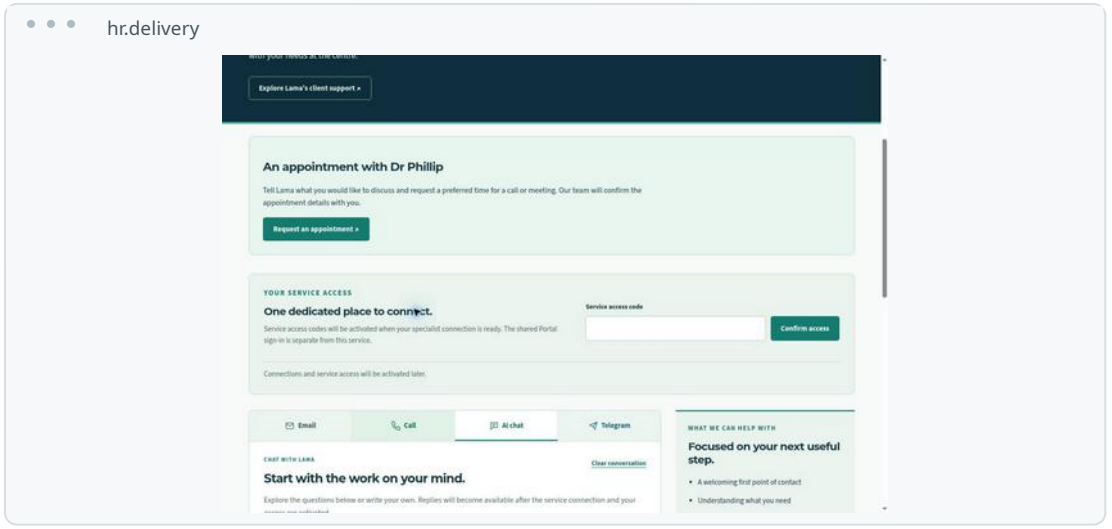
Enquiry or appointment request · Confirmed next conversation or information needed · Agreed service or document handover route

An explicit next step helps clients know what to prepare and how the enquiry connects with the work that follows.

1. Submit the request. Use the relevant route and explain the purpose of the enquiry.
2. Confirm the next step. The human team reviews the request and confirms the appropriate arrangement.
3. Prepare for the handover. Agree the information, participants or documents needed for the next stage.

Use the access details for the service you have agreed

HR Delivery uses different access arrangements for department resources, specialist communication and private client document collections.



Related service view · Service access code and communication channels awaiting activation

WHAT THIS GIVES YOU

You can enter the intended workspace with a clear understanding of which information and services your access covers.

WHAT YOU CAN DO

Use the credentials or code issued for the specific service. Specialist access-code screens are separate from department portal sign-in; client documents require their own client reference and access code after the welcome stage.

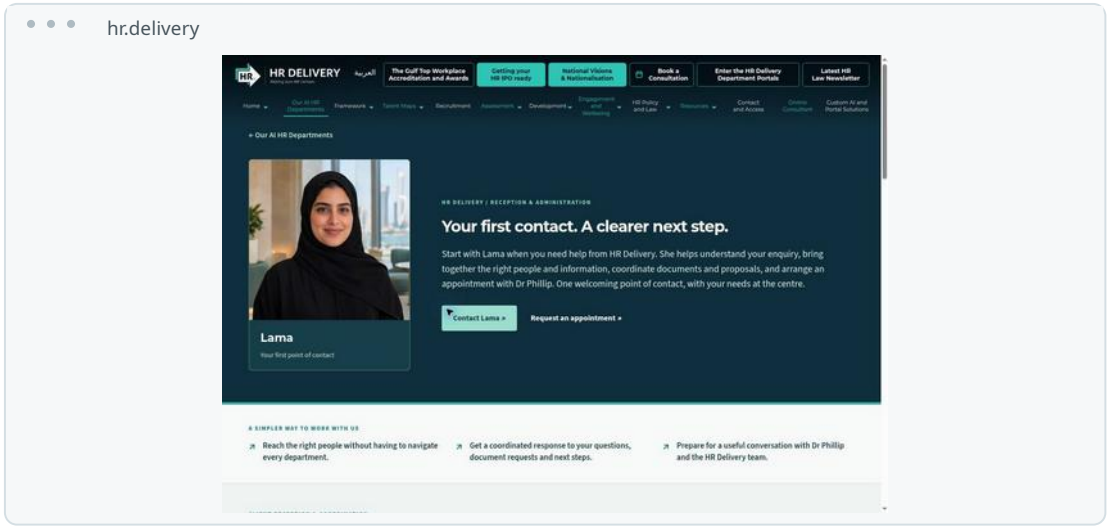
1. Receive. Keep the handover details supplied by HR Delivery.
2. Enter. Use the matching portal, specialist or client-document route.

YOUR OUTPUTS

The correct service entry route · Your assigned access details · A clear support contact

Start with Lama for a coordinated response

Lama's reception route helps you arrange information, documents, proposals and a conversation with the relevant HR Delivery team.



Related service view · Lama — first point of contact department profile.

WHAT THIS GIVES YOU

You have a clear starting point and a coordinated route for the next step, including work that involves several departments.

WHAT YOU CAN DO

Explain what brings you to HR Delivery in English or Arabic. Reception organises the enquiry and identifies the required information or meeting; the human team confirms arrangements and the material that will be shared.

1. Describe. Share your organisation, need and preferred timing.
2. Arrange. Request the information, introduction or meeting that will help.

YOUR OUTPUTS

A routed service enquiry · An information or document request · A proposed appointment

Approved staff template library

Receive client materials prepared from approved HR Delivery starting structures, with the content adapted to the organisation, professional purpose and requirements of the assignment.

DOCUMENT / OUTPUT

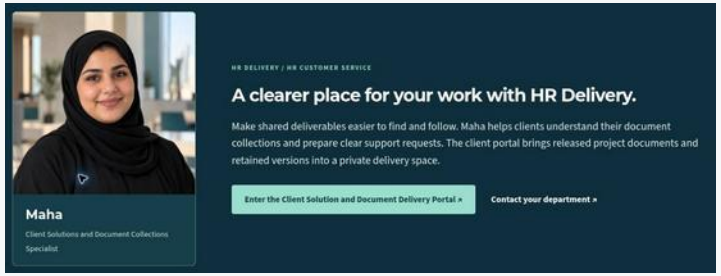
Approved staff template library

01 Approved document starting formats

02 Client-specific working material

03 Consistent presentation across deliverables

Illustrative output structure



Detail · Website screen · Live public client-service department page, explaining the document workflow and sharing model.

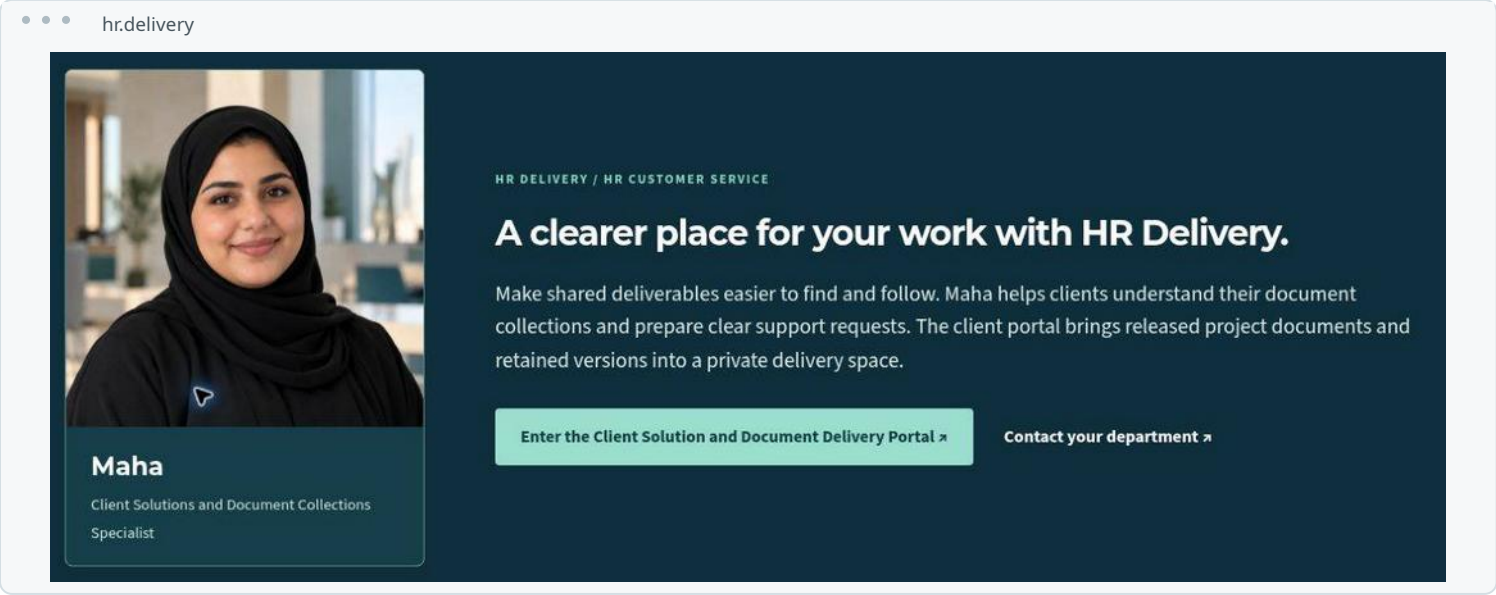
HOW IT SUPPORTS YOUR WORK

The Staff Document Portal describes a library for slides, Word documents, spreadsheets, letters and proposals. Authorised staff choose the relevant format and develop the content in the client's context, combining a common presentation structure with professional judgement for the deliverable.

A shared template foundation helps the team organise its work and gives clients documents with a more consistent structure across different stages of an engagement.

Document Studio

Understand how HR Delivery staff create and organise a deliverable alongside the client and project information needed to give the document a clear purpose.



Detail · Website screen · Live public client-service department page, explaining the document workflow and sharing model.

YOUR WORKSPACE

The Staff Document Portal connects Document Studio with client, contact and project records. The described workflow covers common office documents and proposals, retained versions and a later release step for material intended to appear in the client's document collection.

OUTPUTS YOU CAN WORK WITH

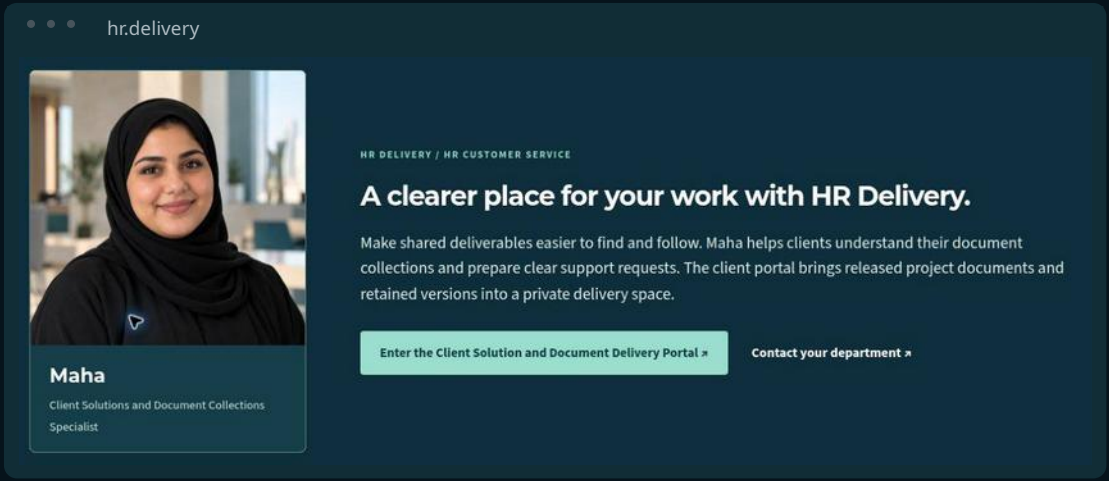
Project-linked working document · Retained versions · Material prepared for a controlled client handover

WHAT THIS GIVES YOU

Project context helps staff organise the deliverable coherently and gives the eventual handover a clearer connection to the work the client has commissioned.

Client, contact and project records

Connect the deliverable with the organisation, people and assignment it serves so preparation, review and handover remain focused on the correct piece of client work.



Detail · Website screen · Live public client-service department page, explaining the document workflow...

WHAT THIS GIVES YOU

Clear project relationships help staff coordinate delivery and give clients a more understandable collection of materials associated with the work undertaken for their organisation.

WHAT YOU CAN DO

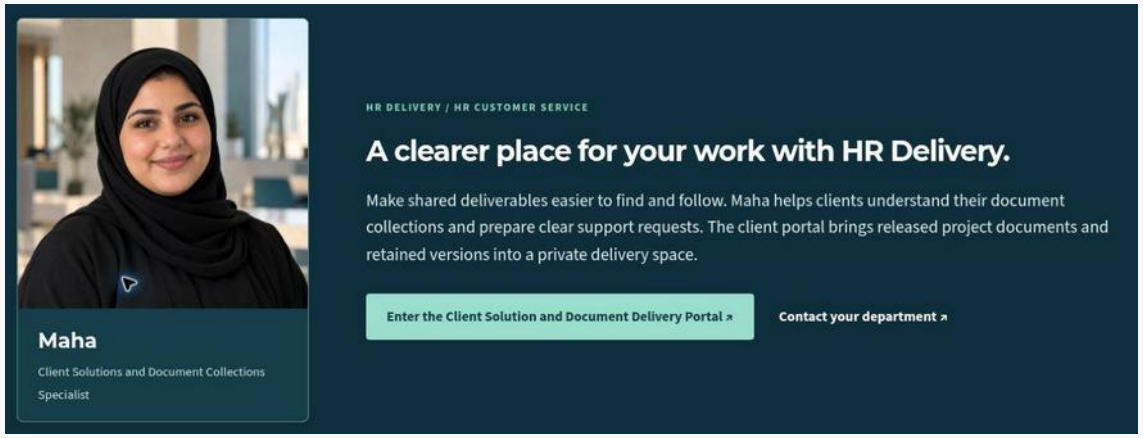
The staff portal describes client and project records with relevant contacts. These provide the context for storing documents and coordinating handovers, helping colleagues understand where a report belongs, who is involved and how the material relates to the agreed assignment.

YOUR OUTPUTS

Client and project context · Relevant contact information · Document relationship to the assignment

Private uploads and working-file storage

Keep internal working material organised within the staff preparation process so the documents released to the client reflect a deliberate review and handover decision.



Detail · Website screen · Live public client-service department page, explaining the document workflow and sharing model.

THE SERVICE IN PRACTICE

The supplied staff workspace supports private uploads and storage associated with client or project work. The public service description distinguishes internal material from released client documents, giving the team a stage for organising and reviewing files before arranging their availability.

WHAT THIS GIVES YOU

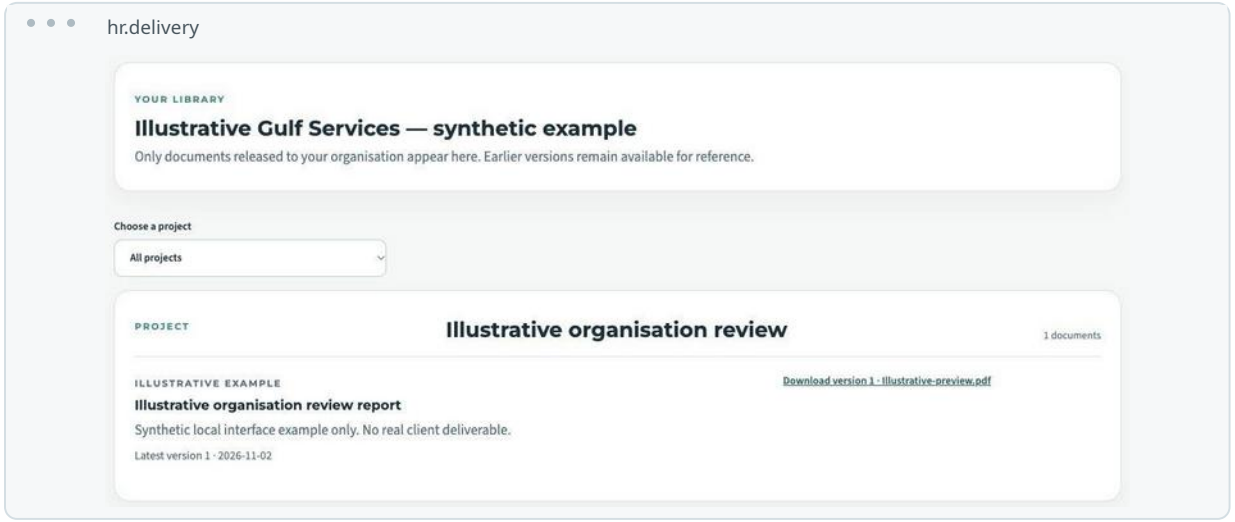
A separate preparation stage helps staff organise revisions and review the work before selected documents are presented in the collection the client will use.

YOUR OUTPUTS

Staff working-file collection · Project-linked uploads · Material ready for review and release

Document version history

Locate the relevant edition of a document and retain the context of earlier releases when reviewing changes, following up a question or continuing the assignment.



Detail · Workspace demonstration · HR Delivery's published demonstration of a client project library.

WHAT YOU CAN DO

The staff portal describes version history, and the client-service page explains that earlier versions remain available alongside the latest shared document. The published synthetic demonstration shows a version-specific project document, illustrating how a released edition can remain identifiable.

A visible history helps clients and staff discuss the same edition and understand what changed as the deliverable moved through review and subsequent revision.

01

Latest shared document context

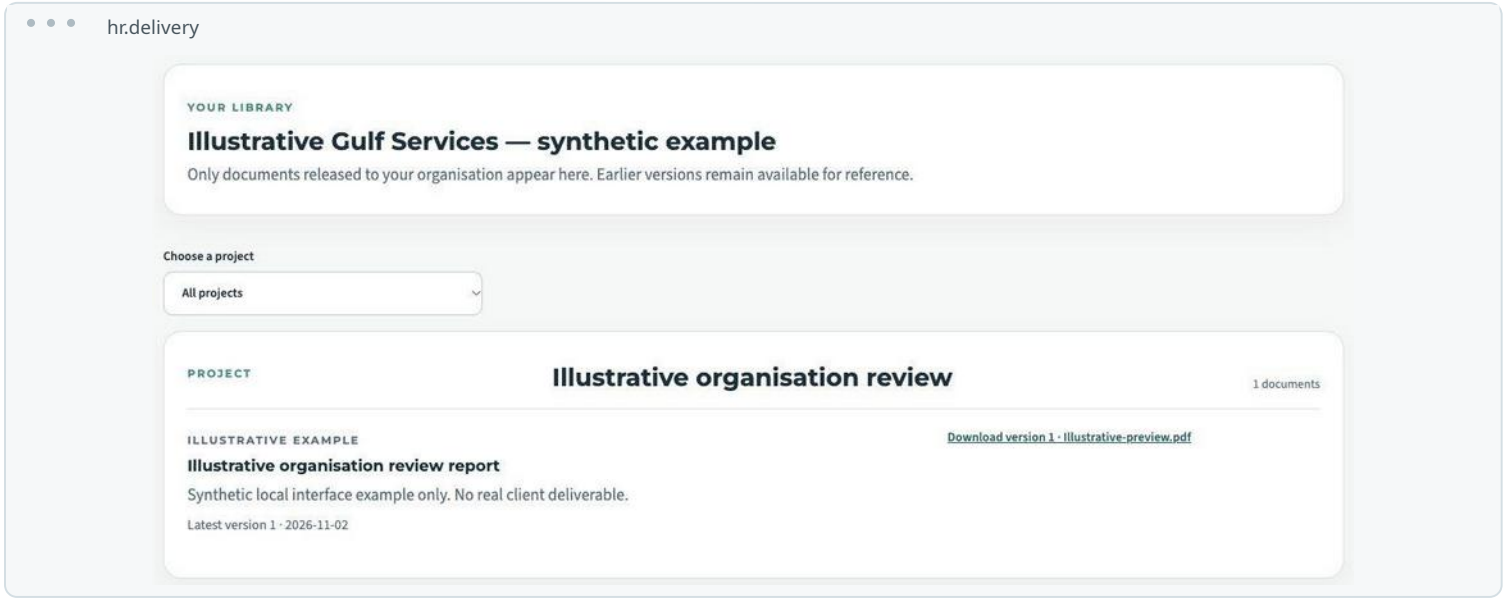
02

Earlier released versions

03

Version-specific project references

Controlled release and hiding of deliverables



Detail · Workspace demonstration · HR Delivery's published demonstration of a client project library.

Use a client collection that contains documents deliberately released by HR Delivery staff, with internal working material remaining part of the preparation process until handover.

YOUR WORKSPACE

The supplied workflow includes release and hiding controls. Staff prepare and review material in their working area, then arrange its visibility in the appropriate client project collection so availability can be aligned with the agreed delivery and handover context.

OUTPUTS YOU CAN WORK WITH

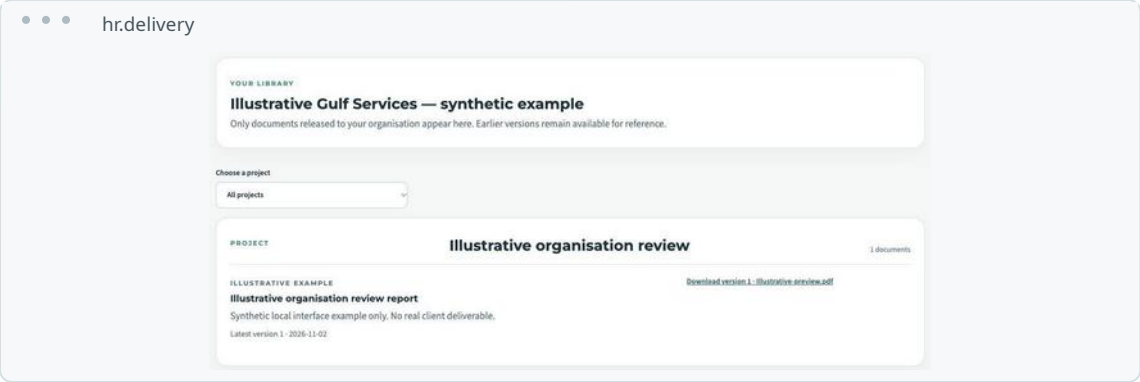
Selected client-visible documents · Project-specific release context · Staff control of subsequent visibility

WHAT THIS GIVES YOU

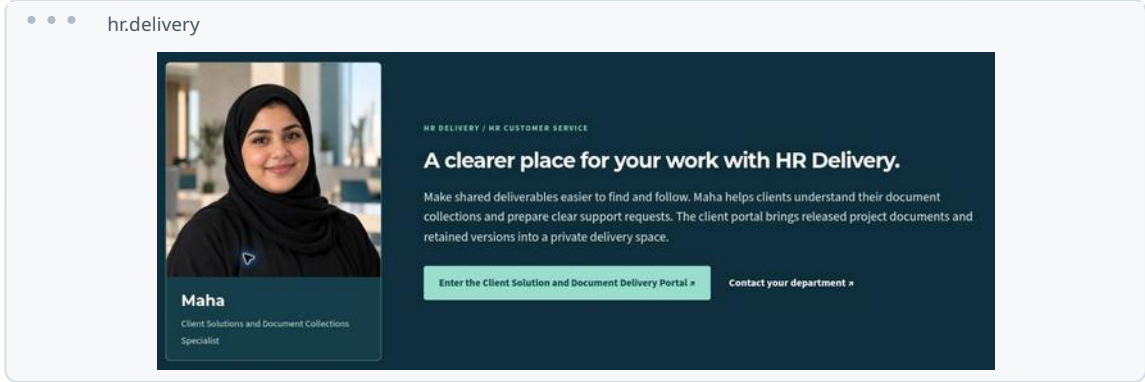
A deliberate release step helps clients focus on the material intended for their use and keeps the handover connected to the project and review process.

Unique client references

Use the client reference provided in the handover together with the separate collection access code to reach the documents prepared for the organisation.



Detail · Workspace demonstration · HR Delivery's published demonstration of a client project library.



Detail · Related service view · Live public client-service department page, explaining the document...

YOUR WORK

The public service description explains that a unique client reference identifies the collection. This is an additional entry step beyond the shared welcome sign-in, keeping the project and document routes connected to the specific client delivery context described in the handover.

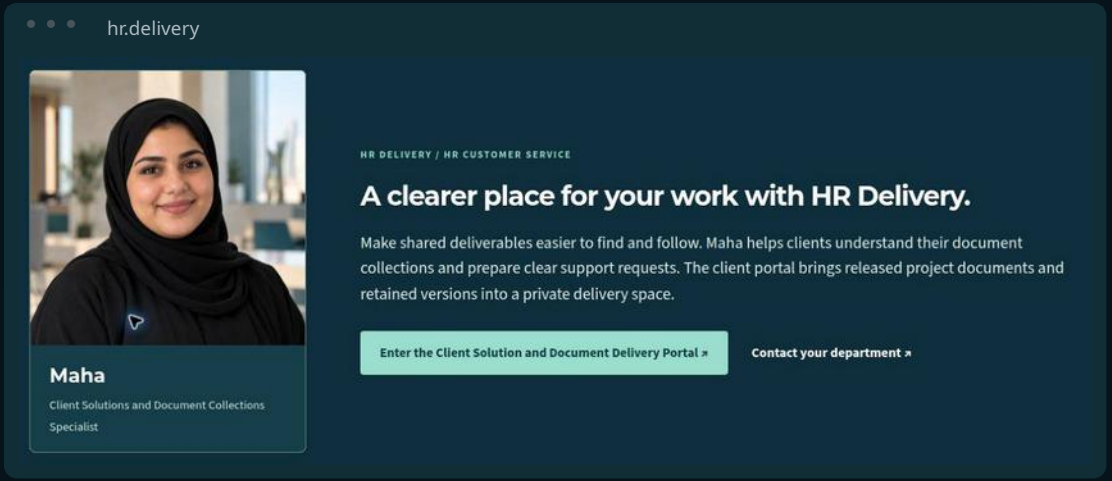
YOUR OUTPUTS

Unique client reference · Collection entry route · Project-based document context

A clear reference helps clients identify the correct collection and gives support enquiries a precise starting point when a document or project needs to be located.

Client collection access-code changes

Receive updated access information when HR Delivery staff change the code associated with the client's document collection, with the project and reference context kept clear.



Detail · Website screen · Live public client-service department page, explaining the document workflow…

WHAT THIS GIVES YOU

A coordinated update helps clients continue using the agreed document collection and know which support route to follow if the changed access arrangement needs clarification.

WHAT YOU CAN DO

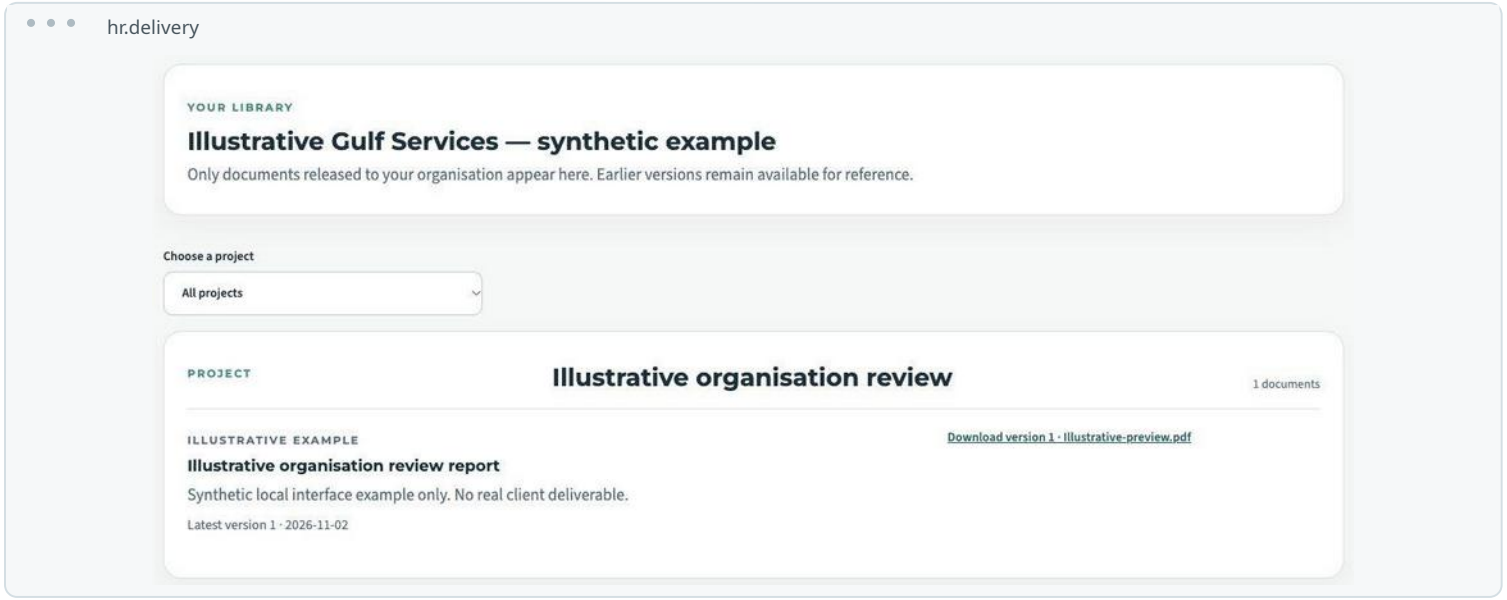
The supplied scope includes access-code rotation alongside unique client references and controlled document delivery. Staff coordinate the revised code through the agreed handover route, explaining how the client should continue reaching the relevant collection after the arrangement is updated.

YOUR OUTPUTS

Updated collection access code · Retained client reference context · Revised handover information

Client project and document library

Browse the projects and documents shared by HR Delivery, using the project context and version information to identify the report or resource needed for the work.



Detail · Workspace demonstration · HR Delivery's published demonstration of a client project library.

YOUR WORKSPACE

The public department page and published demonstration show project selection, document titles, categories or notes, latest-version context and updates. Clients can focus on one project or review the shared collection, while staff retain internal preparation material in their separate workspace.

OUTPUTS YOU CAN WORK WITH

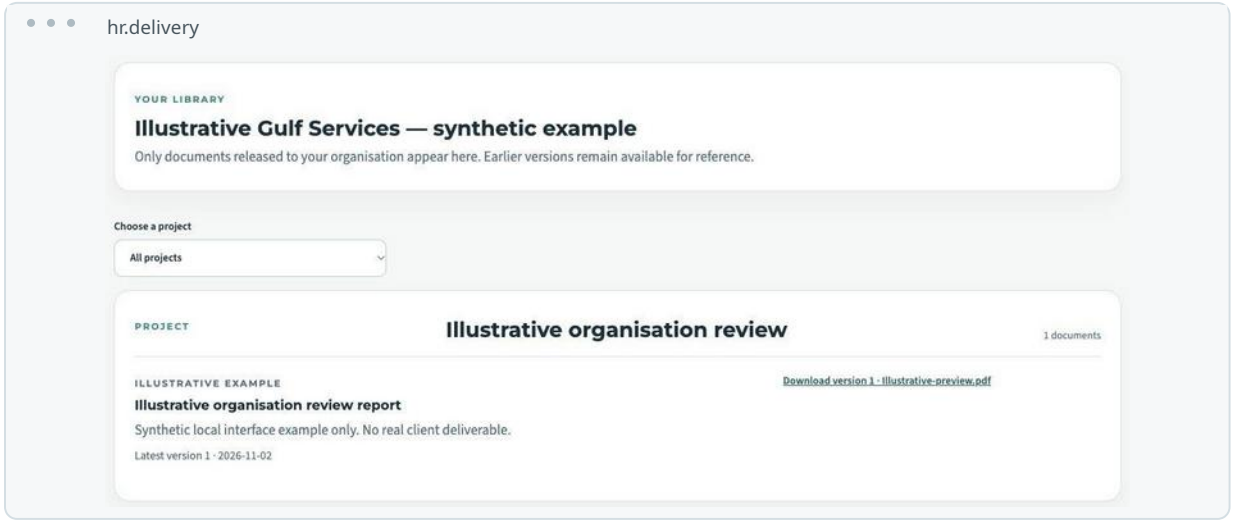
Project-based document collection · Document title and category context · Latest released version and update information

WHAT THIS GIVES YOU

An organised collection makes it easier for clients to return to agreed deliverables and understand which material relates to the project currently being discussed or used.

Client downloads and earlier releases

Download the documents shared with the client and refer back to earlier releases when reviewing an original decision, a later revision or continuing project work.



Detail · Workspace demonstration · HR Delivery's published demonstration of a client project library.

WHAT YOU CAN DO

The public service description states that shared documents can be downloaded and earlier versions remain available. Its published synthetic demonstration includes a version-specific download link, showing how the handover can remain a continuing reference after the initial delivery conversation.

Clients can retrieve the relevant edition when they need it and maintain continuity as further documents or revisions are shared during the relationship.

01

Download of the shared document

02

Access to earlier released versions

03

Continuing project reference

Start the client relationship clearly

Provide the client context needed to connect agreed services with practical access instructions before the organisation starts using the relevant workspaces.

01

Confirm the client context

Provide the organisation details, relevant contacts and agreed service requirements.

02

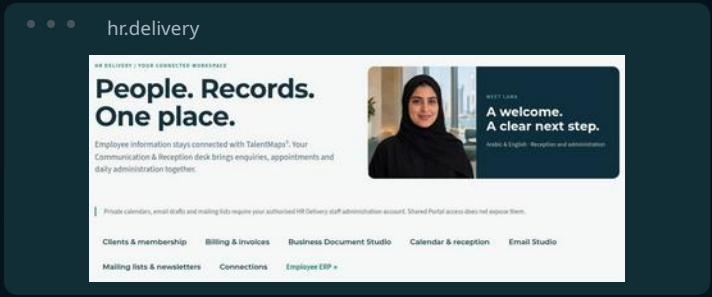
Prepare the access arrangement

Staff relate the customer record to the relevant portal entitlements.

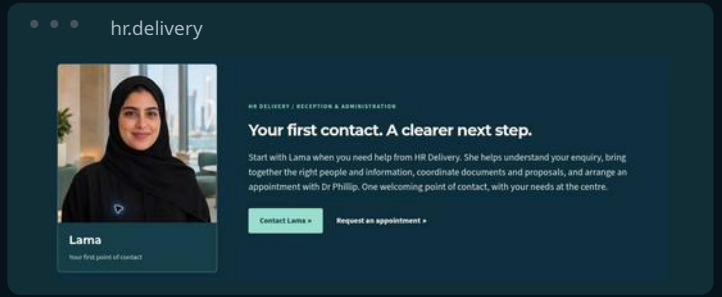
03

Complete the handover

Check the first steps, document routes and contact points with the client.



Detail · Related service view · Connected Workspace entry and module...



Detail · Related service view · Public reception and administration overview;...

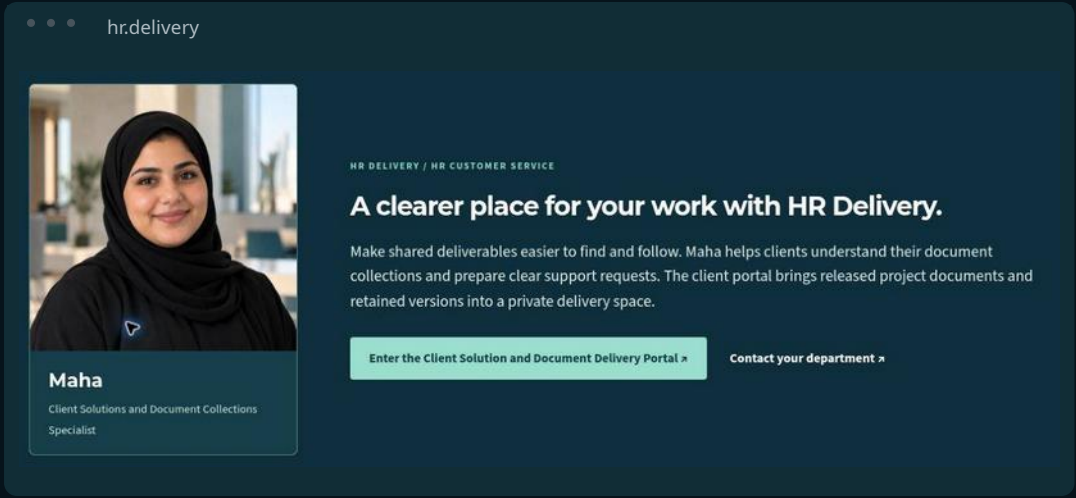
YOU RECEIVE

Confirmed client and contact context · Agreed service-access summary · Welcome and access handover

A coordinated start helps the client understand where to begin and gives staff a consistent reference for subsequent access questions.

Move a deliverable from draft to client collection

Prepare the document in its project context, then release the reviewed edition with a handover that helps the client use it.



Detail · Related service view · Live public client-service department page, explaining the document...

YOUR WORK

Staff prepare the project document and retain its version context. After review, release the selected edition to the client collection and explain its purpose, reference and access route in the handover.

YOUR OUTPUTS

Reviewed project deliverable · Identifiable released version · Client collection and download handover

A deliberate delivery sequence helps clients find the intended material and understand its version, purpose and relationship to the assignment.

1. Prepare in project context. Use the relevant template and keep working files with the assignment.
2. Review the edition. Resolve feedback and identify the document version intended for release.
3. Hand over the collection. Explain the client reference, access route and documents being shared.

Keep delivery and commercial records aligned

Connect the agreed work with progress communication and billing documents so the client can discuss the engagement using a consistent set of records.

01

Confirm the arrangement

Agree the scope, deliverables and commercial basis before delivery begins.

02

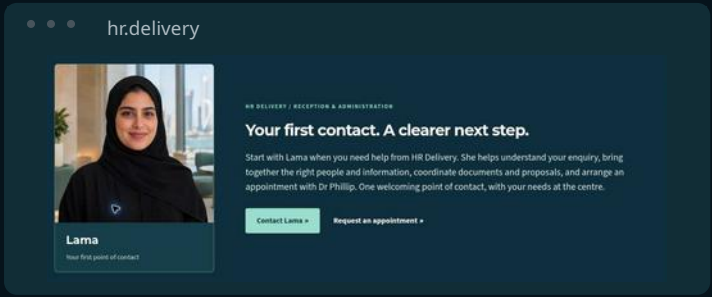
Record the progress

Use meeting actions and progress updates to explain work and decisions.

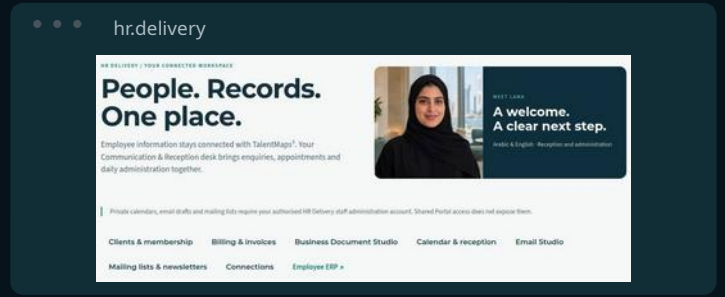
03

Maintain the commercial context

Relate invoices, external receipts and renewal discussions to the agreed services.



Detail · Related service view · Public reception and administration overview;...



Detail · Related service view · Connected Workspace entry and module...

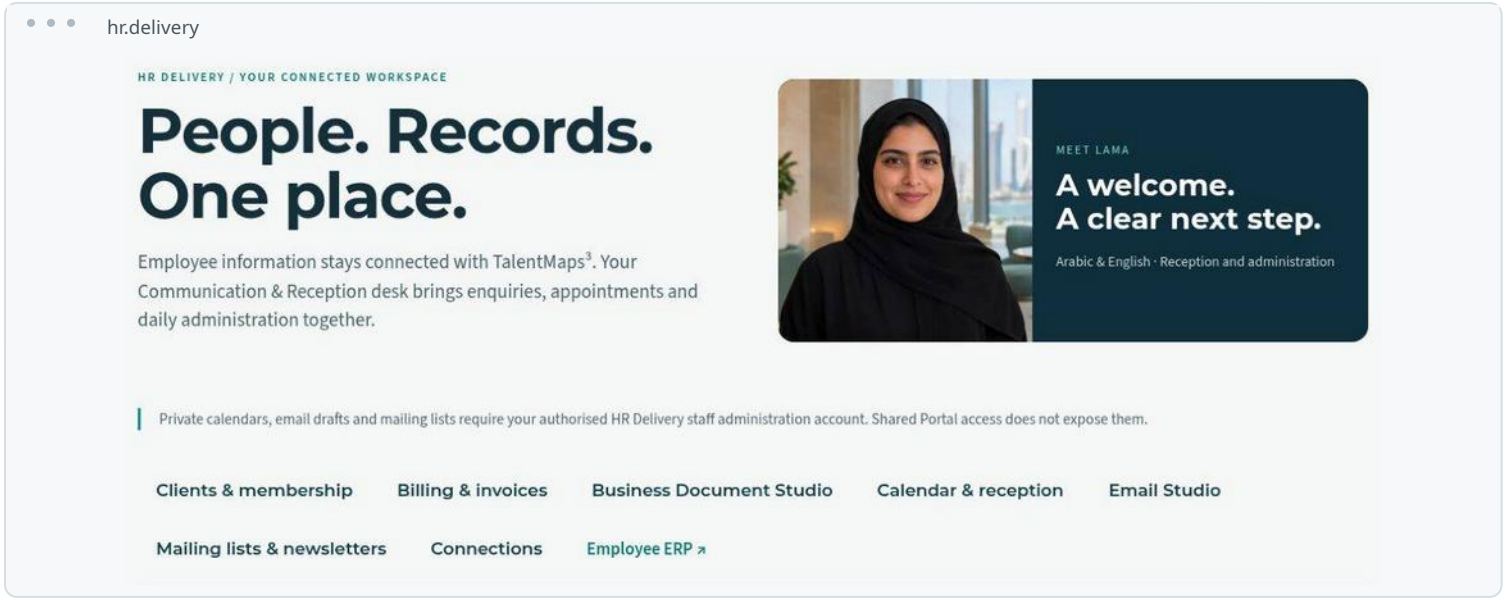
YOU RECEIVE

Scope and commercial reference · Progress and action record · Invoice and renewal context

A connected account helps clients understand the agreement, progress and remaining questions about delivery or the associated commercial arrangement.

The Connected Workspace behind your client service

HR Delivery's connected administration links people records, reception, client relationships and commercial documents around the services being delivered.



Detail · Website screen · Live Connected Workspace welcome screen.

YOUR WORKSPACE

The welcome screen connects Employee ERP, Clients & Membership, Billing & Invoices, Business Document Studio, Calendar & Reception, Email Studio, Mailing Lists & Newsletters and Connections. Authorised staff use the relevant private workspace to coordinate administration.

OUTPUTS YOU CAN WORK WITH

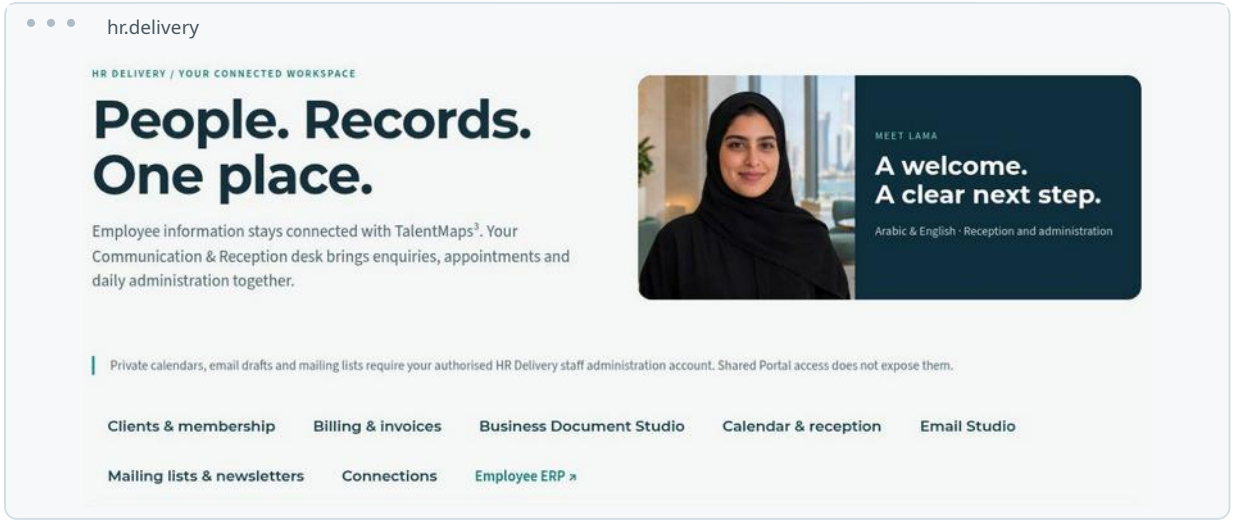
A connected service record · Commercial and business documents · Reception and communication preparation

WHAT THIS GIVES YOU

Your relationship, access arrangements and deliverables can be administered coherently, with client-facing outputs shared through the agreed handover route.

Client organisation registration

Give HR Delivery the organisation details needed to establish a consistent client record before contacts, service arrangements and delivery activity are brought together.



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for...

WHAT YOU CAN DO

The staff Clients & Membership area is described as holding the company registration that anchors contacts, agreements, access arrangements and commercial information. The record gives HR Delivery a common reference when preparing proposals, coordinating services or responding to a client enquiry.

A consistent organisation record helps the team coordinate the relationship and reduces the need to reconstruct basic client context each time work moves forward.

01

Staff-maintained organisation record

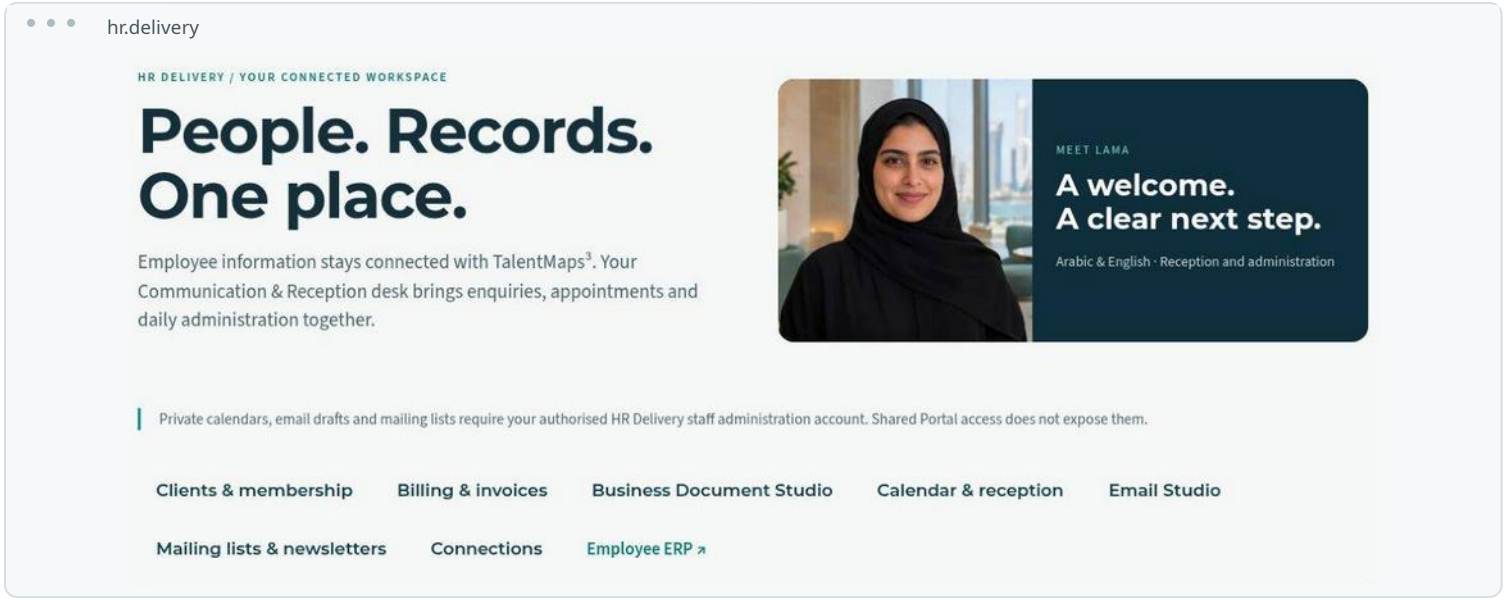
02

Common customer reference

03

Context for membership and delivery administration

Contacts, staff counts, notes and agreements



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

Provide the relevant contact people, organisational scale and agreement context so HR Delivery can prepare more informed handovers, proposals and service discussions with the client.

YOUR WORKSPACE

The described staff workspace records contacts, staff counts, working notes and agreements alongside the company record. These details support continuity when the team prepares access information, coordinates delivery, discusses renewal or responds to a later question about the arrangement.

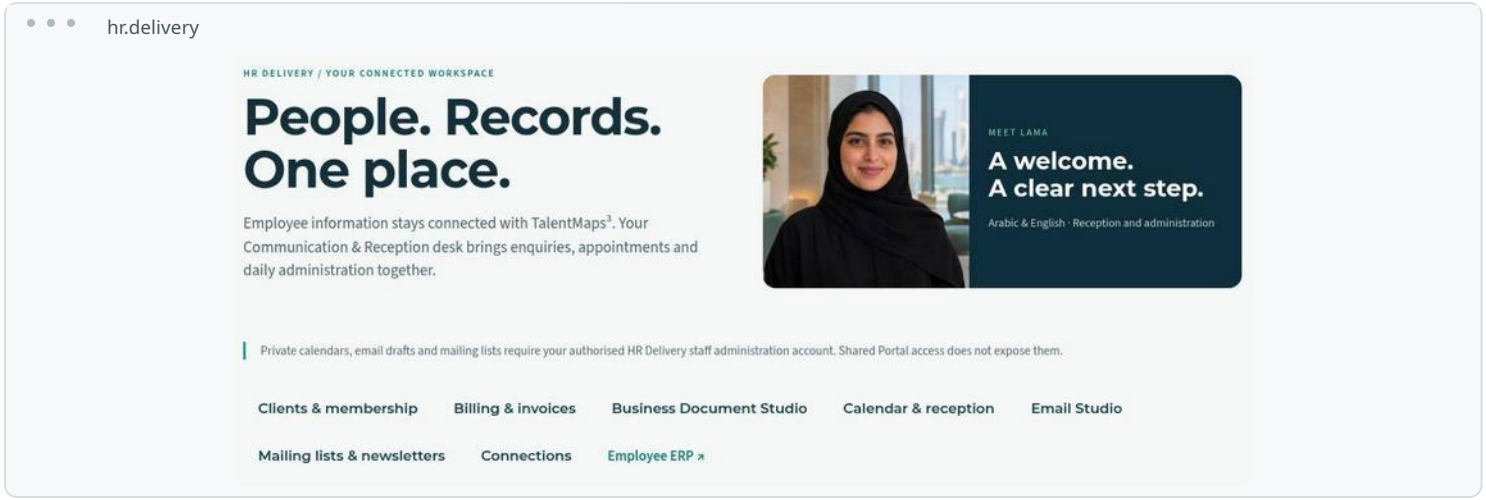
OUTPUTS YOU CAN WORK WITH

Contact and organisation context · Working notes and agreement references · Information supporting proposals and handovers

WHAT THIS GIVES YOU

A fuller client record helps staff understand who to involve, what has been discussed and which arrangements matter when coordinating the next stage of work.

Customer access administration



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

THE SERVICE IN PRACTICE

The supplied workspace includes staff administration of customer codes and passwords alongside company records and portal entitlements. This supports onboarding or changes to the arrangement, while a client document collection separately uses its own reference and access code.

Receive access information that relates to the agreed service arrangement, with HR Delivery staff maintaining the customer codes and administrative context behind the handover.

WHAT THIS GIVES YOU

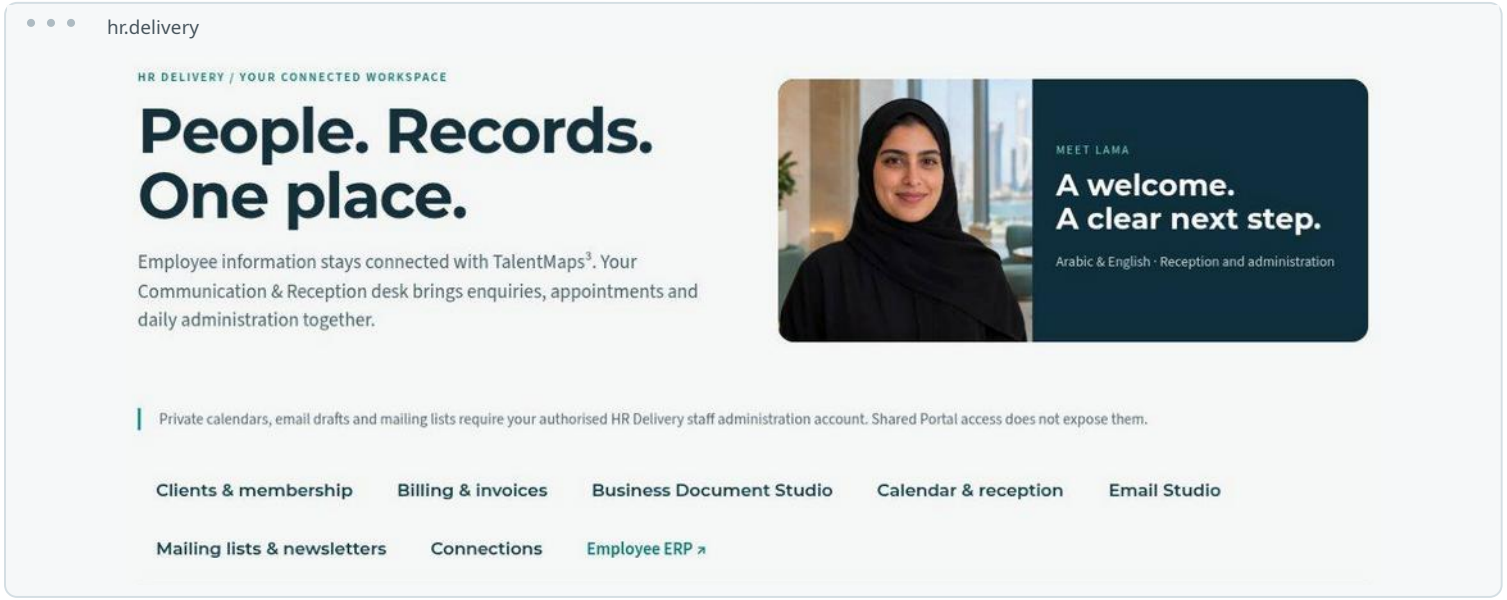
An organised access handover helps clients understand which services they have agreed to use and where to raise questions if access arrangements need attention.

YOUR OUTPUTS

Staff-managed customer access details · Access information for the agreed service · Handover context for subsequent changes

Agreed portal entitlements

Understand which portals are included in the client's agreed arrangement and use the handover to identify the relevant starting point for each service.



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

YOUR WORKSPACE

Portal entitlements are described within staff customer administration, linking the client relationship to intended workspace access. The welcome process can then explain the included portals, their purpose and the support route when the organisation's needs or membership arrangement changes.

OUTPUTS YOU CAN WORK WITH

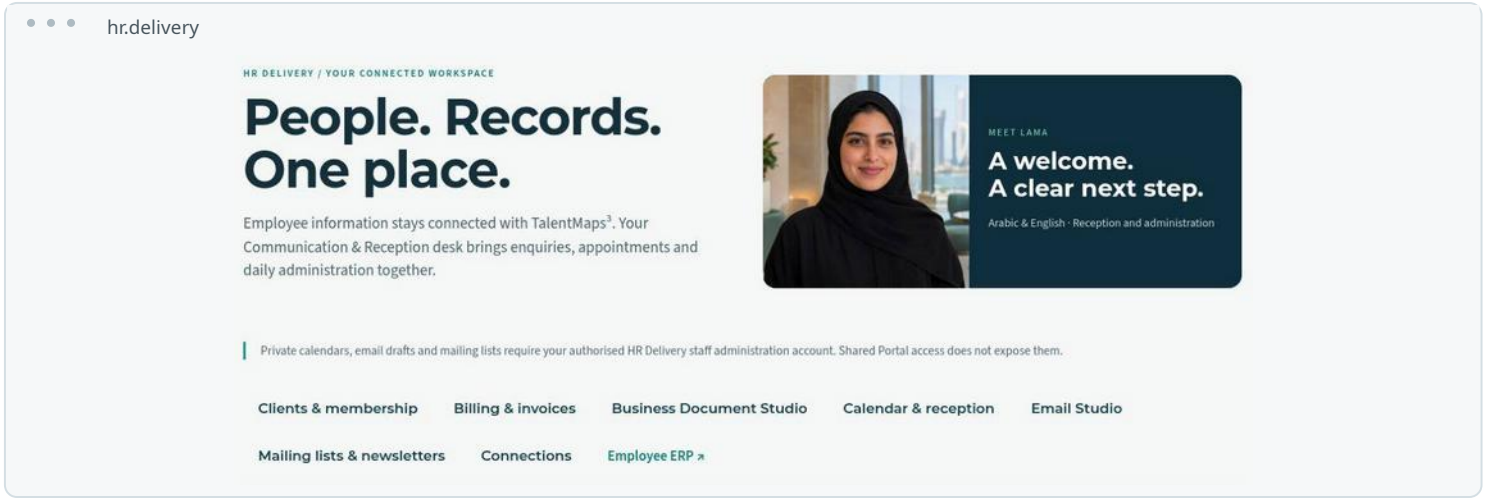
Record of agreed portal access · Relevant workspace routes · Context for onboarding and renewal discussions

WHAT THIS GIVES YOU

A clear service-access record helps clients focus on the workspaces relevant to their needs and gives staff a consistent basis for explaining the arrangement.

Customer-code usage review

Use the administrative context available to HR Delivery staff when discussing access questions, service adoption or a review of the client's ongoing arrangement.



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

THE SERVICE IN PRACTICE

The supplied workspace includes usage tracking alongside customer access codes and portal entitlements. Staff can review the information retained for the customer arrangement, with the meaning of individual measures depending on what the private workspace records and reports.

WHAT THIS GIVES YOU

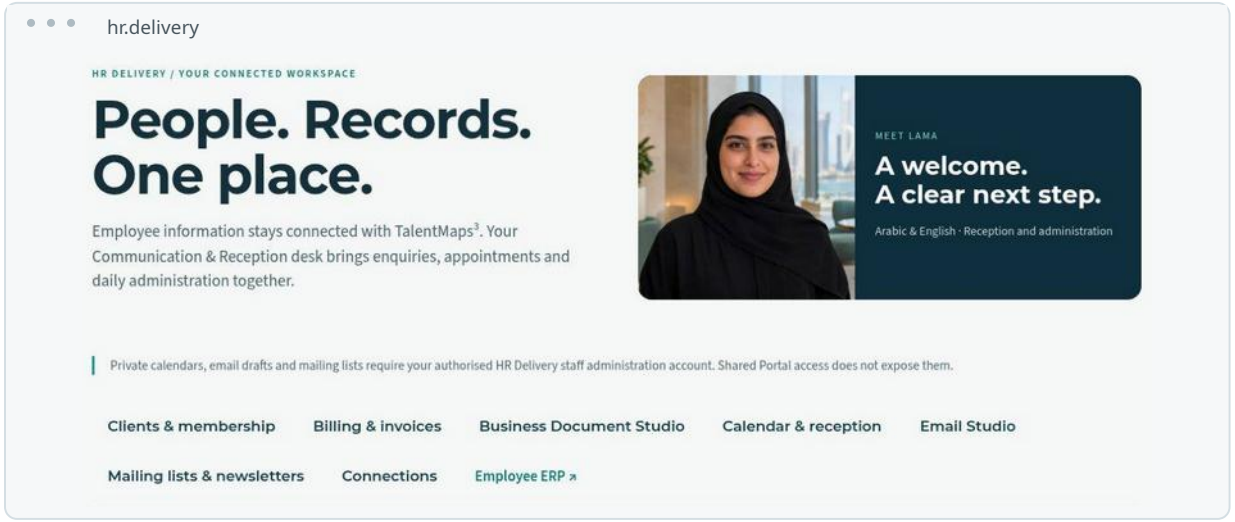
Usage context can help the team ask more focused questions about access and service use, without treating a code-use measure as evidence of business impact.

YOUR OUTPUTS

Staff view of customer-code usage · Context for access enquiries · Information for an adoption or renewal discussion

Fees, service periods and renewals

Discuss the agreed service period and renewal timing with a clear administrative reference to the monthly or annual fee arrangement held by HR Delivery.



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for...

WHAT YOU CAN DO

The supplied staff records include monthly or annual fees and renewal dates. These details support review of the current agreement, preparation of a renewal conversation and coordination of the associated quotation or invoice for the relevant customer and service period.

A clear commercial timetable helps clients and staff prepare renewal decisions in context and connect the proposed next period with the services being discussed.

01

Fee and service-period record

02

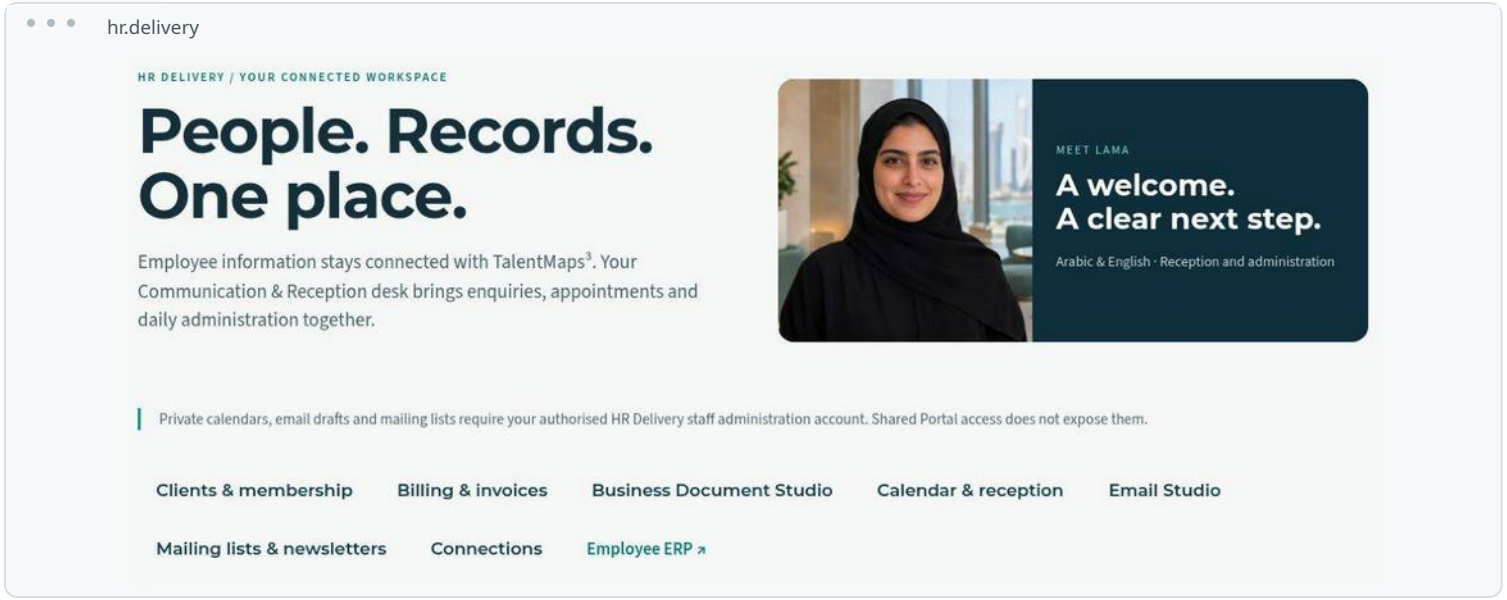
Renewal timing

03

Context for quotation and invoice preparation

Billing preparation settings

Provide the billing details needed for staff to prepare an invoice that reflects the agreed customer, service and commercial basis of the work.



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

YOUR WORKSPACE

The Connected Workspace includes Billing & Invoices, with billing settings described as the administrative starting point for invoice preparation. Staff use the customer and agreement context to organise the information and review the document before it is finalised.

OUTPUTS YOU CAN WORK WITH

Billing preparation context · Agreed customer and service information · Invoice details ready for staff review

WHAT THIS GIVES YOU

Consistent preparation helps the client receive a clearer billing document and gives the administration team a useful basis for checking the charge against the agreement.

Branded invoices and PDF downloads

Receive an HR Delivery invoice that presents the customer, agreed service and amount due in a consistent document prepared for review and sharing.

DOCUMENT / OUTPUT

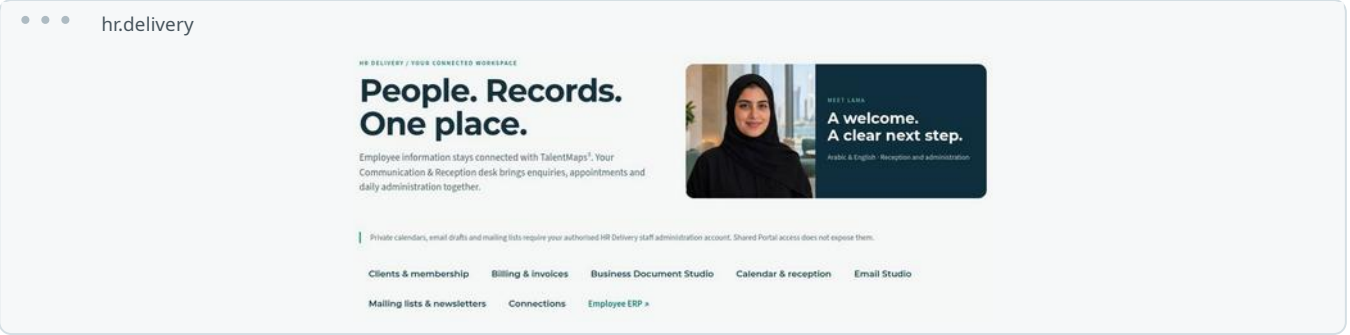
Branded invoices and PDF downloads

01 Branded invoice PDF

02 Customer and service description

03 Amount due and commercial context

Illustrative output structure



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

HOW IT SUPPORTS YOUR WORK

The supplied scope includes branded invoice generation and PDF download within Billing & Invoices. Staff prepare the invoice against the commercial arrangement and retain it with the billing record, then use the agreed route to deliver the document to the client.

A clear invoice helps the client understand the basis of the charge and provides a shared reference for billing questions or separately arranged payment.

Invoice history

Refer back to an earlier invoice when discussing a service period, renewal or billing question with the HR Delivery administration team supporting the client relationship.

DOCUMENT / OUTPUT

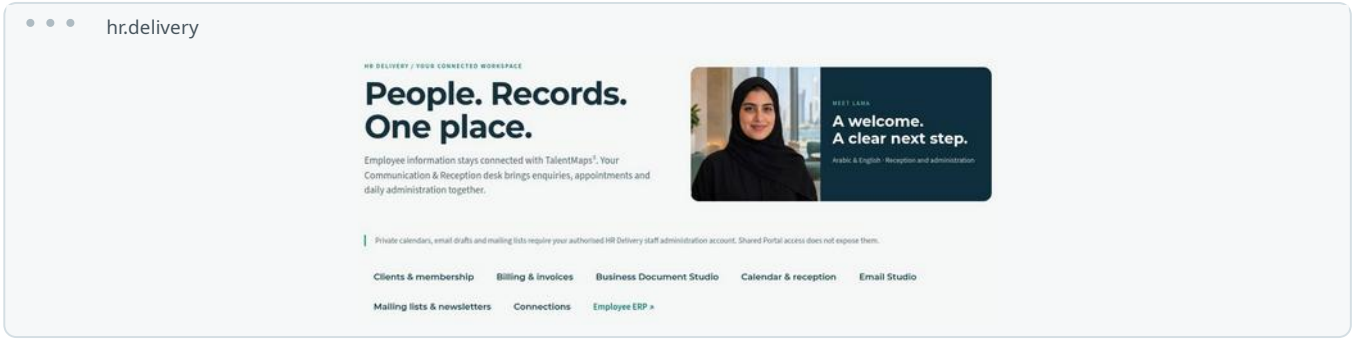
Invoice history

01 Earlier billing documents

02 Service-period reference

03 Context for payment and renewal enquiries

Illustrative output structure



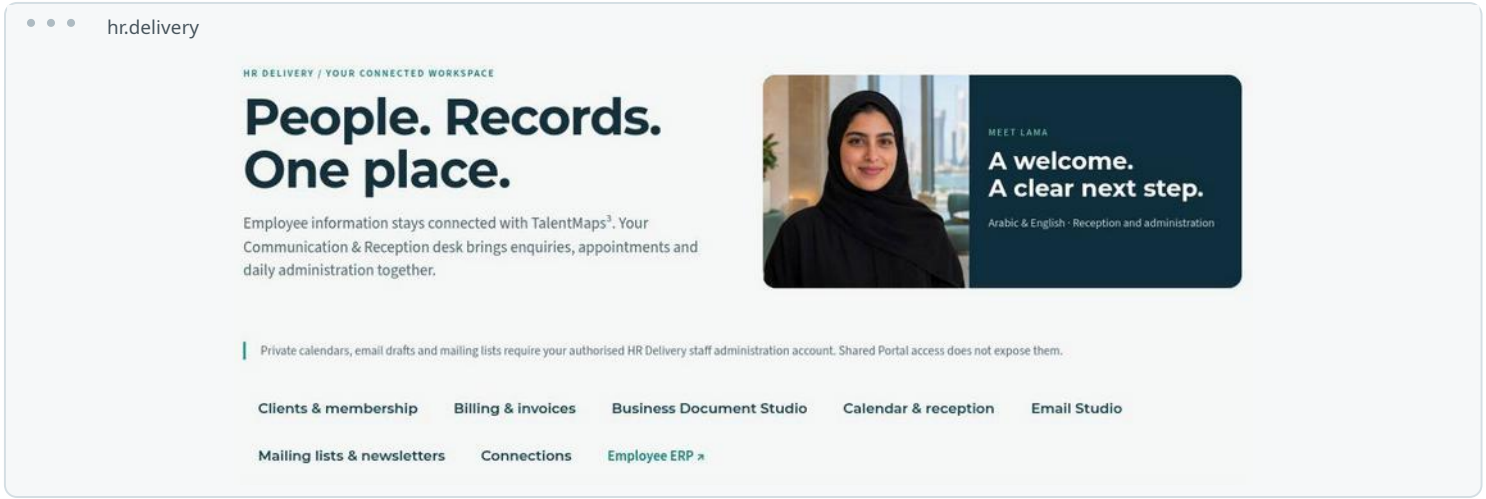
Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

HOW IT SUPPORTS YOUR WORK

The described invoice history sits alongside invoice generation and customer records. Staff can use retained documents to examine the relationship between the invoice, underlying agreement and any payment recorded through an external route, keeping the commercial context available for follow-up.

A retained history supports a more informed billing conversation and helps the team explain how previous documents relate to the client's continuing service arrangement.

Recording externally received payments



Detail · Related service view · Connected Workspace entry and module navigation; supporting context for staff administration.

THE SERVICE IN PRACTICE

The supplied workspace includes receipt recording for external payments, such as an agreed bank-transfer route. Staff can connect the payment information with the customer and invoice history, providing an administrative reference for follow-up and questions about the current billing position.

Keep the client's commercial record current when a payment is received through a separately arranged route, with staff recording the relevant receipt or payment information.

WHAT THIS GIVES YOU

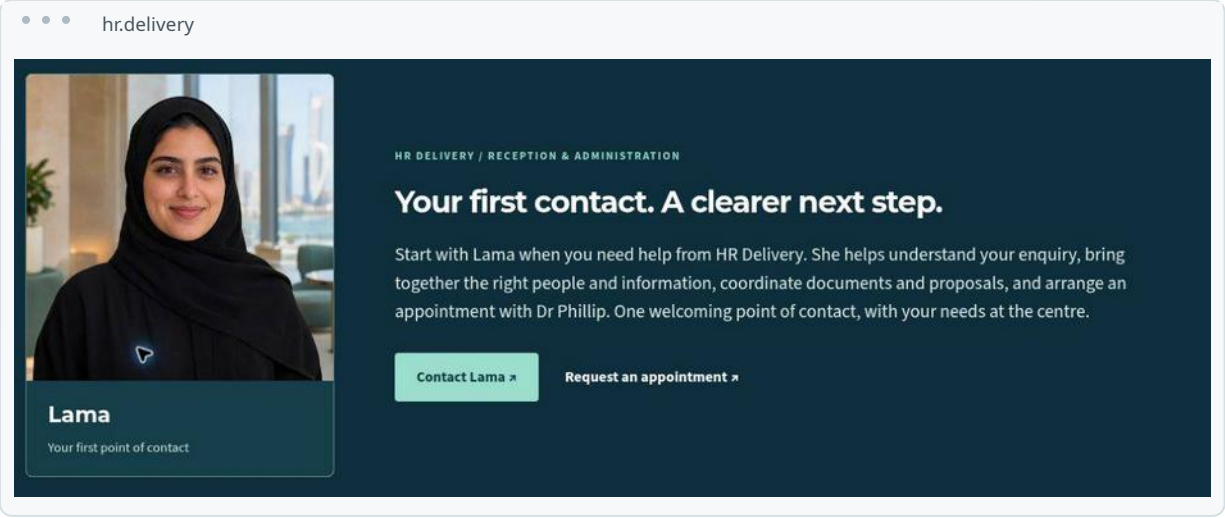
A recorded receipt helps the team discuss the billing position with the client using the relevant payment context and the associated commercial documents.

YOUR OUTPUTS

External-payment receipt or note · Connection to the customer and invoice · Updated context for billing follow-up

Stationery and Business Document Studio

Receive staff-prepared business documents built from a common HR Delivery structure, with content adapted to the organisation, assignment and purpose of the communication.



Detail · Related service view · Public reception and administration overview; supporting context for...

WHAT YOU CAN DO

The supplied studio includes presentation, proposal, quotation, letter, welcome, statement-of-work, meeting and progress-report templates. Staff select the document type, tailor the content and retain a working version for review before sharing through the agreed client communication route.

A consistent starting structure helps the delivery team communicate clearly across the relationship, while keeping each document focused on the client's actual requirement and next decision.

01

Branded business-document draft

02

Client-specific content and context

03

Working version for review

Editable presentation starter

Use a staff-prepared HR Delivery presentation to explain the relevant service, project or workshop purpose in a form suited to the audience and discussion.

DOCUMENT / OUTPUT

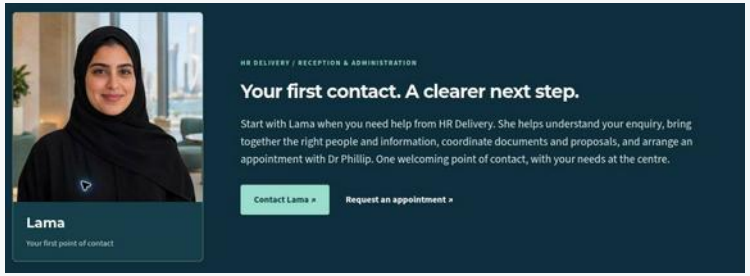
Editable presentation starter

01 Branded presentation draft

02 Audience-specific service or project narrative

03 Relevant figures and screenshots

Illustrative output structure



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The editable starter is described within Business Document Studio as a branded foundation for presentations. Staff develop the narrative, select relevant service explanations, figures and screenshots, then review the flow before using the deck in a meeting or formal handover.

A tailored presentation gives participants a clearer shared account of the subject and helps the meeting concentrate on the decisions or understanding required from the discussion.

Client proposal template

Review a proposal that explains the client need, proposed support and next decisions, using the initial conversation as the foundation for a scoped engagement.

DOCUMENT / OUTPUT

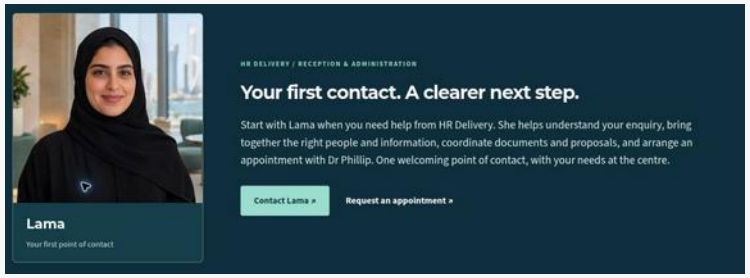
Client proposal template

01 Client need and proposed approach

02 Defined scope for discussion

03 Decisions and next steps to proceed

Illustrative output structure



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The staff proposal template provides a structure for describing the requirement, planned work and way forward. It can be developed from the organisation record and reception brief, then reviewed with relevant specialists before being shared with the client.

A concrete proposal helps the client assess whether the intended work addresses the requirement and gives both parties a clearer basis for refining the engagement.

Quotation template

Review the commercial offer for the requested services or deliverables in a document that connects the description of the work with the proposed terms.

DOCUMENT / OUTPUT

Quotation template

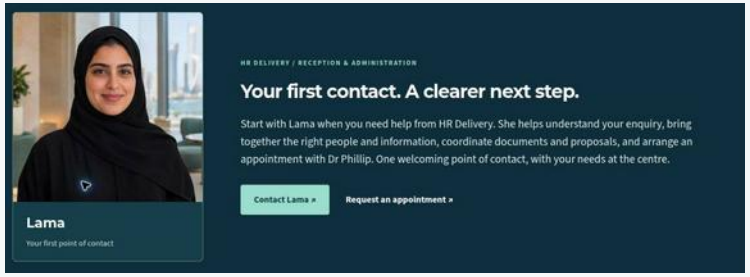
01 Branded quotation

02 Service or deliverable description

03 Commercial terms and service-period context

Illustrative output structure

hr.delivery



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The described quotation template lets staff present the relevant service description, commercial terms and service period alongside the proposal and customer context. Review ensures that the quotation reflects the current understanding of the work before the client considers the offer.

A clear quotation gives the client a practical basis for discussing the commercial arrangement and checking that it corresponds to the work they intend to commission.

Business letter template

Receive formal correspondence in a consistent HR Delivery format, with the recipient, subject and message prepared around the particular client matter being addressed.

DOCUMENT / OUTPUT

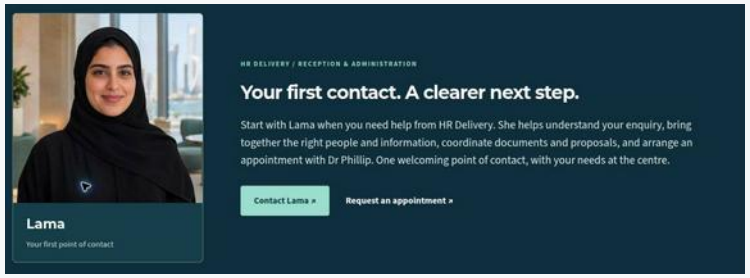
Business letter template

01 Branded business letter

02 Specific recipient and subject

03 Written record linked to the relevant matter

Illustrative output structure



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The supplied letter template supports structured business communication with clients and partners. Staff adapt the details and wording to the organisation, agreement or issue, review the content and retain the document with the appropriate customer or project material.

A clear letter helps both parties refer back to the same communication and understand its purpose within the ongoing client or project relationship.

Customer welcome and access handover

Receive the practical information needed to begin the agreed service, including relevant portal routes, access arrangements and contact points for support during the relationship.

DOCUMENT / OUTPUT

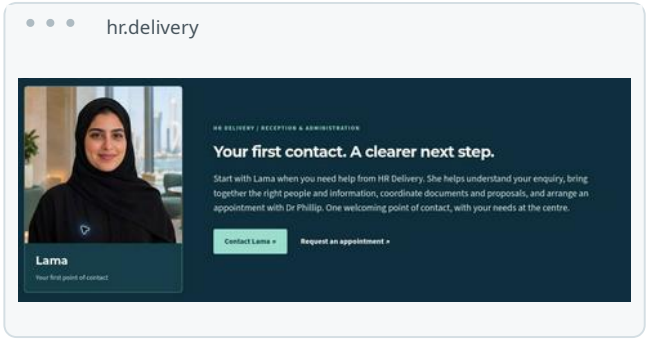
Customer welcome and access handover

01 Agreed service and portal summary

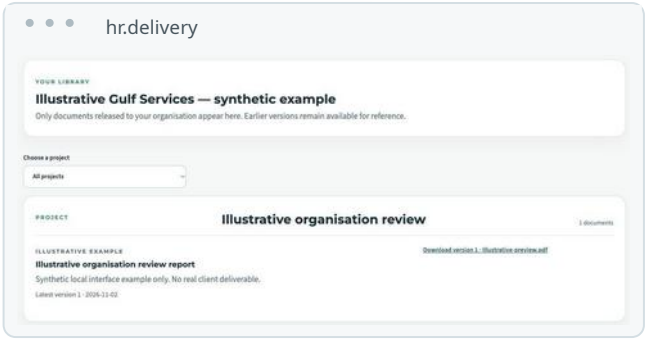
02 Access and document-collection routes

03 First steps and support contacts

Illustrative output structure



Detail · Related service view · Public reception and administration overview;...



Detail · Workspace demonstration · HR Delivery's published demonstration of a...

HOW IT SUPPORTS YOUR WORK

The welcome template brings the customer's services and portal entitlements into a structured handover. Staff can explain the first useful steps, identify any prepared document collection and provide the route for raising access questions or clarifying the service arrangement.

A focused welcome handover connects the commercial arrangement with the practical actions the client needs to take and makes the initial service experience easier to navigate.

Statement of work template

Review the scope, deliverables, responsibilities and timetable of an assignment before delivery begins, using a shared document to support coordination and decisions about changes.

DOCUMENT / OUTPUT

Statement of work template

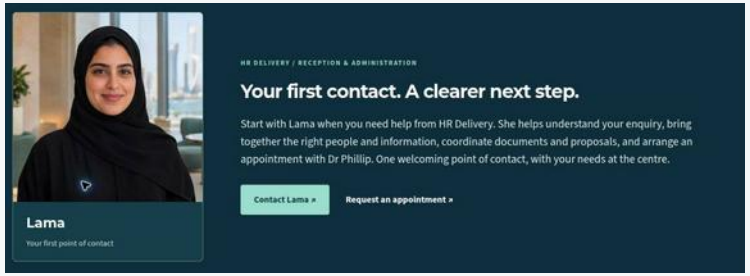
01 Scope and deliverables

02 Responsibilities and timetable

03 Shared reference for delivery discussions

Illustrative output structure

hr.delivery



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The staff template develops the proposal and client discussions into a structured statement of work. It provides a reference for the planned activities and outputs, with specific obligations determined by the completed document and the agreement reached between the parties.

A clear statement of work helps clients and delivery colleagues understand the assignment boundaries and coordinate the contributions needed to produce the agreed outputs.

Meeting agenda template

Know what the meeting is intended to achieve and what information to bring, so the time can focus on the questions and decisions that matter.

DOCUMENT / OUTPUT

Meeting agenda template

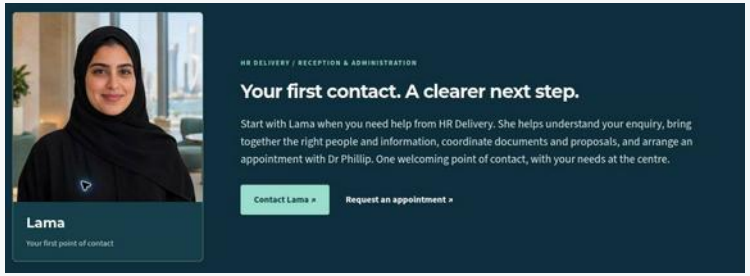
01 Meeting purpose and discussion topics

02 Participants and preparation requirements

03 Questions or decisions for the session

Illustrative output structure

hr.delivery



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The agenda template gives staff a common structure for connecting meeting objectives with topics, participants and preparation. It can draw on the appointment brief or project record, helping the discussion follow a useful sequence and arrive at practical next steps.

A focused agenda helps participants prepare and makes it easier to use the meeting for the substantive discussion required by the project or client enquiry.

Meeting record and action log

Receive an organised record of the discussion, decisions and agreed actions so the next stage of work has a clear starting point for everyone involved.

DOCUMENT / OUTPUT

Meeting record and action log

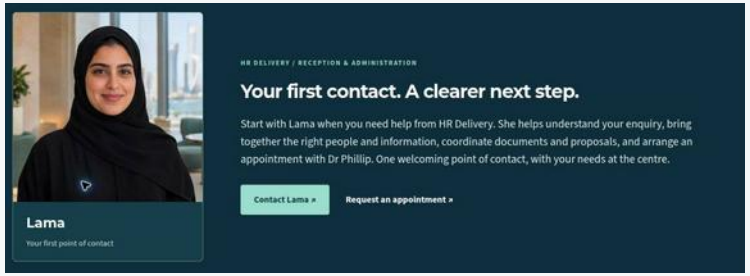
01 Meeting conclusions and decisions

02 Actions with responsibilities and intended dates

03 Reference for subsequent progress review

Illustrative output structure

hr.delivery



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The supplied template records meeting conclusions and follow-up work, with responsibilities, intended dates and subsequent updates considered alongside the agenda and project context. It gives staff and clients a continuing reference for preparing the next progress discussion or delivery activity.

A shared record helps the team maintain continuity between meetings and check whether the follow-up work still reflects what the participants actually agreed to do.

Client progress report template

Review completed work, current priorities and decisions needing client input in a structured update that relates progress to the assignment and its next practical steps.

DOCUMENT / OUTPUT

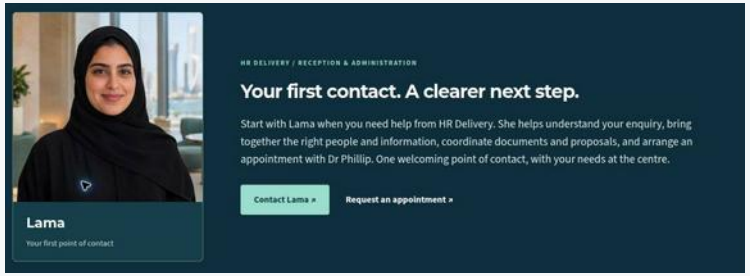
Client progress report template

01 Completed work and current priorities

02 Upcoming activity

03 Decisions or information needed from the client

Illustrative output structure



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

The staff template draws together project context and action-log information to explain delivery. It can summarise what has been completed, what is underway and what comes next, with detail adapted to the client's needs and the stage of the engagement.

A clear progress update helps the client understand the state of the assignment and contribute the decisions or information needed to keep the work moving.

Membership renewal template

Consider the proposed next period of support with the current services, fee arrangement and renewal timing brought into one clear communication for review.

DOCUMENT / OUTPUT

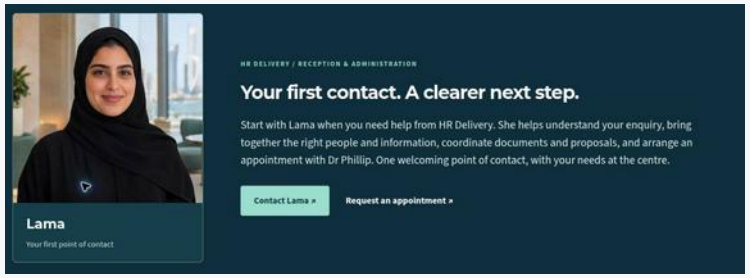
Membership renewal template

01 Proposed renewal period and scope

02 Relevant fee and service context

03 Information needed to complete the renewal discussion

Illustrative output structure



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

HOW IT SUPPORTS YOUR WORK

Staff prepare the renewal document from the customer record and current arrangement, then confirm the client's requirements and the proposed scope for the next period. It supports an informed conversation before the subsequent commercial administration and access handover are completed.

A structured renewal conversation helps clients assess their continuing needs and gives the team a clear basis for preparing the next agreed service arrangement.

Document-delivery handover template

Receive a clear explanation of the reports, solutions or project documents being handed over, including where to find them and how the material supports the assignment.

DOCUMENT / OUTPUT

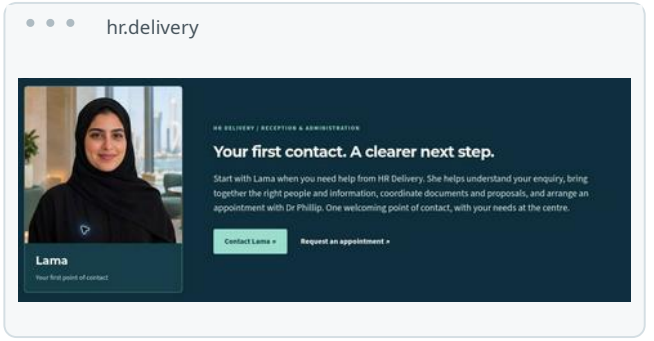
Document-delivery handover template

01 Delivered-document list and purpose

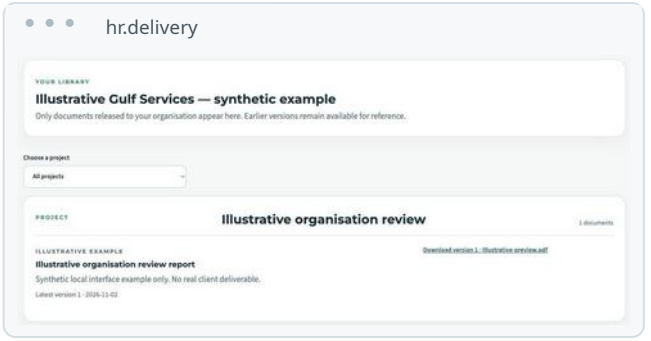
02 Project and version references

03 Next steps and support contact

Illustrative output structure



Detail · Related service view · Public reception and administration overview;...



Detail · Workspace demonstration · HR Delivery's published demonstration of a...

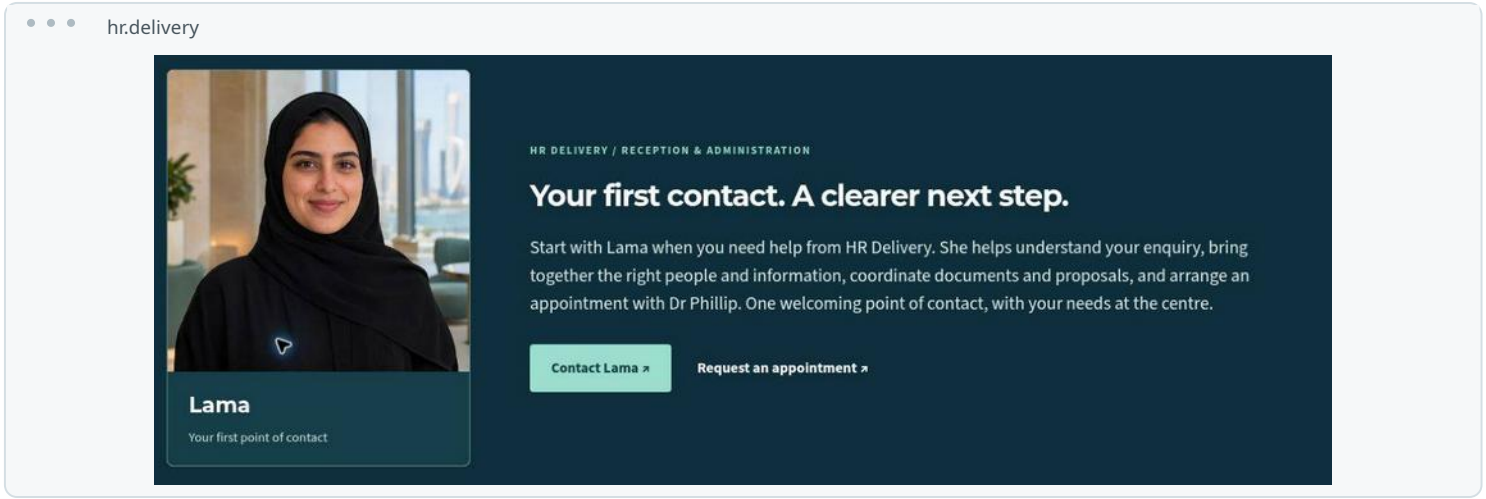
HOW IT SUPPORTS YOUR WORK

The handover template identifies the delivered material, relevant version and next steps for the client. Staff can relate it to the project collection, explain the purpose of the documents and provide the contact route for questions or further work.

A clear handover helps clients navigate the material and begin using it with a better understanding of its purpose, context and place in the assignment.

Business-document versions and exports

Receive the appropriate version and file format for the intended review, editing or delivery activity, with staff retaining the context of how the document has developed.



Detail · Related service view · Public reception and administration overview; supporting context for staff-prepared business...

WHAT THIS GIVES YOU

Clear edition and format choices help clients review the right material and maintain continuity as a business document develops through discussion, revision and delivery.

THE SERVICE IN PRACTICE

Business Document Studio is described as handling versions alongside PDF and Word exports. Staff can distinguish a working draft from a later revision and select the format that supports the next review or handover, keeping the relevant edition identifiable.

YOUR OUTPUTS

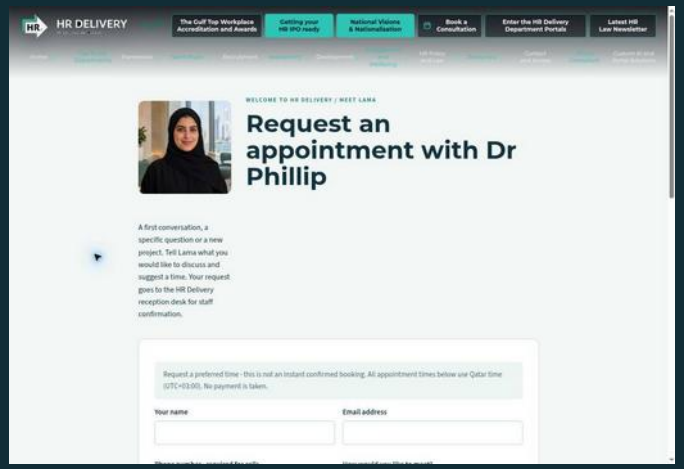
Document version context · PDF export · Editable Word export

SERVICE NOTE · Requests require staff confirmation; automatic email and external-calendar delivery await connection.

Request a conversation with Dr Phillip

Tell reception what you would like to discuss and propose a practical time and format for the conversation.

hr.delivery



Website screen · Live appointment-request page with staff-confirmation notice and first contact fields.

WHAT THIS GIVES YOU

The team receives the information needed to prepare a relevant conversation and confirm the practical arrangements with you.

WHAT YOU CAN DO

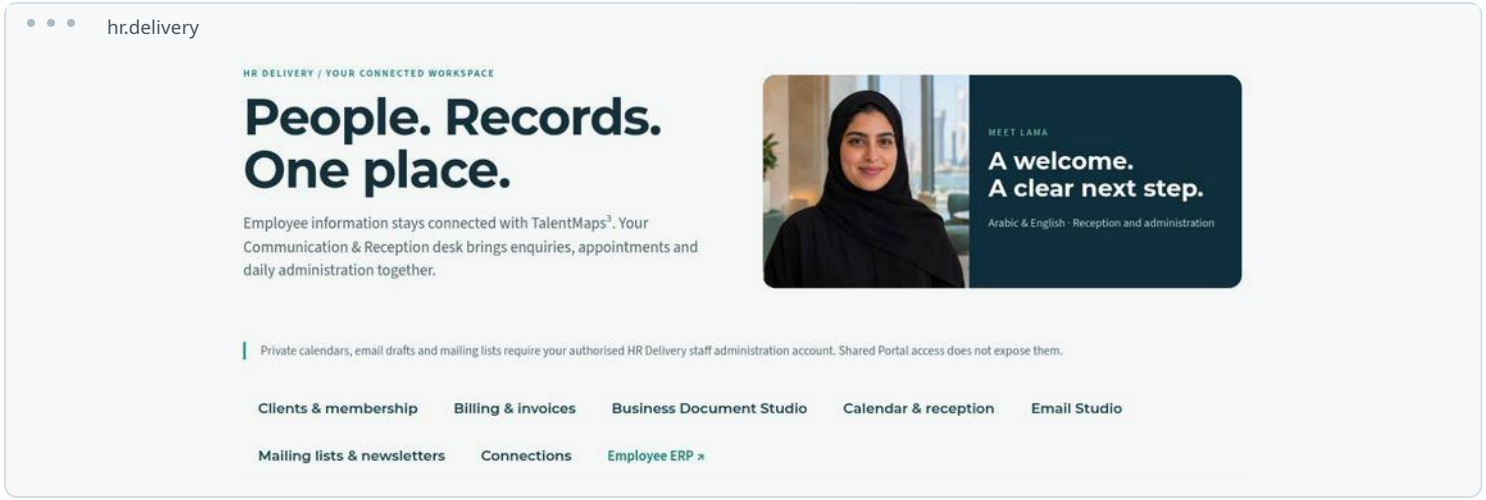
The public form collects contact details, purpose, preferred date, language and a 15-, 30- or 60-minute duration. Choose a call, online meeting or in-person appointment. Times are shown in Qatar time, UTC+03:00.

YOUR OUTPUTS

Appointment request · Meeting purpose and contact details · Preferred timing and format

Your request enters a reception review queue

Reception brings incoming appointment requests together so the team can review the purpose, timing and required follow-up.



Detail · Website screen · Live Connected Workspace welcome screen.

THE SERVICE IN PRACTICE

The private inbox is intended for authorised reception staff. Your request supplies contact information, a discussion purpose and preferred timing; staff use that context to arrange the next step and coordinate an appropriate response.

WHAT THIS GIVES YOU

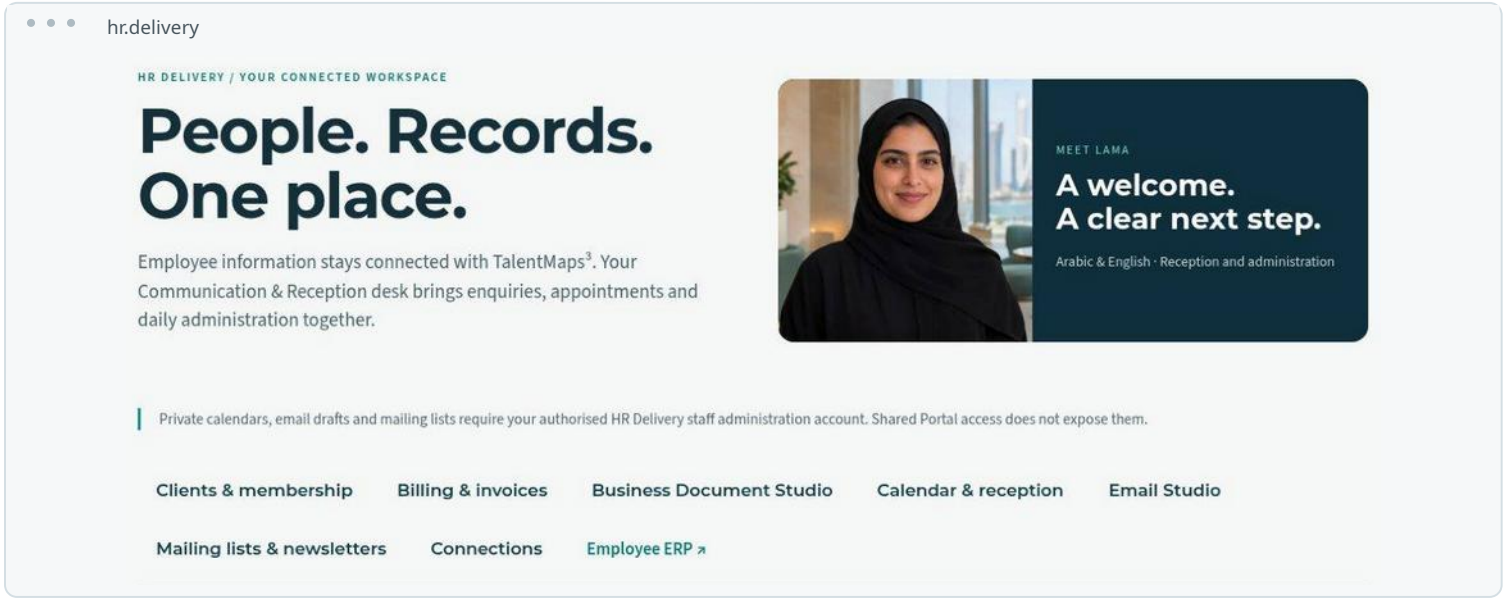
Your enquiry has an organised route from initial submission to a human response and an agreed next step.

YOUR OUTPUTS

A request ready for review · A staff follow-up task · A coordinated appointment decision

A diary that supports a prepared conversation

Dr Phillip's diary gives the reception team a common place to coordinate calls, meetings and other commitments.



Detail · Website screen · Live Connected Workspace welcome screen.

YOUR WORKSPACE

Staff relate your requested appointment to existing commitments and planned availability. Meeting purpose, participant details and timing provide the preparation context, while changes can be coordinated through the same reception process.

OUTPUTS YOU CAN WORK WITH

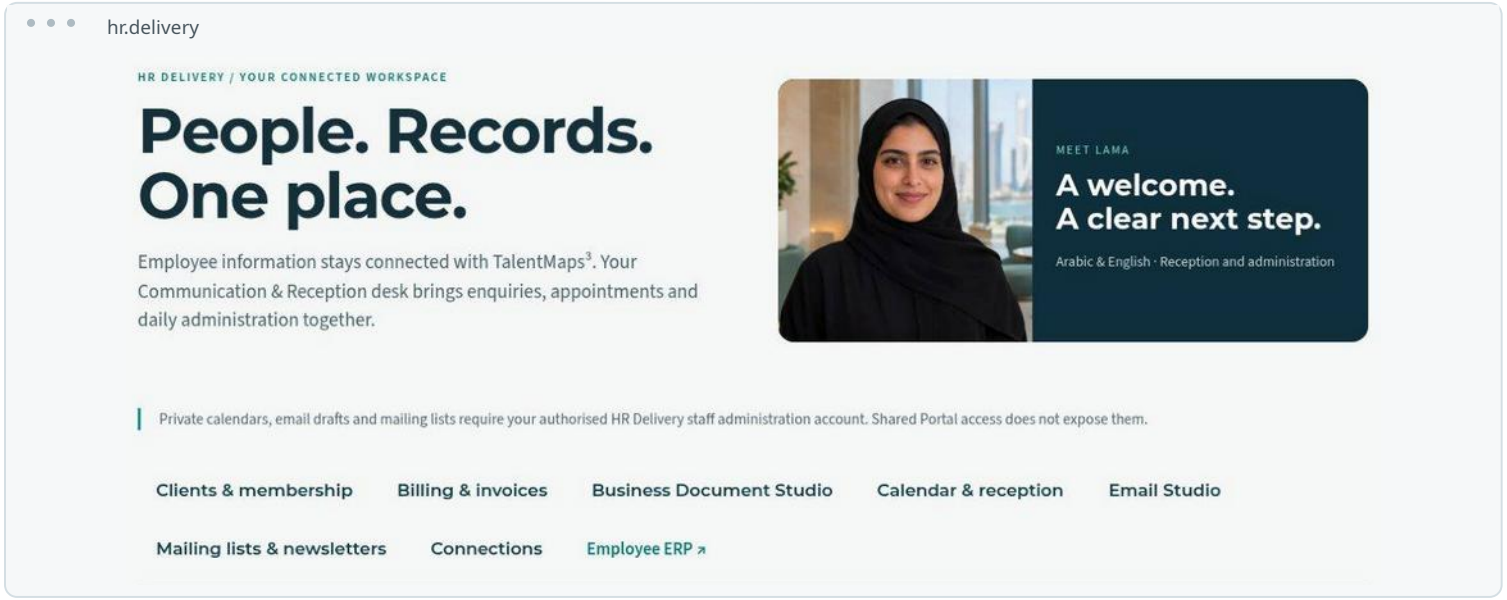
A coordinated schedule · Meeting preparation details · A confirmed timing when agreed

WHAT THIS GIVES YOU

Your conversation can be arranged with a clearer purpose and practical preparation, while the team manages competing commitments.

Know whether an appointment is requested or confirmed

The reception process distinguishes a proposed meeting from an agreed appointment and records later changes when needed.



Detail · Website screen · Live Connected Workspace welcome screen.

YOUR WORKSPACE

Staff review the request and record confirmation, decline or cancellation. If circumstances change, the appointment record and communication requirement should be updated so the next action is clear to the team and the client.

OUTPUTS YOU CAN WORK WITH

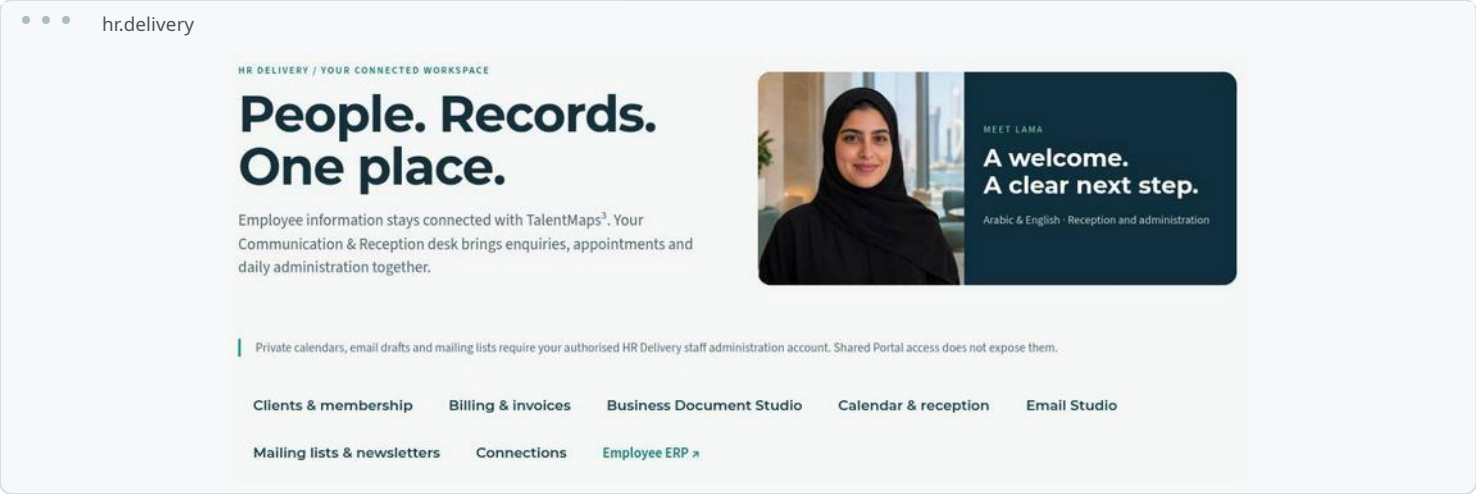
An appointment decision · An updated meeting record · A communication or follow-up requirement

WHAT THIS GIVES YOU

You can plan around an agreed arrangement and understand when another time or a different next step needs to be discussed.

Availability blocks help the team offer realistic times

Reception can reserve unavailable periods before agreeing an appointment, taking existing commitments and practical constraints into account.



Detail · Website screen · Live Connected Workspace welcome screen.

THE SERVICE IN PRACTICE

The described calendar tools allow staff to mark travel, other commitments or time reserved by Dr Phillip. When your preferred slot overlaps an unavailable period, the team can use that information to consider a suitable alternative.

WHAT THIS GIVES YOU

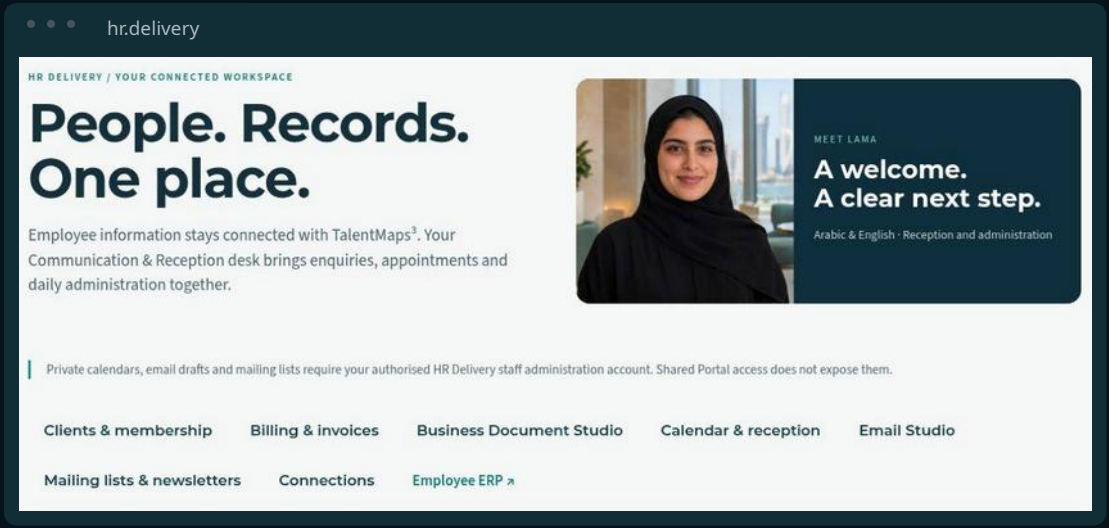
The scheduling conversation is grounded in the diary, helping avoid arrangements that cannot be honoured.

YOUR OUTPUTS

A staff availability picture · Protected unavailable periods · A more practical alternative slot

Timing checks support a dependable schedule

Appointment overlap checks help reception identify a potential clash before confirming a meeting or changing an existing booking.



Detail · Website screen · Live Connected Workspace welcome screen.

WHAT THIS GIVES YOU

Problems can be identified early enough to discuss a workable appointment, with fewer last-minute uncertainties for the people involved.

WHAT YOU CAN DO

Staff consider the requested start time and duration against the diary. A conflict can be addressed while retaining the original purpose and preparation details, allowing the team to coordinate another time with the client.

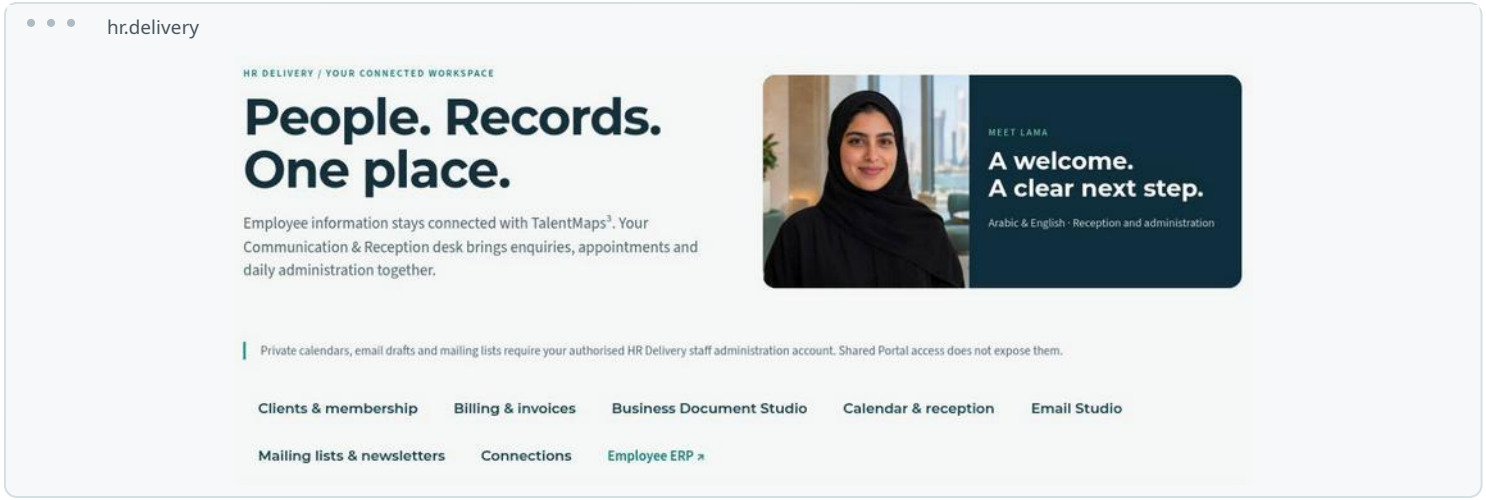
YOUR OUTPUTS

A potential conflict highlighted · A scheduling decision · An alternative arrangement where needed

SERVICE NOTE · The briefing preview exists; automatic morning email delivery awaits connection.

A morning briefing prepares the day’s conversations

The diary briefing preview brings the day’s commitments into a concise preparation view for Dr Phillip and reception.



Detail · Website screen · Live Connected Workspace welcome screen.

WHAT THIS GIVES YOU

The team can approach scheduled conversations with a clearer view of the day and the material each meeting needs.

THE SERVICE IN PRACTICE

Staff can review meeting purposes, contact information and preparation needs against the diary. The usefulness of the briefing depends on the information recorded for each appointment, so a clear purpose in your original request helps.

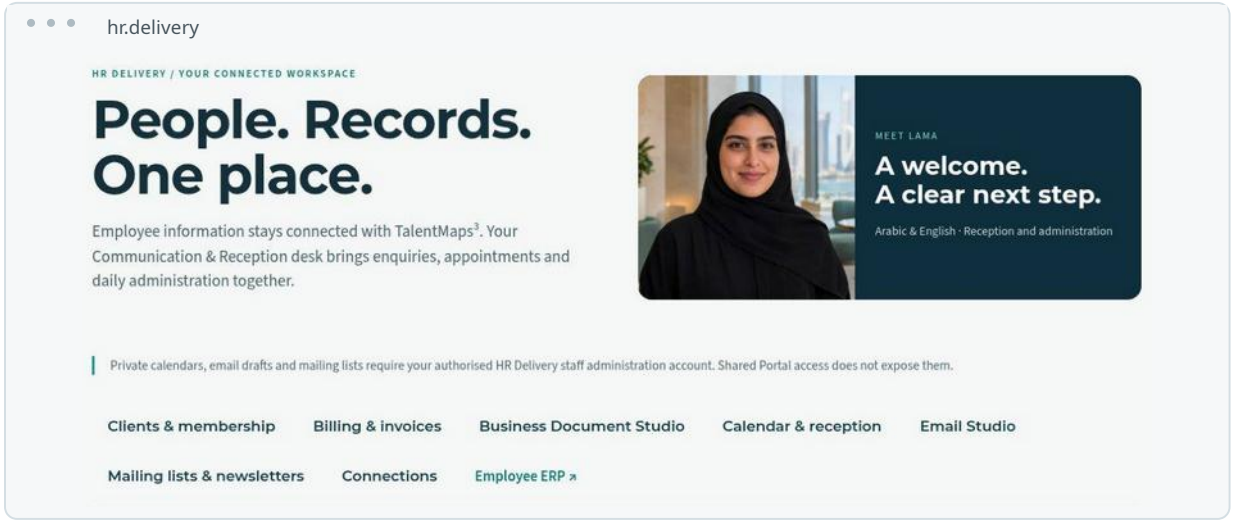
YOUR OUTPUTS

A daily diary overview · Meeting context to review · Preparation priorities

SERVICE NOTE · Saved drafts are available; external sending depends on the configured provider.

Prepared email drafts support consistent follow-up

Email Studio gives authorised staff a place to prepare and retain wording for client administration and follow-up.



Detail · Website screen · Live Connected Workspace welcome screen.

WHAT YOU CAN DO

Drafts may support an appointment message, a document handover or another agreed communication. Staff can prepare the content, review the details and arrange delivery through an available channel; saving a draft does not itself send it.

The team can maintain continuity between preparing a response, checking it and completing the intended client follow-up.

01

A saved email draft

02

Reviewed follow-up wording

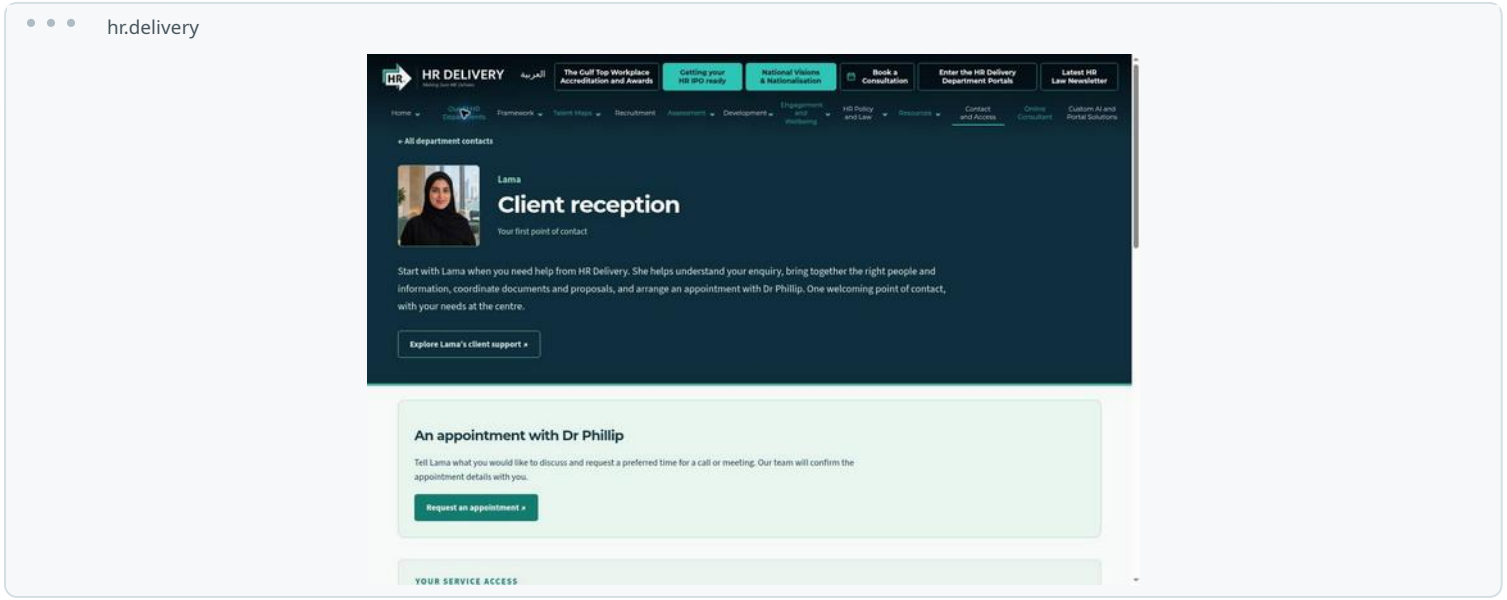
03

A message ready for an agreed delivery route

SERVICE NOTE · Live specialist replies and calls require the relevant external providers.

Communication preparation sits alongside client support

The Communication Suite is described as an administrative home for coordinating planned channels, enquiries, drafts and follow-up.



Website screen · Live Lama communication screen, explicitly awaiting service connections.

YOUR WORKSPACE

Public specialist screens show email, call, chat and Telegram interfaces with service access and connection messages. Staff administration provides context for managing those routes and understanding what needs to be activated before live use.

OUTPUTS YOU CAN WORK WITH

An organised contact route · Prepared communication · A view of channel readiness

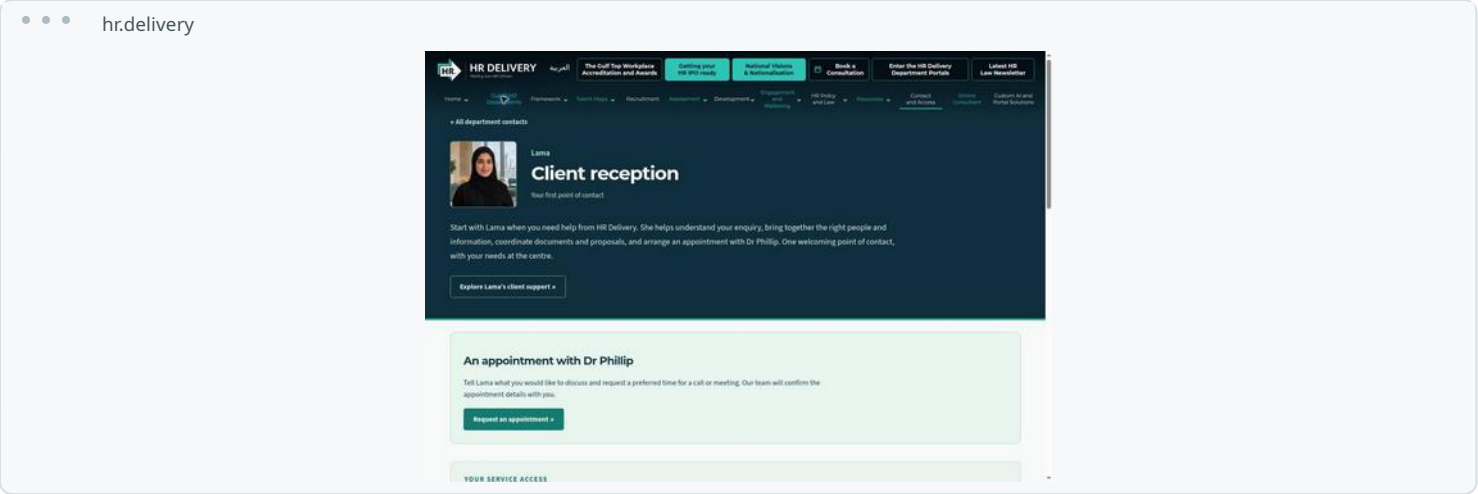
WHAT THIS GIVES YOU

Client support can be planned around an available channel and a clear follow-up, with service status understood before a conversation starts.

SERVICE NOTE · Provider-dependent functions must be activated and checked for the agreed service.

Connection status makes service readiness explicit

The Connections area helps staff understand which integrations are configured before relying on them in a client process.



Website screen · Live Lama communication screen, explicitly awaiting service connections.

WHAT THIS GIVES YOU

Your organisation can agree what is active and what still needs to be connected before adopting a new workflow.

THE SERVICE IN PRACTICE

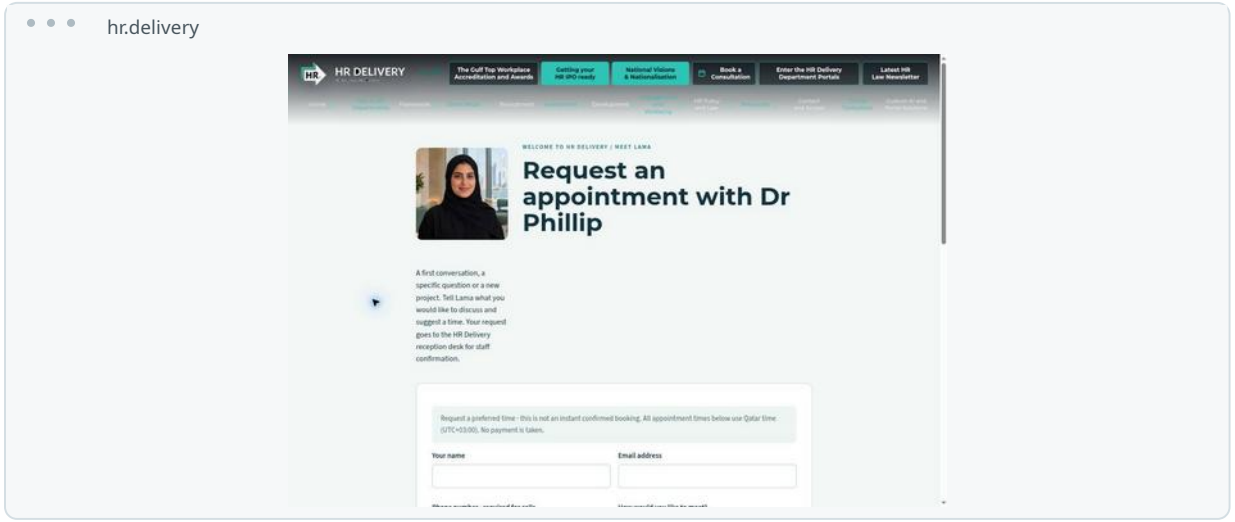
Email, chat, calling, calendar and other connected services can have different readiness states. The administration route provides a place to coordinate those dependencies and distinguish the visible interface from the live external service.

YOUR OUTPUTS

A connection-status view · A configuration requirement · A clearer service handover

Agree how appointment confirmations will reach you

The request and diary workflow is distinct from delivery into an external mailbox or calendar.



Website screen · Live appointment form and its notice distinguishing requests from confirmed bookings.

WHAT YOU CAN DO

Appointment requests require staff confirmation. Automatic confirmation emails, external-calendar invitations and morning-diary email delivery await connection, so agree the current communication route with reception and check the confirmed time and meeting format.

The meeting can be coordinated clearly while the automated notification and calendar services are being completed.

01

A confirmed appointment route

02

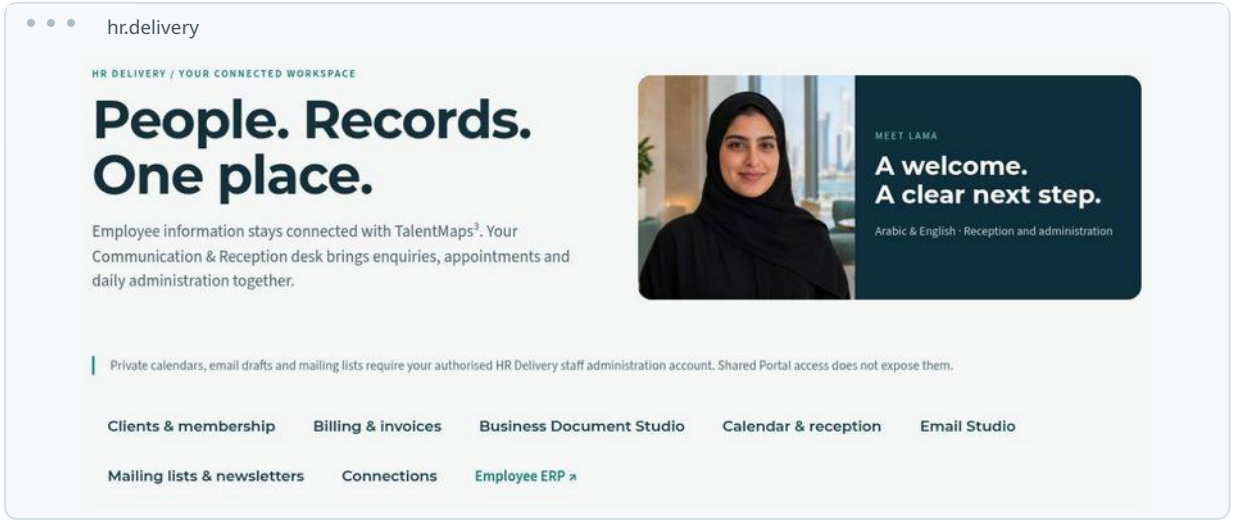
A clear time and format

03

An agreed notification method

Separate your invoice from the payment arrangement

Invoice creation and commercial records are available as described; online and recurring collection still need an external payment service.



Detail · Website screen · Live Connected Workspace welcome screen.

WHAT YOU CAN DO

Review the invoice, agreed service period and payment instructions with HR Delivery. Payments made through an external route can be recorded as receipts, while any future online or recurring collection needs its own configured and reviewed process.

You have a clear billing document and payment route without assuming that an invoice automatically initiates a charge.

01

A branded invoice

02

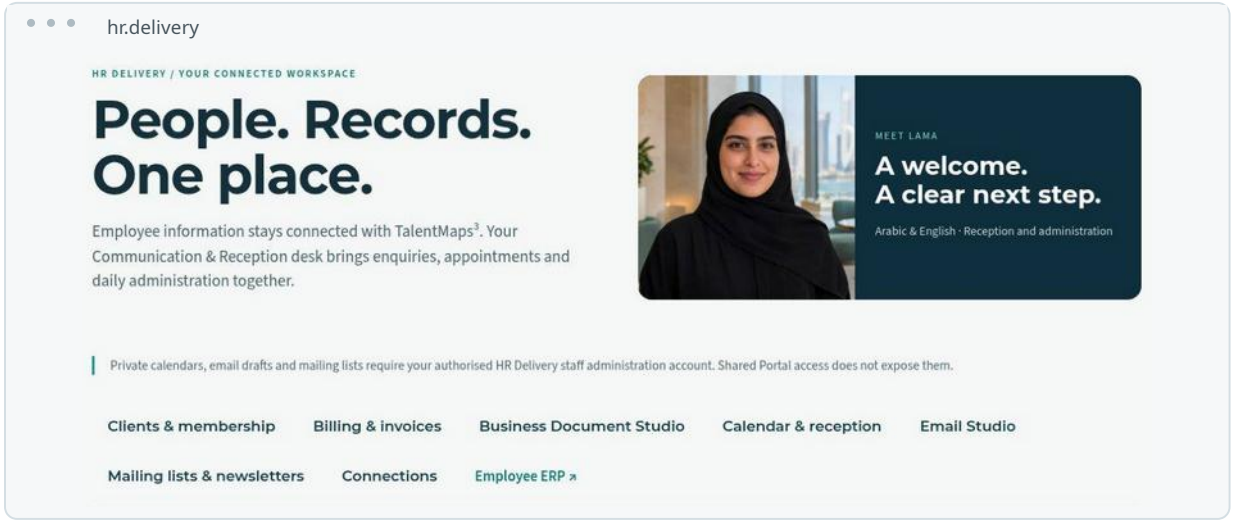
Agreed payment instructions

03

A receipt record for an external payment

A clear access handover helps your team start well

Match each user to the relevant portal, client collection and connected service before beginning the agreed work.



Detail · Related service view · Connected Workspace access screen.

WHAT YOU CAN DO

The shared welcome route is separate from staff administration, private client documents and specialist access. Confirm the named users, permitted portals, client reference, access code and active services as part of the handover; demonstrations do not establish every production transaction.

Your team can start in the correct workspace, find its documents and know who to contact when another service or permission is needed.

01

Named users and portal entitlements

02

Client reference and access details

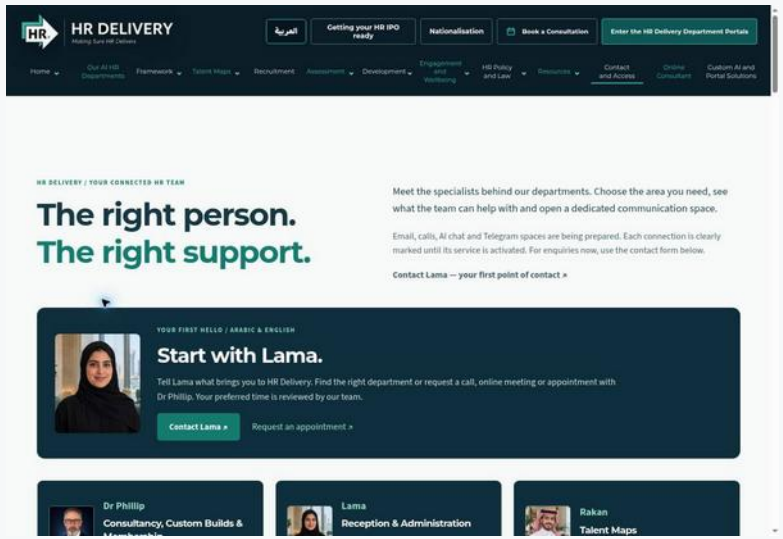
03

Confirmed active service routes

Your next step with HR Delivery

Bring your priority, intended outcome and timing to the team, then agree the service, documents and access that will support it.

hr.delivery



Related service view · Contact, consultation and portal-access routes

YOUR WORKSPACE

Use the contact pages to choose a department or begin with Lama. Reception can coordinate enquiries, proposals, documents and an appointment request with Dr Phillip. Once the scope is agreed, use the portal directory or your separate client collection handover.

OUTPUTS YOU CAN WORK WITH

A focused conversation · An agreed service and deliverables · The correct access route

WHAT THIS GIVES YOU

Your organisation can move from exploring the guide to a practical assignment, with responsibilities and next steps understood.