THE HR DELIVERY SERVICES DIRECTORY

Expertise. Practical delivery.

People. Capability. Lasting impact.

Explore our HR advisory, assessment, development and employee experience services. Build the right response around your organisation, its people and the priorities that matter.



12 Specialist services

From priorities to practice

04 Connected service areas

One coordinated approach

01 Organisational focus

Your people and your context

KNOWLEDGE SHARED. CAPABILITY STRENGTHENED.

Here to Support you with HR Delivery.

Welcome to HR Delivery: your gateway to practical knowledge, professional resources and specialist support. We bring more than 30 years of experience to help HR and OD professionals understand challenges, develop people and move ideas into action. Explore independently, or work with us.

30+

years of professional experience

15+

years working in the region

EN / AR

English and Arabic at the heart of our work



Founded and led by Dr Phillip Welsh, HR Delivery combines regional insight with international practice to deliver practical HR solutions that create measurable business value.

Practical HR advisory, diagnostics, projects and organisation development support that help leaders build capable, compliant and high-performing organisations.

About HR Delivery

Meet Dr Phillip Welsh and learn about the experience, regional understanding and commitment behind our work.

Services

Explore practical support for HR strategy, organisation, people capability, development, engagement and wellbeing, shaped around your priorities.

How we work

See our flexible engagement options and how we move from discovery and diagnosis through design, delivery and review.

A PRACTICAL PARTNERSHIP



Expertise is valuable when it helps you move forward.

Good HR advice should help people understand what matters and act on it. This directory introduces the services through which HR Delivery connects organisational priorities, evidence and practical implementation.

Start with your priority.
Agree useful outcomes.
Build capability together.

Dr Phillip Welsh

FOUNDER & MANAGING DIRECTOR

DProf, Chartered FCIPD, FRSA

Experience across the UK, Ireland, Qatar and Saudi Arabia, connecting strategic HR, organisation development and healthcare transformation.

Begin with the right question

An organisation can have many people initiatives and still find that the underlying challenge remains unclear. The first task is to understand the context: what the organisation needs to achieve, what its people are experiencing and where delivery is becoming difficult. That understanding helps us choose an appropriate starting point. Sometimes the priority is diagnosis; sometimes it is clearer design, additional leadership capacity or practical help to carry an agreed plan through.

Connect strategy with people's experience

Strategy becomes real through everyday decisions, working relationships and the conditions in which people do their jobs. Structures, leadership, culture and capability need to be considered together. Work across complex organisations has shaped a practical view of change: involve people, clarify responsibilities and make the next steps understandable. HR Delivery brings those connections into its services, helping leaders work from evidence while keeping the employee experience firmly in view throughout the engagement.

Make expertise useful in practice

A framework or a clear diagnostic report can create valuable insight. Its usefulness grows when people can apply it. We place emphasis on clear recommendations, manageable priorities and ownership of the work that follows. Advice, assessment, workshops and implementation support can be combined around a defined purpose. The aim is to make expertise accessible, strengthen the client's own capability and provide practical support that reflects the organisation's needs, resources and pace of change.

Build the right working relationship

Every organisation brings its own history, strengths and constraints. Our work begins with listening and an honest discussion about where we can help. This directory is a starting point for that conversation, rather than a fixed package that everyone must follow. Whether you need focused advice, a defined project or continuing support, we can explore the appropriate scope and delivery model together, with clear expectations about responsibilities, outputs and review points.

Make the next step clear

Agree what will be delivered, who will use it and how your organisation will carry the work forward. Revisit those decisions during delivery and use them to guide the handover. Clear ownership helps the work continue after the engagement ends.

EXPLORE THE DIRECTORY

Your route to practical support.

12

services / four areas

SELECT A TITLE OR PAGE NUMBER TO EXPLORE

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FIND THE SERVICE THAT FITS YOUR PRIORITY

01 Strategic HR & delivery

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Clarity, structure and a stronger HR foundation.



02 Assessment & performance

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Better evidence for people and performance decisions.



03 Development & facilitation

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Practical development that transfers into everyday work.



04 Engagement & wellbeing

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Wellness and Wellbeing Support and Coaching 29

Listen, act on priorities and support healthier work.



OUR PURPOSE. YOUR CONFIDENCE.

People. Performance. A better working life.

Our commitments shape the way we share knowledge, work alongside you and take responsibility for delivery.



01 / OUR VISION

A future where every organisation has the leadership, capability and culture to help its people thrive and achieve lasting success.

02 / OUR MISSION

To help organisations develop their people, strengthen their HR capability and turn plans into results through expert advice, practical tools and hands-on support.

03 / OUR VALUES

PEOPLE TODAY. STRONGER TOMORROW.

Expertise, generosity, accountability, adaptability and respect for local context guide our decisions and the relationships we build.

1 **Expertise**
Informed judgement

2 **Generosity**
Knowledge shared

3 **Accountability**
Owned commitments

4 **Adaptability**
Support that fits

5 **Respect**
Context understood

FIVE VALUES. FIVE PLEDGES.

What you can expect from us.

Our five values of expertise, generosity, accountability, adaptability and respect form the foundation of our five pledges to you.



01 EXPERTISE
Deep expertise

We bring more than 30 years of professional knowledge and experience to your challenge. Our work connects established theory, evidence and practical judgement. We listen carefully to your context, explain our thinking clearly and build solutions that can be understood, applied and sustained.

02 GENEROSITY
Always helping

Our first responsibility is to be useful. Whether you are developing managers, assessing a team, shaping strategy or reorganising HR, we begin with what will help you. We share resources because a well-chosen idea, framework or tool can be enough to move your work forward.

03 ACCOUNTABILITY
Delivery guaranteed

Delivery matters enough to be in our name. We commit to the scope, outputs and milestones we agree with you, make responsibilities clear and review progress openly. If circumstances change, we address the implications together and agree the next steps, keeping delivery at the centre of the relationship.

04 ADAPTABILITY
A flexible approach

Your priorities, capacity and pace shape how we work together. Support can range from a defined project, retainer or day-rate assignment to interim leadership, associate support, coaching or assessment. We work on-site, remotely or through a blended approach, with a clear agreement about what you need.

05 RESPECT
Gulf focused

More than 15 years of work in the region inform our understanding of its organisations and people. English and Arabic are central to our approach to assessments, reports and resources. We combine regional experience with wider professional knowledge, adapting our work to the context in which it must succeed.

Making Sure HR Delivers

Expertise shared.
Support shaped around you.
Delivery at the centre.

THE EXPERIENCE BEHIND THE WORK

Senior thinking. Practical implementation.



DR PHILLIP WELSH / FOUNDER & MANAGING DIRECTOR

Dr Phillip Welsh is an international human resources, organisational development and healthcare-transformation executive whose career spans the United Kingdom, Ireland, Qatar and Saudi Arabia.

He founded HR Delivery to bring senior-level thinking, evidence-led assessment and practical implementation together. His work connects strategy with the employee experience, helping organisations build the leadership, structures, culture and workforce capability needed to deliver lasting change.

Understand the context. Involve people. Translate insight into delivery.

Dr Phillip Welsh's career combines healthcare transformation, strategic HR, organisation development and leadership capability at organisational and national-system scale.

SELECTED CONTRIBUTIONS

Children's Health Ireland
Led the change programme and organisation-design work supporting the integration of three Dublin children's hospitals into one organisation.

Health Holding Company
Contributed to healthcare and workforce transformation in Saudi Arabia, supporting the ambitions of Vision 2030.

Hamad Medical Corporation
Works in an executive advisory capacity focused on HR strategy, people experience, HR transformation and organisational development.

Aspetar
Built Gulf-region experience as Head of Talent Management and Leadership Development at Qatar's specialist sports-medicine hospital.

CAREER HIGHLIGHTS

- **Executive HR Advisory**
  Hamad Medical Corporation / Qatar
  Executive advisory work across HR strategy, people experience, transformation and organisational development.
- **Healthcare Workforce Transformation**
  Health Holding Company / Saudi Arabia
  Director-level transformation leadership within HR Centres of Excellence during national healthcare transformation.
- **Organisation Design & Integration**
  Children's Health Ireland / Ireland
  Strategic HR, organisational development and change leadership for a complex three-hospital integration.
- **Talent & Leadership Development**
  Aspetar / Qatar
  Talent management and leadership development for an internationally recognised sports-medicine organisation.
- **Strategic HR & Public-Sector Change**
  United Kingdom
  Senior HR experience spanning the NHS, UK Cabinet Office, local government and private-sector organisations.

EXPERIENCE THAT SHAPES HR DELIVERY

Leadership that works in context.



Strategic HR leadership

Turning organisational priorities into practical people strategy and accountable delivery.

Large-scale transformation

Leading workforce, operating-model and culture change across complex healthcare systems.

Organisation design

Clarifying structures, accountabilities, ways of working and the conditions required for integration.

Talent and leadership

Building leadership capability, succession strength, talent systems and sustainable workforce capacity.

Engagement and wellbeing

Using employee voice, psychological safety and people experience to strengthen performance.

Culturally intelligent leadership

Translating leadership practice for the cultural and institutional realities of the GCC.

QUALIFICATIONS

Doctorate of Professional Practice in HR
Middlesex University

Master's in Human Resource Management
Bristol Business School, UWE Bristol

BSc (Hons)
Bath Spa University

Chartered Fellow
Chartered Institute of Personnel and Development

Fellow
Royal Society of Arts

RESEARCH & PROFESSIONAL THINKING

Dr Phillip Welsh's research and professional commentary explore culturally intelligent leadership in the GCC. He argues that many apparent leadership problems are questions of cultural translation: how authority, trust, challenge, dignity, accountability and belonging are understood in a particular setting.

His work emphasises psychological safety, open-mindedness, perspective-taking and what he describes as schema agility: the ability to read the assumptions beneath behaviour and choose a response suited to the context.

SELECTED PUBLIC CONTRIBUTIONS

- Wellbeing at Work World Summit panel, Riyadh
- Global Work and Organisational Psychology Conference
- UFHRD research drawing on Bahrain, Qatar and Saudi Arabia
- Healthcare transformation and major change-programme presentations

KNOWLEDGE YOU CAN PUT TO WORK

Understand. Assess. Apply.



You may need a clearer picture, a useful model or a practical starting point. Explore the collections below, see what is available and find the next step that fits your needs.

01 Assessment tools

Explore 50 tools spanning Strategy & Culture, Capability & Career, Management & Leadership, Teams & Collaboration and Cognitive Ability, alongside Assessment Combinations. Factsheets and example results and development reports help you understand each tool, consider its relevance and see how findings can support development.

Explore 50 assessment tools

02 Behavioural & technical competencies

Make expectations clearer with behavioural and technical competency libraries, five-level maturity maps, booklets, factsheets and example reports. Explore individual competencies or combined pathways to connect how people work with the specialist capability their roles require. Each entry identifies the resources currently available.

Explore the competency libraries

03 Survey tools

Listen to the people who experience your organisation. Explore satisfaction, engagement, pulse, mood and wellbeing surveys; exit interviews; training needs analysis; succession planning; onboarding surveys; and HR service user feedback. Find approaches that turn employee perspectives into clearer priorities for action.

Explore 10 survey and planning areas

04 Diagnostic tools

A developing collection to help you examine organisational issues, test assumptions and establish a sound starting point for improvement. Diagnostic resources will support more focused conversations about capability, systems and priorities. For help with a current challenge, our diagnostic consulting services are available.

Resource collection coming soon

05 Frameworks

You may need a useful framework before you need a consultant. Explore 29 connected models spanning strategy, people, organisation and HR delivery. Diagrams and practical explanations help you structure a discussion, understand relationships and choose a starting point for your own work.

Explore 29 connected frameworks

06 Toolkits

Take the next step from understanding an idea to applying it. Our toolkit catalogue brings together planned tools, templates and practitioner guidance across seven areas of HR and OD. Explore the titles now; individual toolkit documents are marked coming soon while they are prepared.

Browse the catalogue / manuals coming soon

KNOWLEDGE YOU CAN PUT TO WORK

Read. Reflect. Develop.



You may need a clearer picture, a useful model or a practical starting point. Explore the collections below, see what is available and find the next step that fits your needs.

07 Articles & ebooks

Make space for deeper thinking. Our long reads draw on professional experience, project delivery and reflection across HR and OD, including work in the Gulf. Browse seven subject areas for ideas, explanations and practical perspectives you can bring into your own professional practice.

Explore 61 long reads in seven areas

08 Short insights

A shorter route to a useful idea. Explore observations and reflections on HR, leadership and organisational practice, shaped by work with clients and teams. These concise pieces offer questions to consider, lessons to discuss and perspectives to bring into your next conversation.

Explore practical perspectives

09 Research papers

The Gulf has its own organisational context, opportunities and challenges. This forthcoming collection will share research and supporting insights to strengthen understanding and inform practice in the region. It reflects our commitment to questioning assumptions, learning from evidence and improving how we work.

Research collection coming later

10 Top 100 Series

Development reaches beyond the classroom. Browse ten learning pathways for individual contributors, managers, leaders, teams, HR professionals and board members: books, articles, websites, podcasts, TED Talks, YouTube, development activities, courses, mailing lists and self-assessments. The manual catalogue is ready to explore; documents are coming soon.

Six audiences / manuals coming soon

11 HR law & country guides

Explore the Gulf Reference Guide and country guides for Saudi Arabia, Qatar, the UAE, Oman, Bahrain and Kuwait. These resources help practitioners prepare for work in the region and understand its organisational context. Interactive HR law tools remain in development.

Gulf and six country guides available

12 Meet Maya, your online guide

We are preparing Maya to help you find your way through HR Delivery. The planned online guide will help you locate relevant resources, explore support options and identify useful next steps. While Maya is being developed, our team is available to help you directly.

Maya is coming soon

TWO SPACES, DESIGNED FOR DIFFERENT WORK.

Resources for practice. Support for delivery.

Explore resources on the website, then use the appropriate portal when you work with HR Delivery.

Practitioner Portal

A protected resource space for practitioners and partners working with HR Delivery. Find assessment guidance, frameworks, the practitioner handbook and available consulting materials, with dedicated areas for toolkits, articles and workshops. It supports preparation, interpretation and delivery, bringing the materials for your work together in one place.

Enter Practitioner Portal

Admin Portal & assessment panel

The operational space for authorised teams to register participants, allocate assessments and manage delivery. It brings together assessment activity, participant administration, results, reporting and analytics, with sections for surveys and diagnostics. Use it to coordinate assignments and follow progress; access and available tools depend on the work agreed.

Enter Admin Portal

White papers and factsheets

Understand a tool's purpose, approach and recommended applications. These materials help clients and practitioners make informed choices about the methods used in an engagement.

Example results and development reports

See how findings are explained, priorities are identified and development is planned. Example reports show what participants, managers and organisations can expect from the reporting.

Frameworks and competency booklets

Establish shared expectations and structure useful conversations. Framework diagrams and competency materials connect organisational priorities with the capabilities and behaviours required to deliver them.

Development manuals and resources

Connect findings with practical development. Available manuals, booklets and activities support planning, reflection and application, helping people carry agreed actions into their everyday work.

Reliability and validity information

Review the evidence behind relevant tools and understand their intended interpretation. This information supports informed selection and constructive discussion of findings within the agreed purpose.

Workshops, debriefs and coaching

Support implementation through facilitated workshops, assessment debriefs, manager briefings and coaching. The agreed approach helps people interpret evidence, set priorities and put learning into practice.

EXPERT ADVICE. PRACTICAL ACTION.

What do you want to achieve?

Strategic HR solutions. Measurable business impact. Senior-led support to help you clarify the challenge, build the right solution and make it work in practice.

End-to-end HR advisory and execution services that help organisations in Saudi Arabia and the Gulf build high-performing, compliant, and future-ready workplaces.



01
Shape your HR direction

Clarity, structure and a stronger HR foundation.

Strategy, projects & organisation design >

02
Understand capability & performance

Better evidence for people and performance decisions.

Assessments, selection & performance >

03
Develop people & teams

Practical development that transfers into everyday work.

Learning, workshops & facilitation >

04
Strengthen the employee experience

Listen carefully, act on priorities and support healthier work.

Engagement, wellbeing & coaching >

A SHARED STRUCTURE FOR YOUR ORGANISATION

Services turn insight into action. Frameworks give the work a shared structure; assessments and diagnostics help establish the starting point. We combine these elements around your organisation and the decisions ahead.

INSIGHT
STRUCTURE
PROGRESS

A SHARED STRUCTURE FOR YOUR ORGANISATION

Connected expertise. A clear foundation.

1. Strategy and Planning

HR Strategy Framework (HRSF)
Workforce Planning Framework (WPF)
HR Department Provision and Capability Framework (HRCF)

2. Attraction and Retention

- Value Proposition Framework (VPF)
- Talent Attraction Framework (TAF)
- Onboarding and Induction Framework (OIF)
- Retention Strategy Framework (RSF)

3. Organisation Design and Change Management

- OD Organsotic Framework (ODDF)
- Capability Assessment Framework (CAF)
- Change Management Framework (CMF)
- Organisational Design Framework (ODF)
- Competency and Capabilities Framework (CCF)
- Job Evaluation Framework (JEF)

4. Talent Development

- Training Needs Analysis Framework (TNAF)
- Individual Contributor Development Framework (ICF)
- Leadership Development Framework (LDF)
- Team Development Framework (TDF)
- Career Planning and Career Paths Framework (CPF)
- Coaching and Mentoring Framework (CCF)
- Succession Planning Framework (SPF)

5. Engagement, Wellbeing and Culture

- Organisational Engagement Framework (OEF)
- Organisational Wellbeing Framework (OWF)
- Staff Satisfaction Framework (SSF)
- 3E Culture Framework (CDF)

6. Performance Management and Reward

- Performance Management Framework (PMF)
- Compensation and Reward Framework (CRF)

7. HR Service and Analytics

HR Service End User Feedback Framework (EUFF) | HR Analytics Framework (HRAF) | HR AI Framework (HRAIF)

Understand the need

The model helps locate the organisational issue and related influences.

Connect the response

Combine the services and frameworks that address the same priority.

Support the delivery

Use practical tools, clear ownership and evidence of progress.

SERVICE AREA

01

Strategic HR & delivery

Connect business priorities, HR design, governance and implementation.

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EXPERTISE
INSIGHT
PRACTICAL IMPACT

HR Middle East Advisory Services

01

PEOPLE | CONTEXT | PRACTICAL IMPACT

Strategic HR advisory tailored to the unique regulatory, cultural, and business context of the Middle East.

Service overview

Senior HR advice for organisations in Saudi Arabia, Qatar and the wider Gulf. We help leaders understand strategic people challenges, examine their options and turn advice into action, shaped around business ambitions, regional context and the capability available to deliver.

Recommended applications

- A growth or transformation agenda needs a clearer people strategy.
- Leaders need an experienced perspective on a sensitive HR decision.
- Regional operations require consistent principles adapted to local circumstances.

Service approach

We examine leadership priorities, employment considerations and stakeholder evidence. Options make benefits, constraints and risks clear. The HR Strategy Framework connects business outcomes, capability needs, investment choices and accountable action, providing a basis for prioritisation and review.

Client and organisational value

Leaders gain an informed sounding board and clearer choices between competing priorities. HR teams receive advice grounded in local context and implementation. Progress is reviewed against the agreed purpose, strengthening consistency and alignment between people systems and business direction.

Delivery and implementation

Focused reviews, leadership briefings, advisory roadmaps and implementation support can be delivered through a project or retainer. We agree scope, confidentiality and review points, maintain stakeholder alignment and hand responsibility to the people who will sustain the work.

Practical outputs

- Focused advisory roadmap with options and priorities
- Leadership briefings and stakeholder discussion materials
- Implementation actions, owners and review points
- Practical guidance tailored to the regional context

YOUR DELIVERY PATHWAY

01 Clarify

Define the business issue, regional context, regulatory considerations, and leadership decisions that need practical HR advice.

02 Design

Shape a focused advisory roadmap with options, risks, recommendations, and next steps suited to Saudi Arabia and Gulf operations.

03 Deliver

Provide senior-level guidance, stakeholder briefings, and practical implementation support so leaders can move with confidence.





EXPLORE THE FRAMEWORK >

IN PRACTICE

Senior HR advice that connects business priorities with the cultural and operating realities of the Middle East.

Explore this service >

PEOPLE. PROCESS. PROGRESS.

HR End-to-End Project Management

02

From planning to delivery, we manage complex HR projects with precision, accountability, and measurable outcomes.

Service overview

We take HR projects from definition through delivery and handover. Support covers transformation, operating-model changes, policy harmonisation and performance systems, with governance shaped around the organisation, its stakeholders and the working practices that need to change.

Recommended applications

- An HR project involves several functions, dependencies or decision-makers.
- Sponsors need a clearer picture of progress, risk and ownership.
- Implementation needs dedicated coordination alongside day-to-day business responsibilities.

Service approach

We agree scope, sponsorship, measures, decision rights and dependencies. Milestones, owners and reporting are set in a practical workplan. The Change Management Framework examines understanding, commitment, capability and the conditions needed for people to adopt the change.

Client and organisational value

Sponsors can see progress, risks and decisions requiring attention. Teams gain clear responsibilities and stronger handovers. Agreed measures examine adoption and business value, giving the organisation a disciplined route from approval to practical use.

Delivery and implementation

We coordinate actions and schedules, communicate progress and escalate sponsor decisions. Risks, dependencies and scope changes remain visible. Handover includes the decisions, documents, owners and routines needed to keep implementation moving and embed the new ways of working.

Practical outputs

- Project scope, milestones and accountable workplan
- Governance, responsibility map and reporting rhythm
- Risk, issue and dependency registers
- Stakeholder communications and implementation updates
- Handover documents and continuing ownership

YOUR DELIVERY PATHWAY

01 | Clarify

Confirm the project scope, sponsors, decision rights, milestones, dependencies, risks, and measures of success.

02 | Design

Build the project governance, workplan, RACI, reporting rhythm, issue log, and communications approach needed for controlled delivery.

03 | Deliver

Manage delivery cadence, actions, risks, stakeholder updates, and handover so the HR project lands on time and with clear accountability.





EXPLORE THE FRAMEWORK >

IN PRACTICE

Bring structure, ownership and a clear delivery rhythm to complex HR projects.

Explore this service >

HR Department Diagnostics and Compliance Reports

03

Data-driven diagnostics and compliance reviews that identify gaps, mitigate risk, and ensure regulatory alignment.

Service overview

Structured reviews give HR a sound foundation before improvement begins. We examine policies, ownership, records and processes, identify strengths and gaps, and distinguish urgent concerns from longer-term opportunities within the organisation's operating context and agreed review scope.

Recommended applications

- Growth or organisational change has outpaced HR processes and documentation.
- Leaders need an evidence-based view before redesigning the HR function.
- Policies, controls or employment practices require a structured review.

Service approach

Policies, contracts, records, workflows and interviews show how written arrangements compare with daily practice. The Provision and Capability Framework connects service demand, capacity, expertise and governance, helping recommendations address the conditions behind each gap with clear supporting evidence.

Client and organisational value

Leaders gain a clearer view of HR strengths, weaknesses and priorities. Teams can explain improvement needs, strengthen ownership and make employee processes more reliable. The review provides a starting point for action, rather than a guarantee of continuing compliance.

Delivery and implementation

A diagnostic report, risk register and prioritised roadmap explain findings, evidence and next steps. Leaders agree owners, sequencing and reviews. Work reflects the agreed jurisdiction; questions requiring specialist legal interpretation are identified for appropriate review.

Practical outputs

- Evidence-based HR diagnostic report
- Risk register and prioritised improvement roadmap
- Policy, documentation and control gap analysis
- Action ownership, sequencing and review points

YOUR DELIVERY PATHWAY

01 | Clarify

Agree the diagnostic scope, compliance areas, evidence requirements, policies, controls, and priority risks to be reviewed.

02 | Design

Create a structured assessment approach covering HR governance, documentation, Saudi labour law alignment, and risk scoring.

03 | Deliver

Produce a clear diagnostic report, risk register, prioritised recommendations, and action roadmap for compliance improvement.



From insight to action

Structured diagnostics, clear priorities and a practical roadmap for a stronger, more compliant HR function.

EXPLORE THE FRAMEWORK >

IN PRACTICE

Turn insight into improvement with clear evidence, priorities and next steps.

Explore this service >

HR Department Operating Model and Restructures

04

Design and restructure HR operating models that align people, processes, and strategy for long-term success.

Service overview

We redesign HR strucures, roles, workflows and governance around business priorities and employee experience. The review looks beyond the organisation chart to how work enters HR, how decisions are made and where service demand exceeds capability.

Recommended applications

- HR responsibilities overlap, decisions stall or service ownership is unclear.
- Growth, integration or transformation requires a different HR delivery model.
- HR capacity and specialist expertise no longer match business demand.

Service approach

We map demand, responsibilities, duplication and gaps with service users and HR teams. The Organisational Design Framework connects outcomes, accountabilities, interfaces and workforce needs. Real work scenarios test specialist services, operations, business partnering and escalation routes together.

Client and organisational value

A coherent service model makes advice, decisions and support easier to access. Teams understand their responsibilities and required capabilities. Leaders can address bottlenecks and duplication through a practical design and considered transition that people can operate and sustain.

Delivery and implementation

Role profiles, stakeholder engagement and a sequenced transition roadmap explain what changes and why. We clarify workflows, decision forums and handovers alongside the structure. Reviews assess adoption and changes in service experience, capacity and ownership.

Practical outputs

- Future HR operating model and structure
- Role profiles and decision accountabilities
- Service workflows, interfaces and escalation routes
- Transition roadmap and stakeholder communication plan
- Adoption review points and service measures

YOUR DELIVERY PATHWAY

01 Clarify

Map current HR responsibilities, service demand, duplication, capability gaps, governance pain points, and business priorities.

02 Design

Develop the future HR structure, roles, accountabilities, service model, workflows, and governance routines.

03 Deliver

Support transition planning, role profiles, stakeholder engagement, implementation sequencing, and adoption of the new model.





EXPLORE THE FRAMEWORK >

IN PRACTICE

A practical design and transition that helps HR work better for people, with clearer roles, simpler service connections and the capability the business needs.

Explore this service >

SERVICE AREA

02

Assessment & performance

Build a clearer view of capability, selection and performance.

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PEOPLE
INSIGHT
BETTER
OUTCOMES

Performance Management Framework Design

05

Build performance frameworks that drive clarity, accountability, and continuous improvement.

Service overview

We connect business priorities, role expectations, feedback, development and review in a performance cycle people can use throughout the year. The framework reflects your work, culture and organisational maturity, with practical guidance for managers and employees.

Recommended applications

- Goals and ratings vary widely between managers or departments.
- Annual reviews provide limited guidance for performance and development.
- Business priorities need clearer links to individual and team contribution.

Service approach

Goals, KPIs, templates, ratings and calibration are designed together. PERFORM connects contribution, expectations, regular dialogue, development and review. Its broader contribution lenses help leaders examine evidence while recognising the responsibilities and circumstances of different roles.

Client and organisational value

Employees gain clearer expectations and useful feedback. Managers gain a consistent approach to important conversations; leaders gain visibility of contribution. Judgement, dialogue and role context remain central: ratings are conclusions to explain, rather than substitutes for understanding.

Delivery and implementation

Launch planning, manager briefings and employee communication support adoption. Guidance covers goal setting, evidence, reviews and development follow-through. Leaders and HR address difficulties early, reviewing the quality of conversations and practical use alongside completion of the process.

Practical outputs

- Performance cycle, goals and review templates
- KPI guidance and role-contribution expectations
- Ratings and evidence standards with calibration guidance
- Manager toolkits and employee communications
- Launch plan and adoption review measures

YOUR DELIVERY PATHWAY

01 Clarify

Identify what performance means for your organisation, where accountability breaks down, and what managers need to measure.

02 Design

Build the performance cycle, goals, KPIs, review templates, calibration approach, ratings guidance, and manager toolkits.

03 Deliver

Support launch, manager briefing, employee communication, training, and adoption measures for a practical performance system.





EXPLORE THE FRAMEWORK >

IN PRACTICE

Create a performance approach that connects clear expectations, useful conversations and consistent review.

Explore this service >

HR People Capability Assessments

06

Assess leadership and workforce capabilities to inform development, succession, and hiring decisions.

Service overview

Role-relevant assessments clarify strengths, gaps and development needs. Programmes support development, succession, career planning and workforce decisions, with methods shaped around critical roles, relevant competencies, the audience and the particular talent question being explored.

Recommended applications

- Development investment needs a clearer view of individual or workforce gaps.
- Succession discussions require better evidence of strengths and readiness.
- Future roles demand different behavioural or technical capabilities.

Service approach

We agree purpose, expectations and evidence criteria before choosing tools, interviews, scoring guides and reports. CAF connects expectations, evidence, interpretation and development. Calibrated judgement explains findings, uncertainty and any further information needed before decisions are made.

Client and organisational value

Participants understand where strengths can contribute and where development is needed. Leaders can prioritise learning and succession; HR can connect individual findings with workforce requirements. Recommendations remain proportionate to the evidence and realistic opportunities to demonstrate progress.

Delivery and implementation

Individual reports and workforce summaries identify strengths, gaps and next steps. Feedback connects results to workplace practice and follow-up. Findings sit alongside experience and performance; hiring and promotion remain organisational decisions, never automatic assessment outcomes.

Practical outputs

- Agreed capability criteria and assessment programme
- Scoring guides and evidence capture templates
- Participant results and development recommendations
- Strengths, gaps and organisational capability summary
- Development priorities and follow-up review points

YOUR DELIVERY PATHWAY

01 Clarify

Define the critical roles, capability framework, assessment criteria, talent questions, and decisions the assessment must inform.

02 Design

Create assessment methods, scoring guides, evidence templates, interview prompts, and reporting formats matched to the workforce.

03 Deliver

Run the assessment process, consolidate findings, identify strengths and gaps, and provide development or succession recommendations.



Capability Assessment Framework



EXPLORE THE FRAMEWORK >

IN PRACTICE

Build a clearer picture of strengths, development priorities and the capability needed for future roles.

Explore this service >

Recruitment Assessment Centres

07

Custom assessment centres that identify the right talent with objectivity and rigour.

Service overview

Job-relevant exercises provide evidence beyond an interview alone. Candidates can demonstrate analysis, communication, leadership, customer handling or collaboration. Agreed criteria; observed behaviour and structured scoring create a consistent experience for candidates, assessors and hiring teams.

Recommended applications

- Important recruitment decisions need more evidence than interviews provide.
- Several candidates must be assessed against consistent role-related criteria.
- Graduate, supervisory or leadership hiring requires observation of practical capability.

Service approach

We confirm role requirements and selection criteria, then build exercises, interview guides and scoring rubrics. The Talent Attraction Framework connects workforce needs, employment promises, candidate access and joining, keeping assessment relevant to the role and the candidate journey.

Client and organisational value

Hiring teams gain a more transparent view of capability. Candidates can demonstrate skills beyond interview confidence, while HR retains evidence for selection discussions. Findings can inform early development, with the limits of a short assessment experience recognised.

Delivery and implementation

We brief assessors, coordinate candidates and capture exercise evidence. Moderation compares observations and challenges assumptions. Recommendations and development priorities inform the hiring team; final selection draws on the full evidence, including experience, interviews, references and role context.

Practical outputs

- Role-specific exercise and assessment design
- Interview guides and structured scoring rubrics
- Assessor briefing and candidate journey materials
- Moderated evidence and selection recommendations
- Relevant development priorities for successful candidates

YOUR DELIVERY PATHWAY

01 Clarify

Confirm the role requirements, selection criteria, cultural fit indicators, assessment standards, and hiring decision process.

02 Design

Develop role-specific exercises, scoring rubrics, interview guides, assessor briefing materials, and candidate flow.

03 Deliver

Facilitate assessment centres, capture evidence, moderate scoring, and provide objective recommendations for hiring decisions.



EXPLORE THE FRAMEWORK >

IN PRACTICE

Use relevant exercises and structured observation to strengthen the evidence behind selection decisions.

Explore this service >

SERVICE AREA

03

Development & facilitation

Build individual and team capability through development, specialist workshops and facilitated practice.

Development Programmes 24

Interactive SME Workshops 25

Team Building and Team Development Workshops 26

PEOPLE
INSIGHT
BETTER
OUTCOMES

HR DELIVERY
Making Sure HR Delivers

Development Programmes

Leadership and employee development programmes that build skills, accelerate performance, and future-proof talent.



Service overview

We design development around role requirements, audience needs and business outcomes. Learning, exercises, reflection, feedback and workplace practice form a coherent journey for individual contributors, managers, leaders and specialists, with clear expectations for participants and supporting managers.

Recommended applications

- Leaders or employees need capabilities required by a changing business.
- Training attendance has not translated into consistent workplace application.
- Talent development needs a more coherent journey and manager support.

Service approach

Capability gaps and real work situations guide the design. The 3D9C model connects strategic clarity, people development and execution through three domains and nine competencies. The Training Needs Analysis Framework separates learning needs from other barriers to performance.

Client and organisational value

Participants develop skills relevant to their responsibilities and a practical application plan. Managers can support and review progress. The organisation builds internal capability and prepares people for future opportunities through realistic expectations, practice, feedback and continuing learning at work.

Delivery and implementation

Modules, practical tools, exercises, coaching moments and action plans support application. Managers help participants practise and review progress. On-site, remote or blended delivery includes follow-up and agreed workplace measures that examine application beyond attendance and satisfaction.

Practical outputs

- Audience-specific development journey and learning objectives
- Facilitated modules, exercises and practical tools
- Participant action plans and workplace practice commitments
- Manager guidance for learning transfer
- Application reviews and learning-impact evidence

YOUR DELIVERY PATHWAY

01 Clarify

Identify the target audience, capability gaps, leadership behaviours, business outcomes, and learning transfer requirements.

02 Design

Build a development journey with modules, exercises, coaching moments, practical tools, and measures of learning impact.

03 Deliver

Facilitate sessions, support participant action planning, equip managers, and track application back in the workplace.





EXPLORE THE FRAMEWORK >

IN PRACTICE

Turn learning into capability through practice, feedback and application in the workplace.

Explore this service >

09

Interactive SME Workshops

Engaging SME workshops and large-group facilitation that turn expertise into aligned decisions, practical solutions, and stronger capability.



Service overview

We bring dispersed specialist knowledge into focused workshops and large-group discussions. Participants share expertise, test assumptions and make decisions around a clear business purpose, with practical outputs for challenges that require cross-functional understanding and specialist input.

Recommended applications

- A business problem needs expertise from several functions or disciplines.
- Stakeholders need to test assumptions before agreeing a design or decision.
- A workshop must produce practical outputs with clear follow-through.

Service approach

Purpose, participants, decisions and outputs are agreed first. Questions, activities and capture tools structure the discussion. The OD Diagnostic Framework offers eight connected dimensions to explore evidence, strengths, pressures and possible causes before participants develop priorities and solutions.

Client and organisational value

Leaders gain operational, specialist and stakeholder perspectives. Participants develop shared understanding and a clear role in the solution. Assumptions become visible and outputs can inform delivery, with value created through purposeful participation and practical follow-through.

Delivery and implementation

Facilitation draws out quieter perspectives and records the reasoning behind decisions. Respectful challenge recognises cultural context and seniority. Design requirements and actions are documented with owners, next steps and unresolved questions, so conclusions can inform implementation.

Practical outputs

- Purpose-led workshop agenda and facilitation design
- Structured activities and evidence capture templates
- Agreed decisions, design requirements or priority options
- Documented actions, owners and next steps
- Consolidated workshop outputs for implementation

YOUR DELIVERY PATHWAY

01 Clarify

Agree the workshop purpose, participant group, business problem, decisions required, and outputs that must be created.

02 Design

Create an interactive agenda, discussion prompts, activities, tools, and capture templates that keep specialists focused and productive.

03 Deliver

Facilitate the workshop, draw out expertise, align stakeholders, and convert outputs into practical actions or decisions.





EXPLORE THE FRAMEWORK >

IN PRACTICE

Bring subject-matter expertise together to create shared understanding, practical choices and agreed action.

Explore this service >

Team Building and Team Development Workshops



Strengthen engagement, collaboration, trust, and team performance through diagnostics and results-focused development experiences.

Service overview

Team workshops address real challenges in purpose, trust, roles, decisions and accountability. Diagnostics and dialogue clarify strengths and difficulties, helping colleagues agree changes they can use at work and review beyond the workshop itself.

Recommended applications

- A team needs clearer purpose, roles, decisions or ways of working.
- Trust, conflict or poor coordination is affecting collective performance.
- A new or changing team needs shared commitments and practical routines.

Service approach

We explore goals, leadership, trust, workstyles and collaboration. The Team Development Framework connects seven practices, from understanding contribution to constructive challenge and accountability. It gives colleagues a shared language for identifying helpful habits and choosing priorities together.

Client and organisational value

Colleagues better understand each other's contribution and the conditions for effective teamwork. Leaders can address barriers to collaboration. Practical agreements create constructive working relationships and shared accountability, with improvement demonstrated through changed routines and collective delivery.

Delivery and implementation

Insight and honest discussion become practical agreements on decisions, feedback, handovers, escalation and meetings. Owners and follow-up actions are recorded. Review sessions or live-work experiments test changes, with leadership and shared team responsibility supporting progress.

Practical outputs

- Team diagnostic insights and shared discussion themes
- Agreed purpose, working principles and behavioural commitments
- Clearer decision, feedback and coordination routines
- Practical team action plan and accountable owners
- Follow-up experiments and progress review points

YOUR DELIVERY PATHWAY

01 Clarify

Understand team purpose, trust levels, ways of working, leadership dynamics, conflict points, and performance goals.

02 Design

Create a team development experience with diagnostics, exercises, dialogue, commitments, and practical routines.

03 Deliver

Facilitate the session, build shared commitments, strengthen collaboration, and agree follow-up actions for sustained team performance.



HR Delivery Team Framework



EXPLORE THE FRAMEWORK >

IN PRACTICE

Help teams understand their working patterns and build practical commitments for stronger collaboration and delivery.

Explore this service >

SERVICE AREA

04

Engagement & wellbeing

Listen to employee experience and support sustainable engagement and wellbeing.

Full Engagement Diagnostics, Reporting, Action Planning and Solutions 28

Wellness and Wellbeing Support and Coaching 29

PEOPLE
INSIGHT
BETTER
OUTCOMES

Full Engagement Diagnostics, Reporting, Action Planning and Solutions

PEOPLE
INSIGHT
PROGRESS

11

A complete employee-listening programme combining robust diagnostics, decision-ready reporting, facilitated action planning and practical improvement support.

Service overview

We connect employee listening with action through diagnostic design, administration, analysis, reporting and follow-up. Strengths, pressures and group differences form a clear organisational story, with confidentiality agreed from the outset and priorities employees can see being taken forward.

Recommended applications

- Leaders need a clearer understanding of employees' experience and engagement.
- Survey results have not led to visible ownership or practical change.
- Organisation-wide issues need to be distinguished from local management priorities.

Service approach

We agree decisions, audiences, confidentiality and reporting groups. The Engagement Heat Map Model covers 15 themes, separating outcomes, organisational drivers and future intentions. Results, comments and group differences explain the conditions behind findings, beyond a headline score.

Client and organisational value

Leaders distinguish enterprise issues from local opportunities. Managers gain priorities they can influence; employees see how feedback informs the response. A continuing listening cycle links insight to ownership and review, protecting confidentiality and keeping interpretation proportionate to evidence.

Delivery and implementation

Invitations, reminders and response checks support participation. Executive and team reports inform briefings and action workshops. Priorities receive owners and measures; communication, reviews and focused pulse checks keep commitments visible, including constraints and issues needing further investigation.

Practical outputs

- Tailored survey and confidentiality reporting arrangements
- Executive and team-level diagnostic reports
- Strengths, pressure points and priority themes
- Facilitated action plans with owners and measures
- Communication, pulse checks and progress reviews

YOUR DELIVERY PATHWAY

01 Diagnose

Design a trusted listening approach that measures the experience, drivers and organisational conditions that matter.

02 Interpret

Turn survey evidence into clear reports, themes, risks and priorities for leaders and teams.

03 Act

Facilitate action planning, communication and practical follow-through so employees see visible change.



Engagement Heat Map Model



EXPLORE THE FRAMEWORK >

IN PRACTICE

Create an employee-listening cycle that turns insight into visible action and continuing review.

Explore this service >

Wellness and Wellbeing Support and Coaching

12

Evidence-led wellbeing support and confidential coaching that help people and organisations build healthier, sustainable ways of working.

Service overview

We help organisations understand workload, role clarity, relationships, management and access to support. Diagnostics, confidential coaching and team sessions connect individual help with changes in working conditions, addressing pressures at organisational, team and personal levels.

Recommended applications

- Workload, change pressure or unclear expectations are affecting sustainable performance.
- Managers need practical guidance for supportive conversations and responsible action.
- Wellbeing initiatives need clearer evidence, ownership and continuing review.

Service approach

Purpose, confidentiality and reporting thresholds are agreed first. Evidence covers energy, workload, recovery, support and belonging. The wellbeing framework's ten experience areas and six strategic enablers connect personal needs with workplace improvements, rather than asking individuals to resolve organisational problems alone.

Client and organisational value

Employees can discuss pressures responsibly and access practical support. Managers build confidence in supportive conversations; leaders understand working conditions requiring attention. Owned changes and continuing review support healthier performance, while protecting confidentiality and respecting the boundaries of coaching.

Delivery and implementation

Coaching, team sessions and manager guidance have clear objectives and reviews. Action plans connect communication, work practices and support, with check-ins or pulse questions tracking progress. Appropriate referral routes are considered when clinical help is needed; coaching does not replace healthcare.

Practical outputs

- Confidential wellbeing diagnostic insights and priority themes
- Organisational and team improvement action plan
- Purpose-led coaching arrangements and review points
- Manager guidance and practical support resources
- Follow-up check-ins, pulse questions and progress measures

YOUR DELIVERY PATHWAY

01 Understand

Identify wellbeing pressures, protective factors and the support needs of individuals and teams.

02 Support

Provide confidential coaching and practical resources suited to the organisation's context.

03 Sustain

Build healthier working routines, manager capability and responsible follow-through over time.





EXPLORE THE FRAMEWORK >

IN PRACTICE

Support healthier ways of working through organisational insight, practical manager support and confidential coaching.

Explore this service >

FROM UNDERSTANDING TO DELIVERY

A clear process. Accountable progress.

Our five-stage delivery process creates a shared rhythm for the work. The depth of each stage depends on the engagement, but the purpose remains consistent: understand the challenge, establish a sound evidence base, design a practical response, support implementation and review what has changed within the organisation's own working context.

01

Discover

We listen and understand your business, challenges, and goals.

We listen to understand your business, challenges and goals. Early conversations establish the context, the people affected and the decisions that need support. We discuss existing work, internal capacity and the pressures on delivery, so the engagement begins with a clear shared understanding of the priority and the appropriate scope.

02

Diagnose

We analyse data, assess capabilities, and identify root causes.

We analyse relevant data, assess capabilities and explore root causes. The evidence may include stakeholder conversations, organisational information, survey findings or assessment results, depending on the service. We bring the findings together in clear language, distinguishing what the evidence supports from questions that need further discussion before priorities and actions are agreed.

03

Design

We co-create tailored solutions and a clear implementation roadmap.

We co-create a response suited to your organisation and develop a clear implementation roadmap. This may involve a future HR operating model, an assessment programme, a development approach or an improvement plan. We agree the intended outputs, responsibilities, milestones and practical support needed to move from recommendations into workable changes.

04

Deliver

We execute with rigour, communicate progress, and drive results.

We support execution, communicate progress and keep the work focused on agreed priorities. Depending on the engagement, this can include project management, senior advice, facilitation, development or transition support. Clear actions, owners and review points help people understand their contribution and give sponsors a practical view of progress, risks and decisions.

05

Review

We measure impact, capture lessons, and embed continuous improvement.

We review progress against the agreed measures, capture lessons and consider what needs to continue. This stage helps leaders understand the changes achieved, the issues still requiring attention and the support needed to sustain the work. Findings inform the next priorities and help embed continuous improvement within the organisation's own routines.

Fit the support to the need

Match support to priorities, urgency, budget and capacity, through on-site, remote or blended delivery.

Make responsibilities clear

Agree outputs, sponsors, owners and review points so recommendations become accountable action.

Handle information with care

Clear confidentiality terms and careful information handling support constructive conversations and informed participation.

ENGAGEMENT MODELS

The right expertise. The right arrangement.



A defined project, an ongoing partnership or specialist support within your team. Choose the arrangement that fits your priorities, capacity and timetable.

01 Short-Term Project Basis

Ideal for defined projects with scoped deliverables and clear timelines.

A focused brief, shared milestones and a clear handover.

02 Monthly Retainer

Ongoing support for continuous improvement and day-to-day HR needs.

A continuing working relationship, with priorities reviewed together.

03 Deliverable-Based Contracts

Outcome-focused engagements with clear deliverables and milestones.

Agreement on the specific outputs, ownership and completion points.

04 Associate Consultancy Contracts

Access specialist consultants to extend your capability and bandwidth.

Additional specialist capacity within your existing delivery team.

05 Day Rate Engagements

Flexible access to senior expertise when you need it.

Focused advice, facilitation or short periods of practical support.

06 Interim Executive Roles

Experienced HR leaders to step in, stabilise, and lead transformation.

Leadership continuity and senior delivery capacity through change.

07 Coaching Contracts

Structured individual or team coaching engagements with clear objectives, review points, and practical development outcomes.

Space for reflection, action and regular review of development.

08 Assessment Contracts

Flexible assessment programmes for selection, development, succession, career planning, and organisational capability decisions.

An agreed purpose, audience, assessment approach and reporting plan.

WORKING AS AN EXTENSION OF YOUR TEAM

A partnership that works in practice.



We work as an extension of your team to solve complex HR challenges, deliver measurable results, and build capability that lasts.

How do I choose the right engagement model?

We scope your priorities, urgency, budget, and internal capacity, then recommend the model that gives you the right level of support.

Can you work on-site or remotely?

Yes. We can work on-site, remotely, or as a blended model depending on the project and stakeholder needs.

How do you ensure confidentiality?

We use clear confidentiality terms, careful document handling, and senior-led delivery practices throughout each engagement.

What industries do you specialise in?

We support government, healthcare, education, construction, retail, hospitality, transport, and corporate services.



Built for the organisations shaping the Gulf

See how our HR advisory adapts to government, healthcare, education, construction, retail and other priority sectors.



Evidence of practical, measurable impact

Explore how operating model, performance and leadership work translates into stronger business outcomes.



Trusted by leaders across the region

Read what clients value about our senior-led, commercially grounded and delivery-focused approach.

START WITH A FOCUSED BRIEF

Bring your priority, the decision ahead and the evidence available. Together we agree outcomes, stakeholders, responsibilities and review points. The service and engagement model can then be shaped around your capacity, timing and the support needed to sustain progress.

YOUR PRIORITY. A PRACTICAL NEXT STEP.

Let's discuss what your organisation needs

We would be pleased to hear about your priorities, questions or ideas. Whether you need a useful resource, specialist advice or a delivery partner, a conversation can help clarify the support that would make a difference.

Not sure where to begin? Tell us about your challenge. We can help you choose a useful resource or the right level of support.



01 **Your organisation**

Where you operate and the people involved.

02 **Your priority**

The challenge, opportunity or decision in front of you.

03 **Your starting point**

What is known, what has been tried and the evidence available.

04 **Your desired outcome**

What useful progress would look like and when it is needed.

Working with HR Delivery as a practitioner, associate or consulting partner? Speak to us about access to the materials and support relevant to your work.

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HR.