



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Models and Frameworks

An introduction to choosing and applying HR models and frameworks

Learn to choose an HR framework for a clear question rather than starting with a favourite diagram. Compare selected HR Delivery models, test their assumptions and practise a bounded application with evidence, ownership and review.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Models can organise thinking, make assumptions visible and help colleagues discuss a difficult people issue. They can also encourage premature conclusions when used outside their purpose. This introductory day develops practical judgement about selecting, applying and questioning frameworks, using a small selection from the HR Delivery library.

Help participants become more deliberate users of HR models. They compare selected frameworks against a workplace question, identify the evidence each requires and practise using one to structure enquiry, explain a provisional conclusion and recognise where additional expertise is needed.

WHO IS IT FOR?

HR generalists, business partners, managers and early-career practitioners who use frameworks in proposals, diagnosis or development and want a clearer basis for choosing and applying them responsibly.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Clarify the question**
Turn a broad HR concern into a specific question, identifying the decision and level of analysis that a model must support.
- 02 Distinguish model purposes**
Explain differences between a descriptive framework, process guide and assessment instrument, including why a diagram alone cannot establish measurement validity.
- 03 Compare relevant options**
Compare selected HR Delivery frameworks by purpose, unit of analysis, evidence requirements and practical fit with a bounded workplace question.
- 04 Test assumptions and limits**
Identify assumptions and blind spots in a proposed model application and describe what additional information or expertise is needed.
- 05 Apply a model carefully**
Use one selected framework to organise case evidence and generate questions while retaining its original components and avoiding unsupported conclusions.
- 06 Explain and review the use**
Present why a model was chosen, what it helped reveal and what remains uncertain before recommending a next step.

A useful first application

The day samples selected frameworks and teaches an approach to choosing them. It does not cover every HR model, validate an assessment or replace specialist knowledge required for consequential decisions.

THE FRAMEWORK / WORKSHOP FOCUS

Model selection and application — workshop working model

The workshop working model uses six moves: question, purpose, fit, evidence, application and review. Examples include Strategy-to-Value, Provision-to-Capability and 4C, with their distinct purposes and original structures kept visible.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Question before model

What precise workplace question do we need this model to answer?

02 Purpose and analysis level

Does the model address individuals, services, teams or organisational decisions?

03 Fit and limitations

Which assumptions make this model useful or unsuitable for our question?

04 Evidence requirements

What evidence would let us use its concepts meaningfully here?

05 Application and judgement

How can we apply the original structure without forcing conclusions?

06 Review and communicate

What did the model clarify, and what still needs further enquiry?

The six questions guide model selection; they are not a new universal HR theory. Examples introduce a small number of established HR Delivery frameworks, and participants keep each model's original labels and limits intact.

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Match the model to the question

Teams match workplace question cards to selected HR Delivery frameworks, explain their choices and identify cases where two models serve different, complementary purposes without being interchangeable.

02 Find the category mistake

Participants examine short flawed examples, including service problems labelled as individual deficits and discussion scores presented as validated assessment, then rewrite the claims to match the evidence.

03 Try one bounded application

Groups choose a framework for a fictional case, organise the available evidence under its original components and record gaps instead of filling every section with unsupported conclusions.

04 Defend and challenge the choice

Each group presents its model choice to peers, who test purpose, evidence and limitations; participants revise the application and explain what the model can usefully support next.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

An HR team wants to explain slow service, low manager confidence and change fatigue using one combined score. A colleague proposes borrowing questions from several frameworks. The sponsor needs a practical improvement decision, but the unit of analysis, evidence sources and meaning of the proposed score remain unclear.

Groups clarify the sponsor's decision, choose a suitable framework for one question and explain why mixing unrelated dimensions into an overall score would require a different evidential basis.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Start with the question Explore why participants use models and turn broad workplace concerns into bounded questions about a decision and level of analysis.
09:20-10:15	Understand what different models do Compare a conceptual framework, a process guide and an assessment instrument, using practical examples of the claims each can support.
10:15-10:30	Break
10:30-11:30	Explore selected HR Delivery frameworks Examine Strategy-to-Value, Provision-to-Capability and 4C, identifying their original components, units of analysis, evidence requirements and distinctive practical purposes.
11:30-12:30	Test fit, assumptions and limits Match models to workplace scenarios, identify category mistakes and discuss where a different framework, additional evidence or specialist expertise is needed.
12:30-13:30	Lunch
13:30-14:30	Apply a framework to case evidence Select one case question, organise the available evidence through an appropriate framework and record what remains unknown or outside its scope.
14:30-14:45	Break
14:45-15:30	Communicate a proportionate interpretation Draft a short explanation of model choice, findings and limitations, avoiding claims that discussion prompts or illustrative scores establish validated assessment.
15:30-16:10	Challenge and improve the application Present the case application, receive peer questions about evidence and fit, and revise the proposed next step or model choice.
16:10-16:30	Plan thoughtful use at work Choose one upcoming HR question and record the purpose, selection criteria, evidence needs and review point for a first framework application.

Start with a clear question, choose a suitable framework and keep conclusions within the evidence available.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Model selection checklist

A practical sequence of questions covering purpose, decision, analysis level, assumptions, evidence and usability, designed to support a reasoned choice among relevant HR frameworks.

Explain why a particular framework fits your workplace question.

02 Selected framework comparison

An exercise comparison of a small number of HR Delivery frameworks, preserving original names and structures while identifying where their purposes and evidence needs differ.

Avoid treating different frameworks as interchangeable solutions to every issue.

03 Assumptions and limits log

A record of the assumptions, blind spots and unsupported claims found in the exercises, with prompts for deciding when further evidence or specialist knowledge is required.

Make the limits of a model application visible to colleagues.

04 Worked application worksheet

A bounded case application that organises supplied evidence through one original framework, separates findings from open questions and identifies what the model helped participants notice.

Use it as a reference when structuring a first enquiry.

05 Interpretation briefing format

A concise format for explaining the workplace question, model choice, evidence, provisional interpretation and next decision without suggesting the framework proves more than it does.

Present framework-based advice with a clear and credible rationale.

06 Personal application plan

A plan for one upcoming HR question, identifying candidate frameworks, relevant colleagues, evidence requirements and a review point to check whether the chosen approach remains useful.

Practise deliberate framework selection in your next piece of work.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)

MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one upcoming HR problem and write the question before selecting a framework. Compare two plausible options, check the evidence available and ask a colleague to challenge whether your proposed interpretation stays within the model's purpose.

YOUR FIRST 30 DAYS

01

Days 1-7

Write the question first

Identify a real HR issue and specify the decision, users and unit of analysis. Check with a colleague that the question is clear before selecting a familiar or attractive model.

02

Days 8-21

Test a small application

Compare two relevant frameworks, choose one and apply it to a limited set of existing evidence. Preserve its original components, record unanswered questions and identify any need for specialist support.

03

Days 22-30

Review usefulness and limits

Discuss the application with its intended user. Explain what the framework clarified, what remained uncertain and whether to continue with it, use a complementary approach or reframe the original question.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

Participants bring a non-confidential HR question or a model they commonly use. The facilitator selects a small, relevant set of HR Delivery framework references with the client and supplies original diagrams and a shared case.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop

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