



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Project Management

Project Management: From Brief to Controlled Delivery

Explore how to turn a workplace improvement idea into a manageable project. Practise defining scope, sequencing work, handling risks and reporting decisions through a realistic HR implementation case.



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.

An HR project can have an enthusiastic sponsor and still drift when deliverables, dependencies and decision rights remain unclear. A useful project approach makes the work visible, protects essential services and enables timely choices when requirements change. This workshop introduces those disciplines through a small implementation scenario.

The purpose is to help participants organise a bounded project with enough clarity to start useful conversations. They practise defining acceptance, connecting tasks, anticipating delivery problems and escalating choices, then assemble a draft project brief for further validation with a sponsor.

WHO IS IT FOR?

HR practitioners, project coordinators, team leaders and subject specialists who contribute to internal projects or are taking responsibility for a small improvement initiative.

BY THE END OF THE DAY, PARTICIPANTS CAN:**01****Define the brief**

Describe a project outcome, its intended users and an acceptance condition that a sponsor can review.

02**Set useful boundaries**

Distinguish agreed deliverables from exclusions and assumptions, identifying requests that would require an explicit scope decision.

03**Sequence the work**

Arrange sample tasks into a logical sequence, recognising dependencies, resource constraints and useful progress milestones before launch.

04**Examine delivery risks**

Describe a plausible delivery risk, its early warning signs and a proportionate response with clear ownership.

05**Report for decisions**

Prepare a concise progress update that distinguishes completed work, forecast changes, unresolved issues and decisions needed.

06**Plan controlled closure**

Identify handover, acceptance and review activities that help transfer a project output into reliable everyday operational use.

A useful first application

A one-day introduction to managing a small internal project. Participants develop practice drafts; detailed estimating, procurement, complex programme controls and professional project management accreditation sit outside the workshop.

THE FRAMEWORK / WORKSHOP FOCUS

Project Delivery: workshop working model

This six-stage working model connects purpose, boundaries, work sequencing, delivery risks, progress decisions and handover. It is a practical learning aid for a small internal project, adapted to local governance.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Purpose

What useful change must this project deliver for its users?

02 Boundaries

Which deliverables, exclusions and acceptance conditions define the agreed work?

03 Sequence

Which tasks and dependencies determine a realistic order of delivery?

04 Risks

What could disrupt delivery, and who will manage each response?

05 Decisions

What evidence allows sponsors to make timely, informed delivery decisions?

06 Handover

Who will accept, operate and review the completed project output?

The questions organise the workshop exercise. They do not prescribe a universal project methodology: organisations retain their approval rules, delivery methods, assurance requirements and controls appropriate to the project's scale and risk.

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 The expanding brief

Teams receive a vague project request and successive stakeholder additions. They negotiate boundaries, mark assumptions and explain which additions need a sponsor's decision before work begins.

02 Build the delivery wall

Participants sequence task cards for a system rollout, connect dependencies and allocate limited specialists. A missing data approval then forces them to reconsider milestones and commitments.

03 Risk or current issue?

Groups sort delivery statements into uncertainties, existing issues and assumptions. They draft one owned response and identify the evidence that would trigger escalation to the sponsor.

04 Sponsor update rehearsal

Pairs deliver a short status briefing after an unexpected delay. The sponsor challenges the forecast, and the presenter refines a clear decision request with feasible options.

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

A regional employer plans to introduce a digital leave request process in six weeks. HR owns the policy, IT owns configuration and managers must approve a new workflow. The sponsor wants a quick launch, but data access, user testing and operational handover have no agreed owners.

Groups draft a project brief, sequence the critical handovers and respond to a late request for extra features, explaining the decision the sponsor must make.

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	Welcome and the expanding brief Compare everyday project frustrations and practise separating a desired business outcome from a list of suggested implementation activities.
09:20-10:15	Define scope and acceptance Turn the case request into deliverables, exclusions, assumptions and acceptance conditions that a sponsor could reasonably review.
10:15-10:30	Break
10:30-11:30	Sequence tasks and dependencies Build a delivery wall, identify shared resources and agree milestones that reveal progress beyond simply recording elapsed time.
11:30-12:30	Anticipate risks and issues Distinguish uncertainty from existing problems and draft practical response owners, warning signs and escalation routes for the case.
12:30-13:30	Lunch
13:30-14:30	Make progress visible Prepare a short status update using evidence, forecast changes and a specific request for a decision or support.
14:30-14:45	Break
14:45-15:30	Respond to changing requirements Compare the effects of an additional requirement on scope, resources, timing and acceptance before recommending a controlled response.
15:30-16:10	Rehearse handover and challenge Present the draft brief, test operational ownership and use peer questions to strengthen acceptance and transition arrangements before closure.
16:10-16:30	Agree the first application Choose a small workplace project and identify the sponsor conversation, missing evidence and first review point needed after today.

Keep purpose, delivery commitments and sponsor decisions connected as the project moves towards operational use.

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 Project brief worksheet

A case-based draft recording the intended outcome, users, deliverables, exclusions and acceptance questions, with prompts for sponsor confirmation before detailed planning begins.

Use it to agree the project boundary with a sponsor.

02 Dependency wall record

A photographable or written sequence of case tasks, dependencies and provisional milestones showing where shared specialists or approvals could constrain the delivery plan.

Use it to discuss sequencing and realistic resource availability.

03 Risk and issue starter

Worked examples that separate delivery uncertainty, current issues and assumptions, with fields for ownership, early signals, response actions and a dated review.

Use it to make uncertainty visible before commitments become fixed.

04 Decision-focused status page

A concise reporting format connecting completed work, forecast changes, material blockers and decision requests so progress conversations can lead to timely action rather than reassurance.

Use it to prepare a sponsor update that prompts action.

05 Handover prompts

A checklist of acceptance evidence, support ownership, operating instructions and review questions to adapt when a project output moves into routine service delivery.

Use it to prepare receiving teams for continuing operational responsibility.

06 Thirty-day project action plan

A focused record of the brief to validate, people to involve and project controls to trial, with one scheduled conversation to review what changed.

Use it to apply the approach to one manageable project.

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.

Apply the project brief to one small initiative already within your remit. Confirm scope and decision rights with its sponsor, test the task sequence with delivery colleagues and trial a concise progress update before introducing additional controls.

YOUR FIRST 30 DAYS

01

Days 1-7

Confirm the mandate

Discuss the draft brief with the proposed sponsor. Confirm the useful outcome, boundaries, acceptance owner and authority available to make decisions before promising a delivery date.

02

Days 8-21

Test the delivery logic

Walk through dependencies with the people doing the work. Record realistic resource availability, resolve one unclear handover and trial the risk and issue record in a progress conversation.

03

Days 22-30

Review and adjust

Compare the current forecast with the agreed brief. Ask whether the controls are helping decisions, adjust unnecessary detail and agree the next milestone and operational acceptance check.

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

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a suitable project context and any required local governance language. Participants bring a sanitised project request or improvement idea, known constraints and one example of a decision that has been difficult to secure.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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