



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Developing Teams

Developing Teams: From Shared Insight to Reliable Delivery

Explore seven practices that strengthen team working. Use shared tasks to examine contribution, trust, challenge and commitments, then draft a practical team experiment linked to an outcome the group needs to deliver together.



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.

A team can include highly capable people and still struggle at handovers, decisions and follow-through. Improving the way colleagues work together requires shared evidence and practical agreements. This workshop introduces the HR Delivery Team Framework and helps participants examine a real delivery pattern without reducing people to fixed types or personal labels.

Participants explore the seven team practices through a collaborative case and short exercises. They practise constructive challenge, clear commitments and peer follow-up, then draft a bounded team experiment with a shared outcome, observable behaviours and a review point that can be agreed after the workshop.

WHO IS IT FOR?

Intact teams, team leaders, cross-functional groups and HR or development practitioners who want to improve shared working practices and connect a team conversation to a practical delivery priority.

BY THE END OF THE DAY, PARTICIPANTS CAN:

01

Explain the team practices

Describe how insight, trust, challenge, commitments and mutual accountability contribute to the complete seven-practice framework and shared team delivery.

02

Explore contributions

Identify work preferences and contribution gaps through examples, without treating informal reflection as a personality assessment or fixing people into roles.

03

Practise useful candour

Use a respectful question or statement to raise uncertainty, a risk or a support need during a shared work discussion.

04

Challenge constructively

Test an assumption and explain a different perspective while keeping attention on the decision, evidence and team outcome being considered.

05

Make commitments usable

Draft a shared commitment with an outcome, owner, standard, date and dependency, then practise a fair peer follow-up conversation.

06

Design a team experiment

Choose one working practice to trial with the team and specify observable behaviours, a shared result and a review conversation.

A useful first application

An introductory team practice day with a draft application plan. It does not administer the team diagnostic instruments, resolve serious relationship disputes or establish a complete assessment of team performance.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Team Framework

The seven practices are Understand workstyles, Align contributions, Build trust and candour, Challenge for better outcomes, Honour commitments, Practise mutual accountability and Deliver together. They connect team insight with disciplined collective work.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Shared delivery

What outcome requires this group to work as a team?

02 Insight and contribution

How do different work preferences and contributions affect shared work?

03 Trust and candour

What helps people raise risks, uncertainty and support needs early?

04 Constructive challenge

How will we test assumptions and reach a clear decision?

05 Commitments and follow-up

What will we promise, and how will peers follow through fairly?

06 Team experiment

Which working practice will we trial and review against shared results?

The six focus questions organise workshop practice while preserving the full seven-practice model. Exercises generate learning observations, not diagnostic scores; sensitive conflict may need a separate, appropriately supported process beyond the workshop setting.

[Explore the full model >](#)

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 dependency challenge

Small teams plan a shared task with information distributed unevenly across members. They review how contributions, questions and updates affected delivery, then agree one different working rule for another round.

02 Say the unsaid safely

Participants practise raising a low-risk work concern using a case prompt. Peers notice language that invites inquiry, avoids personal attack and asks for the support needed to resolve the issue.

03 Challenge before closure

Teams evaluate a preferred proposal with a designated alternative view. They record which assumptions changed, close the decision explicitly and distinguish disagreement about the work from disrespect towards colleagues.

04 Peer commitment rehearsal

Pairs convert a vague promise into an owned commitment, then rehearse following up after slippage. Observers look for fairness, evidence, impact and a clear recovery agreement between colleagues.

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 cross-functional launch team reports good progress at every meeting, but handovers repeatedly fail. Colleagues avoid challenging optimistic dates and expect the team leader to chase all actions. Different functions celebrate their own milestones while customers experience delays. Members want better cooperation without adding another layer of reporting.

Groups identify one shared result, practise a difficult challenge and design a commitment-and-review routine that makes dependencies and peer accountability visible without relying on the leader to chase everything.

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 shared task Complete a short dependency exercise and examine how communication, contribution and assumptions affected the group's ability to deliver a useful shared result.
09:20-10:15	Explore the seven team practices Connect the full model with the case and distinguish insight into working preferences from agreements about observable team behaviour and delivery.
10:15-10:30	Break
10:30-11:30	Understand contributions and dependencies Map the work the team must coordinate, identify gaps or duplicated effort and examine how members can share information more effectively.
11:30-12:30	Build candour and constructive challenge Practise raising a concern and testing an assumption while maintaining respect, then agree how the team will close a decision clearly.
12:30-13:30	Lunch
13:30-14:30	Make commitments and ownership explicit Turn broad promises into outcomes, owners, standards, dates and dependencies, checking whether capacity and support make the commitments credible for everyone involved.
14:30-14:45	Break
14:45-15:30	Practise mutual accountability Rehearse peer follow-up on a missed handover, using neutral evidence, shared impact and a recovery agreement before deciding whether escalation is needed.
15:30-16:10	Design and challenge a team experiment Select one working practice linked to a shared result and use peer questions to test its practicality, participation and evidence of progress.
16:10-16:30	Prepare the team application conversation Record the agreement to discuss with colleagues, the first trial and a dated review so the workshop learning can influence everyday team work.

Use shared work to build candour, clear commitments and peer accountability that support the team's collective result.

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 Seven-practice team reference

A guide to the complete HR Delivery Team Framework, connecting workstyles, contributions, trust, challenge, commitments and accountability with delivery, while keeping reflection distinct from formal diagnostic assessment.

Use it to give the team a shared development language.

02 Contribution and dependency map

A case map showing which contributions and handovers the shared result depends on, with gaps, duplication and information needs identified through the group's collaborative task and subsequent review.

Use it to discuss how colleagues can support shared work.

03 Candour and challenge prompts

Practice statements and questions for raising risk, uncertainty and a different view respectfully, refined through an exercise that distinguishes challenging the work from attacking the person involved.

Use them to make difficult team discussions more constructive.

04 Clear commitment record

A worked agreement naming the intended result, owner, standard, date, dependencies and required support, with a check that the promise is feasible before colleagues rely on it.

Use it to improve the quality of team action agreements.

05 Peer follow-up guide

A conversation sequence using the original agreement, observed progress, shared impact and recovery options, developed through a role play where peers handle a missed commitment fairly and directly.

Use it to strengthen accountability between colleagues in shared work.

06 Team experiment draft

A proposal for one working practice to trial, with a shared delivery outcome, observable behaviours, participation arrangements and review questions to confirm with the team after the workshop.

Use it to turn a team conversation into a manageable trial.

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.

Bring the draft experiment to the team and agree one shared result and working practice. Trial it in normal meetings or handovers, invite all relevant voices and review both colleagues' experience and delivery evidence before adding further team agreements.

YOUR FIRST 30 DAYS

01

Days 1-7

Agree one shared practice

Discuss the draft with the team, confirm the delivery outcome and ask what would make the proposed practice workable. Agree participation, responsibilities and a review date before beginning the trial.

02

Days 8-21

Trial it in real work

Use the practice in normal meetings or handovers. Notice whether people raise concerns earlier, make clearer commitments and follow up fairly, recording examples without turning observations into personal scores.

03

Days 22-30

Review together

Invite each colleague's experience and compare it with delivery evidence. Decide which agreement to keep, adapt or stop, and resolve any capacity or leadership action needed to support continued use.

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 whether participants form an intact team or a mixed learning group. Participants bring a shared work challenge and examples of handovers or decisions, avoiding confidential personal disputes and agreeing respectful participation expectations before the day.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop



www.hr.delivery