



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

High Performance Organisations

An introduction to high performance organisations

Explore the organisational conditions that support dependable performance over time. Examine shared purpose, coordination, decision rights, learning and sustainable capacity, then design a small workplace experiment using an accessible workshop working model.



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.

Strong organisational performance depends on how work fits together, as well as the effort of individuals. This introductory day examines the conditions that help teams deliver reliably, learn from problems and adapt, while recognising that short bursts of output can conceal overloaded people, weak coordination or deteriorating quality.

Help participants examine one organisational performance challenge through six practical lenses, distinguish symptoms from plausible system causes and propose a small experiment. The emphasis is on asking better questions and identifying evidence, rather than diagnosing the whole organisation in a day.

WHO IS IT FOR?

HR and organisation development professionals, operational managers and team leaders interested in improving how work is organised. Participants need no previous experience of organisational effectiveness models or formal diagnostics.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- | | |
|--|--|
| 01 Define useful performance
Describe performance using a balanced outcome that includes quality, reliability and sustainable delivery rather than output volume alone. | 02 Map work connections
Sketch how work moves between teams and identify a handover, decision or dependency that may affect the shared outcome. |
| 03 Examine system conditions
Use the six workshop lenses to generate plausible explanations for a performance problem without treating an initial hypothesis as fact. | 04 Test decision clarity
Identify one recurring decision, its responsible owner and the information or boundaries needed to support timely action in practice. |
| 05 Design a small experiment
Draft a limited improvement experiment with an explicit hypothesis, employee input, a sensible boundary and evidence to review afterwards. | 06 Plan balanced review
Select practical indicators of delivery, quality and workload that could help evaluate an experiment without claiming proof of causation. |

A useful first application

A practical introduction using a workshop working model and illustrative case. Participants develop hypotheses and a small experiment outline; the day does not provide a validated diagnostic or organisational redesign.

THE FRAMEWORK / WORKSHOP FOCUS

Organisational performance workshop working model

This workshop working model uses six learning lenses: Shared purpose, Work flow, Decision clarity, People and capacity, Learning, and Review. It helps participants frame questions about one bounded performance problem.

A PRACTICAL LEARNING AID FOR THIS TASTER

01 Shared purpose

Which outcome must teams achieve together, and why does it matter?

02 Work flow

Where do handovers, queues or conflicting measures interrupt useful delivery?

03 Decision clarity

Who can make recurring decisions with suitable information and boundaries?

04 People and capacity

Do skills, resources and workload support the performance being requested?

05 Learning

How can people surface problems and test useful improvements safely?

06 Review

What balanced evidence would show whether the conditions are improving?

The six lenses are a simple teaching aid assembled for this workshop. They are not a proprietary or validated assessment, a maturity rating or a claim that one design fits every organisation.

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 Follow the work

Groups map a fictional customer request across four teams, mark waiting points and conflicting measures, then identify where local success may be harming the shared outcome.

02 Run the decision relay

Teams process a set of timed decision cards with unclear authority, then repeat the exercise with explicit boundaries and compare delays, escalation needs and information gaps.

03 Challenge the first explanation

Participants receive performance and workload evidence in stages, revise their initial hypotheses and practise asking questions that distinguish individual effort from conditions affecting the wider system.

04 Design a bounded experiment

Groups choose one handover or decision problem, specify a small test and invite peer challenge of the hypothesis, employee impact, measures and conditions for stopping or adjusting.

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 distribution business reports rising order volumes while customers experience more incomplete deliveries. Sales, warehouse and transport teams each meet their own targets. Urgent requests bypass normal coordination, supervisors repeatedly escalate routine decisions, and overtime is increasing. Leaders want to understand what is happening before launching another productivity campaign.

Groups map the work, test competing explanations and propose one limited experiment, showing how delivery quality and workload would be reviewed alongside the intended operational improvement.

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	What counts as high performance? Compare views of performance and identify why output, quality, reliability and sustainable capacity need to be considered together.
09:20-10:15	Explore six system lenses Introduce the workshop working model and frame a specific organisational performance question using the distribution business case example.
10:15-10:30	Break
10:30-11:30	Map flow and dependencies Follow the case across teams, identify delays and examine how local targets can create problems for shared delivery.
11:30-12:30	Test decision clarity Run the decision relay, compare the two rounds and identify useful boundaries, information requirements and escalation points for managers.
12:30-13:30	Lunch
13:30-14:30	Examine capacity and learning Review new case evidence, challenge first explanations and identify ways employees could help reveal barriers and suggest improvements.
14:30-14:45	Break
14:45-15:30	Design a small experiment Draft a bounded test with a hypothesis, owner, employee input and practical conditions for stopping, adjusting or continuing.
15:30-16:10	Challenge the review evidence Present experiments to peers and test whether proposed measures capture quality, delivery and workload without overstating what they prove.
16:10-16:30	Choose a workplace starting point Select one real performance question, identify the colleagues needed and plan how to check the initial interpretation before acting.

Move from visible performance symptoms to system questions, a bounded experiment and balanced evidence of change.

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 Six-lens question card

A concise guide to the workshop working model, including questions about purpose, work flow, decisions, capacity, learning and review, with reminders about its limits.

Use it to open a focused organisational performance conversation.

02 Work flow sketch

A case-based map showing the path of work, key handovers, waiting points and conflicting measures, with notes distinguishing observed facts from possible explanations.

Map one shared outcome with colleagues from neighbouring teams.

03 Decision clarity worksheet

A worked example identifying a recurring decision, the responsible owner, information requirements, operating boundaries and escalation conditions, informed by the classroom relay exercise.

Clarify one recurring decision with the people who use it.

04 Hypothesis and evidence log

A practice log recording competing explanations, evidence that supports or challenges each one and the questions still requiring employee input or further investigation before action.

Challenge the first explanation before choosing an improvement response.

05 Small experiment outline

A draft case experiment with its hypothesis, scope, owner, employee involvement, review measures and stop or adjust conditions, refined after challenge from another group.

Discuss a bounded test with the responsible operational owner.

06 Balanced review prompts

A set of review questions covering delivery, quality, workload and unintended effects, paired with a first application plan and notes on interpreting early results cautiously.

Review whether an improvement helps the wider work system.

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.

Participants can use the six lenses to explore one cross-team issue with the people doing the work. A small, agreed experiment can then test a plausible explanation, with balanced review before extending any change to other areas.

YOUR FIRST 30 DAYS

01

Days 1-7

Frame a shared problem

Meet the relevant operational owner and colleagues from connected teams. Describe one shared outcome, check the apparent problem and agree whose experience and evidence are needed before proposing action.

02

Days 8-21

Check and try carefully

Map the work with those involved and test the leading explanation against available evidence. If authorised, agree a bounded experiment with practical safeguards, an owner and a review date.

03

Days 22-30

Review the wider effects

Review the experiment with participating teams. Compare delivery, quality and workload evidence, note unintended effects and decide whether to adjust, repeat or stop the test before considering wider 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 and facilitator agree the in-house day and a suitable organisational performance theme. Participants should consider one shared work outcome and recurring obstacle; anonymised process examples are welcome, but no organisational diagnostic data is required.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop



www.hr.delivery