HR DELIVERY
Making Sure HR Delivers

THE CLIENT BROCHURE SERIES

Assessment and Development Evidence

Choose meaningful evidence and turn insight into development

Explore individual instruments, connected assessment pathways and competency builders, then agree a purposeful programme that gives participants useful feedback and your organisation a clear basis for practical development support.

B

EXPLORE. PLAN. PUT IT TO WORK.

Website resources · specialist support · portal tools
Practical examples and client journeys

START WITH YOUR PRIORITY

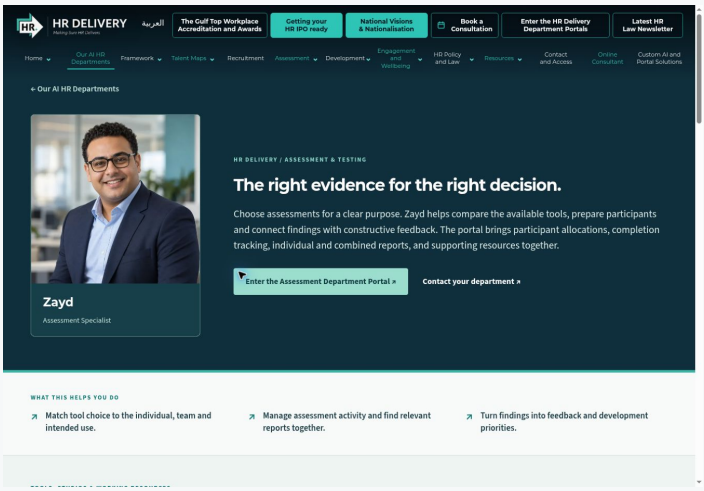
Begin with the question the assessment should answer

Assessment is most useful when its purpose is clear. You may want to explore how someone approaches work, strengthen managerial judgement, understand a team's contribution patterns or examine the reasoning demands of a role. HR Delivery helps you connect that question with suitable evidence, a considered participant experience and a practical conversation about what the findings mean in context.

The catalogue brings individual instruments, combined pathways and competency-focused builders into one service offer. Use the public factsheets and example reports to explore the choices, then discuss the programme with Lama. Agree the audience, interpretation, confidentiality and follow-through before administration. The value lies in what participants and their organisation can thoughtfully do with the evidence afterward.

WHO THIS GUIDE IS FOR

- HR and talent teams planning development or selection support
- Coaches and managers preparing evidence-based development conversations
- Leaders exploring individual, team or organisational capability questions



WEBSITE SCREEN / Zayd and the public Assessment department service overview.

THE QUESTIONS TO BRING

- What question do we need the assessment evidence to answer?
- What will participants experience and receive?
- How will the findings inform a meaningful next action?

WHAT YOU CAN WORK TOWARDS

- An assessment brief with a clear purpose and audience
- Relevant profiles and a supported feedback discussion
- Practical individual actions and appropriate programme themes

A GUIDE TO YOUR GUIDE

Find the support you need

Explore the service, understand the tools and arrive at a focused conversation with HR Delivery.

01 / GET TO KNOW THE SERVICE

Introduction 002

Foreword from Dr Phillip 004

Meet Lama: your first point of contact 005

About HR Delivery and our five pledges 006

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The portal: tools, studios and workspaces 078

03 / BRING IT INTO YOUR ORGANISATION

Two practical client journeys 096

Service arrangements and useful links 099

Your next conversation with HR Delivery 100

USE THE PDF AS A WORKING GUIDE

The contents and page-foot links are clickable. PDF bookmarks give direct access to every tool, studio, resource and client example.

A PERSPECTIVE ON ASSESSMENT

Foreword from Dr Phillip Welsh

PROPOSED WORDING FOR DR PHILLIP'S REVIEW

"The useful assessment question is what the evidence helps us understand and what thoughtful action should follow from it."

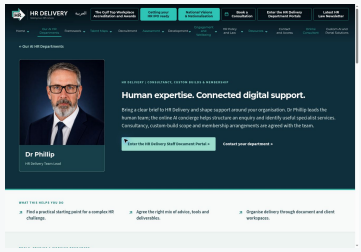
An assessment report becomes useful when someone can connect it with real work and make a thoughtful choice about what to do next. That requires more than selecting an attractive instrument. It requires a clear question, an appropriate participant experience and careful interpretation of what the evidence does and does not describe. Preferences, judgement, reasoning and workplace feedback offer different perspectives; their value depends on understanding those distinctions.

HR Delivery's assessment offer is designed around that conversation. Clients can explore individual tools when the question is focused, connected pathways when several perspectives are needed, and competency builders when the role requires a more specific brief. Public factsheets and example reports help you examine the experience before committing. The programme discussion then addresses participation, feedback and the practical opportunities for learning, coaching or further evidence gathering.

Use this brochure as a guide to purposeful choice. Begin with the question your organisation wants to explore and the people who will take part. Lama can help arrange the appropriate service discussion and clarify the programme requirements. A well-scoped assignment gives participants a clearer understanding of the process and gives the organisation a more useful basis for supporting development afterward.

DR PHILLIP WELSH

Human team lead, HR Delivery



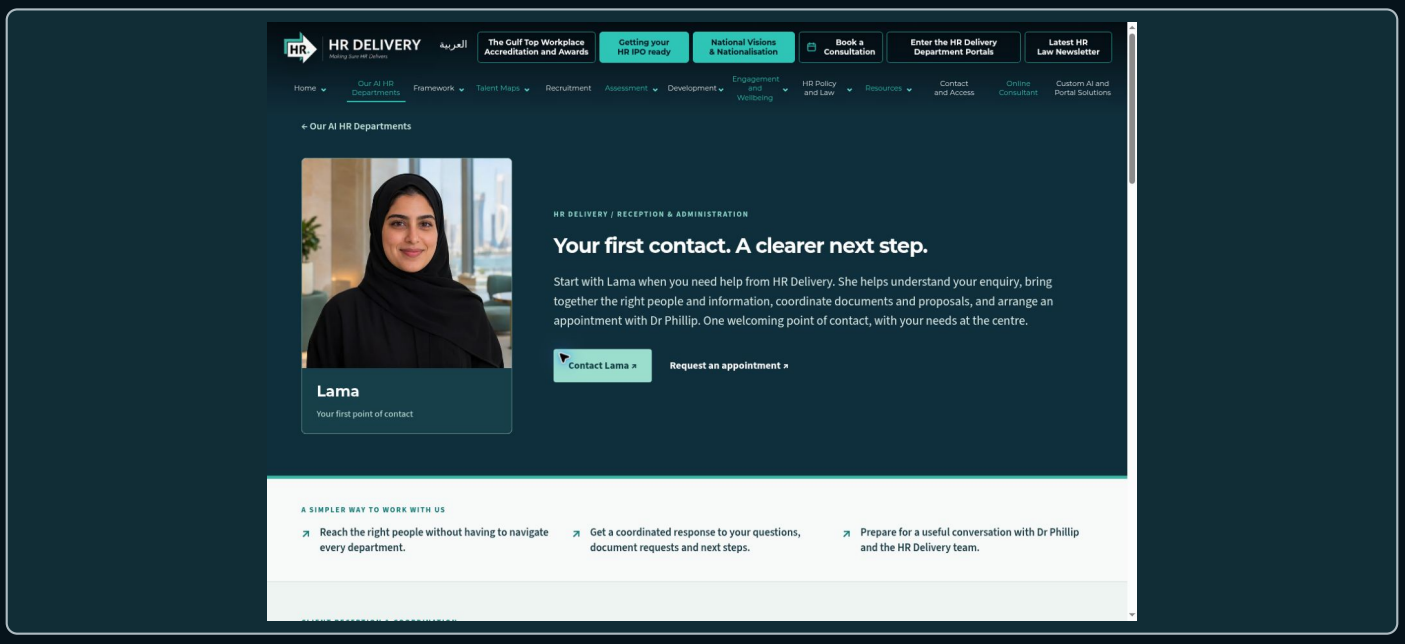
WEBSITE SCREEN / Dr Phillip Welsh: HR Delivery's human team lead.

YOUR FIRST POINT OF CONTACT

Meet Lama

Bring your business question. We will help you find the right next step.

Contact Lama when you want help selecting an assessment, planning a cohort or arranging feedback around a particular development question. Describe the purpose, participants and intended use before choosing instruments. The reception route helps organise a discussion with the HR Delivery team, identify relevant factsheets and agree the administration, interpretation and follow-through requirements for the proposed programme before arrangements begin.



WEBSITE SCREEN / Lama's public reception and administration service route.

A USEFUL FIRST BRIEF

- Purpose of the exercise and the decisions it may inform
- Participant roles, responsibility levels and cohort context
- Relevant role or competency requirements and existing evidence
- Preferred timing, feedback arrangements and confidentiality expectations

HOW LAMA HELPS

- Connect the assessment question with relevant tools and pathway options
- Arrange a discussion about participation, interpretation and development support
- Confirm programme access, specifications and enabled communication channels

A clear brief makes assessment choice easier. Bring your question to Lama, then agree the evidence, participant experience and practical follow-through needed from the outset.

ABOUT HR DELIVERY

Expertise that turns people priorities into useful work

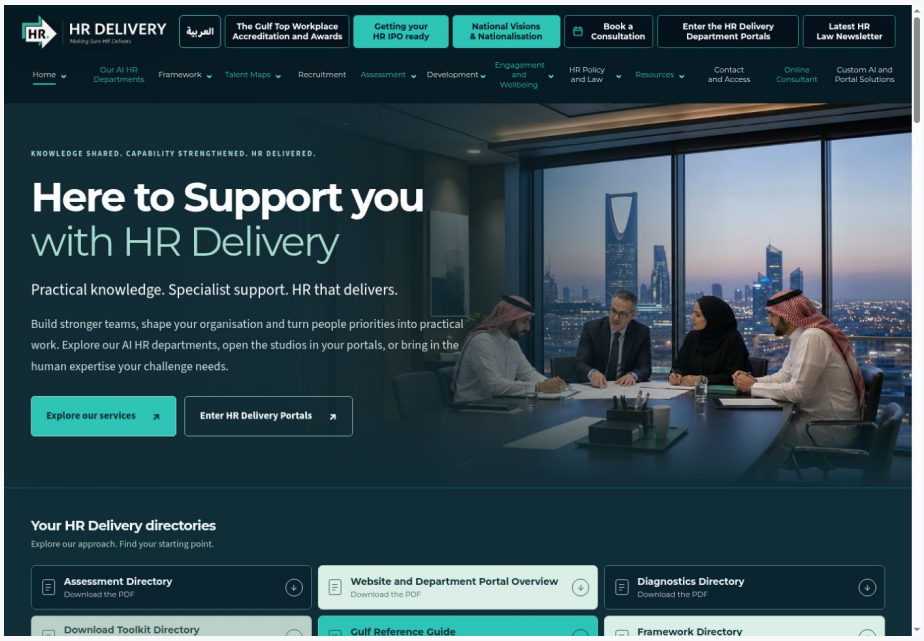
A multidisciplinary HR service led by Dr Phillip Welsh, connecting professional advice, practical resources and hands-on support.

OUR MISSION

Help organisations develop their people, strengthen HR capability and put plans into practice through expert advice, useful tools and direct delivery support.

OUR VISION

Organisations with the leadership, capability and culture to help people thrive and sustain their success.



WEBSITE SCREEN / HR Delivery: the public service directory and department routes.

THE WAY WE WORK

Your organisational context comes first. HR Delivery draws together psychometrics, organisation development, learning and development, project delivery and HR practice. Advice and resources are adapted to the assignment, its people and its operating environment.

OUR VALUES

Expertise · generosity · accountability · adaptability · respect for local context

OUR COMMITMENT TO YOU

Five pledges.
One working relationship.

What these commitments mean when you work with HR Delivery.

01 Deep expertise

Bring relevant professional knowledge to your question and combine evidence with considered judgement.

02 Always helping

Offer useful resources and a level of support that fits the challenge you are trying to resolve.

03 Delivery guaranteed

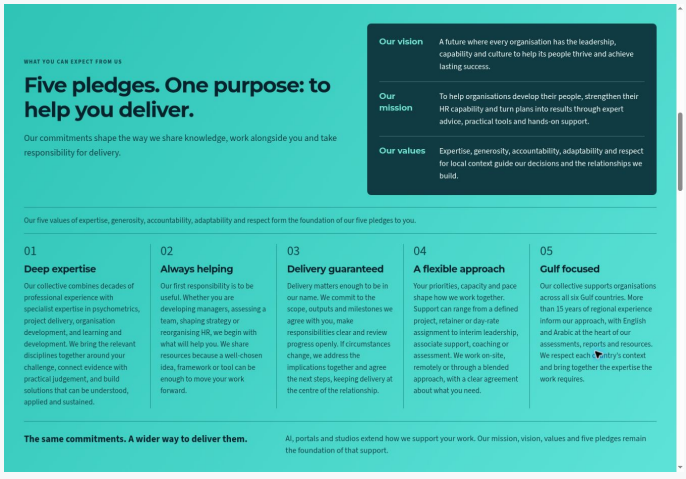
Agree the work, outputs, responsibilities and review points, with clear communication about progress.

04 A flexible approach

Shape the delivery arrangement around your requirements, whether advisory, project based, ongoing, remote or in person.

05 Gulf focused

Take account of the six Gulf countries, the local organisational context and the language needs of the assignment.



WHAT YOU CAN EXPECT FROM US

Five pledges. One purpose: to help you deliver.

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

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

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.

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

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

01 **Deep expertise**
Our collective combines decades of professional experience with specialist expertise in psychometrics, project delivery, organisation development, and learning and development. We bring the relevant disciplines together around your challenge, connect evidence with practical judgement, and build solutions that can be understood, applied and sustained.

02 **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 **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 **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 **Gulf focused**
Our collective supports organisations across all six Gulf countries. More than 15 years of regional experience inform our approach, with English and Arabic at the heart of our assessments, reports and resources. We respect each country's context and bring together the expertise the work requires.

The same commitments. A wider way to deliver them.

AI, portals and studios extend how we support your work. Our mission, vision, values and five pledges remain the foundation of that support.

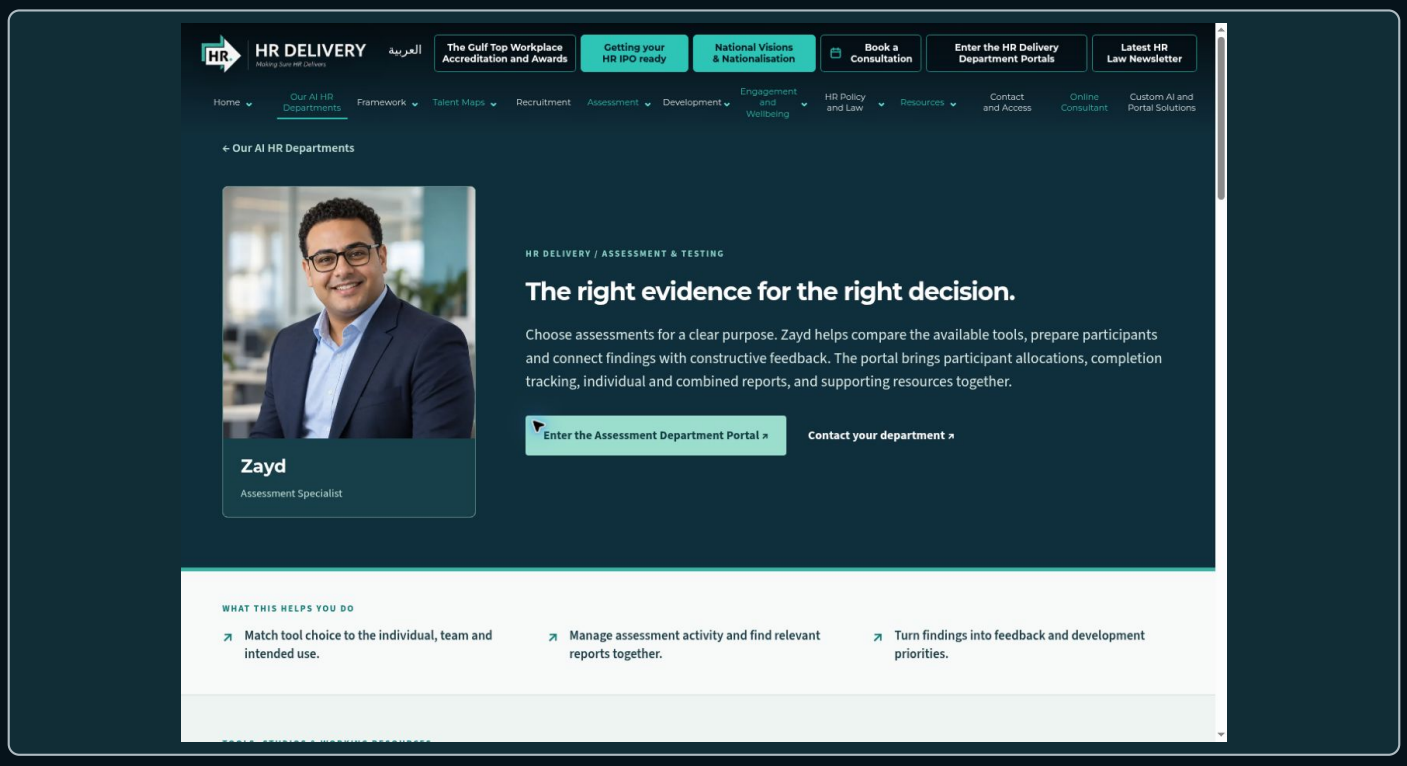
WEBSITE SCREEN / HR Delivery's published mission, vision, values and five pledges.

B / ASSESSMENT

01

Explore the website resources

Choose the evidence that fits your purpose, explore each instrument and understand the available pathways.

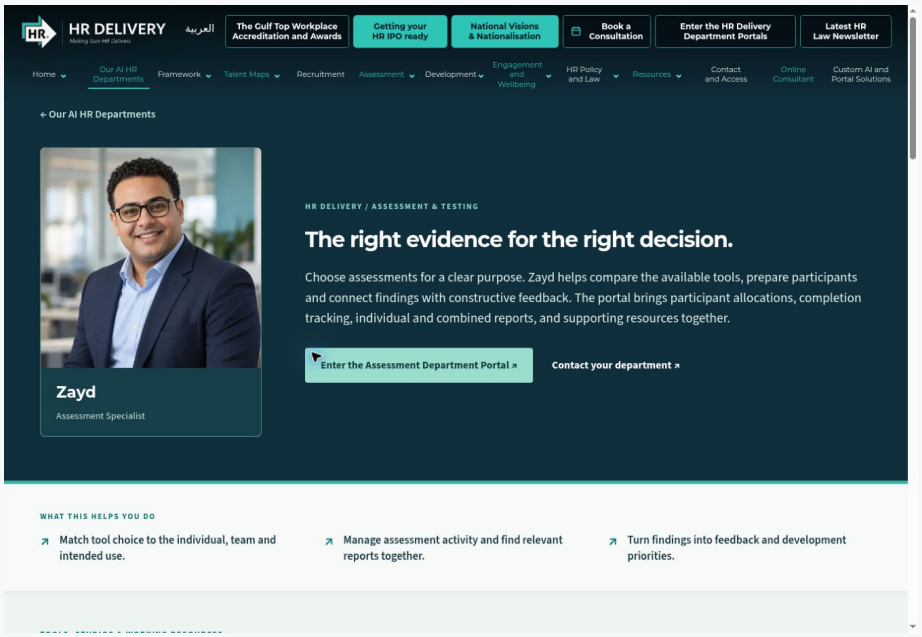


WEBSITE SCREEN / Zayd and the public Assessment department service overview.

WEBSITE / ORIENTATION

Compare purpose, participant experience and report outputs

The website gives you a practical way to explore the catalogue before agreeing a programme. Use the Assessment Selection Studio to describe the topic, audience and purpose, then compare the suggested factsheets and example reports. Browse individual instruments or connected pathways according to the question you want to answer. Zayd's specialist area introduces the support available, while Lama arranges the service discussion and confirms the appropriate administration and feedback route.



WEBSITE SCREEN / Zayd and the public Assessment department service overview.

HOW TO EXPLORE

1. **Describe the question.** Choose the topic, audience, role level and breadth of evidence you need.
2. **Compare the experience.** Read the factsheets and example reports, including completion requirements and interpretation boundaries.
3. **Agree the programme.** Discuss the preferred tools, participant support and intended follow-through with the team.

ILLUSTRATIVE CLIENT USE

Illustrative example: An HR lead wants development support for newly appointed managers. The selector helps identify relevant options, and the factsheets show how judgement and broader personal profiles differ. The client then discusses the scope, participant preparation and feedback approach with HR Delivery through Lama.

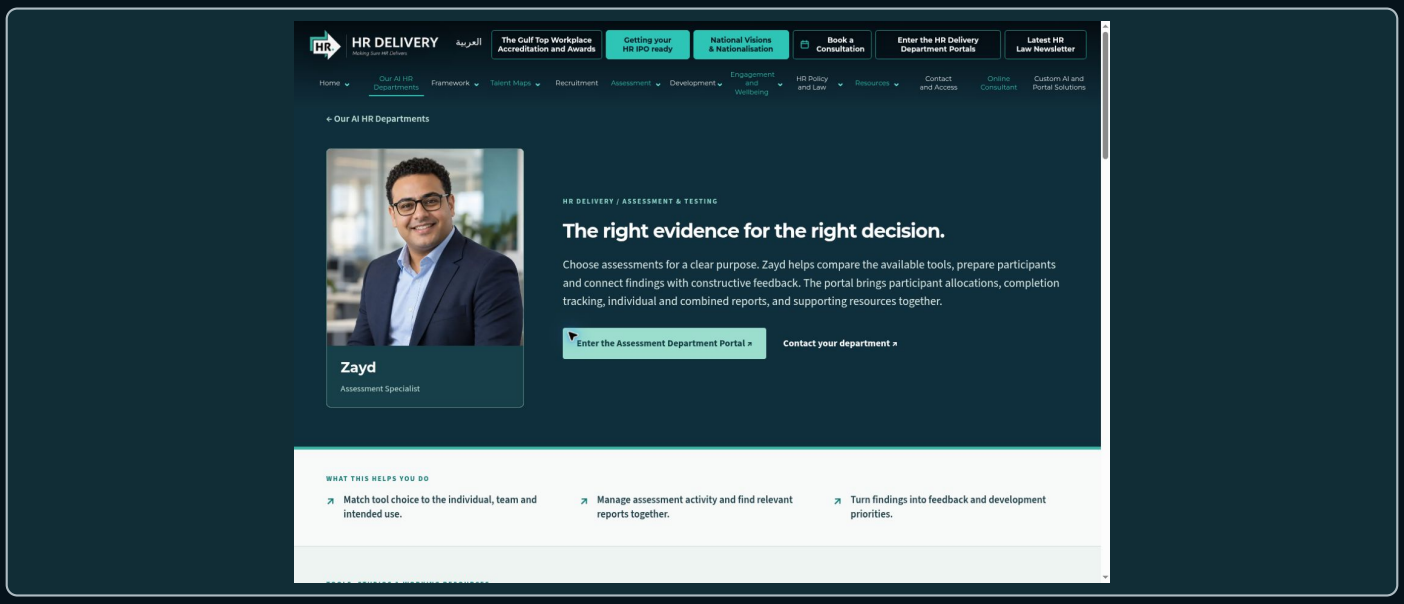
SPECIALIST SUPPORT

Meet Zayd

Use the specialist area to prepare a focused question and connect it with the service you need.

ZAYD / ASSESSMENT SPECIALIST AREA

- Which instrument addresses the question we actually need to explore?
- Would a single tool or a combined pathway provide the more useful evidence?
- What participant preparation and feedback should accompany the reports?



WEBSITE SCREEN / Zayd and the public Assessment department service overview.

ACCESS IN THREE STEPS

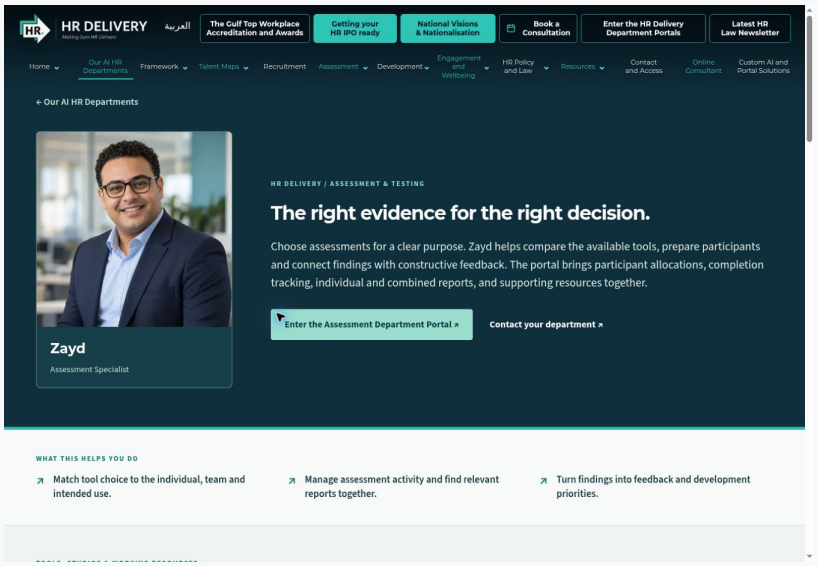
- Explore Zayd’s profile and the public assessment selection resources.
- Prepare the purpose, participant context and intended use of the findings.
- Ask Lama to arrange the service and confirm enabled digital channels during setup.

Zayd is the named AI specialist area. Arrange the service through Lama and the human HR Delivery team; provider-backed communication, pilot instruments and any pathway specification requiring clarification are confirmed before allocation.

B · ASSESSMENT / WEBSITE

Assessment support that starts with your question

Choose assessment evidence for a clear organisational question, then connect the experience with constructive feedback and practical development.



WEBSITE SCREEN / Zayd and the public Assessment department service overview.

WHAT IT GIVES YOU

HR Delivery combines selection guidance, individual instruments, combined pathways and competency builders. Define the question, explore the public material and agree how participation, interpretation and development will be supported.

YOUR OUTPUTS

- A focused assessment brief
- An appropriate evidence route
- A feedback and development plan

HOW TO USE IT

1. **Frame the purpose.** Identify the decision or development conversation the evidence needs to inform.
2. **Choose the approach.** Compare relevant instruments, pathways and outputs against that specific purpose.
3. **Plan the follow-through.** Agree administration, feedback and practical development actions with the responsible colleagues.

WHY THIS HELPS

Help participants and stakeholders understand why the assessment matters and how the findings will contribute to useful action.

IN YOUR ORGANISATION / ILLUSTRATIVE

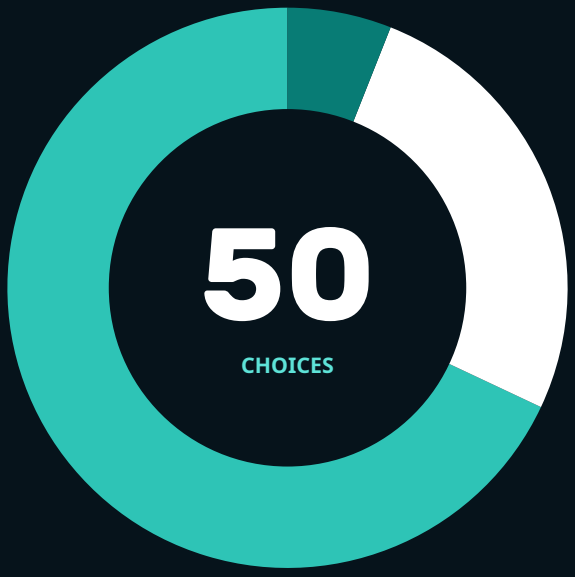
Illustrative example: An HR director wants to support managers moving into broader responsibilities. Before selecting tools, the client describes the transition, the participants and the development decisions involved, then agrees suitable evidence, feedback and workplace follow-through with the assessment team. What should participants or decision-makers understand better after this assessment?

SOURCE: HR.DELIVERY / ASSESSMENTS

SERVICE AT A GLANCE

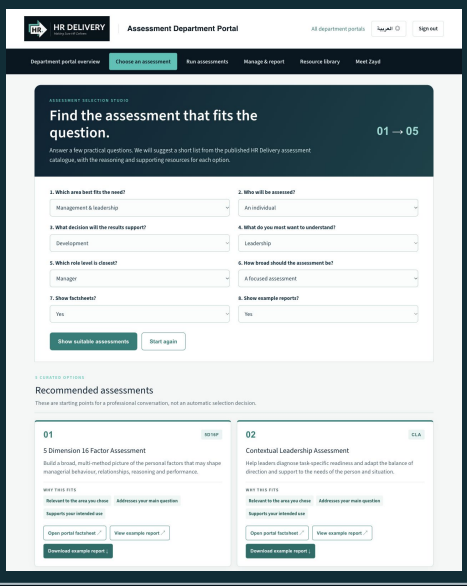
The assessment catalogue at a glance

Choose the level of assessment that fits the question you are trying to answer.



- **34** Instruments
- **13** Pathways
- **3** Builders

The administration catalogue combines 34 named instruments, 13 combined pathways and three competency builders. The instruments cover different needs; pathways combine evidence, while builders support competency-focused assessment design.

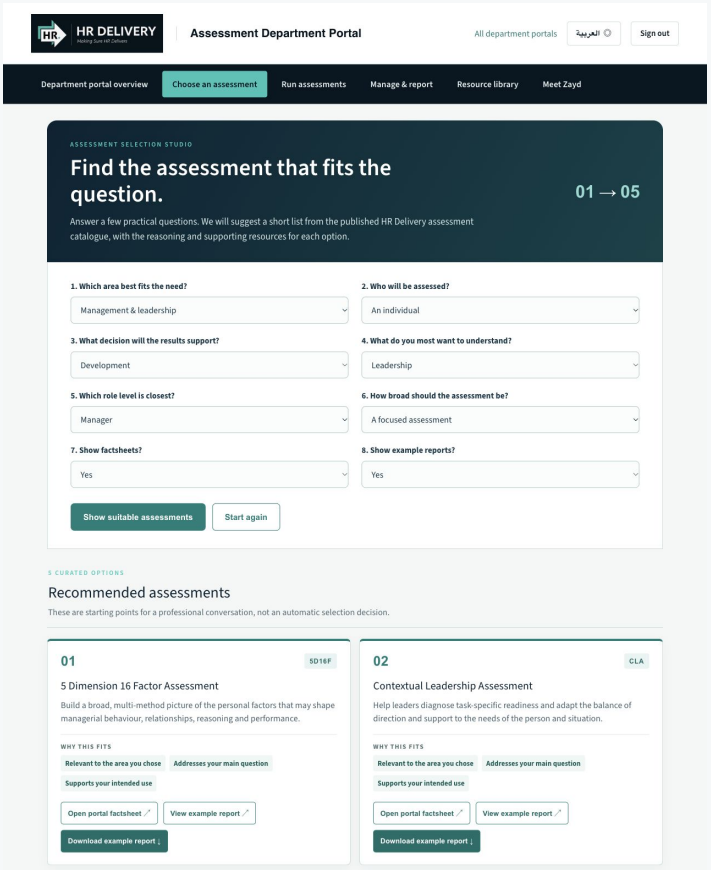


PUBLISHED WORKSPACE DEMONSTRATION / Official Assessment Centre demonstration; public instruments and pathways were separately inspected.

B1 · YOUR CLIENT EXPERIENCE

The assessment catalogue at a glance

Choose the level of assessment that fits the question you are trying to answer.



PUBLISHED WORKSPACE DEMONSTRATION / Official Assessment Centre demonstration; public instruments and pathways were separately inspected.

WHAT IT GIVES YOU

The administration catalogue combines 34 named instruments, 13 combined pathways and three competency builders. The instruments cover different needs; pathways combine evidence, while builders support competency-focused assessment design.

THE CLIENT VALUE

Catalogue composition: 68% instruments, 26% pathways and 6% builders. Counts describe the supplied administration inventory.

IN YOUR ORGANISATION / ILLUSTRATIVE

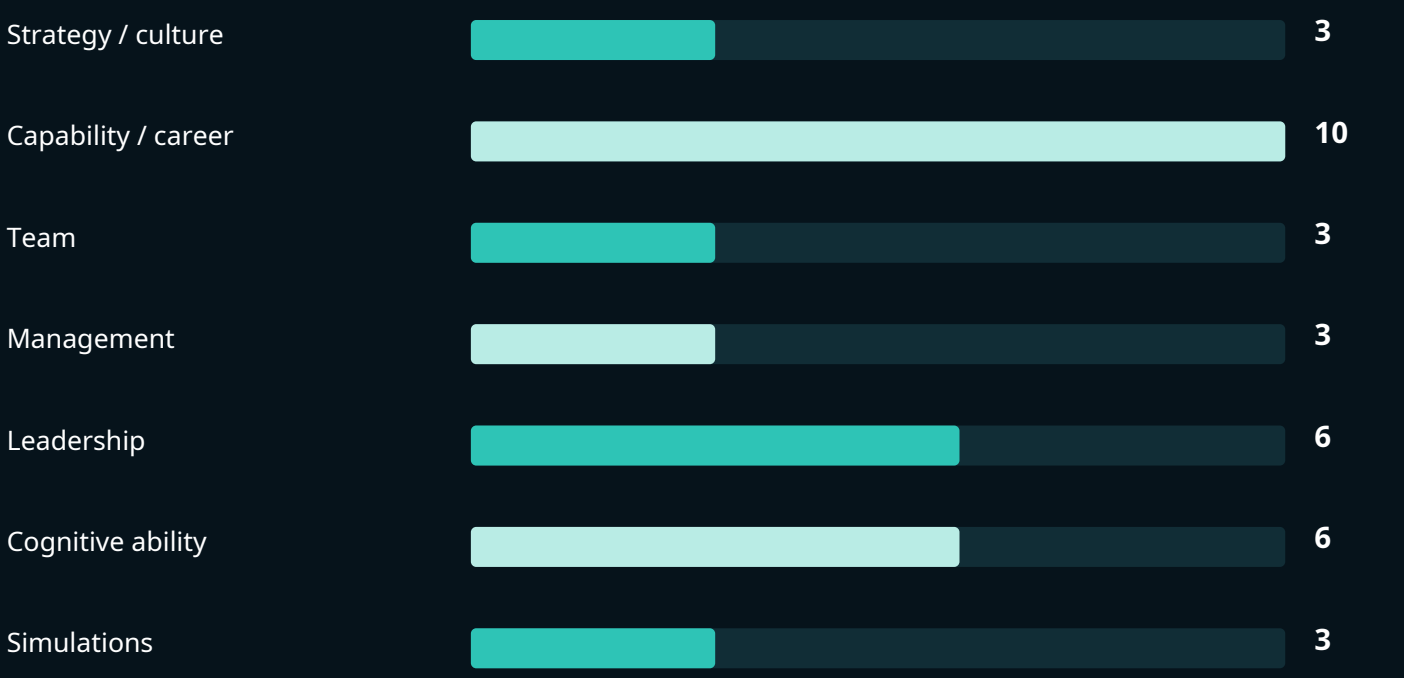
Illustrative example: A client explores the administration catalogue and distinguishes three choices: a focused instrument, a connected pathway or a competency-builder brief. The team uses the catalogue structure to discuss scope, rather than treating the number of available options as a reason to add assessments. Does your purpose call for one perspective, several connected perspectives or role-specific competency coverage?

SOURCE: HR.DELIVERY / PORTALS

SERVICE AT A GLANCE

Seven ways to explore the named instruments

Start with the purpose of the assessment, then read the individual factsheet and example report.



Named instruments by purpose · counts, not client outcomes

The 34 named instruments span strategy and culture, capability and career, team, management, leadership, cognitive ability and simulations. The largest category is capability and career; category size does not indicate suitability for a particular decision.

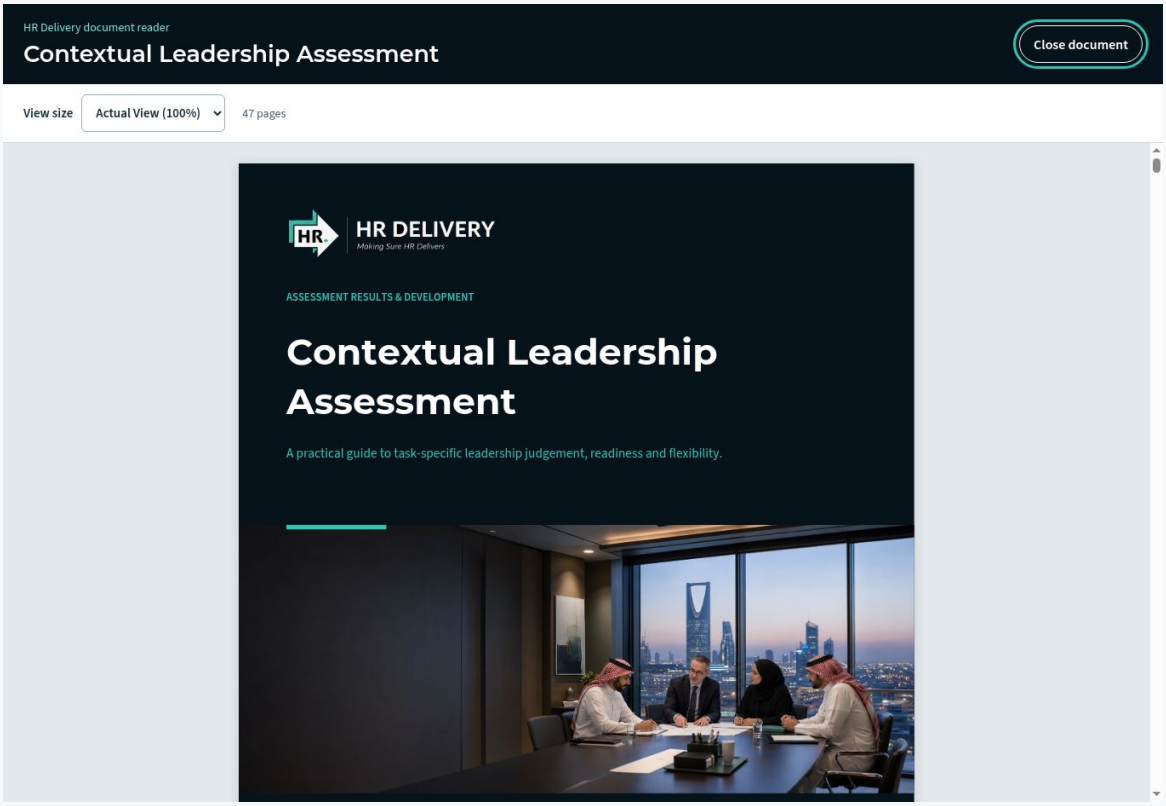


WEBSITE SCREEN / Live public screenshot; source context described in the evidence note.

B1 · YOUR CLIENT EXPERIENCE

Seven ways to explore the named instruments

Start with the purpose of the assessment, then read the individual factsheet and example report.



WEBSITE SCREEN / Live public screenshot; source context described in the evidence note.

WHAT IT GIVES YOU

The 34 named instruments span strategy and culture, capability and career, team, management, leadership, cognitive ability and simulations. The largest category is capability and career; category size does not indicate suitability for a particular decision.

THE CLIENT VALUE

Use the category as a starting point; selection should follow the purpose, participant context and professional interpretation requirements.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A development lead compares leadership judgement with team effectiveness as possible starting points. The seven instrument families help separate those questions, after which the client reads the relevant factsheets and report examples to determine which evidence serves the programme's purpose. Which evidence family most closely matches the question your programme needs to explore?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · SPECIALIST SUPPORT

Meet Zayd: match the tool to the purpose

Use Zayd's specialist area to clarify the assessment purpose, compare relevant evidence and prepare the programme with HR Delivery.

WHAT IT GIVES YOU

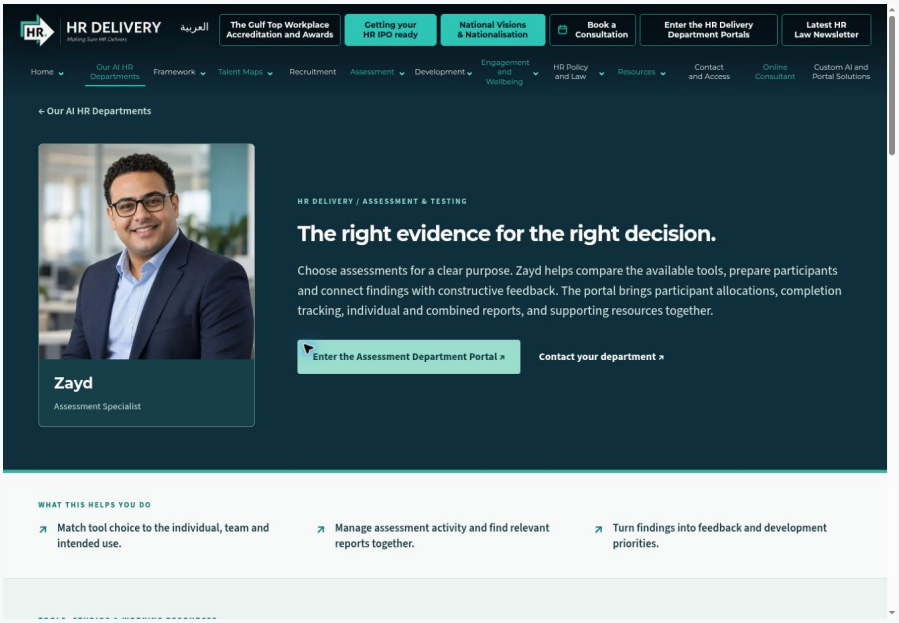
Explore support for choosing tools, understanding reports and preparing participants. Bring the purpose, audience and context, then brief the human team on the interpretation and follow-through required.

YOUR OUTPUTS

- A clearer assessment brief
- Relevant tool and report options
- Participant and feedback preparation

HOW TO USE IT

1. **Clarify the need.** Describe the audience, role context and question the assessment should address.
2. **Compare the evidence.** Consider what each tool measures and which reports support the conversation.
3. **Prepare the programme.** Arrange participant communication and feedback support through the HR Delivery team.



WEBSITE SCREEN / Zayd and the public Assessment department service overview.

WHY THIS HELPS

Make the initial assessment discussion more focused, with clearer tool choices and a practical plan for participant support.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client has been asked to choose an assessment but is unsure what the report will provide. Zayd's specialist area introduces selection and interpretation support; the client brings the audience, purpose and feedback questions to a discussion arranged through Lama. What do you need clarified before you can judge whether an assessment is suitable?

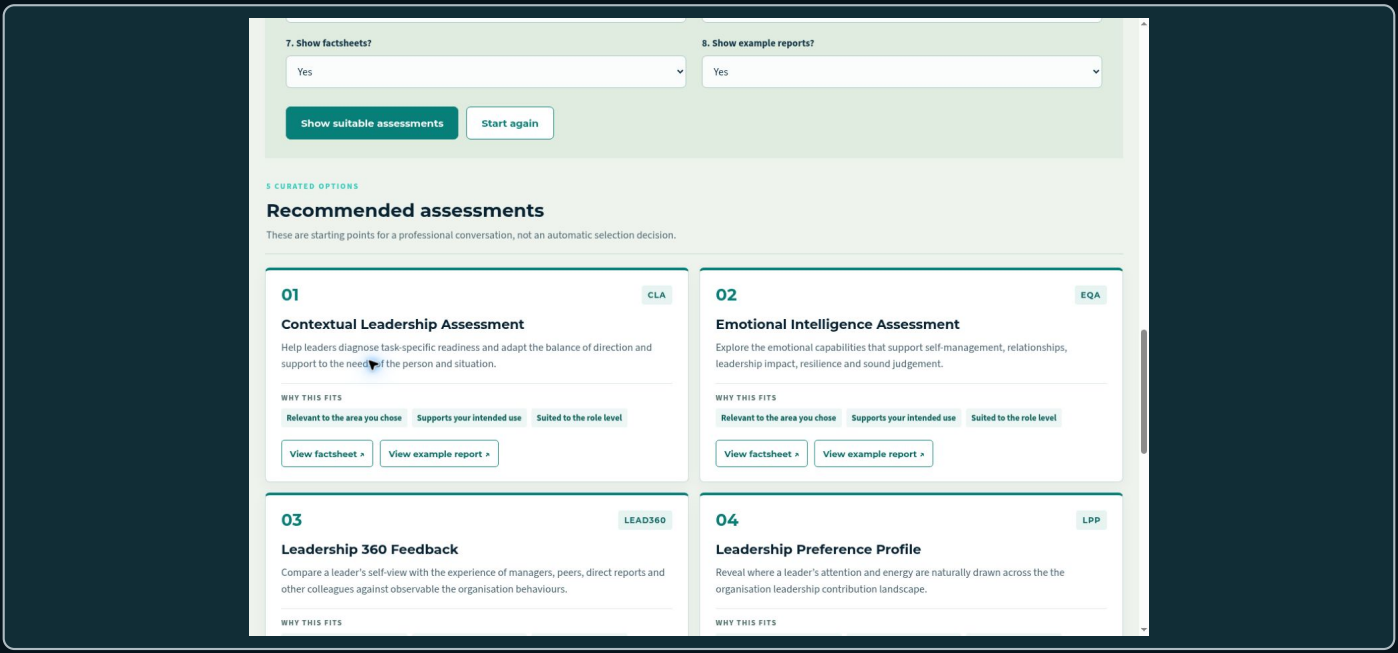
SERVICE CONTEXT / Live specialist AI connection pending

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B1 · CHOOSING ASSESSMENTS

Build a shortlist with the Assessment Selection Studio

Turn a broad HR question into a focused assessment shortlist, with reasons and resources that support professional choice.



WEBSITE SCREEN / Assessment Selection Studio: recommendations and reasons from the public selector.

WHAT IT GIVES YOU

The selector asks about topic, audience, purpose, role level and evidence breadth. Your answers produce named recommendations, fit explanations and routes to factsheets and example reports for further comparison.

YOUR OUTPUTS

- A focused assessment shortlist
- Reasons for each recommendation
- Factsheet and example-report links

HOW TO USE IT

1. **Set the context.** Choose the topic, audience and purpose relevant to the programme.
2. **Review the shortlist.** Read the fit reasons and compare the recommended evidence sources.
3. **Explore the detail.** Open factsheets and reports before agreeing the final assessment approach.

WHY THIS HELPS

Give the selection discussion a practical starting point and make the reasons for considering each instrument easier to explain.

IN YOUR ORGANISATION / ILLUSTRATIVE

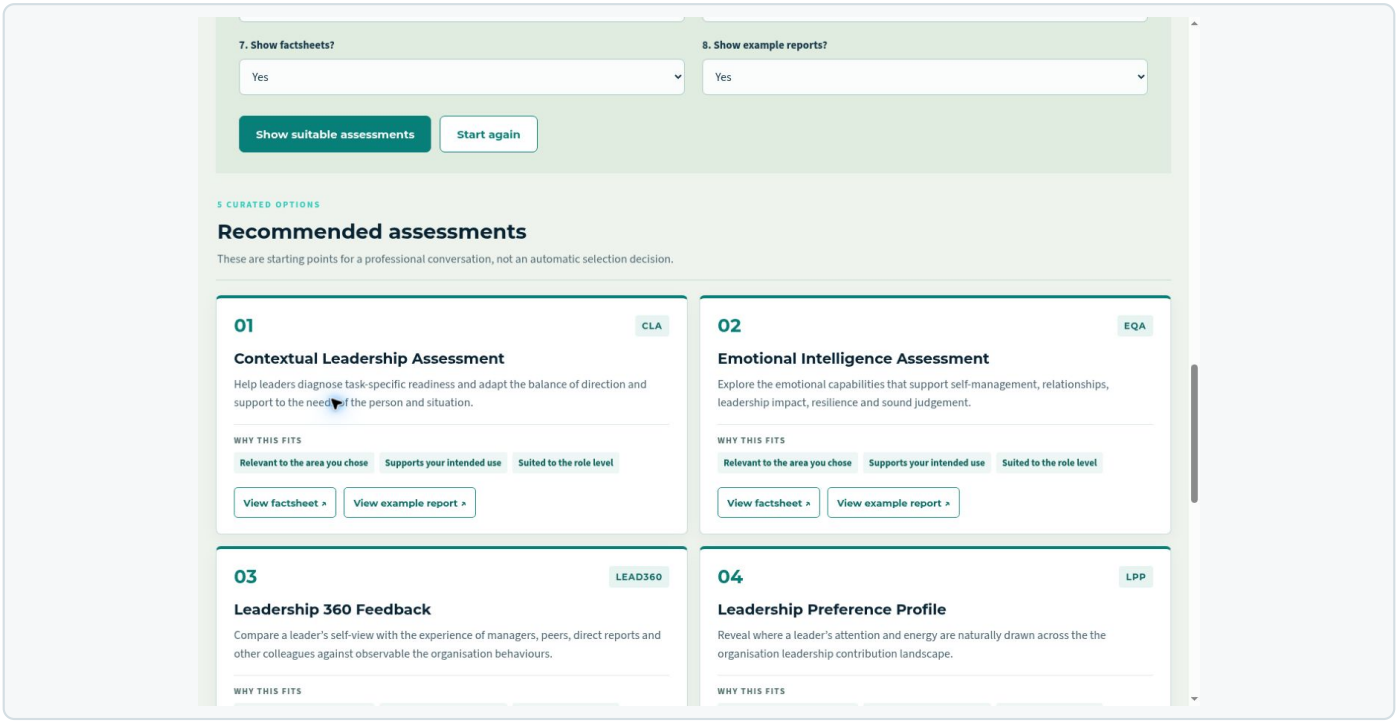
Illustrative example: An HR adviser seeks an individual development tool for a managerial audience. The selector's questions help narrow the topic, purpose, level and breadth of evidence, producing options whose fit explanations and factsheets can be compared before the programme is agreed. Which answer in your selection brief most strongly affects the evidence you need?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · AUDIENCE AND EVIDENCE

Choose an individual or a team perspective

Choose the audience perspective before selecting tools, so the evidence and report match the individual or team question.



WEBSITE SCREEN / Assessment Selection Studio: recommendations and reasons from the public selector.

WHAT IT GIVES YOU

The audience filter distinguishes personal assessment from team exploration. Consider whether the purpose needs an individual profile, complementary contributions or aggregate views of team conditions for a facilitated discussion.

HOW TO USE IT

1. **Define the audience.** Decide whether the question concerns an individual or a functioning team.
2. **Match the output.** Choose personal feedback or a relevant aggregate team perspective.

YOUR OUTPUTS

- An appropriate audience setting
- Individual or team report options
- A clearer assessment purpose

WHY THIS HELPS

Keep the assessment purpose aligned with the level at which findings will be interpreted, discussed and acted upon.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A manager initially asks for individual profiles but wants to discuss how a whole team works together. HR clarifies the audience and purpose, then compares individual insight with protected team perspectives before deciding the appropriate assessment and facilitation approach. Is the intended conversation about one person or the way the team operates together?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · FACTSHEETS AND EXAMPLES

See the experience and the report before you commit

Explore the participant experience and report format before agreeing an assessment, giving the programme a more informed starting point.

WHAT IT GIVES YOU

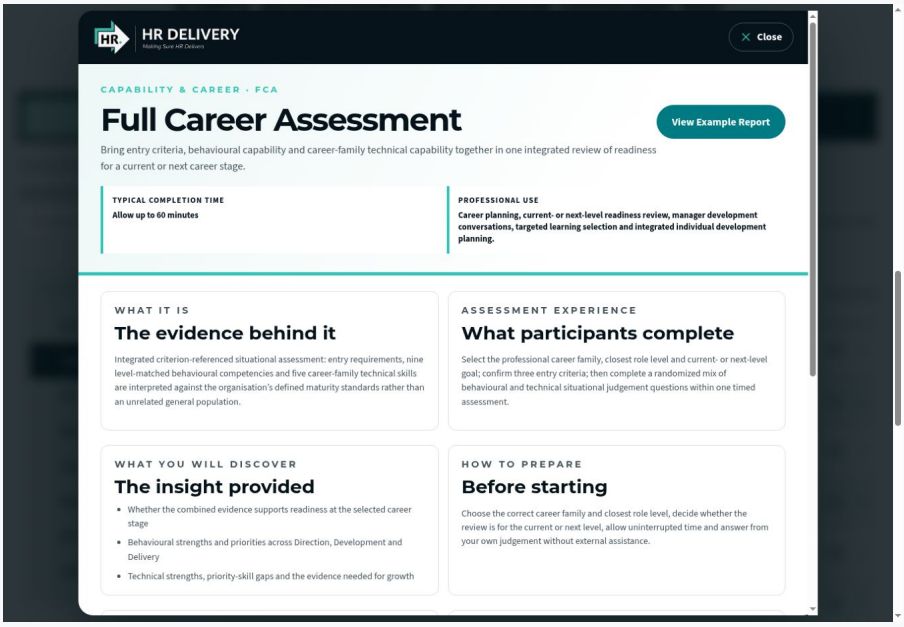
Public factsheets explain purpose, completion experience, timing, outputs and interpretation boundaries. Example-report links show how findings are presented, helping you assess their fit with the audience and feedback approach.

YOUR OUTPUTS

- A participant-experience overview
- An illustrative report
- A clearer feedback plan

HOW TO USE IT

1. **Read the factsheet.** Check purpose, participant effort and the questions the instrument addresses.
2. **Explore the example.** Review the report's structure and the development guidance it offers.
3. **Plan the discussion.** Decide who will interpret the findings and support practical next steps.



WEBSITE SCREEN / Full Career Assessment: purpose, participant experience and expected output.

WHY THIS HELPS

Help clients explain the proposed experience clearly and prepare a feedback conversation suited to the assessment's actual purpose.

IN YOUR ORGANISATION / ILLUSTRATIVE

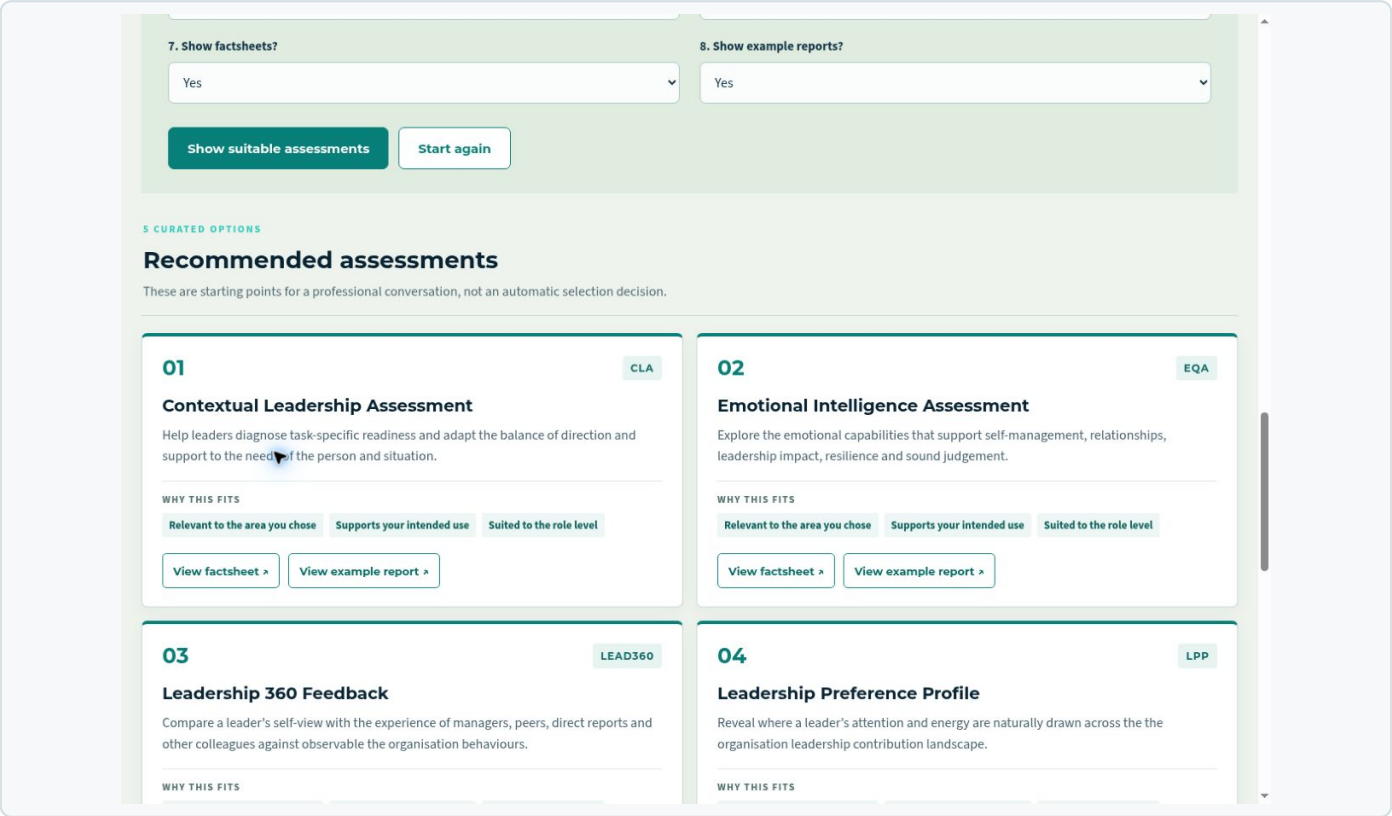
Illustrative example: A programme sponsor reviews a factsheet and example report before inviting participants. The sponsor checks completion demands, the type of interpretation and the feedback support required, then uses those details to explain the exercise clearly to the people taking part. Can you explain what participants will do, receive and discuss before asking them to participate?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CLIENT COMMISSIONING JOURNEY

From an organisational question to an assessment brief

Develop an assessment brief that connects the organisational question with appropriate evidence, participant preparation and useful development follow-through.



WEBSITE SCREEN / Assessment Selection Studio: recommendations and reasons from the public selector.

WHAT IT GIVES YOU

Define the purpose and audience, then use the selector and factsheets to compare instruments and report outputs. Agree the participant experience and feedback arrangements before organising administration with the responsible team.

YOUR OUTPUTS

- Assessment purpose and audience
- An agreed evidence approach
- A participant and feedback brief

HOW TO USE IT

1. **Question.** State what the organisation needs to understand or develop through assessment.
2. **Audience.** Identify the participant group, role context and relevant reporting level.
3. **Evidence.** Compare the instruments or pathway that address the agreed question.
4. **Experience.** Agree preparation, administration, feedback and the action expected after reporting.

WHY THIS HELPS

Give practitioners and sponsors a shared reference for selecting tools, communicating the programme and judging its practical contribution.

SOURCE: HR.DELIVERY / ASSESSMENTS

CLIENT APPLICATION

From an organisational question to an assessment brief

A practical way to bring the tool into an organisational conversation.

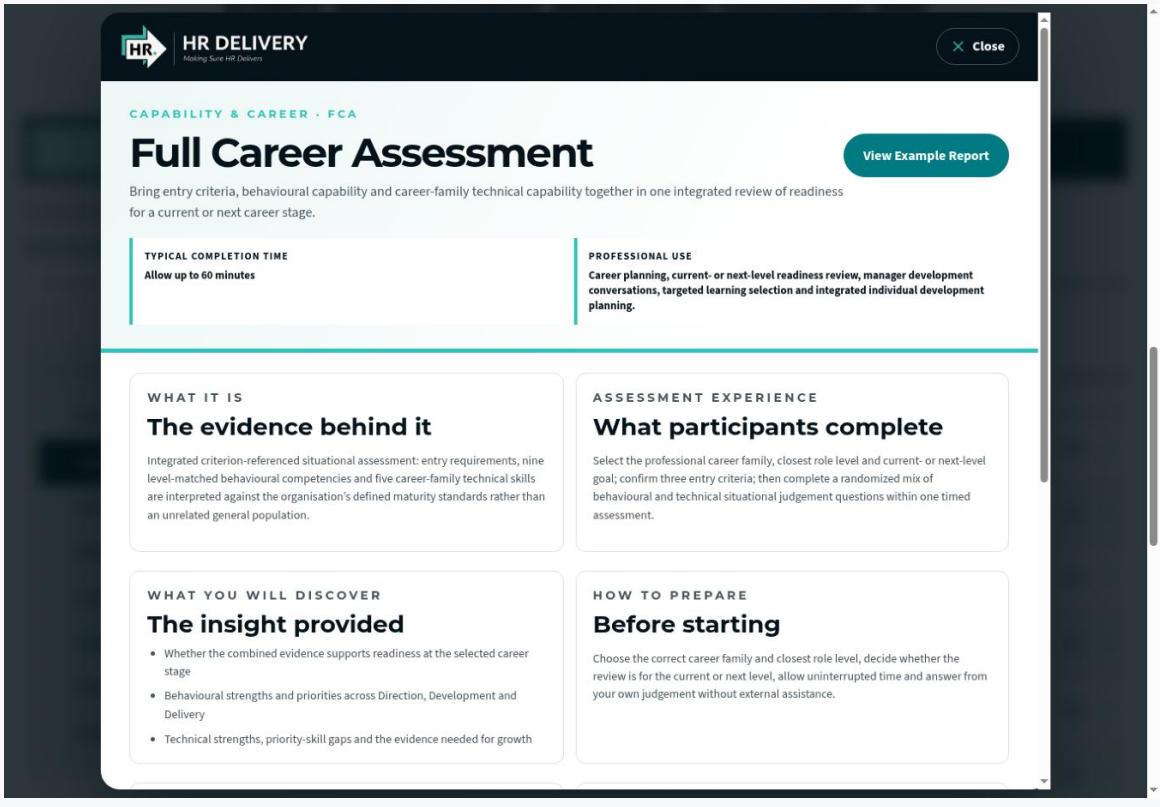
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A client preparing managers for broader responsibility starts with delegation and decision quality, then compares relevant judgement and leadership-development options.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A leadership programme begins with a broad request for assessment. HR narrows it to the development question, audience and intended use, compares suitable reports, then agrees participant preparation and feedback responsibilities before administration details are arranged.

What information is still missing from your assessment brief?



WEBSITE SCREEN / Full Career Assessment: purpose, participant experience and expected output.

B1 · MAKING USE OF THE OUTPUT

Turn a report into a development conversation

Use the report as the starting point for a constructive conversation that links assessment findings with real work.

WHAT IT GIVES YOU

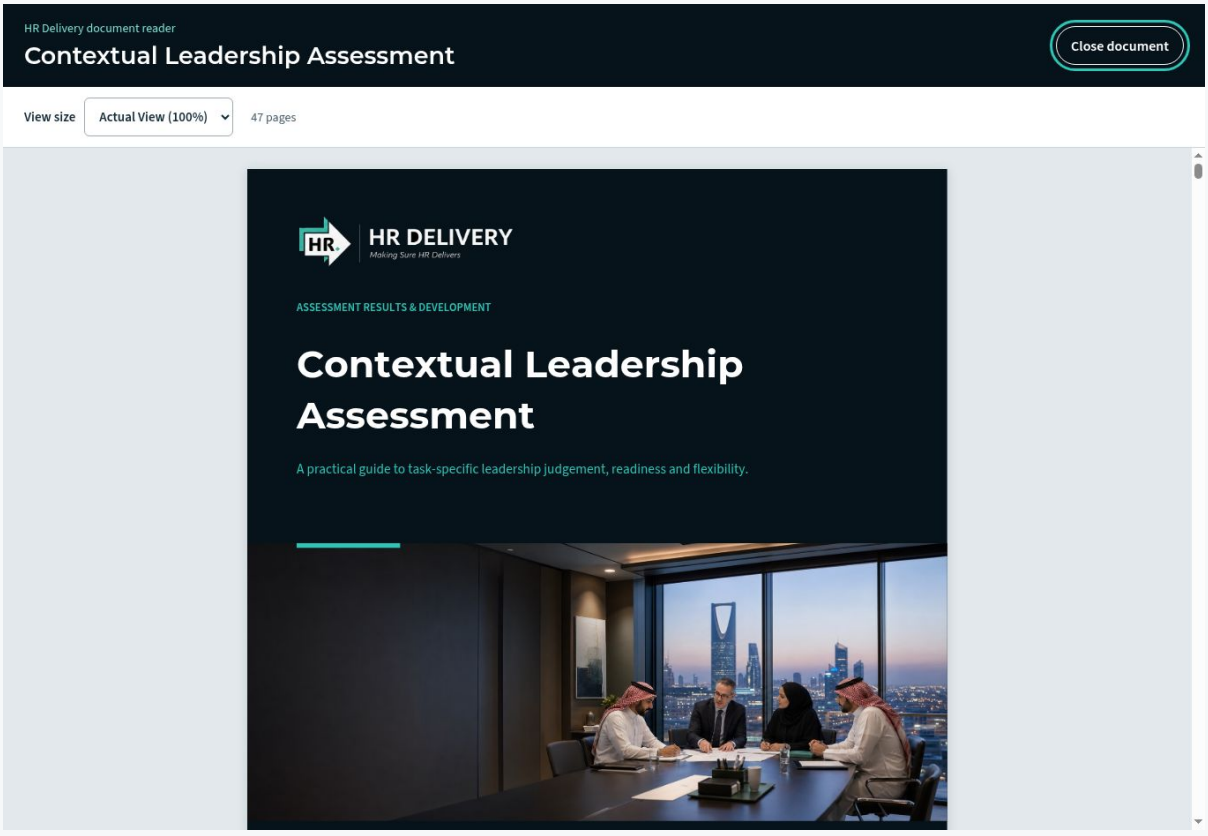
Read the evidence in the participant's role context, explore strengths and tensions, then choose a few practical actions. Connect those actions with an assignment, feedback discussion and observable review points.

YOUR OUTPUTS

- A focused feedback agenda
- Practical development actions
- Observable review points

HOW TO USE IT

1. **Understand.** Read the assessment's purpose and how its findings should be interpreted.
2. **Discuss.** Compare the profile with participant experience and relevant workplace examples.
3. **Apply.** Choose practical activity linked to a specific development priority.
4. **Review.** Agree what progress looks like and when to revisit the evidence.



WEBSITE SCREEN / Public example of a Contextual Leadership Assessment report in the document reader.

WHY THIS HELPS

Help participants apply the findings and give managers or coaches a clearer basis for supporting and reviewing development.

SOURCE: HR.DELIVERY / ASSESSMENTS

CLIENT APPLICATION

Turn a report into a development conversation

A practical way to bring the tool into an organisational conversation.

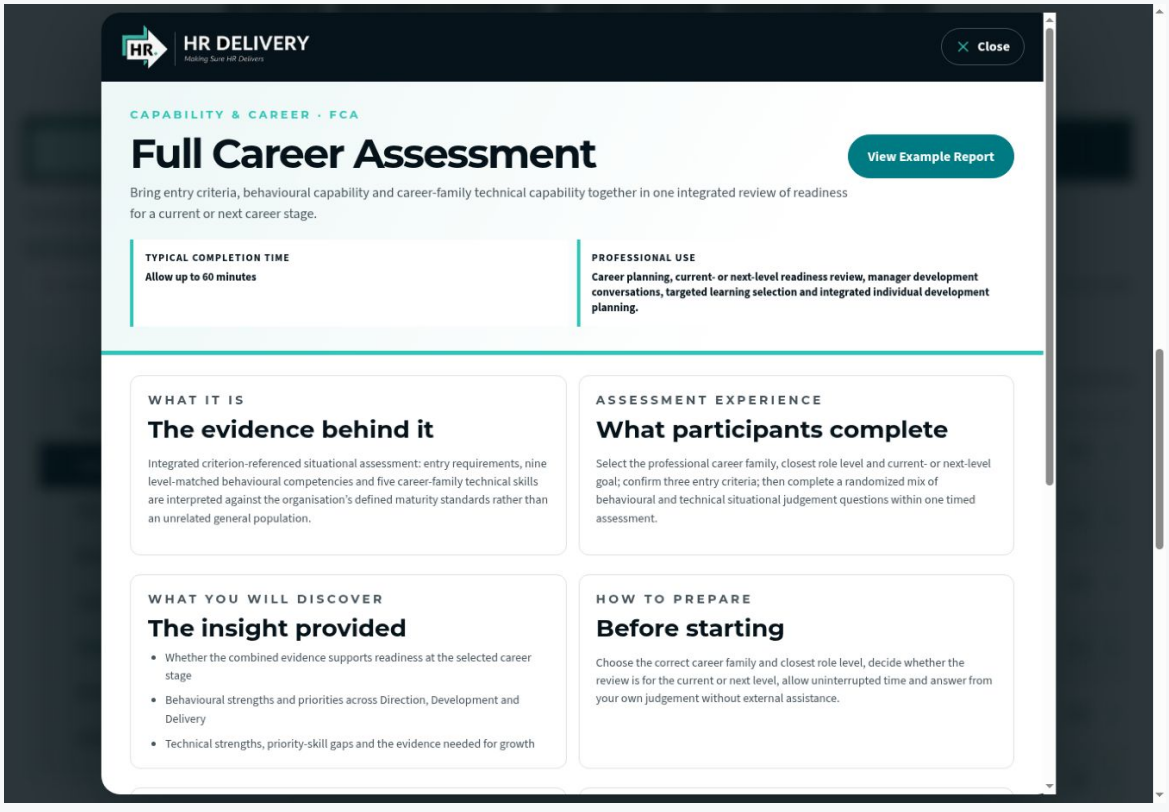
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: A manager uses a report to select one delegation behaviour, tests it in a live assignment and reviews the experience with a coach.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A participant brings a report to a development conversation with their manager. They relate the findings to actual work, explore any tensions and choose a practical assignment, agreeing what observations or feedback would help them review progress afterward.

Which workplace action would help the participant test and apply a useful report theme?

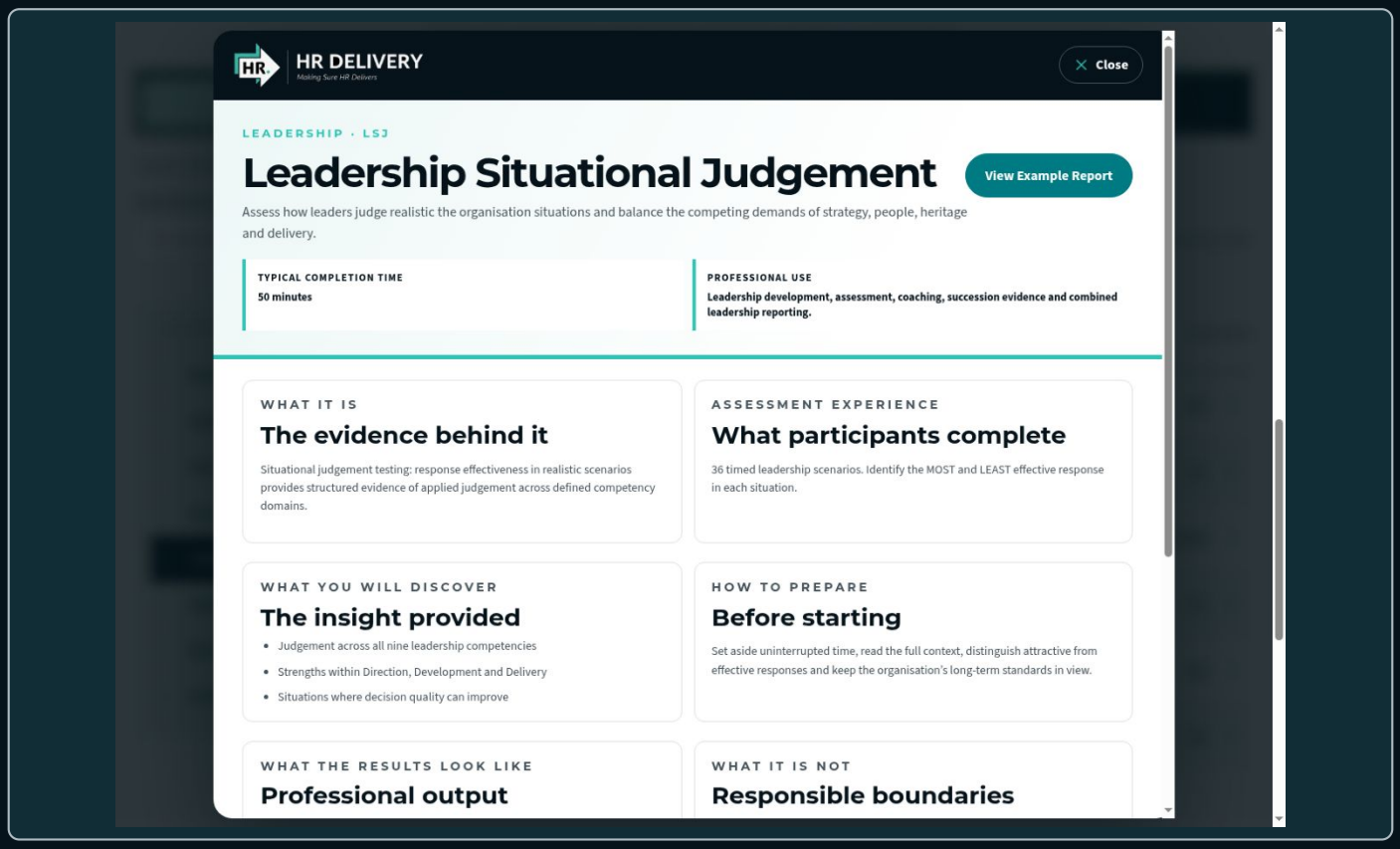


WEBSITE SCREEN / Full Career Assessment: purpose, participant experience and expected output.

B1 · AN ILLUSTRATIVE CLIENT CHOICE

Choose one tool or a combined leadership pathway

Match the breadth of assessment to the leadership question, making each additional evidence source earn its place in the programme.



WEBSITE SCREEN / Leadership Situational Judgement: public factsheet.

WHAT IT GIVES YOU

LSJ focuses on judgement. General Leadership Development adds preference and adaptability. Combined Leadership Assessment adds structured interview evidence to judgement and preference for a broader readiness and development discussion.

YOUR OUTPUTS

- A reasoned choice of scope
- Clear roles for each evidence source
- A purposeful feedback discussion

HOW TO USE IT

1. **Focus the question.** Decide whether the immediate need is judgement, development or broader readiness evidence.
2. **Compare the sources.** Check what each additional instrument contributes to the intended conversation.
3. **Keep distinctions clear.** Retain the meaning of judgement, observed evidence and preference in interpretation.

WHY THIS HELPS

Help clients choose a purposeful scope while preserving the distinctions between judgement, demonstrated behaviour and personal leadership preference.

SOURCE: HR.DELIVERY / ASSESSMENTS

CLIENT APPLICATION

Choose one tool or a combined leadership pathway

A practical way to bring the tool into an organisational conversation.

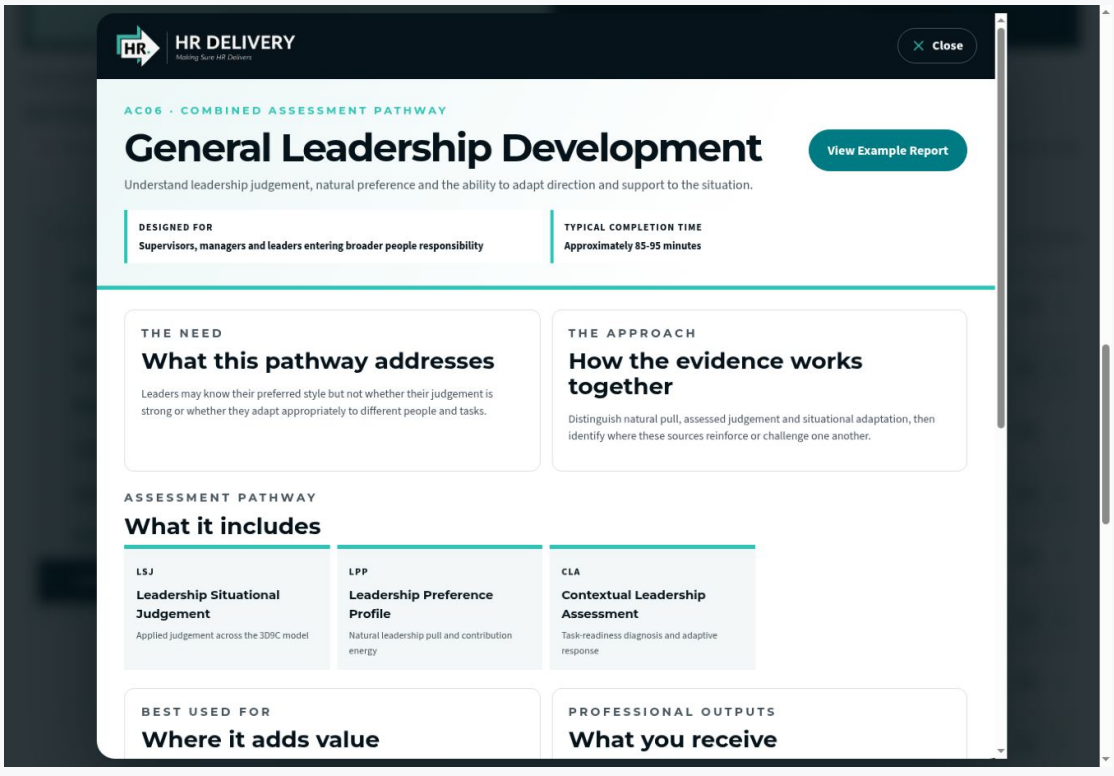
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: One client needs coaching around delegation; another needs a structured leadership-readiness conversation with interview evidence. Their appropriate evidence routes differ.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A client wants to explore leadership judgement but is unsure whether a wider pathway is necessary. HR compares a focused situational-judgement assessment with routes adding preference, adaptability or structured interview evidence, choosing breadth according to the intended discussion.

What additional question would each extra component answer?

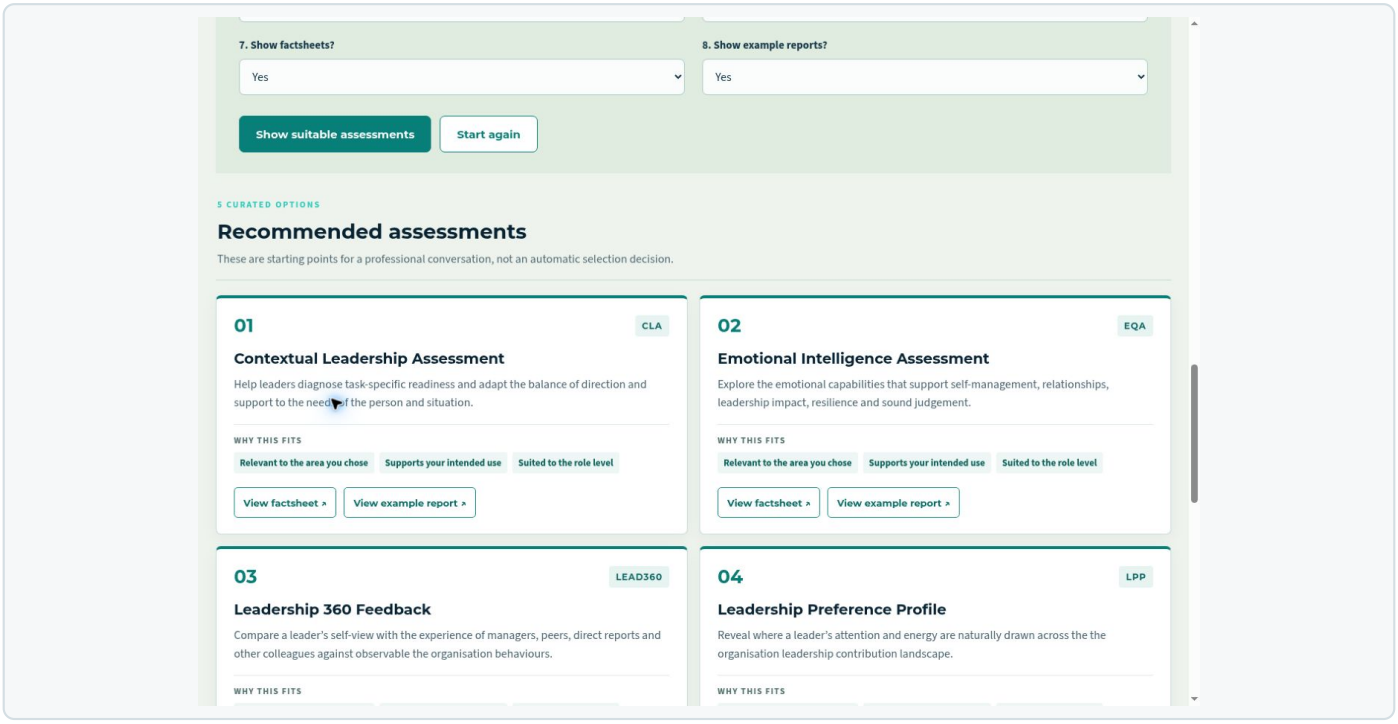


WEBSITE SCREEN / General Leadership Development: three complementary evidence sources.

B1 · YOUR ASSESSMENT OPTIONS

34 instruments. 13 pathways. 3 builders.

Navigate the assessment offer through focused instruments, connected pathways and role-focused builders, choosing the evidence your question requires.



WEBSITE SCREEN / Assessment Selection Studio: recommendations and reasons from the public selector.

WHAT IT GIVES YOU

The public catalogue presents 34 instruments and 13 pathways with factsheets. Three portal builders cover behavioural, technical and combined competency assessments, bringing the administration catalogue to 50 choices.

YOUR OUTPUTS

- 47 public factsheets
- 13 combined evidence pathways
- Three competency-builder routes

HOW TO USE IT

1. **Focused instruments.** Choose a tool that addresses a clearly defined evidence question.
2. **Combined pathways.** Connect complementary sources when the development question needs a wider view.
3. **Competency builders.** Shape assessment content around relevant behavioural or technical role requirements.

WHY THIS HELPS

Give clients a clear map of the offer and support a reasoned choice between focused evidence and broader exploration.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An organisation prepares an assessment programme across several role groups. Its HR team first reviews the public instruments and pathways, then considers whether a competency-builder brief is needed for a specific role requirement that needs more focused coverage. Which catalogue route best matches the scope you can explain and support?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · THE 34 NAMED INSTRUMENTS

Seven families of assessment evidence

Explore seven instrument families covering people, work and reasoning questions, each with its own purpose and interpretation context.

WHAT IT GIVES YOU

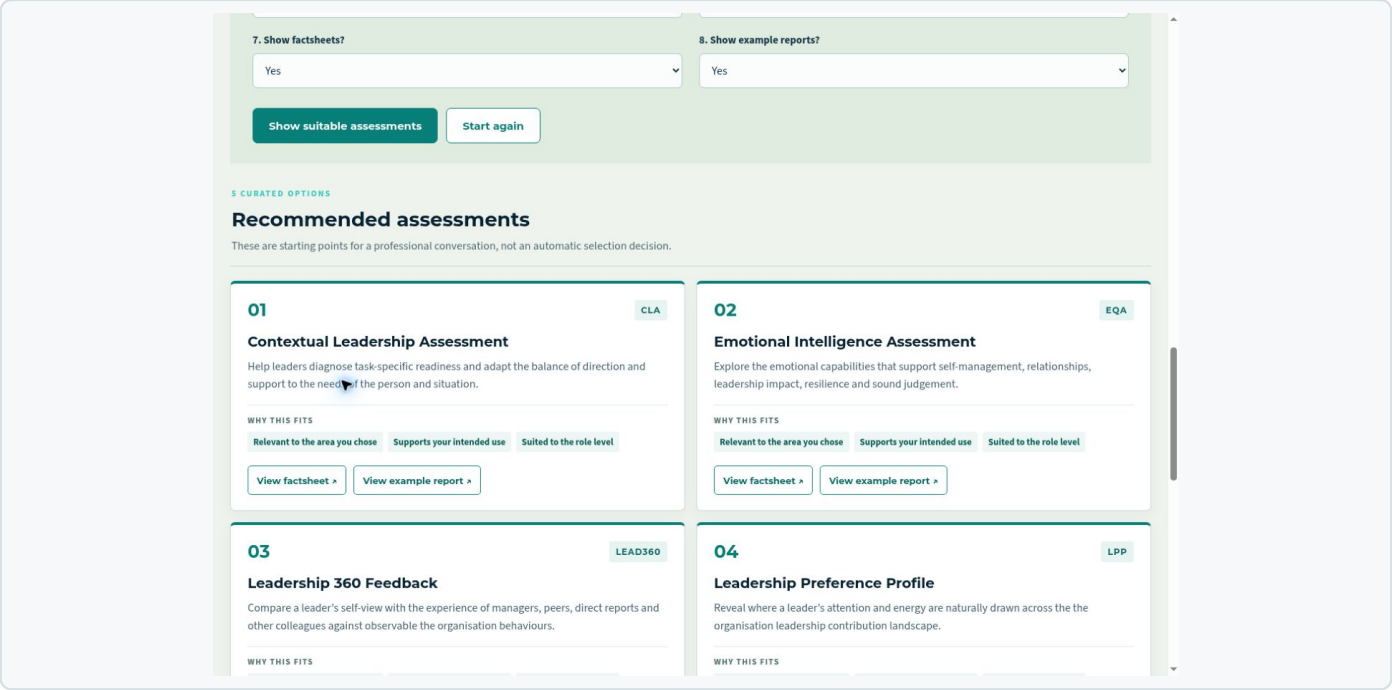
The families cover strategy and culture; capability and career; team; management; leadership; cognitive ability; and simulations. Compare their questions, participant experiences and outputs before choosing the evidence needed.

YOUR OUTPUTS

- Seven clear evidence families
- 34 individual instrument factsheets
- Purpose and output comparisons

HOW TO USE IT

1. **Understand people and context.** Explore strategy, culture, career and team questions through the relevant families.
2. **Explore role capability.** Compare management and leadership instruments with the responsibilities being discussed.
3. **Examine reasoning and application.** Consider cognitive tasks or simulations where those evidence sources fit the purpose.



WEBSITE SCREEN / Assessment Selection Studio: recommendations and reasons from the public selector.

WHY THIS HELPS

Help practitioners navigate the catalogue by purpose and explain the contribution each selected instrument makes to the programme.

IN YOUR ORGANISATION / ILLUSTRATIVE

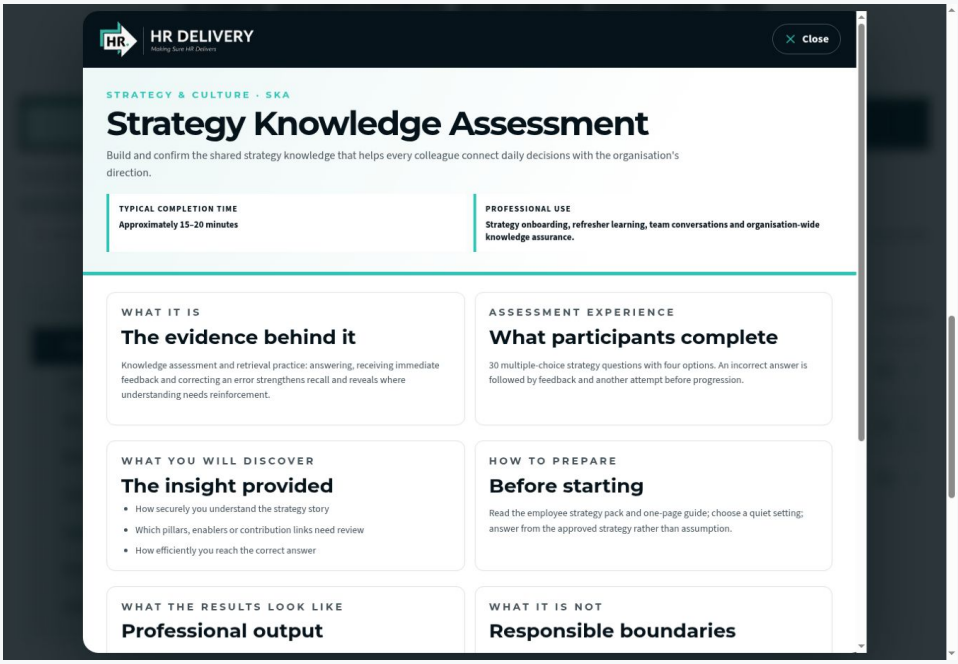
Illustrative example: A client's initial request combines career development, management judgement and team dialogue. The team separates those questions using the seven evidence families, then reviews the relevant instruments rather than expecting one assessment profile to answer every organisational concern. Are you trying to answer several different questions with one instrument?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · STRATEGY AND CULTURE / SKA

Strategy Knowledge Assessment

Check understanding of the approved organisational strategy and identify the topics that need further explanation or reinforcement at work.



WEBSITE SCREEN / Strategy Knowledge Assessment: the live public factsheet.

WHAT IT GIVES YOU

Participants answer 30 multiple-choice questions with corrective feedback and another attempt when needed. The report distinguishes early and later success, highlighting strategy topics that need revision or clearer explanation.

YOUR OUTPUTS

- Strategy learning summary
- Attempt and topic patterns
- Focused revision priorities

HOW TO USE IT

1. **Prepare.** Share the approved strategy material before the participant completes the questions.
2. **Complete.** Work through the questions and use the feedback to correct misunderstandings.
3. **Apply.** Discuss weaker topics and connect the strategy with the person's work.

WHY THIS HELPS

Give induction and refresher learning a focused evidence base, helping managers direct support to the strategy topics needing attention.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A business has introduced a revised strategy and wants a structured learning conversation. Participants complete the strategy questions, and facilitators use topic and attempt patterns to identify messages needing further explanation or revision, without inventing a score-based judgement about overall employee commitment. Which parts of the strategy should employees be able to explain and apply after the learning activity?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · STRATEGY AND CULTURE / CMA

Cultural Match Assessment

Explore cultural preferences through workplace situations and use the resulting themes to support a more focused conversation about fit.

WHAT IT GIVES YOU

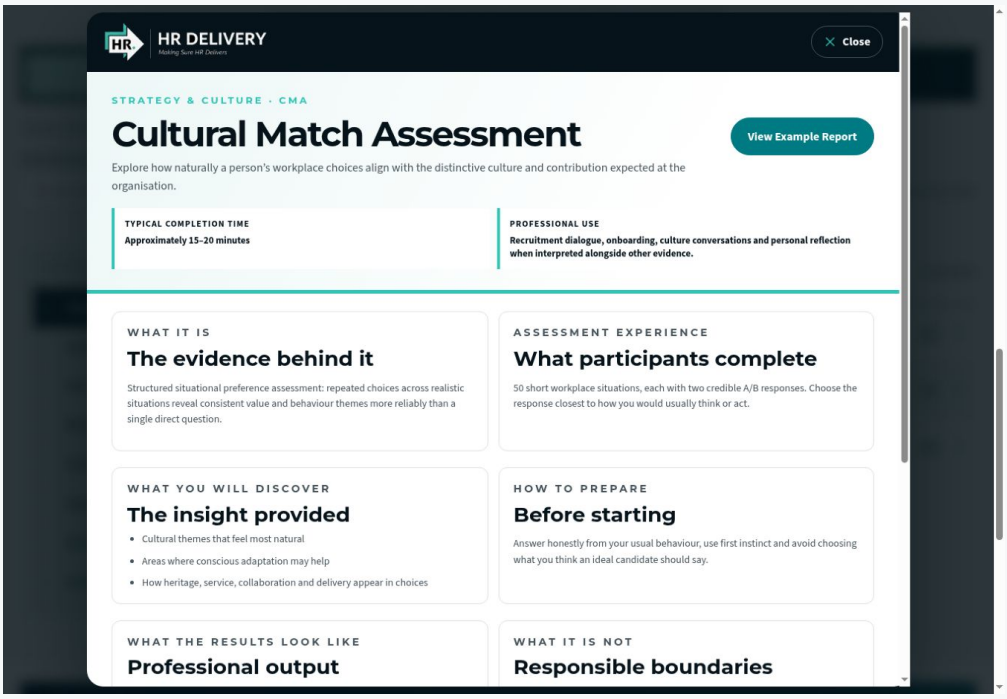
Fifty situations present two credible responses. Choices produce cultural themes and an individual interpretation, providing material for onboarding, reflection or recruitment dialogue alongside other relevant evidence about the person.

YOUR OUTPUTS

- Cultural-theme profile
- Individual interpretation report
- Onboarding or development prompts

HOW TO USE IT

1. **Set the context.** Explain the organisational culture and the purpose of the conversation.
2. **Choose naturally.** Respond to situations from usual preferences rather than an idealised image.
3. **Discuss the pattern.** Explore alignment, adaptation and examples from the person's actual experience.



WEBSITE SCREEN / Cultural Match Assessment: the live public factsheet.

WHY THIS HELPS

Help clients discuss cultural expectations with practical examples and identify areas where adaptation or clarification could improve the relationship.

IN YOUR ORGANISATION / ILLUSTRATIVE

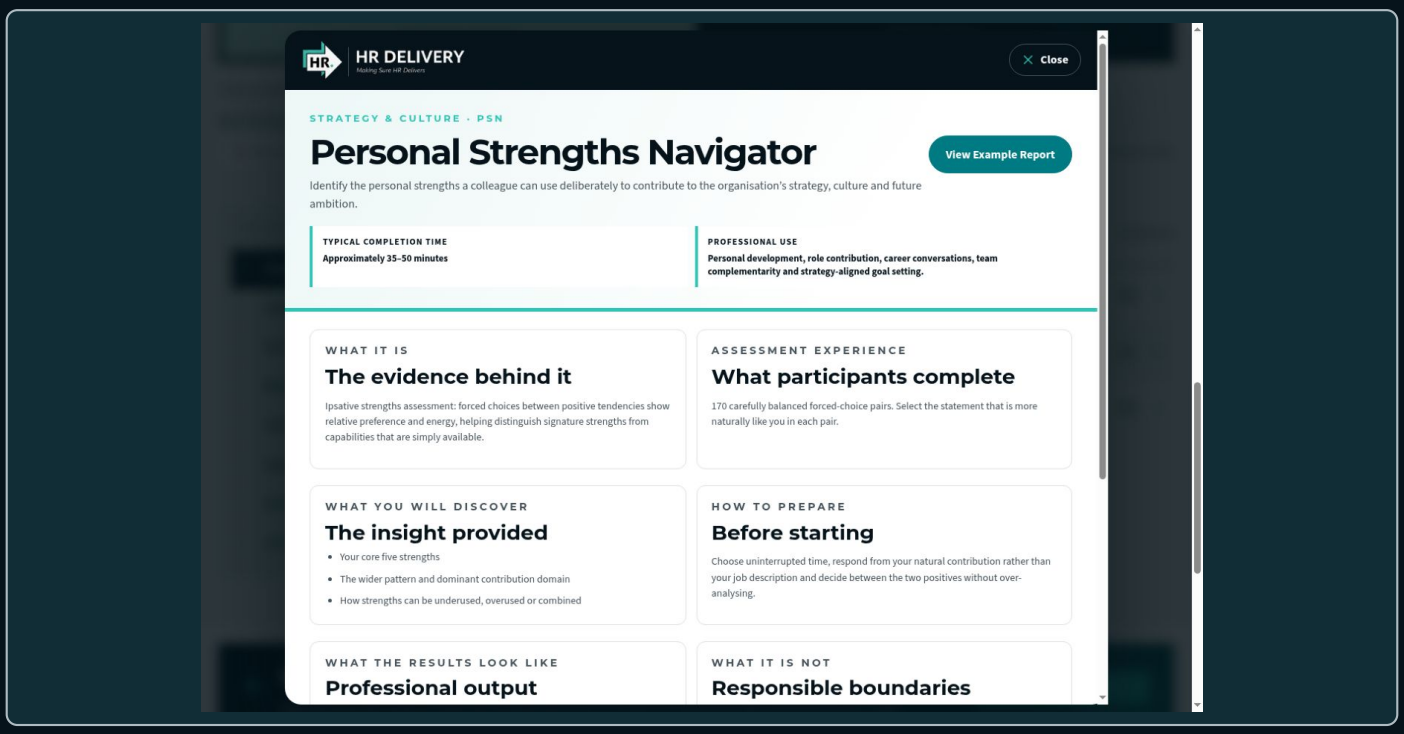
Illustrative example: An employee joining a new organisation wants to discuss workplace expectations. The cultural-theme profile provides prompts about preferred ways of working, which the onboarding conversation explores alongside the organisation's actual practices and the employee's experience rather than using a simple fit label. Which workplace expectations would be useful to discuss openly during onboarding?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · STRATEGY AND CULTURE / PSN

Personal Strengths Navigator

Identify natural contribution preferences and explore how strengths can support current priorities, including situations where they may become overused.



WEBSITE SCREEN / Personal Strengths Navigator: the live public factsheet.

WHAT IT GIVES YOU

The assessment uses 170 paired choices between positive tendencies. Its report explains five leading strengths, supporting patterns, combinations and overuse risks, connecting these with purposeful actions in the person's work.

YOUR OUTPUTS

- Five leading strengths
- Supporting contribution patterns
- Strengths application plan

HOW TO USE IT

1. **Reflect.** Choose responses that describe your natural contribution and sources of energy.
2. **Explore.** Discuss leading strengths alongside examples of contribution and possible overuse.
3. **Apply.** Select practical ways to use strengths against current work priorities.

WHY THIS HELPS

Give coaching a constructive starting point and help participants apply their strengths more deliberately to the contribution their role requires.

IN YOUR ORGANISATION / ILLUSTRATIVE

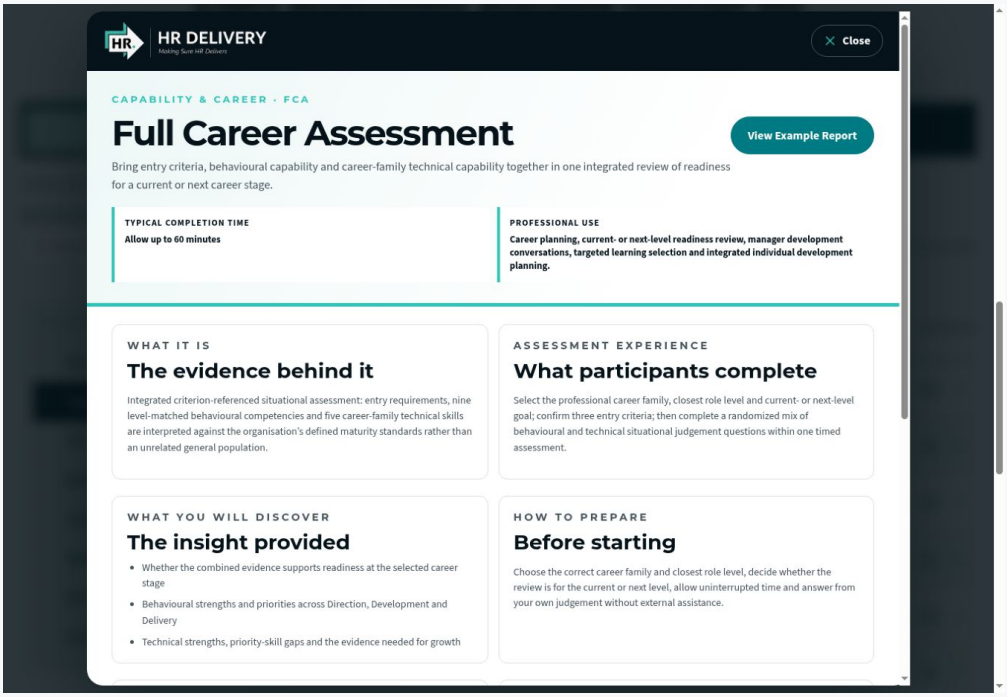
Illustrative example: A professional is preparing for a broader assignment. The strengths report provides material to discuss natural contributions, supporting patterns and possible overuse, after which the participant selects a practical way to apply a strength deliberately within the new work. Where could a natural strength be useful, and when might it need balancing?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / FCA

Full Career Assessment

Connect behavioural and technical evidence with a career goal, then use the combined picture to plan role-relevant development.



WEBSITE SCREEN / Full Career Assessment: the live public factsheet.

WHAT IT GIVES YOU

Participants select career family, level and goal, confirm entry criteria and complete scenarios. The report connects nine behavioural competencies and five technical skills with readiness interpretation, resources and staged development priorities.

YOUR OUTPUTS

- Integrated readiness report
- Behavioural and technical priorities
- 30/60/90-day development plan

HOW TO USE IT

1. **Select.** Confirm the career family, role level and current or next-stage purpose.
2. **Assess.** Complete the entry, behavioural and technical elements within the assessment experience.
3. **Plan.** Agree priority actions and evidence checkpoints with a manager or specialist.

WHY THIS HELPS

Help participants and managers connect career ambitions with specific capability development and practical evidence to gather through work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An employee is exploring development toward a different responsibility level within a career family. The assessment brief confirms the goal and entry context, then uses behavioural and technical evidence together to discuss readiness questions, relevant resources and staged development priorities. Which career goal should shape the interpretation of the combined behavioural and technical evidence?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / BCA

Behavioural Competency Assessment

Explore behavioural judgement at the relevant role level and turn the resulting competency pattern into practical development priorities.

WHAT IT GIVES YOU

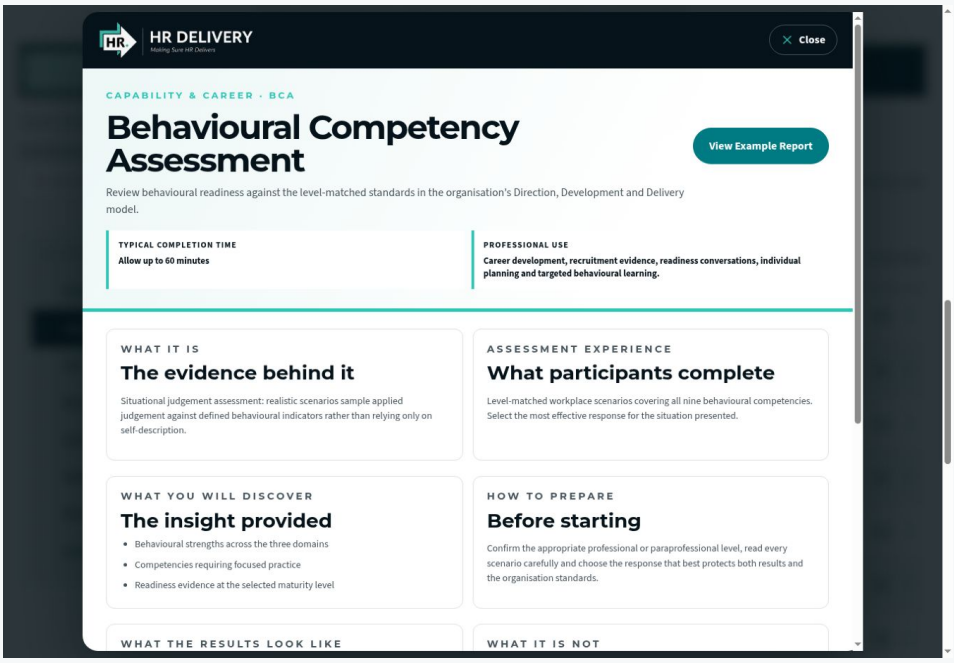
Level-matched scenarios cover nine behavioural competencies. Effective-response choices produce domain interpretations, strengths and priorities, giving managers and participants evidence to discuss against defined standards and actual role requirements.

YOUR OUTPUTS

- Nine-competency profile
- Domain interpretation
- Behavioural development priorities

HOW TO USE IT

1. **Match the level.** Confirm the relevant role level and purpose before starting the assessment.
2. **Judge the scenarios.** Choose the response that best addresses each workplace situation and its demands.
3. **Practise the priority.** Select one behaviour to apply and review in a live assignment.



WEBSITE SCREEN / Behavioural Competency Assessment: the live public factsheet.

WHY THIS HELPS

Give behavioural development a clearer focus, linking the assessment conversation with specific actions to practise and review at work.

IN YOUR ORGANISATION / ILLUSTRATIVE

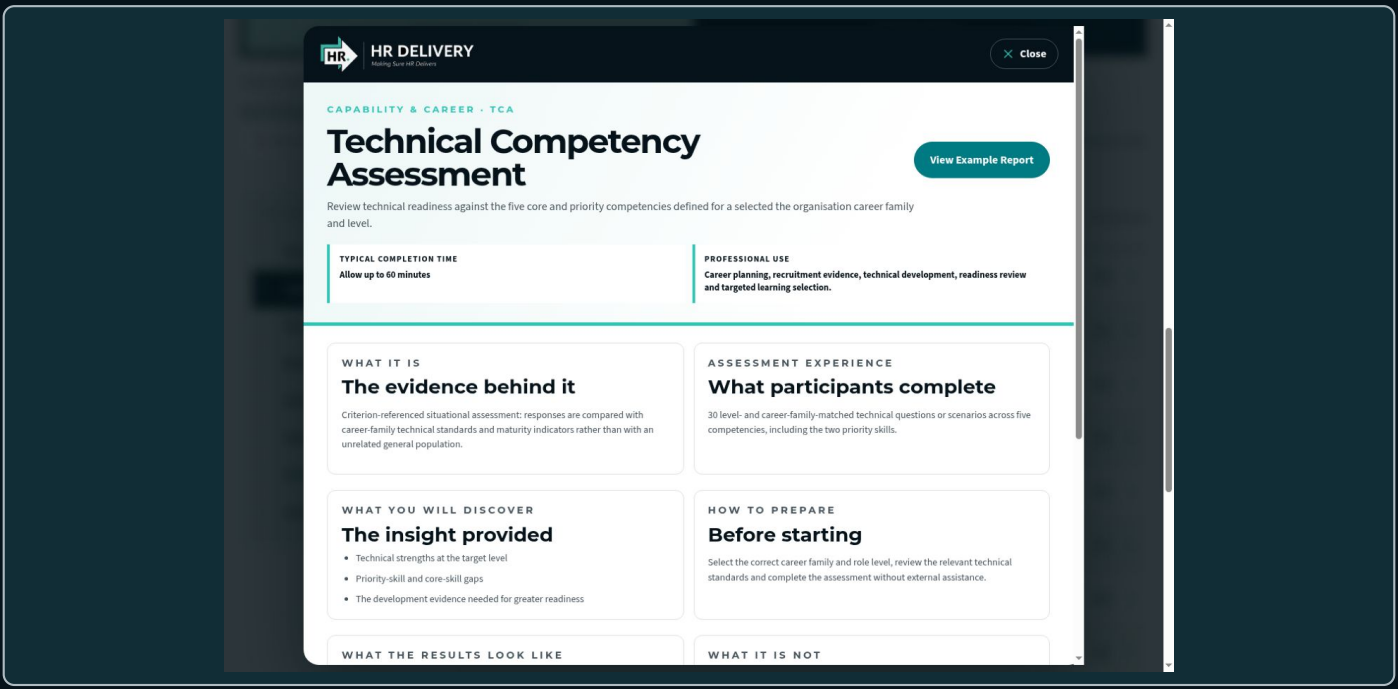
Illustrative example: A new team manager wants to understand the behavioural judgement expected in the role. Level-matched scenarios provide evidence for a feedback conversation about the relevant domains, with workplace examples helping the participant choose a realistic development priority. Which role-level behavioural expectation would benefit from more deliberate practice?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / TCA

Technical Competency Assessment

Explore specialist judgement against relevant career-family requirements and identify technical priorities for learning, practice and professional development at work.



WEBSITE SCREEN / Technical Competency Assessment: the live public factsheet.

WHAT IT GIVES YOU

Thirty questions or scenarios cover five technical competencies, including two priority skills. Responses produce a maturity-related profile connected with career-family standards, relevant resources and practical technical development actions.

YOUR OUTPUTS

- Five-competency technical profile
- Priority-skill interpretation
- Targeted technical development plan

HOW TO USE IT

1. **Choose the role.** Confirm the career family, level and technical requirements relevant to the assessment.
2. **Complete the scenarios.** Apply your own judgement to the selected technical questions and situations.
3. **Build evidence.** Agree practical experience and learning with an appropriate subject-matter specialist.

WHY THIS HELPS

Help participants focus technical learning and experience on the capabilities most relevant to their current or intended work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A specialist team wants development discussions to address the technical demands of its career family. HR confirms the relevant level and priority skills, then uses the technical profile with actual work evidence to identify targeted learning and practical application opportunities. Which technical requirements are most important to competent performance in this role?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / LPQ

Learning Preference Questionnaire

Understand preferred approaches to learning and use the blend to design varied development activity connected with a real learning goal.

WHAT IT GIVES YOU

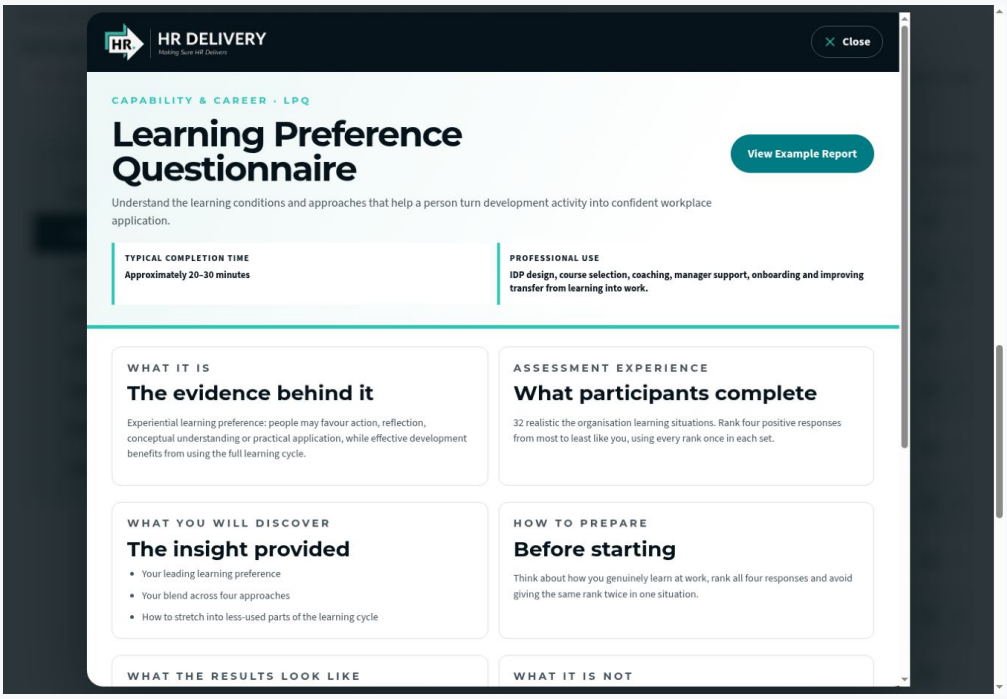
Participants rank four responses across 32 learning situations. The report explores action, reflection, conceptual understanding and application, showing preferred approaches and ways to broaden learning through different activities and workplace practice.

YOUR OUTPUTS

- Learning-preference profile
- Blend and stretch guidance
- Practical learning actions

HOW TO USE IT

1. **Reflect.** Rank responses according to how you usually learn in real work.
2. **Explore the blend.** Compare preferred approaches with the demands of the learning goal.
3. **Design variety.** Combine familiar methods with deliberate practice in less-used learning approaches.



WEBSITE SCREEN / Learning Preference Questionnaire: the live public factsheet.

WHY THIS HELPS

Help participants and managers design more varied learning experiences and practise approaches that are less familiar but useful.

IN YOUR ORGANISATION / ILLUSTRATIVE

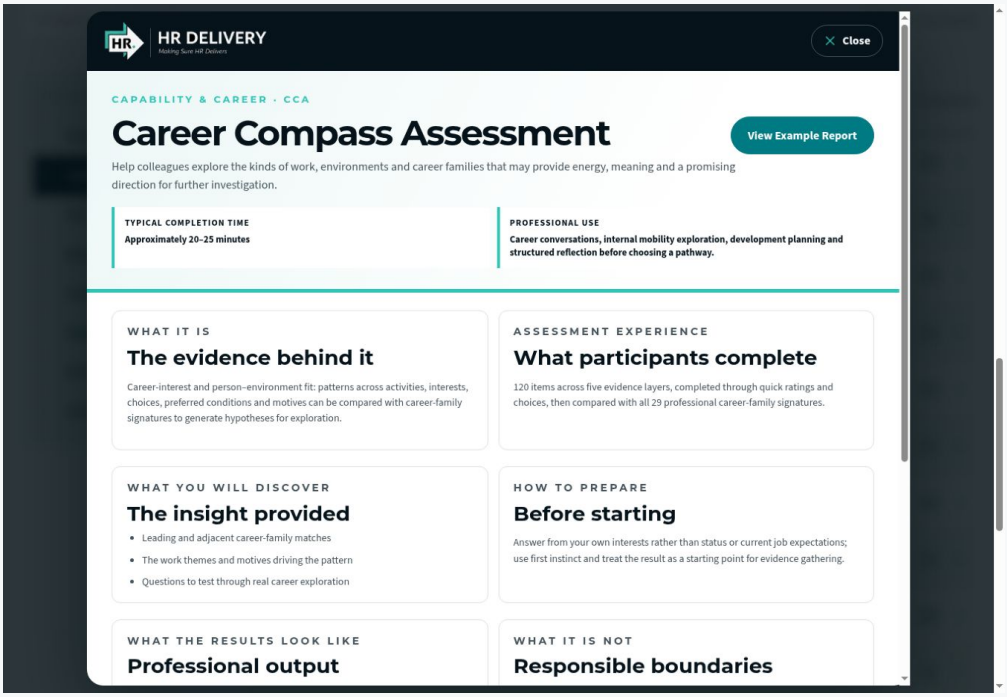
Illustrative example: A participant is planning how to learn a new professional method. The report prompts discussion of action, reflection, conceptual understanding and application, helping the participant combine familiar approaches with other activities that serve the learning goal rather than accepting a fixed learning label. What mix of learning activities would help you understand and apply the new capability?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / CCA

Career Compass Assessment

Explore promising career directions through interests, motives and preferred conditions, then test the possibilities against real work experience.



WEBSITE SCREEN / Career Compass Assessment: the live public factsheet.

WHAT IT GIVES YOU

The assessment uses 120 items about interests, activities, motives and conditions. Reports identify promising and adjacent career-family hypotheses, explain the pattern and propose exploration through conversations, shadowing and work experience.

YOUR OUTPUTS

- Career-family hypotheses
- Ranked and adjacent options
- 90-day exploration plan

HOW TO USE IT

1. **Answer from interest.** Respond to the work itself rather than status or current expectations.
2. **Explore the matches.** Discuss promising and adjacent options against the person's actual experience.
3. **Test the hypothesis.** Use conversations and work experiments before making a career decision.

WHY THIS HELPS

Give career conversations concrete options to investigate and help participants build evidence before committing to a new direction.

IN YOUR ORGANISATION / ILLUSTRATIVE

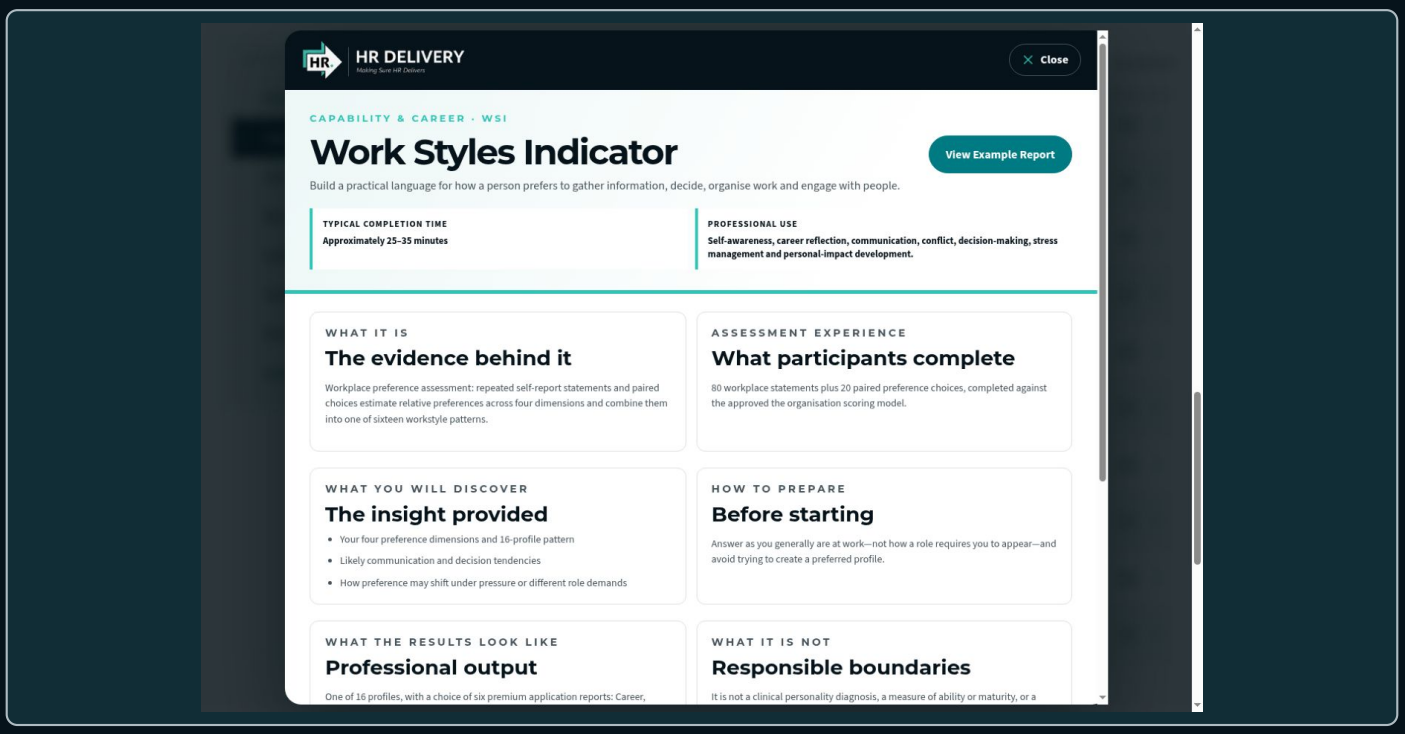
Illustrative example: A professional considering a career change explores interests, motives and preferred conditions. The report supplies career-family hypotheses and adjacent possibilities, which the participant tests through conversations, shadowing or practical exposure before deciding whether a new direction deserves further exploration. What real-world experience would help you test a promising career hypothesis?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / WSI

Work Styles Indicator

Explore your preferred way of working and apply the profile to a specific career, communication or workplace development question.



WEBSITE SCREEN / Work Styles Indicator: the live public factsheet.

WHAT IT GIVES YOU

Eighty statements and twenty paired choices cover four preference dimensions and sixteen patterns. Six application reports connect the profile with career, stress, decisions, conflict, communication and personal impact at work.

YOUR OUTPUTS

- Sixteen-pattern profile
- Six application-report choices
- Practical workstyle experiments

HOW TO USE IT

1. **Describe your preferences.** Answer from your usual working approach rather than a desired role image.
2. **Choose an application.** Focus the report on the workplace question that needs attention.
3. **Experiment with range.** Try a different approach where the situation calls for greater flexibility.

WHY THIS HELPS

Help participants recognise familiar approaches and practise greater flexibility when the task, relationship or working situation calls for it.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A colleague wants to understand recurring friction in project meetings. The workstyle profile and a relevant application report offer language for discussing preferences, communication and decisions, leading to an experiment with a different working approach when the task requires it. Where would greater flexibility in your preferred workstyle help the task or relationship?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / CRA

Conflict Response Assessment

Explore usual responses to disagreement and identify where a different approach could improve a real workplace conversation or relationship.

WHAT IT GIVES YOU

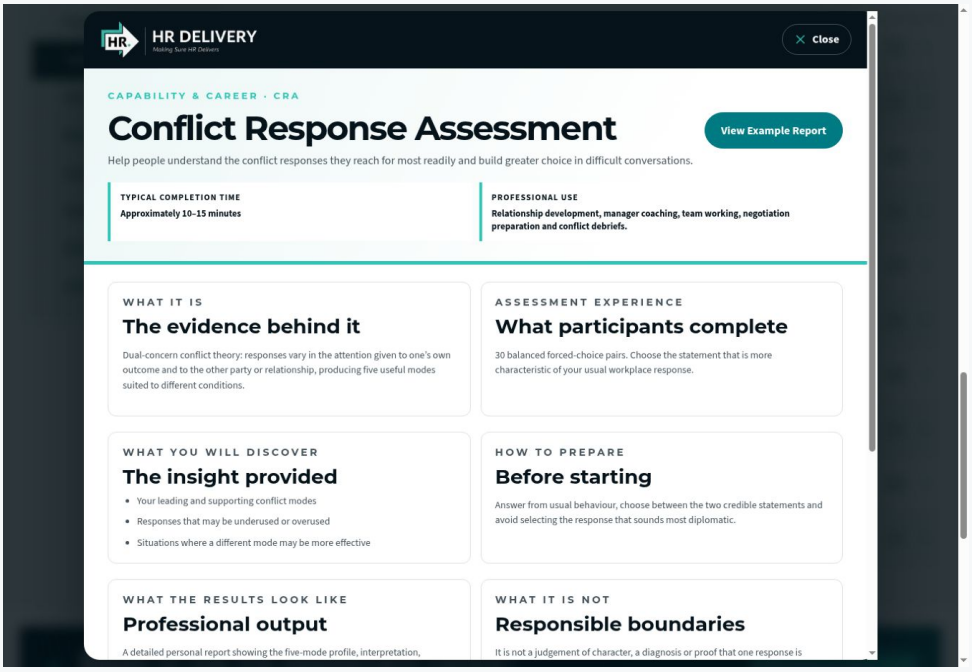
Thirty paired choices produce a five-mode conflict profile. Interpretation explores relative preferences, possible overuse or underuse and situations where another response may help, supporting coaching, negotiation and team dialogue.

YOUR OUTPUTS

- Five-mode conflict profile
- Contextual interpretation
- Conversation practice priorities

HOW TO USE IT

1. **Answer naturally.** Choose the response that best reflects your usual approach to disagreement.
2. **Consider the context.** Discuss when a preferred mode helps and when it creates difficulty.
3. **Practise another option.** Choose a real conversation where a different response may be useful.



WEBSITE SCREEN / Conflict Response Assessment: the live public factsheet.

WHY THIS HELPS

Give participants a practical vocabulary for discussing conflict and choosing more deliberate responses to the demands of particular situations.

IN YOUR ORGANISATION / ILLUSTRATIVE

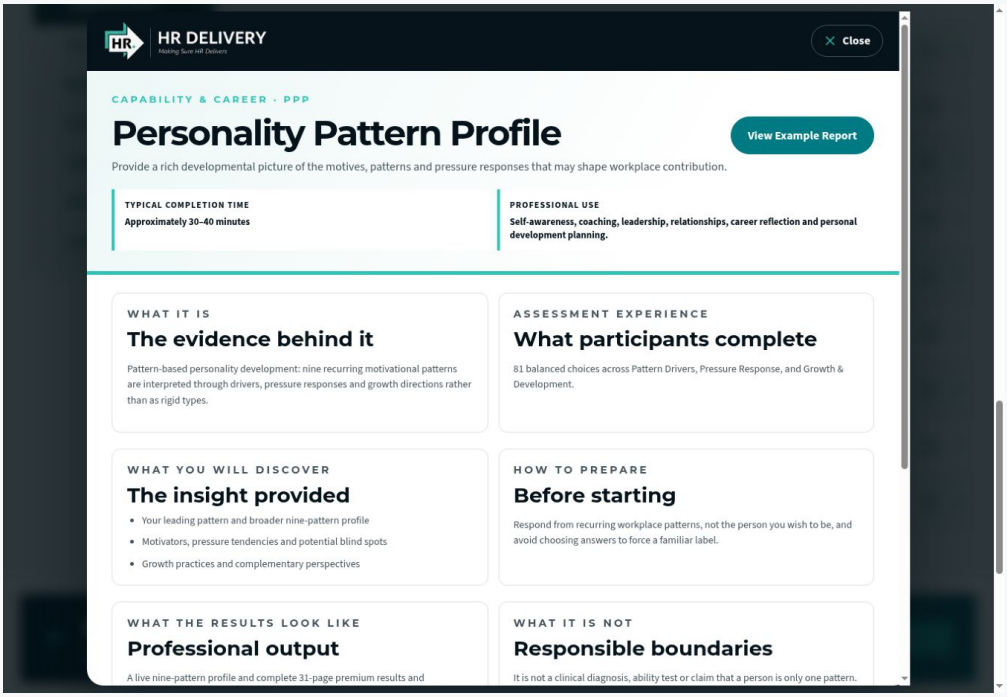
Illustrative example: A manager prepares for a difficult negotiation with another department. The conflict profile prompts reflection on preferred responses and situations where they may be overused, then supports choosing a more deliberate approach suited to the relationship and the issue being discussed. What response would best serve this conflict's purpose and context?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / PPP

Personality Pattern Profile

Explore recurring motives, pressure responses and personal patterns to support self-reflection, coaching and a practical choice of growth actions.



WEBSITE SCREEN / Personality Pattern Profile: the live public factsheet.

WHAT IT GIVES YOU

Eighty-one balanced choices explore drivers, pressure and development. The nine-pattern profile links natural tendencies with possible blind spots and growth practices, providing material for leadership coaching and career conversations.

YOUR OUTPUTS

- Nine-pattern profile
- Drivers and pressure themes
- Personal growth priorities

HOW TO USE IT

1. **Reflect honestly.** Respond from recurring work patterns rather than the person you wish to appear.
2. **Compare with experience.** Discuss the profile against examples of motivation, pressure and personal impact.
3. **Choose a practice.** Select a growth action that can be tried and reviewed at work.

WHY THIS HELPS

Help participants compare recurring patterns with experience and choose development practices they can test in their working lives.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A coaching participant wants to understand recurring patterns when responsibilities increase. The profile provides prompts about drivers, pressure and possible blind spots, which the coach explores through actual examples before agreeing a growth practice that the participant can test at work. Which recurring pattern would you like to examine against your own experience?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / RMA

The Relate Map Assessment

Explore what you express in relationships and what you want from others, making expectations and possible mismatches easier to discuss.

WHAT IT GIVES YOU

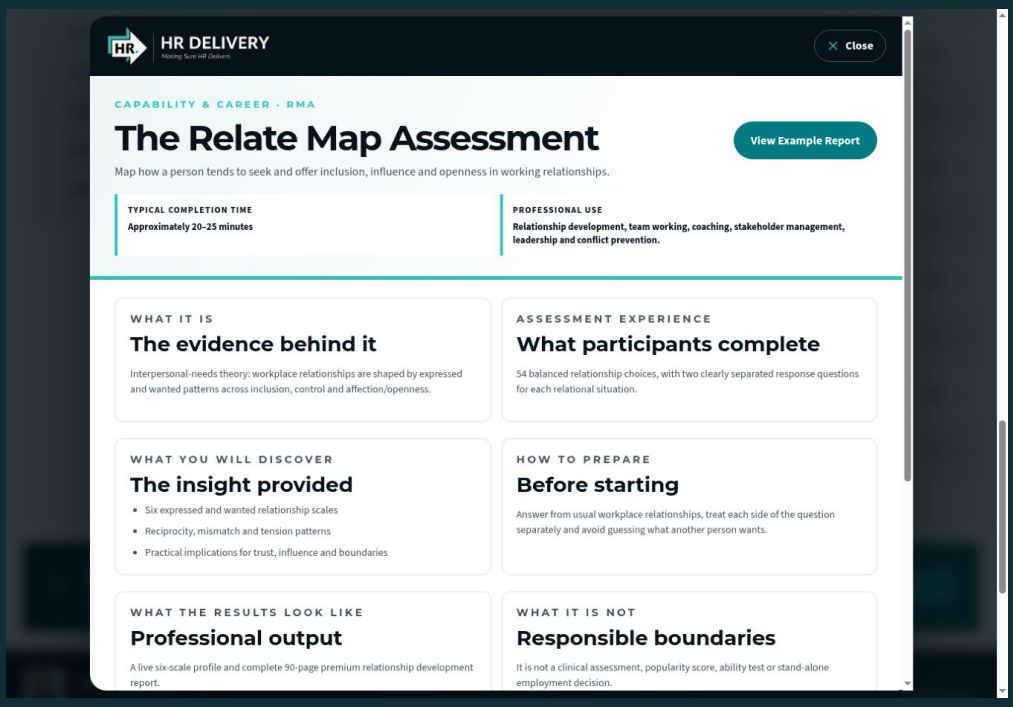
Fifty-four choices separate expressed and wanted patterns in inclusion, influence and openness. The six-scale report highlights alignment and mismatch, helping participants consider how expectations affect collaboration and stakeholder relationships.

YOUR OUTPUTS

- Six relationship scales
- Reciprocity and mismatch themes
- Relationship development actions

HOW TO USE IT

1. **Explore both sides.** Consider what you tend to offer and what you want from colleagues.
2. **Discuss the mismatch.** Identify expectations that may be unclear, unmet or interpreted differently.
3. **Agree practical changes.** Choose a conversation or behaviour that could strengthen the working relationship.



WEBSITE SCREEN / The Relate Map Assessment: the live public factsheet.

WHY THIS HELPS

Give relationship coaching a concrete focus and help colleagues clarify expectations that may otherwise remain assumed or misunderstood.

IN YOUR ORGANISATION / ILLUSTRATIVE

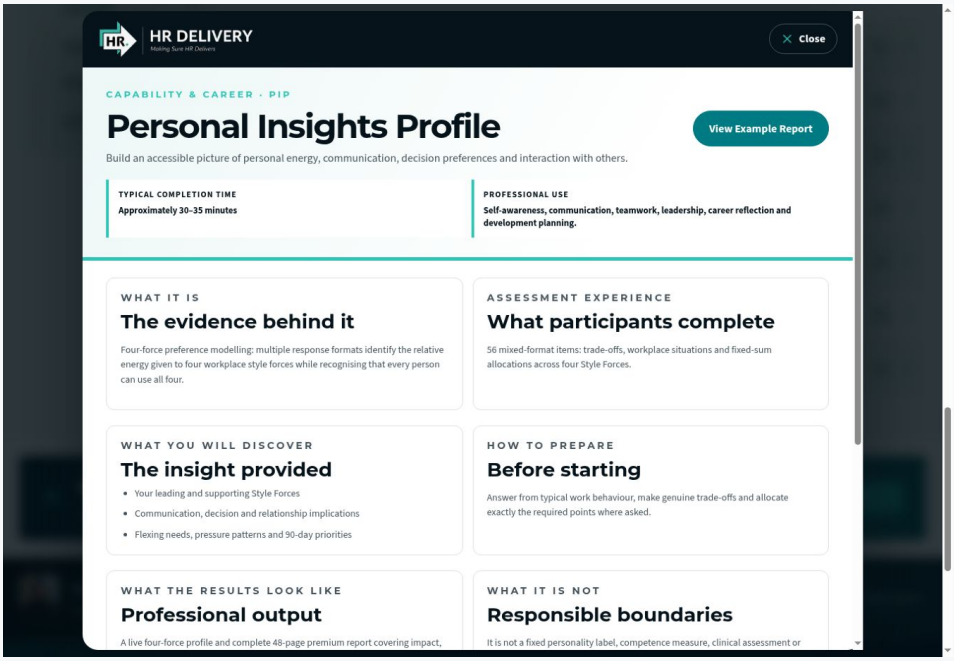
Illustrative example: Two colleagues experience different expectations about involvement in decisions. The Relate Map supports discussion of expressed and wanted inclusion, influence and openness, helping the participant clarify what they communicate and what they expect from others before agreeing a practical relationship change. Where might your expressed behaviour and your expectations of others differ?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · CAPABILITY AND CAREER / PIP

Personal Insights Profile

Explore personal style forces and their effect on decisions, communication and leadership, then choose practical adjustments for current work.



WEBSITE SCREEN / Personal Insights Profile: the live public factsheet.

WHAT IT GIVES YOU

Fifty-six mixed-format items include trade-offs, workplace situations and fixed-sum choices. The four-force profile explains leading and supporting preferences, pressure patterns and leadership implications, linking findings with a ninety-day development focus.

YOUR OUTPUTS

- Four-force profile
- Impact and leadership interpretation
- 90-day development priorities

HOW TO USE IT

1. **Make real choices.** Complete the trade-offs from typical behaviour and allocate the required points.
2. **Explore your impact.** Discuss how the reported forces appear in communication and decisions.
3. **Build flexibility.** Choose an adjustment that better fits an important current work situation.

WHY THIS HELPS

Help participants understand their impact and choose a manageable change that better fits an important work situation or relationship.

IN YOUR ORGANISATION / ILLUSTRATIVE

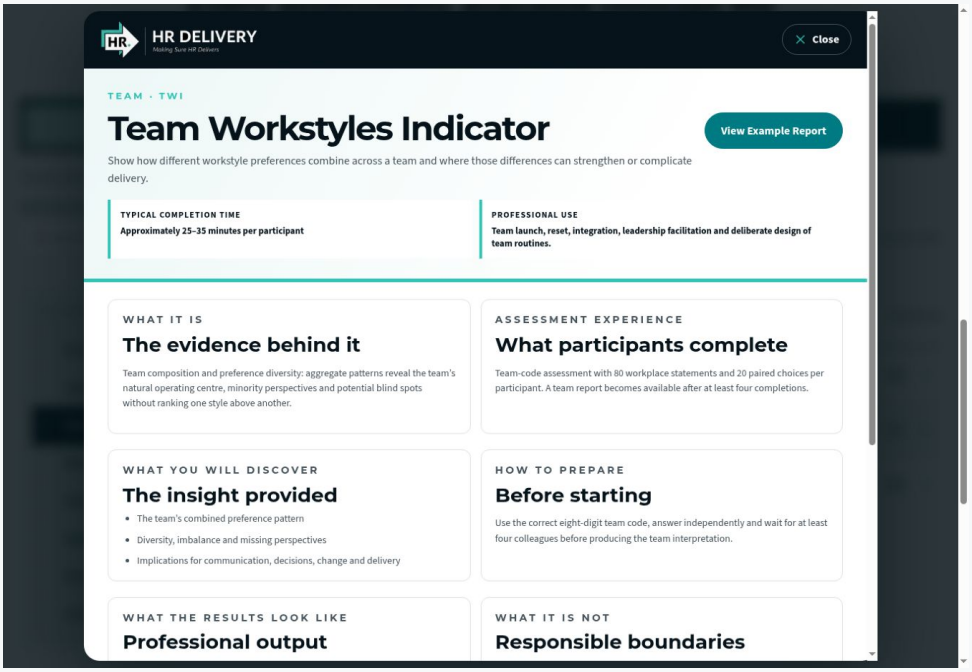
Illustrative example: A participant is considering how personal preferences influence their leadership impact. The four-force profile becomes a starting point for discussing familiar behaviour, pressure and supporting tendencies, then choosing a manageable development focus connected with a current responsibility. Which aspect of your impact would be useful to explore with examples and feedback?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · TEAM / TWI

Team Workstyles Indicator

Understand the team's shared working pattern, including minority perspectives and blind spots, then agree useful changes to everyday practices.



WEBSITE SCREEN / Team Workstyles Indicator: the live public factsheet.

WHAT IT GIVES YOU

Members complete workstyle assessments using a team code. After four profiles, the aggregate report explores operating patterns, diversity, imbalances and blind spots, translating findings into team priorities and practical experiments.

YOUR OUTPUTS

- Aggregate workstyle report
- Diversity and blind-spot themes
- Team working experiments

HOW TO USE IT

1. **Complete independently.** Use the agreed team code and answer from your own working preferences.
2. **Review the pattern.** Discuss differences, minority perspectives and the team's familiar operating habits.
3. **Try new routines.** Choose communication or decision practices that make fuller use of the team.

WHY THIS HELPS

Help the team make fuller use of its range and improve communication or decision routines around its actual working patterns.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A project team wants to understand how its working preferences shape meetings and decisions. Once the required participation is complete, the aggregate profile supports discussion of operating patterns, diversity and blind spots, followed by a practical experiment with a different team routine. Which team routine could make better use of the range of workstyles present?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · TEAM / TCP

Team Contribution Profile

Explore the contributions available within a team and agree how complementary strengths can support its next piece of work.

WHAT IT GIVES YOU

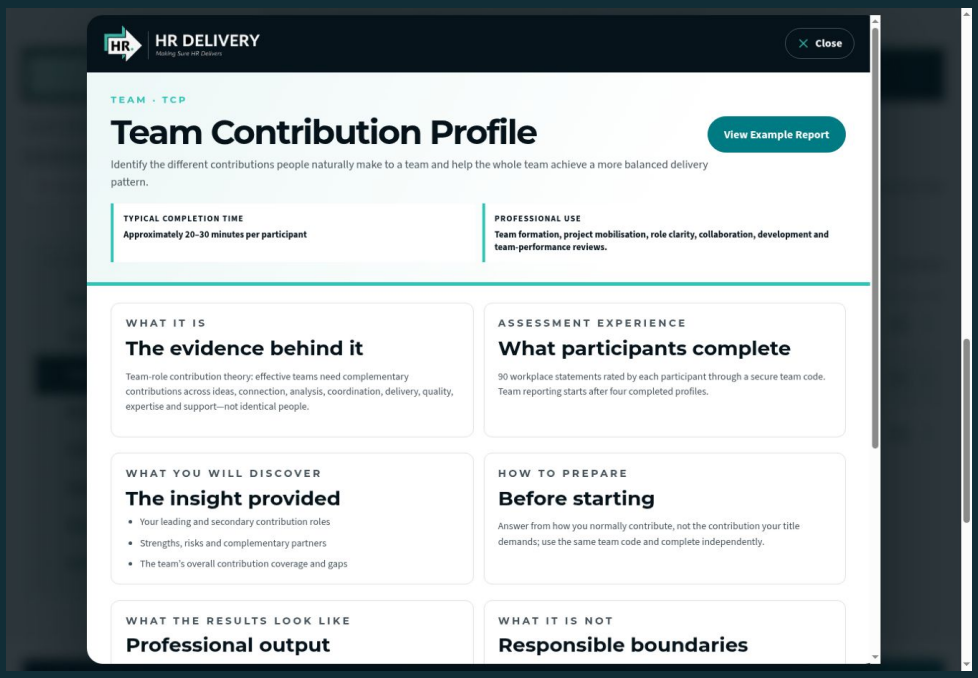
Participants rate 90 statements through a team code. Individual feedback describes contribution patterns; after four completions, the aggregate report shows coverage and gaps across nine roles and opportunities to rebalance work.

YOUR OUTPUTS

- Individual impact report
- Team contribution coverage
- Role and collaboration priorities

HOW TO USE IT

1. **Describe your contribution.** Rate how you normally contribute rather than what your title implies.
2. **Review team coverage.** Discuss the roles the team can access and those needing more attention.
3. **Agree responsibilities.** Plan how complementary contributions can support the team's next piece of work.



WEBSITE SCREEN / Team Contribution Profile: the live public factsheet.

WHY THIS HELPS

Help teams discuss contribution beyond job titles and organise responsibilities to use a broader range of available strengths.

IN YOUR ORGANISATION / ILLUSTRATIVE

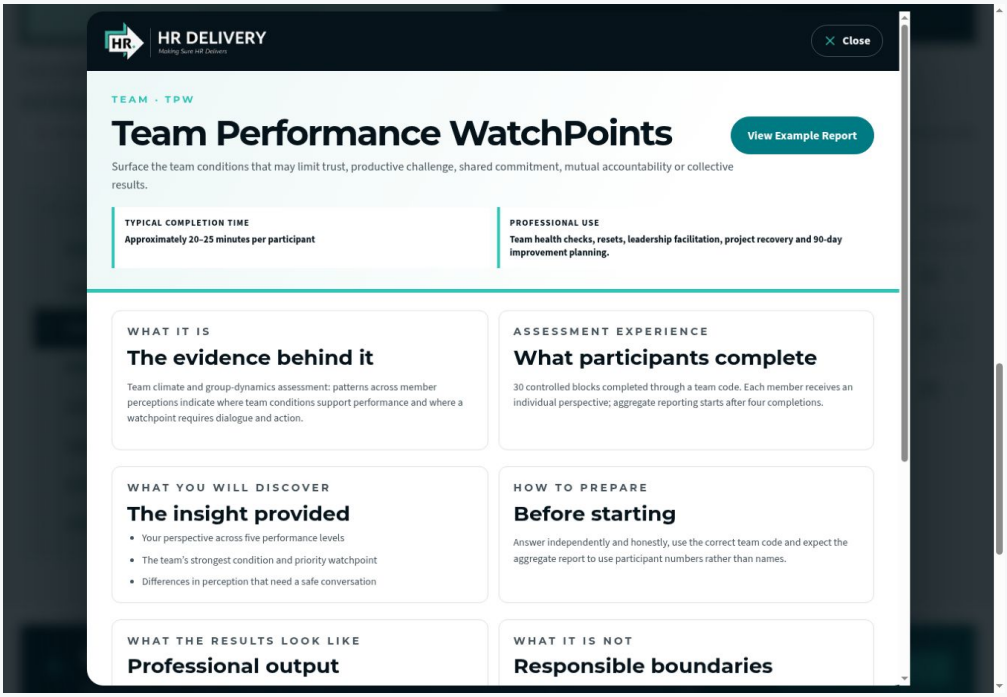
Illustrative example: A team preparing a new assignment wants to examine how members contribute. Individual feedback and the aggregate view help discuss coverage across contribution roles, then consider whether responsibilities should be shared differently to support the work ahead. Which contributions does the upcoming assignment need, and how will the team cover them?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · TEAM / TPW

Team Performance WatchPoints

Explore the conditions supporting team performance and use protected findings to agree practical improvements to the way members work together.



WEBSITE SCREEN / Team Performance WatchPoints: the live public factsheet.

WHAT IT GIVES YOU

Thirty controlled blocks explore trust, challenge, commitment, accountability and results. Private perspectives and an anonymous team report after four completions support facilitated discussion and a focused ninety-day reset plan.

YOUR OUTPUTS

- Private individual perspective
- Anonymous team report
- 90-day team reset plan

HOW TO USE IT

1. **Respond independently.** Use the team code and describe your experience of the working conditions.
2. **Discuss the differences.** Explore shared themes and contrasting perceptions without attributing blame to individuals.
3. **Agree a reset.** Choose practical actions and review points for the next ninety days.

WHY THIS HELPS

Give teams a structured way to discuss differing experiences and turn shared concerns into agreed working practices and review points.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A team wants a constructive conversation about how it works together. Private perspectives and the protected team report provide prompts about trust, challenge, commitment, accountability and results, which a facilitator uses to agree practical changes and a review point. Which shared working condition should the team improve first?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · MANAGEMENT / MMAC

Managerial Assumptions, Arguments and Conclusions Assessment

Explore how managers identify assumptions, evaluate arguments and draw conclusions, then strengthen the reasoning habits used in real decisions.

WHAT IT GIVES YOU

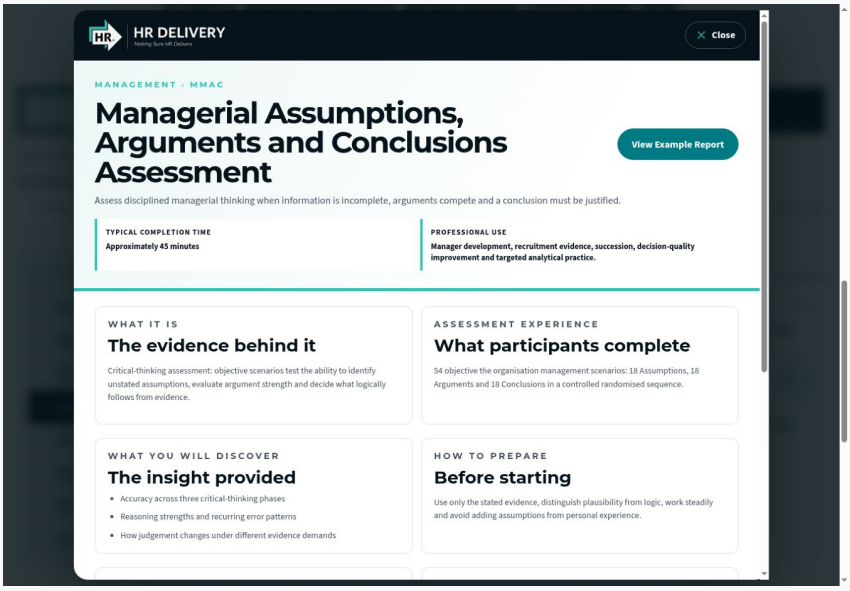
Fifty-four management scenarios divide equally across assumptions, arguments and conclusions. Responses use the supplied evidence to produce a three-phase critical-thinking profile, error-pattern interpretation and practical development priorities for managerial work.

YOUR OUTPUTS

- Three-phase reasoning profile
- Error-pattern interpretation
- Critical-thinking development priorities

HOW TO USE IT

1. **Read the evidence.** Use the information given and avoid adding unstated personal assumptions.
2. **Evaluate the reasoning.** Identify what is assumed, which argument is stronger and what follows logically.
3. **Develop the habit.** Practise the weaker thinking stage in a real managerial decision.



WEBSITE SCREEN / Managerial Assumptions, Arguments and Conclusions Assessment: the live public factsheet.

WHY THIS HELPS

Help managers recognise reasoning weaknesses and apply more disciplined thinking to decisions involving competing claims or incomplete information.

IN YOUR ORGANISATION / ILLUSTRATIVE

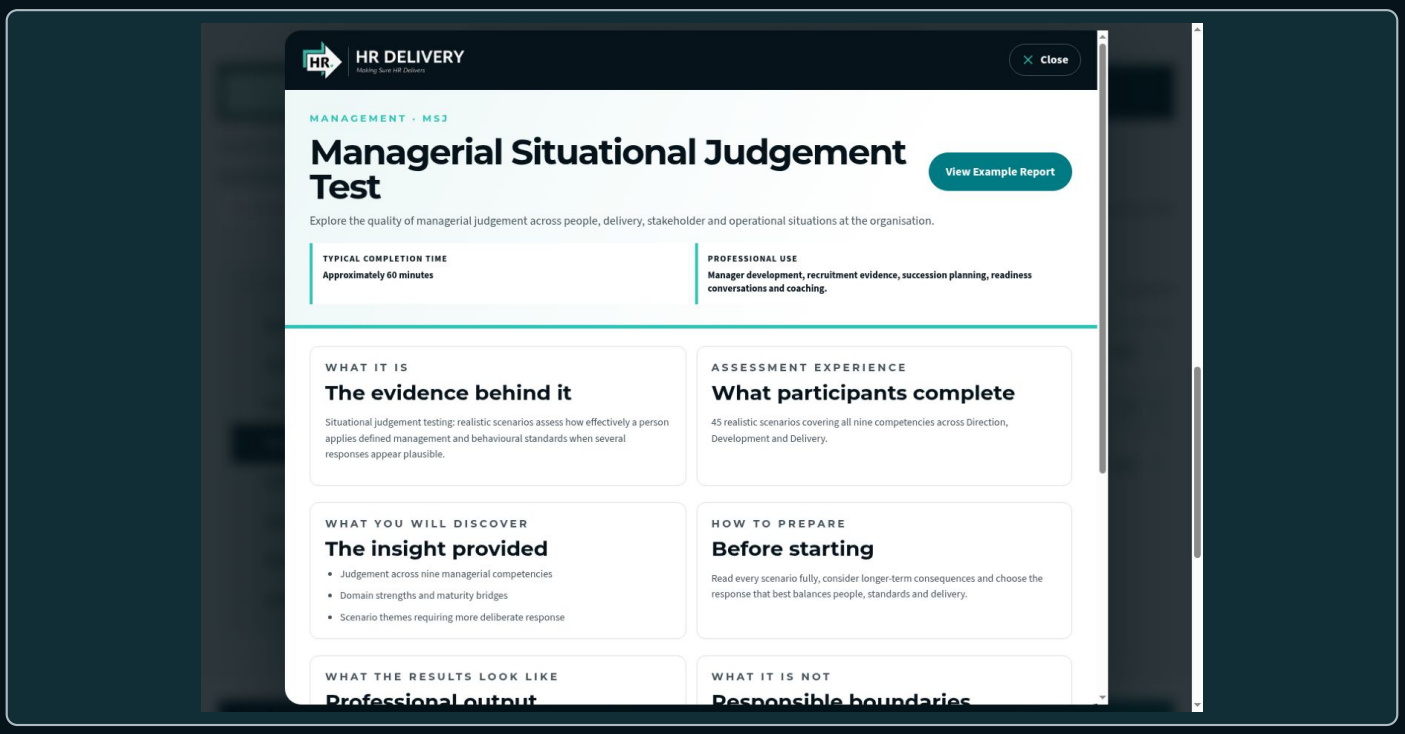
Illustrative example: A manager often reviews competing proposals with incomplete information. The assessment provides a structured basis for discussing how assumptions, arguments and conclusions are handled, then identifying a reasoning habit to practise when examining the evidence behind a live management decision. Where do you need to distinguish an assumption from a supported conclusion?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · MANAGEMENT / MSJ

Managerial Situational Judgement Test

Explore managerial judgement through realistic situations and connect the competency profile with the demands of the participant's management responsibilities.



WEBSITE SCREEN / Managerial Situational Judgement Test: the live public factsheet.

WHAT IT GIVES YOU

Forty-five scenarios cover nine competencies and require effective-response choices. Reports interpret domain patterns, strengths and maturity bridges, connecting findings with coaching priorities and work-based development over a ninety-day period.

YOUR OUTPUTS

- Nine-competency judgement profile
- Maturity and domain interpretation
- 90-day development pathways

HOW TO USE IT

1. **Consider the situation.** Read the full context and weigh people, standards and delivery needs.
2. **Review the profile.** Discuss judgement patterns against the responsibilities of the managerial role.
3. **Practise deliberately.** Use a live assignment to test a priority response and seek feedback.

WHY THIS HELPS

Give management development a clearer behavioural focus and identify responses to practise through a live assignment and feedback.

IN YOUR ORGANISATION / ILLUSTRATIVE

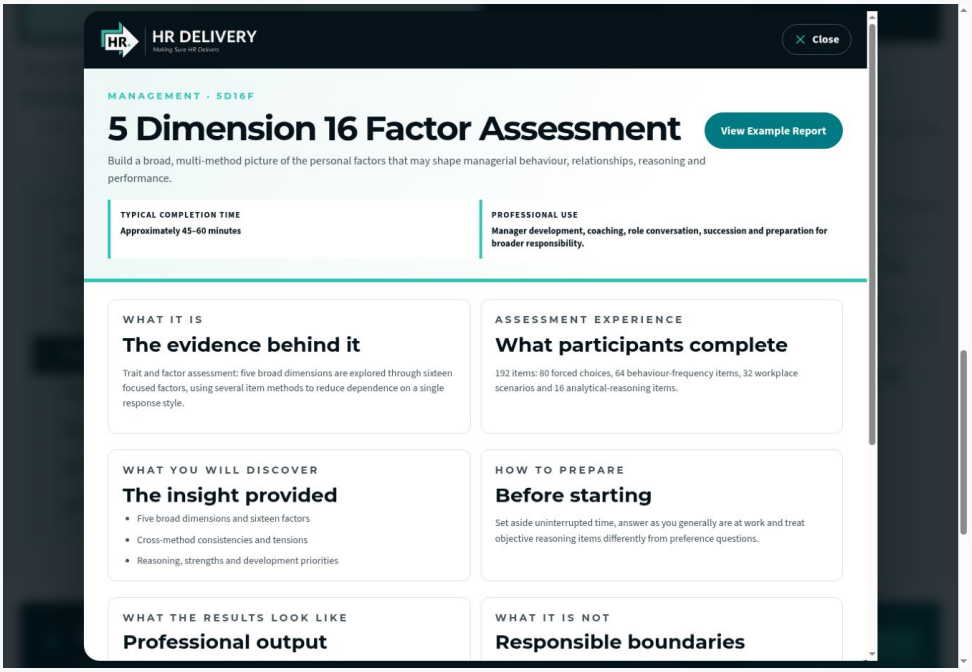
Illustrative example: A specialist newly responsible for a team wants to explore practical management decisions. Scenario-based evidence supports feedback about relevant competency patterns, and the participant selects a workplace situation where a more deliberate management response can be practised and discussed. Which recurring management situation would make a useful development assignment?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · MANAGEMENT / 5D16F

5 Dimension 16 Factor Assessment

Build a broader picture of personal factors relevant to management and choose a report lens suited to the development question.



WEBSITE SCREEN / 5 Dimension 16 Factor Assessment: the live public factsheet.

WHAT IT GIVES YOU

The 192 items combine paired choices, behaviour ratings, scenarios and reasoning. Five dimensions and sixteen factors are interpreted through six report lenses, exploring strengths, pressure patterns and practical development priorities.

YOUR OUTPUTS

- Five dimensions and sixteen factors
- Six report-lens choices
- Management development priorities

HOW TO USE IT

1. **Answer across methods.** Distinguish preference questions from reasoning tasks and respond to each appropriately.
2. **Choose the report lens.** Select the workplace application relevant to the development conversation.
3. **Connect with experience.** Discuss patterns against real role demands and choose a practical development focus.

WHY THIS HELPS

Give coaching a rounded personal perspective and help participants explore how different tendencies interact with the demands of responsibility.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A manager seeks a broader personal perspective for coaching. The selected report lens brings together relevant factors, strengths and pressure themes, which the conversation compares with workplace experience before choosing practical development priorities rather than reducing the person to a single label. Which report lens best serves the development question you want to discuss?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · LEADERSHIP / LPP

Leadership Preference Profile

Explore natural leadership preferences and identify where deliberate stretch could help the participant meet the demands of their role.

WHAT IT GIVES YOU

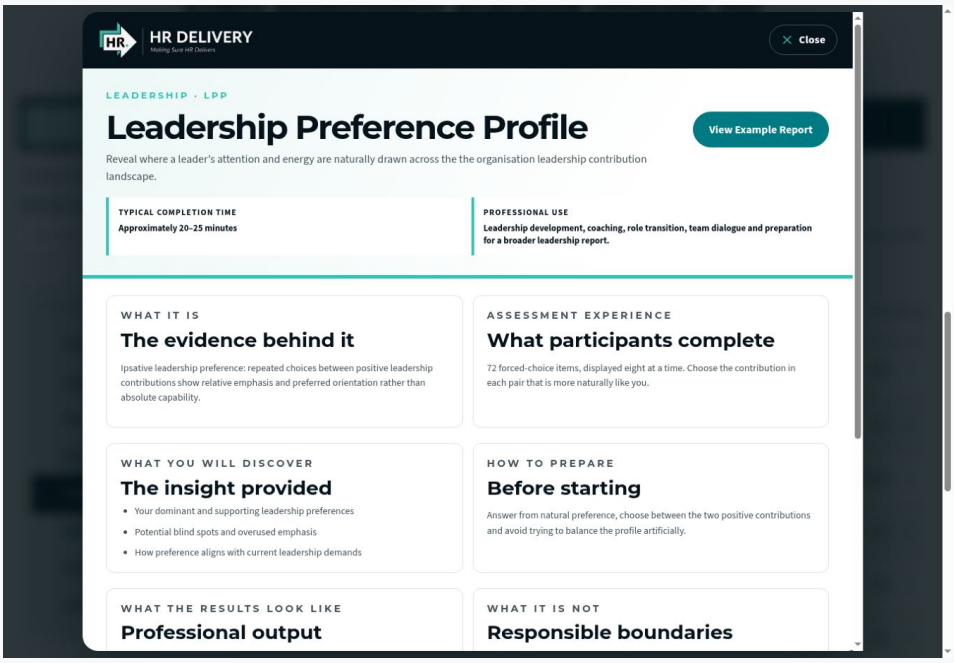
Seventy-two paired choices compare positive leadership contributions. The profile identifies dominant and supporting preferences, overemphasis and underused areas, offering a perspective on leadership energy separate from competency or maturity scores.

YOUR OUTPUTS

- Leadership-preference profile
- Overuse and stretch themes
- Practical development actions

HOW TO USE IT

1. **Choose naturally.** Select the contribution that feels more characteristic without trying to balance the profile.
2. **Compare role demands.** Discuss where natural emphasis supports the role and where more range is needed.
3. **Plan the stretch.** Choose a leadership contribution to practise more deliberately in current work.



WEBSITE SCREEN / Leadership Preference Profile: the live public factsheet.

WHY THIS HELPS

Help leaders use their natural contribution deliberately and practise a wider range of behaviours where the situation requires it.

IN YOUR ORGANISATION / ILLUSTRATIVE

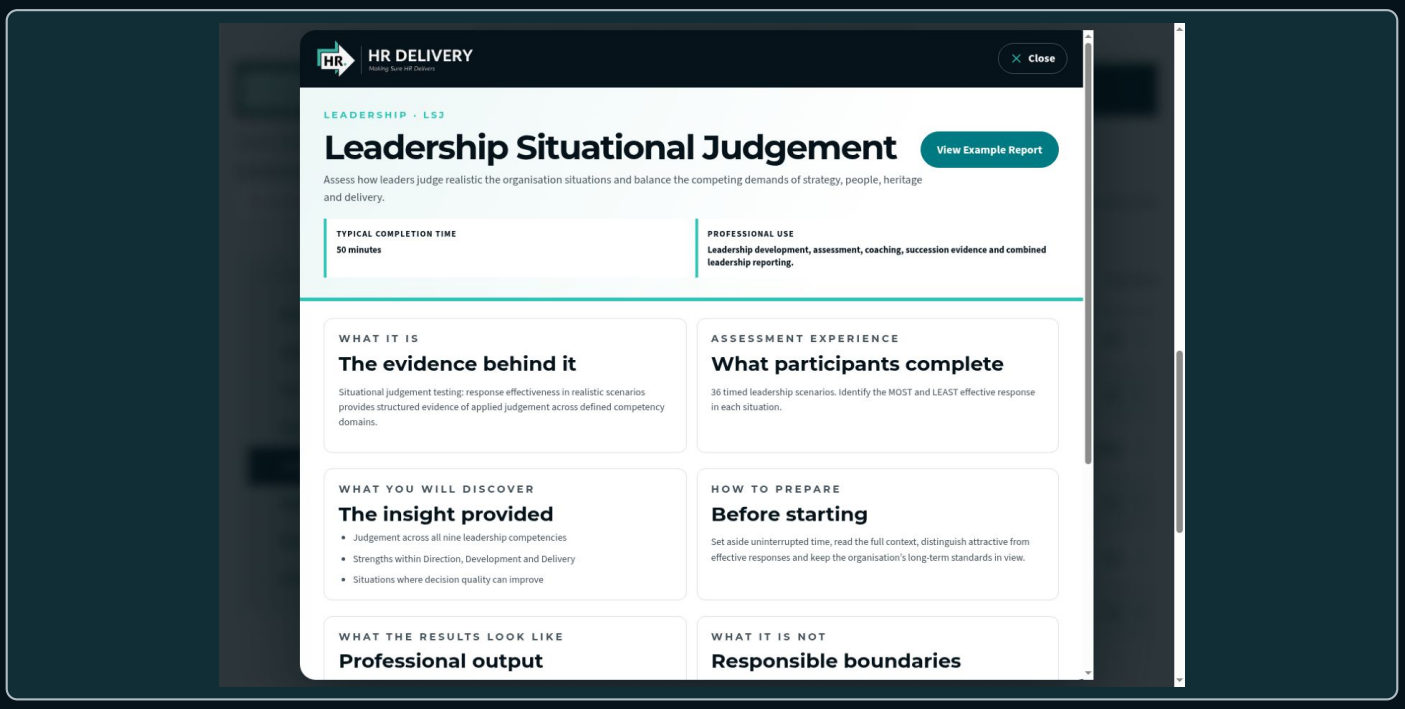
Illustrative example: A leader wants to understand where they naturally invest leadership energy. The preference profile supports discussion of dominant and supporting contributions, overemphasis and underused areas, while keeping those preferences distinct from evidence of capability or maturity in the role. Which leadership contribution does the situation require beyond your most natural preferences?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · LEADERSHIP / LSJ

Leadership Situational Judgement

Explore leadership judgement through situations requiring decisions about people and delivery, then connect the profile with focused leadership practice.



WEBSITE SCREEN / Leadership Situational Judgement: the live public factsheet.

WHAT IT GIVES YOU

The timed assessment presents 36 scenarios with most- and least-effective responses. Reports interpret judgement across nine competencies and three domains, linking patterns with development priorities and the wider evidence available.

YOUR OUTPUTS

- Nine-competency judgement profile
- Domain strengths and priorities
- Leadership practice actions

HOW TO USE IT

1. **Read the context.** Consider the full situation and its longer-term implications before choosing responses.
2. **Compare the choices.** Identify the most and least effective approaches to each leadership challenge.
3. **Apply the feedback.** Select a decision pattern to practise through coaching or a live assignment.

WHY THIS HELPS

Give leaders specific judgement patterns to discuss and practise through coaching, feedback and a meaningful assignment in their role.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A leader is preparing for broader responsibility and wants feedback on judgement in challenging situations. The scenario profile offers development themes to discuss alongside experience and other evidence, helping the participant choose a realistic leadership behaviour to practise in current work. How will you relate the judgement evidence to situations the leader actually encounters?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · LEADERSHIP / LEAD360

Leadership 360 Feedback

Understand how leadership behaviours are experienced by others and use the different perspectives to choose focused changes in practice.

WHAT IT GIVES YOU

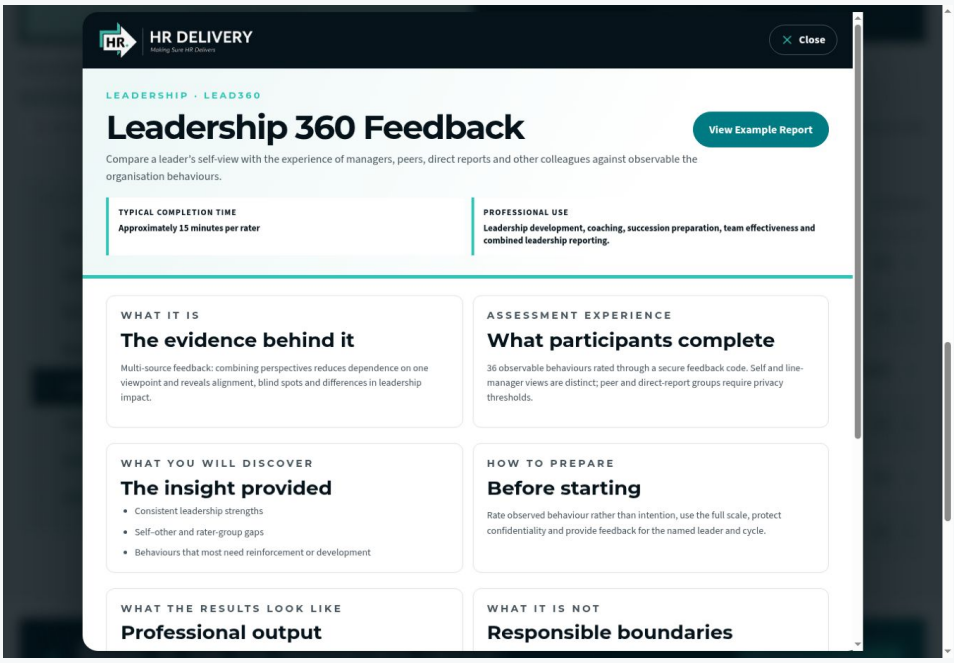
Ratings cover 36 observable behaviours from the leader, manager and colleague groups. Reports preserve distinct perspectives and protected group feedback, highlighting strengths and self-other differences for a constructive development conversation.

YOUR OUTPUTS

- Multi-rater leadership report
- Self-other comparison
- Focused behaviour-change priorities

HOW TO USE IT

1. **Prepare the cycle.** Agree the purpose, relevant raters and confidentiality arrangements before gathering feedback.
2. **Review the perspectives.** Compare patterns across self, manager and protected colleague-group responses.
3. **Act and revisit.** Choose a small number of behaviours and review their impact with others.



WEBSITE SCREEN / Leadership 360 Feedback: the live public factsheet.

WHY THIS HELPS

Help leaders connect self-awareness with experienced impact and agree behavioural changes whose effects can be revisited with others.

IN YOUR ORGANISATION / ILLUSTRATIVE

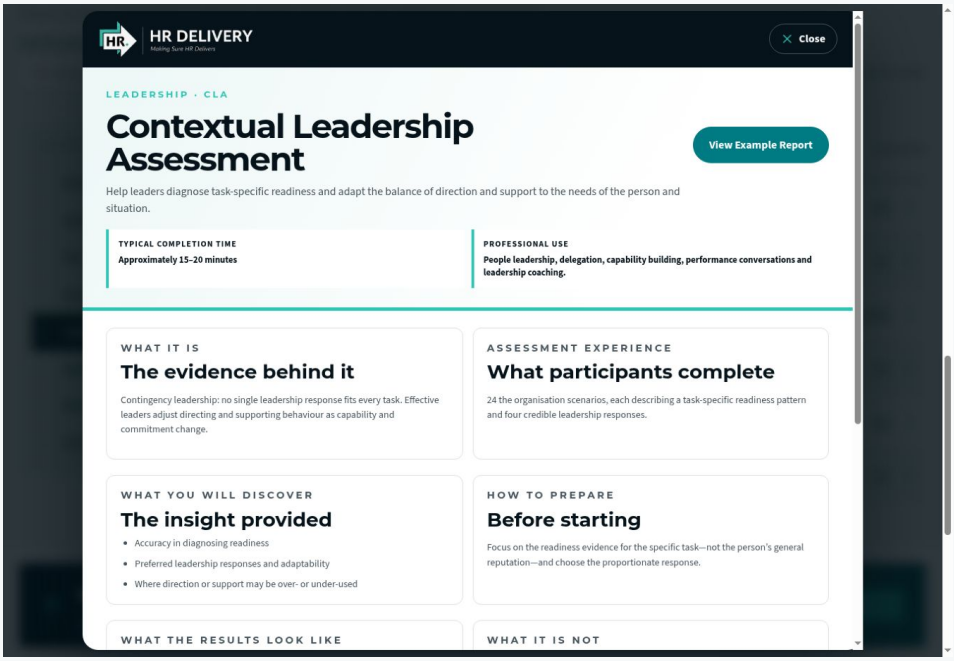
Illustrative example: A leader wants to compare their intended impact with colleagues' experience. The feedback process preserves distinct perspectives and protected group reporting, allowing a facilitated conversation about strengths and differences before choosing an observable behaviour change to revisit with others. What behaviour change could colleagues observe and give useful feedback on later?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · LEADERSHIP / CLA

Contextual Leadership Assessment

Explore how leadership direction and support change with task readiness, then apply the insight to delegation and coaching conversations.



WEBSITE SCREEN / Contextual Leadership Assessment: the live public factsheet.

WHAT IT GIVES YOU

Twenty-four scenarios describe task-specific readiness and credible responses. The report explores diagnosis and adaptability, including overuse or underuse of direction and support, linking findings with everyday people-management situations.

YOUR OUTPUTS

- Readiness-diagnosis profile
- Adaptability interpretation
- Delegation and coaching priorities

HOW TO USE IT

1. **Diagnose the task.** Read the evidence about readiness for this task and its circumstances.
2. **Choose the response.** Select the balance of direction and support that fits the situation.
3. **Try it at work.** Apply the insight to a real delegation or coaching conversation.

WHY THIS HELPS

Help leaders respond more deliberately to the person and task, improving the focus of delegation, coaching and performance discussions.

IN YOUR ORGANISATION / ILLUSTRATIVE

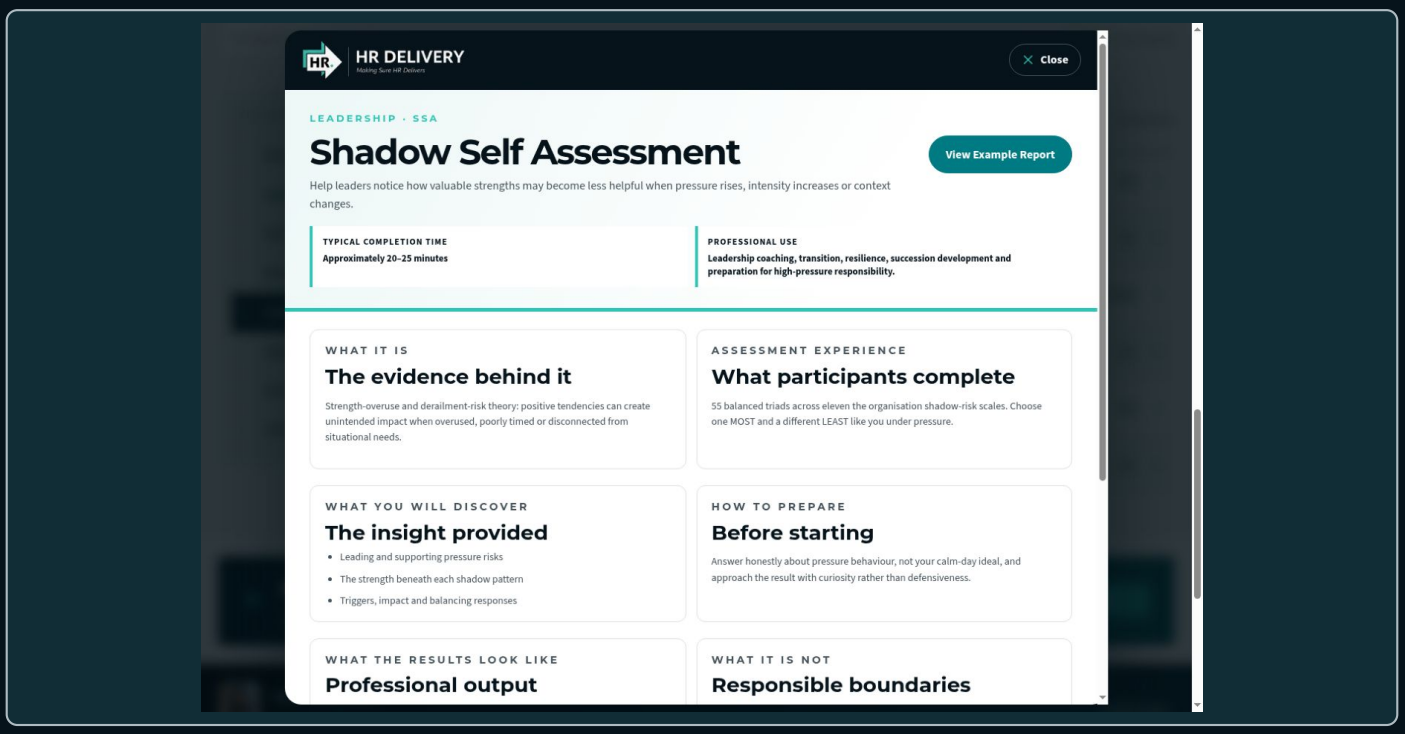
Illustrative example: A manager supports colleagues with different levels of readiness for particular tasks. The report prompts discussion of diagnosis, direction and support, which the manager applies to a real delegation conversation while recognising that readiness can differ by task. What does this person need for this task, rather than in general?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · LEADERSHIP / SSA

Shadow Self Assessment

Explore how useful strengths may change under pressure and identify practical safeguards for demanding leadership situations or role transitions.



WEBSITE SCREEN / Shadow Self Assessment: the live public factsheet.

WHAT IT GIVES YOU

Participants choose most- and least-characteristic responses across 55 triads and eleven pressure-risk scales. Reports connect strengths with triggers, overuse and unintended impact, providing a basis for coaching and practical safeguards.

YOUR OUTPUTS

- Eleven-scale pressure profile
- Strengths and trigger interpretation
- Practical leadership safeguards

HOW TO USE IT

1. **Reflect on pressure.** Answer from demanding situations rather than your preferred image on a calm day.
2. **Explore the trigger.** Discuss when a useful strength becomes excessive or poorly timed.
3. **Agree a safeguard.** Choose a practical balancing response and a way to notice its effect.

WHY THIS HELPS

Help leaders notice pressure patterns earlier and choose balancing responses that protect the quality of their contribution and relationships.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A leader wants to prepare for a demanding period of change. The pressure-pattern report supports coaching about possible triggers, strength overuse and unintended impact, then helps the participant agree practical safeguards and feedback arrangements suited to the work ahead. What early signal would help you recognise and manage an unhelpful pressure response?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · LEADERSHIP / EQA

Emotional Intelligence Assessment

Explore emotional capabilities in workplace decisions and relationships, then choose a small behavioural practice to strengthen personal or leadership effectiveness.

WHAT IT GIVES YOU

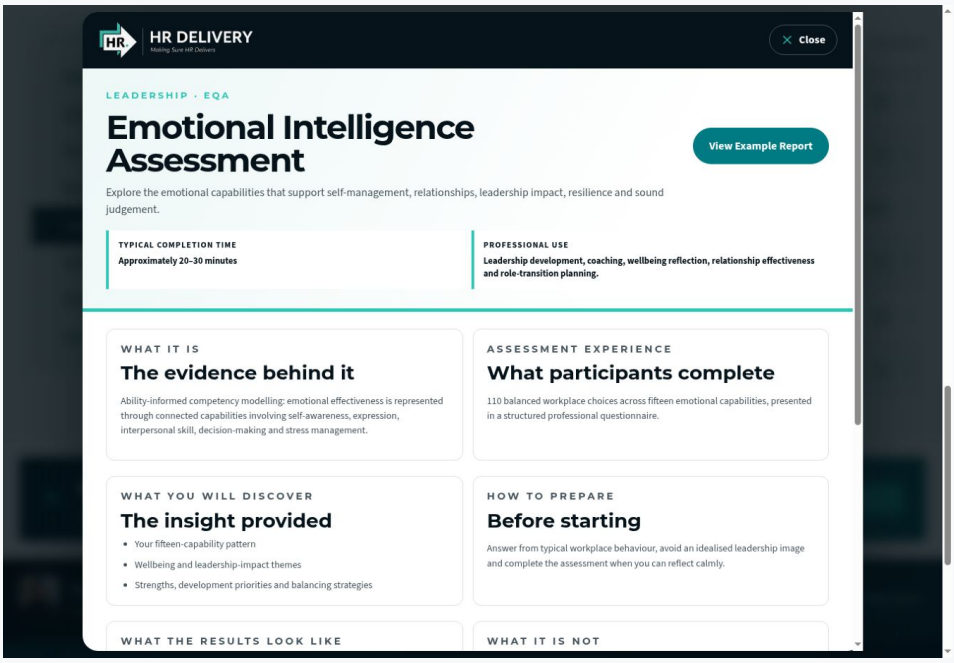
The questionnaire uses 110 balanced choices across fifteen capabilities. Individual and leadership reports explore awareness, expression, interpersonal effectiveness, decisions and stress management, highlighting strengths and priorities to discuss in context.

YOUR OUTPUTS

- Fifteen-capability profile
- Individual and leadership reports
- Practical development guidance

HOW TO USE IT

1. **Respond realistically.** Answer from typical workplace behaviour and the situations you regularly encounter.
2. **Explore the impact.** Discuss how emotional capabilities appear in relationships and leadership choices.
3. **Build a practice.** Select a small behavioural action and review its effect over time.



WEBSITE SCREEN / Emotional Intelligence Assessment: the live public factsheet.

WHY THIS HELPS

Give emotional-capability development a practical focus and help participants connect insight with observable changes in their everyday working behaviour.

IN YOUR ORGANISATION / ILLUSTRATIVE

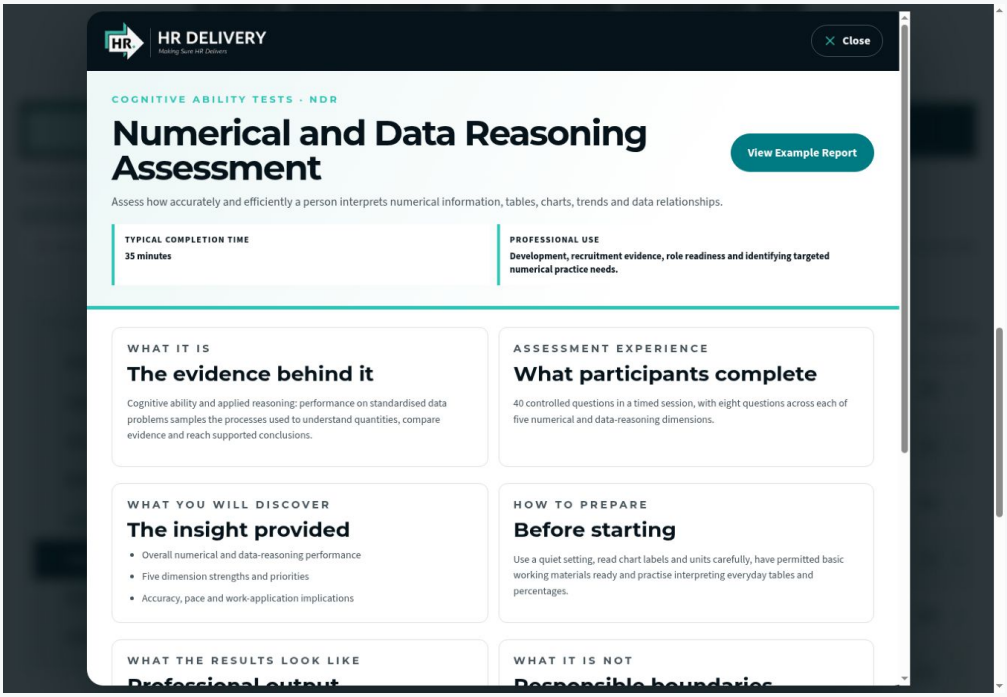
Illustrative example: A manager wants to handle emotionally difficult workplace conversations more thoughtfully. The report provides prompts about awareness, expression, relationships, decisions and stress, which the manager explores in context before selecting a small behaviour to practise and review with support. Which emotionally demanding work situation offers a useful focus for deliberate practice?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COGNITIVE ABILITY / NDR

Numerical and Data Reasoning

Explore numerical reasoning and the balance of pace and accuracy, then focus practice on data tasks relevant to the role.



WEBSITE SCREEN / Numerical and Data Reasoning: the live public factsheet.

WHAT IT GIVES YOU

Forty questions in 35 minutes cover five dimensions using numerical information, tables, charts and trends. The report explains performance, pace and accuracy with workplace applications and a ninety-day development focus.

YOUR OUTPUTS

- Five-dimension reasoning profile
- Pace and accuracy interpretation
- 90-day numerical practice plan

HOW TO USE IT

1. **Prepare the conditions.** Use an appropriate setting and read the task instructions and examples carefully.
2. **Interpret the data.** Check labels, units and relationships before choosing an evidence-based answer.
3. **Target the practice.** Use the profile to select numerical tasks relevant to the role.

WHY THIS HELPS

Help clients identify numerical reasoning priorities and connect development practice with the evidence and data demands of their work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A participant's development goal involves interpreting operational tables and trends. The reasoning profile supports discussion of numerical evidence, pace and accuracy, then helps identify practice connected with the data tasks the participant encounters in their actual work. Which numerical tasks should the development plan help the participant handle more effectively?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COGNITIVE ABILITY / AAR

Abstract and Adaptive Reasoning

Explore reasoning with unfamiliar visual information and connect the resulting pattern with the problem-solving demands encountered in the participant's work.

WHAT IT GIVES YOU

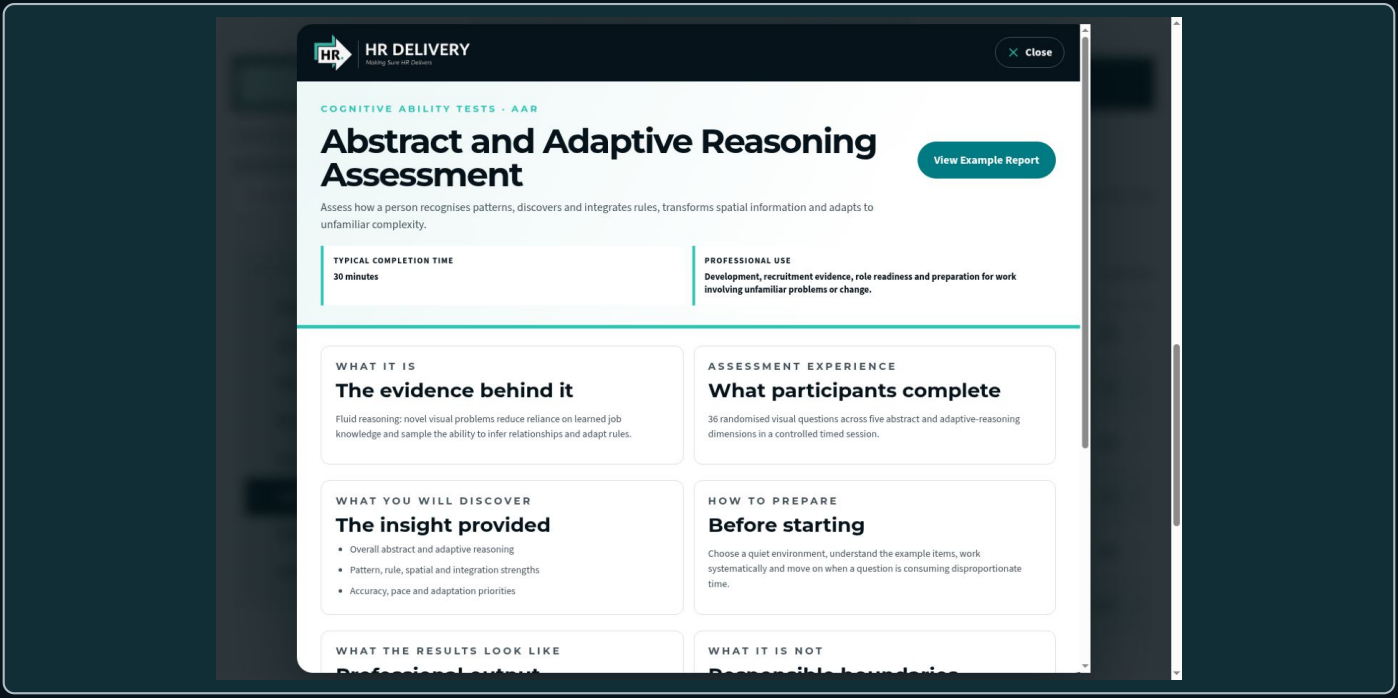
Thirty-six visual questions in thirty minutes cover five dimensions of patterns, rule integration and spatial transformation. Reports connect accuracy and pace with role applications and practical development for unfamiliar problems.

YOUR OUTPUTS

- Five-dimension reasoning profile
- Pattern and adaptation themes
- Role-related development priorities

HOW TO USE IT

1. **Understand the examples.** Check how the visual tasks work before beginning the timed questions.
2. **Work systematically.** Identify relationships and test possible rules against the information presented.
3. **Discuss the application.** Relate strengths and priorities to the unfamiliar problems encountered at work.



WEBSITE SCREEN / Abstract and Adaptive Reasoning: the live public factsheet.

WHY THIS HELPS

Give development conversations a clearer view of reasoning strengths and priorities when tasks involve new patterns or changing rules.

IN YOUR ORGANISATION / ILLUSTRATIVE

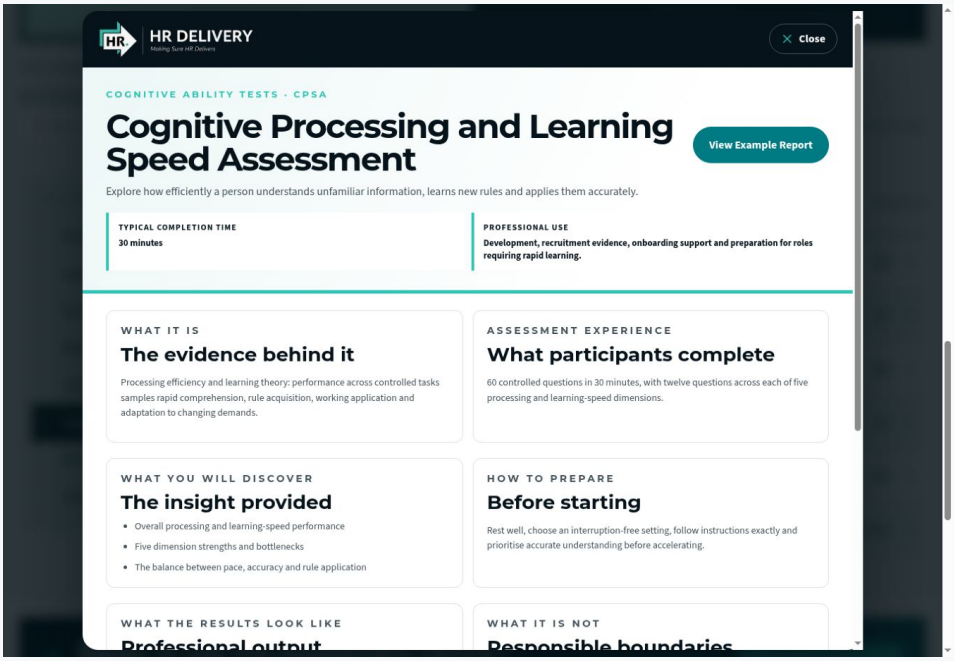
Illustrative example: An employee is preparing for work involving unfamiliar problems. The abstract-reasoning profile provides material to discuss patterns, rule integration and adaptation, which the feedback conversation connects with actual role demands and practical opportunities to work through new situations. Where does the role require the person to identify patterns or adapt to unfamiliar rules?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COGNITIVE ABILITY / CPSA

Cognitive Processing and Learning Speed

Explore how participants acquire and apply rules under time limits, then identify practical support for more effective learning at work.



WEBSITE SCREEN / Cognitive Processing and Learning Speed: the live public factsheet.

WHAT IT GIVES YOU

Sixty questions in thirty minutes cover five processing and learning dimensions. Reports explore comprehension, rule acquisition, application and bottlenecks, highlighting the balance between speed and accuracy with practical development guidance.

YOUR OUTPUTS

- Five-dimension processing profile
- Pace and accuracy patterns
- Learning-support priorities

HOW TO USE IT

1. **Prepare appropriately.** Use clear instructions and suitable conditions for completing the timed tasks.
2. **Apply the rules.** Understand each new rule accurately before increasing the pace of response.
3. **Plan learning support.** Select rehearsal, clarification or practice that addresses the reported bottlenecks.

WHY THIS HELPS

Help managers tailor learning support to specific difficulties and choose rehearsal, clarification or practice suited to the participant's needs.

IN YOUR ORGANISATION / ILLUSTRATIVE

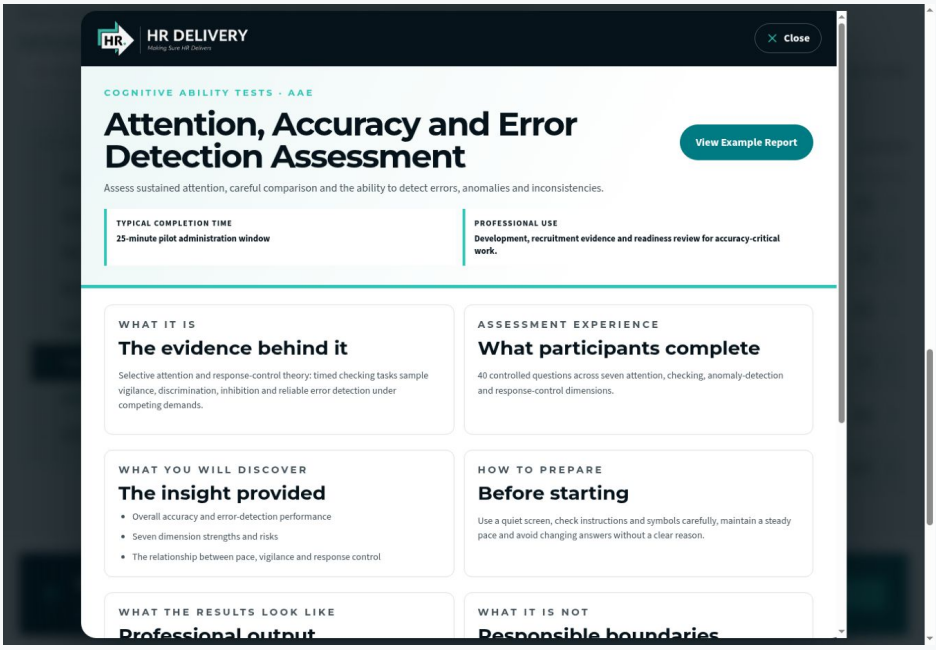
Illustrative example: A participant is learning a new procedure that requires accurate application of rules. The processing profile prompts discussion of comprehension, acquisition and pace, helping the participant and manager consider rehearsal, clarification or other support relevant to the learning task. What support would help the participant learn and apply the new requirements accurately?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COGNITIVE ABILITY / AAE

Attention, Accuracy and Error Detection

Explore checking and response control in accuracy-sensitive tasks, then identify practical routines that could strengthen reliable execution in the role.



WEBSITE SCREEN / Attention, Accuracy and Error Detection: the live public factsheet.

WHAT IT GIVES YOU

Forty questions across seven dimensions use a 25-minute pilot window. Tasks sample checking, anomaly detection and response control; reports link strengths and watchpoints with error-control habits and staged development actions.

YOUR OUTPUTS

- Seven-dimension accuracy profile
- Checking and control priorities
- 30/60/90-day practice plan

HOW TO USE IT

1. **Read carefully.** Check the symbols and instructions before working through the comparison tasks.
2. **Maintain control.** Balance pace with accurate checking rather than reacting to the first apparent answer.
3. **Build routines.** Choose relevant checking practices and review their use in real work.

WHY THIS HELPS

Help clients focus development on specific checking habits and examine how pace and accuracy interact in their working context.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A team wants development support for work involving detailed checks. Within the agreed pilot administration, the assessment provides evidence to discuss attention, anomaly detection and response control, then connect the conversation with practical checking routines and safeguards in the role. Which checking routine would be useful to practise under the agreed pilot programme?

SERVICE CONTEXT / Pilot administration

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COGNITIVE ABILITY / EPPA

Executive Planning and Prioritisation

Explore planning decisions involving objectives, resources and constraints, then test a practical improvement in a live coordination or management assignment.

WHAT IT GIVES YOU

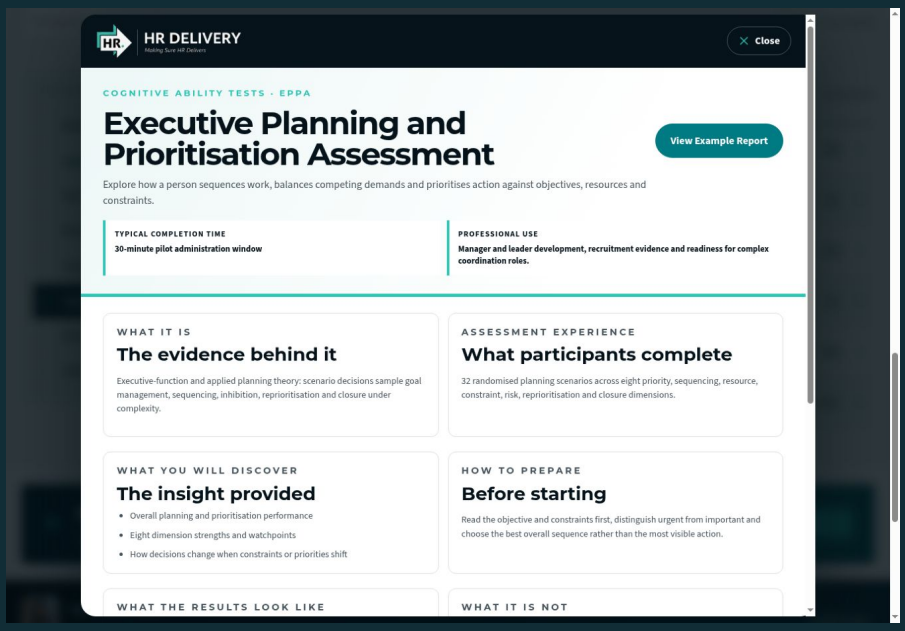
Thirty-two scenarios across eight dimensions use a thirty-minute pilot window. Objectives, resources, risk and closure are considered together, producing a role-focused report, manager coaching guidance and staged planning development priorities.

YOUR OUTPUTS

- Eight-dimension planning profile
- Manager coaching guide
- 30/60/90-day development plan

HOW TO USE IT

1. **Read the constraints.** Identify the objective, resources and limits before choosing the sequence of action.
2. **Prioritise deliberately.** Consider dependencies and consequences when demands or available resources change.
3. **Test the practice.** Apply one planning improvement to a live coordination task and review it.



WEBSITE SCREEN / Executive Planning and Prioritisation: the live public factsheet.

WHY THIS HELPS

Give planning development a concrete focus and help managers practise better sequencing and prioritisation under realistic demands and constraints.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A manager is coordinating work with competing priorities and limited resources. Under the confirmed pilot arrangements, the scenarios support discussion of planning, risk and closure, followed by a practical assignment that tests a more deliberate approach to sequencing and follow-through. Which planning decision would make a useful focus for the participant's development assignment?

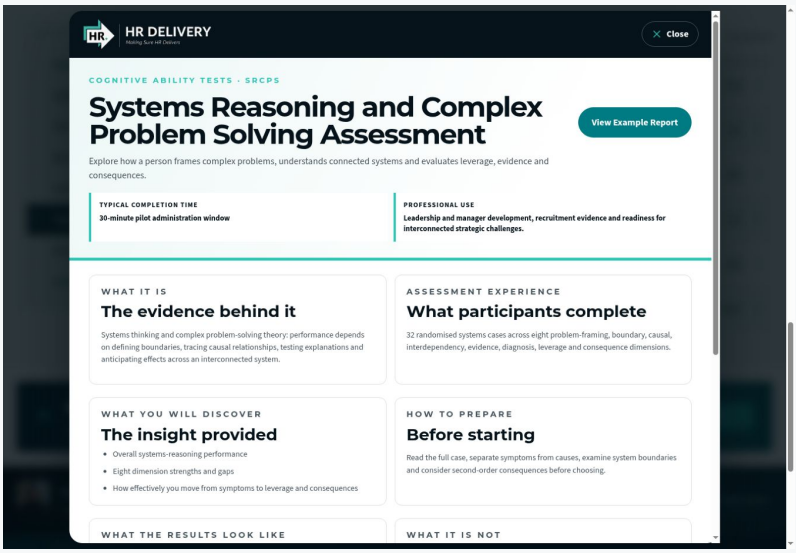
SERVICE CONTEXT / Pilot administration

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COGNITIVE ABILITY / SRCPS

Systems Reasoning and Complex Problem Solving

Explore reasoning about connected causes and consequences, then practise a priority thinking process on a real organisational problem or challenge.



WEBSITE SCREEN / Systems Reasoning and Complex Problem Solving: the live public factsheet.

WHAT IT GIVES YOU

Thirty-two systems cases across eight dimensions use a thirty-minute pilot window. Participants consider boundaries, causes, dependencies and evidence; reports connect patterns with role demands, coaching and a staged development plan.

YOUR OUTPUTS

- Eight-dimension systems profile
- Role-demand interpretation
- Coaching and development plan

HOW TO USE IT

1. **Frame the problem.** Distinguish the immediate symptoms from the causes and boundaries of the system.
2. **Trace the consequences.** Consider dependencies and possible second-order effects before choosing an intervention.
3. **Apply the insight.** Use a real organisational challenge to practise a priority reasoning process.

WHY THIS HELPS

Help participants move beyond immediate symptoms and examine the wider effects of proposed interventions before applying them at work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A specialist is asked to examine a recurring operational problem with several dependencies. The pilot assessment supports discussion of boundaries, causes and evidence, which the participant then applies to a real problem while gathering information about wider consequences. Which dependencies or consequences need more deliberate examination in the participant's work?

SERVICE CONTEXT / Pilot administration

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · SIMULATIONS / DSIM1

Direction Simulation

Explore strategic direction, stewardship and future thinking through connected exercises, then use the resulting evidence to plan practical development.

WHAT IT GIVES YOU

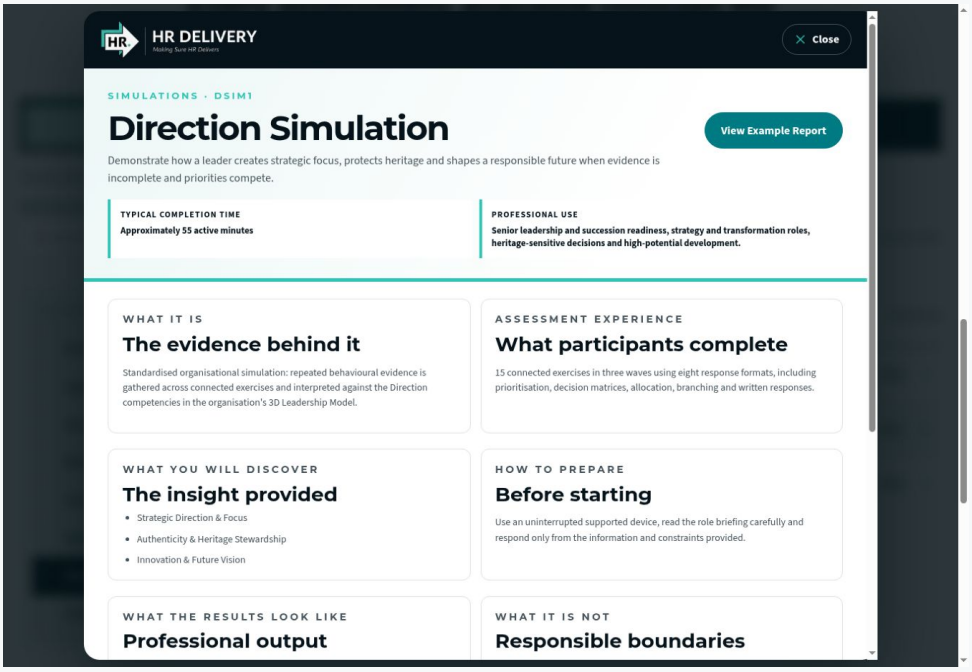
Fifteen exercises unfold across three waves and eight formats in approximately 55 active minutes. Activity-level evidence supports a Direction competency profile, development priorities and a ninety-day pathway with learning resources.

YOUR OUTPUTS

- Direction competency profile
- Fifteen-exercise evidence
- 90-day development pathway

HOW TO USE IT

1. **Read the brief.** Understand the role, evidence and constraints supplied in the simulation setting.
2. **Respond across exercises.** Make and explain choices as the connected situation develops through the waves.
3. **Review the evidence.** Discuss competency patterns and choose priorities for a practical development assignment.



WEBSITE SCREEN / Direction Simulation: the live public factsheet.

WHY THIS HELPS

Give participants connected examples to discuss and help coaches link strategic leadership development with specific choices made during the exercises.

IN YOUR ORGANISATION / ILLUSTRATIVE

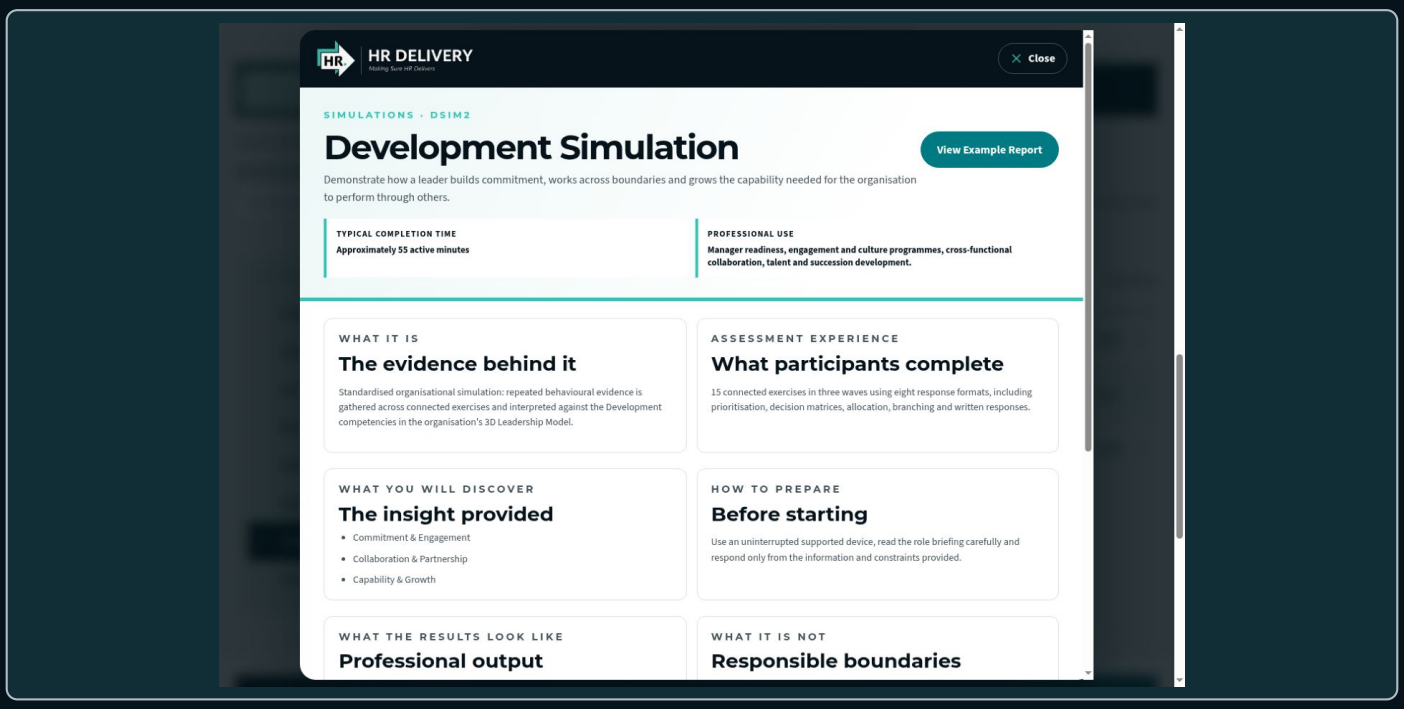
Illustrative example: A leadership programme wants connected exercises that prompt strategic direction and future-thinking discussions. The Direction Simulation offers activity-level evidence for feedback, after which the participant relates development themes to a real strategic responsibility and a practical learning assignment. Which strategic responsibility would help the participant apply the simulation's development themes?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · SIMULATIONS / DSIM2

Development Simulation

Explore engagement, partnership and capability growth through connected people challenges, then translate the evidence into a focused development assignment.



WEBSITE SCREEN / Development Simulation: the live public factsheet.

WHAT IT GIVES YOU

Fifteen exercises across three waves use eight formats and approximately 55 active minutes. The Development profile combines activity-level findings with priorities, learning resources and a practical ninety-day pathway for application.

YOUR OUTPUTS

- Development competency profile
- Activity-level evidence
- 90-day development pathway

HOW TO USE IT

1. **Understand the situation.** Read the role brief and the people challenges within the supplied context.
2. **Work through the choices.** Respond to connected exercises using the evidence and constraints provided.
3. **Turn insight into practice.** Choose development actions that strengthen contribution through other people.

WHY THIS HELPS

Help participants examine how their choices support contribution through others and select practical changes to test in their own work.

IN YOUR ORGANISATION / ILLUSTRATIVE

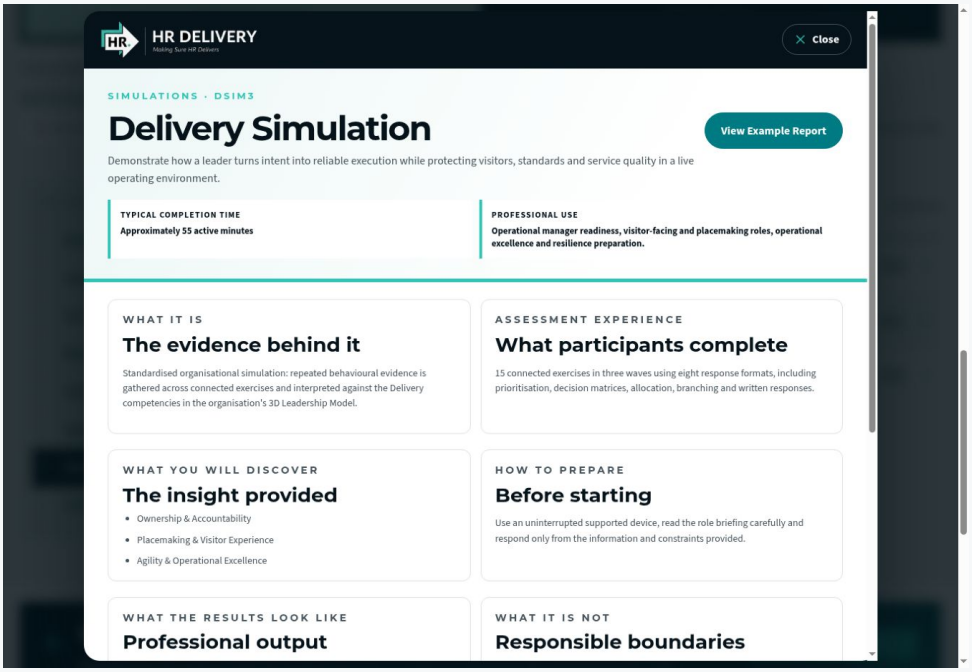
Illustrative example: A leader wants to explore how people development and partnership choices affect contribution. The connected exercises provide material for feedback about the Development domain, followed by a real assignment involving capability growth, engagement or collaboration with others. Where could the participant practise developing capability or contribution through others?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · SIMULATIONS / DSIM3

Delivery Simulation

Explore accountability, experience and operational judgement through connected delivery challenges, then identify routines that could strengthen the participant's practical contribution.



WEBSITE SCREEN / Delivery Simulation: the live public factsheet.

WHAT IT GIVES YOU

Fifteen exercises unfold over three waves using eight formats in approximately 55 active minutes. A Delivery domain profile connects exercise evidence with priorities, learning resources and a ninety-day development pathway.

YOUR OUTPUTS

- Delivery competency profile
- Fifteen-exercise evidence
- Operational development pathway

HOW TO USE IT

1. **Understand the operation.** Read the responsibilities, standards and constraints presented in the simulation brief.
2. **Make delivery choices.** Use the available evidence to respond as the operating situation develops.
3. **Plan the application.** Select practical routines or review points to strengthen delivery in real work.

WHY THIS HELPS

Give delivery development a concrete evidence base and help participants choose operational habits to practise and review in real work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A programme focuses on turning leadership intentions into reliable delivery. The simulation's connected operational choices provide evidence for discussion, and the participant identifies a current responsibility where accountability, judgement and follow-through can be practised and reviewed. Which delivery responsibility would give the participant an opportunity to apply and review the learning?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS

Choose a connected assessment pathway

Connect complementary assessments through thirteen purpose-led routes, each with source reports, integrated interpretation and practical development actions.

WHAT IT GIVES YOU

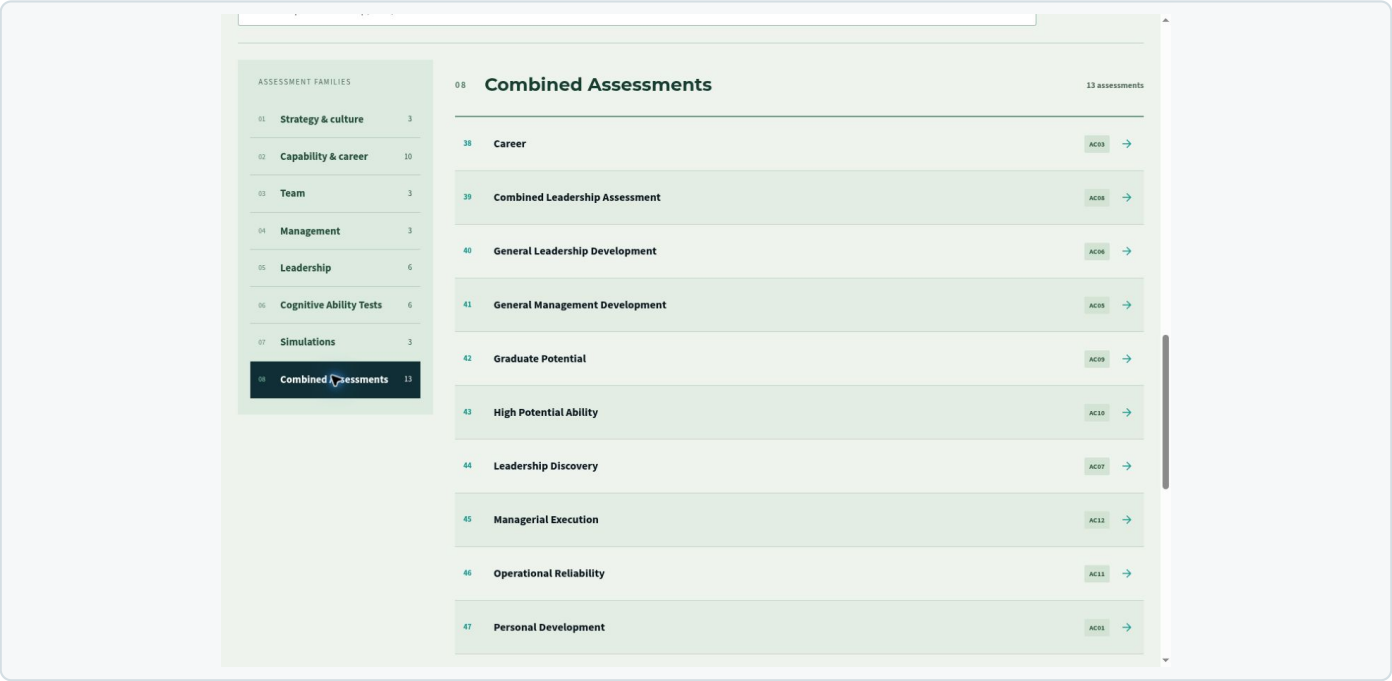
Each pathway answers a defined question: personal development, relationships, career, team effectiveness, management, leadership or cognitive demands. Review the component instruments before choosing a route, then use the integrated interpretation to connect findings with actual work.

YOUR OUTPUTS

- 13 purpose-led pathways
- Component and integrated reports
- Staged development actions

HOW TO USE IT

1. **Select the question.** Identify the development need and choose the pathway that addresses it.
2. **Keep the sources.** Review each instrument alongside the integrated account of strengths and tensions.
3. **Plan application.** Choose a realistic assignment and agree how progress will be reviewed.



WEBSITE SCREEN / Combined Assessment pathways in the public catalogue.

WHY THIS HELPS

Give broader development questions a coherent response while preserving the distinct contribution of each assessment and evidence source.

IN YOUR ORGANISATION / ILLUSTRATIVE

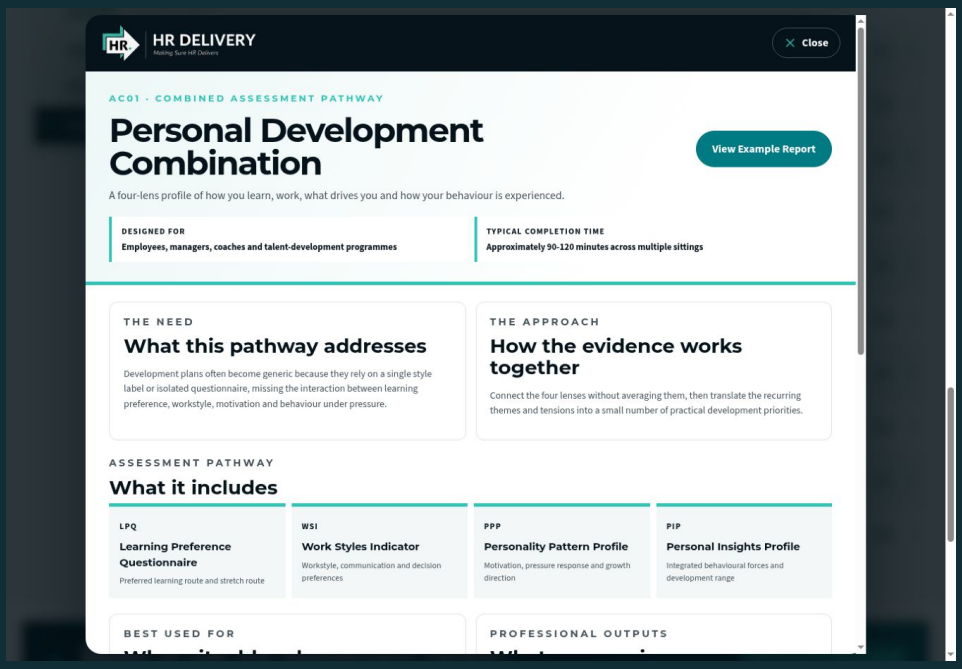
Illustrative example: A client wants several perspectives on a development question but does not want an indiscriminate bundle of tests. The pathway factsheets show the component logic and integrated outputs, helping the client choose a route with a clear purpose and follow-through. How will the component instruments contribute distinct, useful evidence to the same question?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC01

Personal Development

Bring learning, workstyle, motives and behavioural patterns together to create a development plan the participant can apply at work.



WEBSITE SCREEN / Personal Development: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

LPQ, WSI, PPP and PIP provide four perspectives on how someone learns, approaches work and responds to situations. Four source reports feed an integrated summary, coaching questions and staged actions, preserving both consistent themes and useful tensions.

YOUR OUTPUTS

- Four source profiles
- Integrated development summary
- 30/60/90-day plan

HOW TO USE IT

1. **Review patterns.** Compare recurring themes across the four reports with actual workplace examples.
2. **Choose priorities.** Select two or three changes that would help current role demands.
3. **Test and review.** Use the staged plan and revisit progress with a manager or coach.

WHY THIS HELPS

Turn several personal insights into manageable priorities and give the participant and manager a clearer basis for development support.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An employee is planning broader professional development. Learning Preference, Work Styles, Personality Pattern and Personal Insights profiles provide different perspectives, which a feedback conversation brings together into a few staged actions while retaining any useful tensions between the source reports. Which connected theme would make a practical focus for the first development action?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC02

Personal Discovery

Explore how strengths, relationship expectations and conflict responses combine, then test small changes to improve everyday influence and collaboration.

WHAT IT GIVES YOU

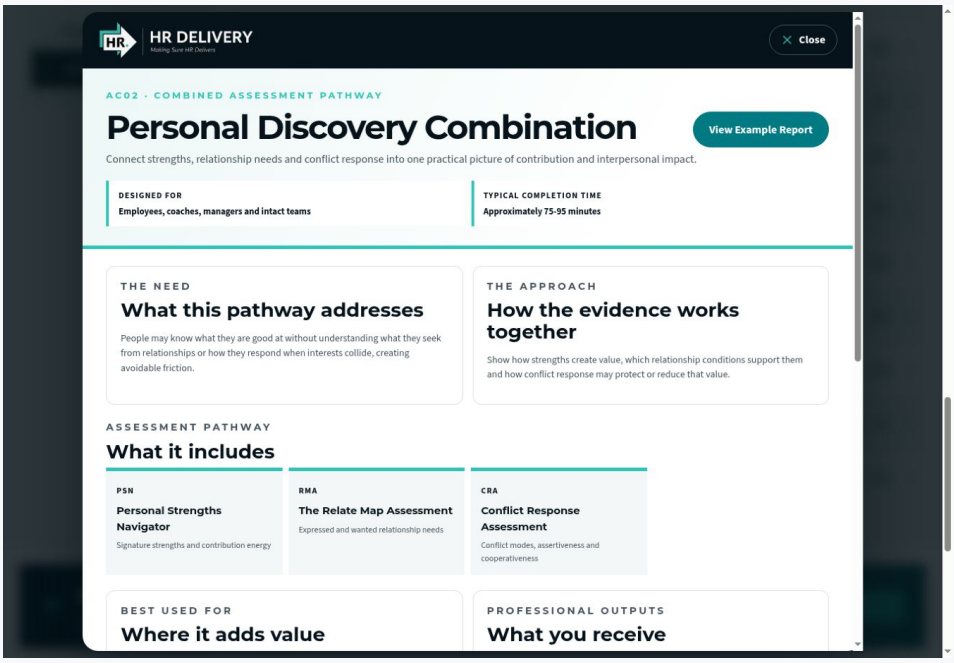
PSN, RMA and CRA connect strengths with expressed and wanted relationship needs and responses to disagreement. The pathway retains all three profiles and draws them into a practical interpersonal narrative, with experiments in trust, communication, boundaries and influence.

YOUR OUTPUTS

- Strengths narrative
- Relationship and conflict profiles
- Interpersonal experiments

HOW TO USE IT

1. **Explore strengths.** Identify strengths that help relationships and situations where they become overused.
2. **Understand friction.** Compare relationship expectations with how disagreement tends to be handled.
3. **Try an experiment.** Agree one observable change and review its effect in a real relationship.



WEBSITE SCREEN / Personal Discovery: the live public combined-pathway factsheet.

WHY THIS HELPS

Give coaching a concrete interpersonal focus and help participants test more deliberate ways of communicating, influencing and handling disagreement.

IN YOUR ORGANISATION / ILLUSTRATIVE

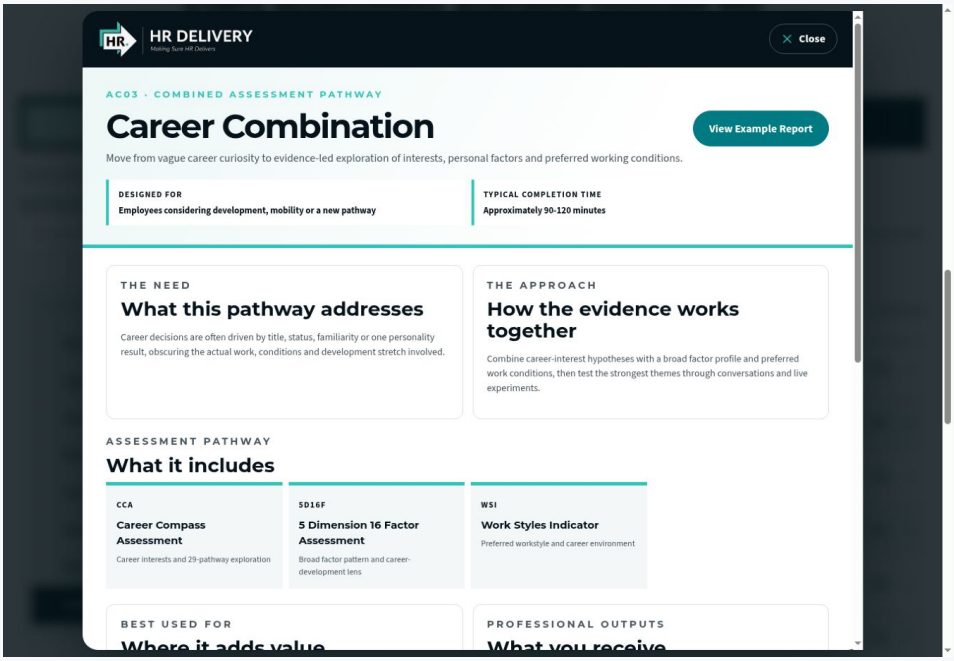
Illustrative example: A coaching participant wants to improve collaboration. The pathway connects strengths with relationship expectations and conflict responses, helping the participant explore trust, boundaries and influence, then choose an interpersonal experiment that can be discussed against actual experience. What relationship experiment would help the participant test an insight from the combined profiles?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC03

Career

Connect career interests, personal factors and working preferences to generate realistic options for exploration, internal mobility and career conversations.



WEBSITE SCREEN / Career: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

CCA, 5D16F and WSI contribute career matches, broader personal patterns and workstyle context. The source career reports support an integrated exploration plan, including adjacent possibilities and questions to test through conversations, shadowing or a practical assignment.

YOUR OUTPUTS

- Career exploration reports
- Fit questions and adjacent options
- 90-day exploration plan

HOW TO USE IT

1. **Explore options.** Review suggested career directions against interests, experience and personal circumstances.
2. **Test the fit.** Discuss role conditions with practitioners and arrange realistic exposure to the work.
3. **Review evidence.** Use the ninety-day exploration plan to refine priorities and development needs.

WHY THIS HELPS

Make career discussions more specific and build evidence about the work and conditions that may suit the participant.

IN YOUR ORGANISATION / ILLUSTRATIVE

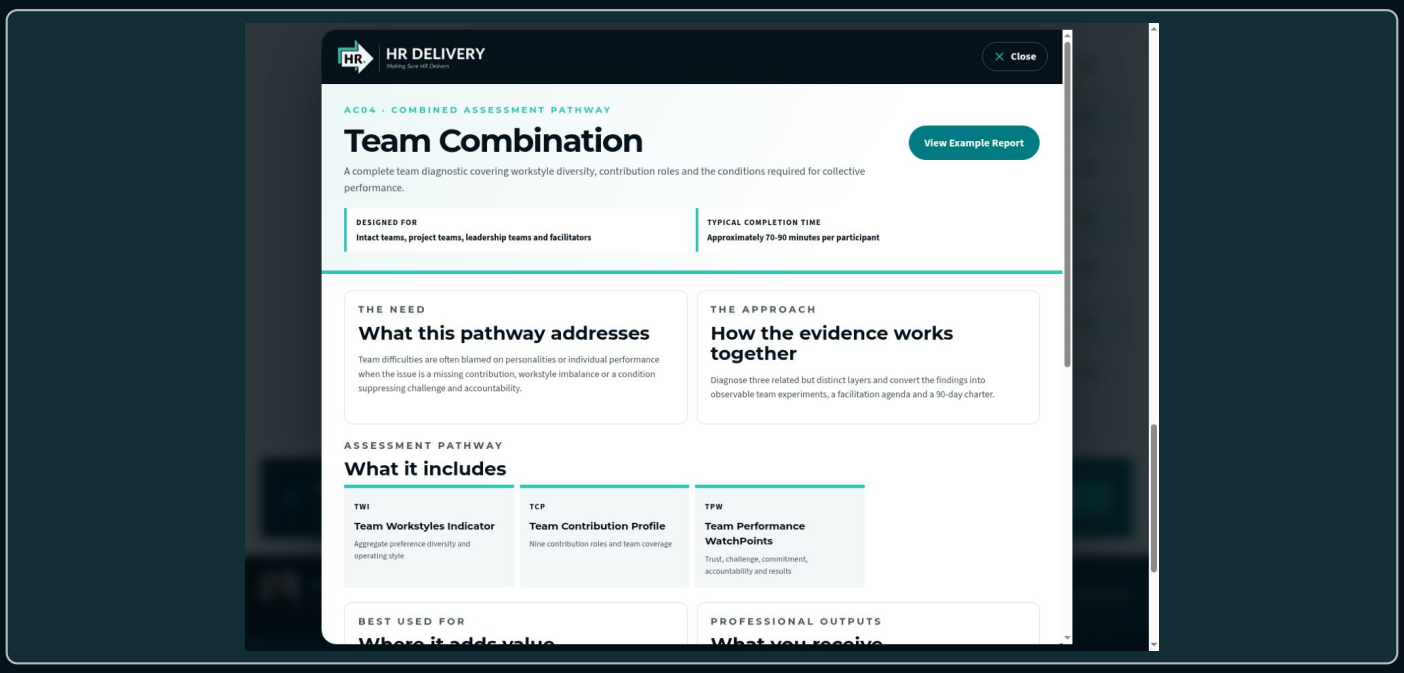
Illustrative example: A professional is considering a different career direction. Career Compass, 5 Dimension 16 Factor and Work Styles evidence support exploration of possible families and working contexts, followed by conversations or practical exposure to test promising options before making a commitment. Which career possibility deserves practical exploration before a major decision?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC04

Team

Help a team understand its styles, contributions and performance conditions, then agree practical changes to how members work together.



WEBSITE SCREEN / Team: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

TWI, TCP and TPW provide individual and protected team perspectives. The combined pathway adds a team diagnostic and facilitation agenda, connecting differences in style and contribution with shared conditions such as trust, clarity and constructive challenge.

YOUR OUTPUTS

- Individual and team profiles
- Facilitation agenda
- 90-day team charter

HOW TO USE IT

1. **Prepare participation.** Explain the purpose, confidentiality arrangements and complete-team participation requirements before launch.
2. **Explore together.** Discuss protected team patterns with a facilitator using specific shared examples.
3. **Agree the charter.** Select team experiments, owners and a ninety-day review of working practices.

WHY THIS HELPS

Give team development a shared evidence base and practical agenda for improving working agreements and collective delivery together.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A team preparing a new phase of work wants to examine style, contribution and shared working conditions together. The pathway supports a facilitated discussion using distinct individual and protected team perspectives, then helps the group agree a practical team charter. What should the team charter change about everyday work and collaboration?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC05

General Management Development

Connect critical thinking, managerial judgement and personal factors with a real assignment that makes development visible through practical work.

WHAT IT GIVES YOU

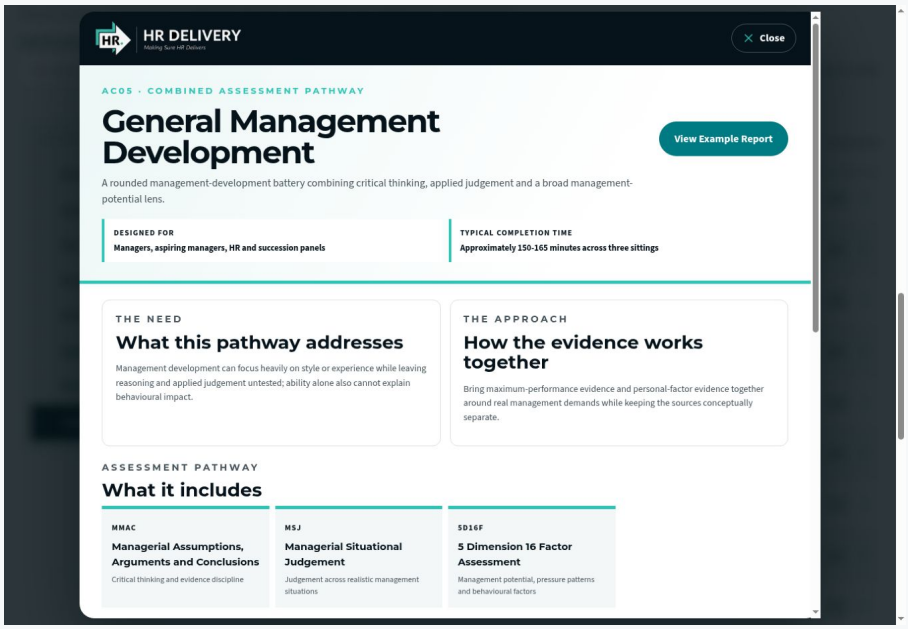
MMAC, MSJ and 5D16F explore reasoning, applied management decisions and broader personal patterns. Three source profiles feed an integrated report that highlights agreement and tension, then proposes one evidence-building assignment linked to the manager's work.

YOUR OUTPUTS

- Three management profiles
- Integrated interpretation
- 90-day management assignment

HOW TO USE IT

1. **Review the evidence.** Compare reasoning and judgement findings with the manager's experience of responsibility.
2. **Choose an assignment.** Select a work challenge that exercises the most useful development priorities.
3. **Build new evidence.** Review decisions, outcomes and feedback through the ninety-day management assignment.



WEBSITE SCREEN / General Management Development: the live public combined-pathway factsheet.

WHY THIS HELPS

Help managers and sponsors connect findings with observable changes in judgement and execution during a meaningful work assignment.

IN YOUR ORGANISATION / ILLUSTRATIVE

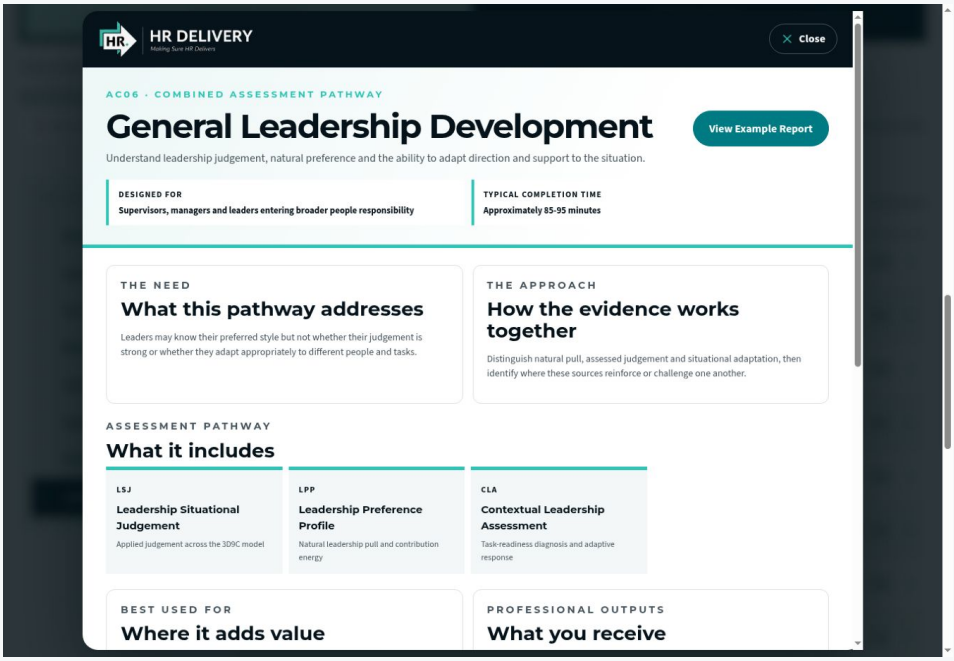
Illustrative example: Newly appointed managers need a development discussion that covers reasoning, management judgement and broader personal patterns. The integrated pathway retains the source profiles, explores agreement and tension, then supports a work-based assignment relevant to each manager's responsibilities. Which management assignment would help the participant build evidence against the agreed development priority?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC06

General Leadership Development

Explore leadership judgement, natural preference and adaptability, then practise behaviours suited to the people and demands of the role.



WEBSITE SCREEN / General Leadership Development: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

LSJ, LPP and CLA combine scenario judgement, preferred leadership approaches and responses to different levels of task readiness. Separate reports support an integrated summary that identifies where instincts help and where leaders may need deliberate behavioural practice.

YOUR OUTPUTS

- Judgement and preference reports
- Adaptability profile
- Three behaviour experiments

HOW TO USE IT

1. **Compare perspectives.** Review judgement, preference and adaptability together while preserving their different meanings.
2. **Select situations.** Choose real delegation or coaching situations that need a more deliberate response.
3. **Practise deliberately.** Test three behaviour experiments and review their impact with the people involved.

WHY THIS HELPS

Support broader leadership responsibility with development grounded in the delegation, coaching and people situations the participant actually encounters.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A leadership cohort wants to connect judgement, natural preference and adaptability. The pathway brings those perspectives into feedback while preserving their different meanings, then helps each participant choose behaviour experiments suited to situations where a different leadership response may be useful. Where might the leader need deliberate practice beyond their preferred approach?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC07

Leadership Discovery

Bring experienced impact, emotional capabilities and pressure responses into a deeper coaching conversation about sustainable leadership effectiveness and relationships.

WHAT IT GIVES YOU

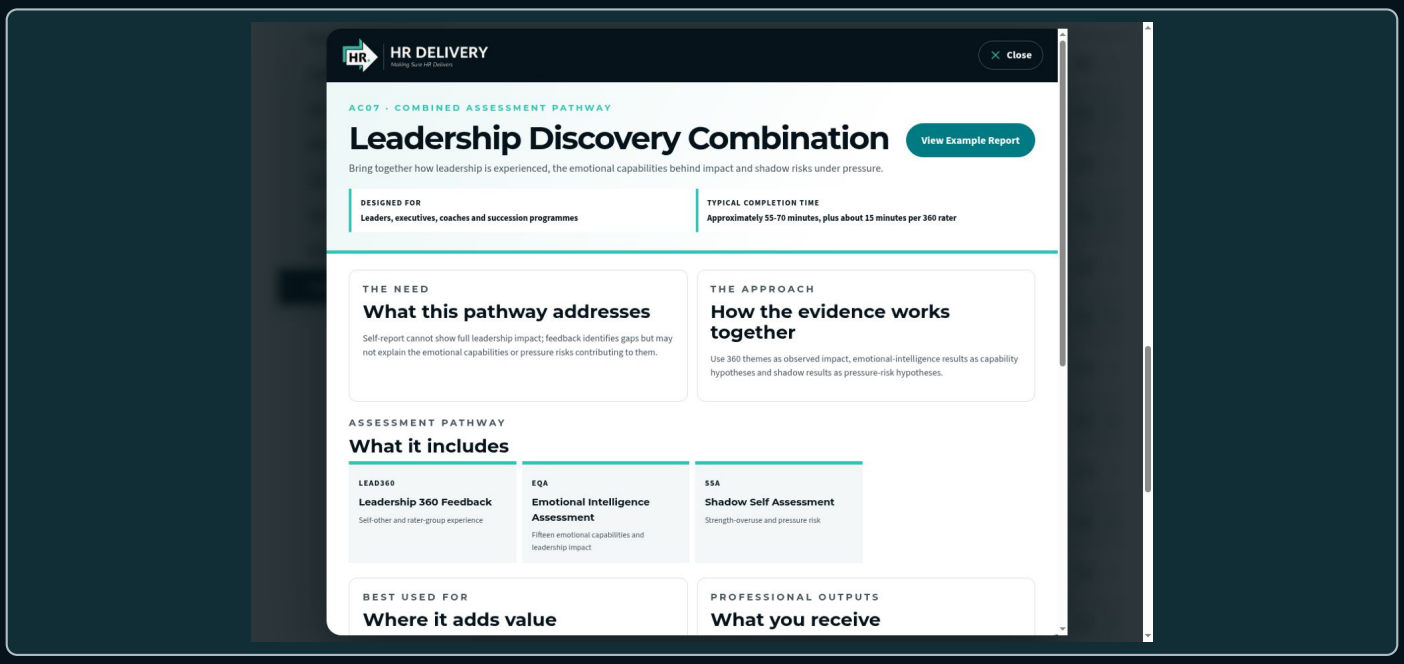
Leadership 360 Feedback, EQA and SSA connect protected feedback from others with emotional-capability and pressure-pattern reports. The synthesis keeps these sources distinct while identifying themes to explore, practical development actions and evidence to gather over ninety days.

YOUR OUTPUTS

- Protected 360 feedback
- Emotional and pressure profiles
- 90-day evidence plan

HOW TO USE IT

1. **Prepare feedback.** Agree the purpose and protect the confidentiality of contributing feedback groups.
2. **Explore the pattern.** Discuss where reported impact aligns or conflicts with the leader's self-understanding.
3. **Track change.** Choose behaviour changes and gather fresh examples of their effect over time.



WEBSITE SCREEN / Leadership Discovery: the live public combined-pathway factsheet.

WHY THIS HELPS

Give senior leaders a grounded development conversation that links personal awareness with the way others experience their behaviour.

IN YOUR ORGANISATION / ILLUSTRATIVE

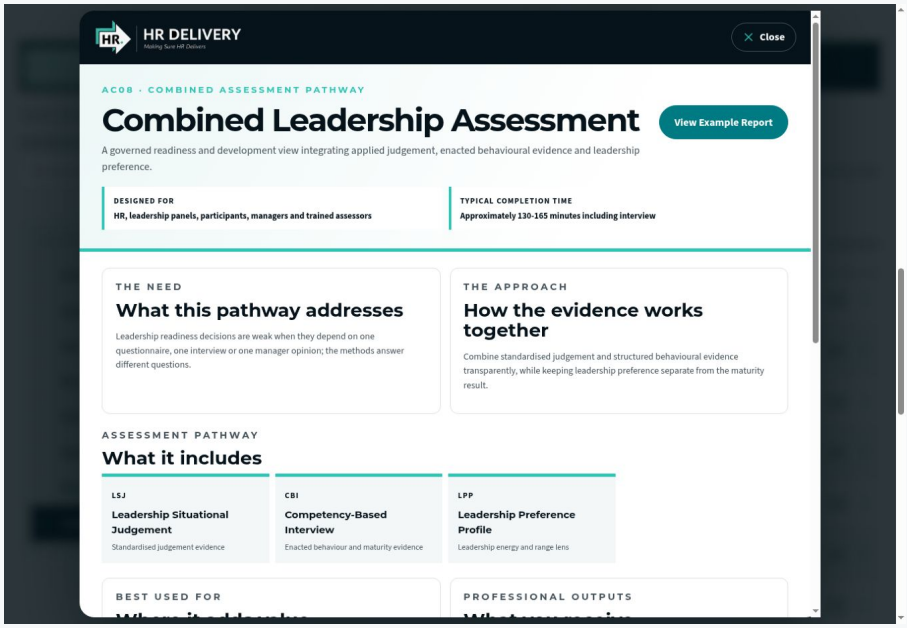
Illustrative example: A leader wants to explore personal impact under pressure. Protected 360 feedback, emotional-capability evidence and pressure patterns provide distinct perspectives for coaching, which the participant connects with workplace examples and a practical plan for gathering further evidence over time. What additional observation or feedback would help the leader understand a useful tension between the reports?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC08

Combined Leadership Assessment

Combine leadership judgement, demonstrated behaviour and preference to support a structured conversation about readiness, strengths and relevant development priorities.



WEBSITE SCREEN / Combined Leadership Assessment: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

LSJ, a competency-based interview and LPP provide three distinct evidence streams. The combined report examines competency maturity, agreement and tension between sources, and an indicative readiness horizon; preference remains a separate interpretive lens outside the maturity calculation.

YOUR OUTPUTS

- Three source reports
- Competency maturity interpretation
- Readiness and development guidance

HOW TO USE IT

1. **Define expectations.** Clarify the role's competency requirements before gathering scenario and interview evidence.
2. **Compare sources.** Review demonstrated examples alongside judgement results and the separate preference profile.
3. **Agree next steps.** Document evidence gaps, development priorities and conditions for any readiness conclusion.

WHY THIS HELPS

Support a transparent discussion showing how evidence informs the interpretation and where further experience or professional review is needed.

IN YOUR ORGANISATION / ILLUSTRATIVE

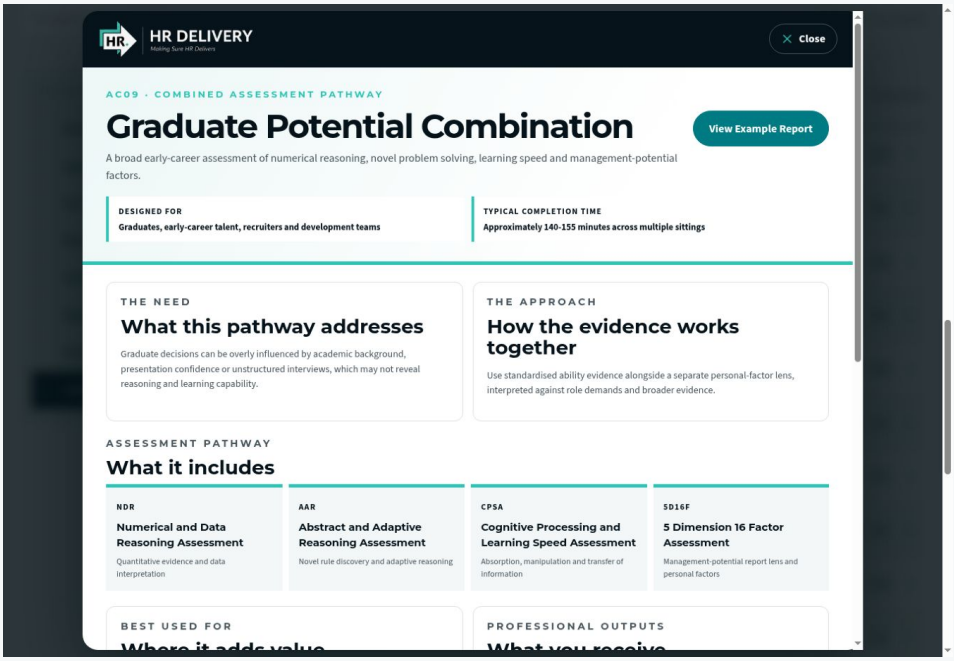
Illustrative example: A client needs a broader leadership development and readiness conversation. Situational judgement, a competency-based interview and leadership preference contribute separate evidence streams, allowing reviewers to examine agreement and tension while keeping preference outside the competency-maturity calculation. How will reviewers distinguish competency evidence from leadership preference in the discussion?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC09

Graduate Potential

Explore reasoning, learning pace and personal factors to plan graduate development, early assignments and support for entering the workplace.



WEBSITE SCREEN / Graduate Potential: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

NDR, AAR, CPSA and 5D16F provide complementary reasoning and personal profiles. Their combined interpretation considers numerical work, unfamiliar patterns, learning efficiency and role context, translating strengths and development needs into a practical ninety-day learning plan.

YOUR OUTPUTS

- Four source profiles
- Integrated learning interpretation
- 90-day development plan

HOW TO USE IT

1. **Clarify the context.** Define the graduate assignments and learning demands the programme will involve.
2. **Review the profile.** Compare reasoning, pace and personal patterns without collapsing them into one label.
3. **Plan support.** Choose suitable stretch tasks, learning support and checkpoints for the first months.

WHY THIS HELPS

Help programme managers tailor early learning and assignments so graduates can demonstrate and develop capability through real work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A graduate development programme wants to explore numerical work, unfamiliar patterns, learning and broader personal context. The pathway's source profiles support an integrated learning conversation, followed by practical assignments and support relevant to the graduate's actual placement. Which placement experiences would help the graduate develop and demonstrate the capabilities discussed?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC10

High Potential Ability

Explore unfamiliar complexity and learning demands, then choose development experiences that can test and extend the participant's current strengths.

WHAT IT GIVES YOU

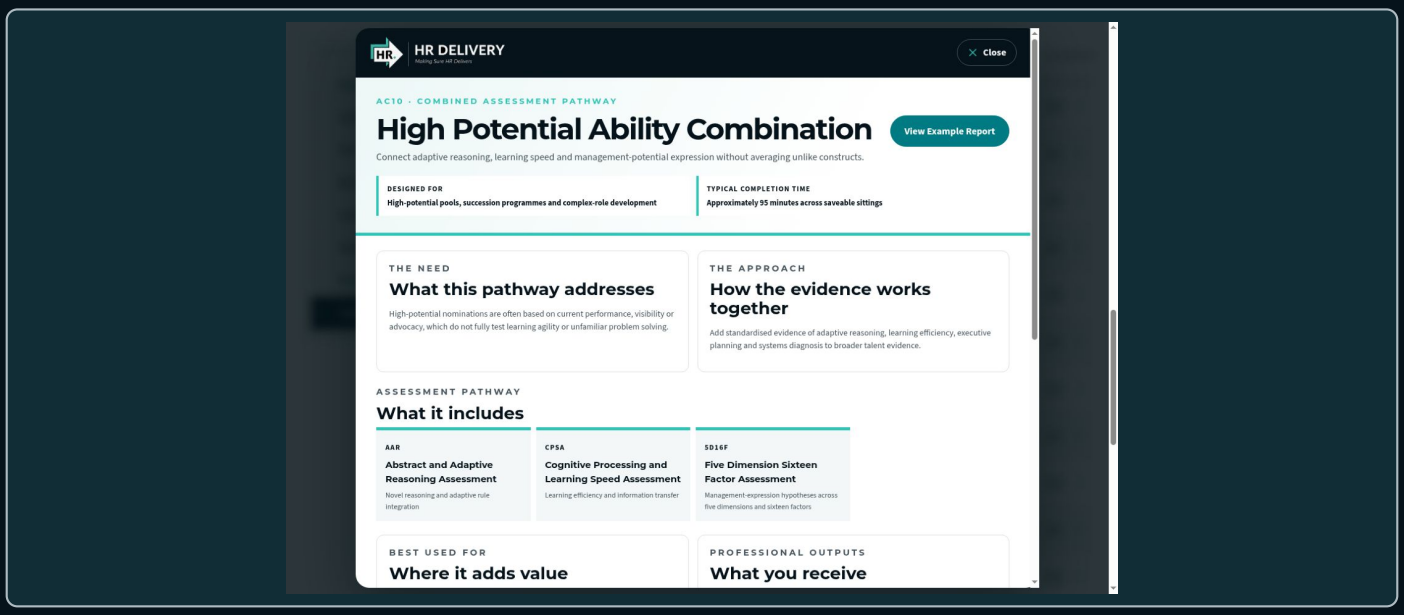
The displayed pathway lists AAR, CPSA and 5D16F. Source reports feed an integrated account of strengths, tensions and safeguards, with guidance on complexity and staged development actions that should be considered alongside demonstrated workplace performance.

YOUR OUTPUTS

- Three listed source reports
- Complexity and development guidance
- 30/60/90-day actions

HOW TO USE IT

1. **Confirm the pathway.** Confirm the component specification before allocating the programme to participants.
2. **Explore complexity.** Discuss reasoning and learning patterns against examples of unfamiliar or demanding work.
3. **Test in practice.** Use a stretch assignment and staged reviews to gather stronger development evidence.



WEBSITE SCREEN / High Potential Ability: the live public combined-pathway factsheet.

WHY THIS HELPS

Turn talent discussions into testable development questions and choose experiences that reveal learning and judgement in practical work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A talent team considers the High Potential Ability pathway for development exploration. Before allocation, it confirms the current component specification, then plans to discuss complexity, strengths and safeguards alongside workplace performance rather than treating the pathway name as a designation of potential. Has the current pathway specification been confirmed, and how will its evidence be used alongside performance?

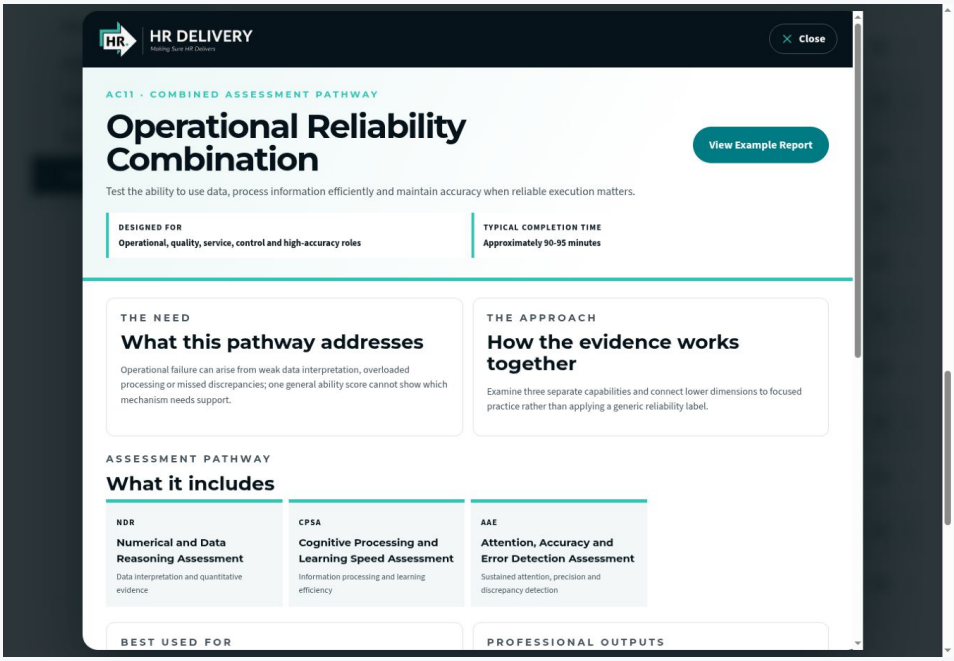
SERVICE CONTEXT / Confirm pathway specification before allocation

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC11

Operational Reliability

Examine numerical reasoning, learning pace and checking together to support work where dependable execution and careful error control matter.



WEBSITE SCREEN / Operational Reliability: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

NDR, CPSA and AAE produce separate profiles and a combined operational interpretation. The pathway explores pace, accuracy, checking and learning, connecting these patterns with practical safeguards and a ninety-day plan for strengthening reliable working habits.

YOUR OUTPUTS

- Three source profiles
- Operational reliability interpretation
- 90-day error-control actions

HOW TO USE IT

1. **Define critical tasks.** Identify the numerical, checking and learning demands of the operational work.
2. **Explore trade-offs.** Review where speed, accuracy and systematic checking support or constrain performance.
3. **Practise safeguards.** Test checking routines and learning methods against realistic operational tasks and feedback.

WHY THIS HELPS

Help managers focus development on the habits and conditions supporting consistent execution, with specific attention to accuracy and checking.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: An operations programme wants to examine pace, accuracy, checking and learning together. The pathway connects numerical, processing and attention evidence, with the pilot component arrangements confirmed, then translates the discussion into practical safeguards and error-control habits for the work. Which operational safeguard would be useful to practise and review after feedback?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC12

Managerial Execution

Connect numerical judgement, planning and checking to understand demanding management work and identify stronger routines for reliable execution and delivery.

WHAT IT GIVES YOU

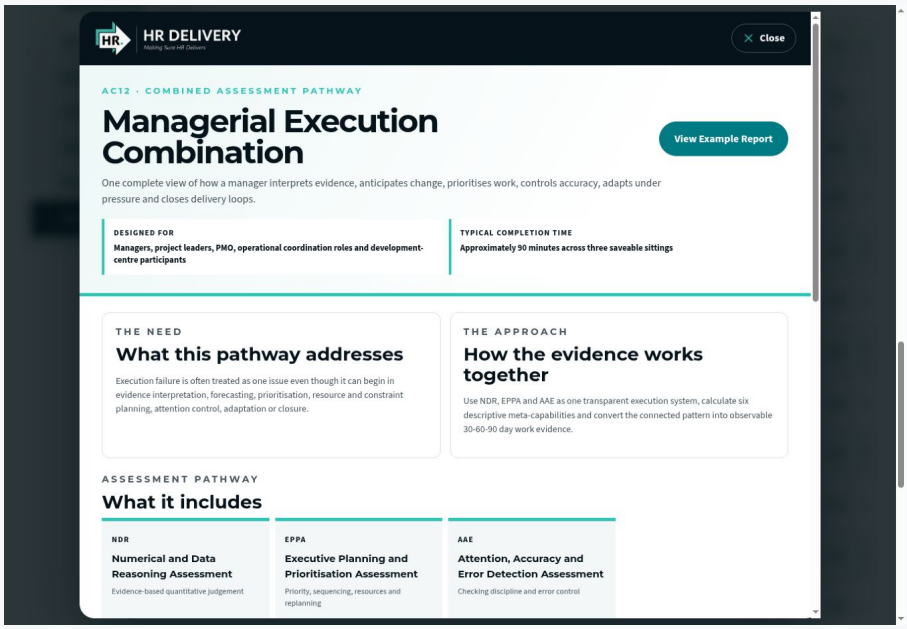
NDR, EPPA and AAE combine twenty source dimensions into a managerial execution interpretation. Six descriptive meta-capabilities connect planning, resources, pressure and handover risks with a manager guide and staged development actions.

YOUR OUTPUTS

- Three source profiles
- Execution-chain interpretation
- Manager guide and staged actions

HOW TO USE IT

1. **Map delivery demands.** Identify the planning, information and accuracy demands of a real management assignment.
2. **Review weak links.** Explore execution risks across priorities, resource choices, checking and team handovers.
3. **Strengthen routines.** Apply the manager guide and review practical changes at staged checkpoints.



WEBSITE SCREEN / Managerial Execution: the live public combined-pathway factsheet.

WHY THIS HELPS

Give managers an organised improvement approach that connects assessment patterns with the routines and handovers needed for effective delivery.

IN YOUR ORGANISATION / ILLUSTRATIVE

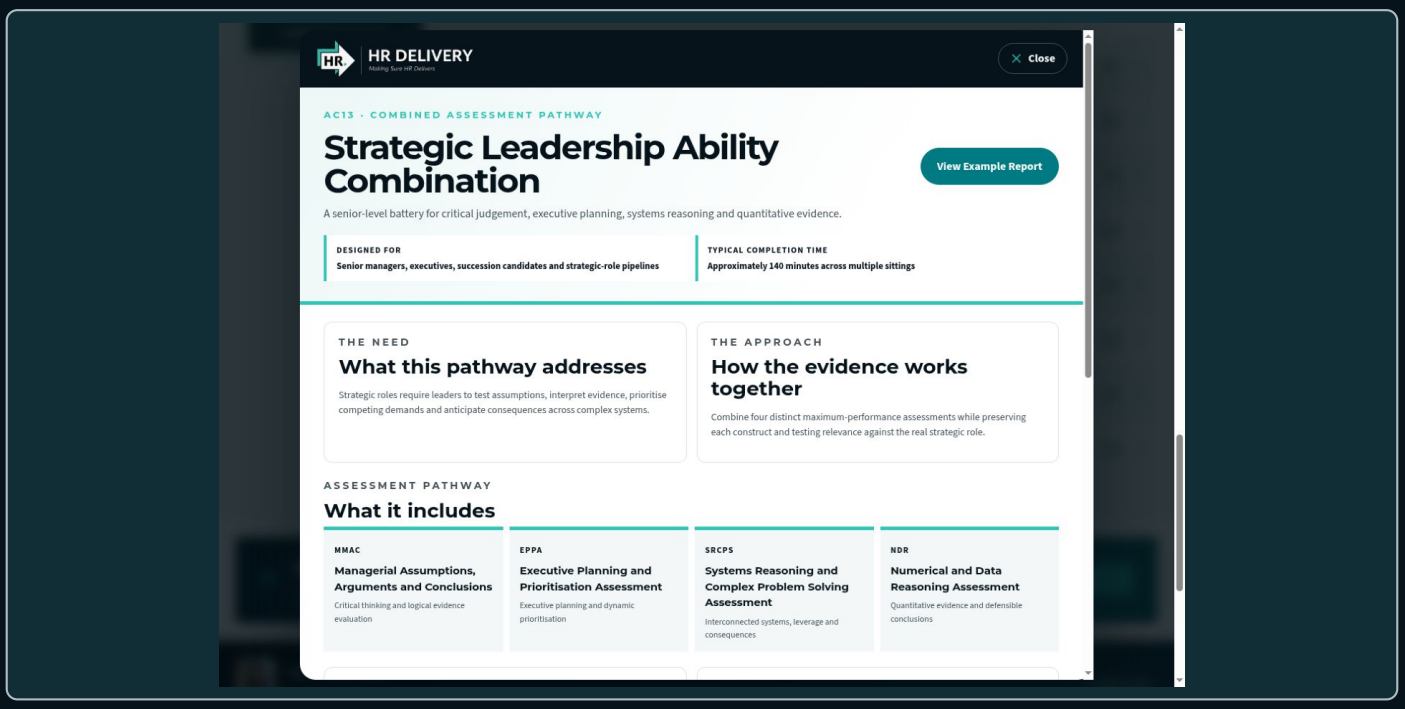
Illustrative example: A manager needs development support across planning, resource decisions and reliable follow-through. The pathway combines numerical, planning and attention evidence under confirmed administration arrangements, then uses the integrated interpretation to choose actions around the manager's actual execution and handover responsibilities. Where in the manager's execution process would a focused development action be most useful?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · COMBINED PATHWAYS / AC13

Strategic Leadership Ability

Explore strategic reasoning and planning, then build evidence through an assignment involving complexity, competing priorities and connected consequences at work.



WEBSITE SCREEN / Strategic Leadership Ability: the live public combined-pathway factsheet.

WHAT IT GIVES YOU

MMAC, EPPA, SRCPS and NDR examine critical reasoning, planning, systems thinking and numerical evidence. Four reports feed a strategic summary linking strengths and risks with role demands and a ninety-day reasoning assignment.

YOUR OUTPUTS

- Four source reports
- Strategic strengths and risks
- 90-day reasoning assignment

HOW TO USE IT

1. **Frame the challenge.** Choose a strategic question involving evidence, competing priorities and connected consequences.
2. **Explore reasoning.** Compare the sources for strengths, tensions and risks relevant to that challenge.
3. **Build evidence.** Complete the strategic assignment and review assumptions, decisions and consequences with sponsors.

WHY THIS HELPS

Help sponsors develop strategic thinking through a concrete assignment that makes reasoning, decisions and progress available for review.

IN YOUR ORGANISATION / ILLUSTRATIVE

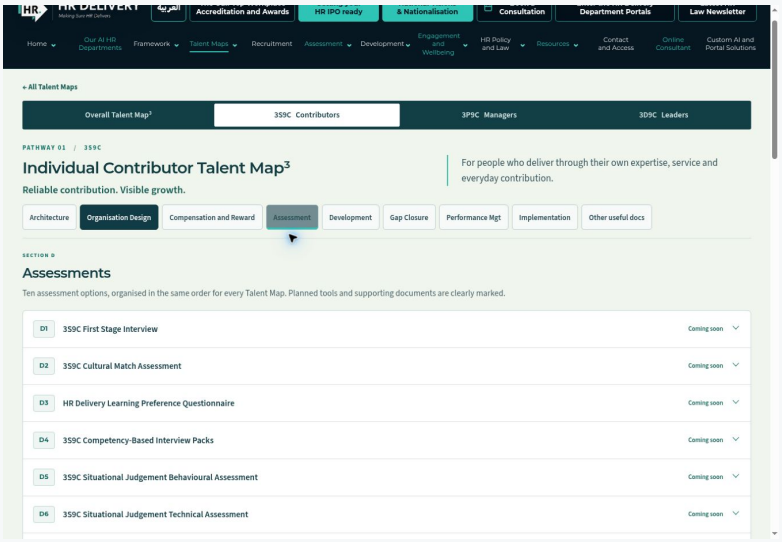
Illustrative example: A leader is preparing to examine a complex strategic proposal. The pathway brings critical reasoning, planning, systems and numerical perspectives together, with relevant pilot arrangements confirmed, then supports a real reasoning assignment that connects the evidence with the leader's responsibilities. Which strategic decision would provide a useful context for applying the reasoning development plan?

SOURCE: HR.DELIVERY / ASSESSMENTS

B1 · YOUR CLIENT EXPERIENCE

Distinguish Assessment Centre choices from planned TalentMaps cards

The Assessment Centre catalogue and the planned assessment-suite cards within TalentMaps[3] describe separate parts of the offer.



WEBSITE SCREEN / Live Individual Contributor architecture assessment cards labelled Coming soon.

WHAT IT GIVES YOU

Use Assessment Centre factsheets to explore the 34 named instruments and 13 pathways, alongside three administration builders. TalentMaps pathway assessment cards remain marked Planned or Coming soon and should be scoped separately before a client programme.

THE CLIENT VALUE

Your organisation can select the relevant available assessment offer without double-counting planned cards as additional operational instruments.

YOUR OUTPUTS

- An appropriate current assessment route
- Clear catalogue boundaries
- A realistic programme scope

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client sees assessment references in both TalentMaps and the Assessment Centre. HR confirms the named instruments, pathways or builders required for the programme, while treating the planned TalentMaps cards as a separate scope question before committing to a delivery route. Which confirmed Assessment Centre route will this programme use?

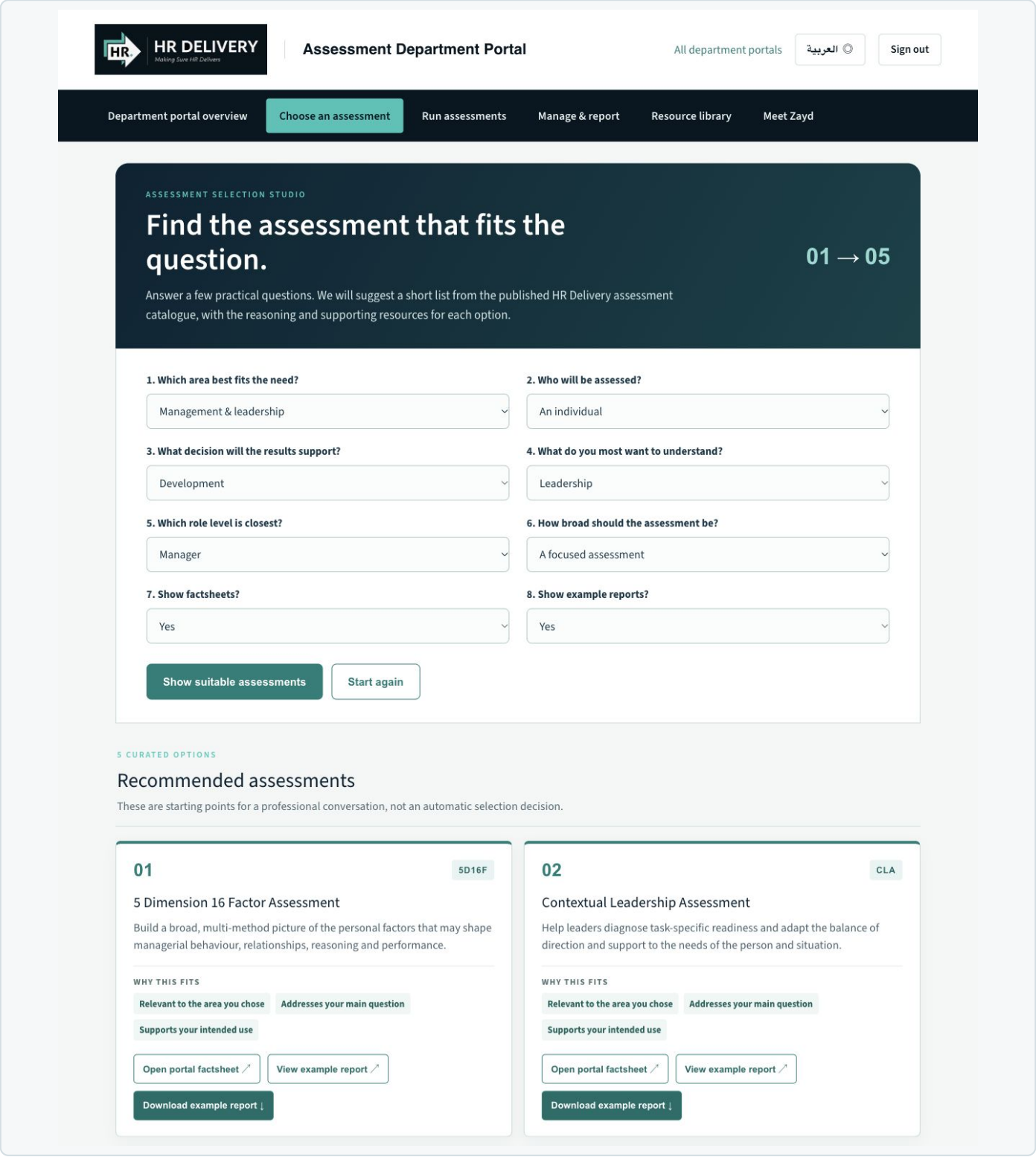
SERVICE CONTEXT / Readiness and scope to confirm for the client engagement.

SOURCE: HR.DELIVERY / TALENT MAP ARCHITECTURE

THE SERVICE ON SCREEN

A closer look at the workspace

The complete published demonstration is shown at a larger scale. Use the feature pages to connect this view with your own service requirements.



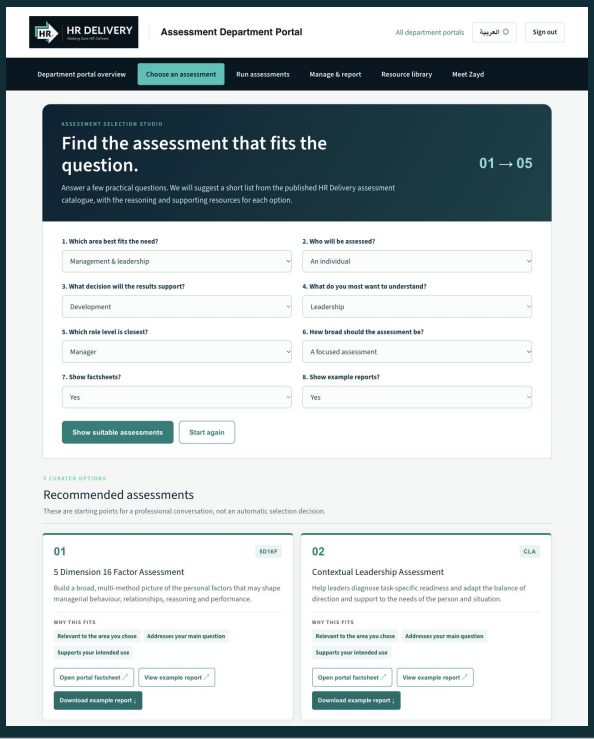
PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

B / ASSESSMENT

02

Put the portal to work

Organise participants, allocations, results, feedback and competency-based assessment programmes.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

PORTAL / THE WORKING SEQUENCE

Carry the programme from an agreed brief to useful feedback

The Assessment Centre brings participant records, instrument allocation, completion tracking and reporting into the programme workspace. Start with an agreed purpose and a confirmed specification, including the role level and intended use. Prepare participants, coordinate the required activity and organise authorised feedback around completed evidence. Competency builders provide separate behavioural, technical and combined routes where a focused brief is needed. Confirm access, pilot arrangements and programme responsibilities during setup, then connect individual actions with appropriate organisational development support.

01

Agree the brief

Confirm the question, participants, instruments or builder scope and the intended feedback arrangements.

02

Prepare and allocate

Check participant records, explain the experience and assign the agreed assessment requirements.

03

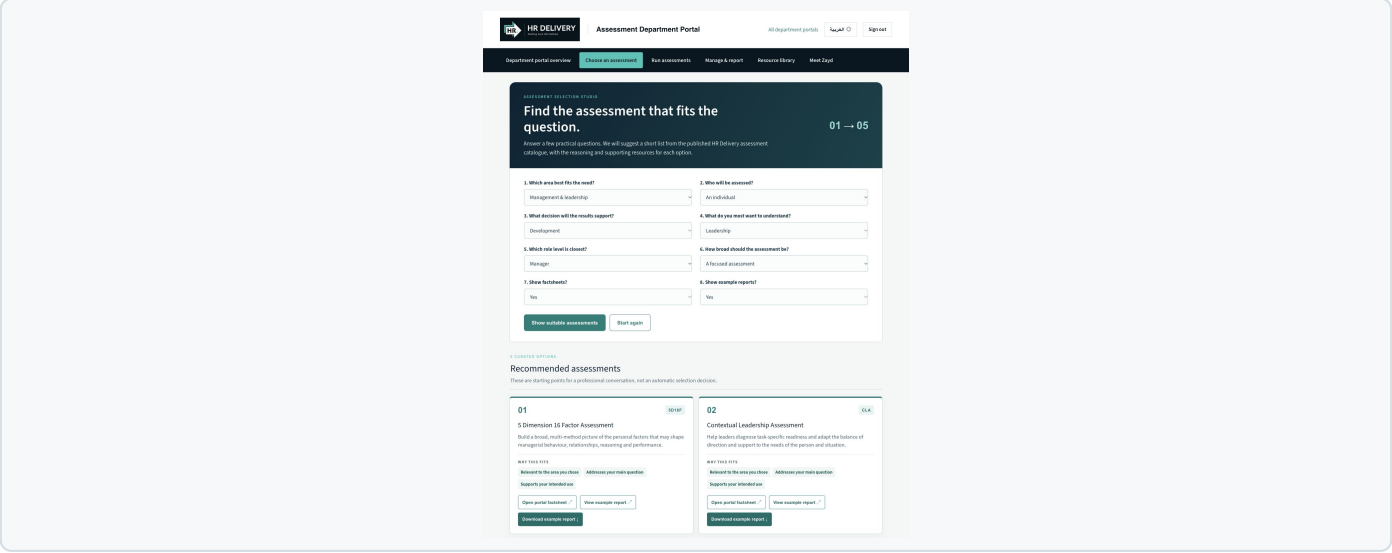
Coordinate completion

Review progress and address administration needs before scheduling feedback around the available evidence.

04

Interpret and apply

Discuss profiles in context, agree development actions and review suitable shared programme themes.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

BRING TO THE WORKSPACE

- Assessment purpose and participant context
- Confirmed instruments, pathways or competency brief
- Administration and authorised reporting responsibilities
- Feedback plan and opportunities for workplace application

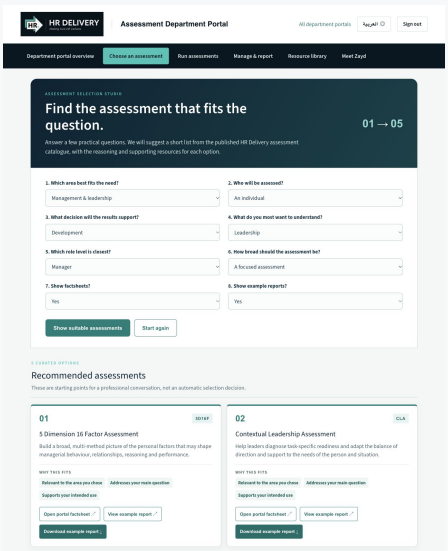
WORK TOWARDS THESE OUTPUTS

- Participant and allocation records
- Instrument-specific or combined reports
- Supported feedback and practical development priorities
- Programme activity and appropriate shared themes

B2 · ASSESSMENT / PORTAL

Run an assessment programme with a clear follow-through

Organise people, allocations and reporting around a defined purpose, then connect completion with feedback and development participants can use.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The Assessment Centre brings participant administration, allocation, completion tracking and reporting into the private programme workspace. Begin with the agreed brief and instruments, coordinate participation, then prepare authorised feedback and review the development themes relevant to the organisation.

YOUR OUTPUTS

- Participant and allocation records
- Completion visibility
- Individual and programme findings

HOW TO USE IT

1. **Prepare.** Confirm the purpose, participants, selected instruments and approach to feedback.
2. **Coordinate.** Register participants, allocate the agreed assessments and review progress towards completion.
3. **Follow through.** Prepare individual feedback and use relevant programme themes to plan development.

WHY THIS HELPS

Give programme owners a coherent route from the assessment question to participant feedback, practical action and wider organisational learning.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A development cohort needs coordinated administration and individual feedback. The team begins with the agreed brief, prepares participant and allocation records, checks completion and schedules interpretation around the evidence available, then considers suitable shared themes for wider learning support. Who is responsible for each handover between administration, feedback and development support?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · COMPETENCY ASSESSMENT BUILDERS

Build around the competencies the role needs

Choose behavioural, technical or combined coverage to connect competency assessment with the actual requirements of the participant's role.

WHAT IT GIVES YOU

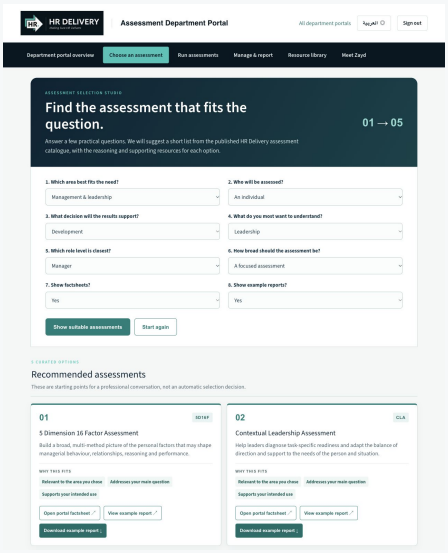
Three builder routes support competency-focused assessment design. Behavioural coverage addresses how work is approached, technical coverage addresses specialist requirements, and the combined route considers both. Start with a role brief and competency priorities before agreeing the assessment specification.

YOUR OUTPUTS

- Behavioural builder route
- Technical builder route
- Combined builder route

HOW TO USE IT

1. **Define the role.** Identify the career context, responsibility level and essential evidence of effectiveness.
2. **Choose the coverage.** Select behavioural, technical or combined coverage to match the agreed question.
3. **Review the design.** Check that the proposed scope supports useful feedback and development priorities.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHY THIS HELPS

Make customised assessment clearer to participants and stakeholders by connecting its coverage with the role expectations they understand.

IN YOUR ORGANISATION / ILLUSTRATIVE

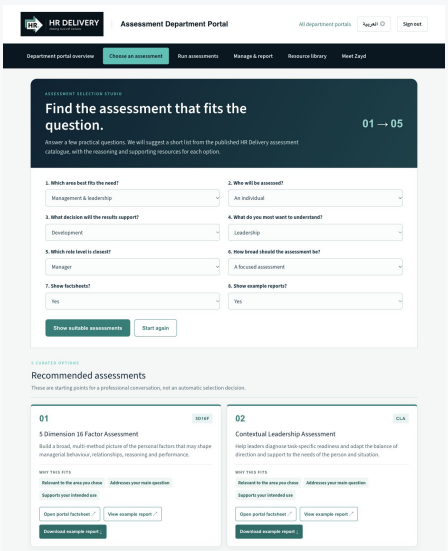
Illustrative example: A client needs competency coverage tailored to a defined role. HR decides whether the question concerns behavioural judgement, technical expertise or both, then prepares the responsibility level, relevant priorities and feedback purpose before selecting the appropriate builder route. What kind of competency evidence does this role-specific brief require?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · BUILDER / BEHAVIOURAL

Behavioural competency assessment builder

Focus assessment on relevant role behaviours, using a clear competency brief to guide coverage and the subsequent development conversation.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The behavioural builder provides a route for role-focused competency assessment. Define the responsibility level, relevant behavioural competencies and situations participants encounter, then agree a balanced scope that can support a focused discussion of strengths and development needs.

YOUR OUTPUTS

- Behavioural assessment specification
- Role-linked competency coverage
- Behavioural development priorities

HOW TO USE IT

1. **Set expectations.** Describe the role level and the behavioural evidence required for success.
2. **Select coverage.** Prioritise the relevant competencies and check their connection with actual work.
3. **Plan feedback.** Agree how findings will become practical behaviours to practise and review.

WHY THIS HELPS

Help managers explain the behaviours being explored and connect feedback with expectations the participant recognises from their work.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A client wants a role-focused assessment for service supervisors. The brief identifies the responsibility level, relevant behavioural competencies and situations encountered at work, then agrees a balanced scope that can support a focused development conversation about judgement and behaviour. Which behavioural competencies and situations should the assessment cover at this role level?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · BUILDER / TECHNICAL

Technical competency assessment builder

Explore specialist knowledge and judgement through a technical brief that connects assessment coverage with the role's meaningful development needs.

WHAT IT GIVES YOU

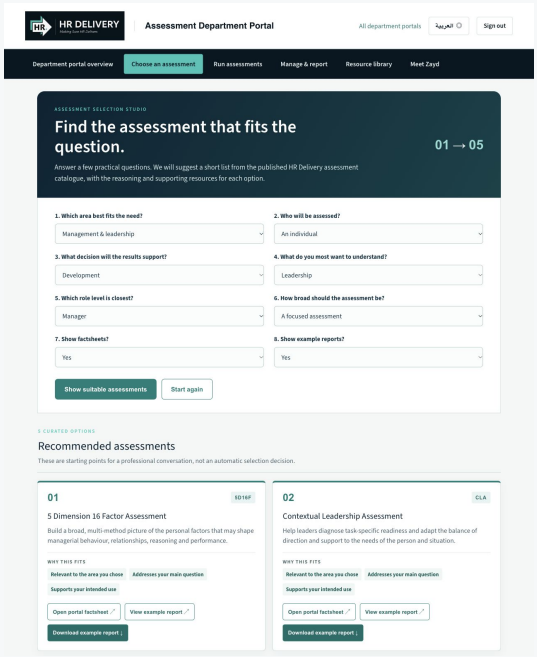
The technical builder supports competency coverage for a defined professional context. Identify the relevant career family, technical priorities and level of responsibility, then review how the planned assessment relates to the work and expertise expected of the participant.

YOUR OUTPUTS

- Technical assessment specification
- Specialist competency coverage
- Technical development priorities

HOW TO USE IT

1. **Define the context.** Describe the professional area, responsibility level and essential technical work.
2. **Prioritise competence.** Select the technical areas that matter most to the role's effectiveness.
3. **Use the findings.** Plan practical learning or assignments against the priority technical development areas.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHY THIS HELPS

Give technical learning a precise starting point and focus practical experience on the expertise the participant's role requires.

IN YOUR ORGANISATION / ILLUSTRATIVE

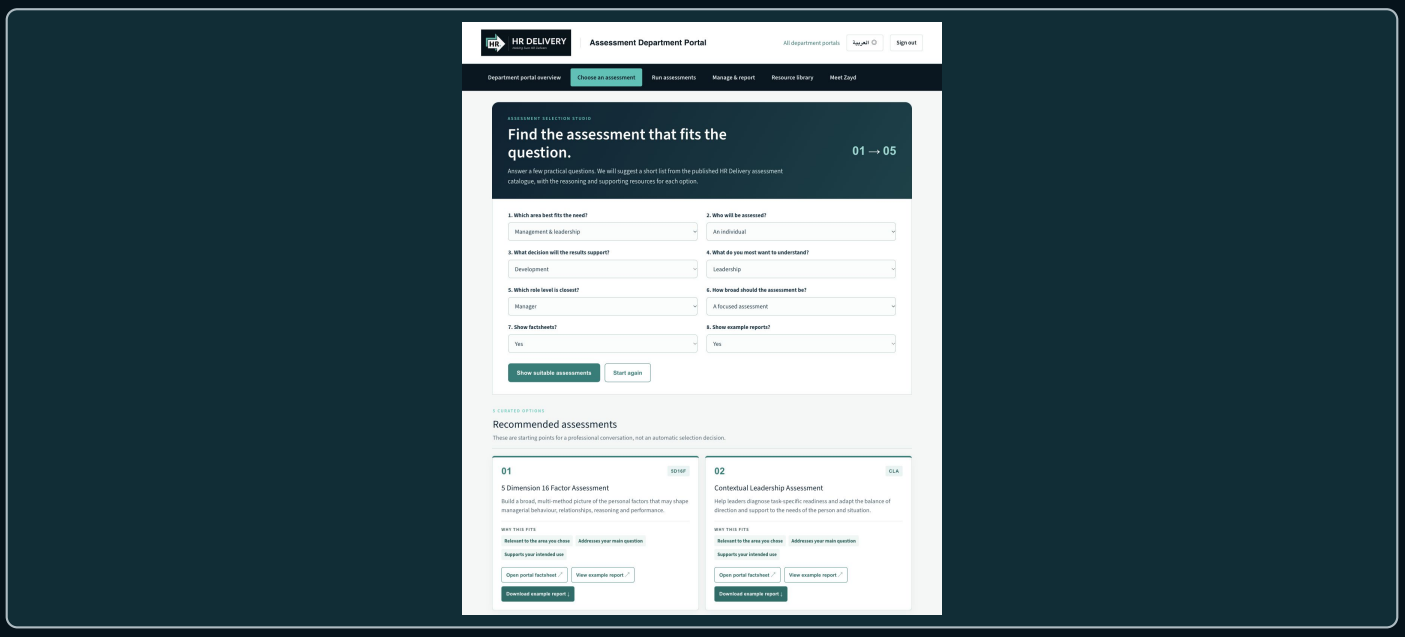
Illustrative example: A professional function wants to examine technical capability relevant to its work. The builder brief confirms the career family, specialist priorities and responsibility level, then asks knowledgeable reviewers to examine how the intended coverage relates to the expertise required. Who can confirm that the proposed technical coverage reflects the role's actual professional requirements?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · BUILDER / COMBINED

Combined behavioural and technical builder

Bring behavioural and specialist requirements into one brief, exploring how a person approaches work and applies the relevant expertise.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

The combined builder connects behavioural and technical competency coverage for a defined role. Agree the level and priorities, preserve separate interpretations, and use both perspectives to shape a balanced development conversation.

YOUR OUTPUTS

- Combined assessment specification
- Distinct competency perspectives
- Balanced development priorities

HOW TO USE IT

1. **Map both requirements.** Identify the behaviours and specialist capabilities that the role needs together.
2. **Balance the scope.** Review coverage so neither behavioural nor technical priorities disappear within the design.
3. **Connect the actions.** Choose development activity that applies both forms of capability in real work.

WHY THIS HELPS

Support a fuller discussion of effectiveness by connecting expertise with the behaviours needed to apply it successfully at work.

IN YOUR ORGANISATION / ILLUSTRATIVE

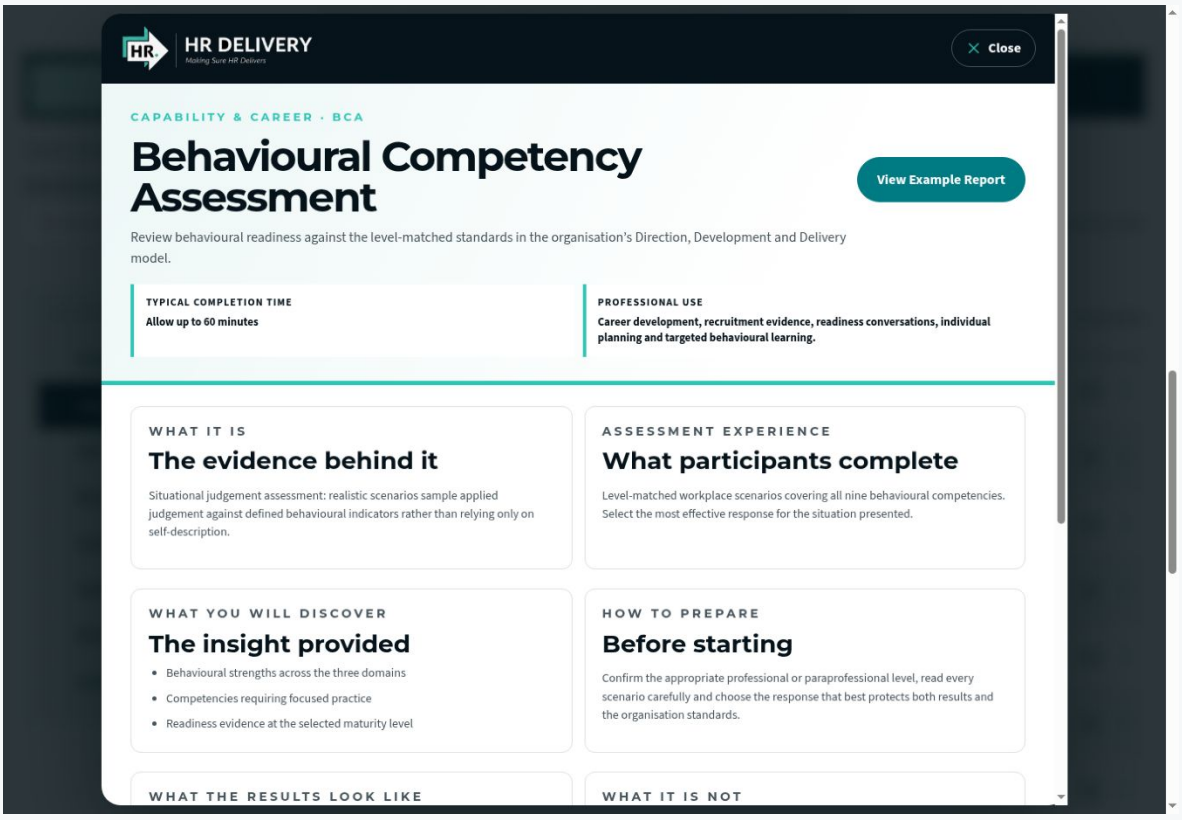
Illustrative example: A specialist manager role requires both technical expertise and behavioural judgement. The combined brief specifies the level and priorities for each perspective, then plans feedback that preserves their separate meanings while connecting them into a balanced discussion of development needs. How will the feedback distinguish technical priorities from behavioural development priorities?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · CLIENT WORKING DOCUMENT

A practical brief for a competency assessment

Prepare a concise design brief that makes the assessment's purpose and role relevance clear to clients, practitioners and participants.



WEBSITE SCREEN / Behavioural assessment context from the live factsheet.

WHAT IT GIVES YOU

The brief records role context, responsibility level, behavioural and technical priorities, audience and feedback purpose. Explain the evidence sought and the decisions it will inform, giving the builder a clear starting point.

YOUR OUTPUTS

- Role and purpose statement
- Competency coverage matrix
- Feedback and application brief

HOW TO USE IT

1. **Describe the work.** List the important responsibilities and examples of effective performance in context.
2. **Map the competencies.** Choose relevant behavioural and technical requirements and explain their relative importance.
3. **Agree the application.** Record the feedback approach, development use and questions requiring further workplace evidence.

WHY THIS HELPS

Create a shared reference for selecting coverage, explaining the assessment and interpreting its findings in the intended role context.

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

CLIENT APPLICATION

A practical brief for a competency assessment

A practical way to bring the tool into an organisational conversation.

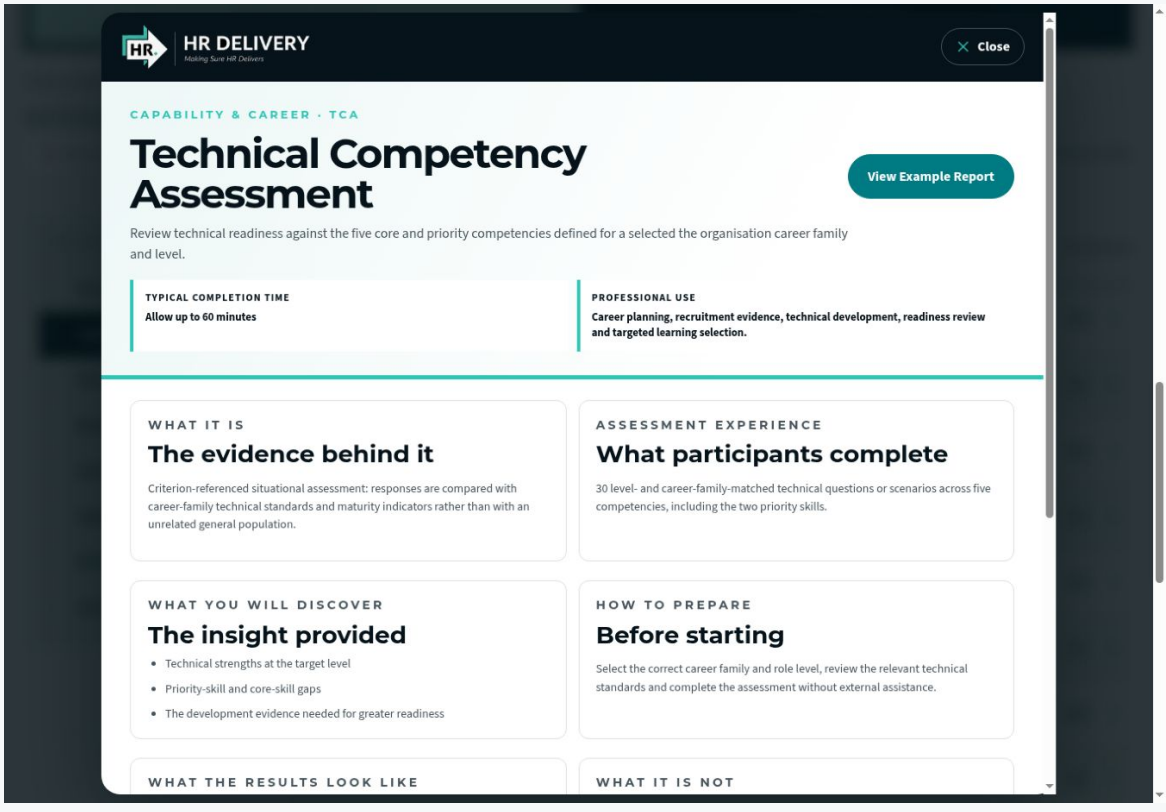
FROM THE MAIN CLIENT GUIDE

Illustrative client use: an organisation briefs a new department-manager assessment around delegation, judgement and its specialist operational responsibilities.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A client asks for a tailored competency assessment but initially supplies only a job title. HR develops the brief with role context, responsibility level, competency priorities, audience and feedback purpose, giving the design discussion a clearer account of the evidence required.

Can your brief explain the evidence sought and the decisions it will inform?



WEBSITE SCREEN / Technical assessment context from the live factsheet.

B2 · PROGRAMME ADMINISTRATION

Participant registration and management

Establish who is included in the assessment exercise and why, giving the programme an organised administrative starting point.

WHAT IT GIVES YOU

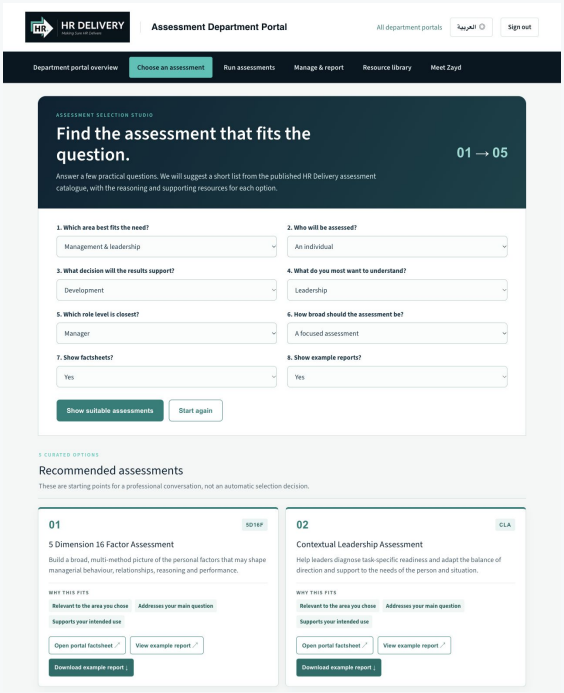
Participant management supports the people records behind the programme. Prepare the agreed list and context, check membership of the correct exercise, and use the records for allocation, progress review and authorised follow-up.

YOUR OUTPUTS

- Organised participant records
- Defined programme membership
- Basis for assessment allocation

HOW TO USE IT

1. **Prepare the list.** Confirm who will participate and how the exercise relates to their role.
2. **Check the context.** Review participant details and programme membership before assigning the chosen assessments.
3. **Maintain the record.** Keep the programme's participant information accurate as coordination and follow-up proceed.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHY THIS HELPS

Help administrators coordinate the right people and reduce confusion between exercises, supporting a more consistent experience for everyone involved.

IN YOUR ORGANISATION / ILLUSTRATIVE

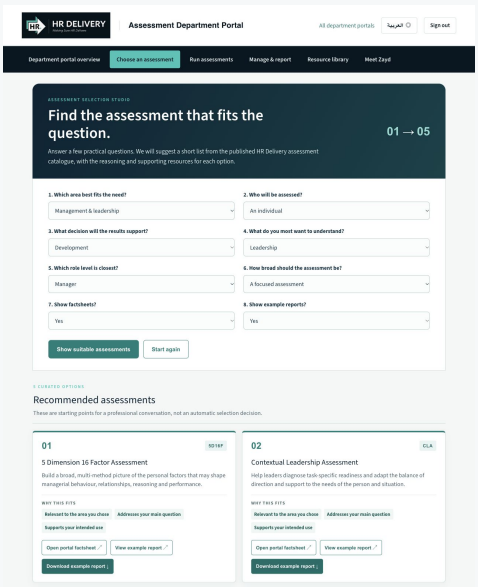
Illustrative example: An organisation prepares a cohort from several departments. The administrator checks the agreed participant list and programme membership before allocation, clarifying role context and authorised follow-up responsibilities so each person is connected with the correct assessment exercise. Has each participant been placed in the correct programme with the necessary context?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · PROGRAMME ADMINISTRATION

Assessment allocation and completion tracking

Connect participants with agreed assessment activity and monitor progress so administrators can coordinate completion and prepare the next stage.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Allocation links selected instruments or pathways with participants. Completion tracking provides a programme view of progress, helping administrators distinguish unfinished activity from completed evidence and coordinate feedback timing around the assessments that the exercise actually requires.

YOUR OUTPUTS

- Assessment allocation records
- Completion visibility
- Programme follow-up priorities

HOW TO USE IT

1. **Allocate the scope.** Match the agreed instruments or pathway with the correct participant records.
2. **Review progress.** Identify incomplete activity and follow up through the agreed programme process.
3. **Prepare feedback.** Check required completion before arranging interpretation and the participant's development conversation.

WHY THIS HELPS

Give programme owners clearer coordination and help feedback happen when the relevant assessment evidence is ready for interpretation.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A cohort uses a pathway with several required components. The administrator reviews allocation and completion before booking feedback, distinguishing unfinished activity from available evidence and coordinating follow-up around the programme's actual requirements rather than assuming everyone is ready at once. What evidence must be complete before feedback can be usefully scheduled?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · PROGRAMME JOURNEY

From cohort brief to participant feedback

Prepare the cohort, allocate agreed assessments and turn completed evidence into individual feedback and useful learning for the programme.

WHAT IT GIVES YOU

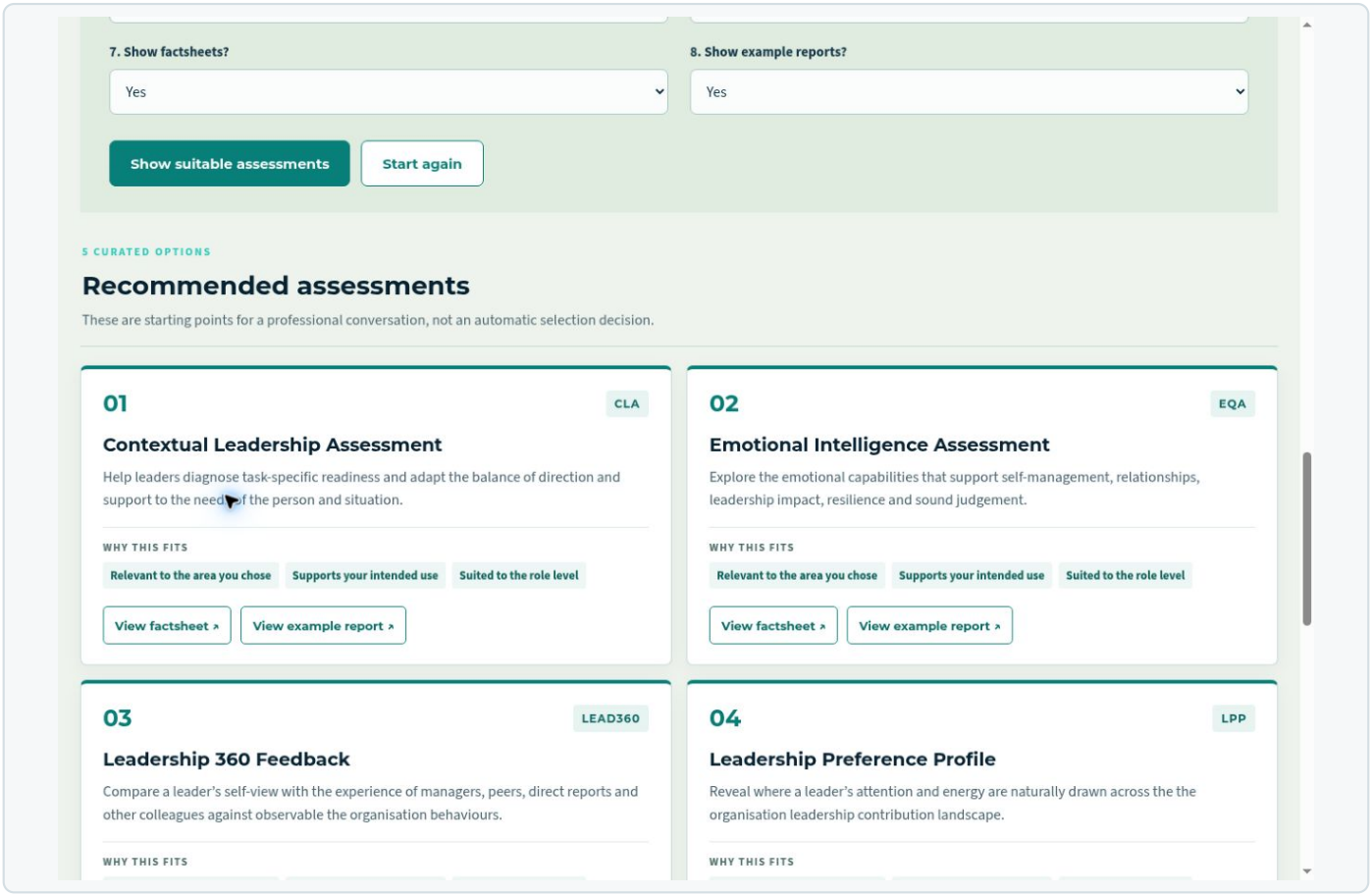
Begin with purpose, participants and assessment choice. Prepare records and allocations, review progress, then organise authorised feedback. Agree individual actions and consider suitable shared themes for the wider development programme.

YOUR OUTPUTS

- Cohort administration plan
- Completed assessment evidence
- Individual actions and programme themes

HOW TO USE IT

1. **Prepare and allocate.** Confirm the brief, participant list, selected instruments and planned feedback arrangements.
2. **Coordinate completion.** Review outstanding activity and resolve practical barriers through the agreed administration process.
3. **Interpret and apply.** Hold individual feedback, agree development actions and review appropriate programme themes.



WEBSITE SCREEN / Assessment Selection Studio: live public recommendations and supporting links.

WHY THIS HELPS

Help clients see the complete service journey, with coordination and development follow-through planned from the start of delivery.

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

CLIENT APPLICATION

From cohort brief to participant feedback

A practical way to bring the tool into an organisational conversation.

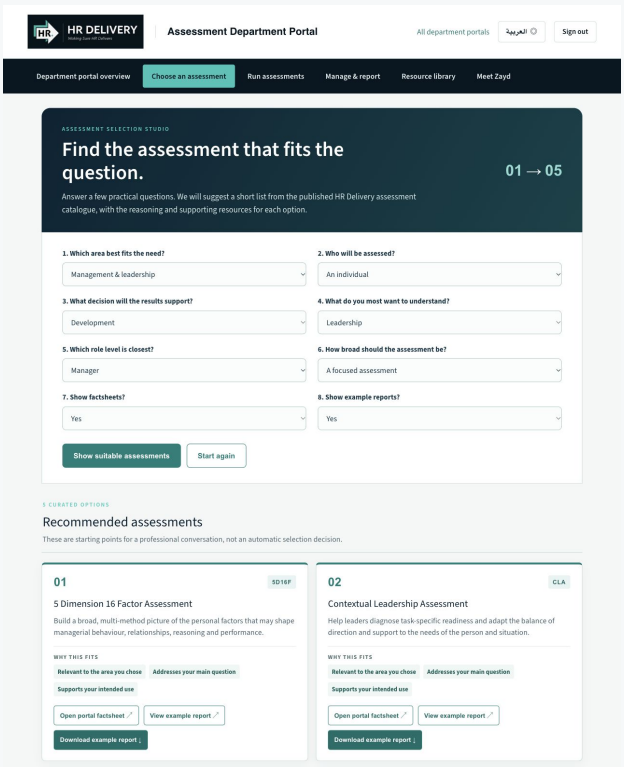
FROM THE MAIN CLIENT GUIDE

Illustrative client use: a management cohort completes an agreed pathway before individual feedback, practical assignments and a sponsor review of shared development needs.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: A client arranges an assessment programme alongside a development workshop. HR agrees the purpose, prepares participants and reviews completion, then organises individual feedback before considering appropriate shared themes that can inform the workshop without exposing confidential individual results.

How will individual feedback and the wider programme support each other?

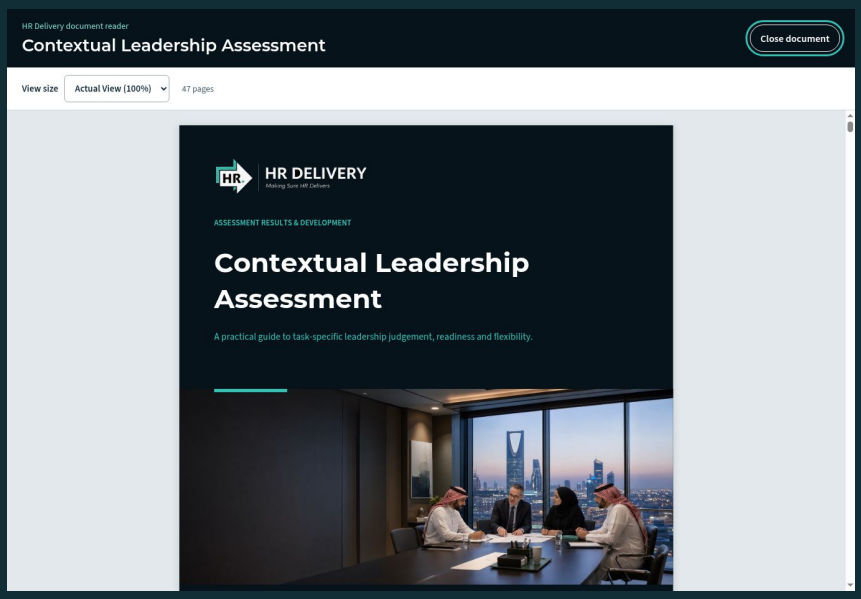


PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

B2 · REPORTING AND DEVELOPMENT

Individual results and development reports

Give participants a structured account of findings that supports a constructive conversation about strengths, development priorities and practical application.



WEBSITE SCREEN / Illustrative Contextual Leadership report opened in the public document reader.

WHAT IT GIVES YOU

Reports reflect the purpose of the instrument, such as preferences, judgement, reasoning or competency evidence. Use the individual profile with workplace examples to explore its meaning, then agree a small number of practical actions and review points.

YOUR OUTPUTS

- Instrument-specific individual profile
- Development interpretation
- Agreed practical priorities

HOW TO USE IT

1. **Read in context.** Review the instrument's purpose and the participant's relevant role or development question.
2. **Explore the evidence.** Discuss strengths and tensions using specific examples from the participant's experience.
3. **Agree action.** Select practical development steps and define how progress will be reviewed.

WHY THIS HELPS

Help participants turn profiles into useful self-understanding and action, with a focused basis for manager or coaching support.

IN YOUR ORGANISATION / ILLUSTRATIVE

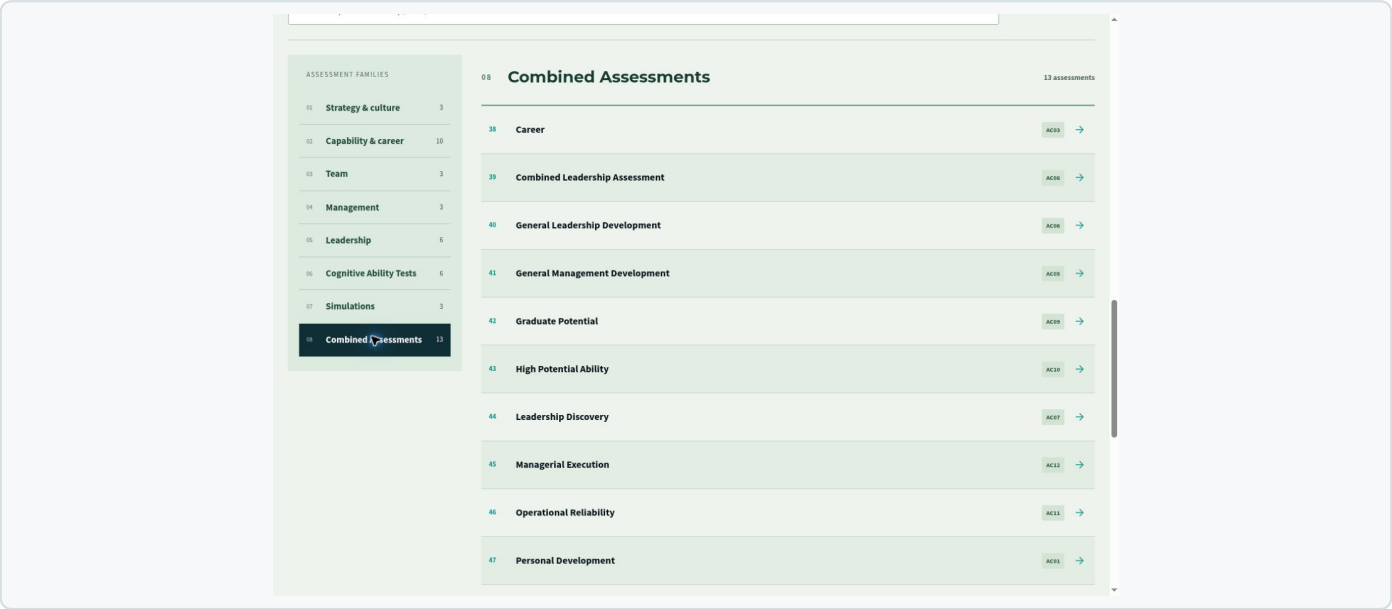
Illustrative example: A participant receives an individual profile and wants to understand its relevance. The feedback discussion distinguishes what the instrument measures, compares themes with workplace examples and agrees practical priorities, including what further evidence could help clarify an uncertain interpretation. Which report theme should be explored with a concrete example from the participant's work?

SOURCE: HR.DELIVERY / ASSESSMENTS

B2 · REPORTING AND DEVELOPMENT

Combined pathways and integrated reports

Connect complementary findings under one development purpose, retaining each source report while giving the participant a coherent integrated interpretation.



WEBSITE SCREEN / Thirteen combined pathways listed in the public catalogue.

WHAT IT GIVES YOU

Thirteen pathways connect specified instruments with an integrated development account. Review component profiles first, explore where they reinforce or challenge one another, then use the synthesis to choose practical priorities while preserving each construct.

YOUR OUTPUTS

- Component assessment reports
- Integrated strengths and tensions
- Connected development plan

HOW TO USE IT

1. **Confirm completion.** Check that the pathway's required assessment evidence is available for interpretation.
2. **Compare the sources.** Explore recurring themes and meaningful differences across the component assessment reports.
3. **Choose priorities.** Translate the integrated account into realistic development actions and review milestones.

WHY THIS HELPS

Give broader questions a coherent response and connect multiple perspectives with a manageable plan for learning and practical application.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: A pathway produces source profiles that do not tell exactly the same story. The practitioner examines the purpose of each instrument, explores the useful tension with the participant and builds a development plan without forcing the reports into one undifferentiated score. What might the differences between the component profiles help you understand?

SOURCE: HR.DELIVERY / ASSESSMENTS

B2 · PRACTITIONER SUPPORT

Practitioner and feedback resources

Prepare assessment and feedback conversations with guidance on purpose, participant experience and interpretation, connecting findings with useful development action.

WHAT IT GIVES YOU

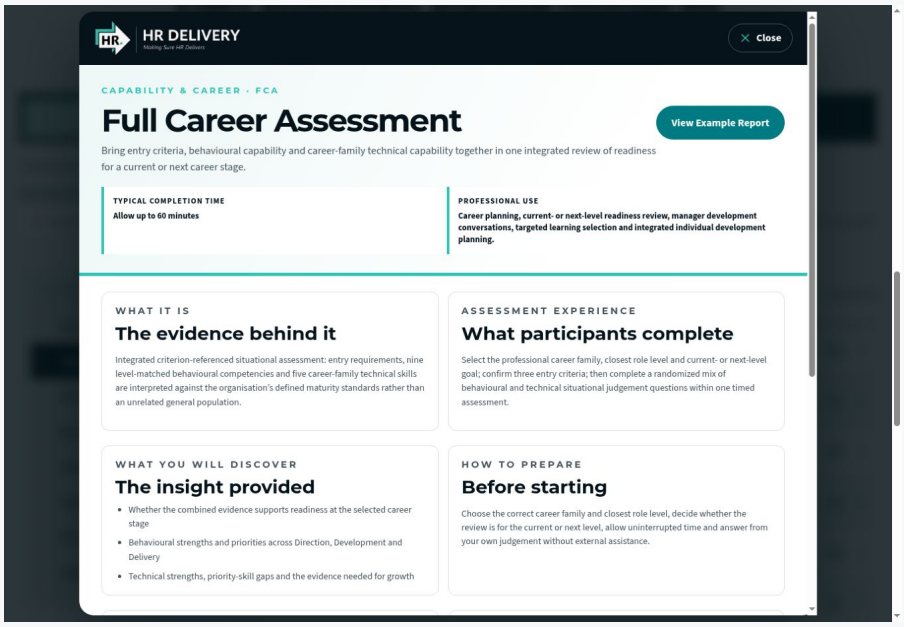
The resource offer includes factsheets, example reports, interpretation material, feedback support and an advertised English and Arabic assessment handbook. Use the relevant material before administration, then prepare questions that help participants understand findings and relate them to work.

YOUR OUTPUTS

- Administration preparation
- Feedback discussion prompts
- Development follow-through

HOW TO USE IT

1. **Prepare the exercise.** Read the relevant factsheet and explain the participant experience clearly.
2. **Prepare the conversation.** Use report guidance to develop balanced questions about strengths and development.
3. **Support application.** Help the participant choose actions and connect them with appropriate development resources.



WEBSITE SCREEN / Full Career Assessment factsheet: public preparation and interpretation context.

WHY THIS HELPS

Help practitioners deliver consistent preparation and clearer explanations, followed by constructive conversations about what the findings mean in practice.

IN YOUR ORGANISATION / ILLUSTRATIVE

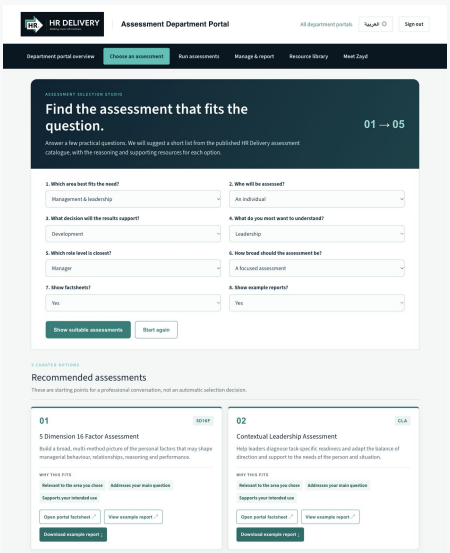
Illustrative example: A practitioner prepares to give feedback to a new audience. Factsheets, example reports and relevant interpretation resources help frame the administration and conversation, including questions that invite participants to connect findings with experience and identify practical next steps. What preparation will help the practitioner explain the report accurately and invite useful reflection?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

B2 · PROGRAMME INSIGHT

Assessment analytics and organisation reporting

Review programme activity and suitable shared findings to decide where development support and further organisational discussion could be useful.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

WHAT IT GIVES YOU

Organisation reporting brings programme activity and findings into a broader view. Start with the exercise's purpose and completed evidence, review relevant patterns, and use the themes to plan learning or coaching while respecting the meaning and confidentiality of individual results.

YOUR OUTPUTS

- Programme activity overview
- Shared development themes
- Organisational support priorities

HOW TO USE IT

1. **Review activity.** Check programme participation and completion before interpreting the available assessment picture.
2. **Explore themes.** Discuss relevant shared development patterns with the authorised programme stakeholders.
3. **Plan support.** Translate suitable themes into learning priorities, coaching support or further investigation.

WHY THIS HELPS

Connect individual assessment investment with wider planning and give leaders a clearer basis for targeted support across the organisation.

IN YOUR ORGANISATION / ILLUSTRATIVE

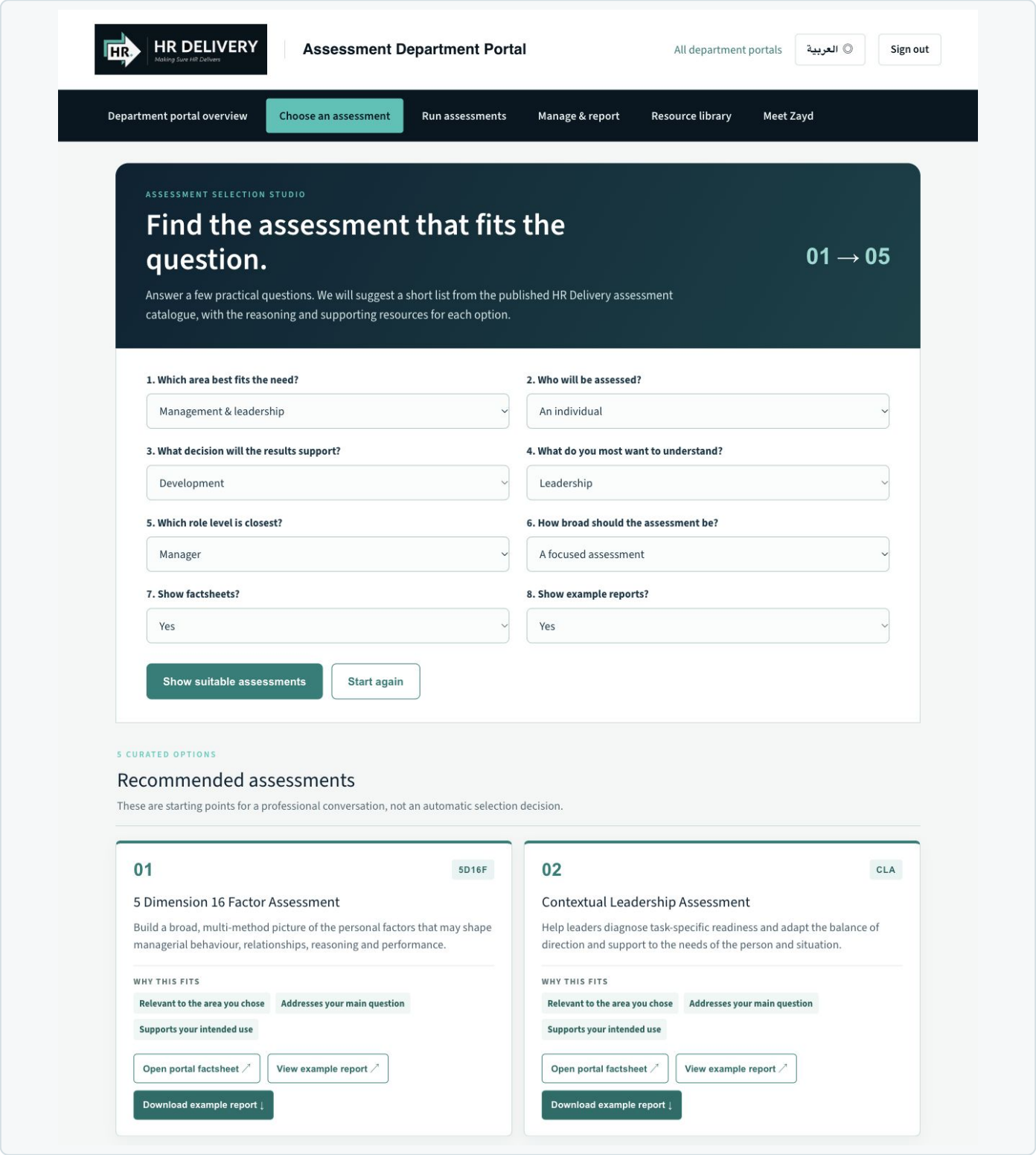
Illustrative example: An HR team reviews a completed development programme to plan further support. It considers participation and appropriate shared themes in context, respects individual confidentiality and avoids treating differences between instruments as directly comparable scores when discussing learning or coaching priorities. Which shared themes can responsibly inform organisational support without losing individual context?

SOURCE: HR.DELIVERY / DEPARTMENT ASSESSMENT

THE SERVICE ON SCREEN

A closer look at the workspace

The complete published demonstration is shown at a larger scale. Use the feature pages to connect this view with your own service requirements.



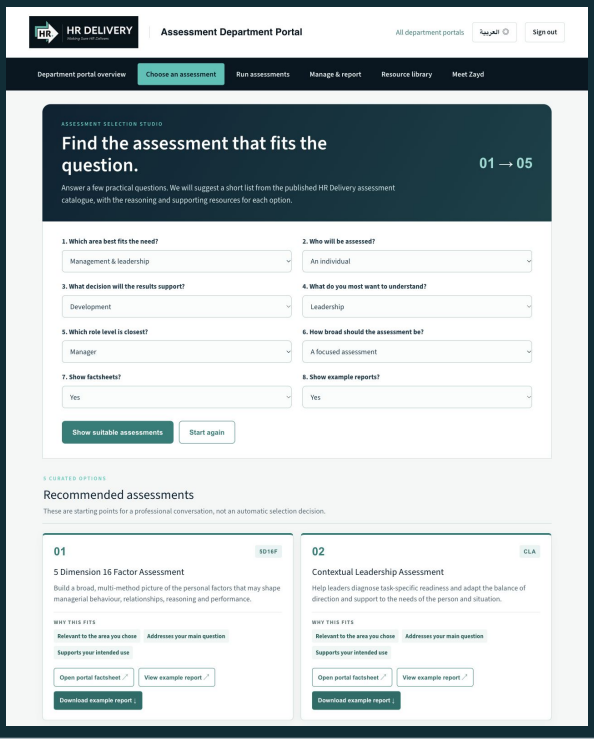
PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

B / ASSESSMENT

03

See the service in practice

Two illustrative client journeys connect the tools with a business need, a working sequence and useful outputs.



PUBLISHED WORKSPACE DEMONSTRATION / Assessment Centre: official HR Delivery demonstration workspace.

CLIENT JOURNEY / 01

Build a development programme for new managers

Illustrative client journey: A company has appointed several managers from specialist roles. HR wants a development programme that explores reasoning and management judgement without assuming every participant needs the same support. The team agrees the assessment purpose, feedback approach and opportunities to practise at work.

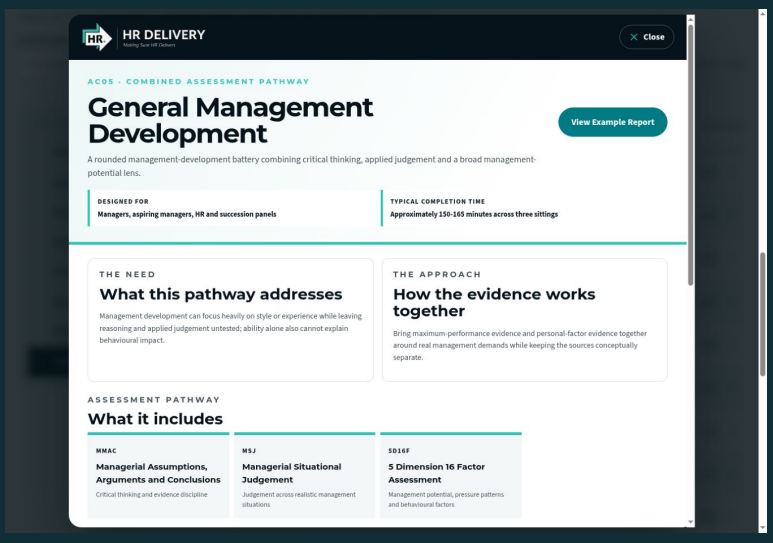
1. **Define the transition.** Describe the new management responsibilities and the development questions the programme should explore.
2. **Choose the evidence.** Compare relevant instruments or the management pathway and agree the purpose of each component.
3. **Support participation.** Prepare participants, coordinate allocation and completion, and arrange authorised individual feedback.
4. **Practise through work.** Agree a relevant management assignment and review observable evidence with the participant and manager.

WHAT THE WORK PRODUCES

- Agreed cohort and assessment brief
- Individual feedback and development priorities
- Work-based assignments and review points

THE VALUE FOR YOUR TEAM

Participants receive development support connected with their new responsibilities, while HR can organise appropriate learning around shared themes without losing the context of individual evidence.



WEBSITE SCREEN / General Management Development: the live public combined-pathway factsheet.

EXPLORE NEXT / General Management Development (p067) · Participant registration and management (p087) · Assessment allocation and completion tracking (p088)

CLIENT JOURNEY / 02

Prepare a leadership coaching conversation

Illustrative client journey: A leader wants to understand how personal tendencies, feedback from colleagues and responses under pressure affect everyday leadership. The coaching brief calls for several perspectives, protected feedback and practical follow-through, so HR explores an appropriate pathway before arranging participation and interpretation support.

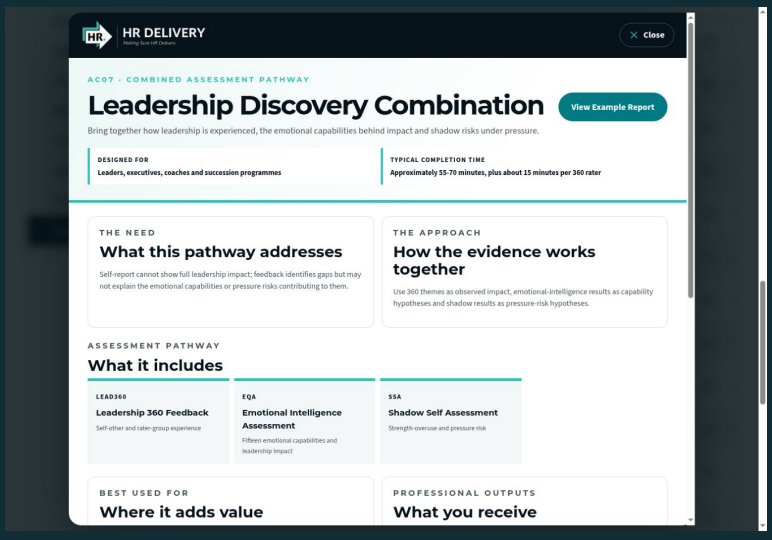
1. **Agree the coaching question.** Identify the leadership situations and relationships the participant wants to understand more clearly.
2. **Confirm the pathway.** Review component factsheets and reporting boundaries, including arrangements for protected colleague feedback.
3. **Explore the evidence.** Discuss the distinct profiles, workplace examples and useful tensions without forcing one universal label.
4. **Choose practical experiments.** Agree a manageable behaviour change and the feedback needed to review its effect.

WHAT THE WORK PRODUCES

- A purposeful leadership assessment brief
- Supported interpretation of distinct evidence sources
- Coaching actions and an evidence-gathering plan

THE VALUE FOR YOUR TEAM

The leader gains a structured basis for reflection and practical coaching, with clear distinctions between personal preferences, colleagues' perspectives and behaviours to practise in context.



WEBSITE SCREEN / Leadership Discovery: the live public combined-pathway factsheet.

EXPLORE NEXT / Leadership Discovery (p069) · Leadership 360 Feedback (p049) · Shadow Self Assessment (p051)

SERVICE ARRANGEMENTS

A clear handover helps your team start well

Agree the people, workspaces, outputs and service connections required for your assignment.

SCOPE AND RESPONSIBILITY

Confirm the business question, participating colleagues, outputs and the decisions that remain with your authorised team.

ACCESS AND COMMUNICATION

Lama can coordinate the relevant portal route and service setup. Specialist AI profiles are virtual characters; enabled chat, call, email and Telegram channels depend on the agreed provider connections.

SCREENS AND EXAMPLES

Screens show the public website, published workspace demonstrations or related service views, as labelled. Examples in this brochure are illustrative; they do not report client results or completed private transactions.

REVIEW AND RELEASE

Adapt models and documents to the assignment. Agree professional review, approval, release and record-handling arrangements before organisational use.

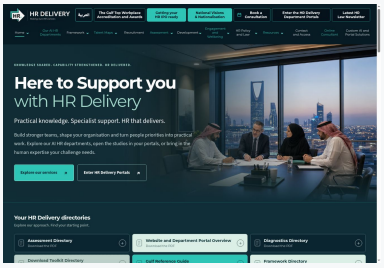
USEFUL DIRECT ROUTES

Speak with Lama

Explore the portal directory

Request a conversation with Dr Phillip

Contact HR Delivery



Source basis: the approved HR Delivery Client Guide and its linked site review, expanded with client applications. Mission, vision and pledges were checked against HR Delivery's public site in November 2026. Catalogue counts refer to the stated inventory, not a promise of future totals.

YOUR NEXT STEP

Tell us what you want the evidence to help you understand

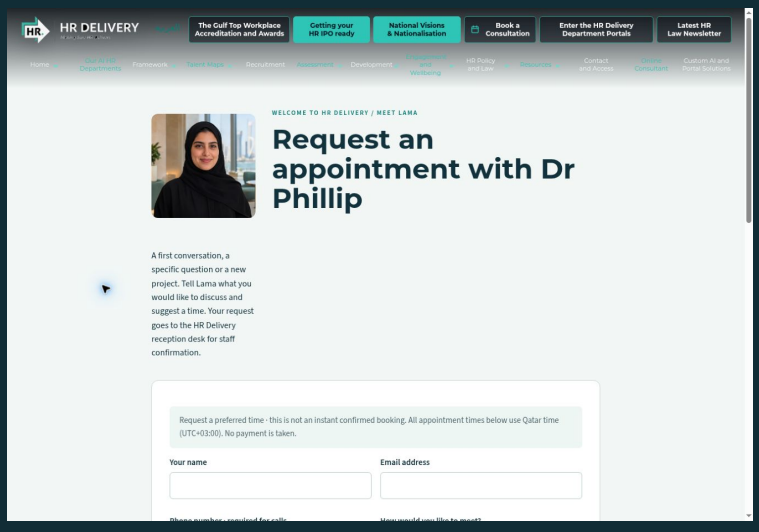
You do not need to choose an instrument before starting the conversation. Bring the development or selection question, the participant context and the intended use of the findings to Lama. HR Delivery can help compare suitable routes, clarify specifications and agree administration and feedback support. Confirm any pilot conditions and enabled channels during setup, then plan how participants will apply the insights and what evidence will be reviewed afterward together.

A PRACTICAL START

- Write the question the assessment should help answer.
- Explore the relevant factsheets and example reports.
- Arrange a programme discussion with Lama and the assessment team.

A STARTING BRIEF YOU CAN ADAPT

We want to understand [question] for [participants and roles]. The findings will inform [purpose]. We already have [evidence] and would like support with [selection, administration or feedback]. Our timing is [date]. Please help us choose and scope an appropriate programme.



WEBSITE SCREEN / Public appointment-request route: requests are reviewed by the team.

Start with Lama

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