HR DELIVERY
Making Sure HR Delivers

THE CLIENT BROCHURE SERIES

Engagement & Wellbeing

Listen with purpose and turn feedback into action

Build employee listening around a clear organisational question. Explore surveys, benchmarks and interactive sessions, agree participation and reporting arrangements, and connect the findings with practical actions your people can revisit.

EXPLORE. PLAN. PUT IT TO WORK.

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

START WITH YOUR PRIORITY

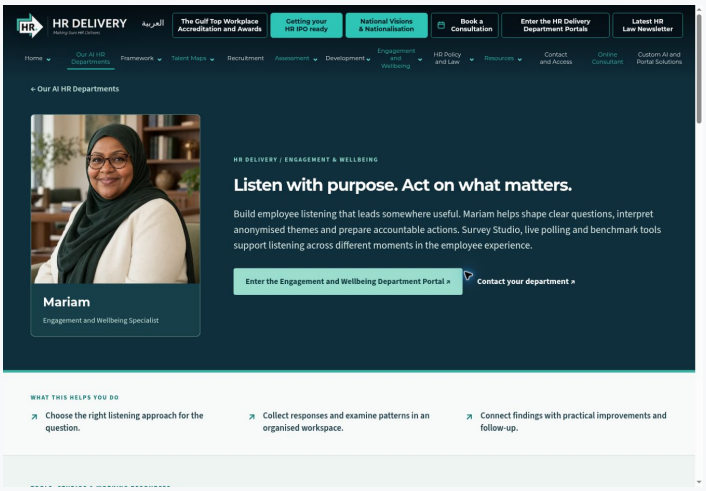
Start with the decision your people can help inform

Employee listening is most useful when people understand why they are being asked and leaders are prepared to respond. Your question may concern everyday working conditions, a recent change, the joining experience or the support available to teams. A clear purpose helps you choose the audience, the questions and the conversation that should follow the findings.

HR Delivery connects public listening guides, benchmark references, Survey Studio and interactive participation through HR Delivery Live. You can prepare a focused questionnaire, agree privacy and reporting arrangements, explore results and record follow-up. Lama helps shape the service enquiry and confirm access, while Mariam's specialist area provides a recognisable starting point for discussing the employee experience.

WHO THIS GUIDE IS FOR

- HR leaders planning a focused employee listening programme
- Managers reviewing working conditions, change or team experience
- Organisations connecting survey findings with practical improvement discussions



WEBSITE SCREEN / Mariam department profile

THE QUESTIONS TO BRING

- What decision or improvement should this listening exercise help inform?
- Who has relevant experience, and what participation arrangement is appropriate?
- Who will discuss the findings and take responsibility for the response?

WHAT YOU CAN WORK TOWARDS

- An agreed listening purpose and participant approach
- Contextualised findings and a useful reporting pack
- Owned actions and a planned progress conversation

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

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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 ENGAGEMENT & WELLBEING

Foreword from Dr Phillip Welsh

PROPOSED WORDING FOR DR PHILLIP'S REVIEW

> *"Listening becomes useful when people understand the question and leaders make space to discuss the findings and the response."*

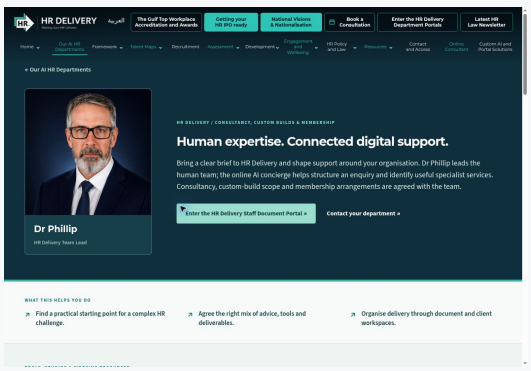
Asking people about their experience creates an opportunity to understand work more clearly. It also creates an expectation that their contribution will be considered. We believe a useful listening programme therefore begins before the first question is written: with a purpose leaders can explain, a participant approach employees can understand and a genuine plan for discussing what the organisation learns from the exercise.

The right approach may be a focused pulse, a broader employee survey or an interactive conversation with a team. Each has a place. What matters is choosing questions and reporting arrangements that fit the decision, interpreting the evidence in context and keeping the response proportionate. A score can help organise discussion, but it cannot replace the judgment needed to understand the working experience behind it.

This brochure introduces the resources and workspaces you can explore with HR Delivery. Bring us the question you want to address and the people whose experience matters. Lama can help organise the enquiry and confirm the service scope, content and enabled access routes. Together, the agreed work can connect employee contribution with practical discussion, clear ownership and a review of the actions chosen.

DR PHILLIP WELSH

Human team lead, HR Delivery



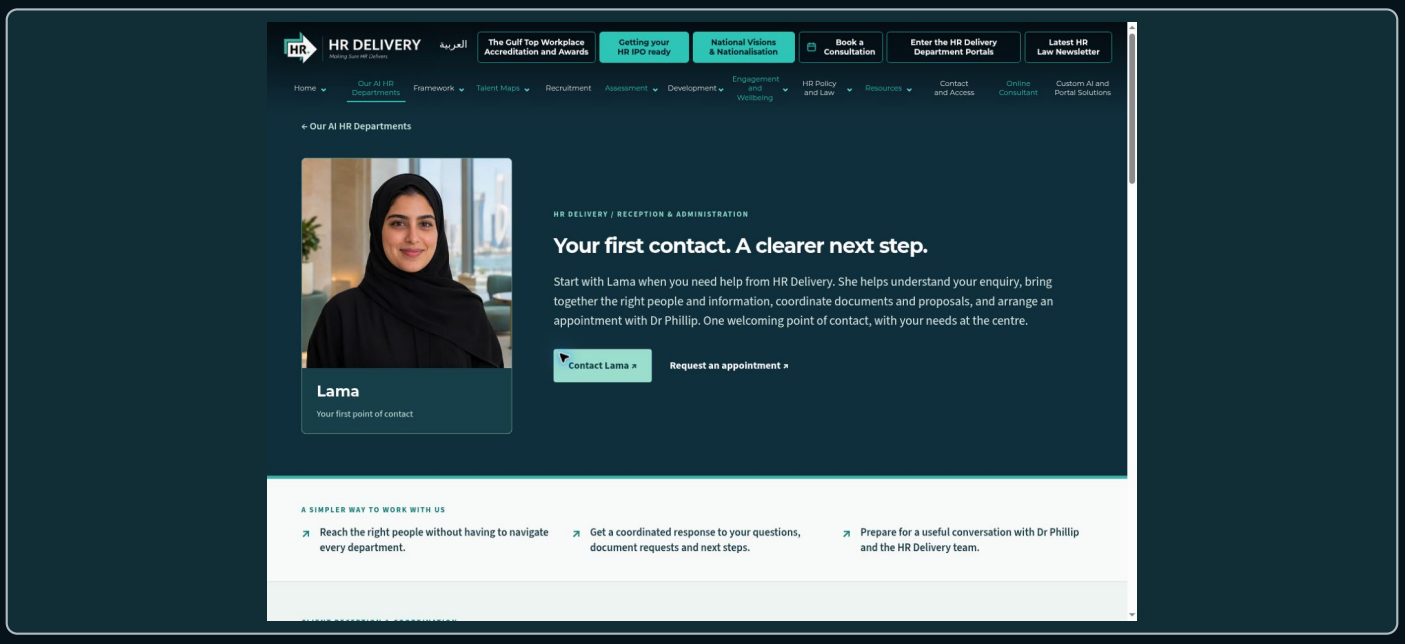
WEBSITE SCREEN / Dr Phillip Welsh: HR Delivery's human team lead.

YOUR FIRST POINT OF CONTACT

Meet Lama

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

Lama helps turn an employee listening idea into a clear service enquiry. Share the workforce question, intended audience and timing so the team can discuss suitable survey or workshop routes. She helps clarify the next contact, the content needed and the access arrangements, including which specialist communication channels and portal functions are enabled for your organisation at the agreed setup.



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

A USEFUL FIRST BRIEF

- The organisational question and the decision it should inform
- An approximate audience profile and useful reporting groups
- Preferred languages, participation approach and collection timing
- The leaders who will review findings and own follow-up

HOW LAMA HELPS

- Direct the enquiry towards a suitable listening or interactive-session route
- Clarify survey-content approval, reporting scope and access requirements
- Confirm the service contact and enabled communication channels

Start with the decision you need to make. Lama can help organise the right conversation, clarify the scope and prepare a practical next step together.

ABOUT HR DELIVERY

Expertise that turns people priorities into useful work

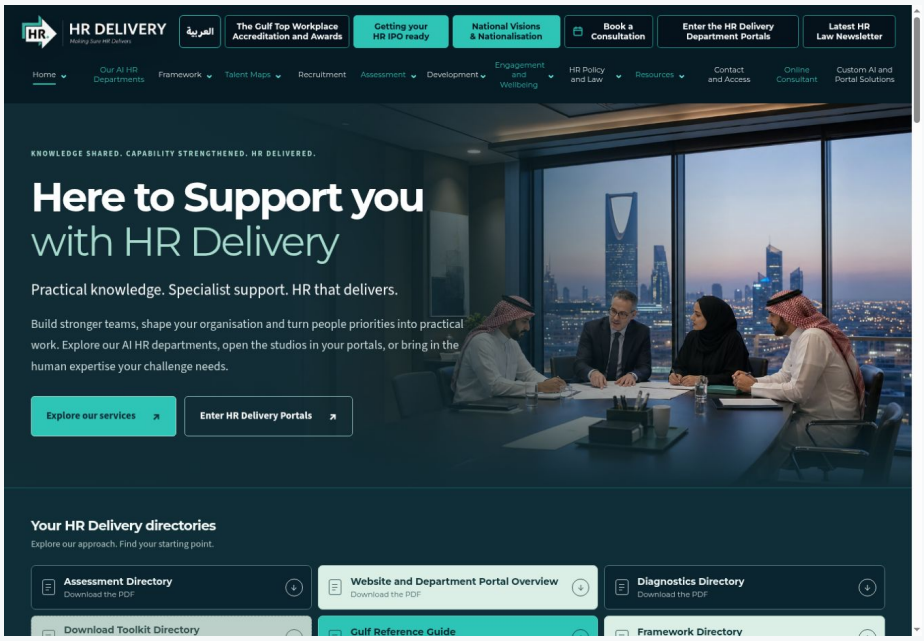
A multidisciplinary HR service led by Dr Phillip Welsh, connecting professional advice, practical resources and hands-on support.

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

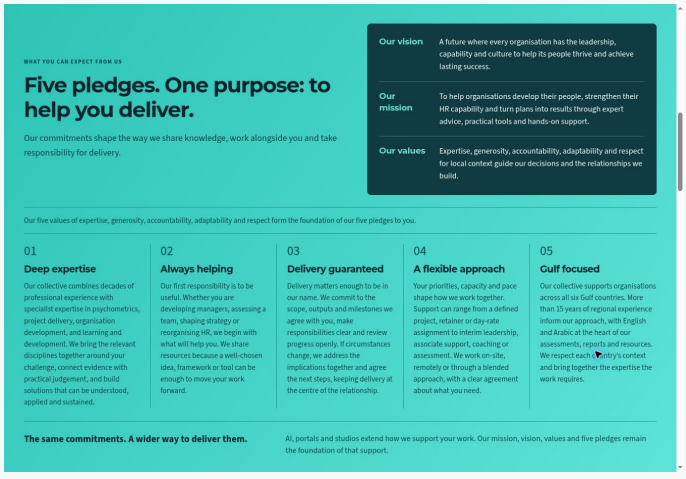
Agree the work, outputs, responsibilities and review points, with clear communication about progress.

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.

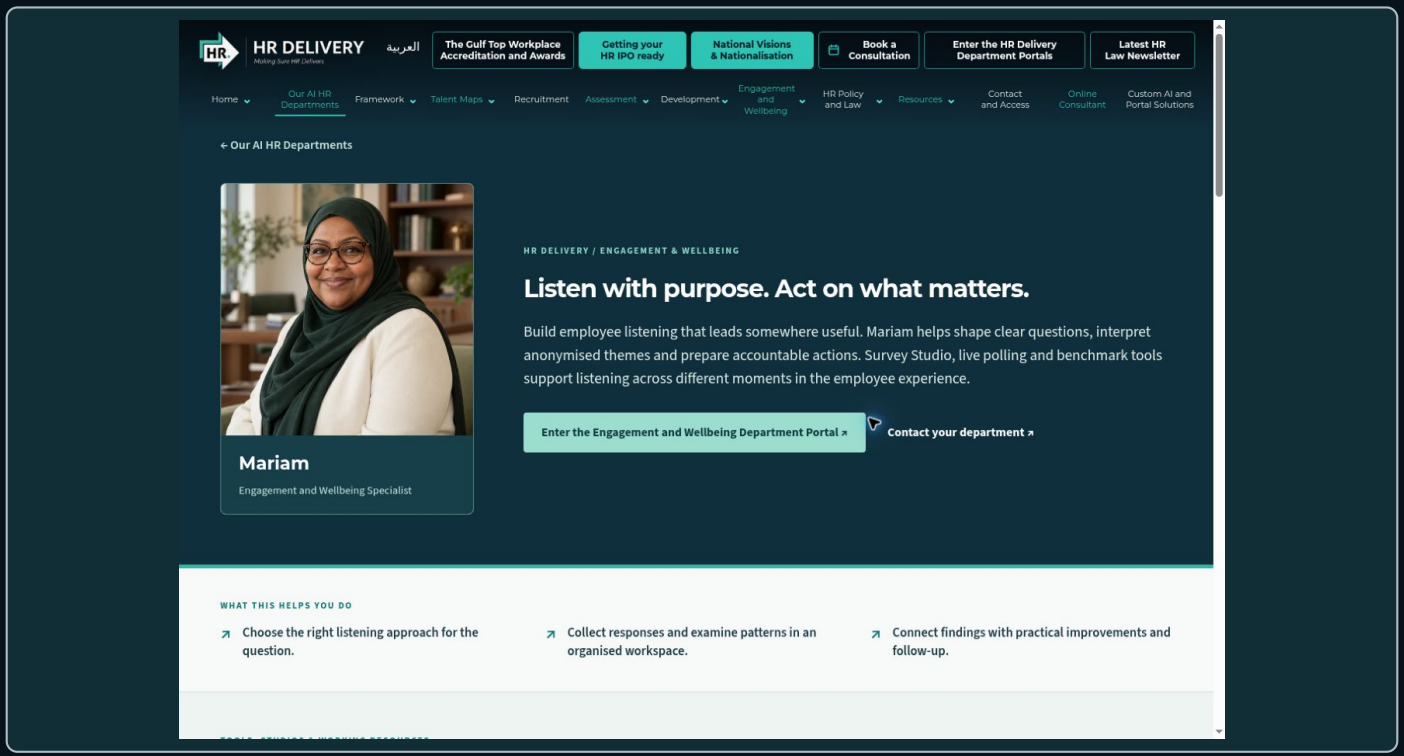
WEBSITE SCREEN / HR Delivery's published mission, vision, values and five pledges.

D / ENGAGEMENT & WELLBEING

01

Explore the website resources

Explore employee listening, reference benchmarks and the questions that matter to your workforce.

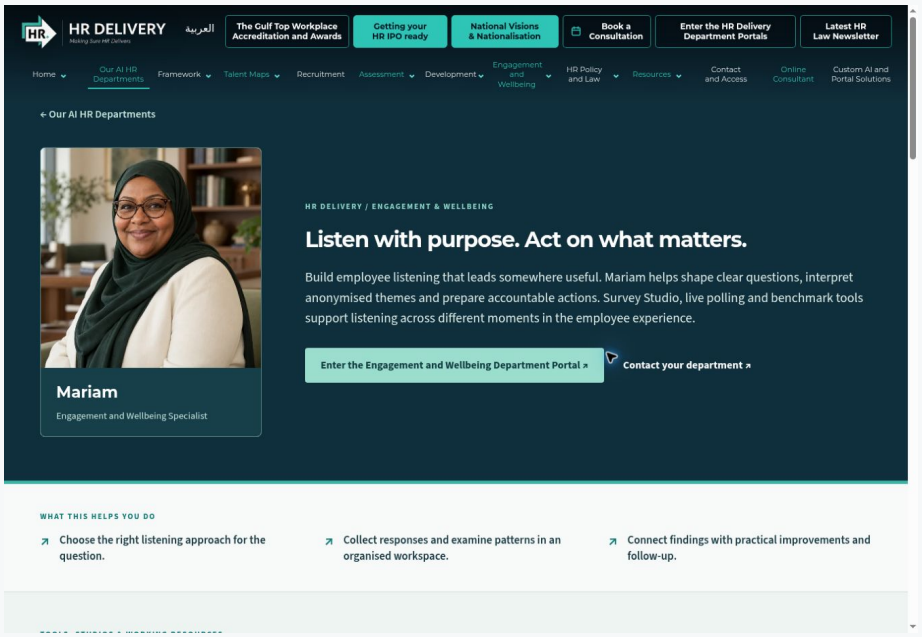


WEBSITE SCREEN / Mariam department profile

WEBSITE / ORIENTATION

Find a listening route that fits your question

The website introduces eight listening themes, including satisfaction, engagement, wellbeing, onboarding and exit feedback. It also provides engagement and wellbeing references and an overview of interactive sessions. Use these pages to explore the purpose and practical use of each route, then prepare a brief for Lama. Agree the actual questionnaire, reporting approach and content readiness before rollout, rather than assuming every named starter is a finished service package.



WEBSITE SCREEN / Mariam department profile

HOW TO EXPLORE

1. **Clarify the question.** Identify the decision or working condition you want to understand and who can act on the findings.
2. **Compare the routes.** Review the service guides and benchmarks, considering whether a survey, short pulse or facilitated session fits the purpose.
3. **Prepare the brief.** Bring audience, language, privacy and timing requirements to Lama so the service scope and next steps can be agreed.

ILLUSTRATIVE CLIENT USE

Illustrative example: an HR team wants to understand how new starters experience induction. It reviews the onboarding guide, identifies two useful checkpoints and prepares a brief covering questions, reporting and follow-up. Lama helps confirm the content and access arrangements before the team plans its rollout.

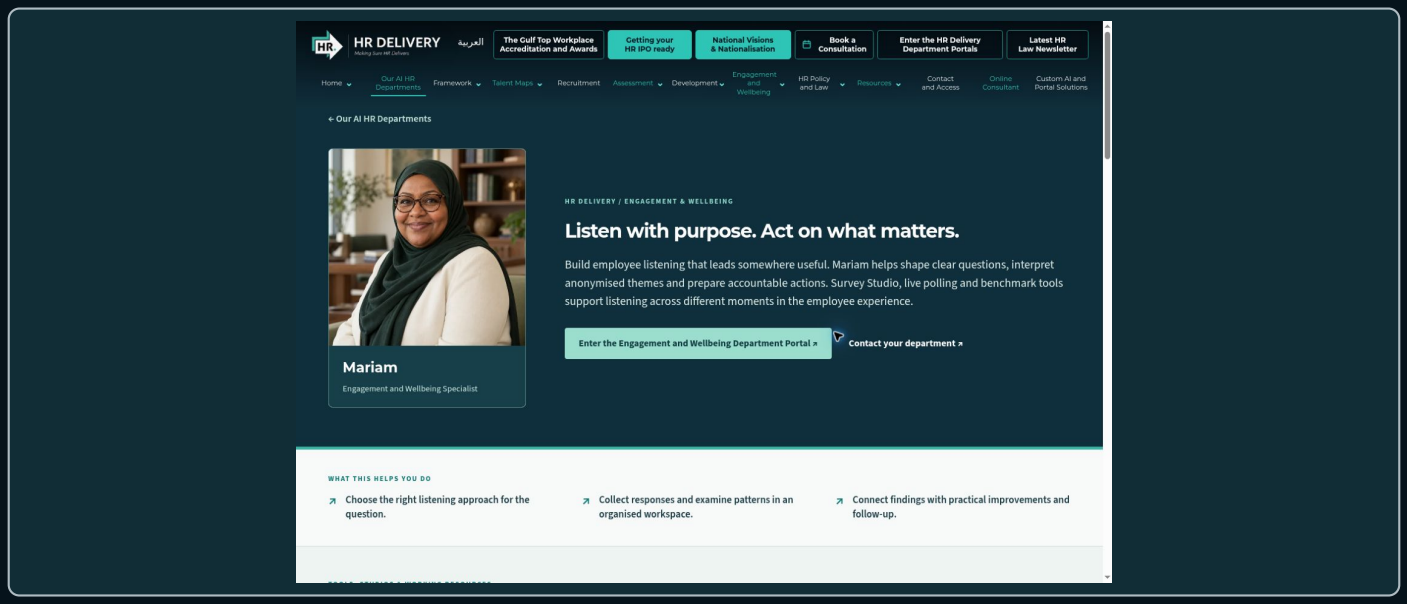
SPECIALIST SUPPORT

Meet Mariam

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

MARIAM / ENGAGEMENT AND WELLBEING SPECIALIST PROFILE

- Which listening approach fits the organisational question we need to address?
- How should we plan participation, privacy and reporting for this audience?
- How can we connect the findings with a practical management response?



WEBSITE SCREEN / Mariam department profile

ACCESS IN THREE STEPS

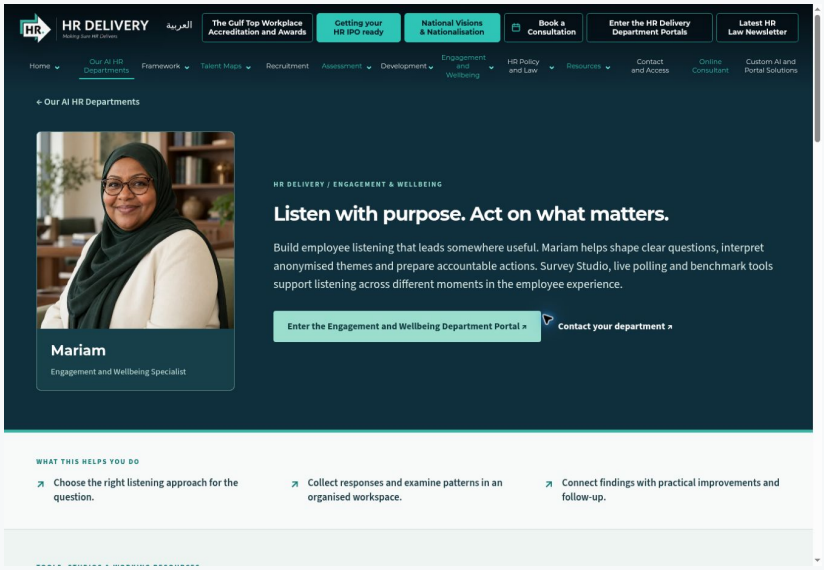
- Explore Mariam’s public department page and identify the listening purpose.
- Ask Lama to confirm the service scope, approved content and appropriate access route.
- Use the confirmed portal or communication channel to prepare the agreed work.

Mariam’s profile introduces the specialist offer. Lama confirms the human service contact, portal entitlements and enabled email, chat or call routes at setup; provider-dependent specialist conversations require their external connections.

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Meet Mariam

Start an employee listening conversation with a clear purpose, the right audience and a practical question that leaders are prepared to address.



WEBSITE SCREEN / Mariam department profile

WHAT IT GIVES YOU

Mariam's public department page introduces the listening offer and routes into Survey Studio, employee experience services and benchmarks. Bring the workforce question, relevant context and intended follow-up so HR Delivery can discuss an appropriate approach and access.

THE CLIENT VALUE

Gives the client a focused starting conversation, connecting employee feedback with a decision, accountable ownership and a clear route to practical work.

YOUR OUTPUTS

- Listening purpose and audience
- Relevant service and workspace choices
- Questions for the HR Delivery team
- Defined responsibility for follow-up

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR director explores Mariam's page before planning employee listening across several teams. They describe the work issue and intended management decision, then ask Lama to confirm the suitable service route, content requirements and enabled channels for the first planning conversation. What decision should Mariam's service route help you frame before a questionnaire is discussed?

SERVICE CONTEXT / Live specialist AI connections pending.

SOURCE: HR.DELIVERY / DEPARTMENT ENGAGEMENT WELLBEING

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Satisfaction surveys

Explore everyday working conditions, including role clarity, resources and management support, to prepare a focused employee listening brief.

WHAT IT GIVES YOU

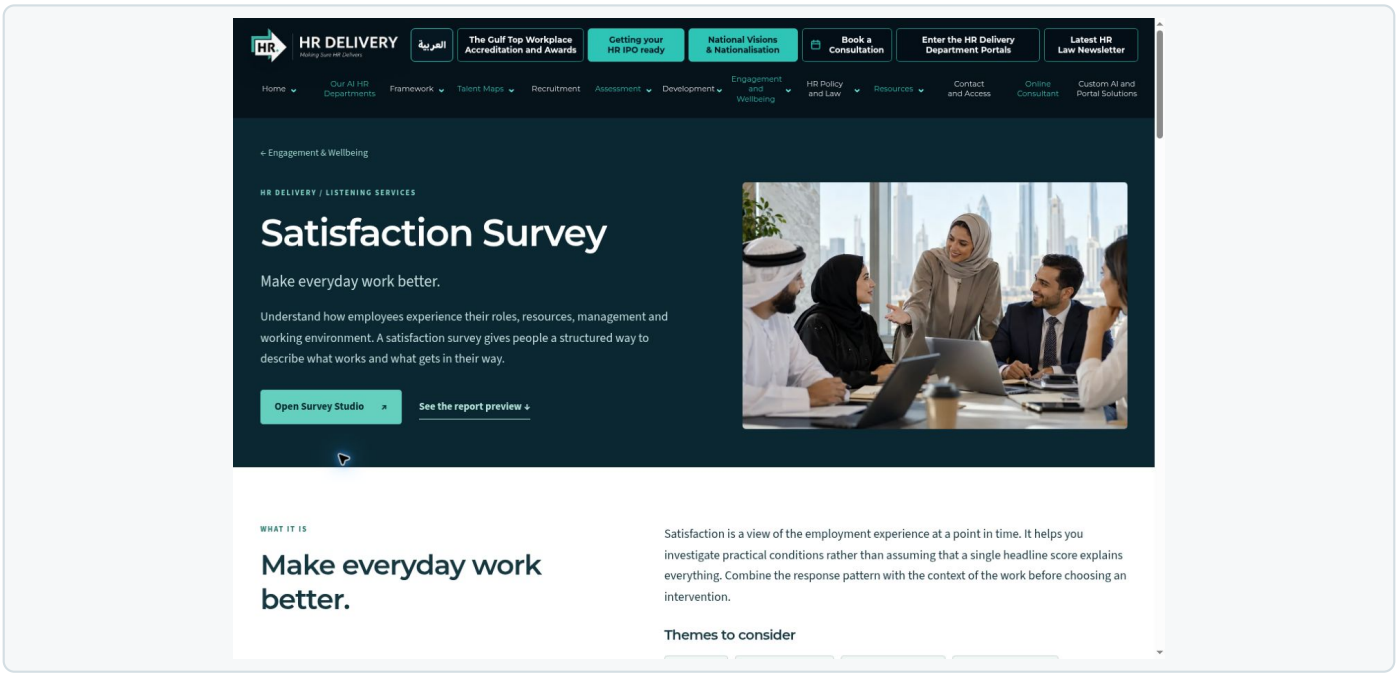
Use the public service guide to define the practical conditions to explore. Agree the employee population, question themes and reporting groups, then prepare approved content for Survey Studio and plan how managers will discuss the findings.

YOUR OUTPUTS

- Satisfaction survey brief
- Agreed working-condition themes
- Priorities for manager discussion

HOW TO USE IT

1. **Frame the issue.** Identify the working conditions that need attention and ownership.
2. **Agree the questions.** Review relevant themes and wording with responsible service owners.
3. **Plan the response.** Agree how findings inform priorities, discussion and employee communication.



WEBSITE SCREEN / Public satisfaction listening-service guide.

WHY THIS HELPS

Connects practical employment issues with the managers and teams able to discuss them and act on the findings.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a service team wants to understand everyday obstacles to completing its work. HR prepares satisfaction themes about resources, role clarity and manager support, then agrees who will review the responses and discuss practical changes after the approved questions are collected. Which everyday working condition can the responsible manager realistically address after the review?

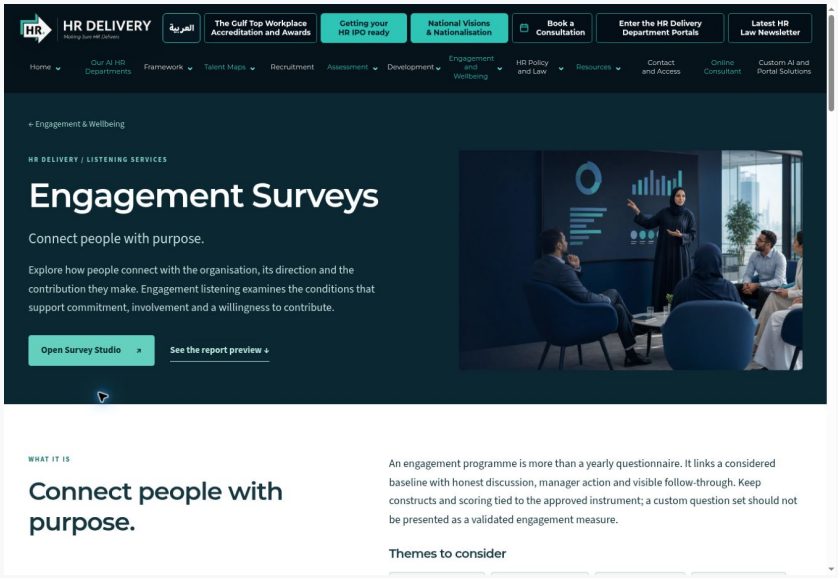
SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY SATISFACTION

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Engagement surveys

Explore employees' connection with purpose, leadership and contribution through a listening programme that includes a credible plan for follow-up.



WEBSITE SCREEN / Public engagement listening-service guide.

WHAT IT GIVES YOU

Begin with the public engagement guide and an approved question and scoring approach. Define the purpose, audience and reporting boundaries before building the questionnaire, then agree how leaders will discuss themes and communicate the actions selected.

YOUR OUTPUTS

- Engagement listening brief
- Approved question and scoring approach
- Leadership discussion and action priorities

HOW TO USE IT

1. **Define the focus.** Identify the connection, contribution and employee-voice themes to explore.
2. **Prepare the approach.** Agree questions, scoring, privacy arrangements and planned reporting groups.
3. **Engage leaders.** Plan leadership discussion and follow-up before employees are invited.

WHY THIS HELPS

Gives leaders a clearer basis for selecting engagement actions and explaining their response to the people who provided feedback.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an organisation wants to explore connection with its direction and leadership. It agrees relevant engagement questions and scoring meaning before collection, then plans a leadership discussion that considers employee comments and context alongside the theme scores rather than treating one number as the explanation. Which aspect of engagement do you need to understand, and how will leaders discuss it with employees?

SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY ENGAGEMENT

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Pulse surveys

Check a defined issue or recent change through a short survey that gives employees a focused opportunity to describe their experience.

WHAT IT GIVES YOU

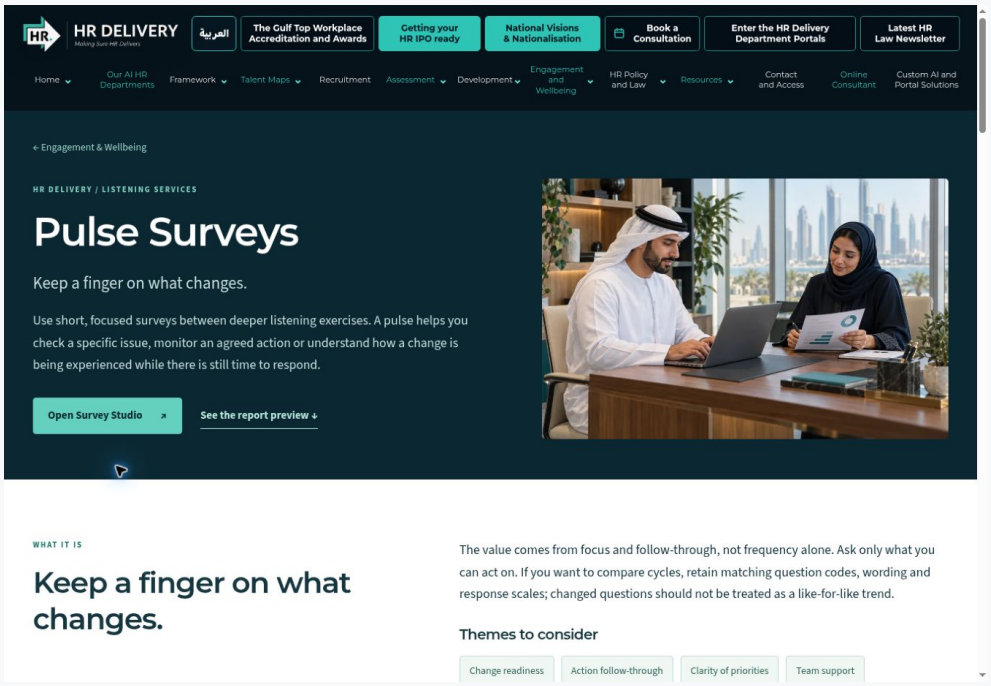
Use a pulse for a defined question the organisation can act on. Choose relevant items and timing, retaining matching wording and scales when comparison with successive cycles is intended.

YOUR OUTPUTS

- Focused pulse questionnaire
- A defined collection period
- A short update for action review

HOW TO USE IT

1. **Choose one focus.** Name the decision or improvement this check should inform.
2. **Keep comparisons clear.** Retain matching wording and scales when repeated comparison is intended.
3. **Respond promptly.** Discuss the pattern and agree a response with its owner.



WEBSITE SCREEN / Public pulse listening-service guide.

WHY THIS HELPS

Allows teams to revisit a priority between larger surveys and decide whether an existing action needs adjustment or discussion.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a team reviews a recent change to shift handovers through a short pulse. It keeps matching questions and scales for a later cycle, records the collection context and uses the findings to discuss adjustments, without assuming that any difference was caused by one action. Which question needs a short check now, and which wording should stay consistent if you repeat it?

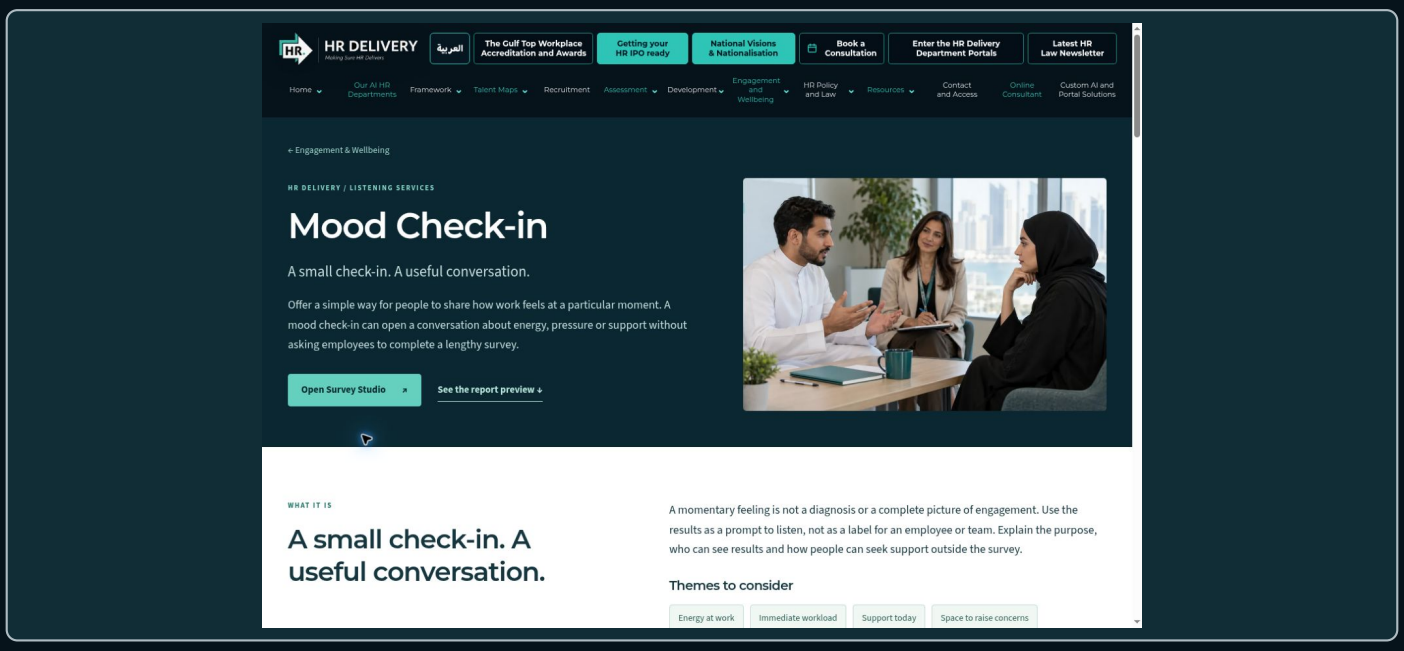
SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY PULSE

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Mood surveys

Open a timely group conversation about energy, pressure and support through a brief check of how work feels today.



WEBSITE SCREEN / Public mood listening-service guide.

WHAT IT GIVES YOU

Use the public mood guide to frame a short listening exercise around current working conditions. Explain the purpose and privacy arrangements, select an appropriate reporting group and discuss patterns with context before deciding on proportionate follow-up.

YOUR OUTPUTS

- A brief check-in prompt
- Group-level listening themes
- Topics for a support conversation

HOW TO USE IT

1. **Set the context.** Explain the purpose and how feedback will be discussed.
2. **Listen briefly.** Ask focused questions using the agreed participation and reporting approach.
3. **Discuss the pattern.** Explore the context and the support the group may need.

WHY THIS HELPS

Creates an opening to discuss working conditions and support without treating a brief account of feeling as a diagnosis.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a manager invites a brief group check-in during a demanding project period. The discussion explores energy, pressure and support in the current work context, then agrees practical follow-up without interpreting a momentary response as a diagnosis or a fixed description of an employee. What working conditions could the group discuss constructively after this brief check-in?

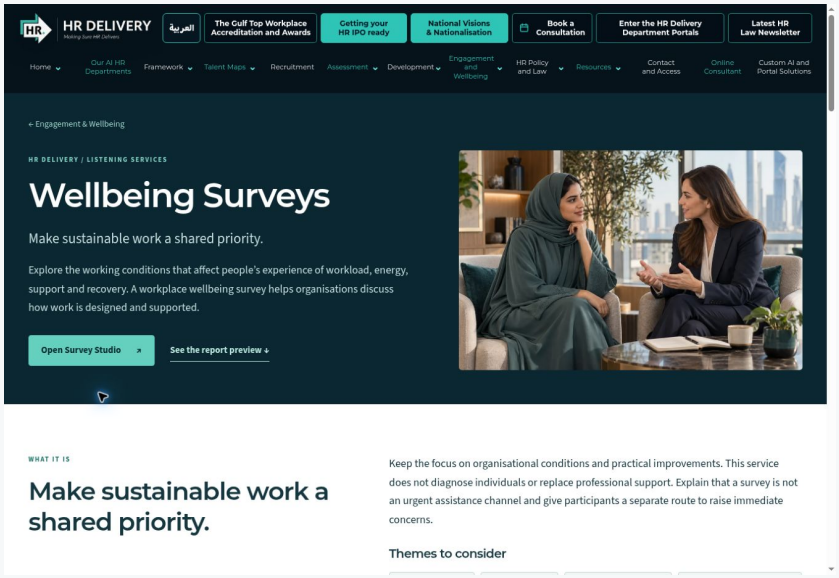
SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY MOOD

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Wellbeing surveys

Explore workload, recovery and support so employees can describe the working conditions affecting whether their work feels sustainable and manageable.



WEBSITE SCREEN / Public wellbeing listening-service guide.

WHAT IT GIVES YOU

Use the wellbeing service guide to define the organisational conditions to examine. Agree the questions, reporting boundaries and response owners, then use aggregate findings to discuss work design, management support and practical changes that can be reviewed.

YOUR OUTPUTS

- Workplace wellbeing listening brief
- Aggregate conditions and support themes
- Work-design and support priorities

HOW TO USE IT

1. **Focus on work.** Identify the working conditions and support arrangements to explore.
2. **Prepare the response.** Agree review ownership and how employees will hear decisions.
3. **Choose practical action.** Connect findings with practical workload, work-design or support changes.

WHY THIS HELPS

Gives managers a structured basis for discussing sustainable work and choosing changes related to the conditions employees describe.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR team reviews workload and recovery themes across eligible reporting groups. Managers consider the findings alongside staffing and work-design context, then discuss proportionate changes and established support routes, keeping the exercise focused on workplace conditions rather than individual clinical conclusions. Who can act on the working conditions your wellbeing questions are intended to explore?

SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY WELLBEING

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Exit surveys

Gather a consistent account of departing employees' experience, leaving context and suggestions to inform a considered review of employment practice.

WHAT IT GIVES YOU

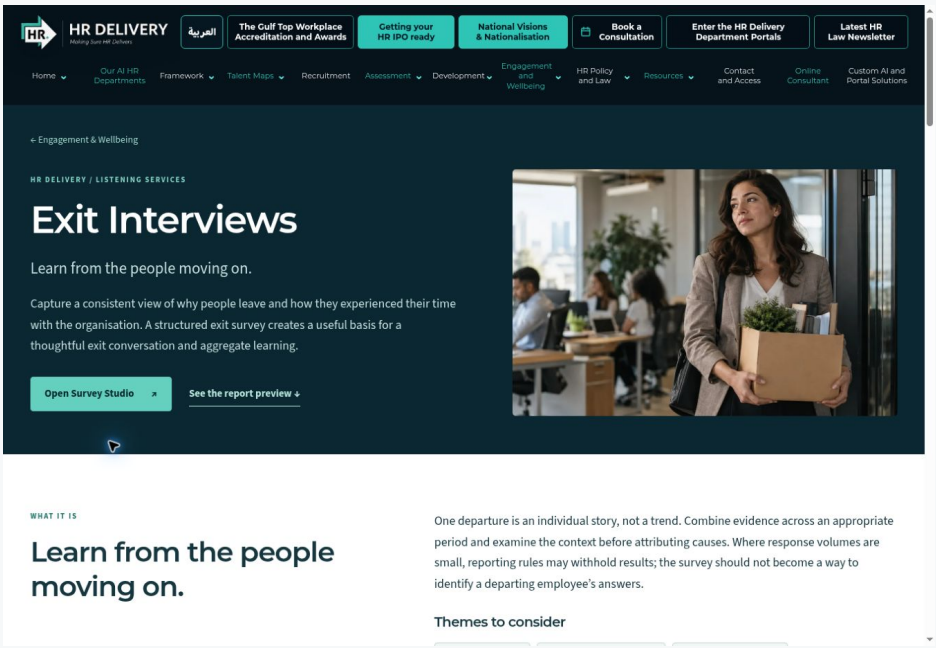
Use the exit service guide to prepare a consistent set of questions and a suitable collection period. Review themes across departures alongside role context and other evidence, then identify matters that warrant retention discussion or closer investigation.

YOUR OUTPUTS

- Structured exit feedback
- Themes across a defined period
- Retention and management review topics

HOW TO USE IT

1. **Define the review.** Define the departing population and the period under review.
2. **Gather the experience.** Ask consistent questions about experience, leaving context and improvements.
3. **Review recurring themes.** Discuss recurring themes before choosing matters for further investigation.



WEBSITE SCREEN / Public exit listening-service guide.

WHY THIS HELPS

Makes departure feedback easier to review together while retaining the context managers need to choose sensible follow-up actions.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a business reviews departures from a defined period using consistent exit questions. It examines recurring comments alongside role and leaving context, then identifies matters for investigation, avoiding an assumption that every departure reflects the same cause or requires the same retention response. Which departure contexts need to remain visible when you review themes across leavers?

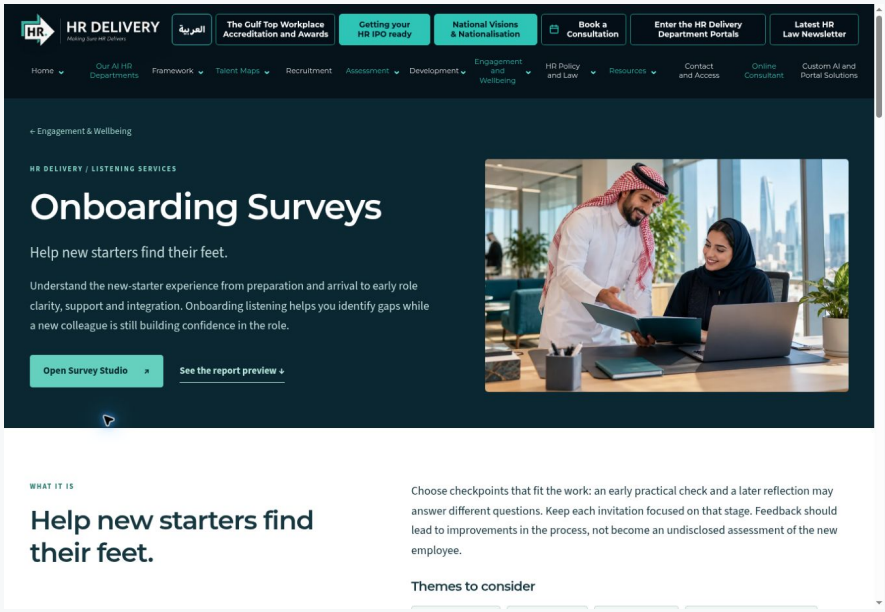
SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY EXIT

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Onboarding surveys

Review the joining experience at useful checkpoints, from practical access and induction to role clarity, manager support and finding help.



WEBSITE SCREEN / Public onboarding listening-service guide.

WHAT IT GIVES YOU

Choose checkpoints that reflect the new starter's journey. An early survey can explore preparation and practical access; a later one can examine expectations and support. Use each cycle to improve the joining process and clarify follow-up responsibilities.

YOUR OUTPUTS

- Checkpoint-specific onboarding questions
- Joining-process feedback
- Actions for HR and line managers

HOW TO USE IT

1. **Choose the checkpoint.** Match questions to the new starter's stage and experience.
2. **Explore the experience.** Explore access, induction, expectations and support at the appropriate time.
3. **Close the loop.** Agree practical follow-up with HR and the responsible manager.

WHY THIS HELPS

Shows HR and managers where the joining process needs attention and helps them provide support at a useful time.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an employer plans onboarding feedback at two agreed checkpoints. Early questions concern access and preparation; later questions explore expectations and support. HR and line managers decide who will respond to each kind of issue before the approved content is used with new starters. What can a new starter reasonably tell you at each point in the joining journey?

SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY ONBOARDING

D1 · WEBSITE · ENGAGEMENT & WELLBEING

HR service-user feedback

Ask employees and managers about a defined HR service, focusing on access, responsiveness, communication and the usefulness of support received.

WHAT IT GIVES YOU

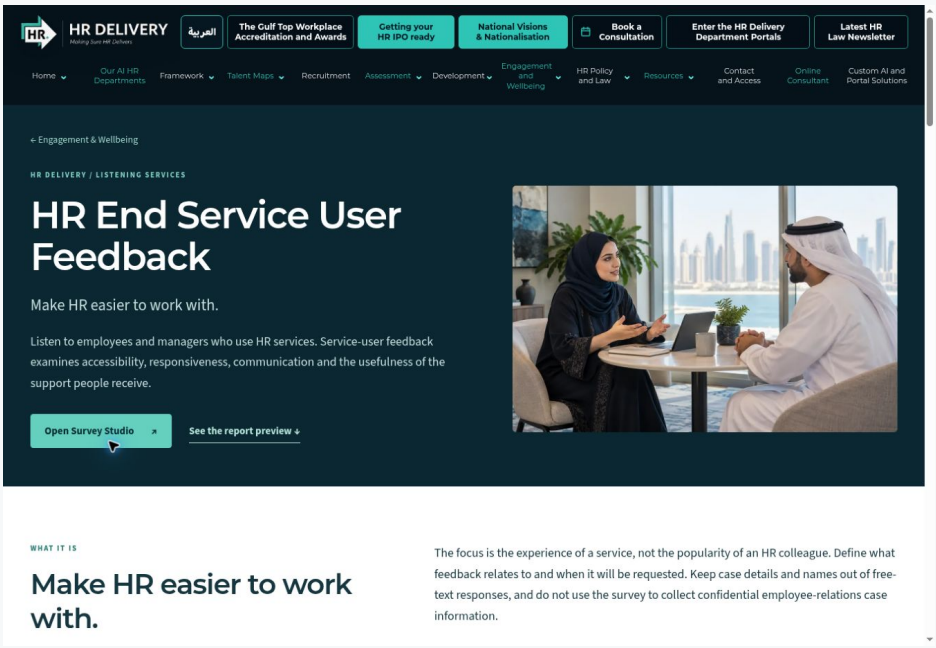
Define the service or interaction being reviewed before asking for feedback. Use the public guide to select relevant themes, agree when responses will be collected and prepare a review with the people responsible for improving that service.

YOUR OUTPUTS

- A defined service-review brief
- User-experience feedback themes
- Service improvement priorities

HOW TO USE IT

1. **Name the service.** Make the HR service or interaction under review explicit.
2. **Invite useful feedback.** Ask about experience without unnecessary names or confidential case details.
3. **Review with owners.** Agree practical improvements and expectations with accountable service owners.



WEBSITE SCREEN / Public hr feedback listening-service guide.

WHY THIS HELPS

Gives service owners specific feedback to discuss and a practical basis for reviewing expectations, communication and service improvements.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR service owner seeks feedback on the experience of obtaining payroll support. The questions focus on access, communication and usefulness, avoiding confidential case details, and the review is planned with colleagues who can clarify expectations or improve the service process. Which service interaction should respondents evaluate, and what case information is unnecessary for that purpose?

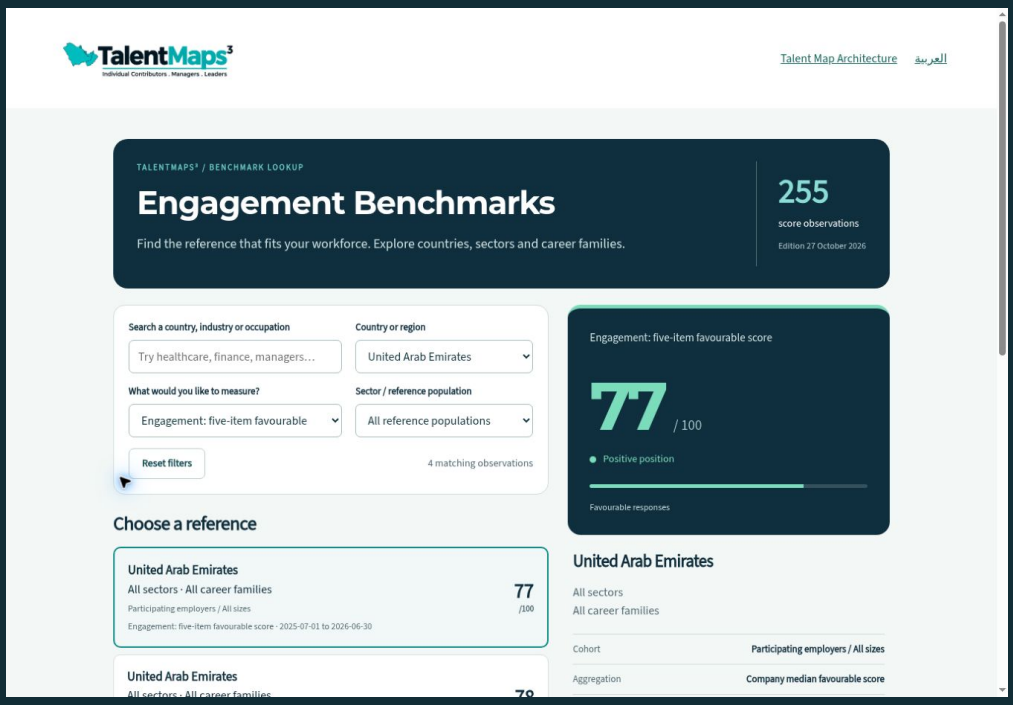
SERVICE CONTEXT / Approved starter questions and full sample report pending.

SOURCE: HR.DELIVERY / SURVEY HR FEEDBACK

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Engagement Benchmark tool

Find an engagement reference suited to the workforce question, then carry its population, measure and period into the results discussion.



WEBSITE SCREEN / Live engagement reference lookup, with population and measure context.

WHAT IT GIVES YOU

Filter by country, measure and sector, with career-family exploration where available. The reviewed edition lists 255 observations; compare question content, population and period before interpreting differences or selecting a target.

YOUR OUTPUTS

- A selected reference observation
- Population, period and measure context
- A documented comparison rationale

HOW TO USE IT

1. **Select the context.** Choose a relevant country, measure and comparison population for review.
2. **Read the basis.** Read the cohort, period, original scale and display calculation together.
3. **Use it carefully.** Retain the comparison context when discussing results and proposed targets.

WHY THIS HELPS

Gives leaders an evidenced comparison to discuss while preserving the context needed to judge relevance and set a sensible target.

IN YOUR ORGANISATION / ILLUSTRATIVE

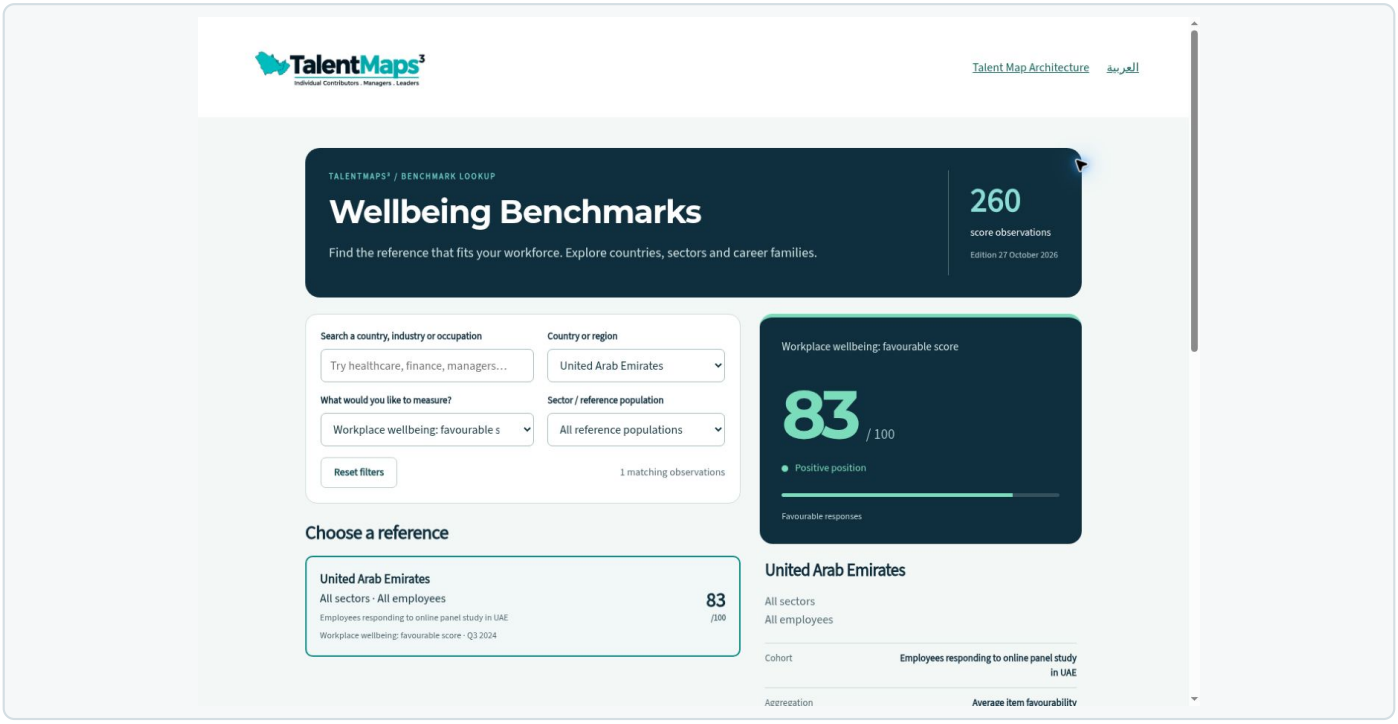
Illustrative example: a client reviewing engagement results selects a reference from a relevant country and sector. Before using it in discussion, HR checks the question content, population and period, documenting why the observation is useful and where differences limit a direct score comparison. What makes this reference sufficiently comparable to the result you want to discuss?

SOURCE: HR.DELIVERY / ENGAGEMENT BENCHMARKS

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Wellbeing Benchmark tool

Find a wellbeing reference relevant to the population and measure, then check its basis before comparing scores or discussing improvement.



WEBSITE SCREEN / Live wellbeing reference lookup, including country and measurement filters.

WHAT IT GIVES YOU

Explore country, measure, sector and career-family references across 260 observations. Check measurement guidance: favourable percentages, rescaled means and classifications have different meanings even when displayed on a common scale.

YOUR OUTPUTS

- Relevant wellbeing observations
- Measurement and population context
- Questions for interpreting an apparent gap

HOW TO USE IT

1. **Find the observation.** Filter for a relevant country, measure and reference population.
2. **Check comparability.** Check measurement, reporting and display methods before interpreting differences.
3. **Connect to work.** Use the evidence to discuss a proportionate workplace improvement focus.

WHY THIS HELPS

Supports a more careful wellbeing comparison and keeps discussion focused on working conditions rather than an unexplained benchmark number.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a wellbeing review encounters one reference reported as a favourable percentage and another as a rescaled mean. The team checks their measurement basis before presenting a comparison, retaining those distinctions when discussing workplace conditions and a proportionate improvement focus with managers. Are the measures expressed in a form that supports the comparison you intend to make?

SOURCE: HR.DELIVERY / WELLBEING BENCHMARKS

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Start with the listening decision

Start a listening programme with a decision leaders need to make, then define the audience, approach and response before collecting feedback.

WHAT IT GIVES YOU

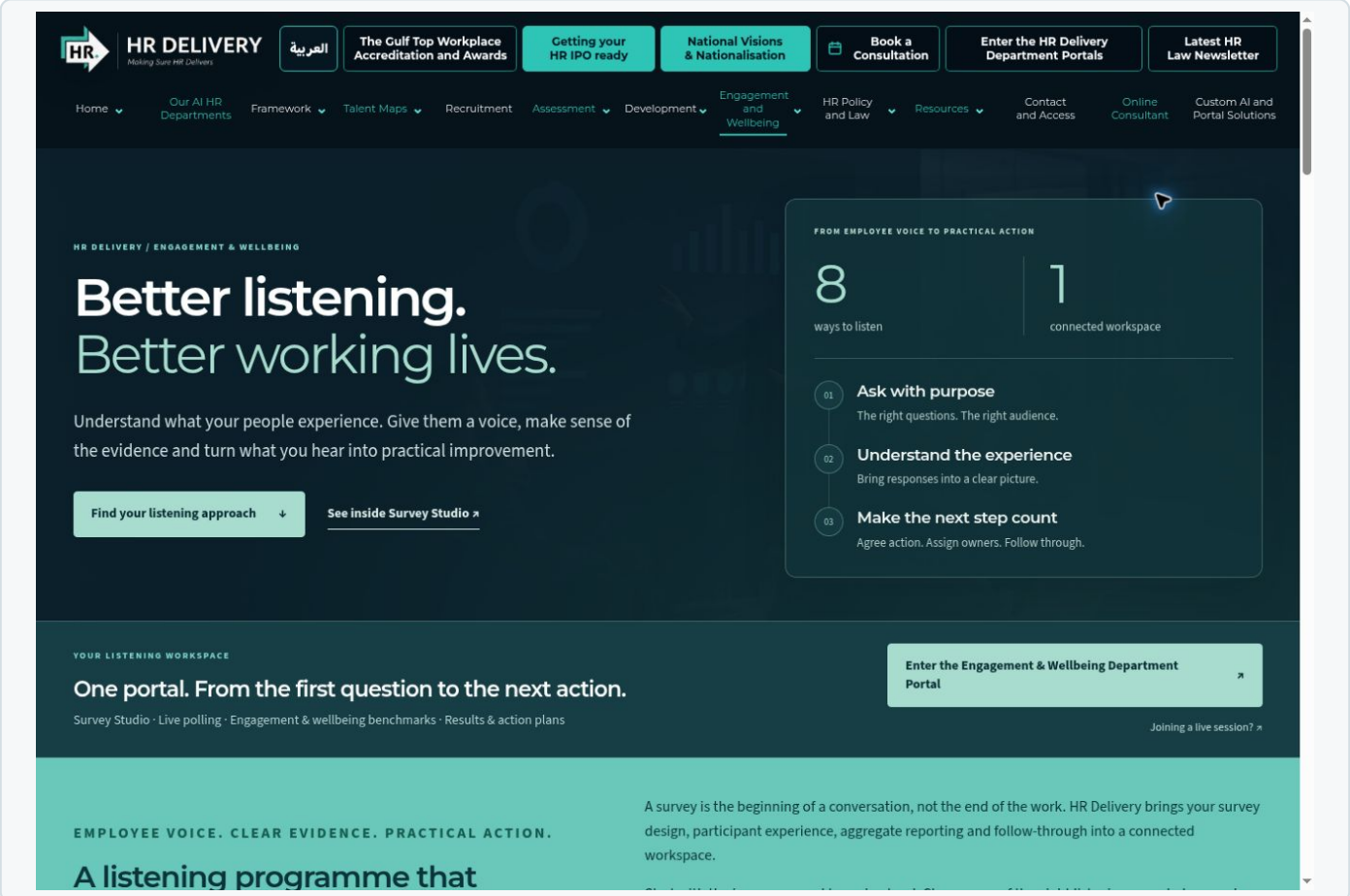
Use eight service guides and benchmark references to shape the brief. The client provides workforce context and the intended decision; agree the approach before configuring questions, access and reporting.

YOUR OUTPUTS

- A defined listening purpose
- A selected service approach
- An agreed route into Survey Studio

HOW TO USE IT

1. **Define the decision.** State the practical question and who will act on it.
2. **Choose the audience.** Identify participants with relevant experience and useful reporting groups.
3. **Select the approach.** Agree an appropriate questionnaire and follow-up using the service guides.



WEBSITE SCREEN / Public Engagement and Wellbeing service overview.

WHY THIS HELPS

Gives the survey a practical purpose and helps employees see how their contribution connects with discussion and subsequent organisational action.

SOURCE: HR.DELIVERY / OD ENGAGE

CLIENT APPLICATION

Start with the listening decision

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

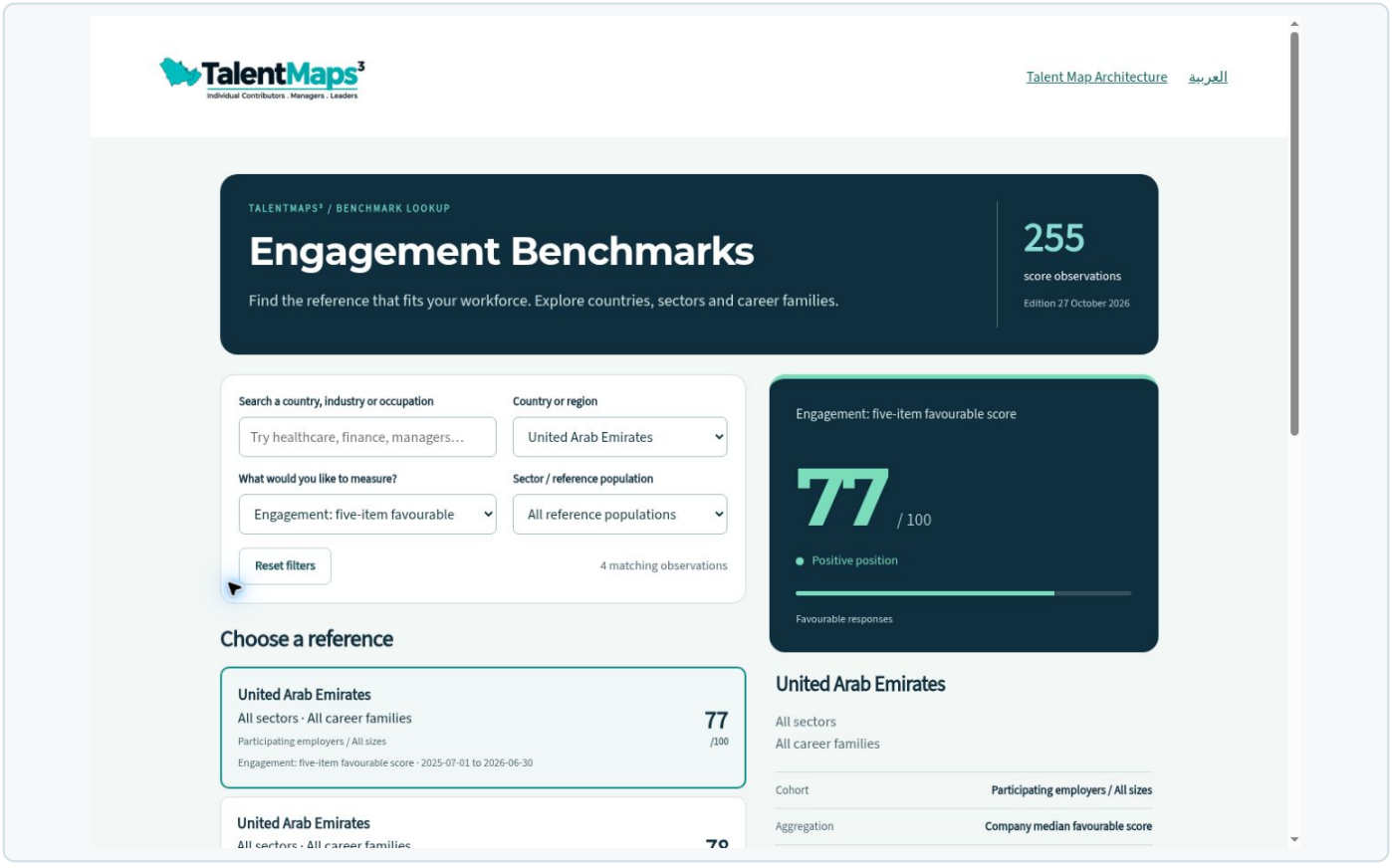
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: a service team wants to understand whether revised working arrangements have clarified responsibilities before deciding on further manager support.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: a leadership team wants to understand whether a new working arrangement is clear to employees. HR first identifies the decision the findings should inform, then agrees the audience, listening approach and response owners before selecting questions or planning the collection period.

Who will make the decision that this listening exercise is designed to inform?

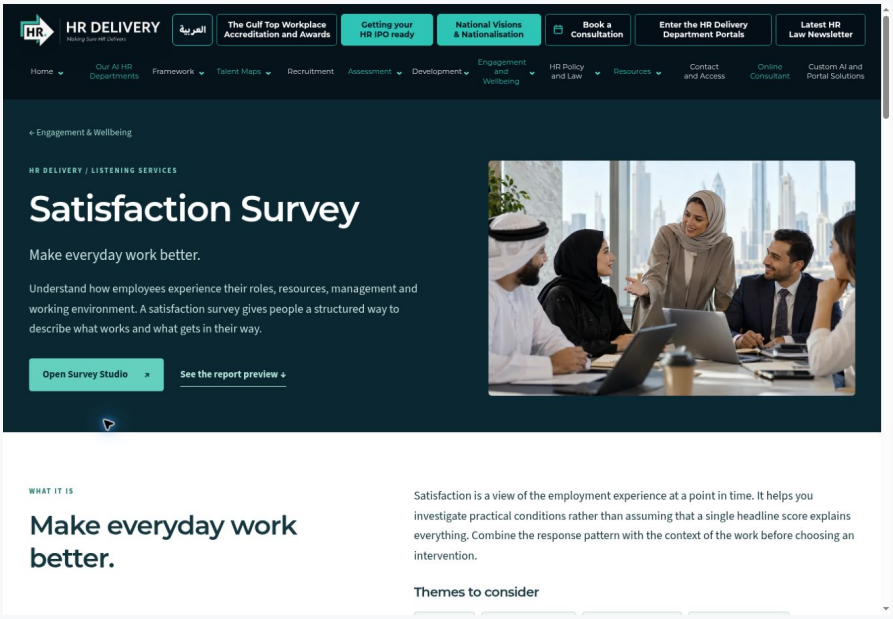


WEBSITE SCREEN / Live engagement reference lookup, with population and measure context.

D1 · WEBSITE · ENGAGEMENT & WELLBEING

Prepare a useful survey brief

Bring the purpose, audience and reporting expectations into one short brief so everyone involved understands what the survey is intended to achieve and support.



WEBSITE SCREEN / Public satisfaction listening-service guide.

WHAT IT GIVES YOU

Prepare a client brief covering the organisational question, participant population, proposed themes, language needs, privacy approach and intended reporting groups. Add collection dates, decision owners and a plan for communicating findings before the questionnaire moves into the studio.

THE CLIENT VALUE

Provides a shared reference for survey authors, managers and communications colleagues, helping them prepare a coherent employee experience and agree responsibilities before launch.

YOUR OUTPUTS

- Purpose and audience statement
- Question and language requirements
- Privacy and reporting decisions
- Collection and follow-up plan

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR lead prepares a listening brief for several locations. It records the purpose, audience, language requirements, privacy approach, proposed reporting groups and review owners, giving the team a common starting document before any questionnaire is configured or invitation is drafted. Which missing detail in the brief would make publication or reporting difficult to approve?

SOURCE: HR.DELIVERY / SURVEY SATISFACTION

D1 · YOUR CLIENT EXPERIENCE

Scope named listening starters before rollout

The named survey starters need their approved question sets and complete example reports before being presented as finished service packages.

WHAT IT GIVES YOU

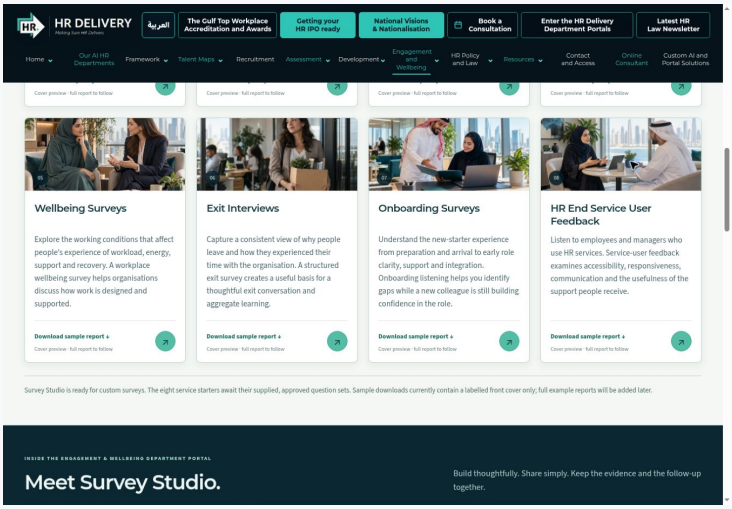
This applies to satisfaction, engagement, pulse, mood, wellbeing, exit, onboarding and HR service-user feedback. Custom Survey Studio is described separately as developed; the starter examples currently show labelled report covers rather than a complete analysis.

THE CLIENT VALUE

Your organisation can distinguish the configurable studio from a ready-made listening programme and agree the content needed for launch.

YOUR OUTPUTS

- An agreed questionnaire
- A complete reporting specification
- A rollout decision based on finished content



WEBSITE SCREEN / Live survey service readiness statement identifying content that still needs completion.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a client chooses a named engagement route and asks to see the questions and intended report before rollout. The team confirms what content needs approval and completion, distinguishing that preparation from the developed custom-survey tools and agreeing the release decision around finished material. Which approved questions and complete reporting examples must be in place before this service is presented to participants?

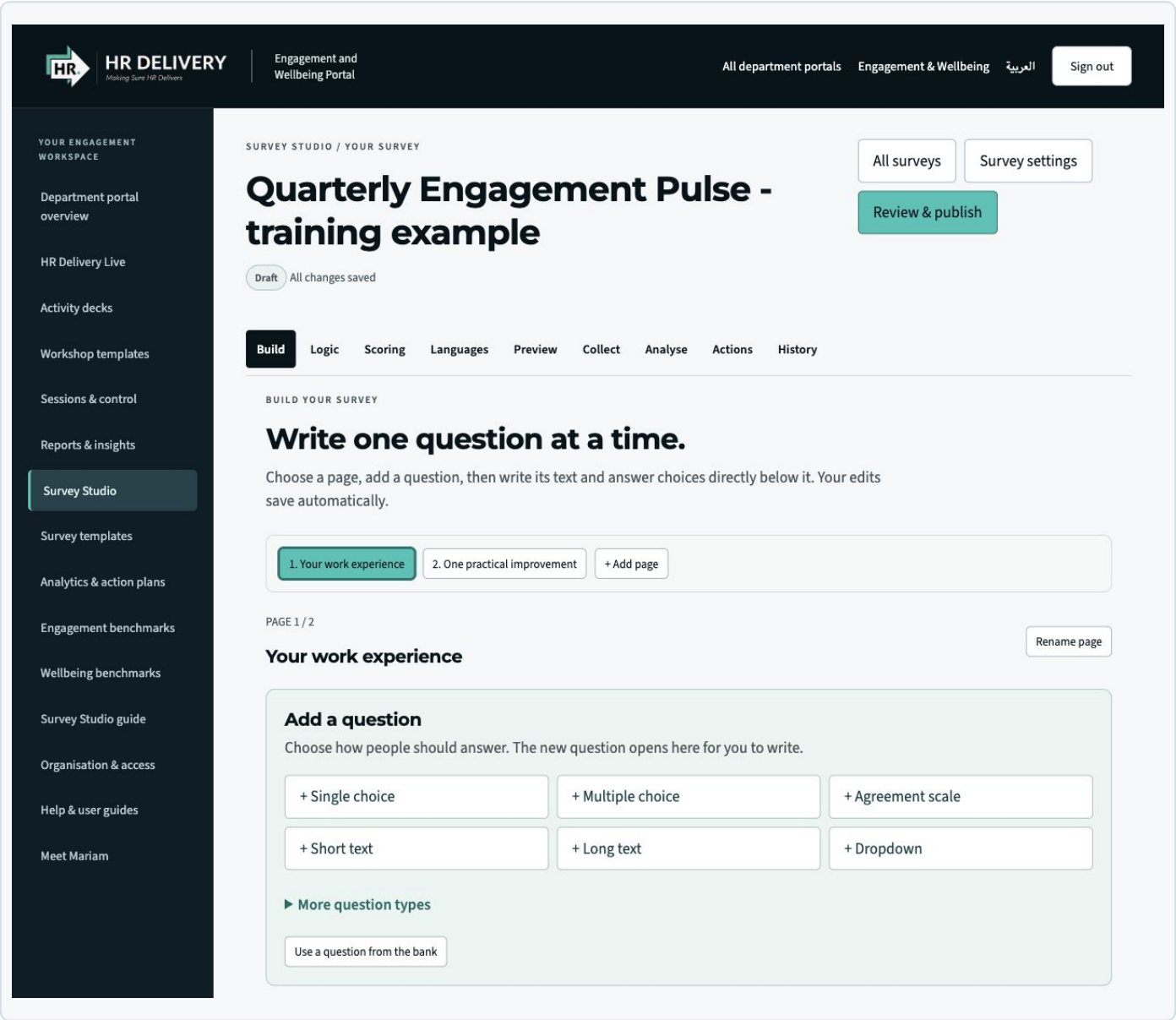
SERVICE CONTEXT / Readiness and scope to confirm for the client engagement.

SOURCE: HR.DELIVERY / DEPARTMENT ENGAGEMENT WELLBEING

THE SERVICE ON SCREEN

Satisfaction surveys / screen view

A complete captured view of the related resource, with its original proportions preserved.

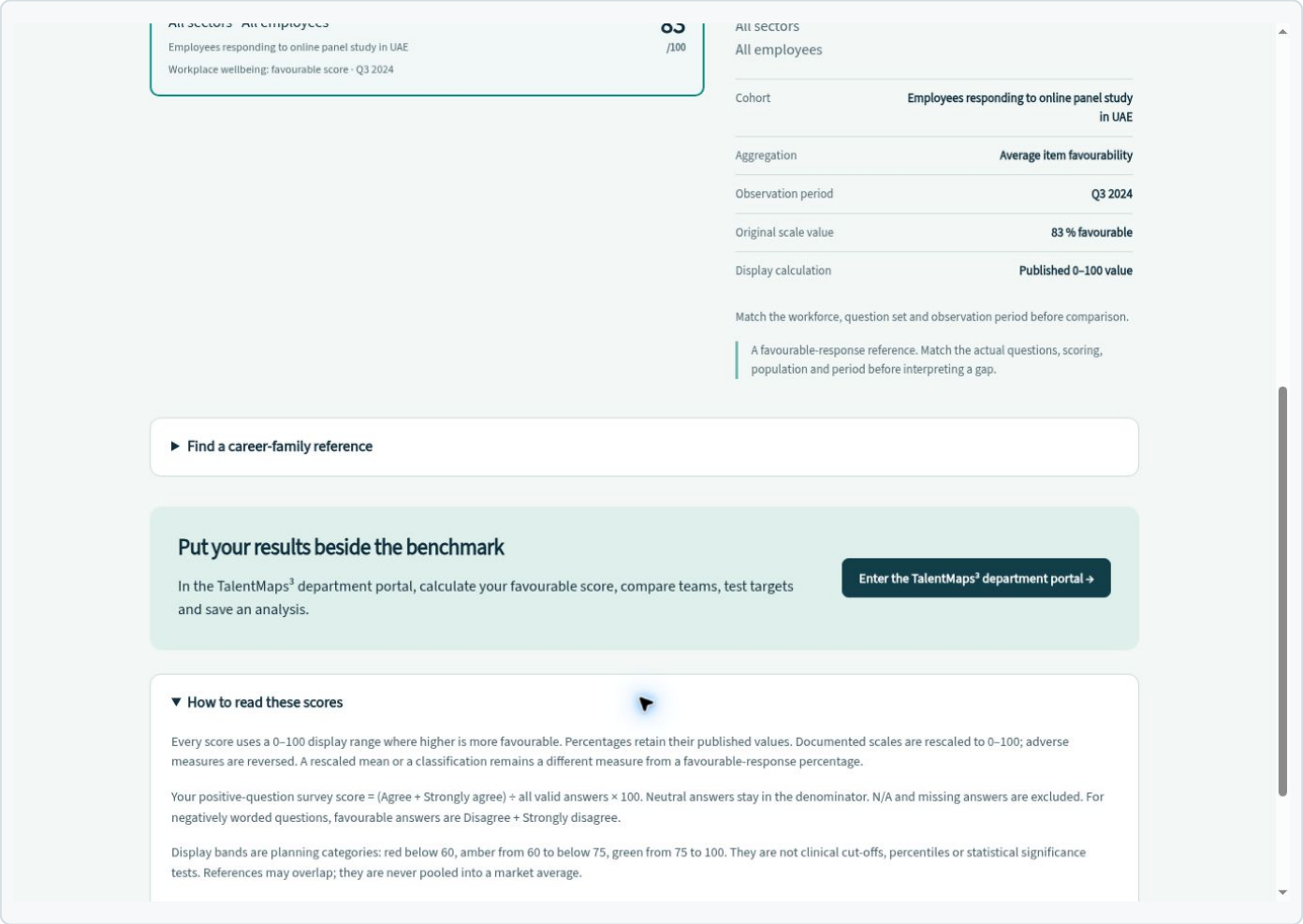


PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

THE SERVICE ON SCREEN

Engagement Benchmark tool / screen view

A complete captured view of the related resource, with its original proportions preserved.



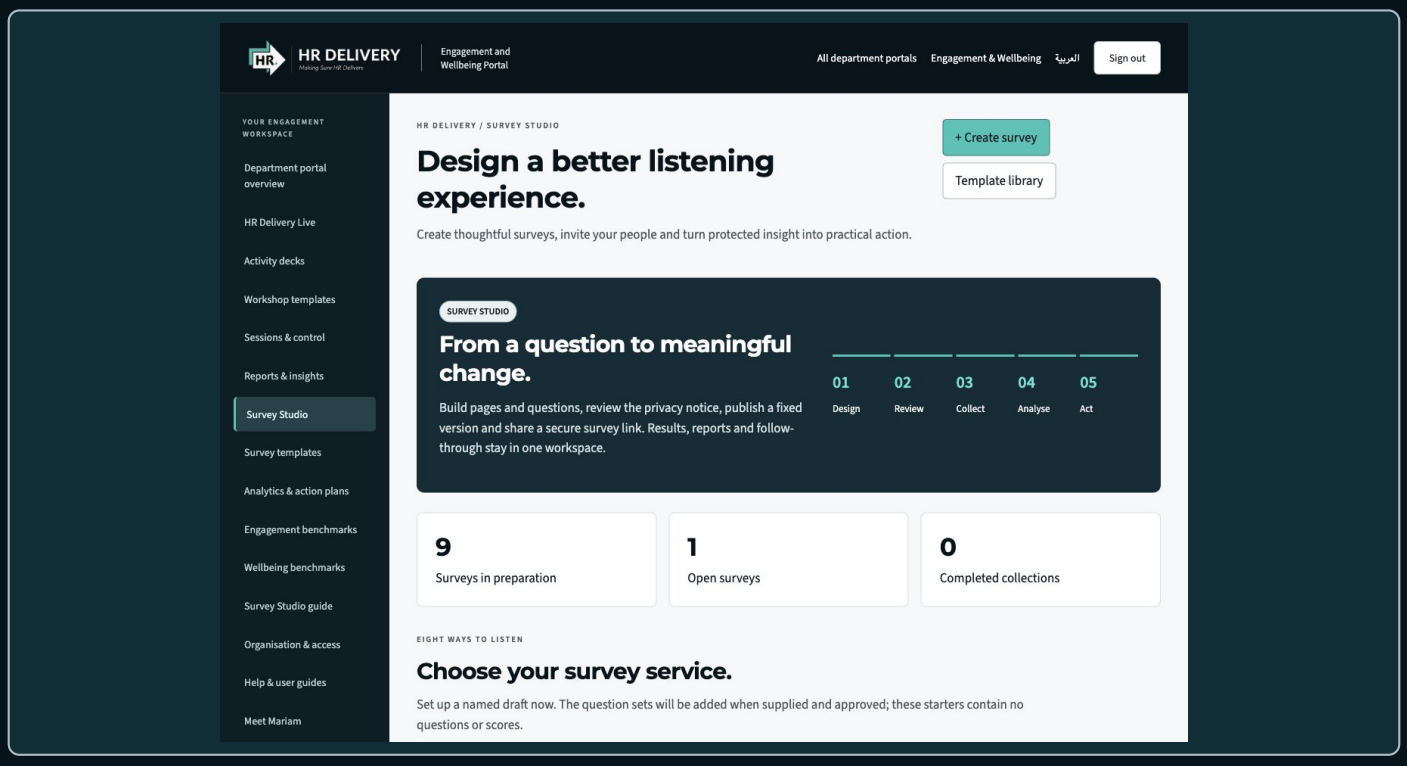
WEBSITE SCREEN / Public guidance for interpreting and comparing benchmark observations.

D / ENGAGEMENT & WELLBEING

02

Put the portal to work

Build surveys, run participation, understand responses and coordinate visible follow-through.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

PORTAL / THE WORKING SEQUENCE

Connect the question, the evidence and the response

The engagement workspace supports the practical listening journey: drafting questionnaires, checking participation information, collecting responses, analysing patterns and recording actions. Dedicated workspaces organise recurring topics, while HR Delivery Live supports interactive activities and facilitated discussion. Begin with an approved purpose and audience, then agree the privacy mode and reporting boundaries before publication. Review findings alongside the question wording, response coverage and relevant context. Use reports and action records to keep decisions, ownership and the next progress discussion clear.

01

Design and review

Prepare questions, pages, languages and logic, then check the participant experience and approved content before publication.

02

Agree participation

Confirm purpose, privacy mode, reporting groups and collection arrangements, explaining what participants should expect from the exercise.

03

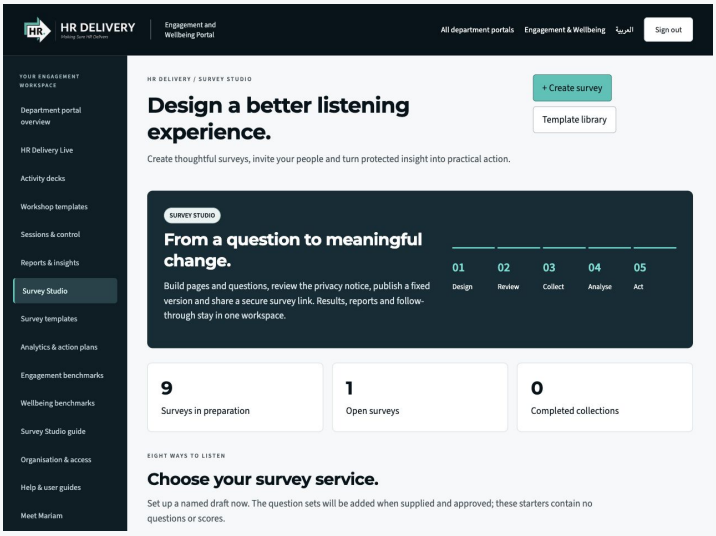
Interpret the evidence

Review questions, themes and eligible group patterns in context, retaining the measurement and participation basis in reports.

04

Act and revisit

Choose practical responses, name owners and review dates, and agree how employees will hear about the next steps.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

BRING TO THE WORKSPACE

- The listening brief and approved question content
- Audience, language and privacy requirements
- Collection timing and reporting-group definitions
- Decision owners and a plan for employee communication

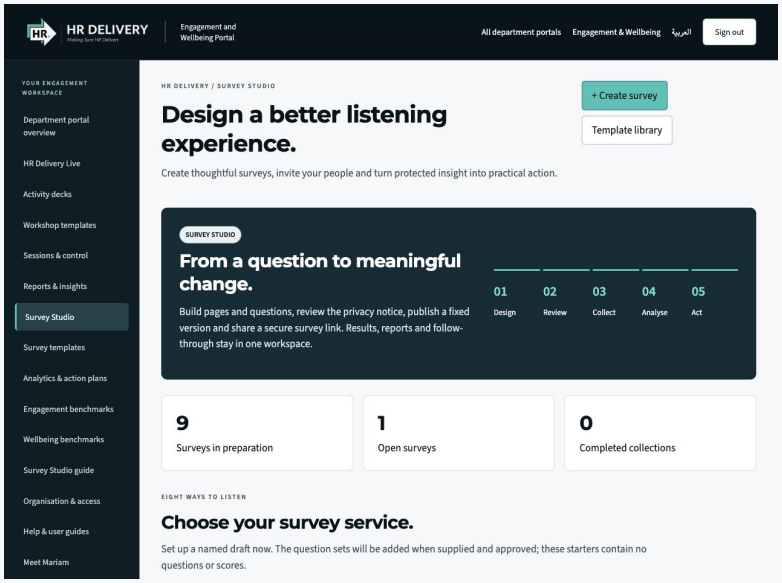
WORK TOWARDS THESE OUTPUTS

- A reviewed questionnaire and participation route
- Response analysis and reporting material
- A defined results-discussion agenda
- Owned actions with dates and progress review

D2 · PORTAL · ENGAGEMENT & WELLBEING

Engagement and Wellbeing Portal

Bring survey design, employee listening, interactive sessions and practical follow-up into a departmental workspace built around the questions your organisation needs to address.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Start with an agreed listening purpose and audience. Survey Studio supports questionnaire preparation, collection and analysis; specialist workspaces organise recurring topics, while HR Delivery Live supports facilitated participation. Benchmarks and action planning help connect findings with a considered organisational response.

THE CLIENT VALUE

Gives HR teams a coherent route from asking for employee input to reviewing the evidence, discussing priorities and keeping the resulting work visible.

YOUR OUTPUTS

- Published survey and participation routes
- Analysis and reporting material
- Named follow-up actions
- Interactive session outputs

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an organisation plans a survey followed by a facilitated results conversation. It uses the listening workspace to organise the questionnaire, reporting and actions, and prepares an interactive session around the findings, with access and responsibilities agreed for the people involved. What should connect the questionnaire, results discussion and follow-up in your listening programme?

SOURCE: HR.DELIVERY / PORTALS

D2 · PORTAL · ENGAGEMENT & WELLBEING

Survey builder and editable templates

Prepare an editable questionnaire from a blank survey or suitable template, with content organised around a clear listening purpose.

WHAT IT GIVES YOU

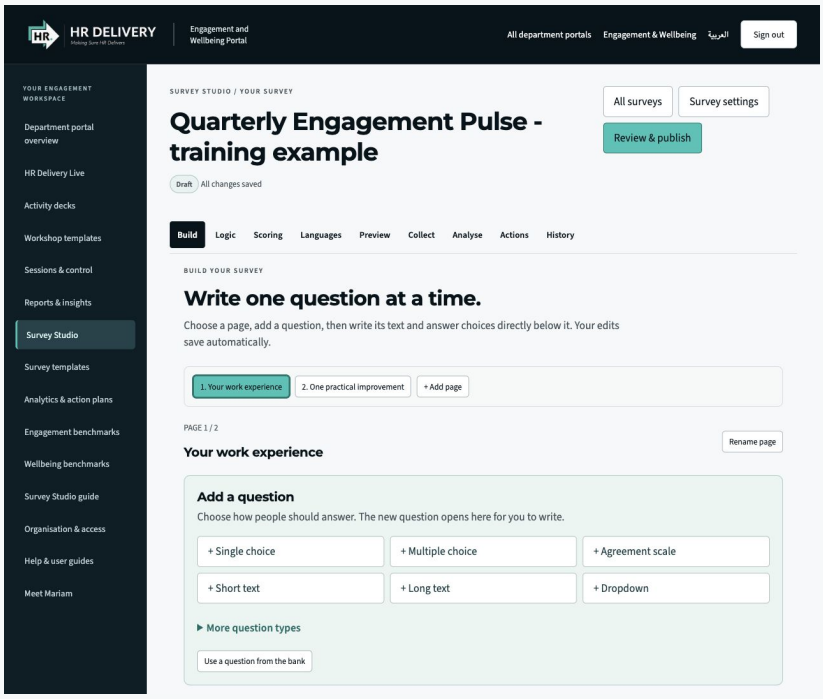
Define the audience and listening decision, then prepare the introduction, questions and pages. Adapt suitable template content and review the draft with those responsible for responding to the findings.

YOUR OUTPUTS

- An editable survey draft
- A structured question sequence
- Content prepared for participant preview

HOW TO USE IT

1. **Start the draft.** Choose a blank survey or template matching the listening purpose.
2. **Shape the content.** Organise the introduction, pages and questions for the intended audience.
3. **Review the design.** Check wording and structure before preview and publication review.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHY THIS HELPS

Gives the client control over wording and structure, so the questionnaire addresses the workforce question leaders need to understand.

IN YOUR ORGANISATION / ILLUSTRATIVE

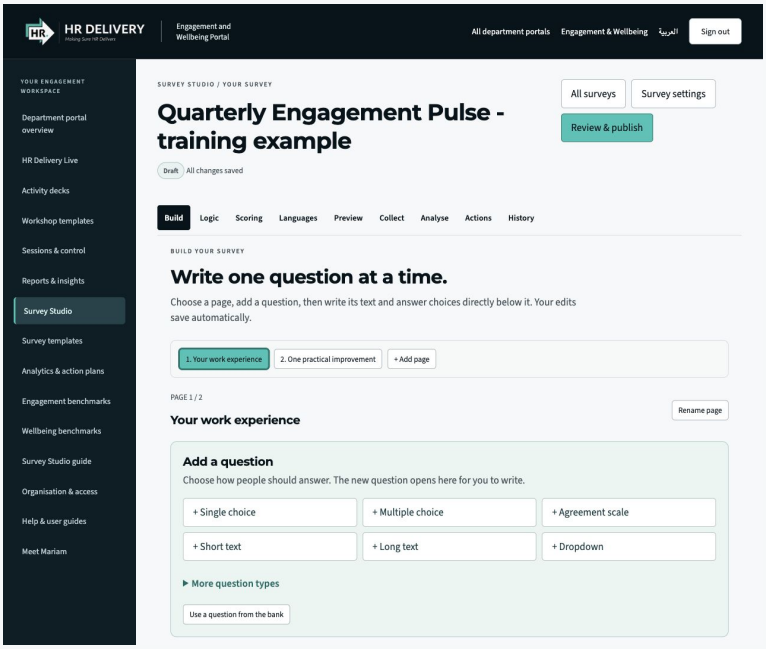
Illustrative example: an HR author starts a custom survey about the clarity of a new process. They organise the introduction and pages, refine questions for the audience and review the draft with the process owner before moving to preview, privacy checks and publication. Which question in the draft most directly informs the decision you need to make?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Pages and question formats

Organise questions into a readable sequence and choose response formats that match the information each part of the survey needs.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHAT IT GIVES YOU

Group questions into pages and select suitable formats, including choices, agreement responses, text or dropdowns. The supplied catalogue lists 17 question types; review consistency and the complete participant experience before publication.

YOUR OUTPUTS

- A multi-page survey structure
- Response formats matched to questions
- Consistent answer labels and instructions

HOW TO USE IT

1. **Organise the journey.** Group related questions into a logical sequence of pages.
2. **Match the format.** Match each response format to the information the question needs.
3. **Check consistency.** Check instructions, labels and page order in the participant preview.

WHY THIS HELPS

Makes the questionnaire easier to follow and helps ensure that each response format serves the information the client wants.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a survey author groups related questions into short pages and uses different formats for a choice, an agreement response and an optional explanation. They check that instructions and labels remain consistent, rather than selecting a format simply because it is available. What response format will give you the information this question actually needs?

SERVICE CONTEXT / 17 question types listed in the supplied catalogue.

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Conditional questions and branching

Show relevant follow-up questions according to earlier answers, so respondents encounter a survey route appropriate to their own experience.

WHAT IT GIVES YOU

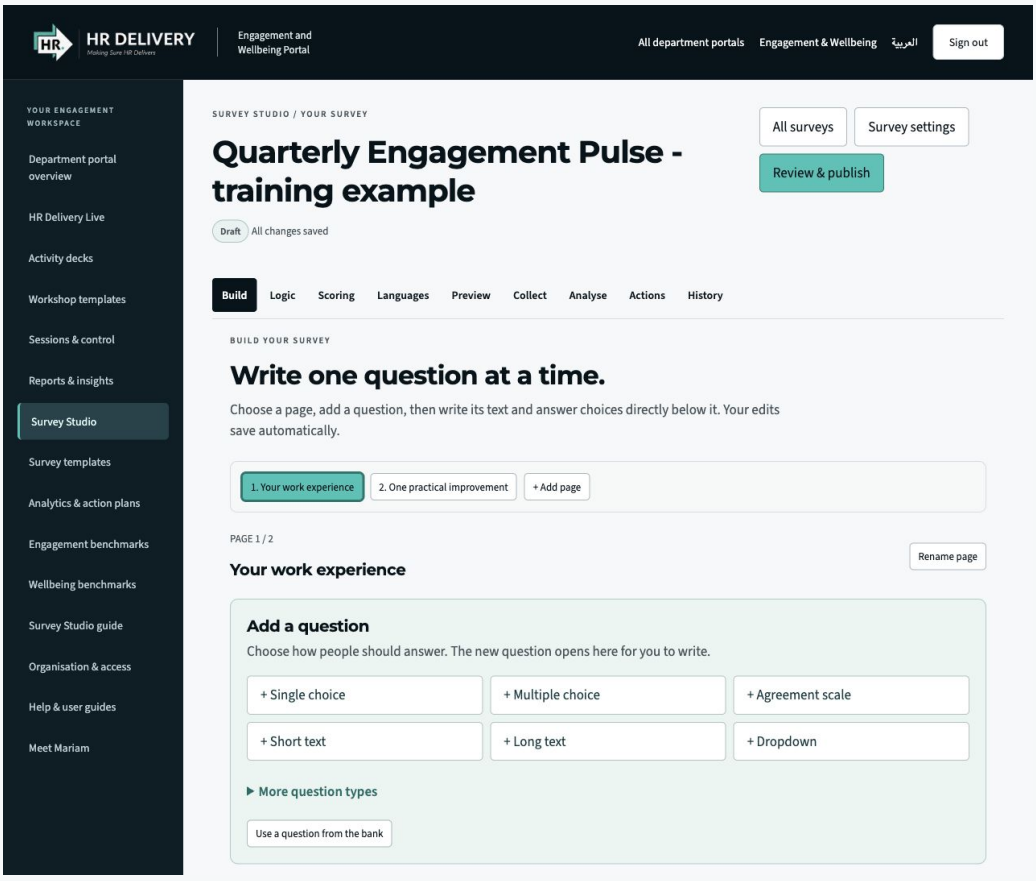
Plan the conditions that determine which questions appear and which are skipped. Use branching where a follow-up only makes sense for some respondents, then preview every meaningful route and document the different response bases when interpreting the results.

YOUR OUTPUTS

- Conditional question rules
- Relevant participant routes
- Clear bases for follow-up analysis

HOW TO USE IT

1. **Map the condition.** Identify the earlier answer that triggers a follow-up section.
2. **Set the route.** Connect that condition with the relevant questions and alternative route.
3. **Check each path.** Preview included and skipped questions before sharing the published survey.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHY THIS HELPS

Reduces irrelevant questions and gives the client more focused feedback from the respondents who have experience of each issue.

SOURCE: HR.DELIVERY / OD ENGAGE

CLIENT APPLICATION

Conditional questions and branching

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

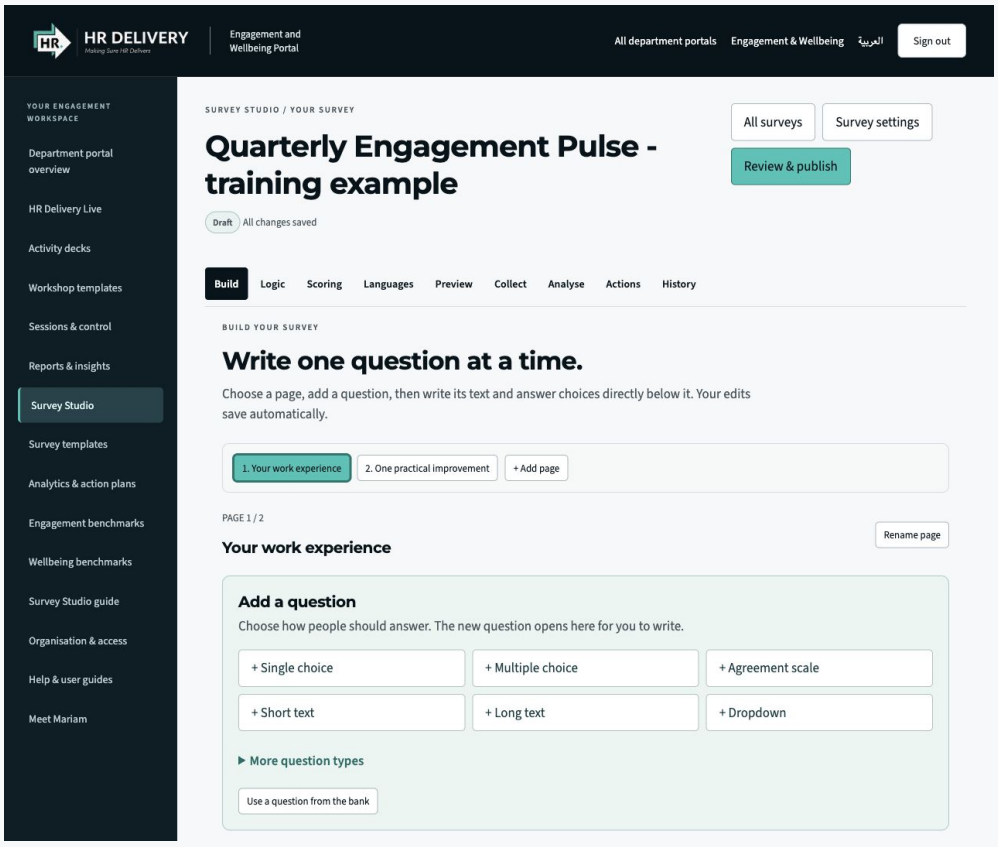
FROM THE MAIN CLIENT GUIDE

Illustrative example: only employees who used a particular HR service see the questions about that service's responsiveness.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: an HR feedback survey asks whether a participant used a particular service. Only those with relevant experience receive the follow-up questions; the author previews both routes and retains the different response bases when interpreting the findings and presenting them to service owners.

Which earlier answer should trigger this follow-up, and who should legitimately skip it?

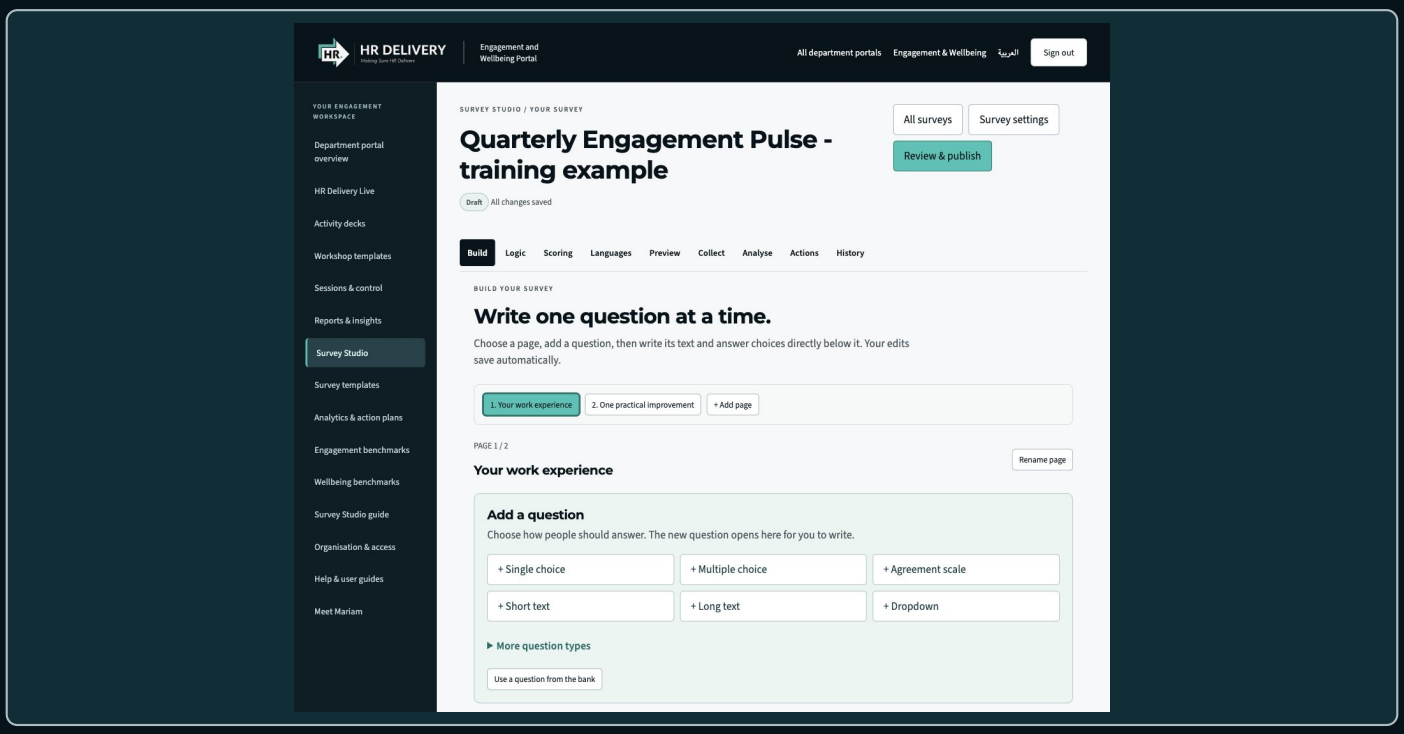


PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

D2 · PORTAL · ENGAGEMENT & WELLBEING

Survey scoring

Define how selected responses contribute to a score, keeping the meaning of the measure clear before reviewing or comparing results.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHAT IT GIVES YOU

Define which items belong together and what their response scale means. Retain question-level results and check comparison assumptions so a theme score remains connected to the content employees answered.

YOUR OUTPUTS

- Defined item groups or themes
- Descriptive survey scores
- Question-level context for interpretation

HOW TO USE IT

1. **Define the theme.** Group questions according to the intended construct and scoring purpose.
2. **Specify the meaning.** Define response coding and what higher or lower scores mean.
3. **Interpret with context.** Review themes alongside question results, participation and the original purpose.

WHY THIS HELPS

Makes score interpretation more transparent and helps leaders connect a numerical summary with the questions and experiences behind it.

IN YOUR ORGANISATION / ILLUSTRATIVE

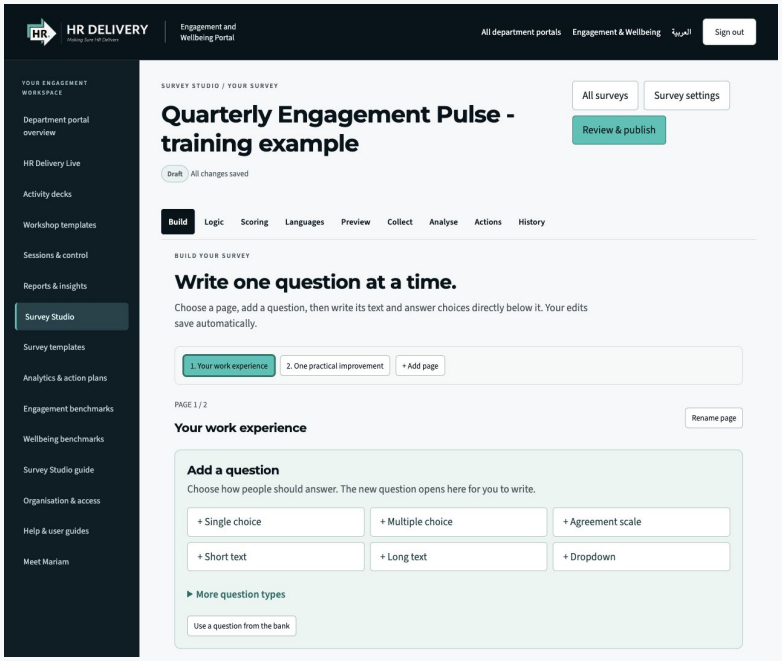
Illustrative example: an author prepares a theme score from a set of related questions. They agree response coding and what a higher score means, then retain item results and participation context so the management discussion can examine the content behind the numerical summary. What does a higher score mean, and which item-level evidence should accompany it?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

English and Arabic survey content

Prepare English and Arabic survey content so participants can read the questions, instructions and response choices in the enabled language.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHAT IT GIVES YOU

Develop both language versions around the same intended meaning, response scales and participant information. Review terminology with suitable language expertise, then preview each enabled version and its question routes before the publication decision is made.

YOUR OUTPUTS

- English survey wording
- Arabic survey wording
- Aligned response labels and participant information

HOW TO USE IT

1. **Prepare both versions.** Draft corresponding questions and participant information with the same meaning.
2. **Review the language.** Check terminology and response labels with suitable language expertise.
3. **Preview the experience.** Read each enabled language and test its relevant question routes.

WHY THIS HELPS

Supports an understandable participant experience across the enabled languages and helps the client review meaning before comparing response patterns.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a client prepares English and Arabic versions of an employee survey. Suitable reviewers check meaning, instructions and response labels in both languages, then follow the enabled question routes in preview before the organisation approves the questionnaire for its intended audience. Which terms or response labels need language review to preserve the intended meaning?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Participant preview

Walk through the respondent experience before publication, checking the instructions, pages, languages and conditional routes as a participant would encounter them.

WHAT IT GIVES YOU

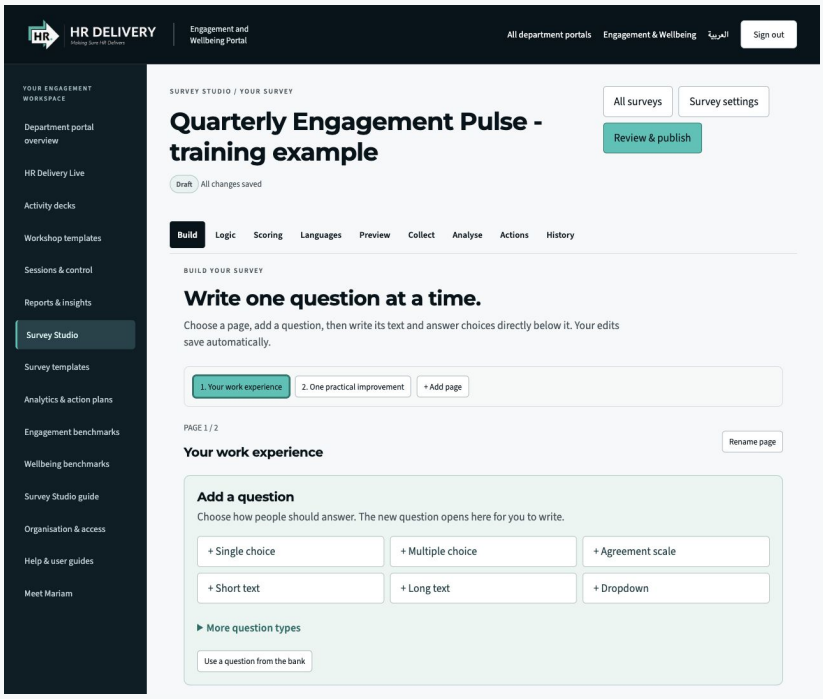
Use Preview to read the survey and follow possible respondent routes. Check instructions, response labels and conditional sections, then correct wording or sequencing issues in the draft before collecting answers.

YOUR OUTPUTS

- A reviewed participant journey
- Identified wording or sequence corrections
- A draft ready for publication checks

HOW TO USE IT

1. **Read from the start.** Read the introduction and instructions from the participant's perspective.
2. **Follow the routes.** Follow the relevant pages, questions and enabled language versions.
3. **Refine the draft.** Resolve wording and sequencing issues before the publication decision.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHY THIS HELPS

Gives the author a practical opportunity to resolve confusing wording or navigation before those issues affect the responses collected.

IN YOUR ORGANISATION / ILLUSTRATIVE

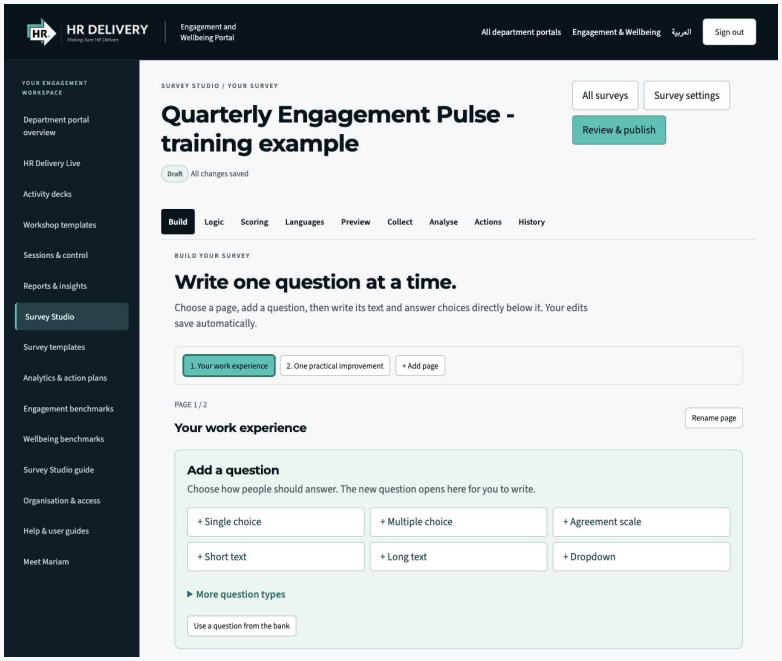
Illustrative example: a colleague who did not write the survey walks through its preview. They identify an unclear instruction and a conditional question that appears at the wrong point, allowing the author to correct the draft before any employee is invited to provide responses. What could a first-time participant misunderstand when following this survey route?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Purpose, privacy and publication checks

Review the survey's purpose, participant information and privacy arrangements before publication, with responsibilities and collection expectations agreed by the client.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHAT IT GIVES YOU

Review why the organisation is asking, how findings will be used and which privacy mode applies. Check participant information, consent wording and enabled languages together, then confirm the intended collection arrangements and organisational responsibilities before publication.

YOUR OUTPUTS

- A clear purpose statement
- Participant privacy and consent information
- Reviewed publication settings

HOW TO USE IT

1. **Explain the purpose.** State the purpose and intended organisational use of responses.
2. **Review expectations.** Align privacy, consent and language information with actual participation.
3. **Confirm publication.** Agree collection arrangements and ownership before publishing the survey.

WHY THIS HELPS

Helps participants understand the invitation and gives the client a clear basis for explaining how the listening exercise operates.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a project team reviews the invitation, participant information and privacy mode together. It clarifies who will use the findings and how eligible groups will be reported, then confirms the collection owner and responsibilities before deciding that the survey is ready for publication. Does the participant information accurately describe the collection and reporting arrangements you have actually agreed?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Participant completion links

Give the intended audience a direct completion link, supported by clear instructions about the survey's purpose, participation and closing arrangements.

WHAT IT GIVES YOU

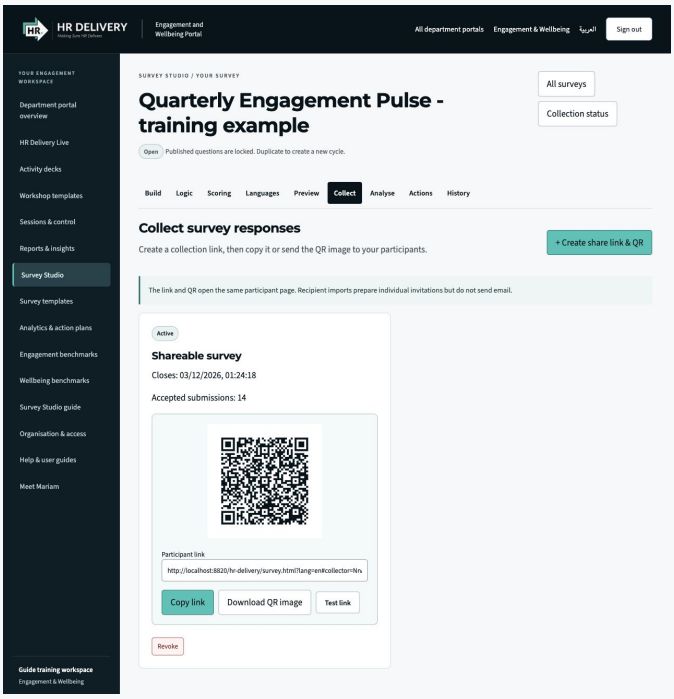
Share the collection link through the agreed channel with its purpose, participation information and closing arrangements. Check that it opens the correct published survey before distributing it to the intended audience.

YOUR OUTPUTS

- A participant completion URL
- Joining instructions for the chosen audience
- A checked route to the published version

HOW TO USE IT

1. **Confirm the version.** Check publication and participation settings for the intended survey.
2. **Prepare the invitation.** Explain the purpose, intended respondents and relevant closing arrangements.
3. **Check the link.** Test the completion route before sharing through the chosen channel.



PUBLISHED WORKSPACE DEMONSTRATION / Collection link, QR and response-period controls; published demonstration.

WHY THIS HELPS

Makes the invitation actionable and helps employees reach the correct questionnaire with the information needed to decide how to participate.

IN YOUR ORGANISATION / ILLUSTRATIVE

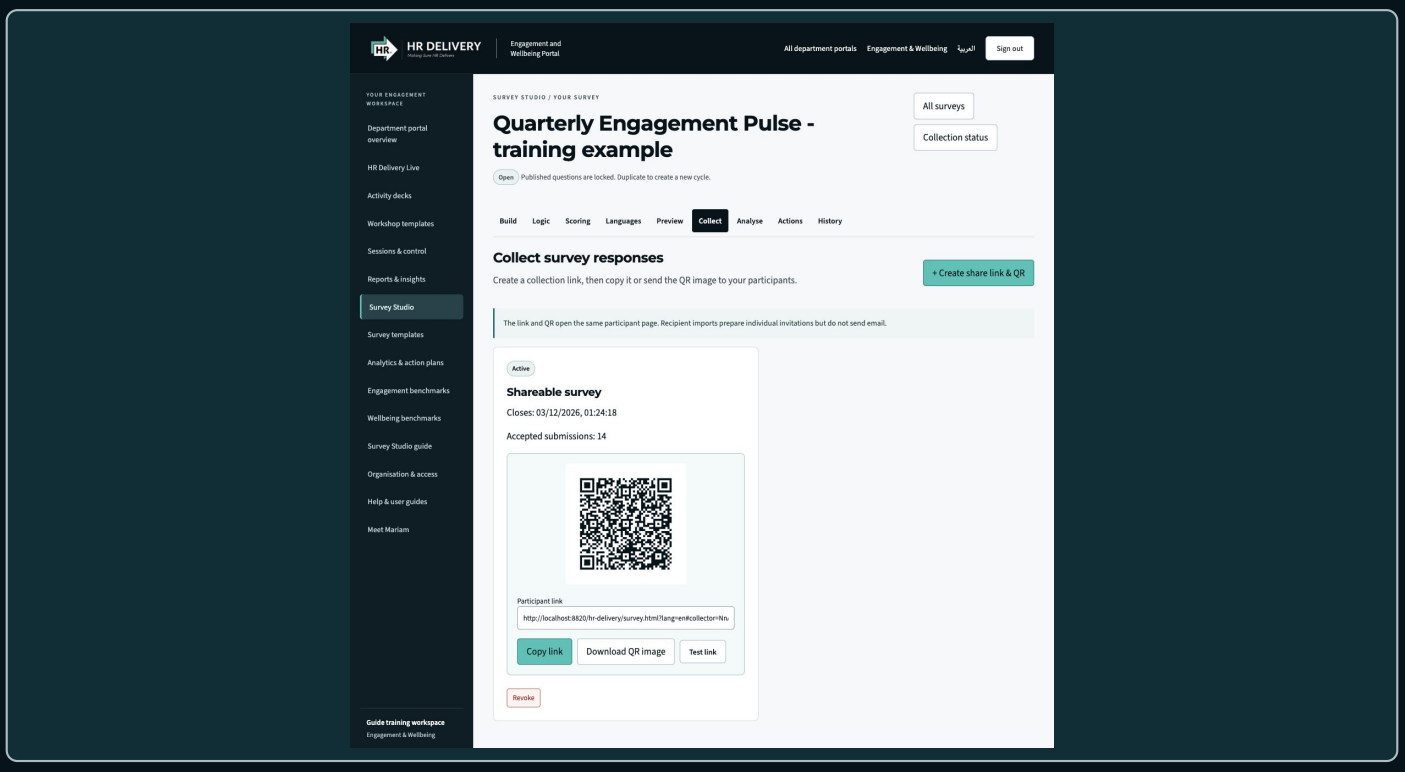
Illustrative example: an organisation plans to distribute a survey through its agreed staff channel. HR checks the published completion link, prepares a short invitation explaining purpose and timing, and confirms the intended audience before sharing the route through that existing communication arrangement. What must accompany the completion link so employees understand the invitation before responding?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Shareable QR codes

Make a survey accessible through a shareable QR code, with clear context and an alternative route where scanning is impractical.



PUBLISHED WORKSPACE DEMONSTRATION / Collection link, QR and response-period controls; published demonstration.

WHAT IT GIVES YOU

Pair the QR code with the survey purpose and participation information. Test its destination and include a readable link or alternative instructions for people unable to scan the image.

YOUR OUTPUTS

- A survey QR image
- Briefing or poster access instructions
- An alternative link for participation

HOW TO USE IT

1. **Choose the setting.** Choose settings where the intended respondents can use the code.
2. **Explain the purpose.** Add concise instructions and the relevant information for participants.
3. **Check the destination.** Test the destination and provide an accessible alternative entry route.

WHY THIS HELPS

Provides a convenient entry from posters, presentations or other suitable settings while keeping the survey purpose visible beside the code.

IN YOUR ORGANISATION / ILLUSTRATIVE

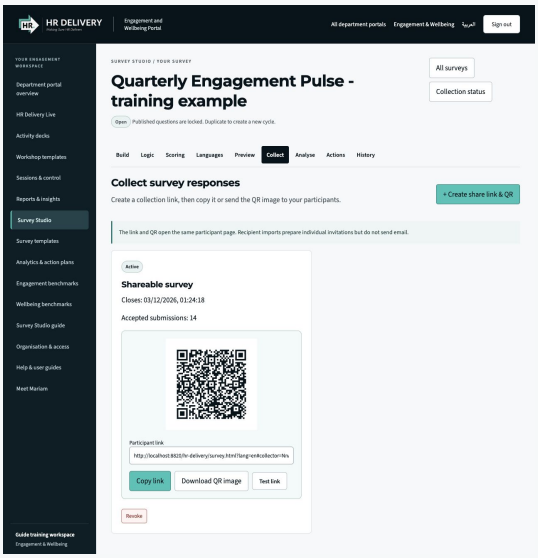
Illustrative example: a site team places a survey QR code on a staff briefing slide. It tests the destination, adds the purpose and closing information, and includes a readable link for people who cannot scan the image, using the same approved participation information throughout. Where will respondents encounter the QR code, and what alternative route will they have?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Anonymous, confidential or identified listening

Choose anonymous, confidential or identified listening according to the purpose, then align participant information and reporting with that arrangement.



PUBLISHED WORKSPACE DEMONSTRATION / Collection link, QR and response-period controls; published demonstration.

WHAT IT GIVES YOU

Set the privacy mode before invitations. Anonymous, confidential and identified approaches support different uses; align communication and reporting with the selection, applying relevant minimum-group or small-cell controls where the service provides them.

YOUR OUTPUTS

- A defined participation mode
- Consistent participant privacy information
- Reporting boundaries for the results

HOW TO USE IT

1. **Choose the purpose.** Decide whether group feedback or agreed individual follow-up is needed.
2. **Set expectations.** Explain identifiable-data access and the intended use of responses.
3. **Align the reporting.** Check group comparisons and comments against the declared privacy arrangement.

WHY THIS HELPS

Helps the client match its listening approach to the intended use and explain the conditions of participation consistently to employees.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: HR compares an anonymous group-feedback exercise with an identified onboarding follow-up. It selects the arrangement that fits each purpose, explains who can see identifiable information where relevant and aligns reporting with the declared mode rather than reusing the same invitation wording for both. Does this purpose require individual follow-up, or would protected group feedback be the appropriate arrangement?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Response collection

Collect responses within an agreed period and participation arrangement, preserving the audience and timing needed to explain the resulting findings.

WHAT IT GIVES YOU

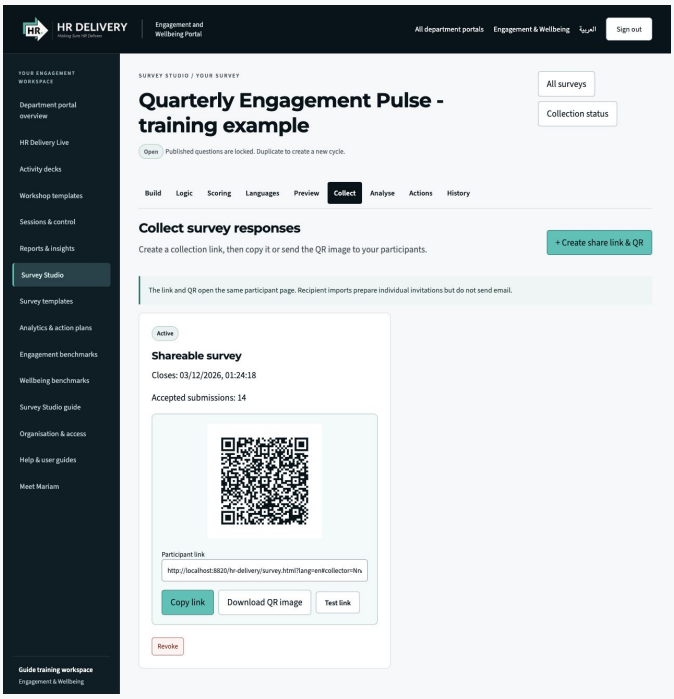
Agree access and collection dates, then monitor submissions. Keep the published version and privacy approach stable so the dataset can be explained against a clearly defined audience and response period.

YOUR OUTPUTS

- Responses linked to the published survey
- Submission totals and collection dates
- A defined basis for analysis

HOW TO USE IT

1. **Set the period.** Agree opening and closing arrangements for the intended audience.
2. **Follow participation.** Review participation while maintaining the declared communication and privacy arrangements.
3. **Prepare the analysis.** Carry the collection scope and dates into the results presentation.



PUBLISHED WORKSPACE DEMONSTRATION / Collection link, QR and response-period controls; published demonstration.

WHY THIS HELPS

Gives the analysis a defined collection context and helps the client discuss participation and findings against the same agreed scope.

IN YOUR ORGANISATION / ILLUSTRATIVE

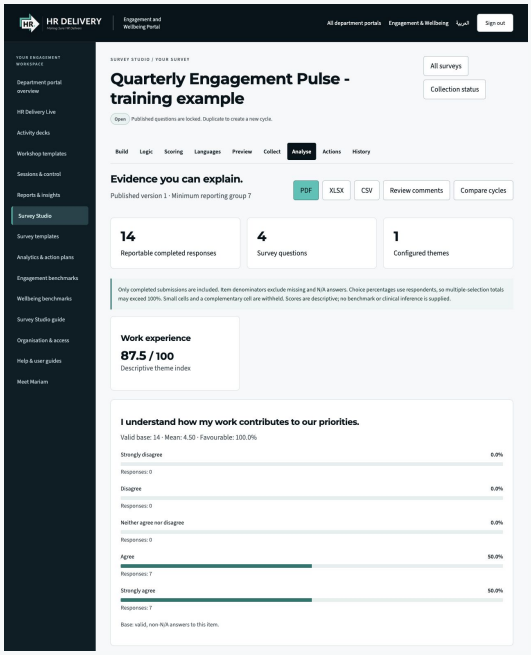
Illustrative example: a client agrees a collection period across several work locations. The team monitors submission totals and keeps the published questionnaire stable, then carries the audience and timing into the analysis so leaders can understand the scope of the responses being discussed. What collection context will managers need before interpreting the response totals?

SOURCE: HR.DELIVERY / DEPARTMENT ENGAGEMENT WELLBEING

D2 · PORTAL · ENGAGEMENT & WELLBEING

Analysis, reports and exports

Explore response patterns and prepare reports or exports that help leaders discuss the findings, their context and possible improvement priorities.



PUBLISHED WORKSPACE DEMONSTRATION / Question analysis, reporting and export controls with demonstration responses.

WHAT IT GIVES YOU

Interpret question patterns and comments against the purpose, participation context and eligible groups. Prepare PDF, XLSX or CSV outputs for leadership discussion, further analysis or the agreed presentation of findings.

YOUR OUTPUTS

- PDF survey report
- XLSX or CSV analysis export
- Question and theme findings
- Comment context for discussion

HOW TO USE IT

1. **Read the pattern.** Review question patterns against the purpose and response coverage.
2. **Check the context.** Consider eligible groups, comments and the basis of cycle comparisons.
3. **Prepare the output.** Choose reports or exports suited to the review audience.

WHY THIS HELPS

Turns responses into material for a focused management conversation and preserves the context needed to interpret patterns before choosing action.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR analyst prepares a results pack with question patterns, eligible group views and comments relevant to the purpose. They select an appropriate report or data export and retain coverage and interpretation notes before presenting priorities for a management discussion. Which report or export will support this audience's decision without losing the context behind the findings?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Action plans with owners and dates

Turn an agreed finding into an action with a named owner, target dates and progress information that can be revisited.

WHAT IT GIVES YOU

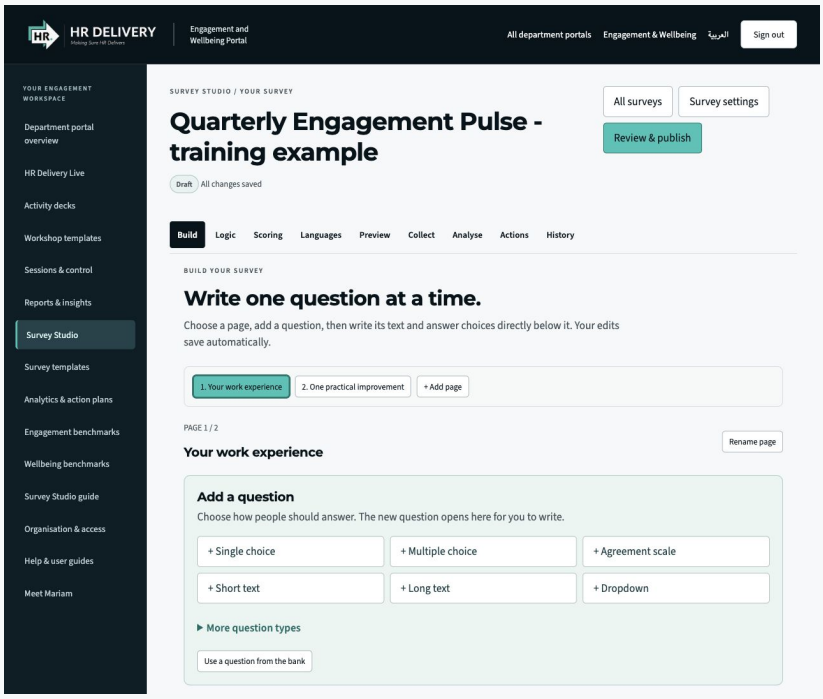
After discussing a theme, record the action that addresses it and identify who will take it forward. Add the relevant dates and progress information, then return to the plan to discuss completion, learning and any further adjustment required.

YOUR OUTPUTS

- A defined improvement action
- Named owner and review date
- Progress information for follow-up

HOW TO USE IT

1. **Choose the response.** Translate an agreed finding into a specific, practical response.
2. **Assign ownership.** Name the owner and agree target and review dates.
3. **Review progress.** Discuss progress and whether the action addresses the original concern.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHY THIS HELPS

Makes follow-up specific and gives managers a shared record for discussing whether the response is progressing and remains relevant.

IN YOUR ORGANISATION / ILLUSTRATIVE

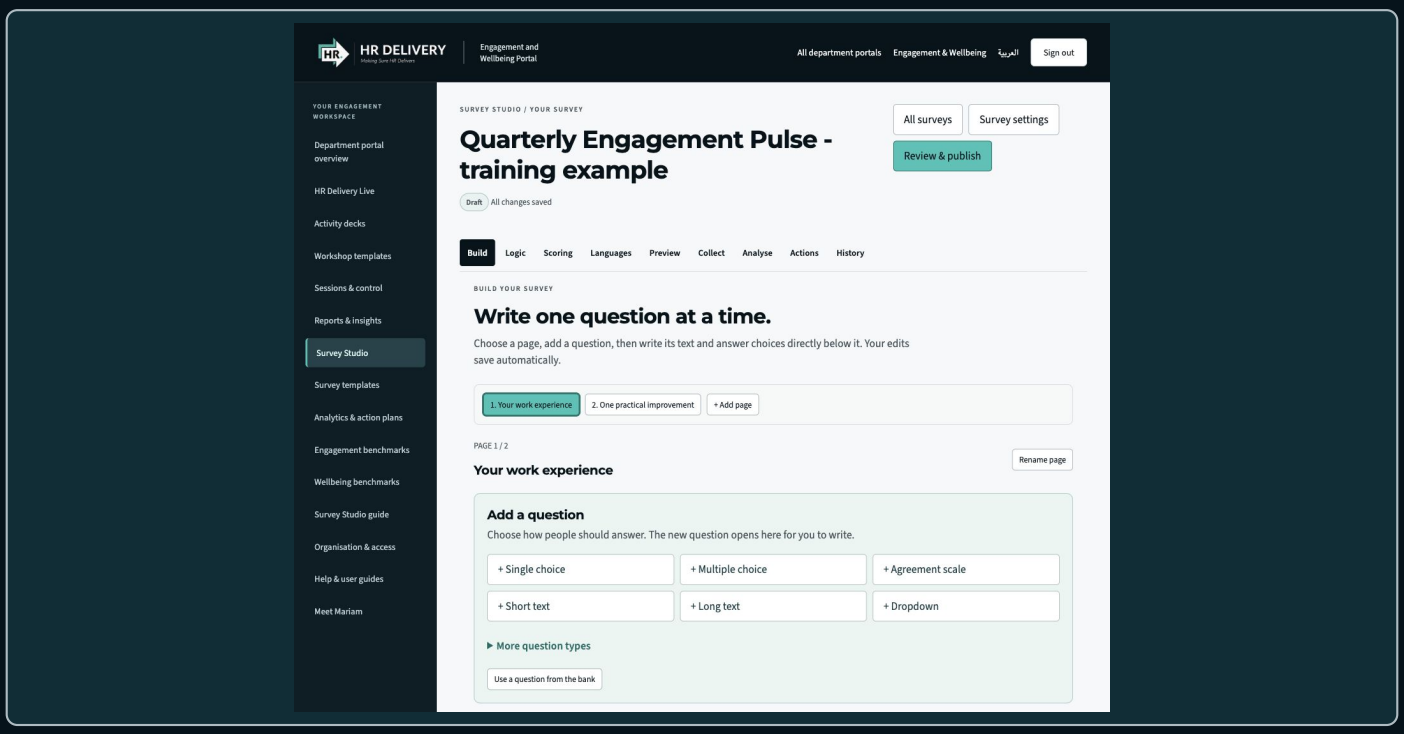
Illustrative example: a results discussion identifies a recurring concern about handover clarity. The manager records a specific response, names the owner and agrees a review date, then returns to the action record to discuss progress and whether the original concern still needs attention. Who owns this action, and when will you review whether it addresses the concern?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Survey history

Return to earlier survey work when planning a repeat cycle, retaining the context needed to explain continuity and material changes.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHAT IT GIVES YOU

Use History to revisit earlier listening work. Check its purpose, audience and questions before planning another cycle, and identify changes that affect comparison with the previous exercise or interpretation of trends.

YOUR OUTPUTS

- Earlier survey-cycle context
- A basis for planning repeat surveys
- A clearer explanation of changes

HOW TO USE IT

1. **Locate the earlier work.** Find the earlier activity relevant to the listening question.
2. **Review its context.** Check its purpose, audience and content before planning another cycle.
3. **Explain the change.** Explain material changes when discussing trends or new findings.

WHY THIS HELPS

Helps the client learn from previous listening and explain which comparisons are meaningful when a new survey cycle is discussed.

IN YOUR ORGANISATION / ILLUSTRATIVE

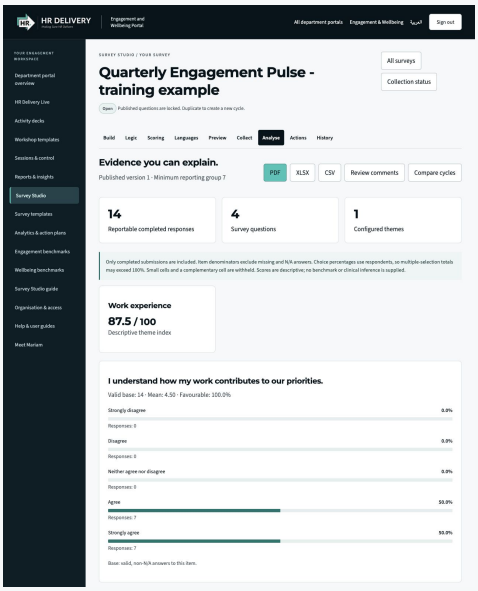
Illustrative example: an HR team plans a second listening cycle and reviews the earlier questionnaire in History. It notices that the audience and one response scale will change, so the new report explains those differences instead of presenting an unqualified comparison with the previous cycle. What changed between cycles that could affect how a trend should be interpreted?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Country, industry, career-family and grade views

Explore applicable country, industry, career-family and grade views to understand group patterns relevant to a defined organisational question.



PUBLISHED WORKSPACE DEMONSTRATION / Question analysis, reporting and export controls with demonstration responses.

WHAT IT GIVES YOU

Start with a specific organisational question, then use applicable country, industry, career-family or grade attributes to examine patterns. Check group size, coverage and privacy boundaries before reporting a difference or recommending an action for a particular population.

YOUR OUTPUTS

- Relevant group-level findings
- Context for interpreting differences
- More focused improvement priorities

HOW TO USE IT

1. **Choose the comparison.** Identify the group comparison that would inform the organisational question.
2. **Check the basis.** Check attributes, coverage and minimum reporting requirements before comparison.
3. **Discuss the implication.** Focus follow-up without overstating small groups or incomplete response samples.

WHY THIS HELPS

Helps the client focus follow-up on relevant workforce groups while keeping the interpretation tied to coverage and reporting boundaries.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a client wants to compare feedback across career families. Before presenting differences, HR checks the available attributes, response coverage and reporting requirements, then limits the discussion to eligible groups and uses the findings to identify questions for more focused follow-up. Which group comparison is both relevant to your decision and supported by the available response coverage?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Strategy Pulse

Explore how employees understand and experience a strategic priority, then organise the themes for leadership communication and local implementation discussion.

WHAT IT GIVES YOU

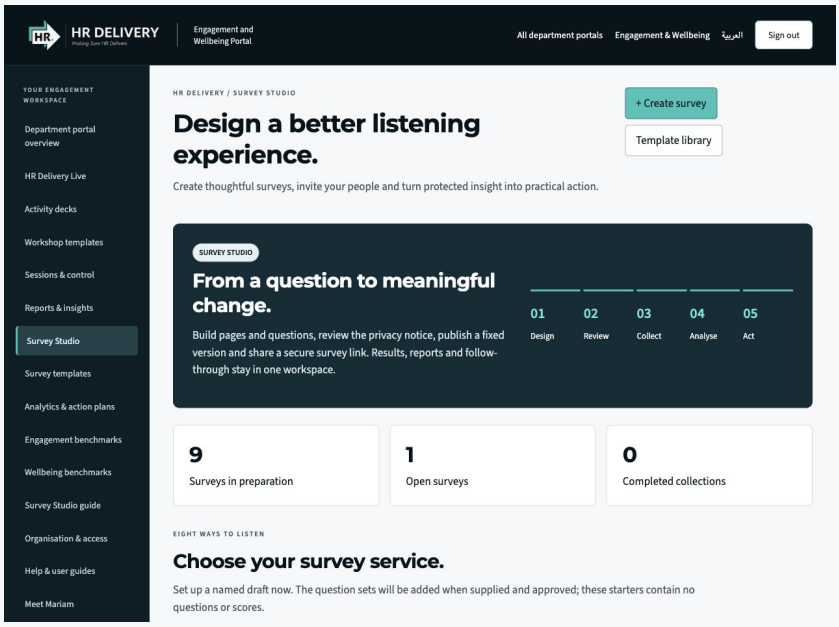
Use this listening workspace around an agreed strategy question. Distinguish understanding from opinion, identify the teams whose experience matters and organise the resulting themes for leadership review, communication planning and practical implementation conversations with the relevant managers.

YOUR OUTPUTS

- Strategy-understanding themes
- Communication questions for leaders
- Priorities for team discussion

HOW TO USE IT

1. **Set the question.** Name the strategic priority and implementation question to explore.
2. **Listen in context.** Gather relevant employee views under the agreed participation arrangement.
3. **Clarify the next step.** Identify matters requiring explanation, local action or leadership attention.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Helps leaders identify where strategy needs explanation or practical interpretation and gives managers clearer questions to discuss with their teams.

IN YOUR ORGANISATION / ILLUSTRATIVE

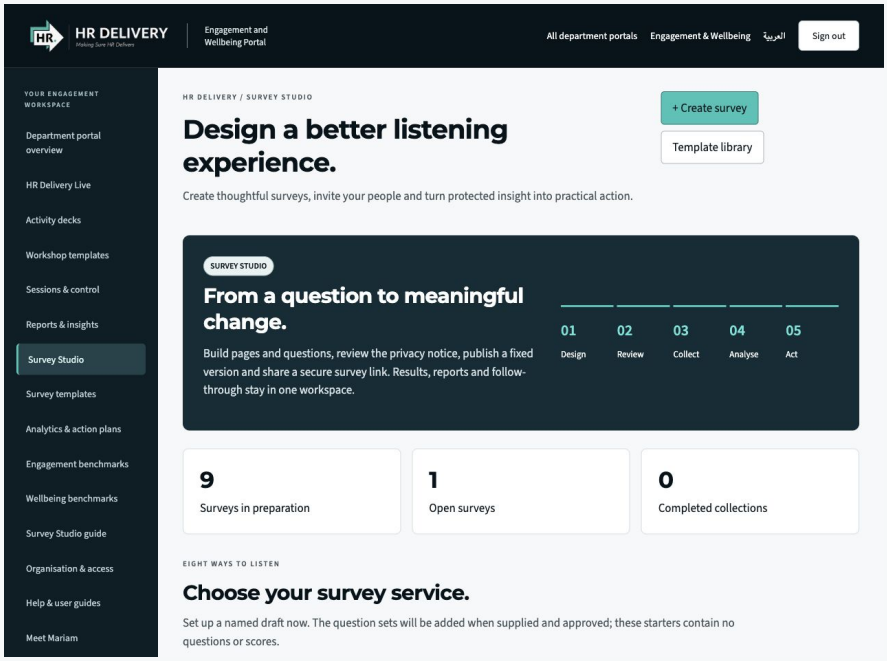
Illustrative example: a strategy team wants to know whether employees understand a priority and what it means locally. It separates understanding from agreement in the listening questions, then uses the themes to prepare clearer communication and practical discussions with managers responsible for implementation. Are you asking whether people understand the priority, support it or know how to act on it?

SOURCE: HR.DELIVERY / ASSETS/PORTAL SCREENSHOTS 20261103/ENGAGEMENT WELLBEING.JPG

D2 · PORTAL · ENGAGEMENT & WELLBEING

Mood Check-in

Use a recurring brief check-in to discuss the group's current work experience, with a clear rhythm and proportionate follow-up.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Define the purpose and reporting arrangement for recurring mood feedback. Use a consistent short approach where comparison is useful, then discuss the pattern in context and agree practical follow-up on working conditions or the support available to the team.

YOUR OUTPUTS

- A recurring check-in approach
- Current group-experience themes
- Practical follow-up topics

HOW TO USE IT

1. **Agree the rhythm.** Choose a proportionate frequency and explain the feedback's intended use.
2. **Invite a brief view.** Ask focused prompts about the group's current work experience.
3. **Follow the conversation.** Discuss themes and agree a proportionate response or support.

WHY THIS HELPS

Keeps a practical conversation about working conditions open and helps the team revisit concerns without relying on isolated impressions.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a team agrees a short recurring mood check during a busy period. The manager explains how themes will be discussed, keeps the approach proportionate and uses each conversation to consider work conditions and support, without turning the check into individual monitoring. What rhythm is useful for this team, and how will each check lead to a proportionate conversation?

SOURCE: HR.DELIVERY / SURVEY MOOD

D2 · PORTAL · ENGAGEMENT & WELLBEING

Tell the CEO

Give employees a defined route to raise ideas or concerns for leadership, with clear expectations about review and organisational response.

WHAT IT GIVES YOU

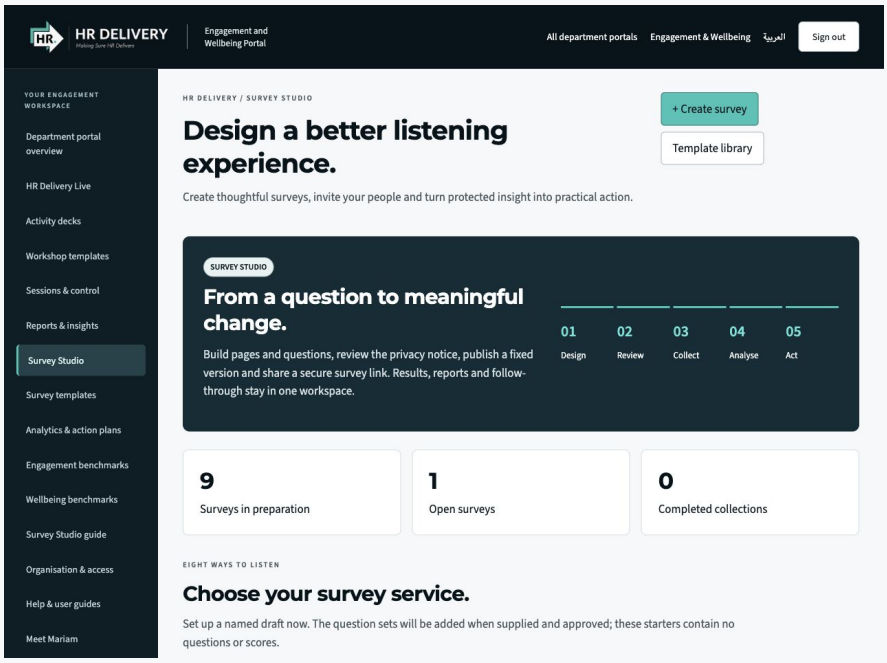
Define what the workspace is intended to receive, who will review contributions and how the organisation will respond. Use the collected ideas and concerns to prepare leadership themes, questions for clarification and an appropriate account of subsequent action.

YOUR OUTPUTS

- Employee ideas and concerns
- Themes for leadership consideration
- An agreed response approach

HOW TO USE IT

1. **Define the remit.** Explain the ideas and concerns this route should receive.
2. **Organise contributions.** Review contributions in context and identify themes for consideration.
3. **Communicate follow-up.** Explain appropriate decisions or next steps to the workforce.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Helps leadership organise employee contributions into themes and communicate appropriate next steps through a more deliberate listening process.

IN YOUR ORGANISATION / ILLUSTRATIVE

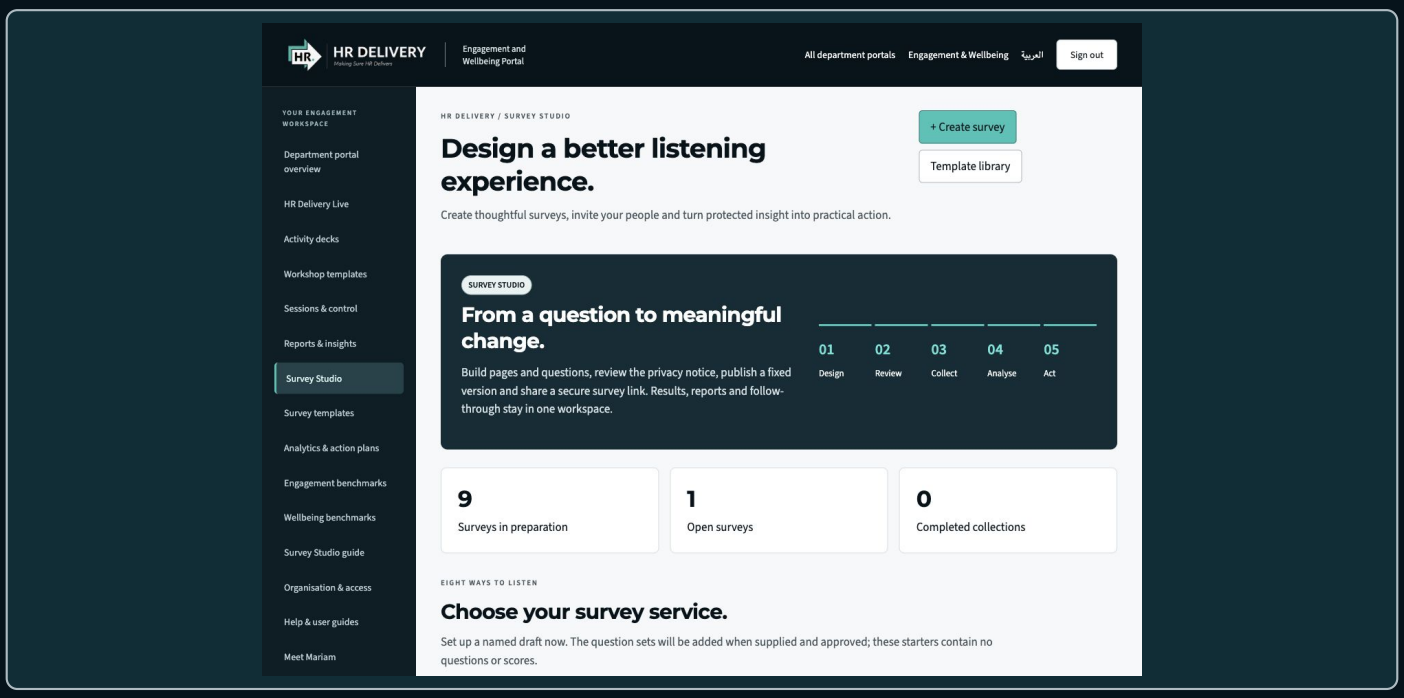
Illustrative example: an organisation opens a defined route for employee ideas to reach leadership review. It explains the remit, identifies who will organise contributions and plans how suitable decisions or next steps will be communicated, so the route has a clear response process. Who will review these contributions and explain what happens after an idea is submitted?

SOURCE: HR.DELIVERY / ASSETS/PORTAL SCREENSHOTS 20261103/ENGAGEMENT WELLBEING.JPG

D2 · PORTAL · ENGAGEMENT & WELLBEING

Exit Intelligence

Bring exit feedback into a structured review of recurring themes, retaining role and departure context before considering retention or management action.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Review exit feedback across a defined period and relevant role context. Combine the themes with other organisational evidence before choosing priorities, then prepare discussion with the managers responsible for investigating the issues and considering changes to employment practice.

YOUR OUTPUTS

- A consolidated exit-feedback view
- Recurring employment-experience themes
- Retention questions and review priorities

HOW TO USE IT

1. **Define the review period.** Define which departures and contexts will be reviewed together.
2. **Explore recurring themes.** Consider recurring patterns alongside role, circumstance and response coverage.
3. **Prioritise follow-up.** Choose issues requiring investigation before proposing a retention response.

WHY THIS HELPS

Helps managers investigate recurring departure themes and choose follow-up grounded in the evidence and circumstances of the review.

IN YOUR ORGANISATION / ILLUSTRATIVE

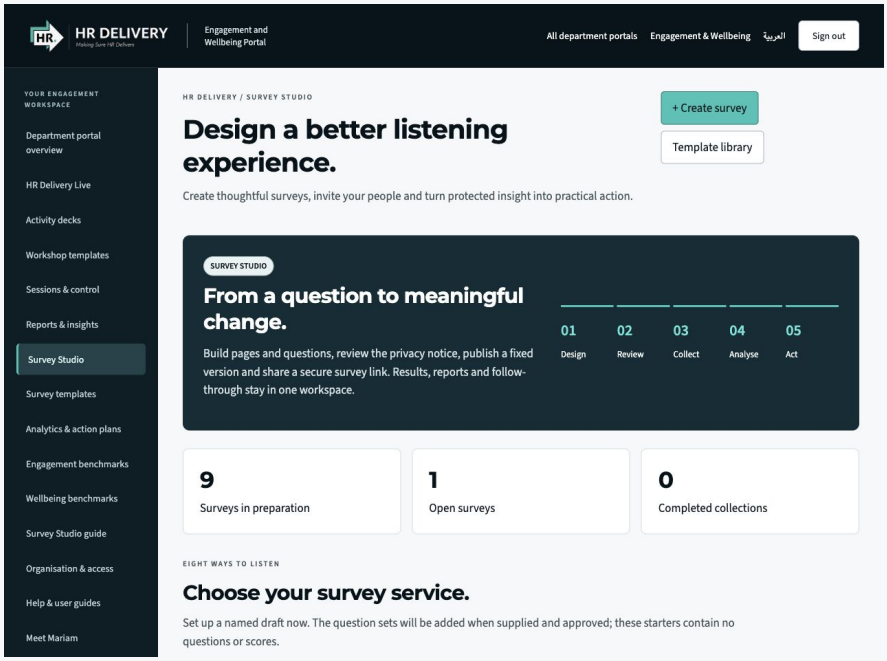
Illustrative example: HR reviews exit themes across an agreed period and keeps role context alongside the comments. It brings recurring concerns to the relevant managers for investigation, considering other organisational evidence before proposing a retention action or drawing a conclusion about why people left. Which theme warrants investigation, and what other evidence would help you understand it?

SOURCE: HR.DELIVERY / SURVEY EXIT

D2 · PORTAL · ENGAGEMENT & WELLBEING

Onboarding workspace

Coordinate feedback across the joining journey so HR and managers can identify process issues and support needs at relevant checkpoints.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Define separate checkpoints for preparation, induction and later role experience. Bring the resulting feedback into a common follow-up approach, identify where the process or individual support needs attention and agree responsibilities with the people managing the joining experience.

YOUR OUTPUTS

- Checkpoint-based feedback
- Joining-process improvement topics
- Coordinated HR and manager follow-up

HOW TO USE IT

1. **Set the checkpoints.** Separate immediate access questions from later expectations and support.
2. **Review the experience.** Interpret feedback against the new starter's stage of experience.
3. **Coordinate the response.** Agree HR and manager actions and when to review them.

WHY THIS HELPS

Connects new-starter feedback with the people responsible for the joining experience and makes follow-up easier to coordinate and revisit.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an employer coordinates feedback from initial preparation, induction and later role experience. HR separates practical access issues from expectations and support questions, then agrees follow-up with line managers so each response is considered at the appropriate stage of the joining journey. Which issue belongs to the joining process, and which needs a specific manager conversation?

SOURCE: HR.DELIVERY / SURVEY ONBOARDING

D2 · PORTAL · ENGAGEMENT & WELLBEING

Wellbeing & Support

Review workplace wellbeing themes and available support through a defined listening process, connecting findings with proportionate actions on working conditions.

WHAT IT GIVES YOU

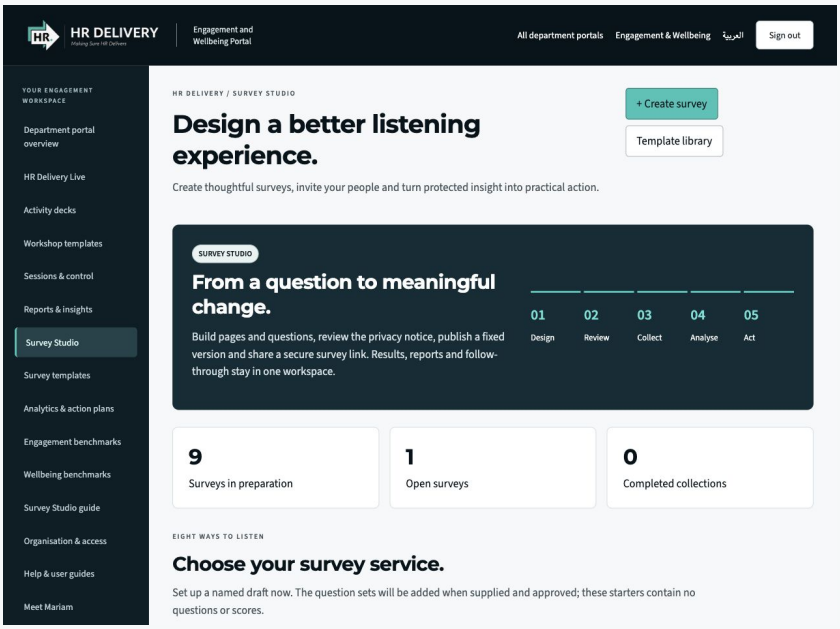
Define a workplace wellbeing purpose and response process. Review aggregate themes with relevant managers, choose proportionate work-design actions and connect individual support needs with the organisation's established arrangements where appropriate.

YOUR OUTPUTS

- Workplace wellbeing themes
- Actions on workload and support
- A clear route for follow-up discussion

HOW TO USE IT

1. **Agree the purpose.** Define the working conditions the listening activity should explore.
2. **Review the themes.** Discuss aggregate themes with those responsible for work and support.
3. **Plan the response.** Choose workplace actions and explain established individual support routes.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Helps managers organise a practical response to workplace feedback and clarify the support routes available within the organisation.

IN YOUR ORGANISATION / ILLUSTRATIVE

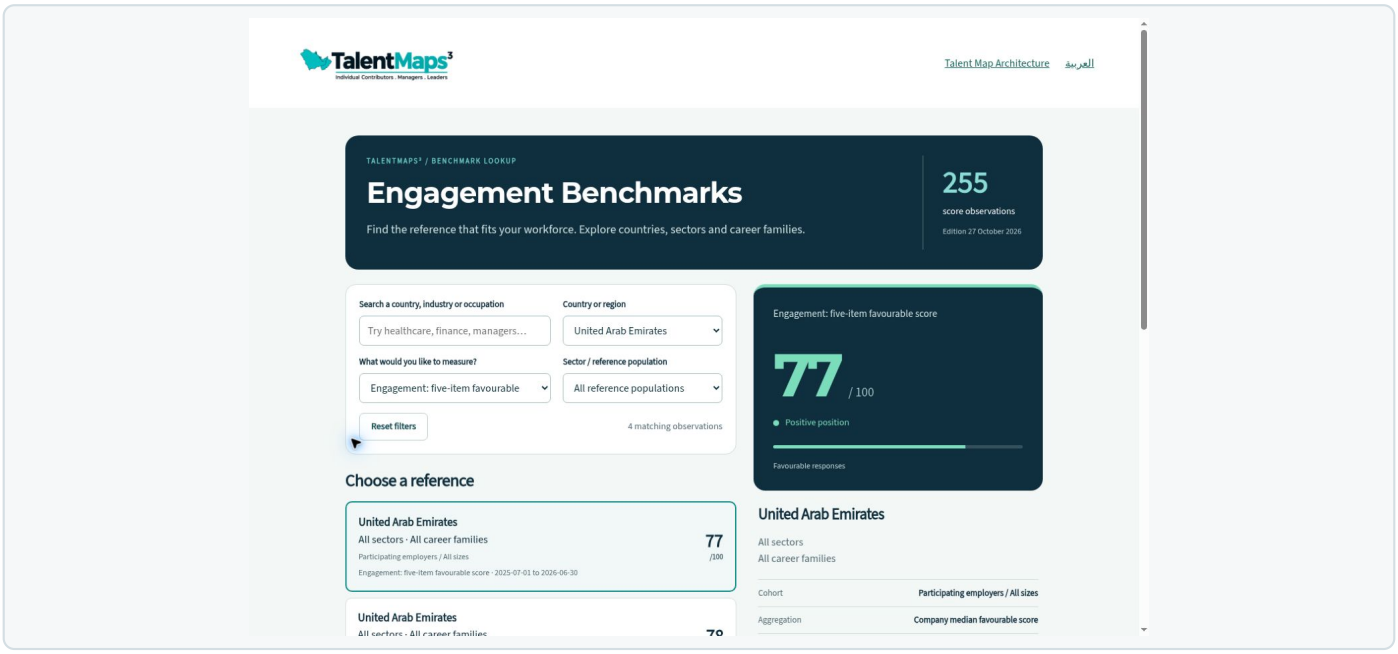
Illustrative example: a department reviews aggregate feedback about workload and available support. Managers discuss practical work-design actions and clarify established support routes, keeping the workplace listening purpose distinct from any individual help a person may choose to seek through the organisation's arrangements. Which workplace action can you take, and how will employees find the appropriate individual support route?

SOURCE: HR.DELIVERY / SURVEY WELLBEING

D2 · PORTAL · CONNECTED TALENTMAPS BENCHMARK WORKFLOW

Saved benchmark analysis and target modelling

Retain a benchmark comparison and target scenario so leaders can revisit the selected reference, assumptions and planned improvement over time.



WEBSITE SCREEN / Live engagement reference lookup, with population and measure context.

WHAT IT GIVES YOU

The described portal workflow calculates favourable scores, compares teams, models targets and saves analyses. Retain the measure and selected reference in PDF or CSV reporting for the subsequent management discussion.

YOUR OUTPUTS

- A saved comparison and assumptions
- Target scenarios for review
- PDF or CSV reporting material

HOW TO USE IT

1. **Define the comparison.** Select a reference fitting the organisational questions and population.
2. **Explore the target.** Explore a plausible target and record the reasoning behind it.
3. **Retain the analysis.** Save the analysis and use its report in subsequent reviews.

WHY THIS HELPS

Gives management a repeatable comparison record and helps explain the basis of a proposed target when progress is reviewed.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a management team considers a benchmark-informed target scenario. HR saves the chosen measure, reference and assumptions with the analysis, then uses the reporting material in a later review so the target can be discussed as a planning choice rather than a predicted outcome. What assumptions should remain attached to this target when progress is reviewed?

SOURCE: HR.DELIVERY / DEPARTMENT ENGAGEMENT WELLBEING

D2 · PORTAL · ENGAGEMENT & WELLBEING

From survey draft to accountable action

Take an agreed listening brief through survey preparation, response collection and interpretation into actions the client can revisit.

WHAT IT GIVES YOU

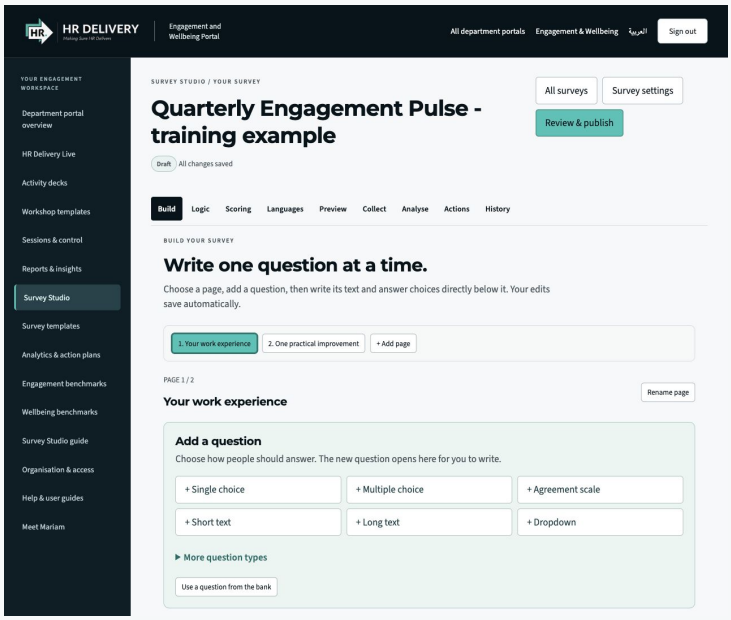
Review the questions, participation information and preview before collection. Discuss findings in context, then record actions with owners, dates and a planned review.

YOUR OUTPUTS

- Reviewed and published questionnaire
- Collected response set
- Reporting material
- Owned actions and review dates

HOW TO USE IT

1. **Build and review.** Prepare questions, privacy and languages; check the participant preview.
2. **Publish and collect.** Publish the agreed version and share its participant entry route.
3. **Analyse and discuss.** Interpret eligible group patterns and comments against the listening purpose.
4. **Act and revisit.** Assign actions, owners and dates; return to progress with stakeholders.



PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

WHY THIS HELPS

Connects employee participation with a considered management response and gives the organisation a practical basis for discussing follow-through.

IN YOUR ORGANISATION / ILLUSTRATIVE

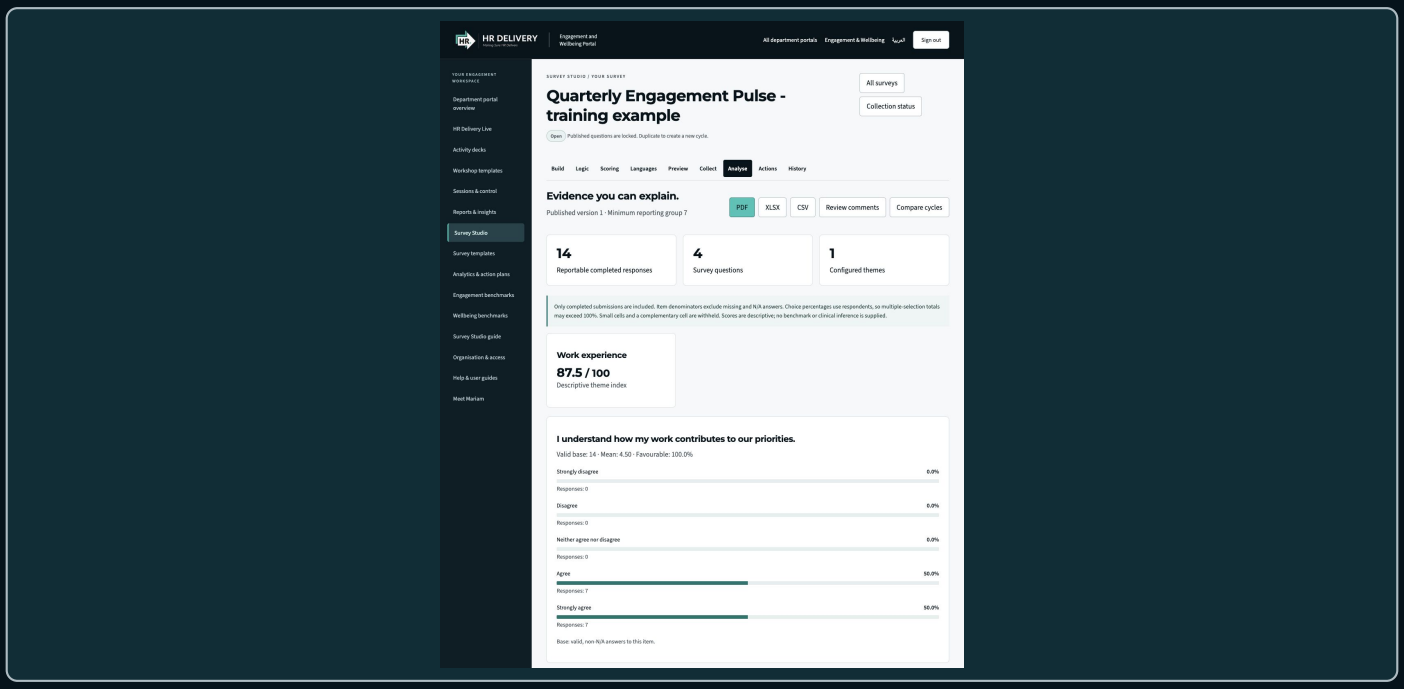
Illustrative example: a client takes an agreed listening brief through questionnaire review, participant communication and response collection. The results meeting considers coverage and context before selecting actions, naming owners and setting a review point, keeping the exercise connected to the decision it was designed to inform. Where in this journey will you confirm that the findings still answer the original listening question?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · ENGAGEMENT & WELLBEING

A listening pack for the results meeting

Prepare a results discussion that brings the survey evidence, its interpretation and the proposed next steps into one coherent set of materials for decision makers.



PUBLISHED WORKSPACE DEMONSTRATION / Question analysis, reporting and export controls with demonstration responses.

WHAT IT GIVES YOU

Use the report and analysis export to show the relevant patterns, then prepare a concise account of the audience, response period and measurement basis. Add the priorities for discussion and an action record with owners and review dates.

THE CLIENT VALUE

Helps leaders move from reading charts to making considered decisions, with the meaning of the evidence and responsibility for follow-up visible in the same discussion.

YOUR OUTPUTS

- Survey report and relevant data export
- Context and interpretation summary
- Priorities for the results meeting
- Action owners and review dates

IN YOUR ORGANISATION / ILLUSTRATIVE

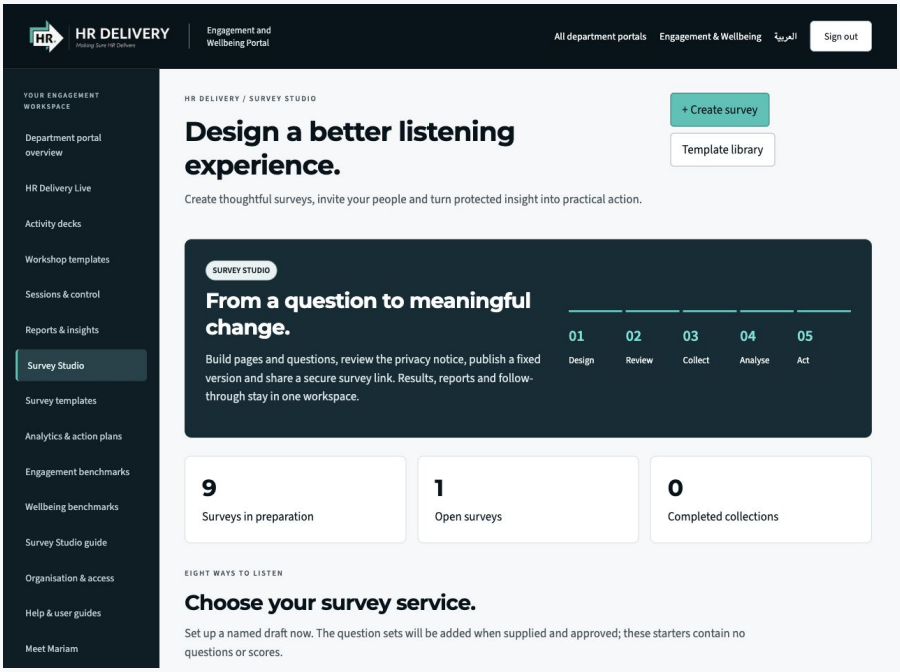
Illustrative example: an HR lead prepares a listening pack for a leadership meeting. It combines the relevant results, audience and measurement context, priorities for discussion and an action record, giving leaders a common basis for considering the findings and agreeing what should happen next. What context must accompany the charts so leaders can make a considered decision?

SOURCE: HR.DELIVERY / OD ENGAGE

D2 · PORTAL · HR DELIVERY LIVE

Activity-deck builder

Build a sequence of interactive activities that supports the session's conversation, decision or learning purpose and invites useful audience contributions.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Choose formats that elicit useful views, priorities or understanding. Write and order the prompts so each activity's results support discussion and help the group progress towards the intended session outcome.

YOUR OUTPUTS

- A reusable activity deck
- Purposeful prompts and response formats
- A facilitated discussion sequence

HOW TO USE IT

1. **Define the outcome.** Name the conversation, decision or learning outcome the deck supports.
2. **Choose the activities.** Choose suitable polls, scales, word clouds, rankings, questions or quizzes.
3. **Arrange the sequence.** Order activities so participation builds towards the intended session outcome.

WHY THIS HELPS

Gives the facilitator a planned participation sequence and helps each activity contribute to the discussion the group needs to have.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a facilitator prepares a deck for a strategy workshop, beginning with a poll and following with a ranking activity. The sequence is chosen to move from initial views to a focused discussion of priorities, rather than adding activities without a clear session purpose. How will the result of this activity help the group progress towards the session's purpose?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Workshop templates

Start with a workshop template, then adapt the activities and examples to the audience, context and intended discussion or learning outcome.

WHAT IT GIVES YOU

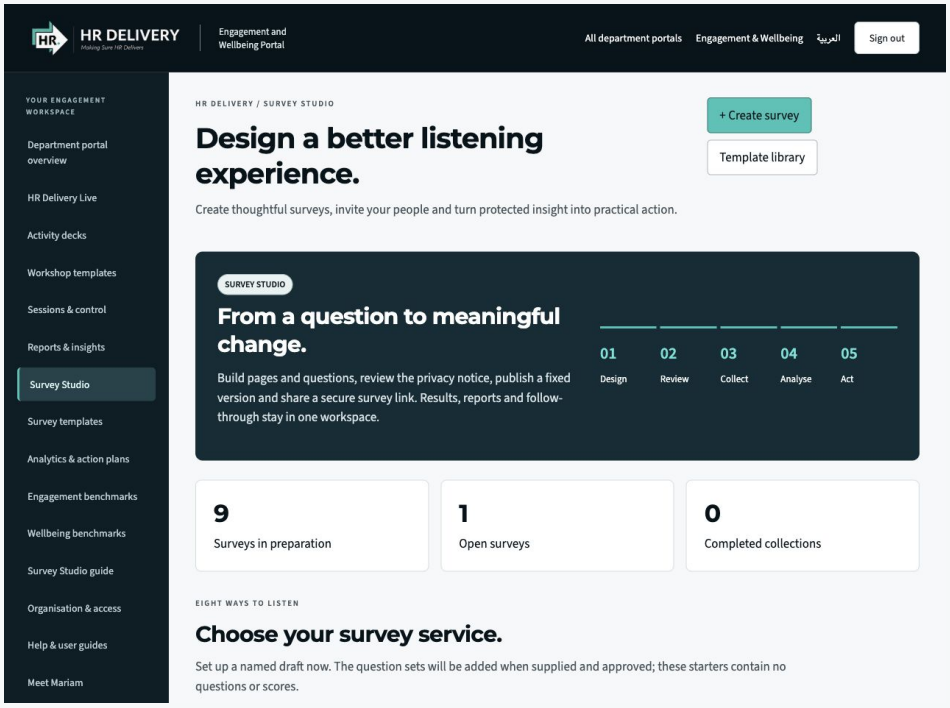
Choose a suitable template and review every activity. Adapt wording, examples and order to the audience, then check that the deck elicits contributions needed for the planned discussion or learning outcome.

YOUR OUTPUTS

- An adapted workshop activity deck
- Audience-relevant prompts
- A prepared discussion approach

HOW TO USE IT

1. **Select the starting point.** Choose a template matching the audience and workshop purpose.
2. **Adapt the activities.** Review prompts, examples and sequence against this group's practical needs.
3. **Prepare the facilitation.** Plan how contributions will connect with discussion and session outcomes.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Provides a useful session starting point while keeping the facilitator responsible for its relevance to the client and participants.

IN YOUR ORGANISATION / ILLUSTRATIVE

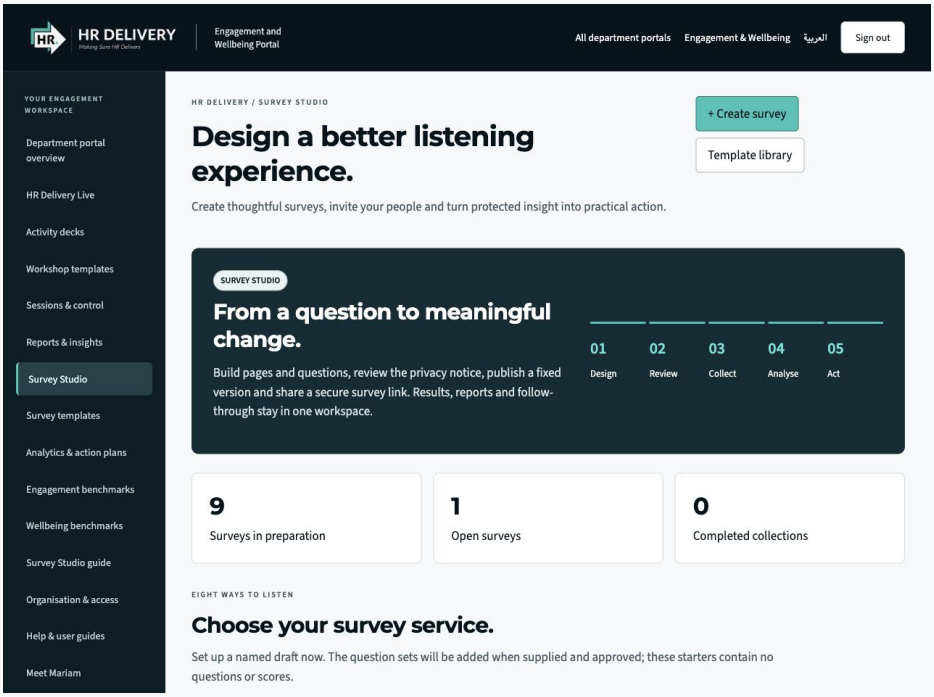
Illustrative example: a facilitator selects a workshop template and adapts its examples to a client's operating context. They review the prompts and sequence with the session owner, making sure the activities elicit contributions that will be useful in the planned discussion with participants. Which parts of the template need adapting for this audience and its actual work?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Presenter-led sessions

Guide participants through activities together, with the presenter pacing contribution, interpretation and discussion before moving the group to its next step.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Use presenter-led progression for workshops, town halls or learning events. Introduce each activity, allow time to contribute and discuss the response pattern before moving to the next question or decision.

YOUR OUTPUTS

- A facilitated activity sequence
- Group contributions during the session
- Discussion points and next steps

HOW TO USE IT

1. **Introduce the activity.** Explain the activity and its purpose before opening responses.
2. **Invite participation.** Give participants time to contribute through the agreed session route.
3. **Discuss and progress.** Discuss results before moving to the next activity or decision.

WHY THIS HELPS

Keeps the group in a shared conversation and gives the facilitator opportunities to explore results while the context is fresh.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a workshop presenter introduces a question, allows time for responses and then explores the pattern with the group. They move to the next activity only after discussing the relevant meaning, keeping the session's pace connected to the audience's understanding and purpose. What should the group understand before you move from this result to the next activity?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Self-paced sessions

Let participants work through an activity sequence independently, with clear instructions and contributions that can prepare a later discussion or learning event.

WHAT IT GIVES YOU

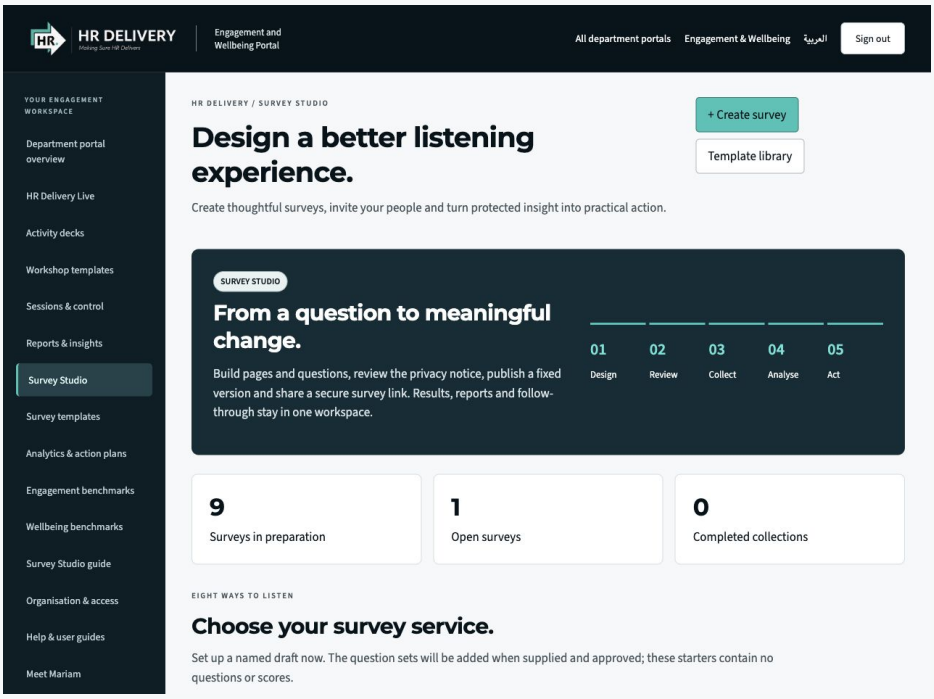
Prepare the deck with clear purpose and participation instructions, then share access. Review contributions to identify discussion questions and prepare the next part of the learning or meeting experience.

YOUR OUTPUTS

- A self-paced activity sequence
- Participant contributions for review
- Preparation for a subsequent discussion

HOW TO USE IT

1. **Prepare the instructions.** Explain the purpose and expected use of the activity sequence.
2. **Share the route.** Share access information and participation expectations with the intended audience.
3. **Use the contributions.** Review responses to prepare the subsequent discussion or learning activity.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Extends participation beyond the shared session and gives the facilitator material to review when preparing the next conversation.

IN YOUR ORGANISATION / ILLUSTRATIVE

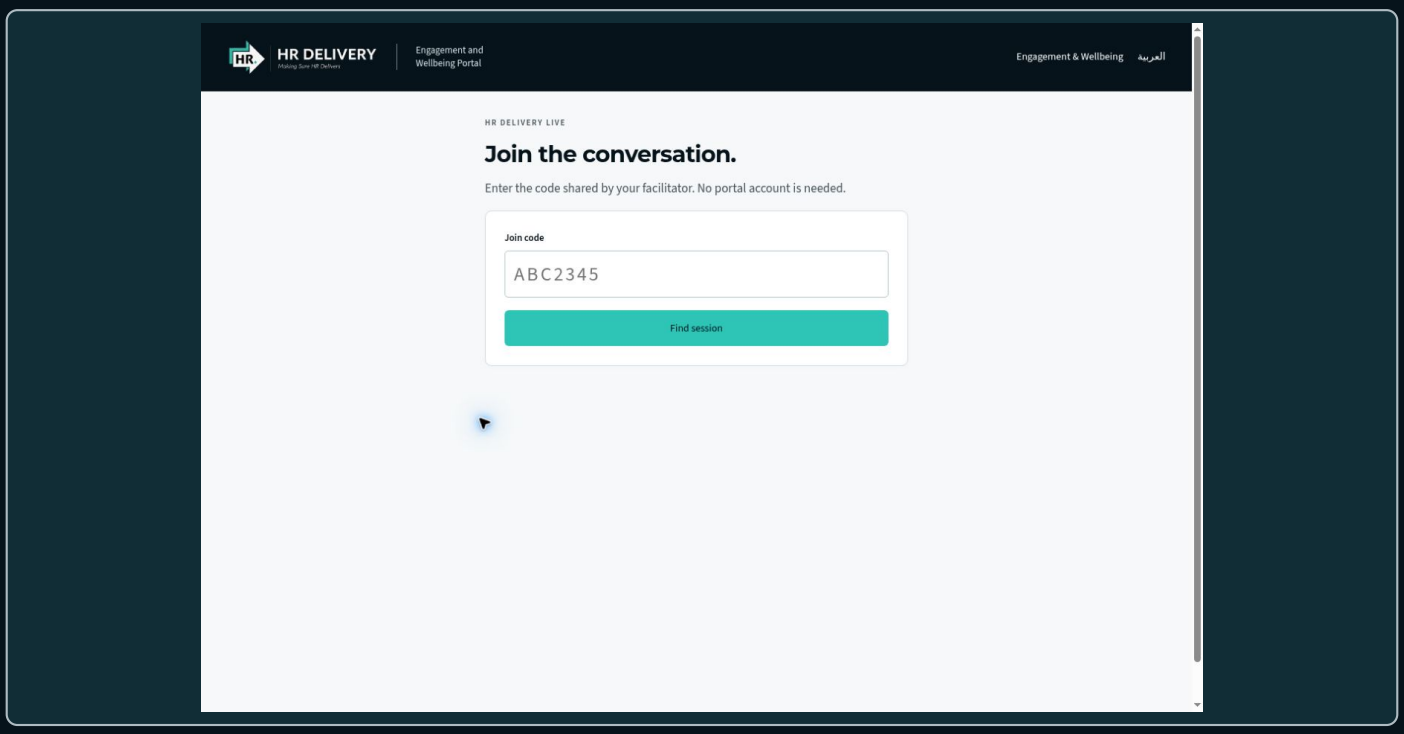
Illustrative example: a facilitator asks participants to complete a short activity sequence before a shared workshop. Clear instructions explain the purpose and expected contribution; the facilitator reviews the responses to prepare useful questions for the later discussion rather than assuming the pre-work explains itself. What instructions will participants need when a facilitator is not guiding them through each activity?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Join links, codes and QR codes

Bring participants into the intended activity through a joining link, session code or QR code, with clear instructions for the group.



WEBSITE SCREEN / Live public session entry, where a participant enters the supplied code.

WHAT IT GIVES YOU

Explain the activity and share joining instructions through the agreed channel. Check the audience reached the intended session before starting; participants use the public route without a departmental portal account.

YOUR OUTPUTS

- A participant join link
- A short session code
- A QR route for the shared screen

HOW TO USE IT

1. **Prepare the instructions.** Choose the joining route that suits the session setting.
2. **Bring the group in.** Explain the purpose and help participants enter on their devices.
3. **Confirm the session.** Check the audience reached the intended activity before beginning participation.

WHY THIS HELPS

Helps the audience enter the session from their own devices and gives the facilitator a consistent way to explain participation.

IN YOUR ORGANISATION / ILLUSTRATIVE

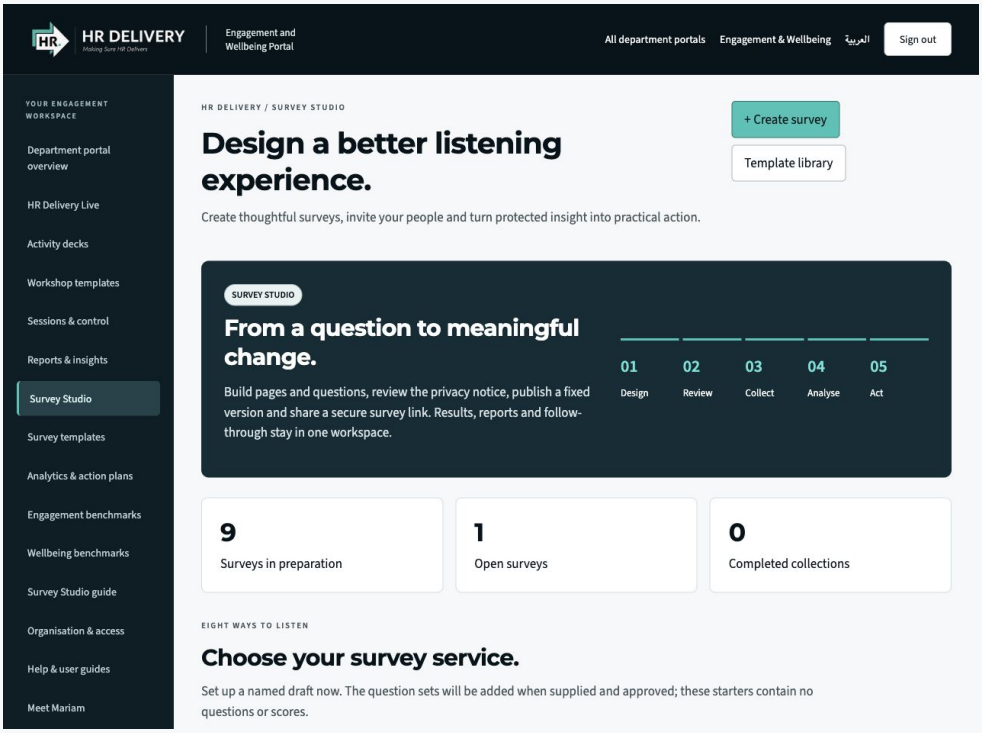
Illustrative example: a facilitator prepares the joining link, code and QR route for an employee workshop. Before starting the first activity, they explain the purpose and participation arrangement and check that the group has reached the intended session on their devices. How will you confirm that participants have joined the correct session before the activity begins?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Facilitator controls

Manage the timing and progression of an activity so participants can understand the question, contribute and consider results together.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Introduce the question before opening responses, allow suitable thinking time and choose when to reveal results. Use the controls to support discussion before the group progresses to another activity.

YOUR OUTPUTS

- A controlled participation sequence
- Planned timing for results
- A paced discussion around each activity

HOW TO USE IT

1. **Frame the question.** Give participants the context needed to understand the question.
2. **Pace the response.** Allow suitable thinking and participation time before progressing the activity.
3. **Reveal and discuss.** Show results when the group is ready to discuss them.

WHY THIS HELPS

Gives the facilitator control over the session's pace and helps participation remain connected to thoughtful discussion of the results.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a facilitator gives a group thinking time before opening a response activity. They choose when to reveal the results and pause for discussion, using session controls to support participation and interpretation rather than moving automatically through every question at the same pace. When should results become visible to support the conversation you want the group to have?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Audience and presentation screens

Show the current activity and relevant results to the audience, creating a shared visual reference for participation and facilitated discussion.

WHAT IT GIVES YOU

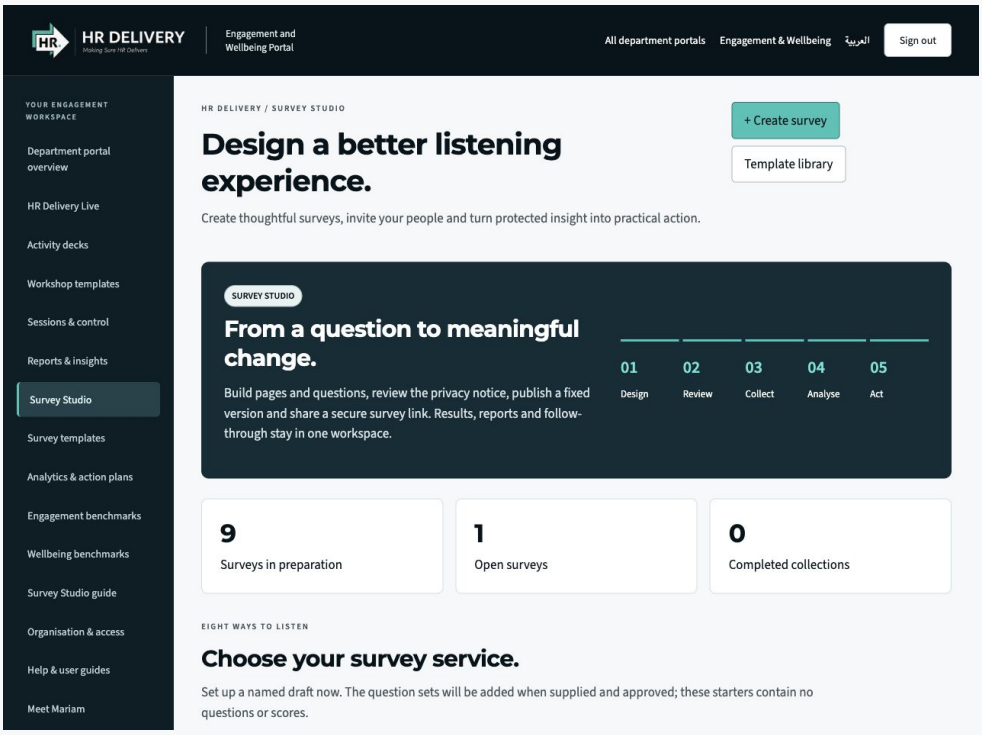
Display the current question and, at the chosen point, its results. Keep the audience view focused on participation, then connect the shared screen with discussion of responses and their implications.

YOUR OUTPUTS

- A common activity view
- Shared result displays
- A visual reference for the discussion

HOW TO USE IT

1. **Show the activity.** Display the current question with clear instructions for participants.
2. **Share the results.** Show relevant responses at the planned point in facilitation.
3. **Interpret together.** Discuss differences, meaning and the next practical step together.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Helps participants follow the same question and gives the facilitator a common reference for exploring differences and their implications.

IN YOUR ORGANISATION / ILLUSTRATIVE

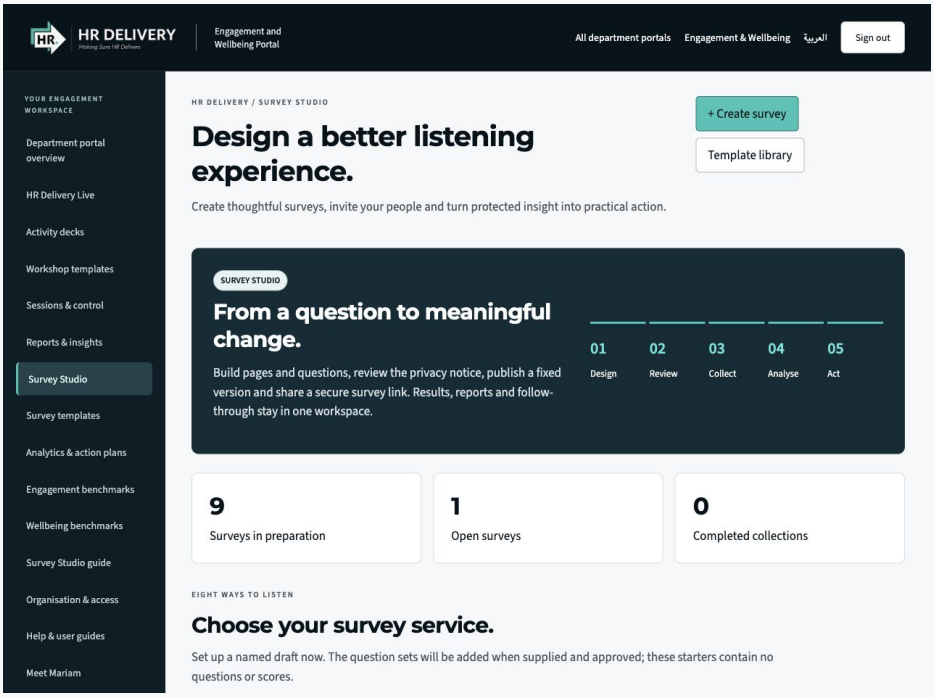
Illustrative example: a workshop uses the audience screen to display the current question and later the response pattern. The facilitator keeps the shared view focused on what participants need to see, then invites discussion about differences and the implications for the group's next decision. What should be visible on the shared screen at this point in the discussion?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Moderation

Review open contributions before they appear to the group when the session needs moderation, with the approach explained in advance.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Explain how text contributions will be handled. Use moderation to review comments or questions before presentation, then introduce suitable contributions with the context needed for a useful group discussion.

YOUR OUTPUTS

- Reviewed audience contributions
- A considered display sequence
- Questions prepared for facilitated discussion

HOW TO USE IT

1. **Explain the approach.** Explain how open contributions will be reviewed and used.
2. **Review the input.** Consider comments or questions before displaying them to participants.
3. **Introduce the discussion.** Introduce suitable contributions with context for a useful discussion.

WHY THIS HELPS

Helps the facilitator introduce comments appropriately and maintain a useful discussion while participants understand how their contributions will be handled.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a facilitator plans to collect open text during a leadership session. They explain the moderation approach in advance, review contributions before display and introduce suitable comments with context, helping the group discuss the issues without treating every submission as ready for immediate presentation. What moderation approach should participants understand before they contribute open text?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Live results

Use the group's results to open discussion about patterns, differences and implications, keeping interpretation connected to the activity and its purpose.

WHAT IT GIVES YOU

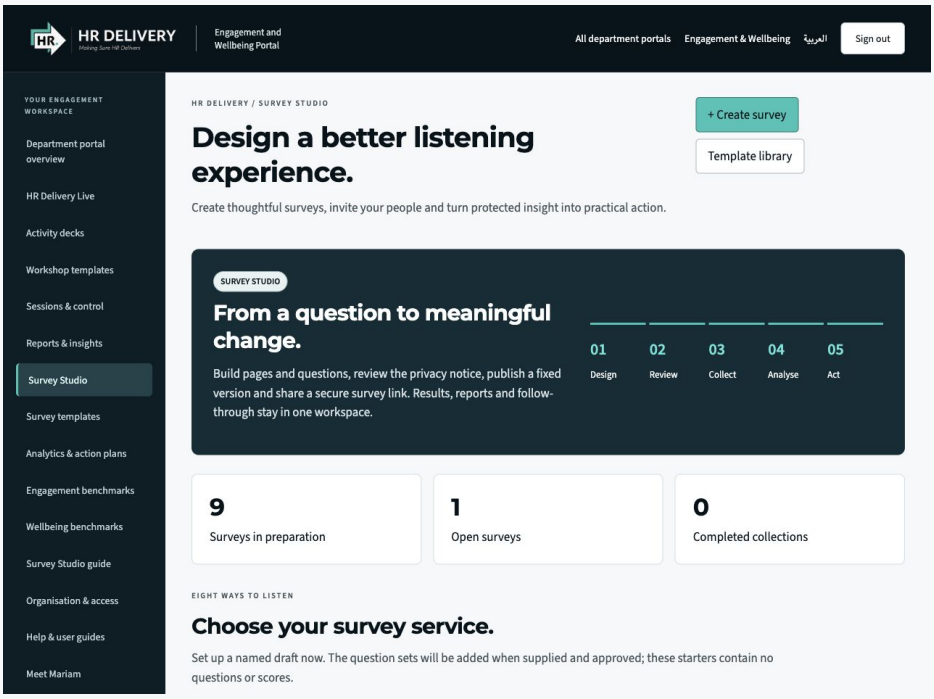
Treat results as a discussion starting point. Ask what participants notice, which differences need explanation and what follows, keeping interpretation tied to the audience, question and purpose of this session.

YOUR OUTPUTS

- Current session response patterns
- Questions for group reflection
- A basis for decisions or next steps

HOW TO USE IT

1. **Complete the activity.** Allow the intended participation before displaying results to the audience.
2. **Explore the pattern.** Ask what the group notices and what needs further explanation.
3. **Agree the implication.** Connect the discussion with a decision, learning point or action.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Makes audience contributions visible in the conversation and helps the group decide which findings deserve explanation or a next step.

IN YOUR ORGANISATION / ILLUSTRATIVE

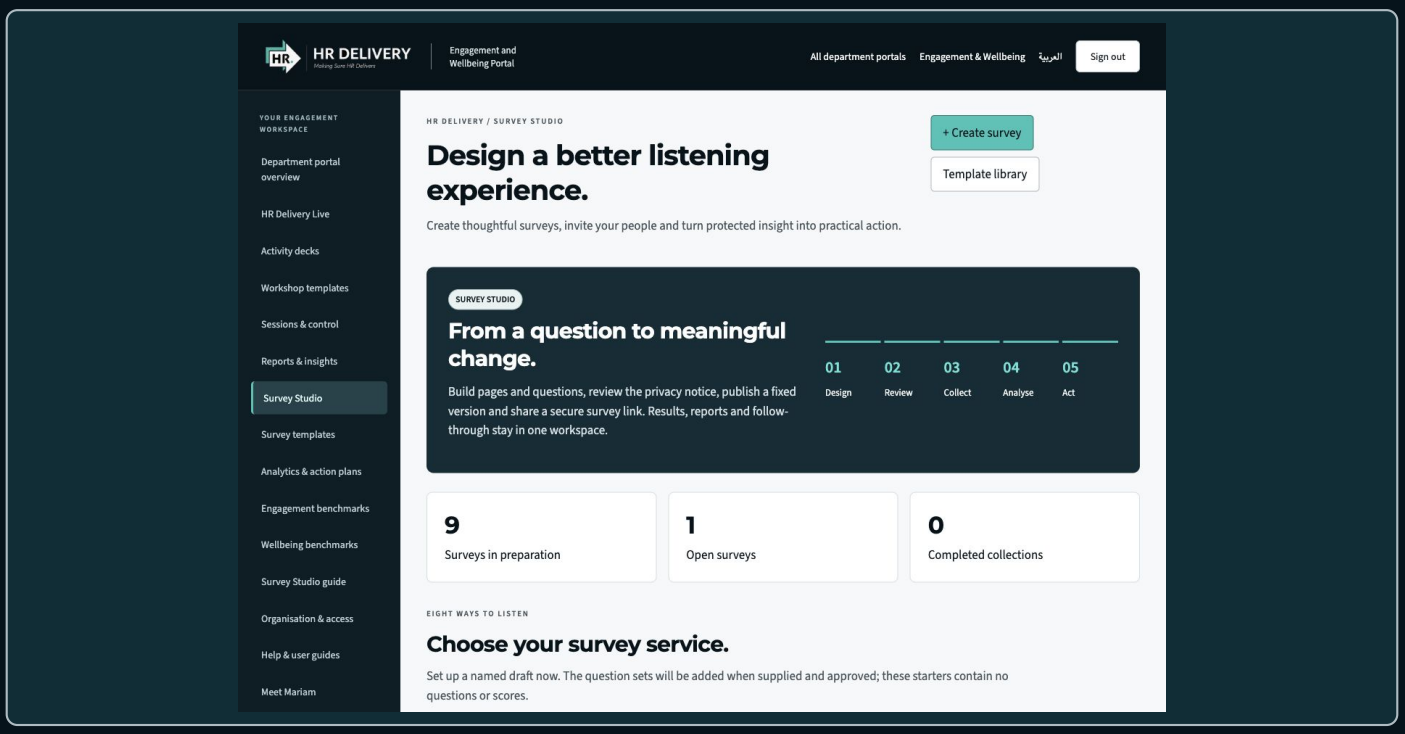
Illustrative example: a group sees different priorities emerge from a ranking activity. The facilitator asks what participants notice and which differences need explanation, then connects the discussion with the session's purpose without treating the response pattern as a representative finding about the whole organisation. Which difference in this result needs discussion before the group chooses a next step?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Learning leaderboards

Use learning leaderboards where a comparative quiz display fits the audience, with clear expectations about what the scores represent.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Use leaderboards in identified learning sessions where comparison supports participation or review. Explain the arrangement, then revisit questions and learning points without interpreting quiz rank beyond the scope of that activity.

YOUR OUTPUTS

- A session quiz comparison
- Visible activity performance
- Questions for learning review

HOW TO USE IT

1. **Set expectations.** Explain the quiz's scope and which results will be displayed.
2. **Run the activity.** Use the comparative display where it suits the audience.
3. **Review the learning.** Discuss understanding without treating quiz rank as overall capability.

WHY THIS HELPS

Can support an engaging learning discussion while keeping interpretation within the quiz's scope and the understanding it was designed to check.

IN YOUR ORGANISATION / ILLUSTRATIVE

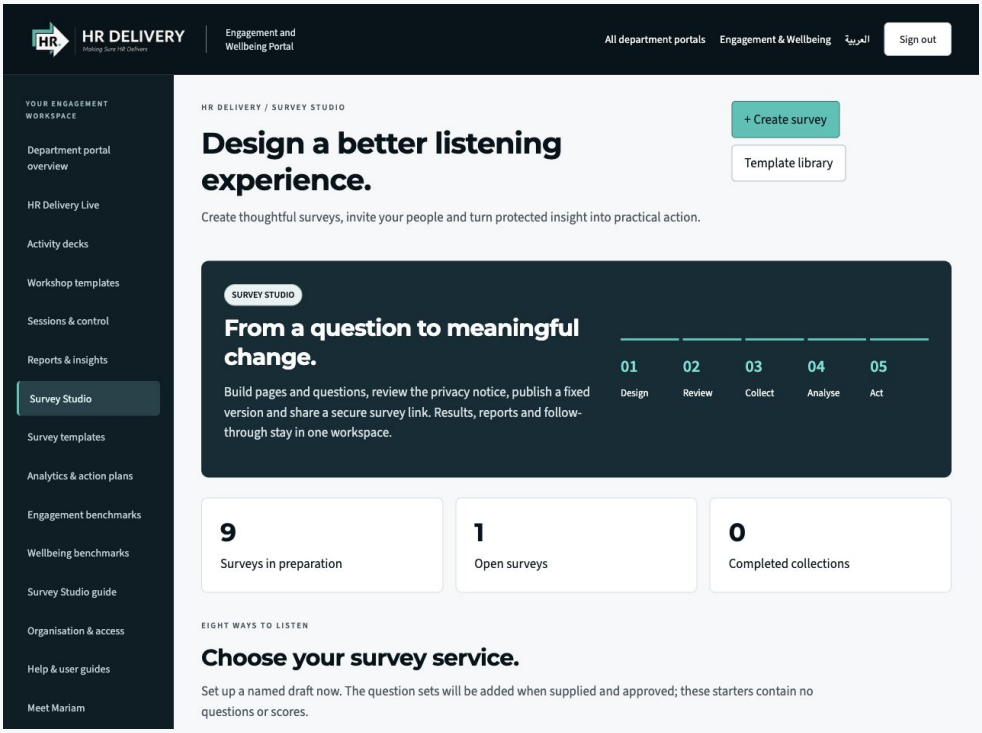
Illustrative example: a learning facilitator uses an identified quiz leaderboard with a group that understands the arrangement. They revisit difficult questions and discuss the learning points, keeping the rank within the scope of that activity rather than presenting it as an overall judgment of employee capability. Does a comparative display support this learning purpose and suit the participants?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Session reports and insights

Retain a record of the session's activities and contributions so the relevant people can revisit findings, decisions and follow-up work.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Retain the activities and explain contributions in their original context. Connect the report with decisions and actions discussed, then prepare it for the people reviewing or carrying the work forward.

YOUR OUTPUTS

- A branded session record
- Activity response summaries
- Material for follow-up discussion

HOW TO USE IT

1. **Retain the context.** Retain purpose and participation context alongside questions and results.
2. **Explain the findings.** Summarise patterns and their contribution to the facilitated discussion.
3. **Support the handover.** Use the report to revisit decisions and prepare subsequent work.

WHY THIS HELPS

Gives the client a usable session record and helps the people carrying work forward understand the discussion behind the actions.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: after a workshop, the facilitator prepares a session record that links activities and response patterns with the decisions discussed. The report retains the purpose and participation context so colleagues carrying the work forward can understand how the agreed actions arose. What must the report explain for someone who was not present in the room?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Facilitator action tracking

Carry workshop commitments into a follow-up record, keeping the agreed action specific enough to review with the people involved.

WHAT IT GIVES YOU

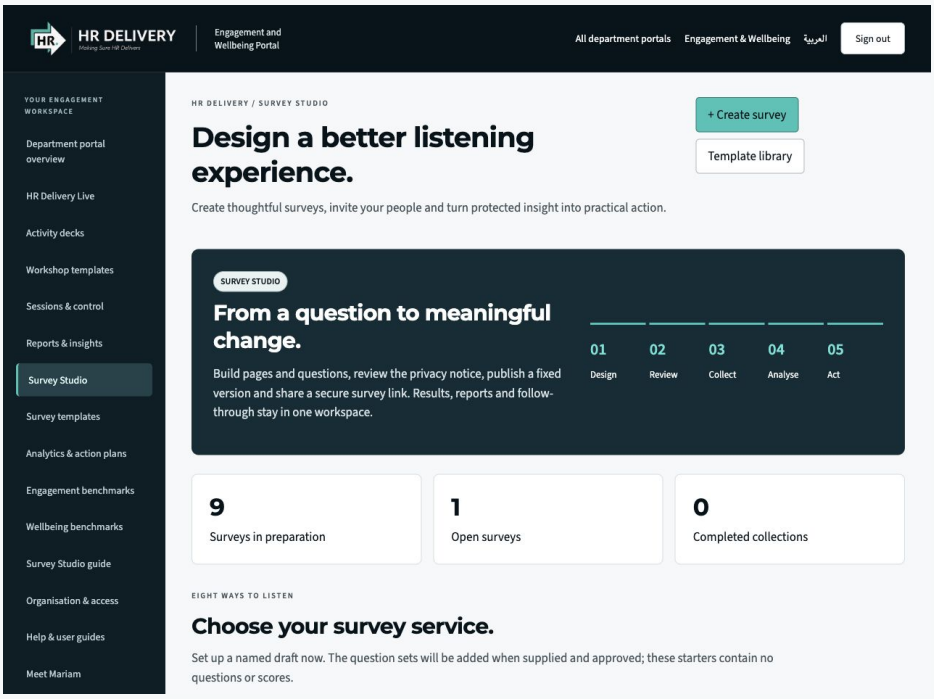
Record agreed actions against the issues discussed. In subsequent reviews, consider progress and remaining work, keeping commitments specific enough for the relevant people to understand what they are taking forward.

YOUR OUTPUTS

- Recorded session commitments
- A basis for follow-up reviews
- Visible progress on agreed work

HOW TO USE IT

1. **Record the commitment.** Describe the agreed action and the issue it addresses.
2. **Confirm the follow-up.** Clarify the practical follow-up with the relevant people involved.
3. **Return to progress.** Review completed work, remaining actions and any further discussion needed.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Helps the group return to its commitments and discuss progress against the practical issues raised during the session.

IN YOUR ORGANISATION / ILLUSTRATIVE

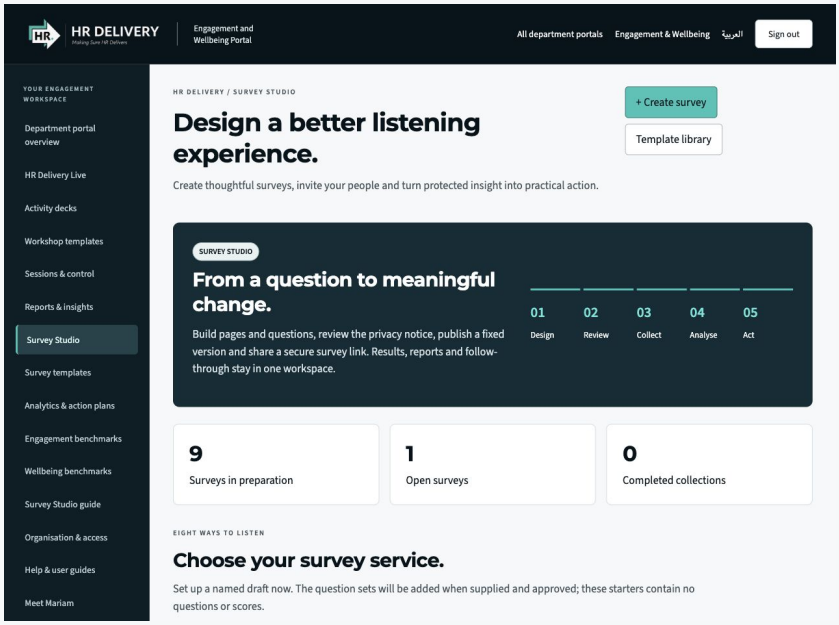
Illustrative example: a workshop ends with several practical commitments. The facilitator records the actions against the issues discussed and confirms the follow-up with those involved, then uses the record at a later meeting to review completed work, remaining questions and the next decision. Which commitment needs a named follow-up conversation rather than simply remaining in the session notes?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · HR DELIVERY LIVE

Organisation, invitations and permissions

Set up the organisation, invitations and participation permissions so the session team and audience understand their roles and access arrangements.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHAT IT GIVES YOU

Agree the access responsibilities of the session team and select the appropriate participation arrangement. Public descriptions distinguish open unidentified, strict anonymous and identified learning participation, so invitations and instructions should make clear which arrangement applies to the particular activity.

YOUR OUTPUTS

- Defined workspace responsibilities
- An agreed participation approach
- Session joining instructions and invitations

HOW TO USE IT

1. **Assign responsibilities.** Define who prepares, facilitates and reviews the organisation's sessions.
2. **Choose participation.** Explain the participation approach chosen for this session's purpose.
3. **Prepare invitations.** Match joining instructions with the audience, access and privacy arrangement.

WHY THIS HELPS

Gives the session a clearer operating arrangement and helps participants understand the conditions under which they are invited to contribute.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a client prepares an interactive learning session with a small facilitation team. It agrees who can prepare and review the work, selects the intended participation arrangement and ensures invitations explain access and privacy consistently before the audience joins the activity. Who needs preparation, facilitation or review access, and what should participants be told about their own access?

SOURCE: HR.DELIVERY / LIVE

D2 · PORTAL · ENGAGEMENT & WELLBEING

Turn a live conversation into a next step

Connect audience contributions with discussion, practical decisions and commitments through an interactive session the group can revisit.

WHAT IT GIVES YOU

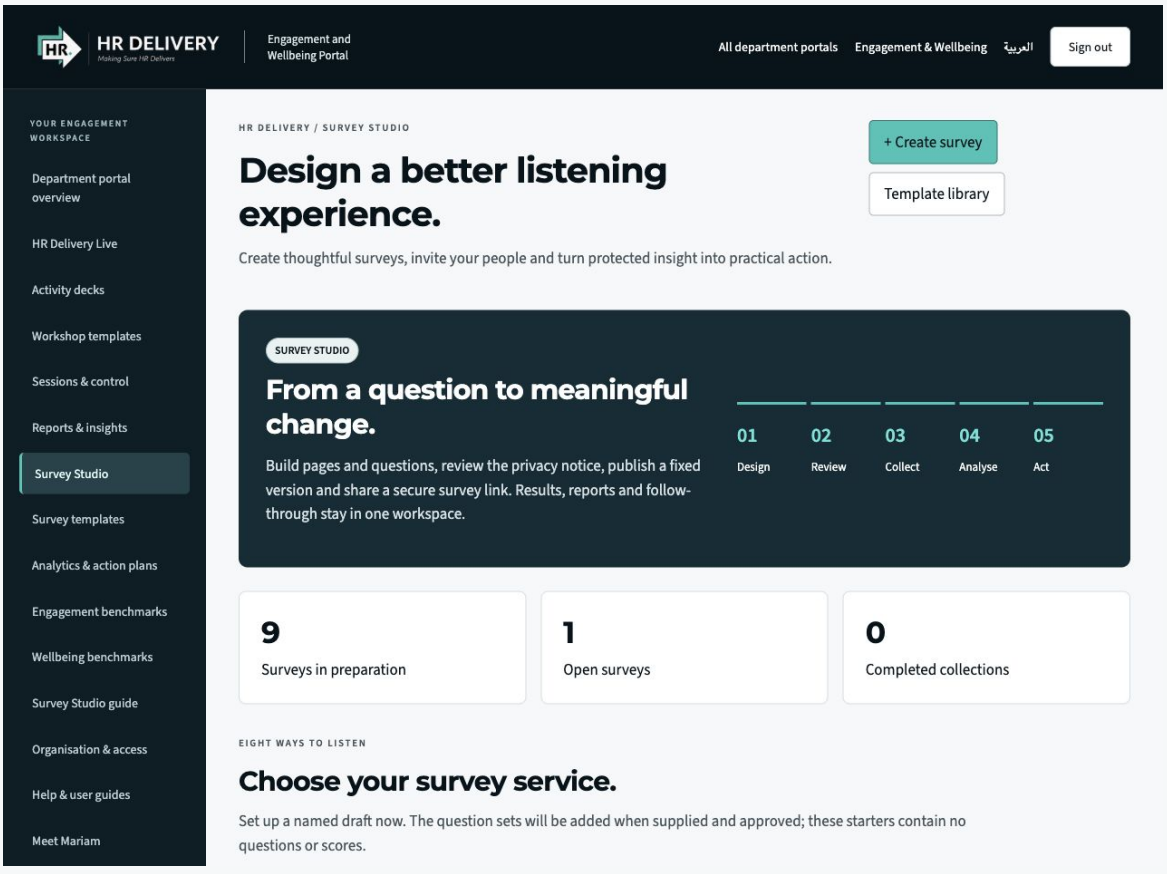
Prepare the deck and participation arrangement, then share the joining route. Facilitate activities and results in context, moderate where needed and retain the session report and commitments for follow-up.

YOUR OUTPUTS

- A prepared activity deck
- Participant joining instructions
- Session report
- Follow-up commitments

HOW TO USE IT

1. **Prepare the deck.** Choose prompts and formats supporting the intended discussion or decision.
2. **Bring people in.** Explain participation and share the correct link, code or QR.
3. **Facilitate the conversation.** Pace activities and explore results in context with the audience.
4. **Carry the work forward.** Retain reports and commitments for the agreed follow-up review.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

WHY THIS HELPS

Connects participants' contributions with purposeful discussion and gives the group a clear basis for subsequent follow-up.

SOURCE: HR.DELIVERY / DEPARTMENT ENGAGEMENT WELLBEING

CLIENT APPLICATION

Turn a live conversation into a next step

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

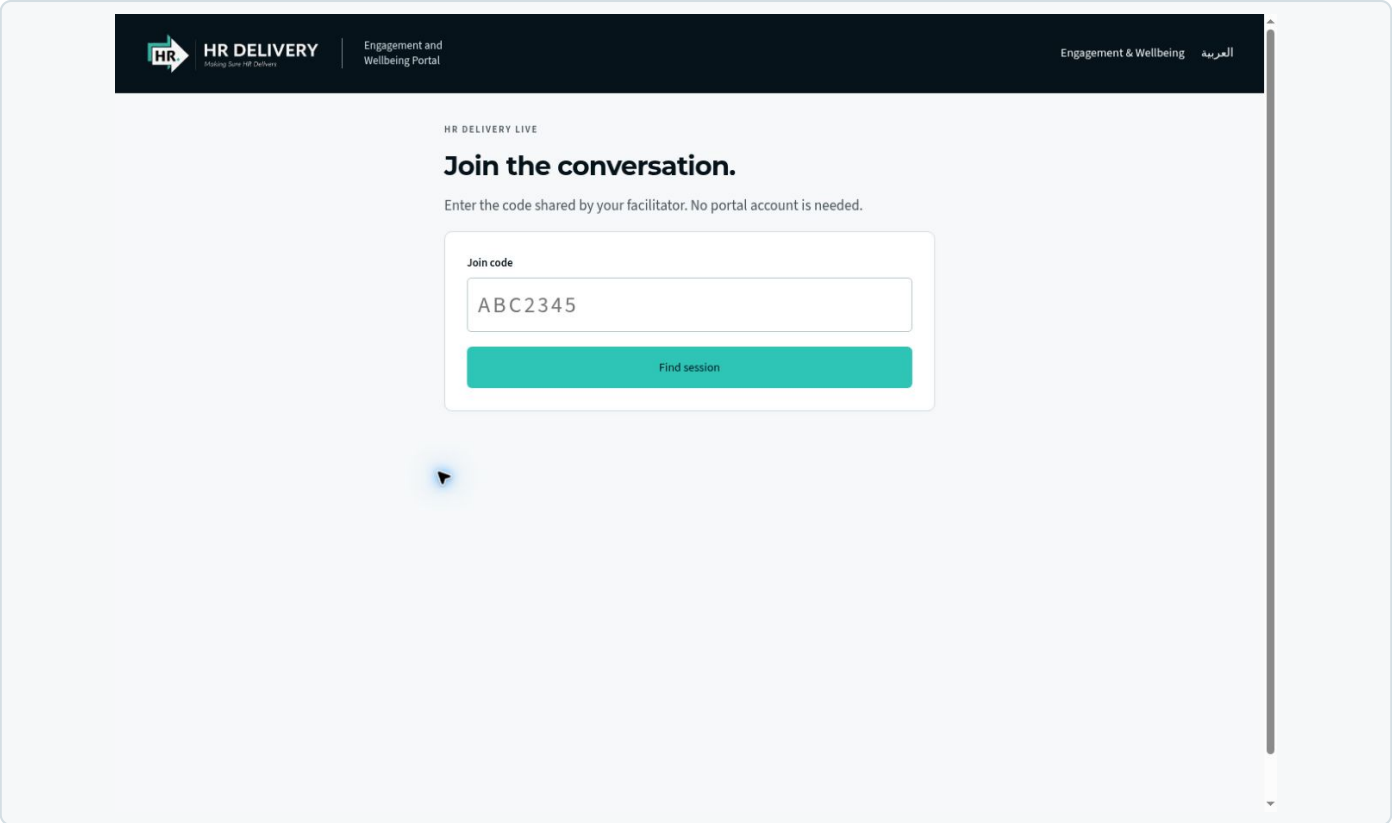
FROM THE MAIN CLIENT GUIDE

Illustrative client scenario: a management workshop uses a ranking activity to identify implementation concerns, then agrees which issues need follow-up and who will lead each discussion.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: a management workshop uses an activity deck to explore implementation concerns. The facilitator explains participation, guides the discussion and retains the report with agreed commitments, then returns to those commitments at the next review instead of treating the activity results as the end product.

What follow-up will make the participants' contributions useful after the session has finished?

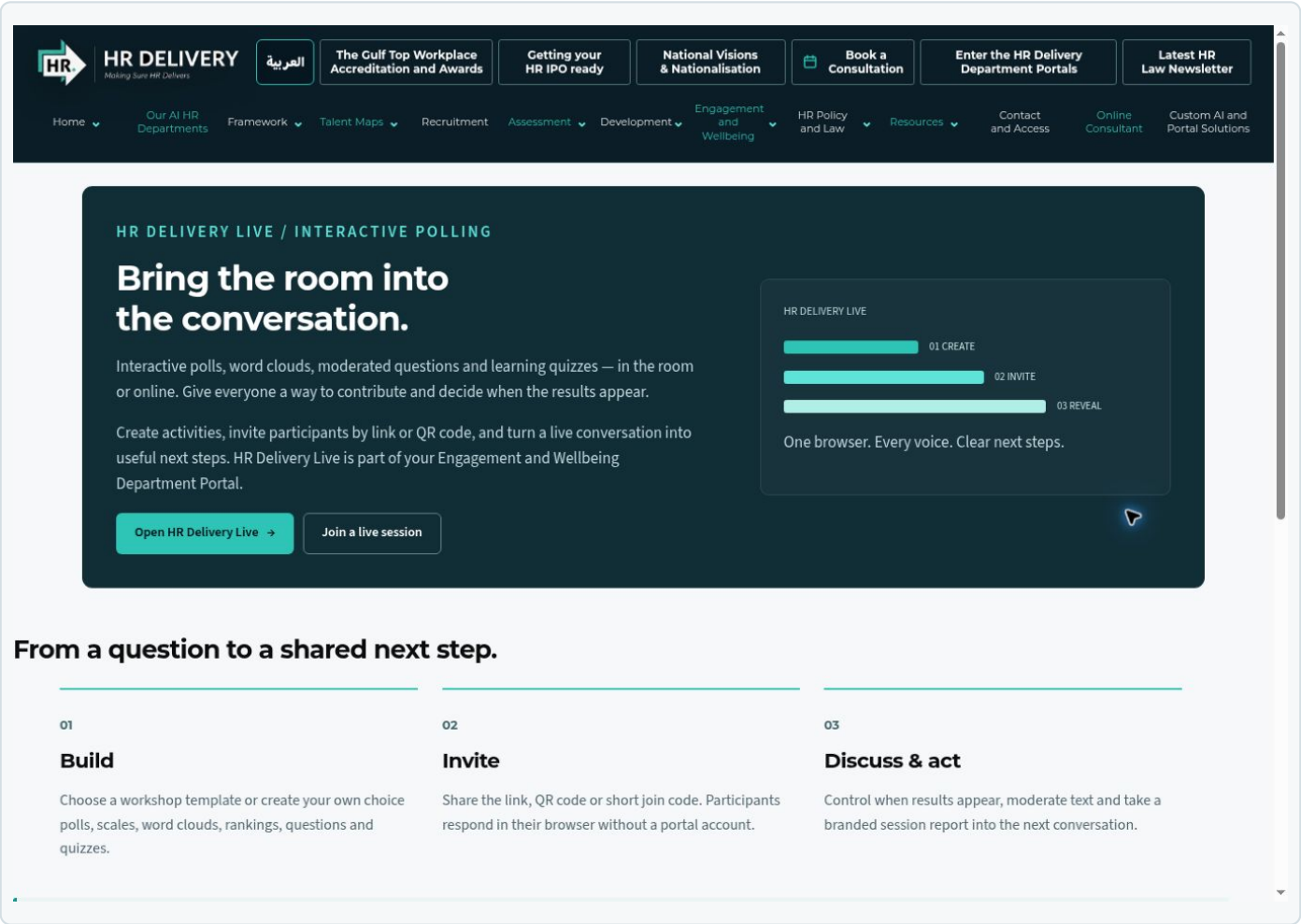


WEBSITE SCREEN / Live public session entry, where a participant enters the supplied code.

THE SERVICE ON SCREEN

Engagement and Wellbeing Portal / screen view

A complete captured view of the related resource, with its original proportions preserved.

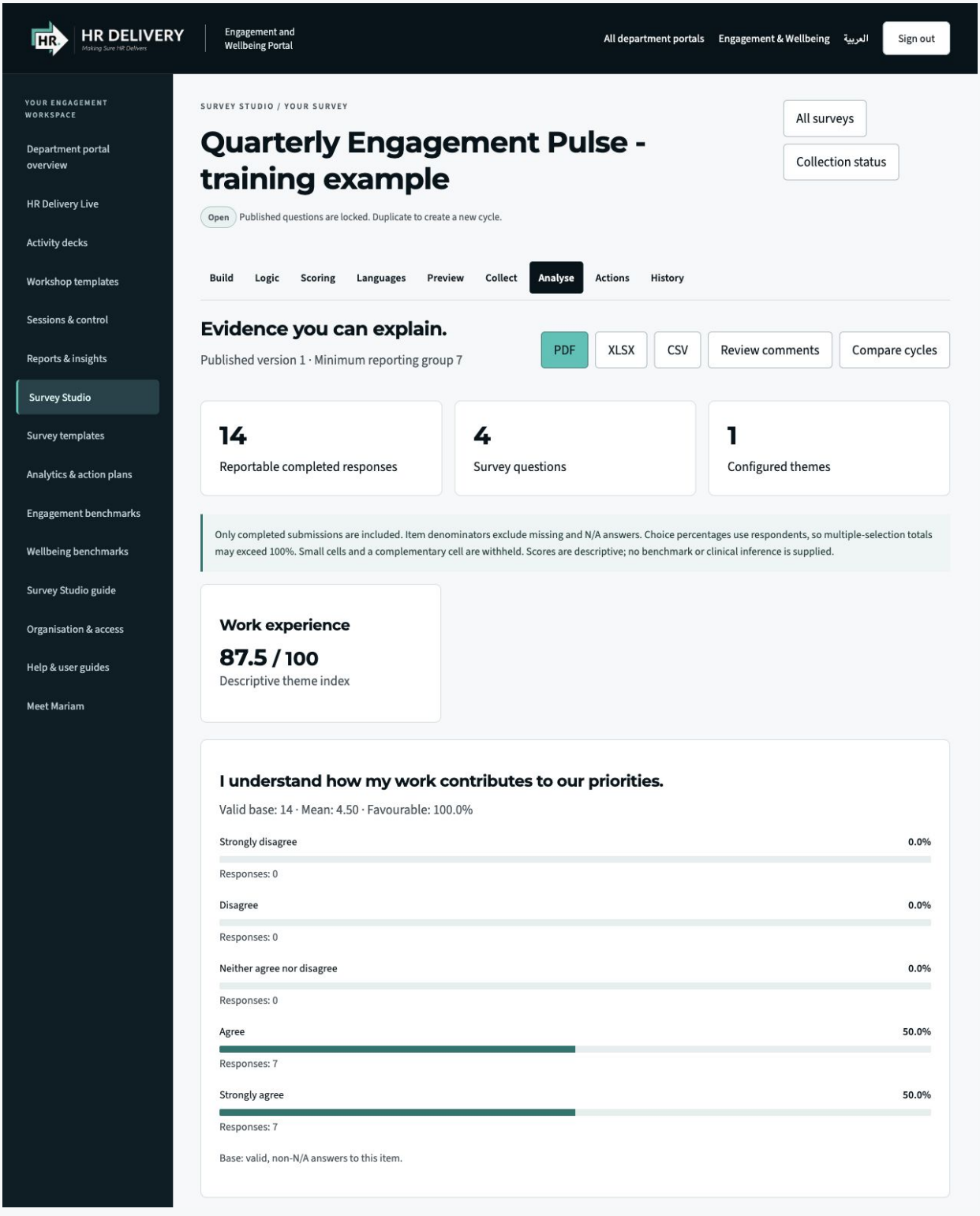


RELATED SERVICE VIEW / Public HR Delivery Live overview; supports the session workflow described.

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.

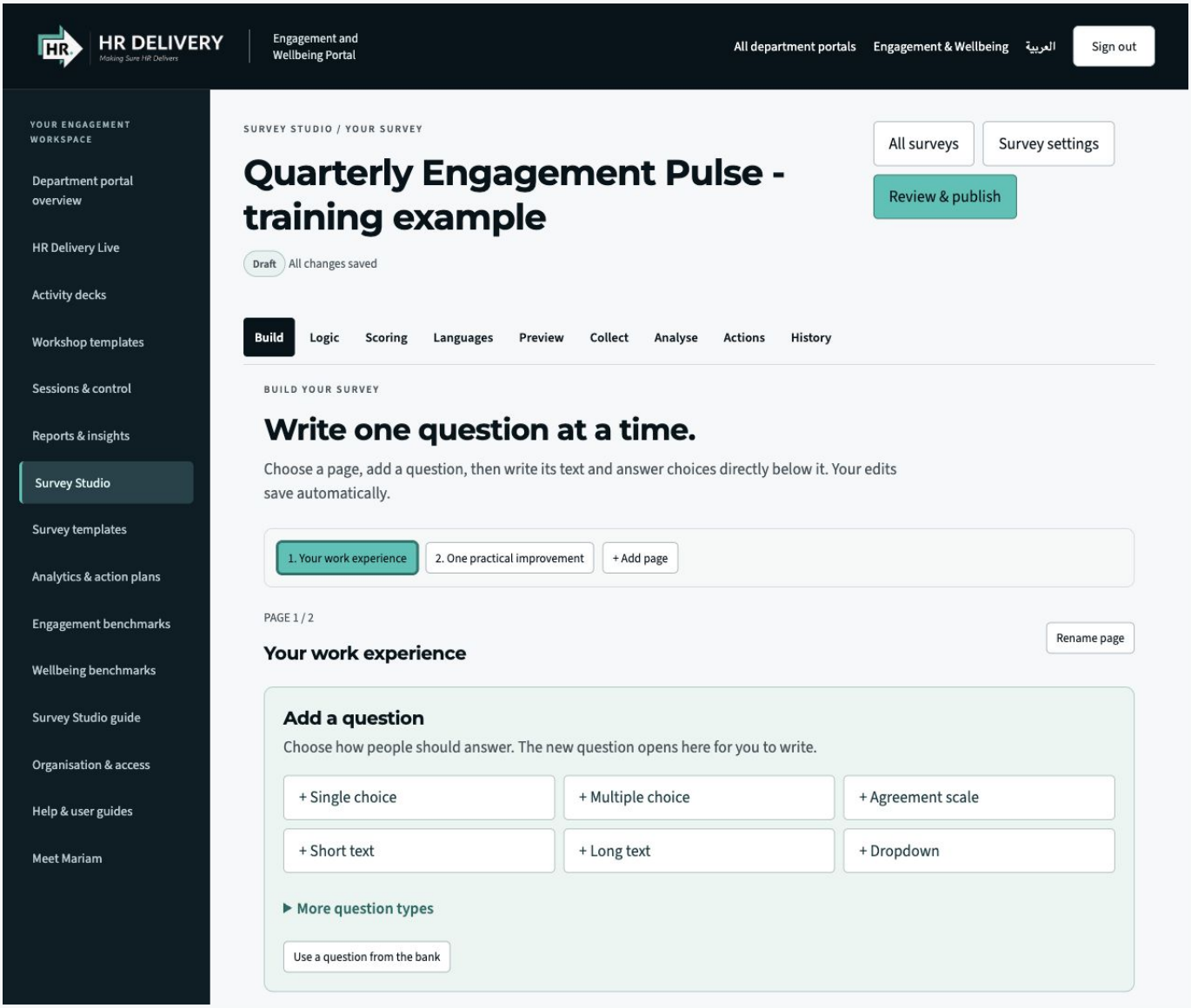


PUBLISHED WORKSPACE DEMONSTRATION / Question analysis, reporting and export controls with demonstration responses.

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.

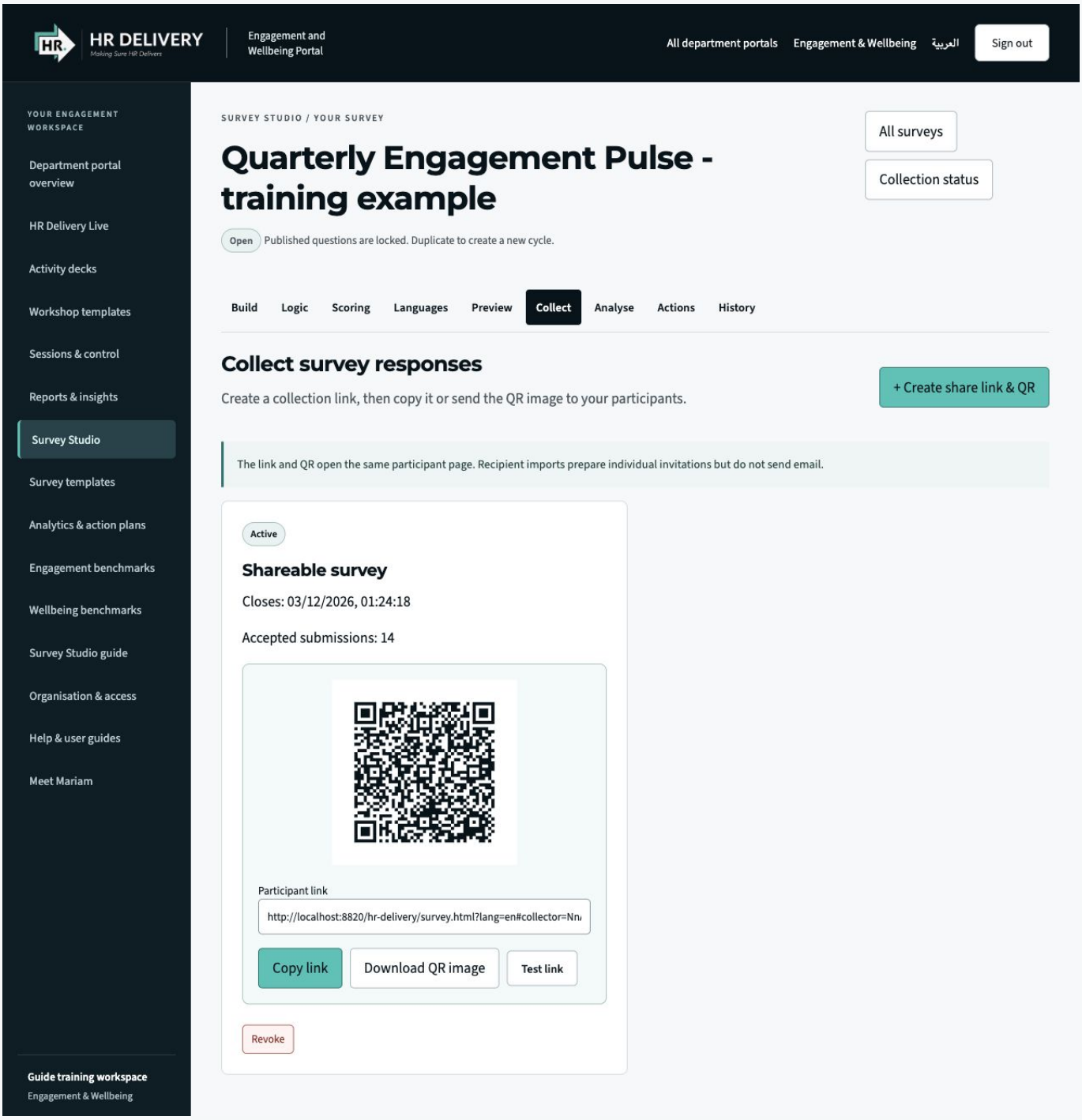


PUBLISHED WORKSPACE DEMONSTRATION / Survey builder with Build, Logic, Scoring, Languages and Preview routes; published demonstration.

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.



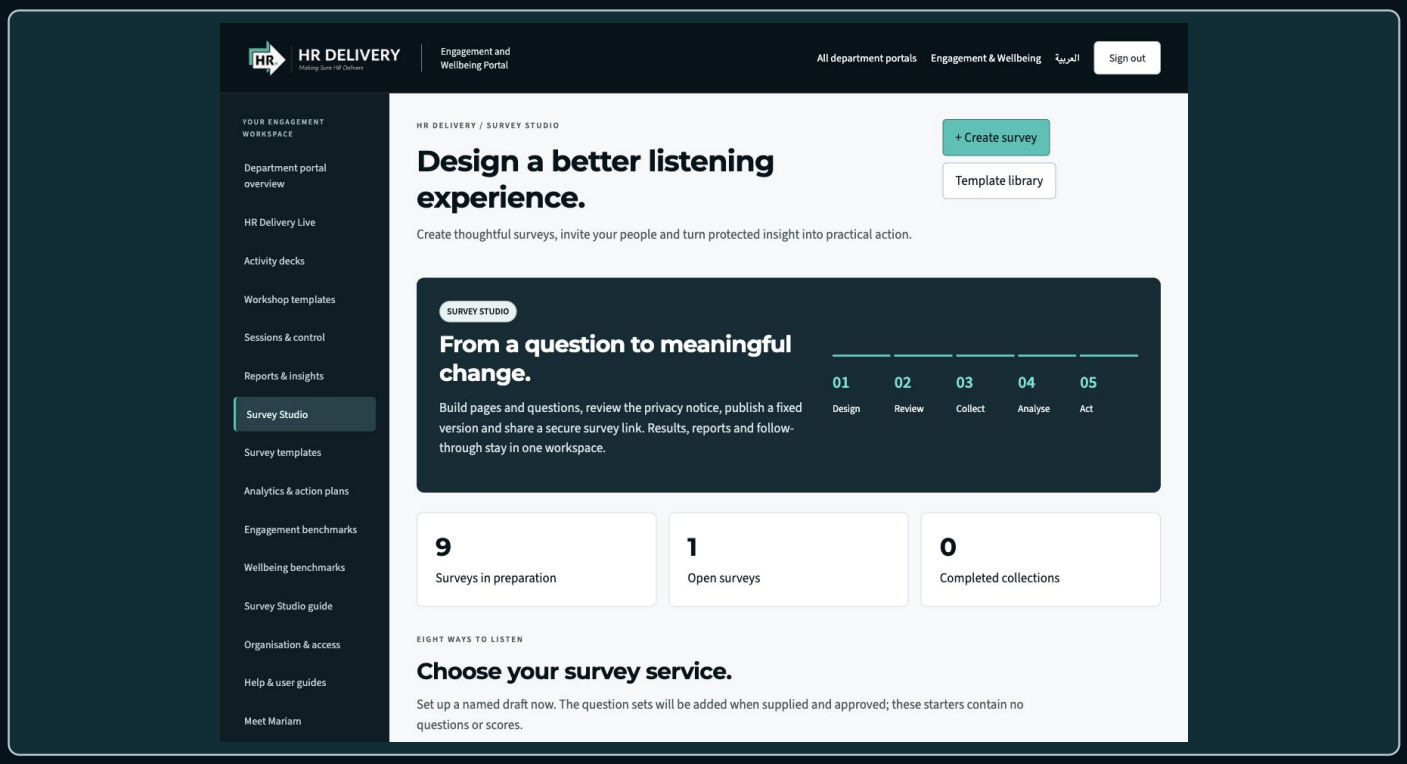
PUBLISHED WORKSPACE DEMONSTRATION / Collection link, QR and response-period controls; published demonstration.

D / ENGAGEMENT & WELLBEING

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 / Survey Studio workspace and connected listening tools; published demonstration.

CLIENT JOURNEY / 01

Review a workplace change through a focused pulse

Illustrative scenario: an organisation introduces new shift handovers and wants to understand employees' experience. HR defines a focused pulse, agrees participation and reporting boundaries, then brings the findings to managers who can discuss practical adjustments and explain the chosen response to the teams involved afterwards.

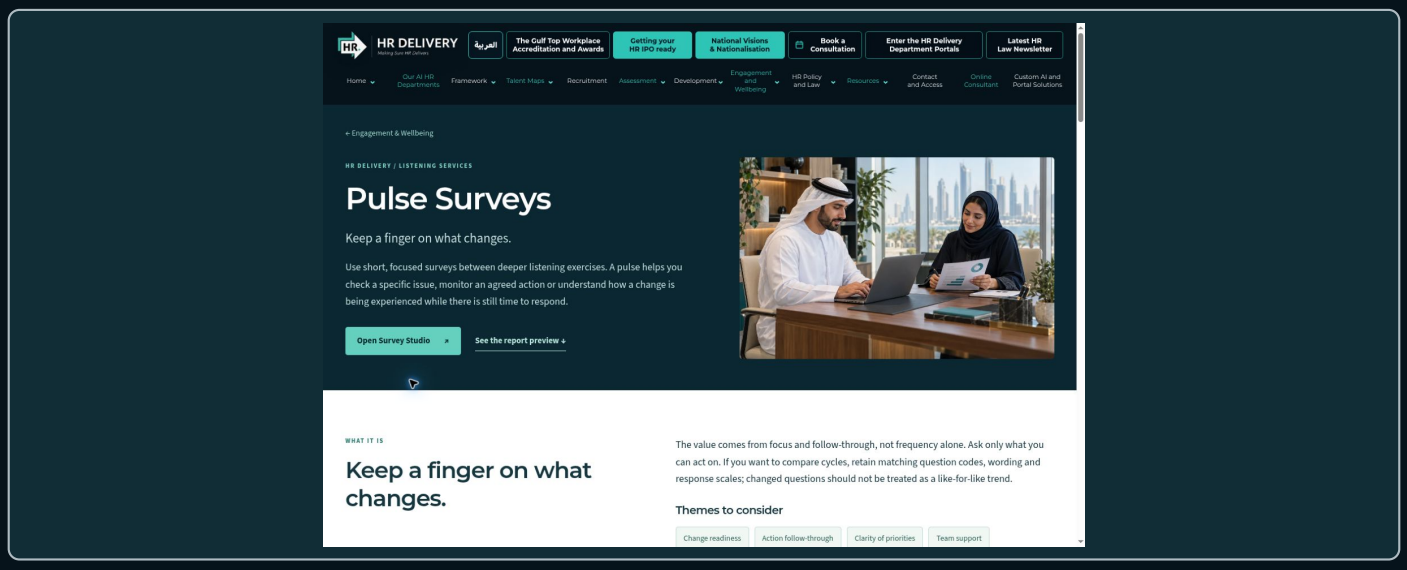
1. **Agree the decision.** Define what the handover review should inform and identify the managers responsible for considering practical changes.
2. **Prepare the pulse.** Write relevant questions, review wording and privacy information, and test any language or branching routes before publication.
3. **Review the findings.** Consider response coverage and eligible group patterns alongside the work context, avoiding unsupported conclusions from small groups.
4. **Explain the response.** Agree actions, ownership and review dates, then tell employees what was considered and what will happen next.

WHAT THE WORK PRODUCES

- An approved pulse questionnaire
- A contextualised results review
- An owned handover-improvement action record

THE VALUE FOR YOUR TEAM

Connects a specific workplace question with employee experience and a management response, giving the organisation a practical basis for discussing and revisiting the changes chosen.



WEBSITE SCREEN / Public pulse listening-service guide.

EXPLORE NEXT / Pulse surveys (p014) · Survey builder and editable templates (p031) · Anonymous, confidential or identified listening (p041)

CLIENT JOURNEY / 02

Turn a live workshop into agreed next steps

Illustrative scenario: a leadership group wants staff input on a strategic priority before a workshop. The facilitator prepares a short activity deck, invites the intended audience and uses the contributions to guide discussion, ending with practical commitments and a review point for the work ahead.

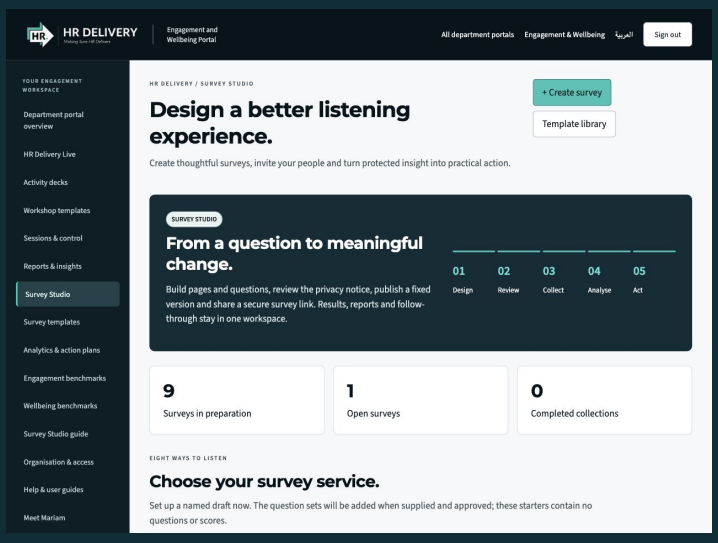
1. **Prepare the activities.** Choose prompts and formats that support the workshop question, with clear instructions and a proportionate participation approach.
2. **Bring people in.** Share the agreed joining route and explain how contributions will be used, moderated and discussed during the session.
3. **Facilitate the discussion.** Pace the activities, show results at useful moments and explore differences in the context of the group's work.
4. **Retain the commitments.** Record the session's decisions and follow-up actions, then agree who will return to progress at the review point.

WHAT THE WORK PRODUCES

- A purposeful activity deck
- A contextualised session record
- Practical commitments for follow-up

THE VALUE FOR YOUR TEAM

Gives the workshop a clear participation journey and connects what people contribute with decisions, responsibilities and a useful opportunity to review the work afterwards together.



PUBLISHED WORKSPACE DEMONSTRATION / Survey Studio workspace and connected listening tools; published demonstration.

EXPLORE NEXT / Activity-deck builder (p056) · Join links, codes and QR codes (p060) · Moderation (p063)

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.

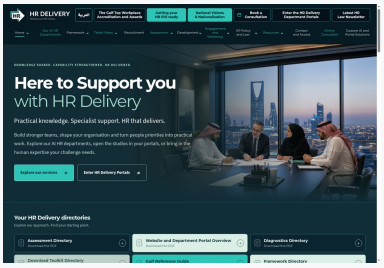
USEFUL DIRECT ROUTES

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

Make the next listening conversation purposeful

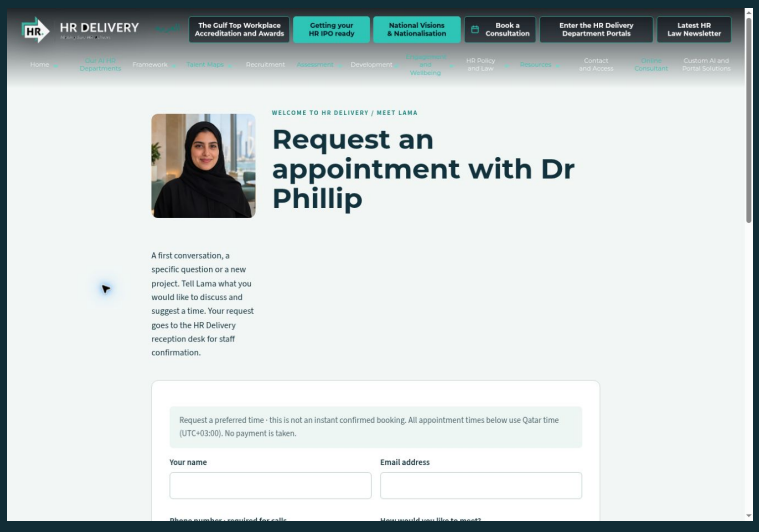
Start with a question your organisation is prepared to discuss and act on. Identify the people whose experience matters, the information they need before participating and the leaders who will review the findings. Explore the relevant service route, then ask Lama to help confirm content, reporting and access arrangements. A clear brief gives the listening exercise a practical direction and keeps the response connected to the purpose employees were given.

A PRACTICAL START

- Write the decision or improvement the listening exercise should inform.
- Prepare the audience, privacy, language and reporting requirements.
- Discuss the brief with Lama and agree content, access and follow-up ownership.

A STARTING BRIEF YOU CAN ADAPT

Tell us what you want to understand, who has relevant experience and which decision the findings should inform. Include your audience, languages, timing and reporting needs, plus the people responsible for discussing results and taking the agreed response forward afterwards.



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

Start with Lama

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