



# HR DELIVERY

*Making Sure HR Delivers*

HR DELIVERY WORKSHOP SERIES

# HR Strategy

## An introduction to creating an HR strategy for your organisation

Connect business priorities to people choices through a practical introduction to HR strategy. Explore evidence, compare responses and draft a Line-of-Sight Record that links one organisational outcome with actions, ownership and meaningful review.



### 01 DAY

Introductory taster

### IN-HOUSE

Your people. Your context.

### PRACTICAL

Explore, discuss and apply

## A PRACTICAL STARTING POINT

# Understand the topic. Try it in practice.

An HR strategy should explain how people and organisation choices help the business deliver. Recruitment, development, reward and technology initiatives can compete for attention without a clear connection to the outcomes that matter. This workshop makes that connection visible through one manageable strategic priority.

This practical taster introduces the HR Delivery Strategy-to-Value System. Working with one business priority, participants explore the capability needed, examine the evidence, compare possible responses and consider how to deliver and review them through a draft Line-of-Sight Record.

**WHO IS IT FOR?**

HR leaders, HR business partners, HR managers and specialists, alongside managers who shape or sponsor people initiatives. No previous experience of the framework is required.

**BY THE END OF THE DAY, PARTICIPANTS CAN:**

- |                                                                                                                                                                             |                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>01 Explain the model</b><br>Describe the six connected decisions and explain how they link a selected HR priority to business outcomes.                                  | <b>02 Translate a priority</b><br>Turn a selected business ambition into a draft outcome and a critical organisational capability that leaders can discuss.                  |
| <b>03 Examine the evidence</b><br>Describe a workforce or organisation gap, separating evidence from assumptions and identifying questions that need further investigation. | <b>04 Compare the choices</b><br>Compare possible responses using business fit, feasibility, employee impact and trade-offs, recording reasons for a provisional preference. |
| <b>05 Connect the action</b><br>Draft a Line-of-Sight Record linking a proposed objective to actions, dependencies, delivery ownership and evidence of progress.            | <b>06 Plan the next step</b><br>Identify who to involve, what to validate and how to take one focused strategy application forward after the workshop.                       |

**A useful first application**

Participants practise the reasoning behind one strategic choice. The day introduces the wider system without producing an approved HR strategy, full organisational diagnosis or funded implementation portfolio.

THE FRAMEWORK / WORKSHOP FOCUS

# HR Delivery Strategy-to-Value System

The system connects six strategic decisions, from corporate outcomes to evidenced value. Participants follow one priority through those decisions and consider where the wider people system must support delivery.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

**01 Corporate outcomes**

Which business outcome needs people choices to change, and why?

**02 Critical capabilities**

What must the organisation become better able to do reliably?

**03 Workforce implications**

What evidence shows a material gap in people or work?

**04 HR strategic choices**

Which response fits best, and what are we choosing against?

**05 Delivery and portfolio**

Who will deliver the response, with which resources and dependencies?

**06 Evidenced value**

What would show progress, useful outcomes and reasons to reconsider?

The six panels below are workshop focus questions using shortened headings. The original framework also includes ten people domains, ten decision gates and integrity tests; these remain reference material for deeper application.

[Explore the full model >](#)



LEARN BY DOING

# Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

## 01 Sort the strategy

Teams sort cards into outcomes, capabilities, HR activities and measures, then defend ambiguous choices and rewrite one activity statement as a clear business contribution.

## 02 Become evidence detectives

Small groups examine a service expansion case, separate confirmed findings from assumptions and select the three missing facts most likely to change their proposed response.

## 03 Make the difficult choice

Participants allocate a limited budget across competing hiring, development and work redesign options, explaining the employee consequences and dependencies behind their provisional investment decision.

## 04 Connect and challenge

Pairs build a draft Line-of-Sight Record, exchange it with another group and use challenge prompts to identify weak links between outcomes, actions, owners and measures.

### DIAGNOSE BEFORE YOU ACT

## Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

### ONE CASE, DEVELOPED THROUGH THE DAY

A service organisation plans to enter a new market. Recruitment, manager development and an HR technology upgrade all seek funding. Leaders have not agreed which capability threatens launch readiness, while operational managers report limited time to support new colleagues and inconsistent workforce information.

Groups identify the priority capability, test the evidence behind the proposed investments and recommend a coordinated response with separate delivery and benefit owners and review questions.

### THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

# A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

|             |                                                                                                                                                                                                             |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09:00-09:20 | <b>Welcome and a shared starting point</b><br>Explore expectations and current challenges, then sort strategy cards to distinguish business outcomes, organisational capabilities, activities and measures. |
| 09:20-10:15 | <b>From outcomes to capability</b><br>Introduce the six decisions and draft a clear connection between one enterprise outcome and a critical organisational capability.                                     |
| 10:15-10:30 | Break                                                                                                                                                                                                       |
| 10:30-11:30 | <b>Diagnose before choosing</b><br>Examine the case evidence, record assumptions and identify the workforce or organisation gap most relevant to the selected outcome.                                      |
| 11:30-12:30 | <b>Make HR strategic choices</b><br>Compare competing responses within resource constraints, consider employee impact and explain a provisional choice and its main trade-offs.                             |
| 12:30-13:30 | Lunch                                                                                                                                                                                                       |
| 13:30-14:30 | <b>Connect the people system and delivery</b><br>Map dependencies across people practices, identify delivery and benefit owners, and sequence a manageable first set of proposed actions.                   |
| 14:30-14:45 | Break                                                                                                                                                                                                       |
| 14:45-15:30 | <b>Define evidence of value</b><br>Distinguish implementation measures, workforce outcomes and business contribution, then propose baselines and review questions for the chosen response.                  |
| 15:30-16:10 | <b>Put the draft to the test</b><br>Complete a draft Line-of-Sight Record and use peer challenge to strengthen its logic, evidence, ownership and proposed measures.                                        |
| 16:10-16:30 | <b>Take the next step</b><br>Capture learning and agree a focused thirty-day application plan, including people to involve and assumptions to validate first.                                               |

Follow one business priority from desired outcome through evidence and choices to owned action and review.

## FROM THE SESSION TO YOUR DESK

# Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

## 01 Framework reference

A concise reference to the six connected decisions, with prompts for examining strategic purpose, evidence, integrated choices, delivery requirements and value.

**Use it to structure your next HR strategy conversation.**

## 02 Diagnostic starting point

An exercise evidence log separating confirmed findings, indications and assumptions, with questions about workforce outcomes, service performance, system maturity and future readiness.

**Identify what needs checking before a people initiative proceeds.**

## 03 Line-of-Sight Record

A working draft connecting one priority to its business outcome, capability, gap evidence, strategic choice, proposed actions, delivery ownership and review measures.

**Explain why a proposed initiative deserves attention and resources.**

## 04 Choice and dependency record

A comparison of alternative responses, their trade-offs and the people practices that must work together, including options deferred during the exercise.

**Challenge disconnected initiatives and make dependencies visible to sponsors.**

## 05 Delivery and value starter

Proposed delivery and benefit owners, initial actions, evidence requirements and review questions that distinguish completing work from improving the organisation's capability.

**Agree who delivers actions and who reviews their value.**

## 06 Thirty-day application plan

A focused set of follow-up conversations, evidence checks and decision points, with named colleagues to involve and realistic dates to discuss locally.

**Turn the workshop draft into a practical sponsor conversation.**

### CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

# A better conversation. A practical next step.

Select one current people initiative and trace its connection to a business outcome. Discuss the draft with its sponsor, validate the most consequential assumption and agree whether the proposed response deserves further development or needs to change.

YOUR FIRST 30 DAYS

01

Days 1-7

## Share and clarify

Discuss the draft with a manager or sponsor. Confirm the business priority, record corrections and agree which unanswered question most affects the proposed people response and its scope.

02

Days 8-21

## Check the evidence

Use relevant existing data and stakeholder conversations to test the main assumptions. Revisit the gap, consider employee effects and compare the preferred response with at least one credible alternative.

03

Days 22-30

## Review and agree

Update the Line-of-Sight Record with what you have learned. Ask the sponsor whether to develop the idea, gather further evidence, change direction or defer it, and record the reason.

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

AVAILABLE IN-HOUSE

## Shaped around your organisation

Agree one business priority with the client before the day. Participants may bring a non-confidential strategy extract or initiative example; the facilitator supplies an illustrative case so everyone can participate without access to sensitive organisational data.

PLAN YOUR IN-HOUSE WORKSHOP

## Talk to Dr Phillip Welsh

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Discuss your workshop



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