



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Developing Leaders

Developing Leaders: Direction, Development and Delivery

Explore leadership practice through the 3D9C framework. Work on a strategic choice, a partnership challenge and a delivery decision, then identify a focused behaviour to practise with feedback in your organisational context.



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.

Leadership becomes visible in the choices people make, the capability they build and the commitments they keep. Setting direction without developing others can create dependence; pursuing delivery without clear priorities can scatter effort. This workshop introduces an integrated view of leadership and provides opportunities to examine decisions, relationships and observable personal behaviour.

The day introduces HR Delivery's 3D9C Leadership Framework through a shared organisational case. Participants practise explaining strategic trade-offs, creating cross-functional ownership and reviewing delivery, then choose a bounded leadership development experiment connected to their current responsibilities and the people affected by their actions.

WHO IS IT FOR?

Functional leaders, experienced managers, emerging senior leaders and HR or learning practitioners who want an introduction to leadership behaviours across strategic direction, people development and collective delivery.

BY THE END OF THE DAY, PARTICIPANTS CAN:**01****Explain the leadership model**

Describe the relationship between Direction, Development and Delivery and identify relevant examples from the full nine-competency leadership framework in practice.

02**Make a strategic choice**

Compare competing priorities using evidence, assumptions and consequences, then explain a provisional decision and the trade-off it requires.

03**Build shared commitment**

Practise a leadership message that connects purpose with specific implications, invites challenge and makes the leader's own commitments visible.

04**Strengthen partnership**

Explore a cross-functional disagreement and identify a shared outcome, reciprocal responsibilities and a practical next step beyond positional demands.

05**Connect delivery and review**

Draft review questions that test accountability, client experience and operational learning while recognising uncertainty and changing conditions in delivery.

06**Plan a leadership experiment**

Select one observable leadership behaviour to practise in a real situation, with relevant feedback and evidence of its effect on others.

A useful first application

An introductory day of leadership inquiry and practice. It does not deliver the full leadership programme, psychometric assessment, a confirmed competency profile or assurance of readiness for promotion or appointment.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 3D9C Leadership Framework

The framework connects Direction, Development and Delivery through nine competencies for strategic focus, judgement, future vision, engagement, partnership, growth, accountability, client experience and operational excellence, with indicators tailored to leadership context.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Direction and judgement

Which strategic priority matters most, and what evidence informs our choice?

03 Commitment and partnership

How will people build shared ownership across different interests?

05 Ownership and client value

Who owns delivery, and what will clients experience as success?

02 Future vision

What changing conditions could require a different leadership response?

04 Capability and growth

What responsibility and support will help others build necessary capability?

06 Agility and excellence

How will we learn, adapt and protect standards during delivery?

The six questions are workshop focus questions within the complete three-domain, nine-competency model. Case observations support reflection and practice; they are not a validated assessment or a complete judgement about leadership capability.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

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

01 The strategic trade-off table

Groups allocate limited leadership attention between service reliability, growth and a new initiative. They explain the evidence and assumptions behind the choice, including what will receive less attention.

02 A message worth challenging

Participants deliver a short direction-setting message to peers acting as affected colleagues. Listeners test its clarity, credibility and practical implications, then the speaker revises the message after feedback.

03 Across the boundary

Two functions negotiate a shared service outcome while protecting different priorities. Observers record questions, concessions and ownership, then the group designs one reciprocal commitment that could improve cooperation.

04 The leadership review meeting

Teams review mixed delivery evidence after an initial decision. They decide what to reinforce, change or investigate and practise owning an assumption that proved wrong without abandoning the overall purpose.

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 growing organisation wants to introduce a premium service while its existing customers report inconsistent support. Commercial leaders favour an early launch; operations wants time to strengthen reliability. Capability is concentrated in a few experts. Leaders must choose a sequence, build shared ownership and explain how progress will be reviewed.

Groups make an initial strategic choice, negotiate cross-functional commitments and design a review conversation that connects client value, capability development and accountable execution under changing conditions.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

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

09:00-09:20	Welcome and observable leadership Share examples of leadership choices and their effect on others, distinguishing visible behaviour from reputation, seniority or broad descriptions of personal style.
09:20-10:15	Explore Direction, Development, Delivery Use the complete 3D9C model to frame the case and identify how strategic, relational and delivery choices reinforce or undermine one another.
10:15-10:30	Break
10:30-11:30	Make and explain a strategic choice Compare competing priorities, examine evidence and uncertainty, and prepare a reasoned decision that makes a difficult resource or sequencing trade-off explicit.
11:30-12:30	Build commitment through credible dialogue Rehearse a direction-setting message, hear challenge and revise the explanation so affected colleagues understand purpose, implications and the leader's own commitments.
12:30-13:30	Lunch
13:30-14:30	Create partnership and grow capability Negotiate a shared outcome across functions and identify a responsibility that could develop another person's capability with appropriate support and feedback.
14:30-14:45	Break
14:45-15:30	Review delivery and adapt responsibly Use mixed performance evidence to examine ownership, client experience and changing assumptions, then decide which actions should continue, change or receive further investigation.
15:30-16:10	Integrate and challenge the response Present the leadership response across all three domains and use peer observations to identify one behaviour that would improve its practical effect.
16:10-16:30	Choose a development experiment Plan a bounded leadership behaviour to practise, identify people who can give feedback and agree the evidence that will inform a later review.

Connect a clear strategic choice with shared ownership, growing capability and accountable learning through delivery.

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 Complete leadership reference

A reference to the 3D9C framework, its three domains and nine competencies, connecting leadership expectations with observable decisions and interactions explored during the day's organisational case exercises.

Use it to describe a leadership priority in shared language.

02 Strategic choice brief

A case-based record of the selected priority, alternative options, evidence, assumptions and trade-offs, with prompts for explaining what must be delayed or receive fewer resources as a result.

Use it to make a leadership decision easier to question.

03 Direction-setting message draft

A leadership message linking purpose, practical implications and personal commitments, revised after peers challenge its clarity, credibility and openness to affected colleagues' concerns.

Use it to prepare a more credible direction-setting conversation.

04 Partnership commitment map

A worked record of shared outcomes, differing interests and reciprocal commitments between functions, showing what each party will contribute and which unresolved decisions require joint ownership or escalation.

Use it to move a cross-functional discussion towards shared action.

05 Delivery review prompts

Questions connecting accountability, client experience, capability and operational learning, with space to acknowledge changed assumptions and decide what should continue, adapt or receive additional investigation before further commitments.

Use them to review results while keeping learning and ownership visible.

06 Leadership experiment plan

A focused practice proposal naming one observable behaviour, a real leadership situation, feedback contributors and evidence to review, with the support and boundaries of the experiment clearly described.

Use it to turn leadership reflection into a reviewable workplace action.

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.

Choose a live leadership situation where your behaviour influences a meaningful outcome. Practise one change, explain your intention to relevant colleagues and invite specific feedback. Compare that feedback with work evidence before deciding how to develop the practice further.

YOUR FIRST 30 DAYS

01

Days 1-7

Frame the situation

Discuss the experiment with a manager or trusted sponsor. Confirm the decision or relationship involved, the behaviour to practise and the people best placed to observe its practical effect.

02

Days 8-21

Practise and seek challenge

Use the chosen behaviour in a real leadership interaction. Invite specific feedback, record the response and note whether your assumptions about purpose, capability or accountability need to change.

03

Days 22-30

Review impact and learning

Compare the feedback with subsequent work evidence and the original intention. Identify what helped others act, acknowledge any unintended effect and choose a realistic next step for continued leadership practice.

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

AVAILABLE IN-HOUSE

Shaped around your organisation

Participants bring a sanitised leadership challenge involving priorities, partnerships or delivery. The client identifies relevant organisational goals and leadership expectations; formal assessment results are optional background for private reflection and are not required for the workshop exercises.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

drphillip@hr.delivery

+974 7226 1481

Discuss your workshop



www.hr.delivery