

Do not commission activity.

Ten decisions that turn an HR concern into a consulting brief with a finish line.

THE VALUE GATE

If the brief cannot name the business outcome, decision owner and adoption evidence, it is not ready for proposals.

USE THIS TOOL BEFORE

issuing a brief, comparing providers or approving mobilisation.

Will the brief buy a working result – or only activity?

Tick only where the answer is agreed and can be evidenced.

☐ 01 Business context What changed, and why is action required now?	☐ 06 Deliverables What output supports each decision, and who approves it?
☐ 02 Required outcome What must operate differently when the project is complete?	☐ 07 Governance Who sponsors, decides, provides access and runs the client side?
☐ 03 Evidence What is known, and what still needs to be tested?	☐ 08 Adoption What must be operating – not merely delivered – at closure?
☐ 04 Scope What is included, excluded and dependent on other functions?	☐ 09 Transfer What must the internal team be able to run independently?
☐ 05 Decisions Which leadership decisions must the project enable?	☐ 10 Commercial controls What are the timetable, assumptions and change rules?

THE ACCEPTANCE TEST

For each output: name the decision it enables, the owner who will run it and the evidence that proves adoption.

SCOPE THE RIGHT INTERVENTION

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