TALENT ENGINEERING ACADEMY

Pipeline Management and Forecasting

PRACTICE WORKBOOK

Build evidence-based opportunity stages, separate revenue from cash and model uncertainty honestly.

PATHWAY	Recruitment Commercial and Independent Practice
LEVEL	Practitioner
EDITION	2026.09
UPDATED	2026-09-24

Free learning. Practical work. Better recruitment.

An education initiative by Vitae.

WORKBOOK GUIDE

Build something useful as you learn.

This workbook turns the course into a practical piece of work you can review, refine and adapt. Print it, annotate it digitally, or use the prompts in your preferred notes tool.

YOUR COURSE DELIVERABLE

A pipeline stage guide and three-scenario forecast.

How to use this workbook

01 Work through the course lessons in order, then complete the matching workbook prompts.

02 Use fictional or properly authorised information. Do not add candidate or client confidential data.

03 Compare your decisions with the self-review guidance. Revise assumptions, gaps and unclear ownership.

04 Keep the finished workbook as evidence of your learning and as a starting point for real work.

BEFORE YOU START

Talent Engineering Fundamentals, or equivalent recruitment experience.

Course page: https://talentengineering.org/courses/pipeline-forecasting

PART 1

Plan your course deliverable.

Use these planning pages to define what you are producing before you work through the lesson exercises. Return to them as your thinking develops.

WORKSHEET 01

Stage and entry or exit evidence

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 02

Opportunity value and fee basis

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 03

Expected decision and payment dates

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 04

Buyer next step and owner

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 05

Base, upside and downside assumptions

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

WORKSHEET 06

Forecast error and stale-deal review

Capture the evidence, decisions, assumptions, owners and next actions that make this section usable.

YOUR WORKING NOTES

PART 2

Apply each lesson.

Each exercise is designed to turn the lesson into evidence of practice. Complete the task, then use the guidance to challenge your first answer.

LESSON 01 / 04

Define stages by buyer evidence

YOUR PRACTICE TASK

Define six stages for a fictional recruitment practice with required evidence.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

An account remains in discovery until budget, authority and service fit are confirmed. A friendly conversation does not move it to committed merely because the potential fee is attractive.

SELF-REVIEW GUIDANCE

Include a rule for moving backwards or closing an opportunity. Every active stage should have a meaningful next action and a way to detect staleness.

LESSON 02 / 04

Separate bookings, revenue and cash

YOUR PRACTICE TASK

Create a timeline from agreement through invoice and payment for three fictional engagements.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A fictional £10,000 fee is expected after a start next month, with payment later under the agreement. It cannot fund this week’s software bill simply because the opportunity is marked likely.

SELF-REVIEW GUIDANCE

Show committed costs and possible delays. Keep forecast revenue and cash receipts distinct. Identify where an accountant should confirm recognition or tax treatment.

LESSON 03 / 04

Use scenarios and probabilities carefully

YOUR PRACTICE TASK

Build three scenarios for five fictional opportunities and identify one correlated risk.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

Five opportunities all depend on the same sector expansion. A downturn could affect them together, so adding independent weighted values understates the shared risk. The downside scenario models a sector-wide delay.

SELF-REVIEW GUIDANCE

State probability assumptions and timing ranges. Explain why the weighted total is an expectation under assumptions, not a promised minimum. Include the effect of losing the largest client.

LESSON 04 / 04

Review forecast error and pipeline hygiene

YOUR PRACTICE TASK

Write a monthly pipeline review agenda and a stale-opportunity rule.

YOUR RESPONSE

FICTIONAL WORKED EXAMPLE

A deal’s close date moves three times without buyer action. The review returns it to an earlier stage and asks what evidence would justify reactivation instead of leaving it in the committed forecast.

SELF-REVIEW GUIDANCE

Include forecast error, next-step evidence, concentration and cash timing. A useful review changes assumptions or actions, not merely the colours on a dashboard.

FINAL REVIEW

Strengthen the work before you use it.

Review the completed workbook as one connected piece of work. The strongest deliverables are internally consistent, explicit about limitations and clear about who decides what happens next.

- [ ] The work distinguishes facts, evidence, assumptions and open questions.
- [ ] Decisions have named owners, dates and review points.
- [ ] Measures connect to the outcome rather than activity alone.
- [ ] Risks, accessibility needs, privacy considerations and limitations are visible.
- [ ] The next action is specific enough for another person to follow.
- [ ] The finished deliverable can be explained in plain language.

FINAL CHANGES AND NEXT ACTIONS

FURTHER READING

Continue with trusted sources.

These sources support further study. A reference does not imply endorsement. Check the current official rules and obtain appropriate professional advice for real legal, financial or regulated decisions.

CIPD: Recruitment

Professional context for the recruitment lifecycle.

https://www.cipd.org/uk/knowledge/factsheets/recruitment-factsheet/

GOV.UK: Set up a business

UK starting point. Business structure and obligations depend on the circumstances.

https://www.gov.uk/set-up-business

ABOUT THIS WORKBOOK

Original educational scenarios. Practical work is self-directed and is not independently assessed. Adapt any method to your context with appropriate review.

Talent Engineering Academy is an education initiative by Vitae.