

LEARN. APPLY. MAKE AN IMPACT.

Your next professional advantage.

Public training calendar

October 2026 - March 2027

Plus a September preview: Microsoft Copilot
29-30 September 2026

All in-person training is hosted at a five-star venue. Live online attendance is also available on the same dates and at the same scheduled timings.

31

practical programs

41

scheduled cohorts

2

ways to attend

[EXPLORE THE CALENDAR](#)

[CLIENT EXPERIENCE](#)

Build capability you can use immediately.

Explore courses for professionals, new managers, experienced leaders, and specialist teams. Each program pairs focused learning with practical work and useful take-away tools.

Need something tailored? Our distinctive approach starts with your goals and combines relevant practice, workplace tools, and an action plan to help people turn learning into personal and business results.

[REQUEST CUSTOMIZED TRAINING](#)

CLIENT PORTFOLIO AND TESTIMONIALS

Some of our clients.

Spanning various industries, sectors and professional disciplines.



4.9 / 5

230 Google reviews

Including 201 five-star ratings | Checked 23 September 2026

Some of our clients' testimonials

24 selected five-star reviews | Concise summaries of genuine Google feedback

★★★★★ Malek Mohammed

Practical content and real-life examples made this well-structured program valuable for professional development.

★★★★★ Robby Robinson

The presentation course combined engaging delivery, humor and a teaching approach suited to a diverse group.

★★★★★ Khulood Alzadjali

The online course combined clear explanations with practical examples that were easy to follow.

★★★★★ Maria Jickoo

The leadership excellence training was highly interactive and encouraged me to attend further sessions.

★★★★★ Bernadine Dacquel

Comprehensive materials and attentive instruction helped make the course concepts clear.

★★★★★ Waleed Jarrah

Professionalism, dedication and shared knowledge added value to our whole team.

★★★★★ Mahra

The course was enjoyable, with excellent explanations and a highly engaging teaching approach.

★★★★★ Nechwa Berkani

The positive, friendly training experience provided information that I greatly appreciated.

★★★★★ Leila Benabdallah

Clear delivery and practical, engaging sessions made the program relevant to my work.

★★★★★ Jennie Ross Villanueva

The process improvement training offered clear, engaging delivery and valuable insights throughout.

★★★★★ THE AYB91

The well-structured, engaging session provided useful insights and added value to our skills.

★★★★★ Noor Akrama

The motivating training used insightful stories to connect theory with practical workplace application.

★★★★★ Catherine Casiao

The excellent training experience reflected high-quality service and strong instructional expertise.

★★★★★ Adel Youssef

The company was professional and organized, with knowledgeable instruction and a strong subject background.

★★★★★ Rodalyn Bambilla

The training was well organized and delivered by a capable instructor.

★★★★★ Tasneem Barbarawi

The interesting session offered plenty to learn and was an experience I would recommend.

★★★★★ Maryam Ali

The inspiring Train the Trainer course was supported by excellent service before the training.

★★★★★ Ghia Dirani

Clear explanations and engaging delivery made the training material easy to understand.

★★★★★ Narendran Narendran

The effective leadership training strengthened my confidence and motivated me to apply the learning.

★★★★★ Maria

The training helped me understand communication and approach it more professionally.

★★★★★ Juvimay Armado

The quality of the courses and instructional expertise reflected a commitment to continuous improvement.

★★★★★ Marwan Alfahdi

The courses were enjoyable and useful, with the available learning time managed well.

★★★★★ Riva Alhayek

The lessons were valuable and provided useful information throughout the training.

★★★★★ Sarah Laatz

The training was a very good experience that I sincerely appreciated.

[READ THE GOOGLE REVIEWS](#)

[EXPLORE OUR PROGRAMS](#)

Feedback is summarized for clarity, with trainer names omitted; Arabic feedback is translated. These are not verbatim quotations. Logos identify TIH's published client portfolio; trademarks belong to their owners and do not imply endorsement.

OCTOBER 2026 - MARCH 2027

Choose your next step.

Select a month, open a program, and send a registration request for your preferred cohort. Every program can be attended in person or live online.

September preview

Start with practical AI.

1 COHORT

October 2026

Data, leadership and delivery.

9 COHORTS

November 2026

People, commercial and operational skills.

9 COHORTS

December 2026

Communicate, lead and develop others.

7 COHORTS

January 2027

Turn priorities into execution.

7 COHORTS

February 2027

Focused learning during Ramadan.

3 COHORTS

March 2027

Build momentum after Eid.

5 COHORTS

[BROWSE ALL PROGRAMS](#)

[HOW TO REGISTER](#)

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

For interactive buttons and forms, download this PDF and open it in Adobe Acrobat Reader. Dates and booking details are confirmed by TIH.

START WITH PRACTICAL AI.

September preview

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

A September preview before the main October-March calendar begins.

29-30 Sep 2026

Microsoft Copilot for Workplace Productivity

Design reliable prompts for recurring workplace tasks.

Complete and retain a prompt library, an output-checking checklist, and a personal productivity workflow.

[PROGRAM DETAILS](#)

[REQUEST REGISTRATION](#)

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DATA, LEADERSHIP AND DELIVERY.

October 2026

M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

Courses sharing dates run as separate, parallel cohorts.

12-14 Oct 3 days	Microsoft Power BI: From Data to Decisions	REGISTER
14-15 Oct 2 days	Advanced Excel for Business Reporting	REGISTER
19-21 Oct 3 days	Advanced Leadership in Action	REGISTER
19-20 Oct 2 days	AI for Managers and Business Leaders	REGISTER
20-21 Oct 2 days	Project Management in Action	REGISTER
26-28 Oct 3 days	Project Management in Action	REGISTER
28-29 Oct 2 days	Strategic HR Business Partner in Action	REGISTER
28-29 Oct 2 days	Train the Trainer: Design and Deliver	REGISTER
29-30 Oct 2 days	Effective Supervisory Skills	REGISTER

Tap a course title for learning outcomes and take-away tools.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE, COMMERCIAL AND OPERATIONAL SKILLS.

November 2026

M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

Courses sharing dates run as separate, parallel cohorts.

9-12 Nov 4 days	Practical HR Management: From Strategy to Delivery	REGISTER
9-10 Nov 2 days	Digital Marketing and Social Media in Action	REGISTER
16-17 Nov 2 days	Management Essentials for First-Time Managers	REGISTER
16-17 Nov 2 days	Finance for Non-Finance Managers	REGISTER
16-18 Nov 3 days	Strategic Project Management Excellence	REGISTER
19-20 Nov 2 days	Advanced Sales - The Art of Persuasion and Closing Deals	REGISTER
23-25 Nov 3 days	Procurement and Supply Management in Action	REGISTER
25-26 Nov 2 days	Commercial Negotiation in Action	REGISTER
26-27 Nov 2 days	Emotional Intelligence in Action	REGISTER

Tap a course title for learning outcomes and take-away tools.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

COMMUNICATE, LEAD AND DEVELOP OTHERS.

December 2026

M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

Courses sharing dates run as separate, parallel cohorts.

8-9 Dec 2 days	AI for Entrepreneurs: Build and Grow	REGISTER
14-15 Dec 2 days	Strategy Execution in Action	REGISTER
14-15 Dec 2 days	Performance Management and SMART KPIs in Practice	REGISTER
16-17 Dec 2 days	Public Speaking and Presentation Mastery	REGISTER
21-23 Dec 3 days	Train the Trainer: Design and Deliver	REGISTER
21-22 Dec 2 days	Leading High-Performing Teams	REGISTER
21-22 Dec 2 days	Microsoft Excel: Intermediate Skills	REGISTER

Tap a course title for learning outcomes and take-away tools.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

TURN PRIORITIES INTO EXECUTION.

January 2027

M	T	W	T	F	S	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

Courses sharing dates run as separate, parallel cohorts.

11-13 Jan 3 days	Project Management in Action	REGISTER
11-12 Jan 2 days	Leading Change in Practice	REGISTER
18-19 Jan 2 days	Stakeholder Influence and Strategic Communication	REGISTER
18-19 Jan 2 days	Workforce Planning and Organizational Design	REGISTER
25-26 Jan 2 days	Succession Planning in Practice	REGISTER
25-26 Jan 2 days	Finance for Non-Finance Managers	REGISTER
27-28 Jan 2 days	Leading as a Coach	REGISTER

Tap a course title for learning outcomes and take-away tools.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

FOCUSED LEARNING DURING RAMADAN.

February 2027

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

Ramadan format: four shorter daily sessions preserve the learning hours of a two-day program. Lunar dates remain subject to confirmation.

8-11 Feb

4 half-days

Microsoft Copilot for Workplace Productivity

REGISTER

15-18 Feb

4 half-days

AI for Managers and Business Leaders

REGISTER

15-18 Feb

4 half-days

Business English for Workplace Communication

REGISTER

Tap a course title for learning outcomes and take-away tools.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUILD MOMENTUM AFTER EID.

March 2027

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

IN PERSON + LIVE ONLINE

Choose a date below. Open the program to explore what you will learn, practice, and take back to work.

Courses begin after the expected Eid break. Lunar holiday dates remain subject to official confirmation.

15-17 Mar 3 days	Microsoft Power BI: From Data to Decisions	REGISTER
15-17 Mar 3 days	UAE Labour Law in Action	REGISTER
22-23 Mar 2 days	Digital Marketing and Social Media in Action	REGISTER
22-24 Mar 3 days	Advanced Leadership in Action	REGISTER
29-30 Mar 2 days	Advanced Excel for Business Reporting	REGISTER

Tap a course title for learning outcomes and take-away tools.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PROGRAM DIRECTORY

Find your program.

Select a title for objectives, detailed key learnings, practical application, and outcomes.

DIGITAL & AI

Microsoft Copilot for Workplace Productivity	2 days
Microsoft Power BI: From Data to Decisions	3 days
Advanced Excel for Business Reporting	2 days
AI for Managers and Business Leaders	2 days
AI for Entrepreneurs: Build and Grow	2 days
Digital Marketing and Social Media in Action	2 days
Microsoft Excel: Intermediate Skills	2 days

LEADERSHIP

Advanced Leadership in Action	3 days
Management Essentials for First-Time Managers	2 days
Leading High-Performing Teams	2 days
Strategy Execution in Action	2 days
Leading Change in Practice	2 days
Leading as a Coach	2 days
Stakeholder Influence and Strategic Communication	2 days
Public Speaking and Presentation Mastery	2 days
Effective Supervisory Skills	2 days
Emotional Intelligence in Action	2 days

[MORE PROGRAMS](#)

[OUR LEARNING APPROACH](#)

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PROGRAM DIRECTORY

Find your program.

Select a title for objectives, detailed key learnings, practical application, and outcomes.

PEOPLE & HR

Practical HR Management: From Strategy to Delivery	4 days
Strategic HR Business Partner in Action	2 days
UAE Labour Law in Action	3 days
Train the Trainer: Design and Deliver	3 days
Performance Management and SMART KPIs in Practice	2 days
Workforce Planning and Organizational Design	2 days
Succession Planning in Practice	2 days

BUSINESS & PROJECTS

Project Management in Action	2 / 3 days
Procurement and Supply Management in Action	3 days
Finance for Non-Finance Managers	2 days
Commercial Negotiation in Action	2 days
Business English for Workplace Communication	2 days
Strategic Project Management Excellence	3 days
Advanced Sales - The Art of Persuasion and Closing Deals	2 days

[PREVIOUS PROGRAM PAGE](#)

[OUR LEARNING APPROACH](#)

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

THE TIH LEARNING APPROACH

Learning designed for application.

Build practical capability through relevant theory, realistic decisions, structured practice and reflection. Every public program includes a pre-course and post-course assessment.

1. Define the learning priorities.

Complete a pre-course assessment before every program to identify experience, learning objectives, expectations and priority challenges. Confirm that the program is the right fit and establish a starting point through reflection and a relevant scenario.

2. Shape the experience around the cohort.

Assessment findings shape case selection, examples, practice and emphasis so the program responds to the cohort's specific needs. Learning objectives and expectations are reviewed before delivery; any fit or scope gaps are discussed in advance.

3. Connect theory with practical decisions.

Explore essential frameworks through cases drawn from different sectors and functions. Use your own anonymized workplace challenge or a supplied case, with the level of support adjusted to experience.

4. Practice, receive feedback and refine.

Complete exercises, simulations, role plays or tool-building tasks. Review decisions against clear criteria, receive facilitator and peer feedback, and refine the work before planning its workplace use.

5. Check learning against the original goals.

Complete a post-course assessment and applied review mapped to the initial priorities. Compare confidence and demonstrated capability, identify any unmet learning needs and agree the next steps for continued development.

6. Turn learning into an action plan.

Record a practical application, the support required and an observable success measure. Set a 30-day review point for your own workplace follow-up, using the completed tools and feedback from the course.

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INCLUDED IN EVERY PROGRAM

Your goals shape the learning.

The questionnaires connect personal learning priorities to the program objectives. Use the same 1-5 confidence scale before and after the course, supported by practical work rather than self-ratings alone.

PRE-COURSE | DEFINE SUCCESS

- 01 What is your role, industry and current level of experience in this subject?
- 02 Which three learning objectives or modules are most important to your work, and why?
- 03 What specific task, challenge or decision do you want to handle more effectively after training?
- 04 How confident are you with each program objective on a scale from 1 to 5? Give one example that supports your rating.
- 05 What result would demonstrate that the course has been valuable? Identify a practical output or observable behavior.
- 06 What prior knowledge, accessibility requirements or learning support should shape the delivery, and what would confirm that this program is the right fit for your objectives?

POST-COURSE | REVIEW LEARNING AND APPLICATION

- 01 How fully were your original priorities addressed? Identify the learning objectives you achieved and any remaining gaps.
- 02 How confident are you with each objective now? Refer to an exercise, decision or completed output as evidence.
- 03 Which technique or tool can you now apply, and how would you adapt it to your workplace?
- 04 What will you do within 30 days, by what date, and what support or approval will you need?
- 05 What baseline and success measure will you use to assess the effect of that action?
- 06 How effective were the cases, practice, feedback and facilitation? What further clarification or development is needed?

Learning review: Compare both questionnaires with the practical assignment. Record achieved objectives, clarify outstanding questions and capture a focused application plan before closing the program.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

Microsoft Copilot for Workplace Productivity

29-30 Sep 2026

8-11 Feb 2027

THE LEARNING EXPERIENCE

Turn everyday information work into a structured, quality-controlled productivity practice. Explore how Microsoft Copilot can support research, documents, email, meetings, presentations and data interpretation while keeping professional judgment at the center of every decision. Move from isolated prompts to repeatable workflows, practice checking the reliability of generated content, and develop a reusable collection of prompts, business outputs and review tools that can be adapted across industries and functions.

PROGRAM OBJECTIVES

- 01 Design reliable prompts for recurring workplace tasks.
- 02 Produce useful documents, messages, analyses and presentations with Microsoft 365 Copilot.
- 03 Evaluate output quality and introduce a controlled productivity workflow.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

AI foundations and task selection / Prompt design and iteration

MODULES 3-4

Documents and business communication / Meetings and presentations

MODULES 5-6

Data interpretation and grounded research / Responsible adoption and repeatable workflows

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Microsoft Copilot for Workplace Productivity

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 AI foundations and task selection

Build a personal task-selection matrix and choose one measurable productivity opportunity.

02 Prompt design and iteration

Produce three reusable prompts and compare first drafts with improved versions.

03 Documents and business communication

Deliver a checked email and a revised one-page business document.

04 Meetings and presentations

Produce meeting actions with owners and a five-slide presentation outline.

05 Data interpretation and grounded research

Complete an analysis note with calculation checks, source references and limitations.

06 Responsible adoption and repeatable workflows

Document a repeatable workflow, quality checklist and before-and-after performance measure.

FROM PRACTICE TO WORKPLACE APPLICATION

Practice drafting emails, summarizing information, shaping presentations, and improving an everyday workflow. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

Microsoft Copilot for Workplace Productivity

01 AI foundations and task selection

CORE KNOWLEDGE AND TECHNIQUES

Distinguish generative assistance, search and rule-based automation. Select tasks by repeatability, source quality and review effort, and establish a baseline for time saved and output quality.

Create a task inventory covering drafting, summarization, analysis and coordination. Compare business impact, frequency, source availability and the cost of checking an answer.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare tasks that need a quick first draft with tasks that require exact source fidelity. Decide when an AI-assisted result is ready for review and when the task should remain manual.

Practical exercise and output: Build a personal task-selection matrix and choose one measurable productivity opportunity.

02 Prompt design and iteration

CORE KNOWLEDGE AND TECHNIQUES

Specify the goal, audience, context, source material, constraints and required format. Refine weak responses through examples, follow-up questions and explicit acceptance criteria, and maintain a reusable prompt library.

Use role, goal, context, examples and constraints to control the response. Test structured tables, alternative drafts and explicit instructions for missing or conflicting information.

PROFESSIONAL APPLICATION AND JUDGMENT

Build prompt sequences that move from clarification to drafting, critique and revision. Compare the same prompt against different source packs and record which changes improve relevance, completeness and consistency.

Practical exercise and output: Produce three reusable prompts and compare first drafts with improved versions.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

Microsoft Copilot for Workplace Productivity

03 Documents and business communication

CORE KNOWLEDGE AND TECHNIQUES

Use Word and Outlook scenarios to draft, restructure and summarize business content. Adapt tone for executives, colleagues and customers, and verify names, commitments, figures and omissions against the source.

Extract key obligations from a supplied document and draft an audience-specific response. Apply concise subject lines, clear requests, tone adjustments and a source-to-output accuracy check.

PROFESSIONAL APPLICATION AND JUDGMENT

Restructure a long document into an executive summary, decision brief and customer response. Preserve qualifications, distinguish facts from recommendations and check that shorter wording does not change the original meaning.

Practical exercise and output: Deliver a checked email and a revised one-page business document.

04 Meetings and presentations

CORE KNOWLEDGE AND TECHNIQUES

Use Teams and PowerPoint scenarios to convert meeting material into decisions, actions and a presentation storyline. Check attribution, ownership and deadlines, and improve slides for audience relevance and accessibility.

Distinguish discussion, decision and action when reviewing meeting material. Structure an executive deck around the issue, evidence and requested decision, with speaker notes and traceable facts.

PROFESSIONAL APPLICATION AND JUDGMENT

Convert a meeting record into a decision log, action tracker and audience-specific briefing. Identify unresolved questions, distinguish proposed dates from agreed deadlines and organize slides around a clear narrative.

Practical exercise and output: Produce meeting actions with owners and a five-slide presentation outline.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

Microsoft Copilot for Workplace Productivity

05 Data interpretation and grounded research

CORE KNOWLEDGE AND TECHNIQUES

Use Excel scenarios to investigate a business question and review suggested calculations. Distinguish work-grounded and web-grounded answers, inspect references, and validate numerical conclusions independently.

Prepare clean tables, explain suggested formulas and verify totals outside the assistant. Compare cited material with original sources and flag unsupported inferences before presenting a conclusion.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate a business question into a data-analysis request with defined measures and comparison periods. Check whether the answer uses the correct denominator, accounts for missing data and supports the recommendation.

Practical exercise and output: Complete an analysis note with calculation checks, source references and limitations.

06 Responsible adoption and repeatable workflows

CORE KNOWLEDGE AND TECHNIQUES

Apply information classification, approved-account rules and human review to everyday use. Map a simple agent-assisted workflow, define its boundaries, and test a reusable task sequence before wider adoption.

Define approved inputs, acceptable outputs and a reviewer for each workflow step. Test failure cases, outdated sources and requests outside the assistant's authority.

PROFESSIONAL APPLICATION AND JUDGMENT

Standardize successful prompts with usage notes, review criteria and source requirements. Compare time saved with correction effort and establish a repeatable personal routine for improving quality and productivity.

Practical exercise and output: Document a repeatable workflow, quality checklist and before-and-after performance measure.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

Microsoft Power BI: From Data to Decisions

12-14 Oct 2026

15-17 Mar 2027

THE LEARNING EXPERIENCE

Transform disconnected spreadsheets and raw business data into reports that explain performance and support action. Follow the complete analytical journey from defining the business question and preparing data to modeling relationships, writing DAX measures and building interactive dashboards. Apply data-quality controls, visual storytelling and report-governance principles through an integrated case, creating a practical reporting solution with calculations, evidence and a clear interpretation of what the results mean.

PROGRAM OBJECTIVES

- 01 Transform inconsistent data into a reliable analytical model.
- 02 Build measures and interactive reports that answer business questions.
- 03 Present a tested dashboard with clear decisions, ownership and refresh requirements.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Business questions and data preparation / Data modeling and relationships

MODULES 3-4

DAX measures and calculation logic / Interactive report design

MODULES 5-6

Publishing, refresh and controlled access / Insight communication and quality assurance

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

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DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Microsoft Power BI: From Data to Decisions

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Business questions and data preparation

Create a refreshable Power Query sequence and a data-quality exception log.

02 Data modeling and relationships

Deliver a documented star schema and explain a relationship-induced reporting error.

03 DAX measures and calculation logic

Create a tested measure set with definitions, expected values and reconciliation checks.

04 Interactive report design

Deliver a navigable dashboard that answers three agreed business questions.

05 Publishing, refresh and controlled access

Prepare a report-release checklist and test access using a supplied role scenario.

06 Insight communication and quality assurance

Present the dashboard and a prioritized operational recommendation with explicit limitations.

FROM PRACTICE TO WORKPLACE APPLICATION

Transform a sample business dataset into an interactive report and present the decisions it supports. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

Microsoft Power BI: From Data to Decisions

01 Business questions and data preparation

CORE KNOWLEDGE AND TECHNIQUES

Translate stakeholder requests into measures, dimensions and reporting requirements. Use Power Query to set data types, handle nulls and duplicates, merge or append tables, and create repeatable transformation steps.

Profile column distributions, errors and null values before transformation. Unpivot cross-tabulated data and distinguish merge keys, join types and append operations in a recurring reporting task.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the reporting grain and a data dictionary before loading information. Distinguish duplicate transactions from legitimate repeated records and reconcile transformed totals against the original source.

Practical exercise and output: Create a refreshable Power Query sequence and a data-quality exception log.

02 Data modeling and relationships

CORE KNOWLEDGE AND TECHNIQUES

Build a star schema using fact and dimension tables. Define relationships, filter direction and date tables, and investigate how duplicate keys or unsuitable relationships distort reported results.

Define the grain of each fact table and check unique dimension keys. Compare one-to-many and many-to-many relationships, active relationships and filter propagation through a worked model.

PROFESSIONAL APPLICATION AND JUDGMENT

Trace the filter path between dimension and fact tables. Diagnose ambiguous relationships and explain why a technically valid model can still produce a misleading business answer.

Practical exercise and output: Deliver a documented star schema and explain a relationship-induced reporting error.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

Microsoft Power BI: From Data to Decisions

03 DAX measures and calculation logic

CORE KNOWLEDGE AND TECHNIQUES

Create measures using SUM, COUNTROWS, DISTINCTCOUNT, DIVIDE and CALCULATE. Distinguish measures from calculated columns, explain filter context, and test ratios and period comparisons against independently calculated results.

Apply iterator and context concepts through SUMX, CALCULATE and simple time-intelligence examples. Build a date table and validate year-to-date or prior-period measures at different filter levels.

PROFESSIONAL APPLICATION AND JUDGMENT

Test measures at row, category and total levels. Explain why ratios should often be recalculated at the total level rather than summed or averaged without appropriate weighting.

Practical exercise and output: Create a tested measure set with definitions, expected values and reconciliation checks.

04 Interactive report design

CORE KNOWLEDGE AND TECHNIQUES

Select charts that fit the analytical question and avoid misleading scales. Configure slicers, drill-through and tooltips, and organize pages around an executive summary, diagnostic detail and recommended action.

Use visual hierarchy, consistent units and accessible contrast to improve interpretation. Configure bookmarks and drill-through so an executive can move from a performance exception to its likely cause.

PROFESSIONAL APPLICATION AND JUDGMENT

Design a report journey from overview to investigation and action. Use meaningful defaults, consistent labels and explanatory context so users can interpret exceptions without assistance.

Practical exercise and output: Deliver a navigable dashboard that answers three agreed business questions.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

Microsoft Power BI: From Data to Decisions

05 Publishing, refresh and controlled access

CORE KNOWLEDGE AND TECHNIQUES

Explain the role of workspaces, semantic models, scheduled refresh and gateways. Demonstrate row-level security concepts and distinguish report distribution from permission to access underlying business data.

Distinguish workspace roles, sharing permissions and row-level security. Discuss refresh failures, credential ownership and release checks; review Copilot-assisted report or DAX suggestions only where licensed.

PROFESSIONAL APPLICATION AND JUDGMENT

Define report ownership, refresh expectations and access approval. Document who resolves data failures, who validates business definitions and how a revised report is accepted for use.

Practical exercise and output: Prepare a report-release checklist and test access using a supplied role scenario.

06 Insight communication and quality assurance

CORE KNOWLEDGE AND TECHNIQUES

Reconcile totals, test filters and document measure definitions before presenting conclusions. Communicate uncertainty, exceptions and business implications through a concise narrative and a practical reporting ownership checklist.

Use Performance Analyzer concepts to identify expensive visuals and unnecessary interactions. Separate a business finding from a data-quality issue and support recommendations with reproducible evidence.

PROFESSIONAL APPLICATION AND JUDGMENT

Review whether every visual answers a decision-relevant question. Distinguish an actionable pattern from a coincidental relationship and recommend a next investigation when the evidence is insufficient.

Practical exercise and output: Present the dashboard and a prioritized operational recommendation with explicit limitations.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

Advanced Excel for Business Reporting

14-15 Oct 2026

29-30 Mar 2027

THE LEARNING EXPERIENCE

Develop the analytical depth and workbook discipline needed to turn complex spreadsheet tasks into reliable decision tools. Connect advanced formulas, dynamic arrays, Power Query, PivotTables and scenario analysis within a coherent reporting process. Work through realistic problems involving incomplete data, recurring files and changing assumptions, then refine a reusable model that is easier to audit, update and explain. The focus is on accurate analysis, reduced manual effort and confident business interpretation.

PROGRAM OBJECTIVES

- 01 Build transparent formulas and reusable reporting models.
- 02 Reduce manual preparation through structured data and repeatable transformations.
- 03 Deliver a validated management report with meaningful analysis and controls.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Model structure and data quality / Advanced formulas and lookups

MODULES 3-4

Dynamic arrays and efficient calculations / Power Query and repeatable preparation

MODULES 5-6

Pivot analysis and management dashboards / Scenario analysis and workbook assurance

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Advanced Excel for Business Reporting

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Model structure and data quality

Refactor an inconsistent workbook into a controlled input-calculation-output structure.

02 Advanced formulas and lookups

Complete a formula challenge and document missing-data and error-handling rules.

03 Dynamic arrays and efficient calculations

Create a reusable dynamic report with tested spill and boundary conditions.

04 Power Query and repeatable preparation

Build a refreshable monthly consolidation and record its update procedure.

05 Pivot analysis and management dashboards

Produce an interactive management summary with reconciled totals and clear definitions.

06 Scenario analysis and workbook assurance

Deliver a tested decision workbook with a scenario summary and user instructions.

FROM PRACTICE TO WORKPLACE APPLICATION

Clean a business dataset, build a management report, and reduce manual steps in a recurring task. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

Advanced Excel for Business Reporting

01 Model structure and data quality

CORE KNOWLEDGE AND TECHNIQUES

Separate source inputs, calculations and outputs in a maintainable workbook. Apply structured tables, data validation and consistent naming, and diagnose duplicate records, mixed data types and incomplete information.

Define consistent units, date conventions and input controls before building formulas. Use structured references, named assumptions and an exception sheet to reduce hidden dependencies.

PROFESSIONAL APPLICATION AND JUDGMENT

Design an assumptions register and calculation map for a reusable workbook. Establish input controls that expose missing or invalid information before it affects a management decision.

Practical exercise and output: Refactor an inconsistent workbook into a controlled input-calculation-output structure.

02 Advanced formulas and lookups

CORE KNOWLEDGE AND TECHNIQUES

Combine XLOOKUP, INDEX and MATCH, SUMIFS, COUNTIFS and nested logical functions to solve reporting problems. Handle missing matches deliberately and audit formulas instead of concealing errors with blanket error suppression.

Compare exact and approximate matching, multiple criteria and lookup alternatives. Combine text, date and conditional functions while distinguishing genuine zero values from unavailable data.

PROFESSIONAL APPLICATION AND JUDGMENT

Evaluate formulas against blank cells, duplicate matches, boundary values and unexpected text. Choose error messages that explain the problem and direct the user toward a corrective action.

Practical exercise and output: Complete a formula challenge and document missing-data and error-handling rules.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

Advanced Excel for Business Reporting

03 Dynamic arrays and efficient calculations

CORE KNOWLEDGE AND TECHNIQUES

Use FILTER, SORT, UNIQUE and LET where supported to create responsive summaries. Explain spill ranges, version dependencies and when a simpler formula offers a clearer and more maintainable solution.

Build dynamic lists and summaries with nested array functions. Use LET to name intermediate calculations and compare transparency, maintainability and compatibility with a traditional formula approach.

PROFESSIONAL APPLICATION AND JUDGMENT

Use dynamic outputs to support changing record volumes without repeated manual editing. Assess readability, recalculation effort and maintainability when deciding whether to combine or separate formulas.

Practical exercise and output: Create a reusable dynamic report with tested spill and boundary conditions.

04 Power Query and repeatable preparation

CORE KNOWLEDGE AND TECHNIQUES

Import and transform recurring files with Power Query. Merge reference data, append periods and refresh a documented preparation sequence, while retaining checks that reveal unexpected source changes.

Standardize column names and data types across monthly files. Compare merge and append, preserve the source trail and test how the query responds to missing or additional records.

PROFESSIONAL APPLICATION AND JUDGMENT

Build a repeatable source-to-report sequence with clear transformation steps. Reconcile imported record counts and financial totals, and identify how changes in source structure affect the update process.

Practical exercise and output: Build a refreshable monthly consolidation and record its update procedure.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

Advanced Excel for Business Reporting

05 Pivot analysis and management dashboards

CORE KNOWLEDGE AND TECHNIQUES

Use PivotTables, calculated summaries, slicers and appropriate charts to investigate trends and exceptions. Build a dashboard that distinguishes performance, drivers and actions rather than displaying unconnected metrics.

Group dates, calculate percentage contributions and distinguish counts from sums. Connect slicers consistently and choose charts that reveal trends, mix and operational exceptions.

PROFESSIONAL APPLICATION AND JUDGMENT

Match management questions to dimensions, calculations and visual comparisons. Explain the difference between an overall average and the performance of individual segments before drawing conclusions.

Practical exercise and output: Produce an interactive management summary with reconciled totals and clear definitions.

06 Scenario analysis and workbook assurance

CORE KNOWLEDGE AND TECHNIQUES

Apply Goal Seek and sensitivity analysis to a business decision. Trace formula dependencies, reconcile totals and protect key inputs, then document assumptions and update instructions for the next reporting cycle.

Compare best, base and adverse cases using explicit assumptions. Apply sensitivity tables where supported and use formula auditing, control totals and protected inputs before handover.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate assumptions from decisions when presenting scenarios. Document the key sensitivity, the condition that changes the recommendation and the checks required before another person reuses the model.

Practical exercise and output: Deliver a tested decision workbook with a scenario summary and user instructions.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

AI for Managers and Business Leaders

19-20 Oct 2026

15-18 Feb 2027

THE LEARNING EXPERIENCE

Build the judgment to decide where AI belongs in the business, which opportunities deserve investment and how adoption should be governed. Combine practical tool evaluation with workflow redesign, information quality, workforce implications and commercial measurement. Examine realistic cases across functions, challenge unsupported vendor claims and prepare a pilot proposal that connects technology choices to accountable decisions, measurable benefits and a practical implementation sequence.

PROGRAM OBJECTIVES

- 01 Prioritize AI opportunities against business value, feasibility and risk.
- 02 Evaluate tools and redesign a workflow with accountable human oversight.
- 03 Develop a pilot business case with measurable benefits, adoption support and decision gates.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

AI capability and leadership judgment / Tool selection and practical prompting

MODULES 3-4

Evidence, knowledge and output evaluation / Workflow redesign and agent boundaries

MODULES 5-6

Governance, workforce and adoption / Business case and pilot delivery

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

AI for Managers and Business Leaders

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 AI capability and leadership judgment

Classify candidate use cases and justify the level of human oversight required.

02 Tool selection and practical prompting

Produce a tool comparison and a reusable prompt-and-evaluation template.

03 Evidence, knowledge and output evaluation

Create a representative test set with acceptance criteria and escalation rules.

04 Workflow redesign and agent boundaries

Design a future-state process map and a controlled prototype brief.

05 Governance, workforce and adoption

Prepare a governance checklist and an adoption plan for one business unit.

06 Business case and pilot delivery

Present a one-page investment case and a 30-60-90-day pilot roadmap.

FROM PRACTICE TO WORKPLACE APPLICATION

Redesign a team workflow, test an AI-assisted task, and build the case for a focused pilot. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

AI for Managers and Business Leaders

01 AI capability and leadership judgment

CORE KNOWLEDGE AND TECHNIQUES

Distinguish generative AI, predictive analytics, automation and agents. Identify suitable work across operations, HR, finance and commercial functions, and separate credible use cases from claims that lack evidence.

Separate improving an existing workflow with AI from managing a project that develops AI. Assess where language models, analytical models and rules-based systems differ in suitability and limitations.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish technical capability from organizational readiness. Examine whether poor data, unclear ownership or weak processes must be addressed before an AI investment can produce useful results.

Practical exercise and output: Classify candidate use cases and justify the level of human oversight required.

02 Tool selection and practical prompting

CORE KNOWLEDGE AND TECHNIQUES

Compare Microsoft Copilot and Google Gemini through business-task demonstrations. Construct prompts using objectives, context, evidence and output criteria, and assess quality, data handling, integration and total cost before selection.

Compare assistants against an identical brief, approved sources and an evaluation rubric. Include licensing, security, integration, usability and switching costs in the tool-selection decision.

PROFESSIONAL APPLICATION AND JUDGMENT

Construct a weighted tool-selection scorecard and test competing tools against the same business task. Separate appealing demonstrations from repeatable performance on representative work.

Practical exercise and output: Produce a tool comparison and a reusable prompt-and-evaluation template.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

AI for Managers and Business Leaders

03 Evidence, knowledge and output evaluation

CORE KNOWLEDGE AND TECHNIQUES

Ground responses in approved source material and distinguish retrieval from model-generated inference. Test accuracy, completeness, bias and repeatability through representative examples, and define situations that require specialist judgment.

Explain retrieval-augmented generation at a business level and the importance of source freshness. Test fabricated references, contradictory inputs, data leakage and inappropriate confidence in a response.

PROFESSIONAL APPLICATION AND JUDGMENT

Set different review requirements for low-consequence drafts and high-consequence business decisions. Define acceptable evidence, failure thresholds and the point at which the system must defer to a person.

Practical exercise and output: Create a representative test set with acceptance criteria and escalation rules.

04 Workflow redesign and agent boundaries

CORE KNOWLEDGE AND TECHNIQUES

Map the current process, identify avoidable handovers and design an assisted workflow. Specify permissions, approval points, exception handling and audit records, and distinguish supervised assistance from autonomous action.

Specify triggers, inputs, outputs and exceptions for each process step. Compare a simple automation, an assistant and an agent, and assign approvals before consequential actions.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify the handovers and decision points that create delay. Redesign responsibilities and exception routes before adding automation, and document the human decision that remains necessary at each stage.

Practical exercise and output: Design a future-state process map and a controlled prototype brief.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

AI for Managers and Business Leaders

05 Governance, workforce and adoption

CORE KNOWLEDGE AND TECHNIQUES

Assign business ownership, information controls and escalation responsibilities. Assess role changes, capability needs and employee concerns, and design communication and training that support responsible use in daily work.

Define an acceptable-use standard, ownership matrix and incident pathway. Assess changes to work allocation, capability, incentives and manager behavior that determine adoption.

PROFESSIONAL APPLICATION AND JUDGMENT

Map the effect on roles, skills and management practices. Develop a communication approach that explains purpose, boundaries and support, and connect adoption measures to actual changes in work.

Practical exercise and output: Prepare a governance checklist and an adoption plan for one business unit.

06 Business case and pilot delivery

CORE KNOWLEDGE AND TECHNIQUES

Estimate implementation costs, review effort and potential benefits against a baseline. Define a small pilot, success thresholds, feedback mechanisms and scale-or-stop decisions, with explicit accountability for operational outcomes.

Separate gross time savings from realized capacity or cost benefits. Include setup, subscriptions, review effort and maintenance, and define a baseline, pilot sample and go/no-go threshold.

PROFESSIONAL APPLICATION AND JUDGMENT

Test the investment case under conservative, expected and optimistic assumptions. Define the evidence needed to expand, redesign or stop the pilot rather than treating launch as success.

Practical exercise and output: Present a one-page investment case and a 30-60-90-day pilot roadmap.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

AI for Entrepreneurs: Build and Grow

8-9 Dec 2026

THE LEARNING EXPERIENCE

Translate entrepreneurial ideas into testable offers and practical operating plans with the support of AI. Connect customer discovery, offer design, content development, lead capture and service delivery rather than treating each tool as a separate experiment. Develop evidence-based assumptions, evaluate commercial viability and construct a measurable launch plan. Practical exercises produce the research, messaging, workflow specifications and performance measures needed to test an opportunity with greater clarity and discipline.

PROGRAM OBJECTIVES

- 01 Validate an AI-supported business offer against a real customer problem.
- 02 Develop a coherent campaign and practical customer follow-up workflow.
- 03 Create a controlled implementation plan with cost, conversion and quality measures.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Customer discovery and market evidence / Offer design and commercial logic

MODULES 3-4

Research, writing and visual tools / Campaigns and conversion journeys

MODULES 5-6

Automation and service delivery / Measurement and practical launch planning

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

AI for Entrepreneurs: Build and Grow

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Customer discovery and market evidence

Create a customer-discovery brief with prioritized assumptions and validation actions.

02 Offer design and commercial logic

Build an offer sheet and a simple unit-economics worksheet.

03 Research, writing and visual tools

Produce a reviewed offer narrative and a sample visual campaign asset.

04 Campaigns and conversion journeys

Deliver a campaign storyboard and a practical inquiry-to-sale journey.

05 Automation and service delivery

Build a workflow specification and test it using a supplied sample lead.

06 Measurement and practical launch planning

Complete a 30-day experiment plan and a performance tracking sheet.

FROM PRACTICE TO WORKPLACE APPLICATION

Test an offer, create a sample campaign, and design a repeatable workflow for your own business. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

AI for Entrepreneurs: Build and Grow

01 Customer discovery and market evidence

CORE KNOWLEDGE AND TECHNIQUES

Use AI-assisted research to develop customer hypotheses, competitor comparisons and interview questions. Verify claims against identifiable sources and distinguish desk research from evidence that a customer is willing to buy.

Use customer interviews, search evidence and competitor offers to test a demand hypothesis. Record the difference between a model-generated suggestion, an observed fact and an unanswered question.

PROFESSIONAL APPLICATION AND JUDGMENT

Segment potential customers by the problem, urgency and ability to buy. Design interview questions that reveal actual behavior rather than inviting agreement with the proposed business idea.

Practical exercise and output: Create a customer-discovery brief with prioritized assumptions and validation actions.

02 Offer design and commercial logic

CORE KNOWLEDGE AND TECHNIQUES

Define the target customer, problem, promised value and proof required. Build an offer canvas and test pricing assumptions, delivery effort, contribution margin and capacity before investing in promotion.

Specify the offer's scope, deliverables, exclusions, delivery capacity and proof of value. Compare contribution margin and conversion assumptions across alternative prices and service formats.

PROFESSIONAL APPLICATION AND JUDGMENT

Clarify the transformation promised, the delivery steps and the evidence needed to support the offer. Test whether pricing can cover acquisition, delivery, support and the founder's time.

Practical exercise and output: Build an offer sheet and a simple unit-economics worksheet.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

AI for Entrepreneurs: Build and Grow

03 Research, writing and visual tools

CORE KNOWLEDGE AND TECHNIQUES

Compare Microsoft Copilot, Google Gemini and Canva for research, drafting and visual communication. Build a brief with brand standards and source material, then check factual accuracy, originality and customer relevance.

Use a common source pack to compare research and drafting outputs. Create a visual brief, brand checklist and image-use review before adapting material for public communication.

PROFESSIONAL APPLICATION AND JUDGMENT

Develop reusable briefs that specify audience, tone, evidence and desired action. Review generated claims and visuals for accuracy and brand consistency before selecting campaign content.

Practical exercise and output: Produce a reviewed offer narrative and a sample visual campaign asset.

04 Campaigns and conversion journeys

CORE KNOWLEDGE AND TECHNIQUES

Develop messages, landing-page content and calls to action for a defined customer journey. Connect social content, email follow-up and inquiry handling, and specify the evidence needed to improve conversion.

Match awareness, consideration and purchase messages to the customer's next decision. Design a lead magnet, landing-page outline and follow-up sequence with a single clear action at each stage.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect each marketing message to the next customer decision. Identify friction in the inquiry and purchase journey, and design follow-up that answers real objections instead of repeating the same pitch.

Practical exercise and output: Deliver a campaign storyboard and a practical inquiry-to-sale journey.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

AI for Entrepreneurs: Build and Grow

05 Automation and service delivery

CORE KNOWLEDGE AND TECHNIQUES

Map a repeatable lead or customer-service workflow using forms, a CRM and an automation platform such as Power Automate. Define triggers, consent, handovers, approval steps and recovery actions when an automation fails.

Map form fields, CRM records and follow-up triggers without exposing confidential data. Specify duplicate handling, response ownership, opt-out processing and a manual fallback for failed automation.

PROFESSIONAL APPLICATION AND JUDGMENT

Create a simple service blueprint linking customer actions, internal tasks and supporting systems. Assign ownership for exceptions and define a quality check before delivery reaches the customer.

Practical exercise and output: Build a workflow specification and test it using a supplied sample lead.

06 Measurement and practical launch planning

CORE KNOWLEDGE AND TECHNIQUES

Build a small test with a spending limit, conversion measures and quality checks. Assess acquisition cost, delivery capacity and customer feedback, and prepare a 30-day launch plan with clear review points.

Distinguish traffic and engagement from qualified leads, conversions and contribution. Set a test budget, decision threshold and weekly review routine before scaling activity.

PROFESSIONAL APPLICATION AND JUDGMENT

Set a clear hypothesis, minimum evidence and decision date for each experiment. Use results to refine the offer and delivery model before committing additional resources.

Practical exercise and output: Complete a 30-day experiment plan and a performance tracking sheet.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

Digital Marketing and Social Media in Action

9-10 Nov 2026

22-23 Mar 2027

THE LEARNING EXPERIENCE

Build a connected marketing approach that moves from audience insight to qualified inquiries and measurable commercial results. Explore positioning, content, search, paid media, conversion journeys and follow-up as parts of one customer experience. Use realistic campaign cases to diagnose weak messages, wasted effort and conversion barriers, then develop an actionable campaign plan with creative direction, channel choices, a measurement framework and a structured approach to continuous improvement.

PROGRAM OBJECTIVES

- 01 Develop a campaign that connects audience insight to a commercial objective.
- 02 Create an integrated content, channel and conversion plan.
- 03 Interpret performance data and prioritize evidence-based improvements.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Audience insight and positioning / Content strategy and creative development

MODULES 3-4

Search and discoverability / Paid media and channel selection

MODULES 5-6

Conversion and lead nurturing / Measurement and optimization

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Digital Marketing and Social Media in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Audience insight and positioning

Produce a positioning statement and an audience-priority matrix.

02 Content strategy and creative development

Create a campaign brief, three sample assets and a 30-day editorial calendar.

03 Search and discoverability

Complete a search-intent map and a prioritized website content checklist.

04 Paid media and channel selection

Develop a channel plan and an advertisement test matrix without live spend.

05 Conversion and lead nurturing

Create an inquiry-handling workflow and a follow-up content sequence.

06 Measurement and optimization

Diagnose a sample campaign and present an evidence-based optimization plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Build a campaign brief, map a customer journey, and create a practical content and measurement plan. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

Digital Marketing and Social Media in Action

01 Audience insight and positioning

CORE KNOWLEDGE AND TECHNIQUES

Segment audiences by need, context and buying behavior rather than demographics alone. Define the customer problem, differentiated value and evidence of credibility, and map the journey from discovery to inquiry and purchase.

Develop an ideal-customer profile and a buying-committee map for a B2B case or purchase journey for B2C. Test message-market fit using actual customer language and objections.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish the end user, buyer and decision influencer. Connect the value proposition to a specific problem and identify the evidence required to make the message credible.

Practical exercise and output: Produce a positioning statement and an audience-priority matrix.

02 Content strategy and creative development

CORE KNOWLEDGE AND TECHNIQUES

Build content pillars, campaign messages and a practical editorial calendar. Develop clear briefs for short video, social posts and landing pages, using AI-assisted drafts where appropriate and retaining editorial and brand checks.

Write hooks, benefits, evidence and calls to action for different content formats. Plan distribution, repurposing and an editorial review process that checks brand, accuracy and usefulness.

PROFESSIONAL APPLICATION AND JUDGMENT

Create a content hierarchy that connects a campaign theme to articles, short posts, video briefs and sales support. Review consistency between the promise in the content and the actual offer.

Practical exercise and output: Create a campaign brief, three sample assets and a 30-day editorial calendar.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

Digital Marketing and Social Media in Action

03 Search and discoverability

CORE KNOWLEDGE AND TECHNIQUES

Connect search intent with helpful website content, page structure and conversion goals. Use Google Search Console concepts to interpret discoverability, and distinguish organic search, paid search and evolving AI-mediated discovery.

Map high-intent questions to service pages and helpful supporting content. Review titles, internal links, technical accessibility and source credibility without promising rankings or inclusion in AI answers.

PROFESSIONAL APPLICATION AND JUDGMENT

Prioritize pages and topics by customer intent and business relevance. Distinguish visibility metrics from qualified demand and define how useful content supports the customer's next decision.

Practical exercise and output: Complete a search-intent map and a prioritized website content checklist.

04 Paid media and channel selection

CORE KNOWLEDGE AND TECHNIQUES

Compare the roles of Google Ads, Meta and LinkedIn against audience and objectives. Plan targeting, creative variations, budgets and landing-page consistency, and recognize the limits of platform-reported results.

Distinguish reach, traffic, lead and sales objectives when planning paid activity. Estimate budget allocation, define exclusions and test creative-message consistency across advertisement and landing page.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare channel options against audience fit, creative requirements and acquisition economics. Build a test sequence that changes one major variable at a time and records the learning.

Practical exercise and output: Develop a channel plan and an advertisement test matrix without live spend.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

Digital Marketing and Social Media in Action

05 Conversion and lead nurturing

CORE KNOWLEDGE AND TECHNIQUES

Map form completion, qualification, response times and follow-up messages. Improve calls to action and remove unnecessary friction, while incorporating consent, responsible data handling and a clear handover to sales.

Define the lead qualification criteria, form fields and response service level. Design email or messaging sequences with clear consent, useful content and an accountable sales handover.

PROFESSIONAL APPLICATION AND JUDGMENT

Map the handover between marketing and sales. Define what qualifies an inquiry, when follow-up is due and how unqualified or unready prospects receive an appropriate next step.

Practical exercise and output: Create an inquiry-handling workflow and a follow-up content sequence.

06 Measurement and optimization

CORE KNOWLEDGE AND TECHNIQUES

Use Google Analytics 4 concepts, campaign tags and a conversion funnel to investigate performance. Compare acquisition cost, lead quality and revenue contribution, then design controlled creative or landing-page tests.

Define events, key events, UTM parameters and a reporting funnel. Investigate attribution limits, duplicate leads and weak landing-page conversion before reallocating budget.

PROFESSIONAL APPLICATION AND JUDGMENT

Calculate conversion rates at each stage using consistent definitions. Investigate tracking gaps and reporting bias before claiming that one channel caused a commercial result.

Practical exercise and output: Diagnose a sample campaign and present an evidence-based optimization plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | PROGRAM OVERVIEW AND OBJECTIVES

Microsoft Excel: Intermediate Skills

21-22 Dec 2026

THE LEARNING EXPERIENCE

Build confidence in the spreadsheet skills that make daily reporting clearer, faster and more dependable. Work from well-structured source data through practical formulas, lookups, cleaning techniques and PivotTable analysis. Apply each technique to realistic business questions and develop the habit of checking results before sharing them. Create a reusable report that combines accurate calculations, meaningful charts and clear update instructions for continued workplace use.

PROGRAM OBJECTIVES

- 01 Organize everyday data into consistent, reusable tables.
- 02 Apply core formulas and lookup techniques accurately.
- 03 Create a readable report with useful summaries and basic error checks.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Data structure and workbook discipline / Core formulas and references

MODULES 3-4

Conditional calculations and lookups / Cleaning, sorting and validation

MODULES 5-6

PivotTables and practical charts / Reporting and accuracy checks

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

DIGITAL & AI | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Microsoft Excel: Intermediate Skills

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Data structure and workbook discipline

Restructure a messy operational sheet into an analysis-ready table.

02 Core formulas and references

Complete a calculation worksheet with documented accuracy checks.

03 Conditional calculations and lookups

Build a sales, HR or operational summary using conditional formulas and lookups.

04 Cleaning, sorting and validation

Create a cleaned dataset and an input-quality checklist.

05 PivotTables and practical charts

Build a PivotTable report with a chart and an exception summary.

06 Reporting and accuracy checks

Deliver a reusable report template with handover instructions.

FROM PRACTICE TO WORKPLACE APPLICATION

Organize a sample operational dataset and create an accurate, readable summary report. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

DIGITAL & AI | DETAILED LEARNING | MODULES 1-2

Microsoft Excel: Intermediate Skills

01 Data structure and workbook discipline

CORE KNOWLEDGE AND TECHNIQUES

Use consistent headings, data types and one-record-per-row layouts. Convert ranges into tables, apply useful number formats and freeze panes, and distinguish presentation changes from changes to underlying values.

Recognize merged cells, blank separators and inconsistent headers that obstruct analysis. Set up tables with sensible formats and distinguish source records from calculated summaries.

PROFESSIONAL APPLICATION AND JUDGMENT

Set a clear purpose for each sheet and distinguish data entry from reporting. Use consistent identifiers and date formats so records can be sorted, joined and summarized reliably.

Practical exercise and output: Restructure a messy operational sheet into an analysis-ready table.

02 Core formulas and references

CORE KNOWLEDGE AND TECHNIQUES

Build calculations using relative, absolute and mixed references. Apply SUM, AVERAGE, MIN, MAX and ROUND, and use formula tracing to identify incorrect ranges or inconsistent copied formulas.

Apply order of operations and reference locking to percentage, rate and variance calculations. Check copied formulas against known sample results and identify common spreadsheet error messages.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate a written business requirement into a formula before entering it. Explain the effect of relative and absolute references and use simple sample values to check the logic.

Practical exercise and output: Complete a calculation worksheet with documented accuracy checks.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 3-4

Microsoft Excel: Intermediate Skills

03 Conditional calculations and lookups

CORE KNOWLEDGE AND TECHNIQUES

Use IF, SUMIF, SUMIFS and COUNTIF to classify and summarize records. Apply XLOOKUP or a compatible alternative, and investigate missing matches and duplicate lookup keys before trusting the result.

Choose single-criterion or multiple-criterion formulas according to the question. Compare exact lookup results with unmatched records and identify duplicate keys that create misleading answers.

PROFESSIONAL APPLICATION AND JUDGMENT

Choose formulas based on the required business result rather than familiarity alone. Check whether a lookup key is unique and explain what should happen when no match exists.

Practical exercise and output: Build a sales, HR or operational summary using conditional formulas and lookups.

04 Cleaning, sorting and validation

CORE KNOWLEDGE AND TECHNIQUES

Use text and date functions to standardize common operational data. Sort and filter records safely, remove duplicates with care, and use validation lists to reduce avoidable input errors.

Apply TRIM, text splitting and date calculations to inconsistent records. Establish valid entry rules and use conditional formatting to flag omissions or unusual values.

PROFESSIONAL APPLICATION AND JUDGMENT

Apply cleaning steps in a repeatable order and preserve the original data. Distinguish correcting an obvious formatting issue from changing information that needs confirmation from its owner.

Practical exercise and output: Create a cleaned dataset and an input-quality checklist.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

DIGITAL & AI | DETAILED LEARNING | MODULES 5-6

Microsoft Excel: Intermediate Skills

05 PivotTables and practical charts

CORE KNOWLEDGE AND TECHNIQUES

Create PivotTables to compare categories, periods and totals. Refresh the source correctly, choose clear charts and apply conditional formatting to highlight meaningful exceptions rather than decorative differences.

Arrange fields, group dates and refresh PivotTables after source changes. Compare totals, percentages and suitable chart types, with labels that make the business meaning clear.

PROFESSIONAL APPLICATION AND JUDGMENT

Choose comparisons that reveal trends, exceptions or contribution. Avoid misleading scales and crowded charts, and write a short explanation of the finding beside the visual.

Practical exercise and output: Build a PivotTable report with a chart and an exception summary.

06 Reporting and accuracy checks

CORE KNOWLEDGE AND TECHNIQUES

Build a concise operational report with labels, assumptions and update instructions. Reconcile totals, test sample records and prepare a print-ready or shareable output that supports a specific workplace decision.

Use control totals, spot checks and consistent units before distribution. Set page layout, print areas and a simple update sequence so another user can maintain the report.

PROFESSIONAL APPLICATION AND JUDGMENT

Create a final review sequence covering data completeness, formulas, totals and presentation. Record the steps needed to update the report so another person can repeat the process.

Practical exercise and output: Deliver a reusable report template with handover instructions.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Advanced Leadership in Action

19-21 Oct 2026

22-24 Mar 2027

THE LEARNING EXPERIENCE

Strengthen the leadership judgment required when decisions involve ambiguity, competing interests and consequences beyond a single team. Examine strategic choices, influence, accountability, leadership development and transformation through demanding cross-functional cases. Practice constructive challenge and executive communication, test assumptions under pressure and build an action plan that connects leadership behavior to business priorities. The experience emphasizes deliberate decisions, capable teams and sustained execution rather than leadership theory in isolation.

PROGRAM OBJECTIVES

- 01 Exercise strategic judgment when priorities, interests and evidence conflict.
- 02 Mobilize cross-functional stakeholders and develop accountable leaders.
- 03 Translate a leadership challenge into a measurable 90-day improvement plan.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Leadership diagnosis and strategic context / Decision-making under uncertainty

MODULES 3-4

Influence, power and executive alignment / Accountability and performance culture

MODULES 5-6

Developing leadership capacity / Transformation and sustainable execution

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Advanced Leadership in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Leadership diagnosis and strategic context

Develop a leadership hypothesis and select one behavior to test in practice.

02 Decision-making under uncertainty

Present a decision brief with alternatives, risks and review triggers.

03 Influence, power and executive alignment

Produce an influence map and rehearse a high-stakes alignment conversation.

04 Accountability and performance culture

Design a leadership accountability agreement and an intervention plan.

05 Developing leadership capacity

Build a leadership-development assignment and a succession-readiness action.

06 Transformation and sustainable execution

Defend a 90-day leadership plan in a simulated executive review.

FROM PRACTICE TO WORKPLACE APPLICATION

Work through a leadership simulation, address a difficult decision, and plan a real business improvement. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Advanced Leadership in Action

01 Leadership diagnosis and strategic context

CORE KNOWLEDGE AND TECHNIQUES

Assess leadership habits against business priorities, stakeholder expectations and team maturity. Distinguish technical problems from adaptive challenges, and identify where personal behavior supports or constrains organizational performance.

Use a stakeholder-informed leadership self-review to identify patterns in authority, conflict and follow-through. Distinguish strengths, overused strengths and behaviors that need deliberate adjustment.

PROFESSIONAL APPLICATION AND JUDGMENT

Examine the gap between intended leadership behavior and its effect on others. Identify the situations in which a familiar strength becomes a constraint on performance or collaboration.

Practical exercise and output: Develop a leadership hypothesis and select one behavior to test in practice.

02 Decision-making under uncertainty

CORE KNOWLEDGE AND TECHNIQUES

Frame a decision using assumptions, options, risks and evidence. Apply scenario thinking and a decision journal to test trade-offs, challenge bias and define conditions that would justify changing direction.

Compare decision trees, scenario analysis and pre-mortems for an uncertain business choice. Examine sunk-cost, confirmation and status-quo biases, and define evidence that would overturn the preferred option.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the decision, alternatives, assumptions and evidence standard before discussion. Distinguish a reversible experiment from an irreversible commitment and match governance to the consequence.

Practical exercise and output: Present a decision brief with alternatives, risks and review triggers.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Advanced Leadership in Action

03 Influence, power and executive alignment

CORE KNOWLEDGE AND TECHNIQUES

Map formal authority, informal influence and competing incentives across departments. Develop a clear business narrative, build coalitions and negotiate commitments without sacrificing trust or avoiding necessary disagreement.

Map stakeholder incentives and informal networks before asking for support. Use executive framing, coalition sequencing and negotiation of decision rights to resolve cross-functional resistance.

PROFESSIONAL APPLICATION AND JUDGMENT

Frame a difficult request around business value, trade-offs and the decision needed. Practice acknowledging competing interests while protecting the essential objective of the discussion.

Practical exercise and output: Produce an influence map and rehearse a high-stakes alignment conversation.

04 Accountability and performance culture

CORE KNOWLEDGE AND TECHNIQUES

Translate strategic priorities into clear decision rights and observable standards. Address weak ownership, inconsistent execution and difficult performance conversations, while maintaining psychological safety and fair accountability.

Connect operating standards, leading indicators and consequence management to the culture required. Distinguish constructive accountability from blame and practice responding to both errors and repeated avoidance.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the leadership response to an honest error, a capability gap and repeated failure to honor commitments. Use fair evidence and consistent expectations across all three situations.

Practical exercise and output: Design a leadership accountability agreement and an intervention plan.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Advanced Leadership in Action

05 Developing leadership capacity

CORE KNOWLEDGE AND TECHNIQUES

Diagnose when to coach, delegate, challenge or provide direction. Build stretch assignments, succession readiness and a stronger leadership bench, and avoid becoming the bottleneck for decisions that others can own.

Use delegation levels, coaching questions and readiness evidence to expand decision capacity. Match stretch assignments with sponsorship, feedback and risk boundaries instead of simply transferring more work.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess whether delegation genuinely increases capability or merely shifts workload. Agree decision boundaries, learning support and evidence of readiness before expanding responsibility.

Practical exercise and output: Build a leadership-development assignment and a succession-readiness action.

06 Transformation and sustainable execution

CORE KNOWLEDGE AND TECHNIQUES

Lead through change fatigue, hybrid collaboration and technology-driven shifts in work. Establish review routines, feedback channels and leading indicators, and create a 90-day plan with milestones and accountable owners.

Prioritize change demands against capacity and business value. Connect technology adoption, manager capability and stakeholder communication to a practical operating rhythm and visible performance measures.

PROFESSIONAL APPLICATION AND JUDGMENT

Build a leadership review rhythm that tracks outcomes, emerging risks and capability. Identify which decisions to retain, delegate or stop revisiting so attention stays on the highest-value priorities.

Practical exercise and output: Defend a 90-day leadership plan in a simulated executive review.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Management Essentials for First-Time Managers

16-17 Nov 2026

THE LEARNING EXPERIENCE

Build a practical management foundation for delivering results through other people. Explore the transition from individual contribution to setting direction, delegating effectively, developing capability and addressing performance fairly. Practice the conversations and routines that create clarity and trust, including feedback, one-to-ones and difficult discussions. Leave with an integrated management toolkit and a realistic first-month plan for organizing work, supporting development and following through on commitments.

PROGRAM OBJECTIVES

- 01 Set clear expectations and delegate work with appropriate accountability.
- 02 Conduct constructive feedback and performance conversations.
- 03 Establish a practical team rhythm that balances delivery, development and wellbeing.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

The transition into management / Planning and delegation

MODULES 3-4

Communication and feedback / Motivation and employee development

MODULES 5-6

Managing difficult situations / Team routines and management effectiveness

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Management Essentials for First-Time Managers

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 The transition into management

Create a manager-role charter and a first-month relationship plan.

02 Planning and delegation

Practice a delegation discussion and complete an outcome-based task brief.

03 Communication and feedback

Rehearse positive and corrective feedback with an observation rubric.

04 Motivation and employee development

Build an individual development action and recognition plan.

05 Managing difficult situations

Complete a performance-conversation planner using a realistic team scenario.

06 Team routines and management effectiveness

Deliver a 30-day management rhythm and a team-priority dashboard.

FROM PRACTICE TO WORKPLACE APPLICATION

Practice a delegation discussion, a feedback conversation, and a team-priority planning exercise. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Management Essentials for First-Time Managers

01 The transition into management

CORE KNOWLEDGE AND TECHNIQUES

Clarify the difference between personal productivity and team performance. Establish credibility with former peers, identify managerial responsibilities and boundaries, and translate organizational priorities into clear team expectations.

Map the responsibilities of manager, specialist and team member in a common workplace case. Identify decisions that require consultation, delegation or escalation, especially when managing former peers.

PROFESSIONAL APPLICATION AND JUDGMENT

Clarify what success means through the team's results rather than personal task volume. Establish credibility with former peers through consistent expectations, fair decisions and reliable follow-up.

Practical exercise and output: Create a manager-role charter and a first-month relationship plan.

02 Planning and delegation

CORE KNOWLEDGE AND TECHNIQUES

Prioritize work by urgency, value, dependencies and available capacity. Delegate outcomes with a defined standard, authority and deadline, and agree checkpoints that provide support without unnecessary micromanagement.

Use a priority matrix, capacity check and delegation brief to assign work. Agree what good looks like, the boundaries of authority and checkpoints that match task risk and experience.

PROFESSIONAL APPLICATION AND JUDGMENT

Match delegation to ability, confidence and task consequence. Confirm understanding through a short explanation of the intended approach rather than assuming that agreement means clarity.

Practical exercise and output: Practice a delegation discussion and complete an outcome-based task brief.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Management Essentials for First-Time Managers

03 Communication and feedback

CORE KNOWLEDGE AND TECHNIQUES

Use active listening, clear questions and evidence-based feedback to reduce misunderstanding. Practice the Situation-Behavior-Impact structure and adapt the conversation to cultural differences, experience and individual needs.

Prepare feedback with observable facts, a clear impact and an invitation to respond. Use active listening and a specific request to avoid labels, assumptions and vague advice.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate the observable behavior from interpretation and judgment. Practice checking the other person's perspective before agreeing a specific change and follow-up point.

Practical exercise and output: Rehearse positive and corrective feedback with an observation rubric.

04 Motivation and employee development

CORE KNOWLEDGE AND TECHNIQUES

Explore the influence of purpose, recognition, autonomy and capability on motivation. Use a basic coaching structure to identify barriers, agree development actions and maintain responsibility for results.

Explore motivation through job design, recognition and development needs. Apply short coaching questions to identify whether an issue concerns skill, confidence, resources or clarity.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify the work conditions that support motivation and those that create avoidable frustration. Connect development opportunities with genuine role needs and realistic employee aspirations.

Practical exercise and output: Build an individual development action and recognition plan.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Management Essentials for First-Time Managers

05 Managing difficult situations

CORE KNOWLEDGE AND TECHNIQUES

Distinguish unclear expectations, skill gaps and persistent underperformance. Prepare a fair performance conversation, record agreed actions and recognize when conflict, conduct or wellbeing concerns require HR support.

Gather evidence before a difficult conversation and distinguish performance from conduct. Agree support, follow-up and documentation, and recognize circumstances requiring confidential HR involvement.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare for a sensitive conversation by checking facts, impact and prior support. Keep the discussion focused on improvement and recognize the point at which the matter needs escalation.

Practical exercise and output: Complete a performance-conversation planner using a realistic team scenario.

06 Team routines and management effectiveness

CORE KNOWLEDGE AND TECHNIQUES

Design useful one-to-ones, short team meetings and action follow-up. Monitor workload and delivery, encourage early escalation and define a 30-day management plan with observable measures of improvement.

Structure one-to-ones around progress, barriers, development and commitments. Build a simple action tracker and review workload, quality and deadlines without relying only on activity counts.

PROFESSIONAL APPLICATION AND JUDGMENT

Design one-to-ones that produce decisions, support and commitments. Track workload and obstacles alongside deadlines so follow-up improves delivery rather than becoming a reporting burden.

Practical exercise and output: Deliver a 30-day management rhythm and a team-priority dashboard.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Leading High-Performing Teams

21-22 Dec 2026

THE LEARNING EXPERIENCE

Create the conditions for a team to deliver consistently, collaborate constructively and learn from experience. Diagnose performance barriers across purpose, roles, capability, trust and working practices before selecting interventions. Use team simulations, conflict cases and feedback practice to connect healthy relationships with clear standards and accountability. Develop a team charter, improvement priorities and an operating rhythm that turns discussions into owned actions and visible progress.

PROGRAM OBJECTIVES

- 01 Diagnose the causes of weak team performance and collaboration.
- 02 Establish shared standards, ownership and productive team routines.
- 03 Resolve performance barriers through constructive challenge, feedback and action.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Team performance diagnosis / Shared direction and team agreements

MODULES 3-4

Trust and psychological safety / Collaboration and productive conflict

MODULES 5-6

Performance and capability conversations / Operating rhythm and continuous improvement

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Leading High-Performing Teams

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Team performance diagnosis

Complete a team-effectiveness diagnostic and rank the three most important interventions.

02 Shared direction and team agreements

Build a team agreement and resolve a simulated ownership gap.

03 Trust and psychological safety

Rehearse a psychologically safe response to a delivery mistake.

04 Collaboration and productive conflict

Facilitate a short conflict-resolution discussion and document agreed commitments.

05 Performance and capability conversations

Produce a practical improvement plan and conduct a feedback role play.

06 Operating rhythm and continuous improvement

Design an operating rhythm and a visible team action tracker.

FROM PRACTICE TO WORKPLACE APPLICATION

Assess a team case, rehearse a performance conversation, and design routines that support delivery. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Leading High-Performing Teams

01 Team performance diagnosis

CORE KNOWLEDGE AND TECHNIQUES

Assess purpose, role clarity, capability, motivation and coordination using a structured team diagnostic. Separate symptoms from causes and combine operational evidence with employee perspectives before deciding where to intervene.

Use evidence from delivery, customer feedback and team conversations to distinguish capability, commitment and system barriers. Examine whether the team shares a clear purpose and achievable priorities.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish a shared performance problem from an isolated incident. Use several sources of evidence to avoid blaming individuals for unclear processes or conflicting instructions.

Practical exercise and output: Complete a team-effectiveness diagnostic and rank the three most important interventions.

02 Shared direction and team agreements

CORE KNOWLEDGE AND TECHNIQUES

Translate objectives into collective priorities and success measures. Agree responsibilities, decision rules, handover standards and communication norms that remain useful across functions, locations and working patterns.

Define a team charter with decision rules, handovers, response expectations and escalation thresholds. Test the charter against hybrid working, urgent requests and competing departmental priorities.

PROFESSIONAL APPLICATION AND JUDGMENT

Test the team charter against an urgent request and a missed handover. Define who decides, who contributes and how a disagreement is resolved when the standard process is insufficient.

Practical exercise and output: Build a team agreement and resolve a simulated ownership gap.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Leading High-Performing Teams

03 Trust and psychological safety

CORE KNOWLEDGE AND TECHNIQUES

Encourage questions, challenge and early disclosure of errors without removing accountability. Recognize exclusion and groupthink, and practice responses that make it safer to raise a concern or offer a different view.

Identify behaviors that silence challenge or punish early disclosure. Practice acknowledging a concern, inviting dissent and discussing an error while maintaining clear performance expectations.

PROFESSIONAL APPLICATION AND JUDGMENT

Practice inviting challenge without abandoning accountability. Respond to concerns with curiosity, clarify the required standard and agree how the team can learn from the issue.

Practical exercise and output: Rehearse a psychologically safe response to a delivery mistake.

04 Collaboration and productive conflict

CORE KNOWLEDGE AND TECHNIQUES

Identify recurring friction caused by competing priorities and unclear dependencies. Use structured problem-solving and interest-based dialogue to reach workable agreements, assign ownership and prevent repeated handover failures.

Separate relationship tension from disagreement about work, resources or process. Use a shared-problem statement, root-cause analysis and negotiated action to address recurring cross-functional friction.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify the interests beneath incompatible positions. Negotiate workable handovers, response expectations and escalation routes that reduce repeated friction between teams.

Practical exercise and output: Facilitate a short conflict-resolution discussion and document agreed commitments.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Leading High-Performing Teams

05 Performance and capability conversations

CORE KNOWLEDGE AND TECHNIQUES

Investigate gaps using evidence and clear expectations. Combine feedback, coaching and practical support, and establish fair improvement actions that specify the required result, review date and responsible owner.

Diagnose performance using agreed standards, examples and the employee's perspective. Distinguish coaching, capability support and formal escalation, with a fair and time-bound review of progress.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate the desired result from the support required to achieve it. Agree an observable improvement, a realistic review period and responsibilities for both the employee and manager.

Practical exercise and output: Produce a practical improvement plan and conduct a feedback role play.

06 Operating rhythm and continuous improvement

CORE KNOWLEDGE AND TECHNIQUES

Design team reviews around commitments, risks and decisions rather than status reporting alone. Use retrospectives and a visible action tracker to capture learning, rebalance workload and sustain improvements.

Use daily coordination, weekly delivery reviews and periodic retrospectives for different purposes. Track decisions, dependencies and completed commitments rather than producing longer status meetings.

PROFESSIONAL APPLICATION AND JUDGMENT

Use retrospectives to identify one change worth testing. Assign ownership, evaluate the effect and retain the change only when it improves the team's ability to deliver.

Practical exercise and output: Design an operating rhythm and a visible team action tracker.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Strategy Execution in Action

14-15 Dec 2026

THE LEARNING EXPERIENCE

Bridge the gap between strategic ambition and coordinated execution. Translate priorities into measurable outcomes, a focused initiative portfolio, clear decision rights and effective review routines. Examine how resource constraints, dependencies and conflicting objectives affect delivery, and practice making the trade-offs that protect value. Develop a practical execution roadmap supported by meaningful measures, escalation thresholds and a benefits-review process that keeps activity connected to business results.

PROGRAM OBJECTIVES

- 01 Convert strategic priorities into an executable portfolio of initiatives.
- 02 Define accountable ownership, meaningful measures and resource trade-offs.
- 03 Establish governance that detects delivery risks and supports timely decisions.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Strategic clarity and value drivers / Prioritization and portfolio choices

MODULES 3-4

Objectives, measures and alignment / Ownership and operating model

MODULES 5-6

Execution governance and intervention / Adaptation and benefit realization

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Strategy Execution in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Strategic clarity and value drivers

Create a strategy-to-value map for a supplied organization.

02 Prioritization and portfolio choices

Build a prioritized initiative portfolio and explain the resource trade-offs.

03 Objectives, measures and alignment

Draft an aligned objective set and a balanced execution scorecard.

04 Ownership and operating model

Resolve an ownership conflict and produce an initiative charter.

05 Execution governance and intervention

Run a simulated strategy review and record the agreed corrective actions.

06 Adaptation and benefit realization

Complete a 90-day roadmap and a benefits-review template.

FROM PRACTICE TO WORKPLACE APPLICATION

Develop an execution roadmap and work through trade-offs involving resources, dependencies, and priorities. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Strategy Execution in Action

01 Strategic clarity and value drivers

CORE KNOWLEDGE AND TECHNIQUES

Distinguish strategic choices from ambitions, targets and routine activity. Map customer, financial and operational value drivers, and define the outcomes that execution must create for the business.

Map strategic choices to customers, capabilities, economics and operating constraints. Test whether an initiative supports a genuine priority or simply reflects an attractive but unrelated idea.

PROFESSIONAL APPLICATION AND JUDGMENT

Express strategic choices in terms of where to focus, how to create value and what to stop. Test the connection between each initiative and a specific business outcome.

Practical exercise and output: Create a strategy-to-value map for a supplied organization.

02 Prioritization and portfolio choices

CORE KNOWLEDGE AND TECHNIQUES

Assess initiatives by strategic contribution, feasibility, risk and available capacity. Identify dependencies, sequence work and make explicit decisions about what to defer or stop when resources are constrained.

Use weighted criteria, dependency mapping and capacity planning to compare initiatives. Explore the cost of delay and identify what must stop or be deferred to release resources.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare initiatives using consistent criteria and explicit assumptions. Examine the combined resource load and dependencies so attractive individual projects do not create an unworkable portfolio.

Practical exercise and output: Build a prioritized initiative portfolio and explain the resource trade-offs.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Strategy Execution in Action

03 Objectives, measures and alignment

CORE KNOWLEDGE AND TECHNIQUES

Translate priorities into objectives and measurable key results or an appropriate scorecard. Distinguish leading and lagging indicators, document definitions and check for incentives that could distort behavior.

Translate a strategic objective into a measurable result and distinguish an OKR from a routine KPI. Check measure definitions, baseline values and unintended incentives before approval.

PROFESSIONAL APPLICATION AND JUDGMENT

Define what progress looks like before choosing indicators. Separate outcome measures from the activities expected to influence them and identify what each result should prompt management to do.

Practical exercise and output: Draft an aligned objective set and a balanced execution scorecard.

04 Ownership and operating model

CORE KNOWLEDGE AND TECHNIQUES

Clarify sponsorship, delivery responsibility and decision rights. Build an accountability matrix, identify cross-functional dependencies and connect resource commitments to the outcomes each initiative must deliver.

Apply RACI or a decision-rights matrix to sponsorship, delivery and cross-functional handovers. Identify ambiguous accountability and document the decisions that require leadership intervention.

PROFESSIONAL APPLICATION AND JUDGMENT

Clarify the sponsor's decisions, the delivery owner's responsibilities and the contribution of supporting functions. Resolve gaps in authority before they become recurring escalation issues.

Practical exercise and output: Resolve an ownership conflict and produce an initiative charter.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Strategy Execution in Action

05 Execution governance and intervention

CORE KNOWLEDGE AND TECHNIQUES

Design a review cadence with concise dashboards, escalation thresholds and decision logs. Use variance analysis and root-cause questions to resolve delivery barriers instead of repeatedly reviewing the same missed milestone.

Set escalation thresholds for cost, schedule, risk and benefit variance. Use short decision papers and action logs to turn governance meetings into timely interventions.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare a decision-focused review with variance, cause, options and recommendation. Distinguish an issue that needs executive intervention from one the delivery team can resolve.

Practical exercise and output: Run a simulated strategy review and record the agreed corrective actions.

06 Adaptation and benefit realization

CORE KNOWLEDGE AND TECHNIQUES

Review whether completed work is producing the intended business value. Adjust plans when assumptions change, capture lessons and build a 90-day execution roadmap with milestones, owners and review points.

Distinguish completion of deliverables from realization of value. Revisit assumptions, assess benefits against a baseline and stop activity that no longer supports the intended outcome.

PROFESSIONAL APPLICATION AND JUDGMENT

Reassess benefits when assumptions change. Define a rational basis for continuing, adapting or stopping an initiative and record the consequences for resources and dependent work.

Practical exercise and output: Complete a 90-day roadmap and a benefits-review template.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Leading Change in Practice

11-12 Jan 2027

THE LEARNING EXPERIENCE

Guide change from an initial business need through readiness, transition and sustained adoption. Explore how people, processes, systems and incentives interact, and diagnose resistance before choosing a response. Build practical stakeholder, communication and capability plans through a realistic change case. The experience connects credible sponsorship and employee involvement with operational preparation, measurable behavioral change and reinforcement after launch.

PROGRAM OBJECTIVES

- 01 Assess the business, workforce and stakeholder effects of a proposed change.
- 02 Design engagement and capability interventions that address adoption barriers.
- 03 Measure adoption and reinforce the behaviors required to sustain change.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Change diagnosis and readiness / Stakeholder mapping and sponsorship

MODULES 3-4

Behavioral adoption and resistance / Communication and involvement

MODULES 5-6

Capability and transition planning / Adoption measurement and reinforcement

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Leading Change in Practice

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Change diagnosis and readiness

Produce a change-impact assessment and a readiness-risk summary.

02 Stakeholder mapping and sponsorship

Create a stakeholder engagement map and sponsor action plan.

03 Behavioral adoption and resistance

Apply an adoption diagnostic to a resistant-team scenario.

04 Communication and involvement

Draft a communication sequence and rehearse a difficult change conversation.

05 Capability and transition planning

Develop a transition plan with ownership, support and contingency actions.

06 Adoption measurement and reinforcement

Build an adoption dashboard and a post-launch improvement plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Build a change plan and practice conversations with stakeholders who have different concerns. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Leading Change in Practice

01 Change diagnosis and readiness

CORE KNOWLEDGE AND TECHNIQUES

Define the reason for change, the desired future state and the cost of inaction. Assess impacts on roles, processes, systems and workload, and distinguish implementation readiness from willingness to adopt.

Compare current and future states across roles, processes, systems and behaviors. Assess readiness through evidence, workload and prior change experience rather than optimism about the launch date.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify who experiences the greatest change in daily work. Assess the difference between awareness of the change and practical readiness to perform the new process.

Practical exercise and output: Produce a change-impact assessment and a readiness-risk summary.

02 Stakeholder mapping and sponsorship

CORE KNOWLEDGE AND TECHNIQUES

Identify affected groups, influential voices and sources of resistance. Clarify sponsor responsibilities, build a change network and agree how leaders should demonstrate commitment through visible decisions and behavior.

Segment stakeholders by impact, influence and adoption needs. Define visible sponsor actions and identify local advocates, managers and overlooked groups essential to implementation.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate sponsorship into visible actions, decisions and resource commitments. Identify whose support is missing and how local managers can make the change meaningful to their teams.

Practical exercise and output: Create a stakeholder engagement map and sponsor action plan.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Leading Change in Practice

03 Behavioral adoption and resistance

CORE KNOWLEDGE AND TECHNIQUES

Use the ADKAR lens to examine awareness, desire, knowledge, ability and reinforcement. Investigate practical concerns and conflicting incentives, and select interventions that address the actual barrier rather than assuming unwillingness.

Diagnose resistance using awareness, desire, knowledge, ability and reinforcement. Select targeted responses to capability, incentive or trust barriers instead of repeating the same communication.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate disagreement with the purpose from uncertainty about capability or consequences. Use listening and evidence to select a proportionate response instead of labeling every concern as resistance.

Practical exercise and output: Apply an adoption diagnostic to a resistant-team scenario.

04 Communication and involvement

CORE KNOWLEDGE AND TECHNIQUES

Build a change narrative that explains the purpose, implications and available support. Design two-way communication, listening sessions and manager talking points suited to different roles, cultures and levels of exposure.

Build a narrative that explains why the change matters, what changes and what remains uncertain. Choose channels, manager briefings and feedback routes appropriate to each audience.

PROFESSIONAL APPLICATION AND JUDGMENT

Build messages around the audience's questions and practical next steps. Explain what is known, what remains undecided and how feedback can influence implementation.

Practical exercise and output: Draft a communication sequence and rehearse a difficult change conversation.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Leading Change in Practice

05 Capability and transition planning

CORE KNOWLEDGE AND TECHNIQUES

Sequence training, process guidance, pilot activity and local support around the operational transition. Anticipate productivity dips and change fatigue, and define owners and escalation routes for implementation problems.

Sequence pilots, training, operational handover and support around real dependencies. Plan for temporary workload increases, affected customers and the resources needed to resolve transition problems.

PROFESSIONAL APPLICATION AND JUDGMENT

Define a minimum readiness standard before transition. Test training, support, handover and contingency arrangements through a realistic operational scenario.

Practical exercise and output: Develop a transition plan with ownership, support and contingency actions.

06 Adoption measurement and reinforcement

CORE KNOWLEDGE AND TECHNIQUES

Track use, proficiency and business outcomes rather than attendance alone. Combine feedback and performance evidence, recognize progress and integrate the new behaviors into management routines and operating standards.

Measure behavior, proficiency and operational results after launch. Distinguish adoption from attendance, assess unintended effects and integrate reinforcement into routine management.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare adoption across affected groups and investigate differences. Connect reinforcement to manager routines, recognition and process ownership so new behaviors continue after launch support ends.

Practical exercise and output: Build an adoption dashboard and a post-launch improvement plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Leading as a Coach

27-28 Jan 2027

THE LEARNING EXPERIENCE

Use purposeful coaching conversations to strengthen thinking, ownership and performance. Develop listening, questioning, constructive challenge and follow-up techniques, while learning when coaching should give way to clear instruction or specialist support. Practice structured conversations around realistic workplace challenges and receive feedback on both the process and the commitments produced. Build a flexible conversation toolkit that supports development without removing accountability from the person being coached.

PROGRAM OBJECTIVES

- 01 Select coaching appropriately within managerial responsibilities.
- 02 Conduct structured conversations that build insight, ownership and action.
- 03 Evaluate progress and sustain a practical coaching habit at work.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Coaching purpose and boundaries / Listening and productive questions

MODULES 3-4

The GROW conversation / Feedback and constructive challenge

MODULES 5-6

Adapting to different needs / Follow-up and coaching effectiveness

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Leading as a Coach

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Coaching purpose and boundaries

Use a decision guide to choose coaching, feedback or direction.

02 Listening and productive questions

Complete a listening exercise and a question-quality self-review.

03 The GROW conversation

Conduct a structured coaching conversation and complete an action agreement.

04 Feedback and constructive challenge

Rehearse a coaching response to avoidance or repeated non-delivery.

05 Adapting to different needs

Prepare contrasting coaching plans for two employee scenarios.

06 Follow-up and coaching effectiveness

Create a coaching practice log and a 30-day development plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Practice coaching conversations and explore how to follow up without taking back ownership. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Leading as a Coach

01 Coaching purpose and boundaries

CORE KNOWLEDGE AND TECHNIQUES

Distinguish coaching from instruction, mentoring, feedback and counseling. Identify situations that require clear direction or specialist support, and agree a working relationship that respects managerial accountability and confidentiality limits.

Establish the purpose, boundaries and desired outcome of the conversation. Recognize when a safety issue, performance standard or urgent operational decision requires direct instruction.

PROFESSIONAL APPLICATION AND JUDGMENT

Agree what the conversation is intended to achieve and what remains outside its scope. Establish confidentiality boundaries and clarify ownership of both the decision and the follow-up action.

Practical exercise and output: Use a decision guide to choose coaching, feedback or direction.

02 Listening and productive questions

CORE KNOWLEDGE AND TECHNIQUES

Listen for assumptions, emotions and untested conclusions without rushing to solve the problem. Use open questions, clarification and summaries to help define the issue and expand possible responses.

Practice open, clarifying, probing and reflective questions without leading the answer. Recognize assumptions and use silence and summaries to improve the quality of listening.

PROFESSIONAL APPLICATION AND JUDGMENT

Recognize leading questions, premature advice and assumptions disguised as curiosity. Practice reflecting both the content and the concern without claiming to know the other person's motives.

Practical exercise and output: Complete a listening exercise and a question-quality self-review.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Leading as a Coach

03 The GROW conversation

CORE KNOWLEDGE AND TECHNIQUES

Apply Goal, Reality, Options and Will to a relevant workplace challenge. Establish an achievable session goal, examine current evidence and convert options into a clear commitment owned by the employee.

Use GROW to convert a broad issue into a clear goal, realistic options and an owned commitment. Distinguish an intention from an action with a deadline and success measure.

PROFESSIONAL APPLICATION AND JUDGMENT

Move from a general ambition to a specific goal, current reality, credible options and a chosen action. Check commitment, obstacles and the evidence that will demonstrate progress.

Practical exercise and output: Conduct a structured coaching conversation and complete an action agreement.

04 Feedback and constructive challenge

CORE KNOWLEDGE AND TECHNIQUES

Combine specific observations with curiosity and respectful challenge. Surface inconsistencies, address avoidance and maintain performance standards without turning the conversation into a lecture or an imposed solution.

Use respectful challenge to test an assumption or contradiction. Combine feedback with curiosity, and avoid rescuing the employee by taking back responsibility for the problem.

PROFESSIONAL APPLICATION AND JUDGMENT

Combine supportive feedback with a clear challenge to the current approach. Use observed facts and thoughtful questions to encourage reflection without turning the conversation into criticism.

Practical exercise and output: Rehearse a coaching response to avoidance or repeated non-delivery.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Leading as a Coach

05 Adapting to different needs

CORE KNOWLEDGE AND TECHNIQUES

Adjust coaching to experience, confidence, cultural context and the complexity of the task. Support remote conversations, career development and stretch assignments while keeping goals and success measures explicit.

Adapt the approach for experienced specialists, new employees and remote teams. Consider confidence, culture and task complexity while maintaining an explicit performance standard.

PROFESSIONAL APPLICATION AND JUDGMENT

Adapt the depth and pace of coaching to confidence, experience and context. Recognize when a short operational conversation requires a different approach from longer-term development.

Practical exercise and output: Prepare contrasting coaching plans for two employee scenarios.

06 Follow-up and coaching effectiveness

CORE KNOWLEDGE AND TECHNIQUES

Agree actions, review dates and evidence of progress. Use reflection and observer feedback to improve listening and questioning, and establish a practice plan for applying coaching consistently in everyday management.

Agree follow-up questions, evidence of progress and a review point. Use observation and reflection to assess the coach's questioning, listening and ability to sustain employee ownership.

PROFESSIONAL APPLICATION AND JUDGMENT

Review whether the agreed action happened and what was learned. Avoid dependence on the coach by encouraging self-assessment, independent decisions and ownership of the next step.

Practical exercise and output: Create a coaching practice log and a 30-day development plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Stakeholder Influence and Strategic Communication

18-19 Jan 2027

THE LEARNING EXPERIENCE

Improve the ability to secure cooperation when priorities differ and formal authority is limited. Combine stakeholder analysis, credibility, executive communication and ethical persuasion to frame requests around shared value. Practice responding to objections, negotiating competing demands and turning agreement into concrete commitments. Develop an engagement plan and communication toolkit for navigating complex relationships across functions, organizations and professional backgrounds.

PROGRAM OBJECTIVES

- 01 Diagnose stakeholder interests, influence and sources of resistance.
- 02 Build persuasive recommendations grounded in evidence and mutual value.
- 03 Secure clear decisions and commitments across organizational boundaries.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Stakeholder analysis and engagement / Credibility and influence strategies

MODULES 3-4

Executive communication / Persuasion and business storytelling

MODULES 5-6

Objections and competing priorities / Commitment and relationship follow-up

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Stakeholder Influence and Strategic Communication

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Stakeholder analysis and engagement

Create a stakeholder map and a prioritized engagement plan.

02 Credibility and influence strategies

Prepare an influence strategy for a cross-functional proposal.

03 Executive communication

Deliver a one-page executive briefing and a concise verbal recommendation.

04 Persuasion and business storytelling

Develop a persuasive narrative and test it with a stakeholder objection.

05 Objections and competing priorities

Rehearse a contested-priority conversation and record the agreement.

06 Commitment and relationship follow-up

Build a stakeholder follow-up tracker and a relationship review routine.

FROM PRACTICE TO WORKPLACE APPLICATION

Map a real stakeholder challenge, prepare an executive briefing, and practice influencing without authority. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Stakeholder Influence and Strategic Communication

01 Stakeholder analysis and engagement

CORE KNOWLEDGE AND TECHNIQUES

Map interest, influence, impact and dependencies for a real initiative. Identify decision-makers, implementers and overlooked voices, and develop an engagement plan that addresses both formal authority and informal networks.

Distinguish decision authority, influence, interest and impact instead of relying on hierarchy alone. Identify dependencies and the sequence in which support needs to be secured.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify stakeholders who approve, contribute, use or are affected by the outcome. Review changes in influence and interest as the work progresses rather than relying on a fixed map.

Practical exercise and output: Create a stakeholder map and a prioritized engagement plan.

02 Credibility and influence strategies

CORE KNOWLEDGE AND TECHNIQUES

Build trust through preparation, reliability and an understanding of business priorities. Choose between consultation, evidence, coalition-building and reciprocal support, while recognizing the limits of influence in a given context.

Select rational persuasion, consultation or coalition-building according to context. Examine credibility, reciprocity and reliability, and avoid promises that cannot be fulfilled to gain short-term agreement.

PROFESSIONAL APPLICATION AND JUDGMENT

Choose an influence approach that fits the relationship, evidence and decision. Build credibility through preparation, consistency and an honest account of constraints.

Practical exercise and output: Prepare an influence strategy for a cross-functional proposal.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Stakeholder Influence and Strategic Communication

03 Executive communication

CORE KNOWLEDGE AND TECHNIQUES

Structure a concise briefing around the issue, evidence, options and recommendation. Lead with the decision required, distinguish facts from assumptions and adapt the level of detail for executives or technical specialists.

Use an issue-evidence-options-recommendation structure with a clear decision request. Adapt the executive summary, financial implications and detail to the stakeholder's responsibilities.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare an executive message that states the issue, implication, options and recommendation. Make the requested decision explicit and remove detail that does not help the audience act.

Practical exercise and output: Deliver a one-page executive briefing and a concise verbal recommendation.

04 Persuasion and business storytelling

CORE KNOWLEDGE AND TECHNIQUES

Connect the proposal to stakeholder goals and credible outcomes. Use relevant examples and data to explain value, make trade-offs visible and avoid exaggerated claims or messages that overlook legitimate concerns.

Translate technical detail into a business consequence and a credible value story. Use comparisons and evidence without hiding uncertainty or overstating the expected result.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect evidence with a relevant business story without exaggerating the result. Distinguish emotional resonance from unsupported claims and adapt the argument to the stakeholder's priorities.

Practical exercise and output: Develop a persuasive narrative and test it with a stakeholder objection.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Stakeholder Influence and Strategic Communication

05 Objections and competing priorities

CORE KNOWLEDGE AND TECHNIQUES

Use questions to identify the need behind an objection. Reframe disagreement around shared interests, negotiate realistic commitments and distinguish issues that can be resolved collaboratively from those requiring escalation.

Explore interests behind objections about timing, cost, workload or risk. Use conditional commitments and negotiated priorities to resolve disagreement without escalating prematurely.

PROFESSIONAL APPLICATION AND JUDGMENT

Explore the concern behind an objection before responding. Separate genuine capacity or commercial constraints from misunderstandings and develop alternatives that protect essential outcomes.

Practical exercise and output: Rehearse a contested-priority conversation and record the agreement.

06 Commitment and relationship follow-up

CORE KNOWLEDGE AND TECHNIQUES

Close discussions with an explicit decision, owner and next step. Maintain an engagement tracker, communicate changes early and review whether the quality of cooperation is improving delivery outcomes.

Define owners, deadlines and evidence of completed commitments. Track changing interests, communicate bad news early and review whether engagement is improving the quality of decisions.

PROFESSIONAL APPLICATION AND JUDGMENT

Confirm ownership, deadlines and unresolved conditions when agreement is reached. Maintain trust through early updates and reliable follow-through rather than relying on repeated persuasion.

Practical exercise and output: Build a stakeholder follow-up tracker and a relationship review routine.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Public Speaking and Presentation Mastery

16-17 Dec 2026

THE LEARNING EXPERIENCE

Make business presentations clearer, more persuasive and easier to act on. Shape content around the audience's decision, develop an evidence-based storyline and use visuals that support understanding. Practice voice, presence, handling questions and engaging audiences in both physical and virtual settings. Refine a presentation through rehearsal and structured feedback, leaving with a repeatable preparation process and practical techniques for communicating confidently under pressure.

PROGRAM OBJECTIVES

- 01 Develop a clear presentation that supports a specific audience decision.
- 02 Deliver with credible presence, purposeful visuals and engaging explanations.
- 03 Handle questions and refine performance through structured feedback.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Audience, purpose and message / Structure and business storytelling

MODULES 3-4

Visual design and data explanation / Voice, presence and confidence

MODULES 5-6

Engagement and virtual delivery / Questions, challenge and rehearsal

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Public Speaking and Presentation Mastery

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Audience, purpose and message

Write a purpose statement, audience profile and message hierarchy.

02 Structure and business storytelling

Produce a presentation storyboard and rehearse the opening minute.

03 Visual design and data explanation

Redesign a slide and explain a data chart in plain language.

04 Voice, presence and confidence

Deliver a short presentation and receive specific delivery feedback.

05 Engagement and virtual delivery

Deliver the same message in a meeting-room and online format.

06 Questions, challenge and rehearsal

Complete a question-and-answer simulation and a personal rehearsal checklist.

FROM PRACTICE TO WORKPLACE APPLICATION

Deliver short presentations, receive feedback, and improve a final presentation through coached practice. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Public Speaking and Presentation Mastery

01 Audience, purpose and message

CORE KNOWLEDGE AND TECHNIQUES

Analyze the audience's knowledge, concerns and desired action. Define one central message and a clear outcome, and decide which evidence and examples are necessary to support the argument.

Identify the audience's decision, prior knowledge and likely objections. Distinguish the central message from supporting information and define what the audience should remember or do next.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the audience's starting point and the decision or action required. Identify the evidence, explanation and level of detail needed to move from understanding to commitment.

Practical exercise and output: Write a purpose statement, audience profile and message hierarchy.

02 Structure and business storytelling

CORE KNOWLEDGE AND TECHNIQUES

Build a strong opening, logical progression and memorable conclusion. Use a problem-insight-action structure and relevant stories to explain complex ideas without losing precision or overstating the evidence.

Apply a problem-insight-action structure with a clear opening and conclusion. Use relevant examples, contrast and transitions to explain complexity without adding unnecessary detail.

PROFESSIONAL APPLICATION AND JUDGMENT

Build a clear opening, connected argument and purposeful close. Use examples to explain difficult ideas and remove content that competes with the central message.

Practical exercise and output: Produce a presentation storyboard and rehearse the opening minute.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Public Speaking and Presentation Mastery

03 Visual design and data explanation

CORE KNOWLEDGE AND TECHNIQUES

Create slides with clear hierarchy, readable charts and a focused message. Remove unnecessary detail, explain numerical comparisons honestly and make visual content accessible to different levels of technical understanding.

Choose charts according to the question and label units, time periods and sources. Replace dense slides with a clear visual argument while retaining the evidence needed to support the claim.

PROFESSIONAL APPLICATION AND JUDGMENT

Match visual form to the point being made. Simplify charts, explain units and comparison periods, and use slide titles that communicate the conclusion supported by the evidence.

Practical exercise and output: Redesign a slide and explain a data chart in plain language.

04 Voice, presence and confidence

CORE KNOWLEDGE AND TECHNIQUES

Practice pace, pauses, emphasis, posture and purposeful movement. Use rehearsal and breathing techniques to manage nervousness, and replace distracting delivery habits with behaviors that support credibility.

Practice vocal emphasis, pace, pauses and deliberate movement. Use rehearsal to identify filler words and distracting habits, and manage nerves through preparation and controlled breathing.

PROFESSIONAL APPLICATION AND JUDGMENT

Practice pace, emphasis, pauses and natural body language. Use a preparation routine to manage nerves and recover smoothly when a word, slide or sequence is forgotten.

Practical exercise and output: Deliver a short presentation and receive specific delivery feedback.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Public Speaking and Presentation Mastery

05 Engagement and virtual delivery

CORE KNOWLEDGE AND TECHNIQUES

Use questions, examples and short interactions to maintain attention. Adapt delivery for a meeting room or online audience, including camera presence, screen-sharing discipline and checks for understanding.

Use questions and interaction at purposeful points in the narrative. Adjust camera position, slides and verbal signposting for remote delivery, and check understanding without disrupting the flow.

PROFESSIONAL APPLICATION AND JUDGMENT

Design participation around the purpose of the session. Use questions and short activities that improve understanding while managing time, attention and different levels of confidence.

Practical exercise and output: Deliver the same message in a meeting-room and online format.

06 Questions, challenge and rehearsal

CORE KNOWLEDGE AND TECHNIQUES

Listen fully, clarify difficult questions and respond with a concise, evidence-based answer. Acknowledge uncertainty appropriately, manage interruptions and improve a recorded or observed presentation using a structured feedback rubric.

Distinguish a clarification request, challenge and off-topic question. Acknowledge uncertainty, bridge back appropriately and respond with evidence rather than defensiveness.

PROFESSIONAL APPLICATION AND JUDGMENT

Clarify challenging questions before answering and acknowledge uncertainty accurately. Rehearse concise responses, transitions and a final summary that reinforces the desired action.

Practical exercise and output: Complete a question-and-answer simulation and a personal rehearsal checklist.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

Practical HR Management: From Strategy to Delivery

9-12 Nov 2026

THE LEARNING EXPERIENCE

Connect the essential disciplines of people management to business performance in an applied, CIPD-informed learning experience. Explore workforce planning, recruitment, performance, development, reward, employee relations and people analytics as an integrated HR cycle. Work through cross-industry cases, assess the implications of competing choices and develop practical tools for consistent decisions. Build a coordinated people-practice action plan grounded in evidence, ethical judgment and measurable organizational needs.

PROGRAM OBJECTIVES

- 01 Connect core people practices to business needs and the employee lifecycle.
- 02 Apply evidence, ethical judgment and fair processes to common HR decisions.
- 03 Develop an integrated HR priorities plan with practical measures and ownership.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Business context, ethics and HR priorities / Workforce planning and recruitment

MODULES 3-4

Performance and employee development / Reward, engagement and retention

MODULES 5-6

Employee relations and policy application / People analytics, technology and HR delivery

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Practical HR Management: From Strategy to Delivery

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Business context, ethics and HR priorities

Create an HR priorities map and assess a workplace ethics scenario.

02 Workforce planning and recruitment

Develop a role profile, interview scorecard and onboarding checklist.

03 Performance and employee development

Build a performance-development plan and a learning-needs analysis.

04 Reward, engagement and retention

Prepare a retention hypothesis and a proportionate reward or experience response.

05 Employee relations and policy application

Complete an employee-relations case record and decision checklist.

06 People analytics, technology and HR delivery

Produce an HR dashboard outline and an integrated action plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Solve linked HR cases and select practical interventions that support both employee needs and business priorities. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

Practical HR Management: From Strategy to Delivery

01 Business context, ethics and HR priorities

CORE KNOWLEDGE AND TECHNIQUES

Translate business goals into people requirements and service priorities. Examine the employee lifecycle, ethical decision-making and the role of culture, and use evidence to distinguish an HR activity from a business solution.

Use the employee lifecycle and business value chain to prioritize HR work. Apply ethical questions and stakeholder evidence to distinguish a policy preference from a substantiated business need.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate a business priority into a people-practice question before selecting an HR intervention. Examine ethical tensions, confidentiality and the effect of decisions on different stakeholders.

Practical exercise and output: Create an HR priorities map and assess a workplace ethics scenario.

02 Workforce planning and recruitment

CORE KNOWLEDGE AND TECHNIQUES

Assess role requirements, workforce gaps and sourcing options. Develop clear job criteria, structured interview questions and selection evidence, and design onboarding that establishes expectations, capability and early integration.

Translate workforce demand into role criteria, sourcing options and structured selection. Compare interview evidence, onboarding milestones and probation support while recognizing bias and jurisdictional requirements.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect job requirements, selection criteria and interview evidence. Distinguish a candidate's presentation from demonstrated capability and document a fair, role-relevant selection decision.

Practical exercise and output: Develop a role profile, interview scorecard and onboarding checklist.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

Practical HR Management: From Strategy to Delivery

03 Performance and employee development

CORE KNOWLEDGE AND TECHNIQUES

Set meaningful objectives, plan regular feedback and diagnose performance barriers. Connect learning needs to role requirements, choose suitable development methods and assess whether improved capability is transferring into work.

Connect performance expectations, coaching and learning interventions to job requirements. Diagnose the causes of a performance gap before selecting training or an improvement process.

PROFESSIONAL APPLICATION AND JUDGMENT

Align objectives, feedback and development with the work that needs to improve. Diagnose whether a gap is caused by skill, resources, clarity or management practice before recommending training.

Practical exercise and output: Build a performance-development plan and a learning-needs analysis.

04 Reward, engagement and retention

CORE KNOWLEDGE AND TECHNIQUES

Explain the relationship between job value, pay structure, recognition and employee experience. Analyze retention concerns using available evidence and distinguish pay issues from problems in management, progression or work design.

Compare job value, pay positioning, recognition and non-financial drivers of retention. Read engagement and exit information critically, separating isolated comments from patterns that justify action.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare the role of pay, recognition, progression and job design in retention. Use evidence to identify the problem rather than assuming that every engagement issue requires higher reward.

Practical exercise and output: Prepare a retention hypothesis and a proportionate reward or experience response.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

Practical HR Management: From Strategy to Delivery

05 Employee relations and policy application

CORE KNOWLEDGE AND TECHNIQUES

Use a consistent process to establish facts, document concerns and assess appropriate action. Review grievance, conduct and absence scenarios, recognizing jurisdictional requirements, confidentiality and matters requiring specialist advice.

Use consistent fact-finding, records and escalation for grievance, conduct and absence cases. Distinguish policy, legal requirements and managerial discretion, with specialist advice where the facts demand it.

PROFESSIONAL APPLICATION AND JUDGMENT

Apply policy consistently while considering the facts of the case. Document the reasoning, required approvals and follow-up, and identify when the issue needs specialist review.

Practical exercise and output: Complete an employee-relations case record and decision checklist.

06 People analytics, technology and HR delivery

CORE KNOWLEDGE AND TECHNIQUES

Interpret turnover, absence, recruitment and capability measures alongside business context. Assess HR technology and AI use through data quality, fairness and human oversight, and prepare an integrated improvement plan with owners and measures.

Calculate and interpret turnover, absence, recruitment and learning measures. Review data quality, privacy and fairness when introducing HR technology or AI-supported decisions.

PROFESSIONAL APPLICATION AND JUDGMENT

Define a small set of people measures connected to business priorities. Assess data quality, explain limitations and turn findings into an owned HR delivery improvement plan.

Practical exercise and output: Produce an HR dashboard outline and an integrated action plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

Strategic HR Business Partner in Action

28-29 Oct 2026

THE LEARNING EXPERIENCE

Move from receiving HR requests to diagnosing the business challenge and advising on the right people response. Develop commercial understanding, consultative questioning and evidence-based problem solving across workforce, capability and organization issues. Practice constructive challenge with business leaders and build a people business case that explains options, costs, benefits and implementation responsibilities. Leave with a practical partnering approach that connects HR activity to operational priorities and demonstrable value.

PROGRAM OBJECTIVES

- 01 Diagnose a business challenge through commercial and people evidence.
- 02 Develop a credible people solution with options, costs and measurable value.
- 03 Influence leadership decisions and maintain shared accountability for implementation.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Commercial acumen and business diagnosis / Evidence-based partnering

MODULES 3-4

Organization and workforce solutions / Leadership advice and constructive challenge

MODULES 5-6

People business cases and measurement / Implementation and strategic partnership

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Strategic HR Business Partner in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Commercial acumen and business diagnosis

Prepare a business diagnosis canvas and consultative question set.

02 Evidence-based partnering

Analyze a case dataset and present an evidence-backed problem statement.

03 Organization and workforce solutions

Produce an options paper with a recommended workforce response.

04 Leadership advice and constructive challenge

Rehearse a business-leader consultation and agree the decision required.

05 People business cases and measurement

Present a concise people business case and a measurement plan.

06 Implementation and strategic partnership

Build a partnership action plan and governance cadence.

FROM PRACTICE TO WORKPLACE APPLICATION

Work through a business-partner case, develop a recommendation, and practice a stakeholder consultation. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

Strategic HR Business Partner in Action

01 Commercial acumen and business diagnosis

CORE KNOWLEDGE AND TECHNIQUES

Examine the business model, operating priorities and key performance drivers. Use diagnostic questions to distinguish a workforce cause from a process, market or leadership problem before recommending an intervention.

Use revenue, margin, customer demand and operational constraints to understand the business unit. Test whether a people issue is a cause, consequence or symptom of the commercial challenge.

PROFESSIONAL APPLICATION AND JUDGMENT

Examine the business model, operating pressures and sources of value before recommending action. Use consultative questions to distinguish the leader's initial request from the underlying problem.

Practical exercise and output: Prepare a business diagnosis canvas and consultative question set.

02 Evidence-based partnering

CORE KNOWLEDGE AND TECHNIQUES

Combine people data, operational measures, stakeholder insight and relevant research. Test assumptions, distinguish correlation from causation and present a balanced diagnosis that identifies uncertainty and further evidence required.

Combine workforce trends, employee evidence and operational results. Apply hypothesis testing and distinguish correlation from causation before recommending a people intervention.

PROFESSIONAL APPLICATION AND JUDGMENT

Combine quantitative indicators with employee and manager evidence. Challenge alternative explanations and specify what additional information would change the proposed recommendation.

Practical exercise and output: Analyze a case dataset and present an evidence-backed problem statement.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

Strategic HR Business Partner in Action

03 Organization and workforce solutions

CORE KNOWLEDGE AND TECHNIQUES

Evaluate workforce mix, capability, spans, interfaces and role clarity. Compare recruitment, development, redeployment and work redesign options, including the effect of technology on skills and managerial responsibilities.

Compare organization structure, role design, capability and workforce mix as solution options. Assess build, buy, borrow and redeploy choices against timing, cost and strategic importance.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare interventions at role, team and organization level. Explain the implications for cost, capability, accountability and the employee experience rather than presenting a single preferred solution.

Practical exercise and output: Produce an options paper with a recommended workforce response.

04 Leadership advice and constructive challenge

CORE KNOWLEDGE AND TECHNIQUES

Conduct consultative conversations that explore the business issue and challenge unsupported conclusions. Balance employee experience, commercial requirements and ethical judgment while maintaining credibility with both leaders and specialist HR teams.

Contract with leaders on the purpose and boundaries of the HR partnership. Practice constructive challenge, difficult feedback and influence without taking over line-management accountability.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare constructive challenge with evidence, business implications and workable alternatives. Agree the leader's decision and ownership while preserving the advisory role of the HR partner.

Practical exercise and output: Rehearse a business-leader consultation and agree the decision required.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

Strategic HR Business Partner in Action

05 People business cases and measurement

CORE KNOWLEDGE AND TECHNIQUES

Translate the diagnosis into options with costs, benefits, risks and dependencies. Develop a concise recommendation and a scorecard linking the people intervention to operational outcomes and accountable decision-makers.

Estimate implementation cost, business benefits and dependencies for the recommended solution. Define a baseline and distinguish leading people indicators from lagging operational outcomes.

PROFESSIONAL APPLICATION AND JUDGMENT

Build a clear chain from intervention to expected behavior and business result. State assumptions and benefits owners so the case can be reviewed after implementation.

Practical exercise and output: Present a concise people business case and a measurement plan.

06 Implementation and strategic partnership

CORE KNOWLEDGE AND TECHNIQUES

Agree ownership across business leaders, HR operations and centers of expertise. Build an engagement plan, review delivery and benefits, and use evidence from implementation to refine the partnership agenda.

Agree responsibilities across leaders, HR operations and specialist teams. Establish review points and use implementation evidence to refine the solution and maintain accountability.

PROFESSIONAL APPLICATION AND JUDGMENT

Agree a practical partnership rhythm with decision points, responsibilities and escalation routes. Track whether the intervention solves the original business problem and adapt when evidence changes.

Practical exercise and output: Build a partnership action plan and governance cadence.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

UAE Labour Law in Action

15-17 Mar 2027

THE LEARNING EXPERIENCE

Strengthen the discipline of identifying the applicable employment framework, assessing the facts and documenting a sound HR response. Work through UAE employment scenarios covering contracts, pay, leave, conduct, exits and dispute handling using current official reference points. Develop a structured approach to checking calculations, reviewing records and recognizing when specialist advice is required. The emphasis is on informed application, consistent processes and clear evidence rather than memorizing isolated rules.

PROGRAM OBJECTIVES

- 01 Identify the employment framework and authoritative references relevant to a UAE case.
- 02 Apply a structured review to employment documents, entitlements and workplace processes.
- 03 Prepare defensible case records and recognize when specialist legal review is required.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Jurisdiction and authoritative sources / Recruitment, contracts and probation

MODULES 3-4

Working time, leave and pay / Conduct, grievances and workplace protection

MODULES 5-6

Termination and end-of-service processes / Disputes and HR compliance controls

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

UAE Labour Law in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Jurisdiction and authoritative sources

Identify the governing framework and source references for a sample employment case.

02 Recruitment, contracts and probation

Review a sample contract and prepare a clarification and risk log.

03 Working time, leave and pay

Complete an entitlement worksheet and payroll-process checklist.

04 Conduct, grievances and workplace protection

Prepare an investigation outline and a structured case record.

05 Termination and end-of-service processes

Review an exit case and prepare a settlement-checking worksheet.

06 Disputes and HR compliance controls

Create an HR compliance action plan and legal-escalation checklist.

FROM PRACTICE TO WORKPLACE APPLICATION

Work through hiring, leave, performance, and exit scenarios, identifying issues that require specialist advice. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

UAE Labour Law in Action

01 Jurisdiction and authoritative sources

CORE KNOWLEDGE AND TECHNIQUES

Distinguish the federal private-sector framework from DIFC, ADGM and other relevant employment arrangements. Identify the applicable law, implementing rules and authority, and establish a method for checking current requirements before taking action.

Use a jurisdiction-screening checklist before interpreting a case. Locate the current legislation, implementing rules and official guidance, and distinguish a general HR assumption from a rule applicable to the facts.

PROFESSIONAL APPLICATION AND JUDGMENT

Establish the employer, work location, contractual facts and relevant dates before applying a rule. Keep a source record so another reviewer can understand the basis of the analysis.

Practical exercise and output: Identify the governing framework and source references for a sample employment case.

02 Recruitment, contracts and probation

CORE KNOWLEDGE AND TECHNIQUES

Review the relationship between job offers, permits, contract terms and work arrangements. Analyze probation and contract-change scenarios using the applicable rules, and identify documentation gaps or conflicting commitments.

Check alignment between offer, permit, contract, role and work pattern. Analyze probation, contract amendments and restrictive clauses through the applicable framework rather than a generic template.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify inconsistencies between the intended working arrangement and the supporting documents. Prepare questions that clarify the facts before interpreting obligations or proposing amendments.

Practical exercise and output: Review a sample contract and prepare a clarification and risk log.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

UAE Labour Law in Action

03 Working time, leave and pay

CORE KNOWLEDGE AND TECHNIQUES

Examine working-hours arrangements, overtime, rest, leave and wage obligations through practical cases. Use the applicable official references to assess entitlement questions and build an auditable record of assumptions and calculations.

Work through hours, overtime, leave and wage scenarios using supplied facts. Record calculation assumptions, supporting documents and issues that require confirmation from the applicable authority or adviser.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate eligibility, calculation method and supporting evidence in an entitlement case. Check the assumptions systematically and record any point requiring authoritative clarification.

Practical exercise and output: Complete an entitlement worksheet and payroll-process checklist.

04 Conduct, grievances and workplace protection

CORE KNOWLEDGE AND TECHNIQUES

Structure fact-finding, records and decision-making for conduct and grievance cases. Examine discrimination, harassment, safety and confidentiality issues, and distinguish internal management action from matters requiring specialist or authority involvement.

Plan impartial fact-finding and proportionate documentation for conduct or grievance matters. Review procedural fairness, confidentiality, workplace protection and the need to avoid prejudging the outcome.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish an allegation from a finding and preserve an impartial record. Plan the sequence of fact-finding, response and review before reaching a conclusion.

Practical exercise and output: Prepare an investigation outline and a structured case record.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

UAE Labour Law in Action

05 Termination and end-of-service processes

CORE KNOWLEDGE AND TECHNIQUES

Review notice, reason for termination, settlement and end-of-service considerations within the applicable framework. Work through sample calculations and documentation checks, and identify risk before communicating an employment decision.

Distinguish different exit scenarios before assessing notice, settlement and end-of-service requirements. Verify service dates, remuneration assumptions and supporting records before communicating a calculation.

PROFESSIONAL APPLICATION AND JUDGMENT

Build an exit checklist that connects the reason, process, calculations and required documentation. Verify the factual inputs and identify issues that should be referred for specialist advice.

Practical exercise and output: Review an exit case and prepare a settlement-checking worksheet.

06 Disputes and HR compliance controls

CORE KNOWLEDGE AND TECHNIQUES

Map internal escalation, authority channels and the documents needed to explain a case. Build a compliance checklist covering contracts, payroll, records and exits, with ownership for monitoring future regulatory changes.

Identify the relevant complaint or dispute route and preserve a clear evidence trail. Assign owners for contract, wage and employee-record controls, with a process for checking regulatory updates.

PROFESSIONAL APPLICATION AND JUDGMENT

Prioritize compliance improvements by consequence and likelihood. Assign document ownership, review dates and an escalation route for cases that fall outside routine HR authority.

Practical exercise and output: Create an HR compliance action plan and legal-escalation checklist.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

Train the Trainer: Design and Deliver

28-29 Oct 2026

21-23 Dec 2026

THE LEARNING EXPERIENCE

Design and deliver learning that changes what people can do. Connect needs analysis, clear objectives, adult-learning principles, experiential activities and meaningful assessment within a coherent program design. Practice facilitation, questioning and debriefing across different participant backgrounds, then refine delivery through a teach-back and structured feedback. Build a facilitator-ready session package that makes the relationship between content, practice and workplace application explicit.

PROGRAM OBJECTIVES

- 01 Translate learning needs into observable objectives and a coherent session design.
- 02 Facilitate inclusive, experiential learning with relevant practice and feedback.
- 03 Assess learning and prepare a realistic plan for workplace transfer.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Learning needs and outcomes / Adult learning and instructional design

MODULES 3-4

Experiential activities and case design / Facilitation and inclusive participation

MODULES 5-6

Learning materials and delivery practice / Assessment and learning transfer

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Train the Trainer: Design and Deliver

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Learning needs and outcomes

Develop a needs-analysis summary and three assessable learning objectives.

02 Adult learning and instructional design

Create a session architecture and a learning-objective alignment map.

03 Experiential activities and case design

Build a practical activity and a facilitator debrief guide.

04 Facilitation and inclusive participation

Facilitate a short group activity and respond to a difficult classroom situation.

05 Learning materials and delivery practice

Deliver a short teach-back and revise the session using structured feedback.

06 Assessment and learning transfer

Produce an assessment rubric and a workplace application plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Create a short learning session, deliver it to peers, and refine it through structured feedback. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

Train the Trainer: Design and Deliver

01 Learning needs and outcomes

CORE KNOWLEDGE AND TECHNIQUES

Analyze the audience, performance gap and business context through a pre-course questionnaire. Separate a training need from a process or resource problem, and write observable objectives that define successful application.

Use a performance-gap analysis and pre-course questionnaire to prioritize learning needs. Apply Bloom-style observable verbs and define evidence of successful application for each objective.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate the performance need into observable learning outcomes and an appropriate assessment. Distinguish what can be achieved through training from barriers requiring a management or process response.

Practical exercise and output: Develop a needs-analysis summary and three assessable learning objectives.

02 Adult learning and instructional design

CORE KNOWLEDGE AND TECHNIQUES

Connect prior experience, motivation and relevant practice to learning design. Use constructive alignment and a simple design cycle to connect objectives, activities and assessment, and manage cognitive load through clear sequencing.

Use ADDIE as a practical design sequence and align objectives, content, practice and assessment. Manage cognitive load through examples, sequencing and purposeful repetition.

PROFESSIONAL APPLICATION AND JUDGMENT

Sequence content from essential foundations to guided practice and independent application. Balance explanation with retrieval, feedback and reflection so the design supports learning rather than information volume.

Practical exercise and output: Create a session architecture and a learning-objective alignment map.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

Train the Trainer: Design and Deliver

03 Experiential activities and case design

CORE KNOWLEDGE AND TECHNIQUES

Create demonstrations, realistic cases, simulations and reflection questions that support the intended skill. Adapt examples for different industries and experience levels, and avoid activities that are engaging but disconnected from the objective.

Design a case with realistic decisions, incomplete information and clear debrief questions. Use experiential learning and reflection to connect the exercise back to the underlying principle.

PROFESSIONAL APPLICATION AND JUDGMENT

Build exercises around meaningful choices and realistic consequences. Prepare debrief questions that uncover reasoning, connect experience to theory and identify a workplace application.

Practical exercise and output: Build a practical activity and a facilitator debrief guide.

04 Facilitation and inclusive participation

CORE KNOWLEDGE AND TECHNIQUES

Use clear instructions, questioning and debriefing to support active involvement. Manage dominant voices, reluctance and difficult group dynamics, and adapt delivery for multilingual groups and online or classroom participation.

Use questioning, group agreements and clear instructions to manage participation. Adapt examples and formats for different industries, language confidence and accessibility needs.

PROFESSIONAL APPLICATION AND JUDGMENT

Adapt facilitation to different experience levels without losing the learning objective. Handle dominant voices, silence and disagreement through clear process and respectful intervention.

Practical exercise and output: Facilitate a short group activity and respond to a difficult classroom situation.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

Train the Trainer: Design and Deliver

05 Learning materials and delivery practice

CORE KNOWLEDGE AND TECHNIQUES

Develop a session plan, facilitator notes and accessible visual materials. Deliver a short training segment, receive structured feedback and refine the explanation, timing and practice instructions through a second attempt.

Prepare slides, participant instructions and facilitator notes that support the same objective. Rehearse transitions, timing and contingency options for online or face-to-face delivery.

PROFESSIONAL APPLICATION AND JUDGMENT

Align the slides, participant materials and facilitator notes with the same activity sequence. Practice instructions, transitions and summaries that help the group understand what to do and why.

Practical exercise and output: Deliver a short teach-back and revise the session using structured feedback.

06 Assessment and learning transfer

CORE KNOWLEDGE AND TECHNIQUES

Design scenario questions, observation criteria and a post-course questionnaire aligned with the original objectives. Separate satisfaction from evidence of learning, and build an application plan with workplace support and success measures.

Distinguish reaction, learning, behavior and results in evaluation design. Use scenario questions, observation criteria and a post-course questionnaire to review achievement and plan transfer.

PROFESSIONAL APPLICATION AND JUDGMENT

Define evidence of learning before designing the closing questionnaire. Combine self-reflection with an applied task and specify what workplace follow-up would demonstrate transfer.

Practical exercise and output: Produce an assessment rubric and a workplace application plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

Performance Management and SMART KPIs in Practice

14-15 Dec 2026

THE LEARNING EXPERIENCE

Create performance measures that focus attention on the results that matter. Translate strategic priorities into clear objectives, balanced indicators, credible targets and consistent definitions. Diagnose measurement gaps, conflicting incentives and weak review practices through practical cases. Build a scorecard and performance-conversation approach that helps explain results, identify the right intervention and maintain accountability for improvement without reducing performance management to a scoring exercise.

PROGRAM OBJECTIVES

- 01 Translate business priorities into meaningful objectives and balanced measures.
- 02 Design transparent KPI definitions, targets and review processes.
- 03 Conduct evidence-based conversations that improve performance and accountability.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Objectives and performance alignment / Measure selection and scorecard balance

MODULES 3-4

KPI definitions and data integrity / Targets, calibration and unintended behavior

MODULES 5-6

Feedback and performance improvement / Review cadence and business impact

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Performance Management and SMART KPIs in Practice

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Objectives and performance alignment

Rewrite weak objectives and build a strategy-to-role alignment map.

02 Measure selection and scorecard balance

Create a balanced scorecard and explain the purpose of each indicator.

03 KPI definitions and data integrity

Produce a KPI dictionary and reconcile a sample calculation.

04 Targets, calibration and unintended behavior

Complete a target-setting case and a scorecard risk review.

05 Feedback and performance improvement

Conduct a review role play and document a measurable improvement agreement.

06 Review cadence and business impact

Deliver a performance-review calendar and follow-up tracker.

FROM PRACTICE TO WORKPLACE APPLICATION

Improve sample KPIs, build a scorecard, and practice a performance conversation using evidence. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

Performance Management and SMART KPIs in Practice

01 Objectives and performance alignment

CORE KNOWLEDGE AND TECHNIQUES

Translate strategic priorities into team and individual contributions. Apply SMART criteria without confusing measurable activity with a valuable result, and clarify expectations, ownership and the period over which performance is assessed.

Translate strategic outcomes into role contributions and avoid objectives based solely on attendance or activity. Check specificity, ownership, controllability and the time period for assessing results.

PROFESSIONAL APPLICATION AND JUDGMENT

Clarify the business result and the contribution that the role can reasonably influence. Rewrite activity-based objectives so expectations are understandable and assessable.

Practical exercise and output: Rewrite weak objectives and build a strategy-to-role alignment map.

02 Measure selection and scorecard balance

CORE KNOWLEDGE AND TECHNIQUES

Distinguish inputs, activities, outputs and outcomes, and compare leading and lagging indicators. Select a manageable scorecard that balances quality, timeliness, cost and customer or stakeholder impact.

Compare leading and lagging measures across quality, speed, cost and stakeholder value. Identify redundant indicators and distinguish a useful diagnostic measure from a target that should drive accountability.

PROFESSIONAL APPLICATION AND JUDGMENT

Balance speed, quality, cost and stakeholder value. Examine how improving one measure could damage another and select a manageable set that supports sound decisions.

Practical exercise and output: Create a balanced scorecard and explain the purpose of each indicator.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

Performance Management and SMART KPIs in Practice

03 KPI definitions and data integrity

CORE KNOWLEDGE AND TECHNIQUES

Document each measure's purpose, formula, source, owner and reporting frequency. Check exclusions, baselines and data limitations, and identify how inconsistent definitions or weak data could distort a performance discussion.

Specify formula, numerator, denominator, data source, exclusions and reporting frequency. Test whether different users would calculate the same result from the definition.

PROFESSIONAL APPLICATION AND JUDGMENT

Test KPI definitions using the same sample data across different reviewers. Resolve inconsistent inclusions, exclusions and time periods before using the measure for accountability.

Practical exercise and output: Produce a KPI dictionary and reconcile a sample calculation.

04 Targets, calibration and unintended behavior

CORE KNOWLEDGE AND TECHNIQUES

Set targets using context, capacity and evidence rather than arbitrary increases. Test for gaming and conflicting incentives, and use calibration to improve consistency while recognizing differences between roles and operating conditions.

Use baseline performance, capacity and context to challenge arbitrary targets. Examine gaming, conflicting incentives and rating bias, then calibrate expectations across comparable roles.

PROFESSIONAL APPLICATION AND JUDGMENT

Use relevant baselines and operating conditions to assess target realism. Identify incentives to manipulate the measure and introduce checks that protect the intended behavior.

Practical exercise and output: Complete a target-setting case and a scorecard risk review.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

Performance Management and SMART KPIs in Practice

05 Feedback and performance improvement

CORE KNOWLEDGE AND TECHNIQUES

Prepare a review using specific evidence and clear standards. Investigate capability, motivation and resource barriers, then agree feedback, support and corrective actions with documented responsibilities and review dates.

Use observed evidence, employee input and root-cause questions to guide the review. Distinguish recognition, coaching, resource support and formal performance action.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare a performance conversation that explains the result and explores the cause. Agree an action, support and review point that respond to the evidence rather than the rating alone.

Practical exercise and output: Conduct a review role play and document a measurable improvement agreement.

06 Review cadence and business impact

CORE KNOWLEDGE AND TECHNIQUES

Design regular check-ins that turn performance information into decisions. Track agreed actions, review whether measures remain useful and build a practical scorecard and follow-up routine for workplace use.

Design check-ins around decisions and agreed actions rather than retrospective scoring. Review the continuing usefulness of measures and close overdue commitments consistently.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish regular monitoring from a deeper performance review. Remove measures that no longer inform decisions and maintain a clear record of commitments and improvement outcomes.

Practical exercise and output: Deliver a performance-review calendar and follow-up tracker.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

Workforce Planning and Organizational Design

18-19 Jan 2027

THE LEARNING EXPERIENCE

Connect future business demand to the people, skills and organization needed to deliver it. Model workforce requirements, assess available capability and compare recruitment, development, redeployment and other response options. Examine organization design through workflow, decision rights and role clarity rather than reporting lines alone. Develop a scenario-based workforce plan and transition roadmap that make assumptions, costs, dependencies and readiness visible to decision-makers.

PROGRAM OBJECTIVES

- 01 Forecast workforce demand and supply using explicit business assumptions.
- 02 Evaluate organization design and workforce options against cost and capability needs.
- 03 Develop a phased workforce plan with measurable implementation priorities.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Strategy and workforce demand / Workforce supply and skills analysis

MODULES 3-4

Scenarios and workforce options / Organization design principles

MODULES 5-6

Role clarity and transition planning / Measures, governance and action planning

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Workforce Planning and Organizational Design

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Strategy and workforce demand

Build a basic demand forecast and document its assumptions.

02 Workforce supply and skills analysis

Create a workforce supply profile and a prioritized skills-gap analysis.

03 Scenarios and workforce options

Prepare a scenario comparison and a recommended workforce response.

04 Organization design principles

Assess two organization-design options and explain the trade-offs.

05 Role clarity and transition planning

Draft a role charter and a practical organization-transition plan.

06 Measures, governance and action planning

Deliver a phased workforce plan and management dashboard outline.

FROM PRACTICE TO WORKPLACE APPLICATION

Develop a workforce scenario and test an organizational design against business requirements. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

Workforce Planning and Organizational Design

01 Strategy and workforce demand

CORE KNOWLEDGE AND TECHNIQUES

Translate growth, service levels and operating plans into workforce requirements. Define workload drivers, productivity assumptions and critical skills, and distinguish short-term headcount requests from structural capability needs.

Convert service demand into workload, productivity and full-time-equivalent assumptions. Separate demand uncertainty from estimation error and identify roles or skills that constrain the operating plan.

PROFESSIONAL APPLICATION AND JUDGMENT

Link forecast demand to service levels, workload and productivity assumptions. Identify the factor that most affects the estimate and test the consequences of a different demand pattern.

Practical exercise and output: Build a basic demand forecast and document its assumptions.

02 Workforce supply and skills analysis

CORE KNOWLEDGE AND TECHNIQUES

Assess current capacity, skills, location, attrition and internal mobility. Build a gap analysis that separates role shortages from proficiency gaps, and identify where incomplete workforce data weakens planning confidence.

Map headcount, skills, proficiency, attrition and internal mobility. Distinguish the availability of a person from readiness to perform a critical task or role.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess both headcount and usable capability. Document proficiency, deployment constraints and critical skills so the supply picture reflects the work that can actually be delivered.

Practical exercise and output: Create a workforce supply profile and a prioritized skills-gap analysis.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

Workforce Planning and Organizational Design

03 Scenarios and workforce options

CORE KNOWLEDGE AND TECHNIQUES

Compare base, growth and constraint scenarios with explicit assumptions. Evaluate recruitment, development, redeployment, outsourcing and automation options against cost, time, operational risk and the availability of skills.

Model growth, steady-state and constraint scenarios with different demand assumptions. Compare recruitment, development, contracting, redeployment and automation against cost, time and risk.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare workforce responses over an appropriate time horizon. Include the time to recruit or develop, transition disruption and dependency on external capacity.

Practical exercise and output: Prepare a scenario comparison and a recommended workforce response.

04 Organization design principles

CORE KNOWLEDGE AND TECHNIQUES

Examine structure, spans, layers, decision rights and cross-functional interfaces. Test alternative designs against the work that must be delivered rather than relying on an organization chart alone.

Evaluate functional, divisional and matrix choices against strategy and workflow. Examine spans, layers, duplicated activity and decision bottlenecks rather than changing reporting lines alone.

PROFESSIONAL APPLICATION AND JUDGMENT

Evaluate structure against the flow of work and decisions. Identify duplicated ownership, excessive handovers and unclear interfaces before proposing changes to reporting relationships.

Practical exercise and output: Assess two organization-design options and explain the trade-offs.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

Workforce Planning and Organizational Design

05 Role clarity and transition planning

CORE KNOWLEDGE AND TECHNIQUES

Develop role accountabilities and resolve duplicated or missing responsibilities. Consider workload, capability and employee impacts during transition, and connect redesign decisions to consultation, communication and implementation requirements.

Define accountabilities, decision rights and cross-functional interfaces for critical roles. Sequence transition actions and recognize employee, consultation and capability implications.

PROFESSIONAL APPLICATION AND JUDGMENT

Write role accountabilities in terms of outcomes and decision authority. Clarify interfaces with adjacent roles and identify the support needed during transition.

Practical exercise and output: Draft a role charter and a practical organization-transition plan.

06 Measures, governance and action planning

CORE KNOWLEDGE AND TECHNIQUES

Track critical vacancies, skill readiness, productivity and workforce cost through a focused dashboard. Create a phased action plan with owners, decision points and a process for updating assumptions as conditions change.

Track critical gaps, readiness, workforce cost and productivity with agreed definitions. Establish ownership for refreshing assumptions and reviewing progress against business demand.

PROFESSIONAL APPLICATION AND JUDGMENT

Set review triggers for changes in demand, attrition and capability. Use the workforce plan as a decision process that is updated with evidence rather than a fixed annual headcount table.

Practical exercise and output: Deliver a phased workforce plan and management dashboard outline.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | PROGRAM OVERVIEW AND OBJECTIVES

Succession Planning in Practice

25-26 Jan 2027

THE LEARNING EXPERIENCE

Build a disciplined approach to leadership continuity and critical-role readiness. Identify the roles that matter most, define future success requirements and assess talent using evidence rather than reputation alone. Practice calibration, succession mapping and development planning through realistic cases. Create a practical framework that links readiness gaps to meaningful experiences, accountable sponsorship and regular review, while protecting sensitive information and maintaining fair assessment standards.

PROGRAM OBJECTIVES

- 01 Identify business-critical roles and evidence-based succession requirements.
- 02 Assess readiness and development needs through fair, structured reviews.
- 03 Build succession actions that strengthen continuity and leadership capacity.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Critical roles and continuity risk / Success profiles and future capability

MODULES 3-4

Talent assessment and calibration / Succession slates and readiness

MODULES 5-6

Development and experience building / Governance and progress measurement

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

PEOPLE & HR | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Succession Planning in Practice

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Critical roles and continuity risk

Create a critical-role register and continuity-risk assessment.

02 Success profiles and future capability

Develop a success profile with observable assessment criteria.

03 Talent assessment and calibration

Complete a talent-review case and document the evidence behind the assessment.

04 Succession slates and readiness

Build a succession slate and identify the most material coverage gaps.

05 Development and experience building

Produce an individual development plan with milestones and accountable sponsorship.

06 Governance and progress measurement

Create a succession-governance calendar and progress scorecard.

FROM PRACTICE TO WORKPLACE APPLICATION

Review a succession case, facilitate a talent discussion, and develop actions for selected critical roles. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

PEOPLE & HR | DETAILED LEARNING | MODULES 1-2

Succession Planning in Practice

01 Critical roles and continuity risk

CORE KNOWLEDGE AND TECHNIQUES

Identify roles where a vacancy or capability loss would materially affect the business. Examine role scarcity, institutional knowledge and strategic importance, and distinguish immediate cover from longer-term succession needs.

Assess strategic importance, vacancy impact and scarcity for each role. Distinguish critical-role succession from broad talent development and immediate operational cover.

PROFESSIONAL APPLICATION AND JUDGMENT

Prioritize roles using the business consequence of a vacancy and the time needed to prepare a successor. Distinguish emergency cover from sustained readiness.

Practical exercise and output: Create a critical-role register and continuity-risk assessment.

02 Success profiles and future capability

CORE KNOWLEDGE AND TECHNIQUES

Define the experience, behaviors and capabilities needed for future performance. Challenge assumptions based solely on the current role holder, and connect success profiles to strategic direction and changes in the operating model.

Define future capability using role outcomes, leadership behaviors and essential experiences. Avoid simply cloning the current role holder or treating tenure as evidence of readiness.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the experiences and behaviors required for future success. Review whether changing strategy or technology alters the profile instead of copying historic requirements.

Practical exercise and output: Develop a success profile with observable assessment criteria.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 3-4

Succession Planning in Practice

03 Talent assessment and calibration

CORE KNOWLEDGE AND TECHNIQUES

Distinguish performance, potential, aspiration and readiness. Use multiple evidence sources and structured calibration, and address bias, confidentiality and the limitations of labels such as a nine-box rating.

Use performance history, behavior examples, aspiration and development evidence in talent reviews. Challenge bias and unsupported labels through a structured calibration discussion.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate evidence of current performance from evidence of future readiness. Use calibration to challenge assumptions and document both confidence and gaps in the assessment.

Practical exercise and output: Complete a talent-review case and document the evidence behind the assessment.

04 Succession slates and readiness

CORE KNOWLEDGE AND TECHNIQUES

Develop credible successor options with explicit readiness criteria and risk assumptions. Identify gaps, avoid dependency on a single candidate and consider internal mobility, external recruitment and emergency coverage where appropriate.

Identify ready-now, near-term and longer-term succession options using explicit criteria. Examine single-candidate dependency, retention risk and external-market alternatives.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess the strength of the full succession slate, including concentration and mobility constraints. Identify where external hiring or additional development options are needed.

Practical exercise and output: Build a succession slate and identify the most material coverage gaps.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PEOPLE & HR | DETAILED LEARNING | MODULES 5-6

Succession Planning in Practice

05 Development and experience building

CORE KNOWLEDGE AND TECHNIQUES

Translate readiness gaps into stretch assignments, mentoring, coaching and targeted learning. Assign accountable sponsors and milestones, and assess growth through demonstrated capability rather than completion of development activities alone.

Link each readiness gap to a specific assignment, coach, mentor or learning intervention. Define the evidence that demonstrates progress beyond attendance or time spent.

PROFESSIONAL APPLICATION AND JUDGMENT

Design assignments that directly address the readiness gap. Agree the sponsor, support, milestone and observable evidence required to demonstrate progress.

Practical exercise and output: Produce an individual development plan with milestones and accountable sponsorship.

06 Governance and progress measurement

CORE KNOWLEDGE AND TECHNIQUES

Define ownership, review frequency and appropriate communication. Monitor succession coverage, readiness movement and critical-role risk, and integrate updates into workforce planning and leadership discussions.

Agree review frequency, access to sensitive information and communication principles. Monitor coverage, readiness movement and critical-role risk as business requirements change.

PROFESSIONAL APPLICATION AND JUDGMENT

Establish fair communication and access principles for sensitive talent information. Review readiness against current evidence and refresh succession priorities as the business changes.

Practical exercise and output: Create a succession-governance calendar and progress scorecard.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Project Management in Action

20-21 Oct 2026

26-28 Oct 2026

11-13 Jan 2027

THE LEARNING EXPERIENCE

Turn an idea or business requirement into a coordinated project with clear scope, realistic plans and disciplined delivery controls. Explore PMP-informed principles across initiation, requirements, scheduling, cost, risk, quality and stakeholder engagement. Compare predictive, agile and hybrid approaches, then apply the learning to an integrated project case. Build a connected set of planning and control tools that supports confident decisions from the initial charter through delivery review and handover.

PROGRAM OBJECTIVES

- 01 Define project value, scope and stakeholder expectations clearly.
- 02 Build an integrated plan covering schedule, resources, cost and risk.
- 03 Monitor delivery and manage changes through practical project controls.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Project foundations and value / Scope and requirements

MODULES 3-4

Schedule, resources and cost / Risk, quality and stakeholder planning

MODULES 5-6

Predictive, agile and hybrid delivery / Monitoring, change and closure

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Project Management in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Project foundations and value

Produce a project charter and a stakeholder register.

02 Scope and requirements

Develop a scope statement, WBS and deliverable acceptance checklist.

03 Schedule, resources and cost

Build an integrated schedule, responsibility matrix and cost estimate.

04 Risk, quality and stakeholder planning

Create a risk register, quality checklist and communication plan.

05 Predictive, agile and hybrid delivery

Adapt the case into a suitable delivery approach and a visual work board.

06 Monitoring, change and closure

Run a delivery-review simulation and complete a project closure pack.

FROM PRACTICE TO WORKPLACE APPLICATION

Work through a project simulation from initial brief to delivery review, making decisions as new information emerges. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Project Management in Action

01 Project foundations and value

CORE KNOWLEDGE AND TECHNIQUES

Distinguish projects from operations and define the business need, intended benefits and success criteria. Prepare a concise charter, identify the sponsor and clarify decision rights before committing to detailed planning.

Connect the business case, charter and benefits to a clear sponsor decision. Define assumptions, constraints and success criteria, and identify the project's customers and affected stakeholders.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the project's purpose, intended value and sponsor expectations before planning activity. Distinguish success in delivering the output from success in achieving the business benefit.

Practical exercise and output: Produce a project charter and a stakeholder register.

02 Scope and requirements

CORE KNOWLEDGE AND TECHNIQUES

Translate stakeholder needs into deliverables and acceptance criteria. Build a work breakdown structure, define exclusions and assumptions, and establish a simple approach for controlling changes to agreed scope.

Elicit and prioritize requirements, define acceptance criteria and build a work breakdown structure. Distinguish scope validation from scope control and manage requirements traceability.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate broad requests into specific requirements and acceptance evidence. Identify exclusions and assumptions early, then trace important requirements through delivery and approval.

Practical exercise and output: Develop a scope statement, WBS and deliverable acceptance checklist.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Project Management in Action

03 Schedule, resources and cost

CORE KNOWLEDGE AND TECHNIQUES

Sequence activities, identify dependencies and examine the critical path. Estimate effort, duration and cost, allocate responsibility and build a baseline that exposes resource constraints and unrealistic commitments.

Use dependency types, three-point estimating and a network diagram to assess schedule realism. Identify critical-path activities, resource constraints, contingency and the cost baseline.

PROFESSIONAL APPLICATION AND JUDGMENT

Challenge the realism of estimates using dependencies and available capacity. Explain how a delay or resource change affects the critical path, cost and delivery options.

Practical exercise and output: Build an integrated schedule, responsibility matrix and cost estimate.

04 Risk, quality and stakeholder planning

CORE KNOWLEDGE AND TECHNIQUES

Create a risk and issue register with response owners and escalation triggers. Define quality checks, communication needs and stakeholder engagement actions, and distinguish an uncertain risk from an issue already affecting delivery.

Distinguish risks, assumptions, issues and dependencies in a RAID log. Apply probability-impact assessment, response planning and quality acceptance checks, with owners and review triggers.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish a possible risk from an issue already affecting delivery. Assign response owners, triggers and escalation thresholds, and connect quality checks to acceptance requirements.

Practical exercise and output: Create a risk register, quality checklist and communication plan.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Project Management in Action

05 Predictive, agile and hybrid delivery

CORE KNOWLEDGE AND TECHNIQUES

Compare approaches according to uncertainty, change frequency and stakeholder needs. Use a basic backlog and visual work board, and explain how iterative delivery can coexist with milestones and governance controls.

Compare predictive planning with iterative and incremental delivery. Use user stories, prioritization, a backlog and a Kanban board to manage change and limit work in progress.

PROFESSIONAL APPLICATION AND JUDGMENT

Select the delivery approach according to uncertainty, feedback needs and constraints. Explain which controls remain necessary when work is organized through an iterative backlog.

Practical exercise and output: Adapt the case into a suitable delivery approach and a visual work board.

06 Monitoring, change and closure

CORE KNOWLEDGE AND TECHNIQUES

Review progress against the baseline and communicate forecast impacts. Evaluate change requests, record decisions and close the project with acceptance, handover, lessons learned and ownership of ongoing benefit realization.

Interpret milestone slippage and cost variance before approving a change. Record change decisions, verify deliverable acceptance and complete handover, lessons learned and benefits ownership.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare a delivery review that states progress, forecast, risks and decisions required. Close the project through accepted outputs, documented handover and clear ownership of remaining benefits.

Practical exercise and output: Run a delivery-review simulation and complete a project closure pack.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Procurement and Supply Management in Action

23-25 Nov 2026

THE LEARNING EXPERIENCE

Develop a complete view of procurement as a source of commercial value, reliable supply and stronger supplier performance. Follow the CIPS-informed procurement cycle from requirements and market analysis through sourcing, evaluation, negotiation and contract management. Work through competing bids, supplier risks and performance challenges using transparent decision criteria. Create a practical sourcing and supplier-management toolkit that balances cost, quality, resilience and stakeholder needs.

PROGRAM OBJECTIVES

- 01 Translate business requirements into a structured sourcing strategy.
- 02 Evaluate suppliers and negotiate value across cost, quality and risk.
- 03 Manage contracts and supplier performance through a practical procurement cycle.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Procurement strategy and requirements / Supply markets and sourcing options

MODULES 3-4

Tendering and supplier evaluation / Commercial negotiation and contracting

MODULES 5-6

Supplier relationships and performance / Resilience, ethics and sustainable value

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Procurement and Supply Management in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Procurement strategy and requirements

Produce a requirements brief and a sourcing opportunity analysis.

02 Supply markets and sourcing options

Create a category strategy and a supplier-market research brief.

03 Tendering and supplier evaluation

Score competing bids and defend a transparent supplier recommendation.

04 Commercial negotiation and contracting

Complete a negotiation plan and a commercial contract-review checklist.

05 Supplier relationships and performance

Build a supplier scorecard and rehearse a performance-review discussion.

06 Resilience, ethics and sustainable value

Produce a supply-risk register and a supplier improvement plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Evaluate supplier proposals, prepare a sourcing recommendation, and negotiate a practical purchasing scenario. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Procurement and Supply Management in Action

01 Procurement strategy and requirements

CORE KNOWLEDGE AND TECHNIQUES

Connect purchasing decisions to business needs, service continuity and stakeholder priorities. Analyze spend, clarify specifications and demand, and distinguish purchase price from the wider value and risk of the sourcing decision.

Use spend categorization, demand analysis and stakeholder interviews to define the requirement. Separate essential specifications from preferences that unnecessarily restrict competition or increase cost.

PROFESSIONAL APPLICATION AND JUDGMENT

Translate stakeholder needs into a clear, proportionate requirement. Challenge unnecessary specifications and identify opportunities to simplify demand before approaching suppliers.

Practical exercise and output: Produce a requirements brief and a sourcing opportunity analysis.

02 Supply markets and sourcing options

CORE KNOWLEDGE AND TECHNIQUES

Research supplier capability, competition and dependency. Use supply-risk and business-impact analysis to select a sourcing approach, and evaluate single-source, multi-source and alternative supply options.

Apply Kraljic-style supply-risk and business-impact segmentation to a category. Examine market capacity, switching costs and supplier dependency before selecting a sourcing strategy.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess market competition, capacity and dependency alongside price. Explain how supply risk changes the sourcing approach, relationship investment and continuity planning.

Practical exercise and output: Create a category strategy and a supplier-market research brief.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Procurement and Supply Management in Action

03 Tendering and supplier evaluation

CORE KNOWLEDGE AND TECHNIQUES

Develop a clear request for quotation or proposal with transparent criteria. Compare bids using a weighted evaluation and total cost of ownership, and document decisions, clarifications and potential conflicts of interest.

Develop an RFQ or RFP with clear evaluation criteria, weightings and submission requirements. Compare commercial offers using total cost of ownership and documented clarification.

PROFESSIONAL APPLICATION AND JUDGMENT

Set evaluation criteria before reviewing bids and maintain a documented decision trail. Compare like-for-like scope and identify assumptions that make a low headline price misleading.

Practical exercise and output: Score competing bids and defend a transparent supplier recommendation.

04 Commercial negotiation and contracting

CORE KNOWLEDGE AND TECHNIQUES

Prepare objectives, alternatives, trade-offs and authority limits before negotiation. Examine practical contract elements such as scope, service levels, pricing, responsibilities and change procedures, with specialist review for legal interpretation.

Prepare BATNA, concession variables and negotiation authority before a supplier meeting. Review scope, pricing, service levels, change procedures and remedies with appropriate specialist involvement.

PROFESSIONAL APPLICATION AND JUDGMENT

Prepare negotiable variables and approval boundaries before discussion. Connect agreed commercial terms to implementation responsibilities and identify clauses requiring specialist review.

Practical exercise and output: Complete a negotiation plan and a commercial contract-review checklist.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Procurement and Supply Management in Action

05 Supplier relationships and performance

CORE KNOWLEDGE AND TECHNIQUES

Segment suppliers by strategic importance and risk. Establish useful KPIs, review meetings and corrective actions, and manage quality, delivery or service problems through evidence and agreed contractual processes.

Distinguish strategic relationship management from routine supplier monitoring. Use OTIF, defect rates, service performance and corrective-action follow-up to identify improvement priorities.

PROFESSIONAL APPLICATION AND JUDGMENT

Use a supplier review to diagnose the cause of a performance gap. Agree corrective actions, evidence and follow-up dates while distinguishing an isolated failure from a recurring capability issue.

Practical exercise and output: Build a supplier scorecard and rehearse a performance-review discussion.

06 Resilience, ethics and sustainable value

CORE KNOWLEDGE AND TECHNIQUES

Assess continuity risks, responsible sourcing and information quality across the supply base. Develop contingency and improvement actions, and use a supplier scorecard to balance cost, reliability, quality and longer-term value.

Evaluate continuity, ethical sourcing and sustainability concerns using evidence. Develop contingency options and distinguish verified savings from cost avoidance or an untested assumption.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess continuity options and the practicality of switching suppliers. Validate savings against a clear baseline and consider service, quality and risk before reporting procurement value.

Practical exercise and output: Produce a supply-risk register and a supplier improvement plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Finance for Non-Finance Managers

16-17 Nov 2026

25-26 Jan 2027

THE LEARNING EXPERIENCE

Understand how everyday business decisions affect profit, cash and financial performance. Connect the income statement, balance sheet and cash flow, then apply cost analysis, budgeting, working-capital management and investment appraisal to realistic choices. Practice interpreting numbers, challenging assumptions and explaining financial consequences in plain business language. Develop a decision toolkit that supports stronger commercial conversations and more disciplined use of resources across any function.

PROGRAM OBJECTIVES

- 01 Interpret financial statements and connect operational decisions to financial results.
- 02 Evaluate budgets, costs and investment choices using practical calculations.
- 03 Present a commercially sound recommendation with explicit assumptions and risks.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Financial statements and business performance / Costs, margins and break-even

MODULES 3-4

Working capital and cash discipline / Budgeting and variance analysis

MODULES 5-6

Investment appraisal and scenarios / Financial communication and decision-making

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Finance for Non-Finance Managers

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Financial statements and business performance

Explain the three statements using a connected business case.

02 Costs, margins and break-even

Complete a break-even model and compare two commercial options.

03 Working capital and cash discipline

Build a working-capital action plan and a short cash forecast.

04 Budgeting and variance analysis

Prepare a departmental budget and an evidence-based variance explanation.

05 Investment appraisal and scenarios

Present an investment recommendation with scenarios and key uncertainties.

06 Financial communication and decision-making

Deliver a concise financial decision brief with assumptions and next steps.

FROM PRACTICE TO WORKPLACE APPLICATION

Analyze a business case, explain budget variances, and compare the financial implications of alternative actions. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Finance for Non-Finance Managers

01 Financial statements and business performance

CORE KNOWLEDGE AND TECHNIQUES

Read an income statement, balance sheet and cash-flow statement using a connected business case. Distinguish revenue, profit and cash, and explain how operational decisions affect the three statements differently.

Trace a sale, purchase, asset investment and financing transaction through the financial statements. Distinguish accrual accounting from cash movement and identify common misinterpretations of profitability.

PROFESSIONAL APPLICATION AND JUDGMENT

Explain how profit can increase while cash becomes tighter. Trace the timing of revenue, expenses, investment and financing to build a connected understanding of financial performance.

Practical exercise and output: Explain the three statements using a connected business case.

02 Costs, margins and break-even

CORE KNOWLEDGE AND TECHNIQUES

Separate fixed, variable and relevant costs for a decision. Calculate contribution margin and break-even, and test how price, volume or cost changes affect the economics of a product, service or department.

Calculate gross margin, contribution and operating profit for a product or service. Apply relevant-cost logic to pricing, outsourcing and capacity choices without allocating irrelevant sunk costs.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish fixed, variable, direct and relevant costs in a decision. Test how volume, price and contribution change the break-even point and the attractiveness of an option.

Practical exercise and output: Complete a break-even model and compare two commercial options.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Finance for Non-Finance Managers

03 Working capital and cash discipline

CORE KNOWLEDGE AND TECHNIQUES

Examine receivables, payables and inventory as drivers of cash needs. Interpret the cash conversion cycle and identify practical actions that improve cash flow without overlooking customer relationships or service continuity.

Calculate receivable, payable and inventory days using consistent assumptions. Assess how payment terms, stock levels and collection discipline affect cash needs and operational relationships.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect customer terms, collection, stock and supplier payment to the cash cycle. Compare the financial benefit of an action with its operational and relationship consequences.

Practical exercise and output: Build a working-capital action plan and a short cash forecast.

04 Budgeting and variance analysis

CORE KNOWLEDGE AND TECHNIQUES

Build a simple budget using transparent operating assumptions. Compare actual results with budget, separate volume and rate effects where relevant, and use variance analysis to identify actions rather than explain away gaps.

Separate volume, price, rate and mix effects when investigating variance. Use driver-based assumptions and rolling forecasts to update the outlook when conditions change.

PROFESSIONAL APPLICATION AND JUDGMENT

Build a forecast from business drivers rather than simply applying a percentage increase. Explain variance through changes in volume, price, mix and timing.

Practical exercise and output: Prepare a departmental budget and an evidence-based variance explanation.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Finance for Non-Finance Managers

05 Investment appraisal and scenarios

CORE KNOWLEDGE AND TECHNIQUES

Apply payback, return on investment and introductory net present value to a business case. Recognize the importance of timing, discounting and risk, and test how sensitive the recommendation is to key assumptions.

Compare payback, ROI and NPV for an investment using supplied assumptions. Apply sensitivity analysis and recognize that a favorable headline return may conceal timing or execution risk.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify the cash flows, timing and assumptions that drive an investment decision. Compare scenarios and explain what would need to change for the recommendation to reverse.

Practical exercise and output: Present an investment recommendation with scenarios and key uncertainties.

06 Financial communication and decision-making

CORE KNOWLEDGE AND TECHNIQUES

Select ratios and indicators that answer a specific management question. Present a recommendation with costs, benefits, risks and alternatives, and explain the limits of the analysis in clear business language.

Interpret liquidity, profitability and efficiency ratios in business context. Avoid judging a company from one ratio and distinguish a management question from an accounting conclusion.

PROFESSIONAL APPLICATION AND JUDGMENT

Frame a financial discussion around the decision, evidence and uncertainty. Communicate the business implication of the numbers and identify the action or further analysis required.

Practical exercise and output: Deliver a concise financial decision brief with assumptions and next steps.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Commercial Negotiation in Action

25-26 Nov 2026

THE LEARNING EXPERIENCE

Prepare, conduct and conclude negotiations with a clearer understanding of value, alternatives and commercial boundaries. Explore interests, leverage, proposal design, concession discipline and difficult negotiation moments through practical simulations. Test different approaches, receive feedback and document what protects or weakens the outcome. Build a repeatable negotiation process that supports sound agreements, constructive relationships and reliable implementation after the discussion ends.

PROGRAM OBJECTIVES

- 01 Prepare a negotiation strategy with clear objectives, alternatives and authority limits.
- 02 Create value through structured questioning, proposals and conditional trades.
- 03 Reach a clear agreement while protecting commercial interests and relationships.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Preparation and negotiation strategy / Interests, power and information

MODULES 3-4

Value creation and proposal design / Bargaining and concession discipline

MODULES 5-6

Conflict, culture and difficult moments / Closing and implementation

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Commercial Negotiation in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Preparation and negotiation strategy

Create a negotiation preparation sheet and a scenario-specific strategy.

02 Interests, power and information

Map interests and leverage, then rehearse the opening discussion.

03 Value creation and proposal design

Build two package proposals and explain the commercial rationale.

04 Bargaining and concession discipline

Complete a bargaining simulation and calculate the value of concessions.

05 Conflict, culture and difficult moments

Resolve a difficult negotiation moment and document the revised approach.

06 Closing and implementation

Produce an agreement summary and a negotiation debrief.

FROM PRACTICE TO WORKPLACE APPLICATION

Negotiate realistic commercial scenarios and review how your choices affect value and relationships. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Commercial Negotiation in Action

01 Preparation and negotiation strategy

CORE KNOWLEDGE AND TECHNIQUES

Define desired outcomes, priorities and a walk-away position. Assess the best alternative to a negotiated agreement, estimate the possible bargaining range and clarify decision authority before entering the discussion.

Define target, reservation point, BATNA and the likely zone of possible agreement. Clarify mandate, deadlines and approval limits before making a proposal or concession.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish the desired outcome from the minimum acceptable agreement. Test the credibility of alternatives and confirm authority before entering the discussion.

Practical exercise and output: Create a negotiation preparation sheet and a scenario-specific strategy.

02 Interests, power and information

CORE KNOWLEDGE AND TECHNIQUES

Distinguish stated positions from underlying interests and constraints. Map sources of leverage, examine assumptions about the other party and plan questions that reveal useful information without making unnecessary concessions.

Use open and diagnostic questions to explore interests, pressures and decision authority. Separate useful information from an unverified claim about the other party's alternatives.

PROFESSIONAL APPLICATION AND JUDGMENT

Explore the other party's priorities without assuming that stated positions reveal all interests. Use questions and summaries to improve information quality before proposing terms.

Practical exercise and output: Map interests and leverage, then rehearse the opening discussion.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Commercial Negotiation in Action

03 Value creation and proposal design

CORE KNOWLEDGE AND TECHNIQUES

Identify variables beyond price, including scope, timing, service and payment terms. Build package proposals that meet different priorities and evaluate each option against total commercial value.

Rank variables by value to each side and develop alternative packages. Compare price, scope, payment, timing and service commitments to create trades that protect total value.

PROFESSIONAL APPLICATION AND JUDGMENT

Develop trades across variables that have different value to each side. Compare complete packages rather than debating a single price without context.

Practical exercise and output: Build two package proposals and explain the commercial rationale.

04 Bargaining and concession discipline

CORE KNOWLEDGE AND TECHNIQUES

Use conditional language to exchange rather than give away value. Manage anchoring, silence and pressure tactics, and record concessions so that the final agreement reflects the complete package.

Use conditional concessions, anchoring awareness and a concession log during bargaining. Recognize pressure tactics and avoid negotiating against yourself through premature discounts.

PROFESSIONAL APPLICATION AND JUDGMENT

Make concessions deliberately and condition them on reciprocal value. Record movement, avoid premature commitments and recognize when silence or pressure is affecting judgment.

Practical exercise and output: Complete a bargaining simulation and calculate the value of concessions.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Commercial Negotiation in Action

05 Conflict, culture and difficult moments

CORE KNOWLEDGE AND TECHNIQUES

Respond to deadlock and disagreement with clarification, reframing and alternative options. Adapt communication across cultural contexts without relying on stereotypes, and maintain ethical boundaries under commercial pressure.

Use a pause, summary or change of issue to manage deadlock. Separate emotion from the commercial problem and adapt communication without stereotyping cultural behavior.

PROFESSIONAL APPLICATION AND JUDGMENT

Use a structured pause to clarify the remaining disagreement. Reframe the problem, test alternative packages and maintain professional boundaries when the discussion becomes tense.

Practical exercise and output: Resolve a difficult negotiation moment and document the revised approach.

06 Closing and implementation

CORE KNOWLEDGE AND TECHNIQUES

Check authority, summarize terms and confirm responsibilities before closing. Document outstanding conditions, implementation steps and follow-up dates, then review the negotiation against both commercial and relationship objectives.

Check all terms, assumptions and outstanding conditions before declaring agreement. Confirm authority, implementation ownership and review dates to prevent later disagreement about what was promised.

PROFESSIONAL APPLICATION AND JUDGMENT

Summarize the full agreement, outstanding conditions and implementation actions. Confirm that the decision-makers share the same understanding before treating the negotiation as complete.

Practical exercise and output: Produce an agreement summary and a negotiation debrief.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Business English for Workplace Communication

15-18 Feb 2027

THE LEARNING EXPERIENCE

Strengthen the clarity, accuracy and confidence of everyday professional communication in English. Use a language diagnostic to focus practice on useful workplace situations, including emails, meetings, updates and questions. Apply grammar, vocabulary, pronunciation and listening techniques within realistic tasks rather than isolated exercises. Develop a personal phrase bank, revised communication samples and a focused practice plan that supports continued improvement beyond the program.

PROGRAM OBJECTIVES

- 01 Write clear workplace messages with appropriate tone and accurate structure.
- 02 Communicate effectively in meetings, updates and everyday business conversations.
- 03 Apply a personal improvement plan based on practical language feedback.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Language diagnostic and communication goals / Clear business writing

MODULES 3-4

Professional emails and messages / Meetings and active participation

MODULES 5-6

Presenting information and handling questions / Practice, feedback and continued improvement

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Business English for Workplace Communication

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Language diagnostic and communication goals

Complete a language diagnostic and set a practical personal learning goal.

02 Clear business writing

Rewrite a business paragraph and maintain a personal correction log.

03 Professional emails and messages

Produce a set of workplace email templates and useful phrases.

04 Meetings and active participation

Participate in a meeting simulation and write the agreed actions.

05 Presenting information and handling questions

Deliver a short business update and receive targeted language feedback.

06 Practice, feedback and continued improvement

Create a phrase bank and a 30-day workplace language plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Rewrite workplace messages, rehearse a meeting contribution, and practice explaining a work issue clearly. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Business English for Workplace Communication

01 Language diagnostic and communication goals

CORE KNOWLEDGE AND TECHNIQUES

Assess current writing and speaking needs through a short diagnostic and workplace examples. Identify recurring barriers in clarity, grammar, vocabulary or confidence, and agree realistic priorities for the program.

Review a short email and spoken update against clarity, grammar, vocabulary and confidence. Prioritize the workplace situations with the greatest effect on daily effectiveness.

PROFESSIONAL APPLICATION AND JUDGMENT

Identify the communication tasks that matter most to daily work. Compare a starting sample with the desired outcome and set specific goals for clarity, accuracy and participation.

Practical exercise and output: Complete a language diagnostic and set a practical personal learning goal.

02 Clear business writing

CORE KNOWLEDGE AND TECHNIQUES

Build concise sentences and paragraphs with a clear purpose and logical order. Practice grammar and vocabulary relevant to requests, explanations and updates, and remove ambiguous wording that could cause avoidable rework.

Practice sentence structure, verb tense, articles and linking language through business tasks. Replace long or ambiguous phrasing with concise wording that preserves the intended meaning.

PROFESSIONAL APPLICATION AND JUDGMENT

Use short, connected sentences with precise verbs and clear references. Edit unnecessary wording and check that the meaning remains easy to follow for an international audience.

Practical exercise and output: Rewrite a business paragraph and maintain a personal correction log.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Business English for Workplace Communication

03 Professional emails and messages

CORE KNOWLEDGE AND TECHNIQUES

Write useful subject lines, clear requests and explicit deadlines. Adapt tone for customers, managers and colleagues, and practice follow-up, confirmation, apology and escalation messages with appropriate courtesy.

Structure messages around purpose, context, request and next step. Use appropriate language for reminders, delays, apologies, clarification and escalation across different professional relationships.

PROFESSIONAL APPLICATION AND JUDGMENT

Choose language appropriate to the relationship and purpose. Make requests, deadlines and next steps explicit while maintaining a professional tone in sensitive messages.

Practical exercise and output: Produce a set of workplace email templates and useful phrases.

04 Meetings and active participation

CORE KNOWLEDGE AND TECHNIQUES

Use practical language for opening a point, asking for clarification, agreeing and disagreeing professionally. Summarize decisions and actions, and confirm understanding when accents, pace or unfamiliar terminology create difficulty.

Practice entering a discussion, interrupting politely, checking meaning and summarizing an agreement. Use clarification strategies when unfamiliar vocabulary, accents or rapid speech create uncertainty.

PROFESSIONAL APPLICATION AND JUDGMENT

Practice asking for clarification and checking understanding without losing confidence. Use signposting to contribute ideas, express disagreement politely and summarize a decision.

Practical exercise and output: Participate in a meeting simulation and write the agreed actions.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Business English for Workplace Communication

05 Presenting information and handling questions

CORE KNOWLEDGE AND TECHNIQUES

Deliver a short update using clear signposting and relevant business vocabulary. Explain numbers, progress and problems, and respond to questions with an organized answer and appropriate clarification.

Explain numbers, trends, progress and operational problems with clear signposting. Practice pronunciation, emphasis and concise responses to predictable follow-up questions.

PROFESSIONAL APPLICATION AND JUDGMENT

Explain a figure, trend or issue with a clear opening and logical sequence. Practice concise answers and useful phrases for acknowledging a question that needs further checking.

Practical exercise and output: Deliver a short business update and receive targeted language feedback.

06 Practice, feedback and continued improvement

CORE KNOWLEDGE AND TECHNIQUES

Apply the language in realistic calls, meetings and written tasks. Use individual feedback to correct recurring errors, and create a phrase bank and practice plan for the most frequent workplace situations.

Use role plays and repeated practice to strengthen recurring communication tasks. Select a manageable routine for vocabulary review, speaking practice and written self-checking.

PROFESSIONAL APPLICATION AND JUDGMENT

Create a manageable practice routine from recurring communication needs. Review errors as patterns, reuse corrected examples and measure progress through comparable workplace tasks.

Practical exercise and output: Create a phrase bank and a 30-day workplace language plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Effective Supervisory Skills

29-30 Oct 2026

THE LEARNING EXPERIENCE

Build the practical capability to supervise work with clarity, fairness and consistent follow-through. Combine essential supervisory responsibilities with task planning, delegation, instruction, coaching and performance management. Practice diagnosing problems, giving feedback, tracking commitments and handling difficult conversations through realistic operational scenarios. Develop a supervisor's working toolkit and a leadership-growth plan that supports reliable delivery today and readiness for greater responsibility over time.

PROGRAM OBJECTIVES

- 01 Allocate work and follow up consistently against clear standards.
- 02 Apply coaching, feedback and performance-management techniques to everyday supervision.
- 03 Resolve operational issues and build readiness for broader leadership responsibility.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Supervisory purpose and professional credibility / Work planning and delegation

MODULES 3-4

Instruction and coaching techniques / Performance standards and constructive feedback

MODULES 5-6

Follow-up, accountability and problem-solving / Difficult conversations and leadership growth

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

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LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Effective Supervisory Skills

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Supervisory purpose and professional credibility

Create a supervisory role charter and a decision-escalation guide.

02 Work planning and delegation

Build a weekly work plan and practice a delegation briefing.

03 Instruction and coaching techniques

Rehearse an instruction session and a coaching conversation.

04 Performance standards and constructive feedback

Prepare a fair improvement agreement and a feedback conversation plan.

05 Follow-up, accountability and problem-solving

Create a follow-up tracker and resolve a missed-deadline case.

06 Difficult conversations and leadership growth

Complete a difficult-conversation role play and a 30-day leadership action plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Practice coaching and feedback conversations, address a performance issue, and build routines for tracking commitments and supporting your team. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Effective Supervisory Skills

01 Supervisory purpose and professional credibility

CORE KNOWLEDGE AND TECHNIQUES

Clarify responsibility for delivery, people and daily operating standards. Establish fair boundaries, model reliable behavior and distinguish matters that can be resolved locally from decisions requiring managerial authority.

Define the supervisor's responsibility for safety, quality, people and delivery. Establish consistent boundaries and identify when an issue requires managerial or specialist authority.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect daily supervision to service, safety, quality and team standards. Establish consistency between instructions, personal behavior and the follow-up applied to different team members.

Practical exercise and output: Create a supervisory role charter and a decision-escalation guide.

02 Work planning and delegation

CORE KNOWLEDGE AND TECHNIQUES

Translate priorities into a realistic daily or weekly plan. Allocate tasks by competence, capacity and risk, and communicate the expected outcome, quality standard, deadline and level of decision-making authority.

Use a daily priority board and a skills-capacity matrix to allocate work. State the output, quality standard, deadline, authority and follow-up point for each delegated task.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess priorities, capacity and task risk before allocating work. Explain the expected result, constraints and review point, then check that the person can describe the assignment accurately.

Practical exercise and output: Build a weekly work plan and practice a delegation briefing.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Effective Supervisory Skills

03 Instruction and coaching techniques

CORE KNOWLEDGE AND TECHNIQUES

Choose between demonstration, guided practice and coaching according to the task and experience level. Use a simple GROW conversation, checking questions and teach-back to build understanding and independent judgment.

Apply demonstration, guided practice, teach-back and a short GROW conversation. Match the technique to task risk, employee experience and the degree of independent judgment required.

PROFESSIONAL APPLICATION AND JUDGMENT

Choose between instruction, demonstration, guided practice and coaching. Use teach-back to verify understanding and adjust the level of support as competence and confidence improve.

Practical exercise and output: Rehearse an instruction session and a coaching conversation.

04 Performance standards and constructive feedback

CORE KNOWLEDGE AND TECHNIQUES

Set observable expectations and monitor work through evidence. Apply Situation-Behavior-Impact feedback, recognize strong performance and address gaps through clear actions, practical support and a documented review date.

Use observable standards and Situation-Behavior-Impact feedback to address a performance gap. Distinguish a lack of skill, clarity, resources or commitment before deciding on action.

PROFESSIONAL APPLICATION AND JUDGMENT

Compare actual performance with an observable standard. Explore the cause of the gap, agree practical support and document the improvement expected at the next review.

Practical exercise and output: Prepare a fair improvement agreement and a feedback conversation plan.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Effective Supervisory Skills

05 Follow-up, accountability and problem-solving

CORE KNOWLEDGE AND TECHNIQUES

Use short briefings, visual action trackers and proportionate checkpoints to maintain delivery. Investigate recurring problems with five-whys analysis, close the communication loop and escalate risks early with a proposed response.

Use action-owner-deadline-status tracking and risk-based checkpoints to close commitments. Apply five-whys analysis and a simple corrective-action cycle to prevent recurring operational failures.

PROFESSIONAL APPLICATION AND JUDGMENT

Use short follow-up conversations to remove barriers and close commitments. Investigate repeated failures through root-cause questions and verify whether corrective action prevents recurrence.

Practical exercise and output: Create a follow-up tracker and resolve a missed-deadline case.

06 Difficult conversations and leadership growth

CORE KNOWLEDGE AND TECHNIQUES

Handle disagreement, missed commitments and competing demands calmly and fairly. Practice active listening, assertive requests and conflict resolution, then build a 30-day plan for stronger supervisory and leadership behavior.

Use assertive requests, active listening and a structured conflict conversation under pressure. Identify personal leadership habits that support fairness, trust and greater responsibility.

PROFESSIONAL APPLICATION AND JUDGMENT

Practice firm, respectful communication when expectations conflict. Identify the leadership behaviors that support trust and plan a stretch assignment that develops readiness for a broader role.

Practical exercise and output: Complete a difficult-conversation role play and a 30-day leadership action plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Strategic Project Management Excellence

16-18 Nov 2026

THE LEARNING EXPERIENCE

Combine PMP-informed project essentials with advanced delivery judgment and the practical use of AI throughout the project lifecycle. Build the foundations of scope, schedule, cost, risk and stakeholder management, then investigate performance variance, recovery decisions and benefits realization. Use AI-assisted research, analysis, documentation and reporting with explicit verification controls. Execute an integrated project case and develop a reusable delivery pack that connects strategic value, execution discipline and responsible technology use.

PROGRAM OBJECTIVES

- 01** Apply essential project-management practices reflected in PMP knowledge areas across scope, schedule, cost, quality, resources, risk, procurement, stakeholders and governance.
- 02** Select and use AI tools to support planning, risk analysis and reporting, with validated outputs and accountable human review.
- 03** Execute an integrated project scenario and defend decisions against business value, delivery performance and stakeholder expectations.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

MODULES 3-4

MODULES 5-6

MODULES 7-8

MODULES 9-10

MODULES 11-12

Explore the modules for detailed techniques, professional application and practical outputs.

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BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Strategic Project Management Excellence

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 PMP-informed foundations and strategic value

Produce a project charter and a value-delivery map.

02 Stakeholder engagement and project leadership

Build a stakeholder register and rehearse an alignment conversation.

03 Requirements, scope and acceptance

Create a scope baseline, WBS and acceptance checklist.

04 Schedule, resources and cost integration

Deliver an integrated schedule, resource plan and cost baseline.

05 Risk, quality and procurement management

Produce a risk register, quality plan and procurement brief.

06 Agile and hybrid execution

Build a prioritized backlog and run a short delivery simulation.

FROM PRACTICE TO WORKPLACE APPLICATION

Use AI to support planning and risk analysis, validate its outputs, and make trade-offs in a strategic project simulation while retaining human oversight. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

MORE TAKE-AWAY TOOLS

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Strategic Project Management Excellence

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

07 Performance controls and forecasting

Prepare a performance dashboard and a justified recovery recommendation.

08 Change control and governance decisions

Complete a change-impact assessment and an executive decision paper.

09 AI tools, prompting and responsible use

Create a tool-selection matrix, reusable prompts and an output-checking rubric.

10 AI-assisted planning and risk workshops

Deliver a validated planning pack and an AI-assisted risk-analysis worksheet.

11 AI-supported reporting and workflow execution

Build a reporting workflow specification and a checked sponsor update.

12 Closure, benefits and integrated project challenge

Defend an integrated project pack and a workplace implementation roadmap.

FROM PRACTICE TO WORKPLACE APPLICATION

Use AI to support planning and risk analysis, validate its outputs, and make trade-offs in a strategic project simulation while retaining human oversight. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Strategic Project Management Excellence

01 PMP-informed foundations and strategic value

CORE KNOWLEDGE AND TECHNIQUES

Build an integrated understanding of project leadership across people, delivery processes and the business environment. Connect the project charter, business case and benefits to strategic priorities, and distinguish project outputs from measurable organizational value.

Compare predictive, agile and hybrid lifecycles using a common case. Define sponsorship, constraints, assumptions and success criteria, and select a delivery approach that fits uncertainty and governance needs.

PROFESSIONAL APPLICATION AND JUDGMENT

Define success through customer acceptance, operational use and measurable benefit. Compare the governance decisions required at initiation with those needed during delivery and after handover.

Practical exercise and output: Produce a project charter and a value-delivery map.

02 Stakeholder engagement and project leadership

CORE KNOWLEDGE AND TECHNIQUES

Identify the sponsor, customer, users, suppliers and affected functions, then assess influence, impact and engagement needs. Establish team agreements and decision rights that support collaboration across different professional and cultural backgrounds.

Use stakeholder mapping, RACI, communication planning and conflict-resolution techniques. Practice difficult sponsor conversations, facilitation and escalation that present evidence and options rather than transferring the problem.

PROFESSIONAL APPLICATION AND JUDGMENT

Assess competing stakeholder expectations and prepare a realistic engagement sequence. Practice presenting trade-offs to a sponsor while keeping the project team clear about priorities and authority.

Practical exercise and output: Build a stakeholder register and rehearse an alignment conversation.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Strategic Project Management Excellence

03 Requirements, scope and acceptance

CORE KNOWLEDGE AND TECHNIQUES

Translate business needs into deliverables, requirements and acceptance criteria. Establish boundaries, exclusions and assumptions so that scope is understandable, testable and connected to the intended benefit.

Use requirements elicitation, prioritization, a work breakdown structure and traceability. Distinguish product scope from project scope and validate deliverables against explicit acceptance criteria.

PROFESSIONAL APPLICATION AND JUDGMENT

Test each requirement for clarity, necessity and verifiability. Connect acceptance evidence to the deliverable and identify how an unapproved request should enter the change process.

Practical exercise and output: Create a scope baseline, WBS and acceptance checklist.

04 Schedule, resources and cost integration

CORE KNOWLEDGE AND TECHNIQUES

Develop a realistic delivery plan by connecting activities, dependencies, estimates and resource capacity. Establish schedule and cost baselines and identify where uncertainty or resource conflict threatens the planned outcome.

Apply three-point estimating, network logic, critical-path analysis and basic resource leveling. Build a Gantt view and cost model in Excel or an appropriate planning tool, with contingency assumptions documented.

PROFESSIONAL APPLICATION AND JUDGMENT

Explore the effect of resource shortages and changed dependencies on the delivery forecast. Compare recovery options and make the cost, quality and risk consequences explicit.

Practical exercise and output: Deliver an integrated schedule, resource plan and cost baseline.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Strategic Project Management Excellence

05 Risk, quality and procurement management

CORE KNOWLEDGE AND TECHNIQUES

Identify delivery threats and opportunities, define quality standards and assess supplier dependencies. Assign ownership for risk responses, quality assurance and the commercial handovers that affect execution.

Use a RAID log, probability-impact scoring, response strategies and quality checklists. Review make-or-buy decisions, statement-of-work clarity and supplier performance measures without substituting for specialist contract advice.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect risk responses to actions, budgets and ownership. Distinguish quality assurance from checking the finished deliverable and assess where supplier commitments introduce additional exposure.

Practical exercise and output: Produce a risk register, quality plan and procurement brief.

06 Agile and hybrid execution

CORE KNOWLEDGE AND TECHNIQUES

Use iterative delivery when requirements evolve and feedback can improve value. Combine appropriate planning discipline with incremental delivery, visible work and frequent review rather than treating agile and governance as opposites.

Practice backlog prioritization, user stories, acceptance criteria, sprint planning and retrospectives. Use a Kanban board, work-in-progress limits and a definition of done to manage delivery flow.

PROFESSIONAL APPLICATION AND JUDGMENT

Use feedback to reprioritize work while protecting essential objectives. Examine how limited work in progress, clear acceptance and regular review affect flow and predictability.

Practical exercise and output: Build a prioritized backlog and run a short delivery simulation.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 7-8

Strategic Project Management Excellence

07 Performance controls and forecasting

CORE KNOWLEDGE AND TECHNIQUES

Assess project health through actual progress, forecast outcomes and business consequences. Diagnose variance before selecting a recovery action, and distinguish apparent progress from accepted, usable work.

Calculate and interpret PV, EV, AC, CPI and SPI using a supplied case. Compare estimate-at-completion assumptions, schedule recovery options and dashboard indicators, checking the limitations of each measure.

PROFESSIONAL APPLICATION AND JUDGMENT

Interpret performance indicators together rather than treating one ratio as a complete diagnosis. Check the reliability of progress estimates and explain the assumptions behind the forecast.

Practical exercise and output: Prepare a performance dashboard and a justified recovery recommendation.

08 Change control and governance decisions

CORE KNOWLEDGE AND TECHNIQUES

Evaluate proposed changes against scope, schedule, cost, risk, quality and benefits. Maintain a clear decision trail and use governance to resolve trade-offs, protect value and clarify accountability.

Apply change-request assessment, decision logs and escalation thresholds. Practice a steering-committee briefing that makes options, consequences and the required decision explicit.

PROFESSIONAL APPLICATION AND JUDGMENT

Frame governance discussions around the decision needed, options available and consequences of delay. Record the approved change and update all affected baselines and communications consistently.

Practical exercise and output: Complete a change-impact assessment and an executive decision paper.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 9-10

Strategic Project Management Excellence

09 AI tools, prompting and responsible use

CORE KNOWLEDGE AND TECHNIQUES

Compare Microsoft Copilot and Google Gemini as assistants for project research, document preparation and analysis. Select tools according to the task, approved data access, licensing and the effort required to validate results.

Use structured prompts, approved source packs, examples and output schemas. Examine source grounding, hallucinations, confidentiality and human approval, and distinguish an AI-assisted task from an autonomous workflow.

PROFESSIONAL APPLICATION AND JUDGMENT

Build a task-specific evaluation rubric covering accuracy, completeness, source traceability and usefulness. Compare generated outputs against the same brief and document when human expertise must override a suggestion.

Practical exercise and output: Create a tool-selection matrix, reusable prompts and an output-checking rubric.

10 AI-assisted planning and risk workshops

CORE KNOWLEDGE AND TECHNIQUES

Use AI to develop first drafts of charters, work packages, stakeholder questions and risk registers from a supplied project brief. Refine the results through professional judgment rather than accepting the first response as a plan.

Compare outputs from two available assistants and inspect omissions, invented assumptions and inconsistent dependencies. Verify dates, arithmetic and resource logic in Excel, then link approved tasks to a Planner, Trello or equivalent work board.

PROFESSIONAL APPLICATION AND JUDGMENT

Use a structured review to find missing scope, unrealistic sequencing and unowned risks. Trace each approved planning element back to the project brief or a documented expert decision.

Practical exercise and output: Deliver a validated planning pack and an AI-assisted risk-analysis worksheet.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 11-12

Strategic Project Management Excellence

11 AI-supported reporting and workflow execution

CORE KNOWLEDGE AND TECHNIQUES

Turn project updates into a structured status report, meeting actions and a decision brief. Design a repeatable process that captures source information, generates a draft and routes it for accountable review.

Map a Power Automate approval workflow and its manual fallback. Test missing data, conflicting updates and failed handovers, and measure reporting quality and review time before deciding whether to scale.

PROFESSIONAL APPLICATION AND JUDGMENT

Define the reporting inputs, review owner and publication checkpoint. Distinguish a completed workflow from a reliable management report and test whether the output supports the intended sponsor decision.

Practical exercise and output: Build a reporting workflow specification and a checked sponsor update.

12 Closure, benefits and integrated project challenge

CORE KNOWLEDGE AND TECHNIQUES

Execute a project simulation that combines scope, planning, risks, stakeholder decisions, change and AI-supported reporting. Review the final result against the business case and prepare a handover that sustains value after project closure.

Present the delivery pack to a simulated steering committee and respond to an unexpected change. Complete acceptance, lessons learned, benefit ownership and a 30-day application plan with clear success measures.

PROFESSIONAL APPLICATION AND JUDGMENT

Demonstrate the connection between the charter, plan, control records and final handover. Explain how the project choices protect value and identify the actions required to sustain benefits.

Practical exercise and output: Defend an integrated project pack and a workplace implementation roadmap.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | PROGRAM OVERVIEW AND OBJECTIVES

Advanced Sales - The Art of Persuasion and Closing Deals

19-20 Nov 2026

THE LEARNING EXPERIENCE

Strengthen the complete sales process from targeted outreach to a well-qualified, commercially sound close. Combine account research, prospecting tools, consultative discovery, value-based persuasion and objection handling with structured negotiation and pipeline discipline. Practice adapting the message to different buyers and securing meaningful next steps through realistic sales simulations. Develop an outreach-to-close playbook, proposal tools and follow-up routines that support better conversations, stronger opportunity decisions and sustainable customer relationships.

PROGRAM OBJECTIVES

- 01** Build a targeted outreach process using account research, prospecting tools, CRM discipline and relevant customer messages.
- 02** Apply consultative discovery, value-based persuasion, objection handling and commercial negotiation to advance qualified opportunities.
- 03** Execute a complete sales scenario and develop a measurable plan for conversion, margin protection and consistent follow-up.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

MODULES 3-4

MODULES 5-6

MODULES 7-8

MODULE 9

Explore the modules for detailed techniques, professional application and practical outputs.

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Advanced Sales - The Art of Persuasion and Closing Deals

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Commercial strategy and ideal-customer targeting

Create a target-account strategy and a simple revenue-conversion model.

02 Prospecting tools and account research

Build a small qualified account list and an account-research brief.

03 Personalized outreach and meeting conversion

Produce an outreach sequence, call opening and meeting-request message.

04 Discovery and opportunity qualification

Conduct a discovery role play and complete an opportunity qualification scorecard.

05 Value propositions, persuasion and proposals

Deliver a value-proposition canvas, proposal outline and persuasive pitch.

06 Objection handling and competitive positioning

Build an objection-response planner and rehearse difficult customer conversations.

FROM PRACTICE TO WORKPLACE APPLICATION

Rehearse customer conversations, handle realistic objections, and negotiate a clear buying decision or next step. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

MORE TAKE-AWAY TOOLS

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Advanced Sales - The Art of Persuasion and Closing Deals

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

07 Negotiation and margin protection

Complete a negotiation simulation and a margin-aware concession plan.

08 Closing, commitments and contracting handover

Create a closing plan and a sales-to-delivery handover checklist.

09 Pipeline management and sales execution challenge

Present a complete deal strategy, CRM action plan and 30-day sales improvement plan.

FROM PRACTICE TO WORKPLACE APPLICATION

Rehearse customer conversations, handle realistic objections, and negotiate a clear buying decision or next step. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 1-2

Advanced Sales - The Art of Persuasion and Closing Deals

01 Commercial strategy and ideal-customer targeting

CORE KNOWLEDGE AND TECHNIQUES

Translate the revenue objective into target segments, priority accounts and realistic activity and conversion assumptions. Distinguish a broad market from customers with a problem, buying capacity and a plausible reason to act.

Build an ideal-customer profile, account-tiering criteria and a buyer-persona map. Examine buying triggers, customer economics and the difference between account attractiveness and immediate purchase readiness.

PROFESSIONAL APPLICATION AND JUDGMENT

Prioritize accounts using fit, need, urgency and accessible buying relationships. Translate the revenue target into assumptions that can be tested through actual opportunity and conversion evidence.

Practical exercise and output: Create a target-account strategy and a simple revenue-conversion model.

02 Prospecting tools and account research

CORE KNOWLEDGE AND TECHNIQUES

Use LinkedIn Sales Navigator to explore lead and account filters, saved lists and relevant business signals. Compare CRM and research tools according to data quality, usability and the team's selling process.

Practice role, seniority, sector, geography and account filtering where access permits. Review Salesforce or an equivalent CRM workflow for recording evidence, contacts and next actions, without relying on indiscriminate automated messaging.

PROFESSIONAL APPLICATION AND JUDGMENT

Separate verified account facts from working hypotheses. Build research notes that explain the reason for outreach, likely stakeholder interests and the questions to test in discovery.

Practical exercise and output: Build a small qualified account list and an account-research brief.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 3-4

Advanced Sales - The Art of Persuasion and Closing Deals

03 Personalized outreach and meeting conversion

CORE KNOWLEDGE AND TECHNIQUES

Create relevant outreach across email, LinkedIn and telephone using a clear reason for contact and a specific next step. Connect the message to the prospect's context and avoid generic claims or unnecessary length.

Develop an opening, value hypothesis, evidence and low-friction call to action. Use approved AI assistance to improve drafts, verify personalization and design a follow-up cadence that respects preferences and opt-outs.

PROFESSIONAL APPLICATION AND JUDGMENT

Adapt the opening to the channel and the customer's context. Test whether the message makes relevance clear, supports its claim and asks for a proportionate next action.

Practical exercise and output: Produce an outreach sequence, call opening and meeting-request message.

04 Discovery and opportunity qualification

CORE KNOWLEDGE AND TECHNIQUES

Explore the customer's situation, business problem, implications and desired outcome before recommending a solution. Establish the buying process and identify who can influence, approve or block the decision.

Apply SPIN questioning and selected MEDDIC-style qualification criteria: metrics, economic buyer, decision criteria and process, pain, champion and competition. Record gaps instead of treating assumptions as confirmed evidence.

PROFESSIONAL APPLICATION AND JUDGMENT

Explore the consequence of the problem and the cost of leaving it unresolved. Confirm decision criteria, approval steps and timing without treating friendly engagement as purchase commitment.

Practical exercise and output: Conduct a discovery role play and complete an opportunity qualification scorecard.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 5-6

Advanced Sales - The Art of Persuasion and Closing Deals

05 Value propositions, persuasion and proposals

CORE KNOWLEDGE AND TECHNIQUES

Build a credible value case that connects the offer to the customer's priorities, financial or operational impact and risk concerns. Use ethical persuasion and relevant proof to support a buying decision.

Translate features into outcomes and calculate a simple value or ROI scenario using agreed assumptions. Structure a proposal around diagnosis, recommendation, evidence, scope, investment and the next decision.

PROFESSIONAL APPLICATION AND JUDGMENT

Present value using the customer's priorities and agreed assumptions. Differentiate the offer through credible evidence and practical implementation rather than unsupported claims of superiority.

Practical exercise and output: Deliver a value-proposition canvas, proposal outline and persuasive pitch.

06 Objection handling and competitive positioning

CORE KNOWLEDGE AND TECHNIQUES

Diagnose whether an objection concerns price, trust, timing, relevance, implementation risk or internal agreement. Respond with clarification and evidence, and recognize when the objection reveals an unqualified opportunity.

Use acknowledge-clarify-respond-confirm to manage resistance. Compare alternatives honestly, address the cost of inaction and test whether the real barrier has been resolved before moving toward a close.

PROFESSIONAL APPLICATION AND JUDGMENT

Clarify the concern before selecting a response. Use a relevant example, comparison or question to test whether the objection is resolved and whether the opportunity should advance.

Practical exercise and output: Build an objection-response planner and rehearse difficult customer conversations.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULES 7-8

Advanced Sales - The Art of Persuasion and Closing Deals

07 Negotiation and margin protection

CORE KNOWLEDGE AND TECHNIQUES

Prepare commercial objectives, authority limits and alternatives before discussing terms. Negotiate the complete value package, including scope, timing, service, payment and implementation responsibilities.

Apply BATNA, reservation points, concession planning and conditional trades. Calculate the effect of discounts on margin and use give-get exchanges to protect value without damaging the relationship.

PROFESSIONAL APPLICATION AND JUDGMENT

Calculate the commercial consequence of each proposed concession. Trade variables deliberately, confirm approval boundaries and avoid promises that the delivery team cannot meet.

Practical exercise and output: Complete a negotiation simulation and a margin-aware concession plan.

08 Closing, commitments and contracting handover

CORE KNOWLEDGE AND TECHNIQUES

Recognize buying signals and ask for a clear decision when the evidence supports readiness. Use a direct, summary or choice-based close appropriately and maintain momentum when additional approvals are needed.

Develop a mutual action plan with decision dates, procurement steps and accountable owners. Confirm scope, commercial approvals and handover requirements so that the delivery team can fulfill the promise made during sales.

PROFESSIONAL APPLICATION AND JUDGMENT

Distinguish verbal enthusiasm from an agreed buying action. Confirm the next decision, owner and date, and maintain clarity when procurement or internal approval adds steps.

Practical exercise and output: Create a closing plan and a sales-to-delivery handover checklist.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

BUSINESS & PROJECTS | DETAILED LEARNING | MODULE 9

Advanced Sales - The Art of Persuasion and Closing Deals

09 Pipeline management and sales execution challenge

CORE KNOWLEDGE AND TECHNIQUES

Manage the pipeline through evidence-based stage criteria, meaningful next actions and consistent follow-up. Identify stalled opportunities and improve forecasting through customer evidence rather than seller optimism.

Use CRM dashboards to review conversion, cycle time, deal quality and margin. Execute a full account scenario from outreach to negotiation and close, then assess lost-deal reasons, expansion opportunities and referral follow-up.

PROFESSIONAL APPLICATION AND JUDGMENT

Use consistent stage-entry and exit evidence to review the pipeline. Investigate stalled deals, forecast changes and lost opportunities, then choose a specific improvement to test over the next month.

Practical exercise and output: Present a complete deal strategy, CRM action plan and 30-day sales improvement plan.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | PROGRAM OVERVIEW AND OBJECTIVES

Emotional Intelligence in Action

26-27 Nov 2026

THE LEARNING EXPERIENCE

Improve the quality of professional responses when emotions, pressure and competing expectations affect the conversation. Connect self-awareness, emotional regulation, empathy and assertiveness to practical workplace behavior. Explore personal triggers, test assumptions and practice listening, feedback and boundary-setting through realistic interactions. Develop a personal response toolkit and a measurable application plan for strengthening relationships, handling tension and making more considered decisions.

PROGRAM OBJECTIVES

- 01 Recognize emotional patterns and their effect on workplace behavior.
- 02 Apply self-regulation, empathy and assertive communication under pressure.
- 03 Create a measurable plan for stronger relationships and professional effectiveness.

WHAT YOU LEAVE WITH

EXPLORE THE DETAILED LEARNING

MODULES 1-2

Emotional intelligence and workplace impact / Self-awareness and trigger recognition

MODULES 3-4

Self-regulation and response choice / Empathy and perspective-taking

MODULES 5-6

Assertiveness and difficult conversations / Resilience and relationship habits

A pre-course assessment is conducted before every program to understand individual learning objectives, experience and expectations, confirm program fit, and shape relevant cases and practice around the cohort's needs. Joining instructions are sent separately to confirmed delegates.

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

LEADERSHIP | WHAT YOU LEAVE WITH | APPLIED CAPABILITY

Emotional Intelligence in Action

Develop a practical portfolio through case work, guided exercises, reflection and feedback. Each output captures a method to adapt to real business situations, with clear reasoning, quality checks and next steps.

01 Emotional intelligence and workplace impact

Complete an emotional-intelligence self-review and select a development priority.

02 Self-awareness and trigger recognition

Build a trigger map and analyze a recent workplace interaction.

03 Self-regulation and response choice

Rehearse a pressure scenario and create a personal response toolkit.

04 Empathy and perspective-taking

Complete an active-listening exercise and a stakeholder-perspective map.

05 Assertiveness and difficult conversations

Prepare a conversation planner and rehearse a constructive response.

06 Resilience and relationship habits

Create a 30-day action plan and a feedback-based progress check.

FROM PRACTICE TO WORKPLACE APPLICATION

Examine workplace triggers and practice more effective responses in feedback, collaboration, and conflict scenarios. Review the finished work against the learning objectives, incorporate feedback and record how to apply it in your own context. Complete the post-course assessment to review progress against the priorities identified before training.

EXPLORE THE MODULES

PROGRAM DATES

Retain the completed exercises, refined outputs and a personal 30-day application plan with an observable success measure.

LEADERSHIP | DETAILED LEARNING | MODULES 1-2

Emotional Intelligence in Action

01 Emotional intelligence and workplace impact

CORE KNOWLEDGE AND TECHNIQUES

Explore self-awareness, self-management, social awareness and relationship skills. Use a non-clinical reflection exercise to connect emotional habits with decision-making, communication and performance in different workplace situations.

Use a workplace reflection rather than a clinical diagnosis to examine emotional habits. Link self-awareness, regulation, empathy and relationship skills to observable professional behavior.

PROFESSIONAL APPLICATION AND JUDGMENT

Connect emotional intelligence to decision quality, collaboration and accountability. Distinguish awareness of an emotion from the choice of behavior that follows it.

Practical exercise and output: Complete an emotional-intelligence self-review and select a development priority.

02 Self-awareness and trigger recognition

CORE KNOWLEDGE AND TECHNIQUES

Identify recurring triggers, physical cues and assumptions that shape reactions. Distinguish observation from interpretation, build a more precise emotional vocabulary and examine how strengths can become counterproductive under pressure.

Map the sequence from event to interpretation, emotion and behavior. Identify physical cues, common assumptions and recurring triggers that influence professional reactions.

PROFESSIONAL APPLICATION AND JUDGMENT

Examine how interpretation shapes the emotional response to an event. Identify recurring assumptions and use reflection to separate observable facts from a personal explanation of them.

Practical exercise and output: Build a trigger map and analyze a recent workplace interaction.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 3-4

Emotional Intelligence in Action

03 Self-regulation and response choice

CORE KNOWLEDGE AND TECHNIQUES

Practice pausing, breathing, cognitive reframing and planned responses to difficult situations. Distinguish regulating a reaction from suppressing a legitimate concern, and choose a constructive action that fits professional responsibilities.

Apply a pause-label-reframe-respond sequence before acting under pressure. Test alternative interpretations and choose a response consistent with the business issue and personal values.

PROFESSIONAL APPLICATION AND JUDGMENT

Create space between reaction and response through a deliberate pause. Test a different interpretation and choose language that supports the desired professional outcome.

Practical exercise and output: Rehearse a pressure scenario and create a personal response toolkit.

04 Empathy and perspective-taking

CORE KNOWLEDGE AND TECHNIQUES

Listen for meaning, emotion and context without assuming that another person's experience matches your own. Ask clarifying questions, acknowledge concerns and consider cultural differences without relying on stereotypes or unsupported judgments.

Distinguish empathy from agreement and test assumptions through questions. Use paraphrasing and perspective-taking to understand concerns without surrendering necessary boundaries.

PROFESSIONAL APPLICATION AND JUDGMENT

Use questions and summaries to understand another perspective without assuming agreement. Recognize what is within personal control and maintain necessary professional boundaries.

Practical exercise and output: Complete an active-listening exercise and a stakeholder-perspective map.

CONTINUE LEARNING

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

LEADERSHIP | DETAILED LEARNING | MODULES 5-6

Emotional Intelligence in Action

05 Assertiveness and difficult conversations

CORE KNOWLEDGE AND TECHNIQUES

Communicate needs and boundaries with clarity and respect. Combine an observable fact, its effect and a specific request, and practice responding to defensiveness, disappointment and disagreement without escalating conflict.

Describe the observable behavior, its effect and the change requested. Practice responding to defensiveness, giving difficult feedback and setting boundaries without personal criticism.

PROFESSIONAL APPLICATION AND JUDGMENT

State the issue, impact and requested change without labels or personal attack. Practice acknowledging emotion while returning the conversation to the specific problem and next step.

Practical exercise and output: Prepare a conversation planner and rehearse a constructive response.

06 Resilience and relationship habits

CORE KNOWLEDGE AND TECHNIQUES

Identify practical routines that support reflection, recovery and consistent professional behavior. Build a 30-day action plan with specific conversation habits, feedback sources and observable measures of progress.

Use reflection, feedback and realistic routines to reinforce new behavior. Set a specific action and observable measure rather than a broad promise to become more resilient.

PROFESSIONAL APPLICATION AND JUDGMENT

Use a short reflection routine to identify patterns and progress. Select one behavior to practice, seek relevant feedback and review its effect on real workplace interactions.

Practical exercise and output: Create a 30-day action plan and a feedback-based progress check.

PROGRAM DATES AND REGISTRATION

Pre-course assessment shapes the learning priorities and case emphasis. Practical work, feedback and the post-course assessment review progress against the agreed objectives.

PROFESSIONAL PRACTICE AND CURRENT RELEVANCE

Curriculum reference points.

The learning priorities combine practical workplace requirements with the professional and technical references below. Course materials and tool demonstrations are reviewed before delivery to reflect relevant changes.

Workforce skills and leadership

World Economic Forum | Future of Jobs Report 2025: skills outlook

Project management

PMI | Project Management Professional: 2026 examination update

People practice and business partnering

CIPD | Profession Map: core knowledge

Procurement and supplier management

CIPS | Procurement and Supply Cycle

Workplace AI and business intelligence

Microsoft Learn | Copilot learning and Power BI documentation

Automation and approval controls

Microsoft Learn | Power Automate approvals

AI-assisted research and creative work

Google Gemini Help and Canva | File analysis and visual tools

Digital measurement

Google Developers | Google Analytics

UAE employment practice

UAE Government Portal | Employment in the private sector

Prospecting and account research

LinkedIn | Sales Navigator advanced search

Sales pipeline discipline

Salesforce | Lead and pipeline management

These are independently developed TIH short programs. References to professional frameworks or software do not imply accreditation, endorsement or an award of PMP, CIPD or CIPS qualifications. Employment-law cases use the applicable official requirements at the time of delivery.

REGISTRATION AND ATTENDANCE

REGISTRATION AND ATTENDANCE

Take the next step.

Choose the program. Choose how you attend.

1. Select your cohort.

Use a registration button on a monthly page or select a date on a program profile.

2. Prepare and send your request.

The registration button opens a browser form with your cohort selected. Complete the required fields, review your answers, and open the email draft. Press Send in your email app.

3. Receive your booking details.

TIH will confirm availability, fees, venue or online access, and the next steps to complete your booking. A request does not itself confirm a place.

info@talentihub.com

EMAIL THE TIH TEAM

Talent Intelligence Hub website

Attendance and calendar notes

All in-person training is hosted at a five-star venue. All programs are also available to attend live online on the same dates and at the same scheduled timings as the in-person sessions.

Dates are proposed and subject to confirmation. February programs use four half-days to retain the learning hours of two full training days. Parallel programs are separate cohorts. Public-holiday changes may require date adjustments.

Project Management in Action, Practical HR Management, and Procurement and Supply Management in Action are TIH short programs. These courses do not award PMP, CIPD, or CIPS qualifications.

FILLABLE REGISTRATION FORM

Register your interest.

Use the online registration button below for a guided request and email draft. Alternatively, complete this offline form, save the PDF, and email it as an attachment.

PROGRAM AND DATE *

Select your program and date

Individual's full name *

Position / job title *

Company name *

Email address *

Phone number *

ATTENDANCE PREFERENCE *

☐ In person at a five-star venue

☐ Live online

Number of participants *

HOW DID YOU RECEIVE THIS CALENDAR? *

☐ Email marketing

☐ Instagram

☐ Website

☐ Direct salesperson

☐ Other

Salesperson you dealt with (required for direct salesperson referrals)

Leave blank if no salesperson contacted you previously. All other fields are required.

OPEN ONLINE REGISTRATION

The online form prepares an email draft for you to review and send. PDF entries do not transfer to the online form. For the offline option, save this completed PDF and attach it to an email to info@talentihub.com.

CUSTOMIZED TRAINING REQUEST

Training shaped around you.

All fields are required. Use the online request button below to complete your brief and prepare an email draft. Or complete this offline form, save the PDF, and email it as an attachment.

Individual's full name *

Position / job title *

Company name *

Email address *

Phone number *

What training would you like to run? Please share a short brief. *

What should participants achieve or do differently after training? *

Preferred dates or days of the week *

Target number of training days *

Number of participants *

Participant roles and experience levels *

PREFERRED DELIVERY FORMAT *

☐ Online

☐ Face-to-face

Preferred city or venue (enter "Online" for online delivery) *

OPEN CUSTOMIZED TRAINING REQUEST

PDF entries do not transfer online. For the offline option, save this completed PDF and attach it to an email to info@talentihub.com. Online requests are sent when you press Send in your email app.