CINPAA | INTERNATIONAL COOPERATIVE FOR TRAINING & CONSULTING

سينبا | التعاونية الدولية للتدريب والاستشارات



Training programme:

Leadership and Decision-Making in Complex Humanitarian Environments

Delivered in several cities and dates

OUR INTERNATIONAL PARTNERS:

ISDE Law Business School High Performance Education
Higher Institute of Law and Business (ISDE)

Professional Development Institute
Professional Development Institute

Universidad Camilo José Cela
Camilo José Cela University

SEK EDUCATION GROUP

ISO 29993:2017 Learning services for non-formal education and training

ISO 9001:2015

Leadership and Decision-Making in Complex Humanitarian Environments

About the programme:

A programme focused on developing leadership and decision-making skills in humanitarian environments characterised by complexity, pressure, and multiple stakeholders.

Objectives:

Developing participants' skills, knowledge, values and professional approaches in:

a. Develop leadership under conditions of uncertainty.

b. Improve decision quality under pressure.

c. Strengthen clarity of roles and responsibilities.

d. Support coordination between leadership and operations.

e. Compare humanitarian decision options against impact, risk and available resources.

Target audience:

a. Humanitarian executives

b. Humanitarian programme and operations managers

c. Team leaders working in crises

Daily programme:

• Day 1: Executive leadership in crises

a. Authority boundaries for executives during humanitarian crises

b. Accountability for executive decisions taken with incomplete information

c. Leading under uncertainty: what changes for senior managers

d. Clarifying roles and responsibilities between leadership and operations

e. Case study: analysing how authority was exercised in a complex humanitarian crisis

f. Day output: authority and accountability map for a crisis team

• Day 2: Decision-making under pressure

a. Separating verified facts from assumptions in a crisis briefing

b. Comparing decision options under time pressure with simple criteria

c. Common cognitive biases that distort decisions in emergencies

d. Judging options against impact, risk and the resources available

e. Workshop: structured comparison of three response options for a crisis case

f. Day output: decision options matrix with impact, risk and resources

• Day 3: Priority management in complex environments

a. Using an urgency and impact matrix to rank competing demands

b. Reallocating staff and funds as operating conditions change

c. Protecting critical programmes when budgets or access are reduced

d. Recording reprioritisation decisions so teams understand the reasons

e. Workshop: reprioritising a portfolio after a sudden loss of access and funding

f. Day output: revised priority list with documented rationale

• Day 4: Multi-stakeholder coordination and negotiation

a. Analysing conflicting stakeholder interests in humanitarian settings

b. Negotiating shared priorities with donors, authorities and partners

c. Supporting coordination between leadership and operational teams

d. Preparing negotiation positions and acceptable fall-back options

e. Case study: negotiation on access and priorities among several humanitarian actors

f. Day output: negotiation brief with positions and fall-back options

• Day 5: Leadership communication in complex environments

a. Writing a concise situation brief for senior decision-makers

b. Communicating decisions and instructions clearly to field teams

c. Explaining difficult decisions to staff, partners and communities

d. Keeping communication consistent as the situation changes over time

e. Workshop: drafting a situation brief and a team instruction from a live scenario

f. Day output: one-page situation brief and decision message

Training methods and certificates:

Our programmes are built on modern pedagogy that combines theoretical knowledge with practical application, in line with participants' needs and the demands of the workplace. Methods include:

· **Interactive workshops:** analysis of real data and group discussions that strengthen practical understanding.

· **Case studies:** examples from international organisations that highlight real successes and challenges.

· **Realistic simulations:** participants train through professional scenarios that mirror real situations requiring decisions and situation management.

· **Advanced tools and technologies:** hands-on practice with up-to-date training software and tools suited to each field.

Certificates:

On successful completion, participants receive a certificate issued by CINPAA, a training institute officially registered in the European Union, Spain and the United Kingdom.

CINPAA - Cooperative International for Training and Consulting

Our programmes are delivered within academic and professional partnerships, cooperation agreements and memoranda of understanding with a number of academic and professional institutions, including:

• Camilo José Cela University - Spain

• ISDE - Law & Business School - International

• Professional Development Institute - United Kingdom

These partnerships aim to exchange expertise, develop training content and raise programme quality in line with international best practice.

Kind regards,
International Programmes Department
"CINPAA" INTERNATIONAL COOPERATIVE FOR TRAINING & CONSULTING

Course details and registration

Course Details | Registration

Programme	**Leadership and Decision-Making in Complex Humanitarian Environments**	Course Title
Language	**English**	Course Language
Duration	**5 days**	Duration
Venue	**Several cities and dates – see the table below**	Venue
Financial offer	**Sent separately, according to the number of participants and the delivery conditions.**	Financial Offer

Registration and confirmation:

To register, please use one of the following:

a. Complete the programme request form on our website.

b. Or send an email from your training department.

c. Or a nomination letter from your organisation.

Send your confirmation by:

Email	info@cinpaa.org
WhatsApp	+34 635 867 686

Our team is ready to advise on accommodation and logistics before and during your stay.

Planned programme dates:

City	Dates
Barcelona, Spain	07 - 11 Dec 2026
Barcelona, Spain	01 - 05 Feb 2027
London, United Kingdom	03 - 07 May 2027
Cairo, Egypt	02 - 06 Aug 2027
Madrid, Spain	01 - 05 Nov 2027

The programme can be delivered in other cities and on other dates to suit your organisation, at the length you need. The cities are listed on the last page.

Cities where we deliver our programmes:

This programme can be delivered in any of the following cities, and elsewhere on request.

Albania Tirana, Saranda	**Australia** Sydney	**Austria** Vienna, Hallstatt, Salzburg / Zell am See	**Azerbaijan** Baku
Bahrain Manama	**Belgium** Brussels, Bruges	**Bosnia and Herzegovina** Sarajevo	**Canada** Toronto, Montreal
China Hong Kong, Shanghai, Beijing, Guangzhou	**Croatia** Dubrovnik	**Cyprus** Nicosia, Limassol, Larnaca	**Czech Republic** Prague
Egypt Cairo, Sharm El Sheikh, Alexandria, Hurghada	**France** Paris	**Georgia** Tbilisi, Batumi	**Germany** Munich, Berlin, Düsseldorf, Frankfurt
Greece Athens, Rhodes	**Hungary** Budapest	**Indonesia** Bali, Jakarta	**Ireland** Dublin
Italy Rome, Florence, Milan, Venice, Como	**Japan** Tokyo	**Jordan** Amman, Aqaba	**Kuwait** Kuwait City
Malaysia Kuala Lumpur	**Maldives** Maldives	**Mauritius** Mauritius	**Montenegro** Budva, Kotor
Morocco Casablanca, Marrakech, Tangier, Rabat	**Netherlands** Amsterdam	**Oman** Muscat, Salalah	**Philippines** Manila
Poland Krakow, Warsaw	**Portugal** Lisbon, Porto	**Qatar** Doha	**Russia** Moscow
Saudi Arabia Riyadh, Jeddah, Dammam	**Serbia** Belgrade	**Slovenia** Ljubljana	**South Korea** Seoul
Spain Madrid, Barcelona, Valencia, Alicante, Benidorm, Malaga / Marbella, San Sebastian, Granada, Cordoba, Canary Islands, Seville, Bilbao	**Switzerland** Geneva, Luzern, Zurich, Interlaken, Zermatt, Lugano	**Thailand** Bangkok, Phuket	**Tunisia** Tunis
Turkey Istanbul, Antalya, Trabzon, Bursa, Izmir, Bodrum, Antakya (Hatay)	**United Arab Emirates** Dubai, Abu Dhabi	**United Kingdom** London, Edinburgh, Manchester, Birmingham	**United States** Miami, New York, Los Angeles, Washington