CINPAA | INTERNATIONAL COOPERATIVE FOR TRAINING & CONSULTING

سينبا | التعاونية الدولية للتدريب والاستشارات



Training programme:

Professional & Leadership Development Certificates

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

Professional & Leadership Development Certificates

About the programme:

INTRODUCTION: Equipped with the resources you need to drive maximum results, use data from your organization to apply what you learn immediately to your own leadership training. Evaluate leadership competencies and behaviors and their relation to your organizational and workforce needs. Analyze various assessment models that can support your leadership initiative. Learn to evaluate both your organization's program and off-the-shelf offerings. WHY SHOULD I ATTEND? Discover the components you need to design best-in-class leadership development. Gain the latest information and trends on the

Objectives:

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

a. Ensure alignment of a leadership development program to an organization's culture, vision, mission, and goals, as well as competencies, customers' requirements, and business needs.

b. Select and implement appropriate learning methods.

c. List content and competencies that must be included in a leadership development program.

d. List observable behaviors that display a leader's ability to demonstrate the competencies.

e. Discuss a hierarchy of competencies and content for entry, mid-level, and executives.

f. Utilize process planning checklists and other job aids to create a leadership development program.

g. Measure and link the value of a leadership development program to an organization's bottom line.

h. Discern the advantages, disadvantages, and appropriate use of off-the-shelf leadership development programs.

i. Implement questionnaires, assessment methods, and self-evaluation tools presented in the leadership development program.

j. Incorporate best practices in leadership needs assessments, implementation, and when identifying high potential candidates for leadership programs.

Target audience:

a. Learning and development managers designing leadership programmes.

b. Instructional designers with responsibility for leadership learning.

c. Talent development specialists assessing leadership competencies.

Daily programme:

• Day 1: Organisational readiness and the case for leadership development

a. Organisational readiness audit and the critical success factors for leadership development

b. Why leadership development programmes fail and how to prevent the most common causes

c. Building the business case for investing in leadership development

d. The audiences for leadership development: sponsors, participants and their managers

e. Case study: reviewing a stalled leadership programme and diagnosing the causes of its failure

f. Day output: organisational readiness checklist for a leadership development programme

• Day 2: The LEADS model and the programme timeline

a. The LEADS model for building a leadership development programme

b. The five LEADS phases: foundation, future vision, action plan, developmental elements and sustainability

c. Leadership and management: distinguishing the two roles and the competences each requires

d. Planning milestones, decision points and responsibilities for each phase

e. Workshop: mapping the five LEADS phases onto a realistic timeline for the participant organisation

f. Day output: phased programme timeline with milestones and owners

- **Day 3: Drivers of the leadership effort and needs assessment**

a. Identifying what drives the leadership effort: strategy, change, growth or succession risk

b. Best practices in leadership needs assessment across the organisation

c. Measuring the leadership gap with interviews, surveys and performance data

d. Analysing needs assessment findings and setting development priorities

e. Case study: reviewing a needs assessment that missed the real leadership gap

f. Day output: leadership needs assessment report

- **Day 4: Closing the leadership gap and aligning with strategy**

a. Closing the leadership gap between current capability and future organisational needs

b. Aligning the programme with culture, vision, mission, goals and service-user requirements

c. Reflecting competencies, customers' requirements and business needs in programme aims

d. Testing alignment with senior stakeholders before programme design begins

e. Workshop: mapping the leadership gap for one management level in the participant's organisation

f. Day output: statement of drivers, gaps and alignment for the programme

- **Day 5: Engaging leaders and agreeing a development philosophy**

a. Engaging senior leaders from the start and agreeing a leadership development philosophy

b. Securing early commitment from executives who will sponsor and teach

c. Defining the roles of sponsors, line managers and programme owners

d. Writing a development philosophy that guides design and participant expectations

e. Workshop: writing the leadership development philosophy and alignment statement

f. Day output: agreed leadership development philosophy and sponsor roles

- **Day 6: Envisioning the future of leadership**

a. Planning for the leadership of the future and grounding the vision in a realistic plan

b. Summarising the leadership development changes the organisation needs

c. Anticipating future leadership demands from strategy, technology and workforce change

d. Translating the leadership vision into measurable programme goals

e. Case study: comparing the leadership profile an organisation has with the one its strategy requires

f. Day output: future leadership vision with summarised development changes

- **Day 7: Competency models and observable behaviours**

a. Defining a leadership competency and the observable behaviours that demonstrate it

b. A hierarchy of competencies and content for entry-level, mid-level and executive leaders

c. Customising an existing competency model instead of adopting it without adaptation

d. Validating the competency model with leaders and HR before adoption

e. Workshop: drafting behavioural indicators for three priority leadership competencies

f. Day output: tailored competency model with observable behaviours by level

- **Day 8: Programme content and learning methods**

a. Content and competencies that every leadership programme must include

b. Selecting learning methods: action learning, coaching, simulations and projects

c. Tailored programmes versus off-the-shelf provision: advantages and limits

d. Blending learning methods across the duration of a leadership programme

e. Workshop: matching learning methods to priority competencies for each leader level

f. Day output: programme content map with selected learning methods

- **Day 9: Agreeing and articulating the action plan**

a. Clarifying the purpose of the programme and establishing its goals

b. Determining an operational construct: governance, budget and delivery format

c. Deciding who will participate and identifying high-potential candidates

d. Leadership development communication plan for sponsors and participants

e. Workshop: completing process planning checklists and job aids for the programme build

f. Day output: programme action plan with participation criteria and communication plan

- **Day 10: Assessment tools and individual development plans**

a. Using 360-degree assessments to give leaders balanced feedback

b. Questionnaires, self-evaluation tools and assessment methods for participants

c. Turning assessment results into individual leadership development plans

d. Development conversations that help leaders act on their feedback

e. Workshop: interpreting a sample 360-degree report and drafting a development plan

f. Day output: individual leadership development plan template

- **Day 11: Succession, mentoring and learning from experience**

a. Succession planning and building a pipeline of ready leaders

b. Leaders developing leaders and the commitment to develop others

c. Comparing sample mentoring programmes and choosing a suitable model

d. Using experience and stretch assignments to develop leadership talent

e. Case study: designing a mentoring and succession approach for a critical leadership role

f. Day output: succession and mentoring design for the programme

- **Day 12: Sustaining progress and measuring value**

a. Processes and systems that sustain leadership development beyond the launch phase

b. Annual review process and evaluation of the initiative against its stated goals

c. Measuring the four levels of evaluation: reaction, learning, behaviour and results

d. Return on expectations (ROE) and return on investment (ROI): how they differ and when to use each

e. Case study: linking the results of a leadership programme to organisational performance measures

f. Day output: evaluation framework and continuous improvement plan

- **Day 13: Programme design project and continuous improvement**

a. Consolidating readiness, competencies, action plan and evaluation into one design

b. Linking programme value to the organisation's bottom line in executive language

c. Continuous process improvement planning for future programme cohorts

d. Peer review of programme designs against the critical success factors

e. Workshop: presenting a complete leadership development programme design for peer review

f. Day output: complete leadership development programme design with an improvement plan

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	**Professional & Leadership Development Certificates**	Course Title
Language	**English**	Course Language
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	30 Nov - 16 Dec 2026
Barcelona, Spain	11 - 27 Jan 2027
London, United Kingdom	12 - 28 Apr 2027
Cairo, Egypt	12 - 28 Jul 2027
Madrid, Spain	11 - 27 Oct 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.

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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