Beyond

# Solutions
# Portfolio

2026

AIRBUS

# Scheduled Courses

## Key performance 2025*

Average Satisfaction Rate: 4,58/5

Trainer Subject Knowledge Rate: 4,68/5

Support to Daily Work Rate: 4,44/5

96% of respondants recommend our training

*Updated December 2025

## Access

Delivery dates are going to be scheduled in
a minimum of 6 weeks after the PO reception

**Qualiopi**
processus certifié
RÉPUBLIQUE FRANÇAISE

**PMI** Project Management Institute
Registered Education Provider

La certification qualité a été
délivrée au titre de la catégorie
d'action suivante:

ACTIONS DE FORMATION

Airbus Beyond is a PMI
Registered Education Provider (R.E.P)

The PMI Registered Education Provider
logo are registered marks of the Project
Management Institute Inc.

**Learn more about the support and accessibility
conditions we offer here**

**AIRBUS**

**Beyond**

# Contact us

Have a question or want to connect?
We're here for you.

🌐 **Website:**

https://www.beyond.airbus.com/en

✉ **Email:**

business@beyond.airbus.com

**AIRBUS**

# Beyond

## 01 Quality

- Quality Fundamentals for Production
- APQP* for Managers
- Implementing & Boosting APQP
- APQP* Champion
- APQP* Core Tools
- APQP* KBD Assessor
- APQP* Master
- Problem Solving Essentials for Suppliers
- Problem Solving Essentials for Airlines
- Failure Mode and Effects Analysis (FMEA)
- Value Stream Mapping (VSM)
- Simplicity

**\*Advanced Product
Quality Planning**

## 02 Programme & Project Management

- Project Management Foundations
- Project Management Advanced
- People Make the Difference
- Practice Agile Scrum for Projects
- Risk & Opportunity Management

## 03 Procurement & Supply Chain Management

- Be An Airbus Supplier
- Mastering International Negotiations
- Transfer of Work
- Aero Excellence™
- Procurement Strategy for Aerospace

## 04 Finance

- Aircraft Operating Lease Market
- Aircraft Asset Management
- Aircraft Financing for Non Financiers
- Cash Awareness
- Business Case Strategy and Financials
- Customer Mindset
- Aircraft Evaluation

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**Beyond**

## 05 Airline Operations

Airline Fleet Planning
Strategic Airline Management
Commercial Aspect of Aircraft Maintenance
Introduction to Civil Aviation

## 06 Leadership

Emerging Leaders
Leading People
Leading Leaders
Leading Business
Experts Programme

## 07 Sustainable Aviation

Civil Aviation Decarbonisation
Sustainable Aviation Fuel

## 08 Knowledge Management

Knowledge Management Fundamentals
Strategic Knowledge Transfer and Retention
Knowledge Management Consulting

## 09 Organisation Design

Frugal Innovation
Organisation Design Awareness
Organisation Design Consulting

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# Quality

- Quality Fundamentals for Production
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- Failure Mode and Effects Analysis (FMEA)
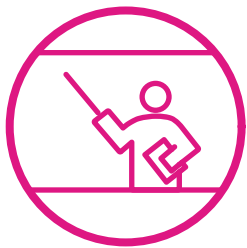- Value Stream Mapping (VSM)
- Simplicity

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Quality

# Quality Fundamentals for Production

Master Quality fundamentals to improve products, services, and team performance. Learn key methodologies, standards, and surveillance techniques to reduce defects and drive excellence.

**Duration**
1 day

**Language**
**Training Materials:**
English
**Training:**
English/French/
German/Spanish

**Fee**
Customised quote
upon request

12 participants

## Learning objectives

Provide awareness of Quality fundamentals in aviation industry and in production environment

Increase understanding of the importance of Quality in all we do

Increase production employees' commitment to Quality to make them more aware of their individual responsibility and contribution in achieving customer satisfaction

## Course content

Understand why Quality is important

Explain how Quality is managed

Review who is responsible for Quality and their responsibilities as it relates to product attestation

Learn how to ensure Quality products throughout processes

Define the cost of non-Quality

Discuss how to determine customer expectations

Acknowledge the role we have in ensuring Quality is achieved and improved in production areas

## Methods & Evaluation

Brainstorming, videos, classroom facilitation

Practical activity: hands-on, team exercise

## Who should attend?

Production Operators

Quality Line Side

Team leaders

## Pre-requisites

There are no prerequisites for attending this course

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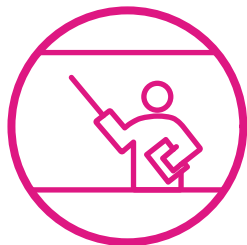
# 01

Quality

# Implementing & Boosting APQP*

Also available as an **Open Course**

Gain a comprehensive understanding of the APQP methodology and its practical application in the workplace. Through group work and an engaging interactive game, you'll learn the main steps needed to manage an APQP project from beginning to end.

**Duration**
1 day

**Language**

**Training Materials:**
English
**Training:**
English/French/
German/Spanish

**Fee**
Customised quote
upon request

12 participants

## Learning objectives

Learn to effectively support the deployment of APQP methodology

Perform a detailed risk analysis to help you select the level of monitoring necessary for APQP projects

Understand the APQP model and its related processes

Actively contribute to an APQP project and help assess Key Business Deliverables (KBD) from the APQP model

## Course content

Manage an APQP project from the start, experiencing the added value of this end-to-end process

Perform risk analysis to determine the appropriate level of monitoring necessary for APQP projects

Identify essential skills and select multi-functional teams to ensure the success of your APQP projects

Determine KBDs critical to the quality of your APQP project

Learn how to build a robust Quality Plan Timing, an essential pillar of the APQP approach

Become aware of the reporting criteria for effective deliverable assessments

## Methods & Evaluation

Blend of theoretical content and practical exercises in virtual or traditional classrooms

Engage in practical activities in teams and use-case studies

## Who should attend?

Engineering Manager and Quality Engineers

Project Manager

Work Package Leader and Project Leaders

Programme and Quality Managers

APQP Leaders

Deliverable Assessors

Quality Assurance Managers

## Pre-requisites

Basic knowledge of Quality tools or industrial experience (six months)

**\*Advanced Product Quality Planning**

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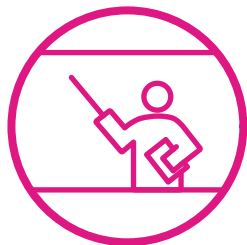
**01**

Quality

# APQP* for Managers

Are you ready to embark on a thrilling journey into APQP principles? Discover how multifunctional teams operate, the importance of effective quality plan timing, and the role of early warning and management support.

Also available as an **Open Course**

**Duration**
4 hours

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Understand the benefits of APQP and the risks incurred for not applying it

Identify the key levers necessary to effectively apply APQP within an organisation

Emphasise when and how management can support the successful deployment of APQP

Discuss specific steps that management can take to overcome obstacles and seize opportunities within their ecosystem

## Course content

Understand APQP methodology main principles and key core tools

Highlight APQP benefits

Enhance your soft skills to ensure that teams actively participate in the application of APQP

Gain a comprehensive understanding of  APQP methodology and key core tools

## Methods & Evaluation

Brainstorming

Simulation and discussions through practical activity

## Who should attend?

Engineering

Quality Assurance

Supply Chain and Procurement

Project Managers

Work Package Managers, Product Managers

Programme Leaders

Quality Managers

APQP Quality Managers

Lead Assessors

Middle or Senior Managers

## Pre-requisites

There are no prerequisites for attending this course

**\*Advanced Product Quality Planning**

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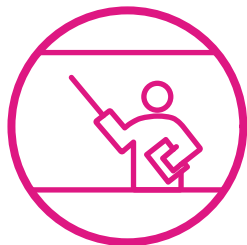
# 01

Quality

# APQP* Champion

Master the skills to effectively lead, coach, and implement APQP strategies with confidence.
Gain an in-depth understanding of the complete process, from concept phase to serial production and delivery.

Also available as an **Open Course**

**Duration**
3 days

**Language**

**Training Materials:**
English
**Training:**
English/French/ Spanish/ Chinese

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Gain an in-depth understanding of the APQP methodology so that APQP project leaders and contributors can meet project targets and ensure customer satisfaction

Learn how to implement the APQP methodology with efficacy and the use of pragmatic tools

Guide and coach teams to effectively support APQP deployment and manage change across the organisation

## Course content

Review fundamentals of APQP methodology

Understand application of APQP and related tools in a multi-functional team setting

Learn how to conduct APQP risk analysis and interpret it

Facilitate workshops to support project teams that apply APQP

Overview of an an effective deliverable assessment

Review of best practices

## Methods & Evaluation

Blend of theoretical content and practical exercises in virtual or traditional classrooms

Engage in practical activities in teams and use-case studies

## Who should attend?

Engineering Managers

Quality Engineers

Project Managers and PMOs

Work Package Leaders

Project Leaders

Programme and Quality Managers

APQP Leaders

Quality Responsibles

Deliverable Assessors

Quality Assurance Managers

## Pre-requisites

Basic knowledge of Quality tools or industrial experience (six months)

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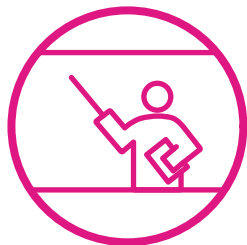
# 01

Quality

# APQP* Core Tools

Through theory and practical exercises, discover Quality Core Tools and put them into practice within the context of APQP methodology.

Also available as an **Open Course**

**Duration**
2 days

**Language**

**Training Materials:**
English
**Training:**
English/ French/
German/ Spanish

**Fee**
Customised quote upon request

12 participants

*Advanced Product Quality Planning

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## Learning objectives

Understand the purpose and benefit of each Quality Core Tool and how to implement them in real-life scenarios

Discover the lifecycle and implementation steps of APQP methodology

Learn the added value of connecting APQP Core Tools in the frame of APQP methodology or without APQP triggers

Apply and contextualise core tools throughout the project lifecycle

Discover tips and tricks that Key Business Deliverables (KBD) assessors can use during evaluation sessions

## Course content

Methodology and workshop for Design Failure Mode and Effects Analysis (DFMEA)

Methodology and workshop for Product Failure Mode and Effects Analysis (PFMEA)

Methodology and exercise for Key Characteristic (KC)/ Critical Item (CI)

Methodology and practical case for Statistical Process Control (SPC)

Methodology and exercise for Process Capability (PC) and Measurement System Analysis (MSA)

Presentation of First Article Inspection (FAI) and Production Part Approval Process (PPAP)

Design Failure Mode and Effects Analysis (DFMEA), KC/CI

## Methods & Evaluation

Business simulation

Lecture, mixed with group exercises, practical activities

One (or more) experienced trainer throughout the course

Continuous control through practical activity course

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**Quality**

# 01
# APQP* Core Tools

Also available as an **Open Course**

## Who should attend?

APQP Masters and Champions

Supply Chain Quality Specialists and Managers

Quality Conformity Managers

Manufacturing Engineers

Quality Engineers

Programme Quality

## Pre-requisites

Awareness of Quality Standards

**\*Advanced Product Quality Planning**

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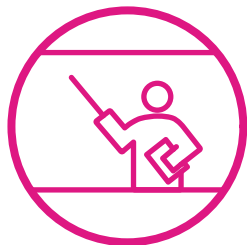
# 01

Quality

# APQP* KBD** Assessor

Also available as an **Open Course**

Master APQP fundamentals and the key role of the deliverable assessor with this hands-on course. Gain practical experience assessing deliverables at key project stages, learning the essential behaviors and best practices to ensure effective assessments and drive continuous improvement.
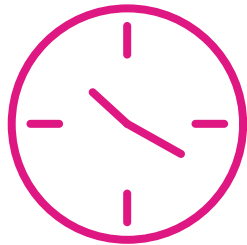
**Duration**
1 days

**Language**
**Training Materials:**
English
**Training:**
English/ French/ German/ Spanish

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Identify the key factors for a successful Key Business Deliverables (KBD) assessment, including competence needed, use of a checklist, and interview technique

Demonstrate the application of best practices to avoid common assessment pitfalls

Develop action plans and practice coaching deliverable owners

Outline the steps to implement a structured rating and feedback approach

Learn how to manage difficult assessments to foster a collaborative and productive environment

## Course content

Understand APQP Fundamentals and KBD

Define the assessor's roles and responsibilities

Apply deliverable evaluation and interview techniques

Identify the reporting criteria for effective deliverable assessments

Structure the Action Plan Definition

Simulate and assessment and review best practices

## Methods & Evaluation

Blend of theoretical content and practical exercises in traditional classrooms

Engage in practical activities, role play in teams and use-case studies

## Who should attend?

APQP Masters and Leaders

Deliverable Assessors

Technical experts

Manufacturing & Quality Engineers

Quality from all functions

Supply Chain Quality Specialists and Managers

## Pre-requisites

Basic APQP awareness

**\*Advanced Product Quality Planning**
**\*\* Key Business Deliverables**

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# 01

### Quality
# APQP* Master

Embark on the APQP Master course to develop your coaching skills and enhance your soft skills, while promoting excellence in APQP methodology across all levels of the organisation.

**Duration**
2 days

**Language**

**Training Materials:**
English
**Training:**
English/ French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Lead  the implementation of APQP methodology across business areas by influencing key stakeholders in the deployment process

Coach, mentor and guide others (team and network) on APQP methodology

Serve as a reference by actively contributing to the evolution and improvement of the methodology, leveraging your solid expertise and practical experience

Perform reliable situation diagnosis and propose effective, sound solutions

## Course content

Enhance and harmonise key messages to strengthen the understanding of APQP methodology in the organisation

Clearly define the needed activities to prepare and establish an APQP framework prior to its application

Provide  a deep understanding of how APQP is implemented

## Methods & Evaluation

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Continuous control through practical activity

## Who should attend?

Certified APQP Champions: learners need to have one year of prior APQP experience before attending APQP Master

## Pre-requisites

Be an APQP Champion or APQP Leader

**\*Advanced Product Quality Planning**

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# 01

### Quality

# Problem Solving Essentials for Suppliers

Also available as an **Open Course**

Eradicate recurring production issues with a course built for the supplier's challenges. Master the 9S method by working through a case study focused on part conformity certification for materials delivered to an aerospace customer. By the end of the course, you will be equipped with insights and strategies that will empower you to enhance production efficiency, reduce waste, and solidify your reputation as a top-tier supplier.

**Duration**
1 day

**Language**

**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Know when to apply problem solving methodology

Understand and implement the 9S Methodology

Understand when to use basic problem solving tools such as 5 Whys and Fishbone Diagram

Determine when to launch, escalate, transfer, and close the 9S process

Assess the quality of your problem solving standard application

## Course content

Learn what is practical problem solving and when to apply it

Introduce each step of the 9S Methodology

Alternating theory and practice supported by a case study with real life events

## Methods & Evaluation

You will be evaluated through practical exercises

## Who should attend?

Everyone who needs a better understanding on how to solve a problem by following the 9S methodology in the aeronautics industry

## Pre-requisites

There are no prerequisites for attending this course

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# Beyond

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## 01

### Quality
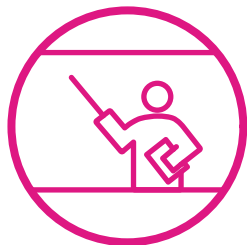
# Problem Solving Essentials for Airlines

Tackle the root causes of service disruptions with a course designed for the airline environment.

You will apply the 9S method by working in a case study analysing maintenance failures that cause negative passenger impacts, such as flight delays.

Gain insights and strategies to streamline processes and ensure passenger satisfaction.

**Duration**
1 day

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Know when to apply problem solving methodology

Understand and implement the 9S Methodology

Understand when to use basic problem solving tools such as 5 Whys and Fishbone Diagram

Determine when to launch, escalate, transfer, and close the 9S process

Assess the quality of your problem solving standard application

## Course content

Learn what is practical problem solving and when to apply it

Introduce each step of the 9S Methodology

Alternating theory and practice supported by a case study with real life events

## Methods & Evaluation

You will be evaluated through practical exercises

## Who should attend?

Everyone who needs a better understanding on how to solve a problem by following the 9S methodology in the aeronautics industry

## Pre-requisites

There are no prerequisites for attending this course

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# 01

Quality

# Failure Mode and Effects Analysis (FMEA)

Master FMEA, the essential Advanced Product Quality Planning (APQP) tool for proactive quality.
Learn to anticipate and prevent failures in product design and manufacturing, turning potential risks into opportunities for improvement.
You will gain a structured method to identify, rank, and manage risks before they happen.

**Duration**
1 day

**Language**
**Training Materials:**
English
**Training:**
English

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Apply FMEA methodology to a given product or process case study

Assign ratings for Severity, Occurrence, and Detectability to identified failure modes

Calculate the Risk Priority Number (RPN) for each failure mode to prioritise mitigation actions

## Course content

Define FMEA, its history and its triggers

Outline the global FMEA process (preparation, workshop, follow-up, feedback)

Apply the FMEA methodology and RPN calculation

## Methods & Evaluation

Continuous control through practical activity

## Who should attend?

Anyone who will participate in a FMEA (Design or Process)

## Pre-requisites

There are no prerequisites for attending this course

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# 01

Quality

# Value Stream Mapping (VSM)

Understand what can slow you down or block in your value chain. You will redesign your process to be more efficient, remove waste, and create a concrete improvement plan for your team.

**Duration**
1 day

**Language**

**Training Materials:**
English
**Training:**
English

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Create a current state value stream map for a given production environment, including all relevant KPIs (e.g. talk time, value added and non-value-added times)

Analyse the current state map to identify problems, wastes and potentials for improvement

Develop a value stream vision that defines the ideal future state

Design a future state (TO BE) value stream map based on the established value stream vision

Analyse the gap between the current and future state maps

Develop an implementation plan that prioritises activities and identifies key stakeholders, milestones, and performance indicators

## Course content

Understand the theory of Value Stream Mapping

Explain the Theory of Constraints

Apply Value Stream Mapping through a use case (AS-IS, TO-BE and implementation)

## Methods & Evaluation

Theoretical content delivered in classroom

Practical activities through use-case study

## Who should attend?

Lean/AOS experts

Improvers

## Pre-requisites

There are no prerequisites for attending this course

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# 01

Quality
# Simplicity

Is complexity slowing your work down? This course uses a serious game to trap you in "bad habits", revealing how your own behaviors can be the cause.
Through a guided debrief, you'll gain powerful self-awareness and learn practical methods to simplify how you work.

### Duration
Half day
(2.5 Hours)

### Language
**Training Materials:**
English
**Training:**
English

### Fee
Customised quote upon request

25 participants

## Learning objectives

Describe the key components of a simplicity mindset as you relate to workplace behaviour

Identify personal behaviours that contribute to complexity during a simulated serious game

Apply good practice methods to develop a personal action plan for simpler work

## Course content

Define the Simplicity Mindset and reflect on your own contribution

Practice Simplicity Good Practices and plan their implementation in your own work

## Methods & Evaluation

Theoretical content delivered in classroom

Practical activities through use-case study

## Who should attend?

Anyone

## Pre-requisites

There are no prerequisites for attending this course

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# Programme & Project Management

—— Project Management Foundations
—— Project Management Advanced
—— People Make the Difference
—— Practice Agile Scrum for Projects
—— Risk & Opportunity Management

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**Beyond**

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## 02

**Programme & Project Management**

# Project Management Foundations

Elevate your project management expertise with this course, covering globally recognised principles and the entire project lifecycle, from initiation to closing. Through practical examples and an interactive case study, participants will develop the skills to effectively plan, execute, and monitor projects. By the end of the course, you will manage projects efficiently and enhance your ability to deliver results.

**Duration**
3 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Promote a harmonised Project Management approach based on best practices to ensure team consistency, streamline processes, improve collaboration, and enhance project delivery

Apply key PM processes and methods - such as scope management, scheduling, risk management, and stakeholder communication - to navigate all project phases effectively, ensuring successful delivery and alignment with organisational goals

Cultivate a PM culture and mindset that promotes project success

## Course content

Explore Project Management Body of Knowledge (PMBOK) 6th edition concepts, including the 10 key knowledge areas and the five main process groups

Analyse and comprehend project life cycles

Initiate Project: develop project charter, business case, and kick-off meeting (KoM) agenda

Plan: scope management (PBS, WBS), scheduling, budgeting (S-Curve), resource allocation, Gantt chart, critical path, quality, and suppliers selection

Assess and manage project risks and opportunities

Execute Project: focus on stakeholder management and resource management

Monitor and Control Project: utilise process, tools, KPIs, status report, visual management techniques

Close: conduct lessons learnt sessions, completing deliverables, releasing resources, adjourning team development phase

## Methods & Evaluation

Theoretical content delivered in classroom

Practical activities through use-case studies

Periodic checks through practical activities and/or multiple-choice quizzes

## Who should attend?

Project Managers

Work Package Leaders

Project Management Business Partners (PMBPs) and any stakeholder

## Pre-requisites

There are no prerequisites for attending this course

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# 02

**Programme & Project Management**

# Project Management Advanced

Enhance your project management expertise with this advanced course, tailored for professionals aiming to deepen their understanding of sophisticated project management techniques and methodologies.
This training provides a comprehensive exploration of essential topics, including Earned Value Management (EVM), estimating techniques, business case development, and management of risks and opportunities provisions.

**Duration**
3 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Gain more in-depth knowledge on critical PM processes

Explore and apply the concepts of business case, planning, suppliers management, and earned value

## Course content

Implement effective change management strategies

Develop a robust business case for project initiatives

Formulate and assess make-or-buy policies for project decision-making

Plan complex projects using tools like Work Breakdown Structure (WBS), Gantt charts, integration strategies, and negotiation techniques.

Identify, assess, and manage risks and opportunities provisions

Monitor and control supplier performance

Apply earned value

Facilitate and manage efficient meetings and reviews

Project closure and handover: executing the final steps of project closure

## Methods & Evaluation

Theoretical content delivered in classroom

Experienced trainer throughout the course

Periodic assessments through practical activities and/or multiple-choice quizzes

## Who should attend?

Project Leaders

PMOs involved in large and complex projects

## Pre-requisites

At least 5 years experience in Project Management

Attendance to **Project Management Foundations** or similar training

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## 02

**Programme & Project Management**

# People Make the Difference

Explore the crucial role individuals play in project success and gain insights into team dynamics and leadership. This course will equip you with the skills to effectively apply these principles in projects and programmes, while connecting them to your organisation's environment. By fostering a collaborative culture, you will enhance project outcomes and alignment with your company's strategic objectives.

### Duration
3 days

### Language
**Training Materials:**
English
**Training:**
English/French

### Fee
Customised quote upon request

12 participants

## Learning objectives

Enhance project teams' performance by applying human factors principles and soft skills techniques

Cultivate motivation among team members and foster individual growth

Define roles and responsibilities clearly for all project team members

Manage the development of project team members through effective delegation

Resolve problems and conflicts within the project team

Understand the client's objectives

Build a comprehensive communication plan with the project team, the client and functions

## Course content

Learn to motivate, communicate, delegate and give feedback

Leverage the Rosenthal effect to enhance motivation, improve performance, and ensure project success by setting the right expectations

Manage energy levels, roles and responsibilities

Apply the Tuckman model to understand and improve team dynamics

Learn how to utilise Situational Leadership Styles Model II

Resolve conflicts effectively by applying the Thomas Kilmann Conflict Mode Instrument

Define project team, roles and responsibilities

## Methods & Evaluation

Theoretical content delivered in classroom

Practical activities through role play and small group work

One (or more) experienced trainer throughout the course

Periodic assessments through practical activities and/or multiple-choice quizzes

## Who should attend?

Project Leaders: PM officers and Project Management Business Partners (PMBPs)

Head of Project Management Operations

Project Team Members

## Pre-requisites

There are no prerequisites for attending this course. However attendance to the **Project Management Foundations** course is preferable

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# 02

Programme & Project Management

# Practice Agile Scrum for Projects

Gain a comprehensive overview of Agile and Scrum practices while learning the fundamentals of agility. Discover strategies to improve efficiency in time-constrained environments and explore key Agile principles, including customer vision, acceptance criteria, and effective contract management. By the end of the course, you will be equipped with the knowledge and tools to successfully implement Agile practices within your organisation.

**Duration**
1 day

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Experience the principles and practices in an Agile context

Understand the core principles and methodologies of Agile and Scrum, including their relevance in modern project management

Explore key Agile principles such as customer vision and acceptance criteria, while understanding their importance in project success

## Course content

Introduce Agility

Identify best practices to be more efficient in a time-constrained environment

Identify some of the Agile principles: customer vision, acceptance criteria, contract

## Methods & Evaluation

Practical activities through sprint simulation

Experienced trainer throughout the course

Periodic assessments through practical activities

## Who should attend?

The course is open to anyone interested in gaining an overview of the advantages of the Agile methodology

## Pre-requisites

There are no prerequisites for attending this course

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## 02

**Programme & Project Management**

# Risk & Opportunity Management

Learn how to effectively manage business risks and seize opportunities to achieve both short and long-term objectives. Explore essential frameworks and strategies for identifying, assessing, and mitigating risks while leveraging opportunities. By the end of the course, you will be equipped with practical tools and techniques to enhance your organisation's risk management capabilities and drive successful outcomes.

**Duration**
1 day

**Language**
**Training Materials:**
English
**Training:**
English

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Develop a shared understanding and terminology in risk and opportunity management to improve communication and collaboration among stakeholders

Learn strategies to effectively address and report risks, helping participants avoid reactive "fire-fighting"

Identify and assess opportunities within the project or business context

Apply best practices in managing both risks and opportunities to support informed decision-making and optimise project outcomes

## Course content

Learn risk and opportunity management framework and mindset

Understand foundational principles for effectively managing risks and opportunities

Learn techniques to identify and define risks and opportunities relevant to your projects

Explore methods to evaluate risks and opportunities

Develop strategies to respond to risks and capitalise on opportunities through effective action planning and management

Foster a proactive organisational culture where risk and opportunity management are integrated to decision-making processes

## Methods & Evaluation

Learn throughout a business simulation

Academic, mixed with action and social learning

Periodic assessments through practical activities

## Who should attend?

Everybody who wants to learn about Risks & Opportunities Management

Project Management Business Partners (PMBPs) with a good experience of Risk & Opportunity Management

Project Managers

Work Package Leaders

## Pre-requisites

There are no prerequisites for attending this course (for fundamentals and simulation)

For Risk & Opportunity Management proficiency, Risk & Opportunity Management fundamentals is a prerequisite

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**AIRBUS**

# 03

# Procurement & Supply Chain Management

- Be An Airbus Supplier
- Mastering International Negotiations
- Transfer of Work
- Aero Excellence™
- Procurement Strategy for Aerospace

**AIRBUS**

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# 03

Procurement & Supply
Chain Management

# Be An Airbus Supplier

**Also available as an Open Course**

Gain a deep comprehension of global aviation standards and develop a thorough understanding of  supplier requirements to confidently align with the expectations established by Airbus.

This course will guide you through the steps for becoming a qualified supplier, preparing participants for the subsequent qualification process to achieve a supplier status.

## Duration
3 days

## Language
**Training Materials:**
English
**Training:**
English/French

## Fee
Customised quote
upon request

12 participants

## Learning objectives

Gain a comprehensive understanding of Airbus supplier requirements (ASR/GRAMS/GRESS) and their application in operations

Learn the business requirements applicable to all Airbus suppliers

Prepare for, meet and surpass Airbus expectations

Understand how to implement international aeronautical quality standards effectively

## Course content

Understand the aeronautical regulations and rules

In-depth exploration of Airbus' history and organisation structure

Understand the Airbus supplier requirements (ASR/GRAMS/GRESS) related to Quality Assurance, Environment, Risk Management, Project Management, Industrialisation, Qualification, Series production, Material management, Sub-tier suppliers management, Deliveries and Customer support

Share best practices and provide an overview of key support documents and tools

Identify and establish key milestones required to comply with Airbus contractual requirements and aeronautical regulations

Implement or refine your internal processes to effectively meet and exceed Airbus expectations for compliance

## Methods & Evaluation

Practical activities through exercises, use-case study and group work

Periodic assessments through practical activities and/or multiple-choice quizzes

## Who should attend?

Airbus potential and existing suppliers

All tiers suppliers within the aerospace industry

Suppliers dealing with flying and non-flying aircraft-related parts

Suppliers linked to airframe, material, cabin & cargo, propulsion, and equipment & systems sectors

## Pre-requisites

There are no prerequisites for attending this course

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**AIRBUS**

EC_Not Technical_Airbus Beyond Amber

# 03

Procurement & Supply
Chain Management

# Mastering International Negotiations

Mastering International Negotiations empowers you to adeptly apply Harvard Method principles and effective strategies in navigating diverse styles, cultural nuances and challenging scenarios.

Also available as an **Open Course**

**Duration**
3 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Understand the principles of Harvard Method of Principled Negotiations

Use a effective methodology for conducting successful negotiations

Understand your negotiation style and the styles of your counterparts

Explore the behavioural aspects of negotiation in the context of cultural differences

Effectively handle difficult negotiation situations and negotiators

## Course content

Master the negotiation process and the Harvard Method

Analyse the impact of different cultures in negotiations

Learn how personality types and emotions can impact different negotiations

Apply strategies to effectively use influence and leverage in negotiation

Understand the mindset of your counterpart

Deal with difficult negotiation situations and inter-personal problems

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Periodic assessments through practical activities

## Who should attend?

Anyone involved in conducting or participating in business negotiations

Anyone involved in international partnerships

Anyone managing multicultural projects

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

**Beyond**

01 Quality     02 Programme & Project Management     **03 Procurement & Supply Chain Management**     04 Finance     05 Airline Operations     06 Leadership     07 Sustainable Aviation     08 Knowledge Management     09 Organisation Design

# 03

**Procurement & Supply Chain Management**

# Transfer of Work

Learn how to effectively manage industrial activity transfers, ensuring seamless transitions and supplier oversight.

**Duration**
2 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants or
9 in virtual mode

## Learning objectives

Effectively manage the transfer of industrial activities in situations such as:

- Make to Buy, Buy to Make, or Buy to Buy
- Change of supplier for a given product
- Change at supplier's

Demonstrate the ability to implement process and tools when monitoring suppliers managing transfers

## Course content

Manage and implement the transfer of work process

Ensure APQP alignment

Conduct thorough risk analysis

Execute gate reviews

Outline and manage main project phases and deliverables

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

## Who should attend?

Procurement Roles

MFT Managers

Project Leaders

Team members having to deal with work transfers

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

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**03**

Procurement & Supply
Chain Management

# Aero Excellence™*

Take your aerospace operations to the next level with our Aero Excellence™ training.
Our course is designed to empower suppliers through a journey of continuous improvement, equipping you with the skills and tools to prepare for and implement the international standard for industrial assessment in your company.
Learn from certified experts to drive measurable improvements and secure your role in the supply chain.

*Note: This course does not enable to qualify an assessor*

**Duration**
2 days

**Language**
**Training Materials:**
English
**Training:**
English

**Fee**
Customised quote upon request

8-12 participants

## Learning objectives

Explain the structure and objectives of the Aero Excellence™ maturity grid

Organise and prepare for an Aero Excellence™ assessment

Differentiate the scope and purpose of each of the five industrial excellence domains

Apply the Aero Excellence™ standard within their company

## Course content

**Background and origin**
– Grasp the context of aerospace supply chain and the importance of resilience
– Discover the core spirit behind the Aero Excellence™ approach
– Identify the objectives and benefits this approach provides to industrial players in the supply chain

**Aero Excellence™ structure and interdependence**
– Learn the fundamental principles of the industrial excellence operating system
– Understand the architecture of the Aero Excellence™ maturity grid
– Master KPIs that are central to the assessment process

**Preparing an assessment**
– Assess company maturity versus best practices / operational excellence
– Discover the standard agenda of Aero Excellence™ assessment
– Learn about the self-assessment process

## Methods & Evaluation

Feedback from experts in the aeronautics, space, and defence industries

Quizzes, interactive games and discussions with our expert trainers

Your skills will be assessed via entry and exit tests

## Who should attend?

Executive committee members

Group or plant Industrial excellence leaders

Operational managers from Supply Chain, planning, industrialisation, Quality,and production

Continuous improvement project managers

## Pre-requisites

Prior familiarisation with Aero Excellence™ standard, Industrial excellence and Project Management notions

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**AIRBUS**

EC_Not Technical_Airbus Beyond Amber

# 03

**Procurement & Supply Chain Management**

# Procurement Strategy for Aerospace

Ready to elevate your role from tactical buyer to strategic architect?
This course is your launchpad. You'll master frameworks like Porter's Five Forces and the Kraljic Matrix, and emerge from this training ready to build a resilient supply chain that gives your organisation a decisive edge.

### Duration
2 days

### Language
**Training Materials:**
English
**Training:**
English

### Fee
Customised quote upon request

6-12 participants

## Learning objectives

Develop step by step a Procurement Strategy

Use industry-standard benchmarking tools

Propose the best total cost of ownership for the company

Develop a strong market analysis to identify key players, their strengths, and weaknesses

## Course content

**I. Introduction to Procurement Strategy in the Aerospace Industry**
– Define the role and strategic importance of procurement in aerospace
– Analyse key industry challenges and opportunities

**II. Michael Porter's Five Forces Analysis**
– Apply Porter's Five Forces to assess aerospace market competitiveness
– Examine industry case studies using Porter's Five Forces

**III. Kraljic Matrix**
– Use the Kraljic Matrix to classify products and suppliers
– Implement the matrix through practical case studies

**IV. Data Analytics in Procurement Strategy**
– Introduction to data analytics in procurement
– Key data sources and tools for analysing the aerospace industry market
– Apply data-driven insights to inform procurement strategy

**V. Building the Procurement Strategy**
– Construct a step-by-step guide to build an aerospace procurement strategy
– Identify critical factors for successful implementation

**VI. Case studies**
– Apply all concepts in a real-world group project
– Present a final procurement strategy for a specific aerospace company or product

## Methods & Evaluation

Theoretical content delivered in the classroom with documentation distributed in paper or pdf

Simulation and discussions through practical activity

## Who should attend?

We recommend at least one year of experience as a Buyer or Supplier Development Manager

## Pre-requisites

Participants must attend the Contract Fundamental Level

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**AIRBUS**

04

# Finance

—— Aircraft Operating Lease Market
—— Aircraft Asset Management
—— Aircraft Financing for Non Financiers
—— Cash Awareness
—— Business Case Strategy and Financials
—— Customer Mindset
—— Aircraft Evaluation

AIRBUS

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Finance

# 04 Aircraft Operating Lease Market

Also available as an **Open Course**

Explore the dynamic world of aircraft operating leases and discover how this financing tool benefits all stakeholders, while mastering the various leasing models and financial structures.

**Duration**
3 days classroom/ 5 half days virtual

**Language**
**Training Materials:** English
**Training:** English

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Understand how operating leasing fits into the financing mix for civil aircraft

Identify a variety of leasing business models in today's market

Analyse the market from the perspectives of manufacturers, airlines, and leasing companies

Develop the ability to negotiate an aircraft operating lease

## Course content

Explore leasing markets and analyse the lessor business model

Examine the definitions, dynamics, and economics of aircraft operating leases

Gain strategic market perspectives from aircraft manufacturers

Negotiate leasing contract (LOI) term sheets and annexes between lessor and operator

Stay up-to-date with the latest market trends, including Sale and Lease Back (SLB), Japanese operating lease (JOLCO), ECA finance and leasing

Develop strategies for protecting the residual value of aircraft

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Periodic assessments through practical activities

## Who should attend?

Sales, Marketing, Product Support and Finance

Professionals from supplier companies

Airline professionals

Managers from financial institutions

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

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## 04

Finance

# Aircraft Asset Management

Be ready to take flight into the world of aircraft asset management! This course will enable you to understand basic lessor strategies and tactics necessary to successfully manage the aircraft. You will analyse the dynamics of the second-hand aircraft, obtaining a balanced view from all parties involved. Delve into the main issues related to re-marketing, operating, financing, and securing second-hand aircraft.

**Duration**
3 days

**Language**
**Training Materials:**
English
**Training:**
English

**Fee**
Customised quote
upon request

12 participants

## Learning objectives

Understand the operator and lessor strategies and tactics

Learn how successful companies blend technical, commercial and financial skills to effectively manage aircraft throughout the leasing cycle

Experience the realities of asset and lease management during the aircraft lifecycle

## Course content

Analyse aircraft values and market dynamics

Compare leasing aircraft versus aircraft ownership

Identify the key influencing factors on management and operations

Explore asset-based funding techniques

Implement technical management and product support for second-hand aircraft

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Periodic assessments through practical activities

## Who should attend?

Manufacturers

Airlines Accounting

Lessors

Bankers

## Pre-requisites

There are no prerequisites for attending this course

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**AIRBUS**

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**04**

Finance

# Aircraft Financing for Non Financiers

Enhance your understanding of airline business dynamics and learn how to effectively evaluate revenue and costs throughout the aviation cycle. Gain insights into airline profitability and the aviation supply chain, with a special focus on the Maintenance, Repair, and Overhaul (MRO) market.

**Duration**
4 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Understand airline financial performance and its implications for asset financing

Analyse the financing structures used in today's aircraft market

Compare the objectives of airlines, lessors, bankers, and manufacturers

Understand the role of leasing market, manufacturer support, and export credit agencies

Learn about the role of capital markets in aircraft finance, and examine the current market situation, aviation business drivers, and their financial impacts

## Course content

Understand airline financial performance and its implications for asset financing

Learn the main aviation finance terminology

Develop and assess the risks of financing structures

Discuss the objectives of airlines, lessors, bankers, and manufacturers

Learn the role of capital markets in aircraft financing

## Methods & Evaluation

Engage in practical activities through use-case studies

Benefit from an experienced trainer and several business speakers during the course

Periodic assessments through practical activities

## Who should attend?

Airline Professionals involved in contracts and finance

Commercial department of Manufacturers

Engineers and Technical Specialists

Bankers, Lessors, Advisors and Lawyers

## Pre-requisites

There are no prerequisites for attending this course

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**AIRBUS**

**Beyond**

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**04**

Finance

# Cash Awareness

Develop the skills to evaluate financial processes and implement effective strategies that enhance a company cash position and improve key performance indicators.

**Duration**
1 day

**Language**

**Training Materials:**
English
**Training:**
English/French/German/Spanish

**Fee**
Customised quote upon request

24 participants

## Learning objectives

Explain how cash flows within a company and analyse its impact on financial performance

Evaluate how specific actions, measures, and improvement projects can have a positive impact on a company's cash position

Describe the mechanisms behind the balance sheet and the Profit and Loss statement

## Course content

Understand the principles of business finance

Develop strategies for achieving profitable growth

Understand and manage cash flow

Enhance operational proficiency

## Methods & Evaluation

75% simulation + 25% theory

Engage in practical activities through serious games and use-case studies

Classroom or virtual delivery

## Who should attend?

Senior and middle managers, entrepreneurs

Marketing, Sales, Business and Financial Managers

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

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04

Finance

# Business Case Strategy and Financials

Emerge in the world of business and learn how to implement, create and present a business case.

**Duration**
1 day

**Language**
**Training Materials:**
English
**Training:**
English

**Fee**
Customised quote upon request

18 participants

## Learning objectives

Evaluate business options based on the strategic, quantitative and qualitative perspectives

Explain and create a business case

## Course content

Conduct strategic fit assessment

Evaluate the financial and non-financial benefits of a project and its risks

Learn best practices for effectively presenting a business case to stakeholders

Understand the role of business case reviews in ensuring project success

## Methods & Evaluation

You will learn through a business simulation

Academic learning, mixed with action and social learning

One (or more) experienced trainer throughout the course

Periodic assessments through practical activities

## Who should attend?

Controllers

Project Staff

Contract Manager

Financial Experts and Treasury

## Pre-requisites

There are no prerequisites for attending this course

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04

Finance

# Customer Mindset

Gain  the skills needed to support evolution from a product-focused culture to a more commercial and business-oriented one. Learn how to foster positive attitudes and behaviours that drive team success.

**Duration**
2 days

**Language**

**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Support the transition from a product-focused to a customer and service-oriented culture

Foster the development of commercial and business-oriented behaviours

Identify new opportunities to generate additional revenue for the organisation

Enhance customer focus and improve effective communication

## Course content

Assess the essentials of business models  and analyse value propositions

Learn KODA model, understand customer context and focus on communication

Comprehend customer requirements

Understand and anticipate customer needs

Learn various communication styles when communicating with customers

Practice through case studies and learn how to handle difficult situations

## Methods & Evaluation

Theoretical content delivered in classroom with documentation distributed in paper

Engage in practical activities through serious games and use-case studies

Periodic assessments through practical activity

## Who should attend?

Customer facing profiles

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

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**04**

Finance

# Aircraft Evaluation

Gain the expertise to make strategic, data-driven fleet decisions for your airline. Learn to analyse airline strategies, apply financial and economic tools, and build business cases that turn aircraft investments into competitive advantage.

**Duration**
3 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Describe the key stages of aircraft selection and acquisition processes

Examine techniques used by airlines to analyse aircraft

Explain how airlines organise fleet planning and aircraft evaluation processes

Analyse a major European airline's evaluation process and compare it with processes used in start-up airlines

Apply economic analysis techniques within a comprehensive business case

Identify key issues related to aircraft availability and financing

Describe the role of engine manufacturers in the aircraft selection process

Define key concepts in financial analysis, including investment valuation and sensitivity analysis, and differentiate between leasing and purchasing

## Course content

Analyse current and emerging industry trends

Understand basic aircraft evaluation principles

Define qualitative aircraft evaluation criteria

Examine aircraft evaluation for a major airline

Evaluate aircraft selection criteria (e.g., operating cost, cabin type)

Assess the risk versus reward of aircraft performance

Determine the impact of aircraft utilisation and productivity

Understand aircraft standardisation

Conduct an analysis of investment in aircraft

Compare leasing vs. purchasing aircraft

Explore various business cases

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AIRBUS

**Beyond**

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**Finance**

# 04 Aircraft Evaluation

## Methods & Evaluation

Engage in practical activities through serious games and use-case studies

Benefit from an experienced trainer throughout the course

Periodic assessments through practical activities

## Who should attend?

Airline managers involved in fleet planning and procurement, asset management, strategic planning, finance and operations

Manufacturer analysts with customer interfaces, particularly those in sales and marketing

Asset management finance and contracts managers

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

# 05

# Airline Operations

Airline Fleet Planning

Strategic Airline Management

Commercial Aspect of Aircraft Maintenance

Introduction to Civil Aviation

**AIRBUS**

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**05**

Airline Operations

# Airline Fleet Planning

Embark on a journey to mastering airline fleet planning. Learn industry-standard processes, methods and powerful tools that contribute to building an evolving airline fleet plan.
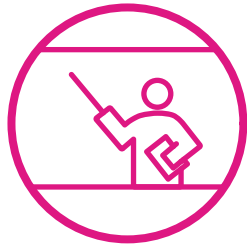
This course features the **Network Manager serious game**

### Duration

3 days

### Language

**Training Materials:**
English
**Training:**
English

### Fee

Customised quote upon request

12 participants

## Learning objectives

Understand the processes, methods and tools that contribute to building an evolving airline fleet plan

Grasp the impact of airline business models on fleet planning decisions

Learn airline approaches to fleet management

Explore the state of the art in fleet risk management

## Course content

Evaluate fleet planning processes and decision-making

Analyse the impact of airline business model on fleet planning

Investigate the relationship between alliances, mergers and fleet planning

Explore the interactions between network planning and fleet planning

Analyse demand allocation, segmentation, and spill

Identify key trade-offs in fleet planning, including capacity vs. frequency, P2P vs. O/D, fragmentation vs. consolidation

## Methods & Evaluation

Theoretical content delivered in classroom with documentation distributed in paper

Engage in practical activities through serious games and use-case studies

Periodic checks through practical activity and/or multiple-choice quizzes

## Who should attend?

Strategic Consultants

Insurance Brokers

Lessors and Financial Analysts

Airframe and Engine Manufacturers

Industry Suppliers

Government Agencies

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

# Beyond

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## 05

**Airline Operations**

# Strategic Airline Management

Enrol in the Strategic Airline Management course to master airline dynamics, revenue management, and cost optimisation, while gaining insights into profitability drivers and supply chain efficiency. Let your career take flight as you uncover the secrets to success in the dynamic world of aviation!

**Duration**

5 days

**Language**

**Training Materials:**
English
**Training:**
English/French

**Fee**

Customised quote
upon request

8-12 participants

## Learning objectives

Actively manage airline operations through a top-level airline management simulation

Work with the latest trends in airline business models and market strategies

Understand the airline business cycle and its relation to fleet acquisition and management

Master airline profit dynamics by making decisions and receiving complete feedback on results

## Course content

Learn investment strategies and business models in aviation

Examine fleet planning methodologies, planning tools, and functionalities

Understand the essentials of aircraft performance

Engage in airline simulation: fleet planning and aviation cycles

Develop a business case for aircraft acquisition, including aircraft investment paradigms

Analyse aircraft financing structures, pricing and financing models

Provide an overview of asset management in aviation

## Methods & Evaluation

The graded course elements and the assigned weights are listed below:

20% individual contribution to case discussion (participation) + 30% case study report + 50% final examination

## Who should attend?

Senior airline managers with its Strategic view of the key airline management functions, from strategy and planning, to finance, commercial, human resources, combined with the critical transverse quality and safety management skills

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

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*Airline Operations*

# Commercial Aspect of Aircraft Maintenance

Dive deep into airline maintenance operations and discover strategies to optimise costs, improve maintenance programs and align them with organisational objectives effectively.
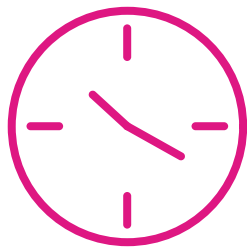
**Duration**

3 days
in virtual mode

**Language**

**Training Materials:**
English
**Training:**
English

**Fee**

Customised quote
upon request

8-12 participants

## Learning objectives

Identify and benchmark key maintenance cost drivers

Learn the process of creating, applying, and evolving a maintenance program throughout the lifecycle of an aircraft

Gain an understanding of the industrial and financial objectives of an Airline Maintenance, Repair and Overhaul (MRO)

Improve awareness of maintenance services

## Course content

Identify the five purposes of maintenance

Analyse MRO market

Evaluate maintenance business sensitivities

Examine definitions and analysis of MRO business models

Explore the role and responsibilities of the MRO manager

Participate in a simulation game MRO Manager

## Methods & Evaluation

Theoretical content delivered in classroom or virtually with documentation distributed in paper or PDF

Practical activities through serious game and use-case study

One (or more) experienced trainer throughout the course

Periodic assessments through practical activity and/ or multiple-choice quizzes

## Who should attend?

Professionals from sales, after-sales or design office departments, working for airframe, engine or equipment manufacturers

Professionals from airlines and lessors who are involved in aircraft maintenance

## Pre-requisites

There are no prerequisites for attending this course

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**AIRBUS**

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## 05

Airline Operations

# Introduction to Civil Aviation

Master airline profit dynamics and learn about the airline business cycle and its impact on fleet acquisition and management.

This course features the **AirManager serious game**

## Duration

3 days / 5 half days in virtual mode
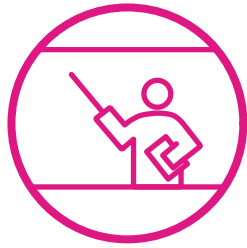
## Language

**Training Materials:**
English
**Training:**
English

## Fee

Customised quote upon request

12 participants

## Learning objectives

Learn how to manage airline operations

Evaluate the latest trends in airline business models and market strategies

Understand the airline business cycle and its influence on fleet acquisition and management

Master the dynamics of airline profitability

## Course content

Provide an overview of airline industry performance

Examine airline fleet development

Evaluate airline KPIs and Profit and Loss Statement, and the concept of cost avoidance

Assess flight operations, including market forecasts, trends, risks, and opportunities

Participate in airline simulation practice and debriefing to review performance and share findings and experience

## Methods & Evaluation

Practice through a top-level airline management simulation

## Who should attend?

Everybody that wants to improve their knowledge in airline operations simulation

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

# Leadership

- Emerging Leaders
- Leading People
- Leading Leaders
- Leading Business
- Experts Programme

**AIRBUS**

**Beyond**

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# 06

Leadership

# Emerging Leaders

This course sparks the deep self-reflection required to lead with authenticity.
You will move beyond theory to discover your core strengths and motivations, while gaining a clear understanding of the true expectations and responsibilities of modern leadership.
It's the essential first step to leading with purpose and confidence.

## Duration
4 days

## Language
**Training Materials:**
English
**Training:**
English/French

## Fee
Customised quote upon request

12 participants

## Learning objectives

Assess your core leadership strengths, motivations, and areas for development in preparation for a leadership role

Identify the requirements and development needs for success in both hierarchical and non-hierarchical leadership positions

Apply a variety of leadership styles and postures to effectively navigate diverse professional contexts

Communicate with clarity, assertiveness, and empathy to build trust and manage interpersonal dynamics

Develop actionable steps for your personal leadership journey based on self-reflection and confidence in facing leadership challenges

## Course content

**Module 1 – Know Yourself (2 days)**
Focus: Forge your leadership identity
– Establish your leadership profile by defining your values, strengths and areas for development
– Understand leadership posture and differentiate leadership vs. management
– Sharpen your self-awareness using peer feedback and emotional intelligence
– Create your personal development roadmap

**Module 2 – Experimenting Leadership (2 days)**
Focus: Put leadership into action
– Compare and contrast different leadership roles and required soft skills
– Execute key leadership skills like giving feedback, building trust, and influencing others
– Build and commit to your final leadership action plan

## Methods & Evaluation

Immersive experiential learning

Key insights from an experienced trainer/facilitator

Best practice sharing with fellow industry leaders

## Who should attend?

People who have been identified to take on a first leadership position within a few years. Could be management function (hierarchical management) or cross functional team function

## Pre-requisites

Before we begin Module 1, you must complete the Gallup Strengths Finder assessment.

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Leadership

# Leading People

This course covers the fundamentals of leadership, equipping you with the confidence to fulfil your responsibilities and effectively lead your team to success. With a solid understanding of proven tools and techniques, you will gain a deeper appreciation of your management role and drive valuable results for your team and your organisation.

## Duration
5 days

## Language
**Training Materials:**
English
**Training:**
English/French

## Fee
Customised quote upon request

12 participants

## Learning objectives

Know yourself as a leader and develop your emotional intelligence to better interact with your team and your organisation

Develop awareness of your values and beliefs and their impact on others

Communicate effectively, embrace feedback, and engage in courageous conversations

Navigate change and adapt your approach to others' reactions to stress and transition

Develop skills to assess and improve your team performance

Identify your personal actions plan and next steps to go further with your team

## Course content

**Module 1 (2 days): Me as a leader**
In this module, participants will:

- Reflect on individual preferences and behaviours, the relationship between leaderships and management, levels of emotional intelligence, personal value systems, and the importance of self-regulating emotions

- Develop their empathy and active listening skills

- Define an action plan to advance on their personal development

**Module 2 (3 days): Leadership in Action**
(situational leadership)
In this module, participants will:

- Identify their leadership style and what it means in behaviours' terms

- Practise courageous conversations and give a constructive feedback

- Learn about stress management and better organisational tips

- Communicate a change and manage people reactions

- Deal with conflicts

- Improve your team dynamic and adopt a coaching posture to encourage problems solving and enhance your team performance

- Define a personal action plan to go further on their personal development

As an option, a virtual kick off meeting (pre-flight of two hours) can be held, prior to Module 1, to engage participants and encourage them to get to know one another.
Alternatively, two digital sessions of follow-up can be arranged in smaller sub-groups to anchor learning experience and practise problem solving through co-development methodology.

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**06**

Leadership

# Leading People

## Methods & Evaluation

Immersive experiential learning

Academics, mixed with action and social learning

One (or more) experienced trainer(s)

Simulated exercises and role plays (with or without preparation)

Peer coaching and best practice sharing with fellow leaders

Personality and behavioural self-assessments

## Who should attend?

People who lead teams in their first leadership role

New managers

## Pre-requisites

There are no prerequisites for attending this course

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## 06

Leadership

# Leading Leaders

As a leader of leaders, you need tools to drive results and achieve your leaders' teams full potential. The Leading Leaders program benefits from seasoned experts, connects you with other driven leaders and makes you grow on a trajectory toward success. Seize this opportunity to take your leadership beyond!

## Duration

6 days

## Language

**Training Materials:**
English
**Training:**
English

## Fee

Customised quote upon request

10 participants

## Learning objectives

Inspire and empower people to boost confidence within your network

Learn how to set clear work boundaries and overcome challenges swiftly

Build a culture of trust, leading to better initiatives and overcoming crisis

## Course content

Learn the art of storytelling and how to pitch your vision

Master strategic decision-making and how to enhance performance

Acquire the skills to lead effective change

Guide your leaders toward peak performance by fostering innovation and creativity

## Methods & Evaluation

Immersive experiential learning: hands-on activities in real-world scenarios

Academic learning: theory accompanied with practical applications and collaborative social learning experiences

Expert guidance from experienced trainers

## Who should attend?

Experienced managers who lead organisations comprising multiple teams

## Pre-requisites

There are no prerequisites for attending this course

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## 06

Leadership

# Leading Business

Strategy looks great on paper, but bringing it to life? That's the real challenge.
This course is for senior leaders ready to lead with intention, even under pressure.
You'll apply proven strategic models, sharpen your decision-making in simulations, and use storytelling to align your team with a clear business vision.
Through hands-on exercises, you'll identify success drivers, spot trends, and develop strategies you can implement right away.

### Duration
4 days
+ 2 remote boosters

### Language
**Training Materials:**
English
**Training:**
English

### Fee
Customised quote
upon request

10 participants

## Learning objectives

Use strategic tools to assess your plan's resilience and sustainability

Craft a compelling business story to engage your team and drive change

Stay calm in crisis, avoid poor decision-making, and understand ethical leadership's role during crisis

## Course content

Leading teams in crisis

Creating a positive conflict culture

Applying ethical leadership in decision-making

Building a compelling story

Handling strategic decisions

Thriving on stress and maintaining a balanced approach

## Methods & Evaluation

Immersive experiential learning

Key insights from an experienced coach/trainer

Best practice sharing with fellow industry leaders

Behavioral profiling and 360 feedback

## Who should attend?

Senior leaders at the executive level

## Pre-requisites

To already be in a senior leadership position within an organisation

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06

Leadership
# Experts Programme

Elevate your role as a recognised expert within your company, while developing essential leadership and communication skills. By fostering a shared culture and mission, the programme facilitates strategic networking across business units and recognises and rewards team achievements.

**Duration**
8 days

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

**Module 1 -** Influence and Outreach: explore core principles of effective communication, understand audience needs, develop emotional intelligence, and learn how to use persuasive tools to captivate interest

**Module 2 -** Engage your ecosystem: recognise your ability to influence your ecosystem and broader audiences while aligning stakeholders around a shared project vision. Learn to manage your impact, build a strong coalition, and effectively promote your project

**Module 3 -** Unleash your potential: develop proficiency in communication, crisis management, decision making, expert scenario navigation, pitch practice and feedback skills

## Course content

**Influence and Outreach**
– Explore key elements of efficient interpersonal communication
– Influence on the interpersonal level: how to catch people's interest?
– Influence groups and large audience successfully

**Engage your ecosystem**
– Understand your ecosystem and align your stakeholders on a project* vision
– Learn concrete tools to properly lead change in your organisation (new project*, new product, new ideas), identify impacts and mitigate risks
– Engage your network to effectively communicate your ideas and drive project* success through storytelling and pitching skills

**Unleash your potential**
– Develop team work spirit and coach mindset
– Practice assertiveness and influence techniques
– Reinforce impactful communication skills

A digital kick-off meeting (maximum two hours) will be organised with the participant, prior to Module 1 in order to embark them and explain the content

Three project action learning sessions can be facilitated remotely to support participants between each module to progress on their project*, and are conducted in smaller subgroups

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**06**

**Leadership**

# Experts Programme

## Methods & Evaluation

Collective project*

Academic, mixed with action and social learning

One (or more) experienced trainer throughout the course

Academic, mixed with action and social learning

## Who should attend?

Senior and Emeritus Experts

## Pre-requisites

Being an official Senior and Emeritus Experts within your company

*Participants will work on a given project in a subgroup that will be defined with the customer/requestor before the training starts

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# Sustainable Aviation

—— Civil Aviation Decarbonisation

—— Sustainable Aviation Fuel

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**07**

Sustainable Aviation

# Civil Aviation Decarbonisation

Gain insights into the current state of civil aviation in relation to climate change. This course will equip you with the essential knowledge and skills needed to actively contribute in shaping a more sustainable future for civil aviation.

### Duration
2 hours + 1 hour (optional on SAF)

### Language
**Training Materials:**
English
**Training:**
English

### Fee
Customised quote upon request

12 participants

## Learning objectives

Understand the current state of civil aviation in relation to climate change

Describe the challenges of achieving carbon neutrality by 2050

Explain the aviation path to climate neutrality through the four pillars of decarbonisation

Discuss the challenges around aviation decarbonisation communication

## Course content

Understand the framework and regulation governing the aviation industry

Evaluation and measurement

Analyse market-based measures

Improved technology

Assess improvements in infrastructure and operations

Examine sustainable aviation fuels

## Methods & Evaluation

Theoretical concepts

Interactive discussions

One (or more) experienced trainer throughout the course

Lessons learnt

## Who should attend?

Sustainability Competence Managers

Sustainability Engineers

Corporate Social Responsibility (CSR) Leaders

Transformation Leaders

Marketing Managers

## Pre-requisites

There are no prerequisites for attending this course

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07

Sustainable Aviation

# Sustainable Aviation Fuel

Explore the context of Sustainable Aviation Fuel, including its ambition, suppliers and role in decarbonising civil aviation.

## Duration
4 hours

## Language
**Training Materials:**
English
**Training:**
English

## Fee
Customised quote upon request

12 participants

## Learning objectives

Develop a comprehensive understanding of Sustainable Aviation Fuel (SAF), including its importance, key challenges, and potential impact on the aviation industry and the environment

## Course content

Define what is SAF

Describe the process of producing SAF

Examine the life cycle of SAF

Analyse the environmental impacts of SAF

Evaluate the effects of SAF government policies

Assess the cost implications of SAF

## Methods & Evaluation

Theoretical concepts

Interactive discussions

One (or more) experienced trainer throughout the course

Lessons learnt

## Who should attend?

Sustainability Engineers

Corporate Social Responsibility (CSR) Leaders

Sustainability Competence Managers

Transformation Leaders

Marketing Managers

## Pre-requisites

There are no prerequisites for attending this course

**AIRBUS**

08

# Knowledge Management

—— Knowledge Management Fundamentals
—— Strategic Knowledge Transfer and Retention
—— Knowledge Management Consulting

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# 08

Knowledge Management

# Knowledge Management Fundamentals

Unlock the power of knowledge sharing in your organisation with this engaging course. Explore the challenges and benefits of effective Knowledge Management (KM), from fundamental concepts to practical applications. By the end of the course, you will confidently identify key levers and implement actions that will elevate performance and drive innovation throughout your team.

## Duration

1 day

## Language

**Training Materials:**
English
**Training:**
English

## Fee

Customised quote upon request

8-12 participants

## Learning objectives

Understand key concepts of Knowledge Management (KM) and their relevance to organisational success

Identify the benefits of implementing a KM strategy, including improved decision-making

Become familiar with essential tools and techniques used for effective KM, enabling practical application in your organisation

Actively participate in a KM initiative within your organisation

## Course content

Introduce KM, including definition, stakes and objectives

Explore KM lifecycle, its pillars and success factor

Examine KM practices

## Methods & Evaluation

Theoretical concepts

Group activities

Interactive discussions

Lessons learnt

## Who should attend?

Employees eager to understand KM principles and its potential impact on organisation

Information management and library professionals

Trainers and content developers

Team leaders and managers

## Pre-requisites

There are no prerequisites for attending this course

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Knowledge Management

# Strategic Knowledge Transfer and Retention

Enhance your facilitation skills with our Strategic Knowledge Transfer and Retention training.
Learn essential techniques for effective knowledge transfer and retention, including mapping, interviewing skills, and facilitator posture. Practise essential methodologies, share experiences and receive valuable resources that will equip you with the skills needed to conduct knowledge retention independently within your organisation.

## Duration

2 sessions of 3.5h each

## Language

**Training Materials:**
English
**Training:**
English/French

## Fee

Customised quote upon request

8 participants

## Learning objectives

Equip participants with the skills necessary to conduct knowledge transfers autonomously within their organisation

Enhance knowledge retention and develop strategies to manage turnover, ensuring vital information is preserved and shared effectively

Improve efficiency for newcomers and emphasise the importance of Knowledge Management (KM) within organisations

Understand key KM concepts and recognise the challenges associated with them

## Course content

Introduce KM

Identify critical knowledge areas and their respective owners

Discuss the facilitator posture

Explore methodologies and tools for knowledge transfer

## Methods & Evaluation

The programme will be interactive, encouraging participants to practise essential skills and share experiences with peers

Participants will receive a knowledge map, a curated list of questions to ask during knowledge transfer, and guidance on adopting appropriate attitudes for  the transfer process

Periodic checks through multiple-choice quizzes

## Who should attend?

Knowledge Owners

Knowledge Managers

HR Managers

## Pre-requisites

There are no prerequisites for attending this course

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**08**

Knowledge Management

# Knowledge Management Consulting

**Fee**

Customised quote upon request

Knowledge Management (KM) is a dynamic approach that empowers organisations to effectively harness their most valuable asset: knowledge. We help businesses:

- Identify valuable insights and expertise
- Analyse knowledge for actionable trends and opportunities
- Capture and structure critical information
- Ensure easy access for teams
- Facilitate seamless knowledge sharing across departments

With KM, your organisation can boost collaboration, drive innovation, and enhance overall performance by making the most of your collective intelligence.

## Why You Need It

In the fast-paced aerospace industry, effective Knowledge Management is critical to staying ahead of the competition and ensuring operational excellence. Through our proven methods and deep sector expertise, we support you in:

**1. Preserve expertise:** avoid losing critical knowledge when key employees leave by capturing and transferring their expertise

**2. Boost productivity and improve decision-making:** centralise knowledge to reduce time spent searching for information, speed up task execution, and ensure access to reliable, up-to-date data for more informed and risk-reduced decisions

**3. Foster innovation:** encourage collaboration and idea sharing to drive creative solutions and break down
silos between teams.

**4. Develop talent and streamline onboarding:** create effective training tools and provide easy access to essential information, accelerating skill mastery and new hire integration

**5. Competitive advantage:** leverage knowledge to adapt faster, innovate quicker, and stay ahead of the competition

## What We Offer

Critical Knowledge Transfer

Executive knowledge Transfer

Community of Practices

Knowledge Book

KM Excellence

Induction Path and On-boarding

Learning Group

## Our Approach

As experts in Aerospace Knowledge Management, we co-create **tailored solutions** with you to optimise your knowledge management. Our **flexible and iterative methodology** enables you to **develop a culture of sharing** within your teams, while providing you with the skills and practices needed to **sustain** your initiatives. From **analysing your specific needs** to **implementing sustainable practices**, our goal is to make you **self-sufficient** and help you **reach your full potential**.

## Target Audience

KM managers, HR, executives, technical & transversal departments managers

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# Organisation Design

—— Frugal Innovation
—— Organisation Design Awareness
—— Organisation Design Consulting

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Organisation Design

# Frugal Innovation

In challenging times, resilient leaders don't just cut costs, they innovate smarter.
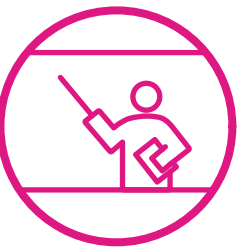
This course offers a practical roadmap to Frugal Innovation, equipping you to solve complex problems with limited resources.

Discover how to foster a true innovation mindset, harness constraints as opportunities, and lead your team towards sustainable, high-impact solutions.

**Duration**
3,5 h
(half day)

**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote
upon request

12 participants

## Learning objectives

Be sensitised to Frugal Innovation and learn how to transform budget constraints into opportunities

Define Frugal Innovation and its core principles

Explain the value Frugal Innovation brings to an organisation in challenging times

Identify methods to innovate within constraints and create unexpected benefits

How to overcome barriers to implement Frugal Innovation in your company

## Course content

Define Frugal Innovation

Outline the Methodology

Analyse examples and implementation techniques in a specific context

## Methods & Evaluation

Hands on experience

Methods & best practices

Individual and group work

Transposition exercise in your teams & organisation

## Who should attend?

Leaders and managers of managers, senior managers, middle managers, and focal points

## Prerequisites

There are no prerequisites for attending this course

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Organisation Design

# Organisation Design Awareness

Design organisations that work smarter. Learn how to reshape structures, workflows, and roles to boost efficiency and strengthen collaboration.
This session gives you practical tools to break down silos, align teams with strategy, and build an organisation that performs and adapts with agility.

**Duration**
4 hours
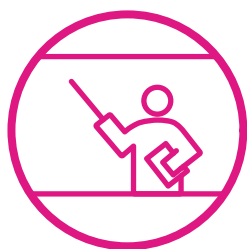
**Language**
**Training Materials:**
English
**Training:**
English/French

**Fee**
Customised quote upon request

12 participants

## Learning objectives

Understand the fundamentals of Organisation Design, the value it brings, and how it works

Gain inspiration from practical applications and use cases

Identify strategies to compensate for organisational silos and promote effective, value-based cooperation across teams

## Course content

Explore the core components of Organisation Design beyond the org. chart

Analyse a key use case for practical application

Experience common organisational challenges through a simulation

Connect learning to the formal Organisation Design methodology

Apply concepts to your own teams and organisational context

## Methods & Evaluation

Hands on experience

Methods & best practices

Individual and group work

## Who should attend?

Managers of managers, senior managers, middle managers, and project focal points

## Prerequisites

There are no prerequisites for attending this course

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**Organisation Design**

# Organisation Design Consulting

**Fee**

Customised quote upon request

Organisation design is the strategic process of configuring organisation's structures, processes, reward systems, and people practices to effectively align with its business strategy.

By optimising these elements, we enable organisations to achieve greater efficiency and drive performance, transforming their operational models and fostering a culture of innovation.

## Why You Need It

- Transform operating models
- Establish effective governance
- Accelerate digital transformation
- Inspire Innovation
- Manage growth
- Stay competitive
- Integrate acquisitions
- Become sustainable by design

## What We Offer

Our Organisational Design services are designed to help businesses align their structure with strategic goals, enabling long-term success.

We follow a **five-step process:**

1. We begin with **preparation**, aligning leadership on the business strategy and identifying the capabilities needed for success.

2. Next, we **diagnose** the current state of the organisation, assessing gaps in structure, processes, systems, and people practices, before providing actionable recommendations.

3. In the **co-design** phase, we collaborate with your team to create a tailored organisational model based on diagnostics and strategic priorities, laying the groundwork for a smooth transition to change management.

4. After this, we **test** the model through prototyping and piloting, making necessary adjustments.

5. Finally, we **implement** the solution, crafting a scalable roadmap and monitoring progress through change management strategies.

Our services include **consulting** for both simple and complex transformations, **leadership training** to build awareness and skills in organisational design, and **mentoring** to guide and empower teams for autonomy throughout the process.

## Our Approach

We adopt a customised, human-centric approach, understanding that each organisation requires a unique solution.
Our methodology combines systems thinking, collaboration techniques, innovation and agile practices, tailored to your needs. Key aspects include leader alignment, stakeholders involvement and context analysis.
Additionally, we closely work with other human centric domains, such as Change Management, Innovation, Knowledge Management and Collaborative Work.

## Target Audience

For leaders, executives, managers and HR.

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# Accessibility & Inclusion

# What are the accessibilities for people with disabilities?

## Disabled participants - mechanisms

### Definition of disability under the French law of 11 February 2005

Article 114 of French law no. 2005-102 on equal rights and opportunities, participation and citizenship for \people with disabilities defines the concept of disability:

"For the purpose of this law, a disability is any limitation of activity or restriction on participation in social life suffered by a person in his or her environment as a result of a substantial, lasting or permanent impairment of one or more physical, sensory, mental, cognitive or psychological functions, a multiple disability or a disabling health condition".

*updated January 2023

## Airbus Beyond strives to make its training courses accessible to all

### Examples of adaptations:

—— Each participant receives and leaves with the course material and the course practical workbook;
—— Access to a lift;
—— Access to dedicated parking spaces;
—— Possibility of using an audio and/or visual recorder;
—— Notes can be taken using a computer or tablet;
—— Possibility of getting help from external organisations such as LSF interpreters, note-taking aids, etc.

We advise you to discuss this with our training coordinators as soon as you register.

We work in partnership with independent organisations specialised in disability adaptations to ensure that we meet your needs as best as we can.

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**Beyond**

# Quelles sont les possibilités d'accès pour les personnes handicapées?

## Le stagiaire en situation de handicap - dispositifs

### Définition du handicap selon la loi du 11 février 2005

La loi n°2005-102 pour l'égalité des droits et des chances, la participation et la citoyenneté des personnes handicapées a, dans son article 114 définit la notion de handicap: «Constitue un handicap, au sens de la présente loi, toute limitation d'activité ou restriction de participation à la vie en société subie dans son environnement par une personne en raison d'une altération substantielle, durable ou définitive d'une ou plusieurs fonctions physiques, sensorielles, mentales, cognitives ou psychiques, d'un polyhandicap ou d'un trouble de santé invalidant».

## Airbus Beyond s'efforce de rendre ses formations accessibles à tous

### Exemples d'aménagements

— Chaque stagiaire dispose et repart avec le support de cours et le cahier de travaux pratiques de la formation suivie;
— Accès à un ascenseur;
— Accès à des places de parking dédiées;
— Utilisation possible d'un enregistreur audio et/ou visuel;
— Prise de notes possible par ordinateur ou tablette;
— Possibilité de faire intervenir des organismes extérieurs d'aide tels que des interprètes en LSF, des aides à la prise de notes, etc

Des délais d'instruction sont nécessaires avant la mise en place de ces différents dispositifs, nous vous conseillons d'en parler dès l'inscription à nos coordinateurs de formation.

Si toutefois les aménagements proposés n'étaient pas suffisants pour vous permettre de suivre nos formations, nous nous verrions dans l'obligation d'annuler votre inscription et de vous proposer une réorientation vers d'autres solutions via notre réseau de partenaires associatifs locaux.

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