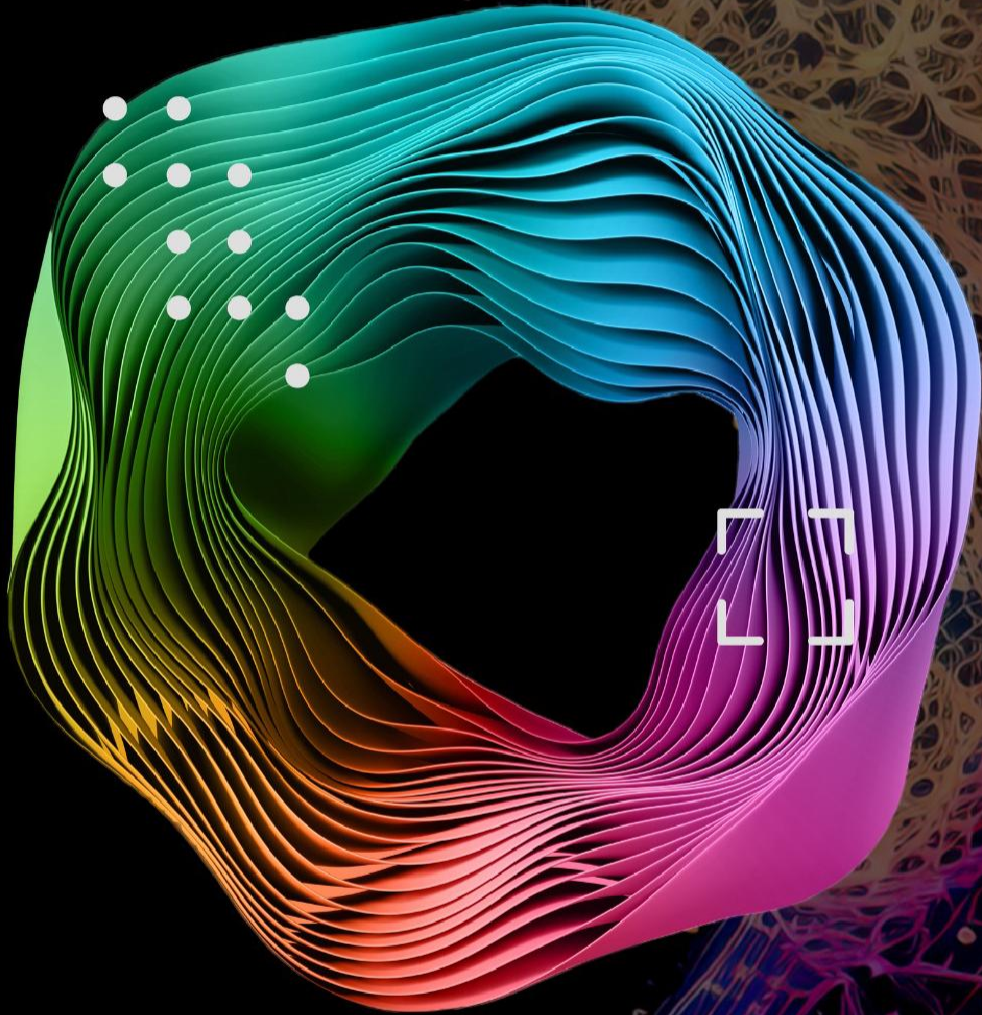


**Deloitte.**



**Deloitte** *Academy*

**Growth and Transformation Portfolio**

[academy@deloitte.az](mailto:academy@deloitte.az)

## About us

Deloitte Academy empowers professionals and organizations to build future-ready capabilities, solve real-world challenges and drive meaningful impact.  
**Real Learning. Real Impact.**

### Our approach



#### Concept

We explore ideas and emerging trends to shape relevant, forward-looking learning concepts



#### Framework

We structure insights into robust frameworks that build capacity and strengthen understanding of key themes



#### Application

We bring learning to life through practical methods, case examples and hands-on experiences



#### Transformation

We enable measurable impact by helping individuals and organizations apply learning to transform



#### Practitioner Led

Learn from Deloitte leaders and subject matter experts who live the work



#### Global Insight

Leverage our global network, research and industry perspectives



#### Client Centric

Solutions customized to your business objectives and context



#### Future Focused

Stay ahead with future-ready capabilities and emerging mindsets



#### Experiential Learning

Engaging, interactive and practical learning that sticks and translates



#### Trusted Partner

Built on Deloitte's legacy of quality, integrity and professional excellence



We don't just deliver training  
We build capacity that creates **lasting impact**

## Our Partnerships

We bridge the gap between potential and performance. By combining deep industry expertise with tailored learning frameworks, our partnership transforms institutional goals into measurable human capital growth.

**9,000+**



### Partnership Hours

Delivering extensive high-end professional development across diverse business sectors.

**60+**



### Strategic Topics

Deep-dive domains covering Tax, Financial Audit, ESG Regulations, GenAI, and Leadership.

**500+**



### Certified Alumni

Senior managers and corporate specialists successfully driving change in their enterprises.

**50+**

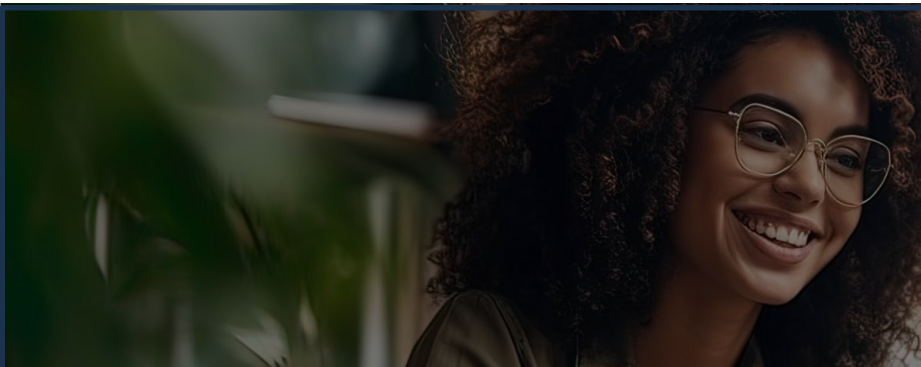


### Expert Trainers

Deloitte global subject-matter consultants and certified regional practitioners.



Deloitte *Academy* provides customized capability development programs designed to elevate corporate talent and align organizational skillsets with global industry standards



# Deloitte. *Academy* Accelerators

Practical. Future-Ready. Impact-Driven.

Our Accelerators bring together the right knowledge, tools and experiences to build capabilities that shape the future of business.



Human Capital Accelerator



Facilitation Accelerator



Leadership Accelerator



Transformation Accelerator



Sustainability Accelerator



AI Accelerator



Cyber Accelerator



Corporate Governance Accelerator



Finance Accelerator



Legal Accelerator



Digitalization Accelerator



Project Management Accelerator



Power Skills Accelerator



**One Purpose  
One Ecosystem  
Limitless Possibilities**

Each Accelerator stands on its own strengths. Together, they create an integrated learning ecosystem that empowers individuals, elevates teams and transforms organizations.



Learn



Apply



Transform



Impact

# Our Facilitators



**Tural Hajiyev**

Partner  
Consulting



**Rena Khalilova**

Director  
Tax & Legal



**Amina Bakhshiyeva**

Director  
Tax & Legal



**Bahar Kavuzova**

Director  
Tax & Legal



**Nilufar Masimova**

Senior Manager  
Consulting



**Ulvi Gasimov**

Senior Manager  
Consulting



**Gamar Gadimli**

Senior Manager  
Consulting



**Rashad Abdurahmanli**

Senior Manager  
Tax & Legal



**Fatima Bayramova**

Senior Manager  
Audit & Assurance



**Ayan Sadigova**

Senior Manager  
Consulting



**Kamran Khanmammadov**

Senior Manager  
Strategy, Risk & Transactions



**Evgeniya Tsyatsko**

Manager  
Consulting

# Our Facilitators



**Shabnam Sadig**  
Manager  
Tax & Legal



**Nigar Gaziyeva**  
Manager  
Marketing &  
Communication



**Zarifa Shiriyeva**  
Manager  
Audit & Assurance



**Javahir Jafarli**  
Manager  
Strategy, Risk & Compliance



**Saba Guliyeva**  
Manager  
Consulting



**Nigar Salahova**  
Manager  
Consulting



**Humay Azayeva**  
Assistant Manager  
Strategy, Risk & Compliance



**Sabina Huseynova**  
Senior Consultant  
Consulting



**Nuray Abbasova**  
Senior Consultant  
Consulting



**Nazrin Guliyeva**  
Senior Consultant  
Consulting



**Rumiyya Alili**  
Senior Consultant  
Consulting



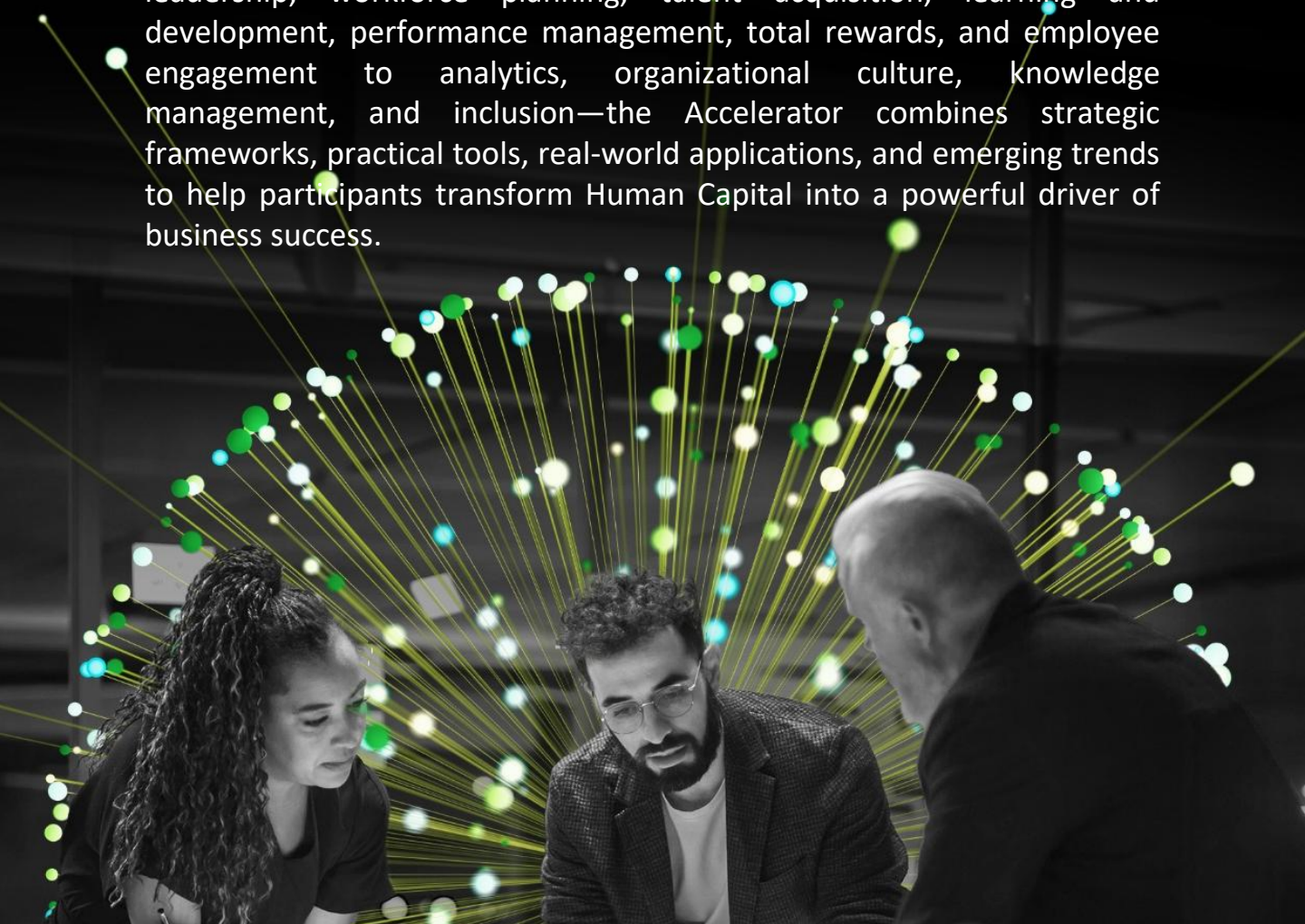
**Gunel Salamova**  
Senior HR Consultant  
Tax & Legal



# Human Capital Accelerator

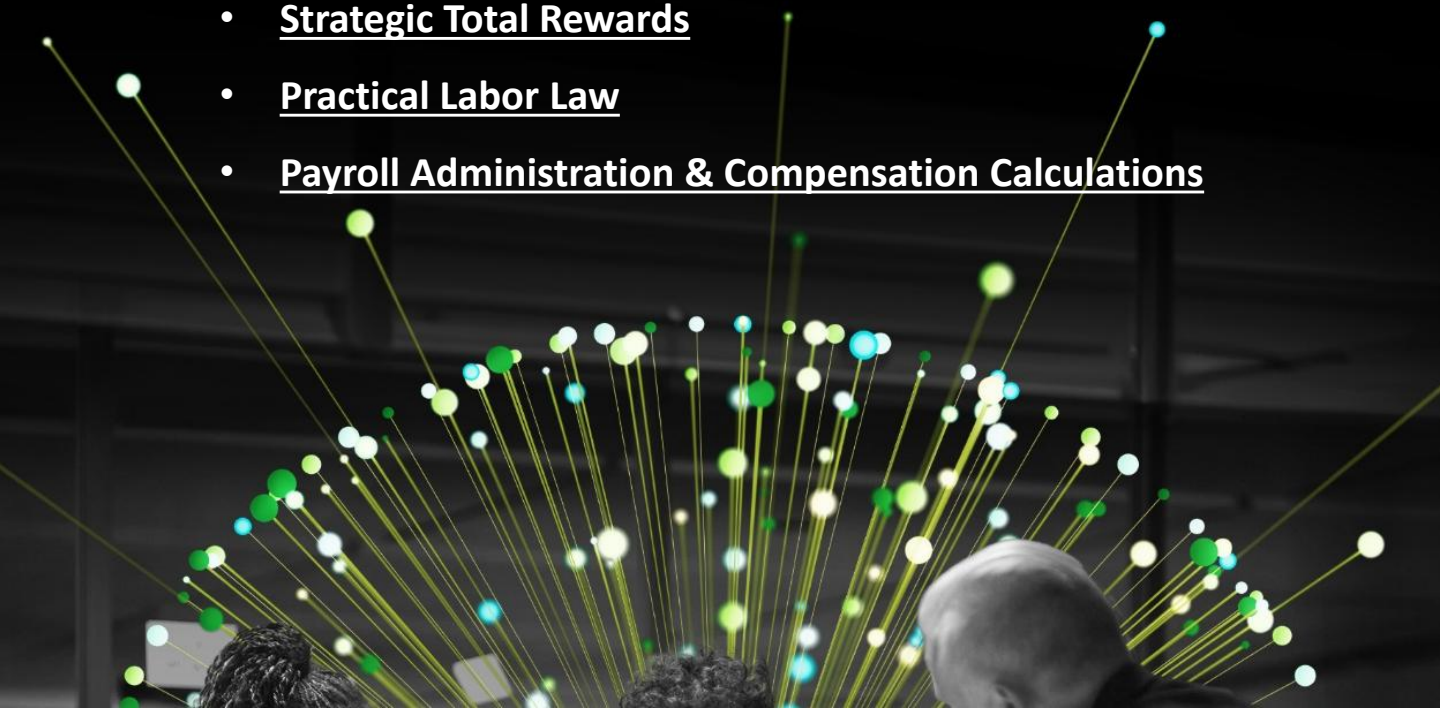
Organizations succeed when their people, leadership, culture, and talent systems work together to support strategic objectives and drive sustainable performance. The Human Capital Accelerator is a comprehensive capability-building platform designed to help HR professionals, people leaders, and business executives develop the knowledge, skills, and practical expertise required to build high-performing organizations.

Covering the full spectrum of Human Capital disciplines—from HR leadership, workforce planning, talent acquisition, learning and development, performance management, total rewards, and employee engagement to analytics, organizational culture, knowledge management, and inclusion—the Accelerator combines strategic frameworks, practical tools, real-world applications, and emerging trends to help participants transform Human Capital into a powerful driver of business success.



## Human Capital Accelerator

- HR Leadership Excellence
- Strategic HR Business Partner
- Developing HR Service Culture
- Performance Excellence Architect
- Workforce Planning and Talent Acquisition
- Strategic Learning & Capability Development
- Competency Based Interview
- Managing Organizational Knowledge
- Building Inclusive Organizations
- People Analytics
- Managing Employee Engagement
- Strategic Total Rewards
- Practical Labor Law
- Payroll Administration & Compensation Calculations



# HR Leadership Excellence

## *Designing the Future of Work and Workforce*

---

### Overview

Every organization aspires to build a high-performing workforce, strong leaders, and a culture that drives sustainable success. Yet behind every successful organization is something often unseen—a strategic HR function that aligns people, performance, and business priorities.

**The HR Leadership Excellence** is designed to help HR professionals develop the leadership capabilities and practical expertise required to build modern Human Capital systems, drive organizational transformation, and create lasting business impact.

---

### Agenda

- Building the foundation : HR leadership and Business Success
- Building HR Strategy and Governance
- Designing the HR function : HR Operational Models
- Workforce Planning and Organizational Design
- Talent Acquisition and Employer Branding
- Job Architecture, Career Systems and Rewards
- Building Performance Management Systems
- Learning, Capability Building and Leadership Development
- Employee experience and Engagement
- Culture, Change and Transformation
- AI, Analytics and Future of HR
- Capstone Project

### Deliverables \ Toolkits

- HR Diagnostic and Assessment Toolkit
- Organizational and Human Capital Maturity Assessment Framework
- Stakeholder Mapping and Influence Matrix
- HR Strategy Development Framework
- Competency Framework Design Toolkit
- Job Architecture and Job Documentation Templates
- Grading and Compensation Structure Frameworks
- Performance Management System Design Toolkit
- Workforce Planning and Talent Management Templates
- Learning and Capability Development Framework
- Employee Engagement and Culture Assessment Tools
- HR Governance and KPI Dashboard Templates
- HR Director Playbook and 30–60–90 Day Action Plan
- Practical Case Studies, Group Exercises, and Organizational Simulations



**Duration : 80 Hours**

# Strategic HR Business Partner

*Transforming HR into a Strategic Driver of Business Performance*

---

## Overview

The most valuable HR Business Partners are those who go beyond supporting the business—they help shape it. By combining business acumen with strategic HR expertise, they become trusted advisors who influence decisions, solve organizational challenges, and drive business performance. This program equips participants with the mindset, consulting skills, and practical frameworks needed to build strong partnerships with leaders and transform HR into a true strategic business function.

---

## Agenda

- Redefining the HR Business Partner Role: From HR Support to Strategic Business Advisor
- Thinking Like a Business Leader: Building Commercial Acumen and Strategic Perspective
- Aligning People Strategy with Business Objectives
- Becoming a Trusted Advisor: Influencing Leaders and Driving Better Decisions
- Strategic Workforce Planning and Organizational Capability
- Driving Business Performance Through Talent and Leadership
- Leading Organizational Change and Business Transformation
- Leveraging HR Analytics for Executive Decision-Making
- Consulting Skills for Solving Complex Business Challenges
- Developing a High-Impact HR Business Partner Action Plan

## Deliverables \ Toolkits

- HR Business Partner Strategic Playbook
- Business Partnering Frameworks and Consulting Models
- Stakeholder Mapping and Engagement Toolkit
- Workforce Planning and Talent Review Templates
- HR Metrics and Business Dashboard Examples
- Strategic Meeting and Business Review Templates
- Action Plan for Transitioning into a Strategic HRBP Role



**Duration : 16 Hours**

# Developing an HR Service Culture

*Building a Culture of Service Excellence, Trust, and Employee-Centricity*

---

## Overview

Every interaction with HR shapes how employees, leaders, candidates, and business partners experience the organization. A high-performing HR function is built not only on technical expertise but also on a culture of service, collaboration, and trust. This program equips HR professionals with the mindset, tools, and best practices to deliver stakeholder-centric services, strengthen relationships across the organization, and position HR as a trusted partner that creates lasting business value.

---

## Agenda

- Building a Service-Driven HR Mindset: From Process Owner to Trusted Partner
- Understanding Internal Customers and Employee Experience
- Designing HR Services That Create Business Value
- Service Excellence Principles for Modern HR Functions
- Strengthening Communication, Responsiveness, and Relationship Management
- Managing Expectations and Delivering Consistent HR Services
- Handling Difficult Conversations, Complaints, and Service Recovery
- Measuring HR Service Quality Through Metrics and Feedback
- Creating a Culture of Continuous Improvement in HR
- Developing an HR Service Excellence Action Plan

## Deliverables \ Toolkits

- HR Service Excellence Framework
- Internal Customer Journey Mapping Template
- HR Service Standards and Service Charter Template
- Employee Experience Improvement Toolkit
- HR Customer Feedback and Service Measurement Templates
- Service Recovery and Difficult Conversation Guide
- Personal HR Service Excellence Action Plan



**Duration : 8 Hours**

# Performance Excellence Architect

*Building the Systems Behind High-Performing Organizations*

---

## Overview

Performance management is no longer limited to annual evaluations and administrative processes; it has become a strategic tool for driving organizational performance, employee engagement, accountability, and continuous development. Effective performance management systems help organizations align individual contributions with business objectives, strengthen a high-performance culture, and support informed talent and reward decisions.

This training is designed to provide participants with a practical and strategic understanding of modern performance management approaches, frameworks, and tools. Participants will learn how to design, implement, and sustain performance management systems that promote clarity, fairness, continuous feedback, employee growth, and measurable business impact while creating alignment between organizational strategy, team objectives, and individual performance.

---

## Agenda

- Foundations of Performance Management
- Designing Performance Management Systems
- Components of an effective performance management framework
- Agile Performance Management Systems
- Goal Setting and Strategic Alignment
- Competencies and Performance Expectations
- Performance Reviews and Calibrations
- Continuous Feedback, Coaching & Development for High Performance
- Managing High and Low Performance
- Building a Performance Culture
- Technology, Analytics & Modern Trends in Performance Management
- Capstone Project

## Deliverables \ Toolkits

- Performance Management Framework Toolkit
- Goal Setting and KPI Development Templates
- SMART Goals and OKR Design Guidelines
- Competency-Based Performance Evaluation Templates
- Continuous Feedback and Coaching Toolkit
- Performance Review and Appraisal Templates
- Calibration and Performance Governance Framework
- Performance Rating and Evaluation Guidelines
- Individual Development Plan (IDP) Templates
- Performance Analytics and KPI Dashboard Samples
- Action Planning Toolkit for workplace implementation



**Duration : 16 Hours**

# Workforce Planning and Talent Acquisition

## *Designing the Workforce of the Future*

---

### Overview

Every successful organization begins with a simple but critical question: Do we have the right people, in the right roles, at the right time? The ability to anticipate workforce needs, attract exceptional talent, and create meaningful onboarding experiences has become a key driver of organizational performance and growth.

This program equips participants with the frameworks, tools, and practical approaches needed to build strategic workforce plans, strengthen talent acquisition capabilities, enhance employer branding, and design onboarding experiences that accelerate engagement, productivity, and long-term success.

---

### Agenda

- The Future of the Work
- Workforce Strategy and Business alignment
- Strategic Workforce Planning Fundamentals
- Development of the Talent Acquisition strategy
- Building sustainable Talent Pipelines
- Employer Branding & Candidate Experience
- AI and Digital Recruitment
- Assessment & Selection Approaches
- Onboarding & Employee Integration
- Recruitment Metrics & Workforce Analytics
- Technology & Future Trends in Talent Management
- Capstone Project

### Deliverables \ Toolkits

- Strategic Workforce Planning Framework
- Workforce Analysis and Forecasting Templates
- Workforce Capacity and Gap Analysis Toolkit
- Talent Acquisition Process Design Toolkit
- Recruitment Planning and Tracking Templates
- Competency-Based Interview Guides
- Candidate Assessment and Evaluation Templates
- Employer Branding and Candidate Experience Checklist
- Onboarding Journey and Integration Framework
- Onboarding Checklist and Orientation Templates
- Talent Pipeline and Succession Planning Tools
- Recruitment KPI and Dashboard Samples
- Workforce Risk Assessment Toolkit
- Practical Case Studies and Recruitment Simulations



**Duration : 16 Hours**

# Strategic Learning & Capability Development:

## *Building Future-Ready Organizations*

---

### Overview

Organizations do not achieve sustainable success through strategy alone—they achieve it through the capabilities of their people. The ability to continuously develop skills, build leadership pipelines, and create a culture of learning has become a defining factor in organizational performance and long-term growth.

This program equips participants with the frameworks, tools, and practical approaches needed to design impactful learning and development strategies, build organizational capability, foster continuous learning, and ensure the workforce is prepared to meet both current and future business needs.

---

### Agenda

- The Future of Learning and Capability Development
- Building the Development Strategy and Governance
- Learning Needs & Capability Assessment
- Designing Learning Strategies & Development Frameworks
- Learning Design Methodologies & Instructional Design
- Learning Program Design & Delivery
- Coaching, Mentoring & Leadership Development
- Performance, Career & Talent Development Integration
- Building Learning Ecosystems
- Digital Learning and Learning Technologies
- Technology & Future Trends in Learning
- Capstone Project

### Deliverables \ Toolkits

- Learning & Capability Development Framework
- Training Needs Analysis (TNA) Toolkit
- Competency and Capability Gap Assessment Templates
- Learning Strategy Development Framework
- Learning Journey and Curriculum Design Templates
- Instructional Design and Learning Experience Design (LXD) Toolkit
- ADDIE and Adult Learning Methodology Guidelines
- Individual Development Plan (IDP) Templates
- High-Potential Development Toolkit
- Learning Evaluation and ROI Measurement Tools
- Coaching and Mentoring Frameworks
- Learning Experience and Engagement Checklist
- Succession and Capability Development Planning Tools
- Practical Case Studies and Development Simulations
- Action Planning Toolkit for workplace implementation



**Duration : 16 Hours**

# Competency Based Interview

## *Selecting the Right Talent*

---

### Overview

Every great hire has the power to shape an organization's future. Yet making the right talent decisions requires more than intuition—it requires a structured approach to identifying the competencies, behaviors, and potential that drive success.

This program equips participants with the frameworks, tools, and practical techniques needed to conduct effective competency-based interviews, assess candidates objectively, and make evidence-based hiring decisions. Participants will learn how to identify critical competencies, design impactful interview questions, evaluate talent consistently, and select candidates who are best positioned to succeed and contribute to long-term organizational performance.

---

### Agenda

- Foundations of Competency-Based Interviewing
- Competency Frameworks & Role Profiling
- Behavioral Interviewing Methodologies
- Designing Structured Competency-Based Interviews
- Assessment & Evaluation Techniques
- Reducing Bias & Improving Interview Quality
- Recruitment Governance & Candidate Experience
- Practical Exercises and Simulations

### Deliverables \ Toolkits

- Competency-Based Interview Framework
- Behavioral Interviewing Toolkit
- Competency Identification and Mapping Templates
- STAR and CAR Interviewing Methodology Guidelines
- Structured Interview Design Templates
- Interview Question Bank Samples
- Candidate Evaluation and Scoring Templates
- Interview Panel and Calibration Guidelines
- Bias Reduction and Fair Hiring Checklist
- Leadership and Functional Competency Assessment Toolkit
- Candidate Experience and Communication Guidelines
- Recruitment Governance and Decision-Making Framework
- Practical Interview Simulations and Case Studies
- Action Planning Toolkit for workplace implementation



**Duration : 8 Hours**

# Managing Organizational Knowledge

## *Building A Learning Organization*

---

### Overview

The most successful organizations are not those that know the most, but those that learn the fastest. The ability to capture knowledge, share expertise, and continuously build capability has become a defining factor in organizational performance and long-term resilience.

This program provides participants with the strategies, frameworks, and practical tools needed to manage organizational knowledge, foster learning cultures, strengthen collaboration, and create environments where knowledge becomes a catalyst for innovation, adaptability, and sustainable growth.

---

### Agenda

- Knowledge as a strategic asset
- Building a Knowledge Management Strategy
- Identifying and Capturing Critical Knowledge
- Knowledge Management Principles & Frameworks
- Knowledge Transfer Systems
- Building a Learning Organization
- Knowledge Sharing & Collaboration Mechanisms
- Creating a Culture of Continuous Learning
- Technology & Digital Knowledge Ecosystems
- Measurement, Governance & Sustainability
- Practical Exercises and Case Studies

### Deliverables \ Toolkits

- Organizational Knowledge Management Framework
- Knowledge Mapping and Knowledge Flow Analysis Toolkit
- Knowledge Capture and Transfer Framework
- Learning Organization Maturity Assessment Tool
- Knowledge Sharing and Collaboration Framework
- Communities of Practice Development Toolkit
- Learning Culture Assessment Checklist
- Organizational Learning Strategy Framework
- Capability and Knowledge Retention Planning Tools
- Collaboration and Knowledge Governance Guidelines
- Learning and Innovation KPI Dashboard Samples
- Practical Case Studies and Knowledge-Sharing Simulations
- Action Planning Toolkit for workplace implementation



**Duration : 8 Hours**

# Building Inclusive Organizations

*Creating Cultures where People Flourish*

---

## Overview

Diversity alone does not create organizational success. Organizations realize the full value of diversity only when inclusive leadership, equitable systems, and a culture of belonging enable people to contribute, collaborate, and perform at their best.

This program equips leaders, HR professionals, and people managers with the knowledge, frameworks, and tools required to design inclusive workplaces, eliminate barriers, embed equity into people processes, and foster cultures where diverse talent can thrive.

Participants will learn how to integrate DEI into strategy, leadership, talent management, culture, and organizational decision-making.

---

## Agenda

- Foundations of Inclusive Organizations
- Building Inclusive systems
- Inclusivity in Employee Lifecycle phases
- Understanding Bias & Workplace Behaviors
- Inclusive Leadership
- Equity & Fairness in People Practices
- Creating Culture of Belonging
- Embedding DEI into Organizational Strategy
- Measurement, Analytics & Sustainability
- Practical Exercises and Case Studies

## Deliverables \ Toolkits

- Diversity, Equity & Inclusion Framework
- Inclusive Leadership Assessment Toolkit
- Unconscious Bias Identification and Reflection Tools
- DEI Diagnostic and Organizational Assessment Templates
- Inclusive Communication Guidelines
- Psychological Safety and Belonging Checklist
- Inclusive Recruitment and Talent Management Toolkit
- Equity and Fairness Evaluation Framework
- Employee Experience and Inclusion Journey Mapping Templates
- DEI Action Planning and Governance Toolkit
- DEI KPI and Measurement Dashboard Samples
- Practical Case Studies and Inclusion Scenarios
- Action Planning Toolkit for workplace implementation



**Duration : 8 Hours**

# People Analytics

## *Data-Driven Human Capital Decision Making*

---

### Overview

The value of HR is no longer measured by the data it reports, but by the insights it generates and the decisions it influences. The ability to translate workforce data into meaningful business intelligence has become a critical capability for modern HR professionals.

This program provides participants with the knowledge, frameworks, and practical tools needed to leverage analytics, dashboards, and workforce insights to improve decision-making, anticipate talent challenges, and drive organizational performance through data-informed Human Capital strategies.

---

### Agenda

- The Future of People Analytics
- Data Literacy for HR Professionals
- Foundations of HR Analytics
- HR Metrics & Workforce Measurement
- HR Data Collection & Data Quality
- Workforce & Talent Analytics
- Learning and Capability analytics
- Performance & Engagement Analytics
- HR Dashboards & Data Visualization
- Predictive Analytics & Future Trends
- Using Analytics for Strategic HR Decisions
- Data Storytelling and Executive Reporting
- Practical Exercises and Case Studies

### Deliverables \ Toolkits

- HR Analytics Framework
- HR Metrics and KPI Library
- Workforce Analytics Dashboard Templates
- HR Data Collection and Structuring Toolkit
- Workforce Planning and Trend Analysis Templates
- Employee Turnover and Retention Analysis Tools
- Recruitment and Talent Analytics Framework Performance and Productivity Measurement Templates
- Employee Engagement and Experience Analytics Toolkit
- HR Reporting and Data Visualization Guidelines
- Predictive HR Analytics Introduction Toolkit
- Data-Driven Decision-Making Framework
- HR Analytics Governance and Data Quality Checklist
- Practical Analytics Case Studies and Exercises
- Action Planning Toolkit for workplace implementation



**Duration : 8 Hours**

# Managing Employee Engagement

## *Building High-Performance Workplace Cultures*

---

### Overview

Organizations often invest heavily in engagement initiatives yet continue to struggle with disengagement, turnover, burnout, and declining performance.

The most successful organizations recognize that employee engagement is not an isolated HR initiative but the outcome of strong leadership, meaningful work, positive employee experiences, effective communication, organizational culture, and aligned people systems.

This program equips HR professionals and leaders with the frameworks, tools, and methodologies required to build engaged workforces, strengthen organizational culture, improve employee experience, and create sustainable high-performance environments.

Participants will learn how to transform engagement from an annual survey exercise into a strategic organizational capability.

---

### Agenda

- The Science of Employee Engagement
- Building the Foundations of Employee Engagement
- Employee Experience Design
- Leadership & Employee Engagement
- High Engagement Cultures
- Recognition, Motivation and Retention
- Wellbeing and Sustainable Performance
- Engagement Measurement & Analytics
- Employee Listening Strategies
- Technology & Future Trends in Employee Experience
- Practical Exercises and Case Studies

### Deliverables \ Toolkits

- Employee Experience Journey Mapping Toolkit
- Engagement Diagnostic and Assessment Templates
- Employee Survey and Feedback Tools
- Engagement Driver Identification Framework
- Leadership Engagement Toolkit
- Employee Recognition and Motivation Framework
- Communication and Feedback Planning Templates
- Action Planning and Engagement Improvement Toolkit
- Employee Well-Being and Retention Checklist
- Team Collaboration and Psychological Safety Framework
- Engagement KPI and Dashboard Samples
- Practical Case Studies and Workplace Scenarios
- Action Planning Toolkit for workplace implementation



**Duration : 8 Hours**

# Strategic Total Rewards

## *Designing Competitive & High-Impact Reward Systems*

---

### Overview

Organizations compete for talent in an increasingly complex labor market. Compensation alone is no longer enough to attract and retain high-performing employees. Leading organizations design integrated Total Rewards strategies that combine compensation, benefits, recognition, career opportunities, wellbeing, flexibility, and employee experience to create a compelling employee value proposition.

This program equips HR professionals and reward specialists with the frameworks, tools, and methodologies required to design, implement, and optimize Total Rewards systems that support organizational goals and workforce needs. Participants will learn how to build reward systems that are competitive, equitable, sustainable, and aligned with business performance.

---

### Agenda

- Foundations of Total Rewards
- Building a Total Rewards Strategy
- Reward Philosophy
- Job Evaluation, Grading & Salary Structures
- Compensation Strategy and Pay Design
- Incentive and Variable Pay Design
- Linking Performance and Rewards
- Benefits, Well-Being & Employee Value Proposition
- Recognition and Employee Experience
- Pay Equity, Compliance & Reward Governance
- Reward Analytics & Strategic Decision Making
- Future Trends in Total Rewards
- Practical Exercises and Case Studies

### Deliverables \ Toolkits

- Total Rewards Framework
- Compensation and Benefits Structure Design Toolkit
- Salary Benchmarking and Market Analysis Templates
- Job Evaluation and Grading Framework
- Pay Structure and Salary Range Design Templates
- Incentive and Variable Pay Design Toolkit
- Performance and Reward Alignment Framework
- Employee Recognition Program Toolkit
- Benefits and Well-Being Assessment Checklist
- Pay Equity and Compensation Governance Guidelines
- Total Rewards Communication Toolkit
- Reward Analytics and KPI Dashboard Samples
- Practical Case Studies and Reward Design Simulations
- Action Planning Toolkit for workplace implementation



**Duration : 16 Hours**

# Practical Labor Law

## *Key Points and Practical Solutions*

---

### Overview

Every employee lifecycle event—from hiring and onboarding to leave management, performance issues, and termination—carries important legal obligations and compliance requirements. For HR professionals, understanding labor legislation is not only about avoiding risks; it is about creating fair, compliant, and effective employment practices that protect both employees and organizations.

**Practical Labor Law** provides participants with the knowledge and practical skills required to confidently manage employment documentation, apply labor legislation correctly, and handle common HR situations in line with legal requirements and best practices.

---

### Agenda

- Fundamental Principles of the Labor Code – Legal framework, key principles, and implementation mechanisms
- Employment Contracts – Drafting, amendment, and termination procedures
- Working Time and Rest Periods – Standard working hours, overtime regulations, and leave entitlements
- Compensation and Payroll Matters – Salary calculation principles, payment requirements, and resolution of payroll-related disputes
- Disciplinary Procedures – Application of disciplinary measures, grounds for dismissal, and procedural requirements
- Employment Disputes and Resolution Mechanisms – Alternative dispute resolution approaches and practical methods for resolving workplace conflicts
- Rights and Obligations of Employees and Employers – Maintaining a balanced employment relationship and ensuring transparency in workplace practices

### Deliverables \ Toolkits

- Employment Contract Guide
- HR Documentation Checklist
- Leave Management Reference Guide
- Working Time and Overtime Compliance Checklist
- Disciplinary Action Documentation Templates
- Employment Termination Guide
- Labor Dispute Resolution Framework
- Compliance Checklist



**Duration : 16 Hours**

# Payroll Administration & Compensation Calculations

---

## Overview

Accurate payroll administration is critical to ensuring legal compliance, maintaining employee trust, and managing organizational risk. Payroll professionals and HR practitioners must navigate a wide range of legislative requirements, tax obligations, social insurance contributions, leave payments, overtime calculations, and special compensation arrangements.

This practical training provides participants with the knowledge and tools required to accurately calculate employee compensation, apply relevant payroll regulations, and effectively manage payroll-related processes in accordance with Azerbaijani legislation.

---

## Agenda

- Payroll Fundamentals
- Employment Income Tax
- Social Insurance & Unemployment Insurance Contributions
- Life Insurance Contributions
- Average Salary Calculations
- Leave Pay Calculations
- Additional Duties and Temporary Replacement Payments
- Part-Time and Secondary Employment
- Special Working Time Compensation
- Working Time Accounting and Payroll Calculations
- Employee Payroll Documentation
- Business Travel and Expense Reimbursement

## Deliverables \ Toolkits

- Payroll Administration Guide
- Payroll Calculation Workbook
- Payroll Tax & Social Insurance Reference Guide
- Average Salary Calculation Toolkit
- Leave Pay Calculation Templates
- Overtime and Shift Work Calculation Guide
- Payroll Documentation Checklist
- Business Travel & Expense Guide
- Practical Payroll Case Studies
- Payroll Compliance Checklist



**Duration : 16 Hours**



# Facilitation Accelerator

Facilitation is one of the most powerful yet often overlooked professional capabilities. Whether leading a meeting, designing a workshop, conducting a focus group, or facilitating strategic discussions, the ability to guide people through productive conversations can significantly influence organizational outcomes.

The Facilitation Accelerator is designed to help professionals develop the mindset, tools, and techniques required to facilitate effectively across a wide range of settings. Through practical frameworks, proven methodologies, and hands-on application, participants will learn how to manage group dynamics, encourage participation, build consensus, navigate challenging discussions, and guide teams toward clear decisions and actionable outcomes. Covering everything from foundational facilitation skills to workshop design, meeting leadership, focus group moderation, and strategy facilitation, the Lab equips participants with the capabilities needed to turn conversations into collaboration, alignment, and results.



## Facilitation Accelerator

- Facilitation Excellence
- Workshop Facilitation Mastery
- The Secrets of Effective Meetings
- Focus Group Facilitation Excellence
- Strategic Facilitation Mastery



# Facilitation Excellence

## *Mastering the Secrets of Effective Facilitation*

---

### Overview

Every meaningful decision, breakthrough idea, and successful collaboration begins with a conversation. Yet not all conversations create value. Some generate alignment, commitment, and action, while others create confusion and frustration. The difference often lies in the skill of the facilitator.

This program helps participants master the art and science of facilitation, enabling them to guide discussions, navigate complexity, manage group dynamics, and create environments where people think better together.

---

### Agenda

- Foundations of Effective Facilitation
- The role and value of facilitation
- Facilitator versus trainer, manager, and presenter
- Characteristics of highly effective facilitators
- Understanding facilitation styles
- Understanding Group Dynamics
- Core Facilitation Techniques
- Managing Challenging Situations
- Facilitating in Modern Work Environments

### Deliverables \ Toolkits

- Facilitation Competency Assessment
- Facilitation Toolkit
- Facilitation Planning Guide
- Powerful Questioning Toolkit
- Group Dynamics Playbook
- Personal Facilitation Development Plan



**Duration : 16 Hours**

# Workshop Facilitation Mastery

*Designing and Delivering Engaging and Impactful Workshops*

---

## Overview

The most successful workshops are not defined by the slides presented but by the ideas generated, decisions made, and actions that follow. Whether launching a strategy, solving a business challenge, or developing capabilities, workshops have the power to accelerate progress when designed intentionally.

This program equips participants with the frameworks and techniques required to design engaging, interactive, and outcome-driven workshop experiences

---

## Agenda

- Workshop Design Fundamentals
- Defining outcomes and success criteria
- Structuring effective workshop journeys
- Designing participant experiences
- Workshop Facilitation Techniques
- Managing energy and engagement
- Facilitation tools and methods
- Managing breakout sessions
- Facilitating discussions and exercises
- Visual thinking
- Canvas-based facilitation
- Storyboarding workshops
- Making complex topics easier to understand
- Measuring Workshop Effectiveness

## Deliverables \ Toolkits

- Workshop Design Framework
- Workshop Planning Template
- Facilitation Activity Library
- Engagement Techniques Toolkit
- Workshop Evaluation Framework
- Complete Workshop Blueprint



**Duration : 8 Hours**

# The Secrets of Effective Meetings

## *Leading Productive and High-Impact Meetings*

---

### Overview

Organizations invest thousands of hours in meetings every year. Yet too many meetings end without decisions, accountability, or meaningful progress. Effective meetings are not accidental—they are intentionally designed and skillfully facilitated.

This program helps participants transform meetings from routine calendar events into powerful tools for collaboration, decision-making, problem-solving, and execution.

---

### Agenda

- Meeting Design and Preparation
- Driving Effective Discussions
- Making Better Decisions
- DACI Model
- RAPID Decision Framework
- Decision Matrix Analysis
- Accountability and Follow-Through

### Deliverables \ Toolkits

- Meeting Leadership Toolkit
- Agenda Design Templates
- Decision-Making Framework
- Accountability Tracker
- Meeting Effectiveness Scorecard



Duration : 8 Hours

# Focus Group Facilitation Excellence

*Generating Meaningful Insights Through Structured Conversations*

---

## Overview

Organizations rely on stakeholder insights to make informed decisions about people, culture, customers, and strategy. Focus groups provide a powerful mechanism for gathering qualitative information and understanding experiences, perceptions, and needs.

This program equips participants with the skills required to design, facilitate, and analyze focus groups that generate credible, actionable, and strategic insights.

---

## Agenda

- Foundations of Focus Groups
- Focus groups versus surveys and interviews
- Designing effective focus groups
- Building Discussion Guides
- Facilitation Techniques
- Data Collection and Analysis
- Capturing insights
- Identifying themes
- Synthesizing findings
- Avoiding interpretation bias
- Presenting Insights
- Storytelling with qualitative data
- Translating insights into recommendations
- Reporting techniques

## Deliverables \ Toolkits

- Focus Group Design Toolkit
- Discussion Guide Templates
- Moderation Guide
- Probing Question Framework
- Qualitative Analysis Toolkit
- Focus Group Reporting Template



**Duration : 8 Hours**

# Strategic Facilitation Mastery

*Generating Meaningful Insights Through Structured Conversations*

---

## Overview

Every successful strategy begins with a conversation. A conversation that challenges assumptions, explores opportunities, aligns leaders, and transforms ambition into action. Yet many organizations struggle not because they lack ideas, but because they fail to facilitate the discussions that lead to clear strategic choices.

This program equips participants with the frameworks, methodologies, and facilitation techniques required to guide leadership teams through strategy development, alignment, prioritization, and execution planning

---

## Agenda

- Foundations of Strategic Facilitation
- Role of facilitation in strategy development
- Facilitating executive teams
- Managing strategic conversations
- Building alignment and ownership
- Understanding the Current State
- Facilitating Strategic Choices Using Playing to Win Framework
- Building Strategic Alignment
- Frameworks:
  1. Golden Circle
  2. Strategy House
  3. Strategic Themes
  4. Strategic Prioritization Matrix
- Translating Strategy into Execution
- Facilitating Difficult Strategic Conversations

## Deliverables \ Toolkits

- Playing to Win Facilitation Toolkit
- Strategy Workshop Design Guide
- Strategy House Template
- Strategic Prioritization Toolkit
- Executive Alignment Framework
- Strategy-to-Execution Roadmap
- Strategic Workshop Agenda Templates



**Duration : 8 Hours**

Deloitte  
*Academy*

# Leadership Accelerator

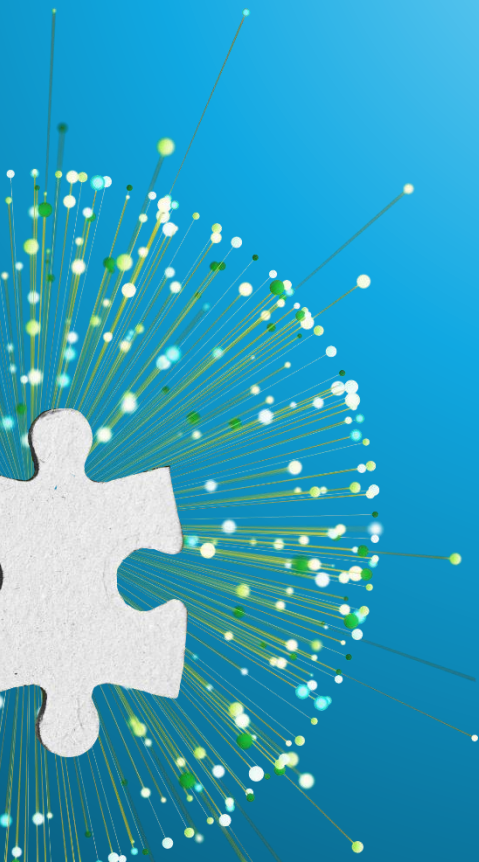
Leadership Accelerator is an elite, high-yield corporate institute engineered to transform talent into a measurable strategic asset. Moving entirely away from passive academic lectures, the Accelerator operates as a rigorous, practical capability platform. Our baseline methodology combines structured, spaced-learning execution with data-driven business metrics to bridge the critical execution gaps that exist across every tier of corporate infrastructure.

We strip away superficial theory to deliver ironclad business capabilities. We partner with organizations to build a continuous, resilient leadership pipeline that drives long-term commercial velocity without depleting your most asset: your human capital.



## Leadership Accelerator

- [Nexus: Leadership Excellence](#)
- [Elevate : Women In Leadership](#)
- [Regenerative Enterprise](#)
- [Mentoring Architect](#)



# Nexus: Leadership Excellence

## *Bridging the Gap Between Technical Excellence and Strategic Leadership*

The most challenging transition in a professional career is the move from an individual contributor to a manager of people—and ultimately, to a leader of an organization.

**Nexus** is a rigorous, 16-week spaced-learning accelerator specifically engineered to bridge this execution gap for entry and mid-level managers. Nexus serves as the critical intersection where an organization's high-level corporate strategy seamlessly connects with front-line execution.

1

### Lead from Within:

#### Personal Architecture & High-Performance Mindset

- ✓ The Corporate Identity Shift
- ✓ Strategic Attention & Growth mindset
- ✓ Delegation & Empowerment
- ✓ Resilience & Adaptability

2

### Lead as a Multiplier:

#### Cultivating High-Impact Teams

- ✓ Psychological Safety & Trust Architecture
- ✓ Strategic Team Communication Channels
- ✓ Radical Candor & Performance Intervention
- ✓ The Leader-as-Coach Framework

3

### Lead for Impact:

#### Enterprise Architecture: Driving Strategic & Financial Impact

- ✓ Strategic Alignment & The Strategy House
- ✓ Business & Financial Acumen
- ✓ Leading Structural Transformation & Change
- ✓ Managing Project Risk & Dependencies
- ✓ AI for Leaders: Driving Algorithmic Efficiency

4

### Lead at the Next Level

#### Executive Presence & Governance

- ✓ Executive Decision Making
- ✓ Governance & Risk Thinking
- ✓ Business Case Development
- ✓ Executive Communication
- ✓ Boardroom Influence



4-months, 16-weeks spaced-learning accelerator



Equips entry and mid-level managers with the mindset, capabilities and practical tools to lead people, teams and organizations with confidence and impact

# Elevate : Women In Leadership

## *Strategic Influence & Leadership for Women*

In the global corporate landscape, women represent an exceptionally highly educated, dedicated, and vital segment of the professional workforce. However, a distinct structural trend persists across many corporate sectors: an acute vertical concentration, often referred to as the "sticky floor" or the "invisible glass ceiling."

**Elevate** is a premium, high-intensity 1-month leadership accelerator specifically engineered to shatter these invisible barriers and fast-track high-potential female leaders into positions of enterprise-wide influence.

1

### **The Corporate Identity Pivot & Strategic Visibility**

- ✓ Overcoming the "perfectionist trap"
- ✓ Shifting from execution to intentional executive visibility
- ✓ Developing a signature leadership voice
- ✓ Balancing authoritative command with authentic cultural empathy

2

### **Demystifying Strategic Finance & Operational P&L**

- ✓ Capital allocation and financial statement interpretation
- ✓ Mapping operational metrics to company-wide strategic objectives
- ✓ Translating data acumen into corporate leverage
- ✓ Securing budgets through evidence-based financial justification

3

### **High-Stakes Negotiation & Navigating Corporate Politics**

- ✓ Interest-based negotiation and persuasion
- ✓ Building cross-functional support
- ✓ Managing internal pushback
- ✓ Resolving conflict while keeping strategic goals intact

4

### **Architecture of Sponsorship & The Work-Life Ecosystem**

- ✓ From mentorship to executive sponsorship
- ✓ Building advocates who promote you internally
- ✓ Sustaining executive resilience
- ✓ Staying strategically agile



1-month, 4-weeks leadership accelerator



Designed to break structural barriers and fast-track high-potential women into senior leadership and enterprise-level roles

# Regenerative Enterprise

## *Executive Masterclass in Institutional Well-Being*

Traditional management models have often prioritized short-term results at the expense of employee well-being, leading to burnout, disengagement, and talent loss.

**The Regenerative Enterprise** is a highly practical executive program designed to help leaders shift from extractive ways of working to a model that simultaneously drives business performance and human sustainability. Through immersive discussions, practical frameworks, and real-world application, participants will learn how to build organizations that enhance resilience, unlock long-term value, and create sustainable high performance for both the business and its people.

1

### **The Architecture of Human Energy & Personal Stamina**

Transforming the leader's personal energy management and diagnosing the systemic "energy leaks" within their current business units.

- ✓ The Extraction vs. Regeneration Paradigm
- ✓ Psychological Safety & Emotional Wellness Infrastructure

2

### **Architecting the Regenerative Workplace Environment**

Designing the physical, digital, and cultural infrastructure of an organization so that everyday work processes naturally restore human energy.

- ✓ The 3 Layers of a Regenerative Workplace
- ✓ The Regenerative Enterprise Roadmap & Charter Defense

3

### **Systemic Design: Workflows, Metrics & Sustainable KPIs**

Redesigning corporate processes and key performance indicators (KPIs) to embed resilience directly into the business model.

- ✓ Sustainable KPIs & The Balanced Scorecard Evolution
- ✓ Lean Workflow Optimization & Eliminating Organizational Friction



# Mentoring Architect

*Developing Leaders Who Inspire, Guide and Accelerate Talent Growth*

---

## Overview

Leadership is fundamentally the art of compounding capability. In a high-performance environment, the most effective managers are not those who solve the most problems themselves, but those who build the systems that enable others to solve them. The Mentoring Architect is designed to transform the role of the manager from a transactional operator to a capacity-builder.

This program introduces a structured, evidence-based approach to mentorship. It moves beyond the informal "advice-giving" model and establishes a rigorous framework for professional development. By applying clear inquiry protocols, objective feedback loops, and strategic alignment techniques, mentors learn to diagnose talent gaps and engineer development paths that are both measurable and sustainable.

The objective is to turn the mentorship process into a core operational discipline—creating a culture where leadership is not just a title, but a repeatable, scalable practice that drives the growth of our next generation of professionals.

---

## Agenda

- Foundations of Mentoring
- The Mentoring Life-cycle
- The science of development
- Roles and styles of a mentor
- Qualities of a great mentor
- Characteristics of ineffective mentors
- Building mentoring profile
- Building long-term mentoring relationships
- Mentorship skills :
- Building trust and Psychological safety
- Active listening
- Asking the right questions
- Coaching skills for mentors
- Mentoring across generations and diverse talent
- Managing difficult mentoring situations
- Mentoring Practicum

## Deliverables \ Toolkits

- Mentor Toolkit
- Mentor Competency Assessment
- Personal Mentoring Philosophy
- Mentoring Agreement Template
- Mentoring Session Planner
- Active Listening Guide
- Powerful Question Bank
- Career Development Toolkit
- Individual Development Plan Template
- Coaching Toolkit
- Inclusive Mentoring Guide
- Mentoring Conversation Playbook
- 90-Day Mentoring Action Plan



**Duration : 32 Hours**

Deloitte  
*Academy*

# Transformation Accelerator

Every organization reaches a point where yesterday's ways of working are no longer enough to deliver tomorrow's ambitions. Processes become more complex, customer expectations continue to rise, technologies evolve, and markets demand greater speed, agility, and innovation. The organizations that thrive are not necessarily the largest or the most established—they are the ones that continuously challenge the status quo, embrace new ideas, redesign how work gets done, and successfully navigate change.

The Transformation Accelerator is designed for leaders and professionals who want to be at the forefront of that journey. Through immersive learning experiences in Change Management, Innovation by Design, Business Process Reengineering, and Operational Excellence, participants gain the tools, mindsets, and practical capabilities needed to turn challenges into opportunities, transform ideas into action, and drive meaningful change that delivers lasting business impact.



Deloitte  
*Academy*

# Transformation Accelerator

- The Change Architect
- The Innovation Architect
- Business Process Reengineering
- The Problem Architect



# The Change Architect

## Strategic Change Management & Transformation Acceleration

---

### Overview

In the modern corporate arena, organizations do not fail because their strategic visions are flawed or their chosen technologies are deficient—they fail because of human friction. Global data consistently demonstrates that up to 70% of organizational transformations collapse during execution. The breakdown occurs because traditional management defaults fail to navigate the psychological transition required from the workforce. When an infrastructure, software, or structural pivot is introduced, leaders often manage the project milestones while entirely ignoring the behavioral transformation.

**The Change Architect** is an intensive 2-day corporate masterclass engineered to turn mid-level managers, division heads, and enterprise executives into strategic transformation drivers. Moving completely past passive academic theory, this laboratory equips leaders with the data-driven diagnostics, behavioral models, and risk-mitigation toolkits required to plan, communicate, and lock in enterprise-wide pivots with zero degradation to baseline operational performance.

---

### Agenda

- Foundations of Change Management
- The Macroeconomic Architecture of Corporate Change
- Navigating the Psychology of the Transition Curve
- The Change Impact Assessment
- Stakeholder Architecture & Coalition Building
- Communication, Resistance & Alignment
- De-escalating Resistance & Risk Mitigation
- Change Management Frameworks and Models
- Leadership and Culture in Change
- Planning and Executing Change Initiatives
- Sustaining Change and Measuring Success
- Practical Exercises and Case Studies

### Deliverables \ Toolkits

- Change Readiness Assessment Tool
- Stakeholder Mapping and Influence Matrix
- Change Impact Assessment Template
- Resistance Management Toolkit
- Change Communication Planning Template
- Change Management Roadmap Framework
- Leadership and Change Champion Guidelines
- Organizational Change Risk Assessment Tool
- Employee Engagement and Adoption Checklist
- Change Governance and Roles Matrix
- Practical Change Management Case Studies and Exercises
- Action Planning Toolkit for workplace implementation



**Duration : 16 Hours**

# The Innovation Architect

## *Innovation by Design & Customer-Centric Solution Architecture*

---

### Overview

Innovation is not a specialized department, nor is it exclusive to R&D or product development teams. In a volatile business landscape, true organizational agility occurs when every employee across every department possesses the capability to look at an everyday operational challenge and solve it creatively. Too often, teams resort to unstructured brainstorming, run-of-the-mill fixes, or unvalidated assumptions that fail to address the root causes of their workplace problems. To build a highly adaptive, future-ready enterprise, organizations must cultivate a structured, repeatable discipline of empathy-led problem-solving across the entire workforce.

**The Innovation Architect** is an intensive 2-day corporate masterclass designed for professionals, team leads, and managers across all corporate functions. This program democratizes the principles of Design Thinking, transforming it into a universal toolkit for everyday workplace optimization. Participants learn to deeply understand their internal or external stakeholders, break through old-guard cognitive biases, rapidly prototype workflow or service solutions, and safely test and de-risk new ideas before executing them.

---

### Agenda

- The Architecture of Everyday Innovation
- Deep Empathy & Stakeholder Research Methodologies
- Uncovering Insights & Root-Cause Synthesis
- Framing the Core Workplace Challenge
- Advanced Ideation & Concept Generation
- Rapid Prototyping for Workflows & Services
- Iterative Testing, Feedback Loops & De-risking
- Designing the Implementation Roadmap & Capstone Defense

### Deliverables \ Toolkits

- The Double Diamond Continuum
- 4-stage non-linear path
- 4-Quadrant Empathy Mapping
- As-Is Journey Mapping Protocol
- POV Problem Statement Formula
- "How Might We" Matrix
- Creative Matrix Framework
- Impact-vs-Effort Canvas
- Low-Fidelity Service Storyboarding
- The Feedback Capture Grid
- Workplace Innovation RAID Control



**Duration : 16 Hours**

# Business Process Engineering:

## *Process Design and Optimization*

---

### Overview

In high-scale corporate environments, operational efficiency is frequently compromised by a silent condition known as process debt. As organizations expand, workflows organically develop fragmented hand-offs, redundant validation loops, and vague ownership boundaries. When performance drops, companies often make the mistake of adding more staff or purchasing software to patch the symptoms. This reactive approach inadvertently automates broken workflows. To achieve true commercial velocity and long-term organizational agility, a company must manage its workflows as strategic corporate assets.

**The Process Architect** is a rigorous development program engineered to turn operational leaders, department heads, and cross-functional teams into master process designers. The curriculum covers the entire Business Process Management (BPM) lifecycle—equipping participants with the exact diagnostic methodologies, process mapping standards, and governance tools required to systematically analyze, optimize, and standardize end-to-end business operations.

---

### Agenda

- Process Architecture Development (L1-L3)
- Process Mapping and BPMN Fundamentals
- Roles, Responsibilities and Process Ownership
- Process Performance Measurement and KPIs
- Practical Case Studies and Process Redesign Workshops

### Deliverables \ Toolkits

- Process Taxonomy (L1-L3) Template
- BPMN Process Mapping Templates
- RACI Matrix Template
- Training Presentation and Reference Materials



Duration : 16 Hours

# The Problem Architect

## *Design-Led Problem Solving & Systemic Resolution Architecture*

---

### Overview

In high-velocity business environments, the costliest operational leak is reactive firefighting. When faced with a complex crisis, cross-functional bottleneck, or performance drop, teams frequently rush to fix the immediate symptoms rather than diagnosing the underlying cause. This superficial approach creates a loop of reoccurring issues and technical debt. To achieve long-term operational resilience, organizations must treat problem-solving not as an ad-hoc emergency response, but as a structured, human-centered discipline. They must engage in Design-Led Problem Solving.

**The Problem Architect** is an intensive 2-day corporate masterclass engineered for professionals, department heads, and project leads across all business functions. This laboratory strips away abstract theory to equip teams with a repeatable, diagnostic framework to dissect ambiguous challenges, uncover hidden behavioral and systemic drivers, rapidly prototype interventions, and structurally de-risk resolutions before deploying them at scale.

---

### Agenda

- The Anatomy of Complex Corporate Problems
- Root-Cause Investigation & Behavioral Analysis
- Stakeholder Pain Mapping & Human Impact Diagnostics
- Reframing the Resolution Parameters
- Divergent Solution Generation & Concept Filtering
- Rapid Prototyping for Process Interventions
- Solution Testing, Feedback Cadences & Risk De-risking
- Institutionalizing the Resolution & Capstone Defense

### Deliverables \ Toolkits

- The Symptom-vs-System Iceberg
- 5-Whys Root Cause Protocol
- Fishbone (Ishikawa) Diagram
- 4-Quadrant Friction Mapping
- "How Might We" Matrix
- Creative Matrix for Solutions
- Impact-vs-Effort Canvas
- Intervention Scoping Canvas
- The Feedback Capture Grid
- Problem Resolution RAID Control

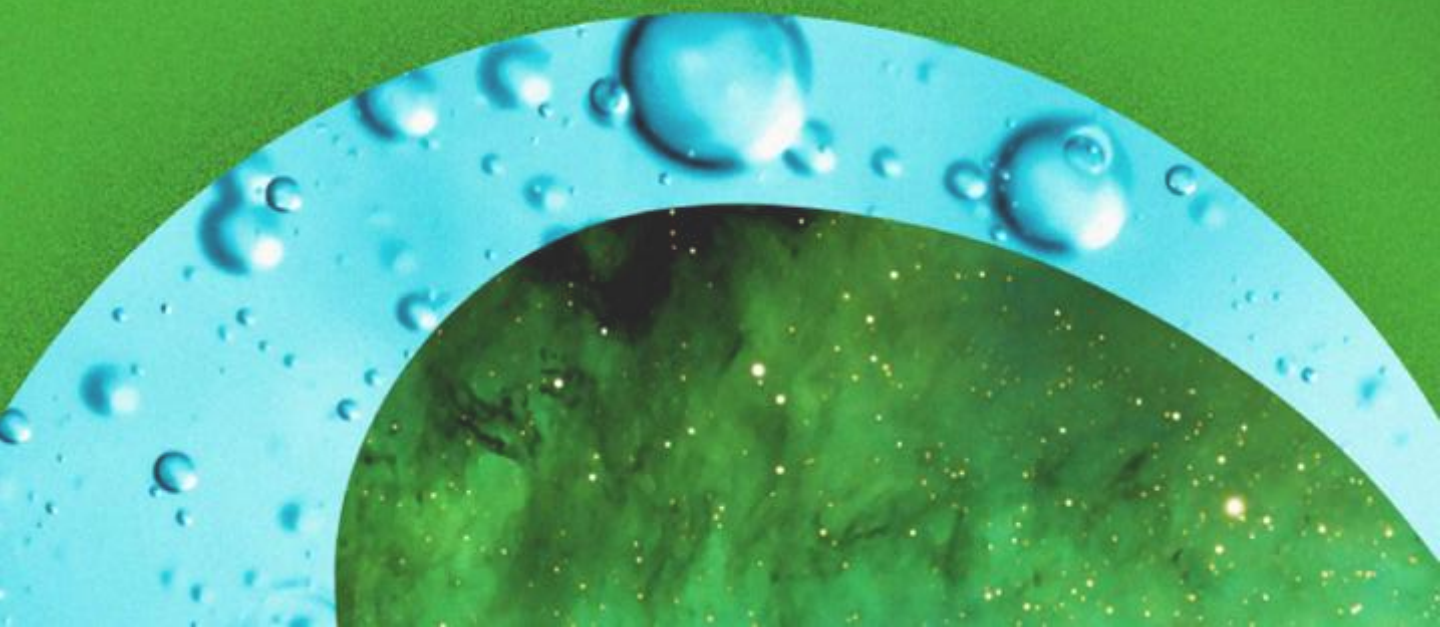


**Duration : 16 Hours**

Deloitte  
*Academy*

# Sustainability Accelerator

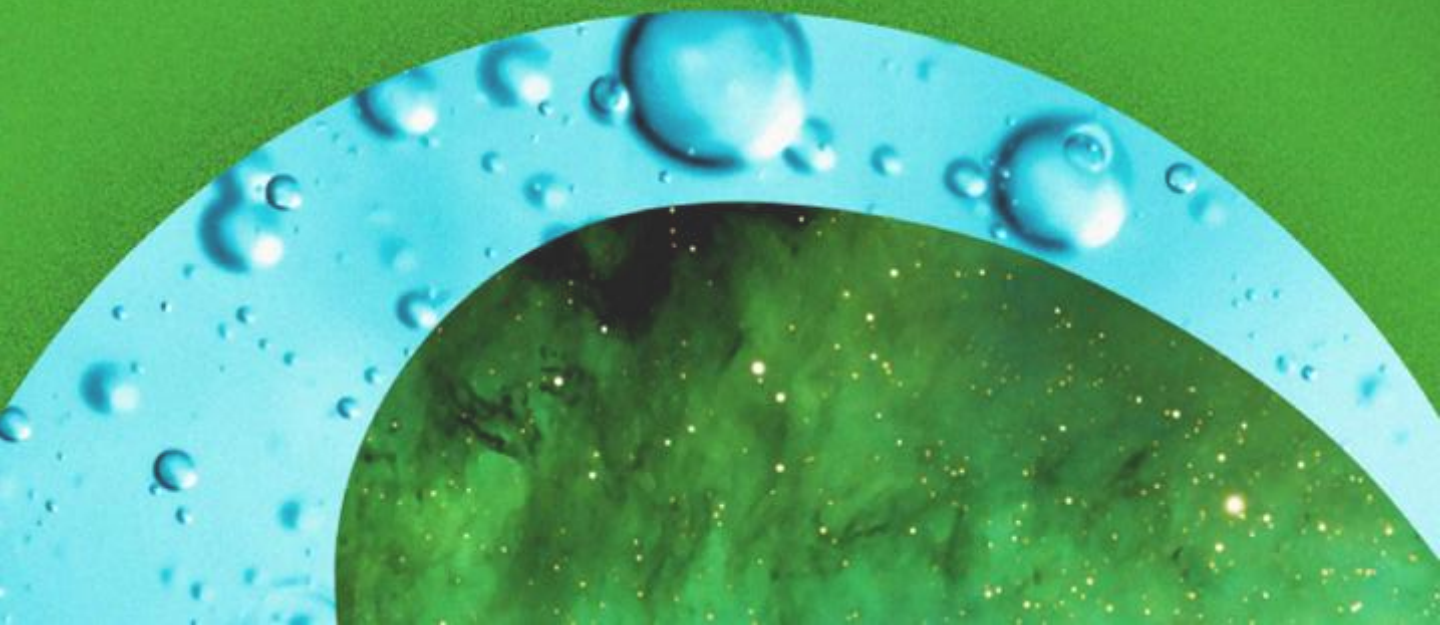
Sustainability Accelerator is a specialized learning hub focused on advancing ESG knowledge and sustainable business practices. It offers practical training in ESG reporting and assurance, sustainable finance, ESG strategy and risk, governance and accountability, as well as regulatory frameworks such as CSRD, CBAM, and EU ESG compliance, enabling professionals to drive responsible and future-ready business transformation.



Deloitte  
*Academy*

## Sustainability Accelerator

- ESG Reporting and Assurance
- ESG and Sustainable Finance
- ESG for Managers
- Effective ESG Governance
- Bridging the Gap between Azerbaijan and EU



# ESG Reporting and Assurance: *From Disclosure to Credibility*

---

## Overview

The session covers the main ESG reporting frameworks and standards, the fundamentals of non-financial assurance, and the essential steps for building a robust reporting process.

Participants will gain practical insight into how to organize ESG data collection, strengthen internal governance and controls, prepare meaningful disclosures, and improve readiness for external assurance. The training will also address common challenges and opportunities relevant to companies operating in Azerbaijan.

---

## Agenda

- Importance of ESG reporting and assurance in Azerbaijan;
- An overview of key ESG reporting frameworks and standards;
- Main steps of an effective ESG reporting process;
- Purpose and approach of external assurance, including ISAE 3000 (Revised);
- Common reporting challenges and good practices for improving disclosure quality and assurance readiness

## Deliverables \ Toolkits

- ESG Reporting Framework
- ESG Reporting Process Roadmap
- ESG Data Collection & Management Checklist
- ESG Governance & Internal Controls Toolkit
- Material ESG Disclosure Planning Template
- Assurance Readiness Assessment Checklist
- ESG Reporting Quality Review Framework
- Common ESG Reporting Risks & Mitigation Guide
- ESG Reporting and Assurance Best Practices Toolkit



**Duration : 8 Hours**

# ESG and Sustainable Finance: Regulation, Risk, and Opportunity

---

## Overview

This training provides a practical introduction to the connection between ESG and finance, with a focus on the needs of companies operating in Azerbaijan. It explains how ESG considerations are increasingly influencing financial decision-making, access to funding, stakeholder expectations, and corporate resilience.

The training is especially relevant in light of Azerbaijan's growing sustainable finance agenda, including the Central Bank's Sustainable Finance Roadmap 2023–2026, Green Taxonomy, and Guidelines on Green and Sustainability-Linked Loans.

---

## Agenda

- Link between ESG and Sustainable finance;
- Overview of sustainable finance developments and regulatory trends in Azerbaijan and Europe;
- ESG factors' link to finance, lending, risk management, and investment decisions;
- Key concepts such as green finance, sustainability-linked lending, and ESG-related financial risk;
- Practical steps companies can take to strengthen ESG and finance readiness.

## Deliverables \ Toolkits

- ESG & Sustainable Finance Toolkit
- ESG Regulatory and Market Trends Guide
- ESG Risk Assessment Framework
- Sustainable Finance Instruments Reference Guide
- ESG Governance and Readiness Checklist
- Climate and Sustainability Risk Mapping Tool
- ESG Opportunity Assessment Canvas
- Investor and Lender Engagement Guide
- ESG and Finance Readiness Roadmap
- Practical ESG Case Studies and Examples



Duration : 4 Hours

# ESG for Managers: Strategy, Risk, and Business Value

---

## Overview

The session helps participants understand the business relevance of ESG, the role of managers in driving ESG-related actions, and the practical ways ESG can be integrated into day-to-day management across different functions.

The training also highlights how stronger ESG awareness can support better risk management, operational resilience, reputation, and long-term business value.

---

## Agenda

- Key ESG concepts and why they matter for businesses in Azerbaijan;
- Role of managers in supporting top-down ESG integration across functions;
- Key ESG risks and opportunities relevant to business operations and decision-making;
- ESG link to governance, people, supply chains, reputation, and business performance;
- Practical steps managers can take to support ESG awareness, implementation, and accountability within their teams.

## Deliverables \ Toolkits

- ESG for Managers Toolkit
- ESG Fundamentals Reference Guide
- ESG Risk and Opportunity Assessment Framework
- ESG Responsibilities and Accountability Checklist
- ESG Integration Guide for Managers
- ESG Decision-Making Framework
- ESG Stakeholder Awareness Toolkit
- ESG Action Planning Template
- ESG Team Engagement Guide
- Practical ESG Case Studies and Best Practices



Duration : 4 Hours

# Effective ESG Governance: Roles, Controls, and Accountability

---

## Overview

The session will cover the core elements of ESG governance, including board and management responsibilities, governance structures, internal controls, policies, risk oversight, and decision-making processes.

Participants will gain practical insight into how stronger governance practices can support better ESG performance, more effective implementation, and greater stakeholder confidence

---

## Agenda

- Role of governance within the ESG agenda;
- Responsibilities of boards, management, and control functions in ESG oversight;
- Key elements of effective ESG governance, including roles, policies, decision-making, and accountability;
- How ESG can be integrated into governance structures, internal controls, and risk management processes;
- Good governance practices that support credible ESG implementation and long-term business resilience.

## Deliverables \ Toolkits

- ESG Governance Toolkit
- ESG Governance Framework Guide
  - Board and Management Responsibilities Matrix
- ESG Roles and Accountability Framework
- ESG Governance Structure Template
- ESG Committee Charter Sample
- ESG Policies and Controls Checklist
- ESG Risk Oversight Framework
- ESG Governance Maturity Assessment
- ESG Governance Action Planning Template



Duration : 4 Hours

# Bridging the Gap between Azerbaijan and EU:

## *CSRD, CBAM, and EU ESG Compliance for Azerbaijani Businesses*

---

### Overview

The session will introduce the key concepts and business implications of CSRD, the European Sustainability Reporting Standards (ESRS), the Corporate Sustainability Due Diligence Directive (CSDDD), and the Carbon Border Adjustment Mechanism (CBAM). Participants will gain practical insight into how these requirements can affect reporting obligations, supplier engagement, emissions data collection, customer requests, and overall compliance readiness.

The training will also help companies identify the internal actions needed to prepare for EU-related ESG requirements and respond more effectively to evolving regulatory and market expectations. CSRD requires sustainability reporting by in-scope companies under ESRS, while CSDDD establishes due diligence requirements for large EU and certain non-EU companies with substantial EU turnover.

---

### Agenda

- Main EU sustainability regulations relevant to Azerbaijani companies, including CSRD, ESRS, CSDDD, and CBAM;
- How EU rules may affect companies directly or indirectly through subsidiaries, customers, investors, lenders, and supply-chain relationships;
- Types of ESG, emissions, and due diligence information EU counterparties may request;
- Practical implications of CBAM, especially for exporters of covered goods to the EU, as the definitive regime starts on 1 January 2026;
- Identify the key steps needed to strengthen compliance readiness, internal coordination, and ESG data management in line with EU expectations

### Deliverables \ Toolkits

- Participants will receive learning material to support understanding and preparation for EU ESG requirements



**Duration : 8 Hours**

Deloitte  
*Academy*

# AI Accelerator

As artificial intelligence reshapes industries, jobs, and business models, organizations need more than technical expertise—they need leaders and professionals who understand how to use AI effectively, responsibly, and strategically. The AI Accelerator equips participants with the knowledge, tools, and practical applications required to navigate the AI era, improve decision-making, enhance productivity, and identify opportunities for innovation and transformation.



Deloitte  
*Academy*

## AI Accelerator

- AI Fluency for Professionals
- AI Enabled Leader
- Enterprise AI Management
- AI Audit
- Generative AI



# AI Fluency for Professionals:

## *Understanding AI, Generative AI and the Future of Work*

---

### Overview

Artificial Intelligence is rapidly changing the way we work, communicate, create, and make decisions. While some view AI as a disruptive force, the most successful professionals are already learning how to turn it into a powerful advantage.

**AI Fluency for Professionals** is designed to help participants move beyond curiosity and uncertainty to confidently embrace AI as a practical tool for productivity, innovation, and better decision-making. Through real-world examples, hands-on application, and practical guidance, participants will discover how to work smarter with AI, unlock new possibilities in their daily work, and build one of the most important capabilities for the future of work.

---

### Agenda

- Understanding Artificial Intelligence
- AI, Machine Learning, Deep Learning and Generative AI
- Key AI terminology and concepts
- Understanding Large Language Models (LLMs)
- Popular AI tools and platforms
- AI in Everyday Work
- AI for productivity and personal effectiveness
- Anatomy of an effective prompt
- Common prompting mistakes
- Prompting techniques for better results
- Human-AI collaboration
- Evaluating and improving AI outputs
- Fact-checking and verification
- Ethical use of AI in the workplace
- Developing AI fluency as a professional capability

### Deliverables \ Toolkits

- AI Fluency Toolkit
- AI Fundamentals Reference Guide
- Generative AI User Handbook
- Prompt Engineering Playbook
- Business Prompt Library (100+ Practical Prompts)
- AI Productivity Use Case Library
- Human-AI Collaboration Framework
- Responsible AI and Ethics Checklist
- AI Readiness Self-Assessment
- Personal AI Adoption Action Plan
- AI Workflow Design Template



Duration : 8 Hours

# AI Enabled Leader:

## *Leading Teams, Decisions and Transformation in the Age of Artificial Intelligence*

---

### Overview

Every major business transformation creates a new leadership challenge. Today, that challenge is Artificial Intelligence. While AI is changing how work gets done, its true value depends on leaders who can identify opportunities, make informed decisions, guide their teams through change, and create an environment where people and technology work together effectively.

**AI Enabled Leader** is designed to help managers move beyond understanding AI as a technology and start leading with AI as a business capability. Through practical examples, leadership frameworks, and real-world applications, participants will learn how to leverage AI to improve decision-making, enhance team productivity, manage risks, and drive innovation while maintaining a human-centered approach to leadership.

---

### Agenda

- Understanding AI as a Leader
- The AI landscape and emerging trends
- Opportunities and limitations of AI
- The Future of Work and Leadership
- Human-AI collaboration
- Move from "what AI can do" to "what business outcome it enables."
- Master the balance between AI-powered analytics and human intuition.
- Implement "Build–Buy–Borrow–Bot" talent strategies.
- Responsible AI Leadership

### Deliverables \ Toolkits

- AI Leadership Toolkit
- AI Readiness Assessment
- AI Opportunity Identification Framework
- AI Use Case Library for Managers
- Human-AI Collaboration Framework
- AI Adoption and Change Management Guide
- Responsible AI Leadership Checklist
- AI Risk and Governance Overview
- AI Productivity Playbook for Managers
- AI Team Readiness Assessment Tool
- AI Action Planning Template
- Personal AI Leadership Development Plan



Duration : 8 Hours

# Enterprise AI Management

## *Implementing, Governing and Scaling Artificial Intelligence Responsibly*

---

### Overview

For many organizations, the question is no longer whether to adopt Artificial Intelligence, but how to implement it effectively, responsibly, and at scale. While AI offers significant opportunities to improve productivity, decision-making, innovation, and business performance, it also introduces new challenges related to governance, ethics, risk, accountability, and organizational readiness.

**Enterprise AI Management** is designed to help leaders, managers, risk professionals, and transformation teams understand what it takes to successfully deploy and govern AI initiatives. Through practical frameworks, real-world examples, and implementation guidance, participants will learn how to move from experimentation to responsible adoption while maximizing business value and maintaining stakeholder trust.

---

### Agenda

- AI adoption journey and maturity stages
- Identifying high-value AI use cases
- AI implementation lifecycle
- Scaling AI Across the Organization
- Workforce readiness and capability building
- Why AI governance matters
- AI governance structures and operating models
- Roles and responsibilities for AI oversight
- AI policies, standards, and controls
- Monitoring and oversight mechanisms
- AI-specific risks and challenges
- Data privacy and security considerations
- Building an AI-Ready Organization

### Deliverables \Toolkits

- AI Implementation Toolkit
- AI Governance Framework Guide
- AI Readiness Assessment
- AI Use Case Prioritization Framework
- Responsible AI Principles Checklist
- AI Ethics Assessment Tool
- AI Risk Management Framework
- AI Governance Roles & Responsibilities Matrix
- AI Policy and Controls Checklist
- AI Adoption Roadmap Template
- AI Governance Maturity Assessment



Duration : 8 Hours

# AI Audit:

## *Evaluating AI Systems for Risk, Compliance, and Performance*

---

### Overview

As organizations deploy AI systems faster than they can govern them, the ability to audit those systems — not just build them — has become a critical organizational capability. This training equips participants with a structured approach to evaluating AI systems across technical performance, fairness, transparency, data provenance, and regulatory compliance. Rather than treating AI audit as a one-time compliance checkbox, the session frames it as an ongoing discipline that protects organizations from reputational, legal, and operational risk while building justified trust in AI-driven decisions.

---

### Agenda

- What AI audit is and how it differs from traditional IT/data audit
- The AI risk landscape: bias, hallucination, model drift, security, and accountability gaps
- Auditing across the AI lifecycle: data sourcing, model development, deployment, and monitoring
- Evaluating model performance and robustness: key metrics and what they tell you
- Fairness and bias assessment: common methods and their limitations
- Explainability and transparency: what "explainable AI" means in audit terms
- Regulatory and standards landscape relevant to AI audit (e.g., emerging AI regulation, sector-specific requirements — to be tailored per organization/jurisdiction)
- Building an AI audit framework: scoping, evidence-gathering, and reporting findings to stakeholders
- Case discussion: auditing a real or illustrative AI system end-to-end

### Deliverables \ Toolkits

- Ability to scope and structure an AI audit across the full AI lifecycle
- Understanding of key technical and fairness metrics used to evaluate AI systems
- Capability to identify bias, drift, and explainability gaps in deployed models
- Awareness of the regulatory and compliance landscape relevant to AI systems
- Ability to translate technical AI risks into language stakeholders and leadership can act on
- Confidence to design or contribute to an organizational AI audit framework



**Duration : 8 Hours**

# Generative AI

## *Practical Foundations for the Workplace*

---

### Overview

Generative AI has moved from novelty to necessity, but most organizations struggle to translate the hype into safe, effective, day-to-day use. This training demystifies how generative AI tools work, builds practical skills in prompting and tool selection, and — critically — covers the risks (accuracy, bias, data privacy, intellectual property) that every responsible user needs to understand. The session is designed to work for both non-technical staff who want to use these tools well and technical staff who need a foundation before going deeper into implementation.

---

### Agenda

- How generative AI and large language models work (in plain terms, with a technical deep-dive track for IT participants)
- The current GenAI landscape: chatbots, copilots, image/document generation tools
- Prompt engineering fundamentals: getting reliable, useful outputs
- Practical use cases by function (e.g., drafting, summarization, data analysis, code assistance)
- Risks and limitations: hallucinations, bias, data privacy, IP and copyright considerations
- Responsible AI use: organizational policies and personal accountability
- Where GenAI fits into broader AI/automation strategy
- Hands-on exercise: solving a real workplace task with a GenAI tool

### Deliverables \ Toolkits

- Working understanding of how generative AI and large language models' function
- Practical prompt engineering skills for getting reliable, useful outputs
- Ability to identify which GenAI tools fit which workplace tasks
- Sharpened judgment for spotting hallucinations, bias, and unreliable outputs
- Awareness of data privacy, IP, and copyright risks tied to GenAI use
- Confidence to use GenAI tools responsibly and in line with organizational policy



**Duration : 8 Hours**

Deloitte

*Academy*

# Cyber Accelerator

Every day, organizations become more connected, digital, and data-driven—creating new opportunities for growth, but also new vulnerabilities. A single cyber incident can disrupt operations, damage reputation, compromise sensitive information, and create significant financial and regulatory consequences. The organizations that thrive in this environment are not necessarily those that face fewer threats, but those that are better prepared to anticipate, prevent, detect, and respond to them.

The Cyber Accelerator equips professionals with the knowledge, frameworks, and practical skills needed to strengthen cyber resilience, manage technology risks, protect critical assets, and build a security-conscious culture in an increasingly complex digital world

## Cyber Accelerator

- Introduction to IT Audit and General IT Controls / General Computer Controls Testing
- Data Governance
- Business Process Modeling for IT Solutions
- ISO 27001:2022

# Introduction to IT Audit and General IT Controls / General Computer Controls Testing

---

## Overview

This training provides an introductory yet practical overview of IT Audit and General IT Controls / General Computer Controls testing. The session is designed to help participants understand why IT controls are important, how they are linked to business processes and financial reporting, and how auditors assess whether such controls are properly designed and effectively operating. The training will walk through the main stages of GITC testing, from understanding the IT environment and identifying in-scope systems to performing walkthroughs, requesting evidence, testing control design and operating effectiveness, and documenting conclusions. Practical examples will be used to demonstrate common audit procedures, typical evidence requirements, frequently identified deficiencies, and how IT control weaknesses may affect the overall audit approach.

---

## Agenda

- Introduction to IT Audit
- Purpose and scope of IT Audit
- Key IT risks affecting the reliability, security, and availability of information
- Understanding the IT Environment
- Identifying key applications, databases, infrastructure, and interfaces
- Overview of General IT Controls
- User access management
- Incident and problem management
- GITC Testing Methodology
- Understanding control objectives, risks, and control activities
- Audit Evidence and Documentation
- Common types of evidence used in GITC testing
- Assessing the relevance, completeness, accuracy, and reliability of evidence
- Identifying and testing system-generated reports and Information Produced by the Entity (IPE)
- Common IT Control Deficiencies
  - Inappropriate or excessive user access
  - Delayed removal of access for terminated employees
- Impact of IT Control Deficiencies
- Understanding the relationship between GITC deficiencies and automated controls

## Deliverables \ Toolkits

- Reviewing a sample IT process and identifying relevant risks
- Preparing an audit evidence request
- Evaluating sample evidence for sufficiency and appropriateness
- Identifying exceptions and control deficiencies
- Drafting a clear testing conclusion and audit finding



**Duration : 8 Hours**

# Data Governance:

## *Building Trust in Your Data*

---

### Overview

Every AI initiative, every analytics dashboard, and every regulatory audit depends on the same foundation: trustworthy, well-governed data. This training walks participants through what data governance really involves — beyond policy documents — covering data quality, ownership, stewardship, and compliance. It is grounded in practical frameworks rather than abstract theory, helping participants understand both the "why" (regulatory and business risk) and the "how" (concrete steps to improve governance in their own organization).

---

### Agenda

- Why data governance matters now: regulatory pressure, AI readiness, and business risk
- Core components: data quality, metadata management, data lineage, and stewardship
- Roles and responsibilities: data owners, stewards, and governance committees
- Data quality dimensions and how to measure them (accuracy, completeness, consistency, timeliness)
- Regulatory landscape overview: data protection principles relevant to participants' sector/jurisdiction
- Governance frameworks and operating models (centralized vs. federated)
- Data governance in the age of AI: why governance is a prerequisite, not an afterthought
- Building a governance roadmap for your organization

### Deliverables \ Toolkits

- Ability to assess data governance maturity and identify gaps within an organization
- Understanding of data quality dimensions and how to measure them
- Clarity on governance roles and responsibilities (ownership vs. stewardship)
- Awareness of the regulatory landscape and its practical implications for data handling
- Ability to evaluate centralized vs. federated governance operating models
- Understanding of why governance is a prerequisite for trustworthy AI initiatives



**Duration : 8 Hours**

# Business Process Modeling for IT Solutions

---

## Overview

Before any IT solution can be designed, the underlying business process needs to be understood, documented, and validated — yet this step is frequently rushed, leading to systems that don't match how work happens. This training builds practical skills in process modeling using industry-standard notations (such as BPMN), teaching participants how to capture current-state ("as-is") processes, identify inefficiencies, and design improved future-state ("to-be") processes that translate cleanly into IT requirements. It's designed to bridge the gap between business stakeholders and technical teams

---

## Agenda

- Why process modeling matters: bridging business needs and IT solutions
- Introduction to BPMN (Business Process Model and Notation) — symbols, flows, and best practices
- As-is process mapping techniques for accurately capturing current processes
- Identifying inefficiencies, bottlenecks, and redundancies
- To-be process design: redesigning for efficiency and digital enablement
- Translating process models into functional/technical requirements for IT teams
- Stakeholder workshops: facilitation techniques for gathering accurate process information
- Validation and sign-off: ensuring models reflect reality before development begins

## Deliverables \ Toolkits

- Practical fluency in BPMN notation for documenting business processes
- Ability to accurately capture as-is processes through structured analysis
- Skill in identifying inefficiencies, bottlenecks, and redundancies in workflows
- Capability to design improved to-be processes with digital enablement in mind
- Ability to translate process models into clear, actionable IT requirements
- Stronger stakeholder facilitation skills for process discovery and validation



Duration : 8 Hours

# ISO 27001 Information Security Management System (ISMS) implementation and compliance training

---

## Overview

This training program provides participants with a comprehensive understanding of ISO 27001, the internationally recognized standard for Information Security Management Systems (ISMS). The course will equip professionals with the knowledge and practical skills required to establish, implement, maintain, and continually improve an effective ISMS, safeguarding their organization's information security posture.

Participants will learn how to identify and manage information security risks, meet compliance requirements, protect organizational assets, and support business resilience through industry best practices.

---

## Agenda

- ISO 27001 overview
- ISMS framework and governance
- Risk assessment treatment
- Annex A security controls
- Information security policies and procedures
- Internal audits and compliance monitoring
- Incident management and business continuity
- Certification preparation and continual improvement

## Deliverables \ Toolkits

- Statement of Applicability (SoA) sample
- Internal compliance checklist



Duration : 8 Hours

Deloitte  
*Academy*

# Corporate Governance & Risk Management Accelerator

Effective governance and risk management are essential for building resilient, accountable, and high-performing organizations. The Governance & Risk Accelerator equips professionals with practical frameworks and tools to strengthen governance, enhance risk oversight, improve internal controls, and support informed decision-making in an increasingly complex business environment.



# Corporate Governance Accelerator

- Risk for non-risk professionals
- Corporate Governance
- Internal Audit
- Internal Control
- Governance, Risk, Internal Audit & Internal Control Essentials



# Risk Management for Non-Risk Professionals

---

## Overview

Every decision carries risk, whether we recognize it or not. While risk management is often associated with specialists, auditors, or compliance teams, the reality is that risks are identified, managed, and influenced every day by managers and employees across the organization. The most resilient organizations are not those that avoid risk, but those that understand it, anticipate it, and respond effectively.

**Risk Management for Non-Risk Professionals** helps participants develop a practical understanding of risk, enabling them to recognize potential threats and opportunities, make better decisions, and contribute to a stronger risk-aware culture across the organization.

---

## Agenda

- Understanding Risk Management
- Risk Management Fundamentals
- Enterprise Risk Management (ERM) concepts
- Identifying Risks
- Assessing and Prioritizing Risks
- Managing and Mitigating Risks
- Designing effective controls
- Monitoring risk indicators
- Escalating risks appropriately
- Building a Risk-Aware Culture
- Risk-informed decision making
- Speaking up and reporting concerns
- Embedding risk thinking into daily activities
- Lessons learned and continuous improvement
- Practical Risk Management Workshop

## Deliverables \ Toolkits

- Risk Identification Checklist
- Risk Assessment Framework
- Risk Register Template
- Risk and Control Matrix
- Key Risk Indicator (KRI) Reference Guide
- and Reporting Checklist



Duration : 8 Hours

# Corporate Governance

## *Strengthening Oversight, Accountability, and Board Effectiveness*

---

### Overview

Behind every successful and sustainable organization lies a system of effective governance that guides decision-making, ensures accountability, manages risk, and builds stakeholder trust. As organizations grow in complexity and face increasing scrutiny from regulators, investors, and other stakeholders, strong corporate governance becomes a critical driver of long-term performance and resilience.

**Corporate Governance** provides participants with a practical understanding of governance principles, board effectiveness, leadership responsibilities, and governance frameworks that help organizations create value while maintaining transparency, integrity, and accountability.

---

### Agenda

- Foundations of Corporate Governance
- Origins and evolution of corporate  
Why corporate governance matters
- Corporate governance theories
- Governance terminology and concepts
- Corporate Governance Frameworks and Principles
- Corporate Governance Models
- The UK Corporate Governance Code
- Board Effectiveness and Leadership
- Board Committees and Oversight
- The Corporate Secretary Function
- Board Operations and Governance Processes
- Deloitte's Nine Dimensions of Corporate Governance

### Deliverables \ Toolkits

- Corporate Governance Principles Guide
- Board Roles and Responsibilities Matrix
- Board Effectiveness Assessment Framework
- Board Evaluation Template
- Corporate Secretary Reference Toolkit
- Board Agenda and Meeting Effectiveness Template



**Duration : 16 Hours**

# Internal Audit

## *Creating Value Through Risk-Based Internal Auditing*

---

### Overview

Strong organizations do not wait for problems to occur before taking action—they build mechanisms to identify risks, evaluate controls, and continuously improve performance. Internal Audit serves as one of the most important functions supporting governance, risk management, and organizational effectiveness.

**Internal Audit** is designed to provide participants with a practical understanding of modern internal audit practices, helping them assess risks, evaluate internal controls, conduct audit engagements, and provide valuable insights that strengthen accountability, improve processes, and support better decision-making across the organization.

---

### Agenda

- Risk Management Fundamentals
- Introduction to risk management
- Risk identification and assessment
- Risk management methodologies
- Risk management models and frameworks
- Enterprise Risk Management (ERM)
- Corporate Governance and Internal Control
- Fundamentals of corporate governance
- Governance structures and responsibilities
- Governance, risk, and control relationships
- Internal Audit Fundamentals
- Purpose and value of internal audit
- The role of internal audit in corporate governance
- Internal audit standards and quality requirements
- Types of internal audits
- Internal Audit Process and Methodology
- Internal Control Assessment
- Process Auditing
- Interviewing and Information Gathering Techniques
- Practical Internal Audit Workshop

### Deliverables \ Toolkits

- Internal Audit Methodology Guide
- Risk Assessment Framework
- Enterprise Risk Management (ERM) Reference Guide
- Internal Control Assessment Checklist
- Audit Planning Template
- Audit Program and Testing Template
- Audit Interview Guide



**Duration : 16 Hours**

# Internal Control

*Building Stronger Controls, Better Decisions, and Greater Organizational Resilience*

---

## Overview

Every successful organization has something in common: while employees see the visible processes, systems, and decisions, there is an invisible framework working behind the scenes to keep operations running smoothly, risks under control, and objectives on track. These are internal controls. When designed effectively, they help organizations prevent errors, detect issues early, strengthen accountability, and build trust among stakeholders.

Internal Controls Excellence is designed to help participants understand how strong control environments are created, how controls support governance and risk management, and how organizations can use them to improve performance, resilience, and long-term success.

---

## Agenda

- Introduction to internal controls
- Purpose and value of internal controls
- Control objectives and types
- Internal controls and organizational performance
- Internal Control Frameworks
- COSO Internal Control Framework
- Components of an effective control system
- Control environment and governance
- Internal Control Governance
- Three Lines Model
- Internal Control Challenges and Emerging Trends
- Controls Identification and Assessment
- Internal Control Documentation
- Practical Internal Controls Workshop

## Deliverables \ Toolkits

- COSO Framework Reference Guide
- Three Lines Model Guide
- Internal Control Assessment Framework
- Risk and Control Matrix (RCM) Template
- Control Identification Checklist
- Internal Control Documentation Templates



**Duration : 16 Hours**

# Governance, Risk, Internal Audit & Internal Control Essentials

---

## Overview

Organizations rarely fail because they lack ambition; they struggle when risks go unmanaged, decisions lack oversight, and controls fail to keep pace with complexity. High-performing organizations create a strong foundation where governance provides direction, risk management supports informed decision-making, and internal controls help ensure objectives are achieved.

**Governance, Risk, Internal Audit & Internal Control Essentials** is designed to help participants understand how these critical disciplines work together to strengthen accountability, improve organizational resilience, and support sustainable business performance.

---

## Agenda

- Foundations of Governance, Risk and Control
- Governance structures, roles and responsibilities
- Internal and external stakeholders
- Governance, risk and control ecosystem
- Risk Management Fundamentals
- Risk Identification and Assessment
- Risk Monitoring and Reporting
- Risk Response and Mitigation
- Internal control concepts and objectives
- Internal control function and responsibilities
- Risk-control relationship
- Types of controls
- Preventive, detective and corrective controls
- Internal Control Fundamentals
- Internal Controls in Business Processes
- Practical Governance, Risk & Control Workshops

## Deliverables \ Toolkits

- Enterprise Risk Management (ERM) Guide
- Risk Appetite Framework
- Risk Assessment Methodology
- Risk Register Template
- Risk Reporting and Dashboard Templates
- Risk Response Planning Framework
- Internal Control Assessment Checklist
- Risk and Control Matrix (RCM) Template
- Governance Roles and Responsibilities Guide
- Governance, Risk & Control Maturity Assessment



**Duration : 16 Hours**

Deloitte  
*Academy*

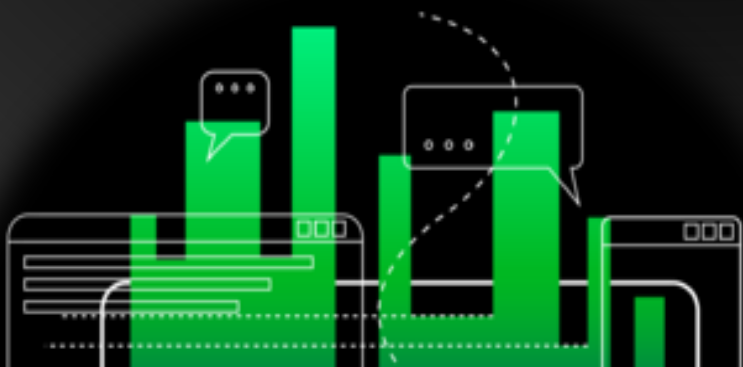
# Finance Accelerator

The Finance Accelerator is designed to build the financial acumen, analytical capabilities, and decision-making skills needed to navigate today's complex business environment. Through practical programs covering financial management, financial statement analysis, financial modelling, valuation, budgeting, and finance for non-financial professionals, participants gain the tools and confidence to interpret financial information, evaluate business performance, manage risks, and contribute more effectively to organizational growth and value creation.



## Finance Accelerator

- Financial Modelling
- Finance for non-finance professionals
- Financial Statements Analysis
- Azerbaijan Tax System & Practical Taxation



# Financial Modelling

*Transforming Assumptions into Insights, Valuations, and Better Business Decisions*

---

## Overview

Behind every major investment, acquisition, valuation, or strategic business decision lies a financial model that transforms assumptions into insights. The ability to build robust financial models is no longer limited to finance specialists—it has become a critical capability for professionals involved in planning, investment analysis, budgeting, and decision-making.

**Financial Modelling** equips participants with practical techniques for building dynamic, reliable, and decision-oriented financial models that support valuation, forecasting, scenario analysis, and business planning.

---

## Agenda

- Financial Modelling Fundamentals
- Structuring and Building Financial Models
- Model architecture and design
- Model development process
- Best practices in financial modelling
- Building a simple model from scratch
- Business Valuation Fundamentals
- Introduction to valuation methodologies
- Free Cash Flow to Firm (FCFF)
- Forecasting operating performance
- Discounting cash flows
- Enterprise value calculation
- Developing Forecast Assumptions
- Cash Flow and Financial Statement Modelling
- Advanced Financial Modelling
- Scenario and Sensitivity Analysis
- Practical Financial Modelling Workshop

## Deliverables \ Toolkits

- Financial Modelling Best Practice Guide
- FCFF Valuation Model Template
- Business Valuation Framework
- Financial Forecasting Template
- Revenue and Cost Driver Modelling Guide
- Working Capital and Cash Flow Model
- Sensitivity Analysis Template



Duration : 8 Hours

# Finance for Non-Finance Professionals

*Understanding the Numbers Behind Better Business Decisions*

---

## Overview

Every manager makes decisions that have financial consequences, whether approving budgets, managing resources, evaluating investments, or driving operational performance. Yet many professionals are expected to interpret financial information without having a formal finance background.

**Finance for Non-Financial Professionals** is designed to bridge that gap by helping participants understand the language of finance, interpret financial reports with confidence, and make more informed business decisions that contribute to organizational success.

---

## Agenda

- Financial Fundamentals
- Assets, Liabilities & Equity
- Understanding the Balance Sheet
- Capital Structure & Financial Stability
- Financial Statements Overview
- Profit & Loss (P&L) Analysis
- Financial Performance Assessment
- Accounting Principles & Processes
- Transaction Recording & Reporting
- Financial Statement Preparation
- Financial Data Validation
- Cash Flow Fundamentals
- Financial Ratio Analysis
- Profitability & Liquidity Metrics
- Working Capital Management
- Practical Exercises & Case Studies

## Deliverables \ Toolkits

- Balance Sheet and Income Statement Analysis Framework
- Cash Flow Interpretation Guide
- Profitability and Liquidity Assessment Framework
- Practical Finance Case Studies



**Duration : 16 Hours**

# Financial Statement Analysis

## *Turning Financial Data into Business Insight*

---

### Overview

Financial statements tell a story—but not always the whole story. Behind the numbers lie important insights about a company's performance, financial health, risks, and future prospects. The ability to interpret financial information, identify trends, detect anomalies, and uncover underlying business drivers is a critical skill for managers, analysts, auditors, investors, and finance professionals alike.

**Financial Statement Analysis** equips participants with practical tools and analytical techniques to evaluate financial performance, assess business sustainability, identify warning signs, and make more informed business and investment decisions.

---

### Agenda

- Foundations of Financial Analysis
- The role of financial information in decision-making
- Objectives of financial statement analysis
- Understanding financial reporting risks
- Financial statement manipulation and misstatements
- Analytical Procedures and Approaches
- Analyzing Financial Statements
- Horizontal and Vertical Analysis
- Financial Ratio Analysis
- Liquidity ratios
- Solvency and financial stability indicators
- Efficiency and turnover ratios
- Profitability and margin analysis
- Operational performance indicators
- Advanced Financial Analysis
- Detecting Financial Misstatements and Red Flags
- Introduction to financial statement fraud indicators
- Beneish M-Score model
- Altman Z-Score model
- Multi-factor analytical models
- Integrating Financial and Non-Financial Information
- Practical Financial Analysis Workshop

### Deliverables \ Toolkits

- Financial Analysis Framework
- Ratio Analysis Guide and Calculator
- Horizontal and Vertical Analysis Templates
- Working Capital Assessment Framework
- Profitability and Performance Analysis Toolkit
- Beneish M-Score Assessment Template
- Altman Z-Score Evaluation Model
- Financial Red Flags and Fraud Indicators Checklist



**Duration : 8 Hours**

# Azerbaijan Tax System & Practical Taxation

---

## Overview

Taxes influence almost every business decision—from daily transactions and payroll administration to investments, profitability, and long-term growth. Yet navigating an evolving tax landscape requires more than understanding legislation; it requires the ability to identify risks, optimize tax positions, and ensure compliance while supporting business objectives.

Taxation Essentials provides participants with a practical understanding of Azerbaijan's tax system, helping them confidently manage key tax obligations, understand the implications of business transactions, and make more informed financial and operational decisions.

---

## Agenda

- Introduction to the Tax System
- Fundamentals of taxation
- Overview of the Azerbaijan tax system
- Tax administration framework
- Corporate Income Tax
- Corporate income tax principles
- Taxpayers and tax obligations
- Taxable income and deductible expenses
- Withholding Tax
- Withholding tax principles
- Taxable income from Azerbaijani sources
- Withholding tax rates
- Double taxation treaties
- Compliance and reporting requirements
- Personal Income Tax
- Personal income tax framework
- Taxpayers and taxable income
- Value Added Tax (VAT)
- VAT concepts and principles
- VAT registration requirements
- VAT rates and exemptions
- Social Insurance and Unemployment Insurance
- Simplified tax regime
- Property tax
- Key compliance considerations

## Deliverables \ Toolkits

- Azerbaijan Tax System Reference Guide
- Corporate Income Tax Compliance Guide
- Withholding Tax Reference Guide
- Personal Income Tax Framework
- Social Insurance and Payroll Tax Guide
- Tax Risk Assessment Checklist
- Tax Optimization Opportunities Framework
- Double Tax Treaty Reference Guide



**Duration : 12 Hours**

Deloitte  
*Academy*

# Legal Accelerator

Every business decision operates within a legal framework, yet legal considerations are often addressed only when problems arise. The most successful organizations take a different approach—building legal awareness, managing compliance proactively, and understanding how legal risks can impact strategy, operations, and growth.

The Legal Accelerator equips professionals with practical legal knowledge and regulatory awareness, helping them navigate complex business environments, mitigate risks, strengthen compliance, and make more informed decisions with confidence.





Deloitte  
*Academy*

## Legal Accelerator

- The Compliance Program
- Commercial Contract Drafting
- Corporate and M&A

# The Compliance Program:

## *From Policy to Practice*

---

### Overview

This program provides senior professionals with the practical knowledge and tools needed to build and maintain effective compliance frameworks. Through real-world case studies and current regulatory examples, participants will learn how to move beyond box-ticking compliance and foster a genuine culture of integrity across their organizations.

---

### Agenda

- **Governance in Compliance:** Role of the board and senior management in compliance oversight and ethical culture.
- **Designing Effective Compliance Frameworks:** Building and managing compliance frameworks, risk assessments, and regulatory controls.
- **Compliance Monitoring and Auditing:** Monitoring compliance performance, auditing controls, and driving continuous improvement.
- **Investigations:** Conducting internal investigations and managing compliance breaches.
- **Compliance Training and Organizational Awareness:** Developing training programs and promoting compliance awareness.
- **Risk Management and Prevention:** Identifying, preventing, detecting, and responding to fraud and compliance risks.

### Deliverables \ Toolkits

- Understanding of governance roles and responsibilities in compliance management
- Knowledge of effective compliance framework design and implementation
- Awareness of compliance monitoring, auditing, and continuous improvement practices
- Practical approach to internal investigations and compliance breach management
- Knowledge of fraud risk management, prevention, detection, and response mechanisms
- Understanding of compliance best practices and key regulatory requirements



Duration : 8 Hours

# Commercial Contract Drafting

---

## Overview

This programme equips legal and commercial professionals with practical tools to draft, negotiate, and manage commercial contracts effectively. Through real-world examples and applied drafting techniques, participants will learn how to move from basic templates to well-structured agreements that clearly allocate risk, support business objectives, and ensure enforceability.

---

## Agenda

- Contract Planning and Structure
- Drafting Clear and Effective Contract Language
- Risk Allocation and Liability Management
- Activity-Specific Contract Provisions
- Negotiating Key Commercial Terms
- Contract Validity, Execution and Enforceability
- Managing Contract Changes and Variations
- Termination, Remedies and Dispute Resolution
- Common Drafting Pitfalls and Lessons Learned

## Deliverables \ Toolkits

- Understanding of best practices in commercial contracting
- Ability to identify and mitigate contractual risks effectively



Duration : 8 Hours

# Corporate and M&A

---

## Overview

This program provides legal professionals with a practical understanding of corporate law, governance frameworks, shareholder relations, and corporate transactions. Through practical examples and market-based case studies, participants will learn how to structure corporate relationships, manage governance processes, protect stakeholder interests, and navigate mergers, acquisitions, joint ventures, and restructuring projects effectively.

---

## Agenda

- Corporate Governance Fundamentals
- Corporate tools
- Shareholder Meetings and Decision-Making
- Corporate Finance and Capital Structure
- Share Capital Transactions
- Legal Considerations in M&A
- M&A Documentation and Negotiations
- Corporate Restructuring and Reorganization

## Deliverables \ Toolkits

- Participants will leave with practical knowledge of corporate governance, shareholder relations, capital structures, and corporate transactions, as well as an understanding of best practices for managing legal and governance risks in M&A, joint venture, and restructuring projects.



Duration : 8 Hours



Deloitte  
*Academy*

# Digitalization Accelerator

Many organizations invest in technology, yet only a few successfully transform the way they operate, serve customers, and create value. True digitalization is not simply about adopting new tools—it is about reimagining processes, decisions, experiences, and business models for a digital world.

The Digitalization Accelerator equips professionals with the knowledge, frameworks, and practical skills needed to navigate digital transformation, leverage emerging technologies, improve operational efficiency, and drive innovation that delivers measurable business impact.

oitte

# Digitalization Accelerator

- Digital Transformation
- SAP-Enabled Finance and Procurement Process Transformation
- Procurement Transformation and Governance Optimization
- SAP Business Process and Practical System Overview

# Digital Transformation

---

## Overview

Digital transformation is no longer a side project for IT — it is a core business strategy that determines whether an organization stays competitive. This training equips participants with a structured way to think about transformation: how to assess organizational readiness, align technology investments with business outcomes, and avoid the common trap of digitizing old processes instead of redesigning them. Participants leave with knowledge they can apply to their own department or organization, regardless of their starting point on the digital maturity curve.

---

## Agenda

- What digital transformation means (and what it isn't) — distinguishing digitization, digitalization, and transformation
- Digital maturity assessment: where does your organization stand today?
- Building the business case: linking transformation initiatives to measurable business outcomes
- Core enabling technologies: cloud, automation, data platforms, AI — and how they fit together
- Organizational change management: people, culture, and resistance to change
- Governance models for transformation programs (steering committees, KPIs, road mapping)
- Common pitfalls and case studies (including regional/industry examples)

## Deliverables \ Toolkits

- Ability to assess an organization's digital maturity and identify gaps
- Capability to build a business case that links technology investment to measurable outcomes
- Understanding of how core enabling technologies (cloud, automation, data, AI) work together in a transformation strategy
- Practical skills in change management and managing organizational resistance
- Ability to structure and govern a phased transformation roadmap
- Sharper judgment in evaluating real transformation initiatives, informed by case study analysis



Duration : 8 Hours

# SAP-Enabled Finance and Procurement Process Transformation

---

## Overview

This training provides participants with an understanding of how finance and procurement processes can be optimized, standardized, and controlled through SAP-enabled transformation initiatives. The program covers process integration, workflow automation, governance and controls within ERP environments, and practical lessons learned from SAP implementation and transformation projects. Participants will gain insights into aligning business processes with system capabilities while maintaining governance, compliance, and operational efficiency.

---

## Agenda

- Finance and Procurement Transformation Fundamentals
- End-to-End Procure-to-Pay (P2P) Process Design
- Source-to-Contract (S2C) Process Integration
- Controls within SAP Environments
- Approval Workflows and Automation
- Master Data Governance
- SAP Process Standardization Approaches
- Practical Case Studies and Lessons Learned

## Deliverables \ Toolkits

- Procure-to-Pay (P2P) Process Templates
- Finance Process Architecture Templates
- Master Data Templates
- Practical Case Study Materials
- Training Presentation and Reference Materials



Duration : 8 Hours

# Procurement Transformation and Governance Optimization

---

## Overview

This training provides participants with an understanding of how finance and procurement processes can be optimized, standardized, and controlled through SAP-enabled transformation initiatives. The program covers process integration, workflow automation, governance and controls within ERP environments, and practical lessons learned from SAP implementation and transformation projects. Participants will gain insights into aligning business processes with system capabilities while maintaining governance, compliance, and operational efficiency.

---

## Agenda

- Procurement Transformation Fundamentals
- Procurement Operating Model Design
- Procurement Governance Frameworks
- Roles, Responsibilities and Three Lines of Defense
- Procurement Policies and Procedures
- Delegation of Authority (DoA) Frameworks

## Deliverables \ Toolkits

- Procurement Process Taxonomy Template
- Procurement Governance Framework Template
- Delegation of Authority (DoA) Sample Structure
- Procurement Transformation Roadmap Template
- Training Presentation and Reference Materials



**Duration : 12 Hours**

# SAP Business Process and Practical System Overview

---

## Overview

This program is designed to provide participants with a practical understanding of how SAP supports key business and finance processes. The training will focus on SAP fundamentals, core process flows, master data, transactions, approvals, reporting, and common real-life issues. The objective is not to provide deep technical configuration training, but to help participants understand how SAP processes work end-to-end, how different modules interact, and how users can identify, analyze, and communicate process issues more effectively.

---

## Agenda

- SAP Basics and Business Process Overview
- SAP FI/MM End-to-End Process Flow
- SAP Workflow and Approval Processes
- SAP Reporting Overview
- SAP Integrations

## Deliverables \ Toolkits

- SAP process flow overview covering PR - PO - GR - Invoice - Payment
- Simple SAP terminology reference for business users
- Overview of key FI/MM documents and how they are connected
- Checklist for analyzing common SAP process issues
- List of useful SAP transactions/reports for document display, process tracking, and basic analysis
- Practical examples of real-life SAP business scenarios and how to approach them



Duration : 8 Hours

Deloitte  
*Academy*

# Project Management Accelerator

Every organization has ambitious goals, strategic initiatives, and transformational projects, yet success depends on the ability to turn plans into results. Projects often fail not because of poor ideas, but because of ineffective planning, weak execution, unmanaged risks, and changing priorities.

The Project Management Accelerator equips professionals with the methodologies, tools, and leadership capabilities needed to successfully initiate, plan, execute, and deliver projects in complex and dynamic environments. Through practical learning and real-world application, participants develop the skills to manage uncertainty, align stakeholders, and consistently deliver value.



# Project Management Accelerator

- Project Management Excellence
- Project Risk Management
- Agile Project Management



# Project Management Excellence

*Turning Strategy into Action, and Plans into Results*

---

## Overview

Every successful initiative begins with a great idea, but only effective project management turns that idea into measurable results. Whether launching a new product, implementing technology, driving transformation, or delivering strategic initiatives, organizations rely on project managers to coordinate people, resources, timelines, and risks.

**Project Management Excellence** equips participants with practical tools, proven methodologies, and structured approaches to successfully plan, execute, monitor, and deliver projects while balancing scope, time, cost, quality, and stakeholder expectations.

---

## Agenda

- Introduction to project management
- Project lifecycle and phases
- Roles and responsibilities
- Project governance fundamentals
- Project success factors
- Project Initiation and Planning
- Defining project objectives and scope
- Business case development
- Stakeholder identification and analysis
- Work Breakdown Structure (WBS)
- Project scheduling and resource planning
- Project Execution and Delivery
- Project Monitoring and Control
- Tracking project performance
- Managing scope, schedule, and budget
- Key project performance indicators
- Project Risk Management
- Agile and Modern Project Management
- Project Leadership and Stakeholder Management
- Project Closure and Lessons Learned
- Practical Project Management Workshop

## Deliverables \ Toolkits

- Project Management Toolkit
- Project Charter Template
- Work Breakdown Structure (WBS) Template
- Project Planning and Scheduling Framework
- Stakeholder Analysis and Engagement Tool
- Risk Register Template
- RAID Log (Risks, Assumptions, Issues, Dependencies)
- Project Status Reporting Dashboard
- Change Management Template
- Project Closure and Lessons Learned Framework



**Duration : 40 Hours**

# Project Risk Management

## *Delivering Successful Projects*

---

### Overview

Projects rarely fail because of a lack of ambition or effort—they fail because risks are identified too late, underestimated, or left unmanaged. Successful project leaders understand that risk management is not about avoiding uncertainty, but about anticipating challenges, making informed decisions, and increasing the likelihood of project success.

**Project Risk Management** equips participants with practical tools and proven methodologies to identify, assess, monitor, and respond to project risks, helping teams deliver projects with greater confidence, resilience, and predictability.

---

### Agenda

- Understanding project risk
- Risk versus issue
- The role of risk management in project success
- Risk management lifecycle
- Risk culture within projects
- Risk identification techniques
- Developing risk registers
- Risk Assessment and Prioritization
- Qualitative risk assessment
- Quantitative risk assessment
- Probability and impact analysis
- Risk heat maps
- Risk prioritization frameworks
- Developing effective risk response plans
- Risk Monitoring and Reporting
- Risk monitoring processes
- Key Risk Indicators (KRIs)
- Managing Project Uncertainty
- Integrating Risk into Project Management
- Practical Project Risk Workshop

### Deliverables \ Toolkits

- Project Risk Management Toolkit
- Project Risk Assessment Framework
- Risk Register Template
- Risk Heat Map Template
- Risk Prioritization Matrix
- Risk Response Planning Guide
- Project Risk Dashboard Template
- Key Risk Indicators (KRI) Toolkit
- Scenario Planning Framework
- Contingency Planning Template
- RAID Log (Risks, Assumptions, Issues, Depe



**Duration : 16 Hours**

# Agile Project Management

*Adapting Faster. Delivering Value Sooner*

---

## Overview

In a world where customer expectations, technologies, and business priorities change rapidly, traditional project approaches are not always enough. Organizations need teams that can adapt quickly, respond to change, and deliver value continuously rather than waiting until the end of a project.

**Agile Project Management** equips participants with the mindset, frameworks, and practical tools needed to lead projects in dynamic environments, foster collaboration, accelerate delivery, and create greater value for customers and stakeholders.

---

## Agenda

- Introduction to Agile
- Agile values and principles
- Agile versus traditional project management
- Agile mindset and culture
- When to use Agile
- Agile Frameworks and Methodologies
- Scrum framework
- Kanban methodology
- Lean principles
- Hybrid project management approaches
- Selecting the appropriate methodology
- Agile Roles and Responsibilities
- Agile Planning and Delivery
- Agile Execution
- Agile Estimation and Prioritization
- Agile Performance and Metrics
- Scaling Agile
- Practical Agile Workshop

## Deliverables \ Toolkits

- Agile Frameworks Reference Guide
- Scrum Roles and Responsibilities Guide
- Product Backlog Template
- User Story and Acceptance Criteria Templates
- Sprint Planning Toolkit
- Agile Prioritization Framework
- Agile Metrics and Dashboard Templates
- Agile Ceremonies Guide
- Agile Team Collaboration Toolkit
- Agile Project Case Studies Workbook
- Personal Agile Leadership Action Plan



**Duration : 16 Hours**

Deloitte  
*Academy*

# Power Skills Accelerator

Technical proficiency will get you in the room; Power Skills will determine your ability to lead, influence, and innovate within that room. In the Deloitte Academy, we reject the notion that communication, goal-setting, and resilience are "soft" skills—there is nothing soft about the cognitive discipline required to master human interaction, strategic clarity, and emotional resilience under pressure.

The Power Skills Accelerator is an incubator for human excellence. It is designed for those who understand that in a rapidly evolving market, your personal and professional capabilities are your most valuable assets.



## Power Skills Accelerator

- TOT
- Decision Intelligence
- Critical Thinking Mastery
- Ownership Excellence
- Conflict Resolution Excellence
- Velocity Mastery
- Emotional Intelligence Excellence
- Becoming Antifragile
- Strategic Thinking and Growth Mindset Excellence
- The Agile Learner
- Thriving Under Pressure
- Goal Achievement Mastery
- Communication Excellence



# TOT : Training for Trainers

*Designing Learning. Facilitating Growth. Creating Impact*

---

## Overview

The ability to share knowledge does not automatically translate into the ability to create learning. Many subject matter experts, managers, and trainers possess deep expertise, yet struggle to engage participants, facilitate meaningful discussions, and ensure that learning translates into lasting behavioral change. Exceptional trainers do more than deliver content—they design experiences that inspire curiosity, encourage participation, build capability, and drive measurable impact.

**The Master Trainer Certification** is an intensive development journey designed to equip participants with the knowledge, skills, and practical tools required to become highly effective learning professionals. Combining adult learning principles, instructional design, facilitation techniques, presentation excellence, storytelling, and modern learning technologies, the program helps participants transform their expertise into engaging learning experiences that create real value for individuals and organizations. Through hands-on practice, feedback, coaching, and real-world application, participants will develop the confidence and capability to design, deliver, and facilitate learning that drives performance, growth, and lasting impact.

---

## Agenda

- Roles of a Trainer
- Learning Architecture & Adult Learning Science
- Learning Journey Design
- Learning Objectives
- Course Architecture
- Curriculum Design
- Learning Pathways
- Presentation Excellence
- Visual Communication
- Storyboarding
- Training Facilitation Mastery
- Building Presence
- Managing Difficult Participants
- Training Facilitation Techniques
- Learning space design
- Capstone Project

## Deliverables \ Toolkits

- Kolb's Experiential Learning Cycle
- The 4MAT System for Instructional Design
- Fleming's VARK Sensory Model
- The 8-Role Persona Matrix
- The SMCR (Sender-Message-Channel-Receiver) Engine
- The 3Vs of Credibility Model
- The 7Cs of Structured Communication
- The Premium Hook Formula
- The Interactive Moderation Suite
- The Classroom Intervention Matrix
- The 8-Point Failure-Mode Audit Checklist



**Duration : 40 Hours**

# Decision Intelligence

## *Making Better Decisions in Complex and Uncertain Environments*

---

### Overview

Every organizational success, transformation, investment, strategy, and innovation begins with a decision. Yet leaders often make decisions under pressure, with incomplete information, competing priorities, and cognitive biases that can undermine judgment. The ability to make sound, timely, and evidence-based decisions has become one of the most critical capabilities for managers and leaders at every level.

**Decision Intelligence** is a practical and highly interactive program designed to help participants strengthen their decision-making capabilities by combining structured thinking, analytical frameworks, and behavioral insights. Through real-world scenarios, simulations, and practical tools, participants will learn how to evaluate alternatives, mitigate bias, assess risk, and make more confident decisions that drive organizational performance and long-term success

---

### Agenda

- The Science of Decision-Making
- The Anatomy of a Choice
- Understanding the neuroscience of decision-making and Identifying common cognitive biases.
- Architecting Clarity
- Moving from analysis paralysis to action
- Defining problem boundaries and success criteria.
- Strategic Frameworks of Decision making
- Risk, Judgment and Critical Thinking
- Decision-making under uncertainty
- Scenario thinking
- Making Better Decisions as a Team
- Applied workshop: Using decision trees and weighted matrices for complex scenarios.

### Deliverables \ Toolkits

- Decision-Making Canvas
- Problem Definition Framework
- Decision Matrix Template
- Root Cause Analysis Toolkit
- Risk Assessment Matrix
- Premortem Checklist
- Assumption Testing Guide
- Stakeholder Mapping Template
- RAPID Decision Framework
- DACI Decision Model
- Critical Thinking Checklist
- Personal Decision-Making Improvement Plan



Duration : 8 Hours

# Critical Thinking Mastery

## *Analytical Rigor in a Complex and Uncertain World*

---

### Overview

Organizations rarely struggle because they lack information. More often, they struggle because people jump to conclusions, rely on assumptions, overlook risks, or fail to ask the right questions. In an environment characterized by complexity, uncertainty, and information overload, the ability to think critically has become a fundamental leadership and professional capability.

**Critical Thinking Mastery** is a practical and highly interactive program designed to help participants strengthen their analytical thinking, challenge assumptions, evaluate evidence objectively, and approach problems with greater clarity and rigor. Through real-world business scenarios, structured frameworks, and practical exercises, participants will learn how to improve judgment, solve complex problems, identify hidden risks, and make more informed decisions.

---

### Agenda

- The Mindset of Inquiry
- Understanding the foundations of critical thinking and the Socratic method in a business context
- Problem definition and Structured Thinking
- Mapping complex systems and isolating variables using logic and data acumen
- Challenging Assumptions and Evaluating Evidence
- The Logic of Persuasion
- Building sound arguments and identifying logical fallacies in peer and client presentations
- The "Red Team" Simulation
- Synthesis & Application

### Deliverables \ Toolkits

- Critical Thinking Canvas
- Problem Definition Framework
- First Principles Thinking Guide
- Issue Tree Template
- Assumption Testing Matrix
- Evidence Evaluation Checklist
- Root Cause Analysis Toolkit
- Cognitive Bias Checklist
- Decision Quality Assessment Tool
- Critical Questioning Framework
- Personal Critical Thinking Development Plan



Duration : 8 Hours

# Ownership Excellence

*Cultivating a Culture of Accountability, Professionalism and High Performance*

---

## Overview

The highest-performing organizations are not built solely on strategy, technology, or processes. They are built by individuals who consistently demonstrate accountability, ownership, reliability, and a commitment to excellence. In today's fast-paced and collaborative work environments, success increasingly depends on employees who take initiative, deliver on commitments, act with integrity, and contribute positively to organizational goals.

Ownership Excellence is a practical and engaging program designed to help participants develop the mindset and behaviors associated with strong work ethic and professional excellence. Through reflection, discussions, real-world scenarios, and practical frameworks, participants will learn how to strengthen accountability, improve reliability, take ownership of outcomes, and contribute more effectively to team and organizational success

---

## Agenda

- The Ownership Mindset : Defining the difference between "compliance" (doing what is asked) and "commitment" (driving outcomes)
- The Mechanics of Reliability : Managing expectations, professional communication, and the importance of the "final 5%" in high-quality delivery.
- Strategic Prioritization: Applying the 80/20 rule and time-blocking to ensure high-impact work takes priority over "busy work."
- Resilience & Professionalism : Maintaining performance under pressure, handling constructive feedback, and mastering the "art of the pivot."
- Ethics, Integrity and Organizational Values : Ethics in everyday decisions
- Personal Branding Plan : Setting internal professional standards and creating an accountability roadmap for the next 90 days.

## Deliverables \ Toolkits

- Accountability Self-Assessment
- Personal Ownership Framework
- Professional Excellence Checklist
- Commitment Management Toolkit
- Trust-Building Guide
- Initiative Development Framework
- Team Accountability Toolkit
- Ethical Decision-Making Guide
- Personal Improvement Action Plan



**Duration : 8 Hours**

# Conflict Resolution Excellence

*Transforming Workplace Conflict into  
Collaboration, Trust and Better Decisions*

---

## Overview

Conflict is an inevitable part of organizational life. Diverse perspectives, competing priorities, resource constraints, and organizational change often create tension between individuals, teams, and stakeholders. Yet conflict itself is not the problem. When managed effectively, conflict can stimulate innovation, strengthen relationships, improve decision-making, and drive organizational performance. When managed poorly, it can damage trust, reduce engagement, create inefficiencies, and undermine results.

**Conflict Resolution Excellence** is a practical and highly interactive program designed to help participants understand the dynamics of conflict and develop the skills required to navigate difficult conversations, resolve disagreements constructively, and build stronger working relationships. Through real-life scenarios, simulations, and practical frameworks, participants will learn how to manage emotions, address root causes, facilitate productive dialogue, and transform conflict into opportunities for collaboration and growth

---

## Agenda

- The Anatomy of Systemic Conflict : Distinguishing between task, process, and relationship conflict; mapping the organizational "friction points."
- The Psychology of Conflict : Recognizing personal triggers
- Deescalation Mechanics :Mastering active listening, the 7Cs of communication, and maintaining neutrality under pressure.
- Resolving Conflicts effectively
- Interest-Based Negotiation : Shifting from "positions" to "interests" to find creative, mutually beneficial solutions.
- Institutionalizing Cohesion: Creating cultural norms and governance structures that preemptively manage future structural friction.
- Practical Simulations

## Deliverables \ Toolkits

- Conflict Style Assessment
- Difficult Conversation Planner
- Conflict Resolution Canvas
- Active Listening Guide
- Emotional Trigger Assessment
- Mediation Conversation Framework
- Negotiation Preparation Template
- Team Conflict Diagnostic
- Psychological Safety Checklist
- Personal Conflict Management Plan



**Duration : 8 Hours**

# Velocity Mastery

*Managing Priorities, Energy and Focus for Sustainable Performance*

---

## Overview

In the modern workplace, "time management" is a misnomer; you cannot manage time—it is a finite resource. You can only manage your focus, your priorities, and your energy. The Velocity Mastery is a one-day masterclass that moves beyond simple scheduling to focus on Velocity—the ability to move quickly toward high-value objectives while filtering out the "noise" of urgent but low-impact tasks.

This workshop is designed for high-performers who need to shift from being reactive "doers" to proactive "strategic owners." Participants will move away from the frantic pace of the "inbox-driven" day and adopt a system of intentional decision-making, where every hour spent is directly mapped to organizational and personal success.

---

## Agenda

- The Velocity Mindset : Debunking the myth of multitasking and understanding the true cost of "context switching" on high-level cognitive work.
- Strategic Prioritization : Applying the "Strategy House" logic to personal workloads—ensuring daily actions support firm-wide pillars.
- Optimizing Energy & Flow : Matching specific cognitive tasks to internal energy cycles; implementing "Deep Work" sprints.
- Systems & Safeguards: Building personal operating systems to manage incoming requests, delegate tasks, and prevent scope creep.
- The Daily Design Protocol : Finalizing a 90-day personal execution plan for maintaining high-leverage habits

## Deliverables \ Toolkits

- Personal Productivity Assessment
- Time Audit Template
- Priority Management Framework
- Weekly Planning System
- Time Blocking Template
- Focus Management Toolkit
- Meeting Management Checklist
- Email Management Guide
- Energy Management Plan
- Personal Productivity Dashboard
- Sustainable Performance Action Plan



**Duration : 8 Hours**

# Emotional Intelligence Excellence

## *EQ as a Strategic Lever*

---

### Overview

Technical expertise may open doors, but emotional intelligence often determines long-term success. The ability to understand and manage emotions, build meaningful relationships, navigate difficult situations, and influence others effectively has become one of the most important predictors of leadership and professional effectiveness. Individuals with strong emotional intelligence are better equipped to handle pressure, communicate effectively, resolve conflict, build trust, and lead teams through uncertainty and change.

**Emotional Intelligence Excellence** is a practical and highly interactive program designed to help participants develop greater self-awareness, strengthen interpersonal effectiveness, and improve their ability to manage emotions constructively in the workplace. Through assessments, practical exercises, simulations, and real-world scenarios, participants will learn how to enhance emotional agility, build stronger relationships, and increase their personal and professional impact.

---

### Agenda

- The Science of EQ :Neurobiology of emotions; identifying personal triggers and the "Amygdala Hijack" in a corporate setting.
- The Mastery of Self: Developing self-regulation strategies and maintaining a "professional anchor" during high-pressure crises.
- Social Architecting: Reading non-verbal cues and organizational culture; utilizing empathy to drive consensus.
- Influence & Impact : Building high-trust professional relationships; cultivating a network of allies and mentors; driving cultural unity through connection.
- The EQ Blueprint : Creating a personal development roadmap to build "empathy-based" leadership habits.

### Deliverables \ Toolkits

- Emotional Intelligence Self-Assessment
- Emotional Trigger Mapping Tool
- Self-Awareness Reflection Guide
- Emotional Regulation Toolkit
- Active Listening Framework
- Empathy Development Guide
- Relationship Management Toolkit
- Difficult Conversation Planner
- Trust-Building Framework
- Personal Emotional Intelligence Development Plan



Duration : 8 Hours

# Becoming Antifragile:

## *Thriving Under Pressure*

---

### Overview

In a volatile business landscape, resilience is more than "bouncing back"—it is about becoming antifragile: the ability to not only withstand stress and disruption but to improve because of it. Becoming Antifragile is a one-day intensive designed to move participants from a defensive posture during crises to a proactive, growth-oriented mindset.

This training shifts the focus from managing stress to managing the response to stress. Participants will learn how to maintain high-level cognitive function during uncertainty, sustain performance over long-term projects, and cultivate an organizational culture that views setbacks as critical data points for future optimization

---

### Agenda

- The Physiology of Resilience:
- Understanding the stress response cycle and how to regulate it to maintain peak decision-making capability.
- The Growth Paradox : Reframing "failures" as "lessons"
- Systems for Sustainability : Designing personal and team "safety protocols" to prevent burnout and ensure consistent delivery during high-pressure phases.
- Adaptability and Change Resilience : Navigating uncertainty
- The Resilience Blueprint : Defining personal non-negotiables and stress-management triggers to sustain high performance.

### Deliverables \ Toolkits

- Resilience Self-Assessment
- Stress Trigger Analysis
- Personal Resilience Profile
- Burnout Risk Assessment
- Energy Management Plan
- Adaptability Development Framework
- Recovery and Renewal Toolkit
- Personal Resilience Action Plan
- Sustainable Performance Roadmap
- Wellbeing and Resilience Checklist



**Duration : 8 Hours**

# Strategic Thinking and Growth Mindset Excellence

*Seeing the Bigger Picture, Making Better Choices and Creating Long-Term Value*

---

## Overview

Organizations do not achieve sustainable success through day-to-day operations alone. Long-term success is driven by leaders and professionals who can anticipate future trends, identify opportunities, navigate uncertainty, and make decisions that create lasting value. Yet many professionals spend most of their time reacting to immediate issues rather than thinking strategically about the future.

**Strategic Thinking and Growth Mindset Excellence** is designed to help participants move beyond tactical execution and develop the mindset, frameworks, and tools required to think strategically. Participants will learn how to analyze complex situations, identify patterns and opportunities, understand the broader business environment, and make decisions that align with long-term organizational objectives. Through practical exercises, business simulations, and real-world applications, participants will strengthen their ability to contribute strategically regardless of their role or level within the organization.

---

## Agenda

- The Growth Foundation : Overcoming "Fixed Mindset" barriers and understanding that capability—like strategy—is built, not innate.
- The Value Creation Mindset : Understanding the "Why" behind the "What"—connecting daily inputs to organizational outcomes.
- External & Internal Analysis : Scanning the landscape: identifying market pressures, client needs, and internal organizational health.
- Systemic Value Mapping : How your workflows through the organization; identifying dependencies and bottlenecks
- Iterative Problem-Solving :Applying the Growth Mindset to refine processes and create new value streams.
- The Value Blueprint :Creating a personal action plan to shift from routine output to strategic contribution.

## Deliverables \ Toolkits

- Growth Mindset Assessment
- Limiting Beliefs Analysis
- Learning Agility Assessment
- Personal Development Canvas
- Feedback Utilization Guide
- Learning Plan Template
- Continuous Improvement Framework
- Growth Habit Tracker
- Career Development Roadmap
- Personal Growth Action Plan



**Duration : 8 Hours**

# The Agile Learner:

*Adapting Faster, Learning Continuously and Thriving in Change*

---

## Overview

In a rapidly evolving market, the ability to learn—and unlearn—is the primary predictor of long-term professional success. The Agile Learner is a one-day intensive designed to move professionals beyond traditional training. It focuses on Learning Agility: the capacity to rapidly absorb new information, synthesize it with experience, and apply it effectively in novel situations.

This program treats learning as a strategic business process. Participants will learn how to extract maximum value from every project, identify knowledge gaps in real-time, and build a personal system for continuous professional evolution.

---

## Agenda

- The Agility Mindset : Differentiating between "fixed expertise" and "dynamic capability"; why agility is the new core competency.
- The Self Awareness Foundation
- Understanding your unique cognitive profile, learning preferences, and current professional strengths/gaps.
- Future-Ready Capabilities : Defining the core skills for the next decade
- The Learning Architecture : Using the CFA (Concept-Framework-Application) model to decode complex business problems into repeatable frameworks.
- Extraction Analysis : How to perform "Internal After-Action Reviews" to turn daily tasks into high-value lessons.
- Agility in Action : Applying "Learning-in-the-Flow"
- The Evolution Blueprint : Creating an actionable roadmap to sustain continuous learning and future-ready development

## Deliverables \ Toolkits

- Learning Agility Assessment
- Personal Learning Profile
- Learning Agility Development Plan
- Reflection & Learning Journal Framework
- After Action Review Toolkit
- Adaptability Assessment
- Career Agility Roadmap
- Continuous Learning Planner
- Development Network Mapping Tool
- Personal Growth Action Plan



**Duration : 8 Hours**

# Thriving Under Pressure:

*Managing Stress, Enhancing Wellbeing and Sustaining High Performance*

---

## Overview

Pressure is an inevitable part of modern work. Tight deadlines, competing priorities, organizational change, increasing workloads, and constant connectivity can create significant demands on individuals and teams. While a certain level of pressure can enhance focus and performance, unmanaged stress can negatively affect wellbeing, productivity, decision-making, relationships, and overall organizational effectiveness.

Stress is not a byproduct of hard work; it is the physiological cost of misalignment between demand and capacity. Thriving Under Pressure shifts the paradigm from reactive stress management to proactive energy optimization. Drawing on the neurobiology of the autonomic nervous system and performance science, this workshop provides a rigorous methodology for maintaining high-energy states even under extreme organizational pressure. Participants will learn how to architect their work, environment, and biology to sustain high output without sacrificing cognitive longevity. .

---

## Agenda

- The Neurobiology of Stress : Understanding the HPA axis, cortisol/adrenaline dynamics, and the science of "Allostatic Load."
- Systemic Flow & Frictionless Design : Implementing organizational "circuit breakers" to stop work from becoming overwhelming (e.g., meeting-free zones, clear scope definitions).
- The Proactive Architecture: Identifying "Lead Indicators" of stress; mapping work-capacity models before the crisis arrives.
- Energy Cycle Management: Circadian biology and Ultradian Rhythm synchronization: matching high-cognition work to peak neuro-endocrine windows.
- The Proactive Recovery Protocol: Implementing deliberate, strategic recovery phases to reset the nervous system and maintain high-acuity performance.
- The Performance Protocol: Establishing personal "Biological SLAs" for sustained energy and focus

## Deliverables \ Toolkits

- Stress Management Self-Assessment
- Personal Stress Audit
- Stress Trigger Mapping Tool
- Emotional Regulation Toolkit
- Burnout Risk Assessment
- Energy Management Plan
- Resilience Development Framework
- Wellbeing Action Plan
- Recovery and Renewal Toolkit
- Sustainable Performance Roadmap



**Duration : 16 Hours**

# Goal Achievement Mastery

*Transforming Ambition into Action, Execution and Results*

---

## Overview

Success rarely happens by accident. Whether in our professional or personal lives, meaningful achievements begin with clear goals that provide direction, focus, and purpose. Yet many goals fail not because people lack motivation, but because goals are poorly defined, unrealistic, disconnected from priorities, or unsupported by effective action plans.

Goal Achievement Mastery is a practical and highly interactive program designed to help participants develop the skills required to create meaningful, motivating, and achievable goals. Drawing on insights from performance psychology, behavioral science, and personal effectiveness research, participants will learn how to define goals that matter, create clear action plans, maintain momentum, overcome obstacles, and increase the likelihood of long-term success..

---

## Agenda

- The Science of Intent : Neurobiology of dopamine, goal-directed behavior, and the "Precision" model of goal setting.
- The Goal-Setting Process :From I/O mapping to "If-Then" implementation; creating high-resolution targets.
- Turning Goals into Action :The bridge from planning to doing micro-habits, high-leverage inputs, and task-batching.
- High-Resolution Targeting :The science of "Prediction Error." Defining goals at a resolution so granular that you can measure progress every 48 hours.
- Systemic Alignment : Mapping individual outputs to the firm's 'Strategy House'. Identifying which goals are 'Force Multipliers' versus 'Maintenance'.
- Discipline, Habits & Consistency : Building automaticity; managing cognitive load; the science of sustained discipline under pressure.  
The Iteration Protocol : Moving from Practical Application

## Deliverables \ Toolkits

- Goal Setting Self-Assessment
- SMART Goal Template
- CLEAR Goal Framework
- Values & Priorities Assessment
- Goal Breakdown Planner
- Action Planning Canvas
- Habit Formation Toolkit
- Accountability Tracker
- Progress Monitoring Dashboard
- 90-Day Goal Achievement Plan



**Duration : 8 Hours**

# Communication Excellence

*Communicating with Clarity, Confidence and Impact*

---

## Overview

Communication sits at the heart of every successful organization. It influences relationships, shapes perceptions, drives collaboration, and determines how effectively ideas, decisions, and expectations are understood. Yet communication challenges remain one of the most common causes of misunderstandings, conflict, disengagement, and execution failures in the workplace.

**Communication Excellence** is a practical and highly interactive program designed to help participants strengthen their ability to communicate clearly, confidently, and effectively across different situations and audiences. Drawing on communication science, behavioral psychology, and workplace best practices, participants will learn how to structure messages, improve listening skills, adapt communication styles, build stronger relationships, and communicate in ways that influence understanding, engagement, and action

---

## Agenda

- Foundations of Corporate Communication  
The Science of Information Transfer
- Minimizing "noise" and distortion in the transmission of high-value ideas.
- Architecting the Message (The 7Cs)
- Storytelling
- Adapting Communication to Different Audiences  
Active Listening and Understanding Others
- Strategic Inquiry & Active Decoding
- Communication Under Pressure
- Understanding Yourself as a Communicator
- Becoming a Principle-Centered  
Communicator
- Authenticity and trust-building
- Ethical communication behaviors
- Speaking with More Power, Tact,  
and Skill
- Persuasive speaking techniques
- Vocal variety and tone
- management

## Deliverables \ Toolkits

- Communication Styles  
Assessment
- Active Listening Checklist
- Message Planning Framework
- Feedback Conversation Toolkit
- Questioning Techniques Guide
- Executive Presence Toolkit
- Speech Preparation Template
- Storytelling Framework
- Audience Engagement Toolkit
- Q&A Response Guide
- Executive Communication  
Checklist
- Personal Public Speaking  
Development Plan



**Duration : 8 Hours**

# Deloitte.

## Deloitte *Academy*

### Contact with us



**Nilufar Masimova**

Head of Deloitte Academy

Tel.: +994 12 404 12 10

Mob.:+994 55 240 65 44

[nmasimova@deloitte.az](mailto:nmasimova@deloitte.az)

[academy@deloitte.az](mailto:academy@deloitte.az)



**Antiga Mammadli**

Training Coordinator

Tel.: +994 12 404 12 10

Mob.:+994 10 265 83 12

[anmammadli@deloitte.az](mailto:anmammadli@deloitte.az)

[academy@deloitte.az](mailto:academy@deloitte.az)



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

© 2026 Deloitte Central Mediterranean. All rights reserved.