



Leadership Seminar

Zaragoza 2026, Spain

Official Seminar Schedule

Day 0

Monday, 08 June 2026 – Pre-Seminar Arrival & Welcome

Time	Activity
00:00 – 20:00	Arrival and Check-in
20:00 – 21:30	Welcome Cocktail – Ice breaker

Day 1

Tuesday, 09 June 2026 – Opening Ceremony and 1st Day Seminar

Time	Activity
07:50 – 08:00	Delegation Pickup and Transfer to AGM
08:30 – 09:00	Credentials, Administrative Payment, and Meal Selection
09:00 – 09:15	Formal Seminar Presentation and summary of the 1 st day Seminar
09:15 – 09:45	Official Welcome Words
09:45 – 10:00	Group Photo
10:00 – 10:30	COFFEE BREAK
10:30 – 12:15	Introduction to the History of the AGM and tour visit.
12:15 – 13:00	Inaugural Lecture: "The K2 Leadership Model in the Spanish Army (ET)"
13:00 – 13:30	Conference 1 "Academic training in leadership for young officers of the Spanish Army"
13:30 – 15:00	LUNCH TIME
15:00 – 15:30	Poster Exhibition.



15:30 – 16:00	Conference 2 “Leadership Plan at the General Military Academy”
16:00 – 16:30	Conference 3 “Research & Teaching Innovation at CUD (Zaragoza) located at Academia General Militar (AGM)”
16:30 – 16:45	Summary for the 2 nd day Seminar
17:00	Return to the Hotels

Day 2
Wednesday, 10 June 2026

Time	Activity
07:50 – 08:00	Delegation Pickup and Transfer to AGM
08:45 - 09:15	Conference 4 "Leadership from the ancient era to the present. Has it actually changed?"
09:15 – 09:45	Conference 5 “Born or bred to lead- leadership competences and styles in air force”
09:45 - 10:15	Conference 6 “Tradition and innovation in leadership education at the bulgarian air force academy”
10:15 – 10:45	COFFEE BREAK
10:45 -11:15	Conference 7 “How to Teach Leadership Skills – Education and Training at the Military Academy (Portuguese Army)”
11:15 -11:45	Conference 8 “Military Academy of Lithuania project: providing Leadership development system to teaching personnel of Odesa Military Academy”
11:45 – 12:15	Conference 9 “The implementation of International Semester”
12:15 – 12:30	BREAK



12:30 – 13:00	Conference 10 “From Candidate to Coordinator: 10 Years of Practical Evolution in the International Military Leadership Course (IMLC)”
13:00 – 13:30	Conference 11 “A Decade of Internationalization: Evolution and Best Practices of the International Semester at AWL”
13:30 – 15:00	LUNCH TIME
15:00 – 15:30	Conference 12 “From doctrine to practice: a research-informed leadership framework for the Belgian Defence”
15:30 – 16:00	Conference 13 “Field Training Exercise “CADET 2025”
16:00 -16:15	Details for Cultural Visit
16:15	Return to the Hotels
18:00 -20:00	Cultural Visit Visit to the historic downtown of Zaragoza and “Palacio de Capitanía”

Day 3

Thursday, 11 June 2026

Time	Activity
07:50 – 08:00	Delegation Pickup and Transfer to AGM
08:30 – 08:45	Summary of the 3 rd day Seminar
08:45 – 09:15	Conference 14 “Game Theory as a Leadership Training Tool for Cadets”
09:15 – 09:45	Conference 15 “Portuguese Air Force Academy approach to leadership”
09:45 - 10:15	Conference 16 “Training leadership competencies in a digital age”



10:15 – 10:45	COFFEE BREAK
10:45 -11:15	Conference 17 “Influence of Competency Training on Self-Efficacy and Self-Leadership in Military and Civilian Personnel: A Case Study of an Immersive Leadership Exercise”
11:15 – 11:45	Conference 18 “Leader Reaction Course for Evidence-Based Leadership Research”
11:45 – 12:15	Conference 19 “Beyond Mission Command: ChaoPlexic and Multi-Domain Warfare and Contemporary Military Education”
12:15 – 12:30	BREAK
12:30 -13:00	Conference 20 "The Plus Ultra Model: Institutional Pedagogical Framework for Leadership Education in the Spanish Air and Space Force”
13:00 -13:30	Conference 21 "Developing Leadership Through Progressive Field Training: An Integrated Model for Officer Education"
13:30 – 13:50	Seminar Debate and Proposals for a II Seminar. Lessons Learnt.
13:50 – 14:30	Formal Delivery of Participation Certificates
14:30 – 15:15	FAREWELL COCKTAIL
15:30	Return to the Hotels