BLACKBIRD FOR TRAINING

Compliance, AI Governance and Strategic Target Delivery for Transformation Leaders Course

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Lisbon (Portugal)

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Ref: 43_361852 **Date:** 2 – 6 November 2026 **Location:** Lisbon (Portugal) **Fees:** 5200 GBP

Introduction:

Compliance, AI governance and strategic target delivery for transformation leaders is the practice of turning national and corporate strategic targets into unit plans and KPIs while keeping controls, data use and generative AI adoption sound. This 1-week course is for unit and department heads, initiative sponsors, governance, compliance and ethics leads and strategy office specialists, and its final deliverable is a Unit Transformation and Compliance Action Plan. It is taught at an advanced, practitioner level through case studies, referring to ISO 37301 for compliance management systems, ISO/IEC 42001 for AI management systems and the IIA Three Lines Model.

Course Objectives:

- Compare the elements of an ISO 37301 compliance management system with the IIA Three Lines Model and interpret where each unit role sits
- Apply anti-bribery, gifts register, third-party due diligence and data protection controls to the decisions a unit takes every week
- Select generative AI uses for briefings and decision memos and justify the acceptable-use rules, risk tiers and human-in-the-loop checks each one needs
- Distinguish national from corporate strategic themes and apply a target cascade that links them to unit priorities, KPIs and local content measures
- Interpret leading indicators, benefits realisation data and change resistance signals to diagnose slippage in the delivery of transformation initiatives
- Justify a Unit Transformation and Compliance Action Plan with named control owners, shortlisted AI use cases and governance checkpoints

Target Audience:

- Governance, compliance and ethics specialists who design and test controls, deciding which bribery, data and AI risks need stronger safeguards
- Unit and department heads who translate strategic targets into team plans, deciding which outputs and KPIs their unit commits to
- Sponsors of transformation initiatives and portfolios who fund and steer change, judging when slippage needs intervention or replanning
- Transformation and strategy office specialists who track targets and benefits, judging whether dashboards show real progress or only activity
- Senior functional managers introducing generative AI to their teams, deciding which tasks are permitted and where human review is required

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Course Outline:

Day 1: Transformation Context: Strategic Targets, Compliance Exposure and the Leadership Mandate

- National vs Corporate Strategic Themes: Cascading Targets Into Organisational and Unit Priorities
- Economic Diversification Logic: Sector Growth Targets and the Unit's Contribution to Them
- Local Content Targets: Supplier Development Plans and Their Procurement Compliance Exposure
- Investment-Led Organisations: Their Role in Stimulating Private-Sector Growth and Partnerships
- Unit Readiness Self-Assessment: Capability, Capacity and Control Gaps Against the Transformation Mandate

Day 2: Governance, Compliance and Responsible AI Frameworks Compared

- Accountability vs Disclosure in Corporate Governance: Who Owns Decisions and What Is Reported
- ISO 37301 Compliance Management System and IIA Three Lines Model: Assigning Unit Roles
- ISO 37001 Anti-Bribery Controls: Policy, Gifts Register and Third-Party Due Diligence
- Personal vs Confidential Data: Lawfulness, Minimisation and Purpose Limitation Principles Applied
- ISO/IEC 42001 Responsible AI Principles: Fairness, Transparency and Human Oversight Requirements

Day 3: Generative AI Use and Delivery of Transformation Initiatives in Practice

- Generative AI Prompt Patterns: Structuring Executive Briefings and Decision Memos for Leaders
- Generative AI Acceptable-Use Policy: Permitted Tasks, Restricted Data and Review Duties
- KPI Tree Design: Linking Unit Outputs and Outcomes to Strategic Targets
- Output vs Benefit Measures: Delivery Dashboards and Benefits Realisation Tracking Logs
- Stakeholder Mapping Matrix: Sponsor Communication Cadence and Escalation Routes for Initiatives

Day 4: Risk, Ethics and Control Failures in Transformation

- AI Risk Tiering vs Human-in-the-Loop Rules: Matching Oversight to Decision Impact
- Conflict of Interest Case Analysis: Declaration, Recusal and Ethical Dilemma Handling
- Compliance Breach Escalation Pathway: Triage, Investigation Steps and Reporting to Oversight Bodies
- Leading vs Lagging Indicators: Diagnosing Delivery Slippage Before Targets Are Missed
- Change Resistance Patterns: Culture-Shift Levers for Units Adopting AI and New Controls

Day 5: Case Study Practice: Building the Unit Transformation and Compliance Action Plan

- Integrated Case Study: Applying Target Cascades to an Investment-Led Transformation Unit
- Compliance Gap Register: Applying Control Tests and Naming an Owner for Each Gap
- AI Use Case Shortlist: Applying Risk Tiers and Governance Checkpoints to Each Option
- Peer Challenge Panel vs Sponsor Review: Testing Draft Action Plans Under Scrutiny
- Unit Transformation and Compliance Action Plan: Final Assembly, Priorities and Control Owners

Skills You Will Gain:

- Compliance Gap Analysis
- Anti-Bribery Due Diligence
- AI Risk Tiering
- Generative AI Acceptable-Use Rules
- Strategic Target Cascading
- KPI Tree Design
- Benefits Realisation Tracking
- Sponsor and Stakeholder Mapping

Why Attend This Course:

- From treating compliance as a separate function to embedding anti-bribery, data protection and AI controls in everyday unit decisions
- From unmanaged, unmonitored generative AI use in teams to an acceptable-use policy with risk tiers and human review points
- From seeing strategic targets as distant statements to tracing each target through a KPI tree to specific unit outputs
- From a list of good intentions to a Unit Transformation and Compliance Action Plan with named owners, checkpoints and indicators

Conclusion:

Compliance, AI governance and strategic target delivery, taken together, mean steering a unit towards measurable targets while keeping its controls, data handling and AI adoption within agreed limits. The course makes three distinctions clear: accountability vs disclosure in governance, AI risk tiers vs human-in-the-loop rules when setting oversight, and output vs benefit measures when tracking delivery. It suits managers, sponsors and governance, compliance and strategy specialists who carry delivery or oversight duties and need an advanced, case-based method that brings compliance, ethics and AI governance into one plan for target delivery.

Frequently Asked Questions FAQ:

What should delegates prepare before a course on compliance, AI governance and strategic target delivery?

Delegates gain most by bringing their unit's current targets, KPIs and any existing compliance or AI-use policies. No technical AI skills are needed; managerial or specialist experience in planning, reporting, control or assurance work is enough to take a full part in the case studies.

How does a compliance, AI governance and strategic target delivery course differ from a general leadership and AI strategy course?

It is built around controls rather than vision-setting. A general leadership and AI strategy course focuses on adoption and strategic direction, whereas this course adds compliance management, anti-bribery and data protection controls, AI risk tiering and target cascading, so delegates govern change as well as lead it.

Why does strategic target delivery need compliance and AI governance controls alongside it?

Because faster delivery raises exposure. Units that adopt generative AI or new suppliers to meet targets face data, bribery and decision-quality risks; without risk tiers, due diligence and escalation routes, speed gains can be lost to breaches, rework or reputational damage.

What do delegates take back to work from the compliance, AI governance and strategic target delivery course?

Delegates leave with a Unit Transformation and Compliance Action Plan: a KPI tree linked to targets, a compliance gap register with named control owners and a shortlist of AI use cases with governance checkpoints, tested before a peer challenge panel.