

Designing and Governing Graduate Development Programs

Turn Graduate Intakes into a Reliable Pipeline of Future Talent

COURSE OVERVIEW

Graduate development programs are one of the most powerful tools for building national talent and future capability, yet many struggle with unclear pathways, inconsistent assessment, and graduates who leave before the investment pays off. This two-day program equips HR, L&D, and talent leaders to design graduate programs that are structured, governed, and measurable.

Participants design the full graduate journey: attraction and selection, induction, rotations and on-the-job development, structured learning, mentoring, and assessment gates that confirm readiness at each stage. They also examine the governance and operating choices that determine success, including sponsor and manager roles, individual development plans, progression and exit criteria, and whether to deliver training through a single accountable partner or through multiple providers under central governance, with the cost and risk implications of each.

The program draws on graduate programs built for national talent across the GCC, including nationalization priorities.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has designed and governed graduate development programs for national talent across the region.

COURSE OBJECTIVES

By the end of this program, participants will be able to:

- **Define** the purpose, target roles, and success measures of a graduate development program.
- **Design** selection, induction, rotation, and structured learning pathways.
- **Build** assessment gates that confirm readiness at each stage.
- **Establish** governance, including sponsors, line managers, mentors, and individual development plans.
- **Compare** operating and delivery models, and their cost, risk, and accountability implications.
- **Measure** retention, readiness, and progression into target roles.
- **Produce** a graduate program blueprint for their own organization.

COURSE METHODOLOGY

This program follows our decision-centered learning design, combining:

- **Opening Challenges:** Practical challenges that surface participants' assumptions before frameworks are introduced.
- **Expert-Led Briefings:** Concise, evidence-based input on concepts, frameworks, and emerging practice.
- **Case Studies and Simulations:** Realistic situations with genuine choices, where participants decide, defend, and reconsider.
- **Hands-on Activities:** Applying tools and frameworks to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Produce a graduate program blueprint, including rotation plan, assessment gates, and governance model, for your own organization.

WHO SHOULD ATTEND

This program is designed for:

- HR Directors and Talent Management Leaders
- Graduate Program and Early Careers Managers
- L&D and Capability Development Professionals
- Nationalization and Workforce Planning Specialists
- Line managers and mentors of graduate trainees

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