



## Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards – bringing confidence to the markets we serve.

We accredit 118,000 professionals and any individual or firm registered with RICS is subject to our quality assurance. Their expertise covers property, asset valuation and real estate management; the costing and leadership of construction projects; the development of infrastructure; and the management of natural resources, such as mining, farms and woodland. From environmental assessments and building controls to negotiating land rights in an emerging economy; if our members are involved the same professional standards and ethics apply.

We believe that standards underpin effective markets. With up to seventy per cent of the world's wealth bound up in land and real estate, our sector is vital to economic development, helping to support stable, sustainable investment and growth around the globe.

With offices covering the major political and financial centres of the world, our market presence means we are ideally placed to influence policy and embed professional standards. We work at a cross-governmental level, delivering international standards that will support a safe and vibrant marketplace in land, real estate, construction and infrastructure, for the benefit of all.

We are proud of our reputation and we guard it fiercely, so clients who work with an RICS professional can have confidence in the quality and ethics of the services they receive.

### United Kingdom RICS HQ

t +44 (0)24 7686 8555  
f +44 (0)20 7334 3811  
contactrics@rics.org

Media enquiries  
pressoffice@rics.org

### Ireland

t +353 1 644 5500  
f +353 1 661 1797  
ricsireland@rics.org

### Europe

(excluding UK and Ireland)  
t +32 2 733 10 19  
f +32 2 742 97 48  
ricseurope@rics.org

### Middle East

t +971 4 446 2808  
f +971 4 427 2498  
ricsmenea@rics.org

### Africa

t +27 11 467 2857  
f +27 86 514 0655  
ricsafrica@rics.org

### Americas

t +1 212 847 7400  
f +1 212 847 7401  
ricsamericas@rics.org

### South America

t +55 11 2925 0068  
ricsbrasil@rics.org

### Oceania

t +61 2 9216 2333  
f +61 2 9232 5591  
info@rics.org

### North Asia

t +852 2537 7117  
f +852 2537 2756  
ricsasia@rics.org

### ASEAN

t +65 6635 4242  
f +65 6635 4244  
ricssingapore@rics.org

### Japan

t +81 3 5532 8813  
f +81 3 5532 8814  
ricsjapan@rics.org

### South Asia

t +91 124 459 5400  
f +91 124 459 5402  
ricsindia@rics.org



## Transform your world

### Executive Education: The International Certificate in Leadership for Property Development



*“Our Futures Study reveals the built environment needs adaptable, multi-skilled and influential leaders for the future. RICS’ Executive Education will help to deliver just that.”*

**Sean Tompkins**

Chief Executive Officer, RICS



## About the course

A unique course created for property professionals looking to position themselves as leaders in the industry. The benefit of the course is its holistic nature, taking an end-to-end view of the property lifecycle and combining this with the leadership skills necessary to succeed. Through individual coaching and attendance at a five day residential setting, you will gain the skills and knowledge to take the next step as a property leader.

Research shows that leadership development is undermined by looking at leadership skills in separation from professionals’ day-to-day roles. The International Certificate in Leadership for Property Development has been developed by RICS in conjunction with the industry and is specifically tailored to meet the needs of those in the built environment. The synthesis of technical content with leadership work is at the core of this course, enabling executives to develop the necessary skills by applying them to real life case studies and practical scenarios.



## A holistic approach

### Property development is a complex process.

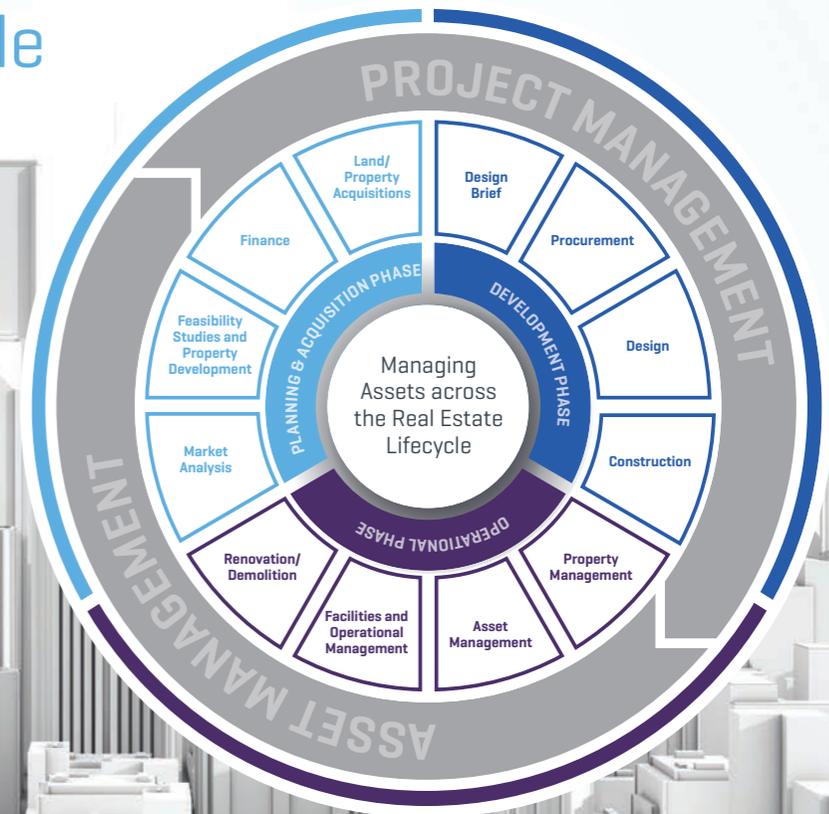
Decisions taken without a definitive understanding of the whole lifecycle may lead to financial challenges in the future. Therefore, professionals must understand how each stage is linked, and recognise that all decisions taken have long-term implications for the value, performance and risk profile of an asset.

By adopting a holistic approach, which is more than simply a 'sum of the parts', professionals can develop the high level technical knowledge and insight needed to prepare and implement effective strategies and navigate the complex commercial environment in which they operate.

This course covers the areas of knowledge required for board level business planning and execution across today's property and built environment sectors. Whilst each module addresses a separate specific technical part of the lifecycle, their strategic link is defined and integrated throughout each day. The result will equip emerging leaders with an in-depth understanding of the issues that are relevant to the effective management of real estate assets for both occupiers and owners/investors at all stages of the lifecycle.

On completion of this course, delegates will be in a position to identify and take advantage of opportunities at each stage of the lifecycle.

## Real estate lifecycle



## Why choose RICS?

Executive Education programmes are a powerful tool to stay ahead.

However, up until now, the majority of executive education programmes across the world have been designed to improve general leadership skills and focus on business topics, such as finance, marketing and business development, in separation from professionals' day-to-day roles.

As a leading professional body in the built environment sector, RICS is ideally positioned to provide a unique global solution to this challenge. Historically, RICS has continually driven technical excellence in the industry. But now, through our research and our Futures programme, we are also able to deliver the specific and progressive leadership development skills required within our profession. The International Certificate in Leadership for Property Development will deliver this unrivaled and transformative combination of technical and leadership into the market.



## Course contributors

This programme has been developed in conjunction with the following experts who bring a wealth of industry experience and best practice knowledge to the course.

- **Alan Blower**, Senior Consultant, Cegos
- **Ann Potterton**, Senior Associate Consultant, Cegos
- **David Cockerton**, Fund Manager, SinoGulf Real Estate Investments
- **Eduardo Bo**, Senior Consultant, São Paulo, Brazil
- **Johnny Dunford**, Director of Corporate Real Estate at BNP Paribas Real Estate.
- **Joe Valente**, Managing Director, JP Morgan Asset Management
- **Kath Fontana**, Managing Director, BAM FM, at BAM Construct UK and Chair of the RICS Facilities Management Board
- **Michael Newey**, Chief Executive, Broadland Housing Association [BHA] and ex RICS President
- **Pallav Kumar Agrawal**, Associate Director, Black Olive Realty Ventures LLP
- **Richard Masters**, Senior Associate Consultant, Cegos
- **Richard Clarke**, Senior Associate Consultant, Cegos
- **Sarah Smith**, Senior Associate Consultant, Cegos
- **Sunil Agarwal**, Managing Director, Black Olive Realty Ventures LLP
- **Tim Fry**, Project Director at Moorfields Eye Hospital in partnership with UCL

## Course structure

The course has been designed to be interactive and engaging. Using real scenarios, interactive classroom exercises, small group discussions and exposure to the latest research, you will gain practical experience in solving both technical and leadership problems.

### WEEK

1

**1 Complete a 360 feedback survey:** Developed from the RICS leadership competency framework.

2

**2 Receive pre course coaching:** Based on your 360 report, you will identify and set goals together with your coach as part of your developmental plan.

3

**3 Attend the five day residential course:** Group sessions will be led by experienced leadership coaches and industry technical experts. The teaching faculty bring a wealth of international knowledge to the learning experience. Your personal development plan will help to chart your progress, with guidance and input from your leadership coach. This will culminate in an action plan specifically tailored to you and your company.

4

**4 Implement action plan:** Return to work and implement your action plan into your day-to-day role.

9

**5 Receive post course coaching:** Revisit your development objectives, discuss progress and understand how to build on these in the following months and indeed for the length of your career.

10

**6 Join the RICS Executive Education alumni network:** Through online forums, you will be able to develop relationships with all course attendees around the world.

12

**7 Receive a certificate of completion.**

Following application and acceptance you will:

## A unique approach

Designed to be an interactive course, your personal coach will work with you on an individual plan, using your 360 feedback to identify your development needs. Your coach will encourage you to think about how you can immediately implement improvements in your workplace, upon completion of the course. Each day you will have the opportunity to put combined leadership and technical skills into practice:

**Day 1** Market analysis for real estate development  
Knowing your business and knowing yourself

**Day 2** Finance for real estate  
Communicate with a view to engaging and inspiring others

**Day 3** Project management  
Creating a culture for success

**Day 4** Facilities and operational management  
Understanding multiple perspectives

**Day 5** Asset management  
Building personal resilience

## Course topics

### Market Analysis

1

Market Analysis will introduce you to real estate as an investment asset class, highlighting the importance of market research in supporting real estate investment and development decisions at both a local and global market level. It integrates with the accompanying leadership module, **Knowing Your Business and Knowing Yourself**, by highlighting the means by which a leader can be better prepared for the future by utilising market research and analysis to support decision making, as well as the importance of understanding your business, your market(s) and your competition.

### Finance

2

Within the Finance day, you will gain market insight on the source and nature of capital available in the real estate market and will have the opportunity to implement the content from the accompanying leadership and management module, **Communication and Influence**, which will consider strategies for communicating with a view to engaging and inspiring others.

### Project Management

3

This module will equip you with an understanding of the principles, practice and practical application of Project Management. It will also demonstrate how important interpersonal skills are for successful Project Management through the accompanying leadership module, **Creating a Culture for Success**. Specifically you will consider the factors that influence organisational culture, and what type of culture fosters success in the current climate.

### Facilities and Operational Management

4

The Facilities and Operational Management module sets out the strategic links between corporate goals, the wider business environment, and the delivery of facilities management services. It integrates with the accompanying leadership and management module, **Understanding Multiple Perspectives**, which highlights the importance of thinking about stakeholder perspectives, and how to anticipate stakeholder needs and use these to inform strategic planning.

### Asset Management

5

Asset Management considers the relationship between asset management and business planning, and will introduce you to various concepts and models for the successful integration of asset management within the business planning and strategy process throughout the property lifecycle. The accompanying leadership module is **Building Personal Resilience**. Together these modules will pull out key areas where you, as a leader, can be better prepared for the future by identifying and addressing global changes in your working practices.

## Transform yourself

Effective leaders are integral to the success of any business. Improved strategic technical planning will help you to achieve results within your role and to ensure the long term success of your projects.

We know the world is changing. Technology, urbanisation, resource scarcity – these are all transforming the way we do business. The industry needs strong leadership; leadership which can drive a diverse and innovative profession which is able to offer a coherent and unified response to the challenges ahead. Professionals are also expected to have a much broader knowledge base and be able to work across numerous disciplines within the built environment and property sectors. This course will enable you to overcome these challenges and, as a result, transform yourself into a more effective and successful leader.



## Transform your organisation

In a challenging global economy, the RICS Executive Education Programme represents a crucial investment in the ability of the people driving your organisation to lead you to success.

- Develop a leadership team that can motivate and engage staff driving top-down performance
- Attract, retain, and manage executive talent
- Develop true leaders and ensure that the right people are equipped with the right skills and knowledge to fulfil their roles effectively
- Reduce unbudgeted change and increase cost certainty through improved strategic planning
- Address the threat of the skills gap to stay competitive in an ever more challenging business environment

## Testimonials

*“For me, the key difference about this course is the combination of leadership and how it’s interrelated in every part of the real estate cycle. I think that is rare and made the week quite special.”*

**Cristina Munoz**

Director of Planning and Control of Products, Brookfield Multiplex

*“The RICS Executive programme has been a great experience; a week full of learning with the faculty and the people and the participants. The mixing of leadership with real estate business knowledge was very interesting.”*

**Luiz Ricardo Buff de Souza e Silva**

Regional Director, Engenharia Ltda

*“This programme will support you in developing the leadership capabilities needed to deliver success in a changing and competitive industry. Leadership development creates an environment in which real and meaningful personal change can occur.”*

**Sarah Smith**

Senior Associate, Cegos

## Who should attend?

The course is suitable for senior professionals with experience within property and the built environment including developers, surveyors, investors, local authorities and real estate owners. Typical attendees will be executives, directors and senior managers, one or two reporting lines below CEO.

This exclusive course is strictly limited to 15 individuals, so early application is recommended.

Admission is a selective process based on professional development, technical knowledge and organisational responsibility. To optimise the learning experience, we encourage applications from a range of industries, countries and backgrounds. No payment is necessary until you have been accepted on to the programme.

### Admission requirements:

- Substantial industry experience
- Working knowledge of the five core topics of property development: market analysis, finance for real estate, project management, facilities and operational management and asset management
- Demonstrated management experience
- Proficiency in business English

Full details on the booking process and application form can be found on the website.

Web: [rics.org/executiveeducation](https://rics.org/executiveeducation)

Call: +44 (0) 2476 868 584

Email: [executiveeducation@rics.org](mailto:executiveeducation@rics.org)