



Leadership Seminar Zaragoza 2026, Spain

Day 0

Monday, 08 June 2026 - Welcome Cocktail – Ice Breaker

Day 1

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

Time	Activity
08:30 – 09:00	Arrival at AGM. Credentials. Academia General Militar
09:00 – 09:15	Formal Seminar Presentation and summary of the 1 st day Seminar
09:15 – 09:45	Official Welcome Words Brigadier General (OF-6) Prudencio HORCHE MORENO. Director of the “Academia General Militar (AGM)”. PhD. (A-6) Francisco José GÓMEZ RAMOS. Director of the “Centro Universitario de la Defensa (CUD)”.
09:45 – 10:00	Group Photo
10:00 – 10:30	COFFEE BREAK
10:30 – 12:15	Introduction to AGM and its History / Tour visit. Col. (OF-5) Jesús Alonso Blanco. Head of Studies at the AGM. Mrs. Pilar Belenguer. Professor of History at AGM.
12:15 – 13:00	Inaugural Lecture: "The K2 Leadership Model in the Spanish Army (ET)" Col. (OF-5) María Gracia CAÑADAS GARCÍA-VAQUERO. War and Leadership College of the Spanish Army (EGLET). SPAIN
13:00 – 13:30	Conference 1: “Academic training in leadership for young officers of the Spanish Army” Col. (OF-5) Juan Jesús PAVÓN COTO Centro Universitario de la Defensa (CUD). SPAIN
13:30 – 15:00	LUNCH TIME
15:00 – 15:30	Poster Exhibition: 1) N. MEHMED. BULGARIA; 2) G. TODOROVA. BULGARIA; 3) J.ARBOLÍ. SPAIN; 4) L. VAN EYCKEN & E. JANSSENS. BELGIUM.



Time	Activity	
15:30 – 16:00	Conference 2: “Leadership Plan at the General Military Academy” Maj. (OF-3) Antonio MARTÍNEZ DE BAÑOS MARTÍNEZ DE MORENTÍN Academia General Militar (AGM). SPAIN	
16:00 – 16:30	Conference 3: “Research & Teaching Innovation at CUD (Zaragoza) located at AGM” PhD, Asunción CANO ESCORIAZA Col (OF-5) Carlos GARCÍA-GUIU LÓPEZ Centro Universitario de la Defensa (CUD). SPAIN	
16:30 – 16:45	Summary for the 2nd day Seminar	
17:00	Return to the Hotels	Bus stop next to the Conference Room

Day 2
Wednesday, 10 June 2026

Time	Activity
08:30	Arrival at AGM.
08:45 - 09:15	Conference 4: "Leadership from the ancient era to the present. Has it actually changed?" Cap. (OF-2) Georgios EVGENIOS Hellenic Army Academy. GREECE
09:15 – 09:45	Conference 5: “Born or bred to lead- leadership competences and styles in air force” Senior Lecturer, Margarita GAVRILOVA-DIMITROVA Air Force Academy, BULGARIA
09:45 - 10:15	Conference 6 : “Tradition and innovation in leadership education at the Bulgarian Air Force Academy” Associate Professor, Nikolay NAYDENOV Air Force Academy, BULGARIA
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)” Ltc. (OF-4) Ana Maria DA SILVA DE JESUS. Academia Militar. PORTUGAL



Time	Activity
11:15 -11:45	<p>Conference 8: “Military Academy of Lithuania project: providing Leadership development system to teaching personnel of Odesa Military Academy”</p> <p>Maj. (OF-3) Darius JAKIMAVICIUS 1ST Lt. (OF-1) Rytis LIUBINAS “General Jonas Žemaitis” Military Academy. LITHUANIA.</p>
11:45 – 12:15	<p>Conference 9: “The implementation of International Semester”</p> <p>Maj. (OF-3) Raul COSTELAȘ "Nicolae Bălcescu" Land Forces Academy, Sibiu. ROMANIA</p>
12:15 – 12:30	BREAK
12:30 – 13:00	<p>Conference 10: “From Candidate to Coordinator: 10 Years of Practical Evolution in the International Military Leadership Course (IMLC)”</p> <p>Ltc. (OF-4) Artur ZIELICHOWSKI “General Tadeusz Kościuszko Military” University of Land Forces. POLAND</p>
13:00 – 13:30	<p>Conference 11: “A Decade of Internationalization: Evolution and Best Practices of the International Semester at AWL”</p> <p>Ltc. (OF-4) Artur ZIELICHOWSKI “General Tadeusz Kościuszko Military” University of Land Forces. POLAND</p>
13:30 – 15:00	LUNCH TIME
15:00 – 15:30	<p>Conference 12: “From doctrine to practice: a research-informed leadership framework for the Belgian Defence”</p> <p>1st Lt. (OF-1) Lennart VAN EYCKEN Ms. Estelle JANSSENS de BISTHOVEN Defence Centre for Leadership. BELGIUM</p>
15:30 – 16:00	<p>Conference 13: “Field Training Exercise “CADET 2025”</p> <p>Cap. (OF-2) Cătălin PĂȘCĂNUȚ "Nicolae Bălcescu" Land Forces Academy, Sibiu. ROMANIA</p>
16:00 -16:15	Details for Cultural Visit
16:15	Return to the Hotels
18:00 -20:00	Cultural Visit



Day 3
Thursday, 11 June 2026

Time	Activity	Venue
08:30	Arrival at 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” Professor Georgios KAIMAKAMIS Hellenic Army Academy. GREECE.	
09:15 – 09:45	Conference 15: “Portuguese Air Force Academy approach to leadership” Maj. (OF-3) Ana GOMES Air Force Academy. PORTUGAL	
09:45 - 10:15	Conference 16: “Training leadership competencies in a digital age” Maj. (OF-3) Ana GOMES Air Force Academy. PORTUGAL	
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” Maj. (OF-3) Ana GOMES Air Force Academy. PORTUGAL	
11:15 – 11:45	Conference 18: “Leader Reaction Course for Evidence-Based Leadership Research” Cap. (OF-2) Kamil RYGIEL “General Tadeusz Kościuszko Military” University of Land Forces. POLAND	
11:45 – 12:15	Conference 19: “Beyond Mission Command: ChaoPlexic and Multi-Domain Warfare and Contemporary Military Education” Professor Konstantinos GRIVAS Hellenic Army Academy. GREECE	
12:15 – 12:30	BREAK	



Time	Activity
12:30 -13:00	Conference 20: "The Plus Ultra Model: Institutional Pedagogical Framework for Leadership Education in the Spanish Air and Space Force" Col (OF-5) Juan José ARBOLÍ NEVOT Spanish Air & Space Force Education Directorate. SPAIN
13:00 -13:30	Conference 21: "Developing Leadership Through Progressive Field Training: An Integrated Model for Officer Education" Cap. (OF-2) Adolfo AMPUERO ROMANO Air & Space Officers Academy, Spanish Air and Space Force. SPAIN Cap. (OF-2) Pedro Antonio GARCÍA GARCÍA Security, Defense & Support Techniques College, Spanish Air & Space Force. SPAIN
13:30 – 13:50	Seminar Debate and Proposals for a II Seminar. Lessons Learnt.
13:50 – 14:15	Formal Delivery of Participation Certificates.
14:15 – 15:15	FAREWELL COCKTAIL
15:30	Return to the Hotels

