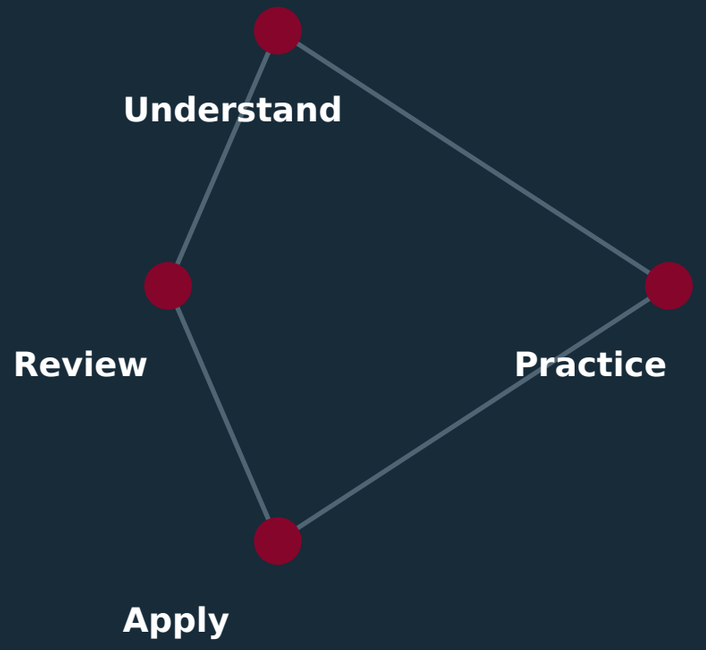
Zara Consulting1

MANAGEMENT TRAINING & DEVELOPMENT

Better management. Stronger execution.

Tailored learning and coaching
for the decisions your managers face.

A practical development partnership



LEARNING AS AN ONGOING PROCESS

Experience becomes more valuable with structure.

Daily work builds knowledge. Guided reflection helps managers test their assumptions and adapt their approach.

The challenge

Habits formed under pressure can create inconsistent decisions, unclear accountability and repeated errors.

Our approach

We use current business situations to connect experience with clear management methods and constructive feedback.

Your benefit

Managers gain a shared language and practical tools they can apply across teams.

WHEN TO ENGAGE

Growth, new management responsibilities, recurring performance issues or organizational change.

A program shaped around your business.

We define the learning priorities with you before selecting content or delivery formats.

01

Business priorities

Clarify the decisions, behaviors or processes that need to improve and the constraints managers face.

02

Starting point

Discuss participants' responsibilities, existing skills and development needs through interviews and selected exercises.

03

Program design

Agree on relevant modules, working examples and success criteria that fit your organization.

TYPICAL OUTPUT

A proposed learning plan with objectives, participants, delivery format and measures of progress.

Development continues after the workshop.

A proposed engagement combines focused learning with opportunities to apply it at work.

1. **Learn and practice**
   Short explanations, discussion and realistic exercises give participants a chance to test different approaches.
2. **Apply at work**
   Participants use selected tools on a live challenge, with clear responsibilities and an agreed review date.
3. **Review and refine**
   Follow-up sessions examine what changed, resolve obstacles and reinforce useful management habits.

DESIGN PRINCIPLE

Agree on the scope and follow-up at the outset so learning has a clear place in day-to-day work.

Focused support for managers and teams.

Coaching helps participants work through real decisions while developing their own management judgment.

Individual coaching	Support for a new role, delegation, difficult conversations or a specific leadership challenge.
Team coaching	Clarify working agreements, address coordination problems and improve the quality of team discussions.
Action and reflection	Turn each session into agreed actions and review progress against the participant's objectives.

WORKING AGREEMENT Define coaching goals, confidentiality boundaries and the progress information shared with the sponsor.

Your business challenges become the learning material.

Small-group workshops combine facilitated discussion with consulting support on a defined management issue.

1 **Before the session**

Select a business problem and gather the relevant facts. Use anonymized information where appropriate.

2 **During the workshop**

Explore causes, test assumptions and compare possible responses through cases, role play or group exercises.

3 **After the session**

Document decisions, assign owners and agree on how the team will assess progress.

EXAMPLE APPLICATION

A workshop on recurring delivery delays can produce a clearer escalation process and an action plan.

Managers who give direction and build accountability.

Training connects leadership behaviors with the responsibilities of managing people and delivering results.

01

Communication and feedback

Set expectations, listen actively and give specific feedback. Practice difficult conversations with respect and clarity.

02

Problem solving and decisions

Frame the issue, distinguish symptoms from causes and evaluate options using relevant evidence.

03

Delegation and motivation

Clarify authority, balance workload and agree on outcomes. Recognize contributions and address performance concerns.

PRACTICAL TOOLS

Decision briefs, delegation agreements, feedback exercises and structured team meeting agendas.

Teams that can adapt without losing coordination.

We address the organizational methods that help managers implement change and improve service.

Change and responsibilities

Identify affected stakeholders, clarify roles and plan communication. Address adoption barriers early.

Knowledge and learning

Map critical know-how, improve handovers and capture lessons from completed work to reduce reliance on individuals.

Service and coordination

Review customer journeys, internal handoffs and supply chain interfaces to identify delays and recurring service failures.

PRACTICAL TOOLS

Responsibility maps, change action plans, knowledge transfer checklists and service measures.

A more disciplined approach to customers and growth.

Commercial training links customer needs with pricing decisions, sales execution and sustainable margins.

Complex sales	Qualify opportunities, map decision makers and build proposals around customer needs and a clear business case.
Marketing and customer value	Refine positioning for industrial products and services. Connect customer segments with an appropriate offering.
Negotiation and relationships	Prepare objectives and trade-offs, protect margin and manage customer commitments through effective follow-up.

PRACTICAL TOOLS

Opportunity reviews, account plans, negotiation preparation and customer relationship routines.

Projects with clear ownership and earlier warning signs.

We help managers connect project methods with the way their organization actually delivers work.

1. **Project definition**
   Agree on scope, deliverables and acceptance criteria. Clarify sponsors, decision rights and resource constraints.
2. **Planning and integration**
   Map dependencies and milestones. Apply concurrent engineering through early collaboration across relevant functions.
3. **Delivery and control**
   Track risks, issues and changes. Escalate decisions promptly and compare progress with the approved plan.

PRACTICAL TOOLS

Project charters, milestone plans, risk registers and concise project status reviews.

Financial understanding that supports better decisions.

Programs can serve finance teams and managers who need to understand the financial consequences of their choices.

Capability	What we address	Application at work
Budgeting and forecasting	Build a planning calendar, define assumptions and assign data owners. Review scenarios and explain variances.	Planning calendar and forecast model
Costs and profitability	Explore product and service costing, contribution margins and activity-based costing where useful.	Cost and margin analysis
Management control	Connect reporting with operating decisions. Select KPIs, review cash flow and working capital, and assess value creation.	KPIs linked to operating decisions

PRACTICAL TOOLS

Forecast templates, cost models and KPI dashboards, including balanced scorecards where appropriate.

New capabilities for today's management challenges.

Optional modules broaden the program according to your business priorities.

01

Process improvement

Use process mapping and selected Lean Six Sigma methods to examine waste, rework and root causes.

02

Data and digital judgment

Interpret dashboards, challenge data quality and evaluate appropriate uses of automation and AI within company policies.

03

Restructuring and continuity

Plan capacity and workload changes, preserve critical knowledge and support managers through organizational transitions.

PROGRAM CHOICE

Select only the modules relevant to the business need and the experience of the participants.

From individual expertise to team performance.

A focused pathway for employees who now achieve results through the work of others.

Set direction	Clear priorities and expectations	A team plan with agreed outcomes
Delegate	Authority and follow-up	A documented delegation agreement
Give feedback	Specific, timely conversations	A practiced performance discussion
Manage capacity	Workload and escalation	A workload review with the team

WHAT CHANGES

Managers gain a clear framework for directing work and supporting others.

A real work problem anchors the learning.

Example: recurring delays between two departments. This is an illustrative scenario, not a client case study.

1

Diagnose

Sponsor and participant input identify unclear handoffs.

2

Practice

A workshop develops delegation and communication skills.

3

Apply

The team tests a handoff agreement on an active process.

4

Review

A follow-up examines adoption and remaining obstacles.

ILLUSTRATIVE OUTPUTS

A clarified handoff, assigned owners and an agreed review of delivery reliability.

Success means applying the skills at work.

We agree on a small set of relevant measures before the program begins.

Capability	What we address	Application at work
Learning	Use short exercises or case discussions to compare participants' understanding before and after the program.	Case exercises and discussion
Application	Review completed assignments, use of agreed tools and observable changes in management routines.	Workplace assignments and tool use
Business indicators	Where relevant, monitor outcomes such as rework, delivery reliability or forecast accuracy alongside other business factors.	Selected operating indicators

INTERPRETING RESULTS Assess business indicators alongside operational changes and other factors that influence performance.

Support that fits your development priorities.

The scope, delivery arrangements and timing follow an initial discussion of your needs.

Focused workshop	A defined topic or management challenge, with practical exercises and agreed next steps.
Development program	A sequence of selected modules with workplace assignments and planned reviews of progress.
Coaching and implementation	Individual or team support to apply new methods during a management or organizational change initiative.

SCOPE TO AGREE

Audience, objectives, session format, materials, confidentiality, follow-up and commercial terms.

Zara Consulting1

Your next management challenge can shape the next learning step.

A first conversation helps clarify the business priority, who needs support and what progress should look like.

LET'S DISCUSS YOUR PRIORITIES

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