CM CONSULTING
empowering change

01 · COMPANY PROFILE

Leadership. People. Impact.

Change management, assessment, executive and team coaching, leadership and sales training

A partner for leadership effectiveness, organisational development and measurable behavioural change.



TÜV SÜD ISO 9001

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02 · WHO WE ARE

Empowering change

Senior expertise. Business relevance. Human impact.



02 · WHO WE ARE

Empowering change

Senior expertise. Business relevance. Human impact.

CM Consulting is an independent organisational and leadership development consultancy, founded by Cristiana Manara in 2018. We work with executive leadership, HR and business stakeholders to connect people development to strategic priorities and organisational change.

Change management
Transitions, readiness and adoption

Assessment
Selection, development and succession

Coaching
Executive, management and team

Training
Leadership and sales, in eight themes

An integrated portfolio
Assessment, individual development, team effectiveness and learning are designed as one journey, not as separate products.

Senior involvement
Senior consultants, assessors, facilitators and executive coaches take part directly in every project.

Italian core team, international network
A core team based in Italy, with associates in Europe and a global network, supports multilingual and cross-border work.

Experience across sectors
Pharmaceuticals and life sciences, financial services, energy, luxury and industrial sectors.

Our values

Integrity
Confidentiality and respect in every relationship.

Evidence
Rigorous tools, interpreted in context.

Partnership
Working with sponsors and teams from diagnosis to follow-up.

Impact
Practical application and accountability for results.

Quality and funded training

Our ISO 9001-certified quality management system supports structured programme design, delivery and monitoring. Eligible training initiatives may be supported through Italian interprofessional training funds, subject to applicable fund rules and Company eligibility.

03 · HOW WE WORK

From insight to impact

A disciplined, co-designed journey connecting diagnosis, development and business application.

01

Discover

Understand business priorities, leadership populations, stakeholders and success measures.

02

Diagnose

Combine interviews, structured evidence and appropriate diagnostic tools.

03

Design

Co-create targeted, role-relevant development journeys and clear governance.

04

Deliver

Engage senior professionals in assessment, coaching, facilitation and experiential learning.

05

Embed and review

Translate learning into actions, follow up on behavioural commitments and review progress.

Method

Every intervention starts with a needs analysis and closes with an individual action plan and a follow-up. In training, about 80% of the time goes to practice (simulations, role plays and real cases) and 20% to theory and models.



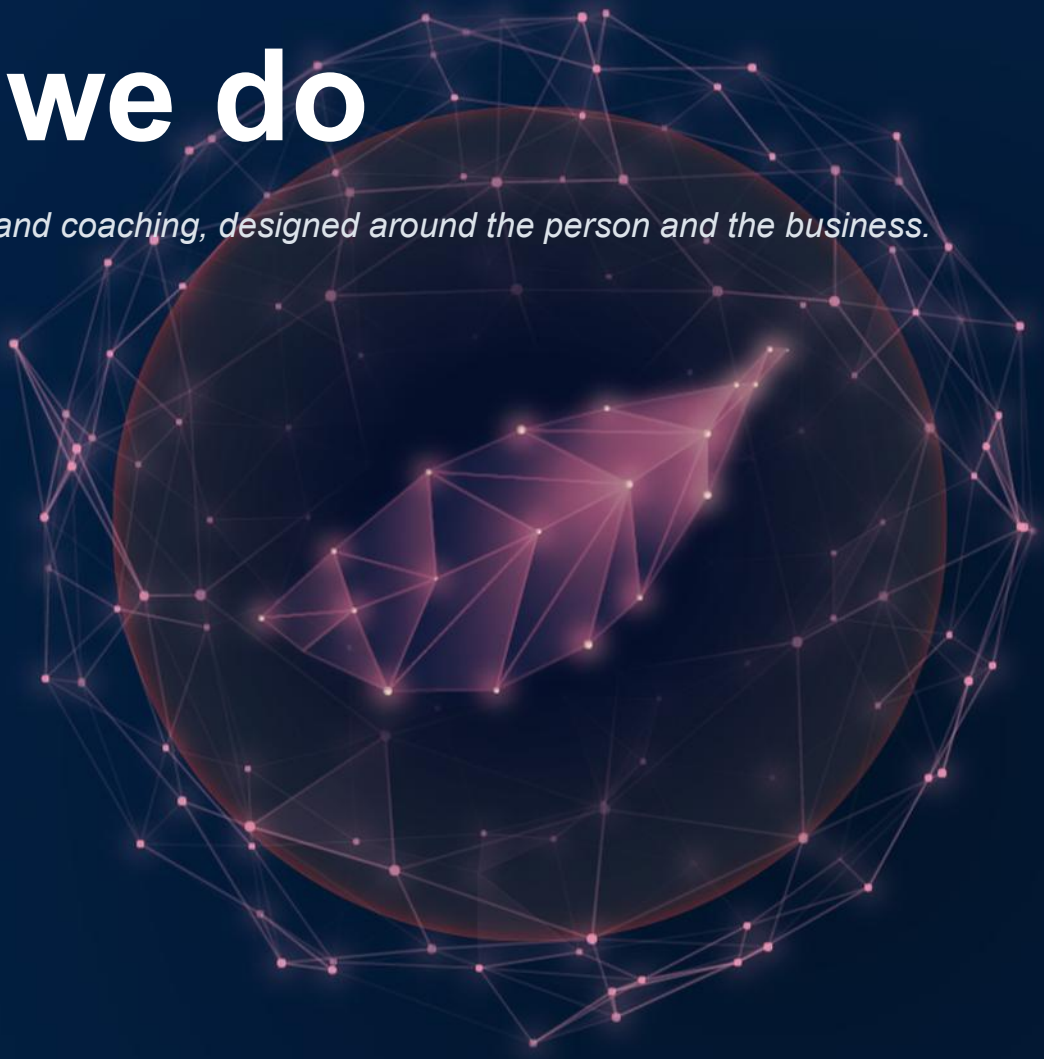
Our commitments

Business relevance	Each programme and intervention is linked to a priority the organisation has set.
Confidentiality	Ethical practice and clear boundaries with sponsors and participants.
Evidence-informed judgement	Validated tools and models, used with professional judgement.
Senior-level delivery	Experienced consultants lead the work from design to follow-up.
Local adaptation	Consistent international framework, adapted to language and local context.

04 · CORE EXPERTISE

What we do

Change, assessment and coaching, designed around the person and the business.



04 · CORE EXPERTISE

Change Management and Managing Transitions

Turning strategic transformation into organisational adoption and sustainable change.

We support organisations through transformation by connecting business strategy, leadership alignment, stakeholder engagement and the behaviours required to make change effective.

Our change management priorities

- Change vision, strategic narrative and leadership sponsorship.
- Stakeholder mapping, engagement and communication planning.
- Organisational impact analysis, role clarity and operating-model transitions.
- Readiness assessment, resistance management and change-agent activation.
- Manager enablement, adoption measures and reinforcement of new ways of working.

How we work

We begin by clarifying the business case, the desired outcomes and the populations affected. We then co-design a practical change roadmap with sponsors and key stakeholders.

Facilitation, leadership workshops and targeted coaching support implementation. Pulse checks and feedback help sustain adoption. Our approach combines organisational diagnosis, human-centred engagement and measurable implementation milestones.

05 · CORE EXPERTISE

Executive and Talent Assessment

Evidence-based leadership insight for selection, development and succession.

We design individual and collective assessments for senior executives, directors, managers and high-potential professionals. We tailor the methodology to the business context, the requirements of the role and the intended use.

Integrated assessment architecture

- Stakeholder alignment, competency and role-success criteria.
- Structured behavioural and critical-incident interviews.
- Hogan Personality Inventory (HPI), Hogan Development Survey (HDS) and Motives, Values, Preferences Inventory (MVPI), where appropriate.
- 360° feedback, tailored questionnaires and evidence triangulation.
- Individual feedback, integrated reports, development priorities and sponsor debriefs under agreed confidentiality boundaries.

How we use assessment tools
Each tool is presented together with its uses and its limits. Interpretation combines psychometric data, behavioural evidence, business context and professional judgement, and is carried out by a certified professional. Assessment results are never used as a diagnosis or as an automatic selection tool.

Applications

Leadership potential
Identifying potential and readiness for larger responsibilities.

Executive effectiveness
Understanding strengths and derailers at senior level.

Talent review and succession
Structured input for talent review and succession planning.

Development centres
Assessment and feedback in a development-centre format.

Global and cross-country leadership assessment is available for international organisations.

06 · CORE EXPERTISE

Executive and Management Coaching

Confidential, purposeful support for leaders navigating complexity and change.

Our senior coaches partner with executives, directors and managers to improve leadership impact, accelerate transitions and turn awareness into lasting behavioural change.

Typical coaching priorities

- Executive presence, influence and stakeholder management.
- Role transitions, expanded accountability and first-line leadership.
- Decision-making, communication and difficult conversations.
- People leadership, delegation, feedback and collaboration.
- Resilience, self-awareness and effectiveness under pressure.

How we work

A three-way contracting conversation clarifies objectives and boundaries. When useful, Hogan or 360° insights inform the development agenda. Individual sessions combine reflection, challenge, practical experiments and follow-up. Sponsor updates respect confidentiality.

Coaching can be combined with mentoring and is adapted to the industry, the environment and the business context of the leader.

One-to-one coaching · Hogan feedback coaching · Executive transitions · Managerial coaching · International and virtual programmes

07 · CORE EXPERTISE

Team Coaching

Top teams and functional teams. From individual capability to collective leadership effectiveness.

We work with leadership teams and functional teams to strengthen shared direction, trust, decision quality, constructive challenge and accountability for business outcomes.

A team-level intervention

01

Purpose and priorities
Clarify purpose, priorities, success criteria and interdependencies.

02

Team dynamics
Explore the dynamics through interviews, observation and optional team diagnostics.

03

Strategic conversations
Facilitate strategic conversations, constructive disagreement and alignment.

04

Working principles
Agree working principles, decision rights and behavioural commitments.

05

Follow-up
Revisit progress and reinforce new routines through follow-up sessions.

Focus areas

Team coaching is distinct from training: the real team works on its own live challenges, relationships and ways of working.

Alignment	Leadership team integration and cross-functional effectiveness.
Collaboration	Psychological safety, trust and feedback.
Execution	Change and transformation, and accountability for results.

07 · CORE EXPERTISE

Top Team Alignment

Executive committees that work as one team.

A top team alignment is a residential session of one or two days for the executive committee, usually around twenty people. Leaders agree on priorities, decision rights and the behaviours they expect from one another.

How the session is built

01

Listen first
Interviews and a short pre-work show where the team agrees and where it does not.

02

Align on priorities
The leaders test the business plan against their own priorities and resolve conflicting targets.

03

Agree how to work
Decision rights, cross-functional routines and the team's leadership style are made explicit.

04

Commit
Each leader states concrete commitments, with an owner and a date.

05

Follow up
A review after about three months checks progress. A 360° round is optional.

Strategic alignment in times of change

The need for strategic alignment is most pressing during **change**, whether corporate, organisational, market-driven or related to people. Each kind of change alters what the team must agree on.

Organisation	Ownership, governance, structure, roles and decision rights.
Market and technology	Customers, competition, regulation, digital tools and operating models.
People	Talent, retention, leadership succession and the results the plan requires.

Two ways to run it

The residential format suits a committee that needs one decisive shared moment. The **Top Team Boost Path** spreads the work over about six months, with five team coaching sessions of two hours, alternated with individual coaching for each member.

Optional: cascading

Once the top team is aligned, its priorities can be cascaded to the next management layers in short team sessions. Cascading is optional and designed case by case.

08 · TRAINING

Learning that changes behaviour

Experiential programmes, built around the problems our clients need to solve.



08 · TRAINING

Experiential learning that changes managerial behaviour

Tailored development journeys for senior managers, directors, people managers and team leaders.

Programmes link business priorities to practical skills, rehearsal and on-the-job application. The work is organised in eight themes, with programmes that combine modules from several themes according to the problem the client needs to solve.

How a programme is built

01

Start from the need
Needs analysis and co-design define the populations, the priorities and the success measures.

02

Practise on real work
Workshops, simulations, role plays and real cases, with about 80% of the time in practice.

03

Apply and follow up
Peer feedback, individual action plans and optional coaching clinics.

Programmes can be repeated across cohorts and adapted by managerial population or geography.

09 · TRAINING

Eight themes, one logic

Each module belongs to one main theme and can appear in more than one programme.

We start from the problem the client needs to solve and then indicate the module or path that addresses it.

01

Leadership and management development
A manager who needs to set direction, adapt leadership style, delegate and give feedback.

02

Communication, influence and persuasion
A team or leader who needs to be understood, to present with clarity and to influence without forcing.

03

Negotiation and difficult conversations
A manager who has to address delicate topics, set limits and reach agreements that hold.

04

Conflict, trust and relationships
A team where tension blocks decisions, or where trust needs to be rebuilt.

05

Decisions and problem solving
Managers who decide under uncertainty and need method, awareness of bias and clear priorities.

06

Change management and resilience
Leaders who guide transitions, overcome resistance and keep energy high during change.

07

Personal effectiveness and time management
Professionals who need to organise their work, reduce distractions and manage emotions under pressure.

08

Strategy, stakeholders and project management
Managers who must read the context, map the actors involved and bring projects to results.

10 · TRAINING

Recommended paths

Each path combines modules from different themes in a sequence that builds skills step by step.

Leader in transformation

For managers asked to lead an organisational change.

STEP 1 Change management and transitions → **STEP 2** Immunity to change → **STEP 3** Adaptive leadership and feedback → **STEP 4** Accountability and action plan

Communication and persuasion

For people who present, convince and negotiate with clients, colleagues or senior leaders.

STEP 1 Persuasion and decision styles → **STEP 2** Effective presentations → **STEP 3** Negotiation → **STEP 4** Difficult conversations

Team and conflict

For team leaders who want more trust and better decisions.

STEP 1 Listening and empathy → **STEP 2** Conflict management and validation → **STEP 3** Trust and social capital → **STEP 4** Effective meetings

Decisions under pressure

For managers who decide in uncertain contexts and under tight deadlines.

STEP 1 Cognitive biases → **STEP 2** Decision making and adaptive decisions → **STEP 3** Importance and urgency matrix

Personal productivity

For professionals who want more focus and less dispersion.

STEP 1 Time management and GTD → **STEP 2** Focus and attention → **STEP 3** Essentialism and emotional regulation

11 · TRAINING

Structured programmes

Two flagship programmes, built to be delivered in sequence with coaching and follow-up between the sessions.

Middle Management Academy

A development path for managers in growth: two two-day modules, assessment at the start, coaching between modules and a final 360° review.

ASSESSMENT
Hogan Personality Inventory with individual feedback. The Judgment report is optional.

→

MODULE 1 · 2 DAYS
Strategy and people management, with role plays and models, in groups of about twenty.

→

COACHING
Individual or group sessions at a distance between the modules, on an optional basis.

→

MODULE 2 · 2 DAYS
Accountability and delivery, with a design thinking workshop on innovation.

→

VERIFICATION
Progress 360, about six months after the programme, to measure progress.

The Edge Program

Three modular paths. Each day is self-contained, and combinations are built around the role and objectives of the client.

PATH I · 4 DAYS

Leading in the AI era

The contribution of the leader when technology enters the organisation.

1 Your role has changed
2 Autonomous judgement
3 People in transformation
4 Decisions that belong to the leader

PATH II · 3 DAYS

The resilient leader

Deciding and guiding in uncertainty, with a sustainable way of managing stress.

1 The leader and stress
2 Deciding in ambiguity
3 Guiding the team through difficulty

PATH III · 3 DAYS

The human edge

The relational skills that technology cannot replace.

1 High-impact communication
2 Feedback as a tool for growth
3 Conflict, influence and trust

Combinations of the three paths range from six to ten days, depending on the objectives of the programme.

12 · TRAINING

Sales training and commercial development

Commercial effectiveness grounded in real customer and business opportunities.

Our commercial learning practice combines training and coaching for business developers, account managers, key account managers and sales leaders. It has been delivered in Italy and extended across European markets. Participants bring current opportunities or anonymised customer cases, and leave with account plans and next-step commitments.

Capability areas

- Prospecting, discovery, qualification and consultative customer conversations.
- Account planning, stakeholder mapping and value-based selling.
- Negotiation, influence and communicating differentiated value.
- Key account management and progression of complex opportunities.
- Internal selling and coordination between commercial and operational teams.
- Sales leadership, pipeline coaching and onboarding.

Commercial modules

Three modules that cover the commercial cycle, from the first contact to the agreement.

Prospecting with purpose	Preparing the first contact by researching the organisation's priorities. The conversation has three parts (purpose, questions, next step) and uses open questions to open the dialogue. Role plays of a first call, with structured feedback.
Opportunity qualification	Understanding the need behind the request, who decides, who influences and how the buying process works. Distinguishes interest from commitment and sets clear criteria to proceed, defer or close. Analysis of anonymised opportunities.
Deal management	Mapping the stakeholders, preparing the first offer on objective parameters, managing concessions and closing with agreed next steps. Simulated negotiation with a manager review at the end.

Commercial development path

From first contact to agreement

For business developers, account managers and key account managers.

STEP 1 Customer orientation: listening and proactivity → **STEP 2** Prospecting with purpose → **STEP 3** Opportunity qualification → **STEP 4** Deal management and negotiation → **STEP 5** Difficult conversations (4A)

The people behind the work

Senior professionals, directly involved in design and delivery.



13 · OUR PEOPLE

Senior leadership and core team

Experienced professionals, directly involved in programme design and delivery.

A flexible model that combines methodological consistency with local relevance.

Core Team based in Italy

Cristiana Manara Founder and CEO	25+ years in human capital and organisational effectiveness consulting. Former Partner and Head of Change Management and Assessment and Development at The European House Ambrosetti. Senior executive and team coach facilitator. **ICF MCC (Master Certified Coach)** and Hogan certified. Experience with senior leaders and international organisations.
Roberto Garlato General Manager and Senior Consultant	20+ years of managerial experience in business and HR, including training, development and compensation leadership in large organisations. Experienced in organisational change, leadership, executive coaching and business effectiveness. ICF PCC. Hogan certified.
Monica Norrish Scillieri Senior Consultant	Global leadership, organisational change and executive coaching in multicultural settings. ICF PCC. Hogan certified.
Franco Iacometti Senior Consultant	Strategic facilitation, organisational change and team coaching. ICF PCC. Hogan certified.
Riccardo Mereu Senior Consultant	Leadership, international operations and change. ICF PCC. Hogan certified. Lean Six Sigma Green Belt.
Senait Petros Tekeste Senior Consultant	International strategy and change management. ACC ICF certified coach, team coaching and assessment.
Simona Controzzi Senior Consultant	Psychologist specialised in human capital, assessment and development. ICF PCC.
Matteo Villa Senior Consultant	Change management, design thinking, innovation and digital transformation. Hogan certified.
Margherita Lorusso Project Manager and Consultant	Project coordination, programme design, facilitation, assessment and training. Hogan certified, with multilingual support.

International associates based in Europe

Alexandra Fix · Paris	Intercultural HR, assessment and coaching. Hogan certified. ICF PCC coach.
Bettina Hirst · Frankfurt	International change and organisational transformation. ICF PCC coach.
Olga Milián Peña · Barcelona	International hospitality, leadership and coaching. ICF PCC coach.

Further associates from our global network are engaged according to country, language and project needs.

14 · CONTACTS

Let's talk about your next step

We are happy to discuss a needs analysis, a pilot or a programme tailored to your organisation.

Cristiana Manara	Founder and CEO	manara@cm-consulting.eu · +39 347 93 101 83
Roberto Garlato	General Manager and Senior Consultant	garlato@cm-consulting.eu · +39 347 48 23 044
Margherita Lorusso	Project Manager and Consultant	lorusso@cm-consulting.eu · +39 342 348 0704

CM Consulting
Via Ludovico di Breme 26, 20156 Milan, Italy
VAT number IT11122010967
www.cm-consulting.eu