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# Headquarters and Subsidiary Coordination Training Course for International Managers

12 – 16 July 2027
Amsterdam

# Headquarters and Subsidiary Coordination Training Course for International Managers

**Ref:** 2503_94935 **Date:** 12 – 16 July 2027 **Location:** Amsterdam **Fees:** 5600 GBP

Headquarters and subsidiary coordination is a 1-week training course for managers with cross-border responsibilities who connect a central office with country operations, and it produces a Headquarters-Subsidiary Coordination Charter. As organisations run more of their work through subsidiaries, joint offices and remote country teams, unclear decision rights between the centre and the field slow launches and erode trust. Jupiter Prime Training offers this course for managers who sit on that interface.

## Why Headquarters and Subsidiary Coordination Matters Now

Three forces shape headquarters and subsidiary coordination today. Group functions push for common standards, shared platforms and consolidated reporting, while country leaders face distinct customers, labour markets and local rules. Teams now work across many time zones, so a decision delayed at the centre can cost a subsidiary a full working day. Vague assignee mandates add friction. An organisation that settles who decides what, and how disagreements escalate, gains speed and local credibility; one that does not sees duplicated effort and lost talent.

## Who Gains Most from Headquarters and Subsidiary Coordination

- Country and regional managers who translate group priorities into local operating plans
- Functional leads at the centre who set policies that subsidiaries must apply
- Managers on international assignment who hold a mandate from one office inside another
- Coordinators of distributed teams whose members report across borders and time zones
- Business partners who broker resources and targets between group and country units

The strongest gains come when a country manager and the matching group function lead attend together.

## Headquarters and Subsidiary Coordination Capabilities

Participants practise separating group mandates from local discretion.

- Classify each recurring decision as global, local or shared — group function heads and country leaders
- Weigh standardisation against local adaptation using explicit criteria — product, policy and process owners
- Design a meeting and reporting cadence that respects time-zone overlap — distributed team members
- Build an escalation route for centre-field disagreements — executives who arbitrate conflicts
- Specify the mandate, success measures and handover plan of an international assignee — assignees and host managers
- Communicate group decisions with local framing and feedback channels — country staff and customers

## Key Headquarters and Subsidiary Coordination Terms

- Decision rights — the agreed allocation of which unit proposes, decides, is consulted or is informed on a given matter.
- Subsidiary mandate — the scope of products, markets or activities a country unit is trusted to lead for the whole group.
- Global-local trade-off — the choice between one common way of working and an adapted local version, with its costs and benefits.
- Time-zone overlap window — the hours when all sites are at work, reserved for decisions that need live discussion.
- Escalation route — the named path and time limit for moving an unresolved centre-field disagreement to a higher decision maker.
- Assignment charter — a written agreement setting an international assignee's goals, authority, reporting lines and return or handover plan.

## Headquarters and Subsidiary Coordination Day by Day

## Day 1: Mapping the Centre and the Field

- Group Structure Map — Where Authority Sits Across Offices Today
- Pressure Scan for Integration and Responsiveness — Which Forces Pull Each Function
- Subsidiary Role Profiles — Implementer, Contributor or Lead Market Choices
- Stakeholder Map Across Sites — Whose Support Each Cross-Border Change Needs
- Coordination Pain-Point Log — Which Frictions Deserve Attention First

## Day 2: Allocating Decision Rights

- Decision Inventory by Function — Which Choices Recur Between Group and Country
- Global, Local or Shared Classification — Who Holds the Final Say
- Standardise-or-Adapt Criteria Grid — When Local Variation Is Justified
- Policy Exception Request Form — How Countries Seek Approved Deviations
- Decision Rights Matrix Draft — Proposal, Consultation and Approval Roles

## Day 3: Working Across Cultures and Time Zones

- Time-Zone Overlap Planner — Which Meetings Need Live Attendance
- Asynchronous Update Templates — Reducing Delays Between Distant Sites
- Cultural Expectation Comparison — Directness, Hierarchy and Consensus Gaps
- Escalation Route Design — Time Limits for Unresolved Disagreements
- Group Message Localisation Checklist — Framing Central Decisions for Country Staff

## Day 4: Managing International Assignments

- Assignment Purpose Selection — Skills Transfer, Control or Development Postings
- Assignment Charter Builder — Goals, Authority and Reporting Lines
- Host and Home Manager Agreement — Shared Performance and Support Duties
- Knowledge Handover Plan — Keeping Expertise When an Assignee Leaves
- Repatriation and Redeployment Review — Retaining Returning International Talent

## Day 5: Practising the Coordination Charter

- Manufacturing Case Rehearsal — Decision Rights for a Plant Process Change
- Retail Banking Case Rehearsal — Product Adaptation Across Country Branches
- Cadence and Escalation Stress Test — Applying Overlap and Escalation Designs
- Assignee Mandate Peer Review — Testing Charters Against Host Expectations
- Headquarters-Subsidiary Coordination Charter — Final Decision Rights and Operating Rhythm

## Applying Headquarters and Subsidiary Coordination After the Course

- Run a decision rights session with one country unit and its group function, classifying the ten most disputed recurring decisions.
- Agree a time-zone overlap window and an escalation route with distributed colleagues.

## Headquarters and Subsidiary Coordination Questions FAQ

### What is headquarters and subsidiary coordination and why does it matter now?

It is the practice of agreeing which decisions the centre takes, which the country unit takes and how both work together. It matters now because distributed teams, shared platforms and local customer demands make unclear authority slow and costly.

### Which roles gain most from headquarters and subsidiary coordination skills?

Country managers, group functional leads, international assignees and coordinators of distributed teams gain most. They sit where central policy meets local operations.

## How does a headquarters and subsidiary coordination course differ from a cross-cultural leadership course?

It focuses on structure rather than personal style. A cross-cultural course builds individual awareness and communication habits, while this subject allocates decision rights, sets cross-border cadences and defines assignee mandates between organisational units.

## What do you bring back from headquarters and subsidiary coordination training?

You bring back a draft charter covering decision rights, an overlap window, an escalation route and an assignment template. You can test it with one country unit straight away.

## Headquarters and Subsidiary Coordination: The Way Forward

The Headquarters-Subsidiary Coordination Charter first informs which disputed recurring decisions belong to the group and which to the country unit. Country managers, group function leads and assignees use it to plan meetings, escalate disagreements and brief new postings. After its first use, the standardise-or-adapt criteria deserve a second look, as markets and priorities shift.