



Corporate Capabilities

Nova Consulting
Cultivating Human Capacity

NOVA CONSULTING





CULTIVATING HUMAN CAPACITY:

A Mission of Inspiring Excellence and Exceptional Results

NOVA'S VALUES

- Wisdom** We apply the right use of knowledge.
- Honor** We have respect for self and others.
- Integrity** We do what we say we believe with passion.
- Trust** We are able to be counted on.
- Excellence** We deliver the highest quality work possible.

Investing in Individual and Organizational Potential

At Nova, we take the long view. We provide an all-encompassing and uncompromising portrait of how your organization grows and inspires talent. Through our thorough, fact-based analysis, Nova consultants excel at activating the untapped potential of individuals in your organization and breaking through the barriers that constrain it so that your organization's performance leaps ahead. Our entire process is built around providing you with specific steps for cultivating human capacity throughout your organization. We provide innovative solutions that have been proven to have a profound impact on the bottom line and other critical measures of excellence.

Founded by Mary B. Esteves, a recognized leader in business consulting, our mission is to help leaders value and cultivate human talent to produce exceptional results for the individual and the organization.

Helping Well-Run Firms Become Extraordinary Companies

We work with you to forge new pathways to greater productivity and profitability through a unique blend of innovative organizational structures, inspired leadership, and employee talent optimization. Nova knows that discovering and cultivating talent, and at the same time helping good leaders become excellent, is a synergy proven to fulfill individual and company goals. With international experience in a wide variety of industries, Nova's consultants work with the heads of major corporations to achieve outstanding marketplace performance, competitive advantage, break-through innovation, and bottom-line excellence.

Some of Nova's quantified results:

- Working with a financial services leader whose unit was not meeting its goals to become one of the highest performing units in the company in growth and sales.
- Helping a fossil fuel energy company reduce by 50% the time it took to advance the competency level of its engineers succeeding to high-level positions.
- Re-crafting hiring criteria to select for the most talented sales people, resulting in 20% higher billings by new employees at a major communications company.
- Identifying problems at a consumer goods manufacturing company that reduced union grievance filings by a factor of three and increased production by 20%.

Using Fact-Based Research to Get Results

Nova's results-oriented process has been proven effective in transforming organizations all over the world. Our in-depth, analytic approach brings a wealth of quantitative and qualitative proof to our practice, from the tens of thousands of interviews in our database, to the information we gather and analyze in your company. Coupled with our business and psychological acumen, our research blends the knowledge of human interaction with leadership and the structures that affect organization performance. This knowledge, when translated into specific action plans, is truly transformational. From this strong base of knowledge, we have refined an approach to consulting services that is results-oriented and scientific, yet tailored to address your organization's particular issues from the inside out—from the special needs of an individual, to the business capacity of the entire organization.

Our organizational, team, and individual development process is geared toward delivering clear and quantifiable results that have a measurable impact on performance.

The array of Nova's research-based services can help you:

- **Realize your organization's potential for innovation, marketplace advantage, productivity, and profitability.**
- **Manage the assets of your organization for maximum results, particularly during a restructuring, merger, or acquisition.**
- **Enhance team performance in ways that improve organization results.**
- **Identify and develop employee talent at all levels throughout your organization.**
- **Cultivate leadership excellence.**
- **Create a learning organization that sustains high performance and innovative thinking.**

We collaborate with you to create flexible new structures that unleash employee energy to produce the best results. Nova helps your organization become a magnet for attracting and retaining uniquely talented people. And importantly, we work with you to shape your strategies in ways that ignite the spirit and productivity of all employees. At Nova, our goal is to help your organization realize its greatest potential.

NOVA'S MISSION

To help leaders value and inspire human talent to produce exceptional results for the individual and the organization.

SERVICES





ORGANIZATIONAL ASSESSMENT

LIST OF SELECTED CLIENTS

Nova's ability to solve real business problems has resulted in long, fruitful client relationships. Results are impressive, even on small projects, so that clients rely on Nova's experience with a wide array of industries and original research again and again for innovative solutions and competitive advantage.

AEROSPACE

American Airlines

Boeing

McDonnell Douglas Corporation

Douglas Aircraft Company

The Northrup Corporation

Teleflex

Nova's integral process leverages the most critical assets in your organization for maximum performance gains.

Nova's premier strength, and the foundation of long-term partnerships with clients, is transformative organization assessment. Nova's approach determines how your company can capitalize on its strengths, eliminate or minimize the barriers hindering performance, and transform unrealized potential into working assets. The way Nova conducts organization assessments literally skyrockets performance. It can turn companies around. After learning about your business objectives, Nova conducts an in-depth organization assessment to determine how consistently your company's present strategies are aligned to accomplish these goals, what the challenges are, and the necessary steps to improve the organization's total functioning.

Realizing Your Organization's Undiscovered Assets

Nova brings innovative, synergistic solutions to your most pressing business issues. Customizing proven methods for your unique situation, our senior consultants, all with line-responsibility expertise, study your business opportunities, challenges, and potential in depth.

The results of this study are an unprecedented analysis of strengths and hindrances, illustrated with real-life examples from your firm, and backed by qualitative and quantitative data. Although the unit of study is the organization at large, our detailed analysis reveals how the relationship between employees and leadership is affecting performance in addition to how different functions, interfaces, infrastructures, and cultural factors impact results. From these findings, Nova produces substantive recommendations that will transform your organization through a reconfiguration of vision, mission, values, strategy, structure, systems, and people.

Our comprehensive process is thorough and exacting. There is no excess, either in recommendations made, or time spent researching. In other words, Nova's unique and powerful organization assessment technique builds a clear picture of your organization's human capacity with minimum disruption to the work process. We go beyond problem-solving to innovative solutions that activate your company's untapped assets.

The Seven Steps in Nova's Approach to Organizational Assessment:

- Planning the project with senior management.
- Reviewing the business plan and relevant background or historical information.
- Developing an interview protocol and identifying the interview sample.
- Interviewing individuals and conducting focus groups for data collection.
- Analyzing the data and preparing a comprehensive report.
- Presenting the findings and specific action steps as recommendations.
- Planning for change, reinforcement, and development.

We work with your senior management to discuss the organization's goals and challenges, learning as much as we can up front about your business, where it is going and where it has been. We then design and implement a plan to ask the right people the right questions to uncover the hidden barriers, potentials, and assets central to the issues.

Analyzing Focused Data and Translating It into Actionable Organizational Goals

Interviews are rigorously analyzed by qualitative research consultants who prepare an in-depth report of the findings organized by themes, and supported by anonymous statements from the interviews. This in-depth examination distinguishes Nova's consulting success.

From these findings, Nova recommends specific action steps addressing the business objectives of the project. We meet again with your senior managers to present the report and recommendations and discuss implementation. Nova also conducts feedback meetings to disseminate this information to employees, working with you as necessary and as desired as implementation proceeds. Again, our goal is to provide you with an assessment of your organization that is also a blueprint for action. Nova will help your people understand the transformational benefits of taking concrete steps toward organizational efficiency, leadership effectiveness, and greater productivity.

FROM OUR ORGANIZATIONAL ASSESSMENT CASE FILES

Transportation Company Client

A transportation company needed more productivity from its employees as certain parts of the business were going to be shut down. Nova's assessment indicated that most workers felt they had no say in how the organization functioned. Processes were designed to push decision-making down to the lowest possible level, so workers began tackling issues of security, uniforms, cost-effectiveness, and equipment assessment, maintenance, and replacement. Employee decision-making increased over 40%, with major restructuring in the routing, marketing, and sales areas. Revenues increased 20%, and profitable new routes were identified.

List of Selected Clients (continued)

CHEMICALS AND PROCESS MANUFACTURING

ARCO

Exxon Company

Hercules

BetzDearborn

ICI

J. M. Huber Corporation

Mobil Oil Corporation

Monsanto

Rohm & Haas

Shell Chemical Company

Sun Oil Company

Union Carbide

**COMMUNICATIONS,
ELECTRONICS/INFORMATION SERVICES**

Ameritech

AT&T

DDB Worldwide Communications Group

Digital Equipment/Compaq

Digital, Europe

Guy Carpenter

IBM

Ogilvy

US Sprint

Wang

FROM OUR ORGANIZATIONAL ASSESSMENT CASE FILES

Global Pharmaceuticals Client

The primary concern of a global pharmaceuticals company was shortening the lengthy, complex process of drug development from the time a promising chemical compound is discovered to bringing a commercially viable product to market. Our organization assessment process revealed that the traditional way pharmaceutical companies are structured was slowing down the process. We helped the client company restructure by creating cross-disciplinary structures operating as small, independent ventures, and we redefined leadership roles to stress the entrepreneurial skills necessary for leading a free-standing profit center rather than a single scientific discipline. The first assessment resulted in a 30% decrease in the time it took to get drugs to market. A subsequent assessment to extend this approach with seamless integration into related areas of the company resulted in a 50% reduction in drug development time.



CULTURAL ASSET MANAGEMENT™

Simply put, culture is the common language for seizing opportunities and solving problems in an organization.

Discovering and Cultivating Untapped Competitive Advantage

Organization culture is the way work gets done. As a result, it is one of the most important yet most overlooked strategic assets in any business. Nova knows how to identify and deploy your existing cultural assets to improve organization performance. Instead of slowed or faltering performance during a restructuring, merger, or acquisition, we can help your organization leap ahead by activating unrecognized power.

Creating High-Performance New Entities

Senior consultants, using proven data-collection methods, assess your existing culture's unique benefits and tap the key talent in the organization(s), investing them quickly in the success of the restructured, or newly combined, enterprise. With the Nova process, newly-forged entities rapidly form distinctive identities, synergistic performance, continuous learning, and immediate marketplace advantage during and after the transition.

We help your leaders manage the organization culture as a strategic asset for competitive advantage. For example, in a restructuring, or in mergers and acquisitions, we do this by:

- Identifying the primary culture of each organization being joined to determine which strengths should be reaffirmed and where enhancements to either culture would benefit the new organization.
- Documenting where adaptation and new learning for the integrated culture will be necessary.
- Integrating and communicating the espoused values and operating philosophies of the leaders of the new organization entity as a tool for learning and growth in the entire organization.
- Optimizing success by applying proven solutions systematically throughout the organization.

Nova's process for this includes data collection and specific action steps, among them:

- Working with senior leaders to identify the objectives for the culture assimilation.
- Conducting in-depth interviews with select individuals across the organization(s).
- Conducting focus groups with a cross-section of employees.
- Analyzing the data to create a set of findings and specific recommendations.
- Creating a prioritized action plan to accomplish the objectives.
- Promoting integrated employee involvement as quickly and as early as possible.

Implementing such a program accomplishes the new corporate mission by tapping the best talents in the previous entity and involving them as quickly as possible in the success of the new enterprise. Strategies and processes that clearly communicate the uniqueness of the restructured or new entity lead employees to produce optimal results, building on their former culture's strengths and the new ones being forged. Our cultural assimilation process creates an environment of continuous learning and diversity that maintains the new entity's distinctiveness over the long term. It translates into an immediate market advantage even while the transition is still underway.

FROM OUR CULTURAL ASSET MANAGEMENT CASE FILES

Process Manufacturing Client

Two worldwide process manufacturing companies merged. They asked Nova to determine how to create the most effective new culture. We determined that one company was far better at maximizing and producing revenues, while the other had better research and development. We created a way for the new entity to enhance its global integration of R&D, human resources, and information services. Combined with other changes, this led to a higher identification of new products and a 20% increase in revenue. The new entity's performance became so attractive, it was bought by a third company after only a few years.

List of Selected Clients (continued)

CONSUMER GOODS, PACKAGING, AND RETAIL

Eastman Kodak Company

General Electric

General Foods

Kal Kan

Klearfold

L'Oreal

Levi Strauss

M&M/Mars

Owens Illinois

Seagrams

Smith Corona

TYCO

EDUCATION

Ohio School District

Naval Education Training Center

The Battelle Institute

US Naval Academy

University of Florida

UMass Medical School

FROM OUR CULTURAL ASSET MANAGEMENT CASE FILES

Capital Equipment Manufacturing Client

A capital equipment manufacturer had habitually worked with US government agencies, and its culture was oriented toward this single type of client when changes in government spending forced it to create a new entity to compete for different customers in the global market. But the organization's culture, which was carried over from the previous entity, was not well suited to this change, resulting in substantial losses as the company was unable to respond to new opportunities profitably. Nova's cultural assessment resulted in a restructuring and a leadership development program that turned the company around. It is now a financially successful player in the worldwide capital equipment market.



TEAM DEVELOPMENT

Nova's approach to team development can improve the performance of your work unit or team in ways that produce bottom-line results for the entire organization.

Driving the Bottom-Line Through Effective Team Functioning

Only certain factors in team functioning actually contribute to bottom-line performance. Nova's research has both uncovered and proven which ones these are. Using a combination of survey and interview techniques, Nova's experienced professionals gather information on your company's specific issues and evaluate team effectiveness on factors driving your organization's results.

Rigorous data collection, analysis, and consultation with team management pinpoint areas where individual and team development can enhance critical aspects of organization performance. Team action plans built on individual and group goals unlock the talent and energy of employees in ways that move the entire organization ahead.

Cultivating Teams for Optimal Organization Performance

As a part of Nova's approach to team development, team leaders and members acquire the knowledge and skills necessary to work together in a highly efficient and cooperative manner. The process builds a cohesive team that is clearly focused on goal accomplishment and operating in innovative ways to produce those results.

Our approach compares the performance of your team with factors known to drive organization performance. In addition, we explore issues tailored to your particular business goals.

Nova's Team Development process looks like this:

- Meeting with management to explore team functioning issues and opportunities in light of the organization's structure, strategies, and market position.
 - Giving Nova's Team Effectiveness Survey to all team members to evaluate team dynamics proven to affect overall business performance.
 - Conducting customized confidential interviews with each team member.
 - Analyzing the interview data and integrating it with the survey data.
 - Preparing a comprehensive report of the findings and preliminary recommendations.
 - Meeting with team management to determine how best to present the results.
 - Presenting the findings and recommendations to the team.
 - Identifying individual and team development needs.
 - Creating a team action plan with individual accountabilities assigned.
 - Implementing development and action plans for the team as well as individual members.
- n Following-up with coaching and consultation to ensure results.

You can expect many benefits from Nova's approach in addition to enhanced team problem solving, motivation, and functioning. They include:

- Identifying team opportunities and how to seize upon them.
- Assessing leadership style to manage for improved team and organization results.
- Identifying team and individual development goals and action plans.
- Linking individual improvement efforts to the larger team efforts.
- Tracking the impact of Nova's Team Development on team and organization performance.
- Establishing an ongoing problem-solving and developmental monitoring process.

FROM OUR TEAM DEVELOPMENT CASE FILES

Consumer Products Client

Production costs, especially exorbitant scrap rates at a food production facility with top manufacturing standards, were running so high that the plant was in danger of being shut down. Nova's consultants worked with the engineering and production managers in a Team Development process to improve job roles, work flow, and reduce the training time for workers. Not only were training times reduced by 40%, but also the engineers working with manufacturing personnel achieved a 10% increase in production. The team discovered a way to generate additional revenue by selling the production line scrap to local businesses.

List of Selected Clients (continued)

FINANCIAL SERVICES

American Express
Bank of America
Chemical Bank
CitiGroup Inc.
Connecticut Bank & Trust
Fidelity Bank
GMAC Mortgage Company
SECURA Insurance Company
SEI Investments
Toronto Dominion Bank
TransAmerica

GOVERNMENT AND DEFENSE

EPA

The Government of Costa Rica

US Army

US Civil Service Commission

US Navy

USDA

FROM OUR TEAM DEVELOPMENT CASE FILES

Franchise Restaurant Client

Working with a franchise restaurant chain proactively to increase minority entrepreneurship, income, jobs, and revenues, Nova's approach to Team Development was put in place in locations in different cities across the United States. The process was evaluated by comparing the performance of franchises utilizing Nova's technology to that of franchises not yet using it. Franchises using Nova's Team Development saw their revenues almost double after the first year, and one-third more new jobs were created.



THE MENTORING COLLABORATIVE™

Nova's Mentoring Collaborative™ makes continuous learning an integral part of your organization.

Bringing Wisdom and Talent Together to Create a Learning Organization

Nova's Mentoring Collaborative is the only approach to knowledge assets that meshes your organization's talent and its wisdom to create systematic learning and development. The Mentoring Collaborative is a comprehensive approach that becomes a natural part of your company's capability and results, leading to sustainable learning and exponential improvement.

Based on the competencies that identify the most successful mentors and high-talent mentees, Nova's Mentoring Collaborative brings together wise guides with those whose development would benefit the organization and themselves most. The result is higher individual and overall business performance.

The Mentoring Collaborative provides a blueprint for ever-renewing learning and development, allowing your organization to transfer its wisdom and enlarge its horizons by dreaming and thinking big.

Nova's Mentoring Collaborative Is Unique:

- It is competency-based, measuring and developing the competencies demonstrated by the most successful mentors.
- It also measures the competencies demonstrated by the highest-potential employees, those who would benefit themselves and the organization most from being mentored.
- It is based on forming a team of collaborative mentors who combine focused resources to expand the growth and potential of all mentees being served.

- It places value on the development of all talent in the organization.
- Both mentors and mentees learn and grow.
- It provides an organization blueprint for all the components necessary for a successful, sustainable program.

Mentoring effectiveness can be undermined by coaching for a current job or grooming for a future position. Mentoring at its best is the practice of guiding and supporting development, helping mentees learn the life lessons that produce well-rounded people and excellent performers. Mentors work with mentees to develop all their abilities, transferring the wisdom of experience and encouraging them to think and live their dreams. Both mentors and mentees flourish. The results accumulate into higher levels of employee satisfaction and greater performance at all levels.

Boosting Performance with a Continuous Learning Environment

Nova's competency-based system helps you choose the best mentors and the mentees with the greatest talent capacity. It also establishes a process of sustainable talent development with continuous feedback through individual learning contracts and development plans that complement your organization's business strategies.

Nova's Mentoring Collaborative blueprint includes:

- Complete training for team mentors in all the competencies, methods, and processes they will need.
- Training for mentees that rapidly increases learning.
- Administrative oversight that keeps the program running smoothly and continuously.
- Ways to integrate individual learning contracts and development plans with other performance assessments and learning processes.
- Methods to ensure that team mentoring objectives match the organization's needs.

The Mentoring Collaborative develops self-esteem, motivation, and talent at all levels. It ultimately benefits all aspects of your company's performance. Because it is a system designed to blend with your organization's other systems and business goals, it directs development in ways that augment your overall strategy. Thus the Mentoring Collaborative ultimately benefits all aspects of company performance.

List of Selected Clients (continued)

PHARMACEUTICALS, MEDICAL PRODUCTS, AND HEALTHCARE

Abbott Laboratories

Blue Cross Blue Shield

DuPont Merck

Eli Lilly

National Medical Enterprises

Schering Plough

Shands Hospital

Sterling Drug Company

Merck

Rohm, Polenc, Rohrer

Teleflex Medical Group

West Pharmaceutical Services

TRANSPORTATION, UTILITIES, AND CONSTRUCTION

Consolidated Edison, New York

Gilbane Building Company

National Freight Company

Pacific Gas & Electric

Subaru

FROM OUR MENTORING COLLABORATIVE CASE FILES

Utility Client

A utility determined that its performance management and development plans were not serving to increase talent contribution in the organization. Nova helped managers learn how to mentor and how to use competency evaluation on and off the job to diagnose how best to expand talent throughout the entire organization. Over several years, the ability to reassign individuals to various positions in different areas increased dramatically. As a result, the total work-force potential was expanded and diversified across a wide range of fields, and the culture changed to one that fostered innovation.

FROM OUR MENTORING COLLABORATIVE CASE FILES

Communications Client

A global communications company with 20 different offices in Europe wanted to maximize its creative talent in ways that would permit them to acquire more worldwide accounts. The Team Mentoring Program helped these diverse offices create symmetry and collaboration in looking for business opportunities and in recognizing and utilizing the full range of employee talent. Within a short period of time, they won two worldwide accounts that dramatically increased their revenues.



EXECUTIVE COACHING

Nova's insightful consultants and comprehensive leadership portraits bring out the greatest strengths in your leaders.

Getting the Most From Your Leaders

Whether working with leaders who need to perform at a higher level, or with difficult but highly desirable employees, Nova's professionals bring a unique combination of psychological and organization acumen to help individuals manifest greater potential.

Accomplished consultants with business and psychological counseling skills use a 360-degree interview process and thorough analysis to identify developmental needs and the strengths that can build capacity. A substantial leadership portrait emerges from an executive summary, qualitative and quantitative findings, and specific developmental suggestions in a comprehensive report. These are presented during an in-depth consultation session for optimal results.

Ongoing coaching supports new behaviors over the course of a year, developing the successful practices leaders need to bring out their best performance. Nova actualizes individual potential and builds bench-strength for succession, upgrading your organization's leadership standards and legacy.

Transforming Leadership Performance

Nova's Executive Coaching process is based on interview data gathered from management and co-workers and a sound knowledge of human development and personal transformation. Nova consultants:

- **Conduct in-depth interviews with the individual being assessed to understand needs and challenges.**
- **Interview managers, peers, and direct reports recommended by the client for a comprehensive, 360-degree image of the person.**
- **Analyze the data to create a substantial report of specific findings.**
- **Create a developmental plan of recommended action steps and new behaviors to practice.**
- **Present and discuss this in-depth portrait and plan during a sensitive, face-to-face session for optimal impact.**
- **Provide telephone or in-person follow-up consultations to reinforce new behaviors.**

Whether working with skilled leaders who need to function at a higher level, or people whose leadership styles are no longer serving them well, Nova's Executive Coaching is respectful and transformative. It changes people's lives for the better, an improvement that is reflected in better relationships and greater effectiveness at work.

FROM OUR EXECUTIVE COACHING CASE FILES

E-Commerce Client

Named Leader of the Year, the talented, popular head of a fast-growing e-commerce organization volunteered for coaching to set an example for other employees and see how she could improve. Nova's assessment revealed that her low-key style and avoidance of conflict were hampering her unit's performance in the larger business environment, and that the organization structures she had created were no longer working. She subsequently re-crafted her vision and rationale for what the organization needed to do, and revised the organization structure, building on her considerable strengths to move her unit's performance to the next level. The organization can now do more with less staff, and customers report that creativity and quality have improved.

FROM OUR EXECUTIVE COACHING CASE FILES

Communications Client

An account executive who was successful with clients was wreaking havoc inside the communications company for which he worked. Colleagues felt his success came from giving clients anything they wanted, selling out their ideas in a clumsy and selfish attempt to get to the top. His tactics were ruinous to management, and people refused to work with him. His career dead-ended. As a result of Nova's intervention, his focus became developing the members of his team and giving them visibility. Company management says he is transformed as a leader and is delighted with his performance. Successful and much happier, he wishes he had received such coaching earlier in his career. His employees now report a significant increase in development opportunities. Team performance has improved, and clients have approved more work.

Service Client

A charismatic, entrepreneurial leader in a highly successful service organization was referred because his superiors were concerned that his overburdened workload was endangering the enterprise and causing dangerous levels of stress. Nova's intervention helped him resolve long-standing patterns of distrust and misplaced loyalty that had subverted employee productivity and ultimately resulted in his taking on more and more responsibility. As a result, he credits Nova with dramatically improving his overall health and he has pushed authority down in the organization with significantly increased employee satisfaction and performance.

PRODUCTS





LEADERSHIP EXCELLENCE SURVEYS™

CORE LEADERSHIP EXCELLENCE SURVEY COMPETENCIES™

Core leadership competencies are grouped to show how the competencies relate to each other:

Organization Building

- Vision and Direction
- Team Leadership
- Catalyst for Innovation
- Catalyst for Learning

Problem Solving

- Strategic Thinking
- Logic and Judgment

Influencing

- Interpersonal Awareness
- Organizational Awareness
- Communication
- Persuasion

Results Orientation

- Excellence
- Resilience
- Initiative
- Risk-Taking

NOVA'S UNIQUE FOCUS

Nova is unique in identifying special competency areas for leadership and professional excellence in:

Information Technology

- Strategic Services
- Service Professionalism

Sales

- Results Orientation
- Market and Customer Orientation

Finance

- Priority Assessment

Human Resources

- Business Focus

Research and Development

- Multiple Perspectives

Pharmaceuticals

- Business Integration

Nova's Leadership Excellence Surveys™ predict leadership performance and are used to develop outstanding leadership abilities. They are the only competency surveys individually weighted for specific industries and fields.

Distinguishing Excellent Leaders and Developing Them

Nova's Leadership Excellence Surveys are so powerful they can predict which top performers will make the best leaders, as well as identify areas where even good leaders can become excellent. The foundation for a family of competency surveys that identify the unique profiles that distinguish excellent leaders from average ones is Nova's database of over 10,000 interviews with leaders of varying capability in many fields. Every one of these competency profiles is focused on providing an instrumental assessment of leadership capacity at the motive and trait level. Each is formulated to give specific feedback and development guidance.

Developing Excellence in Different Industries and Fields

Nova has isolated and identified specific profiles that distinguish leadership excellence in certain industries and fields so you can target the selection, development, appraisal, and succession areas that are right for your leaders. Our research has shown that although some characteristics of leadership excellence are universal, others are specific and critical to success in certain fields. Nova has also identified the factors that distinguish excellence in individual contributors in certain specialties, and that are predictors of their success as leaders. You can use Nova's Leadership Excellence Surveys for professionals to select and appraise professionals as individual contributors and to develop them as the next generation of leaders in your organization. In addition to our substantive Core Leadership Excellence Survey, we are unique in offering surveys especially for these areas:

Financial Industry Managers

Information Technology Managers

Pharmaceutical Industry Managers

Research and Development Managers

Sales and Marketing Managers

Human Resources Professionals

Information Technology Professionals

Sales Professionals

Nova's Leadership Excellence assessments are 360-degree surveys that have predictive validity: they reliably identify and predict who the successful leaders are, or will be, in an organization. We help you get the most out of your leaders for maximum results. Nova's Leadership Excellence Surveys can:

- Identify people with the greatest potential to become excellent leaders.
- Help seasoned leaders become even more effective by focusing them on the specific competencies they need to develop for better performance.
- Assess a leader's effectiveness prior to promotion or placement into a new position.
- Identify the right candidates for succession planning and career planning.

Supporting Leadership With Focused Development Guidance

Nova's companion Development Guides help your leaders create strategies and action plans to maximize their strengths and enhance growth areas to be the best they can be. They can work on their own or with a manager, human resources professional or Nova consultant as a coach. For maximum effectiveness, progress can be measured by repeating the survey the following year. Nova also offers you a company-specific database to track leadership development across your organization.

Our Leadership Excellence Surveys can give your organization a competitive edge by setting the standards for leadership selection, performance appraisal, development, and succession planning to exceed the average in your industry.



TEAM EFFECTIVENESS SURVEY™

Nova's Team Effectiveness Survey™ is the only one that focuses in on the exact qualities of team functioning that affect the organization's bottom-line performance.

Enhancing Bottom-Line Results Through Team Functioning

Developed over a period of years, working with and researching the team dynamics that most impact organization results, Nova created a predictive survey that remains an integral process of our Team Development service. Nova's extensive research and analysis have revealed eight specific dimensions of team functioning that actually determine how well or poorly an organization performs as a whole.

ENHANCING TEAM PERFORMANCE

Team Effectiveness surveys examine particular aspects concerning:

- team goals
- roles
- meetings
- decision-making
- communication
- conflict
- resourcing
- support

Other factors combine to create an overall team effectiveness rating.

Focusing Team Strengths to Meet Strategic Needs

This survey is easily administered to a single, critical team or across all teams in an organization. Results reveal the strengths and developmental needs of team leaders and members, along with the overall quality of team functioning. Trends across teams that can be diagnostic of the entire organization's way of operating are also indicated. Whether used with one team or many, this affordable, powerful tool gives you the most leverage for boosting organization performance.

The Team Effectiveness Development Guide offers recommended practices for team leaders as well as team members, allowing individuals in both roles to create their own customized development and action plans. The practices are designed to enhance team participation in general, helping people learn how to be more effective not only in their present team configurations but any time they participate in collective endeavors. This kind of training builds valuable learning into the organization that will facilitate team processes for both permanent and fluid teams over the long term.



COLLABORATIVE MENTOR SURVEY™

Nova identifies those people in your organization who can evoke and foster the undiscovered greatness in your employees.

Mentoring demands a special capability for guiding and developing the capacity in others. Excellent mentoring guides people to fulfill their greatest potential through a unique blend of qualities that synergize personal development and produce greater contributions to the organization's results. Great mentors galvanize learning and innovation, fostering improvement gains.

Increasing Your Organization's Learning Ability

Through comparative research, Nova has precisely identified the five competencies possessed by successful mentors. They are very different from professional skills. Certain personal qualities and types of wisdom distinguish great mentors. Our survey quickly differentiates those individuals who can help your people fully actualize their capabilities and those of your organization. It can also be used to develop greater mentor capacity in your business in ways that optimize performance.

CULTIVATING EXCELLENT MENTORS

Nova has identified five critical competencies from in-depth analysis of thousands of interviews concerning cultivating human capacity in organizations. For mentoring and mentor development, organizations must identify people who:

- build trust and openness
- act with integrity
- catalyze learning
- build commitment
- listen actively

Capturing the Value of Excellent Mentors

You can be confident that your organization's talent development is resting in the most capable hands. Mobilizing your best mentors will multiply their contribution by expanding personnel development exponentially. Consequently, the whole organization and its performance benefit as capacity grows.



TALENT CAPACITY SURVEY™

Nova helps you identify which of your high-potential employees have the talent capacity to be outstanding performers.

Assessing the talent pool in your organization can be difficult, especially when it comes to new hires, less experienced people, or those with very diverse backgrounds and capabilities. How can you tell which of the many promising people represent the most capacity for the organization?

Activating the Greatest Talent Capacity in Your Organization

The Nova Talent Capacity Survey assesses seven competencies scientifically proven to distinguish individuals who have the specific capacity to take on broader and greater organization responsibilities with excellent results. These competencies can best be understood as characteristic ways of approaching work and work relationships. Identifying an employee's approach to work and work relationships can indicate potential for outstanding performance and leadership—regardless of the individual's formal position in the organization or day-to-day responsibilities. Once you know who these talented individuals are, you can, with Nova, create learning opportunities to accelerate their growth, and deploy them in ways that maximize their contributions.

Leveraging Development for Results

With Nova's research-based assessments, you can have confidence that your overall employee efforts are focused where they will do the most good. Our Talent Capacity Survey focuses on the individuals who will benefit the most from special development efforts—and whose development will benefit the organization most. Once behaviors have been identified through our survey, it is vital that these behaviors are mapped to competencies in order to provide targeted developmental guidance.

Our Talent Capacity Survey takes only minutes to complete and is so affordable it can be administered across your organization. It identifies the unique, conceptual, interpersonal, attitudinal, and emotional qualities of those with the capacity to become the top performers in your organization.

DEVELOPING THE GREATEST CONTRIBUTORS

You must know who in your organization combines these characteristics:

high standards person

problem solver

team player

resilient person

discerning person

communicator

initiator and risk-taker

SUMMARY





UNITING TALENT AND LEADERSHIP

NOVA'S VALUES

- Wisdom** We apply the right use of knowledge.
- Honor** We have respect for self and others.
- Integrity** We do what we say we believe with passion.
- Trust** We are able to be counted on.
- Excellence** We deliver the highest quality work possible.

Nova is truly unique. Through our extensive quantitative and qualitative research we have garnered a tremendous wealth of information about who is and who can be exceptional. Undiscovered talent is often hidden because leaders are not acting as catalysts for growth, or the organization dynamic reduces expressive pathways for talent. Our experience bears out many things about talent. One of the most important is that for an organization to be productive, and to become an exceptional company, it must realize that talent can be cultivated.

Researching for Real-Life Gains

Through our broad industry knowledge, our extensive interview process, and in-depth research into organizations, we show again and again that we understand how to evoke, foster, and even rekindle great organization performance and leadership abilities. Cultivating human capacity in organizations is a matter of understanding motives and traits and assessing the environment in which all employees function. Through each of our individual, collaborative, and whole-organization approaches, it is our belief that cultivating organization and leadership excellence is a matter of listening to individuals within the organization and creating the right environment for learning and sharing. In this environment a passion for greatness emerges.

Creating Passionate, Productive Environments

Uniting leadership with talent in a creative environment forms the foundation of our practice. It is in this unification that a very powerful synergy emerges—the creation of a passionate environment of productivity. This environment, the active, informed, and growing workplace, is a catalyst for innovation, for leaps of understanding, and for better communication and interaction. Most important for your company, the unification of leadership with talent has a direct impact on the bottom-line. It can transform your well-run firm into a truly exceptional company.

Nova not only understands these as fundamental principles, but as practical and valuable assets that can be put in place and measured within your organization. From our perspective, the tangible results we get start with the capacity of your people. Simply, we cultivate human capacity and the conditions that support it in order to create excellent companies. We can show you how.

Understanding Nova: A Senior-Level Consultancy

Organizations expect service from outstanding and deeply experienced consultants. Most of our researchers have over 20 years of experience in the field, including line management experience, and draw on extensive professional, scientific, academic, psychological, and industry expertise. Without exception, the team addressing your issues will be composed of senior researchers, able to meet your human capacity needs with the in-depth knowledge you would expect.

Nova's consultants have Masters' and Doctoral degrees in Psychology, Human and Organization Development, Applied Behavioral Science, and Education from such institutions as the University of Pennsylvania, the University of Massachusetts, The Fielding Institute, and Boston College. Many also serve as faculty for graduate business, organization development, and psychology programs.

Mary B. Esteves, a recognized expert in helping business leaders forge new pathways to greater productivity and profitability, founded Nova Consulting. With national and international experience in a wide variety of industries, her firm helps the heads of major corporations focus on excellence in their marketplace through the optimization of employee talent, inspired leadership, and innovative organizational structures.

Cultivate Human Capacity: Nova's Guiding Principle

We focus very closely on the organization and individual assessments that will produce performance excellence and bottom-line results. This diligence and attention to detail are basic to Nova's practice. Our consulting services are unique in the industry for their comprehensiveness, fact-based foundation, and innovative solutions to business issues. Our products are unparalleled for their scientific background of predictive validity and correlation with organization results.

If you would like information regarding how we can help your organization, call us at 1 866 YES NOVA. You may sample and purchase our surveys online at www.novaconsultinginc.com. We will be happy to discuss how we can collaborate with you to cultivate leadership excellence in your organization.

NOVA'S MISSION

To help leaders value and inspire human talent to produce exceptional results for the individual and the organization.



Nova Consulting

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