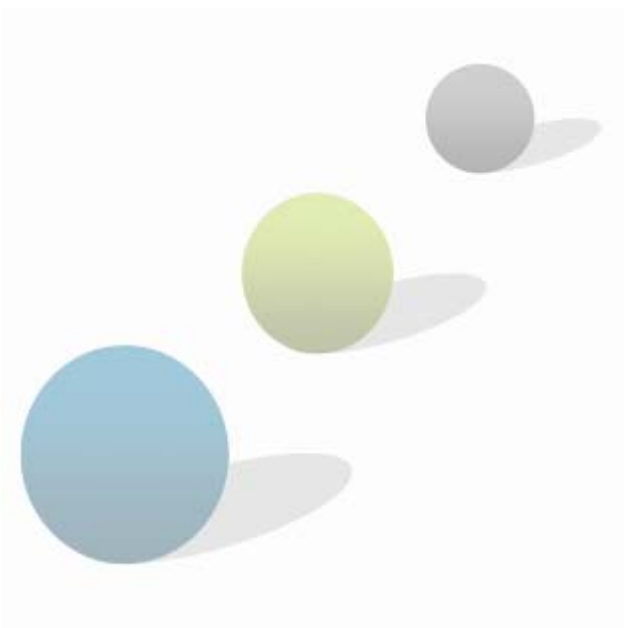




“learning through experience”

Training & Development in
Leadership & Management Skills

March 2009



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Who we are

- We are a company dedicated to the training and development of leaders, managers and executives who work primarily in medium to large sized companies in Spain and around the world.
- Founded in 1997, INFOVA has trained over 100,000 professionals from a wide range of companies and industries.
- We are currently 33 full-time professionals with a great variety of professional, academic and business experience. *We can provide training in English, Spanish, French, Italian and German.*
- We are based in Madrid, Spain. Our central offices are in Las Matas (Madrid) and we have an exclusive training centre (La Arena) in a wholly-owned 35 hectare estate near Segovia and Avila, 1 hour north of Madrid. The centre is fully equipped for indoor and outdoor training and can accommodate over 30 people with full board and lodging in an intimate environment of outstanding natural beauty.
- We believe strongly in learning by doing, and our focus is primarily on management skills:
 - Leadership and managing people
 - High performance teams
 - Effective communication & influence
 - Managing change, innovation and creativity
 - Negotiating and selling skills
 - Team and project management
 - Crisis Management and leading in times of adversity



INFOVA'S exclusive High Performance Training Centre

Our Principles & Values

We believe that

- Professional and personal development go hand-in-hand
- For professional training to be really useful and have the necessary impact, it must be based on clear principles and values.
- A learning and training method should be based on generating concrete experiences for each participant.
- Our methodology should be eclectic and focussed on generating impact and change.
- That training is a continuous process which requires commitment, measurement and ongoing development

Our Key Principles

Personal Choice
Responsibility
Excellence
Service
Respect

Our Key Values

Commitment
Daring
Enthusiasm
Customer Focus
Caring for others



Our Objectives

Our objectives are to

- Provide tools which enable a change in behaviours
- Provide information and observations so that participants can decide which of those are useful to them, and which are not.
- Allow participants to reach their own conclusions and acceptance of those conclusions
- Generate concrete experiences for participants so that they can make their behavioural decisions based on reality and on a heightened awareness of their choices.
- Understand training as a process, not as an isolated event, so that through repetition, managers and directors can integrate and identify with the essential principles of leadership.
- Provide continuous support in order to stimulate and put into practise the acquired techniques and behaviours.
- Provide a training process that is tailored to the culture of the participants and their company/organization.



What We Do and How

Training & Development of Management Skills



- From the outset INFOVA has always believed in “**learning through experience**”. Putting participants in environments and situations which require a high level of personal and emotional involvement, is in our experience, the best way to produce real learning and profound changes in individual behaviours.
- We do this primarily by combining outdoor experiential activities with indoor class-room training and on-line courses.
- Theoretical and conceptual aspects can be prepared prior to the course through on-line work, addressed more directly in class-room activities and put into practise through experiential exercises, both indoor and outdoor.
- Post-course follow-ups and action plans can be addressed through a combination of on-line work and/or physical or telephone based coaching. The idea being to consolidate course learnings, and make sure they are applied to both professional and personal environments.
- By using this “**blended learning**” methodology, participants learn by doing, take risks and make mistakes, reflect on them, observe and question their beliefs and attitudes. Participants can, therefore, review their habits and models of conduct, and as a result experiment with change and uncertainty.
- Infova was born of a desire to innovate and learn from our surroundings. **Infova R&D** is therefore part of the company DNA, and our newer related businesses & activities are testimony to this. (See next page).



Innovation (I)

Infova's core business is training & development for business executives, managers and directors.

As part of our process of innovation and customer focus, we have developed several related activities and tools which are designed to support the training & development process and services we provide our customers.

Namely:

1. INFOVA Observatory (Observatory of Organizational Behaviours)

Principle objectives are

- To acquire new knowledge of organizational behaviours, working practises and leadership characteristics in Spain and put them at the disposal of the business community and the public in general.
- Through annual surveys, interviews and forums, the Observatory is in the process of establishing a series of indices of behaviours, attitudes and opinions in order to draw conclusions on the working habits and leadership practises of professionals and executives in Spain.
- To research and analyse the current habits, behaviours and beliefs of professionals and executives in the Spanish work environment. As a result of this research, develop new and relevant training tools and methods for managing change, and ensure that they are aligned with the actual needs of our clients.



Innovation (II)

2. INFOVA E-learning & Academies



As part of our blended learning approach, Infova invested early on in on-line courses and academies, fully integrated into the overall training process. INFOVA provides the following on-line tools:

- **In-company e-Learning Academies**

These academies allow company employees and course participants to access relevant information, theoretical concepts and course manuals. It also allows them to do on-line courses and/or knowledge or competency tests.



- **The INFOVA Certification Academy**

We have recently developed an on-line certification capability, which is currently being used by various multinationals in over 30 countries and 27 languages.

This on-line tool allows companies to

- Measure and monitor competencies, skills and knowledge across functions, organizational levels and geographic regions,
- As a result, respond more accurately and efficiently to training needs,
- Standardize criteria for competencies, knowledge and skills, and,
- Provide an additional process for motivation, compensation and reward

For example we have developed a bespoke global Sales Certification Academy, currently being used by a global tyre manufacturer in Europe, Eastern Europe, Middle East and Africa.

The bespoke on-line Sales Academy for Goodyear EMEA has recently won the Expansión award in Spain for Innovation in Human Resources.



Innovation (III)



2. INFOVA Automotive

- INFOVA “Automoción” is a distinct unit within Infova, fully dedicated to the planning, creation and execution of in-company training for automotive manufacturers and importers/distributors on a local as well as international basis.
- Its success has been the result of a combined methodology of on-line, outdoor and indoor training focussed on the development of specific commercial, sales and after-sales skills and competencies, including the launching of new models and products.
- The principal value offered to this client-base is sector experience (all members of this team have worked or competed in the automotive sector), accessibility, flexibility and their ability to provide a responsive and integrated service.



Innovation (IV)



4. INFOVA Speakers

- **Infova Speakers** offers our customers a conference & speaker service with a difference.
- The primary difference is that all our speakers and conferences are chosen with specific formative principles and values in mind.
- All conferences are introduced and facilitated by an Infova trainer who, before the beginning of the conference, will share a series of thought processes with the audience, and after the conference will facilitate and moderate the discussion making sure that learnings are extrapolated and linked to our professional and work environment, as well as our day-to-day lives.
- Some of the key objectives & principles developed in our conferences are*:
 - Personal choice
 - Responsibility
 - Double creation (thought to action)
 - Excellence
 - Daring
 - Creativity
- A range of Speakers from a wide variety of backgrounds and pursuits, (including explorers, mountaineers, psychologists, motivational speakers and experts from the world of music or motor-racing) but whose story is always relevant to corporate and organizational realities and the working lives of professionals and executives.

* Some of the objectives of these conferences include explaining and linking the conference to certain typical thought models and processes, e.g.

- Think - feel - act
- Circles of influence and preoccupation
- Understanding the benefits for individuals to choose the environments that motivate them (principle of personal choice)
- The awakening or realization that it is possible to feel good about our environment.



Innovation (v)



5. Dunlop & Brown - INFOVA

- Dunlop & Brown is a UK company who works with senior management teams with companies all over Europe. Dunlop & Brown and INFOVA have a Joint Venture in Spain.
- Together we offer an original and bespoke service to senior management teams, *focussed on diagnosing, designing, organizing and facilitating critical team meetings and projects.*
- Our primary objective is to make critical team meetings more productive and decisive, and to help senior managers develop or maintain their teams at high levels of performance.
- In current market conditions, we believe this can be a particularly helpful tool for senior management to ensure adequate levels of motivation, productivity and focus.
- The key elements we use to do this are
 - Diagnosis of the main issues and needs within the team /project through the use of confidential online surveys or interviews
 - Confirmation of key objectives for the meeting,
 - The use and selection of “Inspired Guests”: internal or external experts who will be present at the meeting and can help the team both from a knowledge, experience and / or competency perspective, applied directly to the project or objectives of the meeting,
 - The structuring and facilitation of the working sessions and other activities designed to improve team communication and effectiveness,
 - The use and selection of unusual, non-routine and intimate environments, outside the place of work, designed to generate news ways of thinking and communicating,
 - Professional hosting and facilitation of the meeting,
 - Post-event follow-ups to help the realization of decisions made and action plans developed at the meeting.
- For more information please consult the INFOVA website.



Innovation (VI)



6. INFOVA Snow & Mountain Adventure Experience

- Based on INFOVA's belief in learning through experience, this form of training is designed for executives and their teams to use adventure as a vehicle for learning and obtaining information that will help them in their daily lives as individuals, professionals and members of a team.
- The objective is to create, within a safe environment, the necessary conditions for an intense experience and reflection on the following:
 - How we work together
 - What type of team we are
 - What and how we would need to change in order to reach high performance
 - How we manage our ambition to achieve results
 - How we manage personal achievement
 - What price we are prepared to pay to achieve our goals
 - How we resolve conflicts
 - What sort of relationships we have between team members
 - How we plan and allocate resources

And a long list of other organizational processes and functions which are easy to experiment with and observe.

- In this type of environment, experiences, reflections and conclusions are difficult to forget. In these types of activities everything is real: previous training & preparation of the team, planning the rescue of an avalanche victim or injured mountaineers, putting the plan into action, and corrective actions in the face of difficulties.
- The experience results in conclusions on how to live success and failure, on how to resolve problems, the generation of viable alternatives and decision-making.



FORMACIÓN A TRAVÉS DE LA AVENTURA

Management Team



Managing Director:	Gonzalo Martínez de Miguel
Director of Training:	Ramón Martínez
Commercial Director:	François Pérez Ayrault
Director INFOVA Automotive	Oscar Fuertes
Managing Partner Dunlop & Brown & Director New Business Development	Robert Griffiths
Director of Observatory	Iñaki de Miguel
Director of R&D:	Alejandro Busto
Human Resources Director	Irene Gómez
Manager INFOVA Adventure Experience	Felipe Ynzenga
Manager INFOVA Speakers	Paula Roquero
Manager e-Learning	Ana Ibañez
Project Manager Certifications	Olmo Algarra
Marketing Manager	Monica Sánchez

Professional Trainers:

Alicia Aragón
Alejandro Busto
Marta Fuertes
Irene Gómez
Ricardo Gómez
Robert Griffiths
Gonzalo Martínez de Miguel
Ramón Martínez

Automotive:

Álvaro Arcenegui
Victor Felipe
Oscar Fuertes

Our Customers



GRUPO
Industria de Turbo Propulsores, S.A.



Carrefour



PHILIPS



VOLVO



Jeep



TATA MOTORS

ISUZU



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