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To Novia Salcedo Fundacion (NSF), success consists of properly meeting the requirements of all its stakeholders (young people, host companies and organisations, NSF's professional team, the society at large).

Despite the strong impact of the current crisis on the downward trend in the wealth of the whole of Spain, our management system based on data provide us with detailed information which demonstrates the positive development of NSF in each of these areas.

Our success is clearly due to people within our professional team. Many organisations claim that people are their most important asset. In NSF people are our only asset.

Such a challenging current and future context as the one we face requires equally challenging people strategies. NSF People Development and Teams Strategy 2014 – 2019, which is aligned with its overall strategy, is focused on achieving the following objectives:

- We want NSF people to consider our foundation as the best place to work and to grow professionally and personally.
- Sustainable growth aligned with the mission.
- We strive to be more innovative through greater dynamism, flexibility, permeability to internal and external changes and proactivity.
- We seek to be able to transform ourselves, and also transform

the society through lifelong learning, as NSF does not deliver standardised products.

- We want to share knowledge, not only internally but also externally, to integrate the new trends into our daily activity and also to increase our capacity to transform knowledge and good intentions into action.

But people themselves do not become active if the appropriate atmosphere and stimulus are not created to make it happen. They must work as a team. These teams are a space and a tool for NSF to train people and to learn from each other. At the same time, this allows them to identify strengths and areas for improvement of themselves, contributing to their professional and personal development;94% of NSF people are satisfied with the approach and the deployment of the teamwork methodology in our organisation (Source: NSF People Survey, 2013).

This simultaneously leads to the individual development of each person and his or her alignment with NSF's mission as a result of belonging to the team.

The convergence of interests between each person and NSF is a key issue for us. This includes sharing some appropriate values, not in a theoretical way, but in a real way, i.e. values which are really being lived and applied in the organisation.

One main value, without which nothing would be possible, is transparency. There is no secret or inaccessible area for anyone from



the organization (93% of NSF people are satisfied on this point).

Other key values are justice and equity. These principles are deployed in all areas of management and are transparent and faithfully respected and followed. 100% of NSF people consider that in our organisation we all have the opportunity to meet our individual requirements, both personally and professionally, to be listened to and cared for, always in balance with the smooth running of the organisation.

Another key concept is that the person / position assignment is designed so that challenging tasks are assigned to each person and he/she is able to perform them in an appropriate way. This implies a philosophy of empowerment, transferring the power of making decisions to the place where the action occurs (89% of NSF people are satisfied on this point).

The deployment of these values to all people in the organisation, and to their ultimate consequences, is only possible with an ongoing dialogue between NSF and each individual: letting him/her participate in the formulation and the deployment of the strategy, making it known how each process and project contribute to the achievement of the organisation's strategic objectives, promoting the engagement and taking them into consideration when making decisions that could affect them or their work, etc.. (90%

of NSF people are satisfied on this point).

In short, the ultimate goal is to obtain the highest commitment of NSF people, to the point where each of us do our best, and define our own destiny without producing any fragmentation, in line with the mission of the organisation, and through a strategy which combines home grown timber with external talents (94% of NSF people are satisfied on this point).

By doing this, we ensure that knowledge does not turn into personal property but rather a common asset; and we provide more value to the organisation and to the society. 100% of NSF people feel committed with the working in society that our organisation develops; 97% of NSF people consider that their day to day activities contribute effectively to the integration of young people into the labour market.

Other key results achieved:

100% of NSF people wish to work in our organisation for a long time.

97% of NSF people are confident about keeping their jobs.

97% of NSF people consider that NSF is the best place to work comparing with other organisations in the closest environment.

About Fundación Novia Salcedo

Novia Salcedo Foundation (NSF) is a non profit private organisation, with 34 years of experience, whose main purpose is to promote the social and professional integration of young people, assisting them by providing information, guidance and training to achieve professional skills through internships in partner organisations, offering attractive training plans and acting as coaches.

Moreover, we are active at raising awareness in society, and eventually transforming it into human and social values.

Since NSF launched its Professional Internship Programme, in 1995, more than 9.000 young people have joined a company and around 1,246 companies have hosted them, raising around €49 million.

SUCCESSING THROUGH THE TALENT OF PEOPLE