



Client Survey Report

prepared for

Navalent



prepared by

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Executive Summary

Feedback from clients remains consistent from previous years. Navalent continues to be viewed as exceptional in their field. They are seen as trusted partners who build strong relationships, truly care about their clients, and offer pragmatic, data-based insights with confidence and courage that's hard to match.

Navalent consistently delivers high value in executive coaching, team effectiveness and organization design.

Clients deeply value the ability to work directly with Navalent's high caliber advisors and generally hope that the firm remains small and retains its uniqueness, personal touch, and extraordinary level of contribution.

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1 Expertise: Navalent quickly builds rapport with new clients and develops a strong following by consistently doing top notch work

1.1 Navalent makes a very positive first impression - clients particularly value Navalent's ability to hear, understand and relate to their concerns

1. I was impressed by Navalent when we first met. They sounded like they knew what they were doing and could help us.
2. I had a very positive first impression of Navalent. They looked experienced. I felt welcomed. I came in rambling, without much clarity. They provided assurance. They basically said "Yes, we get your problem, good for you to identify it, and we can help."
3. I was very impressed with Navalent as a first impression. They were very open to listening to concerns and suggestions.
4. I was very impressed when I first met Navalent. I appreciated their straight forward approach. Other consultants sugar coat and try to be politically correct. Navalent were very direct and they showed business acumen. Navalent were good at understanding us. They got what we were trying to do.
5. My first impression of Navalent was that they had a really good understanding of my situation. They were very focused on solutions for success. I felt the consultant had been in similar situations to mine before so he knew what to do.
6. From the beginning, I was very impressed by the Navalent team.
7. When I met Navalent, my impression was that they were very cerebral, practical, connected well with our industry, very focused. They were clear on what they did and what they didn't do, which I liked. Navalent's background and prior experience working with companies in our industry was very important in my decision to work with them.
8. My first impression of Navalent was very favorable. They were personable, insightful, no-nonsense. Consultants often try to impress with a list of big name clients but they didn't do that, they were very down to earth and simply said "Here's what we do, tell us about your concerns and we'll see if we can help." There was no B.S..
9. My first impression of Navalent was great. They had a lot of energy. We instantly had a connection and understood each other. With our Navalent consultant, it was like I knew her before I met her. She was very professional, reliable and focused.
10. My first impression of Navalent was very positive. I had a very good connection with one in particular. She was very personable and she understood the organization and our challenges because she had worked in the organization prior to that.

1.2 Navalent consistently delivers high quality work, which translates into clients' willingness to continue to engage Navalent and recommend them to others

1. Navalent are a super group. I really appreciate the quality of their work and the insights and depth they offer.
2. I'm a big fan of Navalent. They've been extremely helpful. They've provided a lot of value. Navalent are nimble, committed and have the ability to go deep. Navalent's contribution resulted in unbelievable financial performance. We quadrupled our bottom line in four years. Fundamentally, what put us in this strong position was the work done with Navalent. This will always be a milestone for me as a leader.
3. Navalent did a brilliant job. It was a real pleasure to work with Navalent. They did a great job. I'd definitely work with Navalent again.
4. We've asked Navalent to come back into the organization to help us with implementing some of their recommendations. Given the prior work Navalent did here, I think there is a possibility that we might need some help in the middle of next year related to scaling or rapid growth.
5. In general, Navalent did very well, achieving the goals we had. They were very comparable to the big firms and I'd consider working with them again. The quality of Navalent's work was good. They were here longer than most consultants, which is a sign that they were successful. Navalent helped us pull together a lot of information and helped us form a plan.
6. Navalent have done everything we needed them to do. They were spot on. For what we wanted Navalent to do, they were focused and they did a really good job. Maybe someone else could have done as good a job but I don't know.
7. Navalent have done a really nice job on all the different projects. All the projects Navalent did in our company went very well.
8. Navalent are strong at driving change, team development and training. They have a unique approach.
9. Navalent helped us clarify who we are and what we do, which is important for our strategy.
10. Navalent were great. I had a very positive experience with them on both engagements. Both situations were very challenging in terms of the organizational and people dynamics I had to deal with, and Navalent did a great job.
11. Navalent changed my ability to lead. There is loyalty that comes with that. I've had a hand in how heavily we've used Navalent in our organization.
12. Navalent became the "go to" consultants in our company.
13. Navalent are a pleasure to work with. I would hire them again and I would recommend them to others.

1.3 Executive coaching, both formal and informal, is a key strength for Navalent

1. I've gone much farther as a leader because of Navalent. Without Navalent gathering data and directing me, I would have failed in my role. Instead, I turned around the business, I improved my effectiveness, and I improved organizational effectiveness.
2. The coaching I personally received from Navalent was very good. It really helped me transition into my role.
3. All Navalent's work was good but the coaching was particularly good.
4. The impact of Navalent work was lasting. In my case, it has helped me get insight into what is really going on and it has helped me make decisions.
5. I appreciated the personal coaching I got, and the feedback. The biggest thing that Navalent helped me with was to coach me regarding the change in our CEOs. He helped me understand my strengths vis-à-vis the new CEO and helped set me up for success. Navalent could do that because they knew me so well. This was incredibly valuable. In fact, invaluable.
6. I enjoyed working with Navalent. I learned a great deal. They were all my informal coaches. I appreciate all they did. If I didn't have them, I wouldn't be here today.
7. I received informal coaching from Navalent as part of the work with the team. I would consider formal coaching with them.
8. I feel that even if the projects that we might hire Navalent for in the future are not about executive coaching, they will still help me grow through that process. As a client, I figure that as long as they are willing to offer informal coaching, I'll take it. I figure that at some point, if it got more time consuming for them, they'd say, "Okay, let's do a formal coaching engagement."
9. The coaching process with Navalent for our people worked. It was effective, helpful and successful. I'd have no issue asking my boss to use Navalent as executive coaches in the future.
10. The personal coaching I had from Ron helped me become a better leader by helping me understand and deal with my trigger points.
11. Our Navalent consultant was a good coach. He helped me set up the vision.
12. Having a Navalent consultant as a coach was an incredible developmental opportunity. She was tough, no-nonsense, always available, responsive. I trusted her. She played a critical role in my ability to survive here. She helped me debrief my 360 feedback with the CEO. If anything, I wanted more time with her. I'd love to continue on with her.
13. I love how Navalent has supported me as we are struggling to get our VPs on the same page.

1.4 Navalent is highly valued for their work on organizational design and effectiveness, especially their ability to keep clients on track

1. Navalent is very good at partnering on organization redesign.
2. Navalent is very strong at organizational effectiveness work.
3. Navalent did a wonderful job; they kept us on track. Thanks to them, we will be finished with this project in the timeframe we were hoping for. The implementation of strategy would be a good experience for us to do ourselves because there is no clear deadline. But if we get delayed to a point where we don't like it, we might bring in Navalent.
4. Navalent kept us on track on the reorganization of our organization. We're very pleased. We had a very positive experience working with Navalent.
5. Navalent sticks to the timeline pretty darn good. They churn it out fast. They most definitely help keep us on track.
6. Navalent help keeps us on track so that we get the work done.
7. The biggest thing that Navalent helped us with was in shaping more disciplined governance to manage the business within the larger organization.
8. We're not yet all the way where we need to be but we now have more empowerment. The work Navalent did to help us with empowerment was very good.

1.5 Navalent is also strong at building rapport within difficult team environments, and their work with teams leads to improved communication and alignment

1. Navalent was very focused on building trust and getting our team comfortable with the process. They did a good job handling the team dynamics and the negative feelings within the team.
2. Navalent delivers huge value in driving team effectiveness. Their ability to work with difficult people is great. Navalent was able to build rapport and trust with even the most challenging characters on our team and thanks to that were able to get to the bottom of things with each team member. Everyone on our team respected what Navalent did and saw the value of their input.
3. We agreed with the vast majority of Navalent's recommendations and by now we've also implemented almost all of them. We now have clear alignment on where we're headed. There is no back fighting anymore.
4. Navalent did a great job on helping us communicate better – senior leaders to senior leaders, senior leaders to employees, and employees with each other.
5. Navalent brought common sense and helped the team get some quick wins. The input from Navalent was very valuable and well received by our team. They had a fantastic approach that changed behaviors. We became more aligned and agreed on execution.
6. The work Navalent did with us really strengthened the team and created a more open, higher performance culture in both the team and the rest of the organization.

7. For the team, Navalent's input was the start of a more effective, more open communication style for the team. The team exercises Navalent did with us were really unique and powerful. Some of them helped break down walls and improve communication. Instead of complaining behind someone's back, people were more able to share feedback directly with each other. The exercises made those conversations easier.

2 Talent: Navalent are exceptionally talented; they are seen as trusted partners who offer pragmatic advice and have the courage to keep clients honest

2.1 Navalent's talent is a cut above

1. Navalent are smart, a cut above, not average. It's hard to convince our leaders to hire consultants. We've had some consultants that weren't worth the money and it's hard to recover from that. With Navalent, once they are in, people are so thankful to have high quality consultants like them.
2. I've had exposure to several consultants from Navalent and I've been impressed by all of them – their skills, personalities, their ability to work with us.
3. Navalent are very impressive, I liked working with them.
4. The folks at Navalent are all really smart.
5. Despite the fact I had 100% trust in my Navalent consultant, the other Navalent consultants that were brought on later had to earn my confidence, and they did. I've been impressed. Their talent is impressive. Our CEO is also fully impressed with Navalent.
6. I would use Navalent again. I can't say enough good things about them.
7. I love Navalent. I have huge respect for their style and impact. They are thoughtful and insightful.
8. Our Navalent consultant was really good. He was smart and helped move the discussion along.
9. Navalent is great, I connected very well with both consultants. They drives things.
10. Navalent is very efficient and has a good sense of humor.
11. Navalent's expertise is exceptional. They have flexibility, adaptability, good style. They are fun – quick, rough and tumble – a style that would work well with our executives.

2.2 Navalent has an outstanding ability to build strong, trusted client relationships . . .

1. Navalent's ability to build relationships is outstanding. They are very connected.
2. Navalent's ability to build relationships is incredible. They build trust quickly. Navalent are people with whom I have trust and openness. They are someone I can talk to.
3. Navalent have great advice. They are very intelligent and experienced. Through this, they are able to create deep relationships.
4. I'm very impressed with Navalent's ability to build relationships. They met with each individual, listened to each person separately, got to know each person better. The one-on-one time was very helpful. Everyone got to know them. It helped develop

trust. Navalent ability to build trust through one-on-one time and get to know you is unique. Other consultants don't do this. All consultants from Navalent did this very well.

5. I built a strong relationship with Navalent. We became colleagues and friends.
6. I have a really good relationship with Navalent. We discuss books. He's very involved. If he's in town, we get together.
7. Our Navalent consultants are doing a really good job. They "relationshipped" their way into our organization and that's the way to do it – build relationships, perform to expectations, and companies will keep calling you back in.
8. Navalent are great at maintaining relationships. Between meetings, I'd call Ron and he'd always find time to give me real coaching. This was a very strong relationship builder.
9. McKinsey, BCG, Bain are massive practices. They bring in their group and do the work and then you don't see them. Navalent remain closely connected.
10. I'm not sure our organization will work with Navalent beyond next Spring but they have strong relationships within the larger organization so they will likely continue working here.

2.3 . . . and are seen as partners rather than merely consultants

1. It feels like Navalent are in the game with us. Navalent are consultants who are not consultants. They are not traditional. They are involved, they care about you. They are partners, not consultants.
2. Navalent are really good folks. I've enjoyed the relationship we have and the value they've helped me create. Navalent are an excellent, trusted partner. They've got my back in a big way.
3. We view Navalent as strategic partners and value their partnership.
4. We worked together as partners with Navalent. When Navalent was brought in originally, it was a threat to me. But we hit it off and she became my partner.
5. Navalent set us up for meetings with people they knew for free. Other consultants have a tendency to withhold knowledge and others would have charged us to do this. In doing this, Navalent were saying "We're your partner, we go above and beyond" instead of just selling us something.
6. Navalent has real potential to be a partner with the existing leadership. The big firms come in to threaten middle leadership, who could be on the chopping block. Navalent, on the other hand, are collaborative with middle leadership. They are partners.

2.4 Navalent works effectively at all levels of the organization

1. Navalent can work well at different levels. We've given them opportunities throughout the organization and they always did a good job.

2. Navalent does a great job at relating to people at different levels. They connected very well with everyone. There was nothing but positive feedback and excitement.
3. Navalent have very good rapport. They interact well. They are fun and good to work with.
4. Navalent did a very good job relating to different levels in the organization – the most senior level and the levels below as well. They partnered successfully with the support functions.
5. Navalent partnered very well with the most senior level. Other consulting firms would not have worked as closely with the CEO as Navalent did. The way Navalent partnered with the CEO was unique.
6. Navalent was very good at working with the most senior executive levels.

2.5 They offer pragmatic, business-focused solutions

1. What sets Navalent apart is that they are very business focused. They understand what makes business tick.
2. I would recommend Navalent to colleagues. They are pragmatic. They are focused on finding solutions to problems and on ensuring short-term success.
3. When I compare Navalent to other coaches, I have to say I didn't really care for the other coaches. They used a bizarre method. They wanted to dig into my personal life and into things I thought were irrelevant. They didn't have enough focus on the workplace and being successful in the business context. It was more like therapy and if I wanted that, I would have gotten myself a shrink.
4. The coaching I personally received was helpful overall. It was extremely pragmatic.

2.6 . . . and are valued for their courage and ability to push clients to higher levels of performance

1. Navalent earns trust and confidence very quickly because they have courage. We've used most of the big consulting firms. We were looking for something unique or different when we decided to use Navalent. The bigger firms just try to confirm what they think we want to hear instead of "We've analyzed your situation and this is what you have to do, even if you don't like it."
2. Navalent helped push our leaders in a way that we weren't able to do ourselves, internally.
3. I've seen the value of Navalent the most in being pushed. Navalent have helped me force discipline and drive things forward. I'm willing to pay for that. Because of that, my choice is to lean on Navalent.
4. Both Navalent consultants were persistent in pushing me to deal with potentially damaging people and situations.
5. Our Navalent consultant was so real and able to convey what she thinks in a way that you could accept. She just lays it out and helps you think through how you could address it. She has a very effective style in terms of conveying messages. She is

tough, she pushes me and challenges me. But she's also sympathetic and listens. She helped me understand situations and address things and deal with people.

6. I value Navalent's opinion as people who know me well and people I can bounce thoughts off of before I make important decisions. They give me candid feedback. They ask blunt questions and push me. I value that.

3 Key Differentiators: Use of senior partners, data-based approach, customized solutions, and going above and beyond make Navalent stand apart from competition

3.1 Navalent's reliance on senior partners is a significant differentiator in the market

1. A large part of Navalent's success has to do with the fact that who you meet is who you get. Most of my contact with Navalent has been with their senior partners. Compared to McKinsey, Bain, Boston Consulting and other firms like that, Navalent provide more of a personal touch. You hire them, you get them. Other companies send in a bunch of junior people and don't give as much personal attention; their senior people are not as available.
2. One of the distinguishing features of Navalent is that they are small. Big firms sometimes put too many people on projects to generate cash. You don't get that with Navalent and that's a good thing.
3. Navalent's approach where you get to work with their senior consultants is unique.
4. I've used big firms like Accenture and Deloitte in the past. They usually have junior people on site and a couple senior people swoop in once in a while to kick the tires. With Navalent, the principal does real, hands on work.
5. Navalent is quite different from other consulting firms and we were looking for something different. The big firms drive the agenda. They have long contracts and they bring in a lot of junior people.
6. Some of the main benefits of using someone like Navalent is that they are a boutique firm; they are not like the big firms like Bain.
7. My advice to Navalent is: "Continue to be mindful of the caliber of talent on your team. This can be your competitive advantage." The big firms have a blend of more experienced and new folks who are learning as they go. There's a completely different level of confidence in Navalent versus others. Big firms also have really talented people but those get elevated up and therefore have less availability and presence with the client.

3.2 Navalent seeks to gain a solid understanding of the organization and its people

1. I'd recommend Navalent. I like them because they take time to get to know you and your problems and don't make early assumptions. Other consultants make early or wrong assumptions. Navalent really do their homework to get to know people and the organization.
2. One of the best things about Navalent is their very direct approach, their ability to get to the bottom of things, and their understanding of people – the good, the bad and the ugly.

3. Navalent is quick to understand the business and people issues. When they started, Navalent didn't know our industry or organization but they learned very quickly.
4. Navalent has the desire to really understand the business and the people. Having worked here for a number of years, Navalent have gained solid knowledge of the whole organization and do their work in that broad context.

3.3 . . . and ground their insights in objective data gathering and analysis

1. I can always count on Navalent to be objective. They do a deep dive and gather the facts and then offer insightful, fact-based opinions. Compared to Navalent, other consultants are more narrowly focused; they are not as concerned about gaining knowledge of the organization and the context.
2. Navalent did a lot of data gathering with stakeholders. They have more curiosity than the big firms to understand the current situation. They are analytical about the soft aspects of the organization.
3. I liked the data-based approach that Navalent used. It made the process much more objective than the way we would have done it ourselves.
4. Navalent collected data from the organization on issues and concerns and this was very much something a third party had to do.
5. Navalent helped us through fact finding. They interviewed about 30 people about what we needed to change, about our culture and how to approach our change management, and provided insightful conclusions and recommendations based on this research.

3.4 Unlike the big firms, Navalent provides customized solutions rather than force clients into set models, formulas and processes

1. Navalent is very practical and they adapt and tailor their approach to the client's situation. They don't have their set, standard ways and processes for doing things like the big firms do. They are able to quickly understand the client's unique situation and come up with a tailored solution.
2. I don't want Deloitte, McKinsey, etc. They have their set models and formulas and process and they force you into it. With them, that's what you're buying.
3. Navalent have a personal touch. It's not just a big system they shove you in. What they do is very personalized to our needs.
4. Navalent provided the process for decision making and informed us about different options but they enabled us to decide ourselves. I very much prefer this approach to being provided with the solution. Making people part of the decision leads to a much better buy-in from the group.
5. The distinguishing strengths for Navalent is their ability to build personal relationships and customization. They do individual interviewing where they get very involved with a core group of people. Other consulting companies are very formulaic by comparison.

3.5 By making themselves available to clients at all times . . .

1. Navalent makes themselves very available. If I have a problem with this or that, I can call on them. They even said to everyone at our company “Call us if you need anything.” You can call them at 9:00pm and they’ll talk to you. Their services come through glowingly in this regard. I value this 100% in terms of the relationship building.
2. Navalent makes themselves very available, including on weekends.
3. Navalent is very responsive, they e-mail back fast. They’re there for me by phone and e-mail.
4. Navalent is always available. I could call her and we’d talk about stuff. We built a relationship.
5. Navalent makes themselves available outside the contract and this is a huge value for relationship building.

3.6 . . . and going above and beyond, Navalent demonstrate they genuinely care about their clients' success

1. Navalent went above and beyond. Navalent did not only do what they promised to do but made themselves available beyond that. I felt Navalent has a real commitment to us as a company. It felt very different from the big consulting firms. Navalent would make time for us any day.
2. Compared to other consultants, Navalent is not stiff and by the book, they really care.
3. I felt Navalent had a vested interest in the engagement.
4. Navalent shows genuine interest in our company as a whole.
5. Navalent really cares, they are not just trying to make a buck. Time is money to other consultants and they don’t give any time for free. The attitude of Navalent is “We’re in this together, however things unfold, we’ll be there to help.”
6. I value the relationship we have with Navalent. They offered me some pro-bono calls and I took him up on that a few times. A lot of consultants would just go to sending me a newsletter once in a while so I appreciated the offer of their time.