

## Korn Ferry's 38 Competencies

1. *Ensures* accountability
  - Holding self and others accountable to meet commitments
    - Follows through on commitments and makes sure others do the same
    - Acts with a clear sense of ownership
    - Takes personal responsibility for decisions, actions, and failures
    - Establishes clear responsibilities and processes for monitoring work and measuring results
    - Designs feedback loops into work
2. Action oriented
  - Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm
    - Readily takes action on challenges, without unnecessary planning
    - Identifies and seizes new opportunities
    - Displays a can-do attitude in good and bad times
    - Steps up to handle tough issues
3. *Manages* ambiguity
  - Operating effectively, even when things are not certain or the way forward is not clear
    - Deals comfortably with the uncertainty of change
    - Effectively handles risk
    - Can decide and act without the total picture
    - Is calm and productive, even when things are up in the air
    - Deals constructively with problems that do not have clear solutions or outcomes
4. Attracts top talent
  - Attracting and selecting the best talent to meet current and future business needs
    - Attracts and selects diverse and high caliber talent
    - Finds the right talent to meet the group's needs
    - Closes talent gaps with the right balance of internal and external candidates
    - Is a good judge of talent
5. Business insight
  - Applying knowledge of business and the marketplace to advance the organization's goals
    - Knows how businesses work and how organizations make money
    - Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace
    - Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions
6. Collaborates
  - Building partnerships and working collaboratively with others to meet shared objectives
    - Works cooperatively with others across the organization to achieve shared objectives
    - Represents own interests while being fair to others and their areas
    - Partners with others to get work done
    - Credits others for their contributions and accomplishments
    - Gains trust and support of others

7. Communicates effectively

- Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
  - Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels
  - Attentively listens to others
  - Adjusts to fit the audience and the message
  - Provides timely and helpful information to others across the organization
  - Encourages the open expression of diverse ideas and opinions

8. *Manages* complexity

- Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems
  - Asks the right questions to accurately analyze situations
  - Acquires data from multiple and diverse sources when solving problems
  - Uncovers root causes to difficult problems
  - Evaluates pros and cons, risks and benefits of different solution options

9. *Manages* conflict

- Handling conflict situations effectively, with a minimum of noise
  - Steps up to conflicts, seeing them as opportunities
  - Works out tough agreements and settles disputes equitably
  - Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives
  - Settles differences in productive ways with minimum noise

10. Courage

- Stepping up to address difficult issues, saying what needs to be said
  - Readily tackles tough assignments
  - Faces difficult issues and supports others who do the same
  - Provides direct and actionable feedback
  - Is willing to champion an idea or position despite dissent or political risk

11. Customer focus

- Building strong customer relationships and delivering customer-centric solutions
  - Gains insight into customer needs
  - Identifies opportunities that benefit the customer
  - Builds and delivers solutions that meet customer expectations
  - Establishes and maintains effective customer relationships

12. Decision quality

- Making good and timely decisions that keep the organization moving forward
  - Makes sound decisions, even in the absence of complete information
  - Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions
  - Considers all relevant factors and uses appropriate decision-making criteria and principles
  - Recognizes when a quick 80% solution will suffice

13. Develops talent

- Developing people to meet both their career goals and the organization's goals
  - Places a high priority on developing others
  - Develops others through coaching, feedback, exposure, and stretch assignments

- Aligns employee career development goals with organizational objectives
- Encourages people to accept developmental moves

14. *Values* differences

- Recognizing the value that different perspectives and cultures bring to an organization
  - Seeks to understand different perspectives and cultures
  - Contributes to a work climate where differences are values and supported
  - Applies others' diverse experiences, styles, backgrounds, and perspectives to get results
  - Is sensitive to cultural norms, expectations, and ways of communicating

15. Directs work

- Providing direction, delegating, and removing obstacles to get work done
  - Provides clear direction and accountabilities
  - Delegates and distributes assignments and decisions appropriately
  - Monitors progress by maintaining dialogue on work and results
  - Provides appropriate guidance and direction based on people's capabilities
  - Intervenes as needed to remove obstacles

16. *Drives* engagement

- Creating a climate where people are motivated to do their best to help the organization achieve its objectives
  - Structures the work so it aligns with people's goals and motivators
  - Empowers others
  - Makes each person feel his/her contributions are important
  - Invites input and shares ownership and visibility
  - Shows a clear connection between people's motivators and the organizational goals

17. Financial acumen

- Interpreting and applying understanding of key financial indicators to make better business decisions
  - Understands the meaning and implications of key financial indicators
  - Uses financial analysis to generate, evaluate, and act on strategic options and opportunities
  - Integrates quantitative and qualitative information to draw accurate conclusions

18. Global perspective

- Taking a broad view when approaching issues, using a global lens
  - Looks toward the broadest possible view of an issue or challenge
  - Thinks and talks in global terms
  - Understands the position of the organization within a global context
  - Knows the impact of global trends on the organization

19. *Cultivates* innovation

- Creating new and better ways for the organization to be successful
  - Comes up with useful ideas that are new, better, or unique
  - Introduces new ways of looking at problems
  - Can take a creative idea and put it into practice
  - Encourages diverse thinking to promote and nurture innovation

20. Interpersonal savvy

- Relating openly and comfortably with diverse groups of people
  - Relates comfortably with people across levels, functions, culture, and geography

- Acts with diplomacy and tact
- Builds rapport in an open, friendly, and accepting way
- Builds constructive relationships with people both similar and different to self
- Picks up on interpersonal and group dynamics

21. *Builds networks*

- Effectively building formal and informal relationship networks inside and outside the organizations
  - Builds strong formal and informal networks
  - Maintains relationships across a variety of functions and locations
  - Draws upon multiple relationships to exchange ideas, resources, and know-how

22. *Nimble learning*

- Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder
  - Learns quickly when facing new situations
  - Experiments to find new solutions
  - Takes on the challenge of unfamiliar tasks
  - Extracts lessons learned from failures and mistakes

23. *Organizational savvy*

- Maneuvering comfortably through complex policy, process, and people-related organizational dynamics
  - Is sensitive to how people and organization function
  - Anticipates land mines and plans approach accordingly
  - Deals comfortably with organizational politics
  - Knows who has power, respect, and influence
  - Steers through the organizational maze to get things done

24. *Persuades*

- Using compelling arguments to gain the support and commitment of others
  - Positions views and arguments appropriately to win support
  - Convinces others to take action
  - Negotiates skillfully in tough situations
  - Wins concessions without damaging relationships
  - Responds effectively to the reactions and positions of others

25. *Plans and aligns*

- Planning and prioritizing work to meet commitments aligned with organizational goals
  - Sets objectives to align with broader organizational goals
  - Breaks down objectives into appropriate initiatives and actions
  - Stages activities with relevant milestones and schedules
  - Anticipates and adjusts effective contingency plans

26. *Being resilient*

- Rebounding from setbacks and adversity when facing difficult situations
  - Is confident under pressure
  - Handles and manages crises effectively
  - Maintains a positive attitude despite adversity
  - Bounces back from setbacks
  - Grows from hardships and negative experiences

27. *Resourcefulness*

- Securing and deploying resources effectively and efficiently

- Marshals resources (people, funding, material, support) to get things done
- Orchestrates multiple activities simultaneously to accomplish a goal
- Gets the most out of limited resources
- Applies knowledge of internal structures, processes, and culture to resourcing efforts

28. *Drives results*

- Consistently achieving results, even under tough circumstances
  - Has a strong bottom-line orientation
  - Persists in accomplishing objectives despite obstacles and setbacks
  - Has a track record of exceeding goals successfully
  - Pushes self and helps others achieve results

29. *Demonstrates self-awareness*

- Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses
  - Reflects on activities and impact on others
  - Proactively seeks feedback without being defensive
  - Is open to criticism and talking about shortcomings
  - Admits mistakes and gains insight from experiences
  - Knows strengths, weaknesses, opportunities, and limits

30. *Self-development*

- Actively seeking new ways to grow and be challenged using both formal and informal development channels
  - Shows personal commitment and takes action to continuously improve
  - Accepts assignments that broaden capabilities
  - Learns from new experiences, from others, and from structured learning
  - Makes the most of available development resources

31. *Situational adaptability*

- Adapting approach and demeanor in real time to match the shifting demands of different situations
  - Picks up on situational cues and adjusts in the moment
  - Readily adapts personal, interpersonal, and leadership behavior
  - Understands that different situations may call for different approaches
  - Can act differently depending on the circumstances

32. *Balances stakeholders*

- Anticipating and balancing the needs of multiples stakeholders
  - Understands internal and external stakeholder requirements, expectations, and needs
  - Balances the interests of multiple stakeholders
  - Considers cultural and ethical factors in the decision-making process
  - Acts fairly despite conflicting demands of stakeholders

33. *Strategic mindset*

- Seeing ahead to future possibilities and translating them into breakthrough strategies
  - Anticipates future trends and implications accurately
  - Readily poses future scenarios
  - Articulates credible pictures and visions of possibilities that will create sustainable value

- Creates competitive and breakthrough strategies that show a clear connection between vision and action

34. *Builds effective teams*

- Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals
  - Forms teams with appropriate and diverse mix of styles, perspectives, and experience
  - Establishes common objectives and a shared mindset
  - Creates a feeling of belonging and strong team morale
  - Shares wins and rewards team efforts
  - Fosters open dialogue and collaboration among the team

35. *Tech savvy*

- Anticipating and adopting innovations in business-building digital and technology applications
  - Anticipates the impact of emerging technologies and makes adjustments
  - Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance
  - Rejects low-impact or fad technologies
  - Readily learns and adopts new technologies

36. *Instills trust*

- Gaining the confidence and trust of others through honesty, integrity, and authenticity
  - Follows through on commitments
  - Is seen as direct and truthful
  - Keeps confidences
  - Practices what he/she preaches
  - Shows consistency between words and actions

37. *Drives vision and purpose*

- Painting a compelling picture of the vision and strategy that motivates others to action
  - Talks about future possibilities in a positive way
  - Creates milestones and symbols to rally support behind the vision
  - Articulates the vision in a way everyone can relate to
  - Creates organization-wide energy and optimism for the future
  - Shows personal commitment to the vision

38. *Optimizes work processes*

- Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement
  - Identifies and creates the processes necessary to get work done
  - Separates and combines activities into efficient workflow
  - Designs processes and procedures that allow managing from a distance
  - Seeks ways to improve processes, from small tweaks to complete reengineering